

Understanding Baker County's Economy Workshop Notes

**Bureau of Land Management
Baker Resource Area, Vale District
Blue Mountains Forest Plan Revision Team
Malheur, Umatilla, and Wallowa-Whitman National Forests**

Best Western Sunridge Inn
Baker City, Oregon
June 28, 2006

Welcome, Introductions and Attendees:

1. Jan Alexander, Miner
2. Ken Anderson, Miner
3. Betty Barnes, Recreation
4. Roy Barnes, Recreation
5. Mike Braymen, USDA Forest Service
6. Peggy Browne, Natural Resources
7. Marion Crow, Oregon Sportsmen
8. Dick Crow, Oregon Sportsmen
9. Dennis Dorrah, Yorks
10. Terry Drever Gee, Baker County Planning
11. Amy Dunkak, Baker County Chamber of Commerce
12. Bob Evans, Writer/editor
13. Jerry Gilliam, City of Baker City
14. Arnie Grammon, Baker County
15. Mike Hall, USDA Forest Service, Recreation
16. Peter Hall, Baker County Democrats
17. Rod Hammond, Agriculture
18. Holly Kerns
19. Tim Kerns, Baker County Commissioner
20. Donna Landon, Fox Creek Land Trust
21. Sarah LeCompte, BLM Oregon Trail Interpretive Center
22. Marshall McComb, Fox Creek Land Trust
23. Sara Miller, Northeast Oregon Economic Development District
24. Cory Parsons, OSU Extension
25. Lane Perry, Baker County
26. Troy Philips, Baker County Economic Development
27. Arthur Sappington, Orion Mine
28. Don Schuck, Sportsmens
29. Lynn Shumway, Baker County Natural Resource Advisory Committee
30. Bill Shumway, EOFPA
31. Rex Storm, Associated Oregon Loggers
32. Vicki Wares, Powder Basin Watershed Council
33. Fred Warner, Jr., Baker County Commissioner
34. Jennifer Watkins, Baker County Economic Development
35. Nancy Lull, BLM Field Manager, Baker Resource Area
36. Ken Anderson, USDA Forest Service, District Ranger, Whitman Unit
37. Elisabeth Grinspoon, USDA Forest Service, Regional Social Scientist
38. Dick Phillips, USDA Forest Service, Regional Economist
39. Bob Gecy, Blue Mountains Forest Plan Revision Team
40. Elaine Kohrman, Blue Mountains Forest Plan Revision Team
41. Bruce Countryman, Blue Mountains Forest Plan Revision Team
42. Trish Callaghan, Blue Mountains Forest Plan Revision Team
43. Tami Paulsen, Blue Mountains Forest Plan Revision Team
44. Rebecca Carter, Sonoran Institute
45. Nina Chambers, Sonoran Institute

Objectives for the workshop:

- Discuss and learn about relationships between public lands and the economy
- Build from local knowledge
- Identify strategies that address public lands and community goals
- Identify measures of success

How this information will be used:

- Forest Service: Inform and refine Forest Plan -
 - Vision
 - Strategies
 - Monitoring
 - Analysis of effects
- BLM: Provide preliminary input
- Provide social and economic information to other planning efforts

Expectations:

- Interest in tourism and recreation marketing
- Interest in transparency of the process and information available
- Interest in access issues on the U.S. Forests
- Interest in the socioeconomic criteria for resource extraction for sustainable development
- Interest in county economy and the forest infrastructure for logging
- The RAC (Resource Advisory Committee) involvement, interest in interaction between the USFS/BLM and counties for sustainable economic development
- Alert to dangers to the economy based on the decisions
- Economic reinvestment in forest industries
- Economic development data for local/national planning and connection to federal lands
- Role of local elected officials in decisions about the economy

What is happening in Baker County? (based on slide show on Changing Economies in the West)

