Comprehensive Economic Development Strategy

2011 - 2015 Update

Southeastern Montana

The 2011 – 2015 Comprehensive Economic Development Strategy (CEDS) is a revision to the 2004 report and a planning guide for Southeastern Montana.

It also enables the Southeastern Montana Development Corporation to continue as a designated Economic Development District.

Southeastern Montana Development Corporation

Colstrip, MT 59323

SEMDC.ORG
December 28, 2010

Robert E. Olson
Regional Director
U.S. Department of Commerce
EDA Denver Regional Office
410 17th Street, Suite 250
Denver, CO 80202-4454

Dear Mr. Olson:

It's a pleasure to express my support for the continuing regional economic development efforts of the Southeastern Montana Development Corporation Economic Development District.

Updating the Comprehensive Development Strategy for the four counties of Custer, Rosebud, Powder River and Treasure will help this region approach economic development with a guiding document that reflect a unified regional approach to creating healthy and vibrant communities. I appreciate their efforts to assist the counties and citizens in their area.

Once again, I wholeheartedly support this economic planning development project and hope others do as well. I look forward to the benefits that rural Montanans have to gain from this project. Thank you for your consideration of this worthwhile endeavor, and please feel free to contact my office if I can ever be of assistance.

Sincerely,

Denny Rehberg
Montana's Congressman
December 16, 2010

Robert Olson
Regional Director
U.S. Department of Commerce
EDA Denver Regional Office
410 17th Street, Suite 250
Denver, Montana 80202-4454

Dear Robert,

I am writing to express my support for the continuing regional economic development efforts of the Southeastern Montana Development Corporation (SEMDC).

Updating the Comprehensive Economic Development Strategy (CEDS) for the four counties of Custer, Rosebud, Powder River, and Treasure will help these counties grow economically. The CEDS will provide them with a guiding document that reflects a unified regional approach to creating healthy and vibrant communities. Montana is a rural state. Joining communities and counties together in the name of economic development will help ensure these communities maintain a vital status across the state of Montana.

I support this project. Please let me know if I can be of further assistance with regard to this proposal.

Sincerely,

Jon Tester
United States Senator
December 10, 2010

Robert E. Olson
Regional Director
U.S. Department of Commerce
EDA Denver Regional Office
410 17th Street, Suite 250
Denver, CO 80202-4454

Dear Mr. Olson:

I am writing today to express my support for the continuing regional economic development efforts of the Southeastern Montana Development Corporation (SEMDC) Economic Development District (EDD).

Updating the Comprehensive Development Strategy (CEDS) for the four counties of Custer, Rosebud, Powder River and Treasure will help this region approach economic development with a guiding document that reflects a unified regional approach to creating healthy and vibrant communities. This strong regional approach will work well with the activities we are undertaking at the state level.

As Chief Business Development Officer for the State of Montana, I support this economic development planning project and hope you will as well. Please feel free to contact me if I can be of further assistance regarding this pro-active and positive effort.

Best regards,

[Signature]

Evan Barrett
Chief Business Development Officer
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The 2011 Comprehensive Economic Development Strategy (CEDS) update from Southeastern Montana Development Corporation (SEMDC) represents the commitment and effort by our staff and Board of Directors to listen, deliver and sustain a high level of attention and service to each of our members.

Southeastern Montana Development Corporation (SEMDC) was established in 1997 as a public benefit, regional non-profit economic development corporation. Today, the four Counties of Custer, Powder River, Rosebud and Treasure along with the communities of Ashland, Broadus, Colstrip, Forsyth, Hysham, Miles City, and Lame Deer and The Northern Cheyenne Indian Reservation in Rosebud County, have joined forces and capital to create a means to encourage, stimulate and promote economic development in this area of Montana.

The 2011 update of our CEDS is the result of a thoughtful and often challenging planning and implementation process designed to improve the economy and quality of life in Southeastern Montana. This ongoing process involves gathering input from a culturally and economically diverse group that includes individuals and organizations from the SEMDC Economic Development District (EDD). We continually analyze local conditions, identify the strengths, weaknesses, problems, opportunities, and design strategies to achieve objectives, coordinate activities to implement the strategies, and evaluate accomplishments.

By creating unique partnerships and improving relationships, challenges facing the economic future of Southeastern Montana will be addressed in a more comprehensive and inclusive manner. During the seven “Town Meetings” held throughout the District, over 100 residents expressed a desire to initiate projects that will provoke sustainable, multi-faceted economic development. Most often mentioned was the desire to develop basic infrastructure, increase web presence and visibility to attract tourists and enhance communication, develop housing to meet local needs, encourage responsible energy development while maximizing opportunities to support the industry, and to foster diverse and homegrown businesses. Public input from this on-going process helped SEMDC focus on the following six main factors:

Economy, Natural Resources, Infrastructure, Services, Communication, Quality of Place

Without the active involvement of local elected officials, area business people, government employees, school officials and private citizens, this update would not have been possible.

It represents the input SEMDC staff received from District residents over the past 12 – 15 months to identify specific economic development goals and objectives and to work together to develop mutually beneficial strategies to meet those needs.
Vision Statement

Southeastern Montana Development Corporation envisions a strong coalition of communities and counties with diversified industries supporting thriving commercial centers, while maintaining a traditional, rural, high quality lifestyle.

Mission Statement

The mission of Southeastern Montana Development Corporation is to maintain, diversify and improve economic conditions and to foster cooperation between public and private entities in Custer, Powder River, Rosebud and Treasure Counties, including the Northern Cheyenne Indian Reservation.
What is CEDS?

The Economic Development Administration (EDA), a division of the U.S Department of Commerce states:

A Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of an area. For the purpose of these guidelines, the terms “area”, “region” and “community” are often used interchangeably to refer to an appropriate political, economic, geographic, or environmental entity for addressing economic development. A CEDS process will help create jobs, foster more stable and diversified economies, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development. A CEDS is required to qualify for Economic Development Administration (EDA) assistance under its public works, economic adjustment, and most planning programs, and is a prerequisite for designation by EDA as an economic development district (EDD).

This Comprehensive Economic Development Strategy (CEDS) is the result of efforts made by SEMDC staff, the CEDS Strategy Committee, participating communities, and local support.

Planning can help communities find the right balance of essential needs, new developments, changing demographics, future goals, challenging obstacles, and innovative change.
Southeastern Montana Development Corporation (SEMDC) serves as the lead regional nonprofit economic development organization for a four county area in southeastern Montana. The organization has had a successful economic development record since 1997. The primary counties within the SEMDC area are Treasure, Powder River, Custer and Rosebud. Through a Memorandum of Understanding for management of the Eastern Plains RC&D and EDC Revolving Loan Fund, SEMDC also has responsibilities for Carter, Prairie, Fallon, Dawson, and Wibaux counties. Outside of banks, SEMDC is one of the only economic development lenders in the nine county region. SEMDC is also an established Certified Regional Development Corporation with the State of Montana and is recognized by the Economic Development Administration (EDA) as a funded EDA District.

Since April of 2005, SEMDC has employed a part-time loan officer in collaboration with the Miles City Area Economic Development Council. In 2007, SEMDC expanded services to offer a Grant Writing and Administration position which was first established on a part time basis and recently expanded to full time due to overwhelming demand from area entities and individuals, both public and private.

SEMDC hosts a Small Business Development Center (SBDC) and offers free and confidential services to area businesses including business training programs. The SEMDC Executive Director is designated as a Technical Assistance Provider for the Montana Cooperative Development Center for our region as well. This designation has served to establish at least one new cooperative business in the area as well as provide assistance to several others in the process of formation.

Area banks, city/county governments and the private sector recognize SEMDC for its’ technical assistance in business development and its’ willingness to partner to meet business financing needs.
**Membership Structure**
Southeastern Montana Development Corporation (SEMDC) is an organization of cities, towns, and counties brought together for this purpose of forming and maintaining an Economic Development District (EDD). This organization has also been recently approved as a Certified Regional Development Corporation (CRDC) by the State of Montana.

The participating governments and communities are:

- Custer County
- Powder River County
- Rosebud County
- Treasure County
- Northern Cheyenne Reservation
- Community of Ashland
- Town of Broadus
- City of Colstrip
- City of Forsyth
- Town of Hysham
- City of Miles City

These governments all support and agree with the district. For the past seven years most governments have contributed one dollar per capita per year to the district formed by Southeastern Montana Development Corporation (SEMDC). Support has continued with the governments each passing a resolution in support of the formation of the district.

The Board of Directors of Southeastern Montana Development Corporation (SEMDC) includes a representative from each government (four Counties and five Cities and Towns), appointed by that government entity. Two members represent two unincorporated communities (Ashland and the N. Cheyenne Indian Reservation), appointed by the County where these communities are located. One member represents Treasure Development, one representative represents the Miles City Area Economic Development Council (MCAEDC), one representative for Chief Dull Knife College, and the Board of Directors appoints two at-large members for a total of sixteen Directors.

SEMDC strives to continuously increase membership activity, develop relationships and welcome new interests. We have a good track record with not only maintaining relationships but increasing networking opportunities to enhance the connections and communication within the community. We hope to continue to develop our relationships with the city and county governments and see great potential and opportunity for improving our relationship with the Northern Cheyenne Governing Council to work on more projects in that area.

**Non-Profit Status**
Southeastern Montana Development Corporation (SEMDC) has had a non-profit tax-exempt 501 (c) 3 status from the IRS since it merged with the Treasure Foundation in 1998. Copies of the SEMDC Articles of Incorporation, By-Laws and Revolving Loan Fund Policy/Procedures, can be supplied upon request.
MANAGEMENT STRUCTURE

Management and Staff – Board of Directors

The sixteen member SEMDC Board of Directors represent all member Counties and Cities/Towns in the four county region. They meet at least quarterly or as needed and have the final vote or authority directing the staff and projects. The Executive Board of Officers meets quarterly during off months that the full Board does not meet. The five member SEMDC Revolving Loan Committee meets as needed to review the SEMDC Revolving Loan Fund programs and any loan applicants to the SEMDC Revolving Loan Funds. One SEMDC Board Director sits on the SEMDC Revolving Loan Committee with the remaining four members selected from experienced community and business leaders.

The Board of Directors of Southeastern Montana Development Corporation (SEMDC) includes a representative from each government (four Counties and five Cities/Towns), appointed by that government entity. Two members represent two unincorporated communities (Ashland and the Northern Cheyenne Indian Reservation), appointed by the county. One member represents Treasure Development, one member represents the Miles City Area Economic Development Council (MCAEDC), one member representing Chief Dull Knife College, and the Board of Directors appoints two at-large members for a total of sixteen Directors.

The Board of Directors is comprised of nine (9) elected officials (63%), plus one elected official representing and appointed by the Northern Cheyenne Indian Tribe and five private citizens (37%). Currently, twelve (12) men (80%) and three (3) women (20%) are serving on the Board. Minority representation is currently two (2) Directors (14%) which is consistent with District percentages. Each Director is assigned one or two areas of interest to represent the district.
Southeastern Montana Development Corporation
EDD Board Membership Roster

**2010**

1. **Government Representatives (51-65%)**
   
   *Elected officials and/or employees of a general purpose unit of state, local or Indian tribal government who have been appointed to represent the government.*

<table>
<thead>
<tr>
<th>Name</th>
<th>Government</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ray Traub</td>
<td>Powder River County</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Larry Fink</td>
<td>Town of Hysham</td>
<td>Mayor</td>
</tr>
<tr>
<td>Dan Watson</td>
<td>Rosebud County</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Marlo Moehr</td>
<td>Treasure County</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Jack Nesbit</td>
<td>Custer County</td>
<td>Commissioner</td>
</tr>
<tr>
<td>John Williams</td>
<td>City of Colstrip</td>
<td>Mayor</td>
</tr>
<tr>
<td>Brad Matteson</td>
<td>City of Forsyth</td>
<td>Mayor</td>
</tr>
<tr>
<td>Bill Melnik</td>
<td>City of Miles City</td>
<td>City Council Member</td>
</tr>
<tr>
<td>Clara Caufield</td>
<td>N. Cheyenne Indian Tribe</td>
<td>Assistant to the President</td>
</tr>
</tbody>
</table>

2. **Non-Government Representatives (35-49%)**

   A. **Private Sector Representatives:** Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise. (At least one required)

<table>
<thead>
<tr>
<th>Name</th>
<th>Company / Enterprise</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cathy Frank</td>
<td>1st Interstate Bank – Colstrip</td>
<td>President</td>
</tr>
<tr>
<td>Dick Sturtz</td>
<td>Skyview Cable TV</td>
<td>Owner / Mgr.</td>
</tr>
<tr>
<td>Mack Cole</td>
<td>Cole Treasure Paints &amp; Quarter Horses</td>
<td>Owner / Mgr.</td>
</tr>
<tr>
<td>Roberta Harris</td>
<td>Lightning Designs</td>
<td>Owner / Mgr.</td>
</tr>
</tbody>
</table>

   B. **Stakeholder Organization Representatives:** Executive directors of chambers of commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henri Thompson</td>
<td>Chief Dull Knife College</td>
<td>Extension Director</td>
</tr>
</tbody>
</table>

3. **At-Large Representatives (0-14%)**

   Other individuals who represent the principal economic interests of the region. (No minimum required)

<table>
<thead>
<tr>
<th>Name</th>
<th>Area of Interest</th>
<th>Background</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jack Regan</td>
<td>Miles City Economic Development</td>
<td>Board Member</td>
</tr>
</tbody>
</table>
Management and Staff – CEDS Committee

The CEDS Committee, formed for the purpose of revising the current Comprehensive Economic Development Strategy (CEDS), is from the full Board of Directors. Each member is assigned one or two areas of interest to represent the district. These areas of interest are:

- Local Business
- Government
- Industry
- Finance
- Labor
- Utilities
- Education
- Community
- The Disabled
- The Unemployed
- The Underemployed
- Ethnic Minorities
- The Elderly
- Professionals
- Public Health
- Transportation
- Woman
- Agriculture
- Finance
- Community
- Ethnic Minorities
- Transportation

Southeastern Montana Development Corporation
Strategy Committee Roster
2010

1. Private Sector Representatives (At least 51%)

Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cathy Frank</td>
<td>1st Interstate Bank-Colstrip</td>
<td>President</td>
</tr>
<tr>
<td>Alan See</td>
<td>Tongue River Electric Cooperative</td>
<td>General Mgr.</td>
</tr>
<tr>
<td>Mack Cole</td>
<td>Cole Treasure Paints &amp; Quarter Horses</td>
<td>Owner/Mgr.</td>
</tr>
<tr>
<td>Dick Sturtz</td>
<td>Skyview Cable</td>
<td>Owner/Mgr.</td>
</tr>
<tr>
<td>Brad Matteson</td>
<td>Matteson Carpet Service</td>
<td>Owner/Mgr.</td>
</tr>
</tbody>
</table>

2. Representatives of Other Economic Interests (No more than 49%)

Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, and representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

<table>
<thead>
<tr>
<th>Name</th>
<th>Area of Interest</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Williams</td>
<td>Economic Development</td>
<td>President, Southeastern MT Development</td>
</tr>
<tr>
<td>Henri Thompson</td>
<td>Education</td>
<td>Extension Dir., Chief Dull Knife College</td>
</tr>
<tr>
<td>Jack Regan</td>
<td>Economic Development</td>
<td>Former President, Miles City Economic Development</td>
</tr>
<tr>
<td>Jack Nesbit</td>
<td>Public Official</td>
<td>Commissioner, Custer County</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interest Represented</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Sector Representatives (at least 51%)</td>
<td>5</td>
<td>56%</td>
</tr>
<tr>
<td>Representatives of Other Economic Interests</td>
<td>4</td>
<td>44%</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>100%</td>
</tr>
</tbody>
</table>
MANAGEMENT STRUCTURE

Jim Atchison – Executive Director
Jim was born in Sidney, MT and raised in Glendive, MT. He graduated from Dawson College and Montana State University in Bozeman with a Bachelor of Science degree in Business – Marketing in 1980. After spending 16 years out-of-state successfully managing retail stores and companies, he returned to Montana in late 2000. Since September 2001, Jim has been the Executive Director of Southeastern Montana Development Corporation (SEMDC) based in Colstrip.

Sam Bixler – Director
Sam came to Montana in the summer of 2000 where he earned a Bachelor of Science in Business – Finance and a minor in Economics from Montana State University. Following graduation, he held various positions in a variety of different small businesses before being hired as the Director of the Small Business Development Center (SBDC) in October of 2009. Sam provides confidential business counseling and training services on everything from creating a business plan to ongoing operational and financial technical services.

Mike Coryell – Loan Officer
Mike was newly hired by SEMDC in November 2007. Mike serves as the Executive Director for Miles City Area Economic Development Council and as a Loan Officer for Southeastern Montana Development Corporation. He was previously employed with Western Energy for 27 years as an accountant. Mike brings a wealth of experience and has an extensive background in financial analysis. He has held many leadership positions such as serving on the board of the Colstrip Parks and Recreation Department, local school board, and state board of directors for the Multiple Sclerosis Association and interacts well with the public.

Julie Korkow – Grant Administrator and Planner
Julie attended college at MSU Bozeman and received her BS Degree from North Carolina State University in Ag Business Management. She joined SEMDC in July of 2007 after a 10 year career with USDA, Rural Development in North Carolina where she served as a Community Development Specialist outside Raleigh, NC and later as a Business Specialist in the North Carolina State Office of USDA, Rural Development. Julie also has over 10 years of experience managing her own business. She is originally a resident of Powder River County and has lived in Powder River County her entire life outside of the 13 years she was in North Carolina. Since beginning her employment, SEMDC has secured and administered nearly $1 million annually for communities in southeastern Montana.

Pam Hill – Part-Time Assistant

Emily McKee – Americorps VISTA Regional Planning Support
SE Montana Region is about 1,000 square miles larger than the State of Maryland.
This section of the CEDS document begins with an overview of the region as a whole. We will begin with a geographical summary, then analyze and compare socioeconomic trends, and finish the section with an environmental synopsis. This document then becomes more specified as it addresses each county separately.

The four counties of Rosebud, Powder River, Treasure, and Custer form the Southeastern Montana Development Corporation district. They cover a vast area of prairies, buttes, ravines, and forests, encompassing 13,280 square miles. With a population of about 22,000, the density is a sparse 1.4 people per square mile. Three rivers running through the district and several creeks provide the cherished water to this semi-arid climate.

The title of the district, Southeastern Montana Development Corporation, aptly describes its geographical location in the state. Its most western boundary is 75 miles east of the largest city in the state, Billings, and 300 miles east of the state capital, Helena.
Geography
This region is home to a beautiful and vast landscape of prairies, badlands, and waterways. The southern portion of Rosebud County is also home to the Northern Cheyenne Reservation. Southeastern Montana is filled with many natural resources such as coal, methane gas, oil and timber. With just over 13,000 square miles of land and a population density of 1.4/sq. mile, land ownership and natural resource development are key features of the economy in this region. Natural disasters and severe weather such as floods, droughts, forest and rangeland fires pose threats in this area. Floodplains exist along the three major rivers in the district. The major communities in the district have built dikes for protection from the flooding, but it is astounding how large the cost burden of flood insurance is for small communities. Miles City in Custer County had the highest flood insurance claims in Montana.

Population
Between 2008 and 2009 there was a .6% population increase in this area. The population has consistently decreased since the 70’s, however in Rosebud and Custer Counties there has recently been a slight increase which is a positive change. Treasure County has seen the most significant population loss. Between 2000-2003 the Census showed Treasure County to have the 2nd highest percentage of population loss in the country. Other than the Northern Cheyenne community, there is very little ethnic diversity in this area. There has been a consistent decline in youth population and increase in senior population in this region. It is a challenge, but a goal, to be able to increase quality of place and job opportunity/diversity to maintain the youth, as well as maximize the potential in the rising senior population by stimulating the economy through senior housing and services.

Poverty, Income and Business
Over the past four years there has been a slight rise in the poverty level and unemployment rate. This region has a relatively low average wage in comparison to the state and national averages: In 2008, USA National Average Wage per job was $45,716; Montana Average Wage per job was $33,299; Southeastern Montana Average Wage per job was $28,719. On average women in this area get paid almost $10,000 less than men annually. There are also extreme disparities with income and poverty levels within the region, especially comparing communities with natural resource development versus communities such as the Northern Cheyenne Indian Reservation.

Housing
Housing on average in this region is aging; there is a lack of low-income, senior, and temporary housing; and at least 1 in 5 households experience a cost burden with housing. Recognizing the increase in the senior population in the next 25 years, this could be an opportunity to develop senior housing and assisted living in this area which would bring more construction jobs and diversified job sectors to the area.
**Health, Education, Social Services**

There is a high percentage of medically underserved communities, as well as a high population of people who are uninsured. High school graduate completion rate is relatively average compared to the state; however college and university completion is relatively low. Overall social services such as low-income energy assistance and TANF and SNAP distribution have increased between the years 2002-2009, even though population had decreased.

**Business Patterns and Regional Economy**

Between the years 2000-2008, business establishments in Treasure and Rosebud counties decreased, while business establishments in Powder River and Custer counties increased. Agriculture and coal mining/energy production are the region’s main industries. Health, education, government services, and small businesses also make up an important part of the economy. There are other industries such as hunting, camping, and tourism that bring in a significant amount of revenue to this region.

**Agriculture, Natural Resources and Energy Development**

The agricultural industries of ranching and farming make up a large portion of the economy and livelihood of the residents in southeastern Montana. Western Energy Company (WECo) has operated a surface coal mine near Colstrip, MT since 1968. Located in Rosebud County, WECo's mine produces approximately 10 million tons annually. The power plant in Colstrip is the second largest coal fired plant in the western United States and is operated by Pennsylvania Power and Light (PPL). Together WECo and PPL employ nearly 800 workers in the District.

**Infrastructure**

In dealing with rural communities and small populations, the tax-base is often limited which creates a lack of financial resources. Infrastructure such as paved roads, gravel roads, water and sewer lines, cell phone towers, internet service, and dependable electricity and plumbing services are often a need in this area. The Miles City Converter Station in eastern Montana is one of eight sites nationally that tie the National power grids together, and increases system reliability by providing a connection between the separate grids and enhances energy exchanges and system operating flexibility.

**Environment**

Changes in precipitation and temperature strongly influence this region’s economy due to the large agriculture base. Water, weeds, and land use or re-use continue to be issues as the district sees ongoing challenges in the future, from local/state and out of state concerns. There is a significant amount of coal production in Southeastern Montana, primarily in Colstrip, Rosebud County where the 2nd largest coal mine in Montana is located. Over 6,000 acres of land used for mining in this area, through a land reclamation process, has been turned back into ranching land.
This four county region has four urbanized towns with populations over 1,000. Miles City, located in Custer County, is the largest city in the region. It is and has historically been the commercial and transportation center for the region. Each county has a town that serves as the county seat and center of government services. The remaining area is a vast and beautiful western landscape with some smaller communities, primarily based on agriculture and ranching.

Custer County is the only county in the region which has more people living in incorporated vs. unincorporated land, indicating the region’s very rural nature, especially, Powder River and Treasure Counties. Each county, city, and town has a different culture and offers different resources. There are festivals and activities throughout the year including rodeos, county fairs and town festivals, horse shows, car shows, and music festivals. There are also various events outside the region, such as: events in Billings, like the Blues Fest; the Motorcycle Rally in Sturgis, South Dakota; hunting season; and fishing/ice fishing that bring a variety of people from outside of the region.
The land uses in this region primarily consist of agriculture crops, crops for grazing, grasslands, forest/grazing, open grazed sparse woods, and irrigated land. This vast and open landscape provides the region with natural resources and space to farm, ranch, mine, and hunt. With access to land for recreational opportunities, many people enjoy the fishing, hunting, access to rivers, and small town lifestyle that this region offers. However, being as wide open as it is, as well as having relatively harsh winters and drought problems, it can deter some people from immigrating or staying here.
Flood plains exist along the three major rivers in the district. The waters of the Yellowstone, Tongue, and Powder Rivers flood pasture and farming lands during years when there is good precipitation. Both Miles City and Broadus have a majority of their community located in a flood plain. This is expensive to residents and business owners and has been cited as an inhibitor to growth. During the dry months in the summer forest fires also pose a threat. As illustrated in the shaded relief map, this region is primarily flat and rolling land with some hillside and badlands in the southern portion.

Montana does not have a sales tax. Property tax is the foundation for county and town revenue.
Natural Disasters and Geographical Threats
This region is not as affected by earthquakes or volcanoes as the Western parts of Montana, but has a higher risk of damage due to flooding, fires, drought, and severe weather (tornados and winter storms).

Ice Jams
Miles City in Custer County has the highest reported amount of ice-jams in Montana. Approximately 11% of the reported ice jams in Montana have known damages. The most common damages include bridge and residential damage, road flooding, evacuations, dike and levee damage, and agricultural damage. - http://dma.mt.gov/des/Library/PDM/PDM-Final%20Draft/Montana%20Plan%20October%202004.pdf

Flooding
Some areas can be completely immune to flooding because the steep incised river banks limit development near the river, limiting flood damage when floodwaters arrive. Other areas experience flooding annually where meandering rivers have created broad floodplains and development has encroached and impeded floodwaters. Miles City in Custer County had the highest flood insurance claims in Montana (State of Montana Hazard Assessment). Floodplains exist along the three major rivers in the district. The waters of the Yellowstone, Tongue, and Powder Rivers flood pasture and farming lands during years when there is good precipitation. The major communities in the district have built dikes for protection from the flooding, but it is astounding how large the cost burden of flood insurance is for small communities.

<table>
<thead>
<tr>
<th>Community Name</th>
<th>Total Premium</th>
<th>Total Coverage</th>
<th>Total Claims Since 1978</th>
<th>Total Paid Since 1978</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custer County Total</td>
<td>$ 469,407</td>
<td>$ 123,544,600</td>
<td>95</td>
<td>$ 262,889</td>
</tr>
<tr>
<td>Custer County</td>
<td>$ 6,199</td>
<td>$ 1,416,600</td>
<td>3</td>
<td>$ 0</td>
</tr>
<tr>
<td>Miles City</td>
<td>$ 463,208</td>
<td>$ 122,128,000</td>
<td>92</td>
<td>$ 262,889</td>
</tr>
<tr>
<td>Powder River County Total</td>
<td>$ 26,989</td>
<td>$ 3,110,900</td>
<td>11</td>
<td>$ 34,429</td>
</tr>
<tr>
<td>Town of Broadus</td>
<td>$ 25,623</td>
<td>$ 2,968,300</td>
<td>11</td>
<td>$ 34,429</td>
</tr>
<tr>
<td>Powder River County</td>
<td>$ 1,366</td>
<td>$ 142,600</td>
<td>0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Rosebud County Total</td>
<td>$ 8,576</td>
<td>$ 958,300</td>
<td>3</td>
<td>$ 7,634</td>
</tr>
<tr>
<td>City of Forsyth</td>
<td>$ 248</td>
<td>$ 15,400</td>
<td>2</td>
<td>$ 2,335</td>
</tr>
<tr>
<td>Rosebud County</td>
<td>$ 8,328</td>
<td>$ 958,300</td>
<td>1</td>
<td>$ 5,299</td>
</tr>
<tr>
<td>Treasure County Total</td>
<td>$ 3,812</td>
<td>$ 164,200</td>
<td>1</td>
<td>$ 27,597</td>
</tr>
</tbody>
</table>

Montana Department of Natural Resources and Conservation (DNRC)

Drought
The effects of drought become apparent with a longer duration because more and more moisture-related activities are affected. Non-irrigated croplands are most susceptible to moisture shortages. In periods of severe drought, plant and forest fuel moisture is very low, increasing the potential for devastating wild land and rangeland fires.
Severe Weather

Tornadoes, hail, high winds, snow, and extreme thunderstorms are all prevalent in this Southeastern region. Powder River County has experienced the most sighted tornadoes. Powder River and Rosebud Counties have the most hail (2” in diameter or larger), however in spring 2010, Hysham in Treasure County had a lot of property damage due to a hailstorm. Severe weather can cause property damage, wild fires (from lightning), car accidents and injuries/deaths, as well as an overall financial burden for both private and public sectors.

<table>
<thead>
<tr>
<th>Counties with High Frequency of Tornadoes, Wind, and Hail Events. Source: NCDC, 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Table 3.3.9-5</strong></td>
</tr>
<tr>
<td><strong>County</strong></td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td>Valley</td>
</tr>
<tr>
<td>Fergus</td>
</tr>
<tr>
<td>Yellowstone</td>
</tr>
<tr>
<td>Choteau</td>
</tr>
<tr>
<td>Cascade</td>
</tr>
<tr>
<td>Dawson</td>
</tr>
<tr>
<td>Powder River</td>
</tr>
</tbody>
</table>

Wildland and Rangeland Fires

Wildland and rangeland fires are hazards that impact Montana every year. In mild fire seasons, there may be relatively small timber and crop resource losses. In extreme years, there can be resource devastation, habitat destruction, structure losses and deaths. Montana Department of Natural Resources and Conservation (MDNRC) data for fire starts from 1994 through 2003 show 53% of wildfires were started by lightning. Other major human caused ignition sources were debris burns (13%); campfires (10%); railroad starts (3%); and equipment caused fires (3%) (MDNRC, 2004b).

Dry grass, associated with rangeland and Farmland Conservation Reserve Program (CRP), is a primary fuel for eastern Montana wildfires. Eastern Montana has areas of ponderosa pine, sagebrush, and other fuels subject to wildfires.

Wildfire Vulnerability

### Population

<table>
<thead>
<tr>
<th></th>
<th>Montana</th>
<th>SEMDC Region</th>
<th>Custer</th>
<th>Powder River</th>
<th>Rosebud</th>
<th>Treasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land area in sq miles</td>
<td>145,552</td>
<td>13,071</td>
<td>3783</td>
<td>3297</td>
<td>5012</td>
<td>979</td>
</tr>
<tr>
<td>Pop. Est. 1990</td>
<td>799,065</td>
<td>25,166</td>
<td>11,697</td>
<td>2,090</td>
<td>10,505</td>
<td>874</td>
</tr>
<tr>
<td>Pop. Est. 2000</td>
<td>902,190</td>
<td>23,804</td>
<td>11,696</td>
<td>1,858</td>
<td>9,389</td>
<td>861</td>
</tr>
<tr>
<td>Pop. Est. 2009</td>
<td>974,989</td>
<td>22,723</td>
<td>11,189</td>
<td>1,664</td>
<td>9,258</td>
<td>612</td>
</tr>
<tr>
<td>Pop. change 1990-2000</td>
<td>11.4%</td>
<td>-9.14%</td>
<td>0%</td>
<td>-11.10%</td>
<td>-10.62%</td>
<td>-14.87%</td>
</tr>
<tr>
<td>Pop. change 2000-2009</td>
<td>8.10%</td>
<td>-11.25%</td>
<td>-4.30%</td>
<td>-10.40%</td>
<td>-1.40%</td>
<td>-28.90%</td>
</tr>
<tr>
<td>Total pop. change 1990-2009</td>
<td>22.01%</td>
<td>-16.56%</td>
<td>-4.034</td>
<td>-20.38%</td>
<td>-11.87%</td>
<td>-29.97%</td>
</tr>
<tr>
<td>Pop density 2009</td>
<td>6.5/sq mi</td>
<td>1.4/sq mi</td>
<td>2.9/sq mi</td>
<td>.5/sq mi</td>
<td>1.8 sq mi</td>
<td>.7/sq mi</td>
</tr>
</tbody>
</table>

Source U.S. Census Bureau: State and County QuickFacts

---

**Montana County Population Change**

Percent Change Between 2008 and 2009 Estimates

- **Montana County Population Change**
- **Population Change 1990-2009**

![Montana County Population Change](http://ceic.mt.gov)

Source U.S. Census Bureau: State and County QuickFacts
The population of the four counties covered by SEMDC has consistently declined since the 1970’s with exception of a boom in Colstrip in the 80’s and a boom in Broadus in the 70’s. Farms/Ranches have combined making fewer families to support schools and businesses, absentee owners have bought up land, and no significant industry has been developed since Colstrip. These conditions contribute to a cycle of population decline. A declining population can also discourage firms from moving to the region, since they may prefer the better transportation, larger markets, and more diverse labor pools available in urban areas.

