

*The Regional Workforce  
Innovation Team (RWIT)*

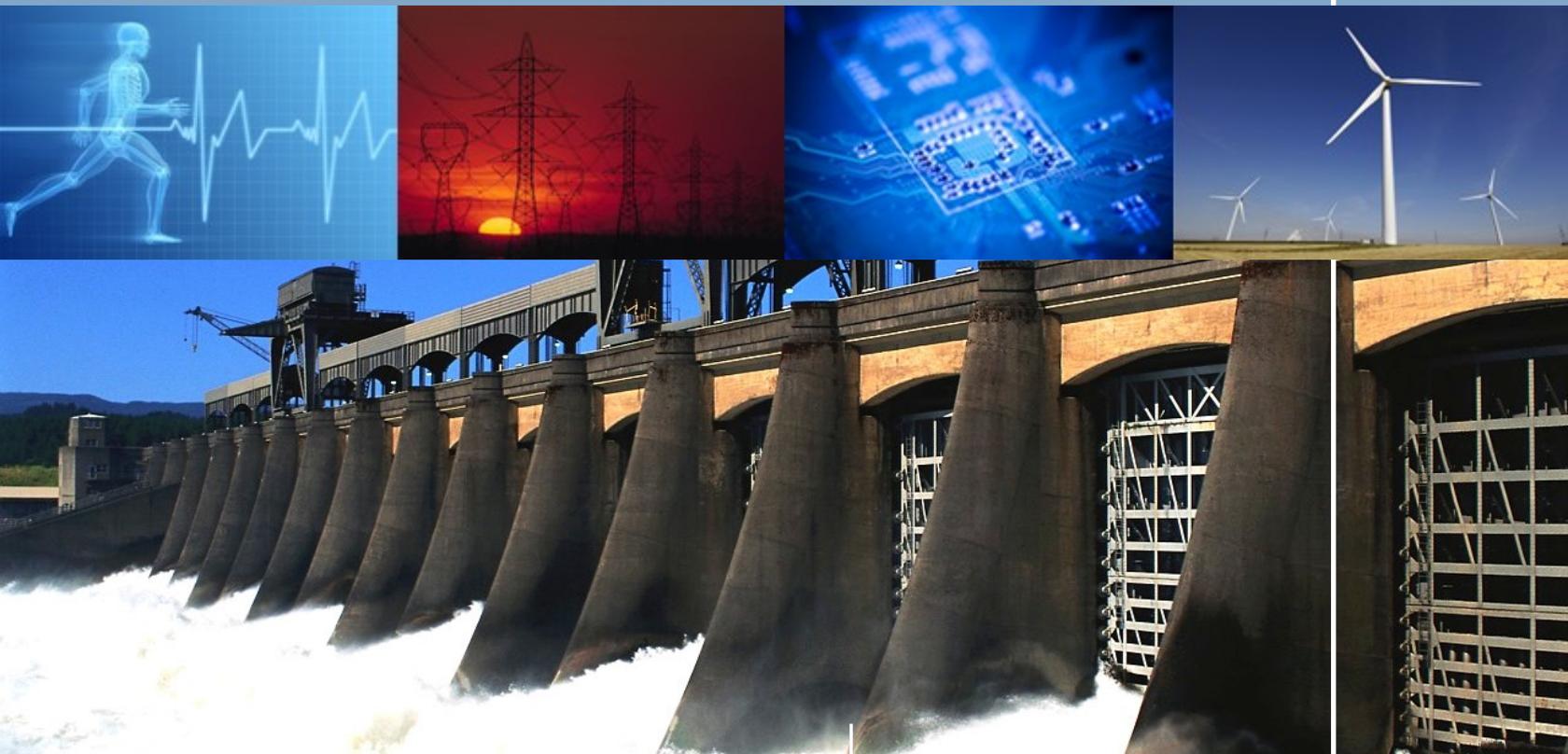
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*September, 2009*

# **LEADERSHIP, INNOVATION, AND OPPORTUNITY IN EASTERN IDAHO**

**A Stakeholders Guide to the Assets and Resources that Make  
Eastern Idaho an Ideal Place to Live and Grow a Business**



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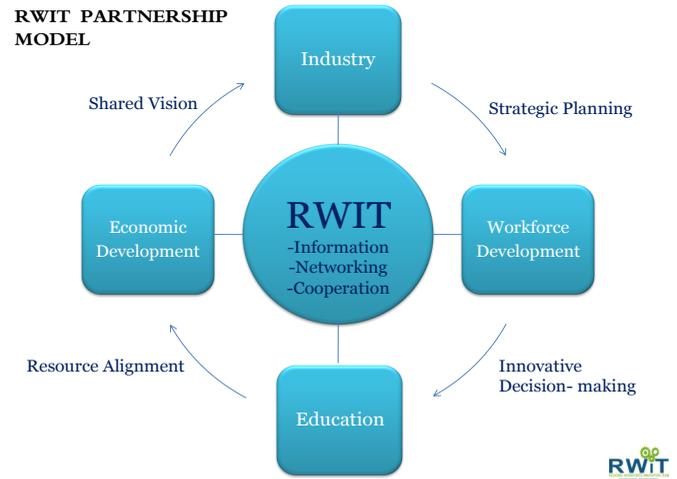
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# About RWIT

The Regional Workforce Innovation Team (RWIT) was created to increase the prosperity of the eastern Idaho region through education, industry involvement, and economic and workforce development. RWIT serves as a facilitator for the networking of regional stakeholders, assisting in the alignment of available resources, supporting the individual missions of its members, and serving as a catalyst for the innovative opportunities which can shape our future. RWIT is developing a “strategic plan” or “blueprint” to guide our efforts in promoting the growth of businesses, individuals, and the community while helping eastern Idaho become more competitive regionally, nationally, and globally. RWIT is funded by a Regional Innovation Grant (RIG) from the U.S. Department of Labor-ETA and is administered through the Idaho Department of Labor.



RWIT connects stakeholders with opportunities for regional development.

## ACKNOWLEDGEMENTS

We acknowledge the assistance from the many individuals who contributed hours to the development, research, and editing of this publication and express our thanks to them and their organizations: The Development Company; Partners for Prosperity; Idaho Department of Labor; U.S. Department of Labor-ETA; Eastern Idaho Entrepreneurial Center; Idaho National Laboratory; the Center for Advanced Energy Studies; Idaho State University-Workforce Training; Eastern Idaho Technical College; Bingham County Economic Development Corp.; Bannock Development Corp.; Idaho TECHHELP, and Idaho TechConnect. RIG funds were used for the development and publication of this document.

# Introduction

This publication is intended to get you involved and talking about the future of eastern Idaho. The Regional Workforce Innovation Team (RWIT) was created to organize that effort. As a stakeholder in the success of our region, we need your input on devising strategies which will make us competitive in a global economy; our intent is to arm you with information so we can make data-driven decisions about our future.

RWIT is inviting you to be part of a deliberate planning process. This publication is one of many steps we are taking to solicit input from you and study the intricacies and opportunities in our economy. We have been discovering some interesting patterns along the way. *Competition* and *Cooperation* are developing new (but old) connotations and concepts we think are worth giving a try. We cannot maintain the status quo. In order to progress, our organizations must examine and understand the keys to growth and whom should be included in the process. We are not naive to the realities of our competitive world, but we have to question how we are defining its parameters; does “success” really mean there can only be one winner? Obviously not. Our experience suggests that real innovation is ignited through broad networking and scalable growth is achievable with combined resources. The person with the idea to take your business to the next level may not work for you or live in your community—but amazing things happen when people connect and use their combined knowledge to solve problems.

Recently, a Canadian mining company (Gold Corp) was facing closure because their mine was petering out. In an extremely bold move, the Chairman and CEO, Rob McEwen, chose to release his closely guarded intellectual property (his geological data) onto the Internet and then offered large rewards (up to a total of \$575,000) to individuals who used his data to find new gold. This experiment resulted in the discovery of over \$3 billion in new high-grade gold and gave instant professional status

to the two collaborating Australian firms whose model found the gold—without ever visiting the mine.  
[www.fastcompany.com](http://www.fastcompany.com), Dec. 19,2007

Is Mr. McEwen onto something? We think so. Obviously, Gold Corp’s move seems risky, but innovation rarely follows convention and his willingness to share success certainly did not hurt his bottom line. How could cooperation, as a business model, change your paradigm for solving your biggest problems? As we move our organizations into the next century and re-examine our priorities and motivations, we might find that success could be derived from both competition and cooperation; in fact, *cooperation* might just be the best way to *compete*.

The data contained herein is designed for *your* analysis. We are intentionally avoiding the temptation to define it for you. This publication provides snapshots of assets and resources found in our region (the sixteen counties of eastern Idaho); some are outstanding, all can be improved. By examining our status against state and national benchmarks, we develop a sense of things that *can* or *should* be done which lead to strategies for progress; after all, we are preparing ourselves for jobs and a future that have yet to be invented. As you analyze this data, think about how you can have a positive impact using your resources for productive change, then think about how you can leverage your resources by combining them with ours and the many others in our networks—talk about the potential for exponential growth! This thinking is the basis for *Leadership, Innovation, and Opportunity in Eastern Idaho*. We appreciate your interest in this project and look forward to your help.

Best regards,



Shawn L. Perkins,  
Executive Coordinator



Terry L. Butikofer,  
Chairman

# LEADERSHIP

We recognize that *people* make leadership possible. Even the most dynamic leader will fail if those being lead do not have the ability to carry out the leader's vision. Our research has found countless surveys of business executives which state that a primary factor limiting the growth of their companies is the inability to find qualified candidates; this need suggests, to us, an opportunity.

