



Recovery Strategy

DR-4655-MT Severe Storm and Flooding
Federal Interagency Recovery Coordination
December 2022



FEMA



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Executive Summary

On June 16th, 2022, President Biden issued a major disaster declaration for the State of Montana (FEMA-4655-DR-MT) allowing for statewide Hazard Mitigation (HM), Individual Assistance (IA) for four counties, and Public Assistance (PA) for seven counties. Severe storms caused flooding that damaged critical infrastructure, destroyed homes, and devastated local economies in parts of South Central and Northwestern Montana.

The Federal Coordinating Officer (FCO) mission assigned Recovery Support Functions (RSFs) and other supporting federal advisors to conduct a Recovery Needs Assessment (RNA) for the impacted locations. The RNA provided a summary of the key findings and issues identified by the RSFs and the supporting advisors for the 2022 Montana Flood (FEMA-4655- DR-MT). Each RSF is led by a designated primary coordinating federal agency, receiving assistance from other supporting agencies, in conformance with the National Disaster Recovery Framework (NDRF)¹. Based on an initial assessment of need, three of six RSFs were activated: Infrastructure Systems (IS) RSF, Economic RSF, and Community Assistance (CA) RSF. Supporting advisors include the US. Department of Agriculture – Rural Development (USDA-RD), the Environmental Protection Agency (EPA), the Department of Housing and Urban Development (HUD), FEMA Philanthropic advisor, FEMA Academic advisor, and the FEMA IRC Equity Advisor, who co-chaired the Equity Taskforce.

The intent of this Recovery Strategy document (also available in an unabridged Excel version that includes project resources) is to guide the completion of recovery support by outlining outcomes and objectives identified by our RSFs, supporting partners, and local jurisdictions and to define strategies and projects to accomplish the outcomes. These projects may include resources from different federal agencies. Strategies and projects are to be considered as potential options for the State of Montana as they continue in recovery. This document includes all necessary disaster background information, Interagency Recovery Coordination mission statement, the involved Recovery Support Functions, and the State’s recovery priorities. The main section titled “Strategy” is organized by state priority, listing the Recovery Needs Assessment issues followed by the identified outcomes, objectives, strategies, and projects. The last two appendices include a potential resource list and an acronym list.

¹ *The National Disaster Recovery Framework (NDRF) is a guide to promote effective recovery, particularly for large-scale or catastrophic incidents. Enables Federal agencies to organize and operate more effectively and use existing resources to promote effective recovery and support states.*

IRC Mission Statement

The Interagency Recovery Coordination (IRC) Cadre was created to operationalize the NDRF and is rooted in lessons learned on unmet recovery needs in previous disasters. The primary function of IRC is to bring together federal and national partners to support state and local recovery priorities.

The Federal Disaster Recovery Officer (FDRO) leads the IRC mission for the FCO/JFO and works with the RSF field coordinators to identify unmet recovery needs. The RSFs are organized into six components, each headed by a different Federal partner. Three of the six RSFs were activated for the DR-4655-MT: Community Assistance (CA), Economics, and Infrastructure Systems. Additionally, two federal partner agencies were Mission Assigned (i.e., Environmental Protection Agency (EPA)-Sustainability Advisor and United States Department of Agriculture – Rural Development (USDA-RD)) to support the recovery assessments and strategy development.

IRC efforts go beyond traditional disaster recovery programs by helping interagency and non-government partners align resources to support recovery. The IRC function leverages subject matter expertise, as well as funding and technical assistance resources to assist State, Local, Tribal, and Territorial (SLTT) communities recover from disasters.

RSFs holistically support recovery needs and objectives of SLTTs and coordinate with over 30 other federal agencies to align and facilitate recovery efforts. The IRC approach emphasizes whole community, ensures the effective use of resources, decreases duplication of effort, and encourages information sharing.

