



YAMHILL COUNTY NEEDS AND OPPORTUNITIES ASSESSMENT

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REPORT NAVIGATION

Within each section covering one of the five core domains (community demographic and social profile; economy and employment; education and training; health and human services; and arts and culture), this report first provides background data on the topic, which was obtained from a variety of secondary sources. Following this background data, the report provides a summary of the qualitative data collected in the process of this needs assessment: stakeholder interview results and community survey results. This qualitative data summary takes the form of narrative, as well as tables and charts. Included intermittently in the qualitative data sections are selected quotes from the stakeholder interviews. Each section covering a core domain concludes with a summary of opportunities that could benefit from local philanthropic dollars. The last section (Overall Community Strengths and Opportunities) provides an overarching assessment of community strengths, greatest needs and key opportunities, based on the background data, stakeholder interviews and community surveys.

EXECUTIVE SUMMARY

PURPOSE

The Yamhill County Needs and Opportunities Assessment was initiated to address the following key questions, which guided data collection and analysis across community issues:

1. What are the current challenges and strengths in the community? What are the challenges and strengths in the community relating to issues of equity, diversity and inclusion?
2. What are the current gaps in nonprofit services in the community?
3. What organizations and partnerships are currently addressing local needs?
 - a. What programs are already in place through these organizations and partnerships?
 - b. What is known about the efficacy of these programs?
 - c. What are the opportunities for growth?

The goal of the needs assessment effort is to collect comprehensive information that can inform future funding, programming, and policy decisions within the region broadly and by select funder organizations.

METHODOLOGY

The Yamhill County Needs and Opportunities Assessment ascertains community needs and perspectives in five core domains:

- Community demographic and social profile
- Economy and employment
- Education and training
- Health and human services
- Arts and culture

The researchers employed three key data collection methods to identify needs in the issue areas: extant data review, key stakeholder interviews, and an online community survey.

COMMUNITY DEMOGRAPHIC AND SOCIAL PROFILE FINDINGS

Yamhill County stakeholders are proud of their community, thoughtful about challenges to community cohesion, and seek to encourage a timely response to changes in the region. Stakeholders describe Yamhill County residents as generous and community-minded with an active volunteer ethos. Although they view proximity to Portland and Salem as an attribute of their location, residents are pleased that Yamhill County has maintained its own sense of identity.

Respondents shared opportunities to further improve community culture:

Inclusion of Diverse Populations	Support increased outreach to underrepresented residents, including Latina/o and low-income residents, to increase support from and engagement with the broader community. Stakeholders repeatedly described segregation between predominantly White populations and Latina/o residents, and noted challenges in outreach, access and participation among Latina/o community members. In addition to more general outreach, support for increased leadership development opportunities for underrepresented residents in business, community and political positions could increase community cohesion.
Facilitate County Evolution	Facilitate proactive dialogue on the evolving nature of Yamhill County's economy and culture to build greater cohesion and collaboration across the “new and old” divide. The wine industry has brought new economic activity and tourism, but stakeholders note a cultural tension between industry evolution and perceived traditional county values.

ECONOMY AND EMPLOYMENT FINDINGS

Stakeholders were pleased to support the wine and tourism boom but cautioned that the region should continue efforts to diversify and strengthen job opportunities in other sectors as well. Investment in public education and public/private partnerships, particularly by expanding opportunities for career/technical education in high schools and “soft skills” development, were identified as key ways to increase the region’s talent supply.

Fostering Yamhill County’s inclination toward collaboration could yield powerful results. Particularly with challenging economic issues such as housing, transportation and creating living wage jobs, the survey and interview responses emphasized the need to work together for positive results. Survey responses and stakeholder feedback prompted the following opportunities that may benefit from local funds:

Economic Development	Support cross-sector economic development planning activities that encourage more family wage jobs. The universal desire among private, public and nonprofit stakeholders to increase the availability of family wage jobs provides an opportunity to encourage the many different economic development planning initiatives in Yamhill County to combine efforts to a common end. For example, a promising target for cross-sector countywide planning is the need to identify more industrial-zoned land. Convening stakeholders to discuss options related to the redevelopment of the closed paper mill site offers another opportunity for cross-sector collaboration.
Workforce Development	Offer small and large grant opportunities to support innovation and collaboration in workforce development. Stakeholders agreed that there is a need to build creativity – as well as technical, communication and computer skills – in the local workforce. There is also an opportunity to encourage workforce development collaboration across sectors and to foster meaningful engagement of industry in education.
Affordable Housing	Support research related to affordable housing planning and development. Community stakeholders suggested several research needs related to affordable housing, including the feasibility of local employer-supported housing or workforce housing more generally, particularly for farmworkers, service workers and new teachers; the identification of tiny house opportunities (such as partnerships between schools, churches or other community agencies to build them) and barriers (such as regulations); and a countywide housing needs analysis to understand the market, demand, barriers and opportunities, with the ultimate goal of driving policy and new construction.

EDUCATION AND TRAINING FINDINGS

Education and training opportunities and outcomes vary throughout Yamhill County based on geography and socioeconomics. In general, a lot of positive work is being done by a wide range of stakeholders in communities to help children and youth learn and succeed. There is strong and growing collaboration among schools, businesses, local government agencies and nonprofits to support early education and care, as well as primary, secondary and post-secondary learning opportunities. However, opportunities for continued work remain:

Family Stability	Invest in family stability. Expand the family resource model in schools to provide additional family stability and resource/referral services centrally in schools. More free and accessible family-centered activities can promote stronger families and communities.
Early Education and Care	Increase supports for early childhood education and care through multiple avenues. Newberg is the county leader in high-quality child care providers, preschool participation and kindergarten readiness. Best practices from this community should be shared with neighboring communities. Expanding pre-kindergarten programming in schools could increase countywide participation in early education and care and improve kindergarten assessment results.
K-12 Innovation	Continue to invest in school innovation programs, supporting cultural changes needed to successfully implement and scale innovation in schools. Collaboration and shared vision between stakeholders can support creative problem-solving. Repurposing or building new community spaces can support school and community innovation and entrepreneurial work.
Out of School Time	Increase summertime learning and enrichment opportunities for youth. Consider including child care for younger siblings to involve a larger number of high school and middle school students.
Retain Yamhill County Talent	Continue meaningful work to align regional post-secondary offerings with local industry needs. This effort can help address workforce development needs and grow skilled labor if graduates remain in Yamhill County. Efforts to encourage graduates to return to Yamhill County after completing college degrees elsewhere, as well as other opportunities to encourage local employment and entrepreneurship in college graduates, could respond to this issue.

HEALTH AND HUMAN SERVICE FINDINGS

Yamhill County has developed innovative programs and partnerships to help residents meet health and human service needs. The Yamhill Community Care Organization (CCO) is a robust agency drawing community partners together to holistically and collaboratively address human service needs in the region. Its Early Learning Hub and Service Integration Teams facilitate critical information-sharing across community partners to coordinate services for individuals, families and children. The robust faith community in the region provides urgent and needed resources to address basic family needs. Yamhill County enjoys medical infrastructure unique to a region of its size, although continued shortages of primary care physicians and psychiatrists limit the ability to meet community needs.

The county has pockets of poverty, including multi-generational rural poverty and new immigrants unable to participate fully in the economy. Survey and interview respondents view health and human services – especially housing, mental health care and transportation – as pressing community needs, not only for poverty-level residents, but also for residents more broadly. They view these areas as opportunities for philanthropic funding to augment existing resources or to fill a funding gap. Based on survey responses and stakeholder feedback, the following opportunities may benefit from local funds:

Increased Medical Capacity	Additional primary care and psychiatric providers would improve medical capacity. Strategic planning sessions among medical and community partners could identify immediate action steps to address provider shortages.
Equitable Access Among Diverse Populations	Continued efforts are needed to increase outreach and service accessibility for diverse populations. Existing organizations focus on increased service access and community-building for Latina/o residents. Lessons learned from these efforts could increase participation in a wide range of services among diverse populations within the region.
Collaboration for Impact	Yamhill County CCO is a leader in collaboration and effectiveness. This model should be replicated to address additional human service challenges, including housing.
Behavioral Health and Wellness	Additional mental health and substance use disorder services are needed to address community demand. Behavioral health issues were considered a pressing issue among respondents, and stakeholders noted a growing need for care as the opioid epidemic continues to affect Oregon. Respondents noted that existing mental health services do not meet community needs and noted the challenge of providing preventive services to avoid future mental health or other human service crises, while still attending to immediate problems.

ARTS AND CULTURE FINDINGS

The arts and culture environment in Yamhill County is a growing field of increasing vitality. Artist studios and monthly wine walks increasingly attract visitors from outside the region. Key institutions – such as Chehalem Cultural Center, George Fox University and Linfield College – play significant roles in providing robust art and cultural offerings to their communities. The vibrancy of the environment varies across the county, and the accessibility of arts and cultural opportunities may not be equitable across different populations.

Respondents identified areas where local philanthropic funds could supplement existing cultural resources. Based on survey responses and stakeholder feedback, the following opportunities may benefit from local funds:

Equitable Access to Art and Cultural Events	Increase access to art and cultural events to low-income residents through expanded outreach, scholarships and integration with existing service providers, including libraries, Head Start and afterschool programs. The geographic reach of arts and cultural events may be increased by expanding existing organizations' capacity to provide systematic art and culture opportunities, or by sponsoring visiting artists to offer courses or exhibitions in outlying communities.
Leadership Development	Support leadership development resources for racial and ethnic minorities in arts and cultural organizations. Increased involvement and leadership of racial and ethnic minorities can improve culturally relevant programming and increase overall access and participation.
Program Sustainability	Promote ongoing sustainability of existing art walks and studios that draw residents and visitors to downtown areas and the surrounding communities. Although the wine industry shares a synergistic relationship with the regional arts and cultural events and has been a key driver in promoting these opportunities, interview respondents noted the importance of a community champion to develop internal structure and sustainability for the effort.

OVERALL COMMUNITY STRENGTHS AND OPPORTUNITIES

Yamhill County is a diversifying economy with a burgeoning arts and culture landscape, a strong sense of community and volunteerism, and rugged physical beauty. Feedback collected through the stakeholder survey and interviews aligned around key strengths and opportunities for improvement in the region:

Innovative Collaboration	The region supports an overarching framework of significant and meaningful collaboration, which supports positive work in economic development, education and training, and health and human services. Yamhill County has developed transformative collaboration across organizations to promote coordinated service infrastructure and address key community needs. Stakeholders cited the need to address remaining barriers to collaboration, and a broad willingness to work across differences to address them.
Diversification of Economic Opportunities	Increased economic opportunities that diversify the economy and provide living-wage jobs were cited as a pressing regional need by the greatest share of survey respondents. Coordinated economic development, education and workforce development strategies may contribute to an effective county response.
Affordable Housing	Housing affordability, including stable housing for vulnerable populations and affordable housing for individuals and families, was cited as a key community need. Organizations are invested in developing innovative responses to meet the housing needs of special populations and expanding the supply of affordable housing for workers and families in the community, but additional resources and strategic planning are needed to further this goal.
Education Services	K-12 education was considered a top community need. Interviewees discussed education as one of the root causes of economic prosperity, and felt a focus on early education and care, primary education, secondary education and post-secondary education and training all have a role to play in supporting economic development in the county.
Behavioral and Substance Use Disorder Services	Increased behavioral health services to address mental health and substance dependency issues was also identified as a key community need through the online survey and stakeholder interviews. Lack of provider capacity and the increasing prevalence of substance use disorder and mental health issues exacerbate this dynamic.
Equitable Access and Participation	Increased focus on improving access to and participation in community services, activities and leaderships roles among diverse residents was a key concern for stakeholders. Respondents noted racial and economic marginalization of residents within the county, and encouraged a more transparent, visible response to improve this dynamic. Similarly, they advised more intentional dialogue and solution-building to bridge a growing rift between the region's traditional economy and cultural norms and the perceived cultural shift ushered in by vineyards, tourism and the "new economy."

CONCLUSION

The Yamhill County Needs and Opportunities Assessment was initiated to help understand community needs, strengths and context, and to inform future funding within the region. The county has embarked on an ambitious effort to increase cross-service collaboration and to transform service delivery, policy development, and family and community outcomes. The CCO, its Early Learning Hub and Service Integration Teams, and business/K-12/government partnership around educational innovation are examples of this effort. Strong civic engagement and volunteerism among residents creates a strong sense of community and responsibility.

Economic opportunities, housing, mental health services, and K-12 education were commonly cited regional challenges. Moreover, structural barriers related to intergenerational poverty and disparity in access among

diverse populations undergird these issues. Yamhill County service providers comprise a robust network, from small faith-based efforts to large nonprofit institutions. These providers have shown great interest in refining services and initiating new partnerships to improve service outcomes for families and for the community as a whole. The Yamhill County Needs and Opportunities Assessment provides important baseline information on the current status of community services, strengths and gaps.

PURPOSE

The Yamhill County Needs and Opportunities Assessment was initiated to address the following key questions, which guided data collection and analysis across community issues:

1. What are the current challenges and strengths in the community? What are the challenges and strengths in the community relating to issues of equity, diversity and inclusion?
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 - a. What programs are already in place through these organizations and partnerships?
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The goal of the needs assessment effort is to collect comprehensive information that can inform future funding, programming and policy decisions within the region broadly and by select funder organizations.

METHODOLOGY

RESEARCH FOCUS

The purpose of the Yamhill County Needs Assessment is to understand 1) the community's strengths, services, needs and gaps that impact quality of life in the region; and 2) what needs can be addressed in part or in whole through the investment of philanthropic dollars. To this end, the assessment ascertains community needs and perspectives within **five core domains**:

- Community demographic and social profile
- Economy and employment
- Education and training
- Health and human services
- Arts and culture

In addition, the cross-sector topics of transportation and housing were investigated both in terms of the economy and health and human services. Further, underlying conditions such as demographics, geography and community culture were researched, including whether there were variations in strengths or needs in different parts of the county or for different populations (such as racial, ethnic or immigrant groups, or individuals of different income levels or sexual orientation/identity).

DATA COLLECTION

The researchers employed **three key data collection methods** to identify needs in the issue areas:

- Extant data review
- Key stakeholder interviews
- Community survey

EXTANT DATA

The extant data analysis sought to understand the current community context in the five core domains. The list of data sources and reports examined was developed by the researchers with input from The Oregon Community Foundation staff and their local Yamhill County contacts. Referrals to sources received during the key stakeholder interviews were also explored. The main sources included:

- U.S. Census Bureau, American Community Survey
- State of Oregon Employment Department
- Oregon Department of Education
- TOP Communities Reporter
- Oregon Department of Human Services
- Local, state and national reports and documents in a variety of issue areas, including foster care, women's issues, agribusiness, and income inequality

INTERVIEWS

A broad group of community, business and government leaders were interviewed to gather their input on needs in Yamhill County. Interviewees were selected based on referrals by individuals knowledgeable about Yamhill County organizations, initiatives and leaders. In addition, interviewees themselves were given the opportunity to suggest additional individuals to interview. Ultimately, 29 individuals were interviewed between November 2016 and January 2017. See Appendix A for the interview protocol.

COMMUNITY SURVEY

The community survey was a web-based electronic survey that mirrored the content of the interview, but in a more succinct format. A public link to the survey was emailed to a list of addresses generated by the researchers with the input of The Oregon Community Foundation and local stakeholders. Each interview subject was sent the survey link with encouragement to forward the link to their networks. Ultimately, 102 complete responses were registered and tallied. More than two-thirds (69 percent) were Yamhill County residents, one-quarter (25 percent) were local business owners or private sector employees, 32 percent worked as public officials or service providers, and 37 percent worked in the nonprofit sector.¹ See Appendix B for a copy of the community survey.

ANALYSIS

The data obtained through each method were analyzed individually and then compared in parallel to identify recurring themes, including key challenges and opportunities. Results from each tool are summarized by domain in this report.

ISSUES, ASSUMPTIONS AND CONSTRAINTS

The research methods employed had the following issues, assumptions or constraints:

- The interview list was not inclusive of all potentially relevant key stakeholders. It was limited by access, interest and the number of people who could be interviewed with available resources.

¹ Respondents could select more than one identification, resulting in totals over 100 percent.

- The community survey was not inclusive of all Yamhill County community members, nor was it a random sample representative of the county population. Due to limited access to email addresses for key community stakeholders, researchers used a network approach to survey dissemination. The initial survey link was emailed to addresses that were accessible either through referrals or online for key agencies and individuals. Interviewees were also sent the survey link. All recipients were encouraged to share the link with their networks.
- The survey and interview requested respondent feedback on “Yamhill County.” However, several respondents and interviewees indicated that their responses reflected their home city only, or that they had difficulty responding for Yamhill County as a whole due to disparities and differences within the county depending on geography (e.g., urban vs. rural settings).

COMMUNITY DEMOGRAPHIC AND SOCIAL PROFILE

KEY FINDINGS

Yamhill County stakeholders are proud of their community, thoughtful about challenges to community cohesion, and seek to encourage a timely response to changes in the region. Key findings regarding community culture include:

- **Physical appeal.** Residents appreciate the rugged beauty and physical aesthetics of the region.
- **Old-fashioned neighborliness.** Stakeholders describe Yamhill County residents as generous, caring and community-minded. They noted an old-fashioned sense of neighborly trust and engagement.
- **Sense of place.** Residents value the unique sense of place within Yamhill County. Although they view proximity to Portland and Salem as an attribute of their location, they are pleased that Yamhill County has maintained its own sense of identity.
- **Transition tension.** The wine industry has brought new economic activity and tourism, but stakeholders note a cultural tension between this industry and traditional county norms. In addition to art and culture, the wine industry has infused the region with more progressive social mores and politics. Stakeholders note a tension between historical cultural and political tradition and the politics of the “new economy,” and often characterize the tension as an “urban/rural” divide.
- **Ethnic disparities.** The Latina/o population in Yamhill County is growing. Stakeholders repeatedly describe segregation between the predominantly White populations and Latina/o residents, and noted challenges in outreach, access and participation among Latina/o community members.
- **Community cohesion.** Residents observed that communities within Yamhill County tend to be somewhat insular and focused on their own town, sometimes to the detriment of broader county cohesion. Stakeholders described an opportunity for county leaders to ensure representation and responsiveness to all regions in the county.

BACKGROUND DATA SUMMARY

Yamhill County is located in the northwestern corner of the Willamette Valley in the state of Oregon, bordered on the north by Washington County, east by Clackamas County, southeast by Marion County, south by Polk County, and west by Tillamook County. The county seat, McMinnville, is 42 miles from the center of the city of Portland, Oregon. The next largest city in Yamhill County – Newberg – is 27 miles from Portland city center. Yamhill County is a part of the Portland-Vancouver-Hillsboro Metropolitan Statistical Area.

102,659

Yamhill County population

143

Yamhill County persons per square mile

POPULATION

Out of 36 Oregon counties, Yamhill County is the 10th-largest in terms of population, with 102,659 residents. At 143 persons per square mile of land area, Yamhill County is the fifth most dense county in the state,

behind Multnomah, Washington, Marion and Clackamas counties. In comparison, there are 1,782 persons per square mile in Multnomah County, the home county to Portland.²

AGE

As indicated in Table 1, Yamhill County's population is somewhat younger than the state overall, and younger still in the county's two largest cities, McMinnville and Newberg. The median age in Yamhill County is 38.2, compared to 39.1 statewide. The median age in McMinnville is 35.5 years and 32.5 years in Newberg. The higher median age countywide than in the two main cities suggests that more of Yamhill County's older residents live in smaller towns or communities. Indeed, Grande Ronde, Sheridan and Amity have median ages of 47.1, 41.1 and 40.0, respectively. However, several small communities also have younger than average compositions, such as Dayton (33.4), Gaston (33.6) and Yamhill (33.6).

RACE/ETHNICITY

In terms of racial identity, more Yamhill County residents identify as White (87 percent) than the state averages. In terms of ethnic identity, most identify as non-Hispanic (84 percent) while the remainder (16 percent) identify as Latina/o or Hispanic. This rate is slightly higher than the statewide average of 13 percent identifying as Latina/o or Hispanic. Since 2009, Yamhill County has become gradually more diverse. For example, between 2009 and 2015, the county added approximately 5,600 new residents through migration or natural increase; 47 percent of the new residents were Latina/o or Hispanic, 30 percent were non-Hispanic White, and 13 percent were non-Hispanic two or more races.³

Yamhill County Is Less Diverse Racially than the State, but More Diverse Ethnically

Table 1: Demographic Characteristics, Geographic Comparison, 2015⁴

	KEY				
	United States	Oregon	Yamhill County	McMinnville	Newberg
Age					
Median age (in years)	37.6	39.1	38.2	35.5	32.5
Race					
White	73%	85%	87%	86%	87%
African American/Black	13%	2%	1%	1%	1%
Asian	5%	4%	1%	2%	3%
Native American	1%	1%	1%	1%	0%
Some other race	5%	3%	5%	9%	6%
Two or more	3%	5%	3%	2%	4%
Ethnicity					
Latina/o or Hispanic	18%	13%	16%	28%	12%
Not Latina/o or Hispanic	82%	87%	84%	72%	88%

Source: U.S. Census Bureau, American Community Survey, 1-Year Estimates, 2015 (Race/Ethnicity) and 5-Year Estimates (Median Age)

² U.S. Census Bureau, 2010 Census Summary File 1, Table GCT-PH: Population, Housing Units, Area, and Density, United States and County by State, 2010 (land area); American Community Survey, 1-Year Estimates, 2015 (population)

³ U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2009 and 2015

⁴ "Some other race" includes individuals who do not identify as White, Black/African American, Native American, Asian, Pacific Islander, or two or more races.

HOUSEHOLD AND FAMILY COMPOSITION

In Yamhill County, 31 percent of families with children are headed by a single parent, compared to 29 percent statewide. The nationwide rate is also 31 percent.⁵ As many as 40 percent of households in Yamhill County include one or more older adults (defined in this case as those ages 60 and over), compared to 39 percent statewide and 36 percent nationwide.