Business success is at the heart of a thriving economy and a highly skilled workforce is its most critical component—nothing

happens in business without good people. In eastern Idaho, we are not interested in simply training workers, we are developing *Leaders*. Leaders don't just show up for work, they make a business grow. They become the in-house source of both efficiency and innovation. They use their skills to invent new ways of doing things. Leaders understand that productivity leads to prosperity and loyalty is a foundational principle for business continuity. They know that learning is not a static concept, but a lifetime

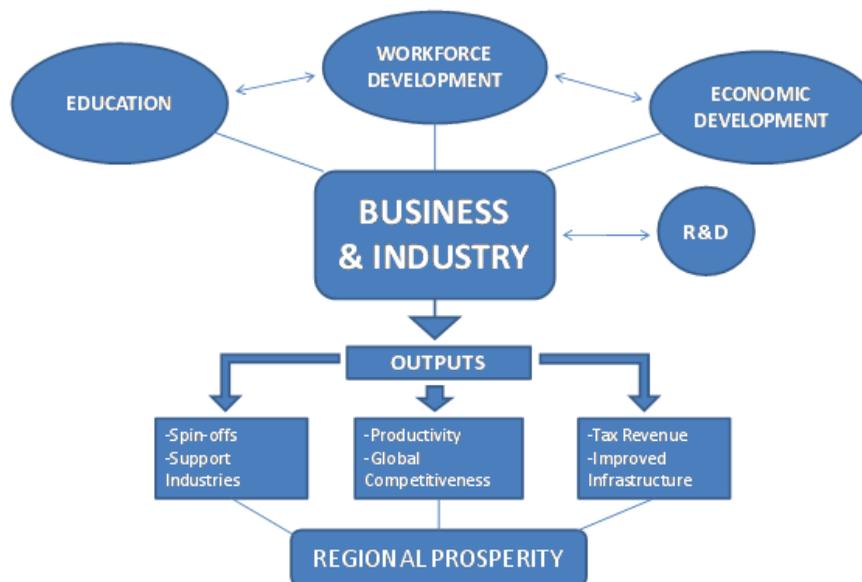
journey. We agree that organizational charts have their place, but if any entity is going to thrive, leadership cannot exist solely in the corner office.

So, what does the workforce in eastern Idaho look like?

How educated are they?  
How old are they? Do they have both the education and skills we need to make our businesses grow? Are people moving to this region? If so, why? Although we could address the business need for



## REGIONAL SUCCESS MODEL



qualified workers by importing them from other places, it is far wiser to grow our own. Since education takes place both in and out of the classroom, we understand why theory has no value without application. Education enhances our lives in every aspect as well as being the key to a prosperous economy; so we are willing to invest in models of lifelong learning which develop the mind and the skill of every person and help us become both Leaders and Innovators. *People* are our greatest resource.

# Educational Attainment

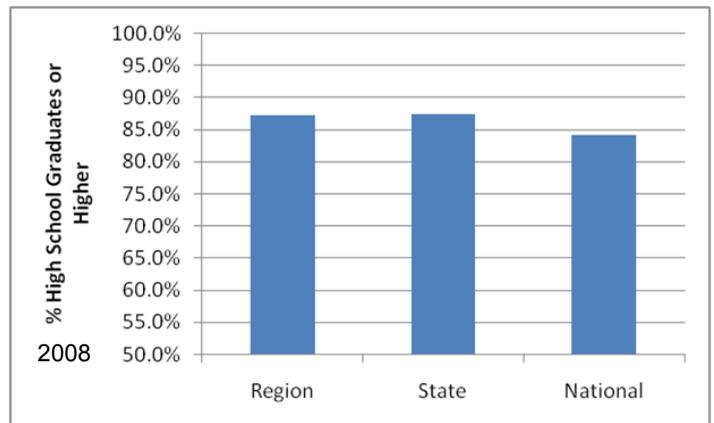
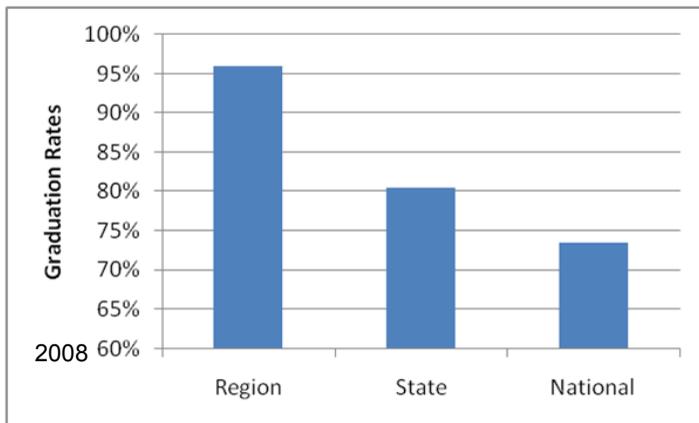


## High School Graduation Rates

Last year, eastern Idaho high schools had a graduation rate of 96 percent. This incomparable record gives the region a great competitive advantage as compared to graduation averages throughout the nation. High school graduation rates are calculated by the percentage of incoming ninth graders who graduate within four years. Starting with the graduating class of 2013, new graduation requirements will be enforced in Idaho. The new standards will require three years of math and science, a senior project, and require a student to take the ACT, SAT or Compass exam for college admission.

## Percentage of Workforce with a High School Education or Higher

Eastern Idaho outperforms the national average of 84 percent by three percent when identifying members of the workforce population who complete a high school education or higher. Population projections will likely increase these educational attainment levels as current high school graduation rates remain high, university enrollment grows, graduate school offerings improve, and current graduates enter the workforce in emerging high-tech industries which require more education and greater skill levels.



High School Graduation Rates 2008	
Region	96%
State	80%
Nation	73%

Workers with High School Education or Higher 2008	
Region	87%
State	87%
Nation	84%

Source – [www.sde.idaho.gov](http://www.sde.idaho.gov), <http://nces.ed.gov>

# Workforce with Academic Degrees

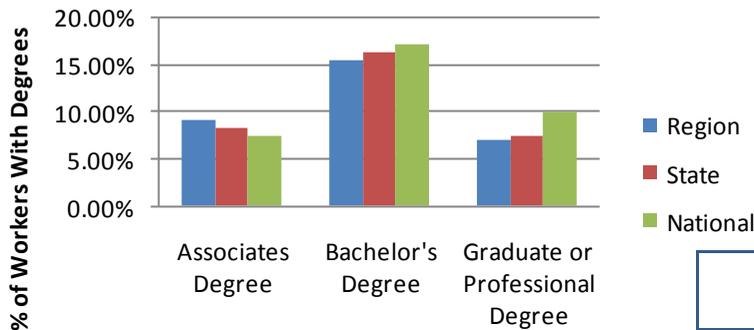
Eastern Idaho workers are much more likely to be high school graduates or hold an associates degree, but they are slightly less likely to have a bachelor's or graduate degree than the state or national workforce. We are not sure why. Although the number of skilled and high-paying jobs requiring only an associates degree is growing, many more pay less than a living wage. We are big advocates of continuing education

whether it involves advanced degrees or advanced skill training because, statistically, greater education provide a higher lifetime earning potential. Future research will be necessary to understand this trend and how it will impact the growth of our economy in the future. The chart below shows the breakdown of degrees awarded.

*“The quality of our workforce will be the driving force for future economic development in the region”*

*Brandon Bird, Executive Director, Bingham Economic Development Corporation*

**Comparison of Workforce with Academic Degrees**



Source – <http://factfinder.census.gov>, American Community Survey

Survey based on population aged 25+ years of age.

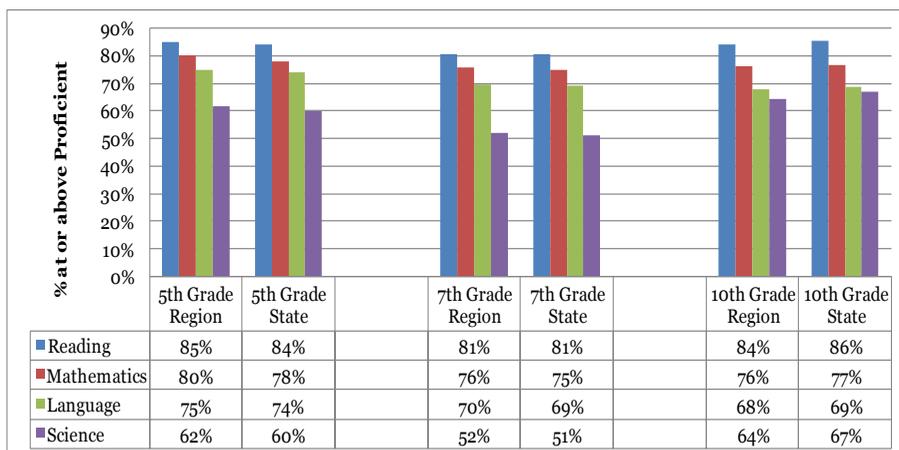
The 2005-2007 American Community Survey 3-Year Estimates were used. If estimates were not found for a county, then the 2000 American Community Survey was used its place.

Workforce Academic Degrees Awarded			
	Region	State	National
<b>Associates</b>	9.0%	8.3%	7.4%
<b>Bachelors</b>	15.3%	16.3%	17.1%
<b>Graduate or Professional</b>	6.9%	7.3%	9.9%

## ISAT (Idaho Standards Achievement Tests)

The ISAT is composed of reading, language usage, and mathematics tests for grades three through eight and ten, and science tests for grades five, seven, and ten. Multiple-choice items are used to assess students' knowledge compared to the Idaho Content Standards. These items assess a variety of skill levels, from short-term recall of facts to problem-solving. Grading criteria is divided into four categories: Advanced, Proficient, Basic, and Below Basic. Reading and mathematics are the two strongest areas, with language being slightly weaker. The lowest scores are on the Science portion of the exam. Interestingly, the lowest scores across the board are earned in grade seven.

The State Board of Education does not provide regional statistics, so our researchers aggregated scores for 31 individual school districts in eastern Idaho. There are no national standards for direct comparison. Since the ISAT data is too voluminous to be included in its entirety, we hesitate to draw conclusions, but generally, the vast majority of students are exceeding state minimum standards. ISAT testing is in its fifth year, so trends are just beginning to be identified.



