

# Tillamook County: 2020 Strategic Vision

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## Indicator Report & Assessment, 2009 – 2014

### Executive Summary

A Product of the Vital Tillamook Indicator Project

A collaboration of:

The Tillamook County Futures Council and

Oregon State University Extension Service & Rural Studies Program



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# Executive Summary

The Tillamook County: 2020 Strategic Vision is a citizen-based vision that describes where Tillamook County would like to be in the year 2020. The Strategic Vision was created to help guide community decision making processes throughout the county. As a non-political citizen advisory council to the Board of Tillamook County Commissioners, the Futures Council serves as a steward of the County Vision:

<http://www.tillamookfutures.org>

The Tillamook County Futures Council has worked with faculty members at Oregon State University in 2009 and 2014 to develop and collect indicators of the county's vision. These indicators can be used to monitor progress toward achieving the Strategic Vision and to assess the effectiveness of community actions. The indicators, tracked over time, will reveal to residents, agencies, organizations, officials, and other decision-makers whether Tillamook County is making progress toward the goals expressed in the Strategic Vision.

This document is a summary of the findings from the 2014 indicator assessment report. For the full report or a presentation of the report findings please visit the Tillamook County Futures Council website.

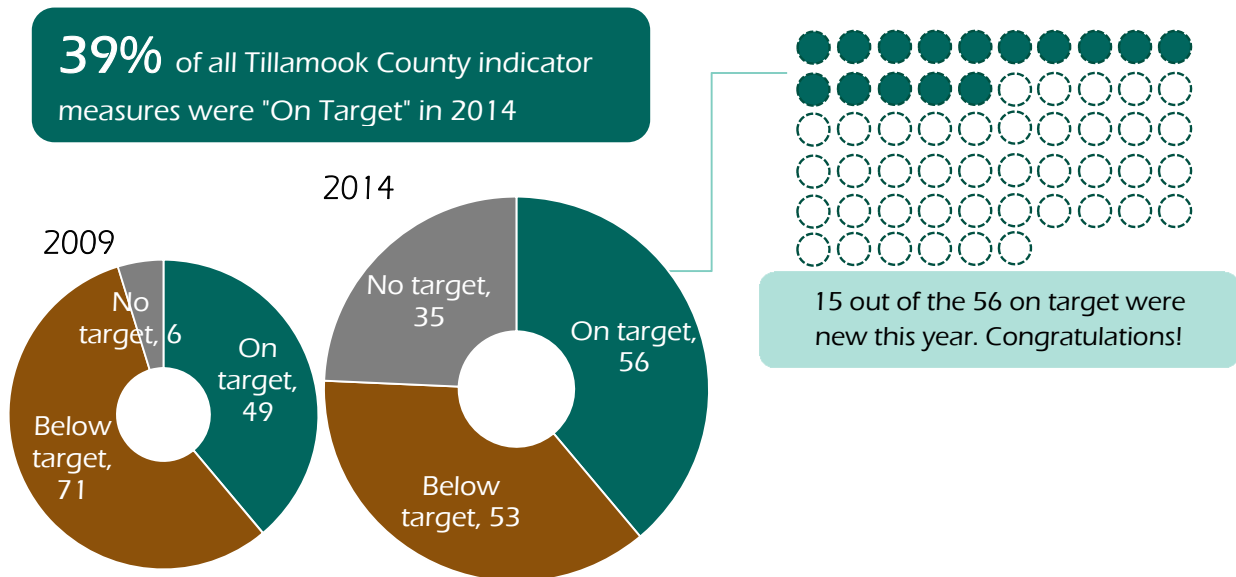
Use this document to:

- Improve your understanding of Tillamook County priorities
- Identify areas of county vitality as well as areas in need of attention
- Promote programs, actions, or policies that address these priority issues

# Executive Summary

In 2009, indicators of Tillamook County's vision were developed, collected, and shared with the community. In 2014, five years later, data for those indicators were collected again, to see if achievement of the county's vision has changed and to see how all of the aspects of the vision have changed in that period. Data across these two time points can give only limited insight into the overarching trends within and facing the county, but it can give the community an idea about how things have changed over the last five years. Most importantly, the updated assessment of the indicators can give decision makers and residents more up to date information about areas of the vision that are lagging behind and realizing success. That information can be immediately put to use in the allocation of resources and in the pursuit of further information to help decision makers.