CIVIC ENGAGEMENT

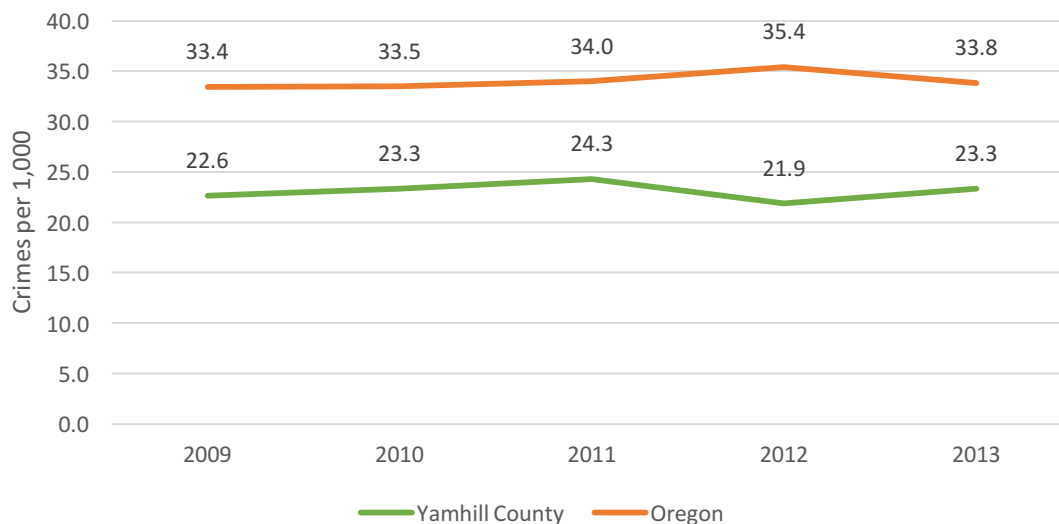
Voter turnout in Yamhill County was 80 percent in 2016, the same rate as the state overall.⁶ All statewide and national offices were won by the Republican nominee in Yamhill County in 2016, except for U.S. Senator Ron Wyden, who won 47 percent of the vote to the Republican challenger's 42 percent.

CRIME

While rates for specific crimes vary, the overall crime rate is consistently lower in Yamhill County than statewide, which corroborates stakeholder feedback on the level of safety and crime in the region.⁷

Overall Crime Is Lower in Yamhill County than in the State

Figure 1: Crimes per 1,000 Residents



Sources: Oregon State Police, Oregon Annual Uniform Crime Reports; PSU Population Research Center, Annual Population Estimates (accessed from the Communities Reporter Tool 11/2016), <http://oe.oregonexplorer.info/rural/CommunitiesReporter>

⁵ U.S. Census Bureau, American Community Survey, 5-Year Estimates, Table B09002

⁶ Oregon Secretary of State (<http://results.oregonvotes.gov/VoterTurnoutDetails.aspx?map=TURN>)

⁷ Crimes include willful murder, forcible rape, robbery, aggravated assault, burglary, larceny (theft), motor vehicle theft, and arson.

QUALITATIVE DATA SUMMARY

Yamhill County is ruggedly beautiful and offers a peaceful respite from larger urban areas in the state. Stakeholders appreciate that the region has been able to maintain its own identity even as the larger metropolitan area boundaries continue to advance. For a community of its size, stakeholders were pleased with the art and culture opportunities and diverse mix of businesses. They also noted an extensive park and trail network throughout the region.

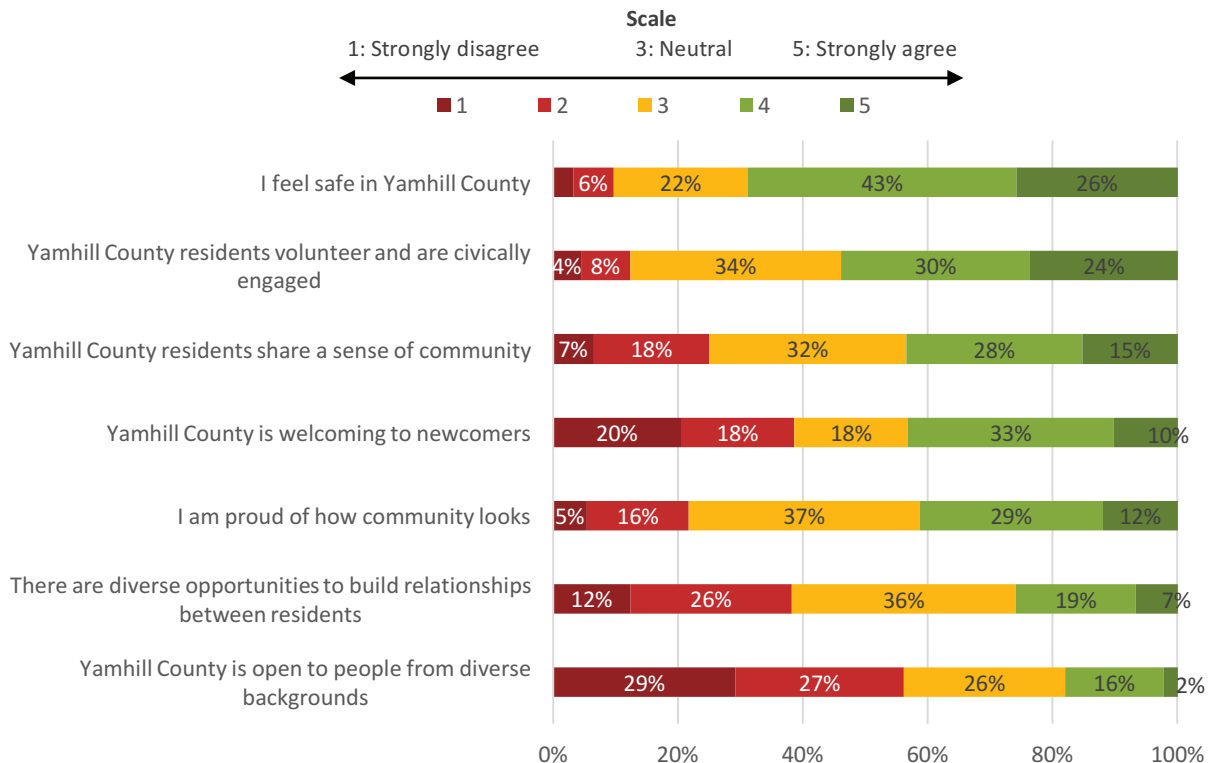
CIVIC ENGAGEMENT, SAFETY AND A SENSE OF COMMUNITY ARE HALLMARKS OF YAMHILL COUNTY.

Sixty-nine percent of survey respondents strongly agree or agree with the statement “I feel safe in Yamhill County,” and 54 percent agree or strongly agree that Yamhill County residents are civically engaged. Over 40 percent of respondents agree or strongly agree that Yamhill County is welcoming to newcomers, that residents share a sense of community, and are proud of how the community works. Many interview respondents described old-fashioned values and neighborliness that distinguish Yamhill County from other communities. They noted thriving volunteer involvement, an engaged faith-based community, and residents inclined to help one another out.

“There is a very strong sense of trust among neighbors – an immediate sense of neighbors helping neighbors.”

Yamhill County Is Safe and Civically Engaged, and Could Improve Openness to People from Diverse Backgrounds

Figure 2: Respondent Rating of Community Culture in Yamhill County



Source: Yamhill County Needs and Opportunities Assessment, Community Survey, 2016

YAMHILL COUNTY IS PERCEIVED TO BE RACIALLY AND ETHNICALLY SEGREGATED DESPITE A GROWING LATINA/O POPULATION.

More than half of survey respondents (56 percent) strongly disagree or disagree that Yamhill County is open to people from diverse backgrounds, and nearly 40 percent of respondents disagreed or strongly disagreed that there are diverse opportunities to build relationships between residents. These sentiments were echoed in stakeholder interviews and open-ended survey responses, which voiced concern for the lack of racial integration within the region. Stakeholders also described a similar lack of visibility and marginalization among lower-income families.

“The Latino population and lower-income population are pretty invisible in community conversations.”

Although the racial composition of the county remains predominantly White, the Latina/o population is growing. Stakeholders indicate that there is little integration between these groups; residents tend to live, work and play in segregated enclaves. As noted above, 56 percent of survey respondents disagreed or strongly disagreed that Yamhill County is open to people of diverse backgrounds. Respondents expressed concern with this segregation and the possibility of developing deep stratification based on racial or ethnic background.

Several organizations, including Unidos Bridging Communities, are working to bridge this divide. Unidos’ original mission was to build bridges of understanding and support between Latina/o and other communities in Yamhill County. Their vision has broadened to include advocating for Latina/o families and individuals so they will thrive in terms of education, health and other needs. Stakeholders observed especially glaring underrepresentation of Latina/o residents in arts and cultural activities, the political infrastructure, and leadership roles. Multiple respondents noted the need for increased outreach and access to broaden this participation, and the need to make these residents more visible to the greater community. They provided several examples of towns in the region embracing these changes, such as the Hispanic Heritage Festival in Dayton, and encouraged other communities to adapt to these changes in a way that supports dignity, appreciation and interest.

RESPONDENTS NOTED A TENSION BETWEEN THE CULTURE OF A MORE PROGRESSIVE “NEW ECONOMY” USHERED IN BY VINEYARDS AND TOURISM, AND THE TRADITIONAL AGRICULTURE AND FORESTRY CULTURE EVIDENT IN THE REGION. Stakeholders described the “new economy” and its participants as more affluent, educated and politically progressive compared to historical demographic and political trends. This ongoing tension between promoting growth and economic value through new industry, innovation and residents, while simultaneously trying to retain small-town or rural values, is not unique to Yamhill County and perhaps mirrors larger national trends. Respondents identified the current moment as an “identity crisis” and suggested that the county could do a better job of proactively addressing this tension.

Despite a strong regional presence in health and human services and other policy areas, stakeholders suggest that towns within the county can sometimes appear insular in their planning and activities. Respondents encouraged greater cohesion at the county level, and assurance that all regions within the county — including smaller towns and rural areas — have a voice in county policy and decisions.

OPPORTUNITIES

Yamhill County residents are proud of their home and strive to remain engaged with the broader community. The following opportunities may further advance community cohesion:

- **Support increased outreach to underrepresented residents, including Latina/o and low-income residents, to increase support from and engagement with the broader community.** Stakeholders repeatedly describe segregation between predominantly White populations and Latina/o residents,

and noted challenges in outreach, access and participation among Latina/o community members. In addition to more general outreach, support for increased leadership development opportunities for underrepresented residents in business, community and political positions could increase community cohesion.

- **Facilitate proactive dialogue on the evolving nature of Yamhill County's economy and culture to build greater cohesion and collaboration across the “new and old” divide.** The wine industry has brought new economic activity and tourism, but stakeholders note a cultural tension between the new industry evolution and perceived traditional county values.

ECONOMY AND EMPLOYMENT

KEY FINDINGS

The major economic themes that emerged from the analysis of employment, housing and income data, as well as stakeholder interviews and the community survey, include the following:

- **Family wage jobs.** Given the high cost of housing and Yamhill County's geographic remoteness, the county needs to create and attract more family wage jobs. While the wine and tourism boom should be supported and celebrated, the region should continue efforts to diversify and strengthen job opportunities in other sectors. Growing manufacturing in the area is a promising vehicle for these goals.
- **Workforce quality.** Employers report challenges finding qualified local employees. Central to the goal of improving workforce quality is increased investment in schools and public-private partnerships, particularly by expanding opportunities for internships, job shadowing, career/technical education in high schools, and "soft skills" development.
- **Housing shortage.** The housing shortage is expected to increasingly limit economic prosperity in the region if not addressed.
- **Remaining poverty.** Yamhill County has pockets of poverty, including multi-generational rural poverty and new immigrants unable to participate fully in the economy. Child poverty is higher in Yamhill County than statewide, presenting challenges for the health and prosperity of Yamhill County's future workforce.

BACKGROUND DATA

EMPLOYMENT BY INDUSTRY SECTOR

As demonstrated in Table 2, Yamhill County has a diverse industry mix. According to the U.S. Department of Agriculture, Yamhill County is characterized as "nonspecialized" meaning it is not economically dependent on any of these four industries:

farming, manufacturing, Federal or State government, or

services.⁸ Despite the nonspecialized nature of the county's industry mix, there are proportionately more Yamhill County employees working in agriculture and manufacturing than the state averages. Similarly, compared to the state average, more Yamhill County employees work in retail trade, arts/entertainment/hospitality, and public administration sectors. The largest industry sector is educational or health services – one in five Yamhill County employees works in this industry. Still, a lower proportion of Yamhill County employees work in this industry than the state average (20 percent in Yamhill County compared to 23 percent statewide).⁹

18% vs. 11%

Manufacturing employment in Yamhill County compared to the statewide average

The fastest-growing private-sector industries between October 2015 and 2016 were wholesale trade (+60 jobs, or +9.1 percent); construction (+140 jobs, or +8.5 percent); and professional and business services (+110 jobs, or +6.1 percent).¹⁰

⁸ USDA Economic Research Service Economic Type, retrieved from TOP Community Reporter

⁹ U.S. Census Bureau, American Community Survey, 1-Year Estimates, 2015

¹⁰ State of Oregon Employment Department, *Employment in Yamhill County: October, 2016*

Manufacturing Employment Substantially Higher than Statewide Averages

Table 2: Industry Employment (Percent of Total Employment), Yamhill County, 2015

	KEY				
	Higher than Oregon	Same as Oregon	Lower than Oregon		
	United States	Oregon	Yamhill County	McMinnville	Newberg
Yamhill County ABOVE State Average					
Manufacturing	10%	11%	18%	18%	18%
Retail trade	11%	12%	13%	12%	10%
Arts, entertainment, and recreation, and accommodation and food services	10%	10%	11%	8%	18%
Public administration	5%	4%	5%	4%	3%
Agriculture, forestry, fishing and hunting, and mining	2%	3%	5%	7%	2%
Yamhill County SAME AS State Average					
Finance and insurance, and real estate and rental and leasing	7%	5%	5%	5%	4%
Wholesale trade	3%	3%	3%	4%	2%
Yamhill County BELOW State Average					
Educational services, and health care and social assistance	23%	23%	20%	25%	21%
Professional, scientific and mgmt, and administrative and waste mgmt services	11%	11%	7%	6%	7%
Construction	6%	6%	5%	5%	7%
Other services, except public administration	5%	5%	4%	3%	2%
Transportation and warehousing, and utilities	5%	4%	3%	2%	4%
Information	2%	2%	1%	0%	3%

Source: U.S. Census Bureau, American Community Survey, 1-Year Estimates, 2015

TOP EMPLOYERS

A-dec, which manufactures dental equipment, is the top employer in Yamhill County, employing more than 1,000 people. Another top manufacturing employer is Cascade Steel Rolling Mill. George Fox University and Linfield College are among the top five employers in Yamhill County, as is Willamette Valley Medical Center. Other large employers include the Federal Correctional Institute in Sheridan and Providence Newberg Medical Center.¹¹

UNEMPLOYMENT

At 4.8 percent, Yamhill County's unemployment rate was low in November 2016. This rate is less than the statewide November 2016 rate (5.0 percent) and the county's rate a year ago (5.2 percent). The national unemployment rate in November 2016 was 4.6 percent.¹²

4.8%

Yamhill County November 2016 unemployment rate (seasonally adjusted)

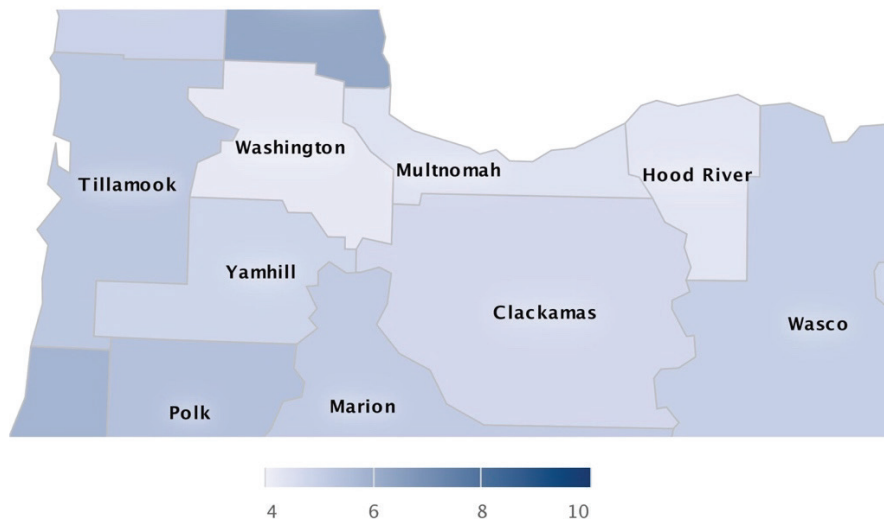
Regionally, Yamhill County's unemployment rate tends to be higher than that of neighbors to the north (Washington County, 4.2 percent) and lower than neighbors to the south, east and west (Polk County, 5.4 percent; Marion County, 5.1 percent; and Tillamook County, 5.2 percent). Figure 3 provides a snapshot of unemployment rates in the counties surrounding Yamhill County.

¹¹ GROW Yamhill County (County of Yamhill), www.growyamhillcounty.com, retrieved February 3, 2017

¹² State of Oregon Employment Department (www.qualityinfo.org); U.S. Bureau of Labor Statistics

Yamhill County's Unemployment Rate Is Lower than the Statewide Average

Figure 3: Unemployment Rate by Oregon County, Seasonally Adjusted Unemployment Rate, November 2016



Source: State of Oregon Employment Department, Local Area Unemployment, Fast Facts Dashboard (<https://www.qualityinfo.org/ed-ffd/>)

COMMUTING

Yamhill County residents are more likely to commute out of their home county for work than other Oregon residents. According to 2015 data, 34 percent of Yamhill County residents commuted out of the county for work, compared to the statewide average of 21 percent. Of the counties surrounding Yamhill County, only Polk County had a higher rate of commuting out of county, at 58 percent of all residents. Nationwide, the rate was 24 percent.¹³ In terms of non-residents commuting into the county, the Yamhill County Economic Development Plan (2013) reports that more Yamhill County residents commute out of the county for work than non-residents commute into Yamhill County for work.¹⁴

AVERAGE WAGES BY SECTOR

Figure 4 on the following page shows how, regardless of industry sector or ownership (private or public), average wages in Yamhill County lag statewide averages. The lowest wages are in the leisure and hospitality sector and the natural resources and mining sector. The highest are in the financial activities sector and the manufacturing sector.

As housing prices reach levels not seen since the pre-recession housing bubble, lower than average wages are constraining household budgets, particularly at lower income levels (see the Housing section below).¹⁵

\$38,989

Average wages in Yamhill County (all industries, public and private)

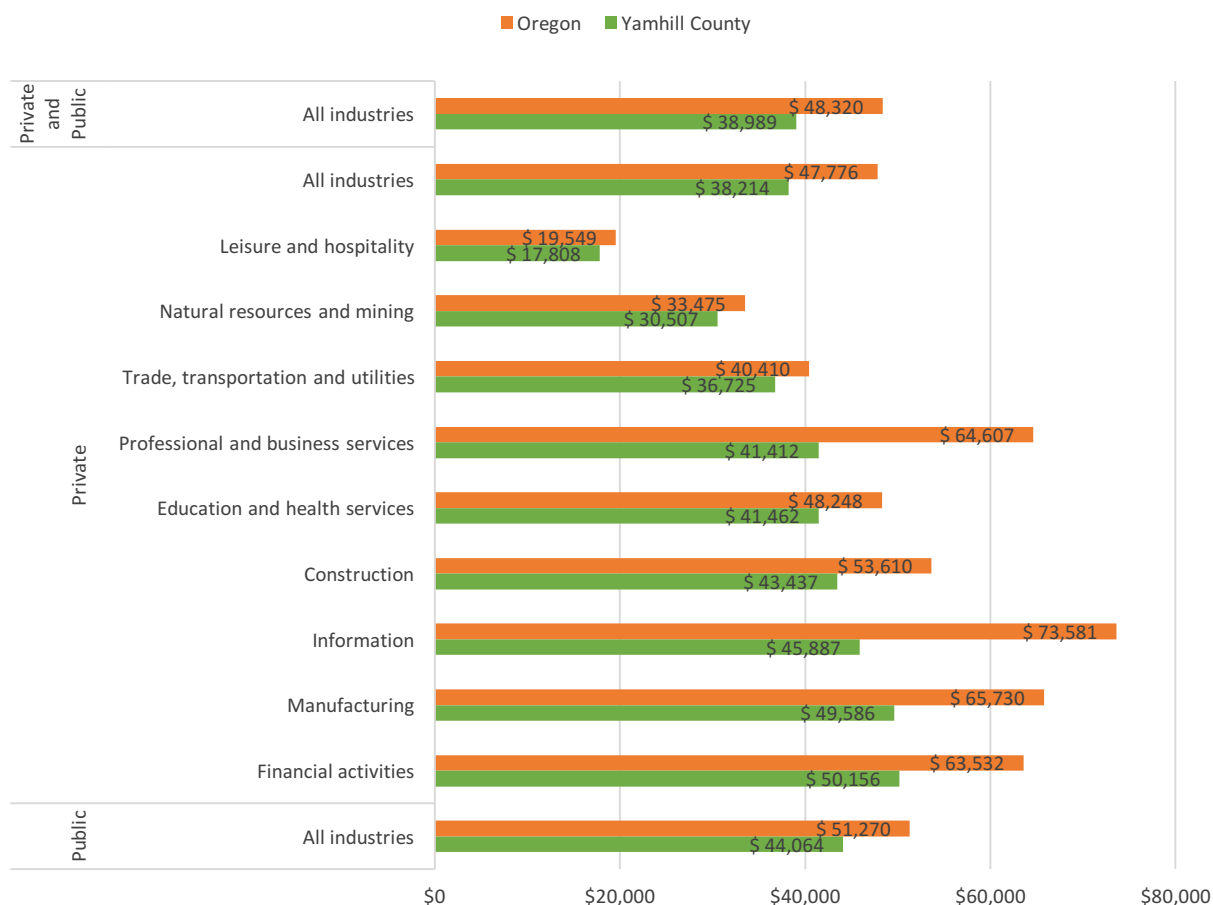
¹³ U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2015

¹⁴ GROW Yamhill County, Yamhill County Economic Development Plan, 2013

¹⁵ Yamhill County Assessor, 2015 Average Home Sale Price by City (www.co.yamhill.or.us)

Average Annual Wages Consistently Lower in Yamhill County than Statewide

Figure 4: Average Annual Wages by Industry and Ownership (Private or Public), Oregon and Yamhill County, 2015



Source: Oregon Employment Department, *Employment and Wages by Industry, 2015* (qualityInfo.org)

HOUSING

Yamhill County's housing stock reflects its rural and suburban landscape. Fully 68 percent of housing units in Yamhill County are single-family detached homes. This rate is higher than the statewide rate of 64 percent. Yamhill County has fewer attached homes and multi-family apartments than the statewide average (22 percent compared to 28 percent). Yamhill County's housing stock consists of more mobile homes than the statewide average (11 percent compared to 8 percent).

