

**Tillamook Futures Council
Community Vision Update:
Community Forum Summary**

Final Report

Submitted to:

Tillamook County Futures Council

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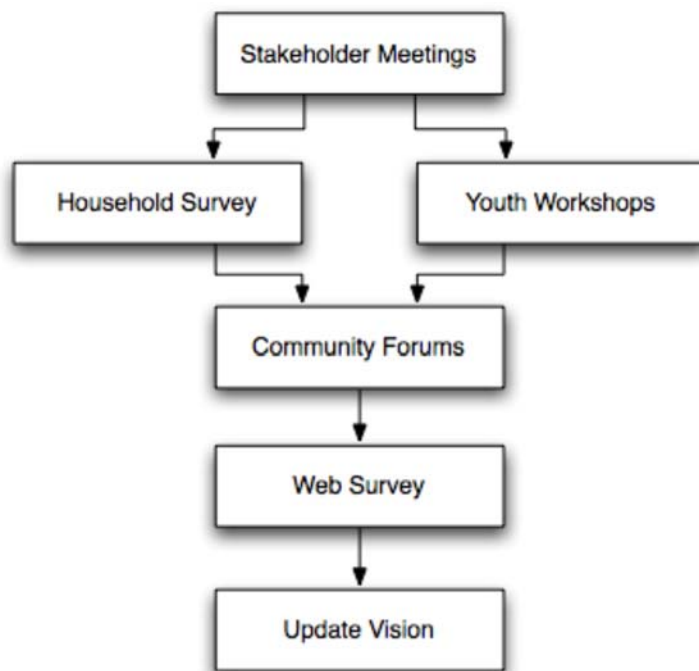
Section 1 Introduction

The Tillamook County Futures Council is updating its strategic vision for Tillamook County. To assist in this strategic visioning process, the Futures Council partnered with the Community Planning Workshop (CPW) at the University of Oregon. The vision update builds from a broad community outreach strategy, including a series of stakeholder meetings, a countywide household survey, youth workshops, community forums, and a supplementary web survey. Data gathered from the outreach phase of the project will be used to inform an updated Vision, Goals, and Strategies for Tillamook County. This report presents a summary of key issues identified during three community forums held in May, 2007.

Background

The strategic visioning process has many steps to achieve a community strategic vision. Figure 1.1 illustrates the community outreach phase of the Strategic Vision Update.

Figure 1.1 – Strategic Vision Update Process



A key component of the update process is to conduct three community forums. To ensure a broad representation of community input, CPW held forums in three regions of Tillamook County – South, Central and North County.

- The **North County** community forum was held in the City of Manzanita on May 16, 2007.
- The **Central County** community forum was held in the City of Tillamook at Tillamook City Library on May 17, 2007
- The **South County** community forum was held in Cloverdale at Nestucca High School on May 23, 2007.

A total of 46 community members participated in the forums. This report summarizes input from the participants and provides a conclusion summarizing key findings.

Purpose

The purpose of the community forums was to explore important issues for the future of Tillamook County in greater detail. Specifically, the community forums were designed as an opportunity for county residents to:

- Discuss emerging issues from the household survey
- Prioritize issues of importance for the County's future
- Begin to develop strategies that address these issues.

In discussing emerging issues, CPW focused the conversation on addressing survey results that showed either a **high degree of polarity** (i.e. both a high agree and disagree response) or a **high degree of uncertainty** (i.e. high not sure or neutral responses).

Organization of Report

The remainder of this summary document is as follows:

Section 2: Community Forum Results provides results from the Manzanita, Tillamook, and Cloverdale community forums.

Section 3: Conclusion provides a summary of overarching issues.

Appendix A: Community Forum Process provides an outline of the agenda and methodology for the community forums.

Appendix B: Meeting Transcript provides a list of all the individual participant responses from the community forums.

Section 2

Community Forum Results

This section presents a summary of the community forums organized by forum location. Appendix B presents participant responses by survey section for each community forum.

Forum process

For each community forum, participants selected which of the seven survey sections they would like to discuss (Growth & Development, Economy, Natural Environment, Society & Culture, Youth & Education, Health & Human Services, or Recreation & Tourism). Within the specific section, each group participated in three activities and a short wrap-up. However, because of time constraints and the detailed nature of the conversations, most groups focused on completing the first two activities and the wrap-up.

- **Activity #1** – The purpose of this activity was to validate emerging issues from the household survey and explore issues of uncertainty, ambiguity, or polarity. CPW summarized survey results by section and participants were asked to respond, indicate any surprises, and comment on unclear responses.
- **Activity #2** – For this activity, participants were asked to combine survey issues and write what the main, underlying problem was that the vision should address. Then, they used a dot-voting system to prioritize issues of community importance. The top five most important issues were used in the next activity.
- **Activity #3** – This activity focused on brainstorming strategies that address the top issues identified in the previous activity. Once participants brainstormed a list of strategies, they ranked them according to their effectiveness.
- **Wrap-up** – To wrap-up, each group took their top two issues identified in Activity #2 to the communal board. Since each group focused on a separate category of issues, this was a chance for groups to share their work. The evening concluded with a group dot-voting exercise that prioritized the top issues.

An important part of the community forum process was to better understand certain survey results. Through the community forums participants were able to engage in discussion around survey results showing uncertainty or polarity. These discussions and participant comments clarified why results for certain survey statements showed polarity or uncertainty. Although the discussions occurred at each

community forum common themes emerged explaining why certain survey statements showed polarity or uncertainty. Below are the common themes that emerged during the community forums, for a list of all participant responses see Appendix B.

- Survey respondents lack information, qualifications or sufficient knowledge regarding the issue
- Survey statement contains unclear or ambiguous wording
- The language used in the survey statement polarizes the issue
- Survey statement addresses multiple aspects of an issue
- External factors related to the issue influenced response
- Demographic factors cause different responses (i.e., length of residence, age, income, and location)

Forum Results

This section presents the results for each of the three community forums. For each location, we will present the top issues each community identified from the whole process as well as the main issues participants listed for the specific survey sections.

Manzanita

Top Issues

The top community issues identified by participants in the Manzanita forum related to affordable housing, growth managements and economic diversity. Specifically, the top three issues were:

- Tillamook County does not have adequate housing that is affordable for its workforce.
- We need to control development to already established towns in order to protect our farms and forests and maintain our rural quality of life.
- Tillamook County is overly reliant on money derived from timber harvesting.

Issues by Section

The following tables list issues identified in the Manzanita forum by survey section. The number of dot votes is included for issues that received dot votes in the process. Because participants did not discuss all of the survey sections at the forum, not all seven sections are represented here. For the Manzanita Community Forum, participants discussed the following sections: Growth & Development, Economy, Natural Environment, and Youth & Education.

Table 1. Main Issues - Growth & Development

Issue	Dot Votes
We need adequate infrastructure for current conditions and future growth	3
We need to control development to already established towns in order to protect our farms and forests and maintain our rural quality of life	3
Promote public transportation, including biking and walking	2
We need adequate emergency services, communications, and preparedness	2
The current condition and level of maintenance of the County roads are adequate	1
We must assure that our water and sewage systems are adequate to sustain potential growth	1
Jetties are in urgent need of repair	1
Efforts to mitigate flooding need to be encouraged	1
It is important to maintain high levels of sustainable timber harvesting	0

Table 2. Main Issues – Economy

Issue	Dot Votes
Lack of diversity of small businesses	11
Tillamook County does not have adequate housing that is affordable for it's workforce	8
Tillamook County needs more family wage jobs	7
Lack of Tourism development	2
Lack of Internet capacity hinders opportunities	2
Providing jobs is more important than protecting the environment	1

Table 3. Main Issues – Natural Environment

Issue	Dot Votes
Tillamook County is overly reliant on money derived from timber harvests to support public services	8
Forest management does not adequately protect aquatic habitats	5
Tillamook County is lacking an ongoing educational campaign on natural environment issues	5
Tillamook County lacks adequate ordinances to protect its natural environment	4
A lack of consensus regarding forest management and policy/priorities	0
Our forests lands are limited—how to manage divergent interests for best health of forests, streams, wildlife	0
Conservation groups are not adequately represented on boards and committees managing forests	0
Need better coordination between conservation organizations and municipalities	0
Riparian Buffers are not adequately protected on forests, agricultural, or rural residential lands	0
Conservation groups are not adequately funded to monitor water quality and restore key habitats	0
Lack of understanding of how natural environment directly and indirectly impacts all community members	0
Lack of education about water quality	0
Tillamook County doesn't have statistical input to be able to judge whether or not our air/water quality is good or bad	0
Lack of education of elected officials concerning potential solutions (ordinances, actions by councils and commissions)	0

Table 4. Main Issues – Youth & Education

Issue	Dot Votes
There is a lack of promoting community participation in the education process Strategy #1: 4.3.2 Strategy #2: Promoting community education or after school programs to the public	4
There is a lack of adequate vocational training opportunities for all County residents. Strategy #1: 4.2.2	3
The school system thinks in terms of "funding programs" (i.e. tests) rather than hiring/keeping passionate teachers	3
Rational and academic orientation of educational system is irrelevant and destructive. Internet and hands on learning is cheaper and better	2
There is a lack of funding in the schools (this is a cause of schools not offering enough after school programs)	0
There is a lack of pre-school opportunities	0
We need more educational programs for people of all ages	0

The top two issues from each section were taken to a communal board where participants voted on the most important issue facing Tillamook County. Table 5 below shows the top issues from the Manzanita communal board along with the number of dot votes each issue received.

Table 5. Manzanita Communal Board

Statement/Issue	Dot Votes
Tillamook County does not have adequate housing that is affordable for its workforce.	7
We need to control development to already established towns in order to protect our farms and forests and maintain our rural quality of life	6
Tillamook County is overly reliant on money derived from timber harvesting	6
There is a lack of vocational training opportunities for all county residents	3
We need adequate infrastructure for current conditions	3
Tillamook County needs more family wage jobs	3
Tillamook County is lacking an ongoing educational campaign	2
The school system thinks in terms of "funding programs" rather than hiring passionate teachers	1
There is a lack of promoting community participation in the education process	1

Tillamook

Top Issues

The top community issues identified by participants in the Tillamook forum related to community resources, affordable housing, and economic diversity. Specifically, the top three issues were:

- Lack of resources (i.e. money, housing, programs, food, medical, dental) and planning to meet current and future basic needs of seniors, youth and families.
- Tillamook County does not have adequate housing that is affordable for its work force.
- Tillamook County needs to expand their economic base to reduce the negative impacts of agriculture and logging.

