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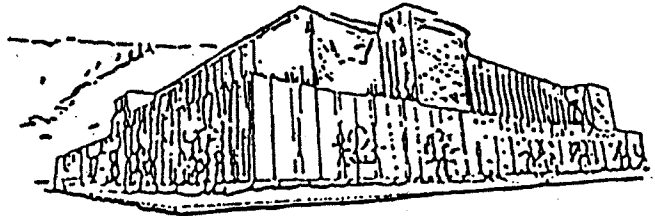
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IDENTIFYING THE HUMAN RESOURCES OF MONTANA'S SWAN VALLEY,
A RURAL FOREST-DEPENDENT COMMUNITY IN TRANSITION

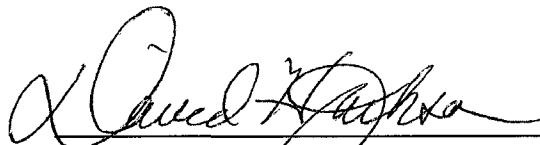

by

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B.A., Gonzaga University--Spokane, WA, 1989

Presented in partial fulfillment of the requirements
for the degree of
Master of Science
University of Montana
1996

Approved by


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Identifying the Human Resources of Montana's Swan Valley, a Rural Forest-Dependent Community in Transition (72 pp.)

Director: Professor David H. Jackson



This thesis examines the importance of human capital in a forest-resource dependent community in terms of economic stability. In order to quantify the human capital of Montana's Swan Valley, a human resource inventory was designed and administered by taking a census by oral interview of the valley's permanent and seasonal residents. The inventory catalogues the age and sex distribution, occupations, employable skills, outdoor activities, and ideas for new or improved businesses and services of every full-time and seasonal resident of the Swan Valley. The information gathered by the human resource inventory identifies the human capital of the Swan Valley and will be used by the Swan Valley Citizens Ad Hoc Committee to help residents and leaders to either individually or collectively make wise decisions about the future of the valley's economy, natural resources, and culture.

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CHAPTER 1, THE HUMAN CAPITAL OF THE SWAN VALLEY

SECTION A, INTRODUCTION

In October 1991, the Swan Valley Citizens Ad Hoc Committee and the Liz Claiborne/Art Ortenberg Foundation approached the University of Montana's School of Forestry to conduct a research project for the Swan Valley Citizens Ad Hoc Committee located in Condon, Montana. The Swan Valley Citizens Ad Hoc Committee was interested in gathering information about the human capital of the valley's permanent and seasonal residents to determine the community's prospects for economic stability.

The Swan Valley Citizens Ad Hoc Committee is a group of retirees, loggers, ranchers, mill workers, teachers, and other community members organized to address the economic, environmental, and cultural problems related to the natural resource base in the Swan Valley. The Ad Hoc Committee's mission is to suggest to the Swan Valley community possible remedies that maintain or enhance economic livelihood and quality-of-life.

A Human Resource Inventory questionnaire was developed to measure the human capital of the Swan Valley's permanent and seasonal residents and to provide a description of their various occupations, employable skills, activities, and ideas. A second

questionnaire developed by Professor David H. Jackson of the University of Montana School of Forestry, Identification of Preferences for the Future, was simultaneously distributed to collect information about the respondents' values regarding the future of the valley and their opinions about problems facing the community.

A total of five hundred and twenty-three permanent and seasonal residents (401 permanent and 122 seasonal) of the Swan Valley were interviewed in a two month period in order to measure their human capital. It is important to note that the data collected for this study are a snapshot of the Swan Valley at a certain point in time and are subject to change in subsequent years.

The oral interviews for this study involved an unannounced knock on the door and a request for an interview. Due to scheduling difficulties, some requests for interviews were made by telephone.

In order to generate interest in the study among members of the Swan Valley community, several articles explaining the nature of the study were printed in the local newspaper. In addition, a radio announcement and local word-of-mouth were instrumental in helping inform the community about the study.

SECTION B. AN ANALYSIS OF HUMAN CAPITAL

The Swan Valley Human Resource Inventory identified the various occupations, skills, activities, and interests of the permanent and seasonal residents to measure the citizens' human capital. While a variety of studies have examined human capital, they all embrace a common definition of its elements. Thurow (1970) defined human capital as "an individual's productive skills, talents, and knowledge measured in terms of the value of goods and services produced." Similarly, Becker (1993) argued that "activities that influence future income by increasing the resources of people are called investments in human capital." The activities to which Becker referred included education, on-the-job training, medical care, and migration, all of which improve skills, knowledge, health, and income levels. Direct expenditures on education, health, and internal migration to take advantage of better job opportunities were also identified as examples of human capital (Wykstra, 1971). While these three studies of human capital each recognized the importance of measuring productive skills, talents, knowledge, medical care, and migration, they did not relate these elements to economic activity in a community. This thesis examined the elements of human capital in a rural community to help identify its prospects

for economic stability.

A community's economic growth or decline is directly related to its human capital. Workers may either migrate to a community to maximize their investment in education or occupational skills or move away for the same reason (Garkovich, 1989). From this perspective, Montana's Swan Valley stands to lose more human capital than it will gain as its citizens leave the area in search of jobs with higher income potential. The outmigration of human capital will have a long-term effect on the Swan Valley economy because it will not reap the rewards of the resources its citizens spent on educating and training its young workers. Moreover, the resources its citizens spend to retrain older workers would not produce returns for as long as they would for younger ones, resulting in smaller total benefits (Becker, 1967).

However, the immigration of human capital in the form of people moving to the valley for noneconomic reasons may represent a significant contribution to its economy. As the Swan Valley Human Resource Study demonstrated, the valley's population is comprised of a significant number of retired permanent and seasonal residents (Lambrecht and Jackson, 1993). This segment of the population moved to the area for its recreational resources, low population, and scenic value rather than for its

employment opportunities.

Economic growth will be difficult to attain in the Swan Valley when retired persons represent the majority of the immigration of human capital. Despite the fact that much human capital is invested in retired persons in the form of education and occupational skills, their contributions to the local economy are generally limited to consumption.

Because of this limitation, the most significant contributors to the Swan Valley's economy will be the smaller number of skilled workers remaining in the valley. The human capital of these workers is diverse, yet oriented towards heavy equipment operation and outdoor recreation skills (Lambrecht and Jackson, 1993). Because of this orientation, the future of the Swan Valley's economy may depend on the continued development of smaller businesses such as post and pole manufacturing, log home building, small engine repair, and wilderness outfitting and guiding.

The transition from an economy dominated by large extractive natural resource industries to smaller value-added natural resource industries and residentiary services will require the Swan Valley's residents to rely upon their diverse skills to maintain their standards of living. With that in mind, groups

interested in stabilizing the Swan Valley economy would be wise to invest their resources in identifying and developing value-added and residentiary service skills in its citizens. This sort of investment in human resources leads to a positive impact on the production of goods and services (Thurow, 1970).

SECTION C. LITERATURE REVIEW

Survey Design

The human capital of the Swan Valley was measured by the distribution of a questionnaire called the Human Resource Inventory, which was modeled after the capacity inventory designed by Neese, Marino, and McKnight (1991). The Human Resource Inventory was designed to catalogue the occupations, skills, and interests of the residents of a community.

A research project of this nature requires the task of gathering information about subjects to explain a trend or social phenomenon (Bailey, 1978). Since surveying is the method most often employed in gathering information about subjects for descriptive research projects, the author consulted the work of Bailey (1978) to capture the definition of a survey and understand its concepts. Bailey states that "a survey consists of asking questions of a (supposedly) representative cross section of the population at a single point in time. The persons

of whom the questions are asked are called respondents (Bailey, 1978)."

Once the concepts of this research problem were formulated the next step was to design the data-collection instrument, the questionnaire. The first step in writing the questionnaire was to list some of the reasons a respondent might give erroneous information or even refuse to answer a question altogether. Some of these reasons were identified by Bailey (1978): (1) the respondent feels the interviewer is not legitimate; (2) the respondent feels that the information will be used against him/her; and (3) the respondent refuses to cooperate. In addition, Bailey (1978) identified several pitfalls that must be avoided in designing a questionnaire: (1) double-barrelled questions (including two or more questions in one); (2) ambiguous questions; and (3) difficulty in the level of wording.

With these suggestions in mind, the author proceeded with an interview study rather than only a mailed-in survey of the Swan Valley to increase response rates, spontaneity, and completeness.

In conducting an interview survey, many measurement errors can be encountered. Given the possibility for measurement error in this project, the author examined the research of Groves (1989), who identified four ways in which interviewers affect

survey measurement error. First, the interviewer's demographic and socioeconomic characteristics can affect the behavior of the respondents. Second, different interviewers can administer the questionnaire in different ways. Third, even if the questions are read exactly as printed, the interviewer can emphasize certain words which may influence the respondents' answers. Fourth, in reaction to respondents' difficulties with questions, the interviewer can use different probing techniques which may contribute to variations in responses.

Rural Forest-Dependence

If this thesis is to be successful in describing the human capital of a rural forest-dependent community in Montana, it is essential to capture the definition of "rural", "forest-dependency", and "community" in order to determine whether or not the Swan Valley meets those criteria. This task appears simple enough at first glance, however, examination of the literature relevant to this study demonstrates that no universally accepted comprehensive definition of a rural forest-dependent community exists. However, Montana's Swan Valley fits the requirements listed by the literature for the terms rural and community, when they are discussed individually. In addition, while this chapter examines the various definitions of timber-dependence, this

thesis argues that the term forest-dependence more adequately captures the economic profile of a community such as the Swan Valley because it is dependent not only upon income derived from the timber industry but also from tourism and recreation.

Defining Rural

Defining the term rural is an arduous task given the fact that the term means so many different things to so many different people. Some people think of rural as simply a matter of population density when compared to metropolitan areas while others associate rural with certain types of occupations such as agriculture or logging. The lack of a universally accepted definition of rural presents special problems for those who wish to examine the economic and sociological aspects of a rural community. In fact, it might be inappropriate to apply the methods or results of a study conducted in an area considered rural by one definition to an area that fits another definition more closely. Therefore, this thesis will synthesize the various definitions of rural that apply to the Swan Valley community.

Population density provides the most widely accepted definition of the term rural, though there are several versions of rural from the perspective of population. The United States Bureau of the Census defines rural as "the population or areas

not designated as urban," whereas urban is defined as "the population living in central cities and surrounding densely settled territory with a combined population of at least 50,000 or in places of 2,500 outside urbanized areas (Fossum, 1993)." Moreover, the Census Bureau has two other classifications besides urban and rural, including standard metropolitan statistical areas (SMSAs), and nonmetropolitan areas. The standard metropolitan statistical area is a "county or group of counties that contains either a city with a population of 50,000, or a Census Bureau defined urbanized area with a population of at least 50,000 and a total population of at least 100,000 (Fossum, 1993)." A nonmetropolitan area is simply a county that is not a Census-designated metropolitan statistical area. In essence, the Census Bureau defines rural areas as those with fewer than 2,500 residents per locality. This sort of definition presents problems for the economic or sociological researcher. For example, an urban town with 3,000 people by Census definition may have less in common with another urban city of 300,000 people than it does with a rural town of 2,000 people (Gilford, Nelson, and Ingram, 1981). By definition, however, the Swan Valley community fills the Census Bureau's requirements for rural as its population is less than 2,500.

The U.S. Census estimated the Swan Valley permanent resident population to be 710 while the Lambrecht and Jackson census estimated the permanent resident population to be 401 (U.S. Bureau of the Census, 1990; Lambrecht and Jackson, 1993). It is important to note, however, that the U.S. Census' population block groups are not contiguous to the boundaries of this study and include the communities of Seeley Lake, Bigfork, and Swan Lake. Therefore, the Lambrecht and Jackson census provides a more accurate estimate of the population since it focuses on the study boundary and includes seasonal residents as well.