More than two-thirds (67 percent) of Yamhill County residents are homeowners, compared to 61 percent statewide. Census data reveal that rental vacancy rates in the city of Newberg are lower than statewide averages. Homeowner vacancy rates are similar to statewide averages.

The median home sale price in January 2017 in Yamhill County was \$259,100, which is below the statewide median of \$295,000. At \$288,400, housing prices in Newberg are nearing the statewide median, while McMinnville median prices are somewhat lower at \$253,900.

As shown in Table 3, Yamhill County has a slightly greater mismatch between rent and household income than the statewide average. Fully 47 percent of renters in Yamhill County spend more than 35 percent of household income on rent, compared to 45 percent statewide and 43 percent nationwide. There is a greater match with respect to homeowner housing costs, with 27 percent of Yamhill County homeowners spending more than 35 percent of their income on monthly housing costs, which is the same rate as the statewide average. However, this varies by region; in Newberg, the rate is 30 percent and in McMinnville the rate is 24 percent.

Higher Rent Burden in Yamhill County than State Average

Table 3: Selected Housing Characteristics, 2015 or 2017

	KEY				
	Higher than Oregon	Same as Oregon	Lower than Oregon		
	United States	Oregon	Yamhill County	McMinnville	Newberg
Housing Types					
Single-family detached	63%	64%	68%	55%	62%
Attached/multi-family	31%	28%	22%	32%	32%
Mobile home	6%	8%	11%	13%	7%
Occupancy					
Homeownership rate	64%	61%	67%	58%	61%
Homeowner vacancy rate	2%	2%	3%	2%	3%
Rental vacancy rate	6%	4%	6%	7%	3%
Housing Value/Costs					
Median home sale price	\$192,500	\$295,000	\$259,100	\$253,900	\$288,400
Median rent	\$1,411	\$1,595	\$1,470	\$1,430	\$1,668
Percentage of renters spending 35% or more of household income on rent	43%	45%	47%	46%	52%
Percentage of mortgage holders spending 35% or more of household income on housing	25%	27%	27%	24%	30%

Source: American Community Survey, 2011-2015 5-year Estimates (housing types, occupancy, proportion of income to housing); Zillow, retrieved January 9, 2017 (median rent, sales price)

ECONOMIC DEVELOPMENT PLANNING

Yamhill County and its cities have engaged in significant economic development planning, advocacy and awareness-building in recent years. In November 2016, the Yamhill County Economic Vitality Summit, titled “Strategic Doing in Yamhill County,” brought diverse stakeholders together to examine the issues of transportation, infrastructure, housing, workforce and land availability. Examples of recent planning efforts include the Newberg Economic Development Strategy, Newberg Downtown Improvement Plan, Newberg Strategic Tourism Plan, McMinnville Economic Opportunities Analysis, Yamhill County Agri-Business Economic and Community Development Plan, Yamhill County Economic Development Plan, and Mid-Willamette Valley Community Development Partnership Board: Regional Comprehensive Development Strategy. In addition to these planning efforts, there are several economic development advocacy initiatives, including the work of the Rural Development Initiative in Yamhill County and several county-sponsored programs such as Grow Yamhill County, Yamhill County Economic Development Small Grant Program, and the Yamhill County Strategic Investment Fund. The Chehalem Future Focus (CFF) is a collaborative effort that was started in 1986 for diverse stakeholders within the Chehalem Parks and Recreation District boundary to discuss issues of regional importance; participants include leaders in business, K-12 education and post-secondary education, as well as city and county government administrators and elected officials. Appendix C includes a synopsis of these diverse efforts. These planning efforts

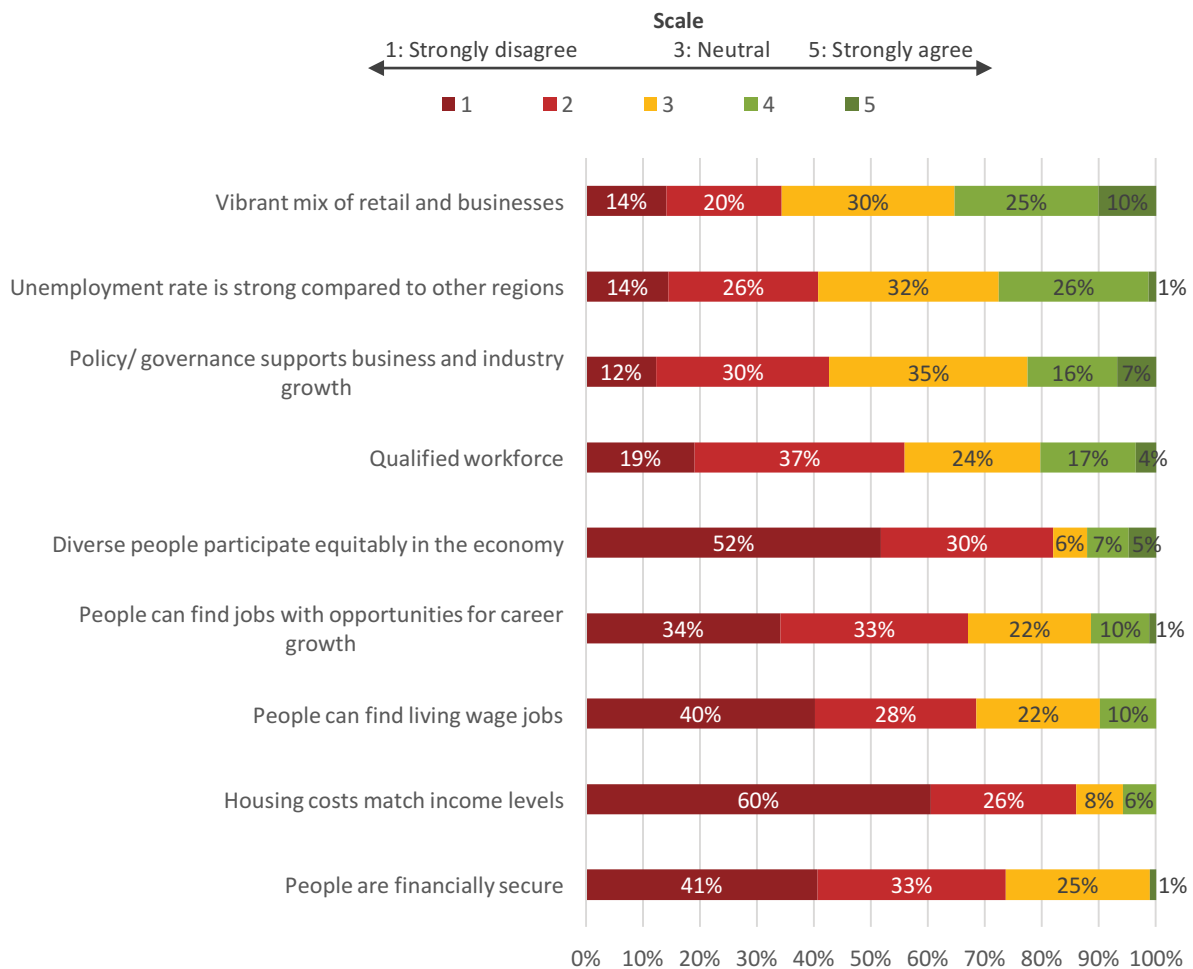
and advocacy initiatives sound common themes that build on the region’s strengths: support the wine tourism industry, grow manufacturing, and enhance quality of life more generally.

QUALITATIVE DATA SUMMARY

Stakeholder survey responses and interviews highlighted the “push-pull” nature of the Yamhill County economy. In the survey, responses about the strength of the Yamhill County economy were lukewarm, with few statements garnering substantial agreement (see Figure 5). The interviews and survey comments shed light on what might be behind the caution: respondents identified many strengths, but at the same time were cognizant of challenges, even when a challenge may be an unwelcome consequence of Yamhill County’s successes. The key findings below highlight this tension as revealed in the survey and interviews.

Good News: Vibrant Business Mix Bad News: Housing Costs out of Reach

Figure 5: Respondent Rating of Agreement with Statements about the Yamhill County Economy



Source: Yamhill County Community Needs and Opportunities Assessment, Community Survey, 2016

WINE INDUSTRY AND TOURISM ARE STRENGTHS, BUT THEY DON'T BRING FAMILY WAGE JOBS. The wine industry is growing rapidly, particularly in the eastern parts of the county. This growth is generally viewed positively for bringing more jobs, increased tourism, international recognition, and growing support of arts and culture opportunities. However, the growing wine industry is a contributor to reduced housing affordability, in part due to vineyards driving up land prices. Also, with some exceptions, the wine industry – as well as the tourism industry which it stimulates – provide mostly lower-paying jobs in the agriculture and hospitality sectors (see Figure 4, Average Wages). These are jobs that may not pay enough to afford the high cost of housing in the region. While survey respondents acknowledged that unemployment is low in Yamhill County, partly thanks to growth in wine and tourism, some stakeholders worried that the plurality of job opportunities offered by these industries were not diverse enough to retain the county's best and brightest, leading to "brain drain" (where local graduates go off to college and want to come back, but can't for lack of family wage jobs). Further, some stakeholders noted that the wine industry has primarily benefited the eastern part of the county; the western part, which is transitioning from a timber-based economy, tends to be struggling more to redefine its economy.

MANUFACTURING: THE HEART OF THE COUNTY'S ECONOMY. As with the growing wine industry, interviewees expressed pride in Yamhill County's strength in manufacturing, which offers many family wage jobs with health and retirement benefits. The push-pull element of manufacturing comes from interviewees expressing some insecurity regarding the long-term stability of this industry due to recent plant closures (e.g., SP Fiber Technologies) and the loss of those manufacturing jobs. Still, interviewees reported that existing manufacturing companies, such as A-dec, have largely filled those losses, and there is optimism that the region can attract more manufacturing jobs.

ECONOMIC DEVELOPMENT SHOULD FOCUS ON FAMILY WAGE JOBS. Whether in manufacturing or other sectors, an overriding message in stakeholder interviews and survey comments was the need for more family wage jobs. The assets Yamhill County can put to this end include several existing economic development planning and advocacy efforts, as well as an ethos of community boosterism to promote the region. To encourage the creation of family wage jobs, several stakeholders indicated a strong need to identify land for industrial uses, as well as for residential development. Ongoing and future economic development planning must embrace the need to adapt to future economic conditions and identify how local residents can benefit from the growth in the wine and tourism industries.

NEW INITIATIVES SHOW COMMITMENT TO BUILDING A STRONGER LOCAL WORKFORCE. With respect to workforce development, most survey respondents (56 percent) and nearly all interviewees did not feel the local labor force was sufficiently qualified. There is a sense that employers must increasingly recruit from outside the county, leading to the general perception that higher-paid workers tend to commute into the county to work, while lower-paid jobs are filled by residents. (See page 20 for commuting statistics.)

"It isn't a mystery how to get kids to be successful by any measure; it is simply quality instruction, adequate resources, and time."

Fueled by concerns about the strength of the local workforce, many stakeholders cited a renewed emphasis on career/technical education in public school and several innovative business and education partnerships. This new attention to building a qualified local workforce can be seen in the business engagement in schools through internships, job shadowing and incubators throughout the county. Examples include Innovate Oregon, Innovation Council, and I-3 Center in the Dayton school district; Evergreen Aviation and Space Museum STEM partnership in the McMinnville schools; Chehalem Valley Chamber of Commerce summer internship program; and the Chehalem Valley Innovation Accelerator in the Newberg area. These initiatives are based on the understanding that the

economy can be unpredictable, therefore fostering creativity, soft skills, and the ability to learn is paramount. Stakeholders felt that with sufficient resources, opportunities to expand these partnerships and initiatives abound, and that Yamhill County’s demonstrated capacity for collaboration and coordination makes the region ripe for success in this area.

SHORTAGE OF AFFORDABLE HOUSING IMPACTS WORKER ATTRACTION AND ECONOMIC GROWTH.

There was near unanimity among interviewees and strong agreement among survey respondents that the lack of affordable housing is a severe impediment to economic growth. As shown in Figure 5, when asked whether housing costs matched income levels, 60 percent of survey respondents strongly disagreed and another 24 percent moderately disagreed. In terms of what attracts businesses and employers to the region, affordable housing was at the bottom of the list, with only 7 percent stating that affordable housing attracts businesses and employees to the region. While quality of life, natural beauty, arts and culture, and good schools attract prospective employees (see Figure 6), employers are finding the housing shortage is affecting their ability to recruit both professional and service workers from Portland and Salem metro areas. Prospective employees expect housing prices to be lower in Yamhill County, but they are not finding that is the case. Commuting to Yamhill County for work is not a practical option for many workers when transportation costs eat into wages and traffic delays lead to long commutes.

In response to these realities, many stakeholders cited the need for low-income or workforce housing. Several interviewees noted that even with a rental subsidy in hand from the Housing Authority, some recipients could not find a unit. Further, rental apartments and mobile homes, which provide low income housing options, are often in disrepair when available. Lower-wage workers move further out of Newberg or McMinnville to find lower-cost housing, only to discover that transit options are insufficient or gas costs too much.

“If you missed the window of finding an affordable place to live, you're out of luck. And that impacts everything from the diversity of our community to traffic congestion.”

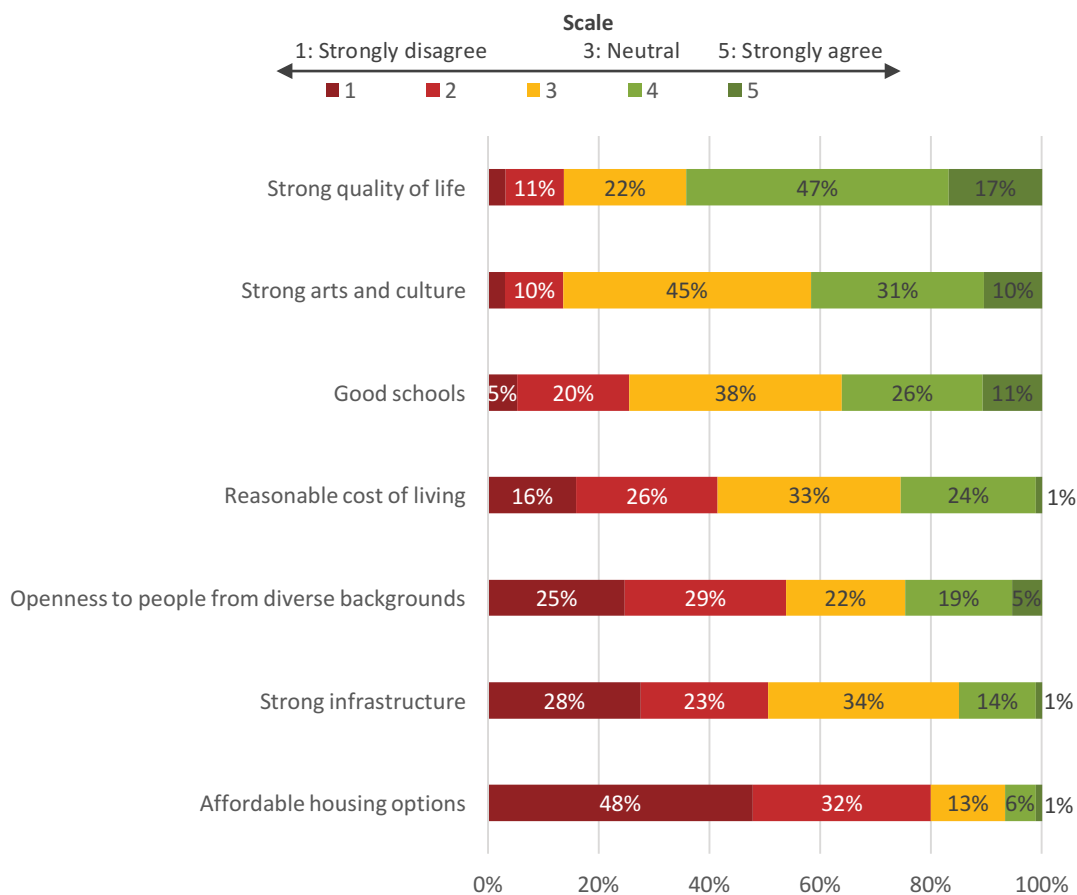
Beyond low income housing, there was consensus that housing supply in general – units at all stages of the continuum, from low to high – was needed to support the local economy. However, land prices have risen substantially, and buildable land is scarce. This affects the motivation or ability for the market to produce low to moderate housing that can pencil out. Stakeholders note that the Housing Authority is limited in the number and scale of projects it can develop; it is not economical for them to develop small units, prompting them to work with employers and developers to investigate innovative options. Recently, the Housing Authority managed a project on the county’s behalf with a private developer, forming a successful public/private partnership that may be replicable. Land constraints also impact the ability for the market to support the development of moderate-cost hotels, which are needed to support the burgeoning tourism industry.

Awareness of the issue was viewed as relatively new by most interviewees, and stakeholders note the need to bring new partners to the table, especially area employers struggling to find workers due to increasing housing costs. As a result, efforts to develop strategies and identify resources to address the housing shortage are in the early stages. For example, the Yamhill County Economic Vitality Summit held in November 2016 (see page 22), which highlighted local housing challenges, was an eye-opener for many community members. In Newberg, the economic development planning efforts conducted in 2016 prompted the creation of Housing Newberg, a collaborative group consisting of nonprofit housing groups, business owners and city leaders. As awareness of housing issues builds, there appears to be growing momentum around employer-developed housing that offers affordable options for workers, and interest in building capacity to implement innovative housing alternatives in the region. Stakeholders suggested that businesses and agencies taking up this issue will struggle with questions of balance: how will the county meet housing needs without losing the rural character and environmental wellbeing

that attracts so many to the region? There was agreement that planning, creativity, compromise and collaboration would be needed to achieve that balance.

Quality of Life, Arts and Culture, and Schools Are Top Attractors

Figure 6: Respondent Rating of Community Qualities that Attract Businesses or Workers to Yamhill County



Source: Yamhill County Needs and Opportunities Assessment, Community Survey, 2016

QUALITY OF LIFE AND ARTS AND CULTURE ARE TOP ATTRACTORS OF FAMILIES AND BUSINESSES.

Survey respondents and interviewees agreed that the county's high quality of life and robust arts and culture offerings were the most attractive aspects of Yamhill County for residents or businesses considering the location. They were also seen as tourism draws. Other attractors include the region's natural beauty, small-town feel, good schools, and quality higher education institutions. The area's proximity to Portland while remaining rural and independent was cited by many as a positive attribute.

INFRASTRUCTURE SCORES LOW, PARTICULARLY TRANSPORTATION. Infrastructure, particularly with respect to transportation (roads and transit), was cited by many as a challenge impeding economic growth and prosperity. As shown in Figure 6, only 15 percent of survey respondents felt that Yamhill County's infrastructure was strong and attracted businesses and employees. The top issues cited were bottlenecks on Highway 99W, insufficient funds countywide to fix non-arterial roads, and poor transit service, both inter-county and intra-county, particularly in rural areas. There was extensive enthusiasm for the congestion relief expected from the first

phase of the Newberg-Dundee Bypass currently under construction on 99W, but there was also recognition that additional phases would be necessary to see substantial reductions in traffic congestion. The lack of industrial land in the county was also cited as a deterrent to new or expanding manufacturing business.

OPPORTUNITIES

Fostering Yamhill County's inclination toward collaboration could yield powerful results. Particularly with challenging economic issues such as housing, transportation and creating living wage jobs, the survey and interview responses emphasized the need to work together for positive results. Survey responses and stakeholder feedback prompted the following opportunities that may benefit from local funds:

- **Support cross-sector economic development planning activities that encourage more family wage jobs.** The universal desire among private, public and nonprofit stakeholders to increase the availability of family wage jobs provides an opportunity to encourage the many different economic development planning initiatives in Yamhill County to combine efforts to a common end. For example, a promising target for cross-sector countywide planning is the need to identify more industrial-zoned land. Convening stakeholders to discuss options related to the redevelopment of the closed paper mill site offers another opportunity for cross-sector collaboration.
- **Offer small and large grant opportunities to support innovation and collaboration in workforce development.** Stakeholders agreed that there is a need to build creativity, as well as technical, communication and computer skills, in the local workforce. There is also an opportunity to encourage workforce development collaboration across sectors and foster meaningful engagement of industry in education. Examples cited by stakeholders include:
 - Link middle and high school career/technical education with employers and community colleges.
 - Offer full summer school opportunities for students.
 - Build infrastructure for career/tech education, such as "maker spaces," kitchens, greenhouses and video studios.
 - Create new, and support existing, school-to-business incubators or innovation centers.
 - Engage parents in supporting their child's education and post-secondary goals, including parents who are linguistically isolated and/or have low levels of educational attainment or income.
 - Provide sustainability funding for existing successful workforce development and career/tech programs.
 - Encourage college-going, particularly for first-generation college students.
 - Build awareness within the business community and capacity within the education community to support internships and job shadowing opportunities.
- **Support research relating to affordable housing planning and development.** Community stakeholders suggested several research needs relating to affordable housing, including the feasibility of local employer-supported housing or workforce housing more generally, particularly for farmworkers, service workers and new teachers; the identification of tiny house opportunities (such as partnerships between schools, churches or other community agencies to build them) and barriers (such as regulations); and a countywide housing needs analysis to understand the market, demand, barriers and opportunities, with the ultimate goal of driving policy and new construction.