- See empty industrial areas
- Resource use is not incompatible with quality of life.
- Basic industrial although a relatively small component are important impacts in other ways.
- Tourists come here and leave
- Good infrastructure
- Basic economies – agriculture and forestry are important
- Resource products are the basis of the economy – how do we add value?
- Youth are moving out for lack of jobs
- Lack of educated workforce
- Some high-tech computer systems
- Wood products industry – value added, problem of needing to import wood/raw materials
- Housing affordability, income disparity, other impacts need to be anticipated
- Agriculture and forestry enhance sense of place and quality of life – need to be maintained
- History and community are well-established
- Good decisions have been made in the past to get where we are
- Relaxing regulations can help expand industries such as mining
- We need to look at our own assets to take advantage
- It is important to develop a “year-round” economy rather than seasonal inputs only
- A diversified economy doesn’t rely too heavily on tourism
- We need to better manage federal lands and natural resources
- Reduced timber industry has had a major impact
- For safety, search and rescue, roads need to stay open, there needs to be access
- Wilderness is a bad idea
- All wealth comes from the ground
- Typically “urban” economic activities are moving into rural areas and expanding rural economies, i.e. “value added,” services, etc.
- Access issues impact other economic activities
- Landowners need access to their lands for management
- Recreation and wood extraction needs to have more access available

- Road closures and restricted access squeeze people into smaller areas

Values and Vision

- Healthy forest
- Developing forest resources
- Fire protection
- Invasive plant control
- Access to firewood, etc.
- Jobs and income from forest
- Access to forests
- Predictable timber supply
- Recreation, hunting, fishing, mushrooming, etc.
- Open space
- Rural low density landscape
- Access/proximity to resources
- Clean air and clean water
- Community relationships
- Good neighbors
- Recognition of local authority
- Heritage and history
- Intimate local knowledge and tenure to specific areas for grazing, hunting, study, etc.
- Sense of place
- Rooted-ness – connections
- Open processes/transparency
- Infrastructure – roads
- Freedom to produce and develop resources
- Diversity of interests/views
- Mineral resources
- Access and freedom to develop minerals
- Agriculture
- Pastoral landscape
- Irrigation and grazing
- Sustainable agriculture
- Water – as lifeblood
- Hydropower
- Small businesses
- Sustainable economy
- Wildlife values
- Hunting/wildlife control

Conditions and Trends, Vision, Strategies and Measures of Success

After an introduction to the Baker County profile using the Economic Profile System (EPS), the group was organized into several small groups to discuss conditions and trends, visions, strategies and measures of success for specific topics. Each group chose a recorder/spokesperson and discussed the topic and wrote down answers to several questions. The group alternated between small group discussions and reports back to the large group for the rest of the day. Further comments were added from the large group at each point in the process.

Services

1. Look at p. 28 and 30 of the profile – how much does the Services sector contribute to local jobs and personal income? Do Services contribute equally to both? What's the trend?
 - a. Jobs 54%, income 28%
 - b. As percent of jobs up, income down
 - c. Service jobs probably pay less
2. Look at profile p. 32 – which service-type jobs have the highest wages? The highest number of workers?
 - a. Highest (wages?) professional

- b. Trade, transportation and utilities – most workers
- 3. What are some local examples of high- and low-wage services jobs?
 - a. OTECC – high
 - b. Fast food – low
- 4. Any local trends you've noticed about Services jobs?
 - a. Hard to fill and retain
- 5. Considering the trends you found in services, what strategies would you suggest to achieve your vision?
 - a. This topic was not discussed by a small group.
- 6. Measures of success
 - a. This topic was not discussed by a small group.