Issues by Section

The following tables list issues identified in the Tillamook forum by survey section. The number of dot votes is included for issues that received dot votes in the process. Because participants did not discuss all of the survey sections at the forum, not all seven sections are represented here. For the Tillamook Community Forum, participants discussed the following sections: Growth & Development, Economy, Health & Human Services, Natural Environment, and Youth & Education.

Table 6. Main Issues - Growth & Development

Issue	Dot Votes
Improve condition and enhance maintenance of county roads	5
There should be more family attractions such as play parks, slides, natatorium, kite flying, parks and recreation, and more rainy day activities	4
Encourage county's and city's ability to respond, mitigate, and prepare for natural hazards	3
It is important to maintain sustainable levels of timber harvesting to ensure jobs in the forest products industry	3
Enhance and improve public infrastructure (i.e. water, power, sewer, streets, and storm water systems)	3
Encourage expansion and diversification of a county-wide public transportation infrastructure	1

Table 7. Main Issues – Economy

Issue	Dot Votes
Increase job skills/vocational training	4
Attract new businesses	3
Tillamook County does not have adequate housing that is affordable for its workforce	3
Encourage harvesting alternative forest products (mushrooms, ferns, boughs, moss, etc.)	2
Land use	2
Tillamook County does not have enough family wage jobs	1
Tillamook County should market/advertise itself as a tourist destination	1
Benefits and costs from undocumented labor force	1
Encourage small business/entrepreneurship	1
Limited access to vocational training keeps people from advancing in their careers or finding employment or re-employment	0
Tourism is a vital aspect of Tillamook County's economy	0
Amount of industrial lands and adequate facilities in industrial parks	0
Tillamook County should encourage the presence of a large retailer (Costco, Target, Wal-Mart)	0

Table 8. Main Issues – Health & Human Services

Issue	Dot Votes
Lack of resources (i.e. money, housing, programs, food, medical, dental) and planning to meet current and future basic needs of seniors, youth and families.	5
Government attitude or norm(s) that certain “things” are acceptable (i.e. youth alcohol use, teen pregnancy 17+ years, recreational drugs) or that definitions don’t apply to them.	4
Lack of awareness of the demographics issues/needs facing specific populations (seniors, homeless, children, mental patients)	3
Youth develop into self-destructive adults due to risky behaviors as youth (e.g. drug/alcohol use, peer association, juvenile crime)	1
Adult alcohol and drug use and drug distribution/selling	0
Lack of medical and dental care insurance	0
Lack of supervised activities for youth during non-school hours to prevent risky behaviors	0

Table 9. Main Issues – Natural Environment

Issue	Dot Votes
Tillamook County needs to process agricultural waste responsibly	3
We need to expand our economic base to reduce the negative impacts of agriculture/tourism/logging	3
Lack of education for the general public on rules and regulations for air/water/forests	3
Tillamook County needs to think more sustainably about forest use	2
Septic systems need higher standards and better testing	0

Table 10. Main Issues – Youth & Education

Issues	Dot Votes
Limited vocational opportunities and training	6
Limited educational opportunities in cultural activities	3
Disconnect between what community offers and what youth need	2
Limited academic expectations	2
Village is not raising it's children	1
Unengaged youth after school hours	1
Brain drain- talented, smart high school graduates leaving the County and not returning	0

Table 11 below shows the top issues from the Tillamook communal board along with the number of dot votes each issue received.

Table 11. Tillamook Communal Board

Statement/Issue	Dot Votes
Lack of resources (i.e. money, housing, programs, food, medical, dental) and planning to meet current and future basic needs of seniors, youth and families	7
Tillamook County does not have adequate housing that is affordable for its work force	6
Tillamook County needs to expand their economic base to reduce the negative impacts of agriculture and logging	5
Improve condition and enhance maintenance of County roads	4
Increase job skills and vocational training	3
Limited vocational opportunities and training	2
Government attitude or norm(s) that certain "things" are acceptable (i.e. youth alcohol use, teen pregnancy 17+ years, recreational drugs) or that definitions don't apply to them	2
Tillamook County needs to find ways to process agriculture waste more responsibly	1
There is a lack of education for the public on rules and regulations for air/water/forests	0
Limited educational opportunities in cultural activities	0
There should be more family attractions such as water parks, natatorium, arcades, etc.	0

Cloverdale

Top Issues

The top community issues identified by participants in the Cloverdale forum related to forest management, jobs, and communication.

Specifically, the top three issues were:

- Tillamook County needs to be able to implement forest management plan as written.
- Lack of family wage jobs.
- Lack of effective communication on cultural opportunity and government activity.

Issues by Section

The following tables list issues identified in the Cloverdale forum by survey section. The number of dot votes is included for issues that received dot votes in the process. Because participants did not discuss all of the survey sections at the forum, not all seven sections are represented here. For the Tillamook Community Forum, participants discussed the following sections: Growth & Development, Economy, Society & Culture, and Youth & Education.

Table 12. Main Issues - Growth & Development

Issue	Dot Votes
Tillamook County needs to be able to implement the Forest Management Plan as written	7
Tillamook County needs to fix it's roads	5
stressing/educating/informing citizens about	1
Tillamook County needs adequate funding for emergency services to keep up with the increased development	1
Flood control and prevention measures are required	1
Utility service	0
Tillamook County land use regulations must preserve the distict nature of each community	0
Toll-roads to all non-residents	0
Need more information and communication regarding emergency services	0

Main Issues - Economy

During this portion of the process the Economy group did not feel it was useful to group the statements together under larger issues, and wanted to identify the top five economic issues they saw facing the County. Those issues were:

- Lack of communities working together.

- Lack of affordable housing.
- Lack of family wage jobs.
- Education is a vital part of the County's economy.
- Lack of aggressive action at the County level of encouraging business.
- Once the group had identified these five issues, they determined the top two issues that would go to the community board:
- Lack of affordable housing.
- Lack of family wage jobs.

Table 13. Main Issues - Society & Culture

Issue	Dot Votes
Strengthen community pride	7
Lack of effective communication on cultural opportunity and government activity.	6
Strengthen relationship between citizens and government	6
Need for more awareness of ethnic and cultural diversity	1

Table 14. Main Issues - Youth & Education

Issue	Dot Votes
Lack of funding for educational activities and programs	6
Lack of understanding and context among County residents about the importance of education	4
Lack of post-secondary (community college) educational programs	4
Lack of qualified professional to meet educational needs	1

Table 15 below shows the top issues from the Cloverdale communal board along with the number of dot votes each issue received.

Table 15. Cloverdale Communal Board

Statement/Issue	Dot Votes
Tillamook County needs to be able to implement forest management plan as written	8
Lack of family wage jobs	7
Lack of effective communication on cultural opportunity and government activity	5
Lack of understanding/context regarding the importance of education	3
Lack of affordable housing	2
Lack of funding for educational programs	2
Tillamook County needs to fix its roads	2
Strengthen community pride	1
Strengthen relationship between citizens and government	0
Lack of post-secondary (Community College) educational programs	0

Section 3

Conclusion

The community forums held in North, Central and South Tillamook County allowed further detailed discussion and prioritization of issues facing the County. During the community forums participants identified important issues facing Tillamook County. Activity #2 provided further direction by prioritizing issues of community concern. For those survey sections that were discussed during the community forums important issues arose that were given high priority through a dot-voting process. Table 16 shows the top issues are shown for each survey section discussed at the community forums. The number of dot votes received determined the top issues.

Table 16. Top Issues by Section

Growth and Development

Enhance and improve public infrastructure.
Control development to already established towns to protect farms and forest and maintain rural quality of life.
Improve condition and enhance maintenance of county roads.
Encourage county's and city's ability to respond, mitigate, and prepare for natural hazards.
Implement the Forest Management Plan as written.

Economy

Lack of diversity of small businesses.
Lack of affordable housing for it's workforce.
Lack of family wage jobs.
Increase job skills/vocational training.
Lack of aggressive action at the county level of encouraging new businesses.

Health and Human Services

Lack of resources and planning to meet current and future basic needs of seniors, youth and families.
Government attitude or norm(s) that certain "things" (i.e. youth alcohol use, teen pregnancy 17+ years, recreational drugs) are acceptable or that definitions don't apply to them.
Lack of awareness of the demographics issues/needs facing specific populations.

Youth and Education

Lack of promoting community participation in the education process.
Limited vocational training opportunities for all county residents.
School system thinks in terms of "funding programs" (i.e. tests) rather than hiring/keeping passionate teachers.
Limited educational opportunities in cultural activities.
Limited academic expectations.

Society and Culture

Strengthen community pride.
Lack of effective communication on cultural opportunity and government activity.
Strengthen relationship between citizens and government.

Natural Environment

Process agricultural waste responsibly.
Expand the economic base to reduce negative impacts of agriculture/tourism/logging.
Lack of public education on rules and regulations protecting the natural environment.
Over reliance on timber harvest funds to support public services.
Inadequate ordinances to protect the natural environment.

Not all survey sections were discussed at each community forum. While the results in this report provide more clarity around issues of uncertainty and polarity, and further identify of issues of importance, there are limitations to the findings.

Appendix A: Meeting Process

Community Forum Agenda

5:00–5:30 PM - CPW and Future Council meet for room set-up

5:30–6:20 PM - Facilitator training. CPW briefs Futures Council facilitators on the community forum activities and addresses potential questions/concerns

6:20–6:30 PM - Community members arrive, receive name tags and choose their topic for the evening

6:30–6:40 PM - Futures Council welcome and introduction. Includes a brief overview of:

- The Futures Council - Who they are/What their role is
- The Vision Plan - What is it? How is it used?
- Why are we updating? - Should be brief and a segue to the CPW presentation
- Time for community questions about the Futures Council

6:40–7:00 PM - CPW presentation on their work, the community outreach process, and tonight's activity

7:00–7:30 PM - Introductions/icebreaker

- Activity #1: Validate and explore survey issues

7:30–8:00 PM - Activity #2: Define and prioritize main problems

8:00–8:20 PM - Activity #3: Brainstorm strategies

8:20–8:30 PM - Wrap-up: Vote on top problems for the future

Community Forum Input Methodology

CPW, in collaboration with the Futures Council, created the format for the community forum. Below is the facilitation guide CPW used as a template to guide discussion during the community forums.

Tillamook County Strategic Vision Update

Community Forum Facilitation Guide

Introduction

Introduce yourself and ask others to introduce themselves. Thank everyone for coming to this forum to discuss important issues related to the future of Tillamook County.