EDUCATION AND TRAINING

KEY FINDINGS

Education and training opportunities and outcomes vary throughout Yamhill County based on geography and socioeconomics. In general, there is considerable work being done by a wide range of stakeholders in communities to help children and youth learn and succeed. However, opportunities for continued work remain. Key findings include:

Overall Findings

- **Collaboration.** Collaboration in Yamhill County is strong and growing among schools, businesses, local government agencies and nonprofits supporting early education and care, and primary, secondary and post-secondary learning opportunities. Examples of collaboration include:
 - The Yamhill Community Care Organization's Early Learning Hub convenes stakeholders across the child and family serving systems who are working to address early childhood and family support issues.
 - Innovate Dayton and soon-to-be-launched Innovate Willamina are fostering collaborative school district, business and local government efforts to transform learning environments and the community at large.
 - Strong vocational education opportunities in high schools are collaboratively supported by school districts, local businesses, and colleges.

Early Education and Care Findings

- **Early Education and Care Access.** Many infants and toddlers are not accessing licensed or quality-rated early education and care providers because of limited supply and high cost. About a third of children in the county attend preschool.
- **Kindergarten Readiness.** Many children are not coming to kindergarten ready to learn based on kindergarten assessment results, with the exception of Newberg, which exceeds statewide averages across learning domains.

Primary and Secondary Education Findings

- **Graduation Rates.** School districts throughout the county are improving graduation rates. Strong leadership, innovative approaches to learning, and significant collaboration likely contribute.
- **Out of School Time Programming.** Afterschool care is available in most schools, but participation is limited by transportation challenges. Summer enrichment opportunities are less available.
- **Behavioral Health in School.** Student and family behavioral health problems, and limited resources in schools and communities to address mental health concerns, can impede learning.

Post-Secondary Education and Training Findings

- **Education and Local Industry Alignment.** Community and four-year colleges contribute to workforce development through technical training and educational programs of study aligned with industry needs. Colleges collaborate with secondary schools and businesses to evolve their programming and increase industry alignment.

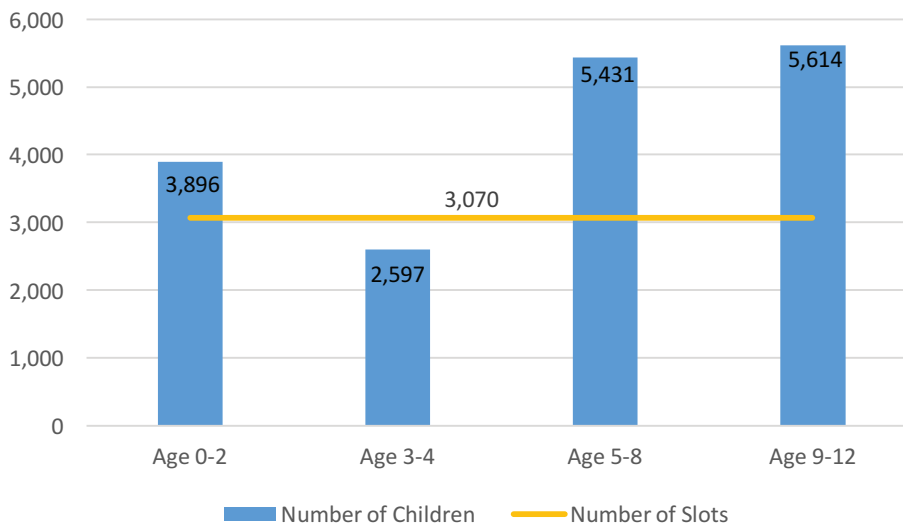
Education and training is a large topic area. To make the data and analysis easier to follow and understand, the following subsections are broken down by age group: 1) early education and care; 2) primary and secondary (K-12) education; and 3) post-secondary education and training.

EARLY EDUCATION AND CARE: BACKGROUND DATA

EARLY EDUCATION AND CARE AVAILABILITY IS INADEQUATE. In 2014, there were 2,182 slots in child care centers and 888 slots in family child care homes in Yamhill County. There were 17,538 children ages 0-12 in that same year in the county, meaning there were visible slots available for 18 percent of children ages 0-12, or approximately half of children ages 0-4. Seventy percent of families in Yamhill County with young children are likely to need child care due to parental employment.¹⁶

Inadequate Supply of Child Care to Meet Needs of Families

Figure 7: Number of Children and Child Care Slots (Center and Family Care Homes) in Yamhill County, 2014



Source: School of Social and Behavioral Health Services, College of Public Health and Human Services, Oregon State University, "Child Care and Education in Oregon and Its Counties: 2014: Yamhill County Profile."

FINANCIAL SUPPORT FOR CHILD CARE IS LIMITED. Head Start is funded to serve 330 preschool children ages 3-5 in Yamhill County, which is 64 percent of the eligible population of 557 children. Early Head Start serves 97 children ages 0-3 and expectant mothers, only 12 percent of the estimated eligible population of 836. Yamhill County Head Start serves most eligible families who enroll, since 36 percent of eligible families do not enroll.¹⁷ Also, 389 children in Yamhill County receive child care vouchers through the Employment Related Day Care (ERDC) program, which is less than the number of eligible children in the county (families must

¹⁶ School of Social and Behavioral Health Services, College of Public Health and Human Services, Oregon State University, "Child Care and Education in Oregon and Its Counties: 2014: Yamhill County Profile."

¹⁷ Yamhill County Head Start, "Head Start of Yamhill County Community Assessment, 2015-16".

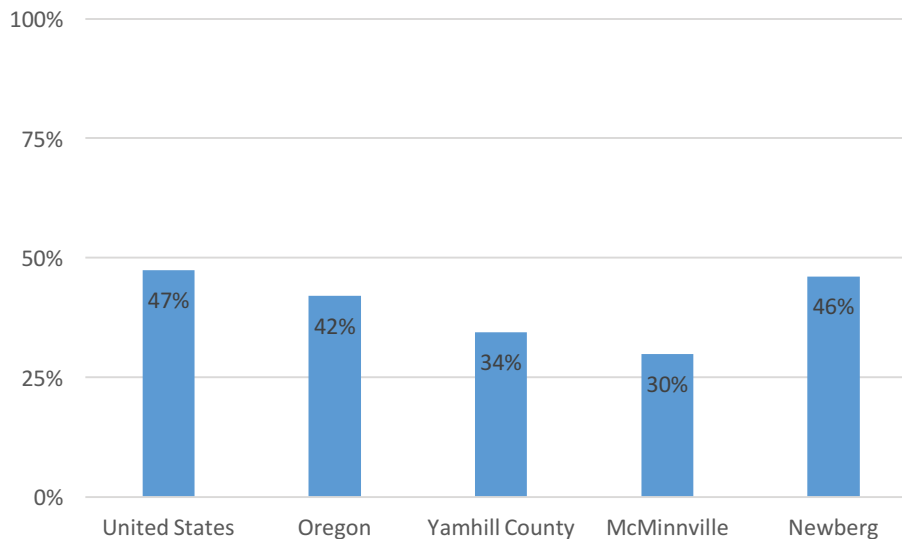
earn less than 185 percent of FPL to qualify). There is no current waiting list for child care vouchers.¹⁸ There are no contracted slots supported through the Child Care Development Fund in Yamhill County.¹⁹

The median annual price of child care in Yamhill County in 2014 was \$9,564.²⁰ This is 18 percent of the median income in the county.²¹ To be eligible for Head Start, families must earn less than 100 percent of the FPL. Families earning up to 85 percent of the State Median Income or 185 percent of 2016 FPL can be eligible for child care subsidies (ERDC) to cover a portion of their care costs while they work.²² Title 1 funded preschool is available free of cost through some of Yamhill County school districts, but slots are limited by school budgets.

YAMHILL COUNTY PRESCHOOL ATTENDANCE RATES ARE HIGHLY VARIABLE. In Yamhill County, 34 percent of three and four year olds are enrolled in preschool, which is a lower rate than in Oregon overall (42 percent) and 47 percent nationwide. Rates in McMinnville are the lowest at 30 percent, whereas the rate in Newberg is above the state and Yamhill County average at 46 percent.

Preschool Attendance Rate Highly Variable Within the County

Figure 8: Percentage of Three and Four Year Olds Enrolled in Preschool, Geographic Comparison, 2015



Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2015

CHILD CARE PROVIDER PARTICIPATION IN QRIS IS LIMITED. Quality Rating Improvement Systems (QRIS) are intended to improve the quality of early and school-age education and care programs. They provide a structure to support programs as they move from licensed to accredited, using a shared definition of quality through professional development, technical assistance, parental involvement and other cross-sector efforts. Thirty-eight child care providers in Yamhill County (out of 97 total) have or have applied for a star rating in

¹⁸ Oregon Department of Human Services, Child Care Assistance, CCDF voucher report by zip code, December 2016

¹⁹ Interview with Sara Mills, Oregon Department of Human Services, Child Care Assistance, Child Care Policy Analyst, January 11, 2017

²⁰ School of Social and Behavioral Health Services, College of Public Health and Human Services, Oregon State University, *Child Care and Education in Oregon and Its Counties: 2014: Yamhill County Profile*

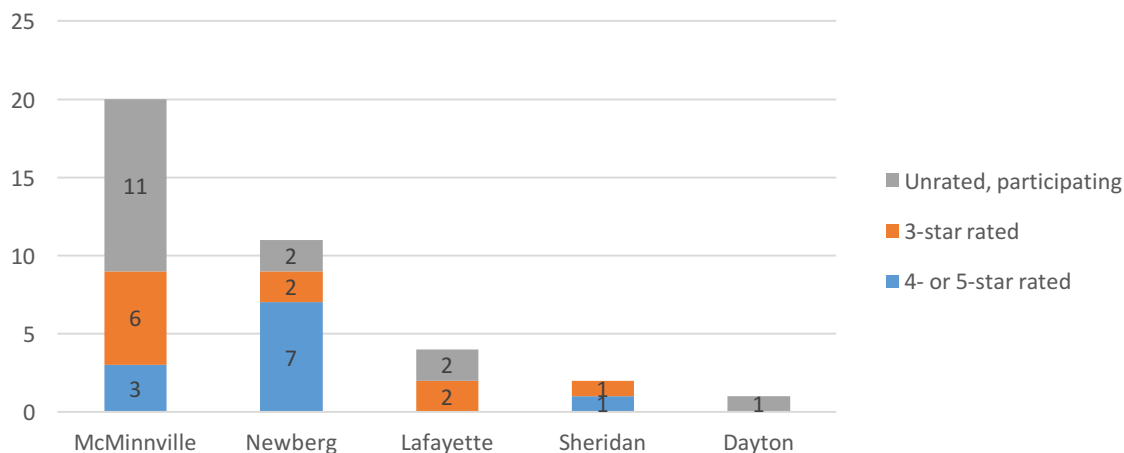
²¹ U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2015

²² Oregon Department of Human Services, Child Care Assistance (<http://www.oregon.gov/DHS/ASSISTANCE/CHILD-CARE/Pages/Parents.aspx>)

Oregon's QRIS.²³ Of these, 22 have received ratings and 11 have achieved the highest quality ratings of 4 or 5 stars. McMinnville has the largest number of participating providers and Newberg has the highest number of high-quality providers.

Most QRIS-Participating Child Care Providers Are in McMinnville, Newberg and Lafayette

Figure 9: Number of Child Care Providers with 4- or 5-Star Ranking, 3-Star Ranking, or Unranked/Participating in QRIS, 2017



Source: Oregon's QRIS Rated Program Search (<http://triwou.org/projects/qris/programsearch?search=Yamhill+County>)

KINDERGARTEN READINESS VARIES ACROSS THE REGION, WITH NEWBERG EXCEEDING STATE AVERAGES.

As shown in Table 4, Newberg outperforms all Yamhill County school districts and exceeds Oregon state averages in all domains of the Oregon Kindergarten Assessment instrument, except for early mathematics for students with disabilities. Dayton outperforms statewide achievement in approaches to learning and Spanish letter sound domains, and Willamina exceeds statewide averages in English letter names and sound domains for total population. All other Yamhill County school districts performed equal to or poorer than statewide averages across learning domains for total population, although they exceed statewide averages for some subpopulations. Yamhill school districts generally surpass statewide results for economically disadvantaged students, particularly in McMinnville, Newberg, Willamina and Sheridan. Amity had the lowest results, trailing the statewide average across all domains for total population, although it exceeded statewide averages for English letter names for economically disadvantaged and English letter sounds for students with disabilities. The table on the next page shows kindergarten assessment results across domains, by Yamhill School District. Note: The scales used in each domain vary (Approaches to Learning, 0-5; Early Mathematics, 0-16; and Early Literacy, 0-00).

²³ Oregon's QRIS Rated Program Search (<http://triwou.org/projects/qris/programsearch?search=Yamhill+County>)

Newberg Outperforms State in Kindergarten Readiness

Table 4: School Districts Kindergarten Assessment Results, 2015/16²⁴

					KEY	Higher than Oregon	Same as Oregon	Lower than Oregon
	Oregon	Amity	Dayton	McMinnville	Newberg	Sheridan	Willamina	Yamhill Carlton
Approaches to Learning (Average Rating, from 1 - 5)								
Self Regulation								
Total Population	3.5	3.3	3.8	3.5	3.7	3.5	3.5	3.5
Economically Disadvantaged	3.4	3.0	3.8	3.5	3.8	3.6	3.5	3.4
Limited English Proficient	3.4		3.9	3.4	3.8			
Students with Disabilities	2.9	2.3		2.8	3.1			
Interpersonal Skills								
Total Population	3.8	3.6	4.2	3.8	4.0	3.8	3.7	3.8
Economically Disadvantaged	3.8	3.2	4.2	3.9	4.2	3.8	3.6	3.7
Limited English Proficient	3.9		4.2	3.9	4.3			
Students with Disabilities	3.3	2.7		3.5	3.6			
Total								
Total Population	3.6	3.4	4.0	3.6	3.8	3.6	3.5	3.6
Economically Disadvantaged	3.5	3.0	4.0	3.6	3.9	3.7	3.5	3.5
Limited English Proficient	3.6		4.0	3.5	4.0			
Students with Disabilities	3.0	2.4		3.0	3.2			
Early Mathematics (Average Number Correct, from 0-16)								
Numbers and Operations								
Total Population	8.5	7.4	7.4	8.1	8.9	7.7	8.5	6.9
Economically Disadvantaged	7.8	7.2	7.4	8.1	8.3	7.6	8.5	6.6
Limited English Proficient	6.8		6.6	7.0	7.9			
Students with Disabilities	7.0	5.9		6.7	6.8			
Early Literacy (Average Number Correct, from 0-100)								
English Letter Names								
Total Population	18.5	17.0	12.8		20.4	16.6	19.2	13.2
Economically Disadvantaged	13.9	14.3	12.8		15.5	17.1	18.8	11.9
Limited English Proficient	7.7		3.9		7.8			
Students with Disabilities	11.8	10.7			12.0			
English Letter Sounds								
Total Population	7.4	6.4	4.2	6.1	10.0	4.5	8.8	4.1
Economically Disadvantaged	4.8	4.5	4.2	6.2	7.0	4.7	8.4	2.5
Limited English Proficient	2.3		2.0	2.5	2.4			
Students with Disabilities	3.8	6.1		2.3	5.0			
Spanish Letter Sounds								
Total Population	1.9		2.1	2.6	3.4			
Economically Disadvantaged	1.9		2.1	2.6	3.2			
Limited English Proficient	1.9		2.1	2.7	3.4			
Students with Disabilities	1.1			0.8	2.0			

Source: Oregon Department of Education, 2015-16 Statewide Kindergarten Assessment Results – Look-Back Report, September 1, 2016 (<http://www.ode.state.or.us>)

EARLY EDUCATION AND CARE: QUALITATIVE DATA SUMMARY

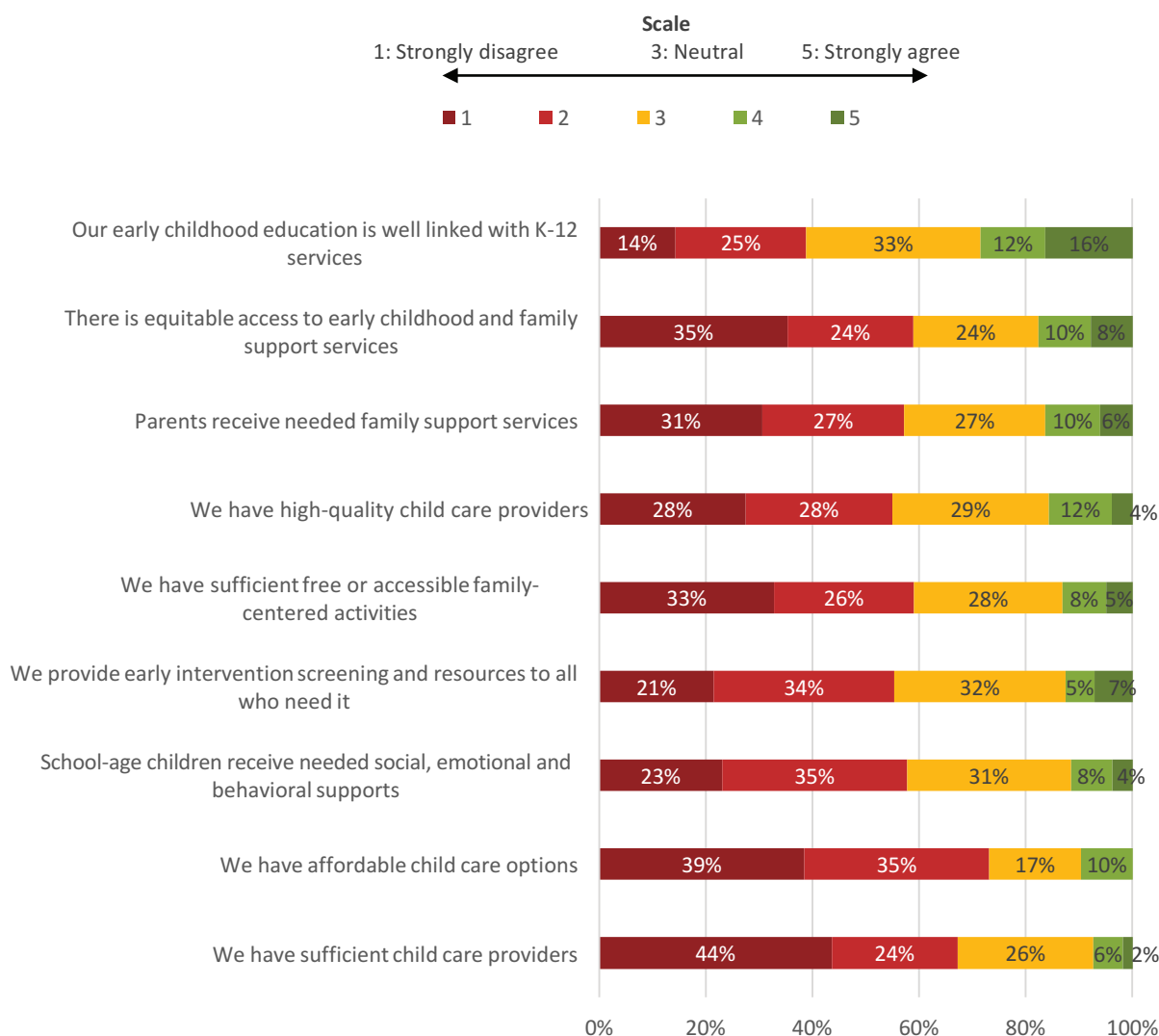
Survey respondents generally felt early childhood and family support needs were not well met. The greatest proportion of respondents disagreed or strongly disagreed that the community did a good job in the following needs:

- We have affordable child care options (73%)
- We have sufficient child care providers (67%)

²⁴ Blank cells indicate data are not available for that district or variable.

Early Childhood Needs Generally Not Well Met; Access to Child Care Is Problematic

Figure 10: Respondent Rating on Early Childhood and Family Support Needs in Yamhill County



Source: Yamhill County Community Needs Assessment, Community Survey, 2016

ACCESS TO CHILD CARE IS IMPEDED BY A LACK OF PROVIDERS AND SLOTS FOR CHILDREN, HIGH COST OF CARE, AND A LACK OF QUALITY CARE FOR CHILDREN. According to interviewees, free preschools associated with the school districts and Head Start programs are continuously full with waiting lists; there is a constant shortage of infant and toddler slots with child care providers; and there are limited options available for families with nontraditional work schedules, including agricultural workers with seasonally extended work days. Interviewees cited recent accomplishments and efforts underway to increase child care access by increasing the supply of providers, including the expansion of Newberg School District's migrant preschool to serve all four year olds with Title 1 funds, Sheridan School District's new preschool program modeled after McMinnville's and Newberg's, and the provision of migrant-seasonal services to Early Head Start children.

The high cost of child care is also an access barrier for families. Interviewees discussed how families earning too much to qualify for Head Start are often unable to afford care, particularly quality care. The median annual cost of

child care in Yamhill County is \$2,500 more than the annual price of public university tuition in the state.²⁵ No interviewees discussed the state's child care subsidy program, Employment Related Day Care, which would provide support to additional higher-earning working families. This may be a result of low program utilization in the county. Working poor families who earn too much to qualify for help, but not enough to afford licensed child care options, are more apt to rely on unlicensed family, friend and neighbor care, or choose to have one parent opt out of the workforce to stay home and care for the children.

Interviewees and survey respondents noted the limited supply of high-quality early education and care providers, particularly in rural areas. Approximately 20 percent of licensed providers countywide have received star ratings in the State's QRIS. Almost all of these rated programs are located in McMinnville, Newberg and Lafayette. Higher costs are often associated with attaining quality ratings, meaning rated providers generally charge more for care.

NEWBERG LEADS THE COUNTY IN PRESCHOOL ATTENDANCE AND KINDERGARTEN READINESS.

Interviewees spoke about increased investment in Newberg's early education and care sector, with efforts led by the Austin Family, Head Start and the Newberg School District. The larger number of child care providers with high rankings indicates a link between children attending high-quality early education and care settings – whether Head Start, private child care or the school's pre-kindergarten program – and improved kindergarten readiness (see Figure 8, Figure 9 and Table 4). Background data and interviewees indicate a possible cultural shift in Newberg, with the broader community understanding the importance of investing in early childhood education to support positive outcomes in the cradle-to-career continuum.