Access and the Economy

- 1. In your opinion, how do access issues or decisions about access impact the local economy?
 - a. Use of the land and access is an asset to the local community. Roads provide access to private in-holdings in the FS and BLM.
 - b. In addition ranchers need roads to reach slat grounds, fences, cattle, ditches. Miners need roads to prospect and make new mineral discoveries.
 - c. The right to access is an integral part of the mining law. Without access, mines cannot be developed.
 - d. Access is important for cutting wood in support of our rural homes.
 - e. Access is important to reach small fires before they become big ones.
 - f. Access is also important for recreationists who come to enjoy the FS and BLM lands.
- 2. What are some specific examples of how access has impacted the economy?
 - a. The lack of access, the blocking and decommissioning of roads causes huge economic impacts to local people trying to heat their homes, build corrals, miners attempting to locate new discoveries, ranchers trying to maintain their cattle.
- 3. In your opinion, what strategies would you suggest for access that would help achieve your vision?
 - a. Stop road closures.
 - b. Re-open closed roads where needed for public access.
 - c. Water bars are fine, tank traps are not!
 - d. Create an "Adopt a Road" program. Let the public maintain specific roads they need for access.
 - e. Roads that create erosion risks to streams should be maintained with rock, water bars, etc. if necessary for access to mines, ditches, grazing allotments, etc.
 - f. Older people must be able to drive the roads in their NF. Closing roads discriminates against the young, the old, and the disabled.
 - g. 22% of the population is disabled – the majority of our county population is over 50 – we need to be able to drive the roads in our own NF.
- 4. What measures of success would you suggest?
 - a. Open those roads needed for public access.
 - b. No more roads will be closed.

Mining

- 1. Look at profile pages 28 and 30. What roles does mining play in local employment and personal income?
 - a. Mining is the largest industry in Baker County (cement, sand and gravel, gold). These are family wage jobs. However, all the major income producers are on private lands.
 - b. Gravel pits on public lands are available to government agencies but not to private companies.

- c. Small scale mining operators contribute substantial amounts of money to the rural communities (food, parts, labor, machinery, etc.). A small-scale operator will spend \$10,000-20,000 in the local area every year. There are many hundreds of small-scale mines in this community.
2. How can mining best succeed in the changing economy?
 - a. Mining will succeed if FS and BLM understand the importance of mining, and understand the Federal Minerals Policy Act, administer the mining program.
 - b. Miners work primarily in areas previously impacted by mining. There are countless opportunities for performing reclamation in conjunction with the mining operations.
 - c. Instead of fearing the mining industry, federal employees should work together with the miners for bettering the land. Miners have changed their ways of operation, and all operators reclaim the land when mining has been completed. The Bonanza Operation shows just what a mining company can do to enhance the land.
 3. Considering the trends you found in mining, what strategies would you suggest to achieve your vision?
 - a. Mining on FS and BLM lands has been squeezed to a standstill.
 - b. Rewrite Mineral Materials regulations – right now there is no way to buy building stone, gravel, landscape boulders on FS lands.
 - c. Leave roads open for mineral exploration.
 - d. Land managers must be responsible and willing to take risks.
 - e. Plans of Operation on BLM and FS lands must be processed within reasonable time-frames – 6 months maximum.
 - f. Processing and approval of Plans of Operation should be a PERFORMANCE STANDARD for land BLM and FS managers.
 - g. FS land managers should approve exploration without vegetation removal without comment and appeal periods (CE's).
 - h. BLM land managers should adjudicate bonds within 20 day (currently its 1-3 months).
 - i. Uninformed publics without knowledge of mining operations should not be decision makers.
 4. Measures of success
 - a. Plans of Operations processed within 6 months start to finish.
 - b. Mineral materials (sand, gravel, building stone, landscape boulders) available for commercial purchase.
 - c. Roads to mines to stay open.
 - d. FS Exploration Plans processed within 1 month of submittal.
 - e. BLM Exploration Plans processed within 1 month of submittal.
 - f. Mining and mining jobs on federal lands.

Housing and Affordability

1. Look at p. 5 in the profile – how affordable is housing in Baker County? How has this changed since 1990?
 - a. Very affordable compared to US and State – BUT CHANGING - \$ of HAS INCREASED – affordability decreased for locals. Minimum job opportunity.
2. Look at p. 25 of the profile – how does housing affordability here compare to the nation?
 - a. Less affordability than nation. BUT, housing is less expensive than the nation as a whole. BUT income is decreasing for local business.
3. What other trends in housing have you noticed?
 - a. Forest-community (fire) interface in outlying areas zoned for development (dwellings) RR5
 - b. High drug use – meth labs – rentals – clean-up/services – police, hospital, etc. Lowers property values/clean-up after labs \$6,000, etc. per hazmat procedures.
4. Other ways this area is affordable or not? (i.e. utility costs, food, and other purchases?)

