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CONFERENCE REPORT

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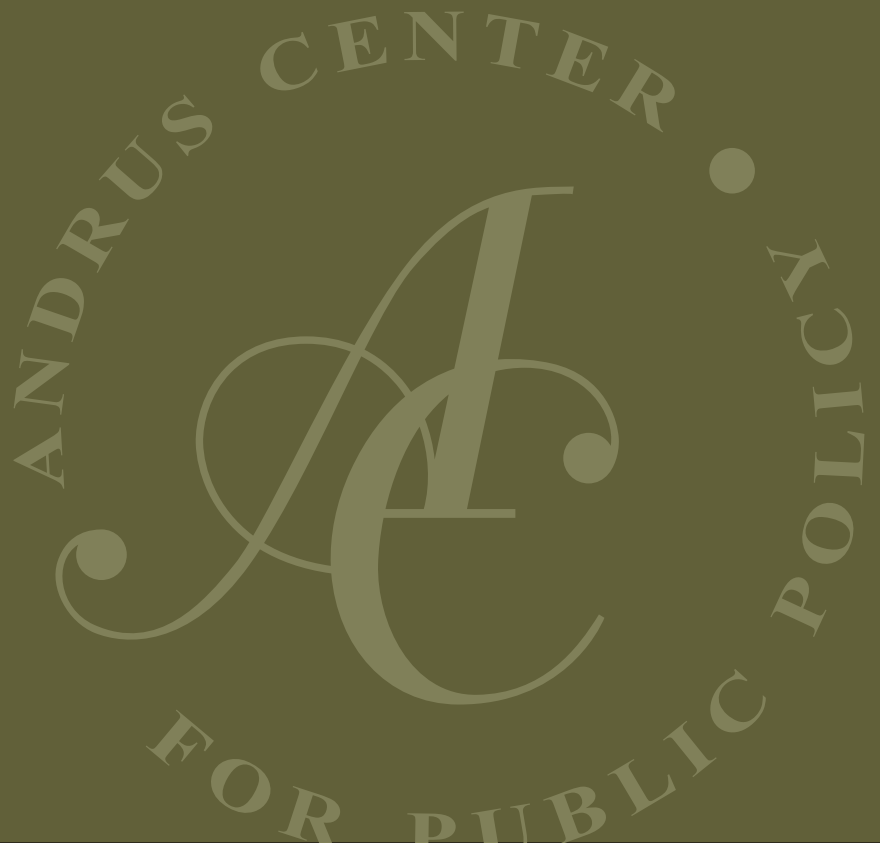
# RURAL IDAHO:



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**Challenged to change**

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CONFERENCE REPORT

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November 8-9, 2001

Presented by The Andrus Center for Public Policy

At Albertson College of Idaho, Caldwell, Idaho

# RURAL IDAHO:



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## Challenged to change

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*Principal Author:*

*John C. Freemuth, Ph.D., Senior Fellow*

*Andrus Center for Public Policy*

*Presented by:*



*Cecil D. Andrus, Chairman*

**The Idaho Statesman**  
IdahoStatesman.com



**THE SPOKESMAN-REVIEW**



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Thursday, November 8, 2001

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- 8:30 AM      **Opening/Welcome**  
Cecil D. Andrus, Chairman, Andrus Center for Public Policy  
Dr. Kevin Learned, President, Albertson College of Idaho  
Carolyn Washburn, Executive Editor, *The Idaho Statesman*
- 8:50 AM      **Keynote:** Karl Stauber, Ph.D., President,  
Northwest Area Foundation, St. Paul
- 9:30 AM      **Rural Idaho: Hearing from the People**  
Moderators: Marc Johnson, John Freemuth  
Panelists:  
Pete Johnston, Community Leader, Retired District Ranger, Council  
Darrell Kerby, Mayor, Bonners Ferry  
Cassandra Kipp, Director of Economic Development, Nez Perce Tribe  
Paige Merrigan, College student, Paul  
Ray Pena, Attorney, Rupert  
Charlotte Reid, Rancher, Firth  
Paul Romrell, Farmer, St. Anthony
- 10:30 AM      Break
- 10:40 AM      **Rural Idaho: Regional Perspectives**  
Moderators: Marc Johnson, John Freemuth  
Panelists:  
J. Martin Goebel, President,  
Sustainable Northwest, Portland  
Patrick Murphy, Director, Community Connections,  
Northwest Area Foundation, St. Paul  
Priscilla Salant, University of Idaho,  
Department of Agricultural Economics  
Gary Mahn, Director,  
Idaho Department of Commerce
- 11:40 AM      **Question and Answer Forum**  
Moderators: Marc Johnson, John Freemuth
- 12:30 PM      **Luncheon: Simplot Dining Hall, Albertson College**  
"Rural Communities at the Crossroads"  
Kelly Matthews, Executive Vice President and Economist  
Well Fargo Bank Northwest, Salt Lake City
- 1:30 PM      **National Perspectives**  
Moderators: Marc Johnson, John Freemuth  
Mike Crapo, United States Senate, Idaho

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## SCHEDULE

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2:30 PM      **Rural Idaho: Journalists' Views from the Field**  
Moderator: Jerry Brady, Publisher, *Post Register*  
Panelists:  
Rocky Barker, *Idaho Statesman*  
Paul Emerson, *Lewiston Tribune*  
Greg Hahn, *Idaho Statesman*  
Lee McGuire, KTVB, Channel 7  
Betsy Russell, *Spokesman Review*  
Margaret Wimborne, *Post Register*

3:30 PM      **Question and Answer Forum**  
Moderators: Marc Johnson, John Freemuth

4:15 PM      **First-day closing remarks:** Cecil D. Andrus

4:30-5:30 PM      **Reception:** Lobby of the Langroise Center

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**Friday, November 9, 2001**

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9:00 AM      **Keynote: "Case Studies in Change"**  
J. Martin Goebel, President,  
Sustainable Northwest, Portland  
Vaughn Grisham, Ph.D.,  
U. of Mississippi, Oxford

10:00 AM      **The Challenge of a Rural Policy for Idaho**  
Moderators: Marc Johnson, John Freemuth  
Panelists:  
Larry Branen, Vice President, University Extension and Dean,  
College of Agriculture and Life Sciences, University of Idaho  
Ken Harward, Executive Director,  
Association of Idaho Cities  
Representative Bruce Newcomb, Speaker,  
Idaho House of Representatives  
Con Paulos, Jerome businessman and member,  
Idaho Rural Task Force  
Kathy Skippen, Commissioner,  
Gem County  
Ernie Stensgar, Chairman,  
Coeur d'Alene Tribe

