

Garibaldi, Tillamook County, Oregon

Conducted by Lisa Tobe

NEAI Projects*

Garibaldi Projects				
Year	Applicant	Project	Funding Source ¹	Amount
1994	City of Garibaldi	Housing Rehabilitation Program	CDBG	\$300,000
1995		Income Survey	FS-RCA	\$3,500
1995	City of Garibaldi	Inflow/Infiltration Correction Waste Water Facility Plan	USDA-RD	\$670,000
1996			WWL	\$10,000
1997			USDA-RD	\$118,000
			WWG	\$10,000
			DEQ CDBG CDBG	
County- Level Projects				
1994	Oregon Consortium	Worker Retraining	DOL	\$95,797
1995				\$200,000
1995	Management & Training Corporation	North Coast Ecosystem Workforce Initiative – Administration	FS-RCA	\$30,000
1995	Tillamook County Soil and Conservation District	Project 1 – East Beaver Creek	EPA	\$14,850
1997		Project 2 - Boulder Creek, Nestucca River	ODF&W	\$9,498
		Project 3 – Smith Creek, Nestucca River	EPA	\$17,734
			ODF&W EPA	\$11,343
			EPA	\$12,916
	Tillamook County Riparian Rehabilitation/Monitoring/Inventories	USF&W	\$8,257	
		USF&W	\$100,000	

*Project funding reflects initial loan and grant totals. Final funding amounts may be different.

1. Key to Funding Sources: FS=Forest Service (U.S. Department of Agriculture); RCA=Rural Community Assistance program; RD=Rural Development (U.S. Department of Agriculture); IRP=Intermediary Relending Program; RBEG=Rural Business Enterprise Grant; EDA=Economic Development Administration (U.S. Department of Commerce); CDBG= Community Development Block Grant (Housing and Urban Development Grant provided to the states); DOL =U.S. Department of Labor; ODF&W= Oregon Department of Fish and Wildlife; USF&W = United States Fish and Wildlife; DEQ = Oregon Department of Environmental Quality; WWL = Wastewater Loan; WWG = Wastewater Grant; EPA=Environmental Protection Agency.

Garibaldi, Tillamook County, Oregon

Year	Applicant	Project	Funding Source	Amount
1995	Oregon Department of Forestry	Riparian Rehabilitation Project (1a,1b,1c)	USF&W	\$106,000
		Culvert Replacement (2)	USF&W	\$107,500
1997		Edward/Bill Creek Instream Enhancement	USF&W	\$20,000
1999	Economic Council of Tillamook County	Geographic Information System Implementation	FS-RCA	\$30,000
		Communities Downtown Revitalization		\$45,000
1996	Tillamook County Board of Commissioners	North Coast Ecosystem Workforce Initiative – Revolving Loan Program	RD-RBEG	\$100,000
1994 1996	Port of Tillamook Bay	Industrial Park Sewer Replacement & Improvements	EPA loan	\$70,000
			WWL & WWG	\$670,000
			FS-RC	\$100,000
Regional Projects				
1994	Columbia Pacific Economic Development District	Capacity-Building – Planning	EDA	\$60,000
1996		Supplement	EDA	\$60,000
1998		Capacity Building	EDA	\$68,000
1998		Revolving Loan Fund Administration	RD-IRP	\$1,000,000
1998		Revolving Loan Fund		
State-wide Projects				
1998 1999 2000	University of Oregon, Center for Sustainable Environment	Ecosystem Project: Quality Jobs in Ecosystem Management	FS-RCA	\$249,529
				\$250,000
				\$250,000
1997 1998 1999	University of Oregon	Resources Assistance for Rural Environments	FS-RCA	\$150,000
				\$150,022
				\$125,000

Background Context

The city of Garibaldi is located on the northern Oregon coast at the north end of Tillamook Bay, approximately 85 miles west of Portland and 10 miles north of the city of Tillamook. The southern and western portions of the city border the Tillamook Bay and Miami Cove. Topography ranges from the low tide flats of Miami Cove to steep forested hills at the northern end of the city. Located in Tillamook County, Garibaldi sits on U.S. Highway 101, which serves as the main transportation artery for communities along the Pacific Coast from Washington to California. Portland and Salem are easily accessible

via Highways 6 and 22. Ten feet above sea level, the city receives approximately 80 to 90 inches of annual rainfall (www.garibaldioregon.com/history.htm). Roughly 93 percent of Tillamook County’s land area is classified as forested land.

Brief History

The Tillamook (also known as the Killamucks, Kilamoux, Tilamoux, and Tillamucks) Indians, who gave their name to the county, city, and bay, belonged to the lower Columbia coastal peoples, which included the Nehalem, Nestucca, and Siletz (Aikens 1984).

Garibaldi, Tillamook County, Oregon

It is estimated that the Tillamook have inhabited this area for at least 3,000 years. The Tillamook lived in a large village and practiced a bi-seasonal subsistence cycle. From early spring to late fall, the Tillamook lived in small temporary camps or satellite sites near resources areas where they would fish and hunt to stockpile food and clothing reserves. From fall to late winter, the people reassembled in the central village to manufacture and repair fishing and hunting equipment. They used the village as a base for fishing and hunting to supplement winter stores (Aikens 1984). During the first half of the 1800s, the Tillamook population dramatically declined from an estimated 2,200 in 1806 to 200 by 1849 due to disease introduced by Euro-Americans (Coulton et al. 1996).

Joseph Champion's arrival in the present day city of Tillamook in 1851, marked the arrival of the first white settler in Tillamook County. Soon, more European-American settlers arrived by boat or old Indian trails such as the Neacarney Trail that crossed the Coastal Range and connected the Willamette Valley to the Pacific Ocean. The Territorial Government in 1853 created Tillamook County, and within 20 to 30 years a thousand immigrants had entered the County (Graves 1995).

Originally a Tillamook Indian fishing and whaling village, the first Euro-American to settle in what is now Garibaldi, was Charley Farwell, a ship's cook

who, following a disagreement with his captain, was put ashore in 1856 (Graves 1995). Soon thereafter, Frank Hobson and the Mitchell Family established homesteads in the area (<http://www.garibaldioregon.com>). In 1867, B.A. Bayley arrived in the area, and built a hotel and general store. Bayley was also the U.S. Postmaster and when the post office opened in 1870, Bayley made a postmark honoring Giuseppe Garibaldi, father of the modern Italian republic.

Farming, logging, and fishing, from the 1850s to the present, have played a major role in the settlement and growth of Tillamook County. Early settlers to the Tillamook area were primarily farmers. The land proved to be ideal dairy country with its rich grasslands and temperate climate. These early farmers produced a butter of such renown that as early as the 1850s found a ready market in Portland. Inspired by the demand for their product, several farmers built the ship *Morning Star* and in 1855, it made the first of many journeys to Portland shipping butter, fish, and potatoes. In 1894, Peter McIntosh, a Canadian cheese maker, and T.S. Townsend, a local butter maker, established the first commercial cheese factory in Tillamook County (tillamookcheese.com).

After the 1900s, however, as the value of timber increased, logging companies began to purchase range and forested farmlands in the area. The arrival of the railroad and the introduction of steam power,



Tidal-influenced Tillamook Bay

especially the “steam put” donkey skidder, changed the nature of logging in Tillamook County and stimulated growth in timber industry. The Pacific Railway and Navigation Company provided the first train that ran from Portland to Tillamook in 1911. Regular and reliable train service to Portland allowed timber companies to transport their lumber to a bigger market, as well as gave dairy farmers and fishermen a quicker method of transporting their goods.

Because of its location on Tillamook Bay, Garibaldi also became an important port for shipping lumber as well as other goods, such as seafood. Tillamook Bay, however, proved initially to be highly unpredictable and dangerous for fishing and commercial boats navigating its waters. Hundreds of vessels have been lost over the years. As early as 1908, volunteers provided emergency rescue operations, and in 1915 the U.S. Coast Guard first conducted operations to aid local fishermen (Graves 1995). In 1911, a special election created the Port of Bay Ocean, an Oregon Municipal corporation, to manage the land at the entrance to Tillamook Bay. In 1915, a northern jetty was completed to make bar crossings safer and increase frequency of runs. In 1943, the U.S. Coast Guard completed a station complex to patrol the Pacific Coast and to assist in emergencies (Graves 1995).

Timber Industry

Construction of the Cummings-Mobley Mill in 1918, marked the beginning of Garibaldi’s industrial sawmill era. The mill changed hands several times—purchased by the Whitney Corporation in 1921, and in 1926 by A.B. Hammond. Hammond ran the mill until 1931 when the Great Depression forced closure. Following World War II, Garibaldi experienced a boom in its economy. By 1947, Garibaldi had incorporated as a city and the Hammond Mill reopened, with two different firms occupying the site. The Nicolai Company of Portland operated a plywood and veneer plant, and Oceanside Lum-

ber Company ran a mill using timber salvaged from the Tillamook burns² of the 1930s and 1940s. By 1952, these two mills employed over 600 people, and Oceanside Lumber cut 300,000 board feet a shift making it one of the four largest mills in Oregon (Graves 1995). Several other plants that manufactured shingles, shakes, and box parts also existed in the area (Graves 1995).

In 1954, Oceanside Lumber Company closed after a series of labor strikes. The Nicolai Company sold the mill to the Oregon/Washington Plywood Company who operated the plant until 1974, when it closed because of a lack of peeler logs. This mill closure resulted in the loss of approximately 320 jobs, amounting to a decrease of about \$250,000 a month in payrolls, approximately 25 percent of the town’s revenue (Garibaldi File Oregon Historical Society). From the 1940s to 1990, several shingle and shake mills in and around Garibaldi slowly closed as the supply of large diameter cedar diminished. Currently Northwest Hardwoods, a Weyerhaeuser Company, operates a hardwood timber mill in the Port of Garibaldi. Purchased by Weyerhaeuser in 1995, the mill has 62 employees (www.weyerhaeuser.com/hardwoods).