The assessment of 2014 indicator data showed that of the 144 measures used to indicate the goals of the Tillamook County vision, 56 (39%) were on target, 53 were below target, and for various reasons 35 indicators had no target at all – making it impossible to tell if they were at a desirable level. In 2009, there were fewer measures used because of data availability, and at that time 49 out of the 126 (representing 39%) were on target, 71 were below target, and only six had no target at all.

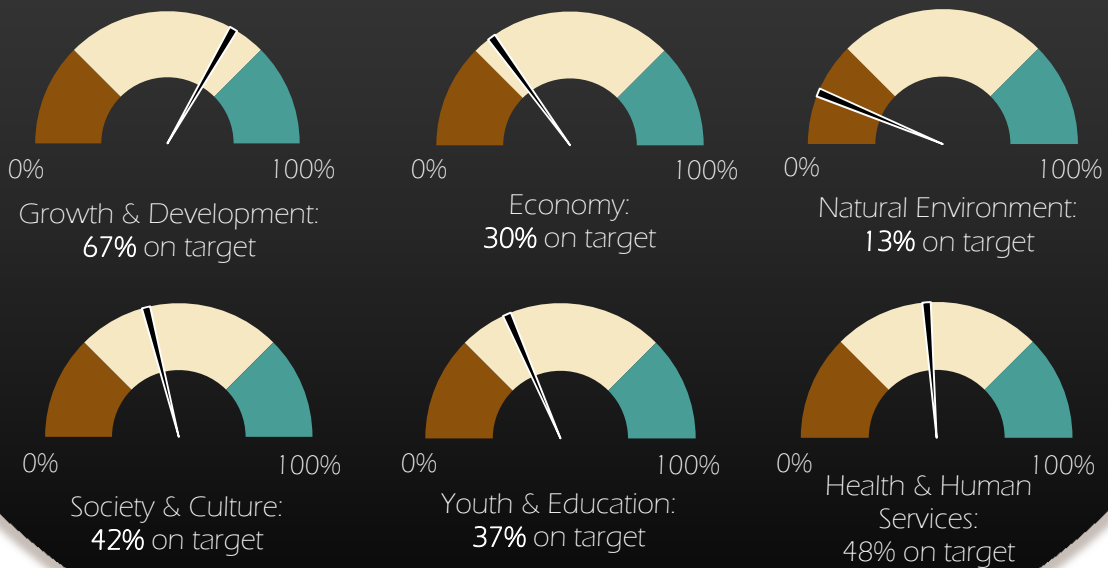


# Executive Summary

About half of the indicators that were below target in 2014 related to the economic goals and society and cultural goals held for the county. Clearly, some effort should be made to address those aspects of life in Tillamook County. The Dashboard below also shows, however, that some additional investment into the natural environment would be wise, as almost all the county's natural environment indicators failed to meet desired levels in 2014.

## Indicator Dashboard

The percentage of indicator measures in each Vision area that were on target in 2014



# Executive Summary

The 2014 assessment also revealed exactly what successes the county has realized over the last five years, the persistent challenges the county is facing, and the new challenges it faces.

With respect to key successes, there were 15 indicators that were below target in 2009, but improved so much over the last five years that they managed to be on target for the 2014 assessment. These indicators related to the reduction of unhealthy and destructive behaviors of adults and teens, community infrastructure and growth, public timber harvest, and the number of opportunities for youth and adults to develop their employable skills. It will be important to learn from and continue supporting success in these areas of the vision.