11:00 AM      **Question and Answer Forum**  
Moderators: Marc Johnson, John Freemuth

11:30 AM      **Summary of results from the online Rural Policy Forum Survey**  
Patrick Murphy, Northwest Area Foundation

11:40 AM      **Concluding Remarks and Adjournment:** Cecil D. Andrus

Rural Idaho's challenge and opportunity are summarized in four words: *leadership, education, partnerships, stewardship.*



*“industries on which rural Idaho has traditionally depended...don't drive our state's economy the way they have in the past.”*

Priscilla Salant,  
University of Idaho

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## INTRODUCTION

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On November 8 and 9, 2001, city, county, state, and federal officials; farmers; ranchers; reporters; environmentalists; and a wide variety of interested citizens met at Albertson College of Idaho to discuss the future of rural Idaho. They were brought together, in the words of the Andrus Center chairman, Cecil Andrus, “to focus on the challenges that we face in rural Idaho and on the solutions that just might be available to us.” Carolyn Washburn, Executive Editor of the Idaho Statesman, described the conference goal: “to find options that not only bring jobs and money but that also honor the traditions and the people in each of our unique communities.”

Idaho Department of Commerce Director, Gary Mahn, provided stark evidence of the state of rural Idaho. He told attendees that “out of 44 counties, 36 are, by our definition, rural, i.e., they do not contain a city with a population greater than 20,000. Eighteen of those 44 counties have unemployment rates greater than 6-1/2%. Another eighteen have a personal income average of less than 80% of the state’s average income, which is \$22,000. Some counties have an average income of \$13,000. Eight counties have both unemployment rates greater than 6-1/2% and personal income of less than 80% of the state average. So there’s a lot of hurt going on in rural Idaho.”

Priscilla Salant of the University of Idaho added to the evidence with several examples. Noting there is “no one single rural Idaho,” she distinguished between rural *areas* doing well and traditional *industries* that are not. Rural areas doing well “tend to be the more scenic areas that have attracted in-migration, second homeowners, and higher-paying, new-economy jobs.” At the same time, “industries on which rural Idaho has traditionally depended...don’t drive our state’s economy the way they have in the past.” The gross value of agriculture, forestry, and mining, after inflation, has remained “flat” over the past twenty years. Those industries dropped from 12% of the economy in the early 1980s to 6% today. As she said, “It is other industries, led by manufacturing and services, that have really enabled this state to take off in terms of growth.”

The forum was not designed to give—and deliberately sought to avoid—any impression that it would “tell” rural Idaho and those interested in rural Idaho what ought to be done. The most important message of the entire conference was that we must start with local leadership and vision. If that leadership is there, then the themes, information, and recommendations from the conference can be utilized to help bring about a vision, which will be



unique to each community, and to generate the business and entrepreneurial interest to launch new initiatives.

Dr. Vaughn Grisham of the University of Mississippi was emphatic when he told the audience that, “If there is a solution, it will be an imperfect one; that is, it will not satisfy all your needs, it will leave out people, and

you’ll be working on it continually and modifying it to make it better.” Dr. Karl Stauber, president of the Northwest Area Foundation, made the same point when he said, “There are no easy answers to the important questions we are struggling with.” Referring to the movie “The Music Man,” he said, “Well, there are a lot of music men out there and music women.

They’re selling easy answers, but a lot of times, it’s not the answers they’re selling; it’s the trombones.” His caveat should be remembered as we discuss the key themes generated at the conference.

*“There are no easy answers to the important questions we are struggling with.”*

**Dr. Karl Stauber, President of the Northwest Area Foundation**

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**THEME ONE: LOCALLY-BASED LEADERSHIP IS ESSENTIAL TO CREATE THE VISION AND SET THE GOALS FOR A RURAL COMMUNITY.**

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This theme, although forward-looking, is based on successful projects throughout rural America. It is also the most important one. Throughout the conference, attendees heard about rural communities that have experienced success and the ways by which they managed to achieve that success. Martin Goebel of Sustainable Northwest in Portland drew attention to a series of books his group publishes, called *Founders of the New Northwest*. These books offer examples of northwest communities and individuals that have managed to rebuild healthy economies,

to promote community well-being, and to restore functioning ecosystems. Those case studies can be found at [www.sustainablenorthwest.org](http://www.sustainablenorthwest.org) and can be either downloaded or ordered in book form.

*“It’s one individual... By and large, what they do is build networks with people, people with a common view.”*

**Dr. Vaughn Grisham, University of Mississippi**

Dr. Grisham shared the riveting story of Tupelo, Mississippi and surrounding Lee County, an area that “USDA has identified as the model for rural development in the United States.” This report cannot

do justice to its story, and readers should examine the transcript of the conference for Dr. Grisham’s complete remarks or read his book, *Tupelo: The Evolution of a Community* (Dayton, Ohio: Kettering Foundation Press, 1999). Yet the core of the story is remarkably clear:

*“It’s one individual. It could be Martin Goebel; it could be any number of people. By and large, what they do is build networks with people, people with a common view. That network begins to integrate with other organizations, agencies, and services, linked together by focus on a common goal.”*



Grishem ended his presentation by reminding everyone of the words of Margaret Mead: “Never doubt that a handful of thoughtful, dedicated concerned people can change the world, Indeed, it’s the only thing that ever has.”

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**THEME TWO: EDUCATION, IN ALL ITS FORMS, IS VITAL TO THE SUCCESS OF RURAL IDAHO.**

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Karl Stauber of the Northwest Area Foundation stressed that communities need to build “social and human capital.” He told the attendees that, “of the 22 states west of the Mississippi, only two states have a lower college graduation rate for the total population over 25 than Idaho does... If you don’t have people who are graduates of higher education, your ability to have human capital is quite limited, so this is a big challenge for you.”

Higher education, however, is not simply about obtaining a degree but about utilizing all aspects of the higher education system to enhance opportunities in rural Idaho. Patrick Murphy of the Northwest Area Foundation talked about the Foundation’s efforts through the university extension educators in Minnesota to bring rural community economic development expertise into the areas where it is needed.

The Dean of the College of Agriculture at the University of Idaho, Dr. Larry Branen, said that its extension system was beginning to explore this same idea in Idaho, to expand what is currently being offered, and to go beyond agricultural services. This exploration could conceivably result in opportunities for partnerships with Small Business Development Centers and others that are providing educational service delivery.