Fishing Industry

In addition to timber, both recreational and commercial fishing have also played an important role in the economy of Garibaldi. Spanning approximately six miles from north to south and slightly less than three miles from east to west, Tillamook Bay is composed of a series of reefs and underwater shelves that provide an attractive habitat for a variety of fish. The tidal flats at Miami Cove are ideal for the shellfish, crab, and clams. The first cannery developed around Tillamook Bay was in Hobsonville in 1885, processing Coho salmon, historically the most abundant fish species in the Tillamook basin (Coulton et al. 1996). Concerns about maintaining a viable salmon population resulted in the establishment of fish hatcheries in the early 1900s; however, the lack of un-

2. Beginning in 1933, the Tillamook State Forest experienced a series of large fires that occurred in six-year intervals through 1951. The fires, known as the “Tillamook Burn” burned a total of 355,000 acres. These burns significantly decreased the timber available for harvest and contributed to the silting in of the rivers and bays. Reforestation began in 1949 after the state authorized \$12 million in bonds. The Oregon Department of Forestry manages the land, which Governor McCall renamed the Tillamook State Forest in 1973. The state forest currently provides revenues to the county and state via timber harvesting (www.odf.state.or.us).

derstanding about rearing conditions resulted in high mortality and low returns until the 1960s. By 1940, the Coho salmon population in Tillamook Bay began to show a significant decline. In 1961, commercial gillnet fishing, which had begun in the Tillamook Bay in the late 1800s, as well as commercial troll fishing were banned to make more fish available for the sport fishery (Coulton et al. 1996). Despite the closure of commercial fishing in Tillamook Bay, all salmon species, apart from a stable fall Chinook population, have steadily declined (Coulton et al. 1996). In 1991, the federal government placed Coho salmon on the endangered species list, and in 1994 restricted the harvesting of bottom fish. These restrictions further reduced commercial fishing in Garibaldi. In 1996, Pacific Seafood, a fish processing company and major employer in Garibaldi, sold to Hoy Brothers. The new owners shut down the plant causing Garibaldi to lose 50 to 60 jobs.

In addition to salmon, early shellfish industries in Tillamook Bay included clam, oyster, and crab (Coulton et al. 1996). Oysters were introduced to the Bay in 1928, and by the early 1970s, close to 90 percent of the state's oysters were grown in Tillamook

Bay. In more recent years, however, increasing sedimentation and pollution into the Bay has resulted in a decline in oyster production. Commercial clam harvests, in contrast, have increased in the Bay, accounting for 90 percent of Oregon's total harvest (Coulton et al. 1996).

Although seasonal, the shrimping industry had a large impact on the Garibaldi economy as recently as 1999. In the height of the shrimping season, the city supplied six million gallons of water to three shrimping canneries monthly compared to 700,000 gallons monthly in 2002. Since 1999, however, shrimp harvests have declined. Despite the downturn in fishing and shrimping, some residents see Garibaldi as a fishing town. "Every paycheck is tied to a fish," a resident said as they explained how a good fishing season the year before meant most bills were paid in full and on time.

The 1980s and 1990s

By the 1980s, Garibaldi's economic base had shifted to tourism, with many residents employed in seasonal service jobs at local motels and restaurants. One of the few remnants of the timber industry in

Table 1. Population changes in Garibaldi and Tillamook County between 1980 and 2001.

	1980	1990	1998	1999	2000
City of Garibaldi	999	886	970	990	899
Tillamook County	21,164	21,570	24,000	24,100	24,262

Source: U.S. Census and Center for Population Research and Census, Portland State University.

Garibaldi is the large smokestack that sits in the middle of the Old Mill Site. The mills that used to be the most visible manifestation of the town's former logging tradition have become home to a recreational vehicle park, mobile home facilities, and a marina. The marina is currently in a state of decay, and, due

to siltation of the surrounding bay, can no longer serve as a dock for boats. Garibaldi also experienced an influx of retirees, increasing the age of the total population and lowering school populations.

By 1990, the population of Garibaldi had declined to 886, from 999 in 1980. Although this figure

Table 2. Volume of timber harvested in Tillamook County (in thousands of board feet).

Year	Forest Industry	Other Private	State	BLM	USFS	Other Public	Total
1986	45,810	13,362	30,720	41,020	55,880	1,804	188,596
1990	59,194	7,111	19,119	21,891	25,989	5,956	139,230
2000	55,521	7,008	57,203	15	1,245	0	120,992

Source: Oregon Department of Forestry

increased in the 1990s (in 1998, the population had increased to 970 and by 1999, the population was 990), it decreased again in 2000 to 899. In contrast, the county population has steadily increased since 1980 (Table 1). The 1990s also marked a dramatic decline in county timber harvest volumes on federal lands (Table 2). For example, Table 2 shows that the volume of timber harvested on lands managed by the Bureau of Land Management and Forest Service were 41,020 and 55,880 thousand board feet in 1986, respectively. This volume was cut in half by 1990, and in 2000 had dropped to 15 and 1,245 thousand board feet, respectively. On the other hand, state timber harvests dramatically increased from 19,119 thousand board feet in 1990 to 57,203 thousand board feet in 2000, offsetting some of the losses from federal declines.

Key Issues in the 1990s

Facing significant changes to its economy due to declines in both the timber and fishing industries, the City of Garibaldi, along with the County, initiated a number of planning and economic development efforts beginning in the late 1980s through the 1990s. Some of these efforts were later tied to Northwest Economic Adjustment Initiative projects and programs implemented in the area.

Strategic Plan

Often a community must delineate projects in a strategic plan to receive funding from government agencies or foundations. In 1989, the Oregon Economic Development Department (now Oregon Economic and Community Development Department) started a Community Initiatives Program to help rural Oregon communities negatively affected by the declining timber industry to create strategic economic and community development plans. In 1990, OECDD expanded this program to all rural Oregon communities. In 1992 the Community Initiatives Program became Rural Development Initiatives (RDI), a non-profit organization authorized by the Oregon State Legislature. As part of an effort to understand the transitions occurring in the recreational and commercial salmon fishing in coastal communities, RDI provided planning assistance to

Garibaldi's City Council in 1992 (Hovee 1992).

In September of 1992, RDI conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis in Garibaldi. More than 24 residents contributed to this analysis through interviews or questionnaires. Based on these results, RDI established a community response team that worked from April 1993 to March 1994 to develop a "Strategic Plan for Economic Development." Approximately 40 residents worked in some capacity on this plan. Several working committees committed to implement the plan, which set forth goals related to business development, human resources, physical infrastructure, and quality of life. Although the community response team no longer functions, Initiative projects implemented between 1994 and 2000 addressed a few of the action steps delineated within the plan. According to one interviewee, the community response team members dropped the effort because, the "participants met a lot, but nothing ever happened."

Tillamook Bay National Estuary Project

In 1987, the Clean Water Act established the National Estuary Project "to protect and restore the health of estuaries while supporting economic and recreational activities (Tillamook Bay National Estuary Project, 1998)." In 1994, the Environmental Protection Agency designated the Tillamook Bay as the 28th National Estuary in the country. This provided the county core funding of approximately \$3 million over a four-year period to complete an in-depth analysis of the watershed and develop a comprehensive management plan. Located in the Port of Garibaldi, the Estuary Project has at times employed up to seven staff members. After securing non-profit status, the Project will separate from the County's administrative control in 2002. The new non-profit, the Tillamook County Performance Partnership, recently secured a \$540,000 grant to implement various aspects of its comprehensive plan. The agency competed directly with the Tillamook County Soil and Water Conservation District for this grant, somewhat changing the nature of what had been a collaborative relationship between the two agencies.

Tillamook County Futures Council

In October 1997, the Tillamook County Commissioners appointed the Tillamook County Futures Council, a 12-member body, to develop a long range strategic plan for the County. The Futures Council partnered with the University of Oregon Community Planning Workshop (CPW) to complete this three-phase process. In January 1998, the Future's Council held a series of 17 focus group meetings representing diverse communities. Based on these findings, the Council surveyed 4,000 county households about community priorities. After combining the survey results with the input from public meet-

ings, the Council created a set of 20 goals and over 50 strategies. They placed each goal and strategy under one of the following four categories: Growth and Development, Economy, Natural Environment, and Society and Culture. In January 2000, the Futures Council developed a five-year Community Action Plan (Community Planning Workshop 2000). The Tillamook County Economic Development Council uses the action plan as a basis for prioritizing projects on their Needs and Issues list submitted to the state annually.

NEAI Projects and Programs

Community Economic Revitalization Team (CERT)

The Community Economic Revitalization Team (CERT) process, a key component to the delivery of NEAI funds to communities, consisted of federal, state, county, and community activities. At the state level, the Oregon Economic and Community Development Department (OECDD) administered the Oregon Community Economic Revitalization Team (OR-CERT or SCERT) that included approximately 30 federal, state, county, tribal, and community representatives. The SCERT formed committees to recommend investments in four areas: Community and Infrastructure, Business and Industry, Ecosystem Investment, and Workers and Families. The SCERT worked to develop a streamlined process to disburse funds to address local needs. The process included identifying projects from county prioritization lists, removing obstacles and barriers to project development/implementation, and identifying the appropriate agency to move projects forward.

Local Implementation of SCERT

During the tenure of the CERT process in Tillamook County, two organizations have been responsible for its administration. For the first two years, a staff member from the Forest Service's Hebo Ranger District coordinated the CERT process and provided technical assistance to applicants. The Forest Service staff person has subsequently retired and

interviewees had limited recall about the county-level CERT process during that time frame.

In 1996, the Economic Development Council of Tillamook County (EDCTC) began to administer the CERT process. Established in 1995 as a county-wide intergovernmental agreement agency, the EDCTC provides

- Fiscal services such as the administration of Ecosystem Revolving Loan Funds,
- Project development and implementation, including technical assistance with grant writing,
- Business and commercial development, and
- Administration of the Tillamook County Enterprise Zone and the Community Development Block Grant, the Tillamook County Futures Council, and the Tillamook Coastal Watershed Resource Center.

Currently the agency's partners include the Tillamook County Board of Commissioners, Port Districts, incorporated cities, Tillamook Peoples Utility District, Tillamook Bay Community College, Tillamook County Creamery Association, Tillamook Work Solutions, as well as several non-profit community organizations and private for-profit businesses.