## 15 Key Successes Deserve Continued Action & Attention

These are indicators that were below target in 2009, but on target in 2014

Growth & Development	Economy	Youth & Education	Health & Human Services
<ul style="list-style-type: none"> <li>• Land Conversion</li> <li>• County Road Condition</li> </ul>	<ul style="list-style-type: none"> <li>• Vocational and job training offerings at:                             <ul style="list-style-type: none"> <li>○ Pac NW Works</li> <li>○ Neah-Kah-Nie High School</li> <li>○ Nestucca Valley High School</li> <li>○ Tillamook High School</li> </ul> </li> <li>• Low-Income Affordability of Homeownership</li> <li>• Public timber harvests</li> </ul>	<ul style="list-style-type: none"> <li>• Teen Pregnancy</li> <li>• 8th Grade alcohol</li> <li>• 11th Grade alcohol</li> </ul>	<ul style="list-style-type: none"> <li>• Drug Crime Rate</li> <li>• DUII Crime Rate</li> <li>• Index Crime Rate</li> <li>• F/R Lunch Eligibility in Neah-Kah-Nie SD</li> </ul>

# Executive Summary

Some of the 53 indicators that were below target in 2014 were also below target in 2009, while others were new to this status in 2014. There were 17 indicators that were below target in 2009, and their values were even worse by the 2014 assessment. These indicators related to employment in targeted industries, income and poverty, high school dropout, and stream water quality.

## 17 Persistent Challenges Demand Persistent Effort & Attention

These are indicators that were below target in 2009, and were worse by 2014

Economy	Natural Environment	Youth & Education	Health & Human Services
<ul style="list-style-type: none"> <li>• Forest &amp; Fishing Employment</li> <li>• Private Timber Harvests</li> <li>• Employment Diversity</li> <li>• Small Business Health</li> <li>• Large Business Health</li> <li>• Living Wage Jobs for 2 parent 1 child families</li> <li>• Low-income Affordability of Rental Housing</li> <li>• Overall Affordability of Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Stream Water Quality, in the Wilson-Trask-Nestucca Watershed</li> </ul>	<ul style="list-style-type: none"> <li>• High School dropout:               <ul style="list-style-type: none"> <li>○ Neah-Kah-Nie HS</li> <li>○ Nestucca Valley HS</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Child Poverty</li> <li>• Family Poverty</li> <li>• Adult Poverty</li> <li>• 8th Grade Smoking</li> <li>• F/R Lunch Eligibility in:               <ul style="list-style-type: none"> <li>○ Nestucca SD</li> <li>○ Tillamook SD</li> <li>○ Tillamook County overall</li> </ul> </li> </ul>

# Executive Summary

Finally, there were eight indicators that went from on target in 2009 to below target in 2014. These indicators were diverse, and related to natural resources, particularly salmon, but also state road condition, arts and cultural establishments, unemployment among young adults, and the availability of long-term care for older adults in the county.

## 8 New Challenges Stand to Benefit from Immediate Attention

These are indicators that went from being on target in 2009 to being now below target

Growth & Development	Economy	Natural Environment	Youth & Education	Society & Culture	Health & Human Services
<ul style="list-style-type: none"> <li>State Road Condition</li> </ul>	<ul style="list-style-type: none"> <li>Commercial Coho Harvest</li> </ul>	<ul style="list-style-type: none"> <li>Public Natural Resource Education</li> <li>Wild Coho Abundance (to seed habitat)</li> <li>Wild Coho Abundance (to meet state goals, given marine conditions)</li> </ul>	<ul style="list-style-type: none"> <li>Young Adult Unemployment</li> </ul>	<ul style="list-style-type: none"> <li>Art &amp; Cultural Establishments</li> </ul>	<ul style="list-style-type: none"> <li>Availability of Long-Term Care</li> </ul>

Different types of approaches will be needed to improve each indicator, and those that have been persistently below target may require deeper and more creative approaches than those that only recently degraded. Effort should be made to understand the root causes of under-performance among all of the indicators so that the right strategies can be used to improve them. There are aspects of the Tillamook County vision over which local decision makers have easy control and there are other aspects of the vision over which they have less control because larger political, economic, environmental, and social systems are the drivers. As decision makers and residents look at the indicator data and think about ways to continue succeeding in some areas and improve the outcomes of other areas it will be important to identify the local and external factors that affect life in Tillamook County. While this indicator report does not provide those insights, this report should inspire community members to continue exploring these issues and working toward their goals.

# Executive Summary

What follows are summaries of the 2014 indicator findings for each of the six areas of the Tillamook County Strategic Vision.

## Vision of our Growth & Development

**Goal 1.1** Tillamook County will manage growth in a way that creates vibrant towns and maintains the rural character of the countryside; planning for growth and encouraging development to take place within existing communities.