Primary and secondary education is also important. Con Paulos of Jerome, co-chair of the Governor’s Task Force on Rural Idaho, told attendees that Dell Computers had made a decision to come to Twin Falls. When he asked them why, they said, “The school district and the technology in Jerome.” Paulos said he was “absolutely blown away by that comment. Ten years ago, Jerome and Twin Falls would not have worked hand in hand, but today they do. They work in a regional cooperative effort with all the communities of that region.” That area is an example of a commitment to education *and* of a regional partnership.

Paulos also addressed the continuing difficulty in Idaho of gaining voter approval of needed school construction because of the requirement that bond issues be approved by a super majority of voters. He said:

***“If we do not educate the children in this state, then we have precluded them from competing in a world economy... A short-term fix is a 60% majority vote [for school bond issues] at regular election time, and let’s get on with it, folks.”***

**Con Paulos,  
Co-chair Governor’s Task Force  
on Rural Idaho**

“Education is absolute. If we do not educate the children in this state, then we have precluded them from competing in a world economy... My local school board has attempted four times to



pass a school bond for a new middle school. They have exceeded 66% of the vote; one time, they came within nine votes of the required 66-2/3 majority, 24 votes another time. We elected our president on a 40% popular vote, *but even when we have an overwhelming majority, we can't build a middle school in our community.*



I'm a property taxpayer in Idaho. I hold large amounts of property as does my friend [Idaho House] Speaker Bruce Newcomb. I don't believe the property tax is a fair tax, but I do believe we need to help education in the short run somehow and then work on a long-term resolution of the tax problem. *A short-term fix is a 60% majority vote at regular election time, and let's get on with it, folks."*

Speaker Newcomb responded by telling attendees that there is currently not enough support in the Legislature to change the 66-2/3% requirement, suggesting that many rural property owners and retirees were opposed. Newcomb drew attention to House Bill 315, passed in 2001, which authorizes interest grants to be made from the School Safety and Health Revolving Loan Fund as part of the solution.

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**THEME THREE: PARTNERSHIPS ARE ESSENTIAL, WHETHER THEY ARE CITY-STATE, CITY-COUNTY, CITY-CITY, COUNTY-COUNTY, OR PUBLIC-PRIVATE.**

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Education provides a good example of the possibilities of partnership. Ray Pena, Burley attorney, talked about an ongoing effort in the Magic Valley. He said, "They built a machine shop to the tune of a few million dollars over in Cassia County through their school district, and in a cooperative effort, we're busing kids [from Rupert] over there to use the facility, and they're bringing their teachers over to Minico High School to teach the kids there. It's nice to see them working together instead of pulling each other apart."

***"Ecosystem health is a value-added product from the agricultural community."***

**Charlotte Reid, Firth rancher**

Dr. Stauber urged people to think beyond simple towns and communities to a more regional view of rural issues. Taking aim—and not in jest—at high school sports, he said, "Think about the community

ten miles down that road, the one that you ought to be doing all kinds of cooperative things with, but you're not because they're the ones that stopped you from going to the state championships in 1968." The goal is to develop competitive advantage, i.e. how an individual community or region defines and differentiates itself from its economic competition. That goal is best served by acting regionally.

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**THEME FOUR: STEWARDSHIP OF THE ENVIRONMENT IS DONE BEST BY THOSE WHO KNOW THE LAND, AND THAT KNOWLEDGE CAN BE ECONOMIC CAPITAL FOR RURAL COMMUNITIES.**

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The approach taken by Sustainable Northwest suggests another way to look at the rural issue. Here, as Martin Goebel told attendees, the goal is to establish a working balance between viable and sustainable communities and sustainable ecosystems. Idaho is 71% federal and state land, and the condition of the natural environment is an issue that many take very seriously. At the same time, Goebel said, “People are an indivisible part of the ecosystem they inhabit.” Throughout his talk and through some of his examples, attendees learned about maintaining the health of ecosystems as an economic and environmental activity that pays dividends.

Firth rancher Charlotte Reid echoed Goebel, noting that ranching was paying more attention to its operation’s environmental impact. “Ecosystem health is a value-added product from the agricultural community.”

Approaches like these are important throughout the nation, but the Pacific Northwest and Idaho seem to be an ideal location in which to begin collaborative efforts in ecological and community sustainability and health. The state and regional natural resources battles have become so intense that another path begs to be taken—a path away from polarization and confrontation and toward consensus and collaboration.

At the same time, some attendees from rural areas with large amounts of public land continued to express frustration at federal environmental policies. R. E.

Cope, Lemhi County Commissioner, pointed out that “at this point, the population of Custer and Lemhi Counties have been strapped to a table by the restrictions of federal land management policies, and the Endangered Species Act has become the laser moving toward us. Our question for everybody here is: Just what is it that we are expected to do?”

Darrell Kerby, Mayor of Bonners Ferry, suggested a way out that is working for his community. Referring to grizzly bear recovery and other Endangered Species Act issues, he said, “What we have done in the past hasn’t worked. What we’ve done in the past is to say, ‘We’re damned mad, and we’re not going to put up with it anymore.’”



That hasn't worked. We're not damned mad anymore; we're dead. We want to start a new, fresh relationship, and we want to co-manage and participate in the process rather than have top-down, one-size-fits-all management."

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## OTHER ISSUES

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The Governor's Task Force on Rural Development made recommendations in its report that correspond closely with themes arising from the conference. That report was issued in September of 2000 and identified five key issues, which Director Mahn stressed during the conference. They are:

1. strong, local, visionary leadership within the community
2. a work force and a supporting educational training system
3. high-speed, broad-band communication capability
4. infrastructure (schools, hospitals, air service, highways, etc.)
5. economic development planning

Sources of capital for economic development were discussed. Director Gary Mahn emphasized three options that stem from the \$3.9 million appropriated by the 2001 Legislature for rural development: the Community Block Grant Program, the Economic Development Specialist Program, and the Gem Community Grant Program. Betsy Russell of the *Spokesman-Review* summarized her paper's review of the major federal programs: the Economic Development Program, the Community Development Block Grant Program, and USDA's Rural Development Program. If there is a clear point to be made about these programs, it is the need to improve the dissemination of information about them from the Department of Commerce, the Extension Service, the Small Business Development Centers, and others.

*"Higher education is probably the number one need that people have, and diversification of the economy is second..."*

Patrick Murphy  
Northwest Area Foundation

One additional economic suggestion was made at the conference. Lemhi County Commissioner R. E. Cope suggested a revolving loan fund "for people and businesses who have trouble getting bank loans." Speaker Newcomb, Con Paulos, and Dean Branen all supported the idea, noting that it would take the development of a political coalition to bring it about.