Source – [www.sde.idaho.gov](http://www.sde.idaho.gov), [www.boardofed.idaho.gov](http://www.boardofed.idaho.gov) 2009

***Under the No Child Left Behind Act of 2001***, Idaho is required to calculate and report the Adequate Yearly Progress (AYP) of every public school, based on results of the Idaho Standards Achievement Tests, or ISAT. To make AYP, a school must meet statewide student achievement goals in 41 different target areas during a given school year. The 41 targets include students in the entire school, students with disabilities, students with limited English proficiency and students who are economically disadvantaged.

Source - Idaho Department of Education Press Release, August 12, 2009. [www.sde.idaho.gov](http://www.sde.idaho.gov)

*"This is a great day for Idaho. We have raised the bar, and more Idaho students are rising to the challenge. I commend all of Idaho's talented educators, dedicated parents and hardworking students for their achievements. We will continue to raise the bar and strive to ensure every student is prepared to succeed in the 21st century"*

Supt. Tom Luna, Idaho State Department of Education

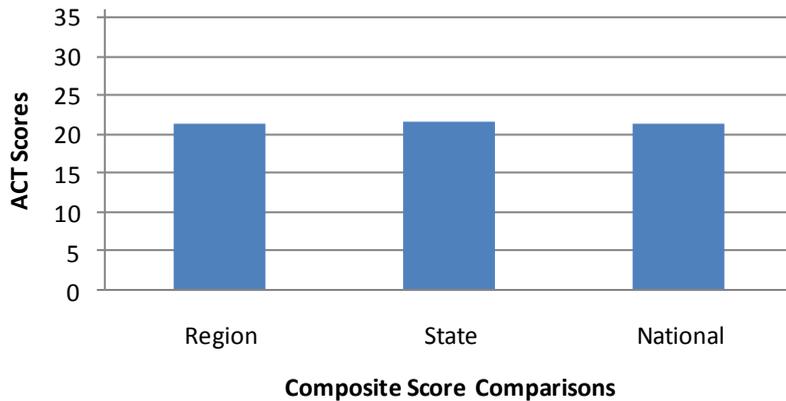


Here is how Idaho schools performed over the past three school years:

	2006-2007	2007-2008	2008-2009
<b>Made AYP</b>	168 schools (26.83%)	363 schools (56.02%)	432 schools (66.26%)
<b>Did Not Make AYP</b>	458 schools (73.16%)	285 schools (43.98%)	220 schools (33.74%)

Source - Idaho Department of Education Press Release, August 12, 2009. [www.sde.idaho.gov](http://www.sde.idaho.gov)

### ACT Scores 2009



#### Average ACT® Scores, 2009

<b>Region</b>	21.3
<b>State</b>	21.6
<b>National</b>	21.1

Source – [www.act.org](http://www.act.org)

### ACT® Scores 2009

The ACT® test is the most widely accepted college entrance exam. It assesses high school students' general educational development and the likelihood of success in college-level courses. The multiple-choice tests cover four skill areas: English, Mathematics, Reading, and Science.

The combined average score of 32 eastern Idaho high schools was 21.3; nearly equal to state and national averages. Last year, 58 percent of Idaho graduates took the test compared to 43 percent of graduates nationwide, which may indicate an increasing willingness to pursue advanced education.

*“STEM education prepares students for their present and future by teaching teamwork, problem-solving, and communication”*

*Chad Majeske, Technology Educator, Idaho Science & Technology Charter School*

# Population

Population statistics are the basis for most types of economic analysis and forecasting. Understanding current and future workforce potential allows opportunities for strategic planning which can make us more competitive. Because of the limitations inherent with Census

Bureau data, projections must be evaluated in conjunction with significant local knowledge and experience. Eastern Idaho is growing and is projected to continue growing at a rapid pace at least through 2050.

## Age Distribution

The recent national economic crisis, coupled with longer life-spans, means fewer Americans talk about retiring early. According to the Bureau of Labor Statistics (2005), workers over age 55 will comprise 21 percent of all workers by 2014, up from 16 percent in 2004; by 2014, persons age 55 or older will account for 27 percent of the adult population (U.S. Census Bureau, 2000) and more of them are choosing to live in eastern Idaho during their later years.

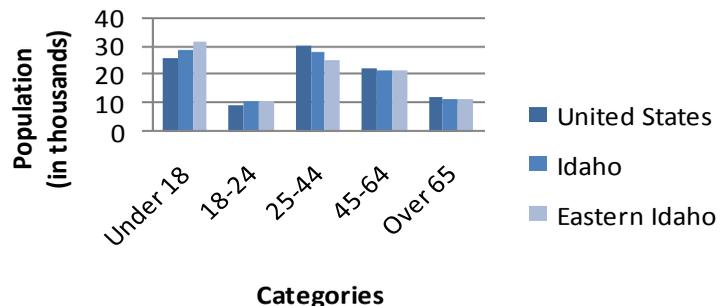
Statistically, this region has a much higher percentage of youth under age 18, which is an important advantage in filling the upcoming retirement void. We drop below national levels with the 25-40 demographic, but narrow the gap starting at age 45 and older. The fastest growing demographic in eastern Idaho is in the 55-70 age bracket.

## Projected Change in Age of Labor Force Through 2016



Source - U.S. Bureau of Labor Statistics, November 2007

## Age Distribution



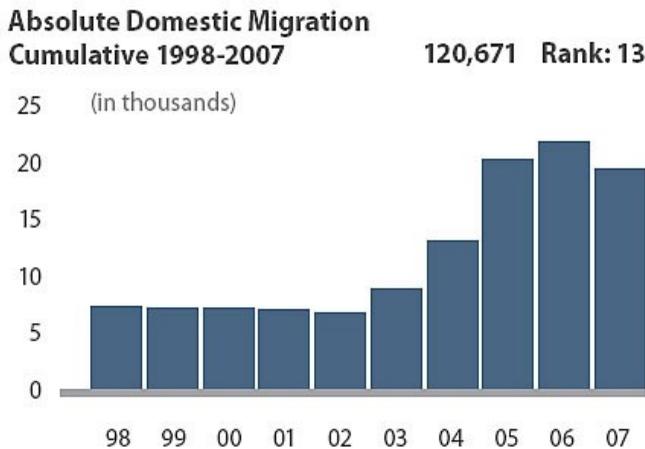
Source - U.S. Bureau of Labor Statistics, November 2007

# In/Out Migration

Freedom of movement is a fundamental right and we exercise it often. *Why* we move is personal and subjective, but *where* we move has enormous social and economic implications. Generally, we advocate growth if it is managed well—so Planners and Economic Developers have a keen interest in examining the causes, motivations, and opportunities that cause people to migrate. Hopefully, the main drivers are investment and opportunity. Idaho is among the most favorable states that experience in-migration and most indicators predict major expansion in the near future. Eastern Idaho will be a primary beneficiary of that growth.

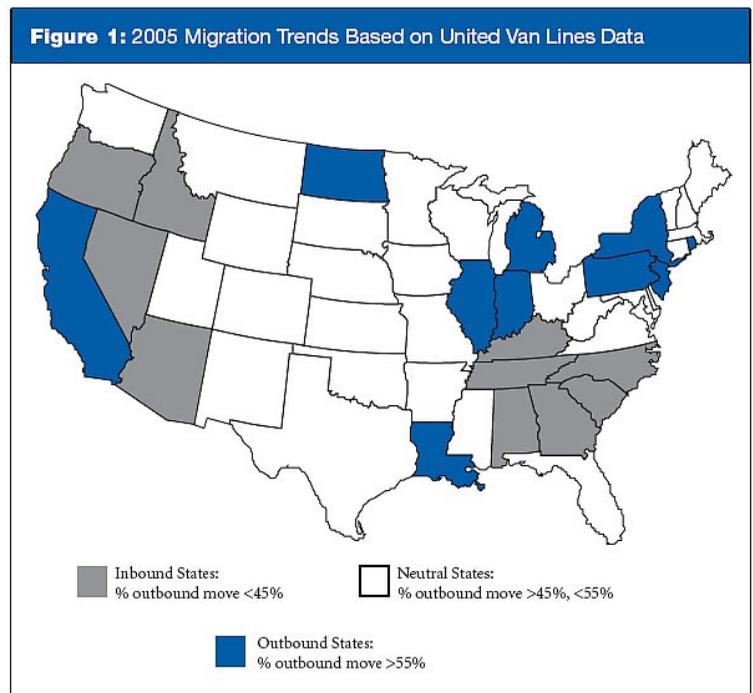
*“The most valuable natural resource of the 21<sup>st</sup> century is brains. Smart people tend to be mobile. Watch where they go. Because where they go, robust economic activity will follow”*

*Rich Karlgaard, Publisher. Reprinted by Permission of Forbes Magazine © 2009 Forbes LLC .*



Idaho’s migration increased by 120,671 individuals ranking it 13th in the nation.

Source - “Rich States, Poor States”, Arthur B. Laffer, Stephen Moore and Jonathon Williams (Washington D.C., American Legislative Exchange Council, 2009), [www.alec.org](http://www.alec.org).