**Goal 1.2** Tillamook County will need adequate infrastructure for current conditions and future growth...related to water, power, sewer, roads, streets, and storm water systems.

**Goal 1.3** Communities throughout the county will support the use of public transportation, biking, and walking.

**Goal 1.4** Tillamook County will effectively prepare for and respond to natural hazards.

## Summary of findings

In 2009 and 2014, twelve measures were used as indicators of the achievement of Tillamook County's Growth and Development goals. In 2014, eight (67% of the measures) were on target, three were below target, and one measure had no target. By contrast, in 2009 six (50%) were on target and six were below target. This shows overall improvement in the number of indicator measures on target in the area of Growth and Development. In other words, Tillamook County is getting closer to achieving all of its goals in this area.



Indicators related to maintaining the rural character of the countryside, having adequate county road infrastructure, and biking activity all saw such significant improvement between 2009 and 2014 that they went from below target in 2009 to on target in 2014. Great news! Two other indicators saw improvement in this time frame as well, but not enough to change their relationships to the targets. Fortunately, there was only one indicator measure that went from being on target in 2009 to being below target; it was the one related to the adequacy of state road infrastructure. An indicator of the county's ability to prepare for and respond to natural hazards went from being on target in 2009 to having no target in 2014; this was due to measurement challenges and limitations of the data. The remaining five indicators of the twelve saw no change between 2009 and



# Executive Summary

2014. In order to continue realizing improvement in this area of the vision, issues related to keeping growth inside the urban growth boundaries, and improving biking infrastructure as well as state road infrastructure will need to be addressed.

Among the six areas of the County Vision, in 2014 the Growth and Development area had the highest percentage of indicators that were on target – making it stand out as an area of strength for the county. It is also an area of the vision with relatively few indicators, meaning that improvement in just one or two indicators can yield greater returns than other vision areas with more indicators.

## Vision of our Economy

**Goal 2.1** Tillamook County residents look forward to the development of an economy that complements and builds upon industries that have been a part of the landscape for over 100 years.

**Goal 2.2** Provide vocational and job training opportunities to Tillamook County residents

**Goal 2.3** In addition to maintaining the traditional economic base, citizens will seek to diversify the Tillamook County economy by attracting new industries and encouraging development of locally owned businesses.

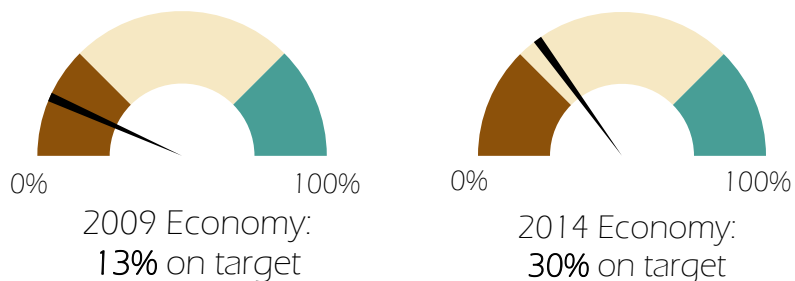
**Goal 2.4** Provide living wage jobs

**Goal 2.5** Plan for and expand the tourism and recreation industry

**Goal 2.6** Promote the development of affordable workforce housing

## Summary of findings

In 2009, 28 measures were used as indicators of the achievement of Tillamook County's Economic goals and in 2014 30 measures were used. In 2014, nine (30% of the measures) were on target, 17 were below target, and four measures had no target. By contrast, in 2009 four (13%) were on target, 20 were below target, and four had no target. This shows overall improvement in the number of indicator measures on target in the Economic area of the vision. In other words, Tillamook County is getting closer to achieving all of its goals in this area.



## Executive Summary

Indicators related to maintaining the traditional economy, providing vocational and job training opportunities, and having affordable workforce housing all saw such significant improvement between 2009 and 2014 that they went from below target in 2009 to on target in 2014. Great news! Nine other indicators saw improvement in this time frame as well, but not enough to change their relationships to the targets. Fortunately, there were no economic indicator measures that went from being on target in 2009 to being below in 2014. The same four indicators related to industry composition that had no targets in 2009 stayed neutral in 2014, and therefore represent useful background information, but not so relevant to decision making.