**On-Line Survey.** An on-line survey, "The Idaho Rural Policy Forum," was conducted by the Northwest Area Foundation before and during the conference. It allowed conference participants to answer a series of questions related to Idaho. Parts of that survey are discussed below. The complete results can be found at [www.ruralpolicyforum.org/idaho](http://www.ruralpolicyforum.org/idaho). In a summary of that survey, Patrick Murphy of NWAFF said, "Higher education is probably the

number one need that people have, and diversification of the economy is second... Of the resources that were identified to help in those efforts, 'visioning' was one, local leadership was two, and cooperation with local governments was three. *Of those three, you'll notice that none of those are going to be provided from the outside.*" When respondents were asked to identify "the stakeholders that would best represent my interests in a dialogue about rural development," they listed (1) rural residents, (2) local government, and (3) community development agencies as their top three choices.

***"Communities are what motivate kids to stay, not just sectors...We have to be creative in capitalizing on new opportunities for rural communities while continuing to support our traditional industries."***

Senator Mike Crapo

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**One Unanswered Question: Does "Rural"  
Mean "Agriculture"?**

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That question lay embedded throughout the conference conversations. Karl Stauber advised rural Idaho to "de-commodify."

"Produce what consumers want and will pay a premium for, not what is easiest for you to produce...You've got to compete on more than price. We've got to stop trying to be the low-price producer for the world, and we have to start building new market linkages. Agriculture and timber are both great places to do that, places where you can build more direct market linkages. There were wonderful examples of this in the conference materials. Agriculture, forestry, and mining will remain critical enterprises in rural Idaho, but they will be minority enterprises. They will not be the dominant enterprises that support the communities."

He suggested a new strategy: "investing in places, not sectors." He said that "Communities are what motivate kids to stay, not just sectors... One of the fundamental political challenges is making the shift from focusing on sectors—and sectors have lots of political power—to focusing on investing in places."

Senator Mike Crapo told conferees that "the overall economy is changing. The fact is that many of the jobs that have been lost over the last decade might not return. We have to be creative in capitalizing on new opportunities for rural communities while continuing to support our traditional industries." Senator Crapo did argue, however, that traditional, resource-based industries "will continue to be a big part, if not the largest part, of the economic activities that we need to generate and strengthen in rural Idaho." Others argued that the North American Free Trade Agreement (NAFTA), the Endangered Species Act, and other policies have contributed to problems in agriculture.

***"Legislators believe in local control, but that local control is only at the state level because they won't give local communities the authority to tax themselves."***

Al Ames,  
U.S. Economic Development Administration

Two stated rural strategies seem to be at play—one to diversify, de-commodify, and invest in place, not sector. The other, to seek legislative reform of NAFTA, the ESA, and other federal laws that have so much impact on rural Idaho. Senator Crapo alerted conferees that the current farm bill under negotiation addresses some of the problems caused by foreign subsidies and the need for rural development. Aspects of the rural development package were also to be included in the economic stimulus

***“Idaho has the potential to become a national leader in finding solutions for rural issues and problems.”***

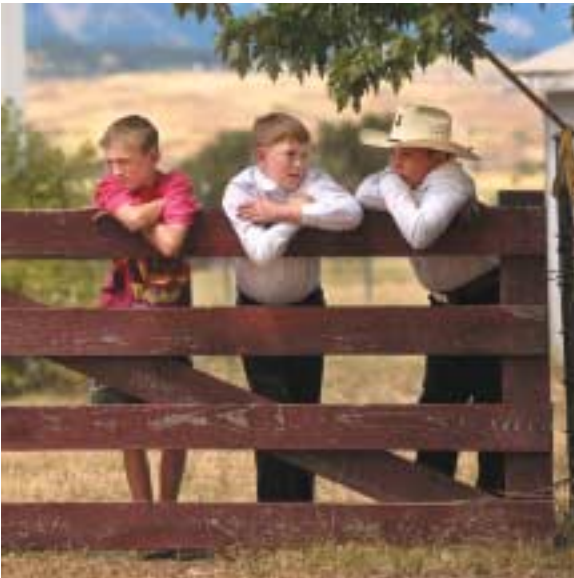
**Karl Stauber,  
Northwest Area Foundation**

legislation. At this writing, both bills have stalled in Congress. Regardless of the outcomes, it appears that Idaho policymakers will need to examine continually the role of traditional industries.

The need for a rural policy for Idaho is likely to be part of that ongoing examination. Con Paulos put it best when he said, “I think we need a rural policy in the state of Idaho. I don’t know yet what that policy should look like. I do know that the rural initiative that Gary Mahn shared with us is a very good start, and we need to make sure that the investment in that initiative continues.” His suggestion was made during the last panel of the conference, a discussion designed in part to focus on whether or not there is a need for a rural policy for Idaho.

Suggestions for part of a policy surfaced. There is need for local-option taxing authority. Al Ames, Idaho EDA Director, noted that legislators “believe in local control, but that local control is only at the state level because they won’t give local communities the authority to tax themselves.” Speaker Newcomb urged the cities, large and small, to come together on taxing proposals that win widespread support. Lacking that, he said, the Legislature will not act.

Gem County Commissioner Kathy Skippen called for a “first-rate north-south highway,” as a way to help rural Idaho, a suggestion that was met with loud applause.





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## CONCLUSION

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The Andrus Center and a collection of Idaho newspapers and broadcast organizations combined to sponsor the conference. Karl Stauber commended the unprecedented cooperative effort by the *Idaho Statesman*, the *Lewiston Tribune*, the *Post Register*, the *Spokesman Review*, KTVB-TV, and Idaho Public Television. He praised the series of stories all the newspapers published on the challenges facing rural Idaho as “the best example of engaging the entire citizenry of the state,” and he suggested that Idaho has the potential to become a national leader in finding solutions for rural issues and problems.

This white paper represents additional confirming evidence of the enormous challenges—and real opportunities—confronting rural Idaho. To meet the challenges and seize the opportunities will require new and sustained commitment by policymakers at every level—local, regional, and state—to shake off traditional ways of thinking and acting.

Public policy changes that can benefit rural Idaho in the areas of economic development, educational investment, and tax policy, for example, are well documented in this report and in much of the recent work addressing rural development. An emerging rural public policy game plan for Idaho is clearly starting to take place. This emerging policy will evolve at a rate correspondent with the strength of the political will that develops, directed to giving rural Idaho new and improved tools to meet the challenge to change.