Two studies have developed more accurate definitions of population centers. One for the Department of Agriculture in 1975 (Gilford, Nelson, and Ingram, 1981) and the other in the *Rural-Urban Continuum Codes for Metro and Nonmetro Counties* which uses precisely the same categories as the 1975 study (Butler, 1990). Hines, Brown, and Zimmer divided the Census Bureau's metropolitan statistical areas into four categories for the U.S. Department of Agriculture, including greater metropolitan areas with at least 1 million people, medium metropolitan with 250,000 to 999,999 people, and small metropolitan as counties made up of SMSAs but with less than 250,000 population and nonmetropolitan

areas. Moreover, the nonmetropolitan areas were divided into six subcategories:

(1) Urbanized adjacent -- those having an aggregate urban population contiguous to a SMSA of at least 20,000 residents; (2) Urbanized not adjacent -- counties not contiguous to SMSAs and having an aggregate urban population of at least 20,000; (3) Less urbanized adjacent -- counties contiguous to SMSAs and having an aggregate urban population of 2,500 to 19,999; (4) Less urbanized not adjacent -- counties not contiguous to SMSAs and having an aggregate urban population of 2,500 to 19,999; (5) totally rural adjacent -- counties contiguous to SMSAs and having no urban population; and (6) totally rural not adjacent -- counties not contiguous to SMSAs and having no urban population (Gilford, Nelson, and Ingram, 1981).

Again, because of its population and location, the Swan Valley would be classified as rural according to its description as a totally rural community not adjacent to a SMSA.

While this 1975 study provides a more complete definition of rural from a population standpoint, the problem of defining rural according to people's differing perceptions still exists. For example, a 1988 study identified a list of distinctions between urban and rural communities mentioned by its respondents (Washington State Department of Community Development, 1988). The following is an excerpt from the complete list.

RURAL

No local control of finance capital base

.

Narrow business base, often dependent on single industry

Significant outmigration due to lack of jobs, more/better services available elsewhere; in-migration of population dependent on public assistance

Limited leadership capacity; highly dependent on volunteers

Outmigration of educated youth

Reliance on industry-related transfer payments, as well as growing reliance on individual transfer payments

Sense of Community

URBAN

Have finance capital base

Access to diverse business base

Immigration from out of state, and from declining rural areas

Divergent/competing leadership

High dropout rates

Heavy reliance on individual transfer payments

Difficult to define geographically

Many of the rural characteristics identified by the Washington State study apply to the Swan Valley. This study identified an outmigration of educated youth and skilled adult workers to areas of greater opportunity, a significant economic reliance on transfer payment incomes, and a strong sense of community. In addition, the valley is highly dependent on its wealth of skilled and committed volunteers to serve in leadership roles, including emergency medical care, fire protection, and other public services.

The differing perspectives of the nature of rural communities identified by the Washington State study demonstrate the difficulty of labeling a community as rural only according to its population. Many other social and economic factors contribute to the rural nature of a community. The Swan Valley community happens to reflect the rural distinctions in this list as the largest segment of its population relies on transfer payments, such as pensions, Social Security Insurance, Unemployment Insurance, and welfare. Moreover, the valley is dependent on a narrow industry base, depends on volunteers for many of its public services, and has a strong sense of community.

Defining Community

Perhaps the term rural may be defined more precisely with an examination of the definition of community as it pertains to rural areas. The problem here, however, is that like rural, no universally accepted definition for community exists. This has been a particularly difficult hurdle for researchers in terms of comparability of studies and testing of hypotheses (Machlis and Force, 1988).

Ensminger defines the rural community as "the geographic area with which most of the community's members identify themselves (Rodefeld et.al. eds., 1978)." For example, in

Montana when many rural people are asked where they are from, they reply that they're from the Swan, the Flathead, the Bitterroot, the Gallatin, or any other number of valleys. In effect, these people associate themselves not with any particular urban locality, but rather with a geographic location, a watershed (Kemmis, 1993). This is an important factor to consider in the Swan Valley, considering its residents insisted that this study cover only the middle portion of the Swan Valley, excluding the residents of Seeley Lake and Swan Lake. There is little doubt that the Swan Valley residents view themselves as a separate community from their neighbors.

Defining a community requires more than just geographic identification. Wilkinson (1986) argued that geographic identity was an important factor in defining community, but he maintained that a complete definition requires a structural organization and a set of shared actions. In effect, Wilkinson claims that a community requires a locally structured organization such as a government which is run by local citizens and which affects all of the community members. From this perspective, the Swan Valley's classification as a community is in doubt. No central authority exists in the valley and decisions made by the Missoula County Commissioners some 60 miles away affect the local

residents. At least two community groups, the Swan Valley Community Club and the Swan Valley Citizens Ad Hoc Committee, exist to aid in economic development and diversification, but have no authority or structure.

Other researchers such as Jackson and Flowers (1983) have analyzed the United States Forest Service's concept of community. In early forestry history, community was defined as the "idea of a closely knit social community almost wholly isolated geographically and economically (Waggener, 1977)." However, due to political, economic, social, and geographic changes in forested areas throughout the United States, the Forest Service came to define community as the planning unit (Waggener, 1977). Yet, as Jackson and Flowers (1983) noted, some in the Forest Service think of community in the regional sense. A community from this perspective might be several adjacent counties which produce timber. However, a problem with this definition is that it cannot be applied to other areas of research given the fact that some adjacent counties in some northwestern states may produce more timber annually than many other entire states (Jackson and Flowers, 1983). Therefore, characterizing the Swan Valley as a community from this perspective is erroneous since its national forests are not tied to a specific planning unit and

its remaining forested lands are owned by various private and state interests.

Despite the fact that no universally accepted definition of community exists, the permanent and seasonal residents definitely comprise a community. Even though the Swan Valley may not have the structured organizations identified by Wilkinson (1986), its residents work together in less structured volunteer organizations to make decisions that affect the entire valley population. This fact, when combined with the residents' fierce loyalty to the area, confirms that the Swan Valley is a community.

Defining Timber-Dependence

Defining timber-dependence in a community is another difficult task for the sociological or economic researcher. However, the National Forest Management Act (NFMA) of 1976 is a helpful tool of measurement in achieving a satisfactory definition. The NFMA defines timber-dependent communities as those in which "(1) primary forest products manufacturing facilities account for 10 percent or more of the local community work force, (2) national forest timber has accounted for at least 30 percent of the annual timber supply in the last five years [Federal Register, 1977] (Waggener, 1977)." Montana's Swan

Valley meets both of these requirements as 19 percent of its workforce is employed in the timber resource (Lambrecht and Jackson, 1993) while the Flathead National Forest's 173.3 million board feet of potential timber yield make up some 40 percent of the valley's suitable timber base (Region One Timber Sale Program Statistics, 1993).

Applying the second criterion of the NFMA definition for timber-dependency in the Swan Valley may be problematic, however, given the possibility that accelerated harvesting on Plum Creek's timbered acres (Manning, 1988) may have contributed more to the local economy than did logging on the Flathead National Forest, which experienced declining harvest levels throughout the same time period (Region One Timber Sale Program Statistics, 1993).

Another problem with the NFMA definition of timber-dependency is that it, like most other definitions of resource-dependency, is measured in economic terms. Most definitions of resource-dependency involve examinations of towns where resource extraction and processing activities are controlled by one industry or company (Machlis and Force, 1988). In order to be applied to a community experiencing economic diversification such as Montana's Swan Valley, a definition for timber-dependency needs to be more comprehensive. Timber-dependency involves more

than just economic factors such as company-specific employment figures, income earnings, or timber harvest levels. While those factors are important, they need to be considered along with the dependency definition identified by Power (1980) which examines the number of community residents who depend on the area's natural resources for purposes other than timber harvesting. As Machlis and Force, (1988) discovered, many communities depend on their forests for "clean air and water, unspoiled recreational opportunities, and security from violence and crime. From these perspectives, forest dependency better describes a community's association with its natural resources than merely timber dependency.

The collection of studies on American rural communities edited by Luloff and Swanson (1990) included a chapter by Craig R. Humphrey that provided a definition of community that pertains to rural timber-dependent areas. As Humphrey indicated in the 1986 text Environment, Energy, and Society, his definition relies heavily on classical sociologist Emile Durkheim's notion that "territorially bounded human populations are organized for routine activities to derive sustenance from the environment (Humphrey and Buttell, 1986)." Humphrey suggested that communities are simply "sustenance organizations" defined as "the

sum of activities occurring in a place for the purpose of earning a livelihood (Luloff and Swanson, 1990)." The activities to which Humphrey referred include employment opportunities, income, public services, family life, friendships, local politics, religion, and other routine aspects of a locality.

However, defining timber-dependent communities requires more than the classic idea that timber-dependence occurs when a majority of a community's workforce is employed by the forest products industry or in services supporting it (Kaufman and Kaufman, 1946; Machlis and Force, 1988). Humphrey argues that timber-dependency can be defined in two ways:

- (1) As ecological organizations, they are territorially bounded populations with subsistence organization developed to gain income by exporting timber and wood products in regional, national, and international trade networks.
- (2) [Timber-dependent communities may also be defined as] a group of people sharing common occupational activities, interacting socially in nonwork settings because of their similar occupational identity, and having compatible values and beliefs on the basis of similar experiences, friendships, and expectations about the future (Luloff and Swanson, 1990).

In addition to the aforementioned definitions of timber-dependent communities, Humphrey suggested that many such communities share a common characteristic of being corporate

satellites (Luloff and Swanson, 1990). Timber production in many Northwestern communities involves capital owned by large companies located in cities such as Seattle and New York City. While many of the local workers might only be independent contractors to the large companies, many of the managerial timber industry jobs in the area may be directly tied to the "corporate activities far removed from a forested area (Luloff and Swanson, 1990)." This situation may remove local citizen groups from the decision-making process in the use of their area's natural resources.

A community's status as a corporate satellite should not necessarily be viewed in a negative light. The relationship between the corporation and the community can be symbiotic (Luloff and Swanson, 1990). In such a situation, communities often gain local employment, personal income, and taxable income for public services. At the same time, corporations gain the natural resources they need to compete in regional, national, and international markets.

Since most of the Swan Valley's residents depend on transfer payments rather than employment for their incomes, applying Humphrey's definitions of sustenance organization and corporate satellite in the valley is problematic.

Rather, because many Swan Valley residents derive their incomes from the recreational opportunities provided by the forests and because the greatest segment of its employed people are working in natural resource related industries, there is little doubt that the valley has become generally forest-dependent rather than specifically a timber-dependent sustenance organization or corporate satellite.

Defining Community Stability

Now that the various definitions of rural, community, and timber-dependency have been examined, it is necessary to consider stability as a factor in rural, forest-dependent communities like the Swan Valley. The NFMA definition of timber-dependency provides evidence about the Forest Service's sensitivity to the communities in which it plays a significant role. As such, the definition is a result of the Forest Service's desire to maintain the integrity of small, western communities that depend on timber harvests from public lands and typically lack economic or social stability (Daniels, Hyde, and Wear, 1991). Although Waggener (1977) argues that community stability is only an "inferred policy objective" of the Forest Service today, its roots as a goal can be traced back to the "Pinchot letter" of 1905 (Jackson and Flowers, 1983) where Gifford Pinchot informed President

Theodore Roosevelt that, in matters of the public's forest lands, "local questions will be decided upon local grounds (Waggener, 1970)."

This was perhaps the first acknowledgement by the U.S. Government that its stewardship of the public lands carried with it a responsibility to seek stability in the communities which depended on the dominant industries and the forest reserves. However, Kaufman and Kaufman (1946) noted that Pinchot's letter advocating local decision-making may not have been understood by officials at the regional level. At least one Assistant Regional Forester wrote that "The national forests are for the use and benefit of all the people in the United States as well as for the local communities. Within these limits public forests managed for the greatest good for the greatest number in the long run should contribute to people dependent on them for a livelihood (Kaufman and Kaufman, 1946)." In the same year, however, the Kaufman and Kaufman (1946) community study demonstrated that, "Of desirable community characteristics probably the one most conspicuous by its absence in forest areas has been that of stability."

In an effort to provide rural timber-dependent communities with a blueprint for achieving economic diversification and

stability, Kaufman and Kaufman (1946) offered the "Principle of Balance" to ensure that "living" as well as "making a living" receive due consideration in the community. According to Kaufman and Kaufman, five applications of the principle must be present to achieve community stability:

- (1) A balance between types of enterprises.
- (2) A balance between small and large enterprises.
- (3) A balance between public and private enterprise.
- (4) A balance of power and influence among various groups in the community.
- (5) A balance between population and resources.

Despite Pinchot's acknowledgement of federal responsibility, community stability did not become an official Forest Service goal in terms of resource management until 1944 with the passage of the Sustained-Yield Forest Management Act (Dana and Fairfax, 1980). The Sustained-Yield Forest Management Act established cooperative sustained-yield units involving both public and private forest land and federal sustained-yield units consisting of only federal land. These cooperative units were created to "promote the stability of forest industries, of employment, of communities and of taxable forest wealth, through continuous supplies of timber (Schallau and Alston, 1987)."