- Figure 1 shows that the Eastern Montana population peaked in 1985 and has been decreasing ever since.
- Figure 2 illustrates a higher out migration than in-migration.
- Potential reasons for out-migration include but are not limited to:
  - technological advances in agriculture creating less workforce demand,
  - lack of job opportunity and economic diversification
  - limited higher education resources,
  - lack of health resources
  - high transportation costs
- Decreasing population in this region can and has led to:
  - Decreased pool of resources
  - Lack of innovation and human capital contributing to the area
  - Smaller business market
Along with the overall regional population decline, there has been, and continues to be a shift in the age demographics. There is an overall decrease in the younger generation (<18) and rise in the older generation (>65).

### SE Montana Age Demographics

<table>
<thead>
<tr>
<th></th>
<th>Montana</th>
<th>SE Regional Agglomeration</th>
<th>Custer</th>
<th>Rosebud County</th>
<th>Powder River</th>
<th>Treasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population under 18 years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1990</td>
<td>26%</td>
<td>29.9%</td>
<td>27.50%</td>
<td>36.50%</td>
<td>27.60%</td>
<td>28.00%</td>
</tr>
<tr>
<td>2000</td>
<td>27.1%</td>
<td>28.25%</td>
<td>25.10%</td>
<td>33.50%</td>
<td>26.60%</td>
<td>27.80%</td>
</tr>
<tr>
<td>2008</td>
<td>22.8%</td>
<td>22.1%</td>
<td>22.70%</td>
<td>29.40%</td>
<td>17.90%</td>
<td>18.40%</td>
</tr>
<tr>
<td>Population over 65 years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1990</td>
<td>13.3%</td>
<td>13.85%</td>
<td>17.00%</td>
<td>7.00%</td>
<td>15.70%</td>
<td>15.70%</td>
</tr>
<tr>
<td>2000</td>
<td>13.4%</td>
<td>15.3%</td>
<td>17.10%</td>
<td>8.90%</td>
<td>18.50%</td>
<td>16.70%</td>
</tr>
<tr>
<td>2008</td>
<td>14.2%</td>
<td>17%</td>
<td>17.80%</td>
<td>11.10%</td>
<td>20.80%</td>
<td>18.40%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau: State and County QuickFacts

Southeastern Montana has had a continuous drop in youth under the age of 18, and a significant rise in the population that is 65 and older.

These figures help illustrate some potential financial effects this changing demographic may have on government spending.

Regionally, Southeastern Montana may have a growing need for more elderly residences, assisted living centers, nursing homes, and adequate medical facilities and accessible transportation.
Southeastern Montana, with the exception of Rosebud County, has very little ethnic diversity. In the Southern part of Rosebud County is the Northern Cheyenne Reservation which accounts for the large population of American Indians in this county.

SE Montana Ethnic Diversity

<table>
<thead>
<tr>
<th>Year</th>
<th>Montana</th>
<th>SEMDC Region</th>
<th>Custer</th>
<th>Rosebud County</th>
<th>Powder River</th>
<th>Treasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>90.50%</td>
<td>87.82%</td>
<td>96.60%</td>
<td>60.80%</td>
<td>97.50%</td>
<td>96.40%</td>
</tr>
<tr>
<td>2009</td>
<td>0.70%</td>
<td>0.20%</td>
<td>0.10%</td>
<td>0.50%</td>
<td>0.00%</td>
<td>0.20%</td>
</tr>
<tr>
<td>2009</td>
<td>6.40%</td>
<td>10.55%</td>
<td>1.80%</td>
<td>36.00%</td>
<td>1.90%</td>
<td>2.50%</td>
</tr>
<tr>
<td>2009</td>
<td>0.60%</td>
<td>0.30%</td>
<td>0.30%</td>
<td>0.10%</td>
<td>0.10%</td>
<td>0.50%</td>
</tr>
<tr>
<td>2009</td>
<td>0.10%</td>
<td>0.02%</td>
<td>0.10%</td>
<td>NA</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>2009</td>
<td>1.70%</td>
<td>1.12%</td>
<td>1.20%</td>
<td>2.30%</td>
<td>0.50%</td>
<td>0.50%</td>
</tr>
<tr>
<td>2009</td>
<td>3.00%</td>
<td>2.15%</td>
<td>2.00%</td>
<td>3.30%</td>
<td>1.10%</td>
<td>2.20%</td>
</tr>
<tr>
<td>2009</td>
<td>1.80%</td>
<td>1.40%</td>
<td>1.10%</td>
<td>0.60%</td>
<td>0.80%</td>
<td>0.80%</td>
</tr>
<tr>
<td>2009</td>
<td>5.20%</td>
<td>5.30%</td>
<td>4.60%</td>
<td>13.10%</td>
<td>1.30%</td>
<td>2.20%</td>
</tr>
</tbody>
</table>

Source U.S. Census Bureau: State and County QuickFacts

The Little Wolf Capitol Building, located in Lame Deer, Montana is Tribal headquarters. The Northern Cheyenne Indian Reservation is in both Rosebud and Bighorn Counties. The Tribal homeland encompasses 445,000 acres of grass covered hills, narrow valleys and steep outcroppings. It is nestled between the Crow Reservation and the Tongue River Valley and is home to nearly 55% of the Tribe’s 9,043 enrolled members. Unlike most rural Montana communities, which are losing population, reservations such as Northern Cheyenne are experiencing an increase. According to tribal enrolment officials, nearly one third (1,431) of the population residing on the reservation is below the age of 16.
In 2009 Montana’s unemployment was 6.2, which showed that Montana as a state had a higher rate of unemployment than this region’s unemployment statistics (other than Rosebud County which was equal to it facing the highest amount of unemployment in the area).

Another factor to consider is underemployment within this county. There is little data on how many people work multiple jobs or part time work at wages much less than what they are qualified for.

Outmigration statistics and the low unemployment rates are closely related. If people are unable to find work in their area, they migrate to an area that can offer work opportunities. These counties are close in proximity to Wyoming where there are ample opportunities in the energy industry.

In 2010, unemployment in this region rose, with exception to Treasure County which went down slightly.

60% of the Northern Cheyenne’s labor force was unemployed in 2007, and of the % employed, 16% were below poverty lines. The Northern Cheyenne face unemployment and poverty levels far higher than the rest of this region.
In 2008 the **average number of business establishments** in the region was 171. Custer had the most establishments, primarily in and surrounding Miles City, while Treasure had the fewest establishments.

In comparison to the rest of Montana, **Southeastern Montana has a relatively low business establishment rate** compared to Western Montana, and is reflective of the Eastern part of the State as a whole.

Between 2000 and 2008, there was a decline in establishments in Rosebud and Treasure Counties, and a rise in Establishments in Custer and Powder River Counties.
The graph below shows the economic volatility within Eastern Montana in compared to Western Montana ('The Boot'). Stability in the economy can lead to decreased poverty and a more stable quality of life for people in this region.

Population is supported by a region’s export industries. The more profits come in from selling goods outside the region, the more money there is to then purchase goods from outside the region and sustain local service industries. Therefore, for Eastern Montana to reverse its population decline, its export sector needs to thrive and expand.

Industrial diversification is important because it lowers the risks associated with the decline of a key industry. If a region has several basic industries, a decline in any one of them will not cause severe economic hardship on the economy as a whole. But if a region is dependent on one or two basic industries, then hard times in one industry can mean hard times for the entire regional economy. Eastern Montana does depend heavily on a few key industries: agriculture, mining, and the various types of government employment.
POVERTY, INCOME, BUSINESS OVERVIEW

This is a district with a substantial disparity of incomes, with the largest disparity occurring in the same County from Colstrip to Lame Deer (Rosebud County). District wide, Rosebud County has a median household income of $39,940 compared to $33,299 for the State. However, the Powder River County median household income is the lowest in the district at $22,025.

2008 Average Wage per Job

- USA National Average Wage per job: $45,716
- Montana Average Wage per job: $33,299
- Southeastern Montana Average Wage per job: $28,719

http://bber.unm.edu/econ/us-wage.htm
http://ceic.mt.gov

Average Wage per Job 2008


Wage per job Percent Change 2007-2008

http://ceic.mt.gov/graphics/Data_Maps/WageChg07_08.pdf

Per Capita Personal Income 2008


Percent Change in Per Capita Personal Income2007-2008

Income and Wage Distribution

In this region and within each county, women and same-sex couples earn a significantly less amount of money than males and heterosexual couples.

Southeastern Montana Median Earning in 2000 for:
- Females - $18,395
- Males - $27,816

In many ways, the more than 1,600 same-sex couples living in Montana are similar to married couples. According to Census 2000, they live throughout the State, are racially and ethnically diverse, have partners who depend upon one another financially, and actively participate in Montana’s economy. However, same-sex couples, especially those with children, have fewer economic resources to provide for their families than their married counterparts: they have lower household incomes and lower rates of homeownership.

2008 Montana Same-Sex Couple Households

Agriculture Industries

The agricultural industries of ranching and farming make up a large portion of the economy and livelihood of the residents in SE Montana. These industries are highly dependent on nature. As a semi-arid climate, local precipitation and temperature are important. The farms are also dependent on water quantity and quality, transported to the area by the major rivers and used for irrigation.

Weed control is a necessity to protect the grazing land for ranching. Chemicals and some insects are used to control their spreading. Chemical weed control does involve some threat to water and wildlife however it is minimal compared to the economic threat presented by the weeds.

Major Agricultural Crops and Livestock in the 4-County Region 2000 – 2009
Comparison

<table>
<thead>
<tr>
<th>Commodity</th>
<th>2000 Production</th>
<th>2009 Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wheat Winter All</td>
<td>1,086,000 bushel</td>
<td>1,599,000 bushel</td>
</tr>
<tr>
<td>Wheat Spring Other</td>
<td>1,210,000</td>
<td>1,527,000</td>
</tr>
<tr>
<td>Wheat Durum</td>
<td>18,000 bushel</td>
<td>-</td>
</tr>
<tr>
<td>Corn (Grain)</td>
<td>685,000 bushel</td>
<td>1,231,000 bushel</td>
</tr>
<tr>
<td>Corn (Silage)</td>
<td>897,200 tons</td>
<td>919,000 tons</td>
</tr>
<tr>
<td>Oats</td>
<td>95,000 bushel</td>
<td>43,000 bushel</td>
</tr>
<tr>
<td>Barley All</td>
<td>581,000 bushel</td>
<td>622,000 bushel</td>
</tr>
<tr>
<td>Sugarbeets</td>
<td>163,900 tons</td>
<td>63,200 tons</td>
</tr>
<tr>
<td>Pinto Beans</td>
<td>44,000 hundredweight</td>
<td>-</td>
</tr>
<tr>
<td>Beans Dry Edible</td>
<td>53,800 hundredweight</td>
<td>11,300 hundredweight</td>
</tr>
<tr>
<td>Hay Alfalfa (Dry)</td>
<td>226,000 tons</td>
<td>313,000 tons</td>
</tr>
<tr>
<td>Hay Other (Dry)</td>
<td>51,000 tons</td>
<td>70,000 tons</td>
</tr>
</tbody>
</table>

Livestock

<table>
<thead>
<tr>
<th>Livestock</th>
<th>2000</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cattle and calves</td>
<td>265,000</td>
<td>261,000</td>
</tr>
<tr>
<td>Sheep Inventory</td>
<td>28,300</td>
<td>21,500</td>
</tr>
<tr>
<td>Hogs and Pigs</td>
<td>2100</td>
<td>-</td>
</tr>
</tbody>
</table>

http://www.nass.usda.gov/QuickStats/PullData_US_CNTY.jsp
POVERTY, INCOME, BUSINESS OVERVIEW

Tourism Impact
Southeastern Montana’s economy is greatly influenced by tourism. Hunting, fishing, hiking, camping, social events, agro-tourism, and history/cultural tourism attract many people both and in out of state. This is an area of economic development which can be improved upon with increased marketing and tourism/hospitality efforts.

Resident vs. Non-resident
**Resident** visitors to state parks and overnight visitors to fishing access sites spent an average of $8.57 per group per day around Montana, away from the FWP site visited, and $31.70 per group per day at the site or in the local area, for a total of $40.27.

**Non-residents**, on the other hand, spent three times that amount: an average of $57.58 per group per day around Montana and $66.57 per group per day at the site or in the local area, total of $124.15 per group per day.

State Park vs. Overnight FAS Visitors
**State park** visitors spent an average of $40.42 per group per day while traveling in Montana, and $46.79 per group per day at the site or in the local area, totalling $87.21.

**Overnight** visitors to fishing access sites spent $71.51 per group per day, somewhat less than park visitors. Around Montana, they spent $20.28 per group per day, and at the site or in the local area they spent $51.23 per group per day. http://fwpiis.mt.gov/content/getitem.aspx?id=32576


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**State Park: Top Five Activities**
- Wildlife watching/nature study (60%)
- Visiting scenic/historical sites/museums (55%)
- Dining for pleasure (52%)
- Picnicking/day use (51%)
- Overnight camping (49%)

**FAS: Top Five Activities**
- Overnight camping (66%)
- Fishing (73%)
- Wildlife watching/nature study (63%)
- Picnicking (66%)
- Swimming (41%)

**Resident: Top Five Activities**
- Overnight camping (68%)
- Picnicking/day use (59%)
- Wildlife watching/nature study (57%)
- Fishing (56%)
- Swimming (48%)

**Nonresident: Top Five Activities**
- Visiting scenic/historical sites/museums (57%)
- Dining for pleasure (55%)
- Wildlife watching/nature study (65%)
- Overnight camping (60%)
- Shopping (53%)

http://fwpiis.mt.gov/content/getitem.aspx?id=32576
The SEMDC region has had an increase of state park visitations of 39% between 2008 and 2009. Hunting and outfitting are two major activities in the Southeastern Montana that bring people into the area for over 116,000 thousand days per year. This creates positive direct and indirect economic effects within the communities in this area, and promotes other linkages such as lodging and food industries.

Ecotourism is a form of tourism that introduces tourists to local environments and cultures while aiming to preserve the natural terrain and cultures. “Ecotourism is considered the fastest growing market in the tourism industry. According to the World Tourism Organization, ecotourism has an annual growth rate of five percent worldwide, representing six percent of the world gross domestic product and 11.4 percent of all consumer spending.” - Institute for Tourism and Recreation Research.

Hunting brings money into the region, and generally provides a positive cultural exchange, however it does have some negative impacts. If land-owners close off some of their land and lease it to outfitters, it limits hunting access for locals, which can create some tensions in the area. A recent initiative that no longer guarantees out of state licenses to outfitters has been approved. An increase in fees for out of state licenses could have a detrimental impact on the SEMDC region.

According to the Institute for Tourism and Recreation Research (Grau 2006), vacationers spend $183.37 per day for 6.02 days or $1,103.89 per Montana visit. Antelope, Deer and Elk hunters alone brought in about $4,341,761 in 2008 in this region.

<table>
<thead>
<tr>
<th>Region 8 FWP Office Location</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2008-09 % change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Kalispell Area</td>
<td>359,049</td>
<td>391,037</td>
<td>417,933</td>
<td>7%</td>
</tr>
<tr>
<td>2. Missoula Area</td>
<td>173,309</td>
<td>174,105</td>
<td>194,041</td>
<td>11%</td>
</tr>
<tr>
<td>3. Bozeman Area</td>
<td>328,814</td>
<td>287,417</td>
<td>317,934</td>
<td>11%</td>
</tr>
<tr>
<td>4. Great Falls Area</td>
<td>356,415</td>
<td>354,650</td>
<td>373,473</td>
<td>5%</td>
</tr>
<tr>
<td>5. Billings Area</td>
<td>400,033</td>
<td>352,383</td>
<td>396,801</td>
<td>13%</td>
</tr>
<tr>
<td>6. Glasgow Area</td>
<td>5,491</td>
<td>6,210</td>
<td>4,558</td>
<td>-27%</td>
</tr>
<tr>
<td>7. Miles City Area</td>
<td>205,038</td>
<td>183,558</td>
<td>227,704</td>
<td>36%</td>
</tr>
<tr>
<td>Total</td>
<td>1,916,843</td>
<td>1,615,828</td>
<td>2,031,121</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: Montana State Parks.

<table>
<thead>
<tr>
<th>Location</th>
<th>Antelope</th>
<th>Deer (Combined)</th>
<th>Elk Hunters</th>
<th>Upland Game Birds (2007)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 7 2008 R</td>
<td>3700</td>
<td>7744</td>
<td>499.2</td>
<td>1575.3</td>
</tr>
<tr>
<td>Region 7 2008 NR</td>
<td>7254.3</td>
<td>14445.3</td>
<td>1978.6</td>
<td>2395.7</td>
</tr>
<tr>
<td>Region 7 2008 SUM</td>
<td>10954.3</td>
<td>22189.3</td>
<td>2477.8</td>
<td>3971</td>
</tr>
</tbody>
</table>

The area, “Region 7” includes a larger geographical area than the four counties of Custer, Powder River, Rosebud and Treasure.

http://fwpiis.mt.gov/hunting/planahunt/harvestreports.html
POVERTY, INCOME, BUSINESS OVERVIEW

"Artists contribute significantly to the local economies in many areas of Montana, especially in less populated communities."
~MSU Billings Economic Report on Artist Impact

Artists and Artisans

Southeastern Montana has two main art centers/museums, as well as a variety of art and craft courses. There are many artists who create more traditional art as well as modern. According to the research conducted at Montana State University – Billings, The Economic Impact of Montana Artists, Montanan artists have had a total in-state economic impact of $233 million.

The research shows the economic value of artists in Montana, however shows that there is very little artist representation in Eastern Montana. The study also shows that artists need the most assistance in marketing. Perhaps the promotion of artists in Southeastern Montana could help develop more of an economic base and also lead to economic diversification in this area. The development of marketing could also positively impact tourism.

Responding Artists by Location

Total impact of all Montana Artists
Total Sales (extrapolated to 5,840 total)

<table>
<thead>
<tr>
<th></th>
<th>Jobs</th>
<th>Economic Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>2,411</td>
<td>$165 million</td>
</tr>
<tr>
<td>Indirect</td>
<td>1,301</td>
<td>$38 million</td>
</tr>
<tr>
<td>Induced</td>
<td>562</td>
<td>$30 million</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,274</strong></td>
<td><strong>$233 million</strong></td>
</tr>
</tbody>
</table>

http://art.mt.gov/resources/econartists/econartists_discipline.asp
REGIONAL ANALYSIS – EDUCATION AND WORKFORCE DEVELOPMENT

Education Attained

Southeastern Montana, on average, has a higher rate of high school graduations but a lower rate of associates or bachelors degree attained than Montana as a whole.

Some grade schools and high schools are experiencing financial challenges with fewer students enrolled. Infrastructure needs and updates continue. Rural schools find it particularly challenging to compete in offering salaries to teachers and funding educational programs.

There are two community colleges in the region; Miles Community College located in Miles City, Custer County, and Chief Dull Knife College in Lame Deer, Rosebud County, Northern Cheyenne Reservation. These community colleges are a great asset to the region, providing not only higher education; they enhance the local culture, create local jobs, and act as community hubs. These are institutions that could be further developed in the area, especially in fields such as natural resources development, energy creation, and research.

### Educational Attainment 2000

<table>
<thead>
<tr>
<th>2000</th>
<th>Montana</th>
<th>SEMDC Region</th>
<th>Custer</th>
<th>Rosebud County</th>
<th>Powder River</th>
<th>Treasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 18-24 yrs</td>
<td>85,630</td>
<td>516</td>
<td>963</td>
<td>694</td>
<td>88</td>
<td>48</td>
</tr>
<tr>
<td>Less than high school graduate</td>
<td>21.45%</td>
<td>29.02%</td>
<td>19.60%</td>
<td>38.62%</td>
<td>30.76%</td>
<td>27.10%</td>
</tr>
<tr>
<td>High school Graduate</td>
<td>29.40%</td>
<td>36.27%</td>
<td>34.48%</td>
<td>34.15%</td>
<td>28.38%</td>
<td>48.07%</td>
</tr>
<tr>
<td>Some college or associates degree</td>
<td>42.73%</td>
<td>29.60%</td>
<td>44.44%</td>
<td>23.62%</td>
<td>29.52%</td>
<td>20.80%</td>
</tr>
<tr>
<td>Bachelors degree or higher</td>
<td>6.42%</td>
<td>5.16%</td>
<td>1.55%</td>
<td>3.60%</td>
<td>11.34%</td>
<td>4.16%</td>
</tr>
<tr>
<td>Population 25 years and over</td>
<td>586,621</td>
<td>3802</td>
<td>7819</td>
<td>5543</td>
<td>1272</td>
<td>577</td>
</tr>
<tr>
<td>Less than High school graduate</td>
<td>12.82%</td>
<td>15.38%</td>
<td>15.15%</td>
<td>15.55%</td>
<td>16.60%</td>
<td>14.22%</td>
</tr>
<tr>
<td>High school graduate</td>
<td>31.32%</td>
<td>39.97%</td>
<td>29.76%</td>
<td>35.85%</td>
<td>31.44%</td>
<td>41.15%</td>
</tr>
<tr>
<td>Some college or associates degree</td>
<td>31.51%</td>
<td>32.64%</td>
<td>36.29%</td>
<td>31.10%</td>
<td>36.10%</td>
<td>27.10%</td>
</tr>
<tr>
<td>Bachelors degree or higher</td>
<td>24.34%</td>
<td>17.64%</td>
<td>18.80%</td>
<td>17.50%</td>
<td>15.97%</td>
<td>18.21%</td>
</tr>
</tbody>
</table>

Southeastern Montana has relatively high rates of owner occupied housing versus renter occupied housing. Given the rural nature and low population density in this region, affordable, temporary, rental, assisted and senior housing is limited. The overall housing cost is lower than the majority of Montana, however reflects the income generated in this region, still showing to be a cost burden on many. Some counties have problems with aging housing construction and a lack of functioning plumbing and basic infrastructure.

The lack of housing options more suitable to the needs of senior citizens combined with underserved medical areas causes many seniors to leave their rural homes and take their accumulated wealth from the communities.

http://housing.mt.gov/content/FAR/docs/March2009SummaryOfWhitePaper.pdf
Beyond the lack of available affordable and senior housing, there is a degradation of housing infrastructure, and some overcrowding occurring in the current state of housing in southeastern Montana. A lack of quality housing was the number one concern voiced throughout the SEMDC area at individual communities during the CEDS process. There are only two non-profit housing organizations serving the SEMDC area. One is Miles City Housing Authority whose assistance is limited primarily to the Miles City area and the other is Action for Eastern Montana out of Glendive, MT. Action for Eastern Montana delivers some weatherization programs but serves 18 counties in the region and has a limited staff. *Please see Appendix A for condition of structures in each county*

- In 2000, 3.1% (11,242) of Montana’s households were considered overcrowded and one-third (3,676) of those were considered extremely overcrowded.
- SE Montana 2.47% of households were considered overcrowding which is less than the state average.
- The absence of either complete plumbing or kitchen facilities is defined as substandard living conditions. 0.8% of Montana’s occupied housing units lacked complete plumbing facilities, whereas in SE Montana, there is an average of 1.6% occupied housing units lacking complete plumbing facilities, which is double the state average.

HUD’s definition of a cost burden is when at least 30% of a household’s monthly income is spent on housing costs, including utilities such as energy. HUD’s definition of a severe cost burden is when 50% or more of monthly income is spent on housing costs.

- In 2000, 19.4% of Renter Households had a cost burden.
- In 2000, 22.4% of Owner Households had a cost burden.
- **On Average, in 2000, 1 in every 5 total households were using at least 30% of their income towards housing.**
- Affordability and attainability appear to be a continuing struggle for many individuals and families in SE Montana.
- As the senior population begins to rise, housing availability and quality is an increasing concern.


HOUSING AND DEVELOPMENT

Population Living in Group Quarters

Group quarters are classified as either institutional or non-institutional. Institutional group quarters include correctional institutions, nursing homes, and hospitals or schools for persons with a physical or mental disability. Non-institutional group quarters include group homes (such as communes or foster homes), emergency and transitional shelters, off-campus college housing, college dormitories, military quarters, and religious quarters.

Montana population living in group quarters in 1990 and 2000.

<table>
<thead>
<tr>
<th>County</th>
<th>1990</th>
<th>2000</th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custer</td>
<td>403</td>
<td>421</td>
<td>18</td>
<td>4.5%</td>
</tr>
<tr>
<td>Powder River</td>
<td>37</td>
<td>33</td>
<td>-4</td>
<td>-10.8%</td>
</tr>
<tr>
<td>Rosebud</td>
<td>140</td>
<td>96</td>
<td>-44</td>
<td>-31.4%</td>
</tr>
<tr>
<td>Treasure</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Montana</td>
<td>23,747</td>
<td>24,762</td>
<td>1,015</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

Marital Status 2000

Below is a summary of the marital status of the four counties, SEMDC region, and Montana as a state. Often financial burdens are associated with changing marital situations and the cost associated with children and child support.

<table>
<thead>
<tr>
<th>County</th>
<th>Pop. &gt;15 years</th>
<th>Never Married</th>
<th>Now Married</th>
<th>Separated</th>
<th>Widowed</th>
<th>Divorced</th>
<th>Female Widowed</th>
<th>Female Divorced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custer</td>
<td>9377</td>
<td>2116</td>
<td>5137</td>
<td>104</td>
<td>853</td>
<td>1167</td>
<td>695</td>
<td>634</td>
</tr>
<tr>
<td>Powder River</td>
<td>1454</td>
<td>227</td>
<td>968</td>
<td>8</td>
<td>120</td>
<td>131</td>
<td>92</td>
<td>66</td>
</tr>
<tr>
<td>Rosebud</td>
<td>6811</td>
<td>1788</td>
<td>3860</td>
<td>146</td>
<td>342</td>
<td>675</td>
<td>270</td>
<td>343</td>
</tr>
<tr>
<td>Treasure</td>
<td>672</td>
<td>131</td>
<td>424</td>
<td>6</td>
<td>63</td>
<td>48</td>
<td>54</td>
<td>21</td>
</tr>
<tr>
<td>Montana</td>
<td>715,915</td>
<td>171,715</td>
<td>410379</td>
<td>9012</td>
<td>46730</td>
<td>78079</td>
<td>37543</td>
<td>41837</td>
</tr>
<tr>
<td>SEMDC Region%</td>
<td>18,314</td>
<td>23.3%</td>
<td>56.7%</td>
<td>1.4%</td>
<td>7.5%</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montana %</td>
<td>715,915</td>
<td>23.9%</td>
<td>57.3%</td>
<td>1.2%</td>
<td>6.5%</td>
<td>10.9%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

http://www.msubillings.edu/caer/PDF/VOLUME%20II%202004.p
**Housing Needs**
The various factors including an aging population, aging and dilapidated infrastructure, lack of accessible land, lack of contractors, the costs of floodplain insurance/structural needs, a fluctuating workforce population, and the increasing cost of construction, all impact the current and future housing needs. Housing and lack of land availability for development/purchase were major issues at all of the community meetings, and is an issue that will be needed to be worked on as a region.

**Housing Units and Structure-type Data for SE Montana Agglomeration**

<table>
<thead>
<tr>
<th>Housing Units</th>
<th>Units in Poor Condition Lost by 2025</th>
<th>Units in Good Condition Available in 2025</th>
<th>Total Housing Units Needed by 2025</th>
<th>New Housing Units that must be created by 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>5,775</td>
<td>4,269</td>
<td>10,601</td>
<td>6,305</td>
</tr>
<tr>
<td>Single Family</td>
<td>3,898</td>
<td>2,910</td>
<td></td>
<td>?</td>
</tr>
<tr>
<td>Multi-Family</td>
<td>416</td>
<td>718</td>
<td></td>
<td>?</td>
</tr>
<tr>
<td>Mobile Home</td>
<td>1,451</td>
<td>576</td>
<td></td>
<td>?</td>
</tr>
</tbody>
</table>

The data in the table gives a rough estimate of housing needs and some suggested options for the counties in meeting those needs in the future. One option is to focus on rehabilitating the units in poor condition. This will reduce the number of new units needed. The type of new units will be determined entirely by whether they will be rented or owned. The higher the housing costs relative to incomes, the more expensive both rental and homeownership housing will be and the fewer new homeowners will be created between the years of 2008-2025.

(Montana Department of Commerce, Housing Coordinating Team, White Paper, June 2010)
Health Access

There are limited healthcare resources in this area including lack of Critical Access Hospitals and Acute Care Hospitals, Primary Care Health Services, Mental Health Services and Dental Health Services. With so few medical resources many people who are injured are flown or driven to Billings. Lack of cell phone reception in some areas also plays a role in hindering fast and effective emergency responses.

- 70% of Montana dentists are older than 45; 26.7% are older than 55. (2003)
- In Montana, pharmacists are one of the fastest growing professions, and the number of pharmacists is expected to grow 41% by 2012 (2005)

In Montana, the need for physicians is substantial. There is no ‘official’ medical school in the state, and the only medical education offered is through the WWAMI (Washington, Wyoming, Alaska, Montana, Idaho) program, which is run by the University of Washington. Because of this, Montana undergraduate students experience a severe disadvantage compared to other undergraduates in pursuing medical education:

- Currently, there is one slot (for medical school) per 46,000 people in Montana— the national average is one slot per 17,400.iii
- Because of the limited number of slots for Montana students to participate in WWAMI, only about 1 in 3 qualified applicants are accepted.ii

It will be difficult to replace those Montana physicians who will be leaving the workforce in the upcoming years, since 41% of Montana’s physicians are already older than 55.

http://www.dphhs.mt.gov/PHSD/Primary-Care/documents/PCHPSA082010.pdf

http://healthinfo.montana.edu/research.html
County Health Overviews

Custer County has the highest death rate, suicide rate, and cancer incidence rate in all four counties. However from 2004 to 2009, infant mortality rate decreased by 1.7% and percent of motor vehicle crashed caused by alcohol decrease by .5%, however suicide rate rose by 1.3%. Also, Chronic Lower Respiratory Disease (CLRD), was the 3rd leading cause of death, whereas in 2004 it was cerebrovascular disease.

Powder River County’s suicide rate decreased by 10.4% from 2004, and was lowest rate in 2009 in the four counties. However the percent of motor vehicle crashes involving alcohol increase by 1.6% from 2004. Also, in 2004, cancer was the leading cause of death, whereas in 2009 heart disease was.

Rosebud County had the highest infant mortality rate and Chlamydia incidence rate in all four counties in 2009. However, the infant mortality rate for this county did drop by 2.4% from 2004, as well as the percent of motor vehicle crashes involving alcohol (decreased by 2.4%).