Recovery Support Functions and Advisors: Mission Assigned for DR-4655-MT

Recovery Support Function	Coordinating Federal Agency	Mission
Community Assistance	Federal Emergency Management Agency	Enable local governments to perform community-based recovery planning and management effectively and efficiently after disasters
Economic Recovery	Economic Development Administration, Dept. of Commerce	Integrate federal government expertise to help governments and the private sector sustain and/or rebuild businesses and employment; and develop economic opportunities that result in sustainable and economically resilient communities after an incident.
Infrastructure Systems	United States Army Corps of Engineers	Efficiently facilitate the restoration of infrastructure systems and services to support a viable, sustainable community and improves resilience to and protection from future hazards.
Advisors	Coordinating Federal Agency	Mission
USDA	United States Department of Agriculture	The United States Department of Agriculture provides leadership on issues related to public policy, rural development, natural resources, agriculture, food, and effective management techniques. The USDA realizes the importance of innovation and promoting the agricultural production while also preserving the natural resources through conservation, restoring forest regions and watershed improvement.
Philanthropic	Federal Emergency Management Agency	The role of IRC’s Philanthropy Advisor is to assist in “filling the gaps” in recovery efforts by connecting potential resource and funding providers from the philanthropic community with needs identified by communities and organizations impacted by a disaster. This would include the opportunities to leverage federal grants by providing the cost share match as needed. To accomplish this, Philanthropy Advisors collect and share information on available public and private sector funding and in-kind recovery support, connect representatives from philanthropic organizations with state and community support organizations, and share information regarding available federal and state government programs and activities to facilitate successful recovery outcomes.
Sustainability	Environmental Protection Agency	EPA is missioned assigned to DR 4655 as Sustainability Advisor. EPA supports the impacted communities by providing technical and financial assistance in sustainable and green design of infrastructure and natural areas. Public health and safety information is also available for re-entering and cleaning out flooded structures.
Equity	Federal Emergency Management Agency	The Equity Task Force’s mission is to implement an inclusive system and structure to prevent, identify, and address inequities in disaster field response, recovery, and mitigation efforts to meet the needs of survivors in the designated counties throughout Montana. The Equity Task Force is designed to allow a space for coordination and discussion to ensure equity in disaster response as well as incorporating a multi-faceted approach and equity analysis within the mission. The Task Force creates an opportunity for focused collaboration in support of equity.

Academia	Federal Emergency Management Agency	The Academia Advisor (AA) incorporates a partner academia aspect to a minimum of 50 percent of Interagency Recovery Coordination approved projects, programs, or activities to support long-term recovery. They will evaluate the academia landscape across each state in search of regional, reputable, relevant, and resilient potential partners at Institutions of Higher Education (IHE). The AA counsels IRC on relevant IHE programs that align with the lines of efforts, priorities, building capacity, and increasing FEMA’s visibility across partners and stakeholders before, during, and after disasters. They develop, plan, coordinate, and evaluate strategic engagements to meet specified, implied, or essential tasks and long-term recovery.
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Strategy Focus Areas

Because every state has unique recovery challenges, this Recovery Strategy is atypical in that it is organized according to the priorities demonstrated by our State partners. The State outlined their priorities for unmet needs resulting from Montana's flooding disaster in June 2022. These recommendations are supported in the Recovery Needs Assessment.

1. Infrastructure Systems Planning

The first priority identified by the State of Montana was infrastructure, specifically the Park County and Evergreen Planning Projects. Using the State's list of priorities, FEMA IRC formed a larger category that represents the planning needs outlined in the Recovery Needs Assessment.

2. Planning Assistance and Long-Term Recovery Planning

The State of Montana identified various community assistance and long-term recovery needs as their next set of priorities. Planning Assistance and Long-Term Recovery Planning were obvious offshoots to be folded into the larger category.

Focus Area 1: Infrastructure Systems Planning

1. Recovery Issues

- ❖ Lack of Recovery Planning
- ❖ Loss of Tourism and Recreation Revenue
- ❖ Lack of Broadband Infrastructure
- ❖ Workforce Attraction and Retention
- ❖ Damage to Transportation Systems
- ❖ Water and Wastewater Infrastructure Impacts
- ❖ Electrical Systems Impacts
- ❖ Damage to Irrigation Diversions
- ❖ Damage to Ecotourism Infrastructure Including Fishing Access and Boat Ramp Locations
- ❖ Lateral Erosion, Bank Stability, and Slope Stabilization Impact
- ❖ Lack of Contractors to do Repair Work is Impacting Recovery
- ❖ Damage to Flood Risk Management Infrastructure and/or Changes to Flood Risk Conditions
- ❖ Waterway Debris Removal

Federal partners worked together to develop the following outcomes, objectives, strategies, and projects to address the recovery issues listed above. Note the first outcome for the Economic Recovery Support Function only has conceptual projects except for the “Strategic Doing Action Planning Workshop” Project. The Coordinating Agencies and Supporting Partners list can be provided upon State consideration; therefore, this section will not include those names.

2. Strategy

Outcome: Montana's Economic Viability in Impacted Areas is Restored with Enhanced Resiliency Enabling Sustainability and Opportunities for Future Development

Objective 1: Restore Tourism and Outdoor Recreation Sectors in Impacted Counties to a Pre-Disaster Level with additional opportunities for Sustainability, Diversification (within and outside of tourism), and Development

Strategy 1: Enhance Tourism and Outdoor Recreation Business Pre-Disaster Planning and Post-Disaster Recovery

- **Project:** Tourism and Outdoor Recreation Business Support

Scope: Connect tourism and outdoor recreation businesses in disaster impacted counties to partners and resources to address industry specific needs as they relate to pre- and post- disaster planning and recovery. This can be an ongoing project. A variety of different partners should be involved: municipal, city, county, regional, university, non-profit, state, and federal.