However, the prosperity of the post-World War II era

contributed to the overall loss of interest in cooperative sustained yield units by the Forest Service and the Department of Agriculture. Instead of adhering to explicit legislative mandates to promote community stability, the Forest Service followed a timber management guidebook which "suggested that when markets were good for less desirable species or products, they could be harvested beyond the calculated allowable cut. It also suggested that in periods of poor market conditions more valuable species may be overcut, if necessary to sustain the community (Schallau and Alston, 1987)."

When support for community-stability policies in timber management declined after World War II, the Forest Service shifted its focus to conserving resources to meet the needs of future generations. As a result, national forest management had come full circle from Gifford Pinchot's efforts in the early 1900's to secure timber reserves for future generations to the community stability policies of the Sustained-Yield Forest Management Act and back again to resource conservation policies for future needs following World War II (Schallau and Alston, 1987).

Despite the lessons provided by the 1963 report written by Professor William Duerr which demonstrated that sustained-yield

and even-flow timber policies do not guarantee community stability, the Forest Service adopted non-declining even-flow policies in the 1960's mandating that, except for short time periods, harvesting levels could not drop below the allowable sale quantity (Schallau and Alston, 1987). By adopting immediate non-declining even-flow policies and an immediate reduction in programmed harvests in some Pacific Northwest forests, the Forest Service demonstrated that it was committed to stabilizing the flow of raw timber at the risk of destabilizing many communities in the process. Schallau and Alston (1987) argue that the Forest Service should have postponed the harvest reduction to allow the communities sufficient time to adjust.

Congress attempted to clarify forest management policies in 1974 with the Forest and Rangeland Renewable Resources Planning Act (RPA) and in 1976 with the National Forest Management Act (NFMA). However, neither of these statutes made direct reference to community stability. Instead, they provided only conflicting messages from Congress about how the nation's forests should be managed in terms of community stability. The RPA imposed a top-down forest planning system that emphasized "national objectives over local priorities" while the NFMA implemented a bottom-up system where "cumulative local priorities of individual national

forests dictate national objectives (Schallau and Alston, 1987). Although the Forest Service did not interpret either Act as a clarification of its community stability policy, the eventual adoption of forest plan procedures outlined in the NFMA provided a framework for consideration of community needs (Schallau and Alston, 1987).

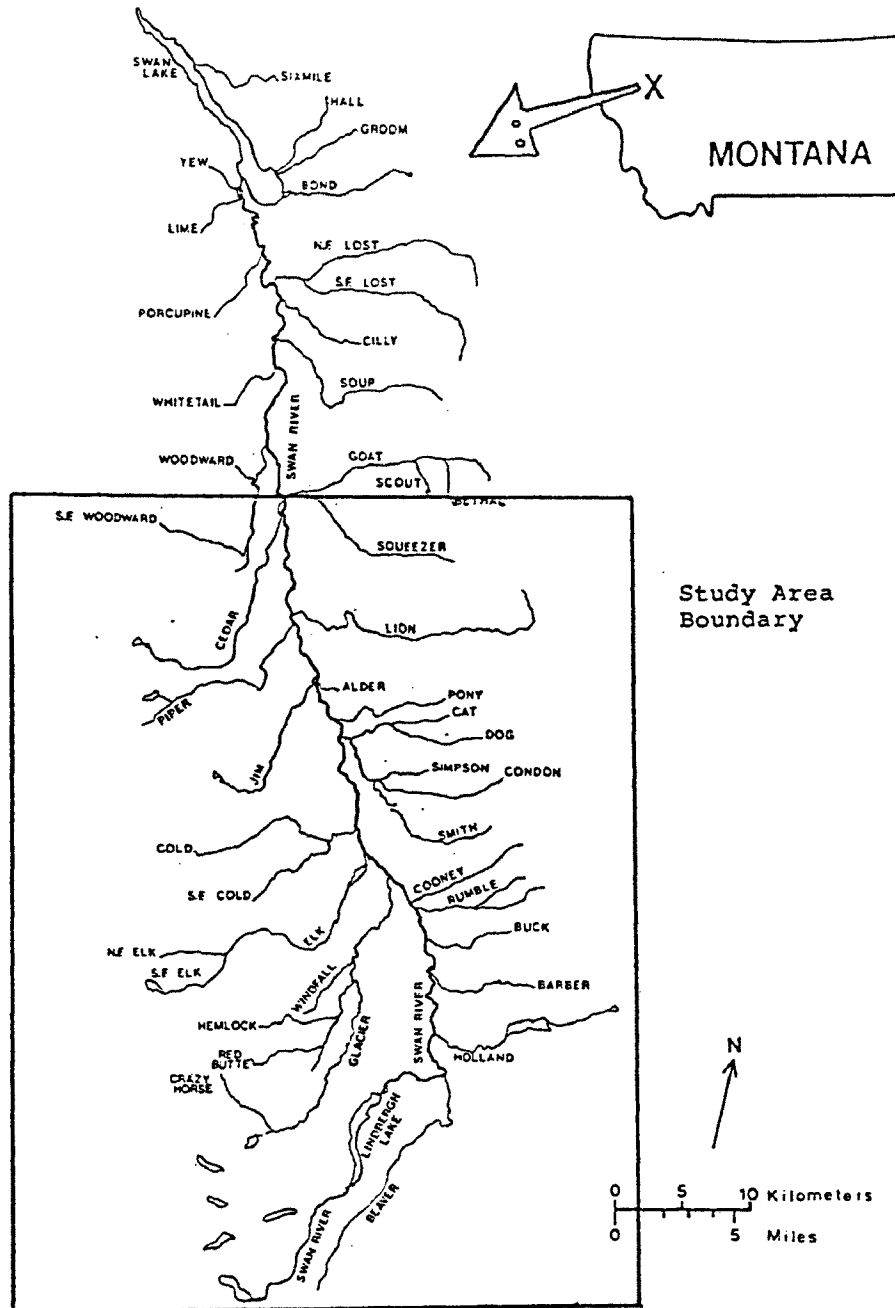
Jackson and Flowers (1983) argued that the Forest Service may not have the means to achieve community stability due to forces in the market economy beyond its control. Then, perhaps the goal of the Forest Service and others interested in the issue of community stability ought to be one of achieving "orderly change rather than a fixed condition (Schallau, 1974)." For example, an institution that gradually changes to meet new conditions stands a better chance of lasting in the modern world (Kaufman and Kaufman, 1946). The lesson here is that resources spent trying to prop up a business in decline in hopes of stabilizing a community might better be directed towards an alternative business that demonstrates growth potential. As a result, the community is left with a self-supporting, growing industry rather than a declining industry dependent on federal subsidies.

Study Location and Characteristics

The map on the following page identifies the location of the Swan Valley community study in western Montana. The study area included both permanent and seasonal residents from two counties, Missoula and Lake. However, the study did not include residents from the communities of Bigfork, Swan Lake, and Seeley Lake as they are considered separate communities from the upper Swan Valley area. At the request of the Swan Valley Citizens Ad Hoc Committee, a study-area boundary was drawn from the Beaver Creek Road area in Missoula County to Goat Creek Road in Lake County along Montana Highway 83. The Ad Hoc Committee requested that the study be conducted according to this boundary to thoroughly include all of the permanent and seasonal residents of the upper Swan Valley while excluding those with closer associations to the Seeley Lake and Swan Lake areas.

Swan Valley while excluding those with closer associations to the Seeley Lake and Swan Lake areas.

Figure 1



Map of the Swan River drainage, Montana.

SECTION D. A BRIEF BACKGROUND AND HISTORY OF THE SWAN VALLEY

This thesis required an understanding of the origins of the Swan Valley's residents, land ownerships, and industries to give meaning to the data collected by the Human Resources Inventory.

Population and Employment Characteristics

The Swan Valley has been home to a variety of people since it was permanently settled, including homesteaders, loggers, millworkers, foresters, outfitters, and summer residents. More recently, however, the valley has experienced significant changes in terms of its character and population. In 1980, the United States Census reported that 107 permanent residents in the Swan Valley were employed in the agriculture, forestry, and fisheries industries and the durable goods manufacturing categories (U.S. Census, 1980). The former category includes timber workers while the latter includes mill workers. By 1990, the U.S. Census estimated employment in the same categories to be 102, despite the fact that the U.S. Census' count of the valley increased from 336 to 417 (U.S. Census, 1994). These figures translated to an overall 8 percent decline in these industries from a high of 32 percent of the population in 1980 to a low of 24 percent in 1990, reflecting a statewide trend that has seen 20 percent of

Montana's wood products industry workers either lose their jobs or change jobs since 1979 (Swanson, 1991) and a regional prediction for a 20 percent forest industry employment decline by the late 1990's (Flowers, et. al., 1993).

The 1993 Human Resource Inventory of the Swan Valley, which focused only on residents within the study boundary, demonstrated that full-time forest resource jobs were held by 78 (19%) of the valley's permanent residents (Lambrecht and Jackson, 1993). Conducting a census as part of the Human Resource Inventory was an important part of the study given the fact that the U.S. Census information was taken from large geographic block groups assigned to Missoula and Lake counties which include the communities of Seeley Lake, Bigfork, and Swan Lake, all of which were outside of the boundary of this study. The Swan Valley Citizens Ad Hoc Committee was not comfortable basing its decisions about the future of the valley on information extracted from a census that included other communities and neglected to collect data more specific to the valley.

While the valley remains represented by people from the forestry and durable goods categories, no group is as numerous as those residents who depend on retirement incomes. According to the census conducted as part of this study, 27 percent of the

permanent residents and 42 percent of the seasonal residents are retired. Overall, 30 percent of the Swan Valley's residents are retired (Lambrecht and Jackson, 1993).

Not only is the character of the Swan Valley residents changing in terms of occupation, the sheer numbers of residents are increasing at a rapid rate. According to a study conducted by the Missoula County Rural Planning Department, the number of post office boxes increased 70 percent from 1979 to 1992 (O'Herren, 1992). In addition, the number of residential lots in the valley increased by 30 percent from 1987 to 1993 and the number of commercial lots doubled during that same period, demonstrating a potential for significant population increases in the future (O'Herren, 1992). These figures, when combined with the census statistics of this study, demonstrate that the Swan Valley is experiencing significant growth and transition from its traditional economic dependence on natural resource extraction.

Forest Management

The Flathead National Forest and the Swan River State Forest represent a significant amount of the Swan Valley's timbered acres. The Flathead National Forest must be managed to protect habitat for the threatened grizzly bear and the endangered gray wolf, two species afforded federal protection. As such, the

intermingling of public and private ownership of the Swan Valley's forest resources presents special management problems in terms of minimizing harmful cumulative watershed effects (Flowers, et. al., 1993), meeting timber sale targets, and balancing "ecological stability" with "people's social needs" (Devlin, 1991). Because of this management dilemma and changes in the wood products industries, national forest timber harvests have decreased and industry reliance on harvests from private industrial forest lands has increased (Schwennesen, 1991). This situation has helped to spawn conflict in the Swan Valley community among its residents who have varied viewpoints about how the valley's natural and human resources should be managed.

Swan Valley History

Montana's Swan Valley is a vast place of exceptional beauty that justifies its comparison to its graceful and elegant namesake. While no definitive account of the origin of its name exists, local historians claim that early residents called their home the Swan because of the great number of swans that used to visit the area in the early 1900's or because some believed that the lake which currently bears the name Swan resembles the shape of a swan (Brosten, 1993). The remaining theory claims that the valley owes its name not to any resemblance to a swan, but rather

to a prominent homesteader in the area named Emmett Swan (Cheney, 1984).

The Swan Valley has a rich tradition of homesteading (Vernon, 1989). Although Native Americans frequented the valley throughout the 19th Century, significant settlements by white men did not occur until the passage of the Forest Homestead Act of 1906, which provided 160 acres of land which could be "occupied for agricultural purposes without injury to the forest reserves and which are not needed for public purposes (Kerlee, T.M., 1962)." Because many of the homesteads in the Swan Valley turned out not to be suitable for agricultural purposes, many of the homesteads were abandoned after only a few seasons (Vernon, 1989).