- a. The area is comparable with food. Fuel is somewhat higher. Telephone/internet and satellite becoming available in the OUTBACK.
5. Considering the trends you found in housing and affordability, what strategies would you suggest to achieve your vision?
- a. To know where we are – the baseline
 - i. Identify the sustainability – level/balance – that maintains the quality of life and economics the people value. Forest Service – BLM – County – (all community/agriculture/mining, resource, etc.)
 - ii. Collect reports on sustainability and make it into a Working Plan. Use science – local knowledge – open to all to review.
 - iii. This is what (a base) the area will sustain.
 - b. Create incentives
 - i. Smart growth (planning) for population increase that up hold traditional values
 - ii. Affordable housing in city
 - iii. Planned community – developer or citizens applying for construction permits (resource)
 - iv. Energy efficient homes – alternative energy
 - v. Keep \$ in town
6. Measures of success
- a. Building permits
 - b. Small business/construction

Demographic Change

1. Look at the profile p. 4. Which age groups are growing? Declining?
 - a. + 45-49 years
 - b. - 30-34 yrs.
2. Look at p. 2. How does population growth compare to the state and nation?
 - a. Slower
3. Look at p. 5 (top graph). How is wealth distributed? Are some groups falling behind?
 - a. Significant increase in \$50,000-74,999
4. Any other demographic trends you notice?
 - a. This topic was not discussed by a small group.
5. Considering the trends you found in demographics, what strategies would you suggest to achieve your vision?
 - a. This topic was not discussed by a small group.
6. Measures of success
 - a. This topic was not discussed by a small group.

Timber Industry

1. Look at p. 28 and 30 (timber is included in manufacturing). How much does manufacturing/timber contribute to local jobs and personal income? What trends do you see?
 - a. Misleading data because mills are done and timber has been lumped in “manufacturing” – data tells us nothing. There were 714 jobs in 1970. Trends: downward in timber → manufacturing shows uptrend.
 - b. Why: raw materials are there; harvest is too restricted = massive biomass build up in forests; import too much timber.
 - c. Too much litigation! 25% of budget. Trend: total employment OR and US is up; Baker County is down.

2. Look at profile p. 32. What are wages like in manufacturing/timber? How do wages compare to those in other sectors?
 - a. Ave. annual wages \$29,930. Again, need to focus on timber, not manufacturing as a whole (not enough timber related jobs to track it specifically).
 - b. Don't have enough info to compare timber wages to other jobs

3. In your opinion, how can the timber industry best succeed in the changing economy?
 - a. Scale of sales (small 5 to 100 trees) (not limit to numerous truckload sales)
 - b. National Forest harvest needs to keep up with growth and mortality
 - c. Need for small manufacturing plant (mills) in Baker City
 - d. Enough saw logs to open mill in North Powder (need both small and large mills)
 - e. Sales of forest products would increase revenue to the County for schools and roads

4. Any other timber-related trends you've noticed?
 - a. Forest health has and is diminishing
 - b. Increasing fire danger
 - c. Nationally, loss of industry prevents solving forest health problems.
 - d. Baker City watershed is unhealthy and at risk for massive fire.
 - e. Increased grazing on forest land will reduce fire risk.
 - f. Plan should originate with silviculturists not in a committee.
 - g. Current forest plan does not address forest health problems.
 - h. Timber industry helps state roads (weight/mile tax), schools, and income tax.