***“Policy will evolve at a rate correspondent with the strength of the political will that develops.”***



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For a complete transcript of the two-day conference, please consult our web site: [www.andruscenter.org](http://www.andruscenter.org).

For access to the in-depth series on rural Idaho, which preceded the conference, please consult the web site of the *Idaho Statesman*: [www.idahostatesman.com](http://www.idahostatesman.com).

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## PARTICIPANTS

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**Cecil D. Andrus:** Chairman, Andrus Center for Public Policy; Governor of Idaho, 1987 to 1995; Secretary of Interior, 1977 to 1981; Governor of Idaho, 1971 to 1977. During his four terms as Governor of Idaho and his four years as Secretary of Interior, Cecil Andrus earned a national reputation as a “common-sense conservationist,” one who could strike a wise balance between conflicting conservation and development positions. He played a pivotal role in the passage of the Alaska Lands Act and the National Surface Mining Act of 1977 and in the creation of the Frank Church River of No Return Wilderness Area, the Snake River Birds of Prey Area, and the Hell’s Canyon National Recreation Area. Governor Andrus elected not to run again in 1994 and subsequently established the Andrus Center for Public Policy to which he donates his service as chairman. His awards include seven honorary degrees, the William Penn Mott Park Leadership Award from the National Parks Conservation Association, Conservationist of the Year from the National Wildlife Federation, the Ansel Adams Award from the Wilderness Society, the Audubon Medal, and the Torch of Liberty award from B’Nai Brith.

**Rocky Barker:** Environmental Reporter for the *Idaho Statesman*. He is the author of the book, *Saving All the Parts: Reconciling Economics and the Endangered Species Act* (Island 1993), and has been awarded the National Wildlife Federation’s Conservation Achievement Award. Barker has a bachelor of arts degree in environmental studies from Northland College in Ashland, Wisconsin. He and his wife, Tina, have three children.

**Jerry M. Brady:** Publisher, the Idaho Falls *Post Register*. An Idaho native, Mr. Brady graduated from Idaho Falls High School in 1954 and from the University of Notre Dame in 1958 where he was class and student body president. After service in the U.S. Army, he attended law school at the University of California-Berkeley, graduating in 1962, and was subsequently admitted to the California and Washington, D.C. bars. His professional career includes nineteen years in Washington, D.C. as legislative and foreign policy assistant to Senator Frank Church, assistant director of the Peace Corps, director of a Congressional energy committee, and a private attorney, specializing in international trade with Canada and Mexico. He currently serves as president of the Post Company and publisher of the *Post Register*. He was founder and chairman of the Eastern Idaho Economic Development Council.

**Larry Branen, Ph.D.:** Dean, College of Agricultural and Life Sciences; Vice President of Extension, University of Idaho. A graduate of the University of Idaho, Dr. Branen holds a Ph.D. in food science from Purdue University. Early in his career, he taught at the University of Wisconsin and chaired



the Departments of Food Science at Washington State University and the University of Nebraska. He then taught at the University of Idaho, and in 1997, he was appointed Executive Director for Institutional Planning and Budget with the responsibility of leading the development of the university's strategic plan. In 2001, he added the role of Vice President of University Extension to his duties as Dean of the College of Agricultural and Life Sciences. In his current role, he oversees a budget of more than \$57 million and a faculty and staff of more than 500 at over 50 locations throughout Idaho. Dr. Branen is a member of several professional organizations and has been active at the regional and national level with the Institute of Food Technologists. He is the author of more than fifty publications in food science and has co-edited three books on food additives.

**Mike Crapo:** United States Senator, Idaho. Senator Crapo is serving his first term in the U.S. Senate, having previously served three terms as congressman from Idaho's Second District. He is currently a member of the Senate Environment and Public Works Subcommittee on Fisheries, Wildlife, and Drinking Water. The subcommittee holds jurisdiction for numerous environmental issues, including the Endangered Species Act, the Safe Drinking Water Act, salmon recovery, and national wildlife refuges. He has a strong commitment to maintaining economic stability and environmental protection and to the collaborative management of natural resources. Senator Crapo also serves on the Senate Banking Committee and on the Securities and Financial Institutions and Regulatory Relief Subcommittees. His third assignment is on the Senate Small Business Committee, which maintains oversight of programs operated by the Small Business Administration. He continues to champion congressional reform efforts and to push for successful tax reform and deficit reduction measures. His 1995 Deficit Reduction Lock-Box Act of 1995 passed overwhelmingly in the House four times during the past four years. He was also a leader in a bipartisan budget reform bill that would specifically allocate funds saved through spending cut amendments to deficit reduction. Prior to his service in Congress, Senator Crapo was a partner in the law firm of Holden, Kidwell, Hahn, and Crapo. He received his J.D. *cum laude* from Harvard Law School in 1977 and his undergraduate degree from Brigham Young University in 1973. He and his wife, Susan, have five children.

**Paul M. Emerson:** Managing Editor of the *Lewiston Morning Tribune*, a position he has held for 20 years. A native of Idaho, Emerson was born in Wallace and moved as a youngster to Twin Falls. He attended the College of Southern Idaho for two years and completed a journalism degree at Idaho State University in 1972. After graduation, he started at the *Tribune* as a sports writer and was named sports editor two years later. He served in that position until he was named managing editor. He currently serves as president of the Utah-Idaho-Spokane Associated Press Association and as a member of the Media/Courts Committee of the Idaho Supreme Court.

**John C. Freemuth, Ph.D.:** Senior Fellow, Andrus Center for Public Policy, and Professor of Political Science and Public Administration, Boise State University. Dr. Freemuth's research and teaching emphasis is in natural resource and public land policy and administration. He is the author of an award-winning book, *Islands Under Siege: National Parks and the Politics of External Threats* (U. of Kansas, 1991) as well as many articles on aspects of natural resource policy in such publications as *Society and Natural*

*Resources*, the *Denver Law Review*, *Landscape and Urban Planning*, and the *International Journal of Wilderness*. He is the author of three Andrus Center white papers on public land policy, based on Center conferences in 1998, 1999, and 2000, and has worked on numerous projects with federal and state land and resource agencies. He serves also as chairman of the National Science Advisory Board of the Bureau of Land Management. In earlier years, Dr. Freemuth was a high



school teacher and a seasonal park ranger. He holds a B.A. degree from Pomona College and a Ph.D. from Colorado State University. His most recent honor is having just been named Idaho Professor of the Year.