Since the Swan Valley proved to be a difficult place to farm, its economic and population development came from another source, timber. Timber became an important economic factor to the Swan Valley as a result of the railroad land grants made by Congress throughout the mid-19th century. Congress recognized a need for better transportation facilities to reach the Midwest and far West and consequently developed a plan to subsidize the construction of railroad lines with grants of public land to railroad builders (Bechtold, 1992).

Moreover, as the federal government established forest reserves and national parks, lands selected by the railroads that fell within the boundaries of such reserves were compensated with in-lieu lands. As a result of the land grants, privately held sections of land in the Swan Valley are now interspersed with sections owned by the public since the federal government retained most of the even numbered sections of land.

As the roads for both public transportation and log hauling improved through the early part of the 20th Century, logging started to claim its stake as the Swan Valley's dominant industry. The United States Forest Service designated 160 million board feet of timber at the south end of Seeley Lake for sale to the public in 1906. With this sale, logging became a viable industry in the valley with lumber camps in Seeley Lake, log drives down the Clearwater River to the Blackfoot River on to the Bonner Mill (Vernon, 1989).

Recreation also played an important part in the early development of the Swan Valley. The Swan Valley was home to many recreational cabins and several rustic lodges where vacationers could enjoy a variety of natural amenities. One of these lodges, the Holland Lake Lodge, started in the early 1920's as a guest ranch and still operates today with a full wilderness outfitting

service into the South Fork of the Flathead River, an area that is now the Bob Marshall Wilderness (Vernon, 1989).

The Timber Industry

Economic activity in the Swan Valley has changed greatly since the early 1900's. Just as wood production and recreation were important activities of the valley's permanent and seasonal residents back then, the same remains true today. However, the main source of income in the valley today comes from transfer payments rather than from wood production (Lambrecht and Jackson, 1993). Furthermore, the role of seasonal residents appears to be increasing in importance to the valley's economy, while the role of those involved in the timber industry appears to be in decline (Lambrecht and Jackson, 1993). For example, seasonal residents now make up some 23 percent of the total population of the Swan Valley and 30 percent of the total population depend on retirement incomes. The area's loggers and millworkers, however, will be affected by the predicted 20 percent regional decline in forest industry employment by the late 1990's (Flowers, et. al., 1993).

Although recent harvest levels for the private industrial land sections were not available to the public, the indications are that they will significantly decline in the future because

"earlier decisions to accelerate harvesting on Industrial ownerships has created substantially lower timber inventories (Flowers, et. al., 1993)."

As a result, industries will need to procure timber from a source other than their own lands (Devlin, 1993). While speculation suggests that timber industries will look at national forests to supply their mills with timber, the fact that national forest harvests are declining requires them to seek other supply options, such as nonindustrial private lands, which are expected to see "substantial increases in harvests over recent past levels" in the region that includes the Swan Valley (Flowers, et. al., 1993).

The timber industry in the Swan Valley is not limited to large companies. In fact, the Human Resource Inventory identified at least one post and pole yard, several independent logging firms, and three small mill operations (Lambrecht and Jackson, 1993).

The future of the timber industry in the Swan Valley also depends on its ability to coexist with the "non-timber dominant land uses" now allowed on the national forests and wilderness areas (Flowers, et. al., 1993). Given the fact that the Swan Valley is bordered by the Mission Mountain Wilderness area to the

west and the Bob Marshall Wilderness area to the east, the Forest Service is presented with special challenges in managing the public lands. Wilderness areas must be managed for their ecological, geological, scenic, historical, and recreational features (Coggins and Wilkinson, 1990).

CHAPTER 2, THE HUMAN RESOURCES OF THE SWAN VALLEY COMMUNITY

The methods used to collect human capital information in this study included a community-wide survey designed according to the skill categories used by Neese, Marino, and McKnight (1991). The study was administered to the population of permanent and seasonal residents in the Swan Valley who are eighteen years-of-age or older. In all, 523 interviews were conducted and an estimated 35 permanent residents and 15 seasonal residents were not visited due to scheduling and/or logistical problems. One hundred and twenty-two of the interviewees considered themselves seasonal or "summer" residents while 301 were considered themselves permanent residents.

THE HUMAN RESOURCE INVENTORY

Part I. Skills Information

The first order of business in the Human Resource Inventory was to identify the occupation of each permanent and seasonal resident and rank them by frequency. The category of occupation is perhaps the most important one in determining the employment status of a community's residents. For example, before this project was initiated, many of the Swan Valley citizens with whom the author spoke were convinced that the economy was dominated by

timber industry employment. Yet, one quick glance at the summary of occupations reveals that the primary source of income in the valley comes from retirement pensions and entitlements. However, one may still make the argument that the majority of residents who are employed are working in the timber industry as either loggers, sawmill workers, post and pole workers, or log home builders. At the same time, there is a strong frequency of employment in the areas related to the valley's scenic value, including outfitters and guides, artists, and small business owners, many of whom depend on tourism revenue.

The complete list of occupations in the Swan Valley (see Appendix A) provides evidence that certain types of services may be lacking in the area. For example, when the data were collected, the valley did not have a single permanent non-retired doctor, physician's assistant, barber, electrician, or plumber. This information, when combined with other data collected from this inventory, will be helpful to anyone wishing to determine the viability of setting up a business or service in the Swan Valley. The table on the following page represents the ten most frequent occupations identified among the Swan Valley's permanent and seasonal residents.

table 2.1

OCCUPATION OF RESPONDENT	FREQUENCY			
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>	<u>PCT</u>
Retiree	108	51	159	30
Homemaker	45	13	58	11
Logger	25	0	25	5
Sawmill Worker	18	4	22	4
Business Owner	19	1	20	4
Log Home Builder	19	0	19	4
Teacher	7	8	15	3
Student	4	10	14	3
Rancher	13	0	13	2
Business Manager	12	0	12	2
Other*	131	35	166	32

* Other in all tables indicates responses of less than 2%.

The occupational status of the Swan Valley community can be further clarified by grouping certain occupations. For example, combining loggers, sawmill workers, and log home builders into one category as a percentage of the entire population provides a more accurate estimate of the timber-dependency of the valley's economy. This helps to provide a more accurate comparison of this group to others such as retirees when considering overall importance to the local economy. Similar groupings can be made for occupations related to agriculture, recreation, and retail trade. These groups were compared to the number of retirees as a measure of the valley's economic status from the standpoint of occupation.

The next table provides evidence about the size of the Swan

Valley's retirement community and clearly demonstrates that the majority of employed persons in the valley are working in the "Forest Resources" category. The "Forest Resources" category includes loggers, sawmill workers, log home builders, foresters, the Administrative Officer of the Forest Service, log truck drivers, post and pole workers, log buyers, lumber graders, forest land consultants, and saw filers. The "Recreation, Tourism, and Retail" category includes the following occupations which depend at least in part on the income derived from tourists visiting the Swan Valley or are involved in regulating tourist activities: artists, cooks, chefs, motel managers, waiters, clerks, bartenders, outfitters, guides, a game warden, wilderness technicians, and brochure distributors. The "Building and Real Estate" category includes carpenters, construction workers, heavy equipment operators, electricians, and real estate salespeople. These occupational categories were combined to provide an accurate account of the number of people involved in developing the Swan Valley's home and commercial sites. The "Agriculture" category includes farmers, ranchers, ranch caretakers, ranch managers, farriers, and horticulturists. The "Nonprofit/Conservation" category includes the executive director of a nonprofit organization, its assistant director, a director

of a conservation foundation, and a conservationist. The category of "Other Occupations" includes all other various occupations mentioned by the census respondents.

table 2.2

INDUSTRY	FREQUENCY					
	PERM		SEAS		TOTAL	
Retirees	108	27%	51	42%	159	30%
Timber Resources	78	19%	7	6%	85	16%
Rec./Tourism/Retail	44	11%	6	5%	50	10%
Real Estate/Bldg.	21	5%	3	2%	24	5%
Agricultural	21	5%	2	2%	23	4%
Nonprofit/Conserv.	3	1%	1	1%	4	1%
Other	126	32%	52	43%	178	34%
Totals	401	100%	122	100%	523	100%

Many of the Swan Valley's permanent and seasonal residents demonstrate aptitude in various skills and activities beyond the realm of their occupations. In order to capture the frequency of these various skills and activities, respondents to the Human Resource Inventory were asked to indicate which employable skills they possessed from a list ranging from health care and construction to machinery operation and sales. In addition, the respondents were asked to identify the activities in which they frequently participate from a list ranging from fishing to scuba diving. The data from these questions not only provide evidence of the wide variety of skills found in the community, but are also valuable as a means by which to locate someone who may be a

potential employee for a business or service in need of a skilled worker. Similarly, these data could be used by community members who wish to have others teach them a particular skill. The Human Resource Inventory database provides each and every community member quick and easy access to the skills of others.

The following table represents the five most frequently identified health care skills of the Swan Valley's permanent and seasonal residents. A complete list of the skills and activities identified by the Human Resource Inventory is included in Appendix A.

table 2.3

HEALTH CARE SKILLS/EXPERIENCE	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Sick Care	52	15	67
Providing Comfort	47	16	63
Elder Care	44	13	57
Exercising and Escorting	42	12	54
Feeding	42	11	53

The next two categories, construction related skills, and equipment operation and machinery repair, demonstrate the wide variety of skills among people living in the Swan Valley. The remoteness of the valley does not seem to bother many of the residents because a fair amount of them are capable of performing many of the building and repair tasks that would otherwise require them to hire professional carpenters, plumbers, or heavy

equipment operators from Missoula or Kalispell. And, as can be expected from a small community such as the Swan Valley, many of the individuals who possess these skills complete jobs for other residents who need them. The following tables represent the top ten construction related, equipment operation, and machinery repair skills identified among the Swan Valley residents by the Human Resource Inventory.

table 2.4

CONSTRUCTION RELATED SKILLS	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Carpentry	155	33	188
Painting	131	38	169
Porch/Deck Construction	103	35	138
Roofing	107	31	138
Kitchen Renovation	97	28	125
Bathroom Renovation	93	27	120
Building Room Additions	91	23	114
Installing Drywall	88	24	112
Concrete Work	86	24	110
Building Garages	85	24	109

table 2.5

EQUIP. OPERATION/MACHINERY REPAIR SKILLS	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
CAT Equipment	109	11	120
Farm/Ranch Equipment	110	7	117
Bulldozer	96	11	107
Forklift	93	11	104
Auto Repair	70	15	85
Operating Logging Equipment	69	13	82
Large Panel Trucks	65	8	73
Dump Trucks	63	7	70
Semi-Truck Repair	54	11	65
Body Repair	17	3	20

As the data from the previous tables indicate, the Swan Valley citizens demonstrate the necessary skills for professional employment in a variety of disciplines, including health care, construction, and equipment operation. In addition, the study identified the valley's permanent and seasonal residents who are skilled in the various responsibilities associated with business operation and management. In fact, the next two tables demonstrate that nearly half of the respondents interviewed indicated skill in clerical and supervisory duties.

table 2.6

OFFICE SKILLS	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Typing	173	67	240
Filing	145	61	206
Business Letter Creation	142	59	201
Reception	141	58	199

table 2.7

SUPERVISORY	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Directing Work of Others	256	72	328
Interviewing/Hiring/Firing	181	63	244
Reports	181	58	239
Budgets	172	57	229

There are certain service oriented occupations that are found in nearly every community, large or small, such as restaurant cook or wait person, bartender, housekeeper, or

gardener. The Swan Valley is no exception as it supports at least three restaurants with lounges and one tavern. In addition, several permanent and seasonal residents employ professional landscapers and gardeners on a continual basis. Many of the respondents who work in these areas indicated their experience in the next two tables which identify the top five skills in maintenance and the food and beverage industry.

table 2.8

MAINTENANCE SKILLS	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Gardening	179	64	243
Household Cleaning	167	52	219
Cleaning Carpets	160	55	215
Landscaping	139	60	199
Plumbing	131	40	171

table 2.9

FOOD/BEVERAGE SKILLS	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Cooking	104	17	121
Waiting on Tables	93	10	103
Food Preparation	92	9	101
Hosting Skills	82	9	91
Baking	74	12	86

Rural places are often ideal locations for small businesses that do not necessarily depend on local customers or on the natural resources in the area. One need only look as far away as the Montana communities of Big Timber and Belgrade to see a

flyfishing rod manufacturing company and a hunting equipment company thriving despite their distance from major market centers. The Swan Valley has a similar success story with an international photochemical equipment supplier that located in the valley in 1991. Small companies like these require employees with both retail and wholesale sales experience. As the Human Resource Inventory discovered, nearly thirty percent of the permanent residents have retail sales experience while twenty percent have wholesale sales experience. The following table displays the various sales skills of the Swan Valley residents.

table 2.10

SALES SKILLS	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Retail	115	48	163
Wholesale	82	12	94
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Products	86	26	112
Services	57	10	67
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Store	98	36	134
Home	49	4	53
Phone	13	1	14
Mail	9	2	11
Convention/Trade Show	10	1	11
Door to Door	6	0	6

Of course, a variety of factors determine the success or failure of small businesses in rural areas. Finding experienced

people to help with product development, assembly, marketing, and sales can be an arduous task for a business owner or manager in a rural area. However, the Human Resource Inventory demonstrates that a good number of experienced people reside in the Swan Valley. In addition to the aforementioned occupational skills identified by the survey, smaller percentages of permanent and seasonal residents indicated skills ranging from truck driving and property management to sewing and garment design.