Review the purpose of tonight's discussion.

*This discussion is an opportunity to further explore important issues for Tillamook County's future. The purpose of tonight's meeting is to (1) discuss emerging issues from the household survey, (2) prioritize issues of importance for the community's future, and (3) begin to develop strategies that address these issues. Specifically, the discussion will focus on survey results that showed a **high degree of polarity** (i.e. both a high agree and disagree response) or a **high degree of uncertainty** (i.e. high not sure or neutral responses).*

Explain how it works.

Tonight's discussion will last 90 minutes and includes three main activities and a short wrap-up:

The purpose of this vision update is to help Tillamook County develop a clear vision, direction, and understanding about where it wants to be in the future. Because of this, these discussions will require everyone to take the high level and longer view of their community. Try to stay focused on the larger issues and don't let yourself get bogged down in the details.

- **Activity #1** – *The purpose of this activity is to validate emerging issues from the household survey and explore issues of uncertainty, ambiguity, or polarity. We will record and compile participant responses for each issue and try to identify common themes and principles that will help guide the Futures Council in addressing these issues.*
- **Activity #2** – *For this activity we will use a dot-voting system to prioritize issues of community importance. We will explore the top five issues further in the next activity.*
- **Activity #3** – *This discussion will focus on brainstorming strategies that address top issues identified in the previous activity. Everyone will have a chance to contribute their ideas. Once we have brainstormed a*

list of strategies, we will rank them according their effectiveness in addressing the issue.

- **Conclusion** – *To wrap-up, each group will take their top issues and strategy to a communal board. Since each group focused on a separate category of issues, this is a chance to share for each group to share their work. We will conclude with a group dot-voting exercise to prioritize these top issues.*

Activity #1 – Validate and Explore Issues (45-50 minutes)

The purpose of this activity is to validate findings from the household survey, further explore specific issues, and begin to prioritize important issues. This activity uses the “Survey Results Table” seen in Figure 1, which contains issues identified from the survey and grouped into four categories:

- (1) Issues with agreement consensus*
- (2) Issues with disagreement consensus*
- (3) Issues with high uncertainty or neutral responses*
- (4) Issues with a high degree of polarity*

Figure 1: Survey Results Table

Consensus - Agree	Consensus-Disagree	Uncertainty/Ambiguity	Polarity
Issue	Issue	Issue	Issue
Issue		Issue	Issue
		Issue	Issue
			Issue

1. Introduce activity and purpose.
2. Explain the “Survey Results Table” and the four categories of issues. *Participants will have a handout with the same categories and issues as well as a percentage breakdown of survey responses.*
3. Begin by discussing the issues with strong respondent consensus. Share and discuss survey results. Within the two consensus categories, have participants rank the relative importance of each issue by placing more important issues closer to the top. Plan on spending no more than 15 minutes on this activity.
4. Discuss issues in the “Uncertainty/ Ambiguity” category. Ask respondents: **“Why do you think these results look like they do?” “What is the underlying cause?”** Attempt to get at the root of the issue. For example, is

the uncertainty an issue of community knowledge or access to information? Facilitate a round-robin discussion in which everyone has the opportunity to speak. Use the flip chart to record responses for each issue. Ask for clarification when necessary.

5. Discuss issues in the "Polarity" category in the same manner. **"Why is there polarity or a lack of consensus on these issues?" "What is the underlying cause?"**
6. Rank issues in these last two categories according to importance. If there is contention or uncertainty, what are the most important issues to address first?

GOAL - By the end of the first activity each group should have:

- *Discussed* the survey results
- *Recorded notes* for each issue in the "Uncertainty/Ambiguity" and "Polarity" categories on why participants think the community may have responded as they did
- *Ranked issues* within each category

Activity #2 – Prioritize Issues (10 minutes)

*For this activity, participants will prioritize issues according to community importance for the future. While the previous activity ranked issues **within** each category, this activity focuses on addressing community priorities across **all** issues on the board.*

1. Explain purpose of activity and that participants will use a dot-voting process to establish priorities
2. Pass out colored dots, three per person
3. Instruct participants to vote by placing their dots on the issue they feel is the most important for the community. Participants can allocate their dots as they see fit and can vote more than once for on issue.
4. Count the dots and write the number on the issue card. Discuss the results. Ask **"What makes this the most important issue?"** Record responses.
5. Take the top five issues for the next activity.

GOAL - By the end of the second activity each group should have:

- Prioritized issues, ranked by the number of dots each issue received.

Activity #3 – Brainstorm Strategies (30 minutes)

*Having identified, explored, and prioritized important community issues, the purpose of this activity is to take the next logical step and begin generating strategies that address these issues. Depending on which issues the group chooses, the conversation can focus on strategies that either **address the issue directly** (for issues that have strong consensus) or on strategies that **address the***

underlying cause behind the issue (for issues that have uncertain or polar responses). For example, for an issue with a high degree of uncertainty it is more helpful for the Futures Council to have strategies that address that uncertainty rather than the issue itself.

1. Explain the purpose of this activity.
2. Begin by placing the top five issues from the previous discussion in the top row of the "Issues & Strategies" table (see Figure 2).

Figure 2: Issue & Strategies Table

Issue #1	Issue #2	Issue #3	Issue #4	Issue #5
☺ ☺ ‡	☺ ☺ ‡	☺ ☺ ‡	☺ ☺ ‡	☺ ☺ ‡
☺ ☺ ‡	☺ ☺ ‡	☺ ☺ ‡	☺ ☺ ‡	
	☺ ☺ ‡		☺ ☺ ‡	

3. Pass out blank strategy cards and markers to each participant.
4. Beginning with the number one issue, ask participants to brainstorm strategies that address that issue. Keep in mind the two directions for strategies mentioned above and which one is most appropriate for each issue.
5. Participants should first work individually to brainstorm effective strategies. Have them write their thoughts down on the cards.
6. Next, have participants share their strategies with each other. Continue the brainstorming process as a group.
7. Decide as a group which strategies would be effective and place these on the "Issues & Strategies" table. Have the group rank the strategies on the table by placing the more effective strategies closer to the top.
8. Repeat steps 5-7 for each issue.

GOAL - By the end of the third activity each group should have:

- A list of strategies that address each issue
- A ranking of these strategies according to their effectiveness

Issues and Strategies Examples:

To assist your group in brainstorming strategies, here are some examples of issues and strategies from the previous vision.

Issue: *Manage growth in a manner that creates vibrant towns while maintaining the rural character of the countryside*

Strategies:

- Direct growth toward existing cities and communities and away from agricultural and forest areas.
- Create better inventories, procedures and standards for regulating development in potentially hazardous areas (e.g., floodplains, slide zones).

Issue: *Diversify the economy.*

Strategies:

- Recruit high tech industries complementary to the strengths of computer and software industries in nearby Washington County.
- Encourage cottage industry jobs through high tech firms in Washington County.
- Encourage telecommuting and other home occupations.

Wrap-Up – Compare Results and Vote (5 minutes)

This final activity offers closure for the evening and provides an opportunity for participants in different groups to share their work.

1. Close your small group with a brief re-cap of the highlights of your work tonight. Thank them profusely for their participation and contributions.
2. Take the top issue and accompanying top strategy from your group and place it on the Communal Board.
3. Pass-out *one* colored dot to each participant.
4. As participants leave, invite them to review the Communal Board to see the top issues from the other groups. Ask them to vote among these issues for the one they feel is the most important for Tillamook County.
5. Thank them again.

Note: If the groups do not complete the final activity of generating strategies, this activity can be done using the issues only.

Appendix B: Detailed Forum Results by Location

Manzanita

Growth and Development

Activity #1

Consensus Agree

Survey Statement	Comments
m. We must assure that our sewage treatment plants are adequate.	Suggested statement: "Our sewage treatment plants are adequate." Participants wondered how much residents knew about the adequacy of existing sewage treatment plants
n. There should be more restrictions on development in hazardous areas (e.g. floodplains, cliffs, dunes).	Respondents may not have answers to some important questions that would influence their response. "Can people build on the floodplains?" "Are the floodplains already designated for homes or new businesses instead?" "Are there areas that might be at risk for damage in the future due to global warming? Which ones?" There has not been investigation into this yet as far as Shawn is aware.
f. Utility systems should be installed underground, where possible.	Problem: Money is not allocated for this in advance.
j. The County should use dredging and the removal of gravel from streams to prevent flooding.	Some questions that people have: "At what environmental cost? Would this be acceptable to alleviate flooding? Is it effective and over what timeframe? Do dredging proponents have other motives? Do these help outweigh environmental cost?" Suggested statement: "Flood mitigation is more important than environmental protection."
b. Farmland provides open space that is essential for our quality of life.	Suggested statement: "I support land use planning to preserve farm land."
u. The distinct character of each community needs to be maintained.	No surprise
d. We need to direct development to already established towns in order to protect our farms and forests and maintain our rural quality of life.	No surprise
l. More pedestrian and bike paths are needed.	No surprise

Consensus Disagree

Survey Statement	Comments
e. The current condition and level of maintenance of the County roads are adequate.	Suggested question: "How should roads be funded?"

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
<p>p. The public emergency communication system is adequate for Tillamook County.</p> <p>o. Emergency services are adequate in our community.</p> <p>q. The County is adequately prepared to respond to natural hazards.</p>	Multiple emergency response issues: communication unpreparedness, sending responders to right place, coordinating responders
	Communication not always consistent
	Some aspects of emergency response are adequate, some are inadequate
	Part-time residents may be unaware of emergency response plans
	Tsunami warning drills not practiced often enough for people to be familiar; not prepared for real thing
	People complain about the noise that tsunami warning practice creates
	Have planning but not equipment or money.
	People don't know what has already been done, what not, what they can do
	People have lots of experience with natural disasters other than tsunamis – snow, flooding, landslides.
	No recent experience w/ wild fire. No home fuels reduction program.
<p>g. Public transportation is presently adequate within the County.</p>	Public transportation to Portland has improved a lot
	No central bus station in Co. yet but very soon (within the next month)
	Could use more frequent stops within the Co.
	Many people unfamiliar with public transportation available currently
<p>t. The current rate of development of absentee homes is adequate for the County.</p>	Only bus service, no train within Co.
	Phrasing confusing
	Much variability between North, Central, and South Co. Might direct the question to residents of these areas separately.
	Some towns do not allow weekend rentals while Manzanita gets 60% of budget from them.
	Commissioners looking at how to regulate it.
	Suggested statement: "The current rate of development of absentee homes is excessive."
"Adequate" is not a good word – too vague.	
<p>i. The purchase of private lands by local governments through voluntary buyout is an effective tool to reduce flood loss and should be encouraged.</p>	Some people don't know about the buyout program.
	Others think that this strategy might be effective but should be undertaken by a private, rather than public, entity.
	There are tradeoffs – save money through fewer insurance claims but tax increases (affects everyone).