Federal Coordinating Agencies: *To be determined*

State/Local Coordinating Agencies: *To be determined*

Supporting Partners: *To be determined*

- **Project:** Disaster Mitigation and Recovery Planning for Impacted Counties and Communities
Scope: Use existing planning opportunities (or requirements, for the Comprehensive Economic Development Strategy (CEDs)) to address disaster mitigation and recovery opportunities for counties and regions.

Federal Coordinating Agencies: *To be determined*

State/Local Coordinating Agencies: *To be determined*

Supporting Partners: *To be determined*

Strategy 2: Develop Local Placemaking and Sustainable Year-Round Tourism Activities for Gateway Communities to Incorporate Disaster Resilience

- **Project:** Gateway Community Collaboration Events
Scope: A single or multi-day gateway community collaboration event that will endeavor gateway communities to share best practices, challenges, and opportunities. A panel discussion with gateway communities from nearby states, tourism/outdoor recreation partners, and perhaps include funding sources/resources from participating stakeholders.

Federal Coordinating Agencies: *To be determined*

State/Local Coordinating Agencies: *To be determined*

Supporting Partners: *To be determined*

- **Project:** Regional Peer-to-Peer Opportunity for Gateway and Non-Gateway Communities
Scope: A single or multi-day event for gateway and non-gateway communities to discuss ways to partner, and support, year-round tourism, disaster resilience, and resource development. There should be a strategic effort to have a symbiotic relationship between gateways and non-gateways.

Federal Coordinating Agencies: *To be determined*

State/Local Coordinating Agencies: *To be determined*

Supporting Partners: *To be determined*

Strategy 3: Develop Additional Systems of Outreach or Marketing to Existing and Potential Tourists to Increase Visitation post-Disaster

- **Project:** Open or Closed for Business Status
Scope: Communication, marketing, and outreach to raise the awareness of visitors/tourists to the current open/closed status of popular attractions in impacted counties. This will be done via collaboration between state and federal partners (e.g., BrandMT, Park Service) to ensure safety and proper messaging.
Federal Coordinating Agencies: To be determined
State/Local Coordinating Agencies: To be determined
Supporting Partners: To be determined
- **Project:** Marketing Expansion for Disaster Impacted Region and Surrounding Areas
Scope: The disaster impact region, with particular focus on tourism reliant communities, will need additional disaster/post disaster focused marketing in addition to steady-state marketing to help sustain the message that attractions/sites/businesses are open after the flood.
Federal Coordinating Agencies: To be determined
State/Local Coordinating Agencies: To be determined
Supporting Partners: To be determined

Objective 2: Improve Availability and Access to Broadband Infrastructure for Residents and Businesses in Impacted Counties, with Internet Speeds of 100 Mbps for Downloads and 20 Mbps for Uploads

Strategy 1: Identify and Utilize Resources and Technical Assistance Opportunities for Broadband

- **Project:** Resources for the Montana Department of Administration- Broadband Office
Scope: The Montana Department of Administration has laid the groundwork for broadband investments by identifying broadband gaps, areas of high need, and resources. The next steps are to obtain resources, build out the state broadband office, find providers, and deploy broadband.
Federal Coordinating Agencies: To be determined
State/Local Coordinating Agencies: To be determined
Supporting Partners: To be determined

Strategy 2: Create Partnerships that will Support the Expansion of Broadband

- **Project:** Broadband Working Groups

Scope: The Montana Department of Administration- Broadband Office and Broadband Advisory Commission form working groups to ensure that targeted populations, geographies, and stakeholders are a part of the strategic planning and deployment of broadband throughout the state. This will also ensure that local priorities and interests are represented and may potentially bring additional funds and resources to light.

Federal Coordinating Agencies: *To be determined*

State/Local Coordinating Agencies: *To be determined*

Supporting Partners: *To be determined*

Objective 3: Increase Amount of Trained and Available Workers who have Access to Flexible Employment Opportunities to be at or above Pre-Pandemic Levels**Strategy 1: Increase Workforce Training Opportunities**

- **Project:** Strategic Doing Action Planning Workshop

Scope: The Northern Rocky Mountain Economic Development District proposed an action planning workshop through the Strategic Doing program (<https://strategicdoing.net/>). EDA and NRMEDD have conducted a one-day introduction to Strategic Doing action planning on Dec. 1, 2022, for 30 participants from impacted counties in south-central Montana. Participants identified community goals and the steps required to achieve those goals with actions, timelines, and responsibilities.

Federal Coordinating Agencies: *To be determined*

State/Local Coordinating Agencies: *To be determined*

Supporting Partners: *To be determined*

- **Project:** Catalog Remote and In-Person Training Opportunities in Montana

Scope: Develop a centralized site where entities (chambers, universities, business associations, development organizations, etc.) can post and access training along with professional development opportunities.