The EDCTC sends out a notification to governmental agencies, ports, special districts, and county

non-profits to submit projects to the CERT prioritization process annually in the fall. The agency then hosts an informational meeting and provides technical assistance to interested participants. Originally the EDCTC director reviewed the submissions and prepared a ranked list, which she forwarded to the board that had discretion to modify the list. Ranking occurred based on loosely defined criteria such as perception of agency capability, clean water, and community need. According to the former EDC director, her board felt that the Clean Water Act placed exorbitant demands on rural communities with failing infrastructures, and they saw the Initiative funds as an important resource to help address this funding shortfall. “We [the EDCTC] saw that as the most important need for a community to be vital, sustained or healthy,” she said. The agency then forwarded the list to the Tillamook County Commissioners for final approval before sending it to the SCERT.

For the first several years of the Initiative, applicants often by-passed or provided cursory notice to the county CERT process. For example, the City of Garibaldi turned in a CERT application to the county for several wastewater treatment projects, but actually secured funding by presenting its needs directly to the SCERT or “One Stop.”³ The following quote from an employee of the city of Garibaldi illustrates how community members rate the relative importance of the two processes: “My perception of the one-stop process is that it’s the money tree, and they are going to evaluate your project and determine how valid it is and at the event they are going to put some type of priority on it.” The City of Garibaldi completes its own prioritization process based on its five-year plan. The City Administrator forwards his suggestion to the City Council, which approves or modifies the list before sending it to the EDCTC for its prioritization process. Although the City has a long internal list of unmet needs, the City submits few applications to the county hoping that a narrow list will increase the likelihood of receiving funds: “If there is an opportunity to put more things on the list, we will. This may not happen until we have evidence

that being on the list is doing any good,” a City of Garibaldi employee said.

Local CERT Issues

According to interviewees, the county CERT process has had several problems including vague criteria, limited impact on actual funding decisions, and minimal community input. According to a CERT participant, the prioritization decisions seemed arbitrary. She added that the EDCTC board did not like the process, but “couldn’t figure out a better way to do it, so they approved it.” In 2000, the Board for the Economic Development Council of Tillamook County decided to create definitive criteria based on the Future Council’s work and strategic plan. The EDCTC currently compares project goals with those set in the strategic plan before scoring each application.

Several interviewees noted that they had initially viewed the CERT prioritization process as just another level of paperwork, but that as state and federal agencies began to apply more emphasis on the process, its importance has increased. In fact, the state adopted the CERT process as its primary funding mechanism in 2000, changing its name to the Needs and Issues Inventory. Any applicant hoping to receive funding from state or federal agencies in Oregon must be on the county’s prioritization list. In that same year, the county formalized its prioritization criteria and began using the Future’s Council Strategic Plan as the primary basis of its ranking process. Despite using criteria from a plan that utilized community input, the CERT process itself provides little opportunity for community participation. This is somewhat at odds with the idea that the process provides opportunities for local communities to determine their own priorities.

Projects

Housing Rehabilitation Loan Program

After learning about the Community Development Block Grant Housing Rehabilitation Program, a Garibaldi resident urged the City to apply for the monies. With grant writing assistance from the Community Action Team, a non-profit based in Astoria, the

3. Participants often referred to the SCERT as the “One Stop.”

City secured a \$300,000 Community Development Block Grant from OECDD to implement a Housing Rehabilitation Revolving Loan Program. The city used approximately \$117,000 combined from USDA Rural Development funds (FmHA 504), Community Action Team Weatherization Program, the Housing Preservation Program, bank loans, and the Community Action Team Revolving loan program to leverage this grant. During the initial two-year period the Community Action Team (CAT) provided 28 loans ranging from \$7,000 to \$20,000. Since that time, they have received \$70,000 in paybacks and have funded five additional loans from the money paid back.

Under this program, low income Garibaldi residents can apply for a no-interest deferred⁴ loan to make repairs on their homes. To be eligible for the program, applicants must meet the following requirements:

- Be at 80 percent or less than the median household income;
- Have to own or be buying and residing in the home to be habitated;
- Could not be more than two years back on their taxes;
- Had to have or be able to obtain fire insurance; and
- Could not have judgments or liens on their property.

Loan recipients can also receive mortgage, energy, and general ownership counseling.

The Community Action Team (CAT), an anti-poverty agency founded in 1967, administers the grant. Locally, a five-member loan committee reviews and approves applications. According to one interviewee, the program benefited the community in several ways, including providing low to moderate income residents an opportunity to enhance their homes, improving the appearances of the community, providing job opportunities for county wide contractors, and increasing the tax base.

A CAT employee named two difficulties associated with this program: finding the appropriate

applicants, and creating a base of contractors who would complete the work. One City of Garibaldi employee noted that the community qualified for the CDBG because of its poverty level, not because of its inclusion in the Initiative communities, suggesting that the city would have secured the funding without the Initiative. Regardless of the program's impetus, the housing rehabilitation program seems to have had a positive impact on Garibaldi's housing stock, something community members believe is an important precursor to economic development.

Waste Water Treatment Issues

In the early 90s, the City of Garibaldi determined the need to address inflow and infiltration issues within its wastewater treatment system. Storm water run-offs were infiltrating into its wastewater treatment system, causing overflow. In 1995, the City passed a \$670,000 general obligation bond measure to cover the costs of repair and replacement of several manholes, replacement of 2,300 feet of sewer main, and installation of a liner throughout 14,500 lineal feet of sewer line. USDA Rural Development then approved a \$670,000 loan, which the City used to pay off the bond and complete inflow and infiltration work.

At the same time, the City was working to address its inflow and infiltration issues, the Oregon Department of Environmental Quality (DEQ) accepted the City to participate in a voluntary program—Environmental Partnership—designed to help rural communities address environmental compliance issues. Through this program, DEQ provided a team of regulatory experts to work with the City of Garibaldi to assess its wastewater issues and then in 1996 made a report with recommendations and timelines for remediation. At this time, the City obtained a \$10,000 technical assistance grant from the Oregon Economic and Community Development Department (OECDD) Special Public Works Fund to complete its initial inflow infiltration plan. In 1998, the city secured a DEQ State Revolving loan to complete Phase II of the inflow and infiltration work.

4. Loans are due when the recipient dies or no longer occupies the home as his/her primary residence.



Miami Cove, part of Tillamook Bay

To address issues denoted in the Environmental Partnership report, the City secured a \$108,000 Community Development Block Grant (CDBG) in 1997 to complete a feasibility study and preliminary engineering work related to the development of a new wastewater treatment plant. Columbia Pacific Economic Development District administered the grant on behalf of the City, because the City had limited experience with CDBGs. In October 2000, Garibaldi accepted a \$500,000 loan from OECD's Water/Wastewater Fund to complete Phase II of the treatment plant, which consisted of plant design and specification. The City has secured a \$640,000 Community Development Block Grant, and a \$1.4 million Rural Development loan (secured by revenue bonds) to construct the facility. Administrative changes and limited staffing have created project delays, pushing back deadlines with DEQ.

While the Rural Development monies have helped the city address its wastewater treatment issues, it has resulted in a tripling of the City's sewer rates and an unreasonable debt load for Garibaldi. "I am reminded every month that it is generally low-income people who are paying sky-high rates. I do think the money would have been more helpful had it actually kept the cost down; that is what people who were unemployed and not very well-off to begin with could have used," a City of Garibaldi employee said. The interviewee added that the Initiative did not help the city, because these monies would have been available regardless of NEAI.

Downtown Revitalization

In 1999, the Economic Development Council of Tillamook County secured \$45,000 from the Forest Service Rural Community Assistance Program to develop a revitalization cluster program for the communities of Garibaldi, Manzanita, Nehalem, Wheeler, and Rockaway Beach. Subsequently, they hired the Oregon Downtown Development Association (ODDA)⁵ to implement the project. ODDA's goal was, "to build and maintain vital downtown commercial districts that better serve local residents and capture more tourism dollars year round (Downtown Development Association 2001)." As a secondary goal, participants hoped that having such a plan would enable them to leverage additional funds with which to implement it.

After presenting information about town-center conceptual planning to the Garibaldi City Council in December 1999, ODDA returned to the city with a resource team in January 2000. As a precursor to their return visits, ODDA worked with the City to complete a public relations campaign, which included sending out newspaper announcements, fliers, mailings, and passing along information by word-of-mouth about the up-coming process. Their resource team, which included an ODDA representative, a landscape architect, an architect, and a business clustering and development specialist, began its visit by holding a town meeting designed to draw

5. The Oregon Downtown Development Association's (ODDA) mission is to "help communities revitalize, develop and promote their downtowns and neighborhood business districts as economic, historic, civic and cultural centers (www.odda.org/)."

Text Box 1: Revitalization Recommendations

Design: Public Space

- Create improved pedestrian and bike linkages throughout the community and develop a pedestrian friendly streetscape.
- Provide in-fill on highway 101.
- Redevelop the downtown core area between Highway 101 and 8th Street and its connections to the Port.
- Enlarge the current city hall/fire/police /library building.
- Improve the appearance of the southeastern entry into Garibaldi to include appealing signage and perhaps a visitor information kiosk.

Design: Private Space

Improve Main Street commercial area located along Hwy. 101 with facade rehabs that take building back to the original “fishing village” cottage style whenever possible.

Market Dynamics, Business Mix and Clustering

- The primary and secondary markets segments are currently not being served.
- Downtown amenities are needed.

Source: Henry, Heidi. 2000. Resource Team Report for Garibaldi, Oregon. Oregon Downtown Development Association.

ideas from residents. Then over the next two days, the team worked with city and Port representatives, local merchants, property owners, and other interested individuals to develop a conceptual plan and recommendations. They presented the plan and recommendations to approximately 40 residents in a follow-up public meeting. The plan included public and private space allocation recommendations and a business mix analysis (Downtown Development Association, 2001) (Text Box 1).