**J. Martin Goebel:** Founding President of Sustainable Northwest. Mr. Goebel was raised in Mexico in a tri-cultural environment. He earned a B.S. degree in forestry at Oregon State University and a Master's degree in natural resources conservation and development at Texas A&M. He has worked in international conservation and development with the Nature Conservancy, Conservation International, and the World Wildlife Fund. Martin serves on Oregon Governor John Kitzhaber's Sustainable Oregon Work Group, the Intelligent Consumption Project of the U.S. Forest Service, the International Sustainable Development Foundation, the Institute for the Northwest, the San Diego Museum of Natural History, and the Mexico Conservation Fund. In these organizations, he has helped initiate ecosystem-level sustainable development and conservation initiatives by building local capacity in partnership with government agencies, non-profit organizations, research institutions, grassroots community stakeholders, private enterprise, development agencies, and philanthropies.

**Vaughn L. Grisham, Ph.D.:** Director of the McLean Institute for Community Development and Professor of Sociology at the University of Mississippi,

where he has taught for the past 35 years. He holds a bachelor's and master's degree from Mississippi State University and a Ph.D. in sociology and history from the University of North Carolina. Dr. Grisham has helped to establish leadership development programs in more than 250 counties in twenty states and has written a book on the subject: *Link 2000*. Dr. Grisham has also written two books on community development: *Tupelo: The Evolution of a Community* and *Hand in Hand*. His honors include selection as Outstanding Teacher at the University of Mississippi, one of the Outstanding Sociology Teachers in the Nation, the Thomas S. Frist Sr. Award for Outstanding Service to the State and University, and Citizen of the Year in his home county of Lafayette. He has held many offices, including Senior Fellow for the Southern Growth Policies Board, Associate of the Kettering Foundation, President of the American Association of State Sociological Societies, President of the Faculty Senate of the University of Mississippi, and twice President of the Faculty Senate Association of Mississippi. He is the author of more than 100 papers and articles and is currently writing a book on leadership and leadership development.

**Gregory Hahn:** Reporter for the *Idaho Statesman*. Greg Hahn has covered rural Idaho from inside out for almost five years. He started as a reporter and was subsequently named bureau chief in Burley for the *Twin Falls Times-News*. He then moved to the main office and spent nearly two years covering southern Idaho politics and the Idaho Legislature. In December of 1999, he came to the *Idaho Statesman* to cover the state and state government.

**Ken Harward:** Executive Director of the Association of Idaho Cities. Harward has served in this capacity for four years and served previously for 24 years as City Administrator and Finance Director for the City of Nampa. He is credited with providing the leadership for city strategic plans that have produced economic development successes, including the creation of several thousand new jobs and several major public structures. Harward earned his graduate degree in public administration from the University of Utah. He and his wife, Margo, have five children.

**Marc C. Johnson:** Boise partner of the Gallatin Group, a Pacific Northwest public affairs/issues management firm with offices in Boise, Seattle, Portland, Spokane, and Helena. Mr. Johnson served on the staff of Governor Cecil D. Andrus from 1987 to 1995, first as press secretary and later as chief of staff. He has a varied mass communications background, including experience in radio, television, and newspaper journalism. He has written political columns and done extensive broadcast reporting and producing.



Prior to joining Governor Andrus, Mr. Johnson served as managing editor for Idaho Public Television's award-winning program, *Idaho Reports*. He has produced numerous documentaries and hosted political debates. Several of his programs have been aired regionally and nationally on public television. He is a native of South Dakota and received a B.S. degree in journalism from South Dakota State University. His community involvement includes a past presidency of the Idaho Press Club and the Bishop Kelly High School Foundation and service on the Boards of Directors of the Idaho Humanities Council, the St. Vincent de Paul Society, and the Housing Company, a non-profit corporation devoted to developing low-income housing projects in Idaho.

**Pete Johnston:** Community Leader and U.S. Forest Service District Ranger (retired). He and his wife, Elaine, have lived in six small western communities over the last 30 years and elected to settle in Council, where a Boise Cascade mill was closed in 1995. Both are currently involved with the Adams County Development Corporation, the Council Learning Center, the Chamber of Commerce, and the Council Community Hospital and Nursing Home. They have both served on task forces for the Governor and are interested in the revitalization of rural Idaho. Mr. Johnston received his B.S. degree in forest management from North Carolina State University in 1968. He was named Man of the Year in Council in 1994 and Outstanding Citizen in 2000 and received the USDA Superior Service award for community service in 1992. He participated recently in the community forum that was facilitated by the *Idaho Statesman*.

**Darrell Kerby:** Mayor, City of Bonners Ferry. A native of Bonners Ferry, Mayor Kerby received his B.S. degree in education from the University of Idaho and his M.S. from Gonzaga University. He began his career as a high school coach and teacher in Bonners Ferry and also worked in real estate, insurance, and securities. In addition to his duties as mayor, he is president and CEO of Pace-Kerby & Co., Inc. He is currently president of the Boundary County Development Corporation and serves on a regional advisory committee for Senator Larry Craig.

**Cassandra Kipp:** Economic Development Planner, Nez Perce Tribe. In the two years that she has been with the Nez Perce Tribe, Ms. Kipp has tripled the amount of grant monies to \$1.5 million, coordinated the development of funding for the construction of water and sewer improvement in two major cities, a Boys and Girls facility, a bio-control facility, a bus transit station building, and the Tribal Farm and Marketing Study. Previously, she supervised the operation of the Clearwater River Casino. In that capacity, she supervised the operation of the large-scale gaming enterprise, developed annual business plans and marketing strategies, and initiated staff development plans to include all staff as computer literate in the first year.

She has worked with the Tribe in several capacities since 1984. Ms. Kipp holds a bachelor's degree in business management technology and is certified by the National Indian Justice Center.

**Kevin Learned, Ph.D.:** President of Albertson College of Idaho. Dr. Learned was raised in the Treasure Valley and received a liberal arts education at Yale University, followed by an MBA degree from the Wharton School of the University of Pennsylvania. A CPA and entrepreneur, he founded Learned-Mahn, Inc., a computer software company that was sold to a major New York Stock Exchange company in 1995. He is a past president of the Boise Rotary Club and a member of the boards of Treasure Valley United Way and the Log Cabin Literary Center. Learned has been active in community service his entire career and has served in leadership roles for the Boise Public Schools Foundation, Blue Cross of Idaho, and the Boise Area Chamber of Commerce. A firm believer in international education, Learned has studied Spanish in Costa Rica, taught in Mexico, shared his expertise at the National Economics University in Hanoi, Vietnam, studied small business in Saudi Arabia and Bahrain, and arranged for student exchanges with the University of Guadalajara.