Part II. Organizations and Activities

While the occupations of a community provide a basic insight into the profile of its citizens, one must look deeper to truly understand their values and attitudes. While the Preferences Identification section of this study focused primarily on this objective, the Human Resource Inventory also identified the activities community members enjoy and the organizations to which they belong.

The category of outdoor experience demonstrated the self-reliance of many Swan Valley residents as well as their close ties to the land and its natural resources. In fact, sixty-eight percent of the total number of respondents indicated that they regularly participate in fishing and camping excursions while more than half participate in hunting and backpacking. The table

on the following page represents the ten most frequently identified outdoor activities among Swan Valley residents.

table 2.11

OUTDOOR EXPERIENCE	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Fishing	273	83	356
Camping	282	72	354
Hunting	244	44	288
Backpacking	203	73	276
Skiing	177	68	245
Handling Horses/Livestock	192	32	224
Rafting/Canoeing	136	80	216
Dressing Game	171	31	202
Snowmobiling	161	34	195
Birdwatching/Wildlife I.D.	150	42	192

The following tables identify the most frequently mentioned organizations to which the adult citizens of the Swan Valley community indicated membership. Each respondent was asked to name three organizations to which he or she claimed membership or provided support. Many of the respondents declined to answer this part of the inventory or gave partial responses. However, this information still provides valuable insight about community members' allegiances, past activities, and perhaps even viewpoints. For example, the fact that the most frequently mentioned business and professional organizations were the American Legion and the American Association of Retired Persons coincides directly with the high number of retirees in the

valley. One may also draw conclusions about the profile of the community based on the number of people who belong to certain political groups or who contribute to certain activities and charities (see tables 2.13 and 2.14).

table 2.12

BUSINESS AND PROFESSIONAL GROUPS	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
American Legion	20	11	31
AARP	8	7	15
VFW	0	7	7
Ad Hoc Committee	6	0	6

table 2.13

CHARITY/CHURCH GROUPS	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Condon Community Church	20	0	20
Catholic Church	10	10	20
Faith Lutheran Church	19	0	19
Quick Response Unit	8	0	8
Grounded Eagle Foundation	6	0	6
Lindbergh Lake Association	0	5	5
Rocky Mountain Elk Foundation	3	2	5
Crimestoppers	0	4	4
Baptist Church	3	0	3
Latter Day Saints	1	2	3

table 2.14

POLITICAL GROUPS	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
National Rifle Association	16	0	16
C.A.R.E. *	15	0	15
Montana Logging Association	14	0	14
Democratic Party	2	6	8
Wilderness Society	7	0	7

* (Citizens for Action and Resource Education, a local group dedicated to educating the public about the importance of logging in the community)

table 2.15

RANCH/AGRICULTURE GROUPS**FREQUENCY**

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
American Quarterhorse Association	5	0	5
Montana Livestock Association	4	0	4
Montana Stockgrowers Association	3	0	3

table 2.16

YOUTH GROUPS**FREQUENCY**

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Parent Teachers Association	16	0	16
4-H Club	15	0	15
Mission Mountain Messengers	12	0	12
Girl Scouts Supporters	11	0	11
Boy Scouts Supporters	7	0	7

table 2.17

YOUTH SPORTS GROUPS**FREQUENCY**

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Little League Baseball	8	2	10
Swimming	3	0	3
Youth Softball	3	0	3
Youth Football	3	0	3
Youth Basketball	3	0	3

Part III. Employment

Part II of the Human Resource Inventory included an analysis of the employment figures for both the permanent and seasonal residents of the Swan Valley. It is important to note that while the unemployment rate among permanent residents is only five percent; nearly 25 percent of permanent residents hold more than one job. That fact, coupled with the percentage of those who

desire additional working hours, provides evidence of underemployment in the Swan Valley.

The employment data also provide insights about the Swan Valley community. For example, some 60 percent of the permanent residents eighteen years and older of the valley are employed while 54 percent of the seasonal residents are not employed or are homemakers. Situations such as this one are sure to create disputes between those permanent residents who need to use the valley's natural resources to maintain their employment and seasonal residents who wish to preserve the resources for their scenic and recreational values.

One interesting characteristic about employment in the Swan Valley is that one-half of all employed permanent residents are self-employed. This fact is testament to the independent nature of the valley's citizens and further evidence that the economy does not depend on the welfare of one or more large companies.

table 2.18

EMPLOYMENT	FREQUENCY					
	<u>PERM</u>		<u>SEAS</u>		<u>TOTAL</u>	
Employed	240	60%	59	48%	299	57%
Unemployed/Other	161	40%	63	52%	224	43%
Totals	401	100%	122	100%	523	100%

The next three tables represent the status of those who

responded that they were in fact employed. As the first table demonstrates, a majority of those working are employed full time. Moreover, the majority of employed residents do not wish to have additional working hours.

table 2.19

EMPLOYMENT STATUS	FREQUENCY					
	<u>PERM</u>		<u>SEAS</u>		<u>TOTAL</u>	
Employed Full-time	204	85%	50	85%	254	85%
Employed Part-time	36	15%	9	15%	45	15%
Totals	240	100%	59	100%	299	100%
	<u>PERM</u>		<u>SEAS</u>		<u>TOTAL</u>	
Want more hours	8	3%	3	5%	11	4%
Have more than 1 job	57	24%	9	15%	66	22%
Have 1 job/like hours	175	73%	47	80%	222	74%
Totals	240	100%	59	100%	299	100%
	<u>PERM</u>		<u>SEAS</u>		<u>TOTAL</u>	
Self-Employed	124	52%	19	32%	143	48%
Not Self-Employed	116	48%	40	68%	156	52%
Totals	240	100%	59	100%	299	100%

The next two tables on the following page represent the status of those who responded that they were not employed or were homemakers.

As the data indicate, a relatively high percentage of permanent residents are looking for permanent, full-time employment.

table 2.20

UNEMPLOYMENT STATUS	FREQUENCY					
	PERM		SEAS		TOTAL	
Looking For a Job	21	13%	1	2%	22	9%
Between Jobs	2	1%	0	0%	2	1%
Not Looking	138	86%	62	98%	200	90%
Totals	161	100%	63	100%	224	100%

table 2.21

	PERM		SEAS		TOTAL	
	Want Full-Time Job	18	6%	1	100%	19
Want Part-Time Job	3	14%	0	0%	3	14%
Totals	21	100%	1	100%	22	100%

Part III. Entrepreneurial Necessities/Obstacles

In Part III of the Human Resource Inventory, respondents were asked to help explain some of the reasons for unemployment in the Swan Valley by naming the obstacles to successful business. As one would expect in a remote, rural location, lack of clientele was mentioned as the greatest obstacle to business success. The respondents who identified lack of clientele as an obstacle were primarily employed in the valley's retail businesses. Other respondents who would otherwise be in business for themselves identified a lack of capital as a preventative obstacle. A few respondents involved in land and resource development named government regulation as their primary obstacles to success while others such as a log furniture

manufacturer blamed their difficulties on a need for professional marketing plans. The following table identifies the most frequently mentioned obstacles to successful business performance in the Swan Valley.

table 2.22

OBSTACLES FACING BUSINESS IN VALLEY	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Lack of Clientele	34	2	36
Lack of Capital	27	0	27
Government Regulation	5	0	5
Marketing	4	0	4
Time Management	4	0	4

In addition to identifying the obstacles to successful business in the Swan Valley, the Human Resource Inventory sought to provide information about what new businesses or services the community would support. According to some of the respondents, businesses and services such as a diner and a diesel fuel pump that have been provided in the area in the past are no longer offered because of a lack of local support, excessive regulation, and mismanagement. At the same time, some of the businesses and services identified by the Human Resource Inventory have already been opened while plans for others are proceeding forward. In the first four months following the data collection phase of this study, a mini-storage facility was constructed by a local entrepreneur who also planned to install a car wash on the same

property within the same year. A licensed, professional plumber moved into the valley from Missoula last spring and one of the valley's local residents is in the process of procuring a state grant to enable her to open a day care center. The following tables (2.23 and 2.24) describe the new businesses or services for which the Swan Valley community indicated a need or support.

table 2.23

NEW BUSINESSES NEEDED IN VALLEY	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Diner	64	6	70
Family Recreation Center	43	0	43
Day Care Center	24	0	24
Health Care Service	15	5	20
Hardware Store	17	1	18
Car Wash	15	0	15
General Store	10	4	14
Small Engine Repair Shop	10	2	12
Mini-Storage Facility	9	0	9
Diesel Fuel Pump	7	0	7
Drycleaning Service	5	2	7
Plumber	7	0	7
Refrigerator Repair Service	6	0	6
Electrician	5	0	5

In studying the businesses and services of a community, it is also important to identify the ones already in operation that are in need of improvement. Despite assurances of anonymity, many of the respondents were reluctant to name local businesses or services that were in need of improvement for fear of retribution by the various owners or operators. However, the data still provide insight into some of the problems facing the

community. The majority of respondents who participated in this part of the questionnaire felt that their local automobile repair service provided poor workmanship and charged inflated prices. Many of the permanent residents believed that local merchants treated tourists and seasonal residents with more respect and kindness during the summer months than they did the local consumers. In addition, some of the local services such as mail delivery, waste disposal, and forest practices were identified as problem areas by members of the community. This information may be helpful to those who wish to improve their businesses and to community leaders who wish to enhance the quality of local services. The following are the businesses or services already operating in the Swan Valley which the respondents indicated need improvement.

table 2.24

BUSINESSES/SERVICES TO BE IMPROVED	FREQUENCY		
	PERM	SEAS	TOTAL
Auto Repair	34	5	39
Restaurant Quality	18	9	27
Treatment of Locals	18	0	18
Logging Practices	14	3	17
Restaurant Prices	7	4	11
USFS Road Closures	11	0	11
Grocery Variety	8	1	9
Reliability of Handiwork	7	2	9
Mail Delivery	8	0	8
Grocery Prices	7	0	7
Garbage Service	6	0	6
Slash Burning	5	0	5
Activities for Teens	3	0	3

Part IV. Education

The Swan Valley has a highly educated populace relative to the rest of Montana. Eighteen percent of the Swan Valley's permanent residents have earned bachelor's degrees compared to only fourteen percent for the rest of the State. Moreover, the Swan Valley's permanent resident population has a higher percentage of individuals with advanced degrees and trade and technical school degrees when compared to the entire State (U.S. Department of Commerce, Bureau of the Census, 1994). As table 2.25 on the following page displays, 95 percent of the valley's permanent residents have at least a high school education while 21 percent continued with either trade and technical school or college coursework. While only 18 percent of the permanent residents have bachelor's degrees, combining those respondents with those who have advanced degrees and advanced degree coursework demonstrates that 27 percent have completed higher education programs.