5. Considering the trends you found in the timber industry, what strategies would you suggest to achieve your vision?
 - a. Predictable timber supply (domino effect)
 - i. To achieve predictable timber supply – need 400 million board feet (including small and large sale, from 3 forests)
 - ii. LTSQ (long-term sale quantity)
 - iii. Remove Eastside Screens (to remove 21" dbh rule), PACFISH and INFISH
 - iv. Make timber available to harvest: workforce will develop
 - v. Mix scale size – offer enough timber sale to open North Powder mill; guarantee timber supply to open small mill in Baker County - * predictable supply*
 - vi. Retain current transportation infrastructure
 - b. Good neighbor policy
 - i. Intensively manage forest boundaries
 - ii. Turn federal land to state for management and back on tax rolls
 - iii. Aggressive fire suppression/fighting
 - iv. Strategic forest treatment
 - c. No additional wilderness or roadless areas
 - i. Process to remove wilderness areas
 - d. Cut and salvage/manage timber on Hells Canyon National Recreation Area
 - e. Quick salvage and planning post wildfire/mortality
 - f. Land suitable for timber production includes riparian and roadless
 - g. Silviculturists manage forests
 - h. Advertise Baker County to industry (trade magazines)
 - i. Thinning forest – thinning costs drastically reduces fire control
 - j. Decrease litigation – legislation
 - k. Collaboration

6. Measures of success
 - a. Regulation changes toward above goals
 - b. Economy boost
 - c. Mills (no net loss and increases)
 - d. Volume target – meet predictable sale quantity for X amount of years
 - e. Increase funding for schools and county government (return 25% of timber receipts to historical level)

Recreation and Retirement

1. Look at profile p. 30. How much of the county's personal income is non-labor income? What's the trend?
 - a. 51.4%, increasing trend. Higher level of income from dividends, interest, and rent (investments).
 - b. 28.4% vs. transfer payment category
 - c. 23.0% which are Medicaid type incomes.
 - d. Wonder at the effect of seasonal residents vs. permanent residents. Also interested in forms of recreation for the older population. How is it weighted with interest vs. physical abilities?
2. Look at p. 10 and 11. What trends in non-labor income do you notice?
 - a. Rise in Medicaid/state program - 44.5%, Veterans benefits/payments has gone down. Retirement income has changed considerably since the 1970's when people didn't have robust retirement plans.
3. Look at p. 29 and 31. How much do Arts and Accommodations contribute to local employment and income?
 - a. Holding steady at 2003 – 9.3% total income (doesn't include retail), lower income contributions
4. Look at p. 32. What are wages like in Leisure and Hospitality?
 - a. 15% of the total
5. In your opinion, what role do trends you see in retirement, recreation and tourism play in the local economy?
 - a. Solid contribution to local economy.
 - b. Impacts to health services, retail, real estate, and personnel services.
6. Considering the trends you found in recreation and retirement, what strategies would you suggest to achieve your vision?
 - a. Assurance of developing recreational guide services/businesses (hunting, hiking, fishing, boating, touring, and packing).
 - b. Recreational gold panning, rock hounding, hobby related activities.
 - c. Develop wildlife viewing areas on public land in partnership with other organizations – steer tourists away from private land.
 - d. Zoning guidelines – update realistic guidelines – land use approval on a case-by-case basis.
 - e. Adequate health care for elder care population. Specialists to treat local injuries/sports, recreation injuries.
 - f. Smart growth, maintaining cost of living wage, affordable housing, good schools.
 - g. Accommodate retirees – healthy lifestyles. Hiking, biking, cardio workouts, fitness trails.
7. Measures of success
 - a. Work on bonding and insurance requirements.
 - b. Having “packaged” ready to market guide services, to measure increase in guide services, tourists. Increase program that provides training and assistant to set up. Did we succeed in bringing in local experts?
 - c. Minimal infrastructure needs, minimal investment, community character building, maps, guides, website – marketable?
 - d. EOVA studies/surveys to monitor success. Development of specific land use areas on public land like TNT (ex. Elk feeding tours) eliminates trespassing issues.
 - e. Supply and demand data to show needs are met. Survey how many leave the county to have health care issues met.
 - f. Statistics (economy, education goals, real estate prices)
 - g. Increase the use of recreational opportunities.