Treasure County had the lowest percent of motor vehicle accidents involving alcohol, and the lowest Chlamydia incidence rate in 2009 in all four counties. However the suicide rate increased by 5.8% (from 2004). Also, in 2004 the second leading cause of death was heart disease and the 3rd was accidents, and in 2009 the 2nd leading cause of death was cerebrovascular disease, and the 3rd leading cause was heart disease.  


<table>
<thead>
<tr>
<th>Population</th>
<th>Montana State</th>
<th>Custer</th>
<th>Powder River</th>
<th>Rosebud</th>
<th>Treasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deaths per 1,000</td>
<td>9.0(n=42,499)</td>
<td>12.4(n=693)</td>
<td>10.6(n=91)</td>
<td>8.3(n=378)</td>
<td>8.8(n=30)</td>
</tr>
<tr>
<td>Infant Mortality (deaths per 1,000 live births)</td>
<td>6.1</td>
<td>4.2</td>
<td>0.0</td>
<td>8.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Source</th>
<th>Montana State</th>
<th>Custer</th>
<th>Powder River</th>
<th>Rosebud</th>
<th>Treasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Motor Vehicle Crashes Involving Alcohol</td>
<td>10 (n=10,989)</td>
<td>7 (n=103)</td>
<td>10 (n=27)</td>
<td>10 (n=74)</td>
<td>6 (n=12)</td>
</tr>
<tr>
<td>Suicide Rate (per 100,000 population)</td>
<td>20.3(n=961)</td>
<td>30.4(n=17)</td>
<td>11.6(n=1)</td>
<td>28.4(n=13)</td>
<td>29.2(n=1)</td>
</tr>
<tr>
<td>Cancer Incidence Rate (diagnoses per 100,000 population; 95% confidence interval)</td>
<td>455.5(+/- 5.8)</td>
<td>540.9 (+/-54.8)</td>
<td>-</td>
<td>479.8(+/-68.3)</td>
<td>-</td>
</tr>
<tr>
<td>Chlamydia Incidence Rate (reported cases per 100,000)</td>
<td>285.3(n=13,494)</td>
<td>187.9(n=105)</td>
<td>116.4 (n=10)</td>
<td>806.9(n=369)</td>
<td>58.8 (n=2)</td>
</tr>
</tbody>
</table>

HEALTH AND SOCIAL SERVICES

Mental Health
For all age groups for data collected for the year 2005, Montana ranked number one in rate of suicide in the United States, and has been in the top five for the past thirty years. Montana Department of Health and Human Services

Alcohol and drug impairment, a sense of hopelessness, underlying mental illness and a societal stigma against depression, all contribute to the high rate of suicide in Montana.

Custer County and Powder River County, had a suicide rate at or above the 80th percentile nationally between 2000-2006. Southeastern Montana greatly lacks mental health services. Increasing mental health services, as well as drug (including prescription drugs) and alcohol addiction services could greatly help the physical and mental well being of individuals, families and communities in this area. According to the document, Mental Illness and Stigma, Results from the 2007 Behavioral Risk Factor Surveillance System (pg18), adults with Serious Psychological distress (SPD) were more likely to have diminished quality of life as measured by the number of physically and mentally unhealthy days in a month, life satisfaction, social and emotional support, activity and work limitations than those adults without SPD. The level of mental and emotional health and support greatly affect the economic development in a community, and enhancing the levels of support in this region could be very beneficial overall economic development.

Children’s Dental Health

Percent Medicaid Children With Dental Visit 2006

Percent Medicaid Children with Dental
Health Access

“Health insurance affects access to health care as well as a person’s financial well-being. Over 50% of uninsured adults have no regular source of health care. Worried about high medical bills, they are more than twice as likely to delay or forgo needed care as the insured. The uninsured are almost three times more likely than the insured to be unable to pay for basic necessities because of their medical bills. Medical bills forced 20% of uninsured adults to use up all or most of their savings in 2009.”


The disproportionate number of rural Americans serving in the military has created a disproportionate need for veteran’s care in rural areas and yet rural areas are less likely to have VA services available to them... Combat soldiers who need specialized care to assist with their readjustment to civilian life or adaptation to living with war injuries (both physical and mental) will likely find access to that care extremely limited.

- Andy Behrman


15.6% of people in this region are veterans, and 16.25% of people in this region are disabled, which account for populations that often require additional medical support in various means. As the population of seniors rise, there will be an even higher population of people with a potentially higher need for medical resources, including assisted living and/or nursing homes.

Peoples living with a disability

<table>
<thead>
<tr>
<th></th>
<th>Montana</th>
<th>Custer</th>
<th>Rosebud County</th>
<th>Powder River</th>
<th>Treasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons with a disability, age 5+, 2000</td>
<td>145,732</td>
<td>2,063</td>
<td>1,460</td>
<td>308</td>
<td>131</td>
</tr>
<tr>
<td>% of Persons with a disability</td>
<td>16.50%</td>
<td>17.66%</td>
<td>15.55%</td>
<td>16.58%</td>
<td>15.22%</td>
</tr>
</tbody>
</table>

Teen pregnancy and sexual/domestic violence

Overall there are low rates of teen pregnancies in the region, except for Rosebud County. This could be explored more within the health and social services sector to make sure teen parents are getting adequate support, as well as background reasons for the high rates.

Sexual and domestic abuse is generally lower than the state average and rates have dropped between 2000 and 2009. The only rate that went slightly up between 2000 and 2009 is the domestic abuse rate in Rosebud County.

### Teen (15-19 years) pregnancy numbers and rates 2003-2005 and 2006-2008

<table>
<thead>
<tr>
<th>County</th>
<th># of pregnancies</th>
<th>Rate per 1000</th>
<th>Rate significantly different from state</th>
<th># of pregnancies</th>
<th>Rate per 1000</th>
<th>Rate significantly different from state</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montana</td>
<td>4871</td>
<td>49.5</td>
<td>-</td>
<td>4906</td>
<td>50.4</td>
<td>-</td>
</tr>
<tr>
<td>Custer</td>
<td>50</td>
<td>43.7</td>
<td>-</td>
<td>58</td>
<td>50.3</td>
<td>-</td>
</tr>
<tr>
<td>Rosebud</td>
<td>97</td>
<td>77.9</td>
<td>higher</td>
<td>86</td>
<td>74.1</td>
<td>higher</td>
</tr>
</tbody>
</table>

Rates were not calculated for the following counties because they had an average of less than 5 pregnancies in one or both of the 3-year time periods.
- Powder River County
- Treasure County

www.dphhs.mt.gov/PHSD/.../TeenPregnancyData2008-Website_000.xls

### Sexual and Domestic Abuse Rates 2000 and 2009

<table>
<thead>
<tr>
<th></th>
<th>Rape</th>
<th>Domestic Abuse</th>
<th>Sex Offenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Average 2000</td>
<td>6</td>
<td>81</td>
<td>20</td>
</tr>
<tr>
<td>State Average 2009</td>
<td>6</td>
<td>81</td>
<td>15</td>
</tr>
<tr>
<td>Custer 2000</td>
<td>3</td>
<td>50</td>
<td>19</td>
</tr>
<tr>
<td>Custer 2009</td>
<td>3</td>
<td>47</td>
<td>6</td>
</tr>
<tr>
<td>Powder River 2000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Powder River 2009</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Rosebud 2000</td>
<td>5</td>
<td>32</td>
<td>6</td>
</tr>
<tr>
<td>Rosebud 2009</td>
<td>0</td>
<td>43</td>
<td>4</td>
</tr>
<tr>
<td>Treasure 2000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Treasure 2009</td>
<td>0</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

## Health and Social Services

### Government SNAP and TANF Programs

<table>
<thead>
<tr>
<th>County</th>
<th>Population</th>
<th>Average monthly TANF Recipients</th>
<th>TANF %</th>
<th>Average monthly SNAP Recipients</th>
<th>SNAP %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montana Total 2009</td>
<td>967,440</td>
<td>8,201</td>
<td>0.85%</td>
<td>87,241</td>
<td>9.02%</td>
</tr>
<tr>
<td>Montana Total 2002</td>
<td>882,779</td>
<td>15,727</td>
<td>1.78%</td>
<td>63,766</td>
<td></td>
</tr>
<tr>
<td>SE Agglomeration 2009</td>
<td>22,670</td>
<td>581</td>
<td>6.39%</td>
<td>2775</td>
<td>33.63%</td>
</tr>
<tr>
<td>SE Agglomeration 2002</td>
<td>24,342</td>
<td>551</td>
<td>5.98%</td>
<td>1862</td>
<td>20.29%</td>
</tr>
<tr>
<td>Custer 2009</td>
<td>11,149</td>
<td>23</td>
<td>0.21%</td>
<td>894</td>
<td>8.02%</td>
</tr>
<tr>
<td>Custer 2002</td>
<td>11,837</td>
<td>109</td>
<td>0.92%</td>
<td>777</td>
<td>6.56%</td>
</tr>
<tr>
<td>Powder River 2009</td>
<td>1,694</td>
<td>2</td>
<td>0.10%</td>
<td>31</td>
<td>1.83%</td>
</tr>
<tr>
<td>Powder River 2002</td>
<td>1,777</td>
<td>13</td>
<td>0.06%</td>
<td>27</td>
<td>1.52%</td>
</tr>
<tr>
<td>Rosebud County 2009</td>
<td>9,190</td>
<td>556</td>
<td>6.05%</td>
<td>1,825</td>
<td>19.86%</td>
</tr>
<tr>
<td>Rosebud 2002</td>
<td>9,869</td>
<td>436</td>
<td>4.42%</td>
<td>1,044</td>
<td>10.58%</td>
</tr>
<tr>
<td>Treasure 2009</td>
<td>637</td>
<td>0</td>
<td>0.03%</td>
<td>25</td>
<td>3.92%</td>
</tr>
<tr>
<td>Treasure 2002</td>
<td>859</td>
<td>5</td>
<td>0.58%</td>
<td>14</td>
<td>1.63%</td>
</tr>
</tbody>
</table>

### Low Income Energy Assistance

<table>
<thead>
<tr>
<th>County</th>
<th>Heat assist cases</th>
<th>Recipients</th>
<th>Handicapped cases</th>
<th>Senior cit. cases</th>
<th>Heat assist payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montana Total 2009</td>
<td>22,448</td>
<td>51,553</td>
<td>8,305</td>
<td>6,066</td>
<td>$19,488,243.71</td>
</tr>
<tr>
<td>Montana Total 2002</td>
<td>16,976</td>
<td>40,437</td>
<td>6,039</td>
<td>4,373</td>
<td>$6,328,371.37</td>
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<tr>
<td>SE Agglomeration 2009</td>
<td>387</td>
<td>770</td>
<td>154</td>
<td>148</td>
<td>$359,009</td>
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<tr>
<td>SE Agglomeration 2002</td>
<td>277</td>
<td>552</td>
<td>133</td>
<td>113</td>
<td>$114,499</td>
</tr>
<tr>
<td>Custer 2009</td>
<td>251</td>
<td>496</td>
<td>105</td>
<td>83</td>
<td>$216,952</td>
</tr>
<tr>
<td>Custer 2002</td>
<td>186</td>
<td>365</td>
<td>93</td>
<td>71</td>
<td>$74,935</td>
</tr>
<tr>
<td>Powder River 2009</td>
<td>27</td>
<td>54</td>
<td>9</td>
<td>16</td>
<td>$37,653</td>
</tr>
<tr>
<td>Powder River 2002</td>
<td>14</td>
<td>33</td>
<td>3</td>
<td>9</td>
<td>$7,491</td>
</tr>
<tr>
<td>Rosebud 2009</td>
<td>96</td>
<td>204</td>
<td>35</td>
<td>37</td>
<td>$90,537</td>
</tr>
<tr>
<td>Rosebud 2002</td>
<td>65</td>
<td>140</td>
<td>30</td>
<td>22</td>
<td>$26,727</td>
</tr>
<tr>
<td>Treasure 2009</td>
<td>13</td>
<td>16</td>
<td>5</td>
<td>12</td>
<td>$13,867</td>
</tr>
<tr>
<td>Treasure 2002</td>
<td>12</td>
<td>14</td>
<td>7</td>
<td>11</td>
<td>$5,346</td>
</tr>
</tbody>
</table>

### Medicaid Mental Health, Amount and Monthly Averages by County

<table>
<thead>
<tr>
<th>County</th>
<th>Average Recipients per month</th>
<th>Payment per recipient each month</th>
<th>Payments during pay period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montana Total 2009</td>
<td>8,581</td>
<td>980.07</td>
<td>100,922,658.25</td>
</tr>
<tr>
<td>Montana Total 2002</td>
<td>8,682</td>
<td>777.11</td>
<td>80,964,638.13</td>
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<tr>
<td>SE Agglomeration 2009</td>
<td>202</td>
<td>6,672.8</td>
<td>2,785,021.83</td>
</tr>
<tr>
<td>SE Agglomeration 2002</td>
<td>215</td>
<td>2,274.74</td>
<td>2,264,095.71</td>
</tr>
<tr>
<td>Custer 2009</td>
<td>146</td>
<td>1,099.69</td>
<td>1,926,663.97</td>
</tr>
<tr>
<td>Custer 2002</td>
<td>144</td>
<td>720.14</td>
<td>1,243,681.90</td>
</tr>
<tr>
<td>Powder River 2009</td>
<td>4</td>
<td>1,665.28</td>
<td>84,929.21</td>
</tr>
<tr>
<td>Powder River 2002</td>
<td>4</td>
<td>143.77</td>
<td>6,469.78</td>
</tr>
<tr>
<td>Rosebud 2009</td>
<td>50</td>
<td>1,161.60</td>
<td>699,280.36</td>
</tr>
<tr>
<td>Rosebud 2002</td>
<td>67</td>
<td>1,260.75</td>
<td>1,013,643.88</td>
</tr>
<tr>
<td>Treasure 2009</td>
<td>2</td>
<td>2,746.23</td>
<td>74,418.29</td>
</tr>
<tr>
<td>Treasure 2002</td>
<td>0</td>
<td>150.08</td>
<td>300.15</td>
</tr>
</tbody>
</table>

Coal Mining and Energy Production

Montana has 25% of all of the country’s coal reserves and 7-8% of the world’s coal supply. The Rosebud Mine, located in Rosebud County, is the 2nd largest coal producer in the state. It is a large, modern mine and the power plant adjacent to the mine is the second largest coal burning plant in the western U.S. The type of coal mining done at the mine is surface or “strip” mining. This requires over two hundred feet of soil to be removed to get to the 25-foot seam of coal, leaving open pits which are then reclaimed.

Western Energy Company (WECO) has operated a surface coal mine in Southeastern Montana since 1968. Located in Rosebud County near Colstrip, WECO’s mine produces approximately 12 million tons annually. The mine typically disturbs and reclaims approximately 350 acres per year. For its exemplary reclamation program successes, the Rosebud Mine was presented the Office of Surface Mining’s 1999 Excellence in Surface Coal Mining Reclamation Award.

http://www.mii.org/ReclMtoZ/rosebud/rosebud.html

The Otter Creek Coal project is a potential coal mining operation to be housed in Powder River County. It is in initial stages of permits. This mine, if developed, will have significant effects on southeastern Montana from economic and infrastructure developments to potential environmental concerns and population changes. Arch Coal has been getting feedback from local communities in the area to maximize the positive effects and mitigate or minimize negative externalities in this area and region. The state could collect around $7.5 billion in coal taxes and royalties over 30 years of mining. Once mining commences, the state would reap a 12.5 percent royalty on state-owned coal and a 15 percent severance tax on all coal. The Otter Creek mine, if developed, would produce approximately 4 times the amount of coal as the mine at Colstrip. http://billingsgazette.com/news/opinion/editorial/gazette-opinion/article_13f1a190-8fb7-11df-b572-001cc4c002e0.html
Oil and Gas Production

Oil and gas production in southeastern Montana does contribute to the economy in both job creation and tax-base. Natural resource development is increasing in Eastern Montana as a whole, creating more economic development. Western Montana has been more affluent and populated as a whole than eastern Montana, but as more natural resource development occurs in eastern Montana, we are seeing a great potential in economic and population growth.

There are a lot of major natural resource development projects outside of this region such as the oil fields in Sidney which are very valuable to the economic development of southeastern Montana. If southeastern Montana positions itself to provide more resources to support these projects, the local wealth associated with oil and gas production will contribute to economic development beyond just resource extraction. There are efforts in process to extend a CO pipeline to the Belle Creek oil field located in Powder River County. This pipeline and the injection of CO will allow approximately 30 million barrels of oil to be recovered. By the year 2015, this field should once again be producing as much as 6,500 barrels of oil per day. Numerous other pipeline projects are planned for the near future.

Montana Oil and Gas Production Statistics

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Oil Production in Barrels</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montana Total</td>
<td>32,780,147</td>
<td>36,286,134</td>
<td>34,901,864</td>
<td>31,582,471</td>
<td>27,825,136</td>
</tr>
<tr>
<td>Southeastern MT</td>
<td>158,002</td>
<td>175,332</td>
<td>350,564</td>
<td>483,006</td>
<td>471,373</td>
</tr>
<tr>
<td><strong>Number of Producing Oil Wells</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montana Total</td>
<td>3,956</td>
<td>4,163</td>
<td>4,319</td>
<td>4,469</td>
<td>4,451</td>
</tr>
<tr>
<td>Southeastern MT</td>
<td>67</td>
<td>70</td>
<td>68</td>
<td>76</td>
<td>57</td>
</tr>
<tr>
<td><strong>Number of Producing Gas Wells</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montana Total</td>
<td>5,559</td>
<td>6,064</td>
<td>6,453</td>
<td>6,544</td>
<td>6,584</td>
</tr>
<tr>
<td>Southeastern MT</td>
<td>7</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td><strong>Average Daily Gas Production per Well</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montana Total</td>
<td>49.9</td>
<td>47.1</td>
<td>45.0</td>
<td>41.2</td>
<td>35.4</td>
</tr>
<tr>
<td>Southeastern MT</td>
<td>80.7</td>
<td>72.5</td>
<td>46.4</td>
<td>37.7</td>
<td>26.4</td>
</tr>
</tbody>
</table>

Renewable Energy

Southeastern Montana has potential for incorporating more renewable and sustainable energy production. Developing renewable energy in southeastern Montana can contribute many positive factors including: energy independence, economic diversity, fewer CO2 emissions and less environmental degradation.

Wind, solar, and geothermal energy currently have somewhat limited potential in southeastern Montana given the geography and environment. However, as renewable energy technology develops the potential could be greater. While southeastern Montana is typically not thought of as a forested area, there is also potential for biomass projects. Feasibility studies have been done that show there is an ample supply of renewable energy resources in the form of trees to supply small power generation plants. Both public and private entities are highly in favor of this type of energy as it is clean, renewable, and also provides a management tool for maintaining forests and decreasing the potential for fire hazards.

With renewable energy gaining interest and momentum globally, there are more opportunities for grants and funding for projects and feasibility studies. For example, there has been quite a bit of support for renewable energy projects on Native American Reservations. For example, the Crow Reservation located in Southeastern Montana, just west of our four-county region received funding to do studies to implement a co-generation project.

“The Indian Energy Resource Development Program, authorized by Title XXVI of the 1992 Energy Policy Act, provides funding to American Indian tribes to develop Indian renewable energy and other energy resources. In fiscal years 1994 and 1995, 35 grants totalling $6.5 million were awarded to 29 tribes and Alaskan native corporations in 13 states. The projects cover the development range from feasibility studies to purchase and installation of equipment for commercial projects. Technologies include photovoltaic, biomass, wind, building energy efficiency, hydroelectricity, integrated resource planning, coal-fired cogeneration, and multi-sector natural gas. The Title XXVI program provides an important opportunity for assessing the technical and economic feasibility of renewable energy on Indian lands, and also for demonstrating DOE-developed technologies in real-life settings.”

http://apps1.eere.energy.gov/tribalenergy/report_reservations.cfm
As the use of electricity spread across the country in the 20th century, three distinct alternating current power grids evolved. One grid connected utilities in the eastern United States, while the second grid spread across the western half of the country. A third grid developed in Texas. The sparsely populated Great Plains formed a divide between the separate power systems.

As American dependence on electricity grew, utilities needed to increase reliability and match generation to electrical demand by allowing the exchange of power between the eastern and western grids. The Miles City Converter Station in eastern Montana is one of eight sites that tie the power grids together. The Miles City Converter Station increases system reliability by providing a connection between the separate grids. It can balance power resources between the regions and allows the eastern and western grids to share energy reserves, resulting in enhanced energy exchanges and system operating flexibility.

Facilities such as the Miles City Converter Station act as a giant shock absorber, converting the alternating current power on one side to direct current, then back to AC on the other side. The DC converter allows the reliable flow of energy between the grids, but maintains their separation. Now when disturbances occur in one system, they do not affect the other system.

Converter stations are the most cost-effective way of connecting the east and west power systems. Access to power from the other grid allows utilities to delay construction of power plants needed to meet peak power demands.

General Electric built the Miles City Converter Station for Western Area Power Administration and Basin Electric Power Cooperative. Western owns 60 percent of the project and Basin owns 40 percent.

Southeastern Montana also has a strong network of transmission lines, and the 500 KV transmission lines coming from Colstrip in Rosebud County are the largest in the state.
Roads and Highways

Southeastern Montana has I-94 crossing the northern part of the region east to west, highway 212 along the southern portion going east to west, and then highways 39, 12, and 59 crossing north to south. This area also has smaller county roads, both paved and unpaved connecting the region as well. The road and highway system play an important role in the economy connecting people, services, industries, and towns, however they require a lot of oversight and maintenance.

**Roads and Highways**

<table>
<thead>
<tr>
<th>County</th>
<th>#/miles of Unpaved Roads</th>
<th># of Graders</th>
<th>County Road Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custer County</td>
<td>749.88</td>
<td>6</td>
<td>$1,127,778</td>
</tr>
<tr>
<td>Powder River County</td>
<td>796.94 road (did not specify unpaved)</td>
<td>8</td>
<td>$1,237,750</td>
</tr>
<tr>
<td>Rosebud County</td>
<td>1200</td>
<td>10</td>
<td>$1,800,000</td>
</tr>
<tr>
<td>Treasure County</td>
<td>25.46</td>
<td>2</td>
<td>$41,033</td>
</tr>
<tr>
<td>SEMDC Region Total</td>
<td>2772.28</td>
<td>26</td>
<td>$4,206,561</td>
</tr>
</tbody>
</table>

All data gathered from County Clerk Offices

**Highway Projects – Construction Phases**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>UPN</th>
<th>Prefix</th>
<th>Project Name</th>
<th>Project Location</th>
<th>Ref Point</th>
<th>Project Scope</th>
<th>Est. Cost (Mil.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>4830</td>
<td>IM</td>
<td>D4-Interstate STR REHAB</td>
<td>i-94</td>
<td>88.09</td>
<td>BRIDGE REHAB</td>
<td>1 to 5</td>
</tr>
<tr>
<td>2008</td>
<td>5148</td>
<td>IM</td>
<td>FORT KEOGH REST AREA</td>
<td>I-94, US12</td>
<td>135.5</td>
<td>REST AREA</td>
<td>1 to 5</td>
</tr>
<tr>
<td>2009</td>
<td>6104</td>
<td>NH-STPS-STPS</td>
<td>D4-CULVERTS-PHASEII</td>
<td>MT-16, MT-59, S-335, S-446</td>
<td>551.80</td>
<td>CULVERT</td>
<td>&gt;5</td>
</tr>
<tr>
<td>2009</td>
<td>6239</td>
<td>IM</td>
<td>EAST OF MILES CITY- EAST (EB)</td>
<td>I-94</td>
<td>154.2</td>
<td>MILL AND FILL</td>
<td>1 to 5</td>
</tr>
</tbody>
</table>

INFRASTRUCTURE

Rail
Construction of Montana’s railroad system between 1880 and 1909 breathed new life into mining as well as the livestock industry. The railroads also brought an invasion of agricultural homesteaders. Montana’s population surged from 243,329 in 1900 to 548,889 by 1920, while the number of farms and ranches increased from 13,000 to 57,000. Today, rail still plays an important role in southeastern Montana’s economy.

The Railroads in southeastern Montana are an important asset in the region because they creates jobs, support other industries such as agriculture and coal, as well as create a need for other goods and services in the area. There are no passenger trains that run along these rail lines, however some interest for passenger rail was shown at a few town meetings.

There is currently discussion of the possibility of a new rail line being built from Ashland to Miles City. This would help support the potential Otter Creek Project (however Otter Creek would be able to continue in development even if the rail was not built).

Montana Intermodal Shipments by Industry and Sub-region - 2008

This graph illustrates the total intermodal shipments by major industries and by geographical sub-region of the State.

SE Montana:
- 422 Agriculture
- 83 Wood Products
- 48 Mining
- 0 Manufacturing
- Total: 553
**Airports**

Miles City in Custer County receives Essential Air Service (EAS). EAS is a program enacted by the U.S Government to ensure that small communities served by certified airlines maintained commercial service. All four counties in the region have some type of airport but only Miles City is capable of providing services to major carriers.

- The major functions of the local airports are for private passenger planes and for emergencies and fire management.
- One of the major challenges for these airports is funding.
- Recently the US Air Force has held meetings locally to try to implement air force bomber trainings in southeastern Montana due to the topography and radio access. This has been a controversial issue within this region.

---

**SE Montana Local Airports**

- Broadus
- Colstrip
- Hysham
- Miles City
- Tillett Field Airport - Forsyth
- Holy Rosary Heliport – Miles City
- St. Labre Mission Airport – Ashland
- Sunday Creek Airpark Airport – Miles City

---

**Air Passengers at Miles City Municipal Airport**

<table>
<thead>
<tr>
<th>MILES CITY</th>
<th>2009 PASSENGERS</th>
<th>2010 PASSENGERS</th>
<th>%2010 VS. 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MONTH</td>
<td>ON</td>
<td>OFF</td>
</tr>
<tr>
<td>Jan</td>
<td></td>
<td>74</td>
<td>67</td>
</tr>
<tr>
<td>Feb</td>
<td></td>
<td>81</td>
<td>66</td>
</tr>
<tr>
<td>Mar</td>
<td></td>
<td>79</td>
<td>77</td>
</tr>
<tr>
<td>Apr</td>
<td></td>
<td>68</td>
<td>85</td>
</tr>
<tr>
<td>May</td>
<td></td>
<td>66</td>
<td>66</td>
</tr>
<tr>
<td>Jun</td>
<td></td>
<td>86</td>
<td>73</td>
</tr>
<tr>
<td>Jul</td>
<td></td>
<td>60</td>
<td>54</td>
</tr>
<tr>
<td>Aug</td>
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<td>66</td>
<td>70</td>
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<tr>
<td>Sep</td>
<td></td>
<td>72</td>
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<tr>
<td>Oct</td>
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<td>82</td>
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<td>Dec</td>
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<td>72</td>
<td>64</td>
</tr>
<tr>
<td>TO DATE</td>
<td></td>
<td>454</td>
<td>434</td>
</tr>
<tr>
<td>TOTALS</td>
<td></td>
<td>687</td>
<td>1,327</td>
</tr>
</tbody>
</table>

- [http://www.montana-map.org/airports.htm](http://www.montana-map.org/airports.htm)
This region has a variety of plant and animal species, a unique landscape of prairies and buttes, as well as an economic base of agriculture and natural resource development. It is important to have a high level of stewardship and environmental analysis in this area, not only for the species that inhabit this region, but also for the economy based on agriculture.

Most farmers use some form of chemical weed and insect control, which does involve some threat to water and wildlife. However the economic impacts of not using these chemicals may be even more detrimental to the area.

Methane gas extraction is being done minimally in this region. It is possible there will be more methane gas developments, but there is currently a lot of local, state, and regional discussion of this. The extraction requires extensive amounts of water to be pumped from the earth with the gas. The impact this will have on well water, the quality of water pumped to the surface, and the effect on the aquifer is an environmental question and potential concern.

Both precipitation and temperature have increased which has been a trend throughout the Northwest USA. This will continue to cause various changes in the environment and in agriculture.

http://www.wwfblogs.org/climate/content/epa-climate-change-indicators-keyfindings-apr2010
Endangered Species
In total there are three endangered species in this region which is a concern for this region's ecosystem. Another difficult matter is the increase in the wolf population, and its effect on local livestock. This will be a continuing concern to balance the population of this species as well as prevent damage to livestock and the economy.

<table>
<thead>
<tr>
<th>Sub Group Name</th>
<th>Name</th>
<th>Common Name</th>
<th>Status</th>
<th>Habitat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birds (Aves)</td>
<td>Whooping Crane</td>
<td>Cranes</td>
<td>ENDANGERED</td>
<td>Wetlands</td>
</tr>
</tbody>
</table>

Endangered Species - Custer

<table>
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<tr>
<th>Sub Group Name</th>
<th>Name</th>
<th>Common Name</th>
<th>Status</th>
<th>Habitat</th>
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<tbody>
<tr>
<td>Birds (Aves)</td>
<td>Whooping Crane</td>
<td>Cranes</td>
<td>ENDANGERED</td>
<td>Wetlands</td>
</tr>
<tr>
<td>Birds (Aves)</td>
<td>Least Tern</td>
<td>Gulls / Terns</td>
<td>ENDANGERED</td>
<td>Large prairie rivers</td>
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<tr>
<td>Fish (Actinopterygii)</td>
<td>Pallid Sturgeon</td>
<td>Sturgeons</td>
<td>ENDANGERED</td>
<td>Large prairie rivers</td>
</tr>
</tbody>
</table>

Endangered Species – Powder River and Treasure – 0 animals listed as endangered

Hazardous Material Sites
Colstrip Steam Electric System and Colstrip Energy Rosebud Power Plant are on the list of the Top 10 Facilities for Waste Emissions (EPA, 2004). These Hazardous Material Sites are Environmentally sensitive locations and are important to consider in planning for potential emergency situations as well as ensuring that waste is monitored, contained, and/or treated according to standards. The Colstrip power plant has taken plenty of precautions such as using a contained system, high OSHA standards, low sulfur dioxide emissions state of the art nitrogen oxide controls and has one of the best mercury abatement systems in the nation. Colstrip has taken aggressive actions to control seepage from its scrubber slurry storage ponds by investing $64 million over the last ten years on innovative groundwater protection systems. The plant will spend another $14 million in 2010 and 2011 to reduce groundwater seepage from storage basins at the plant.

Brownfield Sites
Brownfield sites are abandoned or unused industrial sites such as unused gas stations, mills, and wrecking sites. This region could benefit greatly from brownfield redevelopments, opening up the potential for available land, and mitigating environmental effects. Funding for brownfield assessment and redevelopment is a challenge, but progress is being made.

<table>
<thead>
<tr>
<th>Custer</th>
<th>Powder River</th>
<th>Rosebud</th>
<th>Treasure</th>
</tr>
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<tr>
<td>36</td>
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<td>4</td>
</tr>
</tbody>
</table>

SE, MT Unresolved Underground Tank Leaks - 2010


http://www.whoopingcrane.org/index.html


http://mtnhp.org/SpeciesOfConcern/?AorP=p

The economist Michael Porter coined the term, Industry Cluster, in *The Competitive Advantage of Nations* (1990), which has sparked much discussion about the theory since. We broadly define ‘Industry Cluster’ as a group of establishments located geographically in close proximity to one another, which are similar industries, have similar inputs or outputs, and/or are a supplier or customer to one another. Clusters often help to increase economic diversity within a region, as well as help in small business development and local employment. When industries that support each other are located in the same region, this often; decreases transportation costs, increases face-to-face interaction amongst local stakeholders which often creates a platform for innovation within that industry, provides a stronger local network and need for local companies and entrepreneurship, and often creates jobs.