THE YAMHILL EARLY LEARNING HUB ADDRESSES MULTIPLE EARLY CHILDHOOD ISSUES, INCLUDING KINDERGARTEN READINESS, FAMILY STABILITY, AND EARLY INTERVENTION. The Early Learning Hub, organized through the Yamhill Community Care Organization, uses a coordinated multi-generational approach to supporting children and families. Collaborating organizations include school districts, child care providers, Head Start, Linfield College, libraries, the Public Health Department, medical providers, developmental service providers, child welfare/child abuse prevention organizations, Temporary Assistance for Needy Families (TANF), United Way, Lutheran Family Services, and Catholic Services.

The Early Learning Hub and partnering organizations are using a shared measurement framework including four outcomes, with kindergarten readiness as one of them. Interviewees cited the Ready for Kindergarten program for parents in county schools as a specific example of an intervention associated with improved kindergarten assessment results. Survey respondents rated linkage of early childhood and school-age services highest in the early childhood area, demonstrating the positive impact of Early Learning Hub-led collaboration.

“By being part of the Early Learning Hub, I’ve learned how the first few years of life set you up for success or challenges. We need more focus on early years so kids can be in the classroom and focus.”

Healthy, stable and attached families are another mandated outcome of the Early Learning Hub. Family support efforts through home visiting, Lutheran Services' A Family Place Relief Nursery, Early Head Start, coordinated screening and assessment across early childhood and medical providers (including the Family Coordinated 0-3 Referral Exchange, or CORE), and peer support for families support this outcome. Survey respondents and interviewees indicated that more work can be done to further strengthen and support families.

²⁵ Annual average price of public university tuition in Oregon is \$7,061 compared to median price of child care in Yamhill County of \$9,564. School of Social and Behavioral Health Services, College of Public Health and Human Services, Oregon State University, *Child Care and Education in Oregon and Its Counties: 2014: Yamhill County Profile*.

Prevention, screening and early intervention for young children are also addressed through Early Learning Hub collaborative efforts. Survey respondents saw this as relatively less of an issue for young children in the region; however, the overall ranking was neither strong nor weak, with an average score of 2.4 out of 5.

K-12 EDUCATION: BACKGROUND DATA SUMMARY

Of the seven public school districts operating in Yamhill County, four serve a student body that is mostly low-income.²⁶ The racial and ethnic makeup of most county school districts aligns with the countywide racial and ethnic profile.

Financial support for schools varies. Over the past few election cycles, school districts in Yamhill County have had mixed results getting voter support behind local bond initiatives to upgrade or repair facilities, build classrooms, improve safety, and buy curricula. After failing to persuade voters in one election cycle, some school districts came back to voters in subsequent years with scaled-back requests, which were not always successful.²⁷

COMPARED TO THE 2014-15 STATEWIDE GRADUATION RATE, MOST YAMHILL COUNTY DISTRICTS OUTPACE THE GRADUATION RATE ON AVERAGE. As shown in Table 5, high school graduation rates range from a low of 59 percent in Sheridan to highs of 83 percent in Dayton and 84 percent in McMinnville. Only Sheridan (59 percent) and Amity (74 percent) did not meet Oregon’s Annual Measurable Objective of 75 percent graduation rate.²⁸ Most Yamhill County school districts (all except McMinnville and Dayton) lag the national graduation rate of 82 percent.²⁹ Dayton, McMinnville and Willamina student bodies comprise more than 95 percent economically disadvantaged students. When looking at economic status and selected racial and ethnic categories, McMinnville School District outperforms all statewide averages for each subgroup. McMinnville School District also has a lower than average high school dropout rate, as do all Yamhill County school districts except Amity and Sheridan.³⁰

McMinnville, Newberg and Yamhill Carlton school districts outperform statewide averages in English and math for all, or nearly all, grades tested. Willamina’s English and math results trailed statewide averages by two to as many as 30 percentage points, depending on the grade and assessment. Sheridan’s academic performance trailed statewide averages by between 10 and 31 percentage points. Amity and Dayton also trailed statewide averages.

²⁶ A student’s family is considered low income (or “economically disadvantaged”) if they are eligible for Free or Reduced Price School Meals. Families are generally eligible if their income is less than 185% of the Federal Poverty Level.

²⁷ Yamhill County Clerk & Elections (<http://www.co.yamhill.or.us/clerk>)

²⁸ 75% is four-year Annual Measurable Objective rate for 2015-16, and 80% is five-year rate. Oregon Department of Education, *Statewide Report Card 2015-2016: An Annual Report to the Legislature on Oregon Public Schools*.

²⁹ National Center on Education Statistics, Public High School Graduation Rates (https://nces.ed.gov/programs/coe/indicator_coi.asp) May 2016

³⁰ Note: Rates can fluctuate from year-to-year, depending on the characteristics of each cohort.

McMinnville and Yamhill Carlton School Districts Outperform State on Most Metrics

Table 5: School District Enrollment, Graduation Rate, Dropout Rate and Academic Performance, 2015-16

	KEY							
	Higher than Oregon	Same as Oregon	Lower than Oregon					
	Oregon	Amity	Dayton	McMinnville	Newberg	Sheridan	Willamina	Yamhill Carlton
Enrollment								
Total	576,407	851	989	6,616	5,104	1,041	830	1,078
Economically disadvantaged	51%	41%	>95%	>95%	50%	81%	>95%	43%
Graduation Rate*								
All students	74%	74%	83%	84%	76%	59%	76%	80%
Economically disadvantaged	66%	79%	76%	86%	56%	55%	83%	64%
White	76%	73%	83%	85%	78%	60%	72%	78%
Latina/o	67%	92%	80%	83%	64%	67%	80%	100%
Multiracial	73%	0%	100%	100%	60%	20%	100%	100%
Native American	55%	50%	--	83%	75%	50%	100%	--
Dropout Rate*								
All students	4.3%	6.5%	4.2%	2.3%	3.3%	5.1%	3.6%	4.2%
English Language Arts (Met or Exceeded Standard)								
3rd-5th grade	52%	44%	46%	59%	64%	25%	24%	53%
6th-8th grade	57%	48%	41%	58%	54%	26%	35%	75%
11th grade	70%	63%	70%	74%	74%	60%	46%	79%
Mathematics (Met or Exceeded Standard)								
3rd-5th grade	45%	36%	40%	59%	53%	29%	15%	51%
6th-8th grade	43%	33%	33%	47%	40%	21%	20%	44%
11th grade	34%	12%	31%	41%	37%	15%	32%	16%

* Graduation and dropout rates are based on 2014-15 data.

Source: Oregon Department of Education, District Report Cards, 2015-16 (www.ode.state.or.us/data/reportcard/reports.aspx)

MULTIPLE ORGANIZATIONS PROVIDE OUT OF SCHOOL TIME OPTIONS FOR STUDENTS. Statewide, 16 percent of children participate in afterschool programming. An additional 44 percent would participate if a program were available to them. Twenty-two percent of children are unsupervised after school. Boys and Girls Clubs and school-based programs are the most prevalent in Oregon.³¹ Yamhill County has school-based and nonprofit-based options, including:

- McMinnville Kids on the Block After-School Enrichment for first through fifth graders in all public elementary schools, sponsored by City of McMinnville Parks & Recreation Department, McMinnville School District, and nonprofit KOB Inc.
- McMinnville School District's 21st CCLC Project for middle school and high school students, funded by the 21st Century Community Learning Center grant through the Elementary and Secondary Education Act, administered by Oregon Department of Education
- Newberg before and afterschool CARE program for kindergarten through fifth graders in all Newberg School District elementary schools, offered by the Chehalem Park & Recreation District
- MyZone Youth Activity Center for middle school students in Newberg, at Newberg Christian Church, including transportation Monday through Thursday
- Evergreen Museum summer camps and home school programming
- Yamhill Carlton's Cougar Club afterschool program, for kindergarten through sixth graders, sponsored by Yamhill Carlton Together Cares in cooperation with Yamhill Carlton School District
- Yamhill Carlton's summer programming includes Kids Camp for kindergarten through fifth graders, New Adventures Summer Camps for second through sixth graders, Summer Cougar Club for children ages 5-11,

³¹ American After 3PM, *Oregon After 3PM* (<http://www.afterschoolalliance.org/documents/AA3PM-2014/OR-AA3PM-2014-Fact-Sheet.pdf>) 2014

and Youth Work Experience, also sponsored by Yamhill Carlton Together Cares in cooperation with Yamhill Carlton School District

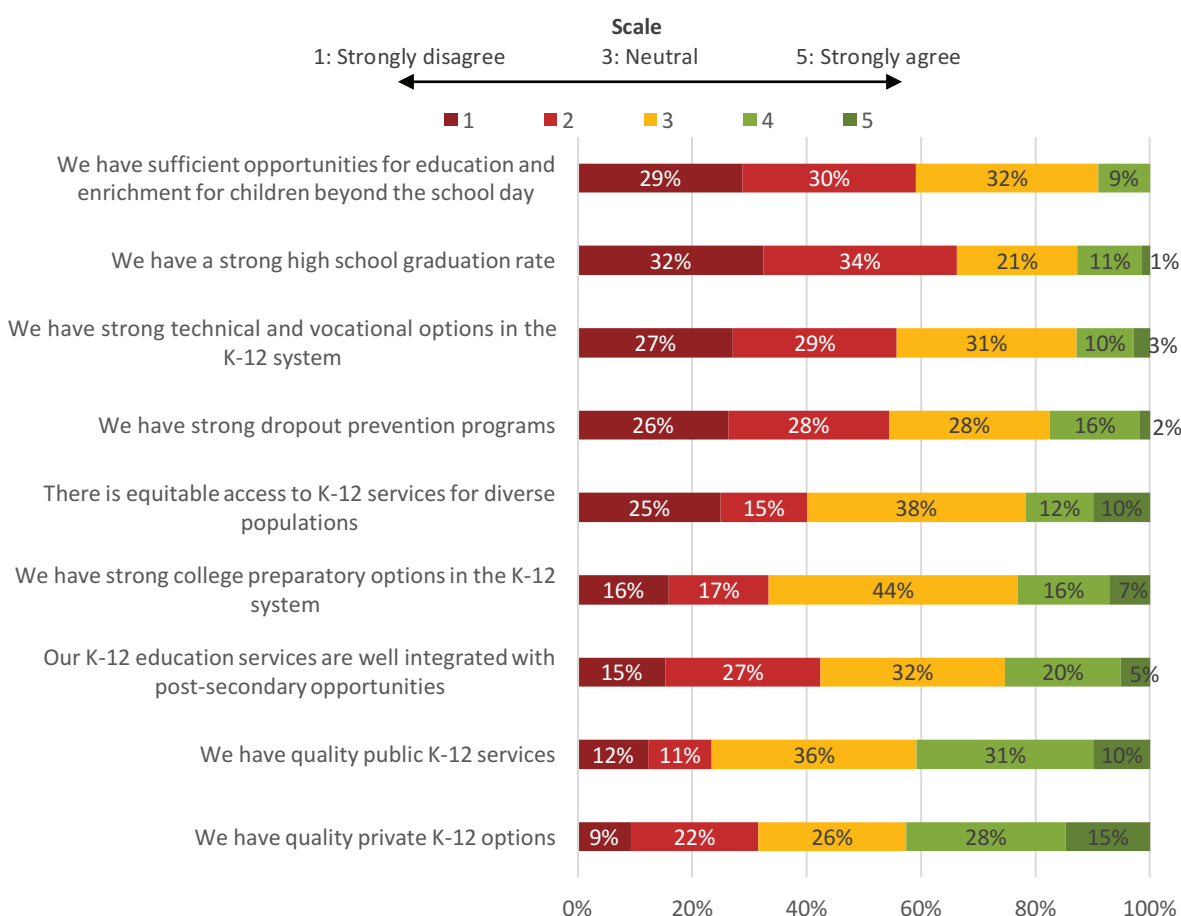
- Willamina Career Academy piloting afterschool program focused on building and using drones in agricultural applications, in partnership with Innovate Willamina Initiative
- Dayton School District and Innovate Dayton supported programming after school and on weekends, including "make-a-thons"
- Sheridan High School After School Program

K-12 EDUCATION: QUALITATIVE DATA SUMMARY

Graduation rates, out of school time, and vocational opportunities are community concerns. Survey respondents ranked improving high school graduation rates as the highest need, followed by out of school time care, technical and vocational opportunities, and dropout prevention programming. Equitable access and coordination with post-secondary and college ranked slightly higher. The only areas respondents ranked above average were quality public and private K-12 schools.

Concern over Graduation, Out of School Time, and Vocational Education Opportunities

Figure 11: Respondent Rating on Primary and Secondary Education Needs in Yamhill County



Source: Yamhill County Community Needs Assessment, Community Survey, 2016

STAKEHOLDERS ARE CONCERNED ABOUT COUNTY GRADUATION RATES. Many interviewees discussed concerns over low graduation rates, particularly among economically disadvantaged and non-White students. Oregon Department of Education data (see Table 5) paint a more nuanced picture, with economically disadvantaged students having higher graduation rates than the overall student body in Amity, McMinnville and Willamina school districts, and Latina/o, multiracial and Native American students generally graduating at similar or higher rates than their White peers (with exceptions in Newberg, where all nonwhite students have lower rates, as well as Amity and Sheridan, where multiracial and Native American students lag behind Latina/o and White graduation rates).³² Interviewees from Newberg were particularly focused on the need to increase their community’s graduation rate, which is in the mid-lower tier of the county at 76 percent overall. Sheridan’s rate is significantly lower than other Yamhill school districts at 59 percent.

“Despite poverty, kids [in our district] outperform other kids on all statewide assessments. The upshot is that there are lots of things our kids need, but I want people to know that they will see amazing things if we have the resources to do it.”

OUT OF SCHOOL TIME PROGRAMMING IS LIMITED. Enrichment out of the school day through out of school time programming received the second-lowest ranking by survey respondents. Interviewees discussed active afterschool programming in McMinnville and Newberg. McMinnville has the only 21st Century Community Learning Center grant³³ in the county, funding programming for middle and high school students. The district is working in partnership with community-based STEM and career/technical education (CTE) industries to provide afterschool, weekend and summer programming where students can earn dual college credits or career certifications in field and industry-based settings.³⁴ Other programs are funded through school districts, park and recreation departments, churches and nonprofits. Transportation to and from out of school time activities is a participation barrier for many families. Interviewees spoke of the need for increased summertime programming for youth. Youth with parents working in agriculture have long hours in the summer without parental care. Interviewees noted that Latina/o youth often provide child care for younger siblings in the summer, and generally cannot participate in enrichment activities. Study participants also discussed Evergreen Museum’s efforts to extend educational programming to the afterschool sphere, particularly in the West Valley of the county through the West Valley’s educators’ group.

SCHOOLS DISTRICTS ARE WORKING TO MEET STUDENTS’ AND FAMILIES’ HEALTH AND MENTAL HEALTH NEEDS. McMinnville has a Wellness to Learn Program in elementary schools that connects the school and families to community health workers. Sheridan is putting a family resource center in their school district along with Lutheran Services, so families can receive broader support services needed to support family stability. The county health and human services department has contracts with over half of the school districts to staff behavioral health providers in the schools. A flight team, or rapid response team, supports school staff and students around traumatic events. Interviewees generally thought existing resources were inadequate to handle behavioral health needs of students and families, with approximately a third of students having a behavioral health

³² Oregon Department of Education, District Report Cards, 2015/16 (www.ode.state.or.us/data/reportcard/reports.aspx) based on 2014/15 data

³³ 21st Century Community Learning Center grants are competitive grant authorized under Title IV, Part B of the Elementary and Secondary Education Act, administered by Oregon Department of Education for five-year timeframes. Statewide have 22 grantees in 96 sites in third year. McMinnville has 3 funded sites in the district’s high school and two middle schools.

³⁴ Oregon Department of Education, 21st CCLC Cohort #3 – Year #3: 2015-2016, (www.ode.state.or.us/opportunities/grants/nclb/title_iv/b_comlearning/cohort3abstractcontacts2015-16.pdf)

diagnosis. Despite districts' efforts, insufficient community resources, particularly around mental health needs, mean these needs are likely going unmet.

INNOVATIVE K-12 COLLABORATION AND PROGRAMMING ARE GROWING, AND SCHOOL LEADERSHIP IS A KEY FACTOR IN SUPPORTING INNOVATION. Interviewees commonly cited leadership as a key factor in supporting educational success. The McMinnville superintendent and Dayton's middle school and high school principal were lauded for their effective leadership. Interviewees felt teachers in these districts are more engaged and mission-driven and students were more excited to show up and learn because of administrative and school board leadership. Newberg has had more turnover with high school leadership, but there is a lot of enthusiasm about new hires.

School districts in the county are working collaboratively with community partners to innovate education and invigorate students. The county has been working to foster partnerships between schools, businesses and government. Collectively, all stakeholders benefit from the partnership through improved educational systems, which generate creative thinkers for the workforce and community, attract and retain businesses and employees, and support overall economic development.

"Every kid has it within him to be inspired. It's our job to lead them there."

Dayton school district has been at the forefront of this effort. Working with a local vineyard owner, the school invited Innovate Oregon³⁵ and OnlineNW to work collaboratively in the school to use business best practices to reshape a rural community and school district. The school adopted agile principles to its learning environment through project-based work in multiple areas of the school. The school is collaboratively developing a maker space and ideation lab in phases where students and community members can build solutions to community problems, called the I-3 Center.

Transitioning to this innovation model is bringing exponentially more resources to the table to support students in Dayton's public schools. School administrators receive daily phone calls from people who want to be a part of what's happening in the community. Local and national industries are coming to the table with ideas and funding. Sustainable funding for continuing innovation work is coming from OnlineNW's 10-gigabit fiber optic line in Dayton, which is providing access to resources in the new digital economy and online learning opportunities. A portion of the revenue from the fiber optic line flows back to an innovation fund, which supports projects implemented through the I-3 center. This funding is a source of ongoing, community0 based revenue that creates a stable baseline on which other grants can build.

Willamina is the next community working with OnlineNW to implement a 10-gigabit fiber optic line to support school innovation, following the Dayton model. OnlineNW conducted a contest to determine which community could get the most customers to pre-register for Internet; Willamina won by a landslide, at least in part because of the leadership of the new city manager. Willamina will fund innovation work within the Willamina Community Campus. Dayton is collaborating with Willamina to support successful implementation and scaling of their model.

³⁵ Innovate Oregon came from the Technology Association in Oregon, which represents all technology-based companies in the state. The foundation is an arm that looks at how to better prepare talent needed for the industry. Innovate Oregon began an educational initiative in the Portland area, before being invited to Dayton.

Interviewees commonly discussed the lack of sufficient education funding from state government and local voters. Communities have varied facilities as a result, with some in purportedly better condition than others. Universally, interviewees discussed large class sizes as a problem. The innovation model seems to be an effective approach to bring businesses to the table to support education with their varied resources, including funding.

Regional schools with smaller budgets are talking about building centers of excellence within different schools which students throughout the county use. Yamhill Carlton was the home of the drone program, which has expanded beyond the school district to a countywide program. Survey respondents and interviewees cited the need for more collaboration across school districts so funds are not used to duplicate programming, instructors or other resources in each school when collaboration is possible.

“If you change the community’s mindset from one of scarcity to one of abundance, you can tap existing resources and more come to participate in that.”

VOCATIONAL AND POST-SECONDARY PIPELINE PROGRAMS ARE A GROWING K-12 FOCUS. There is a growing focus on vocational education, training and internships in McMinnville, Newberg, Yamhill Carlton and Dayton school districts. Strong collaboration between local businesses, school districts and local colleges makes these opportunities possible. Examples include a viticulture focus in Yamhill Carlton, a machining program in Newberg, an aviation jobs program in McMinnville, farm equipment repair in multiple high schools, and work associated with the Innovate Dayton program such as coding, circuit boards, design thinking, and invention. Newberg School District recently hired a School to Business Coordinator to expand their work in this area. Much of this collaboration is relatively recent, so interviewees were anxious to see an ongoing and increasing focus on aligning educational and training opportunities with local business needs. Interviewees also discussed the need to provide soft skills training to students to prepare them for the workforce.

McMinnville and Newberg high schools have strong dual credit opportunities for high school students. Some interviewees worry that the strong focus on developing trade skills in youth may be a detriment, since the training may not transfer to skillsets needed ten years in the future in the workforce. These individuals felt the focus should rather be on teaching students how to learn, with an emphasis of the value of continuing education into college.

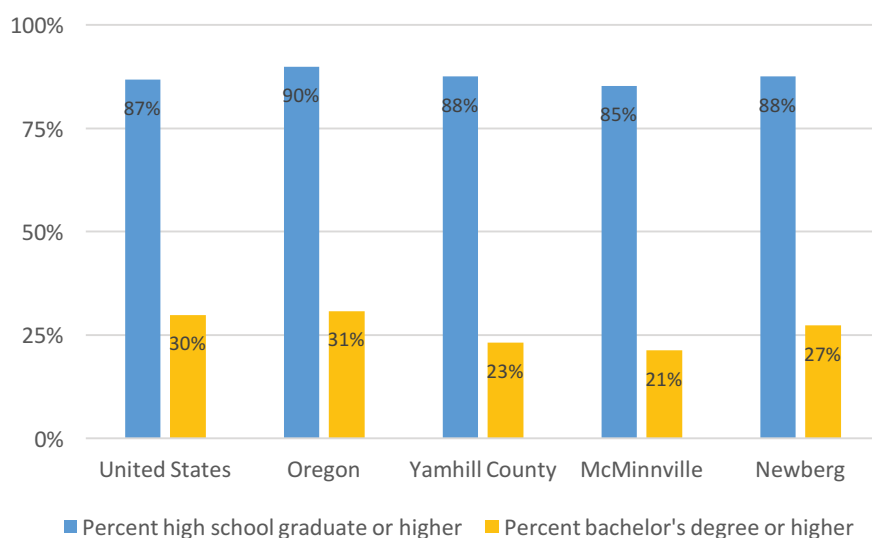
POST-SECONDARY EDUCATION AND TRAINING: BACKGROUND DATA SUMMARY

There are two private four-year higher education institutions in Yamhill County: Linfield College in McMinnville and George Fox University in Newberg. In addition, a branch of Portland Community College is located in Newberg, and the Yamhill Valley campus of Chemeketa Community College is located in McMinnville.