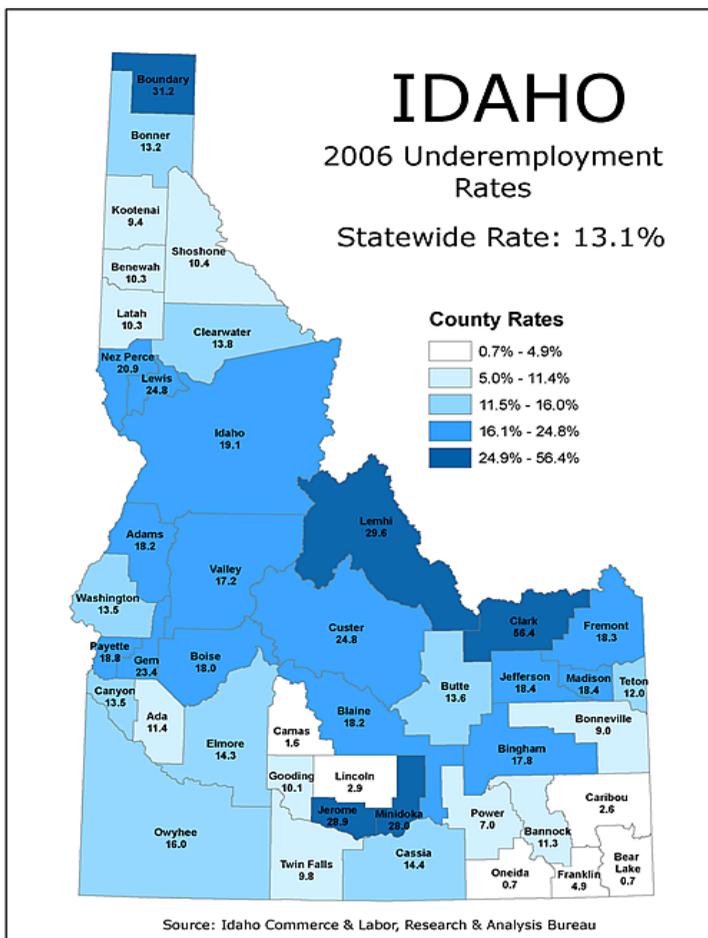


Source - “Rich States, Poor States” Arthur B. Laffer and Stephen Moore (Washington D.C., American Legislative Exchange Council, 2007) [www.alec.org](http://www.alec.org)

# Underemployment

Until the recent economic downturn, Idaho, and more particularly eastern Idaho, has had extremely low rates of unemployment. Since everyone who wanted a job seemed to have one, economic developers began to worry about the availability of a qualified workforce for the recruitment and expansion of business in the state. Consequently, regional economists from the Idaho Department of Labor began to look at not only the quantity of employed workers, but also the *quality* of that employment; the number of Idahoans who have jobs, but are working below their education, pay, or skill level, or may

be working in temporary or multiple jobs while looking for better, more permanent positions. Although the data is difficult to quantify, the underemployed represent a critical asset in times of ultra-low unemployment. This reserve of workers is capable of staffing an economic expansion that otherwise might be thwarted if companies simply looked at unemployment numbers and assumed that the region had an unavailable potential workforce. We are just beginning to understand the impact of this important group of workers.



*“With the growing demand in the workplace for skilled technicians, Idaho’s technical colleges play a vital role in training the skilled workers that will help keep Idaho’s employers competitive in a very dynamic, global market”*

*Scott Hamilton, Ed.D, Dean of Instruction, EITC*

# INNOVATION

We often think of innovation in terms of location. Bright people with big ideas tend to gravitate toward each other; but the secret is that innovative places, like Silicon Valley, do not just happen, they are intentionally *created*. Technology has made work

*“Nearly half—45 percent—of startups were established in the same state where U.S.-born tech founders received their education”*

Source - Education and Tech Entrepreneurship, Kauffman Foundation, May 2008

portable so we can often choose where we want to live. Increasingly, the primary consideration for locating a business is **quality of life** and eastern Idaho offers the best of everything. Research indicates that entrepreneurs tend to start their

businesses near the place they attended school. It makes sense. Many of us develop a sense of identity in college and invest years developing our social and business networks there. Often, we have family close by. Traditionally, many of us move away in search of a career but we seem to always have a longing for home. Those of us who come back home to our alma mater usually have the experience and resources to start new businesses or improve the competitiveness of the ones already here. As we develop relationships between our educational institutions and the business community we can create our own “Idea Corridor” and make it possible for future generations to have their own Silicon Valley.

Developing an innovation economy then becomes focused on a high quality of life and the support systems that make us more comfortable taking risks. The region must invest in technology, great educational institutions *and* recreational

*“Think tech companies are founded only by 20-somethings? Think again. The average age of U.S. -born tech founders when they started their companies was 39. In fact, twice as many were older than 50 as were younger than 25.”*

Source - Education and Tech Entrepreneurship, Kauffman Foundation, May 2008

opportunities. It must support existing business as well as start-ups with financial capital and research and development capabilities. There should be a focus on export-minded industries which infuse our economy with new money that will build regional wealth and create high-paying jobs. If we consciously build an environment where people *want* to live, and then support it with great resources—smart people will come, and stay. Sounds innovative to us.

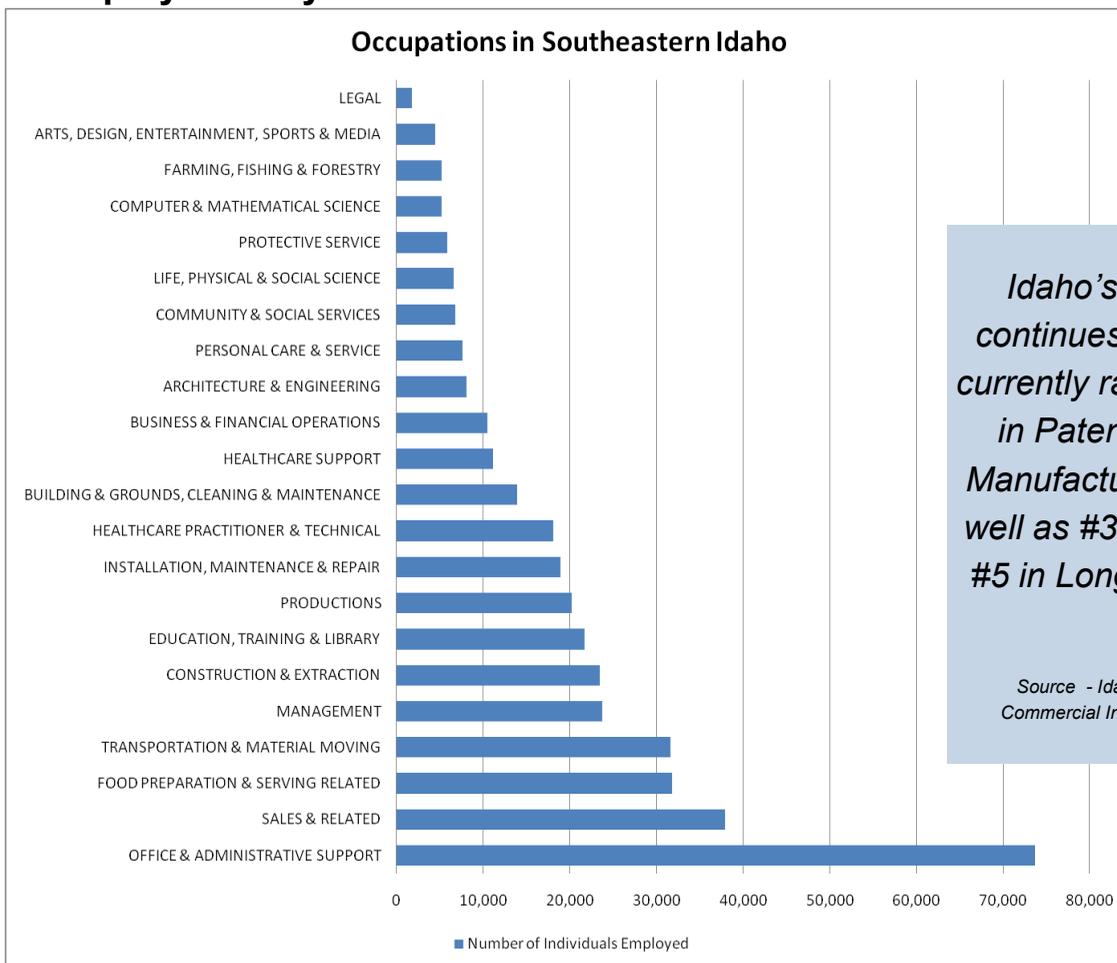


# Economic Indicators

As we shape the economy of eastern Idaho for the next ten or twenty years, we need to consider issues of stability as well as growth—because one depends upon the other. A close examination of the types of industries found in eastern Idaho, the number of persons employed and the economic impact of that employment all paint a picture for strategic planning. Good data can help us identify emerging and/or promising industries which have the potential for growth. Failing to plan, or moving too quickly, are

common fates among anxious municipalities and individuals alike. Pursuing “fad industries” with doubtful sustainability can be as bad as over-reliance on an individual company which could be affected by changing market conditions. If we expect a good return on our investment to justify our decisions, we must objectively review the data and trust the facts over a “gut feeling.” Ghost towns all over the west remind us that the consequences of a wrong choice can be pretty severe.

## Employment by Sector



*Idaho’s technology base continues to grow. The state currently ranks #1 in the nation in Patents per Capita and Manufacturing Investment, as well as #3 in Energy Cost and #5 in Long-term Employment Growth*

Source - Idaho Department of Commerce/  
Commercial Innovation Division. October 2008

Source -  
[www.commerce.idaho.gov/innovationeconomy.aspx](http://www.commerce.idaho.gov/innovationeconomy.aspx)



*“Businesses make money by taking risks, but lose money by failing to manage them strategically. According to Deloitte Research, the cost of failure to manage risk on an enterprise-wide basis can be huge. Almost half of the 1000 largest global companies suffered declines in share prices of more than 20 percent as a result of failing to manage risk systematically. The ability to manage emerging risks, anticipate the interactions between different types of risk and bounce back from disruptions will be a competitive differentiator in the 21st century. The resilient enterprise will be risk intelligent, flexible, agile and adaptive”*

*Five for the Future, Council on Competitiveness, October, 2007*

# Living Wage

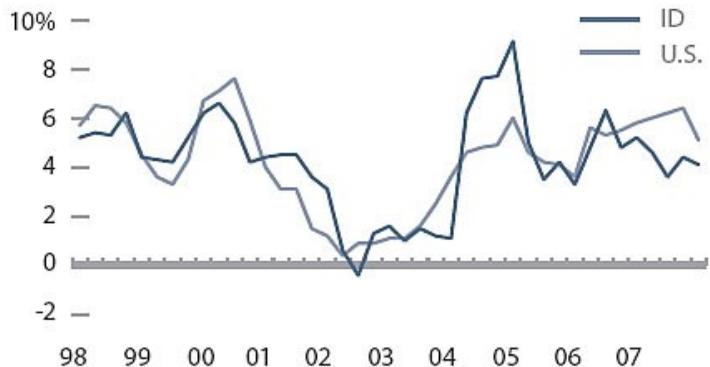
We all need to keep a little more of the money we earn in our pockets, so the connection between good jobs and the local cost-of-living is important. The term “living wage” as used in this graph, allows families to meet their basic needs, without public assistance, and provides them some ability to deal with emergencies and plan ahead. It is not a poverty wage.