Examination of the education statistics of the seasonal residents reveals a higher percentage of respondents with college experience. In fact, 58 percent of the seasonal residents interviewed had either a college degree, an advanced degree, or advanced degree coursework.

table 2.25

EDUCATION	FREQUENCY						
	PERM		SEAS		TOTAL		STATE
High School Only	193	48%	23	19%	216	41%	36%
Bachelors Degree	72	18%	53	43%	125	24%	14%
College Courses	68	17%	25	21%	93	18%	28%
Advanced Degree	24	6%	17	14%	41	8%	4%
Trade/Technical School	17	4%	3	2%	20	4%	4%
Grade School	20	5%	0	0%	20	4%	14%
Advanced Degree Courses	7	2%	1	1%	8	2%	NA
Totals	401	100%	122	100%	523	100%	100%

(State totals from U.S. Bureau of the Census, 1994)

The respondents who indicated that they had college experience were also asked to identify their major courses of study (see table 2.26). This summary information reflects the profile of the Swan Valley community well as it demonstrates a relatively high frequency of majors in Business, Education, Forestry, and Nursing. The Business majors reflect the presence of entrepreneurs among both the permanent and seasonal residents while the education majors are found working in the Swan Valley elementary school as well as summering on the valley's lakes. The Forestry majors are primarily employed by the local forest resource industries as well as by the United States Forest Service. The Human Resource Inventory also revealed a high number of retired nurses living seasonally in the valley, many of whom worked in the hospitals located in Missoula, Montana.

table 2.26

MAJOR COURSES OF STUDY

	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Business	17	23	40
Education	18	10	28
Forestry	12	4	16
Nursing	9	5	14
English	7	1	8
Art	1	6	7
Law	0	6	6
History	5	1	6
Psychology	4	2	6
Journalism	1	4	5
Liberal Arts	1	3	4
Wildlife Biology	3	1	4

The educational profile of a community cannot be limited to traditional high school, college, and trade school courses of study. Many of the Swan Valley's permanent and seasonal residents possess a variety of skills obtained in military service, professional training courses, and continuing education seminars. The following table displays the variety of unique specialized training among Swan Valley residents.

table 2.27

TRAINING NOT RELATED TO SCHOOL

	FREQUENCY		
	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Army	30	10	40
Navy	22	4	26
Air Force	15	3	18
USFS Forest Fire Training	9	1	10
Continuing Education	3	7	10
Marine Corps	8	1	9
Nursing	7	1	8
EMT	7	0	7

Part V. Distribution by Age and Sex

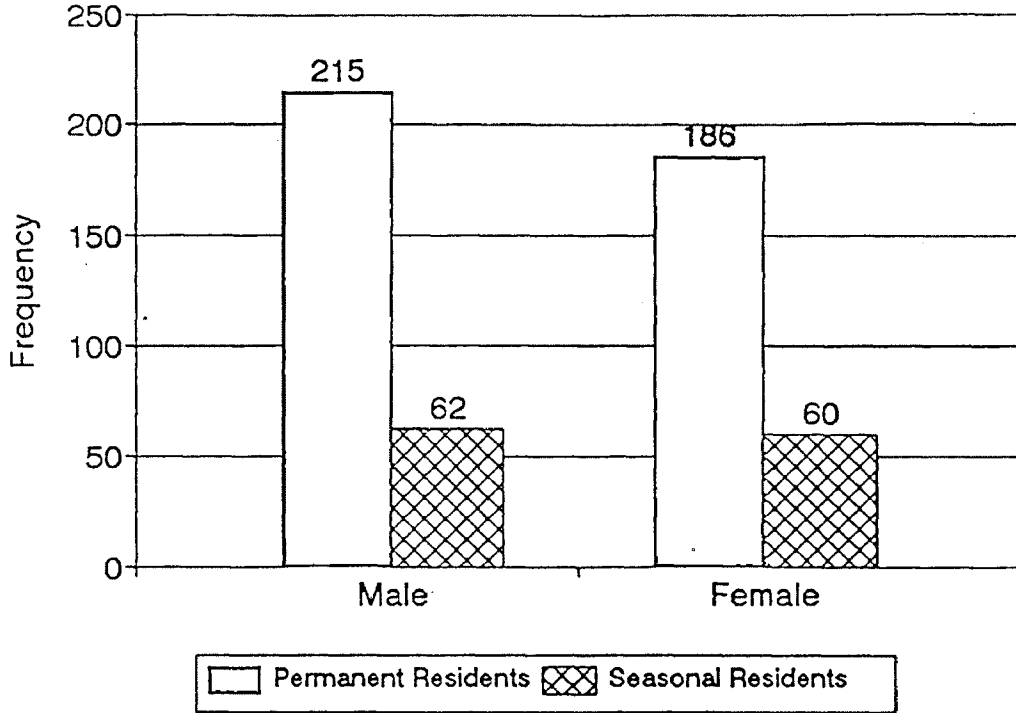
The age and sex distributions of the respondents are important factors in describing the profile of the Swan Valley community. In terms of sex distribution, the nearly equal male to female ratio in both the permanent and seasonal residents reflects the findings from the anonymous preferences identification questionnaire that 79 percent of the respondents were married.

Valuable information about age distributions may also be extracted from the data. For example, the older average age among seasonal residents reflects their retired status when compared to the younger average age of permanent residents, most of whom are still working. However, the average age differential of five years is less than one might expect in an area so clearly divided between permanent and seasonal residents. The obvious explanation is that many of the permanent residents, some 27 percent, are also retired (Lambrecht and Jackson, 1993). The graphs on the following page display the sex and age distributions of the permanent and seasonal residents of the Swan Valley.

SEX DISTRIBUTION

n = 523

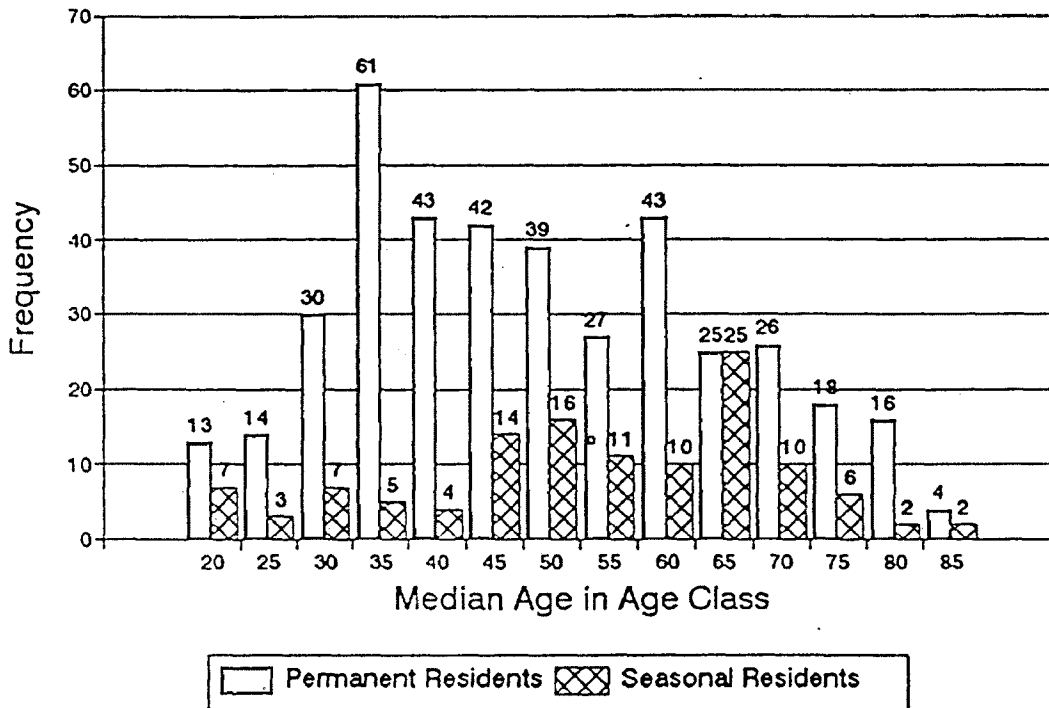
figure 2



AGE DISTRIBUTION

Avg. Age: Permanent = 49, Seasonal = 54

figure 3



Median age in age class represents the following age groups: 18-22; 23-27; 28-32; 33-37; 38-42; 43-47; 48-52; 53-57; 58-62; 63-67; 68-72; 73-77; 78-82; 83-87.

CHAPTER 3, CONCLUSION

This study should be viewed only as a tool for helping rural forest-dependent communities such as the Swan Valley reach mutually acceptable solutions to the economic, social, and natural resource problems they face. In more basic terms, the hypothesis of this study was supported by the human capital information collected from the Swan Valley's permanent and seasonal residents. This information will provide a better description of the community for problem-solving purposes.

Thirty percent of the Swan Valley residents depend on transfer payment incomes while only 16 percent still depend on the valley's basic industry, forest products (Lambrecht and Jackson, 1993). Schallau and Alston (1987) distinguish between basic industries (i.e. the forest products industry) and residentiary industries (i.e. service stations and grocery stores). The human capital study of the Swan Valley demonstrated that many of the community's residents have the potential to redirect their skills and talents towards residentiary services. Many forest products workers may be able to rely upon their skills in heavy equipment operation, machinery repair, and outdoor activities to find gainful employment in value-added wood

products, small engine repair, construction, or outfitting and guiding.

However, concentrating economic stability in residentiary industries is dangerous because it fails to provide the export of "products and services beyond local boundaries" to bring new dollars into the community as is accomplished with basic industry growth (Schallau and Alston, 1987). The Swan Valley's prospects for ensuring a steady supply of timber for its forest products industry or for finding a replacement basic industry are poor.

The current economic reliance on tourism and recreation industries is risky because it requires a service-oriented, skilled workforce that may not be found among the human capital of the valley's permanent residents. Moreover, importing seasonal workers to provide the services required of the tourism and recreation industries has its risks as well. In fact, tourism and recreation in remote areas "may generate substantial cash flow and still not bolster the surrounding economy (Schallau and Alston, 1987)." This economic effect was discovered in a study of the tourism and recreation based economy of Teton County, Wyoming, where the researchers determined that:

"There is a complicating factor in that many of the summer residents are seasonal workers who have a permanent residence elsewhere. These people are inclined to spend relatively little money during their residence in the county; the bulk of their earnings goes into expenditures at their regular place of residence (Rajender, et. al, 1967)."

The trend toward tourism and recreation will likely sustain those who wish to remain in the Swan and have the skills to make a living at outfitting, guiding, or providing other services to visitors. But that same trend will also contribute to a reduction in the number of forest products workers in the valley and an increase in the number of retirees and summer residents.

According to the trends identified by this study, the number of basic industry workers in the valley is in decline while the sum of transfer payment income retirees is on the rise. Moreover, the Human Resource Inventory identified a relatively high number of individuals residing in the valley who are skilled in logging, heavy equipment operation, and machinery repair. These heavy equipment oriented individuals may have difficulty finding employment in tourism and recreation, industries that require skills in marketing, interpersonal relations, printing and publishing, and writing. As such, the Swan Valley is more likely to experience significant instability from the perspective of forest products workers even though the overall population of the

valley may continue to increase.

The end result will be that the Swan Valley will experience a change in the makeup of its community. Many of the heavy equipment oriented workers who are not able to either continue to find work in the forests or rely on other skills more suitable to a different industry such as tourism and recreation will leave the valley. At the same time, many local residents and new residents will bring in new businesses while also making sure that residentiary and public services are provided. It is because of the efforts of groups such as the Swan Valley Citizens Ad Hoc Committee to detect changes in its community that the valley stands a good chance of avoiding the economic, social, cultural, and environmental pitfalls that could represent its devastation.