By identifying local industrial trends through regional Industry Cluster Analysis, we hope to provide a framework for local communities to stimulate local innovation, entrepreneurship and economic development. We, as a region, can better identify what new businesses may find success through becoming part of a growing cluster, or to better analyze why a cluster is declining.

There are a number of variables that could be used to analyze clusters such as population, revenue, and number of establishments. More detailed statistics were given in the census information regarding the number establishments, compared to the statistics made public for the number of employees, which is one of the reasons why establishments show a more representative illustration of the clusters. However we do include the change in number of paid employees between 2003 and 2008 to be able to compare to change in establishments.

These cluster statistics can also trigger interesting discussion and allow for more critical analysis on why industry shifts have taken place. For example, between 2003 and 2008 retail establishments declined by 3, whereas paid employees increased by 63. This could perhaps be because of the increase in large corporate retail representing increase in employees, but may have had a negative effect on small businesses illustrated in the decline in establishments.

We follow the cluster section with a Regional Networking map. *Clusters, innovation,* and *culture* all thrive on *networking and communication.* Especially in today’s changing communication environment and networking, the internet has changed the face of communication and marketing.
Custer County Industry Cluster Descriptions

The largest industry cluster in Custer County by “employment” is Health Care and Social Assistance closely followed by Finance and Insurance and then Accommodation and Food Services. The fastest growing industry as indicated by the increase in the number of establishments was Construction, then Arts, Entertainment and Recreation and finally Manufacturing. The City of Miles City has long been regarded as a regional retail and service hub. The large aging population of eastern Montana is drawn to the community because of the health related services, independent living options and progression of assisted living as well as skilled nursing care and hospice. Such services are many times unavailable in the surrounding communities – especially those related to housing options for the elderly. Miles City also serves as the headquarters for Stockman Bank and as this company has seen success and expanded throughout Montana, the employment in this sector has also seen expansion. Emerging industries seem to surround construction related businesses, tourism and manufacturing. Recently, Miles City has found itself uniquely positioned between the oil fields near Gillette, WY and the Bakken reserve in North Dakota. Oil extraction and construction demands in these two areas have planted opportunities in Miles City. Additionally, local construction companies involved in road construction have strengthened through highway projects and other large equipment projects. This has created increased pressure on rental housing and moderately priced single family homes. Another large economic impact on Custer County is that of agriculture. In 2007, there were 411 farms. This makes agriculture the largest industry by number of establishments (if one considers each farm as one establishment). The market value of that agricultural production in 2007 was estimated at $73,305,000 or $178,358 per farm (NASS website, Ag Statistics, Economic Survey) and an average net cash income of $56,463 per farm. This production value would not indicate that agriculture is the major contributor to the economy based on Bureau of Labor and Statistics information. Both Finance and Insurance and Health Care and Social Assistance would most likely surpass Agriculture in gross receipts.

Major Clusters – Agriculture, Health Care and Social Assistance, Accommodation and Food Services, Finance and Insurance, Retail Trade, Professional and Technical Services, Construction, Transportation and Warehousing, and Other Services (except administration)

Growing Clusters – Construction, Transportation and Warehousing, Manufacturing, Finance and Insurance

Declining Clusters – Wholesale Trade, Agriculture, Health Care and Social Assistance, Retail Trade, Professional, Scientific and Technical Services, Information and Utilities
**Custer County Industry Cluster Breakdown**

This chart highlights the major industry clusters, establishments, and paid employees found in the County Business Patterns in the Census. This also highlights the industry cluster trends between 2003 and 2008. This helps us recognize which industry has an **increase** or **decrease** in its establishments and paid employee base between 2003-2008.

<table>
<thead>
<tr>
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</table>

http://www.census.gov/econ/cbp/index.html
Top 10 Largest Industry Clusters: Custer County

- Retail Trade
- Transportation and Warehousing
- Finance and Insurance*
- Professional, Scientific, and Technical Services
- Health Care and Social Assistance
- Accommodation and Food Services
- Other Services (except Public Admin)
- Construction*
- Mining*
- Agriculture

Number of Paid Employees in 2008

Number of Total Establishments in 2008

Change in Number of Total Establishments from 2003-2008

*The employer data for this industry did not specify the exact number of employers, but gave a range (i.e. 0-19). For the use of this chart, the average was used.

Smaller Industry Clusters: Custer County

- Forestry, Fishing, Hunting, and Agriculture Support*
- Manufacturing*
- Information*
- Utilities*
- Real Estate, Rental, Leasing*
- Management of Companies and Enterprises*
- Educational Services*
- Arts, Entertainment, and Recreation Series9
- Wholesale

Number of Total Establishments in 2008

Change in Number of Establishments between 2003-2008

*The employer data for this industry did not specify the exact number of employers, but gave a range (i.e. 0-19). For the use of this chart, the average was used.
The largest industry by number of establishments, employees, and by receipt in Powder River County is agriculture. The 2007 Market Value of Production was estimated at $40,960,000 (NASS, Ag Census Report, 2007). Construction and Retail Trade make up the next largest industries based on the number of establishments. While Agriculture and Construction experienced an increase in the number of establishments, retail trade experienced a slight decrease. The industry sector that saw the largest percentage increase in number of establishments was that of construction while manufacturing experienced the largest decline.

**Major Clusters** – Agriculture, Retail Trade, Construction, and Accommodation and Food Services

**Growing Clusters** – Agriculture, Construction, Accommodation and Food Services, Finance and Insurance

**Declining Clusters** – Manufacturing, Retail Trade, Health Care and Social Assistance, Transportation and Warehousing, and Arts, Entertainment & Recreation

This chart highlights the major industry clusters, establishments, and paid employees found in the County Business Patterns in the Census. This also highlights the industry cluster trends between 2003 and 2008. This helps us recognize which industry has an increase or decrease in its establishments and paid employee base between 2003-2008.

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<tbody>
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<td>21------------</td>
<td>Mining, quarrying, oil/gas extraction</td>
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<td>0-19</td>
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<tr>
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<td>Finance/insurance</td>
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<tr>
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<td>54------------</td>
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</table>

http://www.census.gov/econ/cbp/index.html

Increasing Decreasing No change/Not enough info.
*The employer data for this industry did not specify the exact number of employers, but gave a range (i.e. 0-19). For the use of this chart, the average was used.
- Ag data was based on census 2002 and 2007, not 2003-2008
**REGIONAL CLUSTERS**

**Rosebud County Industry Cluster Breakdown and Descriptions**
The largest industry by number of establishments in Rosebud County is agriculture. Farms reported in Rosebud County increased from 412 in 2002 to 478 in 2007. The 2007 Market Value of Production was estimated at $56,823,000 (NASS, Ag Census Report, 2007). The largest industry by gross receipts in this county is undeniably utilities and mining however supporting an employee base of approximately 750 persons. Other industries were fairly stable in regard to increasing or decreasing of establishments. The highest percentage increase would be in Arts, Entertainment and Recreation with an increase of 4 companies.

**Major Clusters** – Mining, Utilities, Agriculture, Retail Trade, Accommodation and Food Services, Educational Services, Construction, and Health Care and Social Services

**Growing Clusters** – Agriculture, Utilities, Arts, Entertainment & Recreation, Real Estate/Rental/Leasing

**Declining Clusters** – Professional, Scientific and Technical Services, Health Care and Social Assistance, Construction, Finance and Insurance, Other Services, Retail Trade, Transportation and Warehousing

This chart highlights the major industry clusters, establishments, and paid employees found in the County Business Patterns in the Census. This helps us recognize which industry has an increase or decrease in its establishments and paid employee base between 2003-2008.

<table>
<thead>
<tr>
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<td>8</td>
<td>4</td>
<td>-4</td>
<td>36</td>
<td>0-19</td>
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<tr>
<td>454</td>
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<td>457</td>
<td>Construction</td>
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<td>4</td>
<td>20-99</td>
<td>20-99</td>
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</tr>
<tr>
<td>458</td>
<td>Construction</td>
<td>5</td>
<td>5</td>
<td>0</td>
<td>20-99</td>
<td>20-99</td>
<td>-</td>
</tr>
<tr>
<td>459</td>
<td>Construction</td>
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<td>4</td>
<td>-4</td>
<td>36</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>460</td>
<td>Construction</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>60</td>
<td>60</td>
<td>0</td>
</tr>
<tr>
<td>461</td>
<td>Construction</td>
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<td>3</td>
<td>0</td>
<td>250-499</td>
<td>250-499</td>
<td>-</td>
</tr>
<tr>
<td>462</td>
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<td>16</td>
<td>-3</td>
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<td>254</td>
<td>25</td>
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<tr>
<td>463</td>
<td>Construction</td>
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<td>20-99</td>
<td>-</td>
</tr>
<tr>
<td>464</td>
<td>Construction</td>
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<td>5</td>
<td>0</td>
<td>20-99</td>
<td>20-99</td>
<td>-</td>
</tr>
<tr>
<td>465</td>
<td>Construction</td>
<td>8</td>
<td>4</td>
<td>-4</td>
<td>36</td>
<td>0-19</td>
<td>-</td>
</tr>
</tbody>
</table>

*The employer data for this industry did not specify the exact number of employers, but gave a range (i.e. 0-19). For the use of this chart, the average was used.

http://www.census.gov/econ/cbp/index.html
Top 10 Largest Industry Clusters: Rosebud County

Number of Paid Employees in 2008

Change in Number of Total Establishments from 2003-2008

Top 10 Largest Industry Clusters: Rosebud County
- Retail Trade*
- Health Care and Social Assistance
- Accommodation and Food Services
- Other Services (except Public Admin)
- Mining, quarrying, oil and gas extraction*
- Construction*
- Agriculture
- Educational Services*
- Utilities*
- Finance and Insurance*

*The employer data for this industry did not specify the exact number of employers, but gave a range (i.e. 0-19). For the use of this chart, the average was used.

Smaller Industry Clusters: Rosebud County
- Forestry, Fishing, Hunting, and Agriculture Support
- Wholesale Trade
- Transportation and Warehousing*
- Real Estate, Rental, Leasing
- Professional, Scientific, and Technical Services
- Administrative, Support, and Waste Management
- Information*
- Manufacturing*
- Arts, Entertainment, and Recreation*

*The employer data for this industry did not specify the exact number of employers, but gave a range (i.e. 0-19). For the use of this chart, the average was used.

- Ag data was based on census 2002 and 2007, not 2003-2008
**Treasure County Industry Cluster Descriptions**

The largest industry with no question in Treasure County is agriculture. The 2007 Market Value of Production was $30,377,000 (NASS, Ag Statistics Survey, 2007). Other major industries by number of establishments include Accommodation and Food Services and retail.

**Major Clusters** – Agriculture  
**Growing Clusters** – Accommodation and Food Services, Finance and Insurance, and Retail Trade.  
**Declining Clusters** – Agriculture, Health Care and Social Assistance, Wholesale Trade, Manufacturing and Utilities

This chart highlights the major industry clusters, establishments, and paid employees found in the County Business Patterns in the Census. This also highlights the industry cluster trends between 2003 and 2008. This helps us recognize which industry has an increase or decrease in its establishments and paid employee base between 2003-2008.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>11----</td>
<td>Forestry, fishing, hunting, and Agriculture Support</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>-</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>22----</td>
<td>Utilities</td>
<td>3</td>
<td>1</td>
<td>-2</td>
<td>0-19</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>23----</td>
<td>Construction</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>0-19</td>
<td>6</td>
<td>-</td>
</tr>
<tr>
<td>31----</td>
<td>Manufacturing</td>
<td>4</td>
<td>2</td>
<td>-2</td>
<td>-</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>42----</td>
<td>Wholesale trade</td>
<td>3</td>
<td>1</td>
<td>-2</td>
<td>0-19</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>44----</td>
<td>Retail trade</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>22</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>48----</td>
<td>Transportation and warehousing</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>7</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>52----</td>
<td>Finance and insurance</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>0-19</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>54----</td>
<td>Professional, scientific, and technical services</td>
<td>3</td>
<td>2</td>
<td>-1</td>
<td>0-19</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>62----</td>
<td>Health care and social assistance</td>
<td>5</td>
<td>3</td>
<td>-2</td>
<td>0-19</td>
<td>0-19</td>
<td>-</td>
</tr>
<tr>
<td>72----</td>
<td>Accommodation and food services</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>21</td>
<td>4</td>
<td>-17</td>
</tr>
</tbody>
</table>

**Agriculture**  
http://www.census.gov/econ/cbp/index.html

*Increasing*  
*Decreasing*  
*No change/Not enough info.*
Treasure County Industry Cluster Descriptions

Industry Clusters: Treasure County

- Construction
- Transportation and Warehousing*
- Finance and Insurance*
- Retail Trade*
- Professional, Scientific, and Technical Services
- Health Care and Social Assistance*
- Accommodation and Food Services
- Agriculture
- Manufacturing*
- Utilities*
- Wholesale Trade*

Number of Total Establishments in 2007

Number of Paid Employees in 2008

Change in Number of Total Establishments from 2003-2008
Government Workers in SE Montana

Government workers were not included in the Industry Cluster Analysis, because it is public sector. However, it plays a major role in the employment in this region. The graph below compares the number of government workers (Local, State, and Federal), to the number of employees in the largest industries. **Note:** These statistics were not available for Treasure County and are therefore not included in the graph below.

http://www.ourfactsyourfuture.org/?PAGEID=67&SUBID=273
Major Clusters
(Each county cannot be compared to each other. The circles represent the size of the industry relative to other industries within that county only. For example, in Treasure County, the impact of AG is enormous compared to other industries.)

http://www.census.gov/econ/cbp/index.html
Potential Effects on Regional Clusters with the Otter Creek Development

Otter Creek Development
The Otter Creek Coal Development is a potential coal mining operation to be housed in Powder River County. It is in initial stages of permits. This mine, if developed, will have significant effects on southeastern Montana from economic and infrastructure developments to potential environmental concerns and population changes. The Otter Creek mine, if developed, would produce approximately 4 times the amount of coal as the mine at Colstrip. [http://billingsgazette.com/news/opinion/editorial/gazette-opinion/article_13f1a190-8fb7-11df-b572-001cc4c002e0.html](http://billingsgazette.com/news/opinion/editorial/gazette-opinion/article_13f1a190-8fb7-11df-b572-001cc4c002e0.html)

Impact Mitigation and Planning Position (iMapp)
Southeastern Montana Development Corporation (SEMDC) is planning on creating a new planning position specifically focused on the Otter Creek Development. SEMDC feels that Otter Creek Development could possibly be the biggest development opportunity for Montana in our lifetime. With such a large scale project such as the Otter Creek Coal Mine, there will be many effects on this region, both positive and negative. This capacity building planning position would:

- Create pro-active planning efforts to minimize impacts yet maximize benefits
- Facilitate communication and act as a liaison between numerous stakeholders
- Interact with other State agencies such as Land Board, DEQ, DNRC and others as needed.

The following cluster study aims to highlight the positive economic effects, both direct and indirect, that this project will have on the region, and minimize any negative effects and externalities. This planning position will help us better understand the potential opportunities and threats, and continue comprehensive research regarding this potential natural resource development project.
Potential Effects on Regional Clusters with the Otter Creek Development

The following data illustrates how Otter Creek could spur economic development in industries that derive from direct effects such as coal mining, and indirect effects such as retail to support an increase in population and local needs. Below are the top 10 Industries that may be effected by Otter Creek, as quantified by Montana Department of Commerce. Other industries such as construction, utilities, management of companies/enterprises, and admin support/waste management will also potentially add jobs and enhance industries in this area, but were not quantified in this study.

### Impact on Custer, Powder River, and Rosebud Counties Only

<table>
<thead>
<tr>
<th>Impact Type</th>
<th>Employment</th>
<th>Labor Income</th>
<th>Value Added</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Effect</td>
<td>450</td>
<td>$38,432,880</td>
<td>$75,598,670</td>
<td>$143,692,528</td>
</tr>
<tr>
<td>Indirect Effect</td>
<td>78</td>
<td>$4,250,754</td>
<td>$8,633,161</td>
<td>$14,859,231</td>
</tr>
<tr>
<td>Induced Effect</td>
<td>153</td>
<td>$4,286,756</td>
<td>$8,843,356</td>
<td>$15,159,385</td>
</tr>
<tr>
<td>Total Effect</td>
<td>681</td>
<td>$46,970,392</td>
<td>$93,075,190</td>
<td>$173,711,136</td>
</tr>
</tbody>
</table>

| Employment Multiplier | 1.51 |

### Top 10 Industries Effected in this Region

<table>
<thead>
<tr>
<th>Sector</th>
<th>Description</th>
<th>Employment</th>
<th>Labor Income</th>
<th>Value Added</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Mining coal</td>
<td>450.5</td>
<td>$38,473,872</td>
<td>$75,679,296</td>
<td>$143,845,776</td>
</tr>
<tr>
<td>413</td>
<td>Food services and drinking places</td>
<td>20</td>
<td>$263,871</td>
<td>$387,942</td>
<td>$903,016</td>
</tr>
<tr>
<td>397</td>
<td>Private hospitals</td>
<td>10.8</td>
<td>$570,507</td>
<td>$599,100</td>
<td>$1,177,426</td>
</tr>
<tr>
<td>319</td>
<td>Wholesale trade businesses</td>
<td>10.3</td>
<td>$443,242</td>
<td>$765,188</td>
<td>$1,229,342</td>
</tr>
<tr>
<td>398</td>
<td>Nursing and residential care facilities</td>
<td>8.6</td>
<td>$211,975</td>
<td>$220,144</td>
<td>$310,126</td>
</tr>
<tr>
<td>324</td>
<td>Retail Stores - Food and beverage</td>
<td>8.4</td>
<td>$181,554</td>
<td>$278,101</td>
<td>$444,453</td>
</tr>
<tr>
<td>333</td>
<td>Transport by rail</td>
<td>8.1</td>
<td>$768,735</td>
<td>$1,792,332</td>
<td>$3,064,210</td>
</tr>
<tr>
<td>354</td>
<td>Banks</td>
<td>8</td>
<td>$479,095</td>
<td>$1,257,922</td>
<td>$1,757,253</td>
</tr>
<tr>
<td>394</td>
<td>Offices of physicians</td>
<td>7.8</td>
<td>$478,269</td>
<td>$555,966</td>
<td>$823,116</td>
</tr>
<tr>
<td>360</td>
<td>Real estate establishments</td>
<td>7.1</td>
<td>$189,625</td>
<td>$812,363</td>
<td>$1,029,614</td>
</tr>
</tbody>
</table>

Montana Department of Commerce
### Potential Effects on Regional Clusters with the Otter Creek Development

This is a breakdown of how the top 10 Industries affected in this area can potentially affect the current (2008) state of the associated industries currently functioning in the Region.

<table>
<thead>
<tr>
<th>Industry Code</th>
<th>Industry Description</th>
<th>Employment in 2008</th>
<th>Employment Added With Otter Creek</th>
<th>% Increase in Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Custer Powder River Rosebud Total in all 3 Counties</td>
<td>Total in all 3 Counties</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Mining coal</td>
<td>174.5 8 374.5</td>
<td>557</td>
<td>80.88%</td>
</tr>
<tr>
<td>413</td>
<td>Accommodation/Food Services</td>
<td>651 52 296</td>
<td>999</td>
<td>2.00%</td>
</tr>
<tr>
<td>394</td>
<td>Health Care/Soc. Assistance</td>
<td>1010 8 254</td>
<td>1272</td>
<td>2.14%</td>
</tr>
<tr>
<td>398</td>
<td>Offices of physicians</td>
<td></td>
<td>7.8</td>
<td></td>
</tr>
<tr>
<td>397</td>
<td>Private hospitals</td>
<td></td>
<td>10.8</td>
<td></td>
</tr>
<tr>
<td>319</td>
<td>Wholesale trade businesses</td>
<td>162 8 0</td>
<td>170</td>
<td>6.06%</td>
</tr>
<tr>
<td>324</td>
<td>Retail Trade</td>
<td>808 137 306</td>
<td>1251</td>
<td>0.67%</td>
</tr>
<tr>
<td>333</td>
<td>Transport/Warehousing</td>
<td>169 8 59.5</td>
<td>236.5</td>
<td>3.42%</td>
</tr>
<tr>
<td>354</td>
<td>Finance and Insurance</td>
<td>174.5 59.5 56</td>
<td>290</td>
<td>2.76%</td>
</tr>
<tr>
<td>360</td>
<td>Real Estate Establishments</td>
<td>59.5 8 30</td>
<td>97.5</td>
<td>7.28%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>3208.5 288.5 1376</td>
<td>4873</td>
<td>539.6 11.00%</td>
</tr>
</tbody>
</table>

Montana Department of Commerce

---

![Potential Increase in Employment in Top 10 Industries](image-url)

**Legend**
- Mining, Quarrying, Oil/Gas extraction
- Accomodation/Food Services
- Health Care/Soc. Assistance
- Wholesale trade
- Retail Trade
- Transport/Warehousing
- Finance and Insurance

*Employment in 2008*
This cluster map shows the Major Industry Clusters in 2008, as illustrated previously in the document. The items in the center of the map show potential employment spurred by Otter Creek, with Coal Mining (yellow ring) creating the most (450) jobs. The other sections represent the employment opportunities in industries that are an indirect effect of Otter Creek.
Through our town meetings and background data, we recognized the need for better web presence not only for tourism marketing but also for communicating local opportunities. The Regional Networking Map is a visual of a regional communication survey we completed in order to better understand how “networked” communities are, and which communities could gain in improving communication.

Facebook user estimates were found on facebook.com by ‘searching’ for profiles in each community.

Cell Phone Coverage Areas was found on Verizon.com, ‘Coverage Areas.’ It was slightly edited to fit the reality of some limited coverage areas that were not shown.

All other data was collected through conversations with local commissioners, government workers, and individuals who could provide detailed data and local knowledge.
The CEDS planning process analyzes local conditions and trends, identifies problems and opportunities, set goals, objectives and strategies and coordinates activities to implement them. Planning for community, economic and rural development is a continuing process responding to our changing wants and needs.

In order to assess the various communities in our region and develop a comprehensive plan, we organized seven community meetings and developed an online survey. We had a total of 113 participants, which is the highest rate of participation we have had in seven (7) years with CEDS community meetings. *Please see Appendix C for example of online survey.*

Each meeting was based on a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and a brainstorming session for proposed projects. Through this means of public participation we got a lot of interesting feedback on the current state of the community and county and developed project ideas to include in this planning document.

This next sections goes into a more in-depth analysis of each county in the region. This includes the perspectives from the community as well as background socio-economic data. *Please see Appendix B for Community Meeting notes.*

- 7 Community Meetings held
- 113 participants total
- 6 responses from online surveys
- The community meetings and surveys were based on a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, and incorporated a brainstorm on future projects that may be beneficial to the community and/or region.
- Great participation and feedback
- All meeting notes are made public on the SEMDC website
- A document for each community will be developed to summarize the main issues and proposed projects that came out of the meetings. This will be a step towards putting the CEDS planning in action.
Before going into each county and community summary, please find below a regional SWOT Analysis with some of the highlight Projects proposed. This was developed from each individual community meeting, but this regional breakdown shows some trends of strengths, weaknesses, opportunities, and threats that a lot of the communities share.

### Strengths

<table>
<thead>
<tr>
<th>Economy</th>
<th>Quality of Life</th>
<th>Healthcare</th>
<th>Services</th>
<th>Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture-based economy</td>
<td>Small rural communities</td>
<td>Local clinics</td>
<td>Essential services</td>
<td>Local airports</td>
</tr>
<tr>
<td>Small businesses</td>
<td>Scenic natural surroundings</td>
<td>Strong volunteer fire departments</td>
<td>Access/location to highways</td>
<td></td>
</tr>
<tr>
<td>Local newspapers</td>
<td>Recreational programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heritage/community centers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4-H programs</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Weaknesses

<table>
<thead>
<tr>
<th>Economy</th>
<th>Quality of Life</th>
<th>Healthcare</th>
<th>Services</th>
<th>Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low income</td>
<td>Limited housing options</td>
<td>High level of substance abuse</td>
<td>Essential services</td>
<td>Dilapidated/ageing housing infrastructure</td>
</tr>
<tr>
<td>Poverty level</td>
<td>Demographics – youth leaving and ageing population increasing rapidly</td>
<td>Limited health specialists</td>
<td>Strong volunteer fire departments</td>
<td></td>
</tr>
<tr>
<td>Limited local job diversity/availability</td>
<td>High cost of living</td>
<td>Lack of master Health Care planning</td>
<td>Lack of emergency services</td>
<td></td>
</tr>
<tr>
<td>Lack of available land</td>
<td>Struggling schools – limited funding and enrolment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brownfield sites</td>
<td>Need for more senior services</td>
<td></td>
<td>Limited infrastructure and land for growth</td>
<td></td>
</tr>
<tr>
<td>Dependant on tax-base from natural resources/energy development</td>
<td>Divided sense of community/apathy</td>
<td></td>
<td>Limited cell services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lack or recycling programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lack of gyms/exercise facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Opportunities

<table>
<thead>
<tr>
<th>Economy</th>
<th>Quality of Life</th>
<th>Healthcare</th>
<th>Services</th>
<th>Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy developments (all types from coal to bio-mass)</td>
<td>Housing projects for all types of housing</td>
<td>More mental health services and options</td>
<td>Improved emergency services</td>
<td>Inter-county/regional public transportation opportunities</td>
</tr>
<tr>
<td>Business development and diversification</td>
<td>Improved recreation opportunities</td>
<td>Senior transitional opportunities</td>
<td>Utilities improvements</td>
<td>Improved public infrastructure such as sidewalks/bike paths/trails</td>
</tr>
<tr>
<td>Lodging such as RV parks, motels and bed and breakfasts</td>
<td>Improved school systems</td>
<td>More local dentistry</td>
<td>Basic service improvements/ additions</td>
<td>Improved water and sewer systems</td>
</tr>
<tr>
<td>Marketing, web-presence, community branding and tourism promotion</td>
<td>Improved community and regional planning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Otter Creek development and spin-off opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved access to public lands</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved job opportunities and training for youth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Threats

<table>
<thead>
<tr>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved community centers and recreation</td>
</tr>
<tr>
<td>Better web-presence and marketing projects</td>
</tr>
<tr>
<td>Exercise facilities and healthy lifestyle options</td>
</tr>
<tr>
<td>Lodging and housing projects</td>
</tr>
<tr>
<td>Otter Creek and other large-scale energy developments</td>
</tr>
<tr>
<td>Expansion of tourism and ecotourism</td>
</tr>
<tr>
<td>Better medical services</td>
</tr>
<tr>
<td>Assisted living facilities and improved elderly/senior needs</td>
</tr>
<tr>
<td>More county and regional events</td>
</tr>
<tr>
<td>Develop county and regional public transportation options</td>
</tr>
<tr>
<td>Limited medical practitioners</td>
</tr>
<tr>
<td>Non-diversified economy</td>
</tr>
</tbody>
</table>
Miles City
Miles City is the county seat of Custer County, the largest urban area in southeastern Montana with a population of approximately 9,000 people that has remained almost constant for the past 50 years. Miles City serves as the Trade Center for an extended region running almost 100 miles in all directions. As such, retail, services, and agriculture-based services comprise the majority of firms with retail, accommodations, food services, healthcare and social assistance. Miles City provides a regional source for healthcare, banking, governmental services, transportation, financial services, legal services and educational services through Miles Community College. Cultural and recreational opportunities for the region abound and Miles City has a growing retirement community.

The Miles City community has a vast historical heritage with roots that extend from the days of the fur traders and the exploration by Lewis and Clark through the military establishment at Fort Keogh and the Native American presence, riverboat traffic on the Yellowstone, and the rail head brought by the Northern Pacific Railway. Miles City was the destination for many trail drives of cattle between Texas and the grasslands of the northern plains. Miles City was, for a time, the second largest banking center in Montana. Currently, Miles City has a historic district centered in the downtown commercial area and two residential historic districts. A strong community desire to preserve their heritage has led to the reestablishment of the Miles City Historic Preservation Commission which pursues historic preservation through education, financial assistance and other activities.

Population
In 2009 Custer County had a population of 11,189, and lost 507 residents between 2000 and 2009. The decrease in population is representative of the region as a whole, and the declining youth population and rising senior population is causing various community pressures. However, of all the communities in the region, Miles City has seen the most stability in its' population level.

Infrastructure and Services
Miles City has developed and maintained a solid infrastructure system over the years. It is in a good position to service additional growth in both residential and commercial sectors. However, Miles City is located in a floodplain creating high insurance cost and some development and infrastructure concerns.

   Water Treatment Plant – The water treatment plant was built in 1973 and has a design flow of 7,000,000 gallons per day. The primary source of water is the Yellowstone River. Maximum current flows are 3 to 3.5 million gallons per day in the summer and much less during the winter. The water treatment process is rapid flash mix, flocculation, and sedimentation, with rapid sand filtration. Chlorine gas is added for disinfecting and fluoride is added for dental protection. Three storage tanks with total capacity of approximately 2,275,000 gallons are located around the city that will provide 2-3 days reserve in the event of an emergency.

   Wastewater Treatment Plant – The wastewater treatment plant was built in 1980 with an average design flow of 1.98 million gallons per day with the ability to handle peak flows of up to 3.77 million gallons per day. Current flows are between 1.2 and 1.3 million gallons per day. The Plant is an extended aeration oxidation ditch with brush aerators that treat both domestic sewage and industrial wastewater. The discharge is to the Yellowstone River. An $8 million upgrade is currently in the planning phase.
Wastewater Collection System – There are 16 lift stations that make up the collection system with all but 3 equipped with radio alarms in case of malfunction. There is approximately 57 miles of sewer lines serving 3,500-metered customers and 230 unmetered customers.

Solid Waste – Solid waste disposal is provided by a joint city-county solid waste district and landfill owned by the district. The district is operated under contract with a private operator with residential and commercial collection provided through 2 private collection services.

Municipal Airport – Frank Wiley Field is located 2 miles north of city on land owned by city. A joint city-county commission operates the facilities. Fueling, mechanics and other services are available. The airport has 2 runways over 5,600 feet long and 100 feet wide rated at 24,000 pounds and 38,000 pounds Single Wheel Gear. Visual and radio navigational aids and lighting are in place. Commercial air service is available under the Federal Essential Air Service Program, Great Lakes Air services this airport.

Surface Transportation – Miles City is serviced by the Burlington Northern – Santa Fe Railroad with container service available upon request. Daily train service is provided along with ample rail sidings. Interstate 94 provides east/west bus and cargo services connecting to Billings and Bismarck with 3 state highways providing access from the north and south. Numerous local and regional truck lines service the area including livestock hauling capabilities.

Telecommunications – Miles City is served by two phone companies, has good cellular coverage, and available high-speed broadband telecommunications. Most of the city has fiber optic cable in place providing high-speed internet access, interactive video, DSL and cable modem services. All are provided at very affordable rates. Miles City also houses one of the two Data Centers in the State of Montana. This enhances network capabilities as well as has the potential for private storage of data.