Polarity

Survey Statement	Comments
<p>e. It is important to maintain high levels of timber harvesting to ensure jobs in the forest products industry. (<i>From Economy section</i>)</p>	People have different ideals.
	People depend on different things for their livelihood – some timber, others on service sector.
	Increasing harvest may not be a way to create sustainable jobs.
	The sustainability of harvesting – the amount and means of harvesting – are important to consider.
	Need a balance of jobs and resources.
	Might be more specific, addressing whether the management of a particular agency is balanced and facilitates multi-use.
	Suggested statements/questions: “We need to maintain high levels of sustainable timber harvesting.” “Are you familiar with the __ Forest Management Plan.” “The ____ Forest Management Plan is adequate.”

New Issues

New Statement	Comments
We must assure that our water supply systems are adequate to sustain potential growth.	No comments

Activity #2

Issue	Relevant Survey Statements	Dot Votes
We need adequate infrastructure for current conditions and future growth.	e. The current condition and level of maintenance of the County roads are adequate.	3
	m. We must assure that our sewage treatment plants are adequate.	
	f. Utility systems should be installed underground, where possible.	
We need to control development to already established towns in order to protect our farms and forests and maintain our rural quality of life.	t. The current rate of development of absentee homes <i>should be determined by each community (North, Middle, and South County). (changed part in italics)</i>	3
	b. Farmland provides open space that is essential for our quality of life.	
	n. There should be more restrictions on development in hazardous areas (e.g. floodplains, cliffs, dunes).	
	u. The distinct character of each community needs to be maintained.	
Promote public transportation, including biking and walking.	l. More pedestrian and bike paths needed.	2
	g. Public transportation is presently adequate within the County.	
	h. We need to improve public transportation to and from the County and the major metropolitan areas of the state.	
We need adequate emergency services, communications, and preparedness.	p. The public emergency communication system is adequate for Tillamook County.	2
	o. Emergency services are adequate in our community.	
	q. The County is adequately prepared to respond to natural hazards.	
The current condition and level of maintenance of the County roads are adequate.	e. The current condition and level of maintenance of the County roads are adequate.	1
We must assure that our water and sewage systems are adequate to sustain potential growth.	m. We must assure that our sewage treatment plants are adequate.	1
Jetties are in urgent need of repair.		1
Efforts to mitigate flooding need to be encouraged.	j. The County should use dredging and the removal of gravel from streams to prevent flooding.	1
	i. The purchase of private lands by local governments through voluntary buyout is an effective tool to reduce flood loss and should be encouraged.	
It is important to maintain high levels of sustainable timber harvesting.	(From Economy section) e. It is important to maintain high levels of timber harvesting to ensure jobs in the forest products industry.	0

Economy

Activity #1

Consensus Agree

Survey Statement	Comments
a. Tillamook County needs a more diversified employment base.	No surprises
g. Improving the appearance of our small towns will bring more business.	Who will decide on the appearance of small towns.
f. Encouraging the development of small locally owned businesses will improve our economy.	No surprises
h. Protecting farmland is essential to our economy.	No surprises
i. An increased emphasis on tourism will ensure a viable economy in Tillamook County.	No surprises
j. To improve incomes for persons in the low and moderate-income categories, more vocational employment skills are needed.	No surprises
l. Internet service availability currently meets my needs.	No surprises
m. Secondary wood products should be encouraged to develop a viable addition to our economic development. (e.g. paintbrush handles, furniture, woodchips)	No surprises
o. Second homeowners contribute to the local economy.	No surprises
p. I often purchase basic goods and services in communities outside of the County.	No surprises

Consensus Disagree

Survey Statement	Comments
b. Tillamook County has enough family-wage jobs (a family wage job allows you to meet your monthly needs).	Connected with statement c
c. Tillamook County has adequate housing that is affordable for its workforce.	Connected with statement b
d. Providing jobs is more important than protecting the environment.	Points to people's ethic of protecting the environment Residents are more interested in well paying jobs in industries other than timber or agriculture

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
k. Increased telecommuting capacity can increase revenue and improve the economy	Survey respondents might not know what “telecommuting means”, and are unsure how it factors into Tillamook County’ economy- a general lack of knowledge about the subject of Telecommuting.
	Survey respondents might have been thinking about what effect increasing telecommuting would have on the population- would this cause an influx in population?
	In the statement there is no clear distinction between the actual work of telecommuting and if the infrastructure exists to support it- Survey respondents might have wanted to increase telecommuting, but uncertainty arose because they were not sure if Tillamook County has the infrastructure in place to support that increase.
	Because of the nature of telecommuting people work from the homes, so survey respondents are uncertain because they don’t know what the current level of telecommuting is.
n. Tillamook county offers and environment that encourages and supports or sustains entrepreneurship.	Survey respondents might not understand the term “entrepreneurship”.
	Survey respondents are unsure what resources may exist within the county to support or sustain entrepreneurship.
	Survey respondents may have been reading into the statement and were uncertain if it was saying Tillamook County should be trying to attract new businesses or should be trying to expand the current service industry.
	Survey respondents are not sure what steps the county should take to encourage entrepreneurship.
	Retirees don’t know about the state of entrepreneurship in the county because they no longer work.
	Survey respondents may have been thinking about the challenge of owning smaller stores in Tillamook County- they are supported the tourist industry more than locals.

Polarity

Survey Statement	Comments
e. It is important to maintain high levels of timber harvesting to ensure jobs in the forest products industry.	It is a hot-button issue with strong opinions on either side
	What sort of “harvesting “ is being referred to? There are different types of harvesting.
	Timber is a good way to make a living wage.
	People’s attitudes are changing in the county and are reevaluating harvesting practices.
	Traditional timber harvesting practices (i.e. clear cutting) clash with what draws visitors- scenery.
	It may become a private property issue for some survey respondents- can’t mandate what people do on their property.
	Survey respondents get a mental picture of clear-cut because of the language in the statement- “high levels of timber harvesting”.
	Survey respondents may have been thinking ahead to what happens to towns that are reliant on timber harvesting when that industry bottoms out and mills have to close.

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Lack of diversity of small businesses	a. Tillamook County needs a more diversified employment base.	11
	f. Encouraging the development of small locally owned businesses will improve our economy.	
	n. Tillamook county offers an environment that encourages and supports or sustains entrepreneurship.	
Tillamook County does not have adequate housing that is affordable for its workforce	c. Tillamook County has adequate housing that is affordable for its workforce.	8
Tillamook County needs more family wage jobs	b. Tillamook County has enough family-wage jobs (a family wage job allows you to meet your monthly needs)..	7
Lack of Tourism development	i. An increased emphasis on tourism will ensure a viable economy in Tillamook County	2
Lack of Internet capacity hinders opportunities	l. Internet service availability currently meets my needs.	2
	k. Increased telecommuting capacity can increase revenue and improve the economy	
Providing jobs is more important than protecting the environment		1

Natural Environment

Activity #1

Consensus Agree

Survey Statement	Comments
a. The abundance of wildlife in Tillamook County is important to conserve.	There were no surprises in how people responded
d. Urban water runoff needs to be better managed to improve our water quality.	This unfortunately only specifies urban and not agricultural runoff People may not understand the difference
e. Efforts to recover and ensure sustainable runs of salmon should be a priority.	No surprises in this
h. The agricultural industry should expand to include sustainable methods (e.g. methane harvesting and organic certified products).	Different examples may yield different responses
k. The primary purpose of publicly owned forest lands is to provide for recreation, protect fish and wildlife habitat.	No surprises in this

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
f. Current efforts to recover and ensure sustainable runs of salmon are resulting in better habitats and more salmon.	People need education about what is being done, or what needs to be done
	There is limited understanding about who is doing what
	People may not be educated about the issue
	There may be misunderstanding about the importance of having salmon
g. Current ordinances governing streamside vegetation are adequate to protect water quality in local streams and rivers.	People are not aware or don't understand the ordinances (both citizens and electeds)
	There is a lack of understanding about why streamside vegetation is important
	Some question the relevance of "ordinances" to Tillamook County
	People may be uncertain about the word "ordinance"
i. The agricultural industry does an adequate job of protecting water quality.	This is actually more of a polar response than an ambiguous one
	Most feel that a variety of opinions are to be expected for this issue
b. We need to improve air quality in the County.	There needs to be a better definition about what good and bad air quality means; what is the pollutant? Is it methane from cows?
	This statement needs to be analyzed by geography to get a better sense of the responses

Polarity

Survey Statement	Comments
c. The water quality of our rivers is satisfactory.	People don't have enough scientific information to know if it is satisfactory
	The term "satisfactory" may be ambiguous to people
	Some people don't think there's a problem
	Some people don't understand what information there is
j. The primary purpose of publicly owned forest lands is to generate revenue from the harvest of forest products.	Most felt that this was simply a split vote (dichotomy)
	Most felt it was about your economic relationship with forest products

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Tillamook County is overly reliant on money derived from timber harvests to support public services	d. The agricultural industry should expand to include sustainable methods (e.g. methane harvesting and organic certified products).	8
	e. The primary purpose of publicly owned forest lands is to provide for recreation, protect fish and wildlife habitat.	
	f. Current efforts to recover and ensure sustainable runs of salmon are resulting in better habitats and more salmon.	
	j. The primary purpose of publicly owned forest lands is to generate revenue from the harvest of forest products.	
	k. The primary purpose of publicly owned forest lands is to provide for recreation, protect fish and wildlife habitat.	
Forest management does not adequately protect aquatic habitats	d., e., f., j., k.	5
Tillamook County is lacking an ongoing educational campaign on natural environment issues	a. The abundance of wildlife in Tillamook County is important to conserve.	5
	b. We need to improve air quality in the County.	
	h. The agricultural industry should expand to include sustainable methods (e.g. methane harvesting and organic certified products).	
Tillamook County lacks adequate ordinances to protect its natural environment	d., e., f., j., k.	4
A lack of consensus regarding forest management and policy/priorities	d., e., f., j., k.	0
Our forests lands are limited—how to manage divergent interests for best health of forests, streams, wildlife	d., e., f., j., k.	0
Conservation groups are not adequately represented on boards and committees managing forests	d., e., f., j., k.	0
Need better coordination between conservation organizations and municipalities	d., e., f., j., k.	0
Riparian Buffers are not adequately protected on forests, agricultural, or rural residential lands	c. The water quality of our rivers is satisfactory.	0
	i. The agricultural industry does an adequate job of protecting water quality.	
	g. Current ordinances governing streamside vegetation are adequate to protect water quality in local streams and rivers.	
Conservation groups are not adequately funded to monitor water quality and restore key habitats	c., i., g.	0
Lack of understanding of how natural environment directly and indirectly impacts all community members	a., b., h.	0
Lack of education about water quality	a., b., h.	0
Tillamook County doesn't have statistical input to be able to judge whether or not our air/water quality is good or bad	a., b., h.	0
Lack of education of elected officials concerning potential solutions (ordinances, actions by councils and commissions)	a., b., h.	0

Youth and Education

Activity #1

Consensus Agree

Survey Statement	Comments
a. We need more recreation and after school activities for youth.	There were no surprises in how people responded
c. We need more youth centers in Tillamook County.	No surprises in this
e. We need more opportunities for youth to provide community service.	No surprises in this
g. We need more educational programs for people of all ages.	No surprises in this
i. The number and diversity of Tillamook Bay Community College classes needs to be expanded.	No surprises in this
k. Youth involvement in our community is valued.	How is it valued when consensus says there is a lack of opportunity?