In an unrelated issue, Garibaldi’s city manager resigned her position just before the report’s release. While participants felt that the report provided some innovative suggestions, inadequate resources and lack of local leadership prohibited the City from actively implementing some of the suggested recommendations. In the winter of 2001, the City reinitiated the process and called together a downtown development committee of approximately 12 residents to review the report and determine some “doable” projects, i.e. projects that could be done quickly and successfully. After much discussion, the committee secured monies to place new entrance signs at both ends of the

city. Although one participant sees this as superfluous work, he thought that once the committee completed it, the project would be viewed as successful, thus leading to a more enthusiastic volunteer base that could complete more substantial work. Although the downtown has yet to be revitalized, a participant said that the revitalization process created dialogue in the community for the first time since RDI worked with the City to complete a SWOT analysis in 1992. In 2000, the Northwest Oregon Economic Alliance awarded the cluster project participants \$30,000 in Rural Investment funds to be shared among the communities to continue their work on revitalization.

Port of Tillamook Bay Waste Water Treatment Project

Following the creation of the Port of Tillamook Bay in 1911, or the Port of Bay Ocean, as it was called at the time, the port expanded twice: first in 1948 to build a jetty to protect the bay; and then in 1953 to add 1,600 acres, which had been the Tillamook Naval Station. The last land transaction included the transfer of ownership of blimp hangers, an airport, and several other buildings. At this point, the property

became known as the Port of Tillamook Bay, which represents 90 percent of the county's zoned industrial land (<http://www.potb.org/history.html>).

The sewer system was built in the 1940s when the property was used as a blimp base. According to a May 13, 1996 press release by OECDD, the Port has been under an Oregon Department of Environmental Quality stipulation to achieve "a more efficient removal of solids going into the system" since 1993. In 1996, the Port received a \$100,000 Forest Service grant and \$556,210 combination grant and loan from OECDD's Water/Wastewater Financing Program funded by the lottery. These monies were used to "construct a Septic Tank Effluent Pressures (STEP) system which will include pressure sewer line, two septic tanks and pumps, an oil and water separator, aeration tanks and irrigation equipment." The port used the \$100,000 Forest Service grant to complete the final engineering and design for the project, as well as administrative and legal work. OECDD monies paid for the construction. By providing the labor, the Port decreased the project cost by as much as 13 percent. They completed the entire project in September 1998.

Although only covering one-sixth of the cost, the Forest Service dollars made the project possible. In fact, OECDD's monies were contingent upon the Port securing the Forest Service grant. Because of this project, DEQ has lifted its order, which allowed the Port to continue and expand its operations. The Port currently has 20 tenants, who employ approximately 115 staff, of whom approximately six are Garibaldi residents.

Loan Programs

In Tillamook County, NEAI investments in business and industrial development were made through loan programs funded by the Small Business Administration (SBA) and United States Department of Agriculture Rural Development Rural Business Services (RD-RBS). Grants and loans were made directly or through intermediaries.

United States Department of Agriculture Rural Development Rural Business Services

RD-RBS provides assistance to businesses through a variety of programs, including its Intermediary Relending Program (IRP). The IRP

finances business facilities and community development projects in rural areas. Loans are made to intermediaries, who set up revolving loan funds for the establishment of new businesses, the expansion of existing businesses, creation of employment opportunities, saving of existing jobs, or community development projects.

Columbia Pacific Economic Development District served as the intermediary for an IRP loan for their district, which includes Tillamook County. In 1998, they received \$1 million from Rural Development to begin this revolving loan. As of yet, one loan has been provided to a Garibaldi business. In 2000, the EDD provided a fishing charter boat service a \$35,000 loan, which saved the business from closing, thus retaining approximately 11 jobs, some of which were seasonal. In addition, the EDA provided approximately \$40,000 to assist with the administration of the loan program as part of a capacity-building grant.

Small Business Administration 7A Loans

Through this program, the SBA provides the guarantee for a businesses loan through a local lending institution. In other words, if a business defaults on a loan, the SBA will pay off the remainder of the loan. This allows local banks to take on higher risk loans. Two Garibaldi businesses, Little Fisheries and the Pirate Cove Restaurant secured monies through this process for \$154,000 and \$270,000 in 1994. The Pirate Cove Restaurant still operates today, but the Fisheries could not be found.

Jobs-in-the-Woods

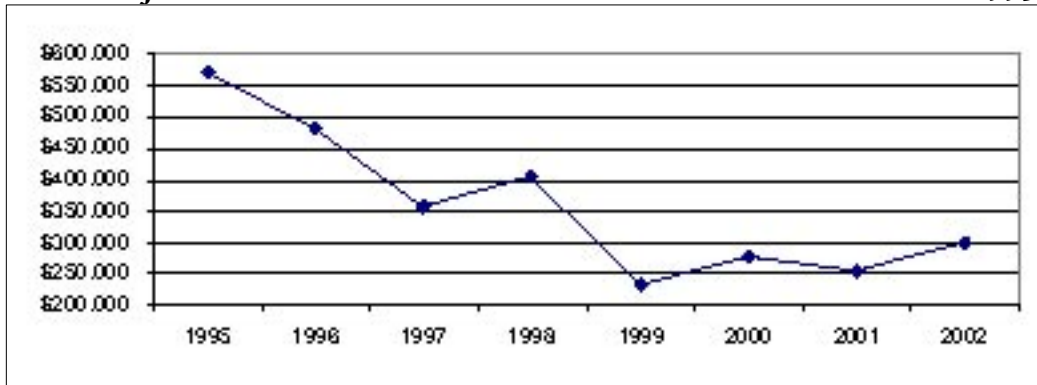
The Jobs-in-the-Woods (JITW) program consists of a suite of programs administered by the United States Fish and Wildlife Service (USF&W), the Forest Service (USFS), the Bureau of Land Management (BLM), and the Bureau of Indian Affairs (BIA). The Ecosystem Investment Team, formed as a SCERT subcommittee, convened to discuss the allocation of JITW funds. Approximately 15 people comprised the committee including representatives from USF&W, the Oregon Department of Environmental Quality (DEQ), the Forest Service, the OECDD, and communities. For watershed resto-

ration on public land, the Forest Service and BLM identified projects on lands under their jurisdictions and decided which would receive JITW funding. The agencies then implemented and monitored the projects. The USF&W made the decisions related to funded projects on private lands. The Ecosystem Investment Team reviewed and prioritized projects on private lands. Prioritization criteria included prevention/reduction of non-point source pollution, utilization of dislocated workers, benefits to threat-

ened and endangered species, and increased local buy-in on restoration issues.

In Tillamook, JITW comprised of grant programs through USF&W and EPA focused on watershed restoration on private and state lands; watershed restoration work on BLM and USFS administered lands; and an ecosystem pilot program, the North Coast Ecosystem Workforce Initiative, to restore watershed health on public and private land, as well as create economic opportunities for displaced workers.

Figure 1. BLM Jobs-in-the-Woods Allocations in the Tillamook Resource Area 1995-2002



Jobs-in-the-Woods Contracts

USFS and BLM both received Jobs-in-the-Woods (JITW) funds to complete watershed restoration work on lands under their jurisdictions. According to OR-CERT records from 1994, JITW contracts valued at approximately \$152,000 were awarded that year. Since 1994, the BLM has spent \$2,879,400 in JITW money in the Tillamook Resource Area. This decreased from a high of \$572,000 in 1995 to almost half in 2002 (Figure 1).

North Coast Ecosystem Workforce Initiative

In 1994, the BLM State Manager directed his District Manager to begin an Ecosystem Workforce Demonstration Project utilizing JITW monies allocated through the Initiative. Tillamook County became the logical site for implementing this project because it contained BLM’s largest land holdings in Oregon eligible for such monies. Subsequently, BLM called together local resource and dislocated worker

Table 3. North Coast Ecosystem Workforce Initiative Partners

- Bureau of Land Management
- Forest Service
- Management & Training Corporation
- Tillamook County
- Soil and Water Conservation District
- Tillamook Bay Community College
- Oregon State University
- Oregon Department of Forestry
- Oregon Department of Fish and Wildlife
- Pierce, Inc.
- Environmental Protection Agency
- Tillamook Bay National Estuary Project

agencies to form a steering committee and develop the North Coast Ecosystem Workforce Initiative. The Forest Service and BLM implemented the demonstration project with local partners (Table 3). The resource agencies packaged together diverse two to six-week projects to create a year-long jobs program with several ecosystem skills components. Their goal was “to develop a local skills pool that possesses expertise in implementation of ecosystem management projects and can successfully compete for future con-

tracting opportunities in the North Coast Region (Hogervorst 1995).”

In 1995, Management and Training Corporation, the local JTPA provider, secured \$30,000 to administer the program. MTC also used a portion of its “timber grants” (or Secretary Reserve Funds) from the Department of Labor for salaries and supplies. In its coordinator’s role, the agency acted as the general project manager, which included providing all training and classroom aspects of the

Table 4. Jobs in the Woods Start-up Contracts and Grants 1995

Year	Amount	Agency	Project/Program	Grantor
1994	\$30,000	MTC	Dislocated Worker Training*	Forest Service
1994	\$95,797	MTC	Dislocated Worker Retraining, Timber 10*	DOL
1995	\$200,000	MTC	Timber 11*	DOL
1994	\$138,000**	Various Contractors	Jobs in the Woods Contracts	BLM
1994	\$14,982**	Various Contractors	Jobs in the Woods Contracts	USFS
1995	\$106,000	ODF	Riparian Rehabilitation Project	USF&W
1995	\$107,500	ODF	Culvert Replacement	USF&W
1995	\$70,365	SWCD	Riparian Rehabilitation/ Fencing/ Crossing	USF&W***

* A portion of these funds was used for the Ecosystem Pilot Demonstration Project.

** 1996 – 2000 records are unavailable.

*** Funds received from the U.S. Fish and Wildlife Service.

program. In conjunction with local partners, they recruited and hired participants, were the Employer of Record, developed project schedules, supplied and equipped a crew, and started the project with a week long orientation.