Development Properties – Miles City has land use zoning that extends approximately two miles beyond the City limits. The ordinance has eighteen different zoning districts for residential, commercial, industrial, open space, agriculture and airport hazard uses to serve the wide variety of development needs of the community. A separate industrial site provides space for industrial uses. Water and sewer services are generally available throughout the development area.

Miles Community College – Miles City is the home to Miles Community College (MCC), one of the three community colleges in Montana. MCC’s programs address a broad spectrum of interests, everything from GED to professional-technical programs such as building construction, auto technology, health information technology, agri-business, animal science, nursing (RN), and computer technology, including networking. These programs offer a one-year certificate or a two-year degree. For those who want to go on and earn a four-year degree, Miles Community College offers two-year transfer programs. Additionally, MCC provides customized programming for business and industry training, continuing and community education, and many other educational programming opportunities. MCC is also a leader in distance learning, and many of its programs are offered through outreach, online learning, and interactive television. Additionally, baccalaureate and advanced degrees can be completed through distance learning opportunities from the Montana University Systems (MUS).
Miles City Medical Community – Miles City is home to the Holy Rosary Hospital, two major medical clinics and several elderly care facilities with differing levels of care including retirement homes, assisted living, and skilled care nursing facilities. This is also a major employment center. The physicians practicing locally represent many different medical specialties and are supplemented by visiting physicians from the Billings community. Air ambulances are available for critical patient handling.

Housing Stock and Characteristics – Total housing units have increased from 3,403 in 1970 to 3,890 in the year 2000. Roughly 33% is renter occupied, 2% vacant and 12% vacant for sale. The average population per household size is 2.31 and the average family size is 2.93. Thirty five percent of the current housing was built before 1940 and 58% before 1960.

The demand for housing in Custer County has caused pressure on available housing and escalated prices on existing dwellings. This is especially noticeable in the older housing units where there is almost no relationship between prices being asked for the older homes and the newer homes.

Trends
Economy – Miles City relies upon a service and retail economy similar to most “hub” communities. However, these sectors actually saw declines in the number of establishments while Construction, Finance, Transportation and Warehousing, and Manufacturing showed growth. The category, which shrunk the most was the number of farms with a decline of 14 total farms. (Insert statistics about government versus private sector employment here)
- Lost 507 residents between 2000 and 2009.
- Decreased by 4.3 percent between 2000 and 2009, compared to an increase of 8.1 percent in Montana as a whole.
- Lost 985 residents since 1970.
- Had a 2000-2009 rate of population change that ranked 33rd – from highest to lowest – out of the 56 counties reporting data.

Net-Migration and Natural Change from 2008-2009, Custer County
- Gained 79 Residents through net-migration
- Had a net-migration rate of 0.7% compared to 0.3% for Montana
- Grew by 10 residents due to natural change.
- Had a natural change rate of 0.1 percent compared to 0.4 percent for Montana.

From 2000 to 2009, Custer County
- Lost 446 residents through net out-migration.
- Had a net migration rate of -3.8 percent compared to 4.8 percent for Montana.
- Decreased by 1 residents due to natural change.
- Had a natural change rate of -0.0 percent compared to 3.5 percent for Montana.
Custer County's per capita income, adjusted for inflation...
- was $32,343 in 2008, compared to $34,499 in Montana;
- increased 17.8 percent between 1995 and 2005 compared to 26.8 percent in Montana;
- increased 41.4 percent since 1969 when it was $21,670;
- increased 27.6 percent in the 1970s, decreased 4.6 percent in the 1980s, and increased 6.7 percent in the 1990s;
- ranked 28th - from highest to lowest - out of the 56 counties in 2008.
In Custer County in 2000 . . .
  • 5,869 people or 63.8 percent of those age 16 years or older were in the labor force.
Of those in the labor force . . .
  • 94.6 percent were employed (civilian labor force);
  • 5.4 percent were unemployed (civilian labor force); and
  • 0.0 percent were in the armed forces.
### Table 2: Shift-Share Components of Custer County Employment Growth, 2001 - 2008

<table>
<thead>
<tr>
<th>Industry</th>
<th>National Growth&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Industry Mix&lt;sup&gt;2&lt;/sup&gt;</th>
<th>Region Shift&lt;sup&gt;3&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>Net</td>
<td>Percent</td>
</tr>
<tr>
<td>Farm</td>
<td>9.82</td>
<td>51</td>
<td>-23.48</td>
</tr>
<tr>
<td>Construction</td>
<td>9.82</td>
<td>36</td>
<td>3.77</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>9.82</td>
<td>14</td>
<td>-26.50</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>9.82</td>
<td>89</td>
<td>-6.50</td>
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<tr>
<td>Information</td>
<td>9.82</td>
<td>10</td>
<td>-22.61</td>
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<tr>
<td>Finance &amp; Insurance</td>
<td>9.82</td>
<td>31</td>
<td>5.79</td>
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<tr>
<td>Real Estate, Rent. &amp; Leasing</td>
<td>9.82</td>
<td>17</td>
<td>41.06</td>
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<tr>
<td>Prof. &amp; Tech. Services</td>
<td>9.82</td>
<td>20</td>
<td>10.38</td>
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<td>Educational Services</td>
<td>9.82</td>
<td>7</td>
<td>18.59</td>
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<td>Health Care &amp; Social Asst.</td>
<td>9.82</td>
<td>92</td>
<td>12.13</td>
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<tr>
<td>Arts, Ent., &amp; Rec.</td>
<td>9.82</td>
<td>14</td>
<td>12.15</td>
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<td>Accom. &amp; Food Services</td>
<td>9.82</td>
<td>87</td>
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<td>Other Services</td>
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<td>Federal, Civilian</td>
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<td>State Government</td>
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<td>-5.28</td>
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<td>Local Government</td>
<td>9.82</td>
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<tr>
<td>Unreported</td>
<td>9.82</td>
<td>73</td>
<td>1.49</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9.82</strong></td>
<td><strong>680</strong></td>
<td><strong>0.51</strong></td>
</tr>
</tbody>
</table>

<sup>1</sup> National Growth: The change in local employment that would have occurred for a specific industry had it grown at the national growth rate of all industries combined.

<sup>2</sup> Industry Mix: The additional gain (or loss) in local employment that would have occurred for a specific industry (additional to the national growth effect) due to the industry growing faster (or slower) nationally than the rate of all industries combined.

<sup>3</sup> Regional Shift: The additional gain (or loss) in local employment for a specific industry beyond the national growth and industry mix effects resulting from the industry growing faster (or slower) than the same industry nationally.

- By clicking on the symbol associated with each industry category you will be linked to its corresponding definition as posted on the BEA web site.

Note: Percent growth figures may not add due to rounding by a factor of ± 0.01%.

CUSTER COUNTY – ECONOMIC AND BUSINESS TRENDS

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2002</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Farms</td>
<td>101</td>
<td>115</td>
<td>- 12</td>
</tr>
<tr>
<td>Land in Farms</td>
<td>461,790 acres</td>
<td>668,846 acres</td>
<td>- 24</td>
</tr>
<tr>
<td>Average Size of Farm</td>
<td>4,572 acres</td>
<td>5,277 acres</td>
<td>- 13</td>
</tr>
<tr>
<td><strong>Market Value of Products Sold</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crop Sales</td>
<td>$30,377,000</td>
<td>$19,662,000</td>
<td>+ 56</td>
</tr>
<tr>
<td>Livestock Sales</td>
<td>$11,432,000 (38 percent)</td>
<td>$18,945,000 (62 percent)</td>
<td></td>
</tr>
<tr>
<td>Average Per Farm</td>
<td>$300,765</td>
<td>$170,108</td>
<td>+ 77</td>
</tr>
<tr>
<td><strong>Government Payments</strong></td>
<td>$565,000</td>
<td>$515,000</td>
<td>+ 14</td>
</tr>
<tr>
<td>Average Per Farm Receiving Payments</td>
<td>$15,813</td>
<td>$8,883</td>
<td>+ 78</td>
</tr>
</tbody>
</table>


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**Land in Farms by Type of Land**

- Cropland: 7.82%
- Other uses: 0.82%
- Pasture: 91.36%

CUS TER COUNTY – ECONOMIC AND BUSINESS TRENDS


Custer County, Montana had a total of 1 institution of higher learning. There were 0 four year colleges, 1 community college, and 0 institutions offering less than a two-year degree.

http://smpbf2.dsd.census.gov/TheDataWeb_HotReport/servlet/HotReportEngineServlet?reportid=01af76b9f7905d7b03d2c8277342e9a8&emailname=whazard@census.gov&filename=ed_comm_gen_v2.hrml

For 'Condition of Structures Map' please see Appendix “A”
CUSTER COUNTY – HEALTH AND SOCIAL SERVICES

There were 1.7 physicians per 1,000 population in 2008, compared to 2.1 per 1,000 in Montana.

Late or no prenatal care (per 100 live births)
Custer County, Montana and the U.S., 1998-2008

Low birth weight babies (percent)
Custer County, Montana and the U.S., 1997-2008

CUSTER COUNTY – HEALTH AND SOCIAL SERVICES

Teen birth rate (per 1,000 female teens)
Custer County, Montana and the U.S., 1998-2007

Percent with no health insurance, under age 65
Custer County, Montana and the U.S., 2005-2006

POWDER RIVER COUNTY

The 250-mile long Powder River that flows through Powder River County was named for its dark, gunpowder soil and sand along its banks, it is described as "a mile wide and an inch deep, too thick to drink and too thin to plow.

In 1900 the first post office was built in the County and a new town was named after the Broaddus family. In 1907 the town was moved 20 miles downstream to its present location and the letter d was dropped from the name. Powder River County was formed in 1919 and Broadus was designated as county seat. Broadus is located 3-miles east of the intersection of Highway 212 and 59. The halfway mark between Miles City, Montana and Gillette, Wyoming.
Powder River County covers 3,297 square miles with a population over 1658 persons. The Town of Broadus claims 458 residents. Jobs in town are dominated by government employment and the largest private employer is the local grocery store. There are many small business owners, including farmers and ranchers. The business community is service and retail oriented and is largely dependent on the surrounding agricultural base.

Broadus is the only commercial center of any size in the county. It has a bustling business district with several restaurants, a grocery store, and several retail stores. A Physicians Assistant, a Registered Nurse and technician staff the county supported medical clinic, with a County Health Nurse located in the basement. The Powder River Manor is a county owned nursing home with 39-beds. The only secondary public school in Powder River County is in Broadus.

During the 1970’s, Powder River County experienced an oil boom. During this time span, improvements were made to the high school and a multi-purpose fair barn building, a nursing home and the courthouse were all constructed. With the drop in crude oil prices in the 1980’s, oil production decreased dramatically and the county experienced a drop in population. The high county taxable value in 1979 of nearly $80 million has dropped by 95% to its current value of just over $4 million. From 2000 to 2004, the taxable value dropped over 20%. The county government strains to provide services and support infrastructure built during the boom. At present, the average annual wage per job in Powder River County continues to be one of the lowest in the State of Montana.

Currently, the county’s survival is solely dependent on agriculture. Powder River County has followed the national trend of farms and ranches becoming larger with fewer people available to support the area businesses. However, Powder River is a county rich in natural resources. The Otter Creek coal tract, a coal reserve estimated to be 1.3 billion tons, was recently leased by Arch Coal and the potential for development of this site looms on the horizon. Permitting timeframes, construction, and associated steps place this development approximately 7-10 years away from completion. It has been estimated that this mine will employ approximately 400 persons at full capacity. Additionally, plans are underway to construct a new carbon dioxide pipeline to aging oil fields in the Powder River Basin. The Belle Creek oil field is in this region and with the injection of the carbon dioxide, it is estimated that it will increase oil production by as much as 30 million barrels of oil that otherwise could not be produced. A third natural resource is coal bed methane. This resource has not been pursued actively in the State of Montana like it has been in Wyoming. While it is a viable natural resource to extract and market, it is doubtful that it will happen in the near future in Powder River County on a wide scale basis.

Powder River County is similar to other counties in the district as the population is comprised of 98% Caucasian. This agriculture-based county is also experiencing the challenge of a decline in the younger population, as more young people move out of the county seeking employment opportunities, leaving an older work force. The largest cumulative payroll is made in government employment. (Insert Statistic here about how many employees are government employees versus private industry). Unemployment is the lowest in the district at 4.4% in 2010, illustrating emigration of the population due to a poor outlook for employment opportunities. Powder River County’s poverty level is the lowest in the district at less than 13% (2008), slightly lower than the state rate of 14% (2008). It is also the 54th of average annual wages out of 56 counties The County’s population of 1,658 has continued to decline since the 1960’s.
Infrastructure & Services
Services provided throughout the county are law and fire protection, a medical clinic and nursing home, park with basketball courts, a community center, senior center, pool, ball park, golf course, a County cemetery, library facilities, road maintenance, landfill facilities, and weed control. The Town of Broadus provides trash pick-up for town residents and has some mandatory recycling to reduce this service’s expenses. In addition to the Powder River County Sheriff Department, the Town of Broadus has one law enforcement officer and the Town and County share equipment and cooperate extensively on projects. Fire protection services are provided on a volunteer basis.

Some areas of the town sewer system are over 40 years old and need repair or replacement. The problem has been identified, however limited resources and tax revenue has hindered further solutions to the problem. Basic infrastructure repair and maintenance is a major challenge for this county. Additional needs include numerous sites that have been placed on the Leaking Underground Storage Tanks (LUST) register. Owners are unable to sell these sites and many of them are in prime retail locations.

A new landfill was constructed between 2005 and 2010. Additionally, the airport was re-located to a new site just outside of town. While the airport is missing some essential services such as a Fixed Base Operator, a hangar for airplane storage/repair and a wildlife protective fence, it does offer onsite fueling.

If any sizeable natural resource development occurs in Powder River County, there will be huge economic, social and health impacts.

Powder River County and the Town of Broadus have both participated in Southeastern Montana Development Corporation, with a County Commissioner and the Mayor of Broadus on the Board of Directors.

In 1991, Powder River County and community volunteers developed a Community Action Plan. Through several community meetings, the group established nine goals and corresponding action plan. In 1994, the county commissioners approved a land use plan that stated “the goal of Powder River County is to help increase recreation and tourism within the county, if it does not interfere with established uses.”

In 1997, Powder River County was selected as one of three communities to be part of the Montana Community Tourism Assessment Program. Valuable data was collected to determine the community’s attitude toward tourism and potential markets.

Through community assessment, the community determined that Powder River County is an under-developed travel corridor surrounded by huge visitor numbers who travel to see the Black Hills and Mount Rushmore on one side and Custer Battlefield and Yellowstone Park on the other. As a result, the county and community combined efforts to get funding for a visitor center on the highway outside of Broadus. In 1999 Broadus received the State of Montana’s Tourism Community of the Year award. Volunteerism and interest to promote the local economy is very active in this small community. To further this goal, during the 2007 Legislative Session, a bill was passed to name Highway 212 from Alzada to Bighorn Battlefield, The Warrior Trail. The Warrior Trail represents a route from the Black Hills of South Dakota to the Bighorn Battlefield and is about 100 miles shorter in distance than the alternate
interstate route through Sheridan, WY. The communities along this route have come together in a marketing effort to publicize and promote this route. There are many possibilities in marketing the “Wild West,” and various other tourism potential.

Natural Resources
As previously stated, Powder River is a county rich in natural resources. Coal, oil, coal bed methane gas, and prairies filled with high protein grass make this county a hotbed and likely candidate for product export. The primary limiting factor to this export is the controversial atmosphere surrounding natural resource extraction. The railroad that would have to be built in order to transport the coal out of the region threatens private property rights. Water quality is a concern. Land reclamation is paramount. Noise and traffic pollution as well as “people” pollution threaten what is a quiet, gentle, rural way of life for Powder River County citizens. However there is also a large support for the economic impacts.
• Population of 1,664 in 2009.
• Lost 194 residents between 2000 and 2009.
• Decreased by 10.4 percent between 2000 and 2009, compared to an increase of 8.1 percent in Montana as a whole.
• Lost 1,198 residents since 1970.
• Had a 2000-2009 rate of population change that ranked 44th – from highest to lowest – out of the 56 counties reporting data.

From 2008 to 2009, Powder River County...
• Lost 29 residents through net out-migration.
• Had a net migration rate of -1.7 percent compared to 0.3 percent for Montana.
• Decreased by 2 residents due to natural change.
• Had a natural change rate of -0.1 percent compared to 0.4 percent for Montana.

From 2000 to 2009, Powder River County...
• Lost 121 residents through net out-migration.
• Had a net migration rate of -6.5 percent compared to 4.8 percent for Montana.
• Decreased by 64 residents due to natural change.
• Had a natural change rate of -3.4 percent compared to 3.5 percent for Montana.
Powder River County's per capita income, adjusted for inflation...

- was $24,004 in 2008, compared to $34,499 in Montana;
- increased 31.3 percent between 1995 and 2005 compared to 26.8 percent in Montana;
- increased 20.0 percent since 1969 when it was $20,986;
- increased 20.6 percent in the 1970s, decreased 8.1 percent in the 1980s, and increased 5.6 percent in the 1990s;
- ranked 54th - from highest to lowest - out of the 56 counties in 2008.
961 people or 67.5 percent of those age 16 years or older were in the labor force. Of those in the labor force . . .

- 96.1 percent were employed (civilian labor force);
- 3.6 percent were unemployed (civilian labor force); and
- 0.2 percent were in the armed forces.
POWDER RIVER COUNTY - ECONOMIC AND BUSINESS TRENDS

Teens unemployed and not in school
Powder River County, Montana and the U.S., 1990-2000

Year
1990
2000
Powder River
0.0
7.9
Montana
7.7
7.6
United States
10.0
8.9

http://www.indicatorsnorthwest.org/DrawRegion.aspx?IndicatorID=12&RegionID=30075

County Graph

Employment by Industry for Powder River County, MT 2003

- Educational services
- Retail trade
- Accommodation and food services
- Other services, except public administration
- Arts, entertainment, and recreation
- Construction
- Public administration
- Agriculture, forestry, fishing and hunting
- Other industries
- Suppressed due to disclosure rules

http://economictoolbox.geog.psu.edu/snapshot.php?region_id=1&sfips=30&cfips=30075&rurality_flag=0&sfips1=00&cfips1=0000&return_page=select_county.php
Table 2: Shift-Share Components of Powder River County Employment Growth, 2001 - 2008

<table>
<thead>
<tr>
<th>Industry</th>
<th>National Growth</th>
<th>Industry Mix</th>
<th>Region Shift</th>
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<tbody>
<tr>
<td></td>
<td>Percent Net</td>
<td>Percent Net</td>
<td>Percent Net</td>
</tr>
<tr>
<td>Farm</td>
<td>9.82 37</td>
<td>-23.48 -88</td>
<td>-6.66 -25</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>9.82 12</td>
<td>-6.50 -8</td>
<td>-6.59 -8</td>
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<tr>
<td>Accom. &amp; Food Services</td>
<td>9.82 5</td>
<td>4.13 2</td>
<td>-3.23 -2</td>
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<td>Other Services</td>
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<td>9.82 113</td>
<td>-7.59 -87</td>
<td>-5.36 -61</td>
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</tbody>
</table>

1 National Growth: The change in local employment that would have occurred for a specific industry had it grown at the national growth rate of all industries combined.

2 Industry Mix: The additional gain (or loss) in local employment that would have occurred for a specific industry (additional to the national growth effect) due to the industry growing faster (or slower) nationally than the rate of all industries combined.

3 Regional Shift: The additional gain (or loss) in local employment for a specific industry beyond the national growth and industry mix effects resulting from the industry growing faster (or slower) than the same industry nationally.

7 - By clicking on the symbol associated with each industry category you will be linked to its corresponding definition as posted on the BEA web site.

Note: Percent growth figures may not add due to rounding by a factor of ± 0.01%.

http://economictoolbox.geog.psu.edu/snapshot.php?region_id=1&sffips=30&cffips=30075&rurality_flag=0&sffips1=00&cffips1=000000&return_page=select_county.php
### POWDER RIVER COUNTY - ECONOMIC AND BUSINESS TRENDS

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2002</th>
<th>% change</th>
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<tbody>
<tr>
<td>Number of Farms</td>
<td>319</td>
<td>301</td>
<td>+ 6</td>
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<tr>
<td>Land in Farms</td>
<td>1,620,088 acres</td>
<td>1,521,618 acres</td>
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<tr>
<td>Average Size of Farm</td>
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<td>Market Value of Products Sold</td>
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<tr>
<td>Crop Sales $5,216,000 (13 percent)</td>
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<tr>
<td>Livestock Sales $35,744,000 (87 percent)</td>
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<tr>
<td>Average Per Farm</td>
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<tr>
<td>Government Payments</td>
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<tr>
<td>Average Per Farm Receiving Payments</td>
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</table>


![Land in Farms by Type of Land](http://www.agcensus.usda.gov/Publications/2007/Online_Highlights/County_Profiles/Montana/cp30075.pdf)
POWDER RIVER COUNTY - ECONOMIC AND BUSINESS TRENDS

[Image of a bar chart showing the distribution of farms by size with corresponding data tables below it.]

[Table showing economic characteristics and operator characteristics with quantities.]

See "Census of Agriculture, Volume 1, Geographic Area Series" for complete footnotes, explanations, definitions, and methodology. (D) Cannot be disclosed. (L) Less than half of the unit shown. Universe is number of counties in state or U.S. with item. Data were collected for a maximum of three operators per farm.

POWDER RIVER COUNTY - EDUCATION

Number of Schools by Level and Type

<table>
<thead>
<tr>
<th>School Level</th>
<th>Total All Types</th>
<th>Regular school</th>
<th>Special education school</th>
<th>Vocational school</th>
<th>Other/alternative school</th>
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<tbody>
<tr>
<td>Total All Levels</td>
<td>6</td>
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<tr>
<td>Primary</td>
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<td>Any other config</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Powder River County, Montana had a total of 0 institutions of higher learning. There were 0 four year colleges, 0 community colleges, and 0 institutions offering less than a two-year degree.

http://smpbf2.dsd.census.gov/TheDataWeb_HotReport/servlet/HotReportEngineServlet?reportid=01af76b9f7905d7b03d2c8277342e9a8&emailname=whazard@census.gov&filename=ed_comm_gen_v2.html

![Chart 1: Highest level of education, Powder River County, 2000](http://www.indicatorsnorthwest.org/DrawRegion.aspx?IndicatorID=12&RegionID=30075)

![Chart 2: Highest level of education, Powder River County, 1990](http://www.indicatorsnorthwest.org/DrawRegion.aspx?IndicatorID=12&RegionID=30075)
For `Condition of Structures Map` please see Appendix “A”
There were 0.0 physicians per 1,000 population in 2008, compared to 2.1 per 1,000 in Montana.
POWDER RIVER COUNTY – HEALTH AND SOCIAL SERVICES

Teen birth rate (per 1,000 female teens)

Percent with no health insurance, under age 65
Powder River County, Montana and the U.S., 2005-2006

http://www.indicatorsnorthwest.org/DrawRegion.aspx?IndicatorID=12&RegionID=30075
COUNTY PROFILES
ROSEBUD COUNTY
Economy

**Rosebud County** is 5,000 square miles, and is the largest county in the district and third largest in the state. However, highlighting its rural nature, there are less than 10,000 people in the whole county. Industries include ranching, farming, rail transportation, surface coal mining, power generation, and logging. The County has two incorporated cities, Forsyth and Colstrip, and two other substantial communities of Ashland and Lame Deer, including a portion of the Northern Cheyenne Indian Reservation, which make the county the most diverse in the four-county region.

Rosebud County has suffered a declining economy within the last several decades. Primary businesses in the county have downsized and a small Air Force base closed. On-going drought conditions in southeastern Montana have also impacted the county’s major industry, natural resources. The Tongue River Lumber Mill, a major employer of Native Americans closed, but has attempted to reopen numerous times in the last ten years. The mill would rehire an estimated 70 workers if the timber and housing markets were stronger could be secured. Some tax dollars go directly to the new city rather than to the county’s general budget and overhead costs. The Rosebud County taxable value has declined 52% in the past five years, mostly from the Colstrip City incorporation but also a change in the state equipment tax rate, which had a large effect because of the power plants. Even with the recent decreases in taxable valuation, Rosebud County is still ranked seventh (7) highest out of 56 Montana Counties and the City of Colstrip has the 3rd highest tax-base in the Montana, behind Billings and Missoula.

The Otter Creek coal tract, a massive coal reserve in Powder River County and estimated to be 1.3 billion tons, was recently leased by Arch Coal and the potential for development of this site looms on the horizon. Permitting timeframes, construction, and associated steps place this development approximately 7-10 years away from completion. It has been estimated that this mine will employ approximately 400 persons at full capacity. This comes with opportunities and threats, and communities have already begun the discourse on preparing for sustainable development to occur and to harbor a constructive and continuing dialogue with Arch Coal throughout the whole process. Some of the potential opportunities in Rosebud County include: job creation, business development and entrepreneur demand, workforce training, housing opportunities, electricity supply from Tongue River Electric Co-op in Ashland, increased tax-base, and money towards local schools. Some potential threats include: A cultural threat to a small-rural and safe lifestyle, environmental degradation/interference, out-migration of other small communities into Otter Creek area, and the threats associated with a ‘boom-bust’ economy. SEMDC, local organizations, businesses, politicians, and individuals will continue to work at mitigating potential threats that come with this development, while trying to maximize and supporting the plethora of opportunities that may arise. SEMDC is creating an Impact Mitigation And Planning Position (IMAPP) to work with both the communities that will be potentially effected by Otter Creek and Arch Coal to help foster a cohesive and forward-thinking natural resource development.

There is potential for the development of the Tongue River Railroad that would efficiently transport coal, and connect the Otter Creek Coal Mine through Miles City. Some Rosebud County residents feel that the establishment of the Tongue River Railroad would greatly reduce rail traffic through Forsyth and have devastating economic effects. Other county residents are supportive of the project and welcome the potential economic benefits. The community of Ashland, located in the southeast corner of the
counties feel it would benefit from the boom the railroad would bring to them. Currently, the Tongue River Railroad project is at a standstill, waiting for easement rights and the settlement of political disagreements over the Otter Creek coal deposits.

Colstrip is only 25 miles north of Lame Deer, and 45 miles away from Ashland, yet there are increasing disparities between the communities. Colstrip has a high tax-base that helps support the school system and other services. Lame Deer, part of the Northern Cheyenne Territory, has a high level of poverty and gets support from the Tribal Council and government, yet faces many economic challenges. Ashland has limited social services and a declining school system, and the St Labre School which is private has been receiving fewer and fewer private donations. Ashland has also economically suffered; a saw mill closed about 10 years ago, there has been a decline in the population, and it is very rural and geographically removed from any larger hubs and service centers. These disparities require better communication between the communities, but often harbor distance.

With the largest ethnic population in the district, Rosebud County's population is comprised of 32% Native American and 64% Caucasian. Population has declined less than 1% in the last four years, but the county is still subject to the big swings in the natural resource "Boom & Bust" cycles. Unemployment is around 6%, the highest in the district and over a percentage point higher than the state. Rosebud County's poverty level is the highest in the district at over 22%, nearly 7.5 percentage points higher than the state's. Clearly Rosebud County has the largest disparity of income among its residents.

**Infrastructure & Services**
The County has two airports, one outside of Forsyth, and another at Colstrip. Both airports have small jet capacity but do not receive commercial flights. Other services provided throughout the county are county cemeteries, two library facilities, two senior centers, two museums, fairgrounds, road maintenance, landfill facilities, weed control, rural fire protection, and a sheriff's office. Colstrip recently added its own police force and has an ISO fire insurance rating at a class four, one of the highest in the state. This high rating helps businesses and residents with lower insurance premiums. The county owns most of the buildings that house the hospital, nursing home, a doctor’s clinic, and county services in Forsyth. Recently, one private assisted living facility was built in Ashland and Forsyth, with others being planned in both Forsyth and Colstrip. Montana is projected to be the 4th oldest state soon.

The county has a planning board and enlists the assistance of a part time planner. Rosebud County participates in Southeastern Montana Development Corporation and has a County Commissioner sit on the Board of Directors. Rosebud County has a history of combining efforts with Treasure County. Recent combined efforts have been made to perform rural addressing. Using consistent, systematic procedures, the two counties are in the process of completing a rural addressing project to improve the 911 and emergency response services.

**Natural Resources**
The agricultural economy prominent in the county is dependent on nature and soil quality. Most agriculture producers depend on the high quality water transported to the area by the Yellowstone River and used for irrigation. Power generation at the large Colstrip coal–fired plants also need large amounts of water for the cooling process. Water is sent to Colstrip through two 30” pipes from the
Yellowstone River over 30 miles away. Water quantity and quality are the most important economic factors impacting these two major industries in Rosebud County.

Surface coal mining is a major activity in the county and has an environmental effect. Western Energy has been very supportive and accountable concerning both its safety and reclamation records. They currently use GPS systems to inventory the native grasses prior to mining activity. The topsoil is saved and stored to be re-applied to the site once mining is completed. The reclaimed site is then re-planted with the inventoried native grasses and vegetation to make it better than before. Western Energy also uses GIS systems to map the contour of the landscape prior to mining activity. Once again, the reclaimed site is formed to the original contour after mining activity. Through 2004, over 7,000 mined acres have been reclaimed and now serve as productive grazing land. Recognition and awards have been given to the Rosebud Mine site for its accomplishments in reclamation.

Weed control is a necessity to protect the grazing land for ranching. The county has a very active weed control program using a helicopter and global satellite positioning to locate weeds. Chemicals and some insects are used to control their spreading. As with all four (4) counties, chemical weed control does involve some threat to water and wildlife. The economic threat presented by weeds limits pollution to a minor concern for county residents. All weed districts adhere to the regulation of chemical usage.

The second largest incorporated city and the seat of Rosebud County is the City of Forsyth. Founded in 1880 on the shore of the Yellowstone River, Forsyth was officially named in 1882 when the Northern Pacific Railroad and post office were built. Its namesake is General James H. Forsyth, the first Army officer to visit the current town site by steamer.

Forsyth is also located along the Lewis and Clark Trail. Captain William Clark on his return trip, passed through Rosebud County on July 28, 1806. General George Custer camped just nine miles east of Forsyth, at the mouth of the Rosebud Creek, before making his march to the site of his final battle at the Little Bighorn on June 25, 1876.

Economy
Nicknamed “the City of Trees”, the incorporated City of Forsyth at 1.5 square miles, has a population of less than 2,000 people and is the largest commercial district in Rosebud County with a post office, two banks, several motels, numerous retail stores, restaurants, and services. The primary employers are the railroad, agriculture, government, the hospital and nursing home, the school district, retail and service businesses, with some residents traveling 36 miles south to Colstrip to work at the coal mine or power plants.

Located along the Yellowstone River, the community is surrounded by ranches and farms, irrigating the fields with water from the river. Unfortunately, on-going drought conditions in Southeastern Montana have heavily impacted the county’s major industry, natural resources. The prices ranchers and farmers receive at market has a great influence on the local economy. Owners of all the local retail and services businesses are always aware of these prices. The influence of ranching on Forsyth’s economy is illustrated by the name given to the school’s athletic teams. They are known as the ‘Dogies,’ an old cowboy nickname given to cattle they were driving to pasture or market.
Forsyth has suffered economic decline through job loss from the downsizing of the power plants and coal mines in the late 1990s. The railroad has also cut jobs through changes in operation and automation. Technology has advanced the operation of the railroad at the cost of decreasing the need for workers. Improved technology eliminated the need for cabooses and workers in them and change in operations has increased the length of trains, transporting more freight, with fewer workers. Other positions have been victim to partial year layoffs due to additional changes in operation; Forsyth also faced the closing of a small Air Force base in the late 1990s.