Not Sure/Neither Agree Nor Disagree

SURVEY STATEMENT	COMMENTS
f. There is enough funding for schools in Tillamook County.	No surprises in this
h. There are adequate vocational training opportunities for all County residents.	No surprises in this

Polarity

Survey Statement	Comments
b. There are adequate after school programs in Tillamook County.	Need to define what an after school program is.
	If the parents' children aren't involved in after school programs, then the parents don't know about the programs.
	There is a lack of educating the community about the after school programs.
d. Tillamook County schools provide an adequate amount of extracurricular activities (e.g. clubs and sports).	Need to define "adequate" to determine how well the school programs are doing and to allow respondents answer correctly.
	If parents don't have children involved, they don't know what the extracurricular activity is about.
j. Tillamook Bay Community college needs to improve its partnership with high schools.	No comments
l. We have adequate pre-school opportunities for children throughout the County.	Why do we have pre school opportunities?
m. The level of academic rigor and student learning in K-12 education is keeping pace with state and national academic standards.	Citizens are not informing themselves.

Activity #2

Issue	Relevant Survey Statements	Dot Votes
There is a lack of promoting community participation in the education process	j. Tillamook Bay Community college needs to improve its partnership with high schools.	4
Strategy #1: 4.3.2	e. We need more opportunities for youth to provide community service.	
Strategy #2: Promoting community education or after school programs to the public	a. We need more recreation and after school activities for youth.	3
There is a lack of adequate vocational training opportunities for all County residents Strategy #1: 4.2.2	a. We need more recreation and after school activities for youth.	
	c. We need more youth centers in Tillamook County.	
	e. We need more opportunities for youth to provide community service.	
	f. There is enough funding for schools in Tillamook County.	
	h. There are adequate vocational training opportunities for all County residents.	
	j. Tillamook Bay Community college needs to improve its partnership with high schools.	
	l. We have adequate pre-school opportunities for children throughout the County.	
The school system thinks in terms of "funding programs" (i.e. tests) rather than hiring/keeping passionate teachers	m. The level of academic rigor and student learning in K-12 education is keeping pace with state and national academic standards.	3
Rational and academic orientation of educational system is irrelevant and destructive. Internet and hands on learning is cheaper and better		2
There is a lack of funding in the schools (this is a cause of schools not offering enough after school programs)	a. We need more recreation and after school activities for youth.	0
	b. There are adequate after school programs in Tillamook County.	
	d. Tillamook County schools provide an adequate amount of extracurricular activities (e.g. clubs and sports).	
	f. There is enough funding for schools in Tillamook County.	
There is a lack of pre-school opportunities	l. We have adequate pre-school opportunities for children throughout the County.	0
We need more educational programs for people of all ages	h. There are adequate vocational training opportunities for all County residents.	0
	g. We need more educational programs for people of all ages.	

Tillamook

Growth and Development

Activity #1

Consensus Agree

Survey Statement	Comments
a. Stricter control is needed on land use and development to maintain livability in Tillamook County.	This issue brought up concerns over how feasible this option is given Measure 37
	The group also discussed issues of how land use relates to economics and how stricter land use controls might affect affordability

Consensus Disagree

Survey Statement	Comments
e. The current condition and level of maintenance of the County roads are adequate.	This is definitely an issue - the debate centers on how to accomplish/how to fund road improvements. Additionally, one participant commented that he felt that there should have been more questions about roads on the survey.

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
<p>q. The County is adequately prepared to respond to natural hazards.</p> <p>o. Emergency services are adequate in our community.</p>	<p>Tillamook County needs help with emergency services, especially with large tourist numbers on big summer weekends</p> <p>There is an issue of scale - Tillamook County may be ready for small hazards, but is not thinking about big ones</p> <p>People don't know whether or not the county is prepared</p> <p>There is a need for education both in Tillamook and in non-coastal area where tourists come from about hazards on the coast, how to be prepared for them, and how to respond if they occur</p>
<p>p. The public emergency communication system is adequate for Tillamook County.</p>	<p>People don't know about it</p> <p>There is a need for a reverse 911 system</p> <p>There are different elements of emergency communication depending on stage of emergency and who is involved. At the response end, there is a need to notify the public and to coordinate the efforts of responders. There are also communication elements related to evacuation and recovery.</p>
<p>h. We need to improve public transportation to and from the County and the major metropolitan areas of the state. g. Public transportation is presently adequate within the County.</p>	<p>There is a need for a public transportation that is accessible to disabled people as well as low-income people</p> <p>Because of its rural nature, transportation options need to be more flexible in Tillamook County</p> <p>Dial-a-Ride has some flexibility but will still not go to some people's houses because they are too hard to get to</p> <p>Overall, the group felt that the public transportation system was good, but could use some improvement in terms of management, oversight, and appropriate allocation of funds (i.e. are they investing their public transportation money in the best areas)</p> <p>There was a consensus that fixed routes may not be the best option for Tillamook County</p>

Not Sure/Neither Agree Nor Disagree- Continued

<p>i. The purchase of private lands by local governments through voluntary buyout is an effective tool to reduce flood loss and should be encouraged.</p>	<p>This may be an issue of public misunderstanding. Some groups do not like buyout of commercial lands because they feel it is a net loss of revenue. But this is a misperception because the city/county gets FEMA compensation money that is often greater than what they would have received from the property taxes.</p> <p>Could be an education issue - People do not know how it works so do not know if it is effective or not.</p> <p>The bigger issue is the initial development in the floodplain</p> <p>It is also an economic issue. Land on Hwy 101 is very valuable commercially and this may outweigh the fact that it is in the floodplain</p> <p>Continuing on the previous statement, the group discussed the need to balance the attraction of the land commercially with the danger of natural hazards</p>
<p>t. The current rate of development of absentee homes is adequate for the County.</p>	<p>Ties to issue d. (<i>We need to direct development to already established towns in order to protect our farms and forests and maintain our rural quality of life.</i>) Need to ask the question about where you will build 2nd homes</p> <p>This is definitely an issue for communities in Tillamook County. Vacationers have loud parties, create noise, etc.</p> <p>Adequate is a vague term - what does it mean exactly?</p> <p>Is this a meaningful question? There is a demand for 2nd homes and people will continue to come</p> <p>This issues touches on concerns over land use and incorporation of unincorporated communities</p> <p>The answer to this question is community dependant</p> <p>This is also an issue of development of the housing stock in general</p> <p>Absentee homes contribute to the tax base that pays for certain services. Absentee homeowners also create certain demands, although these only occur during the part-time that the homeowners are there</p>

Polarity

Survey Statement	Comments
<p>e. It is important to maintain high levels of timber harvesting to ensure jobs in the forest products industry. (from economics)</p>	Lack of understanding about existing forest management plan
	Issue of tension between economics and environmentalism
	Need for understanding of forest harvesting system and education around forest management practices
	Timber harvesting is and should remain an economic base for Tillamook County
	There needs to be a workable balance between environment and jobs
	Also needs to be a viable balance between economics and environmental regulation

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Improve condition and enhance maintenance of county roads	e. The current condition and level of maintenance of the County roads are adequate.	5
There should be more family attractions such as play parks, slides, natatorium, kite flying, parks and recreation, and more rainy day activities	--	4
Encourage county's and city's ability to respond, mitigate, and prepare for natural hazards	o. Emergency services are adequate in our community.	3
	q. The County is adequately prepared to respond to natural hazards.	
	i. The purchase of private lands by local governments through voluntary buyout is an effective tool to reduce flood loss and should be encouraged.	
	j. The County should use dredging and the removal of gravel from streams to prevent flooding.	
	p. The public emergency communication system is adequate for Tillamook County.	
It is important to maintain sustainable levels of timber harvesting to ensure jobs in the forest products industry	e. It is important to maintain high levels of timber harvesting to ensure jobs in the forest products industry. (From Economy section) (Note: Participants changed <i>high level</i> to <i>sustainable level</i>)	3
Enhance and improve public infrastructure (i.e. water, power, sewer, streets, and storm water systems)	f. Utility systems should be installed underground, where possible.	3
	m. We must assure that our sewage treatment plants are adequate.	
	e. The current condition and level of maintenance of the County roads are adequate.	
Encourage expansion and diversification of a county-wide public transportation infrastructure	g. Public transportation is presently adequate within the County.	1
	h. We need to improve public transportation to and from the County and the major metropolitan areas of the state.	
	i. More pedestrian and bike paths are needed.	