While lower wages give the region and the state a competitive business advantage, it is our focus on productivity and efficiency which will ultimately create the profitability and prosperity we strive for. Life is pretty good in eastern Idaho, but mere subsistence level living is the enemy of growth. Adequate disposable income is a prerequisite for both savings and future investment.

Northwest Living Wage	Eastern Idaho*	Idaho	Montana	Oregon	Washington
Household 1: Single Adult	\$10.62	\$11.49	\$10.95	\$12.39	\$12.27
Household 2: Single Adult with one child	\$19.41	\$20.57	\$18.38	\$21.18	\$19.63
Household 3: Single Adult with two children	\$23.30	\$24.71	\$22.77	\$26.70	\$26.56
Household 4: Two Adults (one working) with two children	\$22.23	\$22.94	\$23.33	\$25.41	\$24.46
Household 5: Two Adults (both working) with two children **	\$29.98	\$31.90	\$29.97	\$34.18	\$33.59

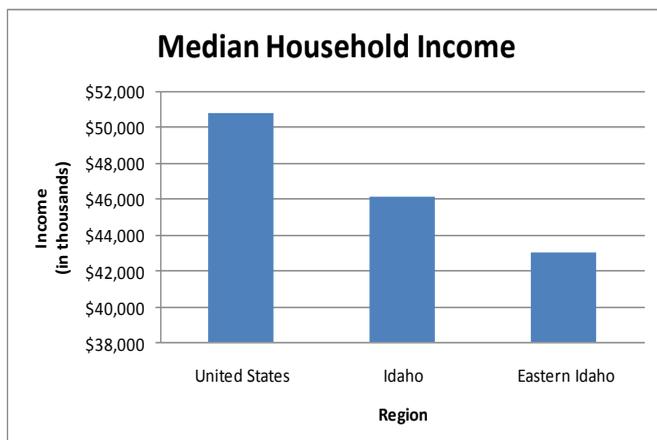
\*Not a weighted average  
 \*\*The combined wages of both working adults need to total this amount.  
 Source: Northwest Federation of Community Organizations, *The 2008 Job Gap; Tough Times for Northwest Families*, October 2008. [www.nwfc.org/liv-w-j\\_pubs.htm](http://www.nwfc.org/liv-w-j_pubs.htm)

## Personal Income Per Capita Cumulative Growth 1997-2007 53.5% Rank: 22



Idaho's Per Capita Income Growth compared to National rates is an indicator of our competitiveness. Used with permission from "Rich States, Poor States", Arthur B. Laffer, Stephen Moore and Jonathon Williams (Washington D.C., American Legislative Exchange Council, 2009), [www.alec.org](http://www.alec.org).

## 2007 Median Household Income



Eastern Idaho families have a lower Median Household Income than the state or nation.

If eastern Idaho could attain the National Median Household Income, the average family would have an extra \$8,000 per year to spend. Conservatively speaking, that would translate into nearly \$1 billion available *annually* for investment in education, homes, business, and commerce. What kind of impact might that have on our regional prosperity? By planning strategically, our resources and ingenuity can make that goal a reality.

# Workforce in Eastern Idaho

Eastern Idaho is home to roughly one-fifth of Idaho's workforce. While the state minimum wage was recently raised to match the national standard of \$7.25 per hour, the average wage for an entry-level employee regionally is \$7.83. Middle range workers currently earn between \$8.97 and \$20.01 an hour.

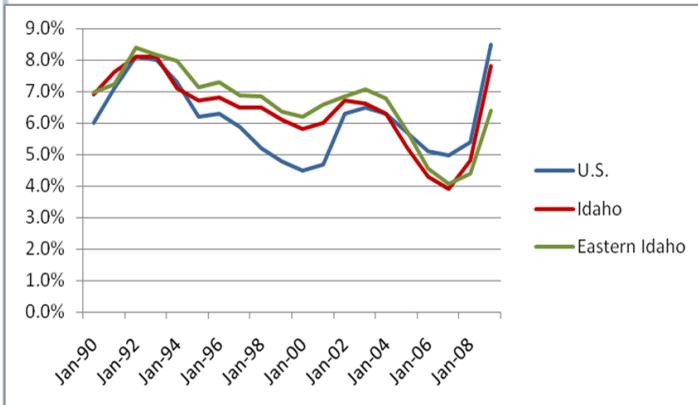
REGION	NUMBER OF WORKERS	ENTRY WAGE
<b>Idaho</b>	641,960	\$8.24
<b>Eastern Idaho</b>	138,630	\$7.83

Source - Idaho Department of Labor

*“A strong and teachable workforce and low unemployment rates along with diversity and a great quality of life give eastern Idaho an edge that is hard to beat”*

*Tanya Alban, Regional Economist, Idaho Department of Labor*

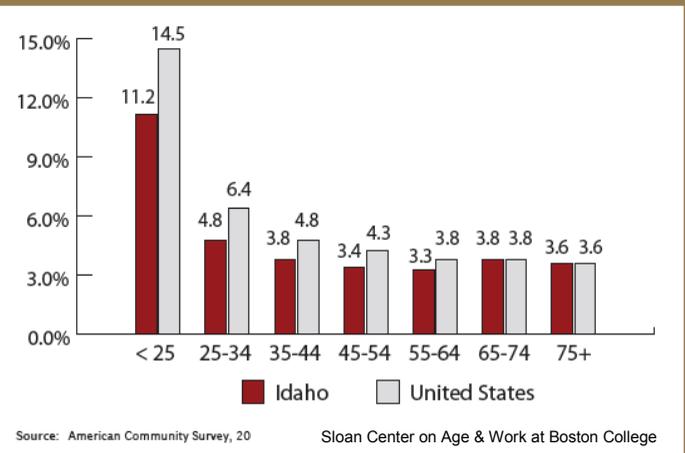
## Unemployment Trends in Eastern Idaho



Source - U.S. Bureau of Labor Statistics, and Idaho Department of Labor

Idaho trailed the U.S. average unemployment rate until 2005 when our rate dropped precipitously. Eastern Idaho's unemployment has traditionally remained below both the state and national averages. While the current recession has had its effect, we still remain below national levels and are strategically poised for full employment as our economy recovers.

Figure 7: Annual Unemployment Rate by Age, 2005



Source: American Community Survey, 20

Sloan Center on Age & Work at Boston College

The graph above illustrates a study done by the Sloan Center on Aging and Work in April of 2008, and shows that teenagers and adults under twenty-five years of age experienced the highest unemployment rates in the state. In the working age class, from ages 25-64, Idaho continues to have lower rates of unemployment than national norms. Idaho traditionally has a very high percentage of individuals who participate in the workforce regardless of age.

# Profile of Business in the Region

Nationally, small business creates 60-80 percent of all new job growth annually, accounting for nearly 45 percent of the total U.S. payroll. The economic impact of small business is staggering, they produce more than half of the nation's (non-farm) gross domestic product (GDP). They tend to be an important source of innovation also, averaging 13 times more patents per employee than large firms and hiring 40 percent of high-tech workers.

Idaho's statistics are just as astounding and represent the entrepreneurial spirit we enjoy in both the state and the region. Idaho had 38,596 small employers in 2006 representing 58.6 percent of its private sector employment, but notice that nearly three times as many small businesses have no employees at all.

We are proud of our big companies too—but have had a harder time finding publishable statistics for them. RWIT has contracted with Economic Modeling Specialists Incorporated to produce unique and sophisticated analyses of eastern Idaho's businesses and our potential for growth, but the study is incomplete as of this printing—so stay tuned!

Source - U.S. Department of Commerce, Bureau of the Census and International Trade Administration; advocacy funded research by Kathryn Kobe, 2007 and CHI Research, 2003; Federal Procurement Data System, U.S. Department of Labor, Bureau of Labor Statistics. [www.sba.gov/faqs](http://www.sba.gov/faqs).