The decrease in population, which followed these declines in work force, forced the closing of a middle school and the loss of a major retailer in 1999. From 2000 – 2004, Forsyth’s tax base declined by 21%, with a state ranking of 43rd highest taxable valuation out of 127 municipalities.

Infrastructure & Services
The incorporated City of Forsyth provides road maintenance, water and sewer, animal control, and trash collection services to its residents. The City also supports an indoor swimming pool. The City contracts with the county for police protection and there is a volunteer fire department and ambulance service, supported by the city and county.

A fully staffed hospital and nursing home, with three physicians on staff and two medical clinics in town, are available to serve all of Rosebud County. The County owns the hospital buildings and land. Operating revenues and private donations supports all other expenses. Recently, a task force has been working to build an assisted living facility in Forsyth.

At community meetings, the residents expressed a general satisfaction with the infrastructure and services provided to them by the city and county. These opinions are supported by a Community Needs Assessment performed in 1998. Community members feel the services and infrastructure in the city limits are adequate and far better than what is found in rural areas of the county. The city has identified the need for limited sewer replacement in a south side section of the city. The City has already addressed the need for the sewer replacement, completed an engineering study, developed a work plan, and is currently deciding on how to fund the project. Main Street sidewalks have recently been replaced.

Forsyth’s planning and economic development efforts include participation in the Southeastern Montana Development Corporation and a city council member sits on the Board. Recent economic development involved the local Air Force Base closure in the late 1990s. Faced with the loss of 50 families from the community and empty housing units adjacent to the city limits, concerned citizens, the City of Forsyth, and Rosebud County combined efforts to have the housing facilities turned over to the city by the federal government. The Forsyth Development Foundation was formed to oversee the creation and operation of the vacant units to be used as senior-aged housing. The facilities currently maintain over a 100% occupancy rate with a waiting list and have successfully counteracted some of the drain on the local economy.
Natural Resources
With agriculture as a major industry, Forsyth is heavily dependent on nature. As a semi-arid climate, local precipitation and temperature are important, but the agriculture industry and economy is most dependent on the water quantity and quality transported to the area by the Yellowstone River and used for irrigation. The quantity and quality of this water is dependent on snowfall in the Rockies through the winter and water usage upstream. Of course, the on-going drought has had a heavy impact on the agriculture industry around Forsyth. Recycling of any extend is not required. There is a private recycling business in the community. The residents view their community as clean and safe, environmentally.

Although visitors would consider the train whistles at the two rail crossings in town as noise pollution, the residents are accustomed to the sound and recognize the economical benefits of having the railroad’s presence in town.

The largest incorporated city in Rosebud County is the City of Colstrip. The City was first established as a company town in the early 1920’s. The nearby mine provided coal for steam locomotives for 34 years. In 1959, Montana Power Company purchased the Northern Pacific Railroad coal leases, mining equipment and the town site to meet the needs of its projected coal-fired electrical power plants. The mine became active once again in 1967 to supply coal to the newly constructed JE Corette Power Plant, in Billings.

In 1996, Colstrip experienced a population decrease due to downsizing by Montana Power and some lost coal contracts. The majority of the laid-off workforce found jobs elsewhere, with a few families staying to find local employment or to start their own service businesses. Observing a drop in income in the community and a loss of residents, concerned citizens worked together with the County and the Montana Department of Commerce to bring economic development awareness to the area. The community sponsored a two-day seminar on economic development in 1997 and was instrumental in establishing the Southeastern Montana Economic Development Corporation (SEMDC). In 1997 a Colstrip Economic Revitalization Plan was established. The Community recognizes the importance of the Revitalization Plan, and the value of being identified as an incorporated City. In 1998 the residents of Colstrip overwhelmingly supported the vote to incorporate. The newest Incorporated City in Montana began functioning as a City in April 1999, with a new Mayor and Council Members. The newly incorporated City of Colstrip participates in Southeastern Montana Development Corporation and their Mayor sits on the Board of Directors.

Economy
Montana Power finished construction of their first two Colstrip plants in 1976 and a second two in 1986. The coal mined from the Rosebud Mine by Western Energy Company provides the fuel for the power plants.

Early in the 1990s, the union negotiated a 12-hour shift workday and 15-day work month, for the majority of power plant employees. On the surface, this would seem to be a minor change for the town and the economy. However, with positions that paid as well as these and the fact that small town life isn’t desirable for all, the 12-hour work day provided the opportunity for some families to live elsewhere. The employed member of the family could share a motor home or apartment with a few
other employees for the three nights a week they stayed in town. Although it is difficult to track the exact figure, some population was lost when those families moved.

To further exacerbate the situation, some coal contracts were lost by Western Energy, and in 1996 Montana Power announced the plan to downsize the existing operation. Approximately 500 jobs were lost in a town of less than 3,200 people. In 1998 Montana Power announced the intended sale of the Colstrip operation to Pennsylvania Power & Light. Also in 1998, the citizens of Colstrip voted to incorporate. In 1999 Montana Power announced the intended sale of their majority interest in the power plant to Pennsylvania Power & Light (PPL MT). Today, Colstrip supports a relatively young population of nearly 2,400.

Still primarily a power generating and mining town, you will find the area uncharacteristic of the stereotypical strip mining community, it has received nationally recognized awards for planning and city engineering as well as environmental awards for land reclamation. Quality of life issues are a big part of Colstrip as it boosts numerous parks and a trail system that connects the entire community. Castle Rock Lake, a water source for the City and the power plants, is another benefit to the community as it is the direct result of responsible energy development.

Local businesses include a bank, credit union, two hardware stores, two motels, a bowling alley, grocery store, casinos, floral shop, post office, clothing store, library, two banks, restaurants and convenience stores. These businesses are supported by income from the power plant and coal mine as well as the agricultural production located in the area surrounding Colstrip, including the Northern Cheyenne Reservation.

With a comparatively large tax base of the power plant and coal mine, two tax districts were formed to provide services to the Colstrip community. They include the tax supported medical district with two physicians and two physician assistants on staff. Colstrip also has an excellent parks and recreation district with a state of the art community center and gym free for Colstrip residents, outdoor swimming pool and slide, which is supported by the tax-base. It also is home to over 20 maintained parks, a 9-hole golf course and clubhouse.

Natural Resources
Montana has 25% of all of the country’s coal reserves, seven to eight percent the world’s supply of coal. The Rosebud Mine located adjacent to Colstrip and is the 2nd highest coal producer in the state. The Power Plant is the second largest coal fired plant complex in the western United States.

Due to environmental regulation of surface or “strip” mining, Western Energy has participated in land reclamation since the 1970’s and has reclaimed over 7,000 acres (2004) of mined land by replacing soil to approximate the original condition and use. The company has won numerous nationally recognized awards for the reclamation efforts.

Montana Power had to maintain an environmentally sound area during and after construction of the power plants. Emissions meet the 2000 federal Clean-Air Act standards, which is primary in maintaining the Class 1 air granted by the U.S. Environmental Protection Agency. Power is used in Montana and in western states as far away as California, and is on a power grid that reaches as far as New Mexico and Arizona.
Coal mining produces a residual dust and the steam produced by the power plants creates a damper than usual climate, especially in winter, creating more snow and ice than outside the city. Massive power lines cut through the city providing electricity across the west.

**Infrastructure & Services**

Colstrip has been focusing all energies on the newly created responsibilities. The City now provides water and sewer services, trash pick-up, law and fire services as well as road maintenance and street lighting. The county and Montana Power previously provided the services. The City has determined that sewer revitalization is needed and has performed an engineering study and is in the process of attaining funding. Colstrip taken on the new responsibilities with great assistance from the previous providers. Snags in the process have happened, but services have continued to be delivered.

The Cheyenne Indian Reservation was created in 1884 and encompassed Ashland. In 1886 the post office was established and the first schoolhouse was built in 1913. A flourmill dominated Ashland’s economy early on. However, by 1930 drought and insects destroyed the industry.

The County currently provides all services to Ashland including road maintenance, fire and ambulance protection, and a landfill facility for trash disposal. Ashland borders the Custer National Forest, which provides recreational opportunities. This small-unincorporated community supports an approximate population of 500.

No longer a part of the Indian Reservation, Ashland serves as a commercial center for area ranchers and the Northern Cheyenne Indian Reservation. Agriculture remains a large part of the local economy. The commercial community of Ashland has a small business district of a bank, a convenience store, a grocery store, a motel, a hardware store, an electric cooperative, a post office, auto repair, and a bed and breakfast. Local schools and a Catholic Church sponsored school, the St. Labre Mission, are the largest employers. The Ashland Ranger District for the Custer National Forest is located here. A sawmill, owned by the Northern Cheyenne Indian Tribe, used to provide an additional 70 jobs, but was closed about ten years ago.

Without any healthcare provided locally except for the clinic on the reservation and the Assisted Living Heritage Acres, community members worked with the County to acquire funding from Coal Tax proceeds to build a medical clinic. $305,170 was granted for this project in June of 1999.

**Lame Deer** is within the Northern Cheyenne Indian Reservation. The Northern Cheyenne Reservation occupies land in both Rosebud and Big Horn Counties.

After the Northern Cheyenne helped defeat General Armstrong Custer in 1876, they were pursued and detained in Oklahoma Indian Territory. On September 7, 1878 the Cheyenne escaped under the leadership of Dull Knife and Little Wolf to eventually return to the area. The 444,525-acre Reservation was established by executive order on November 26, 1884.

Although the county provides road maintenance and landfill facilities to the community of Lame Deer, the Tribal Government and Bureau of Indian Affairs provide law, fire, and healthcare. Chief Dull Knife College is located in Lame Deer, as well as elementary and high schools, Post Office, grocery store,
convenience stores, and a few restaurants. The first week in January 2000, First Interstate Bank opened the first branch bank in Lame Deer to service residents. The Tribal offices, the Bureau of Indian Affairs, a Boys and Girls Club, and Medical Center also provide services and employment to the community. Unemployment, poverty, crime and substance abuse are critical problems to the community.
- Population of 9,258 in 2009.
- Lost 125 residents between 2000 and 2009.
- Decreased by 1.3 percent between 2000 and 2009, compared to an increase of 8.1 percent in Montana as a whole.
- Gained 3,226 residents since 1970.
- Had a 2000-2009 rate of population change that ranked 27th – from highest to lowest – out of the 56 counties reporting data.

From 2008 to 2009, Rosebud County...
- Gained 0 residents through net in-migration.
- Had a net migration rate of 0.0 percent compared to 0.3 percent for Montana.
- Grew by 104 residents due to natural change.
- Had a natural change rate of 1.1 percent compared to 0.4 percent for Montana.

From 2000 to 2009, Rosebud County...
- Lost 1,004 residents through net out-migration.
- Had a net migration rate of -10.7 percent compared to 4.8 percent for Montana.
- Grew by 915 residents due to natural change.
- Had a natural change rate of 9.8 percent compared to 3.5 percent for Montana.
Rosebud County's per capita income, adjusted for inflation...

- was $33,304 in 2008, compared to $34,499 in Montana;
- increased 30.3 percent between 1995 and 2005 compared to 26.8 percent in Montana;
- increased 83.0 percent since 1969 when it was $17,303;
- increased 22.0 percent in the 1970s, increased 20.8 percent in the 1980s, and increased 10.7 percent in the 1990s;
- ranked 24th - from highest to lowest - out of the 56 counties in 2008.
4,288 people or 64.9 percent or those age 16 years or older were in the labor force. Of those in the labor force . . .

- 91.6 percent were employed (civilian labor force);
- 8.4 percent were unemployed (civilian labor force); and
- 0.0 percent were in the armed forces.
ROSEBUD COUNTY - POPULATION

Teens unemployed and not in school
Rosebud County, Montana and the U.S., 1990-2000

http://www.indicatorsnorthwest.org/DrawRegion.aspx?IndicatorID=12&RegionID=30087

http://economictoolbox.geog.psu.edu/snapshot.php?region_id=1&sfips=30&cfips=30087&rurality_flag=0&sfips1=00&cfips1=00000&return_page=select_county.php
### Table 2: Shift-Share Components of Rosebud County Employment Growth, 2001 - 2008

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<tr>
<td>Unreported</td>
<td>9.82</td>
<td>572</td>
<td>-3.42</td>
</tr>
</tbody>
</table>

**TOTAL** 9.82  572  -0.11  -6   -7.05  -411

¹ National Growth: The change in local employment that would have occurred for a specific industry had it grown at the national growth rate of all industries combined.

² Industry Mix: The additional gain (or loss) in local employment that would have occurred for a specific industry (additional to the national growth effect) due to the industry growing faster (or slower) nationally than the rate of all industries combined.

³ Regional Shift: The additional gain (or loss) in local employment for a specific industry beyond the national growth and industry mix effects resulting from the industry growing faster (or slower) than the same industry nationally.

* By clicking on the symbol associated with each industry category you will be linked to its corresponding definition as posted on the BEA web site.

Note: Percent growth figures may not add due to rounding by a factor of ± 0.01%.
## ROSEBUD COUNTY - POPULATION

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2002</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Farms</td>
<td>478</td>
<td>412</td>
<td>+18</td>
</tr>
<tr>
<td>Land in Farms</td>
<td>2,714,024 acres</td>
<td>2,540,898 acres</td>
<td>+7</td>
</tr>
<tr>
<td>Average Size of Farm</td>
<td>5,678 acres</td>
<td>6,187 acres</td>
<td>-8</td>
</tr>
<tr>
<td>Market Value of Products Sold</td>
<td>$56,823,000</td>
<td>$42,264,000</td>
<td>+34</td>
</tr>
<tr>
<td>Crop Sales $13,851,000 (24 percent)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Livestock Sales $42,972,000 (76 percent)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Per Farm</td>
<td>$118,877</td>
<td>$102,583</td>
<td>+16</td>
</tr>
<tr>
<td>Government Payments</td>
<td>$2,686,000</td>
<td>$2,677,000</td>
<td>0</td>
</tr>
<tr>
<td>Average Per Farm Receiving Payments</td>
<td>$17,341</td>
<td>$15,039</td>
<td>+15</td>
</tr>
</tbody>
</table>

### Land in Farms by Type of Land

- Pasture: 84.9%
- Woodland: 5.8%
- Cropland: 8.8%
- Other Uses: 0.5%

ROSEBUD COUNTY - POPULATION

Other County Highlights

<table>
<thead>
<tr>
<th>Economic Characteristics</th>
<th>Quantity</th>
<th>Operator Characteristics</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farms by value of sales:</td>
<td></td>
<td>Principal operators by primary occupation:</td>
<td></td>
</tr>
<tr>
<td>Less than $1,000</td>
<td>25</td>
<td>Farming</td>
<td>281</td>
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<tr>
<td>$1,000 to $2,499</td>
<td>47</td>
<td>Other</td>
<td>197</td>
</tr>
<tr>
<td>$2,500 to $4,999</td>
<td>16</td>
<td>Principal operators by sex:</td>
<td></td>
</tr>
<tr>
<td>$5,000 to $9,999</td>
<td>43</td>
<td>Male</td>
<td>412</td>
</tr>
<tr>
<td>$10,000 to $19,999</td>
<td>55</td>
<td>Female</td>
<td>66</td>
</tr>
<tr>
<td>$20,000 to $49,999</td>
<td>33</td>
<td>Average age of principal operator (years)</td>
<td>57.8</td>
</tr>
<tr>
<td>$50,000 to $99,999</td>
<td>21</td>
<td>All operators by race:</td>
<td></td>
</tr>
<tr>
<td>$100,000 to $249,999</td>
<td>16</td>
<td>American Indian or Alaska Native</td>
<td></td>
</tr>
<tr>
<td>$250,000 to $499,999</td>
<td>55</td>
<td>Asian</td>
<td>67</td>
</tr>
<tr>
<td>$500,000 or more</td>
<td></td>
<td>Black or African American</td>
<td></td>
</tr>
<tr>
<td>Total farm production expenses ($1,000)</td>
<td>46,965</td>
<td>Native Hawaiian or Other Pacific Islander</td>
<td></td>
</tr>
<tr>
<td>Average per farm ($)</td>
<td>58,253</td>
<td>White</td>
<td>665</td>
</tr>
<tr>
<td>Net cash farm income of operation ($1,000)</td>
<td>16,502</td>
<td>More than one race</td>
<td>7</td>
</tr>
<tr>
<td>Average per farm ($)</td>
<td>34,523</td>
<td>All operators of Spanish, Hispanic, or Latino</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>6</td>
<td>Origin.</td>
<td></td>
</tr>
</tbody>
</table>

See "Census of Agriculture, Volume 1, Geographic Area Series" for complete footnotes, explanations, definitions, and methodology.
(D) Cannot be disclosed. (Z) Less than half of the unit shown.
(1) Universe is number of counties in state or U.S. with item. (2) Data were collected for a maximum of three operators per farm.

Rosebud County, Montana had a total of 1 institution of higher learning. There were 0 four year colleges, 1 community college, and 0 institutions offering less than a two-year degree.
ROSEBUD COUNTY - POPULATION

Housing units
Rosebud County, 1980-2009

Year
Housing units
3,767  4,251  3,912  3,846

Median value of owner-occupied housing
(adjusted for inflation, see notes)
Rosebud County, Montana and the U.S., 1980-2000

Year
1980  1990  2000
Dollars
90,000  110,000  130,000

Housing types, percent of all housing units
Rosebud County, 1990-2000

Year
1990  2000
Single family units
55  63
2-unit structures
3  8
Multiple unit structures
32  8
Mobile homes
1  1
Other housing types

http://www.indicatorsnorthwest.org/DrawRegion.aspx?IndicatorID=12&RegionID=30087
There were 0.8 physicians per 1,000 population in 2008, compared to 2.1 per 1,000 in Montana.
ROSEBUD COUNTY - POPULATION

Teen birth rate (per 1,000 female teens)
Rosebud County, Montana and the U.S., 1998-2007

Percent with no health insurance, under age 65
Rosebud County, Montana and the U.S., 2005-2006

http://www.indicatorsnorthwest.org/DrawRegion.aspx?IndicatorID=12&RegionID=30087
Treasure County takes up less than 1,000 square miles. The only community of any size in the County is Hysham, located between the Yellowstone River and Interstate 94 and about halfway between Miles City and Billings. Surrounded by grain fields, pasture land, and rolling hills, Hysham was established as the county seat of Treasure County in 1919.

Hysham is the county seat of Treasure County and is bordered just to the north by the Yellowstone River and to the south by beautiful rolling hills. Hysham has just about everything a visitor could need. This agricultural community spreads out in a panorama of green fields, pasture land and strips of grain. At the beginning of the twentieth century, soon after the Montana territory earned its statehood in 1889, Hysham was a part of the great expanse of Custer Country. It was on what was then the Crow Indian Reservation. Cattle branded with the Flying E grazed near the Northern Pacific tracks where train men threw off supplies for Hysham. Charlie J. Hysham was associated with the Flying E Ranch, which ran thousands of cattle in an area between the Bighorn River on the west to Reservation Creek on the east, and from the Yellowstone River to the Wyoming line.

Treasure County has some outstanding historic sites. Manuel Lisa built the first building, a fur trading post in Montana near the mouth of the Bighorn River in 1807. Fort Cass was the first fort built by the American Fur Company on the Yellowstone, just three miles below the mouth of the Bighorn. Fort Pease was a stockade constructed in 1875, near the mouth of the Bighorn, as a defense against a party of Sioux Indians and also as a trading post. Remnants of Fort Pease still stand on the original site. Other fort locations remain a mystery.

Treasure County has a museum on Hysham’s main street. Tales of Treasure County, a history of the people and events of the area is sold at the museum. Across from the museum is the historic Yucca Theater. A concrete sculpture of a white buffalo is an item of historic and artistic interest that stands as a sentinel in front of the theater.

Historic sites such as the remnants of Fort Pease constructed in 1875 as a defense against Sioux Indians, it still stands on its original site. Conclusive evidence that palm trees and duckbill dinosaurs (edmontosaurus) existed at the same time was discovered several miles west of Hysham in 1994. The fossils have been excavated for study at the Museum of the Rockies in Bozeman, Montana.

Economy
Treasure County industries are farming and ranching. Crops include sugar beets, corn, wheat, barley, and beans. The small business district has two restaurants, hardware store, bank, a few service businesses, and two convenience stores. A motel and a Bed and Breakfast provide a place to stay for hunters and the occasional tourist. A vet clinic, farm implement dealer and Simplot Elevator services are also thriving businesses in town. The only public schools in Treasure County are in Hysham. What Hysham and Treasure County lack in size they gain in community pride. Treasure County’s economy is highly dependent on commodity prices and weather – both circumstances much out of the control of any individual.

From 2000 to 2003, Treasure County was estimated by the US Census Bureau to have the second (2nd) highest population loss as a percentage, in the entire country (-14.6%). These figures also indicate an aging workforce. However, the population has started to decline rapidly as the younger people are
leaving the county in search of economic opportunity elsewhere. Unemployment is comparable to the state’s rate of 4.8%. Treasure County’s poverty level is also comparable to the State’s at about 15%. Treasure County, like Powder River County, has a large Caucasian population at 99%.

Infrastructure & Services
Services provided throughout the county are law and fire protection, a county cemetery, community center/senior center, swimming pool, road maintenance, landfill facilities, and weed control. The Town of Hysham contracts with the county for law enforcement and the Town and County share equipment and cooperate extensively on projects. The community also has a health board and works hard to maintain a health clinic with visiting doctors.

Opinions expressed in Community meetings show dissatisfaction with roads. Many of the roads in the Town of Hysham, as well as in rural areas are gravel. Limited funding is understood as the main reason. Otherwise, residents are satisfied with services and proud of the quality of life in their community. Treasure County and the Town of Hysham both participate in Southeastern Montana Development Corporation with a County Commissioner and the Mayor of Hysham sitting on the Board of Directors. Treasure County has a history of working cooperatively with Rosebud County. Most recently efforts have been made through cooperative efforts with Rosebud County. Using consistent, systematic procedures, the two counties are in the process of completing a rural addressing project to improve the 911 and emergency response services.

Natural Resources
With the major industries in agriculture the predominant environmental issues are weather and soil quality. The Yellowstone River is used for irrigation and its water quality and amount of flow is a critical issue for this county. Weed control is a necessity to protect the grazing land for ranching. The County has a very active weed control program. Chemicals and some insects are used to control their spreading. As with all four counties, chemical weed control does involve some threat to water and wildlife. However, the economic threat presented by weeds, limits pollution to a minor concern of the county residents. All weed districts adhere to the regulation of chemical usage.
- Lost 249 residents between 2000 and 2009.
- Decreased by 28.9 percent between 2000 and 2009, compared to an increase of 8.1 percent in Montana as a whole.
- Lost 457 residents since 1970.
- Had a 2000-2009 rate of population change that ranked 56th – from highest to lowest – out of the 56 counties reporting data.

From 2008 to 2009, Treasure County.
- Lost 47 residents through net out-migration.
- Had a net migration rate of -7.4 percent compared to 0.3 percent for Montana.
- Grew by 4 residents due to natural change.
- Had a natural change rate of 0.6 percent compared to 0.4 percent for Montana.

From 2000 to 2009, Treasure County.
- Lost 240 residents through net out-migration.
- Had a net migration rate of -27.9 percent compared to 4.8 percent for Montana.
- Decreased by 10 residents due to natural change.
- Had a natural change rate of -1.2 percent compared to 3.5 percent for Montana.
Treasure County’s per capita income, adjusted for inflation...

- was $30,287 in 2008, compared to $34,499 in Montana;
- increased 27.4 percent between 1995 and 2005 compared to 26.8 percent in Montana;
- decreased 8.1 percent since 1969 when it was $26,037;
- increased 7.3 percent in the 1970s, decreased 6.1 percent in the 1980s, and decreased 18.6 percent in the 1990s;
- ranked 35th - from highest to lowest - out of the 56 counties in 2008.
In Treasure County in 2000 . . .
- 448 people or 68.4 percent or those age 16 years or older were in the labor force.

Of those in the labor force . . .
- 95.8 percent were employed (civilian labor force);
- 4.2 percent were unemployed (civilian labor force); and
- 0.0 percent were in the armed forces.
TREASURE COUNTY - ECONOMIC AND BUSINESS TRENDS

Teens unemployed and not in school
Treasure County, Montana and the U.S., 1990-2000

Year
1990
2000

Percent
2.0
7.7
10.0
7.5
7.6
8.9

Treasure
Montana
United States

http://www.indicatorsnorthwest.org/DrawRegion.aspx?IndicatorID=12&RegionID=30103

County Graph

Employment by Industry for Treasure County, MT
2003

http://economictoolbox.geog.psu.edu/snapshot.php?region_id=1&sffips=30&cfips=30103&rurality_flag=0&sffips1=00&cfields1=00000&return_page=select_county.php
Table 2: Shift-Share Components of Treasure County Employment Growth, 2001 - 2008

<table>
<thead>
<tr>
<th>Industry</th>
<th>National Growth¹</th>
<th>Industry Mix²</th>
<th>Region Shift³</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>Net</td>
<td>Percent</td>
</tr>
<tr>
<td>Farm</td>
<td>9.82</td>
<td>15</td>
<td>-23.48</td>
</tr>
<tr>
<td>Forestry, Fishing, &amp; Other</td>
<td>9.82</td>
<td>1</td>
<td>-2.70</td>
</tr>
<tr>
<td>Real Estate, Rent, &amp; Leasing</td>
<td>9.82</td>
<td>2</td>
<td>41.06</td>
</tr>
<tr>
<td>Federal, Civilian</td>
<td>9.82</td>
<td>1</td>
<td>-0.59</td>
</tr>
<tr>
<td>Unreported</td>
<td>9.82</td>
<td>26</td>
<td>-0.39</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9.82</strong></td>
<td><strong>45</strong></td>
<td><strong>-7.26</strong></td>
</tr>
</tbody>
</table>

¹ National Growth: The change in local employment that would have occurred for a specific industry had it grown at the national growth rate of all industries combined.

² Industry Mix: The additional gain (or loss) in local employment that would have occurred for a specific industry (additional to the national growth effect) due to the industry growing faster (or slower) nationally than the rate of all industries combined.

³ Regional Shift: The additional gain (or loss) in local employment for a specific industry beyond the national growth and industry mix effects resulting from the industry growing faster (or slower) than the same industry nationally.

- By clicking on the symbol associated with each industry category you will be linked to its corresponding definition as posted on the BEA web site.

Note: Percent growth figures may not add due to rounding by a factor of ± 0.01%.

http://economictoolbox.geog.psu.edu/snapshot.php?region_id=1&sfips=30&cfips=30103&rurality_flag=0&sfips1=00&cfips1=00000&return_page=select_county.php

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2002</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Farms</td>
<td>101</td>
<td>115</td>
<td>-12</td>
</tr>
<tr>
<td>Land in Farms</td>
<td>461,790 acres</td>
<td>600,846 acres</td>
<td>-24</td>
</tr>
<tr>
<td>Average Size of Farm</td>
<td>4,572 acres</td>
<td>5,277 acres</td>
<td>-13</td>
</tr>
<tr>
<td>Market Value of Products Sold</td>
<td>$30,377,000</td>
<td>$19,562,000</td>
<td>+55</td>
</tr>
<tr>
<td>Crop Sales</td>
<td>$11,432,000 (38 percent)</td>
<td>$18,945,000 (62 percent)</td>
<td></td>
</tr>
<tr>
<td>Livestock Sales</td>
<td>$18,945,000 (62 percent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Per Farm</td>
<td>$300,765</td>
<td>$170,108</td>
<td>+77</td>
</tr>
<tr>
<td>Government Payments</td>
<td>$585,000</td>
<td>$515,000</td>
<td>+14</td>
</tr>
<tr>
<td>Average Per Farm Receiving Payments</td>
<td>$15,813</td>
<td>$3,883</td>
<td>+78</td>
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</table>

### Economic Characteristics

<table>
<thead>
<tr>
<th>Farms by value of sales:</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $1,000</td>
<td>26</td>
</tr>
<tr>
<td>$1,000 to $2,499</td>
<td>5</td>
</tr>
<tr>
<td>$2,500 to $4,999</td>
<td>1</td>
</tr>
<tr>
<td>$5,000 to $9,999</td>
<td>3</td>
</tr>
<tr>
<td>$10,000 to $19,999</td>
<td>11</td>
</tr>
<tr>
<td>$20,000 to $24,999</td>
<td>3</td>
</tr>
<tr>
<td>$25,000 to $39,999</td>
<td>1</td>
</tr>
<tr>
<td>$40,000 to $49,999</td>
<td>3</td>
</tr>
<tr>
<td>$50,000 to $99,999</td>
<td>7</td>
</tr>
<tr>
<td>$100,000 to $499,999</td>
<td>14</td>
</tr>
<tr>
<td>$500,000 to $499,999</td>
<td>11</td>
</tr>
<tr>
<td>$500,000 or more</td>
<td>17</td>
</tr>
</tbody>
</table>

Total farm production expenses ($1,000): 21,368
Average per farm ($) 711.487

Net cash farm income of operation ($1,000): 11,121
Average per farm ($) 110,111

### Operator Characteristics

<table>
<thead>
<tr>
<th>Principal operators by primary occupation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farming</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

Principal operators by sex:
Male 93
Female 8

Average age of principal operator (years): 57.8

All operators by race:
American Indian or Alaska Native 1
Asian 1
Black or African American -
Native Hawaiian or Other Pacific Islander -
White 164
More than one race -

All operators of Spanish, Hispanic, or Latine Origin: 5

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[See "Census of Agriculture, Volume 1, Geographic Area Series" for complete footnotes, explanations, definitions, and methodology.]

(1) Cannot be disclosed. (2) Less than half of the unit shown.
(3) Universe is number of counties in state or U.S. with item. (4) Data were collected for a maximum of three operators per farm.