Economy

Activity #1

Consensus Agree

Survey Statement	Comments
a. Tillamook County needs a more diversified employment base.	No surprises
g. Improving the appearance of our small towns will bring more business.	Do people not like the way our towns look?
f. Encouraging the development of small locally owned businesses will improve our economy.	Contradicts statement h Clarifies statement n
h. Protecting farmland is essential to our economy.	No surprises
i. An increased emphasis on tourism will ensure a viable economy in Tillamook County.	No surprises
j. To improve incomes for persons in the low and moderate-income categories, more vocational employment skills are needed.	No surprises
l. Internet service availability currently meets my needs.	It's taken the County a long time to get internet
m. Secondary wood products should be encouraged to develop a viable addition to our economic development. (e.g. paintbrush handles, furniture, woodchips)	No surprises
o. Second homeowners contribute to the local economy.	No surprises
p. I often purchase basic goods and services in communities outside of the County.	Surprised by "basic" Surprised by "often"- that high of an amount

Consensus Disagree

Survey Statement	Comments
b. Tillamook County has enough family-wage jobs (a family wage job allows you to meet your monthly needs).	No surprises
c. Tillamook County has adequate housing that is affordable for its workforce.	No surprises
d. Providing jobs is more important than protecting the environment.	No surprises

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
k. Increased telecommuting capacity can increase revenue and improve the economy	The average person doesn't know what the economic impact of telecommuting would be.
	People who don't already use the technology (telecommuters) don't understand what it is.
	Because there is no business tax telecommuting would not necessarily impact the economy, unless the telecommuting was related to local business and not business in other counties.
	There is a knowledge disconnect by age group related to telecommuting.
	Length of residence affects knowledge of telecommuting- newer residents have more knowledge than older because of the lack of telecommuting currently in the county.
	Survey respondents are uncertain if businesses in Tillamook County can support telecommuting.
	There is a lack of familiarity/knowledge with the term "telecommuting" and how it impacts the economy.
	A better way to phrase this statement is: "Do you agree that 20% of residents work from home using their computer" or "Do you agree that 20% of residents connect to their jobs remotely from home".
n. Tillamook county offers and environment that encourages and supports or sustains entrepreneurship.	People don't know about the issue of entrepreneurship.
	People know Tillamook County does some to encourage small businesses, but also knows that the county does not do a lot.
	Using the work "entrepreneurship" is problematic because most people might not know what it means.
	People who are uncertain about the issue do not know what resources exist in the County.
	People might not be sure what "Tillamook County" means- does it mean county government providing services and support or the business community.
	Survey respondents may have read it as "does Tillamook County do enough to encourage and support or sustain entrepreneurship".
	The Futures council needs to decide if they are asking about the previous statement or "does the environment already exist to encourage. . .".
	Not sure if talking about start-up businesses ore already existing small businesses.
	Should be worded as "There are adequate services an resources to encourage starting a business in Tillamook County".

Polarity

Survey Statement	Comments
<p>e. It is important to maintain high levels of timber harvesting to ensure jobs in the forest products industry.</p>	<p>It's a current topic in the County, and people have strong opinions.</p>
	<p>It would be important to look at age and residency when evaluating the responses to this statement.</p>
	<p>There are a large amount of jobs offered by the forest products industry.</p>
	<p>Even though the statement is just talking about jobs in the forest products industry people read into bigger implications that the community gets money from the timber industry.</p>
	<p>A growing portion of the population is concerned with environmental issues, and are concerned about the environmental implications of the statement.</p>
	<p>It's an emotional issue</p>
	<p>Its is a reactionary statement</p>
<p>It would be better to say "maintaining" or "sustaining levels of timber harvesting" rather than "high".</p>	

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Increase job skills/vocational training	j. To improve incomes for persons in the low and moderate-income categories, more vocational employment skills are needed.	4
Attract new businesses	a. Tillamook County needs a more diversified employment base.	3
	g. Improving the appearance of our small towns will bring more business.	
	f. Encouraging the development of small locally owned businesses will improve our economy.	
Tillamook County does not have adequate housing that is affordable for its workforce	c. Tillamook County has adequate housing that is affordable for its workforce.	3
Encourage harvesting alternative forest products (mushrooms, ferns, boughs, moss, etc.)	m. Secondary wood products should be encouraged to develop a viable addition to our economic development. (e.g. paintbrush handles, furniture, woodchips)	2
Land use	h. Protecting farmland is essential to our economy.	2
Tillamook County does not have enough family wage jobs	b. Tillamook County has enough family-wage jobs (a family wage job allows you to meet your monthly needs).	1
Tillamook County should market/advertise itself as a tourist destination		1
Benefits and costs from undocumented labor force		1
Encourage small business/entrepreneurship	n. Tillamook county offers and environment that encourages and supports or sustains entrepreneurship.	1
Limited access to vocational training keeps people from advancing in their careers or finding employment or re-employment	j. To improve incomes for persons in the low and moderate-income categories, more vocational employment skills are needed.	0
Tourism is a vital aspect of Tillamook County's economy	i. An increased emphasis on tourism will ensure a viable economy in Tillamook County.	0
Amount of industrial lands and adequate facilities in industrial parks		0
Tillamook County should encourage the presence of a large retailer (Costco, Target, Wal-Mart)	p. I often purchase basic goods and services in communities outside of the County.	0

Health and Human Services

Activity #1

Consensus Agree

Survey Statement	Comments
a. I feel safe in my community	No surprises
c. The availability and use of drugs and alcohol are increasing in Tillamook County.	No surprises
f. The current healthcare system meets my health needs.	What are your 'health needs'? This depends on what is affordable, who is responding to the question.
g. Healthcare services in Tillamook County are accessible.	Interesting that healthcare is accessible, but no affordable.
l. Alcohol abuse is one of the most important social issues in the County.	No surprises
n. There are children and families that struggle to meet their basic needs in Tillamook County.	No surprises

Consensus Disagree

Survey Statement	Comments
j. I visit health care providers in Tillamook County for all of my health care needs.	No surprises

Polarity

Survey Statement	Comments
b. Teen pregnancy is a problem in Tillamook County.	How is 'problem' defined'?
	Residents do not discuss the issue of teen pregnancy.
	Where do residents see the problem? It isn't a visible problem in Tillamook, so residents can't talk about it.
	With older teens, it may not be viewed as a problem.
d. Mental health services are presently adequate.	Not understanding the terminology 'mental health'
	People want confidentiality
	Respondents do not care about the issue
	People are not aware of the services because they do not use it.
e. Tillamook County has adequate health and medical services for all its citizens.	There are not enough specialists
	There could be specialists but only geared towards a specific demographic, such as senior citizens.
	Do respondents have health insurance?
h. Healthcare services in Tillamook County are affordable.	This could depend if you have health insurance and the type of insurance.
	People don't want to ask for assistance through the hospitals so they don't find the services affordable.
	Does 'healthcare services' include dental & eye care?
i. Tillamook County has adequate services for seniors.	People are not aware of the services because they do not use it.
	What services are being discussed?
	There is a lack of awareness/education
	There is a lack of a united senior citizen voice.
	People may feel that they currently don't need the resources.
k. More childcare services are needed.	Need to consider quality, not quantity of childcare services.
	There is less of an initiative from residents to find quality childcare.
	People may not consider organized childcare services.
	Childcare includes children up to junior high school ages, not just young children.
m. There are adequate social services for the homeless in Tillamook County.	People are not informed about these services
	The homeless are not visible people in the community
	What is 'homeless'? Teens on couches?
	People are not aware of the services because they do not use it.
	What services are being discussed?
	There is a lack of awareness/education
	The general public doesn't know the homeless demographics
o. Children and families living in poverty receive the services they need.	People are not aware of the services because they do not use it.
	What services are being discussed?
	There is a lack of awareness/education
p. Tillamook County has adequate meal and food programs.	People are not aware of the services because they do not use it.
	There is a lack of awareness/education
q. Those needing meal and food services have access to these services in the County.	People are not aware of the services because they do not use it.
	There is a lack of awareness/education

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Lack of resources (i.e. money, housing, programs, food, medical, dental) and planning to meet current and future basic needs of seniors, youth and families.	p. Tillamook County has adequate meal and food programs.	5
	q. Those needing meal and food services have access to these services in the County.	
	m. There are adequate social services for the homeless in Tillamook County.	
	o. Children and families living in poverty receive the services they need.	
	i. Tillamook County has adequate services for seniors.	
	e. Tillamook County has adequate health and medical services for all its citizens.	
Government attitude or norm(s) that certain "things" are acceptable (i.e. youth alcohol use, teen pregnancy 17+ years, recreational drugs) or that definitions don't apply to them.	b. Teen pregnancy is a problem in Tillamook County.	4
	l. Alcohol abuse is one of the most important social issues in the County.	
Lack of awareness of the demographics issues/needs facing specific populations (seniors, homeless, children, mental patients)	n. There are children and families that struggle to meet their basic needs in Tillamook County.	3
	q. Those needing meal and food services have access to these services in the County.	
	p. Tillamook County has adequate meal and food programs.	
	m. There are adequate social services for the homeless in Tillamook County.	
	o. Children and families living in poverty receive the services they need.	
	l. Alcohol abuse is one of the most important social issues in the County.	
	b. Teen pregnancy is a problem in Tillamook County.	
	d. Mental health services are presently adequate.	
	e. Tillamook County has adequate health and medical services for all its citizens.	
k. More childcare services are needed.		
Youth develop into self-destructive adults due to risky behaviors as youth (e.g. drug/alcohol use, peer association, juvenile crime)	c. The availability and use of drugs and alcohol are increasing in Tillamook County.	1
	l. Alcohol abuse is one of the most important social issues in the County.	
Adult alcohol and drug use and drug distribution/selling	c. The availability and use of drugs and alcohol are increasing in Tillamook County.	0
	l. Alcohol abuse is one of the most important social issues in the County.	
Lack of medical and dental care insurance	f. The current healthcare system meets my health needs.	0
	g. Healthcare services in Tillamook County are accessible.	
	h. Healthcare services in Tillamook County are affordable.	
	i. Tillamook County has adequate services for seniors.	
	e. Tillamook County has adequate health and medical services for all its citizens.	
Lack of supervised activities for youth during non-school hours to prevent risky behaviors	b. Teen pregnancy is a problem in Tillamook County.	0

Natural Environment

Activity #1

Consensus Agree

Survey Statement	Comments
a. The abundance of wildlife in Tillamook County is important to conserve.	There were no surprises in how people responded
d. Urban water runoff needs to be better managed to improve our water quality.	Some surprise; believe it is managed well as is
	Feel that people may be uninformed about how well it is managed already
e. Efforts to recover and ensure sustainable runs of salmon should be a priority.	No surprises in this
h. The agricultural industry should expand to include sustainable methods (e.g. methane harvesting and organic certified products).	The statement frames the circle of impact, therefore people understand that these measures are important
k. The primary purpose of publicly owned forest lands is to provide for recreation, protect fish and wildlife habitat.	It is felt that responses are consistent with trends on the issue

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
f. Current efforts to recover and ensure sustainable runs of salmon are resulting in better habitats and more salmon.	There is an issue of perception (i.e. impacts)
	How does the media discuss and inform the issue to people?
	Questions the role of the watershed councils in relying information
g. Current ordinances governing streamside vegetation are adequate to protect water quality in local streams and rivers.	A perception issue as well
	There is a lack of knowledge
i. The agricultural industry does an adequate job of protecting water quality.	This may reflect the differing backgrounds and perspectives of respondents
b. We need to improve air quality in the County.	People have differing personal experiences and expectations for air quality
	Depends on where they live
	Some may not have a sense of not only the environmental implications of bad air quality, but the economic implications as well (Will I be able to sell my house?)