**Gary Mahn:** Director, Idaho Department of Commerce. A native of Spokane, Gary Mahn is a C.P.A. and holds a B.S. degree in accounting from the University of Idaho and an M.B.A. from the Wharton School at the University of Pennsylvania. He is the co-founder of Learned-Mahn, a Boise-based computer software company, which he sold in 1994. He has been recognized several times for his entrepreneurial spirit: first by the Boise Chamber of Commerce in 1994 as Small Business Person of the Year and again in 1995 by the entire state of Idaho. Currently he serves on the boards of Blue Cross of Idaho and the Idaho Independent Bank. An original co-founder of the Downtown Boise Association in the late 80s, he has served on the boards of the Boise Chamber of Commerce, the YMCA, and the Greater Boise Auditorium District. In mid-December of 1998, Mahn resigned his chairmanship of the Idaho Economic Advisory Council to serve as director of the Idaho Department of Commerce under Governor Dirk Kempthorne.

**Kelly K. Matthews, Ph.D.:** Executive Vice President and Economist, Wells Fargo Northwest. A native of Montpelier, Idaho, Dr. Matthews earned his bachelor's and master's degrees from Brigham Young University, and he holds a Ph.D. in economics from the University of Colorado. His previous positions include Staff Economist for the Eastman Kodak Company in Rochester, New York. He is actively involved in the civic affairs of Salt Lake City and is a member of the Salt Lake Convention and Visitors Bureau, the boards of the Utah Bankers Association and the Coalition for Utah's Future, the Governmental Affairs Committee of the Financial Services Roundtable, and the Economic Advisory Committee of the American Bankers Association.



**Lee McGuire:** Investigative and Special Projects Reporter for KTVB-TV/News Channel 7. This fall, he produced a three-part television series for the Rural Idaho Project and co-hosted a public affairs program, discussing issues it raised. After graduating from Princeton University in 1988, Lee earned a Master's degree in broadcast journalism from the University of Missouri-Columbia. There, he worked at KOMU-TV, an NBC affiliate, as a political reporter. Currently, he is a member of the Society of Professional Journalists and Investigative Reporters and Editors. McGuire grew up in Newton, Massachusetts, the son of a paralegal and an economics professor. His stepfather is the fire chief in nearby Foxboro, home of the New England Patriots and some of the best firefighters in the country.

**Paige Merrigan:** College student, native of Paul, Idaho. Ms. Merrigan graduated from Minico High School and is now attending Gonzaga University in Spokane. During her high school years, she was on the Honor Roll, belonged to the National Honor Society, played varsity volleyball and basketball, and was a member of the Business, French, Key, and Shop Clubs. She was elected president of the senior class and was also Homecoming Queen. Ms. Merrigan participated in the public meetings in the Magic Valley that were held as part of the Rural Idaho Project. Her work history includes her current jobs as assistant to the Dean of Student Life and as a secretary at DR Curtis & Coldwell Banker and Cornerstone Appraisal, Inc. As a high school student, she volunteered at Minidoka Memorial Hospital.



**Patrick Murphy:** Leader, Community Connections Program, Northwest Area Foundation. Mr. Murphy works with communities in the Foundation's eight-state region to identify development needs and to broker the tools and services necessary to meet those needs. Patrick has been with the Foundation since January 2000, serving as a consultant on two program activities prior to being hired full-time. Since graduating from the University of South Dakota, Patrick's eighteen-year career has centered on the upper Midwest, from his first job in the Rosebud (SD) Sioux Tribe to positions in state and federal government, the non-profit area, and the private sector in South Dakota, Oklahoma, Virginia, and Minnesota. In addition, Patrick has participated in a number of philanthropic boards and organizations, including the Minnesota Council on Foundations and the Two Feathers Fund of the St. Paul Foundation's Diversity Endowment Funds.

**Bruce Newcomb:** Speaker of the Idaho House of Representatives. Speaker Newcomb was born and raised in Cassia and Minidoka counties in rural Idaho on his family's farm where his father farmed and fresh-packed potatoes. He graduated from Declo High School and attended the University

of Oregon, Northwest Christian College, and Stanford University, graduating with a bachelor of science degree. After graduating from college, he returned to Declo to help his father on the farm with the intention of seeing him through difficult financial times and then returning to graduate school. He co-signed a mortgage with his father, not realizing that it was a life sentence. His family was raised on politics, and in 1986, his older brother, Russell, and he ran for the Idaho House of Representatives. During his fifteen years of service in the House, Rep. Newcomb has served as Caucus Chairman, Assistant Majority Leader, Majority Leader, and now Speaker of the House. Thirteen of his fifteen years of public service have been in leadership. In other words, two years as a grenade thrower and thirteen years as a grenade catcher. During his terms in the House, he met his wife, Celia Gould, who also serves in the Legislature. Bruce and Celia have five children.



**Con P. Paulos:** Jerome business leader, CoChair of Governor Kempthorne's Task Force on Rural Development, and chairman of Idaho's Economic Development Advisory Council. A graduate of Utah State University, Paulos, along with his wife, Cyndy, founded Con Paulos, Inc., which operates four automobile dealerships. They also founded Magic Valley Subways, Inc. which operates six Subway restaurants, and CONtroll Acceptance Corporation, a state-chartered finance company. Paulos's civic involvement includes founding the Jerome Economic Development Task Force, serving twice as president of the Jerome Chamber of Commerce, and serving on the board of St. Benedict Hospital.

**Raymundo Pena:** Attorney, civic leader, Rupert, Idaho. In addition to being an attorney in private practice, Mr. Pena contributes his time and energy generously to community and the state of Idaho. He has served for many years on the Idaho Children and Youth Council and is also a member of the Greater Idaho Private Industry Council. Although born in Altus, Oklahoma, Pena grew up in Rupert and graduated from Minico High School. He graduated from Occidental College after spending a year at the University of Madrid. He received his law degree from the University of Santa Clara in 1983. In his Rupert practice, he specializes in criminal defense and plaintiff's personal injury cases.



**Charlotte H. Reid:** Ranch Co-Manager and Community Leader. Mrs. Reid was raised on western ranches and married into a ranch family that has lived on the same soil near Firth, Idaho for 140 years. With her husband, she has co-managed their ranch for thirty years, raised three children, and still found time to serve as state chair for the Idaho Cattlewomen's Association and to be a founding board member of the Idaho Conservation League and the Corporation for the Northern Rockies. She is a member of BLM's advisory council for the Idaho Falls District and chair of the Central Bingham Soil & Water Conservation District. Ms. Reid facilitated a tri-state tour of new range and ranch management practices and has presented sustainable range and ranch management to many environmental and land management groups. She monitors range and stream conditions for her ranch and grazing association, facilitates stream restoration projects in the watershed, and is currently developing a watershed community to improve the watershed, the quality of life, and the agricultural economics of eastern Idaho.