Treasure County, Montana had a total of 0 institutions of higher learning. There were 0 four year colleges, 0 community colleges, and 0 institutions offering less than a two-year degree.

http://www.indicatorsnorthwest.org/DrawRegion.aspx?IndicatorID=12&RegionID=30103
There were 0.0 physicians per 1,000 population in 2008, compared to 2.1 per 1,000 in Montana

Late or no prenatal care (per 100 live births)

Low birth weight babies (percent)
Vision Statement

Southeastern Montana Development Corporation (SEMDC) envisions a strong and networked coalition of communities and counties with diversified industries supporting thriving commercial centers and local entrepreneurs, while maintaining a traditional, rural, high quality lifestyle. Through local planning efforts, small business development, and community networking we hope to: heighten communication between communities and counties, promote economic diversification, maximize partnerships, relationships and network opportunities, develop opportunities for housing and infrastructure needs and ultimately help to strengthen, empower, and stimulate economic development initiatives. **While all of the strategic focus areas are not within the scope of SEMDC, the organization can still provide information attained in the town meeting processes to appropriate agencies and organizations.**

Strategic Focus Areas

The Strategic Focus areas outlined in this document are derived from an analysis of background socio-economic data, community and town meetings, and meetings with various community leaders and experts in southeastern Montana.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Foster Economic Growth, Development, and Diversification</td>
</tr>
<tr>
<td>2</td>
<td>Promote Sustainable Infrastructure and Services</td>
</tr>
<tr>
<td>3</td>
<td>Encourage Responsible and Sustainable Natural Resource Development</td>
</tr>
<tr>
<td>4</td>
<td>Enhance Communication and Networking Opportunities</td>
</tr>
<tr>
<td>5</td>
<td>Encourage the Development of Housing For Various Needs and Incomes</td>
</tr>
<tr>
<td>6</td>
<td>Support Improved Access to Health Services and Social Support</td>
</tr>
<tr>
<td>7</td>
<td>Strengthen Visibility and Web-Presence for Public and Private Sector Entities</td>
</tr>
<tr>
<td>8</td>
<td>Encourage Opportunities and Support for Youth and Seniors</td>
</tr>
</tbody>
</table>
The goals, objectives, and strategies outlined in this CEDS Document are derived from analyzing background socioeconomic data, community and town meetings, a project list developed by community members (please see exhibit A at the end of the document), and meetings with community leaders and experts in southeastern Montana. These are directly connected to the Strategic Focus Areas, and will be followed by an Action Plan to organize and strategize the completion of each goal. While there is no statewide adopted economic development plan, the goals below are consistent with initiatives through the Governors’ Office of Economic Development and Montana Department of Commerce.

1. Foster Economic Growth, Development, and Diversification

Objective 1: Improve economic self-sufficiency and diversity in the four county region through new job creation and job retention, this creating an economic environment conducive for investment, capital formation and capital access.

Strategy 1: Identifying funding strategies, development of loan packages and other areas of capital formation to create and retain jobs.

Strategy 2: Continue to work with Miles City and Custer County on potential industrial park projects.

Strategy 3: Work in collaboration with Dull Knife Memorial College and Miles Community College to offer training. Publicize entrepreneurial resources available to fund new businesses.

Strategy 4: Provide assistance in establishing a Chamber of Commerce in Ashland.

Objective 2: Develop strategies for business succession planning

Strategy 1: Create a Community Education class on business development, marketing and project planning.

Strategy 2: Assist business owners who are planning to sell their business and/or change management.

Objective 3: Optimize community development opportunities

Strategy 1: Help in providing technical assistance and finding funding for Brownfield assessment and development.

Strategy 2: Assist communities wishing to develop specific clusters targeted toward servicing the natural resource projects in surrounding areas.
**Objective 4:** Continue to maintain and improve the SEMDC Comprehensive Economic Development Strategy (CEDS)

Strategy 1: Host annual public input “town meetings” within the District and communicate the input results and opportunities with the appropriate stakeholders.

Strategy 2: Make the CEDS document more tangible, accessible and “user-friendly.”

2. **Promote Sustainable Infrastructure and Services**

**Objective 1:** Assist with the financing and development of private, public and non-profit sector infrastructure projects to support potential economic growth and maintain quality of life issues throughout the region.

Strategy 1: Continue to provide technical and financial assistance to the public sector entities with the maintenance and replacement of basic infrastructure needs.

Strategy 2: Support the need of paving the Tongue River Road from Miles City to Ashland to increase commerce, tourism, and development of the Otter Creek coal project.

Strategy 3: Develop an effective approach to market available land and buildings throughout the Economic Development District.

Strategy 4: Publicize public/private transportation opportunities, both locally and regionally.

**Objective 2:** Assist with funding for safety and emergency response protocols and infrastructure.

Strategy 1: Make appropriate entities aware of needs to improve road safety and signage in all communities, and in particular the community of Ashland.

Strategy 2: Help find funding for fire department updates and equipment.

3. **Encourage Responsible and Sustainable Natural Resource Development**

**Objective 1:** Advocate and assist in the evaluation, creation and implementation of responsible natural resource development including agriculture, coal mining, power generation, oil/gas exploration, renewable energy projects, outdoor recreation opportunities, while balancing both environmental and business concerns.

Strategy 1: Evaluate and promote value-added energy and natural resource business opportunities throughout the region
Strategy 2: Support and promote the Otter Creek coal development project to maximize the financial/economic impacts yet minimize the social/environmental impacts.

Strategy 3: Assist with Biomass and Algae projects in the region by coordinating feasibility study processes.

Strategy 4: Assist in obtaining funding for recycling infrastructure and/or education programs

Strategy 5: Host and promote the Energy Open Conference and Golf Tournament.

Objective 2: Continue efforts in regional planning and promoting the importance of planning.

Strategy 1: Secure funding for an Impact Mitigation And Planning Position (IMAPP). The role of the person who fills this position will be to plan for the most successful and holistic integration of the Otter Creek Coal mine in local communities.

Strategy 2: Work with counties that do not have growth plans and encourage development of those plans. Encourage counties with plans to re-visit those plans for any potential updates and possible development of a Regional Capital Improvement Plan that encompasses infrastructure needs for all communities and counties in the Economic Development District.

4. Enhance Communication and Networking Opportunities

Objective 1: Advocate and support continued improvement of communication forums and usage by economic developers, community developers, governmental program managers, elected officials, Native American Communities, non-profits, education and private sector groups to provide support, knowledge and energy to accomplish common goals.

Strategy 1: Advocate and work as a liaison to improve governmental communications and relationships, both locally and regionally, including the Northern Cheyenne Tribe.

Strategy 2: Improve and enhance working relationships with the private sector communications companies and cooperatives to maximize telephone and cellular service throughout the region including the Northern Cheyenne Reservation.

Strategy 3: Promote distance-learning opportunities through unique partnerships to benefit this sparsely populated but large geographical rural area.

Strategy 4: Continue to meet with all banks within the four county area to inform them of all available resources SEMDC has to offer. Provide publicity in the newspaper and via the internet explaining the availability of the funding.
Strategy 5: Help in promoting educational opportunities in the region, as well as enhance communication with the education systems in the region.

Strategy 6: Provide educational and technical assistance to communities and businesses wishing to develop a strong online marketing presence.

**Objective 2:** Create effective partnerships with public, private and non-profit sector groups to eliminate duplication of time, effort, and money concerning the delivery of economic development services and tools.

- **Strategy 1:** Assist in the development and delivery of educational programs concerning responsible natural resource development.
- **Strategy 2:** Advocate and promote job-training programs throughout the region.
- **Strategy 3:** Continue to identify funding opportunities for new and start up businesses in member areas through partnerships with Miles City Area Economic Development Council and Eastern Plains RC&D and EDEDC.

5. **Encourage the Development of Housing For Various Needs and Incomes**

**Objective 1:** Make appropriate agencies aware of identified housing needs and assist in securing funding to pursue housing projects.

- **Strategy 1:** Assist with development of workforce, affordable, and assisted living centers and/or retirement housing.
- **Strategy 2:** Help locate and secure funding opportunities for housing projects.
- **Strategy 3:** Support the creation of a regional housing authority.

6. **Support Improved Access to Health Services and Social Support**

**Objective 1:** Create opportunities for improved public health.

- **Strategy 1:** Support the development of exercise facilities in Ashland, Hysham, and Forsyth.
- **Strategy 2:** Assist with funding opportunities to enhance and create local walking and biking paths.
- **Strategy 3:** Participate in the development of a regional health plan.
Strategy 4: Support efforts to create a Critical Access Facility in medically underserved areas.

Strategy 5: Support current efforts by rural health clinics to improve mental health support and services in all communities.

7. **Strengthen Visibility and Web-Presence for Public and Private Sector Entities**

**Objective 1:** Improve marketing efforts by increasing visibility, web-presence, and support for local tourism opportunities

- **Strategy 1:** Work with Custer Country Tourism located in Billings to enhance tourism opportunities and brainstorm ways to improve local tourism.
- **Strategy 2:** Assist in developing a strategy for enhancing eco-tourism and the Wild West Theme for the region.
- **Strategy 3:** Continue to facilitate training courses on web-development.
- **Strategy 4:** Provide grant writing services and facilitate partnerships to promote communities along the Warrior Trail.
- **Strategy 5:** Assist communities in marketing themselves by developing online resources including websites and existing state sites such as business fliers on the Montana Department of Commerce website.

8. **Encourage Opportunities and Support for Youth and Seniors**

**Objective 1:** Establish stimulating and supportive communities that offer more opportunities for youth to stay in the community or return to the community.

- **Strategy 1:** Assist with the development of an afterschool program for Hysham youth and improve afterschool programs in other communities.
- **Strategy 2:** Support the development of a career recruitment program for youth.
- **Strategy 3:** Promote entrepreneurialism as a career path for rural youth.

**Objective 2:** Assist in preparing communities for an increased population of seniors, and work with communities to provide necessary care, support, and resources for this demographic.

- **Strategy 1:** Create more dialogue to identify specific needs for this demographic and network with communities to develop and prioritize solutions to meet these needs.
The Action Plan is a way to organize, quantify, and evaluate the progress of the goals and objectives created for next five years. In the following chart we outline tasks to be completed, and organize and structure them by task, county, implementation plan, responsible parties, funding sources, expected results, performance measure, schedule, status, and evaluation indicators. Some of these have yet to be completed as projects unfold, but it is an important piece of this “road map” because it helps to develop priorities, accountability, progress, and evaluation in the planning progress.

This Action Plan breaks down specific tasks into four categories:

- Regional Planning Efforts
- Technical and Financial Assistance to the Private Sector
- Technical and Financial Assistance to the Public Sector
- Partnership and Relationship Building Efforts

**Funding**
Funding comes from various sources including, but not limited to grants from the State and Federal Government, as well as SEMDC funds and loans. Additional funding comes from the private sector in the form of loans and in-kind donations. Some projects are difficult to identify where funds will come from, due to grant scheduling and/or multiple potential funding sources. SEMDC will consider any and all sources of funding to fund the action items in this section.

**Strategy and Timeline**
This Action Plan is constantly being updated. Some projects have already begun, some are ongoing, and new ideas are often added quarterly. With each action item we work closely with partners to develop a unique strategy and timeline. The projects are prioritized and the progress kept track of.

**Expected Results and Performance Measures**
Each item has specific expected results and performance measures unique to that project. Some basic goals of the action items are to:

- Create jobs
- Improve/develop infrastructure
- Enhance partnerships
- Strategic planning

All items are evaluated at the completion of the project, and if needed follow-up items are added.
### Regional Planning Efforts

<table>
<thead>
<tr>
<th>County</th>
<th>Task to Be Implemented</th>
<th>Implementation Plan</th>
<th>Responsible Parties</th>
<th>Funding Sources</th>
<th>Expected Results</th>
<th>Performance Measure</th>
<th>Priority Level</th>
<th>Status for 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Powder River</td>
<td>Provide, schedule town meeting in conjunction with Powder River River Commission of Commerce.</td>
<td>Moline City - Schedule town meeting in conjunction with Moline City Area Economic Development.</td>
<td>District Staff</td>
<td>EDA</td>
<td>Obtain valuable input for update of CEDS. Analysis of input.</td>
<td>Completion of Meeting.</td>
<td>1</td>
<td>Aug/Sep 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Forks (GA) - Schedule town meeting in conjunction Chamber of Commerce.</td>
<td>District Staff</td>
<td>EDA</td>
<td>Obtain valuable input for update of CEDS. Analysis of input.</td>
<td>Completion of Meeting.</td>
<td>1</td>
<td>Aug/Sep 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hyatt (GA) - Schedule town meeting in conjunction with a local community leader.</td>
<td>District Staff</td>
<td>EDA</td>
<td>Obtain valuable input for update of CEDS. Analysis of input.</td>
<td>Completion of Meeting.</td>
<td>1</td>
<td>Aug/Sep 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>District Staff</td>
<td>SEMCC</td>
<td>Develop expanded knowledge base for available resources and assist area entities.</td>
<td>Attendance of seminars.</td>
<td>4</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>District Staff</td>
<td>Fed, State, Local Resources</td>
<td>Obtain funding for impact MAPP. Assisted counties with grant financing tools.</td>
<td>Notification of funding.</td>
<td>2</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>District Staff</td>
<td>FED &amp; State DOT</td>
<td>Increase the awareness of this crucial route. Make contact with Transportation officials.</td>
<td>Development activities such as initial surveys, funding availability.</td>
<td>3</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>District Staff</td>
<td>SEMCC</td>
<td>Update needs and priorities for member communities. Provide information on available resources and services from SEMDC.</td>
<td>Finished assessment of area projects and priorities.</td>
<td>3</td>
<td>Update on Annual Basis</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>District Staff</td>
<td>SEMCC</td>
<td>Assure that area members are informed of economic development needs in the district.</td>
<td>Schedule at least two informational meetings with legislators during 2011.</td>
<td>2</td>
<td>2011</td>
</tr>
</tbody>
</table>

**Note:** Tasks in green represent items that are on the 2011 Implementation/Evaluation Chart and are ongoing. Evaluation items in red are on the 2011 schedule but not yet implemented. Evaluation items in blue are accomplishments but may be part of an ongoing item. Those items that are black are considered to be annual or short-term goals that will be accomplished or reviewed annually.

### Scoring for the 2011 year:
- **1** - Not Addressed Adequately
- **2** - Project began but not completed during the period
- **3** - Significant progress made toward completion of project
- **4** - Project completed

**Priority Level:**
- **1** = Very High
- **2** = High
- **3** = Medium
- **4** = Low

**CEDS:** Comprehensive Economic Development Strategy

**IMAPP:** Impact Measurement and Planning Process

**EDA:** Economic Development Administration
<table>
<thead>
<tr>
<th>County</th>
<th>Task to Be Implemented</th>
<th>Implementation Plan</th>
<th>Responsible Parties</th>
<th>Funding Sources</th>
<th>Expected Results</th>
<th>Performance Measure</th>
<th>Status for 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>Review IFR Parts 303 and 304 and apply applicable provisions</td>
<td>District Staff</td>
<td>n/a</td>
<td></td>
<td>Assure compliance</td>
<td>Compliance with IFR Parts 303 and 304</td>
<td>2</td>
</tr>
<tr>
<td>All</td>
<td>Assist with community marketing and tourism opportunities along Hwy 212 corridor (Warrior Trail) and throughout the District</td>
<td>District Staff, Chambers of Commerce, State of Montana, National Parks Service.  Provide grant writing services and facilitate partnerships to promote communities along the Warrior Trail. Also assist communities in establishing an internet presence.</td>
<td></td>
<td></td>
<td>Increase traffic and tourism for communities along Hwy 212. Allow communities to market themselves more actively.</td>
<td>Develop marketing tools to promote marketing of The Warrior Trail and other communities in the District. Promotional materials and Ads and Crafts Center are specific projects.</td>
<td>4</td>
</tr>
<tr>
<td>County</td>
<td>Task to Be Implemented</td>
<td>Implementation Plan</td>
<td>Responsible Parties</td>
<td>Funding Sources</td>
<td>Expected Results</td>
<td>Performance Measure</td>
<td>Schedule</td>
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</tr>
<tr>
<td>All</td>
<td>Continue to fine tune mutually beneficial partnerships with active or new resolving loan funds within the District for SEMDC management opportunities</td>
<td>Contact to be made with managers of other RLF's to determine potential management opportunities for SEMDC</td>
<td>District Staff</td>
<td>SEMDC</td>
<td>Renew stagnated funds and increase potential capital in the region for small businesses</td>
<td>Compilation of list of other funds and contacts with them</td>
<td>3</td>
</tr>
<tr>
<td>Cluster</td>
<td>Assist in obtaining a completed feasibility study for an algae bio/fertilization facility in Miles City</td>
<td>Facilitate along with MCAEDC and governmental entities the development of additional business capacity located in old VA Hospital including recruitment and funding resources</td>
<td>MCAEDC, District Staff</td>
<td>Federal V.A.</td>
<td>Increase available office space and retail services needed area</td>
<td>Additional business tenants located in VA Hospital</td>
<td>4</td>
</tr>
<tr>
<td>All</td>
<td>Identify funding opportunities for new and start up businesses in member area through partnerships with Miles City Area Economic Development Council and Eastern Plains RICD.</td>
<td>District Staff</td>
<td>Numerous</td>
<td>Assist small businesses with funding sources</td>
<td>Participation by SBDC in providing some level of funding for expanding or startup businesses</td>
<td>2</td>
<td>Annually</td>
</tr>
<tr>
<td>All</td>
<td>Assist in Value Added Agriculture and Energy Projects with Feasibility Studies and/or Evaluators including accessing financial resources to fund such studies</td>
<td>Asst with Biomass project in the District by coordinating feasibility study process and recruiting parties interested in biomass industry</td>
<td>District Staff</td>
<td>BSEDIF, USDA and Private Sector</td>
<td>Completion of Biomass Feasibility Study</td>
<td>Feasibility Study Completed</td>
<td>2</td>
</tr>
<tr>
<td>All</td>
<td>SBDC Directors to provide services on an ongoing basis</td>
<td>District Staff</td>
<td>SBA and SEMDC</td>
<td>Providers assistance to small businesses in start up or expansion stages</td>
<td>SBDC Scoreboard</td>
<td>1</td>
<td>Quarterly</td>
</tr>
<tr>
<td>All</td>
<td>Examine the emerging opportunity to develop a Micro Lending program</td>
<td>Discuses potential uses and demand for micro-lending program with area banking professionals</td>
<td>District Staff</td>
<td>NA</td>
<td>Determine whether or not SEMDC should become active in a Micro Lending program.</td>
<td>Develop current policy for micro-lending and make decision as to whether to pursue funding</td>
<td>4</td>
</tr>
<tr>
<td>Rowanb</td>
<td>Explore, identify and implement unique financial resources and training to improve entrepreneurial opportunities within the Northwestern Cherokee Indian Reservation.</td>
<td>Work in collaboration with Dull Knife Memorial College is offer training. Publicize entrepreneurial resources available to fund new businesses.</td>
<td>District Staff, Dull Knife Memorial College Staff, SBDC, 1st Interstate Bank, CDIC, 1st Interstate Bank</td>
<td>PPL, MT</td>
<td>Provide services directly applicable to Native American community that are easily accessible.</td>
<td>Attendance at events, new SBDC clients, new business startups, internship applications</td>
<td>3</td>
</tr>
<tr>
<td>All</td>
<td>Continue to make the benefits of the SEMDC Seedling Loan Fund (SLF)</td>
<td>Meet with all banks within the four county area to inform them of available resources SEMDC has to offer. Provide publicity in the newspaper explaining the availability of the funding, Expand Loan Officer position to full time</td>
<td>District Staff, MCAEDC</td>
<td>SEMDC</td>
<td>Increase awareness in private sector about available economic development services and financing available through SEMDC. Seek funding for position expansion.</td>
<td>Compliance of meetings with banks in all four counties. At least two articles to area newspapers. Concrete plan in place to pursue additional funding for position.</td>
<td>2</td>
</tr>
<tr>
<td>County</td>
<td>Task to Be Implemented</td>
<td>Implementation Plan</td>
<td>Responsible Parties</td>
<td>Funding Sources</td>
<td>Expected Results</td>
<td>Performance Measure</td>
<td>Status for 2011</td>
</tr>
<tr>
<td>----------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
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<td>-----------------</td>
</tr>
<tr>
<td>Powder River and Custer</td>
<td>Assist with financial needs regarding emergency service buildings, fire equipment, and mitigation</td>
<td>District Staff, County Officials, City Officials, Private Sector</td>
<td>CDBG Disaster Fund, CBP, Coal Board, MCF, Private Donations</td>
<td>Provide technical assistance and grant writing assistance to project</td>
<td>Coordination of Project, Attendance at meetings, completion of grant applications</td>
<td>2 2011</td>
<td></td>
</tr>
<tr>
<td>Powder River</td>
<td>Provide information on potential grants that could be used for repairs necessary for Phase II of Powder River County Pool</td>
<td>District Staff, Local Governments, Private Sector</td>
<td>Various</td>
<td>Provide technical assistance and well as grant writing assistance to fund specific aspects of projects</td>
<td>Information provided and possibility grant writing completed</td>
<td>3 2011</td>
<td></td>
</tr>
<tr>
<td>Custer</td>
<td>Assist MCAEDC and others in coordination of Depot Realization project in downtown Miles City</td>
<td>District Staff, Local Governments, Private Sector, MCAEDC</td>
<td>Various</td>
<td>Provide technical assistance and well as grant writing assistance to fund specific aspects of projects</td>
<td>Participation in Depot Restoration meetings, distribution of information and grant writing services to be provided</td>
<td>3 2011</td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>Identify funding resources to create a part-time Planner/GIS Coordinator position which could be incorporated into the MAPP to create a full-time position</td>
<td>District Staff</td>
<td>Ind. State, Local Resources</td>
<td>Secure funding to allow for employment</td>
<td>Funding Secured</td>
<td>2 2011</td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>Assist in determining the feasibility and financing of community infrastructure projects as identified in each community’s growth plan SEMDC Infrastructure Needs List, SEMDC CEDS and other planning documents</td>
<td>District Staff</td>
<td>Fed. State, Local Resources</td>
<td>Provide assistance to towns and counties with help on funding sources</td>
<td>Assist with at least two projects in the four county areas</td>
<td>1 Annually</td>
<td></td>
</tr>
<tr>
<td>Ashland</td>
<td>Provide assistance to the community of Ashland business members to form a Chamber of Commerce</td>
<td>District Staff</td>
<td>N.A.</td>
<td>Chamber of Commerce will assist local businesses in improving economic growth</td>
<td>Formation of Chamber of Commerce</td>
<td>3 2011</td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>Encourage and assist all counties within the SEMDC service area to develop up to date growth plans and capital improvement plans</td>
<td>District Staff</td>
<td>CDBG Planning</td>
<td>Growth Plans and Capital Improvement plans for all member counties</td>
<td>Each county should have a growth plan or be in the process of developing one</td>
<td>1 2011</td>
<td></td>
</tr>
</tbody>
</table>

**ACTION PLAN**
<table>
<thead>
<tr>
<th>County</th>
<th>Task to Be Implemented</th>
<th>Implementation Plan</th>
<th>Responsible Parties</th>
<th>Funding Sources</th>
<th>Expected Results</th>
<th>Performance Measure</th>
<th>Status for 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>Promote Leadership Mentorship program including local leadership programs</td>
<td>District Staff</td>
<td>SEMDC, MCAESDC, MEDA and Private Sector</td>
<td>Document publicly for leadership program and nominate at least one person for Leadership Montana program</td>
<td>3</td>
<td>2011</td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>Continue scholarship support of Heavy Equipment course at Miles Community College</td>
<td>District Staff</td>
<td>SEMDC</td>
<td>Expand job skills of workforce in related industry and increase available skilled employees</td>
<td>Award of Heavy Equipment scholarship</td>
<td>1</td>
<td>Annually</td>
</tr>
<tr>
<td>All</td>
<td>Prepare and distribute news releases on important economic news of the region including SEMDC, Local, State, and Federal funding programs</td>
<td>District Staff</td>
<td>MEDA</td>
<td>Provide information to citizens of the region via local newspapers and/or radio stations</td>
<td>Distribution of at least three news releases</td>
<td>2</td>
<td>Ongoing</td>
</tr>
<tr>
<td>All</td>
<td>Host and promote the Energy Open Conference and Golf Tournament</td>
<td>District Staff</td>
<td>Private, Public and Non Profit Sectors</td>
<td>Improve communication and establish networking between the private &amp; public sector, legislators, and media</td>
<td>Host Energy Open Conference and establish informative agenda; invite strategic mix of key leaders from the private and public sectors and media</td>
<td>1</td>
<td>2011</td>
</tr>
<tr>
<td>All</td>
<td>Assist communities in developing online resources including websites and existing state sites such as business listings on the MT Dept of Commerce Site to market these communities</td>
<td>District Staff</td>
<td>SEMDC</td>
<td>Heighen visibility of communities and state of information access for potential resources</td>
<td>Development of at least one online resource for business and community in each county in the EDC</td>
<td>2</td>
<td>2011</td>
</tr>
<tr>
<td>Powder River and Rosebud</td>
<td>Assist in developing partnerships between Warrior Trail Group and State Tourism offices to develop additional resources arts &amp; crafts centers, etc.</td>
<td>District Staff</td>
<td>SEMDC</td>
<td>Expand visibility of Warrior Trail and attractions along route that will expand tourism commerce in area</td>
<td>Provide information on resources to Warriort Trail group and Chayenne Nation</td>
<td>3</td>
<td>2011</td>
</tr>
<tr>
<td>All</td>
<td>Publicize publicly transportation opportunities both locally and regionally</td>
<td>District Staff</td>
<td>SEMDC</td>
<td>Expand opportunity for residents to take advantage of existing public transportation opportunities</td>
<td>Establishment of better information dissemination tools in each community</td>
<td>4</td>
<td>2011</td>
</tr>
<tr>
<td>All</td>
<td>Develop an effective approach to market available land and buildings throughout the Economic Development District</td>
<td>District Staff</td>
<td>MEDA</td>
<td>Create a more positive and beneficial system to attract industries</td>
<td>Establishment of a central resource to assist communities in marketing available properties in industrial areas</td>
<td>3</td>
<td>Ongoing</td>
</tr>
<tr>
<td>All</td>
<td>Continue to maintain and improve the SEMDC website and newsletter</td>
<td>District Staff</td>
<td>SEMDC</td>
<td>Provide effective means of communication distribution via web and written media</td>
<td>Maintain and improve website and distribute quarterly newsletter</td>
<td>1</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Evaluation Process
Southeastern Montana Development Corporation manages a growing number of programs for our member entities, programs that typically include public sector financing. Our policy is to assure compliance with the rules and regulations that govern these programs. Our organizational performance is continually evaluated by the numerous state and federal government agencies that have entrusted our District with performance responsibilities relative to the proper management of their specific programs. These evaluations include but are not limited to, performance and financial audits, regularly scheduled reporting obligations and frequent communication with the respective agencies.

Our District’s effectiveness is also evaluated on an ongoing basis by our Board of Directors, CEDS Committee and our Revolving Loan Fund Committee through communication by staff on the progress of current projects. Project updates occur through such means as our weekly staff meeting, Board of Director meetings, personal contacts, meetings of member entities, SEMDC’s newsletter and website, “Town Meetings,” the EDA Annual Report and CEDS.

In the “Action Plan,” we outline various performance measures, expected results, responsible parties, priority level, status and evaluation indicators to review, help keep us on track, and evaluate progress. The status of activities and progress on objectives, including achievement of goals will be reviewed at each quarterly Board of Director’s meeting. The Executive Director’s work plan, which identifies progress on the individual goals set, will include a listing of the goals, objectives, and activities described in this document. Activity will be on-going, but the evaluation of progress will be made at the Board of Director’s meetings.

Evaluation Discussion Points

<table>
<thead>
<tr>
<th>Before Evaluation</th>
<th>When Creating a Program</th>
<th>Once a Program is Underway</th>
<th>Finishing a Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the goal/purpose of the evaluation?</td>
<td>What problem is the program attempting to address?</td>
<td>Does a program have clearly stated goals and objectives?</td>
<td>Did the project meet overall goal(s)?</td>
</tr>
<tr>
<td>Is it required?</td>
<td>What are the anticipated impacts of the program?</td>
<td>Is a program making progress toward these goals and objectives?</td>
<td>What components were the most effective?</td>
</tr>
<tr>
<td>Is it the right time to conduct an evaluation?</td>
<td>What are a program's goals and objectives?</td>
<td>Are any activities or program approaches impeding progress toward achievement of goals?</td>
<td>What components were less effective?</td>
</tr>
<tr>
<td>What data and information are needed?</td>
<td>What would be considered a success?</td>
<td>Are activities being conducted according to a proposed time line?</td>
<td>What lessons learned have the potential to be replicated or transferred to other programs?</td>
</tr>
<tr>
<td>Who should design the evaluation?</td>
<td>Can success be measured?</td>
<td>Do improvements or adjustments need to be made in the program?</td>
<td>Were the results worth the cost?</td>
</tr>
<tr>
<td>Who should carry out the evaluation?</td>
<td>What arrangements have been made for data collection?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who is the audience for the evaluation?</td>
<td>Who are the people involved in a program/project?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What are their expectations?</td>
<td>Are there people interested in a project that may not be involved?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What type of evaluation should be conducted?</td>
<td>Have their concerns been addressed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How will the evaluation be used?</td>
<td>How long will the program last?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>What is the budget for the program?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

http://www.epa.gov/evaluate/faq.htm
**Performance Measures**

The following criteria will be used to measure our performance for the Economic Development District (EDD) with Southeastern Montana Development Corporation.

<table>
<thead>
<tr>
<th>Criterion</th>
</tr>
</thead>
<tbody>
<tr>
<td>The level and frequency of participation by government, business and community leaders in projects, including Board &amp; CEDS committee meetings.</td>
</tr>
<tr>
<td>The level at which we comply with all EDA Planning and Technical Assistance grant award and administrative conditions.</td>
</tr>
<tr>
<td>The level and frequency to which District staff interacts with communities within the region to provide assistance towards identified infrastructure deficiencies.</td>
</tr>
<tr>
<td>The level at which we meet the criteria established by the Montana Department of Commerce’s Certified Regional Development Corporation Program.</td>
</tr>
<tr>
<td>The level at which the SBDC program meets the annual counseling and training goals established jointly by the SBA, Montana Department of Commerce and the SBDC.</td>
</tr>
<tr>
<td>Number of jobs created per project.</td>
</tr>
</tbody>
</table>

We expect our current performance measures to be modified for future CEDS annual reports and updates, it is a goal of SEMDC to expand present evaluation processes by establishing annual specific and measurable objectives to be met by staff members.
Appendix A: Condition of Structures

Appendix B: Notes from Seven (7) community meetings

Appendix C: Example of Online Survey
APPENDIX A – CONDITIONS OF STRUCTURES
The data shown on this map were derived from various sources at different scales for a variety of purposes and there is great variability in the spatial accuracy of the different data sets. Therefore, there may be some misalignment between data sets and layers.
**IMPORTANT!** These data are NOT official records. **IMPORTANT!**

The data contained in this map are not official records and may be inaccurate and incomplete.

The data shown on this map were derived from various sources at different scales for a variety of purposes and there is great variability in the spatial accuracy of the different data sets. Therefore, there may be some misalignment between data sets and layers.