Federal Coordinating Agencies: *To be determined*

State/Local Coordinating Agencies: *To be determined*

Supporting Partners: *To be determined*

Strategy 2: Enhance Business Sustainability through Innovative Programs

- **Project:** Workforce Studies for Rural Communities

Scope: Communities conduct studies by county, region, or tourism region to better understand transient workers in prominent industries. The studies should include a travel shed analysis to better understand workforce movement and patterns, available labor, labor gaps, and more.

Federal Coordinating Agencies: To be determined

State/Local Coordinating Agencies: To be determined

Supporting Partners: To be determined

- **Project:** Career Development Programs for Students
Scope: Career development programs for students (high school and post-secondary) provides businesses and industry partners with opportunities to retain and train the younger members of the workforce for industry/region specific work. These programs can be in-person where available but would also be available remotely if infrastructure allows.

Federal Coordinating Agencies: To be determined

State/Local Coordinating Agencies: To be determined

Supporting Partners: To be determined

- **Project:** Workforce Resources for Businesses
Scope: Provide businesses with resources and tools that may enable better workforce attraction and retention skills.

Federal Coordinating Agencies: To be determined

State/Local Coordinating Agencies: To be determined

Supporting Partners: To be determined

Strategy 2: Promote Montana as a Desirable Place to Live and Work

- **Project:** Provide Affordable, Accessible, and Available Housing
Scope: Workers rely on affordable housing and workforce housing to live in the area in which they work. Without access to resilient and affordable housing, it is not possible to sustain or grow a workforce in rural Montana.

Federal Coordinating Agencies: To be determined

State/Local Coordinating Agencies: To be determined

Supporting Partners: To be determined

- **Project:** Workforce Attraction Marketing
Scope: The State and individual communities can market themselves as being not just great places to live, but also great places to work. Similar marketing campaigns have had great success, as individuals are looking for a good place to “live, work and play”.

Federal Coordinating Agencies: To be determined

State/Local Coordinating Agencies: To be determined

Supporting Partners: To be determined

Outcome: Montana's Infrastructure Systems are Enhanced and Restored to Increase Resiliency, Support Economic Recovery and Prepare for Future Exposures such as Climate Change

Objective 1: Repair, Modernize, and Strengthen Critical Infrastructure to Support Public Infrastructure and Promote Resiliency

Strategy 1: Restore and Enhance Resilience of Critical Infrastructure

- **Project:** Gardiner Water System Yellowstone River Crossing
Scope: Working to align efforts of FEMA Public Assistance and Federal Highway Federal Lands Access Program to construct a more resilient elevated crossing of the Yellowstone River.
***Federal Coordinating Agencies:** FEMA Public Assistance, Federal Highway Federal Lands Access Program*
***State/Local Coordinating Agencies:** Gardiner Sewer and Water*
***Supporting Partners:** National Park Service/Yellowstone National Park*
- **Project:** Permitting Workshop
Scope: The State of Montana uses a Joint Application for stream permitting. Holding some coordination between the permitting agencies and/or workshops for the permit applicants would improve the consistency, timelines, and promote resilience in the flood recovery effort.
***Federal Coordinating Agencies:** U.S. Army Corps of Engineers*
***State/Local Coordinating Agencies:** Montana Department of Natural Resources and Conservation*
***Supporting Partners:** Local and regional government permitting offices*
- **Project:** Livingston Levee Initial Repairs
Scope: The community of Livingston, with the assistance of Restoration Engineering, has developed an initial repairs plan for their levee infrastructure. This effort has an estimated cost of \$260k with the intent of getting repaired prior to the 2023 flood season.
***Federal Coordinating Agencies:** To be determined*
***State/Local Coordinating Agencies:** City of Livingston*
***Supporting Partners:** To be determined*

- **Project:** Livingston Section 205
Scope: Federal assistance in rebuilding a more resilient levee infrastructure is available through the U.S. Army Corps of Engineers Section 205 program. This is a 65%/35% cost share program that is available to study, justify, and construct flood risk management infrastructure.
***Coordinating Agencies:** U.S. Army Corps of Engineers*
***State/Local Coordinating Agencies:** City of Livingston*
***Supporting Partners:** Park County, Montana Department of Natural Resources and Conservation*

- **Project:** Billings Levee Initial Repairs
Scope: The community of Billings has applied for FEMA Public Assistance in repair of infrastructure identified in the National Levee Database (NLD).
***Federal Coordinating Agencies:** To be determined*
***State/Local Coordinating Agencies:** City of Billings*
***Supporting Partners:** To be determined*

- **Project:** Evergreen Water System Resilience
Scope: The community of Evergreen has identified \$1.68M of infrastructure resilience upgrades to their system.
***Federal Coordinating Agencies:** To be determined*
***State/Local Coordinating Agencies:** City of Evergreen, Montana Department of Natural Resources and Conservation*
***Supporting Partners:** U.S. Army Corps of Engineers, Environmental Protection Agency*