Education

1. Look at p. 25, how do education levels in Baker County compare to the nation?
 - a. Age 25+ with college degree of higher – 16.4% in Baker County compared to 14.5% in the nation. Deceptive, 20% have less than a High School degree. Some college to degrees – 46%. Approximately 5,700 out of 11,712 that are 25 yrs and older
2. Look at p. 4 of profile – what portion of the population is school-aged? College aged?
 - a. 26% school aged (21% enrolled)
 - b. 2% enrolled in college (guess 8%)
3. Look at education hand-out, what are education rates like in Baker County?
 - a. 1/5 of adult population over 25 lacks High School equivalent (GED/Diploma). Lack of information on vocational training.
4. What kinds of higher education are available based on your knowledge of the county?
 - a. Baker Branch of Blue Mountain Community College – Associate of Arts
 - b. Eastern Oregon University – distance education and online programs
5. What role does education play in the county's economy?
 - a. Single most important component in growing voc-technical trades (workforce development, specialized training)
 - b. Business start-ups, expansion, employability
 - c. Low adult literacy (45% at 5th grade level or less – NALS); correlates with poverty and workforce issues
6. Considering the trends you found in education, what strategies would you suggest to achieve your vision?
 - a. Utilized participants for vocational training programs in forest projects. Possible to set up like small business contract set asides.
 - b. Continue; resume; expand high school internship programs.
7. Measures of success
 - a. Number of individuals that are utilized
 - b. Track trained workforce
 - c. Partners in education programs

Government

1. Look at p. 28 and 30 of the profile. How much does government contribute to employment and personal income? What are the trends?
 - a. Good jobs – believe that new data shows substantial decline
 - b. Attract educated people
 - c. Government revenues: declining trend – fewer employees
 - d. Centralization hurts rural economy – (It doesn't have to)
2. Look at p. 13 of the profile. Which types of government employment are growing? What trends do you see?
 - a. State and local government employment growing
 - b. Total government employment on downward trend
 - c. Affects stability of local economy (wages, benefits, retirement)
3. Look at profile pages 29 and 31. What do they tell about the contributions of different types of government?
 - a. Employment down significantly: government is not adding to new economy.
 - b. Management of county is where new growth is
 - c. Government and retail are still key industries

4. Generally speaking, what do you think the role of government employment is in the local economy?
 - a. Largest sector (14% of jobs; 17% of income)
 - b. Less high ages: disposable income
 - c. Look at retail jobs vs. government/manufacturing

5. Considering the trends you found in government, what strategies would you suggest to achieve your vision?
 - a. Enhance revenues from public lands to support high value jobs
 1. Selling more timber
 2. Recreational revenue enhancement
 - b. Build government capability (i.e. more high wage jobs)
 - c. Retain educated, effective personnel
 - d. Policy by feds to allow personnel to stay and enhance community
 - e. Sell or relinquish control of public land to counties (no condemnation)

6. Measures of success
 - a. Retain quality employees for at least 5 years
 - b. 1 or more facility using forest products or by products
 - c. retention dollars generated locally utilized by local agency

Employment and Job Creation

1. Look at profile p. 7 and 25. How does job growth here compare to the state and nation?
 - a. Slower than in both cases

2. Look at p. 19. What do unemployment trends look like?
 - a. Tending lower but well above national and statewide averages.

3. Look at p. 23 (bottom). Which sectors does Baker County have more of than the median U.S. county? Less than?
 - a. More - Agriculture, forestry, fishing, hunting; Construction; real estate, rental and leasing; Accommodation and food services; Other services; and Public administration.
 - b. Less - Everything else – Manufacturing; Professional, scientific, and technical services; wholesale trade

4. Look at p. 29. Which types of jobs are growing fastest? Slowest?
 - a. Fastest – management of companies and enterprises, professional and technical services, transportation and warehousing
 - b. Slowest – retail trade, government and government enterprises

5. Look at p. 32, which sectors employ the most? Least? Which pays the most, least?
 - a. Employs most – trade, transportation and utilities – 24.6%
 - b. Employs least – information – 2%
 - c. Pays most – professional and business services - \$33,469
 - d. Pays least – Leisure and hospitality - \$10,606

6. What are some recent local examples and trends in job creation?
 - a. Construction, service sector, light manufacturing, professional and technical services
 - i. Chaves consulting – statewide election center
 - ii. Big Mountain systems
 - iii. Marvin Wood Products
 - iv. Behlen Manufacturing
 - v. Blue Mountain Workshops
 - vi. Natural Structures

7. Considering the trends you found in employment and job creation, what strategies would you suggest to achieve your vision?