For the two-year tenure of the pilot project (1995-1997), the BLM and the Forest Service contributed approximately 16 to 20 projects and \$1.4 million towards salaries, equipment, and supplies to complete these projects. On Forest Service and BLM land, participants completed work related to fisheries enhancement, such as fish passage (culvert replacements) and fisheries habitat surveys; as well as upland habitat, such as thinning, pruning, forest stand surveys (data collection) and marking for thinning projects. The Oregon Department of Forestry (ODF) and Tillamook County Soil and Water Conservation District (SWCD) completed several

projects on private land. Table 4 summarizes JITW contracts and grants in Tillamook County during its initial year.

Oregon Department of Forestry

The Oregon Department of Forestry manages the Tillamook Forest, a second growth area devastated by fire, known as the Tillamook Burn, in the 1930s and 1940s. With thousands of volunteers, ODF replanted the 550-square mile area during the next three decades. As part of its collaborative effort in the Ecosystem Workforce Initiative, ODF managed at least three USF&W JITW Projects in the Tillamook Forest.

In 1995, ODF secured \$106,000 for Riparian Rehabilitation on a site 13 miles up the Kilchis River. This project included the removal of hardwoods (alders) and establishment of conifers in the

riparian areas with a goal to, “provide long term large woody debris source, and enhance riparian biological diversity, in stream complexity, and sustainability to streams.” Begun in 1996, 10 workers released 20 acres of conifers seeds and planted eight acres of conifers in 272 employment days. None of these workers were from Garibaldi.

In the same year, the agency secured \$107,500 from USF&W Jobs-in-the-Woods to replace several culverts, which were restricting fish passage on three tributaries in the Tillamook Bay watershed. Originally conceptualized to provide employment for Ecosystem Workforce Initiative participants, the job became too technical for these workers and contractors completed much of the work. ODF also secured \$20,000 from USF&W for instream enhancement in Edward and Bill Creeks in 1997. The agency combined this with another project making it difficult to track the results of these dollars.

Tillamook Soil and Water Conservation District

Established in 1940, the Tillamook County Soil & Water Conservation District (SWCD) has supported activities that repair, restore, maintain, and enhance the natural environment within the County. Focusing on resource management issues, the district offers information, education, technical, and financial assistance (<http://www.tcwrc.org/swcd/>). As one of the main local partners in the North Coast Ecosystem Workforce Initiative, SWCD served on the North Coast Ecosystem Workforce Initiative steering committee and sponsored several projects that employed Jobs-in-the-Woods and Hire-the-Fisher⁶ participants.

In 1995 they secured funding for three related projects, which sought to enhance riparian areas on private lands, which were primarily dairy farms. Although working in different areas throughout the county, each project sought to benefit diverse salmon species by planting willows and conifers and providing fencing to keep livestock from the stream corridor. In addition the projects installed stream crossings and water troughs.

In July 1996, SWCD secured \$100,000 from the USF&W to complete the Tillamook County Riparian Rehabilitation, Monitoring and Inventories Project. OECDD, the Wildlife Heritage Foundation, the Tillamook County Creamery, the Oregon Department of Agriculture, and the Governor’s Watershed Enhancement Board also supported this project. By working on private property to enhance riparian areas and improve water quality, this project sought to improve salmon habitat.

According to their grant application, the project sought to, “reduce water temperature, bacteria counts, sediment delivery stream bank erosion and increase stream cover, shading, insert habitat diversity and channel complexity, bank stabilization, long-term woody debris source.” This project also emphasized increasing local employment by hiring former Ecosystem Workforce Initiative participants who would bid out the projects. Their final report noted the following accomplishments: creation of two alcoves to provide winter habitat for Salmon; installation of biomechanical stream barbs, two crossing, fencing and channel watering devices; and placement of 17 full-size conifers and a fish friendly culvert.

In 1997, the SWCD secured \$60,000 for the Tillamook County Riparian Enhancement Project from USF&W. This provided support for a series of restoration activities such as fencing, planting willows and conifers, placing erosion control barbs, and installing watering facilities for livestock along the Foley Creek watershed. Six private landowners participated. The project also included community education and stream monitoring. By providing streamside vegetation and blocking livestock from the stream corridor, this project sought to enhance Chum and Coho habitat. The crew provided fencing, willow and conifer planting along 6,000 feet of Foley and East Foley Creeks, constructed three cattle crossings and installed six watering troughs. The agency completed the project in 1998. A nine-member crew of ecosystem demonstration project participants worked on this project for a total of 463 worker days.⁷

⁶ Modeled after the JITW program, this state program trained dislocated fishers in watershed restoration.

⁷ One worker day equals eight hours of work.

Impacts and Barriers

While many of the agencies had worked together in some capacity previously, this project expanded and formalized some of their relationships. Working across diverse agendas and policies forced the partners to be flexible and innovative, with each contributing what they could to the program and often combining resources to pay for salaries. Several agencies noted benefits they received from participating in the North Coast Ecosystem Workforce Initiative. MTC, the local JTPA provider, noted that this program gave them an opportunity to help some of their clients remain in woods work at a time when mills were closing and logging jobs decreasing. All resource partners agreed that JITW allowed them to complete more watershed projects than they would have otherwise been able to accomplish.

One agency staff member stated that the North Coast Ecosystem Workforce Initiative provided them with a workforce that enabled them to implement projects that otherwise would not have been completed. "Our motivation was to get more restoration projects done and secondarily to train people," he said. Others felt as if the Initiative provided them additional monies, which allowed them to do the workforce demonstration project. According to an agency representative, all of the USF&W monies were new and BLM's budget in the Initiative increased substantially with minimal cuts in other areas to accommodate this new work. The same interviewee stated that the Forest Service took cuts in other areas that seemed fairly equivalent to the increased monies they received for JITW.

Despite these benefits, there were significant barriers to the Ecosystem Workforce Initiative's success, including administrative and workforce issues. For example, project funding for state and private lands came from several different agencies, all with different reporting requirements. One agency, reporting on difficulties they had had the first year, wrote:

Outside of BLM and USFS, project funding follows a difficult path. Given the scale of this program, it is cumbersome and inefficient to require an agency to follow the conventional approach to securing funding for projects.

There needs to be a stream lining of the delivery system for these funds so that they can be readily available and sufficient to accomplish slated projects.

Since USF&W had no mechanism to administer local contracts, OECDD took over this role for them in 1996. For SWCD this meant that they had one reporting form. Despite this, requirements to complete land disturbing work on non-federal land proved cumbersome for agencies who were unfamiliar with completing that process.

While the North Coast Ecosystem Workforce Initiative appears to have increased natural capital in the Tillamook Bay Watershed, it did not have significant effects on dislocated timber workers, the impetus behind the program. Few of the participants gained hands-on experience with contracting, a formidable task for those new to running their own business. Recognizing this as an issue, the Forest Service partnered with other local agencies to run an annual workshop to explain the intricacies of contracting with state and federal agencies. The training was mandatory for Ecosystem Workforce Initiative participants.

According to agency representatives, few high quality dislocated woods workers remained in the area. Those with higher skills or better attitudes had already obtained work elsewhere. This made recruitment for quality workers difficult. Few of the participants who eventually participated in the program really wanted to do watershed restoration as a career. "Not a lot of these men coming out of woods were interested in extending education and being retrained," an agency representative said. "There weren't a lot of entrepreneurial spirits, and you really have to have that to do ecosystem restoration instead of cutting down trees." This contributed to higher overhead as the resource agencies invested more money into supervision and oversight. While at least four of the program's 24 participants worked in watershed restoration after the project's completion for at least some time, no graduates have been successful as contractors. Due to the time lag between the project and the report, no workers could be located for an interview. In the end, partners reverted back to working fairly independently of each other.

Economic Development Council of Tillamook County Efforts

Both during and after the tenure of the North Coast Ecosystem Workforce Initiative, the Economic Development Council of Tillamook County took an active role in addressing barriers to job creation in ecosystem work. They began a revolving loan program, started a newsletter that detailed contracting opportunities and resources for ecosystem workers, researched contracting barriers for local ecosystem workers, and facilitated the development of the Tillamook Coastal Watershed Resource Center.

Ecosystem Loan Program

In 1996, the Economic Development Council of Tillamook County secured \$100,000 each from OECD-Old Growth Diversification Fund, Rural Development-Rural Business Enterprise Grant, and the Northwest Oregon Economic Alliance⁸ to start an Ecosystem Revolving Loan Fund, which targeted emerging businesses. The program particularly focused on businesses, “seeking state or federal contracts for ecosystem restoration work in and around Tillamook County,” with an emphasis on North Coast Ecosystem Workforce Initiative graduates. EDCTC designed the short-term loan program to provide working capital, help businesses expand to include ecosystem work, or to assist with large equipment purchases.

Even as the EDCTC worked with its partners to initiate this program, staff members were aware that most dislocated woods product workers had found other work or moved. Many recipients used the loan program to gain access to working capital, which they utilized as payroll for their staff while awaiting reimbursement from their state or federal ecosystem contracts. As of August 2001, the fund had given 13 loans to seven recipients totaling \$36,081. They ranged from \$5,000 to \$110,000.

While the EDCTC’s final report to RBEG denotes 87 jobs created or saved during the loan program’s history, it is important to note that these reflect

duplicated counts, meaning that a job could have been counted more than one time. Two graduates from the North Coast Ecosystem Workforce Initiative used the loan fund, and others who secured loans employed three graduates. Despite this, none of the graduates have managed to maintain a business independent of these funds. Often each new contract required a reapplication for loan monies to cover payroll.

Since the monies have been revolved, the EDCTC has broader flexibility about how to use them. Early in 2002, the agency decided to allocate one-third of the loan funds to ecosystem projects while making the rest available for other economic development activities, such as storefront improvements or general business expansion, retention, or creation.

The EDCTC worked to simplify the application process. “We wrote our first loan agreement on a napkin,” a former EDCTC employee said. Both the banks and resources agencies (BLM, USFS, SWCD) referred potential clients to the Council. To increase the likelihood of success, applicants worked directly with the Small Business Development Corporation and the Tillamook Bay Community College to develop a business plan before submitting an application.

In the short-run, the loan program kept some dislocated woods workers employed. By shifting their focus, the Council hopes the loan fund will serve as a more broad-based county economic development tool. Thus far, no Garibaldi residents have secured a loan from the program.