- **Project:** Yellowstone National Park
Scope: Yellowstone National Park experienced significant damages to several critical parts of its infrastructure, including roads, housing, and wastewater.
***Federal Coordinating Agencies:** National Park Service/Yellowstone National Park*
***State/Local Coordinating Agencies:** To be determined*
***Supporting Partners:** Federal Highway Administration, U.S. Army Corps of Engineers, Environmental Protection Agency*

Strategy 2: Support Long-Term Infrastructure Management

- **Project:** Gardiner Bank Stabilization
Scope: Location of erosion in Gardiner to be stabilized.
***Federal Coordinating Agencies:** To be determined*
***State/Local Coordinating Agencies:** Park County*
***Supporting Partners:** National Park Service/Yellowstone National Park, U.S. Army Corps of Engineers, FEMA Mitigation, National Resources Conservation Service Emergency Watershed Protection, National Science Foundation*

- **Project:** Fromberg Bank Erosion
Scope: The community of Fromberg experienced flooding during 2022 and has identified increased concerns with lateral erosion impacting their community.
***Federal Coordinating Agencies:** To be determined*
***State/Local Coordinating Agencies:** City of Fromberg*
***Supporting Partners:** U.S. Army Corps of Engineers, Montana Department of Natural Resources and Conservation, National Resources Conservation Service Emergency Watershed Protection*

- **Project:** Livingston Engagement in PL84-99 Rehabilitation Inspection Program
Scope: The Livingston Levee is identified in the National Levee Database (NLD) but does not participate in the PL84-99 Rehabilitation and Inspection Program. This would be a program to assist the community in managing this infrastructure. It is anticipated that some level of repairs/improvements to the infrastructure would be needed to be eligible for the program.
***Federal Coordinating Agencies:** To be determined*
***State/Local Coordinating Agencies:** City of Livingston*
***Supporting Partners:** U.S. Army Corps of Engineers*

- **Project:** Billings PL 84-99 Rehabilitation Inspection Program
Scope: The Billings Levee is identified in the National Levee Database (NLD) but does not participate in the PL84-99 Rehabilitation and Inspection Program. This would be a program to assist the community in managing this infrastructure. It is anticipated that some level of repairs/improvements to the infrastructure would be needed to be eligible for the program.
***Federal Coordinating Agencies:** To be determined*
***State/Local Coordinating Agencies:** City of Billings*
***Supporting Partners:** U.S. Army Corps of Engineers*

Objective 2: Modify, Adopt, and Implement Building Standards to Mitigate against Future Potential Risks

Strategy 1: Develop Technical Information on Altered Flood Risk Conditions including Hydrology, Hydraulics, and Lateral Erosion Hazards

- **Project:** Red Lodge Flood Risk Management

Scope: Deposition of large stone sediment/debris in Rock Creek has notably altered the channel geometry through the community of Red Lodge. In response the community has engaged in a process to better understand and react to this.

Federal Coordinating Agencies: Federal Emergency Management Agency

State/Local Coordinating Agencies: City of Red Lodge, Montana Department of Natural Resources and Conservation

Supporting Partners: U.S. Geological Survey, National Weather Service, U.S. Army Corps of Engineers

- **Project:** LiDAR Data Collection

Scope: To ensure the collected post flood data is communicated to local communities so they can make informed decisions.

Federal Coordinating Agencies: Federal Emergency Management Agency

State/Local Coordinating Agencies: Montana Department of Natural Resources and Conservation

Supporting Partners: U.S. Geological Survey

- **Project:** National Flood Insurance Program Mapping Update

Scope: The Montana Department of Natural Resources and Conservation and Federal Emergency Management Agency Cooperating Technical Partners Program have been engaged in map updates for much of the impacted area.

Federal Coordinating Agencies: Federal Emergency Management Agency

State/Local Coordinating Agencies: Montana Department of Natural Resources and Conservation

Supporting Partners: U.S. Geological Survey, National Weather Service, U.S. Army Corps of Engineers

- **Project:** Updated CMZ Mapping – Channel Migration Mapping
Scope: Channel Migration Mapping is available on many rivers, following the flood of 2022, this data needs updating.

***Federal Coordinating Agencies:** To be determined*
***State/Local Coordinating Agencies:** Local or County Governments*
***Supporting Partners:** Montana Department of Natural Resources and Conservation, U.S. Army Corps of Engineers, U.S. Geological Survey, Environmental Protection Agency*

- **Project:** Park County Flood Risk
Scope: 2022 flooding through Park County has altered stream geometry through lateral erosion and deposition of sediment/debris. Understanding this change in flood risk and its impacts to the Yellowstone Corridor through Park County is critical to the regions long term resilience. A U.S. Army Corps of Engineers Floodplain Management Services request has been made with initial funding for an updated study scheduled for FY23Q3. Study objectives will be scoped in the first half of FY23 with the county and Montana Department of Natural Resources and Conservation.