These findings show that since the Great Recession (2007-2009), Tillamook County's economy is making a slow recovery. The areas where it is still struggling are in the areas related to classic economic development outcomes; employment and quality of jobs. The county has improved in ways that map onto residents' unique economic hopes for the county. This highlights the very nuanced way that Tillamook County residents view the nature of their economy – it's not just about jobs or their quality, but how the economy is structured and the processes that support it – this gives decision makers much more information about how to build the economy that residents desire even in the face of economic downturn and lagging recovery.

# Executive Summary

## Vision of our Natural Environment

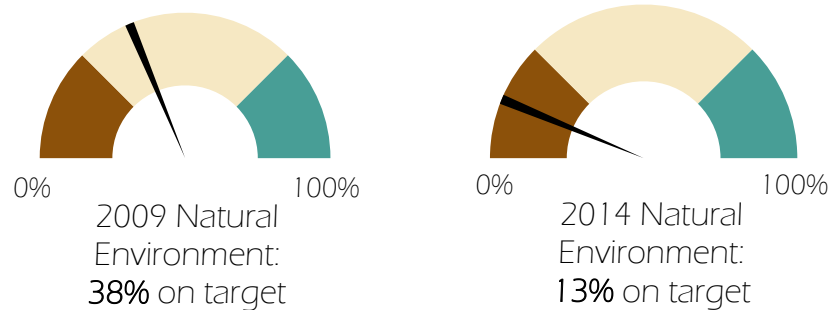
**Goal 3.1** County rivers and estuaries will support magnificent runs of wild salmon... Foothills and mountains will be noted for healthy, productive forests that provide high quality habitat... Active participation in natural resource management will become institutionalized in the educational systems.

**Goal 3.2** Promote high quality waterways

**Goal 3.3** Encourage the recycling of waste products

## Summary of findings

In 2009, six measures were used as indicators of Tillamook County's goals for the Natural Environment and in 2014 eight measures were used. In 2014, only one was on target (representing 13% of the measures), six were below target, and one measure had no target. By contrast, in 2009 three (38%) were on target, two were below target, and only the one had no target. This shows overall decline in the number of indicator measures on target in the Natural Environment area of the vision. In other words, Tillamook County is getting farther from achieving its goals in this arena.



Among the Natural Environment indicators, none went from below target in 2009 to on target in 2014. Only the indicator related to recycling was on target in 2009 and 2014. Three other indicators saw improvement in this time frame, but not enough to reach their targets. Unfortunately, two indicator measures went from on target in 2009 to below target in 2014; these indicators related to the prevalence of wild salmon (which fluctuates a lot from year to year) and natural resource management education opportunities. There were also two new measures introduced in 2014, but their changes over time were either not available or not significant enough to achieve targets. Two salmon indicators were moved from the Natural Environment section to the Economy section because they aligned with the measurement of the fishing industry.

These findings show that some ground has been lost in the Natural Environment since the last assessment. It will be important for decision makers and stakeholders across the county to reflect on the causes of this decline and determine if and how local action can reverse it.

# Executive Summary

## Vision of our Society and Culture

**Goal 4.1** Tillamook County citizens will maintain the rural character of their community by conserving a high percentage of the land as farm and forestland.

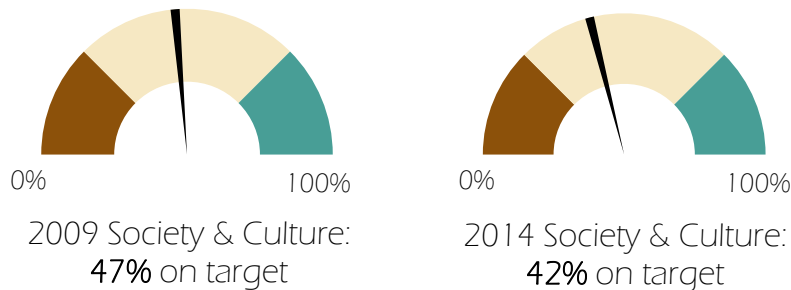
**Goal 4.2** Tillamook County citizens will be involved with civic activities and have the capacity to work together.