**Paul Romrell:** Farmer, former medical professional. Since 1980, Paul and Ellen Romrell have farmed as much as 2000 acres near St. Anthony. In addition to a cow-calf operation, they raise potatoes, hay, and grains and have recently put 347 acres of their dry farm land in Clark County into a federal wetlands program. They have cut back their farming operations in recent years and are looking forward to retirement. Prior to farming, Mr. Romrell worked as a medical and ex-ray technologist and as administrator for two hospitals. He was born in Fremont County and grew up on what is now a century farm. He has resided in St. Anthony all his life and attended Ricks College, Boise State College, and the University of Minnesota. He is a past president of the St. Anthony Rotary, the Fremont-Madison Cattlemen's Association, and Southeast Idaho Health Resources. He and his wife were recently selected by Ducks Unlimited to travel to Washington, D.C. to lobby members of Congress for the Wetlands Programs.

**Betsy Russell:** Boise Bureau Chief for the *Spokane Spokesman-Review*. Ms. Russell has been with the daily paper for ten years and previously worked as a reporter and editor for the *Idaho Statesman*. She holds a bachelor's degree in political science from the University of California-Berkeley and a master's degree in journalism from Columbia University. Ms. Russell is currently president of the Idaho Press Club.

**Priscilla Salant:** Adjunct Faculty, University of Idaho's Department of Agricultural Economics and Rural Sociology. Ms. Salant analyzes social and economic trends in rural areas of the United States and the Rocky Mountain West, conducts rural development program evaluations, designs and develops rural information systems and research tools for community leaders, and conducts local needs assessments of rural telecommunications. She is currently developing an economic indicator system for the Northwest Area Foundation. She has co-authored several books, including *Local*

*Government Guide to the Internet, How to Conduct your Own Survey, and Guide to Rural Data.* She was a Visiting Fellow at the Arkelton Center for Rural Development Research in Scotland in 1990 and 1995. In 1992, 1993, and 1998, she was a consultant in Paris to the Rural Development Program of the Organization for Economic Development and Cooperation.

**Kathy Skippen:** Commissioner, Gem County. Commissioner Skippen grew up on a quarter horse ranch in Sweet and graduated from Emmett High School and Washington State University. She has worked as a substance abuse counselor, director of a youth agency, a small business owner, a horse show photographer, and a professional horse trainer. She currently serves as one of Gem County's commissioners and is a former member of the Emmett School Board. Her family has lived in Gem County for 98 years.

**Karl Stauber, Ph.D.:** President, Northwest Area Foundation, St. Paul, Minnesota. Karl Stauber has led NWAf since 1996 and is responsible for all aspects of its work. The Foundation distributes approximately \$20 million annually to help communities reduce poverty in the eight states of the Pacific Northwest and Northern Great Plains. Prior to becoming the Foundation's fourth president, he served as a senior appointee in the Clinton Administration at USDA in Washington, D.C. During his work at USDA, Stauber focused on the 1996 Farm Bill, refocusing federal agricultural research and education policy and the community development portion of the President's Northwest Timber Initiative. Prior to joining the Foundation in 1986, Dr. Stauber managed an alternative venture capital firm in Colorado. He also served as executive director of the Needmor Fund and as assistant director of the Babcock Foundation in Winston Salem, North Carolina. Stauber holds a Ph.D. in public policy from the Union Institute in Cincinnati, a certificate from the Program for Management Development at the Harvard Business School, and a B.A. in American Studies from the University of North Carolina. He serves on the Communications/Legislative Initiative and the Governmental Affairs Committee of the Council on Foundations. He is also a member of the Presidential Advisory Board on Tribal Colleges and was the vice-chair of the USDA Task Force on federally-funded Agricultural and Forestry Research Facilities.

**Ernie Stensgar:** Chairman, Coeur d'Alene Tribe. Ernie Stensgar has led the Coeur d'Alene Tribe since 1986, and he currently serves as president of the Affiliated Tribes of Northwest Indians, representing some 55 tribal governments in Washington, Idaho, Oregon, Western Montana, and Alaska. He also serves on the board of directors as Portland Area Vice President for the National Congress of American Indians. Mr. Stensgar has led the tribe through its most successful era of economic development, during which the unemployment rate has dropped from 70% in 1993 to 10% currently. As chairman, he played the key role in developing the tribe's nationally-renowned Benewah Medical Center, including the 43,000 square

foot wellness center, which opened in July of 1998. The tribe's gaming operations, begun in 1993, have proved to be a powerful economic engine for the reservation and for North Idaho. Its impact on the regional economy exceeds \$30 million annually, helping to support 2500 jobs in North Idaho and Eastern Washington. Born and raised on the Coeur d'Alene Indian Reservation, Mr. Stensgar graduated from Chilloco Indian School in Oklahoma in 1965. He is a decorated combat veteran, serving with the United State Marine Corps in Viet Nam. He was wounded in battle

and was awarded the Purple Heart.

He has worked for the Bureau of Indian Affairs forestry operation on the Coeur d'Alene Reservation and is a former tribal logging operation manager. His honors include being the first tribal leader named to the list of Idaho's 100 Most Influential People and receiving the Bayard Rustin Award for his stand against white supremacist movements in North Idaho. In September 2001, Mr. Stensgar became the first living Idaho tribal leader and the first Coeur d'Alene tribal member to be named to the Idaho Hall of Fame.



**Carolyn Washburn:** Executive Editor of the *Idaho Statesman*. Ms. Washburn has served previously as managing editor for the Rochester, New York *Democrat and Chronicle*, and the *Idaho Statesman*. She began her career as a business reporter in Lansing, Michigan. A Cincinnati native, Washburn holds a bachelor of arts in political science and journalism from Indiana University at Bloomington. She and her husband, Perry Washburn, have three children.

**Margaret Wimborne:** Assistant Managing Editor of the Idaho Falls *Post Register*. Mrs. Wimborne started at the paper as a business and agriculture reporter in 1990 and later pioneered the newspaper's social issues beat, covering migrant worker issues, the rural health care crisis, concerns about day care, and growth and trends in the community. Ms. Wimborne became features editor in 1993, then assistant city editor and regional editor, overseeing the paper's coverage of outlying counties. She became city editor in 1997, just after the paper's conversion to a seven-day morning paper. In 2000, she was named assistant managing editor.

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