PERCENTAGE OF COLLEGE DEGREE HOLDERS IS BELOW STATE AVERAGE. As shown in Figure 12, Yamhill County has fewer college graduates/degree holders than the state and national averages (23 percent compared to 31 percent and 30 percent, respectively).

Lower than Average Rates of People with College and High School Degrees

Figure 12: Percentage of Residents Over Age 25 with a Bachelor's Degree or Higher, or a High School Diploma or Higher, Geographic Comparison, 2015



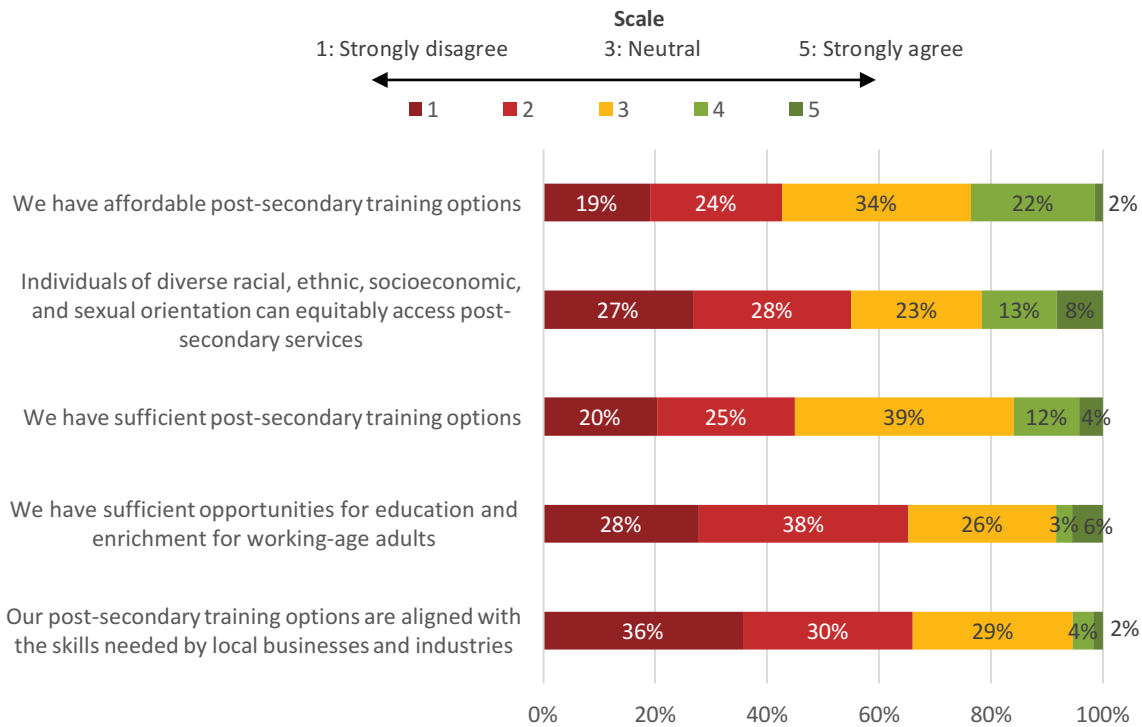
Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2015

POST-SECONDARY EDUCATION AND TRAINING: QUALITATIVE DATA SUMMARY

As shown in Figure 13, survey respondents felt the biggest need in post-secondary education is to better align education and training with the skills needed in local businesses, with opportunities for working age adults and equitable access as the second- and third-highest needs. Affordability and supply were seen as less problematic. Several interviewees felt the cost of a college education was an access barrier for many youth, creating a shift toward increased focus on vocational education for high school students and young adults not attending college. Interviewees were anxious to see the impact of a year of free community college on workforce development.

Focus on Aligning Post-Secondary Education and Training with Local Industry Needs

Figure 13: Respondent Rating on Post-Secondary Education and Training Needs in Yamhill County



Source: Yamhill County Needs and Opportunities Assessment, Community Survey, 2016

LOCAL POST-SECONDARY INSTITUTIONS ARE DEVELOPING COURSE CONTENT ALIGNED WITH REGIONAL NEEDS. Interviewees noted meaningful work being done by Chemeketa Community College, Linfield College and George Fox University to align with local industry needs. Chemeketa Community College focuses on agricultural work, including winery careers, and provides early childhood training opportunities. Linfield College has a wine studies program and trains 25 percent of the state’s graduates with Bachelor of Science in Nursing degrees. Linfield’s nursing program is based in Portland, and many students do not return to Yamhill County after completing their degrees. George Fox also provides a nursing program partnered with the local hospital for clinical work, a master of business administration degree program, and its engineering department works closely with the Public Works Department through internships. Portland Community College’s campus has recently started to provide manufacturing training after local stakeholders requested that Portland Community College become more responsive to local business needs.

Linfield College and George Fox University have a broader positive economic impact on the community. Linfield College hosts two international wine conferences annually, attracting tourists. Both are also major regional employers bringing educated people to the region for work and because of the quality of life they support through cultural and educational events. Many students stay in the area after completing their degrees.

OPPORTUNITIES

Survey respondents and interviewees felt that education and training were important issues for the community to contend with and a good use of philanthropic resources. Survey respondents focused more on school-age children's unmet needs, while interviewees placed equal emphasis on early education and care and primary and secondary education. Specific opportunities mentioned by interviewees and survey respondents include:

Overall Opportunities

- **Invest in family stability.** Expand the family resource model in schools to provide additional family stability and resource/referral services centrally in schools. More free and accessible family-centered activities can promote stronger families and communities.

Early Education and Care Opportunities

- **Increase supports for early childhood education and care through multiple avenues.** Newberg is the county leader in high-quality child care providers, preschool participation, and kindergarten readiness. Best practices from this community should be shared with neighboring communities. Expanding pre-kindergarten programming in schools could increase countywide participation in early education and care and likely improve kindergarten assessment results.

Primary and Secondary Education Opportunities

- **Continue to invest in school innovation programs, supporting cultural changes needed to successfully implement and scale innovation in schools.** Collaboration and shared vision between stakeholders can support creative problem-solving. Repurposing or building new community spaces can support school and community innovation and entrepreneurial work.
- **Increase summertime learning and enrichment opportunities for youth.** Consider including child care for younger siblings to involve a larger number of high school and middle school students.

Post-Secondary Education and Training Opportunities

- **Continue meaningful work to align regional post-secondary offerings with local industry needs.** This effort can address workforce development needs and grow skilled labor if graduates remain in Yamhill County. Efforts to encourage graduates to return to Yamhill County after completing college degrees elsewhere, as well as other opportunities to encourage local employment and entrepreneurship in college graduates, could respond to this issue.

"If we can support our employers to have more kids coming out of the educational system having skills to be employable, this is the best thing we can do."

HEALTH AND HUMAN SERVICES

KEY FINDINGS

Yamhill County has developed innovative programs and partnerships to help residents meet health and human service needs. Despite this progress, additional resources and responses are required to address unmet needs.

- **Innovative collaboration.** The Yamhill Community Care Organization (CCO) is a robust agency drawing community partners together to holistically and collaboratively address human service needs in the region. Its Early Learning Hub is particularly noted for its innovative and integrated approach to coordinate and align services for children.
- **Streamlined systems.** CCO Service Integration Teams facilitate critical information-sharing across community partners to streamline processes and coordinate services for individuals and families.
- **Robust medical infrastructure.** Providence Newberg Medical Hospital, the Willamette Valley Medical Center and other medical clinics provide important infrastructure and medical capacity unique to a region of Yamhill County's size.
- **Engaged faith community.** The robust faith community in the region provides urgent and needed resources to address basic family needs, including food, medical care and shelter; these providers are integral to the region's capacity to address human service needs.
- **Medical care shortages.** The region faces an ongoing shortage of primary care physicians and psychiatrists, which limits the capacity of the medical infrastructure to meet community needs.
- **Limited public transportation.** Public transportation is limited and hinders individuals outside of the Newberg and McMinnville regions from accessing services, attending education or training, and maintaining employment.
- **Limited mental health care capacity.** The demand for mental health and substance use disorder services exceed capacity in the region; several organizations are working to address this growing issue.
- **Affordable housing shortage.** Affordable housing is a growing crisis in the region. Limited affordable housing stock affects working families as well as the elderly and individuals with disabilities, mental health, or substance use disorder issues. The county is working on solutions to provide stable housing to its most vulnerable populations, as well as developing partnerships with the business community to investigate employer-sponsored housing development opportunities.

BACKGROUND DATA SUMMARY

YAMHILL COUNTY CHILD POVERTY AND PUBLIC ASSISTANCE RECEIPT IS HIGHER THAN AVERAGE.

As shown in Table 6, the overall poverty rate in Yamhill County is the same as the statewide rate (17 percent). However, the child poverty rate is higher in Yamhill County than in the state (24 percent and 22 percent, respectively). Child poverty is particularly high in the county's largest cities, with 31 percent of in McMinnville and 28 percent of children in Newberg living in poverty. Recent analysis of poverty data by school district identified Yamhill Carlton as the school district with the seventh-lowest poverty rate in the state, at 7 percent. However, more than five times as many Yamhill Carlton students qualified for school meals in 2015-16 as the Census Bureau estimate lived in poverty in 2015, suggesting that a large portion of children are from working poor families who may avoid abject poverty but remain low-income.

McMinnville and Newberg: Higher than Average Poverty Rates

Table 6: Selected Poverty and Public Assistance Characteristics, 2015

	KEY				
	Higher than Oregon	Same as Oregon	Lower than Oregon		
	United States	Oregon	Yamhill County	McMinnville	Newberg
Poverty					
Poverty rate (all ages)	16%	17%	17%	21%	21%
Poverty rate (under 18)	22%	22%	24%	31%	28%
Public Assistance					
Percent receiving cash public assistance or Food Stamps	28%	35%	40%	44%	46%

Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2015

More Yamhill County residents receive public assistance in the form of Supplemental Security Income, other cash assistance or Food Stamps (Supplemental Nutrition Assistance Program) than state and national averages. Statewide, 35 percent of residents receive these types of income support, whereas 40 percent of Yamhill County residents receive income support. For Food Stamps/SNAP alone, 18 percent of households in Yamhill County receive Food Stamps/SNAP, compared to 19 percent statewide and 13 percent nationwide. In McMinnville and Newberg, 21 percent of households receive Food Stamps/SNAP.

AMONG OREGON'S 36 COUNTIES, YAMHILL COUNTY GENERALLY RANKS WELL – ON AVERAGE – IN OVERALL HEALTH. For instance, Yamhill County ranks eighth-highest in “health outcomes,” which includes premature death, self-reported assessment of physical and mental health, and babies born with low birth weight. Similarly, Yamhill County ranks 12th in “health factors,” which includes health behaviors (smoking, physical activity, overweight, etc.), health care access, social and economic factors, and the physical environment.³⁶

As of 2015, there were 6,733 Yamhill County residents ages 0-64 without health insurance coverage. This is equivalent to 8.0 percent of all residents. This is essentially the same rate as the statewide average of uninsured (8.3 percent) and less than the nationwide rate (10.9 percent). McMinnville has a higher rate of uninsured (9.3 percent) than Newberg (6.6 percent). Over two-thirds of Yamhill County residents have private health insurance (67 percent), the same as the statewide rate. Slightly more Yamhill County residents use public health insurance (42 percent) compared to the statewide rate (40 percent).³⁷

8.0%

Percentage of Yamhill County residents without health insurance

Several measures are commonly used to measure how well young children are faring in terms of physical health. For example, the proportion of pregnant mothers receiving prenatal care in the first trimester measures both access to care and whether mothers are getting this important level of preventive health care. More Yamhill County mothers receive early prenatal care (81 percent) than mothers statewide (77 percent). The percentage of Yamhill County babies born at low birth weight (5 percent) is similar to the statewide average (4 percent). However, whether children are adequately immunized by age 2 does not compare as favorably. In 2014, 68 percent of Yamhill County two year olds were adequately immunized compared to 72 percent of two year olds

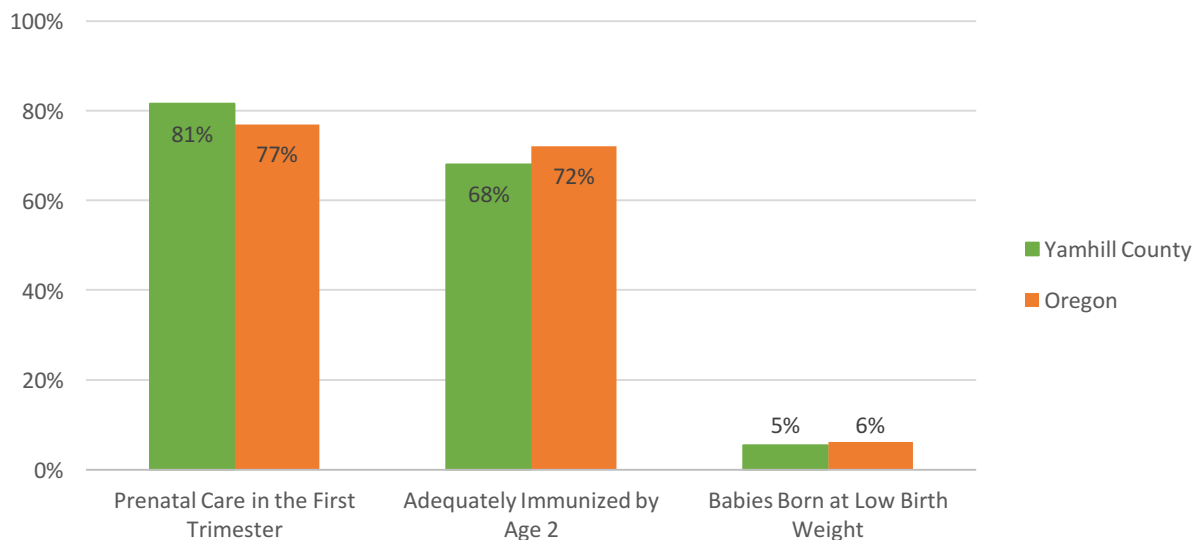
³⁶ County Health Rankings and Roadmaps (www.countyhealthrankings.org)

³⁷ Private and public percentage sum to more than 100 percent because some individuals have both private and public coverage. Source: U.S. Census Bureau, American Community Survey, 1-Year Estimates, 2015

statewide. Despite lagging statewide rates, there has been a 10-point improvement in immunization rates in Yamhill County since 2009.

Early Childhood Health Indicators Are Mixed

Figure 14: Early Childhood Health Indicators, Yamhill County and Oregon, 2013 (Low Birth Weight) or 2014 (Prenatal, Immunization)



Sources: Oregon Health Authority, Center for Health Statistics (Low Birth Weight, Prenatal Care); Oregon Immunization Program, Oregon Health Authority (Immunization Rate)

QUALITATIVE DATA SUMMARY

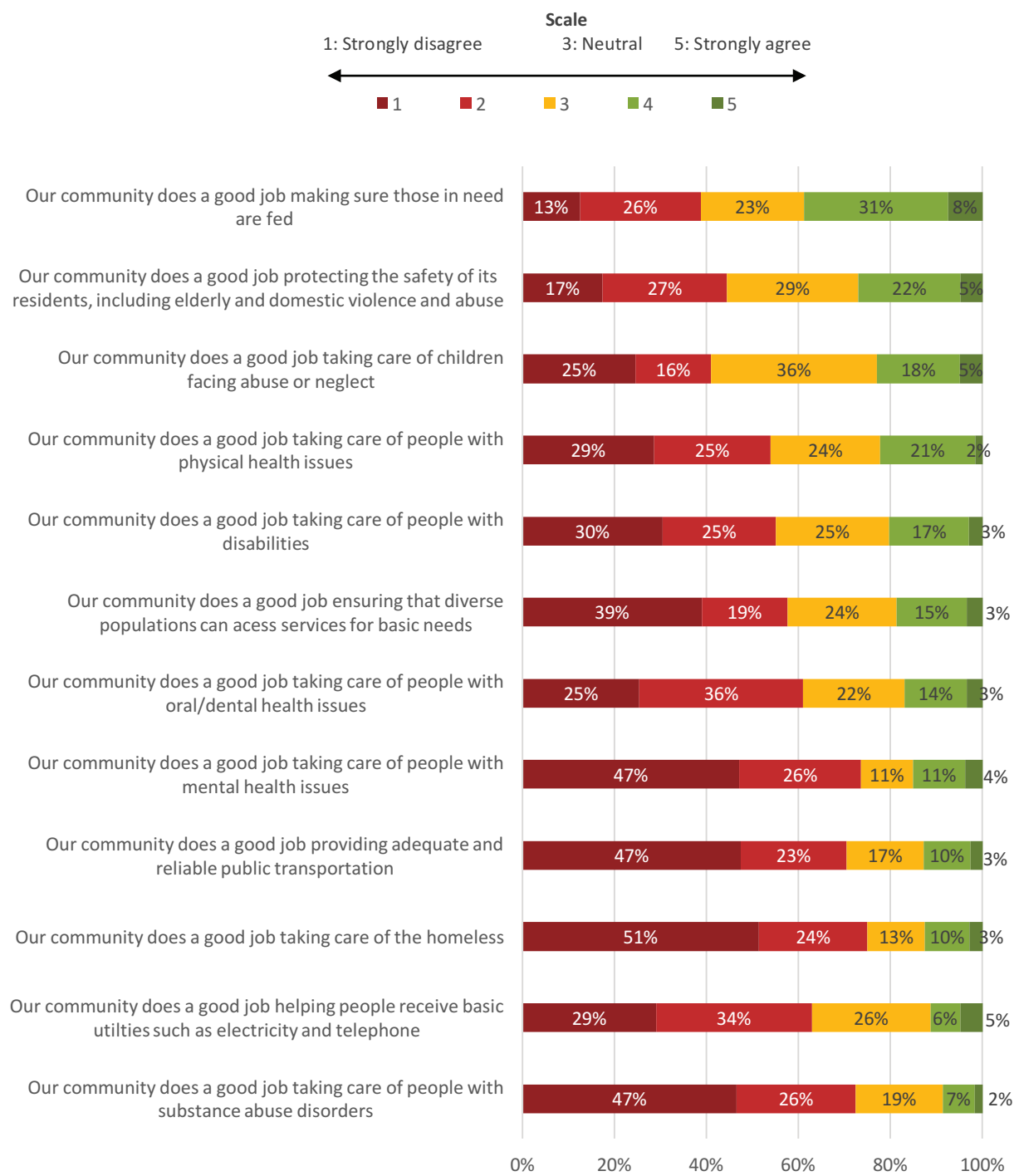
Yamhill County's health and human service infrastructure provides the foundation for family stability, quality of life, and economic opportunity. As demonstrated in Figure 15, the greatest proportion of respondents agreed or strongly agreed that the community did a good job making sure those in need are fed (39%); protecting the safety of its vulnerable populations (27%); and taking care of children facing abuse or neglect (23%).

More than half of respondents strongly disagreed with the statement that the community does a good job taking care of the homeless, and the greatest proportion of respondents disagreed or strongly disagreed that the community does a good job in the following needs:

- Taking care of the homeless (75%)
- Taking care of people with mental illness (74%)
- Take care of people with substance abuse disorders (72%)
- Providing adequate and reliable transportation (71%)

Homelessness, Mental Health, Substance Use Disorder, and Transportation Are Largest Human Services Needs

Figure 15: Respondent Rating on Health and Human Services in Yamhill County



Source: Yamhill County Needs and Opportunities Assessment, Community Survey, 2016

A NETWORK OF BASIC NEED PROVIDERS ADDRESSES COMPLEX FAMILY, ECONOMIC AND CULTURAL ROOTS OF POVERTY. Although respondents acknowledge that some families in Yamhill County may still struggle to meet basic needs, they described an extensive network of service providers to address these issues. Many stakeholders described the importance of the faith-based community in addressing food insecurity through their pantry and meal delivery programs, and noted their contribution to homeless and medical care through shelter and rotating clinics housed in churches. These faith-based services provide a foundation of support for basic needs that augments the capacity and reach of all community providers.

Stakeholders noted several dynamics within the region that impact human service provision. They described the intergenerational nature of poverty in the region, and the need to adopt a multigenerational approach and provide economic, educational and service opportunities to youth to break the cycle of poverty and develop new support infrastructure and habits. They also noted the “invisibility” of poverty in the region, which enables residents to overlook this pervasive issue. Respondents also described the limitation of the child welfare system to achieve positive outcomes for children, and the need to work with families more holistically to help parents navigate needed services, unite or reunite families, and reduce foster placements. Stakeholders noted that this is not only in the best interest of the child and his or her parents, but over time reduces burdens on the juvenile justice systems and produces positive outcomes for youth.

Interview respondents noted a growing working poor population based on stagnating wages and limited skills to progress on a career ladder. These working poor families are often caught in the gap of service provision — ineligible for public support, but unable to afford services such as child care or health insurance on their own. Stakeholders suggest this is a growing pocket of the population that may require targeted services.

As noted in the Economy section, transportation was also a commonly cited need. Limited public transit impedes residents’ ability to access services, pursue education and training, and maintain employment. It also limits their ability to seek more affordable housing in areas outside of regional centers.

INNOVATIVE AND WIDESPREAD COLLABORATION SUPPORTED BY THE YAMHILL COMMUNITY CARE ORGANIZATION HAS STREAMLINED ACCESS AND IMPLEMENTATION OF SERVICES FOR FAMILIES. The Yamhill Community Care Organization was consistently cited as one of the most effective and innovative developments in human services within the region, providing prevention and intervention support around health, education and wellbeing. Stakeholders noted the importance of the Early Learning Hub in providing coordinated, comprehensive services for children ages 0-8 throughout the region, and the innovation of the maternal medical home. They also describe the tremendous benefit of the seven Service Integration Teams aligned with each school district to provide cohesive, coordinated services to families across providers. These teams gather local community partners to identify broad human service needs, as well as necessary interventions for specific families. Each partnering organization is able to provide capacity based on identified needs and, as determined, serve as the liaison to bring services to the community at large or to specific families or individuals.

“With the medical community, as well as the social service providers, the CCO has provided a natural hub for a lot of the coordinated work to happen – a natural ‘coming together.’”