***Federal Coordinating Agencies:** U.S. Army Corps of Engineers*
***State/Local Coordinating Agencies:** Park County*
***Supporting Partners:** Federal Emergency Management Agency, U.S. Geological Survey, National Weather Service*

Strategy 2: Develop Technical Information on Future Flood Risk Conditions including Climate Change

- **Project:** Nonstationary Study
Scope: The June 2021 Greater Yellowstone Climate Assessment provides a starting point to development of nonstationary analysis and prediction of future flow frequency.

***Federal Coordinating Agencies:** National Park Service/Yellowstone National Park, U.S. Army Corps of Engineers*
***State/Local Coordinating Agencies:** To be determined*
***Supporting Partners:** Federal Highways Administration, State and Local Governments*

Strategy 3: Develop and Implement Mitigation Measures to Address Recognized Risk Sources and Meet Community Needs

- **Project:** Channel Migration Easement Program
Scope: A Channel Migration Easement program is available in Montana (Channel Migration Easements | Montana Freshwater Partners). Funding for this program is limited.

Federal Coordinating Agencies: *To be determined*

State/Local Coordinating Agencies: *To be determined*

Supporting Partners: *Montana Freshwater Partners*

Strategy 4: Promote Sound Flood Risk Management by Private Citizens through Effective Risk Communication and Building Standards

- **Project:** National Flood Insurance Program Participation
Scope: Build participation for National Flood Insurance Program, increase engagement in insurance policies in place in the local communities

Federal Coordinating Agencies: *Federal Emergency Management Agency*

State/Local Coordinating Agencies: *Local Governments, Montana Department of Natural Resources and Conservation*

Supporting Partners: *To be determined*

Objective 3: Enhance Regional Resilience through the Improvement of Interlocal Communication and Infrastructure Systems

Strategy 1: Promote Collaboration among entities to Provide Efficient and Timely Services in all Phases of Disaster Response

- **Project:** Regional Emergency Action Plan Workshops
Scope: Many of the impacted communities recently completed EAP development focused on geologic events. Post-flood it was noted that the flood response involved a lot interlocal/regional coordination. Updating EAPs in the region with a regional context and incorporating contacts for local coordination could improve this gap. Additionally, a tabletop exercise could be held to test these EAPs. *Silver Jackets/Floodplain Management Services Interagency proposal

Federal Coordinating Agencies: *U.S. Army Corps of Engineers, Federal Emergency Management Agency*

State/Local Coordinating Agencies: *Regional Emergency Management offices, Montana Disaster and Emergency Services*

Supporting Partners: *Local Governments, National Weather Service, National Park Service/Yellowstone National Park*

Focus Area 2: Planning Assistance and Long-Term Recovery Planning

1. Recovery Issues

- **Limited Experience with Disaster Recovery**
- **Lack of Recovery Planning**

Federal partners worked together to develop the following outcomes, objectives, strategies, and projects to address the recovery issues listed above. Note the objectives or strategies that have been discontinued by the State have been removed from the document.

2. Strategy

Outcome: To Mitigate Future Disasters, Resilient Communities Retain the Knowledge, and Capacity to Manage Long-Term, Whole-Community Disaster Recovery

Objective 1: Increase Capacity to Manage Long-Term Disaster Recovery through the use of Partnerships and/or Technical Assistance

Strategy 2: Provide Long-Term Disaster Recovery Planning Assistance to Requesting Communities

- **Project:** Connect flood impacted communities with outside communities and recovery managers with shared disaster experiences

Scope: Gauge interest in peer-to-peer connections between local government representatives within flood affected areas with local government representative mentors outside the flood affected areas that have previous recovery experience in similarly declared disasters.

Federal Coordinating Agencies: *Federal Emergency Management Agency
Community Assistance Recovery Support Function*

State/Local Coordinating Agencies: *To be determined*

Supporting Partners: *To be determined*

- **Project:** Support Planning Needs of the Community of Gardiner (Park County)
- Scope:** Follow up meetings with Park County and Gardiner representatives to better scope detailed planning needs, timeline, and potential budgetary requirements.

Federal Coordinating Agencies: *Federal Emergency Management Agency
Community Assistance Recovery Support Function*

State/Local Coordinating Agencies: *Park County*

Supporting Partners: *To be determined*

Appendix A: Potential Resources

1. Federal Agencies

Federal agencies listed below have existing projects and programs related to recovery and resilience that may potentially assist the DR-4655-MT impacted communities.