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APPENDICES

<u>CATEGORY</u>	<u>FREQUENCY</u>		
I. OCCUPATION	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Retiree	108	51	159
Homemaker	45	13	58
Logger	25	0	25
Sawmill Worker	18	4	22
Business Owner	19	1	20
Log Home Builder	19	0	19
Teacher	7	8	15
Student	4	10	14
Rancher	13	0	13
Business Manager	12	0	12
Carpenter	10	2	12
Artist	9	0	9
Forester	7	2	9
Wait Person	9	0	9
Clerk	6	2	8
Cook	7	1	8
Attorney	0	6	6
Sales	3	3	6
Construction	4	1	5
Government Employee	4	1	5
Heavy Equipment Operator	5	0	5
Hired Hand	5	0	5
Professor	2	3	5
Truck Driver	5	0	5
Entrepreneur	4	0	4
Farmer	2	2	4
Nurse	2	2	4
Bartender	3	0	3
Bookkeeper	3	0	3
Consultant	1	2	3
Counselor	3	0	3
Guide	3	0	3
Mechanic	3	0	3
Secretary	2	1	3
Sign Maker	3	0	3
Accountant	0	2	2
Chef	0	2	2
Chemical Technician	2	0	2

Electrician	2	0	2
Engineer	0	2	2
Housekeeper	2	0	2
Law Enforcement	2	0	2
Librarian	2	0	2
Manager	2	0	2
Office Manager	1	1	2
Outfitter	2	0	2
Post and Pole Worker	2	0	2
Postal Worker	2	0	2
Motel Manager	2	0	2
Publisher	2	0	2
Ranch Caretaker	2	0	2
Ranch Manager	2	0	2
Real Estate Sales	2	0	2
Sanitation	2	0	2
School Bus Contractor	2	0	2
Supervisor at Swan Forest Camp	2	0	2
Administrative Officer - USFS	1	0	1
Administrative Planner	1	0	1
Adult Foster Home Director	1	0	1
Aircraft Mechanic	0	1	1
Assistant Director of Nonprofit	1	0	1
Athlete	0	1	1
Auditor	1	0	1
Banker	0	1	1
Boiler Operator	1	0	1
Book Distributor	1	0	1
Brochure Distributor	1	0	1
Bus Driver	1	0	1
Certified Nurse Anesthetist	0	1	1
Chimney Sweep	1	0	1
Computer Software Engineer	1	1	1
Conservationist	1	0	1
Convention Coordinator	1	1	1
Corrections Officer	1	0	1
Cosmetologist	1	0	1
Craftsperson	1	0	1
Custodian	1	0	1
Dental Assistant	1	0	1
Director of Conservation Found.	0	1	1
Editor	1	0	1
Emergency Medical Technician	1	0	1
Executive Director of Nonprofit	1	0	1

Farrier	1	0	1
Firefighter	1	0	1
Flight Attendant	1	0	1
Forest Land Consultant	1	0	1
Furniture Manufacturer	1	0	1
Game Warden	1	0	1
Horticulturist	1	0	1
Hospital Administrator	1	0	1
Insurance Sales	0	1	1
Landscaper	1	0	1
Log Buyer	0	1	1
Log Home Maintenance	1	0	1
Lumber Grader	1	0	1
Machinist	1	0	1
Mason	1	0	1
Meeting Facilitator	1	0	1
Military Service	1	0	1
Nun	1	0	1
Pastor	1	0	1
Photographer	1	0	1
Priest	1	0	1
Principal of Elementary School	1	0	1
Principal of High School	1	0	1
Property Maintenance	1	0	1
Purchasing Agent	1	0	1
Quilt Maker	1	0	1
Railroad Conductor	0	1	1
Receptionist	1	0	1
Refrigerator Repairman	0	1	1
Saw Filer	1	0	1
Shade Manufacturer	1	0	1
Small Engine Repairman	1	0	1
Tattoo Artist	1	0	1
Teacher's Aid	1	0	1
Vocational Instructor	1	0	1
Wilderness Technician	1	0	1
Writer	1	0	1

* Note * The total number of occupations is higher than the total number of employed people listed in Part II because 57 of the respondents listed two or more occupations.

II. HEALTH CARE

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Sick Care	52	15	67
Providing Comfort	47	16	63
Elder Care	44	13	57
Exercising and Escorting	42	12	54
Feeding	42	11	53
Bathing	39	11	50
Preparing Special Diets	37	11	48
Dressing	37	9	46
Grooming	36	9	45
Handicap Care	25	11	36
Rehabilitation/Phys. Therap.	16	11	27
Developmentally Disabled Care	15	8	23
Mental Care	8	8	16

III. CONSTRUCTION RELATED

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Carpentry	155	33	188
Painting	131	38	169
Porch/Deck Construction	103	35	138
Roofing	107	31	138
Kitchen Renovation	97	28	125
Bathroom Renovation	93	27	120
Building Room Additions	91	23	114
Installing Drywall	88	24	112
Concrete Work	86	24	110
Building Garages	85	24	109
Log Home Building	100	7	107
Soldering and Welding	82	17	99
Plumbing Installation	75	19	94
Installing Windows	74	20	94
Finish Carpentry	71	22	93
Installing Wood Stoves	72	19	91
Wall Papering	70	20	90
Installing Floor Coverings	70	20	90
Siding Installation	65	23	88
Installing Tile	63	23	86
Electrical Installation	64	22	86
Furniture Repair	67	13	80
Road Construction	67	4	71
Installing/Repairing Locks	54	17	71
Masonry	40	8	48

Furniture Making	39	7	46
Heating/AC System Install.	35	10	45
Installing Pools/Hot Tubs	29	10	39
Building/Installing Saunas	23	10	33

IV. OUTDOOR EXPERIENCE

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Fishing	273	83	356
Camping	282	72	354
Hunting	244	44	288
Backpacking	203	73	276
Skiing	177	68	245
Handling Horses/Livestock	192	32	224
Rafting/Canoeing	136	80	216
Dressing Game	171	31	202
Snowmobiling	161	34	195
Birdwatching/Wildlife I.D.	150	42	192
Bicycling	104	39	143
Water Skiing	89	50	139
Snowshoeing	103	32	135
ATV's/Motorcycles	100	19	119
Mountain Climbing	74	21	95
Guiding	77	16	83
Outdoor Artwork	58	19	77
Outfitting	58	6	64
Sailing	31	17	48
SCUBA Diving	20	7	27

V. OFFICE SKILLS

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Typing	173	67	240
Filing	145	61	206
Business Letter Creation	142	59	201
Reception	141	58	199
Phone/Mail Orders/Processing	134	57	191
Data Entry	111	45	156
Bookkeeping	96	44	140
Word Processing	78	31	109
Other Computer Skills	26	20	46
Switchboard	4	2	6

VI. OPERATING EQUIPMENT AND REPAIRING MACHINERY

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
CAT Equipment	109	11	120
Farm/Ranch Equipment	110	7	117
Bulldozer	96	11	107
Forklift	93	11	104
Auto Repair	70	15	85
Operating Logging Equipment	69	13	82
Large Panel Trucks	65	8	73
Dump Trucks	63	7	70
Truck Repair	54	11	65
Body Repair	17	3	20
Boat Repair	32	5	37
18 Wheel Trucks	47	2	49
Small Engine Repair	39	6	45
Crane	33	3	36
Appliances	28	7	35
Mining Equipment	15	0	15
Radios/TV's	9	4	13
Heating/Cooling Systems	5	3	8

VII. MAINTENANCE

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Gardening	179	64	243
Household Cleaning	167	52	219
Cleaning Carpets	160	55	215
Landscaping	139	60	199
Plumbing	131	40	171
Wood Refinishing	105	35	140
Chimney Cleaning	37	2	39
Pool/Tub Care	25	11	36

VIII. FOOD/BEVERAGES

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Cooking	104	17	121
Waiting on Tables	93	10	103
Food Preparation	92	9	101
Hosting Skills	82	9	91
Baking	74	12	86
Bartending	67	10	77
Meatcutting	48	5	53
Catering	38	7	45

IX. COMMERCIAL TRANSPORTATION

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Truck	53	2	55
Bus	18	0	18
Van	10	1	11
Ambulance	9	1	10
Taxi	2	0	2

X. CHILD CARE

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Children	347	104	455
Infants	348	104	452

XI. SUPERVISORY

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Directing Work of Others	256	72	328
Interviewing/Hiring/Firing	181	63	244
Reports	181	58	239
Budgets	172	57	229

XII. SALES

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Retail	115	48	163
Wholesale	82	12	94

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Products	86	26	112
Services	57	10	67

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Store	98	36	134
Home	49	4	53
Phone	13	1	14
Mail	9	2	11
Convention/Trade Show	10	1	11
Door to Door	6	0	6

XIII. MUSIC

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Instrument	35	11	46
Professional	10	7	17
Singing	11	5	16
Singing/Instrument	8	4	12

XIV. SECURITY

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Guarding Property	23	0	23
Armed Guard	12	2	14
Install Alarms/Secur. Systems	1	2	3

XV. OTHER SKILLS

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Sewing	60	9	69
Managing Property	60	6	66
Knitting	36	3	39
Garment Design	34	3	37
Moving Equipment	15	1	16
Phone/Mail Survey	10	0	10
Upholstering	9	1	10
Hair Dressing	5	1	6

XVI. ORGANIZATIONSBUSINESS AND PROFESSIONAL

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
American Legion	20	11	31
AARP	8	7	15
VFW	0	7	7
Ad Hoc Committee	6	0	6
Elks Club	2	4	6
Masons	2	4	6
Montana Education Association	1	4	5
School Board Member	5	0	5
Society of American Foresters	1	3	4
American Bar Association	0	4	4
Jaycees	0	4	4

CHARITY GROUPS

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Quick Response Unit	8	0	8
Grounded Eagle Foundation	6	0	6
Lindbergh Lake Association	0	5	5
Rocky Mountain Elk Foundation	3	2	5
Crimestoppers	0	4	4
Condon Community Club	3	0	3
Condon Community Library	3	0	3

CHURCH GROUPS

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Condon Community Church	20	0	20
Catholic	10	10	20
Faith Lutheran Church	19	0	19
Baptist	3	0	3
Latter Day Saints	1	2	3
Methodist	3	0	3

POLITICAL GROUPS

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
National Rifle Association	16	0	16
C.A.R.E.	15	0	15
Montana Logging Association	14	0	14
Democratic Party	2	6	8
Wilderness Society	7	0	7
Audubon Society	3	2	5
Nature Conservancy	4	1	5
Republican Party	0	3	3

RANCH/AGRICULTURE GROUPS

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
American Quarterhorse Association	5	0	5
Montana Livestock Association	4	0	4
Montana Stockgrowers Association	3	0	3

YOUTH GROUPS

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Parent Teachers Association	16	0	16
4-H Club	15	0	15
Mission Mountain Messengers	12	0	12
Girl Scouts Supporters	11	0	11
Boy Scouts Supporters	7	0	7

YOUTH SPORTS GROUPS

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Little League Baseball	8	2	10
Swimming	3	0	3
Youth Softball	3	0	3
Youth Football	3	0	3
Youth Basketball	3	0	3

PART III. ENTREPRENEURIAL NECESSITIES/OBSTACLES

OBSTACLES FACING BUSINESS IN VALLEY

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Lack of Clientele	34	2	36
Lack of Capital	27	0	27
Government Regulation	5	0	5
Marketing	4	0	4
Time Management	4	0	4

NEW BUSINESSES NEEDED IN VALLEY

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Diner	64	6	70
Family Recreation Center	43	0	43
Day Care Center	24	0	24
Health Care Service	15	5	20
Hardware Store	17	1	18
Car Wash	15	0	15
General Store	10	4	14
Small Engine Repair Shop	10	2	12
Mini-Storage Facility	9	0	9
Diesel Fuel Pump	7	0	7
Drycleaning Service	5	2	7
Plumber	7	0	7
Refrigerator Repair Service	6	0	6
Electrician	5	0	5

BUSINESSES/SERVICES TO BE IMPROVED

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Auto Repair	34	5	39
Restaurant Quality	18	9	27
Treatment of Locals	18	0	18
Logging Practices	14	3	17
Restaurant Prices	7	4	11
USFS Road Closures	11	0	11
Grocery Variety	8	1	9
Reliability of Handiwork	7	2	9
Mail Delivery	8	0	8
Grocery Prices	7	0	7
Garbage Service	6	0	6
Slash Burning	5	0	5
Activities for Teens	3	0	3

PART IV. EDUCATION

	<u>PERM</u>		<u>SEAS</u>		<u>TOTAL</u>	
High School Graduate	193	48%	23	19%	216	41%
College Degree	72	18%	53	43%	125	24%
College Courses	68	17%	25	21%	93	18%
Advanced Degree	24	6%	17	14%	41	8%
Trade/Technical School	17	4%	3	2%	20	4%
Grade School	20	5%	0	0%	20	4%
<u>Advanced Degree Courses</u>	<u>7</u>	<u>2%</u>	<u>1</u>	<u>1%</u>	<u>8</u>	<u>2%</u>
Totals	401	100%	122	100%	523	100%

MAJOR

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Business	17	23	40
Education	11	9	20
Forestry	12	4	16
Nursing	9	5	14
English	7	1	8
Art	1	6	7
Elementary Education	7	1	8
Law	0	6	6
History	5	1	6
Psychology	4	2	6
Journalism	1	4	5
Liberal Arts	1	3	4
Wildlife Biology	3	1	4

TRAINING NOT RELATED TO SCHOOL

	<u>PERM</u>	<u>SEAS</u>	<u>TOTAL</u>
Army	30	10	40
Navy	22	4	26
Air Force	15	3	18
USFS Forest Fire Training	9	1	10
Continuing Education	3	7	10
Marine Corps	8	1	9
Nursing	7	1	8
EMT	7	0	7

SWAN VALLEY HUMAN RESOURCE INVENTORY

1992

Hello, my name is Mark Lambrecht. I am working on a cooperative project with the Swan Valley ad hoc Committee and the School of Forestry at the University of Montana. As you know, the economic and natural resource bases of the Swan Valley are undergoing considerable change. I am conducting an inventory of the employable skills and talents of the permanent and seasonal residents of the Swan Valley so that people will be better able to evaluate the prospects of alternative businesses or other organizations that might want to hire people from the valley. When it is finished, this information will be available to the ad hoc Committee both in summary form and as an entire data base. I appreciate your cooperation with this part of my work.