Condition of Structures
Per Parcel
- Unsound
- Very Poor
- Poor
- Fair
- Average
- Good
- Unknown

Map created by the
Community Technical Assistance Program
Montana Department of Conservation
300 South Park Ave
Helena, MT 59601
406-444-2908

Condition of Structures
Lame Deer, Montana
Data Source: Montana Department of Revenue, 2008

0 250 500 1,000 Feet
Town of Ashland
CEDS Town Meeting
September 30th 2010

Strengths
Economy
Irrigation
Farming and ranching

Quality of Life
Small rural community
- Not congested
- Close-knit supportive community

Schools
- k-8
- St Labre High School

Scenery
Culture and Heritage Center
Cultural diversity
Relatively mild climate

Churches
Local community voice

Health care
Clinic
Tele-pharmacy
Mental Health Services

Services
Volunteer Fire Department
Essential services
Utilities
Co-ops
- Range Telephone
- Tongue River Electric

Post Offices
Bank
Sherriff's office - 24 hr law enforcement
Tongue River Community Development Council

Infrastructure
Main travel routes - hwy 212
Cell Service

Strengths Continued
Recreation
Outdoor recreation
- Hunting and fishing
Custer National Forest and Tongue River Heritage Center
Special Events

Weaknesses
Economy
Low income
Poverty
Lacking amenities that would encourage people to move/work here
- Limited lodging

Distance to major communities
Jobs
- Lack of diversity/availability of jobs
- economic development
Lack of skilled workforce training
Lack of development/community re-investment

High insurance rates
Lack of a tourism group
Lack of available land
Limited commercial space availability

Quality of Life
High Cost of living
- Groceries
- Utilities etc.
Lack of quality housing
- Family dwellings

Lack of civic groups
Difficult access to county services
Struggling Public School
County offices are too far away
Lack of communication
Divided sense of community
Lack of volunteerism
No library/museum
Weaknesses Continued

Health Care
Substance Abuse

Services
Emergency services
Transportation services
Cell Service
Library
Community center
Fire problems
Youth and elderly services

Infrastructure
Highway safety issues
  • Parking for businesses too close to the highway
  • Speed of trucks coming through town
Lack of paved roads
Lack of public transportation
Limited cell and internet services
No landing strip/airport
Flood plain issues
Lack of infrastructure for growth
Limited water district access to some areas

Recreational
Few community events
Movie theatres
Bowling alley
Gym/exercise facilities
Lack of park/outdoor recreation/sports fields

Political
Lack of representation in Custer Country
Two jurisdictions
  • County
  • Tribal

Opportunities Continued

Marketing
  • ‘warrior trail’
  • Community Branding
  • History
  • Webpage for the Community of Ashland

Otter Creek Coal Development
Diverse business development
Opportunities for traffic to stop
  • recreation/commercial
  • Truck Stop/expand convenient store area
  • public restrooms/visitor center

Develop/improve access to public land
Improve Signage on rural roads
Upgrade/make accessible historic buildings

Quality of Life
Spiritual Retreat
Better communication with Amish
Recreation development
Art Gallery/Cooperative
Improved community participation
Better centralized school systems
Inter-county/regional public transit system

Housing
  • halfway house
  • low-income housing

Community beautification
  • Sidewalks
  • Streetlights
  • Bike path

Improved relationships with Tribal government and other forms of government

Health Care
Mental Health Service Expansion
Need for a dental program

Services
Emergency services
  • Transporting ambulance
  • Fire department equipment and training

Utility/infrastructure improvement
  • Water
  • Sewer
Opportunities Continued

Infrastructure
Pave Tongue River Road
Improve traffic safety
  - 'Rabbit-town' curve on 212
  - Add rumble strips
Improve cell service
Otter Creek Coal/Railroad
Hydroelectric dam

Threats
Flood Plain Issues
Land availability
Ability to get funding
Too many people to support with limited infrastructure
Inability to integrate resources with reservation and non-reservation
Potential railroad impacts
Environmental issues
Otter Creek
  - Quality of life
  - Worry about boom/bust scenarios
  - Division of community
Power struggle
Substance abuse
Lack of cultural acceptance

Projects
Park/community center
Safety issues on state highway 212
Website
Chamber of Commerce
Chamber bucks
Coffee Shop
Exercise facility
Fire department updates
IT Services
Cell phone services
Biomass project
Modern motel
Better eating establishment
Art gallery/cooperative
Spiritual retreat
Library
Town of Broadus
CEDS Town Meeting
September 30th 2010
SWOT

Strengths

Economy
Retail
  • St Vincent De Paul Store
Good visitor’s center
Location (highways)
Tourism
Lots of available land for growth
Strong agriculture base
Value added business
Belle Creek Oil/CO²
UPS Shipping
Growth Policy

Quality of Life
Wildlife/nature
Small, rural, isolated, safe community
The people
  • Culture
  • Caring community
  • Hardworking and intelligent
School system
Local newspaper
Weather
Active senior program
Focus on youth
Good people working for the city
Good restaurants
Strong work ethic
State representative
Strong business community
Churches
Transportation busses out of town
Museum
Strong volunteerism

Health Care
Nursing home
Hospice care
Ambulance and emt services
Clinic
Gym

Strengths Continued

Services
Basic services
  • Mechanic
  • Grocery store
  • Cell and internet
Local government services
FSA Office
Recycling
Library
Fire department
Good roads
Law enforcement
SEMDc - regional planning
Funeral home

Infrastructure
Airport
Recreation
Indoor barn/community center
Golf
Theatre
Museum
Strong 4H program
Park
Walking paths
Hunting/fishing
Pool
Historical Route
  • Warrior trail

Weaknesses

Economy
Lack of motels
Lack of labor force/small labor pool
Youth leave
Landlocked
Tax-base
Brownfield Sites
Lack of resource development
High costs for growths
Non Diversified Economy
Lack of work initiative for youth
Weaknesses Continued

Quality of Life
School system
- Declining school enrolment
- Poorly paid teachers
- Teachers train here and leave
- Communication issues
Improved services for seniors
Appearance of town as you come in
Weather
Lack of water/Lakes
Population
- Sparse
- Decreasing
- Ageing
Housing
- Rental
- Elderly
- Family
- Low income
- Assisted living
Isolation

Attitude
Resistance to change
Poor community perception

Health Care
Medical services
Lack of physical therapists and nurses
Dentists
Poor layout of health facility
- Not handicapped accessible
Emergency services
Substance abuse

Infrastructure
Floodplains
Lack of infrastructure for population growth
Old infrastructure
Some private infrastructure

Services
Limited Communication
- Cell
- Cable

Weaknesses continued

Services
Lack of services
- Body shop
- Plumbing
- Hvac
- 'handy man' for senior citizens
Emergency
Poor rural roads

Opportunities
Economic
Develop professions to support natural resource development
- Otter Creek
- Bell Creek
- TransCanada
Develop jobs and opportunities for youth
Full time grant writer
Corporate funding
Fund youth to go and come back
Training for trades
Promoting online training
Better customer services
- Superhost training
Tourism
- Warrior Trail
- Old west

Quality of Life
Housing
Better Planning
- Develop stronger planning mentality and activism
- Pro-active planner on staff
- Use potential land available for growth
Community college
Health food store
Improve education for drugs/alcohol
Develop the radio station

Health Care
Critical access hospital
Senior transitional opportunities
Elderly housing
Physical therapy
Dentistry
Town of Broadus

Opportunities Continued

Services
Basic Services
- Body shop
- Plumbing
- Refrigeration/hvac
- 'handy-man' for seniors
- Truck/car wash
- Laundromat
Motel and travel center

Infrastructure
New sewer and water system
Better service and expansion system
Fire Hall
Satellite programs
Critical access facility

Threats
Federal/state government
Floodplain
Apathetic local/county gov't
Threats
Trucks
Absentee Ownership
Cargo passing through town
Cost of living
  - Increased utility expenses
Loss of people
  - youth
Lack of good paying jobs
NAFTA and other trade treaties
Endangered species
Special interest groups/NGO
Radical environmentalists
Narrow-minded people
Fire danger
Public-land issues
Urban influence
Urban vs rural
Ownership issues
Apathy

Projects
Expand tourism
- Agri-tourism
- Warrior trail and history
Customer service training
- Superhost
Increase online visibility
Expand the medical services
- Emergency services
- Critical access hospital
- Develop facilities
- Training
- Elderly assistance
Developing pro-active planning for growth
- Update growth plan (city and county)
- City/county planning
- Planning for Otter Creek and other nat'l resource development
Infrastructure (all forms)
Develop career recruitment for youth
- Work with guidance councilor
McCurdy lot
Enhance tax-base
Housing opportunities
Look into floodplain issues
Fishing Hall
Instrument Landing System (ILS)
City of Colstrip
CEDS Town Meeting
September 27, 2010

**Strengths**

**Economy**
Scenic beauty
Low property taxes
High Income level
  • Good paying jobs
Diversity
  • In the population - many different people like different things
  • Multi-cultural
Highly skilled workers and professional
Workers / capita – highly skilled labor force
Coal economy
Tax-base - high valuation
Low unemployment
Support in the community
  • Education/mill levees
City hall facility
  • Available community/meeting space
New Boilermaker training centers
Chief Dull Knife is close - community college
Active Senior Population

**Quality of Life**
Good education system
  • k-12
Low crime
Easy commute
Good Park System
Planned Community
  • a unique small town-vibe

**Health Care**
Medical Services

**Services**
Public Works Department
  • Fire Department
  • Police Department
Public Transportation Elderly

**Infrastructure**
Public Infrastructure
  • Bike paths / Trail System
  • Highway
Airport

**Weaknesses**

**Lack of building lots**
Dependent of Taxes paid by mine and power plant
Lack of Diversity
Lack of Housing during turnarounds
  • Labor force
  • Temporary / short-term housing
Lack of Shopping
Lack of local support for Small Business
High Shipping Cost
Lack of gas station – One
Lack of restaurants
  • Lack of local support as well
Overall Apathy
  • Public Meetings
  • Organizations
Lack of ability Subdivision passed
Lack of Motels
Lack of Good Internet Connection options

**Recreation**
Lack of RV Park
Community Entertainment Limited
  • Gatherings

**Services**
Lack of Service personnel / lot of turnover
Lack of assisted living / senior services
  • Meals on wheels
Lack of Service Providers
  • Plumbers
  • Car shops
  • Workers are retiring

**Infrastructure**
Water system improvements
Unpaved Streets
City of Colstrip

**Opportunities**

**Economy**
- Shopping Plaza
- Recruiting Small manufacturing businesses
- Distributive Wind Generation
- Subdivision
- Expand the Community Education
- Support Railroad between Forsyth and Colstrip
- Spinoff Opportunities
  - Supporting Oil Fields Eastern MT
  - Support for Otter Creek
  - Vocational Training
  - Housing
  - Manufacturing Facility – Isabel Bills
  - Conventions etc.
- Increase Town Cooperation
  - Forsyth / Colstrip / Lame Deer etc
- Federal Legislation for Small Businesses
- Tax-incentives not disincentives
- Movie Theatre
- Modern Car / Truck Wash
- Clothing Store
- Closed Gas Station
- Communication opportunity for events
  - Jobs etc.
- Website / Computer Design

**Recreation**
- RV Park
- Bowling
- Bike Rental
  - Cross Country Skis etc
  - Sporting good rental
  - Row Boats etc.

**Health Care**
- Medical Transportation for elderly
  - Coordinated Transportation Plan

**Services**
- Increased Marketing / Retail Service signage and DOT
- Services for the Elderly
  - Extend Grocery Delivery
  - Electrical Etc.
- Expand Community Trip Planning
  - Elderly (anyone)
  - Community / senior Van

**Threats**

- Anti-Coal / Carbon based sentiment in the US
- Redo permit
  - Environment study completed again
- State and Federal regulations
- Amount of Coal Reserves
  - Limited Coal
  - Sustainability of mine
- Seasonal restrictions for recreational opportunities
- Lack of Housing
- Lac of Medical Practitioners
- Advance of Personal Technology
  - Website Infrastructure
- Infrastructure
  - Dependency of Coal Plant

**Projects**

- Upgrade Transition Cable / Internet Connectivity
- Create a community education class on business development and project plan
- Small Business Funding
- Street Improvements / repair
- Better Signage marketing
  - Retain
  - Community Retail
  - Sub-divisions - Housing
Strengths:

Economy
Cheap Utilities
• Gas / Power
Location
• Interstate
• Highway 12
Good Banks
• 2 local banks
Grocery Store
FAIR
Community Organizations
• Affordable Living
• Service Clubs
• FAIR Community Foundation
Good Agricultural base
• Diversified
Number and type of Business
• Diversified
Museum
County Seat
Restaurants
Good Water
Fairgrounds
Lodging
• Convention / Retirement
Stable Population Base
Quality of Life
Public Buildings
School Systems
• Great school board
• Quality teachers
• Steady student enrollment
Public Art- murals
Riverview Villa
Safe Community
• Police Force
Youth Activities
• Sports
Assisted Living
Churches

Strengths cont’d

Health Care
Medical Facility
• Dentist
• Eye Doctor
• Chiropractors
Services
Media
• Paper / Radio / Web Site
• Fire Protection (City / County)
• Two Veterinary Clinics
Industries
• Jobs
• Range Telephone Coop
• Internet
• Agriculture
• Construction Companies
Recreation
• Golf Course
• Shooting Range
• Camping / RV Site
• Parks – Pool
Infrastructure
Airport
Natural Resources
Natural Environment
• River / Trees

Weaknesses

Economy
Three Districts for Representation
Labor Force Small
Housing Limited
• Rental, Owner, Limited lots
Location Close to other Business Centers
Lacking necessary Retail
Aging Population
Loss of younger people
Lack of County Growth Plan / CIP
Weaknesses Cont’d

Economy Cont’d
Lack of Cohesiveness
- County / Municipality
- Limited Professional Leadership
Weather
Focus on Weak instead of Positive / Strengths
Lack of Succession planning
Bonds Trust
Fund Options

Quality of Life
Lack of focus on beautification
- Not welcoming looking to outsiders
- Lack of unkempt Yards and Lots
Lack of Support for Assisted Living
Lack of arts and service programs
- Youth
Lack of summer / after school programs
- During summer and after schools hours
- Lot of kids home alone
Gambling Establishments
- Too many

Attitude:
Resistance to Change
Blame Game
A need to focus on capitalizing our strengths
Lack of Personal Responsibility
“Clique-ish”

Health Care
No Healthcare master plan for County
Lack of confidentiality within medical facility
Lack of Mental Health Services

Services
Lack of Recycling Program

Opportunities

Economy
Meeting Facility
- Convention Center
Affordable workforce / Assisted Housing
New Grocery store – more focus on local Softball Field
- Possible Housing

Government Entities working together
- County / City
Bring Out-of-Staters Home
Area Region Growing
- Better eating establishment
- courage restaurants to buy local
- Better nutritional education
Mentor High School Kids
- Better Utilize younger adults
- Professionals
- Business Marketing
opportunities
Northern Rockies Institute
- Learn where food comes from
- Agro tourism and agro-mentoring
Capture inter-generational wealth
Business Marketing Opportunities
Light Infrastructure/Technology
Development
Trades

Quality of Life
Community Leadership Program
- Maximize ones already here
Adult / Community Education
Develop better partnerships with „sister communities“ (Colstrip, Miles City, Billings)

Healthcare
Riverview Villa
- Aging Hub
- Medical Facility
- Nursing Home
- More Elderly Transportation
- Natural Progression

Services
Taxi
Recycling Opportunity

Recreation
Outdoor Entertainment / performance
- Performance Park
- Maximize the Yellowstone River
- Hunting
Expand Local Recreation
- Trails
- Bird Watching
Opportunities Cont’d

Natural Resource
Green opportunities
• Carbon Sequestration local
• Natural resource field
• Coal – NR Development
• Value added opportunities for resources

Threats
We stop ourselves
• Pessimistic attitudes
• Defeatism
• Mindset
• Resistance to change

State Legislative policy
• Outside the boot
• More focus on a western Montana
• Lack of political power

Flood Plain Issues
• Low Level flooding
• Flood insurance business
• Huge challenge

Absentee Landlords
• Farm / Ranch / Age / Real Estate
• Low return margins

Older Buildings
• Fire threats
• Lack of Equipment

Rural VS Urban mentality
Programmed to send youth away
• Raise a lot of money for scholarships,
  never see any in return

Resource Commodity Based Economy
Legislation Corporations
Montana / National Park
Threats by Legislation International Trade
Tax-base

Projects
Community Growth Plan
Granting Program
• Build Match
• (Contact Alumni)
Community Foundation (FAIR)
Business Succession Planning
Develop a hub for trades
• Plumbing
• Electrical
• Construction
Competitive Grocery Store
Housing
• Subdivisions
• Affordable
• Elderly
County Growth Plan / Evaluation
• Health Care Plan
“State of the County”
Create a regional hub for community organizing
• Professional Staff to go to
• City Waste Water Project
• Community Center for Youth
• Develop community marketing initiative

City of Forsyth
Town of Hysham
CEDS Town Meeting
October 6, 2010
SWOT

Strengths
Economy
Agriculture Base
  • Farming and Ranching
Strong School System
Potential for Energy Development
  • Renewable and Resources Extraction
  • Good location for a Power Plant
Location for Interstate
  • County Roads
  • Rail
Land Available
Two good restaurants
Bank
Museum
Implement Business
Service Station / Convenient Store
Self sufficient community
Prince/Simplot
General contractor
Chamber website

Quality of Life
Quiet and safe community
Hometown Feel
Yucca Theatre
Newspaper
Senior programs
Volunteerism
Cost of living
Farmers market
Events
  • Farm City Benefits
  •
  • Ag Show
Community Center
Senior Citizen / Veteran’s Bus
School system
  • Music Education
Strong Community network
  • Care for one another
  • Good/strong character of the people

Strengths cont’d
Health Care
Close Proximity to Billings and the Medical facilities there
Recreation
Good Recreation
  • Fishing
  • Game
  • Wildlife
Services
Strong Faith Based community
  • Variety of Churches
Good Connectivity to the internet
Good water
Good cell Service
Good Emergency Service
  • Ambulance
  • Fire
Gas Station
Bank
Two Veterinary Service
Social Organizations – Service
  • Lions Club
  • Chamber of Commerce
  • Ladies Club
  • Red hatters
Infrastructure
Paved Airport
  • Small Aircraft

Weaknesses
Economy
Assisted Living place for seniors
  • Building/lot available downtown
Lack of Town Involvement
Lack of Retail Stores
Lack of Access to Rail for Agriculture
Lack of Economic Opportunity
Youth are leaving
Population is aging
Lack of land availability
Poor marketing
Weaknesses Continued

Quality of Life
Limited quality housing
  • All types
Small leadership core is small
Newspaper located in Forsyth
Fragile school system
  • Declining population negatively affects it
Distance to quality healthcare
High cost of living
  • Water user rates and condition

Attitude
Apathy
Fear of change

Infrastructure
Condition of Streets
Limited sidewalks

Opportunities

Economy
Convert Existed Building Downtown into an assisted living center
Additional Local Business
  • Grocery Store
  • Drug Store
  • Internet Businesses of any type
  • Lodging
  • Breakfast Café
Motel
Local produce (Farmers Market)
Light Manufacturing
Newspaper produced in town

Quality of Life
Housing
School building
Vacant building
Fitness center
Grocery store

Health Care
Elderly / Health Services
  • Hospice
  • CNA’s could come in

Opportunities continued

Recreation
Camping
Hunting
Boating
Fishing
Hiking
Bird watching
Trails

Threats
School Consolidation
Lack of economic diversity
Loss of tax-base
Weather
Consolidation of farms and ranches
Absentee Ownership
Lack of Main Street Business
Money leaves elsewhere
Loss of youth
Interstate outside of Town
Proximity to Billings
Lack of Business Diversity
  • Everything depends on Ag
Rail Prices – External regulations / laws
Outfitting outside of Treasure County
Federal / State Requirements

Projects
Develop Assisted Living Facility in the Existing Building
2013 High School Reunion
  • The Hysham High Schools will be 100 years old
Hunting Opening / Kickoff event
  • Breakfast
  • Perhaps partner with other communities
Campground / Cabin Units
Fitness center for all ages
After school program for youth
Local activities/entertainment
Local and affordable grocery store
Better Business Marketing / Community signage year-round including ads for business online
Trails for walking
Develop quality housing
Town of Lame Deer  
CEDS Town Meeting  
October 4, 2010  
SWOT

**Strengths:**
Economy  
location - highways  
Tourism  
• Cultural events  
• Historical sites  
Agriculture  
Welding training center in Colstrip  
Casino  
• Meeting facility  
Heritage center  
St. Labre  

**Quality of Life**  
Beautiful scenery  
Rich history and culture  
College  
Craft center  
Pow wow  
4-H activities for youth  
Wellness center  
Friendly community  
Weather  

**Health Care**  
Medical clinic  

**Services**  
Grocery store  
Bank  
Auto Service business  
Transportation service  
Senior Center  
Postal service  

**Recreation**  
Boys and Girls club  
Softball field/park  
Cultural events

**Weaknesses**
Economy  
Inconsistent business hours  
Lack of jobs  
Limited supply of core/reliable businesses

**Weaknesses con’t**

**Quality of Life**  
Customer service  
No cell service  
Isolation  
No community center  

**Housing**  
Lack of housing  
Sub-standard housing  

**High price of products and services**  
Groceries  
Gas  

**Lack of lodging**  

**Lack of community**  

**Education**  
Low performing system  
Lack of local educators from this community  
Lack of stable teaching population  

**Communication both local and county-wide**  
• Unaware of opportunities and services

**Substance abuse**

**Infrastructure**  
Infrastructure  
Street lights  
Street condition  
Lack of consistent waste pick-up  
Lack of media/communication  
Emergency services  
• Lack of mapped areas

**Cost of transportation system**

**Attitude**  
Lack of accountability/apathetic  
Complacency

**Services**  
Lack of county/government service  
Poor water facilities

**Politics**  
Reservation is divided by two counties  
Inter-government communication needs to improve  
• County-reservation-state-region
Opportunities:

Economy
Develop internships
- major natural resource companies
Develop a debt repayment program
- higher education
- trade school

Education
- Stabilize teacher workforce
- Create incentives to train local educations

Local/small businesses
- Dollar store
- Another gas station
- Another grocery store

Tourism and marketing of local area
- Cultural
- Agri-tourism

Quality of Life
Rehabilitate the substandard housing

Cell Service
Develop more vocational programs at Chief Dull Knife College
- CDL
- Building trades- carpentry
- Drivers licence training and services

Develop a task force to develop a community center

Infrastructure
Rural addressing
Improve water system

Threats
Stakeholder apathy and lack of accountability
Negative attitude towards change
Too much reliance on the tribal council
Lack of stability within the tribal council
County commissioners/state has a lack of involvement in this area
In-action on housing/lack of accountability
Weather
Lack of land for growth for lame deer college

Projects:

Housing
- Develop a housing rehabilitation program for the dilapidated housing
- Create new housing
  - Rentals
- Explore incorporating trade programs/apprenticeship into housing development
- Developing a list of contractors and qualified labourers for housing projects
- Inventory needed programs/skills
- developing curriculum to teach these skills

Market Ag degrees/certificates at Chief Dull Knife College

Encourage continuing partnerships with university systems

Representative for tourism for the 4 state tourism developments

Develop a task force to develop a community center
Miles City Town Meeting
September 22, 2010

SWOT

**Strengths**

**Economy**
School System
- MCC
High speed internet access
Data center
Full government office support
- City
- County
- Federal
Ag research center
- Fort Keogh
Strong support of the Agriculture base
Tongue and Yellowstone - Value Added Ag
Geography - trade center
Wal-Mart and other local Big Box Stores
Haynes corridor
- shopping hub
Historical value
Range Riders Museum
Three auto dealers
Pristine environment
Livestock yard/sales
Events
- Bucking horse sale
- Car shows
Banking systems - Credit Unions - Financial
Implement Companies
- Farmers and Ranchers
- Ag Dealerships
Motels and Hotels
Restaurants
Location on the national power grid
Casinos
County Fair Grounds
Grocery stores
Food Co-Op / Food Bank / Soup Kitchen
Foundation and Endowments (NFC ALLEN)
- investing locally
Good weather for events
Synergy
- Peoples urge to reinvest in community
- Strong Loyalty
- Volunteerism

**Strengths Cont’d**

**Quality of Life**
High School, College and Sporting
Events
Retirement Center
Sons of Norway Ludafisk
Low crime rate per capital
Cultural events
- community orchestra
- art center
- cultural access
Good quality and character of the residents Diversified faith base
Some Private Schools
Low cost of living
Work Ethic

**Recreation**
Bowling Alley

**Health Care**
Good Health Care
- Hospital
- Clinic
- Community Health
- Public Health Taxi-service

**Services**
Industry/trading/medical / transit hub in the region
Excellent Fire Departments
Recycling Service
Oil and gas services located here
Communications
- internet, media, newspaper, radio
Landscaping Companies
Volunteerism and various organizations

**Infrastructure**
Excellent road system and airport
- (Transportation)
- EAS (airlines)
- Railroad
- Public transportation for elderly to billings
Landfill
Miles City Town Meeting

Weaknesses

**Economy**
- Large corporations
  - out of town businesses
  - Money leaves town
  - Walmart / Wendy's
- Labor - lack of labor force and qualified labor force
- Aging population
- Limited tax-base
- Lack of in-town / public transportation
- Agriculture is not as value-added as it could be
- High Speed Internet Access
  - Limited outside of M.C.
- No legalized casino gambling
- Rail lines possible passenger
  - Rail capacity – legislation required
- Tongue River Rail through town
  - Clogged traffic
- Lack of retail
  - Women’s Clothing
- Potential Growth boundaries
- All levels of beaurocratic red-tape
- Taxation policies
- Planning boards
- Budget deficit state-wide
- Boom or Bust scenario
- Overall State of economy
  - State of mind
  - The World (perception of reality)

**Infrastructure**

- Flood Plain
- No in-ground swimming pool
- Ageing infrastructure issues
- Railroad crossing (Only one underpass)

**Opportunities**

**Economy**
- Promote entrepreneurship opportunities
  - Young People
  - Young People
- Develop public / private multi-recreational facility
  - What is available
  - Additionally made available
  - Increased availability to the Yellowstone
- Potential to add high-density living in downtown
  - Higher densities
  - More services
  - A comprehensive approach to both living and business

**Quality of Life**

**Native American Influence**
- Bucking Horse Sale

**Micro Financing**

**Opportunities with the flood-plains**

**Develop Community Vision**
- Lack of Community Vision / Pro-active Community Development

**Services**

**A 40 year plan for a service hub**
- Bakkan Oil Field
- Create a local Committee
- Otter Creek / add to
- Dry Cleaners
- Becoming an IT Hub
- Wind-power generation
- Potential for photovoltaic energy
  - Increasing Technology
- Share-ride ground transportation system
  - Billings – Miles etc
  - By rail, Shuttle or car-shares

**Temporary Employment Service**

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**Quality of Life**

**Involve Students**

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**Temporary Employment Service**
Miles City Town Meeting

Opportunities Cont’d

Natural Resources
Potential for clean waste water
• Potential higher value-added opportunities
• Industries
• Resource / Environmental
Overregulation of natural resources opportunities
Natural Resource development (Transient Community)
• Does not help tax-base and public services

Infrastructure
Opportunity of transmission
• East Pipeline
• Tongue River Electric Co-op
Paved Road development
• Tongue River Train
Industrial Park Improvement

Tourism
Maximize/Expand existing in Town
• Ranching and Agro-Tourism
• Maximize the park and water

Threats
Growth boundaries
• Potential land for development is scarce
Bureaucratic red-tape at all levels
Taxation policies
Planning boards
Budget deficit state-wide
Overregulation of natural resource opportunities
PPL Lawsuit
Energy Development = quality of life?
• What will the money/population bring in?
• Boom Bust Scenario
• Creates a transient community
Lack of community vision or pro-active community development
Overall state of the economy/state of mind of
• Perception is reality
If we lose Sangel or Stockman base - we are going to really lose
• Lack of diversification and small businesses
Real or perceived climate change
Day-care regulation Private property rights
The pessimistic culture
Single-family and family structure breakdown

Projects

Projects
Committee to develop a service center for the oil in Bakkan and Coal in otter Creek
Ability to mobilize essential and non-essential services for temporary labor services
• Laundry Services
• Food Services
VISION Miles city
Coordinate a recruitment sales team and
• Ambassador
• Develop website further
• Enhance Marketing
Multi-recreational private / public facility
Work with congressional delegations towards floodplain funding
Develop a coordinated public / private transportation group
Continue to work with the depot project
Dry Cleaner
Potential alternative energy project
• Wind, Solar and biomass

Temporary Employment Service
Micro-financing project
Algae Farm
Tongue River Highway
Better airline service
IT opportunities
• Data Hotel
Involve Students
Improve Career Fair
CEDS Broadus Online Survey – SWOT Analysis
This online survey was designed to accompany the Community Meetings we held to better understand each community. If people could not attend the meetings, this was used as a tool to enhance public participation.

1. Broadus Community Assessment
The Southeastern Montana Development Corporation is creating a five year planning document to help identify the current state of communities and counties in the four counties of Rosebud, Treasure, Custer and Powder River counties. After analyzing current strengths and weaknesses in communities as indicated by citizens who participate in this survey and town meetings held, we will be developing a planning framework to guide future goals and opportunities.

We would like your help in the process. As a community member in Broadus, we would like to hear your opinion regarding the strengths, weaknesses, opportunities and threats in your community. With your insight, we will better be able to create a more concrete and meaningful planning document.

CEDS Broadus
2. Broadus Community Assessment

1. Please enter your name and if you represent an organization, indicate the name of the organization you represent.

2. What is the phone number/email address where you can be contacted? (optional)

3. What do you see as some of the strengths of Broadus? Please mark any that apply

- Emergency Services
- Golf Course
- St. Vincent De Paul Store
- Grocery Store
- Growth Policy
- Lodging
- Local State Representative
- Local Bank
- Visitor Center
- Pool
- Value Added Businesses
- UPS Shipping
- Range/TRECO/Mid Rivers Services
- Cell Service
- Passionate, Hard Working, Intelligent People
- Volunteerism
- Infrastructure For Growth
- Senior Programs/Transportation
- Otter Creek
- Restaurants
- Churches
- Nursing Home
- Recycling Program
- Medical Clinic with PA
4. What do you see as some of the weaknesses of Broadus/Powder River County? Please mark any that apply.

- What do you see as some of the weaknesses of Broadus/Powder River County? Please mark any that apply. School Gymnasium
- High Taxes
- Non Diversified Economy (Mostly Ag & Service)
- Sparse Population
- Weather
- Poor Community Perception
- Workforce Decreasing
- Isolation
- Lack of Water/Lakes
- Lodging

Additional Comments/Weaknesses

5. What are some of the opportunities in Broadus? Please mark all that apply.

- What are some of the opportunities in Broadus? Please mark all that apply. Fixed Base Operator - Airport
- Work Initiative (Younger Generation)
- Lack of Good Paying Jobs
- Median Age Rising
- Lack of Housing
- Lack of Resource Development
- Brownfield Sites
- High Costs For Growth
- Medical Services Limited
- Flood Plain Issues
- Cyclical Economy

Internet Marketing

Full Time Grant Writer
6. What are some of the threats in Broadus? Please mark all that apply.

- Fuel Prices
- Increasing Utility Expenses
- Cost of Maintaining Infrastructure
- Lack of Tax Base
- Lack of Good Paying Jobs
- Truck Traffic/Homeland Security
- Global Warming Idealism
- Absentee Ownership
- Cap and Trade Legislation
- Cost of Living
- Loss of People
- Loss of Younger Population
- State and Federal Intervention
- Inflation
- Weather

Additional Threats/Comments:

7. If you could change or add THREE things in Broadus/Powder River County, what would they be?

8. Please add any other thoughts and perspectives about the quality of life and economic opportunities in Broadus/Powder River County.
For more information on this CEDS document, SEMDC, or the southeastern Montana region please visit:

www.semdc.org

In addition to the CEDS, SEMDC has created individual documents for each of the communities in the region that highlight the town meeting SWOT analysis and proposed projects.

In Spring 2011, SEMDC will go back to visit these communities to go back and reflect on the SWOT analysis, proposed projects, and the CEDS document to be able to spark enthusiasm to get some of these projects off of the ground and to promote the CEDS document as a tool for anyone to use.

All of these documents can be found at www.semdc.org