Federal Agency	Projects/Programs
U.S. Dept. of Agriculture – Rural Development	<ul style="list-style-type: none"> • Intermediary Relending Program (IRP) • Business & Industry (B&I) Loan Guarantee Program • Rural Business Development Grant (RBDG) Program • Value-Added Producer Grant (VAPG) Program • Rural Innovation Stronger Economy (RISE) Grants • Rural Placemaking Innovation Challenge • Community Facilities Loan and Grant Program • Single Family Housing Direct Loan Program, Home Repair Loan & Grant Program • Multi-Family Housing Programs • Re-Connect Loan and Grant Program • Distance Learning and Telemedicine (DLT) Program • Community Connect Grants • Rural Broadband Loans, Grants, Loan Guarantees (Farm Bill Broadband)
U.S. Dept. of Agriculture Natural Resources Conservation Service	<ul style="list-style-type: none"> • Emergency Watershed Protection (EWP) & Floodplain Easement Program (EWPP-FPE) (10.923) • Watershed Surveys & Planning Program (10.906) • Plant Materials Program (10.905)
U.S. Department of Agriculture – Farm Service Agency	<ul style="list-style-type: none"> • Noninsured Crop Disaster Assistance Program (10.451) • Emergency Conservation Program (ECP) (10.054)

Federal Agency	Projects/Programs
Dept. of Commerce	<ul style="list-style-type: none"> • FY21-23 Economic Development: Research & National Technical Assistance (RNTA) (11.303 & 11.312) • BroadbandUSA: Federal Funding Site • FY20 Public Works & Economic Adjustment Assistance Programs (11.300 & 11.307) • FY23 Climate Program Office (CPO): Earth System Science & Modeling Research in Support of the Disaster Relief Supplemental Appropriations Act (DRSA) (11.431) • Fishery Disaster Assistance • FY21–23 Planning & Local Technical Assistance Programs: Denver Regional Office (11.302 & 11.303) • National Weather Service
Environmental Protection Agency	<ul style="list-style-type: none"> • Smart Growth: Cool & Connected • EPA - Water Finance Clearinghouse • Healthy Watersheds Protection • Smart Growth- Flood Resilience Checklist • Clean Water State Revolving Fund • Drinking Water State Revolving Fund • Regional Resilience Toolkit • Smart Growth Informational Page • Climate Resilience Evaluation and Awareness Tool (CREAT) Risk Assessment Application for Water Utilities • Build Flood Resilience at Your Water Utility • BPA- Internal to EPA: Contractor support funded by IA to assist on specific local recovery projects.
Army Corps of Engineers - Dept. of Army	<ul style="list-style-type: none"> • USACE Post-Flood Response (12.103) • Emergency Preparedness, Response, & Recovery (PL 84-99) • Corps Water Infrastructure Financial Program (CWIFP)
Federal Emergency Management Agency	<ul style="list-style-type: none"> • National Flood Insurance Program Community Rating System (CRS) • National Flood Insurance Program (NFIP) (97.022)
Dept. of Transportation	<ul style="list-style-type: none"> • Federal Highway Administration • FY22 Cooperative Agreements with Technical Assistance Providers for Thriving Communities Program (20.942) • Utilities Program: Accelerating Broadband Infrastructure Deployment • Emergency Relief for Federally Owned Roads (ERFO) & Emergency Relief Program for Federal-Aid Highways (ERFA) (20.205) • Consolidated Appropriations Act: FY21 Urbanized Area Formula Grants - Section 5307 (20.507)

Federal Agency	Projects/Programs
Dept. of Labor-Employment and Training Administration	<ul style="list-style-type: none"> • FY22-23 Supplemental Budget Request (SBR) Opportunity for Additional Administrative Costs under Pandemic Unemployment Assistance (PUA) Program • Workforce Development in Telecommunication Sector: Apprenticeship Investments in Support of Broadband & 5G (TIRAP)
Dept. of Interior	<ul style="list-style-type: none"> • FY23 Small Surface Water & Groundwater Storage Projects (15.074) • WaterSMART Cooperative Watershed Management Program (CWMP) (15.554) • National Park Service: Yellowstone National Park • U.S. Geological Survey
The Funders Network	<ul style="list-style-type: none"> • Funders Network – PLACES Fellowship
Institute of Museum and Library Services	<ul style="list-style-type: none"> • CARES Act: FY20 Formula Grants to State Library Administrative Agencies (45.310)
National Science Foundation	<ul style="list-style-type: none"> • Supports fundamental research and education in all the non-medical fields of science and engineering. Its medical counterpart is the National Institutes of Health. With an annual budget of about \$8.3 billion, the NSF funds approximately 25% of all federally supported basic research conducted by the United States' colleges and universities.

2. Philanthropies and Private Organizations

Below is a list of philanthropies and organizations compiled by our Philanthropic Advisor. More information regarding the programs can be found in the Montana Disaster Recovery Resource Directory. The directory was created to be made available to public and private sector leaders involved in the disaster recovery process.