GIS Pilot and Implementation

Established in 1997 at the Tillamook Bay Community College, the Tillamook Coastal Watershed Resource Center (TCWRC) serves as a repository for information collected by the National Estuary Project and a natural resource information link. The Center’s mission is “to promote watershed health and understanding while supporting natural resource education and cultivating community development (<http://www.tcwrc.org/default.htm>).” The EDCTC hired a volunteer from the Resource Assistance for Rural

⁸ NOEA is a regional strategies intergovernmental entity that focused on economic development in the forest products industry, environmental services, and targeted, off-season tourism development.

Environments (RARE) program⁹ to find resources to run the center and explore opportunities related to Geographic Information Systems. During his tenure, the RARE volunteer secured operating funds for the Center. According to their web page, the center provides technical support, training and education, public access to the resource information, economic development opportunities in ecosystem and information industries, and community based watershed assessments.

In 1997, the EDCTC secured \$35,000 to complete a pilot project to build a database of tax allotments through the Tillamook Coastal Watershed Resource Center. The Tillamook County GIS Steering Committee worked with Environmental Systems Research Institute (ESRI) (national provider of GIS software and services) to develop a strategic plan. As a follow-up, the EDCTC secured \$30,000 from the Forest Service-Rural Communities Assistance Program in 1999 with an anticipated match of \$700,000 from the County and \$300,000 from the Department of Revenue.

According to one interviewee, the center and the GIS work provided benefits for all its members including the following outcomes:

- The National Estuary Project information became more accessible to the public;
- Tillamook County gained resources that allowed them to digitize tax lots;
- SWCD improved their ability to assist watershed coordinators;
- The EDCTC gained access to a training center to diversify the natural resource industry; and
- The Tillamook Bay Community College improved their technology resources.

As a result of the GIS and Center's work, the county hired a GIS Managing Coordinator in

November, 1999. This position created online, web-based tools which will enable organizations to monitor arid report progress towards goals related to water quality, flood mitigation, and fish habitat restoration (<http://www.tcwrc.org/>). These resources improve the likelihood that the county will make well-informed land use decisions based on the latest technological information with the end result being clean water, which increases appropriate economic development opportunities that mesh with healthy natural resource use.

In 1998, the EDCTC secured another RARE volunteer to work with them on economic opportunities for an ecosystem workforce. During his tenure, the RARE volunteer completed several assessments through a series of three surveys. First, he assessed employment and business development barriers related to ecosystem work, as well as future contract and employment opportunities providing ecosystem services. Secondly, he assessed the services provided by existing ecosystem management firms and the skill sets offered by ecosystem management workers currently searching for employment. Thirdly, he evaluated the barriers to business development for past and present start-up ecosystem management firms. After unsuccessful attempts at holding focus groups with business owners and workers, the volunteer developed and implemented a survey for those interested in business or employment opportunities in this field. Of the 14 surveys mailed, five respondents returned the completed survey. The EDCTC also collected related information during meetings and phone conversations with current/former business owners, workers, and local natural resource representatives (EWP 2001; Bayham 2001).

The most frequently mentioned barriers included:

1. Reluctance to obtain a loan due to inconsistent local opportunities,
2. High business expenses make it difficult

⁹ RARE is a statewide program administered by the University of Oregon's Department of Planning, Public Policy, and Management. The goal of the RARE program is to develop "local capacity and infrastructure to improve the economic and environmental conditions of rural Oregon." Participants work in host communities to address the "wide range of rural community development needs and problems, as identified by the local communities." Communities across Oregon are eligible to apply for RARE positions. Selected communities contribute \$15,000 toward the \$30,000 needed to secure a position.

- to be competitive and profitable, and
3. Initial investments for thinning and engineering projects are too high for small contractors.

A fourth barrier, identified through anecdotal information, was that established contracting firms secured the larger contracts leaving minimum work for the North Coast Ecosystem graduates. Also, data from another survey indicated that nine locally established logging firms competed for ecosystem management work such as thinning, suggesting a high degree of competition in some business niches.

The EDCTC disseminated the results “to highlight the need for strategies to increase utilization of local stewardship capacity” (EWP 2001). Then the Ecosystem Workforce Project, a program of the Institute for a Sustainable Environment at the University of Oregon, sponsored and helped organize industry round tables to discuss barriers among state, non-profit, federal agencies, and businesses related to watershed restoration work. Using the data from the assessments, the RARE volunteer analyzed the demand for ecosystem services and the capacity of Tillamook County’s emerging ecosystem management industry to meet this demand (EWP 2001; Bayham 2001). While the study indicated that unfilled niches exist, the demand for some types of work was too low or better suited for a regional consultant or contracting firm (e.g. road maintenance work or environmental planning).

Based on these results, the EDCTC began developing a support system for the workers and employers in this industry, including a newsletter announcing business and employment opportunities. As part of the support services, the RARE volunteer secured a \$106,400 grant from the Oregon Watershed Enhancement Board to support a Watershed Coordinator at the Tillamook Coastal Watershed Resource Center for two years.

Although the EDCTC spent considerable time and effort to understand and address barriers to ecosystem workforce opportunities, the community has not been successful at addressing the issues. Institutional barriers and limited local resources have created a substantial road block.

Job Training Partnership Act

As part of the Northwest Economic Adjustment Initiative’s effort to assist displaced timber workers and their families, the Department of Labor, through the Job Training Partnership Act (JTPA) set aside \$12 million for the three-state region. These grants from the Secretary’s Reserve Fund, known as Timber Grants ran for a two-year period and provided additional assistance to dislocated workers including early intervention programs, occupational skill training, job search assistance, support services, and relocation assistance. Woods product workers who lost their jobs in mass layoffs or plant closings and other displaced timber workers were eligible for benefits. In 1998, the Department of Labor expanded eligibility to secondary and tertiary workers (i.e., those living in timber-impacted communities who lost their jobs or businesses as a result of general economic decline). The Department of Labor used the Timber Grants to supplement and complement existing federal formula funds provided through JTPA that were based on population, unemployment, and number of expected layoffs within a Service Delivery Area.

The Oregon Consortium served as the regional entity responsible for applying for the NEAI Timber Grants for the majority of rural counties in Oregon, including Tillamook County. Consortium members included county commissioners, private employers, public agency representatives, schools, organized labor, housing authorities, economic development agencies, and community-based organizations, as well as state agencies such as Employment Security Department, Department of Social and Health Services, and Division of Vocational Rehabilitation.

The Management and Training Corporation (MTC), a private, for-profit company originally started as a program of Thiacol Corporation in the 1970s, served as the service provider and administered the Timber Grants in Tillamook, Clatsop, and Columbia Counties. MTC administered the dislocated worker training fund, offered classes in computer literacy, conducted basic skills assessments and training, assisted with resume writing, provided pre-employment training, and networked clients to additional service providers. It worked closely with the Oregon State

Employment Department, Adult and Family Services, and Tillamook Bay Community College. Between

1994 and 2000, MTC received a total of \$2,045,232 in Timber Grant monies.

Current Socioeconomic Conditions and Effects of NEAI on Community Well-Being

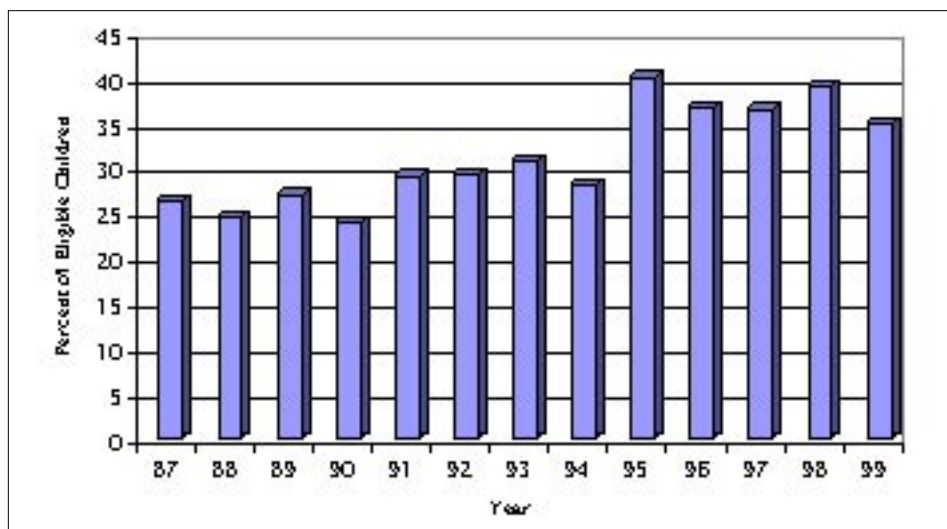
Socioeconomic Conditions in 2000

In understanding the effects of the Northwest Economic Adjustment Initiative on community well-being in Garibaldi, it is helpful to understand changes in socioeconomic conditions that have simultaneously occurred in the community between 1990 and 2000. Sociodemographic information shows a mixture of improvements and declines. While poverty has decreased in Garibaldi, the gap between the county's and the city's median household income level has increased. In 1990, the percent of Garibaldi residents living in poverty was 19.5 percent compared to 11.6 percent in 2000. This represents a 41 percent decrease in poverty as compared to the county where the poverty rate decreased from 15 to 11.4 percent, a 24 percent decrease. Between 1990 and 2000, median household income in Garibaldi has increased by 53

percent from \$18,973¹⁰ to \$28,945 compared to the county's 56 percent increase in the past decade from \$21,965 to \$34,269. Median household income in Garibaldi is 84 percent of the county's. The unemployment rate had declined from 13.8 percent in 1990 to 8.2 percent in 2000, which is still three times the Tillamook County unemployment rate of 2.6 percent in 2000. Improvements in the poverty and unemployment rate may simply relate to a general improvement in economic conditions during the past decade.

Despite improvements in unemployment and poverty statistics, school lunch data suggest that conditions for younger families continue to be difficult. Figure 2 shows that the number of elementary school students eligible for free lunch in Garibaldi has increased from 26 percent in 1987 to 35 percent in 1999, with a high of 40 percent in 1995.