Polarity

Survey Statement	Comments
c. The water quality of our rivers is satisfactory.	Responses depend on the background of the respondents; their perspective and attitude (i.e. jobs, recreation habits, understanding of causes)
	This issue is not something some people think about
j. The primary purpose of publicly owned forest lands is to generate revenue from the harvest of forest products.	People may not sense the relevancy to them personally and consider the implications
	Statement is ambiguous (Which forests? State or Fed?)
	People may not even be aware of forests
	The values of those moving to Tillamook County may be different than those who have lived here

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Tillamook County needs to process agricultural waste responsibly	b. We need to improve air quality in the County.	3
	c. The water quality of our rivers is satisfactory.	
	d. Urban water runoff needs to be better managed to improve our water quality.	
	i. The agricultural industry does an adequate job of protecting water quality.	
	g. Current ordinances governing streamside vegetation are adequate to protect water quality in local streams and rivers.	
We need to expand our economic base to reduce the negative impacts of agriculture/tourism/logging	a. The abundance of wildlife in Tillamook County is important to conserve.	3
	e. Efforts to recover and ensure sustainable runs of salmon should be a priority.	
	f. Current efforts to recover and ensure sustainable runs of salmon are resulting in better habitats and more salmon.	
	j. The primary purpose of publicly owned forest lands is to generate revenue from the harvest of forest products.	
	k. The primary purpose of publicly owned forest lands is to provide for recreation, protect fish and wildlife habitat.	
Lack of education for the general public on rules and regulations for air/water/forests	h. The agricultural industry should expand to include sustainable methods (e.g. methane harvesting and organic certified products).	3
Tillamook County needs to think more sustainably about forest use	a., e., f., j., k.	2
Septic systems need higher standards and better testing	b., c., d., i., g.	0

Youth and Education

Activity #1

Consensus Agree

Survey Statement	Comments
a. We need more recreation and after school activities for youth.	People think that these are needed but not sure what is out there, especially if they do not have children.
	Need more cultural opportunities. People may not be aware of what they lack, what the possibilities are.
	Youth have voiced a need for parks and sports facilities but also more support for non-sports activities.
e. We need more opportunities for youth to provide community service. k. Youth involvement in our community is valued.	The community values youth involvement but does not provide enough opportunities that youth want/need.
c. We need more youth centers in Tillamook County.	Lack of youth centers may not be the problem. Other factors are important, like availability of transportation for youth to get to centers.

Consensus Disagree

Survey Statement	Comments
f. There is enough funding for schools in Tillamook County	Funding is an issues across Oregon and the U.S., not just in the County, although the County could be dealing with education better
h. There are adequate vocational training opportunities for all county residents	High schools each have special programs, and the students are prohibited by their geographical location form taking something offered at s different school. Nesttucaa has only welding, and Nea-Kah-Nie has only construction.
	Questions Posed: What percentage of high school go to college? What percentage get an A.S.? A B.S.? What is the demand for college educated workers in Tillamook County

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
b. There are adequate after school programs in Tillamook County.	Households without children may not be aware of programs.
	What qualifies as an after-school program?
	Might change wording to "There are sufficient structured activities after school for children in Tillamook Co."
d. Tillamook County schools provide an adequate amount of extracurricular activities. (e.g. clubs and sports)	Should be a distinction between school-related and non-school-related activities.
	Distinguishing between sports and other activities is important – in youth workshops, youth expressed that there is community support for sports but not other types of activities.
	What is "adequate"? Number of programs? Quality of programs? Support of programs? Variety of programs
	Suggested statement: "There are not sufficient quality programs for young artists."
j. Tillamook Bay Community College needs to improve its partnership with high schools.	Many people do not know what the Community College has to offer or about the linkages between the high schools and the college. Have not given it much thought.
	Not enough vocational programs in high schools.
	Not enough partnerships with private interests for vocational education.
	Corporate support and sponsors could be one strategy. A successful example is the boat company owned by a Nestucca High welding program graduate that hires students from the welding program; became a successful business but now competes with other businesses for Nestucca's welders.
	Not enough critical mass for a particular industry.
l. We have adequate pre-school opportunities for children throughout the County.	People without children (majority of population) in pre-school would not know.
	Again, "adequate" is vague. Does it refer to quality or effectiveness? Are these programs financially prohibitive or affordable?
m. The level of academic rigor and student learning in K-12 education is keeping pace with state and national academic standards.	People without children may be unaware.
	What does academic rigor translate into in reality? Preparedness for a career? Preparedness to succeed in college?
	Are kids being exposed to enough diverse topics at school.

New Issues

Issue	Comments
Brain drain – talented, smart high school graduates leaving Co., not returning	There are jobs but maybe not ones in areas that graduates have interest.
	Common myth is that you must not be smart or you must be a fool if you stay in the Co. or that you failed if you have returned.
	Youth have voiced a desire for amenities that the Co. lacks but are available elsewhere.
	Those who return usu. start their own business, but starting up and managing a business is not a skill that is taught in high school, so most will not have the skills or confidence to do so.

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Limited vocational opportunities and training	h. There are adequate vocational training opportunities for all County residents.	6
	i. The number and diversity of Tillamook Bay Community College classes needs to be expanded.	
	j. Tillamook Bay Community College needs to improve its partnership with high schools.	
Limited educational opportunities in cultural activities	g. We need more educational programs for people of all ages.	3
Disconnect between what community offers and what youth need	e. We need more opportunities for youth to provide community service.	2
	k. Youth involvement in our community is valued.	
Limited academic expectations	m. The level of academic rigor and student learning in K-12 education is keeping pace with state and national academic standards.	2
	l. We have adequate pre-school opportunities for children throughout the County.	
	f. There is enough funding for schools in Tillamook County.	
Village is not raising its children	a. We need more recreation and after school activities for youth.	1
	b. There are adequate after school programs in Tillamook County.	
	c. We need more youth centers in Tillamook County.	
	d. Tillamook County schools provide an adequate amount of extracurricular activities. (e.g. clubs and sports)	
Unengaged youth after school hours	a. We need more recreation and after school activities for youth.	1
	b. There are adequate after school programs in Tillamook County.	
	c. We need more youth centers in Tillamook County.	
	d. Tillamook County schools provide an adequate amount of extracurricular activities. (e.g. clubs and sports)	
Brain Drain		0

Activity #3

Issue	Strategy	Comments
Disconnect between what community offers and what youth need	4.3.1 Involve youth in planning and implementing community service activities.	Difficult to implement.
	Intergenerational education.	Adults often do not give youth a voice even if they claim to think involving them is a good idea.
		There are no opportunities for generations to learn from and with each other outside of schools. Could have community members involved in job search, interview training.
Limited vocational opportunities and training.	Expand course offerings of the Community College and encourage greater cooperation between the Community College, local school districts, and industry clusters.	Adequate training opportunities mean preparedness for available jobs (welding, for example) and hopefully youth more interested in staying in the County.
	Start career planning, contact with Community College sooner – middle school or junior high	
	Teachers visiting homes	
	Provide better support for the NOW program, which bridges high schools and the Community College.	
Limited educational opportunities in cultural activities.	Stimulate imagination.	There is a lack of encouragement of imagination and critical thinking in the educational system.
		Need to design curriculum that stimulated critical thinking.

Cloverdale

Growth and Development

Activity #1

Consensus Agree

Survey Statement	Comments
n. There should be more restrictions on development in hazardous areas (e.g. floodplains, cliffs, dunes).	No surprises; may be due to more people experiencing natural hazards
b. Farmland provides open space that is essential for our quality of life.	No surprises; backbone of economy
j. The County should use dredging and the removal of gravel from streams to prevent flooding.	Validates described methods
a. Stricter control is needed on land use and development to maintain livability in Tillamook County.	No surprises; kind of a NIMBY response

Consensus Disagree

Survey Statement	Comments
e. The current condition and level of maintenance of the County roads are adequate.	No surprises; an under-funded system

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
t. The current rate of development of absentee homes is adequate for the County.	Response based on one's interpretation of "adequate"; people aren't aware of the "rate of development"; response may depend on geography.
i. The purchase of private lands by local governments through voluntary buyout is an effective tool to reduce flood loss and should be encouraged.	The word "is" leads to ambiguity vs. using "can be"; Limited understanding of what local governments can do to promote this—is it federal?
q. The County is adequately prepared to respond to natural hazards.	Response may indicate an insecurity in County preparedness; Response depends on level of knowledge and geography; December power outage may be sign of adequate response → test of system
p. The public emergency communication system is adequate for Tillamook County.	Response may be due to an absence of information
h. We need to improve public transportation to and from the County and the major metropolitan areas of the state.	People may not be aware of the service that is available; differing perspective on what "adequate" is (in terms of rate and/or coverage); not necessarily seen as a priority in a rural area
o. Emergency services are adequate in our community.	Depends on the emergency; can always be better; response may be due to a lack of experience in needing emergency services → may be adequate but they don't know
g. Public transportation is presently adequate within the County.	Depends on user (same responses as h.)