**Goal 4.3** Enhance arts and culture opportunities throughout the county that preserve and reflect local history and bring people together. People will be valued and respected, regardless of race, culture, or beliefs.

**Goal 4.4** Promote lifelong learning

## Summary of findings

In 2009 and 2014, 19 measures were used as indicators for Tillamook County's achievement of its Society & Cultural goals. In 2014, eight (representing 42% of the measures) were on target and 11 were below target. By contrast, in 2009 nine (47%) were on target and ten were below target. This shows a slight decline in the number of indicator measures on target for the Society & Culture area of the vision. In other words, Tillamook County is getting slightly farther from achieving its goals in this arena.



Among the Society & Culture indicators, none went from below target in 2009 to on target in 2014, but one did go from on target in 2009 to below target in 2014. This indicator related to the number of arts and cultural opportunities available throughout the county. Aside from this one indicator that declined below the targeted value, by and large, there was not much change among the indicators of Society & Culture between the first and last assessment periods. Mostly, this was due to our reliance on survey data for many of the indicators in this area, and the survey data come from a sample of the population – in order to see change in these indicators, fairly dramatic changes would have to be experienced by the whole adult population in the county. Therefore changes over a short time should not be expected.

These findings show that in order to realize improvement in the area of Society & Culture, fairly significant effort will have to be made across the county to address and

# Executive Summary

improve population-level outcomes related to civic participation, discrimination, and lifelong learning.

## Vision of our Youth and Education

**Goals 5.1 & 5.2** Tillamook County will be a place that actively involves youth in their communities through educational programs, extracurricular activities, and community involvement.

**Goal 5.3** Provide Tillamook County youth with employable skills

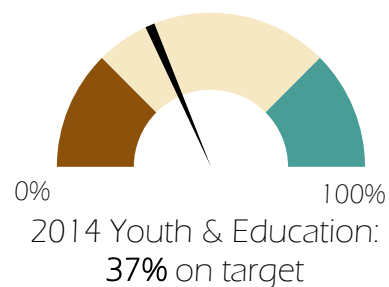
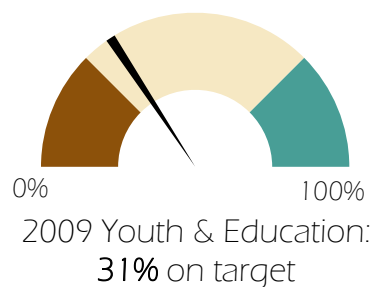
**Goal 5.4** Tillamook County schools will be recognized for their academic achievements.

**Additional Goals** Tillamook County youth will avoid self-destructive behavior.

## Summary of findings

In 2009, 37 measures were used as indicators of Tillamook County's Youth & Education goals. Due to changes in measurement and data sources, in 2014 54 measures were used to indicate achievement of these goals. None of the new measures had historical data, so it was impossible to assess how they had changed since 2009. Also due to changes in measurement, 28 of the indicator measures that had a target in 2009 had to be switched to having no target in 2014 – ideally, once these measurement changes have a longer history it will be possible to assign targets to the data in the future. Despite these many changes to the indicator measures there was little overall change in the extent to which the county is meeting its goals in this area.

In 2014, 20 measures (representing 37% of the measures in this area) were on target, six were below target (11%), and 28 had no target (52%). By contrast, in 2009 17 (31%) were on target, 20 were below target (37%), and there were no that had no target. This shows overall improvement in the number of indicator measures on target for the Youth & Education area of the vision, but that many of the measures have also been removed from judgement. In other words, Tillamook County is getting a bit closer to achieving its goals in this arena, but achieving future overall vitality in this area will be hampered by the lack of targeted goals for many indicator measures.