Figure 2: Garibaldi Elementary School Children Eligible for Free Lunch (1987-1999)



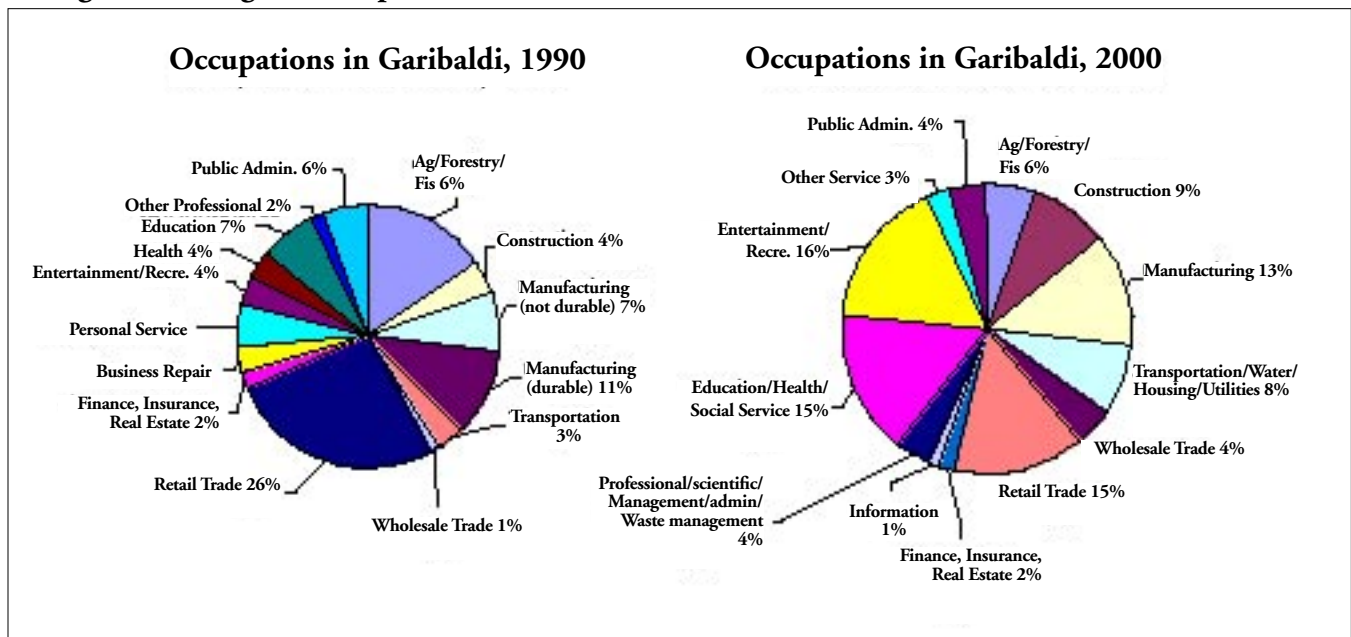
Source: National Center for Education Statistics

10. Note: 1990 value not adjusted for inflation.

The community has also experienced major changes in its dominant occupational sectors (Figure 3). For example, in 1990, the three largest occupations in Garibaldi were retail trade (26 percent), manufacturing (18 percent), and agriculture/forestry/fishing (16 percent). By 2000, entertainment and recreation (16 percent), education and social services (15 percent), and manufacturing (13 percent) were the top three. Agriculture/forestry/fishing had dropped to six percent, and retail trade was down to 15 percent.

In 2000, the five largest employers in the Garibaldi area were Tillamook Country Smoker in Bay City (producer of snack products), with 160 employees; McRae and Sons, Inc. in Bay City (producer of specialty hardwood products), with 90 employees; Garibaldi Dry Dock, Inc. in Garibaldi (boat building and repair), with 65 employees; Nehalem Telephone and Telegraph Company (phone communications), with 15 employees; and Nehalem Bay Ready Mix (producers of Ready Mix concrete), with six employees (Oregon Community Profiles 2002).

Figure 3. Changes in occupational sector in Garibaldi between 1990 and 2000.



Source: U.S. Census

Community Capacity

Community capacity is the collective ability of residents in a community to respond to external and internal stresses, to create and take advantage of opportunities, and to meet local needs (Kusel 1996). For this study, we identify five dimensions of community capacity: (1) physical capital, which includes a community physical infrastructure (e.g., sewer systems, business parks, capital assets such as equipment, housing stock and schools); (2) financial capital, which includes money, credit, and other financial resources available for local use; (3) human capital, which includes the skills, education, experiences and general abilities and capabilities

of residents; (4) cultural capital, the myths, beliefs, norms, and lifeways that serve to organize groups and facilitate survival; and (5) social capital, which includes the willingness of residents to work together toward community goals (and not just self-interested goals). Evaluating the effects of NEAI projects on the capacity of Garibaldi thus requires a closer examination of these various dimensions of capacity.

Physical & Financial Capital

Most of the projects that directly impacted Garibaldi focused on improving physical capital, in particular infrastructure development. Eight years

after initiating steps to improve their waste water treatment system, Garibaldi has secured over \$800,000 in loans and grants, made physical improvements to address inflow and infiltration problems, and almost completed their final engineering study and design for a new wastewater plant. A large percentage of these funds are loans, including Rural Development's contribution, the only Initiative investment in the process.

The 1994 Community Development Block Grant Housing Rehabilitation Revolving Loan has facilitated housing up grades for at least 33 families. According to one interviewee, this process creates a ripple effect whereby neighbors also complete home improvement projects. This in turn improves the community's appearance thus increasing the likelihood of future investments in physical capital. The Block Grant has also increased financial capital in the community by making zero interest loans available to low income families.

The Community Revitalization Process has created a yet unfulfilled roadmap to physical capital improvements in Garibaldi. Residents must sustain their current interest in implementing this plan, as well as secure outside resources to keep revitalization efforts from languishing.

Between the Small Business Administration and COL-PAC's Intermediary Revolving Loan Program, four Garibaldi businesses received loans totaling \$424,000. While no Garibaldi resident has secured funding from the Ecosystem Revolving Loan Fund, the monies have revolved allowing the EDCTC to expand the focus of the loan. Since two of Garibaldi's industries relate to fishing and tourism, this increases the likelihood of a Garibaldi resident getting access to the funds. Improvements in physical and financial capital have provided the City cursory tools for economic development and allowed residents to improve their standard of living.

Human Capital

While the North Coast Ecosystem Workforce Initiative improved the watershed restoration skills of its participants, few if any of them gained the skills necessary to run their own contracting business. None of the workers were Garibaldi residents. None of the

other Initiative funded projects have as yet produced tangible effects on human capital within Garibaldi.

Social Capital

The Initiative has had an impact, albeit somewhat limited, on social capital both locally and regionally. Within Garibaldi, the revitalization project revived former discussions about comprehensive economic development efforts last discussed in 1994 during the Rural Development Initiatives-facilitated planning sessions. It gave stakeholders an opportunity to share their vision of Garibaldi with each other, thus creating some linkages that had not previously existed. Although languishing for almost a year, the presence of a new city administrator has facilitated the initiation of the Downtown Development Committee, which is working toward the implementation of some plan objectives. The Chamber of Commerce, formerly an inactive community group, has begun active community involvement and pledged financial support for some of the implementation efforts. While the Initiative did not create the change in the Chamber, the Downtown Revitalization program provided an avenue for reengaging in its community.

On a county and regional level, the North Coast Ecosystem Workforce Initiative created some new, albeit temporary, linkages between agencies that had worked together somewhat informally in previous years. For example, the Soil and Water Conservation District, which works on private property has had limited contact with the Forest Service prior to this demonstration process. Another example of a new linkage is the network that now exists between the local JTPA provider, MTC, and the resources agencies. The agencies bundled multiple resources (financial and otherwise) to pilot the dislocated workers retraining program. In the end, however, differences in reporting practices and policies, and difficulty recruiting quality workers resulted in a breakdown of these newly formed alliances, sending the agencies back to their previous practice of working fairly independently of each other.

The EDCTC seemed to gain the most from the newfound alliances they created in an attempt to marry economic development with sustainable ecosystem management. The BLM and Forest Service

provided them with referrals for prospective revolving loan fund clients, as well as information on up-coming contracts/ jobs on their land. Through the Rural Communities Assistance Program, the Forest Service supported the EDCTC's continued efforts to address local ecosystem issues through innovative projects such as GIS and the Watershed Resource Center. However, while community members are once again engaged in conversations about how to improve their community, the agency connections developed through JITW have not created new jobs in watershed restoration or improved contracting options for local workers.

Natural Capital

The over \$1 million spent toward diverse watershed restoration efforts in the initial years of the

Initiative has likely positively affected the natural capital of Garibaldi. While only a few of these projects occurred on property that directly adjoins the Miami River whose mouth empties into the Bay immediately adjacent to the city of Garibaldi, all of the projects have an impact on the watersheds emptying into Tillamook Bay. The Bay's water quality has a direct economic impact on Garibaldi and its fishing industry. Unfortunately, each agency has its own method of tracking long-term changes related to watershed and riparian enhancement projects. SWCD relies on ODF's on-going monitoring and does not track its own results. Given the divergent tracking systems and the time span since the project's completion (at least five years), specific outcomes were impossible to discern.

Patterns and Themes



A remnant of the timber industry, this smokestack sits in the middle of the Old Mill Site.

Leadership Strongly Influences a Community's Direction

Strong leadership can determine a project's success or lack thereof. Lacking a city administrator, and dependent upon a limited volunteer base, Garibaldi has struggled to define and address local priorities. Outside resource organizations have intermittently sought to assist the community, but rarely helped residents increase their leadership capacity. For example, the Bureau of Land Management took the leadership role in the North Coast Ecosystem Workforce Initiative. When they decided to stop operating in that capacity, they hoped that a local entity would take over. Instead, the Workforce Initiative dissolved. Similarly, the EDCTC used RARE volunteers to spearhead some of their Ecosystem related projects. While this provided the agency and the community with important outcomes (the development of the Watershed Resource Center and a report delineating the barriers to ecosystem employment), long-term outcomes are questionable. Without staff or resources to follow-up on the employment assessment, much of this work lies dormant. The sustainability of the center is questionable.