- a. Management of local resources (grazing, timber) back in the hands of local managers (grazing example – wet/dry years)
 - i. Collaborators/partners – BLM, USFS, conservation groups, private land owners
 - b. Forest management – better total utilization of forest products, i.e. biomass for chipping/electricity
 - i. Collaborators/partners – USFS, conservation groups, county, private companies
 - c. Timber harvest increases – enough to sustain small wood utilization center – posts, poles, lumber, biomass
 - i. Collaborators/partners – BLM, USFS, conservation groups, private land owners. County, private companies
 - d. Collaborative work for increased water storage – Eagle Valley example
 - i. Collaborators/partners – USFS, Corps of engineers, Bureau of Reclamation, private, water resources, US Fish and Wildlife, conservation groups
 - e. Multiple uses – recreation, timber, grazing, water quality, and mining. There can be a healthy balance.
8. Measures of success
- a. Increase in average wages/median income
 - b. Decrease in unemployment rate
 - c. Increase in total number of jobs in agriculture/forest products industries
 - d. Increase in number of million board feet harvested
 - e. Increase income for agriculture/forest related service industries
 - f. Retention and increase in federal government jobs – local management/increase in grazing and timber harvest

Business

1. Look at p. 16 of the profile. Which types of businesses are most/least common? Growing? Declining?
 - a. Most – services 171, retail trade 144
 - b. Least – mining 3, nonclassified 3, ag. Services 13
 - c. Growing – services, construction
 - d. Declining – retail, wholesale trade, transportation/communication
2. Look at p. 18. Which sizes of businesses are growing? Declining?
 - a. Growing – 10-19 and 1-4 employees
 - b. Declining – 5-9 employees
3. Look at p. 9. How are proprietors doing?
 - a. Income decreasing, employment is increasing
4. Based on your experience or opinion, what's the business climate like for entrepreneurs, existing businesses, etc?
 - a. Before 2005 – limited local customers = competition for share of customers. Supportive community culture.
 - b. 2006 – increased population of primary residents may be increasing market opportunities
 - c. businesses attracted by family and vacations, moved or came to the county to start businesses
 - d. small businesses – very tourism dependent (events in the summer)
 - e. federal lands provide important advantage for agriculture and timber
 - i. ex. Fiber to ethanol/bio fuel, niche beef meat
 - ii. risk taking = risk sharing
5. Considering the trends you found in local businesses, what strategies would you suggest to achieve your vision?
 - a. Timber – small processing facilities
 - b. Strategy to creatively identify resource allocation for small, human-scale, new business opportunities. Differentiate between big/small scale opportunities, package and provide

- c. Opportunities for services and products in fire control, fuels reduction, bug salvage, timber health, weed control, habitat assessment, monitoring, restoration
 - d. Consider having USFS retain ownership of timber products through harvest and purchase treatment – then sell product after harvest
 - e. Innovation center – place to package and support small, scale opportunities, associations and cooperatives. Also professional services
 - f. “Seed” these kinds of associations to create opportunities for private businesses
 - g. “Venture” capital fund for local land/watershed management businesses. Use new wealth and appreciated assets in the county. Provide return on investment and maintain healthy landscapes that attracted them here.
 - h. Request more active involvement by FS in local economic development committees, efforts, and economic development council
6. Measures of success
- a. Increase in proprietor income
 - b. Increase in number of jobs that are higher wage (economic self sufficiency)
 - c. Disparity of wealth is decreased, people living in “poverty” (not federally defined poverty number) is decreased
 - d. Level of satisfaction with quality of life
 - e. Degree of and satisfaction with cooperation with national forest

Evaluation of Workshop

- Positive tone
- Needs more focus on public lands
- Fewer groups
- Exercise with EPS too ‘canned’
- Don’t discount ideas not well articulated
- Group diversity – assign groups rather than keep interests together, or shift groups
- More focus on grazing/ranching/agriculture