# Executive Summary

Among the Youth & Education indicators, 17 went from below target in 2009 to on target in 2014 and all of them were related to the goal for teens in the county to avoid self-destructive behavior. Only one indicator went from on target in 2009 to below target in 2014. This indicator related to the goal for youth in the county to have employable skills. In future years, once targets have been set for the 28 new measures related to the academic achievements of Tillamook County youth, it will be easier to see how and where the county will need to make investments

Overall, the indicator assessment findings show that in order to realize improvement in the area of Youth & Education, first and foremost better information about how youth are doing academically is needed, and with that information it will be possible to figure out strengths and weaknesses in the county. The results also show that since 2009, county youth have made notable improvements in their ability to avoid the self-destructive behaviors of pregnancy and substance abuse; this is an area that should be explored more deeply so that the successful strategies can be identified and supported. Also, with respect to support for the process of providing youth with employable skills, the public school system is still strong in this area – the ability of the economy to provide employment opportunities for youth to use these skills is where we see room for improvement.

## Vision of our Health and Human Services

**Goal 6.1** All Tillamook County residents will have access to affordable healthcare.

**Goal 6.2** Tillamook County residents will lead lifestyles that include healthy activities and behavior.

**Goal 6.3** Tillamook County will provide resources to meet the basic needs of all populations.

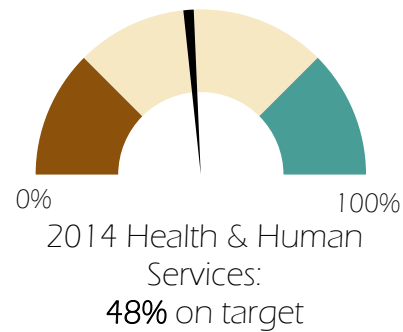
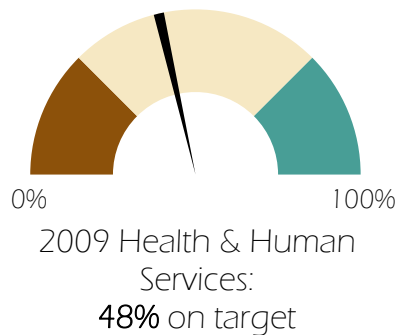
**Additional Goals** Tillamook County public will be safe.

## Summary of findings

In 2009, 24 measures were used as indicators of Tillamook County's Health & Human Service goals. In 2014, due to limited availability of data related to healthy adult lifestyles and the provision of resources to help residents meet their basic needs, 21 measures were used to indicate achievement of these goals. In 2014, 10 measures (representing 48% of the measures in this area) were on target, 10 were below target (48%), and one had no target (5%). A similar pattern was true in 2009, when 10 measures were on target (48%), 13 were below target (62%), and one had no target. This shows no real change in the number of indicator measures on target for the Health & Human Services area of the vision, but that three of the measures that were faring poorly in 2009 have been removed from judgement. In other words, Tillamook County is not getting any

# Executive Summary

closer or farther from achieving its goals in this arena, but that release of the missing data may change this assessment in the future.



Among the Health & Human Service indicators, four went from below target in 2009 to on target in 2014. These indicators related to three goal areas of the vision; that residents will lead healthy lifestyles, that the basic needs of all populations will be met, and that the public will be safe. Specifically, the county saw this improvement in substance abuse offenses among adults, poverty among Neah-Kah-Nie school children, and overall crime. These are encouraging to see. Nice work, Tillamook County!

Between 2009 and 2014 only one of the Health & Human Service indicators went from being on target to being below target, and it related to the goal for residents to have access to affordable health care. In this time, there was a decline in the number of senior care facility beds per capita in the county; thus reducing access to a long-term health care option for this population.

Finally, between the 2009 and 2014 assessment periods there were some persistent problem areas within the Health & Human Services arena. Indicators related to health care access and residents' basic needs being met either did not change or worsened, meaning that the indicators stayed below targets or got pulled farther from their targets. Partially, these findings are due to the time period of assessment – before the Affordable Care Act went into full effect and just on the heels of the Great Recession. There may also be other, more localized explanations as well. It will be important to keep tracking change in these indicators to see how they are affected by these larger factors in the future, but also to see how local actions are also affecting them.

Overall, the indicator assessment findings show that in order to realize improvement in the area of Health & Human Services, issues related to improving access to affordable local health care will need to be addressed. In addition, it will be important to focus on improving the opportunities for low-income residents to exit poverty, as poverty continues to grow in many parts of the county. Other issues to pay attention to, as they've worsened in the period but not yet gotten out of hand, relate to health outcomes of residents.