Idaho Small Business Facts			
	Level in 2006	% Change from 2005	
<b>Number of Business</b>			
Small employers (<500 employees)	38,596	5.7	23.7
Large employers (500+ employees)	1,068	2.7	8.5
Nonemployers	109,196	2.8	29.4
	Level in 2002	% Change from 1997	
<b>Business Owner Demographics</b>			
Male-owned	62,432	26.1	
Women-owned	28,824	11.9	
Equally male/female-owned	25,643	-21.2	
African American-owned	373	127.4	
Asian-owned	1,111	12.2	
Hispanic-owned	2,775	-2.4	
Native American/Alaskan-owned	1,143	NA	
Hawaiian & Pacific Islander-owned	99	160.5	
	Level in 2007	% Change from 2006	
<b>Workforce (Thousands) / Unemployment (%)</b>			
Private sector employment	538	3.0	19.4
Government employment	118	1.2	8
Self-employed (incorp. & uninc.)	118	2.6	26.1
Female self-employment	45	8.7	26.2
Male self-employment	73	-0.7	26.1
Veteran self-employment	4	-26.3	177.5
Unemployment rate (%)	14	-7.6	-16.6
	2.7	-0.5	-1.9
<b>Business Turnover</b>			
Quarterly establishments openings	11,474	-2.1	25.4
Quarterly establishments closings	11,341	12.7	32.4
Business bankruptcies	116	107.1	-68.2
<b>Income and Finance</b>			
Proprietors' income (\$billion)	4.9	6.4	47.4
Bank branches	522	5.2	16.5
No. of bus. loans under \$100,000	8,722	-10.6	NA
Total value of business loans under \$100,000 (\$million)	252	4.9	NA

Source - U.S. Small Business Administration, Office of Advocacy, 2008

## Net Job Change by Firm Size 2002-2005 (Non-farm)

	Employment Size of Firm							
	Total	1 - 4	5 - 9	10 - 19	20 - 99	100 - 499	< 500	500 +
<b>2004 - 2005</b>	30,134	8,631	3,379	2,861	2,715	2,742	20,328	9,806
<b>2003 - 2004</b>	22,045	7,110	1,809	1,425	3,660	2,586	16,572	5,473
<b>2002 - 2003</b>	13,118	6,682	1,958	990	1,080	1,256	11,966	1,152

Source - U.S. Department of Commerce, Bureau of the Census

*"Idaho is known for our low cost of living, reliable and inexpensive power, high-quality work force, stable tax base, progressive business climate and our state's tremendous natural beauty and quality of life" Governor C.L. "Butch" Otter*

Source - Incredible Business Incentives, Idaho Department of Commerce

## Tax Burden

Idaho's tax revenues come from a balanced mix of income, sales, property, and corporate taxes without unfairly burdening a specific sector. Idaho's state and local government debt per capita is the lowest in the nation.

Until this year, Idaho's Unemployment Insurance Trust Fund was 1 of 12 states in the nation that had never had to borrow. Employers in Idaho pay some of the lowest workman's compensation premiums in the nation.

Source - Incredible Business Incentives, Idaho Department of Commerce

*"...every single day more than 1000 U.S. residents pack up their suitcases and their Allied Van Line trucks and move away from low-growth states to high-growth states. They are voting with their feet for jobs and higher incomes—economic opportunities that are disappearing from regions of the country while sprouting in others"*

*Used with permission from "Rich States, Poor States"  
Arthur B. Laffer and Stephen Moore Washington  
D.C., American Legislative Exchange Council, 2007  
[www.alec.org](http://www.alec.org)*

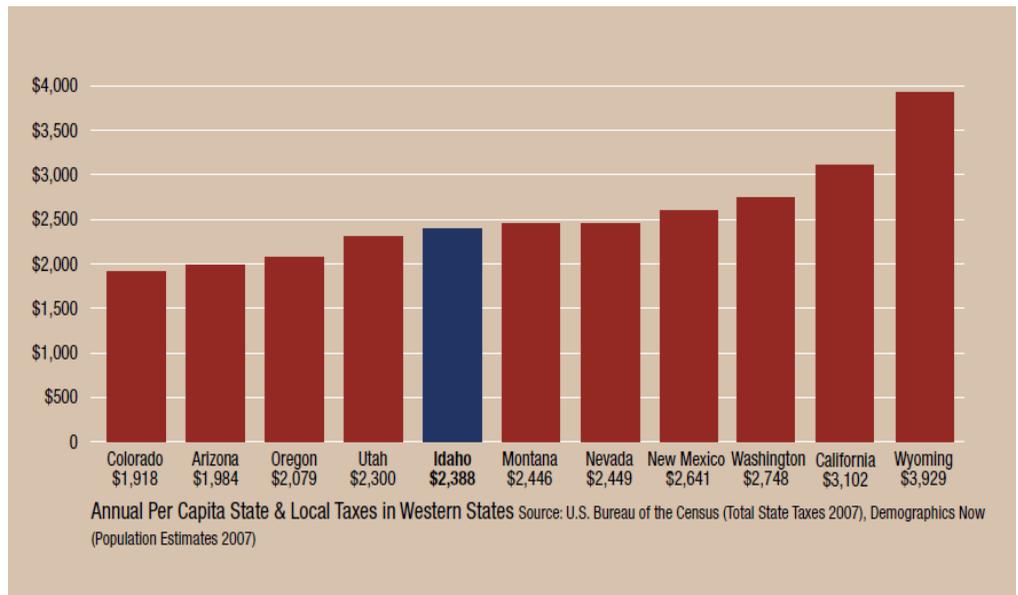
High-tax states in the northeast and California are losing businesses and high net-worth citizens by the droves. While we all recognize the need for certain basic government services and our responsibility to contribute, we are concerned about issues of efficiency and entitlement. Every dollar spent in taxes is one less

dollar available for investment or charitable contribution. While Idaho has room for improvement, our generally conservative fiscal policies make our region attractive for business growth.

### COMMERICAL PROPERTY

Idaho has a population density of only 15.6 persons per square mile so there is obviously room to grow. Planning and zoning ordinances are statutorily mandated and each city and county has it own policies and development standards. Many have their information available through the Internet.

Eastern Idaho municipalities range in population from 100 to 65,000 and extend from the Montana to the Utah borders. We enjoy rural, mountain, and urban amenities and most services are available within a two-hour drive. Most of the population and commercial development is



Source for Idaho Occupational Employment & Wage Report 2008 - Idaho Department of Labor, Communications & Research

concentrated along the Interstate 15 corridor so access to work and commerce is easy and convenient. There is an abundance of available commercial property and prices are comparatively inexpensive. Business needs are too specific to include here, but a good place to start looking is at [www.gemstateprospector.com](http://www.gemstateprospector.com).

Source - U.S. Census Bureau, Quick Facts

*“Entrepreneurs are the answer. Seventy percent of the U.S. registered voters think the health of the economy depends on the success of entrepreneurs”*

Source - Luntz, Maslansky Strategic Research Survey, Kauffman Foundation, September 2008

### ANNUAL NUMBER OF BUSINESS START-UPS

In 2008, Idaho had 147,792 small businesses and we want them all to succeed. We have numerous resources for the enterprising entrepreneur that assist in every stage of business development.

The Idaho National Laboratory and our universities have programs to transfer their technologies to the marketplace and commercialize their ideas into useful products. The region has incredible research and

development capabilities, especially in the energy and medical fields. Eastern Idaho institutions and individuals provide all types of funding from bank and small business association loans to venture capital. We have organizations which assist business owners with creating and marketing their business plans and others who train companies to be more efficient, safe, and profitable. We even have specialized support programs for Hispanic and other minority-owned businesses.

Idahoans are not afraid to try—we are working on helping them to succeed.

*“Four in ten U.S. young people ages 8 to 21 have or would like to start their own business someday, and 63 percent agree that they have the ability to successfully start their own business”*

Source - Harris Interactive Survey®,  
Kauffman Foundation, July/August  
2007



# OPPORTUNITY

Opportunity is where you find it. Personal tastes and interests combine with available resources to create all kinds of products, services, and lifestyles. We have passionate people who build businesses around their dreams. We have others with the skills and tools to turn dreams into reality. We love them all; the risk-takers, the visionaries, the big and the small, the growing, and the steady, the ones who “try” and the ones who “do”—they all have their place in our community. They help make us vibrant, diverse, and secure. RWIT is about building foundations — a place where opportunity thrives, where our biggest obstacle is fear and where great planning helps reduce the possibility of failure; a place where success is shared. Regionally, we are building a solid economic foundation to support innovation and industry with an asset base which includes tolerance of risk, state-of-the-art infrastructure, access to capital, a skilled workforce, appropriate regulation, excellent education, quality of life, global thinking and local action.

*“The economy of Eastern Idaho will benefit from the cooperative efforts of both the public and private sectors to align and strengthen resources identified by RWIT”*

*Scott Hobdey, Regional Economist, Idaho Department of Labor*

Like you, we are looking for a good return on our investments. Although we are anxious to go to work, we are forcing ourselves to take the time to research and plan strategically.

RWIT has been funded to engage in a deliberate and measured process to determine what will

make the region not only competitive, but prosperous. The process of planning does two things: it makes us aware of the assets available and it develops the

relationships which lead to success.

RWIT is creating an “asset map” of our region which identifies and catalogues important regional resources. We will then combine that map with sophisticated economic modeling data to better understand our regional economic base as a means of projecting future strategic activities. As we analyze this data together, we begin to form ideas of what can be done and then we can implement innovative ideas together which will improve our community.

*“More than just scientific discovery and idea generation, innovation is a process that links regional knowledge, assets and networks to transform the way in which knowledge is created, exploited and sustained”*

*Richard S. Seline and Colleen Michaels, New Economy Strategies, LLC, Moving Towards Innovation-Based Economic Development, 2007*

## Universities in Eastern Idaho

Idaho's business community has a vital interest in an education system that results in an educated workforce, enabling Idaho's citizens to have a lifetime of learning, productivity, and economic opportunity. Productive, well-trained Idahoans enhance the state's economic vitality. Business has a stake not only in the process and delivery of education services, but in the quality of the students, faculty, and administration participating in Idaho's education system.



**Idaho State University (ISU)** in Pocatello and **Brigham Young University - Idaho (BYU-Idaho)** in Rexburg are great assets to the region. Education is inexpensive but of the highest quality. Both schools who have a significant number of international students and a very high number of graduates who speak a second language and have lived in a foreign country. ISU offers over 70 and BYU-

Idaho offers over 60 online courses. In 2007-2008, ISU had 566 graduates in healthcare related fields and 160 graduates who received math and physical science degrees. In 2007, BYU-Idaho had 381 graduates in healthcare related fields and 232 graduates with math and physical science related degrees.

ISU houses over 10 special purpose research facilities. Among these are the Idaho Accelerator Center, the Center for Advanced Energy Studies, the Measurement and Control Engineering Research Center, the Family Medicine Clinical Research Center, the Institute of Rural Health, the Institute of Nuclear Sciences and Engineering, and the ISU Biomedical Research Institute.