Polarity

Survey Statement	Comments
e. It is important to maintain high levels of timber harvesting to ensure jobs in the forest products industry	As expected. Participants view this issue as having a natural dichotomy; the statement wording may lead to polarity in response

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Tillamook County needs to be able to implement the Forest Management Plan as written	e. The current condition and level of maintenance of the County roads are adequate.	7
	d. We need to direct development to already established towns in order to protect our farms and forests and maintain our rural quality of life.	
	b. Farmland provides open space that is essential for our quality of life.	
	u. The distinct character of each community needs to be maintained.	
	n. There should be more restrictions on development in hazardous areas (e.g. floodplains, cliffs, dunes).	
	t. The current rate of development of absentee homes is adequate for the County.	
	a. Stricter control is needed on land use and development to maintain livability in Tillamook County.	
Tillamook County needs to fix its roads	e. The current condition and level of maintenance of the County roads are adequate.	5
	h. We need to improve public transportation to and from the County and the major metropolitan areas of the state.	
	g. Public transportation is presently adequate within the County.	
	l. More pedestrian and bike paths are needed.	
Tillamook County needs to continue stressing/educating/informing citizens about emergency management	o. Emergency services are adequate in our community.	1
	p. The public emergency communication system is adequate for Tillamook County.	
	q. The County is adequately prepared to respond to natural hazards.	
Tillamook County needs adequate funding for emergency services to keep up with the increased development	o., p., q.,	1
Flood control and prevention measures are required	j. The County should use dredging and the removal of gravel from streams to prevent flooding.	1
	i. The purchase of private lands by local governments through voluntary buyout is an effective tool to reduce flood loss and should be encouraged.	
Utility service	f. Utility systems should be installed underground, where possible.	0
	m. We must assure that our sewage treatment plants are adequate.	
Tillamook County land use regulations must preserve the distinct character of each community	e., d., b., u., n., t., a.	0
Toll roads to all non-residents	e., h., g., l.	0
Need more information and communication regarding emergency services	o., p., q.,	0

Economy

Activity #1

Consensus Agree

Survey Statement	Comments
a. Tillamook County needs a more diversified employment base.	No surprises
g. Improving the appearance of our small towns will bring more business.	No surprises
f. Encouraging the development of small locally owned businesses will improve our economy.	Saying the same thing as n, but wording is clearer.
h. Protecting farmland is essential to our economy.	No surprises
i. An increased emphasis on tourism will ensure a viable economy in Tillamook County.	Don't think it keeps money in the County
j. To improve incomes for persons in the low and moderate-income categories, more vocational employment skills are needed.	No surprises
l. Internet service availability currently meets my needs.	No surprises
m. Secondary wood products should be encouraged to develop a viable addition to our economic development. (e.g. paintbrush handles, furniture, woodchips)	No surprises
o. Second homeowners contribute to the local economy.	Factors into statement p, second homeowners purchase outside the County
p. I often purchase basic goods and services in communities outside of the County.	No surprises

Consensus Disagree

Survey Statement	Comments
b. Tillamook County has enough family-wage jobs (a family wage job allows you to meet your monthly needs).	No surprises
c. Tillamook County has adequate housing that is affordable for its workforce.	No surprises
d. Providing jobs is more important than protecting the environment.	No surprises

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
k. Increased telecommuting capacity can increase revenue and improve the economy	Didn't understand the word "telecommuting" or the phrase "telecommuting capacity".
	Don't know if increasing capacity is worth it for the County- possibly a huge expense
	Aren't sure if "telecommuting" is for jobs or for activities like ordering groceries, etc.
	Didn't know if increasing telecommuting capacity would make an difference to the economy
	People wondered if increasing the telecommuting capacity would really help the economy- seems to only increase the service sector.
n. Tillamook county offers and environment that encourages and supports or sustains entrepreneurship.	Most people don't have the experience or qualifications to be able to answer the statement.
	Confusing because "entrepreneurship" is not defined.
	Confusing because the County encourages but does not support entrepreneurship

Polarity

Survey Statement	Comments
e. It is important to maintain high levels of timber harvesting to ensure jobs in the forest products industry.	The use of high "high levels" is a hot-button issue.
	It's an emotional and political issue in the County.
	People are polarized because of jobs are needed but are unsure about high levels of timber harvesting.
	The language of the statement is polarizing

Society and Culture

Activity #1

Consensus Agree

Survey Statement	Comments
a. The small town rural atmosphere is our most important feature.	No surprises
b. Preserving and sharing our history is important.	No surprises
f. More cooperation is needed between communities in the County.	No surprises
k. Residents are friendly, caring and cooperative.	No surprises

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
m. Unincorporated areas should be incorporated.	Respondents don't understand what it would mean to be incorporated.
	More taxes defer people from wanting to incorporate.

Polarity

Survey Statement	Comments
c. There are sufficient opportunities to enjoy visual and performing arts.	Geography determines what art events/programs are in the area.
	The time to drive to different parts of the County affects people's opportunities.
	The difficulty of driving long distances on County roads (e.g. windy, narrow roads)
	Different groups of people require different opportunities.
	Do people value the arts?
d. We need more ethnic and cultural diversity in the County.	Age and length of residency determine if diversity is necessary by people.
	Is there a strategy/action to have more or less diversity in the County?
e. Issues of racial division need to be addressed and resolved.	This could be due to the County being primarily Caucasian and that there are more immigrants.
	People may not be clear on what the racial issues are.
	Is it a matter of economic class?
	The high schools see a lot of racial tension (e.g. a student had his locker robbed, and many white students were pointing fingers at minorities even though it wasn't proven)
g. I believe local government is helpful and accessible.	People in the south county may think that government is not helpful and accessible since there is limited contact with Commissioners.
	General feeling/perception is "Tillamook doesn't pay attention to us".
h. There is adequate citizen involvement in government decision making.	There is a lack of motivation by citizens.
	There are opportunities available though citizens may or may not take advantage of them.
	The newspaper is the main form of informing citizens. What is the number of subscribers in the County versus total population?
i. Communication about social, cultural, and governmental activities is adequate.	The newspaper is the main form of informing citizens. What is the number of subscribers in the County versus total population?
j. Fishing, logging and farming employment will help sustain the rural environment through 2020.	This is difficult to predict.
	People who answered yes may want to be hopeful, but it's not going that way.
	Tourism is stronger, other industries are not as strong.
	If you look at the same industries outside of Tillamook, they are not doing very well either.
	Look at what is happening with climate change and how it affects the fishing, logging, and farming industries.
	Need to consider the information source of the respondents who agree.
	What location are the respondents in the County?
l. The number of community centers is adequate.	The respondent's geography influences how people respond.

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Strengthen community pride	a. The small town rural atmosphere is our most important feature.	7
	b. Preserving and sharing our history is important.	
	f. More cooperation is needed between communities in the County.	
	k. Residents are friendly, caring and cooperative.	
Lack of effective communication on cultural opportunity and government activity.	i. Communication about social, cultural, and governmental activities is adequate.	6
Strengthen relationship between citizens and government	g. I believe local government is helpful and accessible.	6
	h. There is adequate citizen involvement in government decision making.	
	m. Unincorporated areas should be incorporated.	
Need for more awareness of ethnic and cultural diversity	d. We need more ethnic and cultural diversity in the County.	1
	e. Issues of racial division need to be addressed and resolved.	

Youth and Education

Activity #1

Consensus Agree

Survey Statement	Comments
a. We need more recreation and after school activities for youth	Were the people who were uncertain about d. different from those who agreed with a.?
k. Youth involvement in our community is valued	No surprise
e. We need more opportunities for youth to provide community service	No surprise
c. We need more youth centers in Tillamook County	Participants validated need for more youth centers

Consensus Disagree

Survey Statement	Comments
f. There is enough funding for schools in Tillamook County	Took a lot of effort to get bond measures passed-passes due to having more educated, engaged part time residents.
h. There are adequate vocational training opportunities for all County Residents	The survey was sent out at the same time the community college was promoting the bond measure and informing people about the need for vocational training.
	Education cuts occurred after measure 5 failed to pass; technical classes were the first to go despite the need for people with those skills to support the County's economic base.
	Competition exists between higher ed. And technical trades for funding

Not Sure/Neither Agree Nor Disagree

Survey Statement	Comments
b. There are adequate after school programs in Tillamook County.	(Participants pointed out that many people did disagree.)
	Part-time residents would not know.
	Many respondents do not have children.
d. Tillamook County schools provide an adequate amount of extracurricular activities. (e.g. clubs and sports)	Nestucca has a decent amount.
	Only a few people have children in the age category that requires extracurricular activities.
	New or part-time residents lack information. Targeted ads are lacking. Not many ways exist to communicate such information (word of mouth is the primary way).
	There are many home-schooled children. Nestucca does not have a home school association but Tillamook does.
j. Tillamook Bay Community College needs to improve its partnership with high schools.	Participants strongly agreed with this statement.
	Unsure people may not have much contact with college-aged students.
	People who don't think about higher education don't value it; their parents typically did not experience it and didn't value it. Only 35% of Tillamook Co. students go to college, and many drop out.
l. We have adequate pre-school opportunities for children throughout the County.	Most people do not have preschool-aged children and lack information.
	Some with preschool-aged children stay at home.
	In-home care is adequate.
	Recent funding cuts are causing preschools to scramble.
	Cedar Creek Day Care in South Co. is closing. Parents who can't afford other options will have to stay at home and drop out of the workforce.
	Childcare is an issue for community college student parents. There is an early child education program and a teen parent program but no actual daycare. A critical mass is needed.
	Parenting classes would be a great community-building endeavor, but a critical mass is needed.
m. The level of academic rigor and student learning in K-12 education is keeping pace with state and national academic standards.	This is a confusing issue even for educators.
	Retired folks don't pay attention to the issue.
	Inadequate basic skills, like reading, make even technical programs a struggle for students.
	Educational excellence is not a high priority for most people.

Activity #2

Issue	Relevant Survey Statements	Dot Votes
Lack of funding for educational programs and activities	Applies to all statements, all educational levels.	6
Lack of understanding and context among County residents about the importance of education	Applies to all statements.	4
Lack of post-secondary (Community College) educational programs	Applies to statements g., h., i., and j.	4
Lack of qualified professionals to meet educational needs	Applies to all statements, all educational levels.	1

Activity 3

Issue	Strategy	Comment
Lack of post-secondary (Community College) educational programs	4.2.2 Expand the offerings of the community college and encourage greater cooperation between the community college and local school districts	New bond measure that was passed implements at least part of this one
Lack of qualified professionals to meet educational needs		
Lack of understanding and context among County residents about the importance of education		
Lack of funding for educational programs and activities	4.2.1 Provide well-supervised, high-quality recreation and extracurricular activities for youth	Not effective. Currently have just YMCA and what high school offers. The high school is the nucleus of the community. A lot of activities do not hold value for the future (cannot be applied in a career, important life experience, etc.). 4H does. Sports comprise most activities.
Lack of funding for educational programs and activities	4.3.1 Involve youth in planning and implementing community service activities	Amy's Nestucca Valley Development Council and 4H are already implementing this one.
Lack of understanding and context among County residents about the importance of education		
Lack of funding for educational programs and activities	Diversify activities/programs offered (have other programs besides sports).	Currently diversity of activities is lacking; most are sports.
Lack of understanding and context among Co. residents about the importance of education	Maintain old/develop new activities/programs that are will be valuable in preparation for future life	Some current activities do not provide experience that will be valuable later in life. 4H does though. Some courses that would be valuable in the future:Speech (learning how to communicate effectively with others). Developing community (would connect the youth and community more tightly and build community generally)