The Yamhill CCO is unique in that its geographic catchment area is aligned wholly with Yamhill County, eliminating potentially complicated funding delegation across municipalities and streamlining provision of services. This organization was routinely cited as a benchmark for service delivery and integration, and stakeholders describe the organization’s plan to expand the collaborative approach to new community challenges, including housing. Despite this robust operation, several stakeholders noted a lack of information or knowledge about the degree to

which human services are coordinated across the county, suggesting an opportunity to raise awareness about the model and impact of the Yamhill CCO.

LACK OF AFFORDABLE HOUSING AND HOMELESSNESS WERE CITED AS ONE OF THE MOST PRESSING NEEDS IN THE COMMUNITY. Seventy-five percent of survey respondents strongly disagreed or disagreed with the statement “My community does a good job taking care of the homeless,” and 64 percent of survey respondents felt that housing was one of the community’s most pressing needs. Respondents indicated that the lack of affordable housing is an issue for vulnerable populations, such as the elderly and individuals with disabilities or mental health issues; it also increasingly affects families with children and the working poor. As noted earlier, although Section 8 housing vouchers exist, respondents note that the wait list for vouchers can be several years long, and that once families receive the voucher, they struggle to find housing that is within the allowable rent limits. Although there are more affordable housing options available in the more rural or remote parts of the county, limited public transportation options make these locations difficult for families to access services, education and employment.

Several innovative programs are underway to address direct homelessness, including Helping Hands Re-entry Outreach Centers and Re-entry Homes in McMinnville and Newberg. The Yamhill Community Action Partnership also operates three shelter homes and provides ongoing housing services such as case management, affordable housing, rental assistance, and transitional shelters. Recently, the Yamhill Housing Authority and the County Health and Human Services partnered to develop a successful project that placed working individuals and individuals with special needs together in housing units. The Housing Authority also manages a family unification program that reserves 60 housing vouchers for families working with the Department of Health and Human Services. The vouchers are provided on the condition that families continue case management work to maintain or reunite their families; this is a multigenerational project that incorporates mental health and substance use disorder treatment into the program. Local churches also play a critical role in providing housing for homeless populations. Despite these options, stakeholders note that the county is still under capacity in homeless shelters, transitional housing, and affordable housing options.

“County stakeholders are aware of the issues. They aren’t reaching all the people in need, but generally they know they are out there, but they don’t have funding or capacity to reach them all.”

INSUFFICIENT BEHAVIORAL HEALTH SPECIALISTS AND GROWING DEMAND ARE OF REGIONAL CONCERN. Behavioral health issues were considered a pressing issue among respondents, and stakeholders noted a growing need for care as the opioid epidemic continues to affect Oregon, as it has other regions in the nation. Seventy-five percent strongly disagreed or disagreed with the statement “My community does a good job taking care of people with mental health issues,” and one-quarter felt that mental health issues were both a pressing need and a strategic use of philanthropic resources. Respondents noted that mental health services are under capacity based on community needs, and noted a tension between providing prevention services to avoid future mental health or other human service crises, while still attending to the immediate problems.

The county serves as the behavioral health provider of the Community Care Organization, providing direct service as well as subcontracting to a range of transitional housing, chemical dependency, medication assistance, and other behavioral health network services and innovations. Stakeholders noted a lack of psychiatric providers in the region, and insufficient inpatient and outpatient services more broadly, to meet the mental health needs of community residents. Respondents suggested that the shortage in mental and behavioral health providers leads many individuals to visit the emergency department for care, yet emergency rooms are not equipped to manage

ongoing mental health crisis and care. Several stakeholders described the innovative partnership with George Fox University that places master and doctoral social work and counseling students in outpatient clinics to provide additional mental health capacity.

YAMHILL COUNTY HAS A ROBUST MEDICAL INFRASTRUCTURE, BUT INSUFFICIENT PROVIDERS AND LACK OF ACCESS FOR TARGET POPULATIONS LIMITS CAPACITY. Yamhill County has a strong medical infrastructure, which includes two respected full-service hospitals and numerous specialty clinics. Plans for additional clinic development are underway, expanding the medical infrastructure in the region. Despite this potential, stakeholders noted an ongoing shortage of primary care providers and psychiatric specialists.

Additionally, stakeholders described limited access to services for diverse populations in the community. They noted a lack of veteran services to meet the unique medical and behavioral needs of this population, and described discussions underway to bring service providers from the Veterans Administration in Salem to Yamhill County for regular service hours each week. They also described language and cultural barriers to providing services to ethnic and language minorities, including the Latina/o population and migrant workers. Respondents noted that Unidos Building Community has done a good job of increasing outreach and accessibility, but that continued work is needed to ensure inclusive care for all residents. Respondents also highlighted the work of the Virginia Garcia Memorial Health Center clinics generally, and described the Salud program that provides mobile medical, dental and preventive services to vineyard agricultural workers. Despite these innovative programs to increase access and awareness of medical and human services, respondents noted the need to increase capacity, outreach and publicity to ensure all populations are reached.

OPPORTUNITIES

Survey and interview respondents view health and human services — especially housing, mental health care, and transportation — as pressing community needs. They also view these areas as opportunities for philanthropic funding to augment existing resources or fill a funding gap.

Based on survey responses and stakeholder feedback, the following opportunities may benefit from local funds:

- **Additional primary care and psychiatric providers would improve medical capacity.** Strategic planning sessions among medical and community partners could identify immediate action steps that address provider shortages.
- **Continued efforts are needed to increase outreach and service accessibility for diverse populations.** Existing organizations focus on increased service access and community-building for Latina/o residents. Lessons learned from these efforts can increase participation in a wide range of services among diverse populations within the region.
- **Yamhill CCO is a leader in collaboration and effectiveness.** This model should be replicated to address additional human service challenges, including housing.
- **Additional mental health and substance use disorder services are needed to address community demand.** Behavioral health issues were considered a pressing issue among respondents, and stakeholders noted a growing need for care as the opioid epidemic continues to affect Oregon. Respondents noted that existing mental health services do not meet community needs, and noted a tension between providing preventive services to avoid future mental health or other human service crises, while still attending to immediate problems.

ARTS AND CULTURE

KEY FINDINGS

The arts and culture environment in Yamhill County is a growing field of increasing vitality. The vibrancy of the environment varies across the county, and the accessibility of arts and cultural opportunities may not be equitable across different populations. Key findings on arts and culture include:

- **Robust arts culture.** The county as a whole has a robust culture of artist studio tours. More densely populated areas, such as McMinnville and Newberg, have developed vibrant monthly art walks. These offerings increasingly attract visitors from outside the region.
- **New arts institutions.** The Chehalem Cultural Center is renowned across the region for the diversity of arts and cultural opportunities it offers, including art classes, live theater, writing studios, and arts and culture lectures (including discussion of social issues affecting Yamhill County and the region).
- **Synergy with universities.** George Fox University and Linfield College play significant roles in providing robust arts and cultural offerings to their communities.
- **Disparities in arts access.** Communities outside of McMinnville or Newberg have less access to arts and culture events and resources, and access to arts and cultural opportunities for lower-income residents and racial minorities is limited across all regions.

BACKGROUND DATA SUMMARY

Yamhill County has a variety of county cultural assets, including:

Visual	<ul style="list-style-type: none"> • Art Harvest Studio Tour • Coastal Hills Art Festival 	<ul style="list-style-type: none"> • Art Walk – McMinnville and Newberg • Craft Fairs
Performance	<ul style="list-style-type: none"> • Gallery Players • Chehalem Players Repertory • Valley Repertory Theater • Tunes on Tuesday – outdoor summer concerts in Newberg 	<ul style="list-style-type: none"> • McMinnville Summer Concert Series • Brown Bag Summer Concert Series – McMinnville • Dayton Friday Nights • Walnut City Music Festival
Literary/ Humanities	<ul style="list-style-type: none"> • Paper Gardens Writing Contest • Terroir Creative Writing Festival 	<ul style="list-style-type: none"> • Velvet Monkey Open Mic for Writers • The Society for Creative Anachronism
Epicurean	<ul style="list-style-type: none"> • Wine Weekend – Memorial Day weekend/Thanksgiving weekend • International Pinot Noir Celebration 	<ul style="list-style-type: none"> • Sip • Flavors of Carlton
Festivals	<ul style="list-style-type: none"> • Newberg Old Fashioned Days • Dayton Harvest Festival • McMinnville Turkey Rama • Yamhill Derby Days • Carlton Fun Days • Phil Sheridan Days • Amity Daffodil Festival 	<ul style="list-style-type: none"> • Willamina 4th of July Celebration • Alien Days • Camellia Festival • Lavender Festival • Dia de los Muertos • Native American Spring Gathering
Arts/Culture Organizations	<ul style="list-style-type: none"> • Arts Alliance of Yamhill County • Art Conspiracy • Art Harvest Studio Tour • Chehalem Cultural Center • Gallery Theater 	<ul style="list-style-type: none"> • Oregon Arts Commission • Oregon Cultural Trust • Salem Art Association • Yamhill County Cultural Coalition

Museums	<ul style="list-style-type: none"> Yamhill County Historical Society and Museum 	
Libraries	<ul style="list-style-type: none"> Amity Public Library 	<ul style="list-style-type: none"> Sheridan Public Library
	<ul style="list-style-type: none"> Dayton (Mary Gilkey) Public Library 	<ul style="list-style-type: none"> Willamina Library
	<ul style="list-style-type: none"> McMinnville Public Library 	<ul style="list-style-type: none"> Newberg Library
Colleges	<ul style="list-style-type: none"> Chemeketa Community College 	<ul style="list-style-type: none"> Linfield College
	<ul style="list-style-type: none"> George Fox University 	<ul style="list-style-type: none"> Portland Community College
Media	<ul style="list-style-type: none"> McMinnville Community Media Channel 11 & 29 	<ul style="list-style-type: none"> Newberg Graphic
		<ul style="list-style-type: none"> News Register

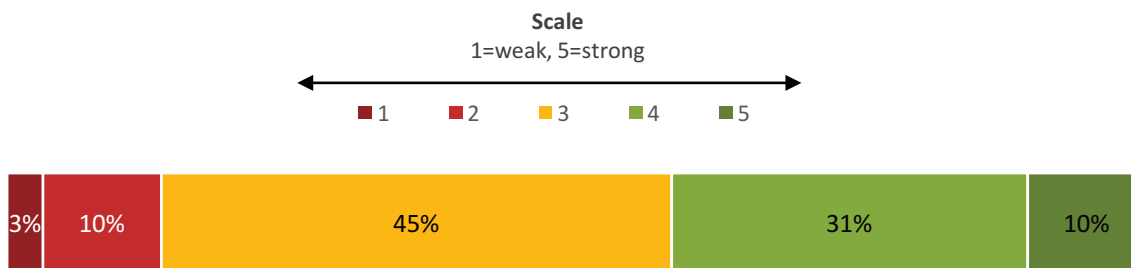
Sources: Yamhill County Cultural Coalition, "YCCC Cultural Facets," and "Cultural Resources," <http://yamhillcountyculture.org>

QUALITATIVE DATA SUMMARY

Yamhill County's arts and culture landscape is growing, with opportunities to strengthen progress and expand access to new areas. As shown in Figure 16, 45 percent of needs assessment survey respondents indicated that Yamhill County had a moderately strong arts and culture environment, or a three on a five-point scale. Nearly one-third (41 percent) indicated a strong (4) or very strong (5) arts and culture environment in the region.

Yamhill County Residents are Positive About the Arts and Culture Environment

Figure 16: Respondent Assessment of Strength of the Yamhill County Arts and Culture Environment

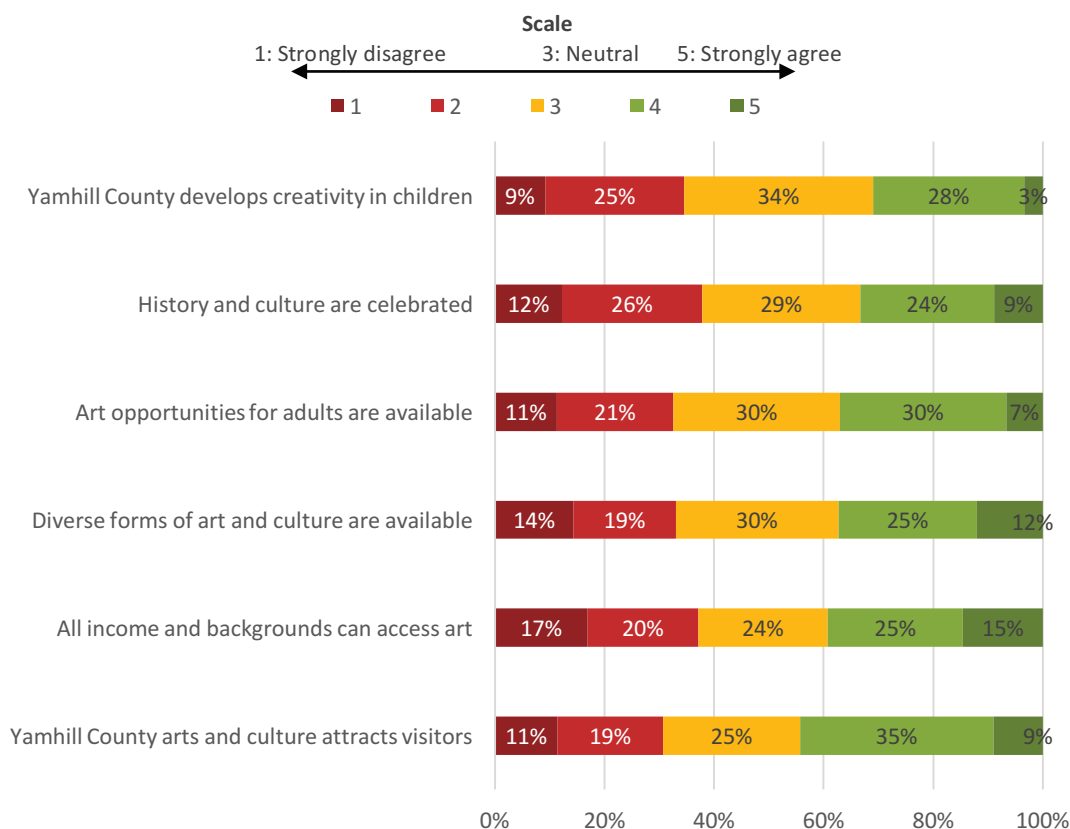


Source: Yamhill County Needs and Opportunities Assessment, Community Survey, 2015

Needs assessment interview stakeholders also described a vibrant arts and culture landscape, with targeted opportunities for growth especially among youth programs. As illustrated in Figure 17 below, 37 percent of survey respondents felt strongly that Yamhill County provides many opportunities to enjoy diverse forms of arts and performance; 30 percent of respondents offered moderate agreement with this statement. Additionally, 37 percent of survey respondents agreed with the sentiment that Yamhill County offers opportunities for adults to express creativity; 32 percent disagreed. Similarly, roughly one-third of respondents agreed (while another third disagreed) with the statement that Yamhill County develops creativity in children and youth, suggesting opportunities to continue growing the capacity and reach of arts and culture institutions.

Yamhill County Arts and Culture Attract Visitors

Figure 17: Respondent Rating of Arts and Culture in Yamhill County



Source: Yamhill County Community Needs Assessment, Community Survey, 2016

HARVEST STUDIO TOURS AND MONTHLY ART WALKS ATTRACT VISITORS AND SUPPORT LOCAL ARTISTS AND BUSINESSES. Many respondents described the harvest studio tours that enable both visitors and residents to view and experience art studios of diverse mediums — from painting to sculpture, welding and ceramics — as key community events. During the harvest studio season, artists invite students from area schools into their studios during the week for contextual learning in and exposure to the arts.

The monthly art and wine walks in Newberg and McMinnville also provide critical exposure both for area artists and for local vineyards. Stakeholders described the impact that the growing wine industry has had in cultivating and supporting these events, as well as in attracting artists to the region. Although the wine industry shares a synergistic relationship with the regional arts and cultural events and has been a key driver in promoting these opportunities, interview respondents noted the importance of a community champion to develop internal structure and sustainability for these efforts.

ARTS AND CULTURE MAY PROVIDE BROADER ECONOMIC DEVELOPMENT VALUE FOR THE REGION. Most stakeholders viewed the arts and cultural environment as an opportunity to increase economic development and tourism in the region, and to attract new residents to live in the region. Nearly half (44 percent) of survey respondents felt strongly that Yamhill County arts and cultural events draw visitors to the region.

Community stakeholders noted the ability for a strong arts and culture infrastructure to attract more artists and galleries, as well as secondary industries such as restaurants, retail and lodging. In Newberg, for example, the community completed a planning process to identify what arts and culture activities could encourage greater downtown activity; they are now establishing an advisory committee to implement this framework.

KEY INSTITUTIONS SUPPORT ARTS AND CULTURE IN THE REGION. Stakeholders across the region identified the Chehalem Cultural Center as a key arts and cultural cornerstone, especially for Newberg. The refurbishment of the center provides opportunities for diverse arts and cultural events — from art classes to ballroom dancing, theater, writing and cultural lectures. Stakeholders did note that it took some effort to promote the value of the arts, in addition to core services, in the region; they still sometimes face challenges to the value of the arts in relation to other human service needs. However, the growth of the Chehalem Cultural Center has expanded community exposure and support of the arts, and has spawned new arts organizations working in synergy with the center. Stakeholders were enthusiastic about forthcoming plans to expand the Center and offer a cinema, industrial kitchen, and food innovation center, among other resources.

In addition to the Chehalem Cultural Center, which serves the region but disproportionately benefits Newberg due to proximity, stakeholders identified the Yamhill County Cultural Coalition, the Arts Alliance of Yamhill County, and the Yamhill Cultural Trust as key leaders in this area. They also noted the importance of tribal influence and activity in the arts, especially in the West Valley region of the county. The local colleges, including Linfield College and George Fox University, also play a key role in providing arts and culture for the region. The colleges support theater, music and art installations at relatively low cost to county residents. Additionally, the Willamina Community Campus is poised to be an important center for innovation and creativity in that community.

“Cultural institutions alone have the power to transcend politics and offer a voice for everyone — so we can consolidate our commonality and reconcile our difference. Then finally we might rediscover the good, old-fashioned, underappreciated art of compromise. That's at least the starting place for all the other solutions to follow.”

OPPORTUNITIES AND ACCESS TO THE ARTS VARIES ACROSS THE REGION. Despite the relatively robust arts offerings for a county of its size, stakeholders noted disparities in access to art and cultural events across the region, both geographically and among different population groups. Geographically, smaller towns do not have the funding capacity or infrastructure to support a cultural center similar to the one in Newberg. Stakeholders also noted decreased funding for the arts in schools, which may exacerbate limited arts resources in less populated regions of the county.

Additionally, stakeholders suggested that lower-income families or families of diverse racial or ethnic heritage may have reduced access to the various arts and cultural events in the region. Forty percent of survey respondents felt that people of all income levels and background have access to arts and cultural opportunities in Yamhill County; roughly the same amount (37 percent) disagreed with this statement. This access issue may stem from reduced capacity to pay for arts events or classes, but may also be the result of limited outreach to low-income or minority communities, or limited cultural relevance or alignment of events or offerings. Several efforts are underway by various organizations to address these concerns. They include free arts events at local libraries to increase access for low-income families, as well as increased culturally relevant projects, such as the oral history project of the Latina/o community (sponsored by the Yamhill Cultural Trust), the Mexican Independence Day celebration (held in collaboration with Chemeketa Community College), and the Dayton Hispanic Celebration. Currently, 38 percent

of survey respondents did not think Yamhill County celebrates history and culture while 33 percent did, perhaps reflecting underlying questions about which cultures are celebrated through traditional events.

OPPORTUNITIES

Although just 9 percent of survey respondents suggested that arts and culture is one of the top three most pressing needs in Yamhill County, more than one-quarter (26 percent) of respondents identified it as one of the top three issues for the best use of local philanthropic funds. Although respondents may not have viewed arts and culture as a critical need in the region at the moment, they do see an opportunity for local philanthropic funds to supplement existing resources.

Based on survey responses and stakeholder feedback, the following opportunities may benefit from local funds:

- **Increase access to art and cultural events to low-income residents through expanded outreach, scholarships, and integration with existing service providers (including libraries, Head Start, and afterschool programs).** The geographic reach of arts and cultural events may be increased by expanding existing organizations' capacity to provide systematic art and culture opportunities, or by sponsoring visiting artists to offer courses or exhibitions in outlying communities.
- **Support leadership development resources for racial and ethnic minorities in arts and cultural organizations.** Increased involvement and leadership of racial and ethnic minorities can improve culturally relevant programming and increase overall access and participation.
- **Promote ongoing sustainability of existing art walks and studios that draw residents and visitors to downtown areas and the surrounding communities.** Although the wine industry shares a synergistic relationship with the regional arts and cultural events and has been a key driver in promoting these opportunities, interview respondents noted the importance of a community champion to develop internal structure and sustainability for this effort.

OVERALL COMMUNITY STRENGTHS AND OPPORTUNITIES

As part of the needs assessment, community stakeholders were asked to consider community needs and strengths across all core domains. They were also asked to consider top community needs overall. This section highlights countywide, cross-cutting themes that emerged across data sources.

KEY COMMUNITY STRENGTHS

Yamhill County is a diversifying economy with a burgeoning arts and culture landscape, a strong sense of community and volunteerism, and rugged physical beauty.

CULTURE OF COLLABORATION SETS REGION APART, AND BODES WELL FOR SUCCESS

Yamhill County has developed transformative collaboration across organizations to promote coordinated service infrastructure and address key community needs. As one stakeholder said, “Relationships allow things to happen quickly in Yamhill County.” Examples across education, health and human services, and economic and workforce development include:

“We are the kind of county that looks for partnership opportunities.”

- The recent collaboration between business, schools and government across multiple school districts within the region has shifted the K-12 education paradigm to focus on innovation and reshaping the rural economy through its public schools. This partnership between business, the school systems and local government is robust and growing.
- The development of the Yamhill Community Care Organization (CCO) has created a collaborative approach to addressing both community- and family-level health and wellbeing. The Early Learning Hub provides coordinated wraparound care for children ages 0-8 and their families. Service Integration Teams aligned with seven school districts coordinate holistic services for individuals and families, match resources to needs, and avoid both service duplication and the service silo effect. The Primary Care Medical Home and Community Health Hub advance medical care and prevention at the individual and community level.
- Economic and workforce development collaboration yields education/business partnerships that offer internships and on-the-job training for high school students, and multi-agency economic development, tourism and downtown planning initiatives.