### **University Place**

is a great example of collaboration between two of

the state universities (ISU and the University of Idaho). Numerous degrees ranging from certificates to doctorate degrees are available at this campus. In addition, the campus has important collaborations with outside entities such as the Idaho National Laboratory.



### **Boise State University**

also has a presence in the region through the Center for Advanced Energy Studies (CAES). CAES integrates resources, capabilities,

and expertise to create new research capabilities, expand researcher-to-researcher collaborations, and enhance energy-related educational opportunities.

## Technical Colleges & Specialized Training



The **Eastern Idaho Technical College** (EITC) offers many healthcare and manufacturing related programs. Among these are practical

nursing, medical assistant, special technology, and welding. EITC provides programs that focus on the needs of the community for the 21st century. The college is a state supported technical college created in 1969 to serve citizens in its nine county service area by being a minimal cost, open-door institution that champions technical programs, customized industry training, basic skills instruction, workforce and community education, on-line distance education, and student services.



The **Idaho State University College of Technology** (ISU COT) also offers healthcare and manufacturing related programs

including geomatics technology, physical therapy assistant, respiratory therapy, welding, and machining technology. The ISU COT has certificate programs, associate degree programs, bachelor's degree programs, and graduate degree programs. This wide range of programs allows students to continue their education and incorporate traditional academic studies.



The **Energy Systems Technology and Education Center** (ESTEC) is an operating partnership between Idaho State University, the Idaho National

Laboratory and Partners for Prosperity, a community-based organization dedicated to poverty reduction. ESTEC addresses the growing shortage of work-ready technicians in the U.S. energy sector needed for fossil fuel, nuclear, and renewable power generation. This unique, hands-on curriculum was developed in

*The ISU COT and EITC have over 200 graduates per year from their programs*

partnership with energy utilities and vendors to ensure that graduates enter the workforce with the precise skills required by industry. ESTEC also participates in regional educational and economic development programs to ensure that un/under-

employed individuals as well as tribal, migrant, veteran and K-12 groups are adequately considered and served by the Center. ESTEC is housed in the ISU College of Technology and is funded by the U.S. Department of Labor—Employment and Training Administration and the National Science Foundation.

## Cost-of-Doing Business

There are many factors which influence the decision to locate a business. Access to a skilled workforce, quality of life and appropriate infrastructure are all critical, but assessing the cost of doing business can mean the difference between success and failure.

Every entrepreneur projects big profits, but the reality is that even well capitalized companies struggle to get a foothold on the market and can suffer lean times. When success eventually

occurs, prudent companies continue to keep a close eye on expenses which can produce greater profits for future investment and expansion.

Idaho has the fifth lowest Cost-of-Doing Business according to the Milken Institute. We cannot find a national study to prove our regional status since statistics are unavailable, but local knowledge is compelling; this publication provides a good general indication of eastern Idaho's competitive advantages. Come visit. We think you will agree.

### Milken Institute 2007 Cost-of-Doing Business Index

2007 Rank	Previous Rank	State	Wage Cost Index	Tax Burden Index	Electricity Cost Index	Industrial Rent Cost Index	Office Rent Cost Index	Cost of Doing Business Index
1	1	Hawaii	91.9	162.1	260.7	269.5	140.4	151.5
2	2	New York	128.5	102.5	141.5	154.4	189.4	130.9
3	3	Alaska	100.3	153	150.3	232.7	84.5	130.8
4	5	Massachusetts	122.1	101	187.8	129	165.2	130.6
5	4	Connecticut	128.9	106.8	163.8	113.5	116.1	127.5
<b>46</b>	<b>46</b>	<b>IDAHO</b>	<b>76.2</b>	<b>110</b>	<b>60.7</b>	<b>97.5</b>	<b>77.7</b>	<b>82.8</b>
47	43	Nebraska	80.5	100.1	60.7	97.5	77.7	82.8
48	49	North Dakota	73.7	120.5	68.9	61.2	76.9	81.3
49	47	Iowa	80.4	94.9	80.2	51	68	79.7
50	50	South Dakota	71.8	68.5	73.7	61.2	69	70.2

Data for the 2007 Cost-of-Doing Business Index is from January—December 2006. Previous ranking analyzes data from January—December 2005

Footnote - An index score of 100 means that the state is equal to the U.S. average in that particular category. If a state's annual business cost index is 120, it means that the state's cost of doing business is 20 percent above the national average. Similarly, if a state's business cost index is 80, it means the state's cost of doing business is 20 percent less than the national average.

## Financial Resources

Eastern Idaho has wide range of financial resources, both public and private, that can be used to help businesses succeed. The region is home to dozens of local and national banks and credit unions which offer personal and business loan services.

Community Development Corporations (CDC's), like The Development Company, provide access to a full array of Small Business Administration (SBA) loan programs and specialized funding sources as well as technical and financial assistance for municipal infrastructure development. The Regional Development Alliance (RDA) and the U.S. Department of Agriculture are also important sources for business capital. Federal and state funding programs and grants are also available from sources and partnerships throughout the region.

According to the U.S. Census Bureau, the federal government spent nearly \$11 billion in Idaho in 2007. We have access to capital.

The possibilities and expectations for growth and innovation have not escaped the attention of venture capital organizations and Angel networks either. EPIC Ventures now has a presence in the region and has been involved in the creation of the East Idaho Entrepreneurial Center. Other venture capital organizations are looking for disruptive technologies and business ideas that will change and improve existing industries in a significant way. In the last year, nearly \$12 million in venture capital was invested in eastern Idaho businesses. The Boise Angel Alliance and Eastern Idaho Angels are likewise searching for high-growth, early-stage business opportunities in our region.



# Economic Competitiveness

## 2009 ALEC-LAFFER STATE ECONOMIC COMPETITIVENESS INDEX

*Idaho 2009*

**Idaho's Economic Performance Rank: 7th** (1=best; 50=worst)

**Idaho's Economic Outlook Rank: 14th** (1=best; 50=worst)

Variable	Data	Rank
Top Marginal Personal Income Tax Rate	7.80%	39
Top Marginal Corporate Income Tax Rate	7.60%	27
Personal Income Tax Progressivity (change in tax liability per \$1,000 of income)	\$13.26	42
Property Tax Burden (per \$1,000 of personal income)	\$29.07	21
Sales Tax Burden (per \$1,000 of personal income)	\$23.36	28
Remaining Tax Burden (per \$1,000 of personal income)	\$17.10	19
Estate/Inheritance Tax Levied?	No	1
Recent Legislated Tax Changes (2007 and 2008, per \$1,000 of personal income)	-\$0.71	14
Debt Service as a Share of Total Tax Revenue	4.50%	2
Public Employees Per 10,000 of Population (full-time equivalent)	536.4	19
State Liability System Survey (tort litigation treatment, judicial impartiality, etc.)	61.5	26
State Minimum Wage (federal floor is \$6.55)	\$6.55	1
Average Workers' Compensation Costs (per \$100 of payroll)	\$2.12	18
Right- to-Work State? (option to join or support a union)	Yes	1
Number of Tax Expenditure Limits (0=least/worst, 3=most/best)	1	13

Source - "Rich States, Poor States", Arthur B. Laffer, Stephen Moore and Jonathon Williams (Washington D.C., American Legislative Exchange Council, 2009), [www.alec.org](http://www.alec.org).

## Utilities

Eastern Idaho has some of the lowest electricity rates in the nation due to abundant production from the state's hydroelectric generation facilities along the Snake River. This region is home to the first city ever to be powered by atomic energy and we continue to lead the world in nuclear research with the presence of the Department of Energy's Idaho National Laboratory.

We have growing bio-fuel and wind power industries that benefit from our abundant renewable natural resources, and we are located close-by to our nation's most important sources of coal. If you require or prefer natural gas, the region has some of the lowest prices in the



nation and enjoys a pipeline running through southern Idaho.

The Williams Northwest Pipeline is a 3,900-mile bi-directional transmission system crossing the states of

Washington, Oregon, Wyoming, Utah, and Colorado that provides access to British Columbia, Alberta, Rocky Mountain, and San Juan Basin gas supplies.

Energy

production will

remain an important economic driver for eastern Idaho as an export commodity while also supplying future local demand. Projections for household electricity use will increase nationwide 24 percent by 2030 and commercial electricity demand is expected to increase 1.4 percent annually through 2030.

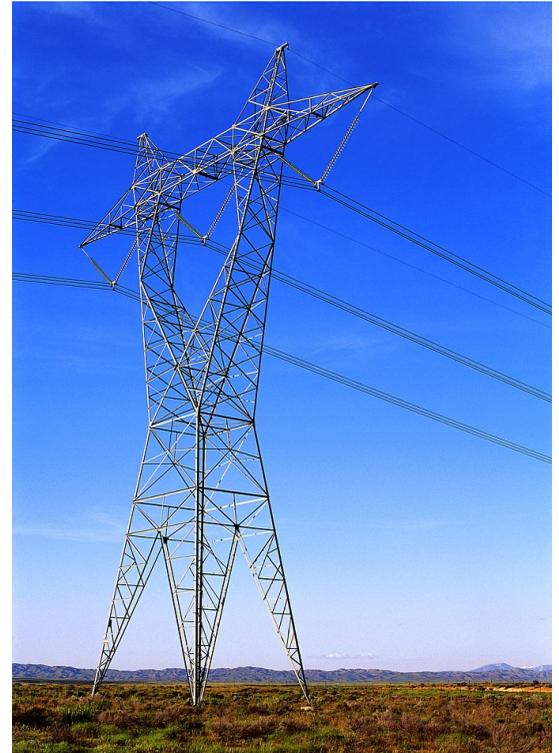
While Idaho is fueled by hydropower, we still import the majority of our electricity from sources outside the state. The good news is, our average retail price for electricity is only 5.07 cents per kilowatt hour. The challenge will be to increase our production to future demand from both inside and outside the state.