Organization	Project/Program
Seventh Generation Fund for Indigenous Peoples, Inc.	Flicker Fund: The Flicker Fund provides pandemic relief, wildfire response, and is designed for emergency response.
National Rural Water Association	<ul style="list-style-type: none"> • Water Circuit Rider Program: Circuit Riders provide hands-on training and technical assistance to small, rural water systems. On-site help to small communities and rural utility systems serving a population of 10,000 or less. • Rural Water Loan Fund (RWLF): This funding program is designed to meet the unique needs of small water and wastewater utilities. The RWLF provides low-cost loans for short-term repair costs; small capital projects; or pre-development costs associated with larger projects.
Rural Community Assistance Corporation	<ul style="list-style-type: none"> • Environmental Infrastructure Loan Fund: RCAC provides loans and gap financing for construction, improvements, or expansion related to the supply of safe drinking water; waste disposal; and solid waste and storm drainage systems. • Household Water Well System Loan Program: Low interest loans available to construct, refurbish or replace individual water well systems.
Coquille Economic Development Corporation (CEDCO)	Tribal One Broadband: Provides comprehensive IT, telecom and fiber optic network solutions and integrated control systems (ICS) for businesses and governments throughout the country.
Housing Assistance Council (HAC)	Affordable Housing Loans for Low-Income Rural Communities: Short-term loans at below market interest rates to local nonprofits, for-profits, and government entities that are working to develop affordable housing for low-income, rural communities.
Headwaters Foundation	Headwaters Foundation is a steward of community resources that were transitioned into an endowment after the sale of Community Medical Center in 2017. Investing in community-led solutions to improve the health and wellbeing of Western Montanans. We partner with organizations that are working to reduce barriers to health alongside Montanans who face them most, to help ensure that everyone, regardless of their age, race or income level, has the opportunity to thrive.
Sustainable Agriculture & Food Systems Funders	Sustainable Agriculture & Food Systems Funders: This funding amplifies the impact of philanthropic and investment communities in support of just and sustainable food and agriculture systems.

Organization	Project/Program
First Interstate BancSystem Foundation	First Interstate BancSystem Foundation: Specific areas of interest include hunger and homelessness, affordable housing, financial education, youth programs, early childhood development, arts and culture, leadership programs, and healthy living.
M.J. Murdock Charitable Trust	Strategic Project & Initiative Grants: A Charitable Trust private foundation provides grants to nonprofits in the Pacific Northwest. Focused giving to nonprofits that serves AK, ID, MT, OR & WA in 5 primary areas: scientific research, education, arts/culture, health & human services.
Montana Freshwater Partners	A a 501(c)(3) nonprofit based in Livingston, MT that works to preserve and restore streams and wetlands throughout the state of Montana. We do this through our innovative programs including our Channel Migration Easement Program , Yellowstone River Stewardship Campaign and our In-Lieu Fee Mitigation Program . We also offer technical services to partners and landowners including watershed planning, regulatory expertise, wetland delineations, stream assessments and more.
Northwest Farm Credit Services	Rural Community Grant Program: Provides support to nonprofit organizations in rural communities in the states of Alaska, Idaho, Montana, Oregon, and Washington for projects that improve a community's infrastructure, viability, and prosperity.
Weyerhaeuser Company	Weyerhaeuser Giving Fund: Supports community projects where the company has a significant presence or business interest with focus on housing, youth, environment, civics, workforce development, diversity, equity, education.

Appendix B: Acronym List

1. Acronym List

ABBREVIATION	ACRONYM
DHS	(U.S.) Dept. of Homeland Security
DOC	(U.S.) Dept. of Commerce
ECP	Emergency Conservation Program
EDA	(U.S.) Economic Development Administration
EPA	(U.S.) Environment Protection Agency
EWP	Emergency Watershed Protection (program)
FCO	Federal Coordinating Officer (FEMA)
FDRO	Federal Disaster Recovery Officer (FEMA)
FEMA	Federal Emergency Management Agency
FHA	Federal Housing Administration
FHWA	Federal Highway Administration
FSA	(U.S. Dept. of Agriculture) Farm Service Agency
HMGP	Hazard Mitigation Grant Program (FEMA)
HUD	U.S. Housing and Urban Development
IRC	Interagency Recovery Coordination
JFO	Joint Field Office
NDRF	National Disaster Recovery Framework
NFIP	National Flood Insurance Program (FEMA)
NFIP CRS	National Flood Insurance Program Community Rating System (FEMA)
PA	Public Assistance (FEMA)
SBA	Small Business Administration
SCO	State Coordinating Officer
USACE	U.S. Army Corps of Engineers
USDA	U.S. Department of Agriculture
USDA-RD	U.S. Department of Agriculture – Rural Development
USDA-NRCS	USDA Natural Resource Conservation Service