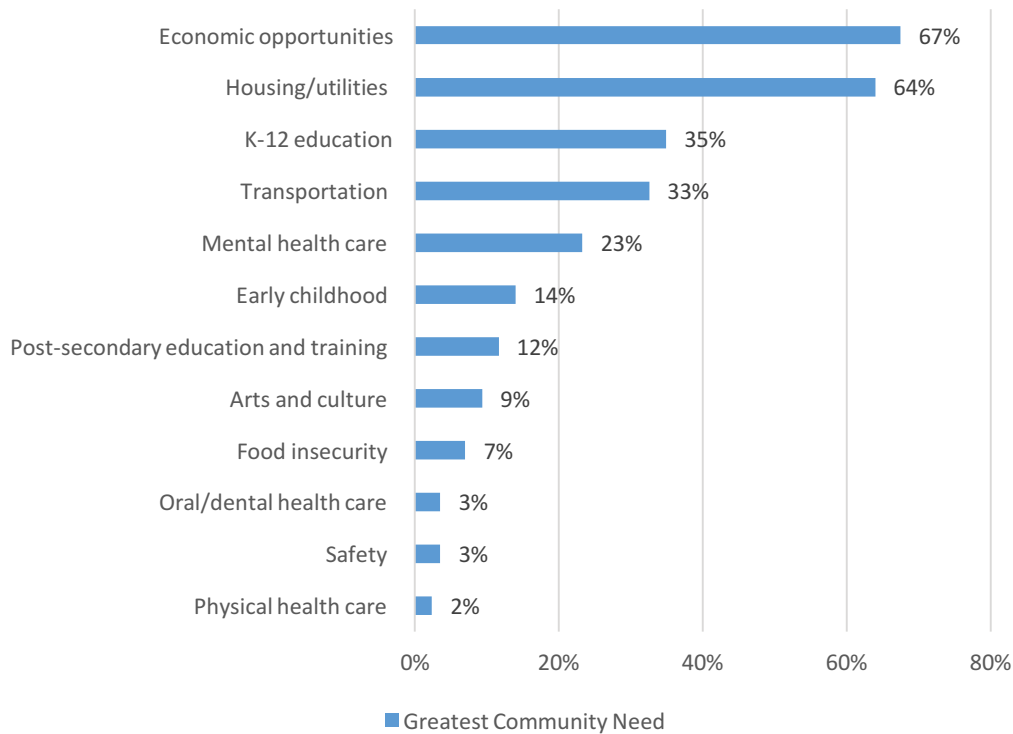
Collaboration has its challenges. Stakeholders cited the need to address barriers that include siloed government departments, differing political or cultural ideologies, tensions between long-term residents and newcomers, and economic and racial/ethnic differences. However, survey and interview data revealed broad agreement on problem areas and a willingness to work across differences to address them.

KEY COMMUNITY OPPORTUNITIES

When asked to select the top three most pressing overall community needs, survey respondents cited economic opportunities, housing, K-12 education, and transportation (see Figure 18).

Economic Opportunities and Housing are Chief Community Concerns

Figure 18: Survey Responses on Greatest Community Needs



Source: Yamhill County Community Needs and Opportunities Assessment, Community Survey, 2016

Feedback collected through the stakeholder survey and interviews aligned around survey data and suggest key opportunities for improvement in the region:

- **Increased economic opportunities that diversify the economy and provide living-wage jobs were cited as a pressing regional need by the greatest share of survey respondents.** Coordinated economic development, education and workforce development strategies may contribute to an effective county response.
- **Housing affordability, including stable housing for vulnerable populations and affordable housing for individuals and families, was cited as a key community need.** Organizations are invested in developing innovative responses to meet housing needs of special populations and expanding supply of affordable housing for workers and families in the community, but additional resources and strategic planning are needed to further this goal. Interviewees discussed education as one of the root causes of economic prosperity, and felt a focus on early education and care, primary education, secondary education, post-secondary education and training all have a role to play in supporting economic development in the county.
- **K-12 education was considered a top community need.** Interviewees discussed education as one of the root causes of economic prosperity, and felt a focus on early education and care, primary education, secondary education, and post-secondary education and training all have a role to play in supporting economic development in the county.
- **Increased behavioral health services to address mental health and substance dependency issues was also identified as a key community need through the online survey and stakeholder interviews.** Lack

of provider capacity and the increasing prevalence of substance use disorder and mental health issues exacerbate this dynamic.

- **Increased focus on improving access to and participation in community services, activities and leaderships roles among diverse residents was a key concern for stakeholders.** Respondents noted racial and economic marginalization of residents within the county, and encouraged a more transparent, visible response to improve this dynamic. Similarly, they advised more intentional dialogue and solution-building to bridge a growing rift between the region's traditional economy and cultural norms, and the perceived cultural shift ushered in by vineyards, tourism and the "new economy."

Service providers and community stakeholders are proud of Yamhill County's success, cognizant of ongoing challenges, and engaged in developing creative, coordinated responses to these opportunities.

CONCLUSION

The Yamhill County Needs and Opportunities Assessment was initiated to help understand community needs, strengths and context, and to inform future funding within the region. The county has embarked on an ambitious effort to increase cross-service collaboration and transform service delivery, policy development, and family and community outcomes. The CCO, its Early Learning Hub and Service Integration Teams, and business/K-12/government partnership around educational innovation are examples of this effort. Strong civic engagement and volunteerism among residents creates a strong sense of community and responsibility.

Economic opportunities, housing, mental health services, and K0 12 education were commonly cited regional challenges. Moreover, structural barriers related to intergenerational poverty and disparity in access among diverse populations undergird these issues. Yamhill County service providers comprise a robust network, from small faith-based efforts to large nonprofit institutions. These providers have shown great interest in refining services and initiating new partnerships to improve service outcomes for families and the community as a whole. The Yamhill County Needs and Opportunities Assessment provides important baseline information on the current status of community services, strengths, and gaps.

“If we had sufficient resources, we could do anything. We could change the quality of our community. So many of the outcomes you get are related to the people implementing. If OCF was to invest in this community, they could see some great things happen.”

Appendix A: Stakeholder Interview Protocol

Appendix B: Community Stakeholder Survey Protocol

Appendix C: Synopsis of Selected Economic Development Planning Initiatives

YAMHILL COUNTY NEEDS ASSESSMENT

INTERVIEW PROTOCOL, NOVEMBER 22, 2016

INTRODUCTION

- On behalf of the Oregon Community Foundation, PPI is conducting a needs assessment of Yamhill County to understand the community strengths, services, needs, and gaps that contribute to quality of life in this region. We are focusing on issues related to the economy, training and education systems, housing, and social/health and human services, so please consider these issues when responding.
- We also know that Yamhill County is a diverse region, and needs may vary across the county. When responding, please consider any variation in needs or strengths in different parts of the county or for different populations, such as different racial, ethnic, or immigrant groups, or individuals of different income levels or sexual orientation or identity.
- We are talking to a variety of regional stakeholder to collect their perspective on strengths and opportunities in Yamhill County. In addition, we will be summarizing existing data about quality of life in the area, and surveying community stakeholders and service providers for their perspective on these issues.
- Your responses will be confidential, and any inclusion in the summary report will remain anonymous. A public summary of the needs assessment results will be available at the close of the study.
- Do you have any questions about the needs assessment before we begin?

BACKGROUND

- 1) Please tell me a little bit about yourself, your position, and your (organization, company, role as political official).
- 2) How long have you been active in this capacity?
- 3) How long have you lived in Yamhill County?

OVERALL NEEDS ASSESSMENT

- 1) What are the biggest challenges facing the community in Yamhill County? These may include individual, family or community social or economic needs, for example.
 - a. Does this vary across the region?
 - b. Does this vary by different populations within the region? That is, do different populations, such as different racial, ethnic, or immigrant groups, or individuals of different income levels or sexual orientation or identity, experience different challenges?
 - c. Do you foresee any changes in community needs or challenges in the near future? If so, what changes do you see, and why?
- 2) What are the community's greatest strengths or assets?
 - Does this vary across the region?
 - How has this changed over time, and what do you foresee as future changes?

ECONOMIC CONTEXT

- 1) How would you describe Yamhill County's economy, in terms of primary industries and job opportunities?
 - a. How has the Yamhill County economy changed in recent years, if at all?
 - b. Do you foresee changes to Yamhill County's economic climate in the near future? In what way?
- 2) What do you see as the strengths of Yamhill County's economy?
- 3) What do you see as the challenges to/opportunities for Yamhill County's economy?
- 4) *As an employer/business owner*, how easy is it for you to attract and retain skilled workforce?
 - a. What are challenges to attracting and retaining employees? What makes families want to live here, or not?
 - b. What are strategies that you have developed to attract and retain employees?
 - c. How could Yamhill County better attract and retain skilled workers?
- 5) Please tell me about your view on housing needs in the community.
 - a. What is being done to address this need?

ARTS AND CULTURE

- 1) How would you describe the arts and cultural environment in the region? What are the arts and cultural strengths, and what are the arts and culture challenges or opportunities?
 - a. *How does the arts and cultural environment impact economic development, if at all. Can you describe examples where this has been the case?*

EDUCATION AND TRAINING

- 1) Are you familiar with early childhood services in the region, including services directed at children from birth to 5 years of age and their families?
 - a. What do you see as the strengths and opportunities of the early childhood system in the region?
 - b. Who are the main providers of early childhood services in the region?
 - c. How accessible or affordable are early childhood services?
- 2) Are you familiar with K-12 education system in the region (including Newberg School District, Yamhill Carlton District, McMinnville District, and/or Dayton District)?
 - a. What do you see as the strengths of the region's K-12 education system?
 - b. What are the challenges/opportunities of the education system?
 - c. Are there adequate and affordable out of school time supports and care options for children/families (before school, afterschool, and summertime?)
 - d. How well is vocational/technical education integrated in K-12 education?
 - e. *For K-12 education providers:* Can you describe any innovative or unique initiatives the district is pursuing?
 - f. *For K-12 education providers:* What do you think would make the greatest positive impact on K-12 education in the region?

- 3) Are you familiar with post-secondary resources or training available in the region? This may include private or community colleges, or private or public post-secondary training options, such as workforce investment programs.
 - a. If yes, what post-secondary education or training is available in the region?
 - b. Do you have a sense of how well training programs respond to regional economic or industry needs?
 - c. *Do you have a sense of how well coordinated K-12 and postsecondary education options are?*

HEALTH AND HUMAN SERVICES

- 1) What resources are available to Yamhill County residents to address individual, family, or community challenges, including human services, health and other social issues?
 - a. Who are the biggest human service providers/resources in the region?
 - b. Who are the biggest healthcare providers in the region?
- 2) *For service providers:* What kinds of services does your organization provide?
- 3) *For service providers:* How well integrated/coordinated are social services in Yamhill County? Does this vary across the region?
- 4) Where are there gaps in community resources to meet human service or health needs?
- 5) *If possible, please describe an existing innovative program or initiative that you think is addressing community needs.*

CONCLUSION

- 1) Considering the economic, education or human service challenges we've discussed:
 - a. How do regional political systems or momentum support or impede progress?
 - b. How does existing social service integration or coordination support or impede progress?
 - c. *Are there other structural or political challenges that affect the response to community needs?*
- 2) *What changes or initiatives would have the biggest positive impact on Yamhill County quality of life?*
 - a. What is the most important thing that can be done to improve quality of life in the community?
- 3) Considering the availability of federal, state, and other sources to meet various community needs, what issues do you think are the best focus for local philanthropic resources? Why do you think these are the best use of these resources?
- 4) Is there anything else that I didn't ask you that you would like to share about your community's strengths or needs that we should know for this assessment?
- 5) *Are there any resources we should review for our analysis?*
- 6) *Are there other people we should speak with as we progress with our analysis?*
- 7) We are in the process of conducting an online community survey, which you should have/will receive(d) by email. **We encourage you to forward this link** to any additional individual or appropriate community listservs to provide input on the needs and strengths of Yamhill County.
- 8) Thank you so much for your time and insight!

YAMHILL COUNTY NEEDS ASSESSMENT

Stakeholder Survey

INTRODUCTION

On behalf of a local foundation, The Oregon Community Foundation is conducting a needs assessment of Yamhill County. The goal of the needs assessment is to understand the community strengths, services, needs, and gaps that contribute to quality of life in this region.

This brief survey will ask you a series of questions about community challenges, strengths, and services available to address challenges. Your responses will be aggregated with responses from other community members and will remain anonymous. The resulting data will be used to help The Oregon Community Foundation summarize community perspectives on strengths, opportunities, and quality of life in Yamhill County. A public summary of the needs assessment results will be available at the close of the study.

We appreciate your effort, and **encourage you to share the survey link** with other community stakeholders—including staff, colleagues, member organizations, or regional professional networks—to facilitate broad participation and input.

Thank you!

BACKGROUND

To start out, please provide some information about yourself and your relationship with Yamhill County.

1. What best describes you? (check all that apply)
 - I am a Yamhill County community member.
 - I am a policy maker/government official.
 - I am a private sector business owner or employee.
 - I am a public sector service provider.
 - What type of services do you provide (e.g. health, human, education, recreation)? _____
 - I am a non-profit service provider.
 - What type of services do you provide (e.g. health, human, education, recreation)? _____
 - I fund community programs.
 - Other _____
2. How long have you lived in Yamhill County?

Less than 1 year

1-3 years

3-5 years

5-10 years

More than 10 years

3. In what town or community do you live and/or work? Please provide zip code _____

ECONOMIC CONTEXT

1. Please respond to the following statements about Yamhill County's economy (strongly disagree-strongly agree): (strongly disagree to strongly agree, DK)

Yamhill County's unemployment rate is strong compared to other communities in Oregon..

Yamhill County policy and governance support business and industry growth.

Yamhill County has a vibrant mix of retail and businesses.

People in our community can find living wage jobs.

People in our community can find jobs with opportunities for career growth.

Yamhill County has a qualified workforce.

People in our community are financially secure.

Housing costs match income levels in our community.

People of diverse racial, ethnic, socioeconomic, and sexual orientation backgrounds participate equitably in the YC economy.

2. Please respond to the following statements about community qualities that may attract **businesses** and/or **prospective workers** to locate and remain in Yamhill County. (strongly disagree to strongly agree, DK)

YC has strong infrastructure.

YC has good schools.

YC has strong quality of life.

YC has strong arts and culture.

YC has a reasonable cost of living.

YC has affordable housing options.

YC is open and inviting to a diverse mix of residents.

3. Open comment – What are other comment or concerns you have regarding the economic context in Yamhill County?

ARTS AND CULTURE

1. Please respond to the following statements about arts and culture in YC: (strongly disagree to strongly agree, DK)

People of all income levels and backgrounds have access to art and cultural opportunities.

Our community provides many opportunities to enjoy diverse forms of art and performance.

Our community's art and cultural activities attract visitors.

Our community offers opportunities for adults to express creativity.

Our community develops creativity in children and youth.

Our community celebrates history and culture.

2. Open comment – What are other comment or concerns you have regarding arts and culture in Yamhill County?

COMMUNITY CULTURE

1. Please respond to the following statements about the YC community. (strongly disagree to strongly agree, DK)

I am proud of how my community looks.

YC residents have diverse opportunities to build relationships with other residents.

YC residents share a sense of community.

Our community is welcoming to newcomers.

I feel safe in Yamhill County.

YC residents are active in community volunteering and civic engagement opportunities.

YC values people from diverse racial, ethnic, socioeconomic, and sexual orientation backgrounds.

2. Open comment – What are other comment or concerns do you have regarding community culture in Yamhill County?

EDUCATION AND TRAINING

1. Please respond to the following statements about early childhood services in YC. (strongly disagree to strongly agree, DK)

We have sufficient child care providers.

We have high quality child care providers.

We have affordable child care options.

We have sufficient free or accessible family centered activities.

We provide early intervention screening and resources to all who need it.

Our early childhood education is well linked with K-12 services.

School age children receive needed social, emotional, and behavioral supports.

Parents receive needed family support services, including home visiting and parent education.

Families of diverse racial, ethnic, socioeconomic, and sexual orientation can equitably access early childhood and family support services.

2. Please respond to the following statements about K-12 education in YC. (strongly disagree to strongly agree, DK)

We have quality public K-12 services.

We have quality private K-12 options.

We have sufficient opportunities for education and enrichment for children beyond the school day.

We have a strong high school graduate rate.

We have strong drop-out prevention programs.

We have strong technical and vocational options in the K-12 system.

We have strong college preparatory options in the K-12 system.

Our K-12 education services are well integrated with post-secondary opportunities.

Our K-12 programs provide equitable access and services to members of diverse racial, ethnic, socio-economic, and sexual orientation populations.

3. Please respond to statements about post-secondary education in YC. (strongly disagree to strongly agree, DK)

We have sufficient post-secondary training options.

We have affordable post-secondary training options.

Our post-secondary training options are aligned with the skills needed by local businesses and industries.

We have sufficient opportunities for education and enrichment for working age adults.

Individuals of diverse racial, ethnic, socioeconomic, and sexual orientation can equitably access post-secondary services.

3. Open comment – What are other comments or concerns do you have regarding education and training in Yamhill County?

HEALTH AND HUMAN SERVICES

- 6) Please respond to the following statements about health and human services in YC. (strongly disagree to strongly agree, DK)

Our community does a good job taking care of the homeless.

Our community does a good job helping people to receive basic utilities such as electricity and telephone.

Our community makes sure those in need are fed.

Our community does a good job taking care of people with physical health issues.

Our community does a good job taking care of people with disabilities.

Our community does a good job taking care of people with oral/dental health issues.

Our community does a good job taking care of the people with mental illness.

Our community does a good job taking care of people with substance use disorders.

Our community does a good job protecting the safety of its residents, including elderly and domestic violence and abuse.

Our community does a good job taking care of children facing abuse or neglect.

We have adequate and reliable public transportation.

- 7) Individuals of diverse racial, ethnic, socioeconomic, and sexual orientation can equitably access services to meet basic needs. Open comment – What are other comment or concerns you have regarding health and human services in Yamhill County?

CONCLUSION

- 9) Considering the economic, education or human service challenges we've discussed, what do you feel are the most pressing needs in Yamhill County (select three):

Economic opportunities

Arts and culture

Early childhood

K-12 education

Post-secondary education and training

Housing/utilities

Food insecurity

Transportation

Safety

Physical health care

Mental health care

Oral/dental health care

- Other _____
- Other _____
- Other _____

10) Considering the availability of federal, state, and other sources to meet various community needs, what issues do you think are the best focus for local philanthropic resources? (select three):

- Economic opportunities
- Arts and culture
- Early childhood
- K-12 education
- Post-secondary education and training
- Housing/utilities
- Food insecurity
- Transportation
- Safety
- Physical health care
- Mental health care
- Oral/dental health care
- Other _____
- Other _____
- Other _____
- Comment box to provide any comments on above selections.

11) The regional political environment supports progress in addressing community needs (strongly disagree to strongly agree, DK)

Explain _____

12) Existing social service integration and coordination supports progress in addressing community needs (strongly disagree to strongly agree, DK)

Explain _____

13) Is there anything else that I didn't ask you that you would like to share about your community's strengths or needs that we should know for this assessment?

Yamhill County's cities and the county have engaged in significant economic development planning and advocacy in recent years. All the efforts listed below have a certain level of synergy in the areas of wanting to build on the regions strengths: support the wine tourism industry, grow manufacturing, and enhance quality of life more generally.

Newberg Economic Development Strategy, March 2016

The vision of this effort was to “build on [Newberg’s] advantageous geographic location and the capacities of its business, education, government, and community partners to become a national leader for cross industry innovation in viticulture, wine production, and high-tech manufacturing.”

Newberg Downtown Improvement Plan, October 2016

The Newberg Downtown Improvement Plan is motivated by the following vision: “Downtown Newberg will be a thriving, active and attractive destination at the gateway to Oregon’s wine country. Building upon an authentic main street environment and maximizing redevelopment opportunity, downtown will have a successful, complementary mix of retail, civic, entertainment, cultural, office and residential uses, showcasing its pedestrian-friendly streetscapes, public art, and strong connections to adjacent neighborhoods and activity centers. Downtown Newberg – a unique destination, and a place to live, work, shop and play.”

Newberg Strategic Tourism Plan, June 2016

The Tourism plan lays out three key strategies to success: organizational development, destination development and destination marketing.

McMinnville Economic Opportunities Analysis, November 2013

This analysis provides an assessment of key economic advantages and disadvantages related to existing land, transportation, public, environmental, and labor market resources, and identifies economic potential for the McMinnville area.

Grow Yamhill County

County Board of Commissioners led economic development initiative: www.growyamhillcounty.com.

Yamhill County Economic Development Small Grant Program

Yamhill County government-sponsored annual grants of up to \$10,000 annually to support ongoing operations or projects of local businesses, organizations, government entities and educational institutions that seek to create an economic benefit within Yamhill County.

QUALITATIVE DATA SUMMARY

Yamhill County is ruggedly beautiful and offers a peaceful respite from larger urban areas in the state. Stakeholders appreciate that the region has been able to maintain its own identity even as the larger metropolitan area boundaries continue to advance. For a community of its size, stakeholders were pleased with the art and culture opportunities and diverse mix of businesses. They also noted an extensive park and trail network throughout the region.

CIVIC ENGAGEMENT, SAFETY AND A SENSE OF COMMUNITY ARE HALLMARKS OF YAMHILL COUNTY.

Sixty-nine percent of survey respondents strongly agree or agree with the statement “I feel safe in Yamhill County,” and 54 percent agree or strongly agree that Yamhill County residents are civically engaged. Over 40 percent of respondents agree or strongly agree that Yamhill County is welcoming to newcomers, that residents share a sense of community, and are proud of how the community works. Many interview respondents described old-fashioned values and neighborliness that distinguish Yamhill County from other communities. They noted thriving volunteer involvement, an engaged faith-based community, and residents inclined to help one another out.

“There is a very strong sense of trust among neighbors – an immediate sense of neighbors helping neighbors.”

Yamhill County Is Safe and Civically Engaged, and Could Improve Openness to People from Diverse Backgrounds

Figure 2: Respondent Rating of Community Culture in Yamhill County

Program and Policy Insight