THE SURVEY

PART I. SKILLS INFORMATION

I will ask you to describe your occupation or skill in general. If you respond that you have general skills from a category I describe, I will ask you to specify the particular skills you have. If you do not respond that you have general skills in that area, I will skip to the next category.

For the first category, however, I will ask you to specifically describe your current occupation.

I. OCCUPATION

Place an "X" in the box

1.	Accountant (CPA)	
2.	Actor (Professional)	
3.	Artist	
4.	Athlete (Professional)	
5.	Attorney	
6.	Automobile Salesperson	
7.	Baker	
8.	Banker	
9.	Barber	
10.	Bartender	
11.	Bookkeeper	
12.	Business Consultant	
13.	Business Manager (Specify)	
14.	Business Owner (Specify)	
15.	Carpenter	
16.	Chef	
17.	Clerk	

18.	Coach	
19.	Computer Programmer	
20.	Contractor	
21.	Construction Worker	
22.	Cook	
23.	Consultant (Specify)	
24.	Counselor (Specify)	
25.	Custodian	
26.	Data Entry Worker	
27.	Dentist	
28.	Doctor (Specify)	
29.	Engineer	
30.	Entrepreneur	
31.	Farmer	
32.	Fireman	
33.	Forester (Private)	
34.	Government Employee (Specify)	
35.	Guide	
36.	Hired Hand	
37.	Homemaker	
38.	Insurance Salesperson/Adjustor	
39.	Landscaper	
40.	Law Enforcement	
41.	Logger	
42.	Log Home Builder	
43.	Mechanic	
44.	Military	
45.	Miner	
46.	Mortician	
47.	Nurse	
48.	Optician	
49.	Outfitter	
50.	Photographer	
51.	Plumber	
52.	Post and Pole Cutter	
53.	Postal Worker/Official	
54.	Public Official	
55.	Publisher	
56.	Rancher	
57.	Retiree	
58.	Salesperson	
59.	Sanitation Worker	
60.	Sawmill Worker	
61.	Scientist	
62.	Security Guard	
63.	Stock Broker/Financial Planner	
64.	Stock Person	
65.	Student	
66.	Taxidermist	
67.	Teacher	
68.	Teller	
69.	Trapper	
70.	Waiter/Waitress	

- 71. Writer
- 72. OTHER

Parts II through XVI deal primarily with skills that you have acquired on the job or elsewhere.

II. HEALTH CARE (Including Extensive Family Health Care)

- | | | |
|----|--|--|
| 1. | Caring for the Sick | |
| 2. | Caring for the Elderly | |
| 3. | Caring for the Mentally Ill | |
| 4. | Caring for the Physically Handicapped | |
| 5. | Caring for the Developmentally Disabled | |
| 6. | Rehabilitating Injuries/Physical Therapy | |

(If you answered Yes to items 1, 2, 3, 4, or 5, please answer the following:)

Please describe the kind of care you provided.

- | | | |
|-----|--------------------------|--|
| 6. | Bathing | |
| 7. | Feeding | |
| 8. | Preparing Special Diets | |
| 9. | Exercising and Escorting | |
| 10. | Grooming | |
| 11. | Dressing | |
| 12. | Providing Comfort | |

III. CONSTRUCTION SKILLS

- | | | |
|-----|--|--|
| 1. | Painting | |
| 2. | Porch/Deck Construction or Repair | |
| 3. | Building Demolition | |
| 4. | Wall Papering | |
| 5. | Furniture Repairs | |
| 7. | Installing/Repairing Locks | |
| 8. | Building Garages/Installing Garage Doors | |
| 9. | Bathroom Renovation | |
| 10. | Kitchen Renovation | |
| 11. | Building Room Additions | |
| 12. | Installing Tile | |
| 13. | Installing Drywall and Taping | |
| 14. | Plumbing Installation and/or Repairs | |
| 15. | Electrical Installation and/or Repairs | |
| 16. | Bricklaying and Masonry | |
| 17. | Road Construction/Road Crew | |
| 18. | Installing Insulation | |
| 19. | Cabinet Making | |
| 20. | Furniture Making | |
| 21. | Finish Work | |
| 22. | Plastering | |
| 23. | Soldering and Welding | |

24.	Concrete Work (Sidewalks/Driveways)	
25.	Installing Floor Coverings	
26.	Building/Repairing/Installing Chimneys, Wood Stoves	
28.	Heating/Cooling System Installation	
29.	Siding Installation	
30.	Tuckpointing	
31.	Installing Windows	
32.	Building/Installing Swimming Pools or Hot Tubs	
33.	Building/Installing Saunas	
34.	General Carpentry Skills	
35.	Roofing Repair/Installation	
36.	Log Home Building	

IV. OUTDOOR EXPERIENCE

1.	Outfitting	
2.	Guiding	
3.	Hunting	
4.	Fishing	
5.	Backpacking	
6.	Camping	
7.	Mountain/Rock Climbing	
8.	Rafting/Canoeing	
9.	Bicycling	
10.	Skiing	
11.	Outdoor Artwork (photography/painting)	
12.	Handling Horses/Livestock	
13.	Dressing Game	
14.	Snowmobiling	
15.	Operating ATV's, Motorcycles	
16.	SCUBA Diving	
17.	Bird Watching/Wildlife Identification	
18.	Snowshoeing	
19.	Sailing	
20.	Water Skiing	

V. OFFICE SKILLS

1.	Typing (more than 55 words per minute)	
2.	Operating Adding Machine/Calculator	
3.	Filing Skills	
4.	Phone Skills	
5.	General Reception Skills	
6.	Creating Business Letters	
7.	Receiving Phone/Mail Orders and Processing Skills	
8.	Operating Switchboard	
9.	Shorthand	
10.	Bookkeeping	
11.	Entering Data into Computers	
12.	Word Processing	
13.	Other Computer Skills	

VI. OPERATING EQUIPMENT AND REPAIRING MACHINERY

1.	Repairing Automobiles	
2.	Repairing Trucks/Buses	
3.	Repairing Auto/Truck/Bus Bodies	
4.	Repairing Boats, Boat Motors	
5.	Repairing Snowmobiles	
6.	Repairing Motorcycles/ATV's	
7.	Operating Logging Equipment	
8.	Operating Farm/Ranch Equipment	
9.	Operating Mining Equipment	
10.	Using a Forklift	
11.	Operating 18 Wheel Trucks	
12.	Operating Large Panel Trucks	
13.	Operating Dump Trucks	
14.	Operating Bulldozer	
15.	Operating Loader or other CAT-type Equipment	
16.	Operating a Crane	
17.	Repairing Radios, TVs, VCRs, Stereos, etc.	
18.	Repairing Household Appliances	
19.	Repairing Heating and Cooling Systems	

VII. MAINTENANCE

1.	Plumbing	
2.	Cleaning Carpets/Rugs	
3.	Household Cleaning	
4.	Mowing Lawns/Landscaping	
5.	Planting and Caring For Gardens	
6.	Cleaning/Maintaining Swimming Pools/Hot Tubs	
7.	Wood Stripping/Refinishing	
8.	Cleaning Chimneys	

VIII. FOOD/BEVERAGES

1.	Catering	
2.	Cooking	
3.	Baking	
4.	Bartending	
5.	Waiting on Tables	
6.	Meatcutting	
7.	Food Preparation	
8.	Hosting Skills	

IX. COMMERCIAL TRANSPORTATION SKILLS

1.	Driving a Car	
2.	Driving a Van	
3.	Driving a Bus	
4.	Driving a Taxi/Shuttle Service	
5.	Driving a Commercial Truck	
6.	Driving an Ambulance	

X. CHILD CARE

- | | |
|--------------------------------------|--|
| 1. Caring for Infants (under 1 year) | |
| 2. Caring for Children | |

XI. SUPERVISORY SKILLS

- | | |
|---|--|
| 1. Interviewing/Hiring/Firing Personnel | |
| 2. Creating Budgets | |
| 3. Writing Reports | |
| 4. Directing the Work of Others | |

XII. SALES

- | | |
|--|--|
| 1. Selling Products Retail | |
| 2. Selling Products Wholesale | |
| 3. Selling Services | |
| 4. How Have You Sold Products or Services? | |

(Please check next to appropriate letter).

- A. Door to Door
 B. Phone
 C. Mail
 D. Store
 E. Home
 F. Convention/Trade Show

XIII. MUSIC

- | | |
|--|--|
| 1. Singing | |
| 2. Play an Instrument | |
| 3. Have Performed for Others | |
| 4. Have Played for Money (considered professional) | |

XIV. SECURITY

- | | |
|--|--|
| 1. Guarding Commercial Property | |
| 2. Guarding Industrial Property | |
| 3. Guarding Residential Property | |
| 4. Armed Guard | |
| 5. Installing Alarms or Security Systems | |
| 6. Repairing Alarms or Security Systems | |

XV. ORGANIZATIONS, VOLUNTEER WORK, AND LEADERSHIP
(Briefly describe leadership activities in the following:)

- | | |
|--|--|
| 1. Business and Professional organizations | |
| 2. Charity groups | |
| 3. Church groups | |

4. Political organizations

5. Ranching/Agriculture organizations

6. Youth groups

7. Youth sports

XVI. OTHER

- | | |
|----------------------------------|--|
| 1. Upholstering | |
| 2. Sewing | |
| 3. Garment Making | |
| 4. Garment Design | |
| 5. Knitting | |
| 6. Moving Furniture/Equipment | |
| 7. Managing Property | |
| 8. Hair Dressing | |
| 9. Hair Cutting | |
| 10. Phone/Mail Survey Experience | |
| 11. Jewelry or Watch Repair | |

XVII. SKILLS

- A. Which of all your skills are good enough that other people would hire you to do them?
-
- _____
-
- _____

- B. What three skills would you most like to learn?
-
- _____
-
- _____

- C. Are there any skills you would like to teach?
-
- _____
-
- _____

PART II. WORK EXPERIENCE

Now that we have discussed your skills, we would like to get a sense of your work experience.

- A. Are you currently employed? Yes
-
- No
-

Are you between jobs? Yes No

1. If employed,

- a. Are you employed part-time
-
- or full-time?
-
-
- b. Do you have more than one job at this time?
-

b. Would you like additional working hours?
Yes _____ No _____

2. If not employed, are you interested in a job?
Yes _____ No _____
If Yes,
a. Full-time _____
b. Part-time _____

3. Are there any conditions preventing you from working right now? _____

B. What were your 3 most recent jobs?
1. _____
2. _____
3. _____

PART III. ENTERPRISING ATTITUDES AND EXPERIENCE

A. Are you currently self-employed Yes _____ No _____

1. If yes, what is your service/product?

2. Who are your clients in general?

3. If no, what is the biggest obstacle you face in starting a business?

C. What types of business are needed in the Swan Valley?

D. What businesses or services already operating within the valley could be improved and how? _____

PART IV. EDUCATION AND TRAINING

A. How many years of school have you completed? (Please make a check next to the highest level you have completed).
Grade School ___ High School ___ Trade/Tech School ___
College Courses ___ College Degree ___ Major ___
Advance Degree Courses ___ Advanced Degree ___ Major ___

B. Have you received any training that was not related to school work? Yes _____ No _____
1. If yes, what sort of training did you receive?

PART V. PERSONAL INFORMATION

Name: _____
Address: _____
Phone: _____

Age: _____

Sex: Male _____ Female _____

Thank you very much for taking the time to complete this survey. Please be assured that your answers will remain in confidence.