Source - Energy Information Administration, March 2009



## CAPACITY

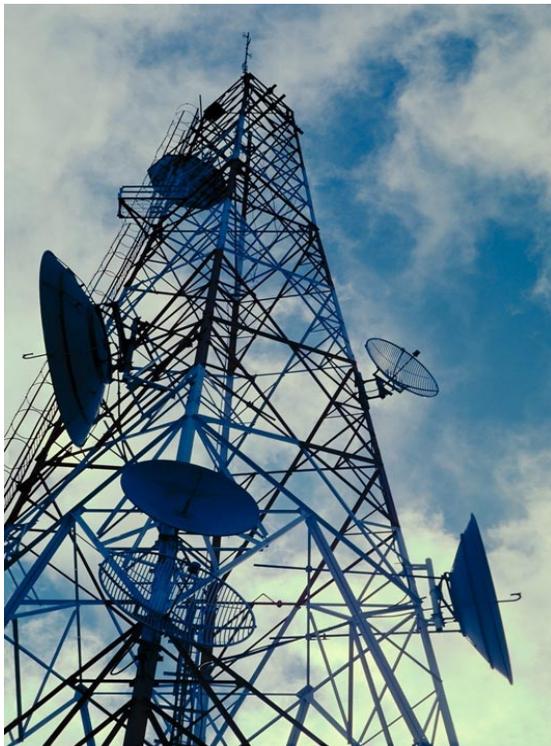
You can produce all the power in the world, but it does no good unless it can be transported to the markets that need it. Idaho is expanding its capacity with three new transmission line projects. The *Populous-to-Terminal* will run from Salt Lake City Airport to Downey, Idaho, adding 135 miles of high voltage line. This line is expected to be completed by the end of 2010. *Intertie* is a 500-kilovolt line that will run more than 500 miles from the Midpoint Substation near Shoshone, Idaho, to Las Vegas, Nevada. The segment that includes Idaho could be operational by 2011. The third project is called *Gateway West*, and is expected to stretch 1,150 miles across southern Idaho and Wyoming.



## COMMUNICATIONS

Eastern Idaho has the communications infrastructure to support high-tech industries and provide uninterrupted service for business and personal needs of every kind. There are more than 72 providers for Internet, wireless, and wired telecommunications that are located within eastern Idaho.

The newest technology and all major providers are accessible within the more populated regions, but coverage can be spotty in some of the more remote and mountainous areas. The region has full access to radio, television, Internet, and satellite transmissions as well as a panoply of local and national newspapers. The question really isn't whether we have access, it is how do we actually *get away* from it all!



# Transportation

Eastern Idaho has every type of transportation necessary to efficiently ship products and people around the globe. Air, rail, and trucking services are all conveniently available throughout the region. Primary airports are located in Idaho Falls, Rexburg, Pocatello, and Driggs with easy access to larger facilities in Jackson, Boise, and Salt Lake City. Idaho Falls offers daily passenger flights to the Salt Lake and Boise airports and serves five different cargo carriers. Most of these airports have daily FedEx and UPS cargo deliveries. Access to connecting national and international flights are easy. We even have a shuttle service which provides doorstop service from eastern Idaho to the Salt Lake and Boise airports.

The Union Pacific and eastern Idaho railroads offer both north-south and east-west access to major ports and cities nationwide. Passenger service is currently unavailable, but there is a strong likelihood that Amtrak will be re-establishing the “Pioneer Route” which runs from Salt Lake City to Portland with stops in Pocatello, Shoshone, and Boise.

Four major interstate highways intersect eastern Idaho and connect us to the nation. Interstate 15 (I-15) runs through the heart of our region and is the longest north-south transcontinental interstate highway in the U.S. traveling from Canada to California. I-90 runs coast-to-coast



connecting the northern part of the country, while I-84 and I-86 service the southern portion of Idaho as they travel from Portland to Utah and provide quick access to our state capitol in Boise. A plethora of well-maintained roads throughout the region make access to markets available year round.

Major Cities	Distance in Miles from Pocatello
Idaho Falls	51
Boise	234
Salt Lake City	165
Denver	596
Seattle	735
Portland	661
Las Vegas	583





Eastern Idaho has a long-established and vibrant technology sector that provides excellent resources for high-tech companies. Increased focus on the application of science and technology to solve energy and national security challenges will continue to draw research opportunities and funding to the area. State universities, the Center for Advanced Energy Studies and Idaho National Laboratory provide the foundation for energy research in the region but numerous private companies are conducting cutting edge research and development in agriculture, medical, and manufacturing fields.

*"These three award-winning technologies demonstrate the breadth of research at INL ranging from specified nanoparticle production for energy application to water quality monitoring and cyber security research," said David Hill, INL deputy director for Science and Technology*

*<https://inl.gov>*

# A NEW BEGINNING

So, what do you think? This publication was a challenge to produce. *Leadership, Innovation, and Opportunity in Eastern Idaho* was not intended to be coldly analytical or to point out the weaknesses and failures of our regional institutions, but neither is it simply for extolling our virtues. We believe strongly in eastern Idaho and its people. As we have gotten to know our neighbors and discovered the assets in our own backyard, we have been amazed. In fact, all of our research leads us to one inescapable conclusion: We really do have the ability to do anything.

Since we have the ability, we also have the responsibility. Going forward is in our nature and the future is not built on past accomplishments. RWIT continues to conduct research to identify and catalogue our regional assets, while also developing valuable economic models which can lead to informed, data-driven decisions about our future. This publication contains only a few salient facts which can serve as a benchmark for measuring future progress and as a tool for analyzing future needs; but it is only one piece of the puzzle. Given our unique capabilities, this data provides strong indications of our potential for success; but we do face challenges ahead.



The conclusion of this publication is not the end, but rather, the beginning – a new beginning. As we work together in a new paradigm of developing and fostering relationships, we gain a true advantage for the economic success, vitality, and prosperity of our region. While we recognize that developing relationships can be challenging, we also realize that bringing together workforce development, economic development, education, industry and others can create powerful networks with the capacity to change communities well beyond our

comprehension and in ways that will create our own “innovation-based” economy. The power of networks, combined with our assets, leadership, and the collaborative capacity of our people, is what truly gives eastern Idaho a competitive advantage in the global economy of the future.

Our request is that you help us develop a common vision leading to the development of a Strategic Plan. We ask that you work with us in helping identify the challenges as well as the strengths that exist within your organization and community and help us define our future. As we align our resources and develop our capacities, eastern Idaho will become exactly what we want it to be; and there is no better place to make that happen.

# Our Partners



The **Regional Workforce Innovation Team (RWIT)** serves as a facilitator for the networking of regional stakeholders. The group of stakeholders is constantly growing, but below is the current list of RWIT partners who serve on our Executive Committee. [www.p4peid.org/rwit](http://www.p4peid.org/rwit)



**The Development Company** was formed in 1975 to assist local municipalities, business, and citizens in seeking cost effective solutions to area wide problems. They provide a forum for area wide policy development, and are involved in community planning, program management, loan packaging, and business assistance. They serve as a coordinating link between cities, counties and regional, state, and federal agencies. The Development Company also works with numerous partners in order to provide employment and training services to the region through the Workforce Investment Act. [www.growingidaho.org](http://www.growingidaho.org)



**Partners for Prosperity** strives to reduce poverty by identifying resources, cultivating partnerships, and implementing actions to achieve a prosperous regional community where all members have a shared awareness of poverty and its consequences. [www.p4peid.org](http://www.p4peid.org)



The **Entrepreneurial Center** is a private, non-profit organization utilizing a diverse set of regional resources to provide entrepreneurs and small businesses with exceptional consultation services. It integrates university students, investment funding partners, economic development partners, and the Idaho National Laboratory in its business model. [www.idahoecenter.org](http://www.idahoecenter.org)



**Idaho National Laboratory (INL)** is one of the research and development resources that has been working with eastern Idaho since the 1950s. They support many different kinds of energy related research such as biofuels, fossil energy, geothermal and hydrogen technologies, along with many other types of research. <https://inl.gov>

# Our Partners

**Center for Advanced Energy Studies (CAES)** is a public/private partnership that is made up of three Idaho public universities, private industry, and the Idaho National Laboratory. Their research is focused on materials analysis and testing; the nuclear fuel cycle; the environmentally sound use and distribution of fossil fuels; the economical production and delivery of renewable energy; and, critical energy infrastructure protection. <https://inl.gov>



At the **Idaho Department of Labor**, our goal is to be Idaho's first choice for employment services. Our mission is to connect job seekers with Idaho employers, deliver employment services to Idaho businesses and help people reach their career goals. Idaho businesses can post and manage job listings online 24 hours a day, seven days a week through our online job order system. With 25 offices located throughout the state, help with recruiting employees, managing resumes, coordinating interviews and assessing employee skills is just a phone call away. Support is also available to help offset training costs. If you're in business, learn more about what we can do to help your business prosper and grow at: [labor.idaho.gov](http://labor.idaho.gov).



The **Idaho State University College of Technology** is the largest post-secondary technical institution in Idaho. ISU's College of Technology provides high quality professional and technical programs that are designed to meet the employment and economic development needs of business and industry. Students are offered a distinctive opportunity to acquire a professional, technical education in a university setting. [www.isu.edu/ctech](http://www.isu.edu/ctech)



**Eastern Idaho Technical College** provides high quality educational programs that focus on the needs of the community for the 21st century. The college is a state supported technical college which serves nine counties. It is a minimal cost, open-door institution that champions technical programs, customized industry training, basic skills instruction, workforce and community education, on-line distance education, and student services. [www.eitc.edu](http://www.eitc.edu)



Known as the pioneer that perfected potato dehydration, **Basic American Foods** is constantly exploring new ways to help make operators' jobs easier. Its focus on foodservice puts operators' needs first, and fuels the commitment to finding impactful solutions for their success. [www.baf.com](http://www.baf.com)

**BASIC AMERICAN FOODS**



# RWIT

REGIONAL WORKFORCE INNOVATION TEAM

*Innovative Strategies. Cooperative Solutions.*