According to one interviewee, "leadership happens; it just rises up." Others noted that leaders

come and go, often burning out quickly because they play multiple community development roles. The lack of a systematic way to build leaders internally may be why one Garibaldi business owner seems to be the central figure behind most projects funded through the Initiative. This person initiated the revitalization process in Garibaldi and plays a leadership role in the recently re-established downtown redevelopment committee. In fact, most interviewees who participated in that effort mentioned the business leader and her ideas. Without her presence, it is unclear whether this effort would continue.

Although a strong skill base and clearly articulated vision of one individual has served as an impetus to project initiation, it may prohibit emerging leaders from taking over some of the critical tasks that would lead to long-term community successes. Capable communities need strong consistent local leaders adept at working with other residents to increase human capital and thus expand the community’s leadership base.

Limited Resources

Because of its small staff and limited resources, the City of Garibaldi, facing the need to address the immediate needs of running a city, was challenged to effectively utilize Initiative funds. Until 1998, the City Recorder served as the main administrative employee for Garibaldi. With the hiring of its first City Administrator, the City was able to increase its capacity to work on larger projects and issues. Despite this, its small staff size (currently three) has forced the City of Garibaldi to subcontract work to outside consultants and agencies for administration or completion. The housing rehabilitation program and work related to the wastewater treatment system serve as examples of this. “It’s important to focus attention on [the fact] that they handed out this money when they [were putting] people out of work, and... it didn’t put anyone else back to work except engineers and consultants,” a Garibaldi employee said.

Table 5. Garibaldi technical assistance efforts and their effects.

Agency	Outcome	Issues	Solution
COL-PAC	Secured ___ dollars in CDBG monies for the city.	<ul style="list-style-type: none"> Garibaldi staff and other community members have not learned how to write or administer a CDBG. Garibaldi loses the overhead dollars they need to pay their Public Works Director and City Administrator to help implement the project locally. 	<ul style="list-style-type: none"> Work with the community so they can apply for and administer grants themselves. Provide technical assistance during a transition period while they gain these skills.
Downtown Development Association	Developed revitalization plan for the community	<ul style="list-style-type: none"> Limited follow-up or skills transfer. Garibaldi is struggling to determine projects that it can readily implement. 	<ul style="list-style-type: none"> Provide more detailed action steps that can easily be followed by the community. Continue the provision of technical assistance during plan implementation. Work with community members on identifying local assets and securing external resources as needed.
RARE	Three volunteers completed various projects for the EDCTC and the National Estuary Project.	<ul style="list-style-type: none"> Project initiation with limited follow through. 	<ul style="list-style-type: none"> Develop an active skills transfer and resource development process that assures sustainability.

While it is unrealistic to expect a city the size of Garibaldi to complete its own engineering work on a wastewater treatment plant or perhaps even run a revolving loan program, the provision of appropriate skill-building technical assistance can facilitate the development and completion of locally defined and administered projects. This in turn decreases the community's dependence on outside agencies and perhaps the frustration among community members with those outside their community benefiting economically from projects meant to infuse dollars into Garibaldi. Table 5 outlines Initiative-funded technical assistance efforts in the community and their outcomes, issues, and potential solutions.

Tension Between Need for Outside Resources and Independence

Many interviewees expressed frustration with the effect of outside decisions, in particular environmental regulations, on their community and its economy. For example, several interviewees mentioned the Coast Guard's refusal to dredge the port or fix levees under its jurisdiction. Also, the Tillamook Bay National Estuary Project seemed conspicuously absent from conversations about the community's assets.

Garibaldi residents and Estuary staff have different views about the Tillamook National Estuary Project's impact on the city. "We're [the Estuary] doing the right thing ... all we're about is clean water, fish, and keeping stores from going under," a staff member said. "We're doing work in a rural resource dependent area that is economically strapped because of decline in timber and fisheries. We've been here long enough that they should just think that we're here to help them." Despite their seven-year tenure at the Port of Garibaldi, their expenditure of several million dollars of EPA monies to develop the Comprehensive Conservation and Management Plan and the bid to include community members in the process, very few interviewees mentioned the Estuary at all and usually only when prompted about its impact. According to one city employee, there has been limited contact between the agencies: "We haven't pulled them into stuff here nor have we been consulted or pulled into what they are doing." She added that most residents are unaware of the Estuary and its programs.

Subsequently, the agencies, although housed in the community, are not seen as resources or collaborators. This creates a tension between the need for outside entities to address community issues and the community's distrust of outside entities.

Conclusion

Very few Initiative projects directly affected Garibaldi, a community that had long ago experienced major timber related economic declines. Despite the on and off operations of a hardwood mill that reopened in the early 90s, Garibaldi has had limited unemployment related to the woods products industry since its large mill closure in 1970. Given this, very few dislocated workers remained to take advantage of any Initiative funded projects. Nonetheless, Garibaldi, a town with less

than 1,000 residents and an increasingly dilapidated infrastructure stood to benefit tremendously from Initiative funding. While the community has benefited from improved infrastructure, most of that came with high debt loads paid off by current residents, who are overly represented by fixed-income retirees. Limited investment in social and human capital leaves the community somewhat dependent on outside resources and state and county economic development entities.

References

- Aikens, Melvin C. September 1984. Archeology of Oregon. United States Department of the Interior, Bureau of Land Management, Oregon State Office.
- Ambrose, Stephen E. 1996. *Undaunted Courage: Meriwether Lewis, Thomas Jefferson, and the Opening of the American West*. A Touchstone Book, Simon & Schuster. New York.
- Bayham, Chris. 2001. *Linking Ecosystem Management to Local Economic Development in Tillamook County, Oregon: A Preliminary Framework for Planning*. Thesis for a Masters in Community and Regional Planning. Department of Planning, Public Policy and Management. University of Oregon. Eugene, Oregon
- Bayham, Chris. *Barriers for the Ecosystem Management Industry of Tillamook County: Results from Surveys and Informal Conservations*. Resource Assistance to Rural Environments, University of Oregon. Eugene, OR.
- Community Planning Workshop. August 2000. *Tillamook County Future: From Vision to Action*. Department of Planning, Public Policy and Management, University of Oregon. Eugene, OR. <http://tcf.tillamook.k12.or.us/>
- Coulton, Kevin G., Phillip B. Williams, and Patricia A Benner. 1996. *An Environmental History of the Tillamook Bay Estuary and Watershed*. Tillamook Bay National Estuary Project Technical Report 09-96. Report prepared for the Tillamook Bay National Estuary Project, Garibaldi, Oregon.
- Garibaldi Community Response Team. May 1994. *Garibaldi – From Vision to Action: Strategic Plan for Economic Development*. Rural Development Initiatives: Redmond, OR.
- Graves, Jack L. 1995. *Now Never Lasts: Stories of Garibaldi & Garibaldians*. Maverick Publications, Inc. Bend, Oregon.
- Henry, Heidi. 2000. *Resource Team Report for Garibaldi, Oregon*. Oregon Downtown Development Association. Salem, OR.
- Henry, Henry. April 2, 2001. *Coast Cluster Downtown Planning Project Report*. Oregon Downtown Development Association: Salem, OR.
- Hovee, Eric. December 1992. *Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis for Garibaldi, Oregon*. ED Hovee & Company: Portland, OR.
- Institute for Sustainable Environment. December 2001. *Ecosystem Workforce Program Final Report to Oregon Economic and Community Development Department and USDA Forest Service, Rural Community Assistance Program July 1, 1998 through September 30, 2001*. University of Oregon: Eugene, OR.
- Kusel, J. 1996. "Well-Being in Forest-Dependent Communities, Part I: A New Approach." In *Sierra Nevada Ecosystem Project: Final Report to Congress. Volume II, Assessments and Scientific Basis for Management Options*. University of California, Centers for Water and Wildland Resources: Davis, California. Pp. 361-374.

Garibaldi, Tillamook County, Oregon

Kusel J, et.al. 2001. Assessment of the Northwest Economic Adjustment Initiative: Program Report. Forest Community Research. Taylorsville, CA.

National Center for Education Statistics. October 1996. Common Core of Data: NCES96-316. US Department of Education: Washington, DC.

National Center for Education Statistics. March 2000. Common Core of Data: NCES2000-370. US Department of Education: Washington, DC.

Ruby, Robert H and John A. Brown. 1992. A Guide to the Indian Tribes of the Pacific Northwest. University of Oklahoma Press, Civilization of the American Indian Series, Volume 173. Norman, Oklahoma.

Sauter, John and Bruce Johnson. 1974. Tillamook Indians of the Oregon Coast. Binfords and Mort, Publishers. Portland, Oregon.

Tillamook Bay National Estuary Project. December 1999. Comprehensive Conservation and Management Plan for Tillamook Bay, Oregon. Garibaldi, OR. www.

U.S. Bureau of the Census. 1990. Census of population and housing. Washington, DC: U.S. Bureau of the Census.

U.S. Bureau of the Census. 2000. Census of population and housing. Washington, DC: U.S. Bureau of the Census.

United States Federal Insurance Administration 1977. City of Garibaldi Oregon, Tillamook County. United States Flood Insurance Study: Oregon Cities and Towns No. 9.

Zucker, Jeff, Kay Hummel, and Bob Hogfoss. 1983. Oregon Indians: Culture, History, & Current Affairs. An Atlas & Introduction. The Press of the Oregon Historical Society, Western Imprints. Portland, Oregon.

<http://www.tcf.tillamook.k12.or.us/index.htm>

Garibaldi, Tillamook County, Oregon

Websites

City of Garibaldi <http://www.garibaldioregon.com/history.htm>

Columbia Pacific Economic Development District <http://www.nwcolpac.org/>

Oregon Community Profiles <http://159.121.111.9/profile.htm>

The Oregon Downtown Development Association's (ODDA) <http://www.odda.org/>

Oregon Department of Forestry <http://www.odf.state.or.us>

Port of Tillamook Bay History <http://www.potb.org/history.htm>

Rockaway Beach in the Beginning. <http://www.Rockawaybeach.net/hist.htm>

Tillamook Cheese Home Page <http://www.tillamookcheese.com>

Tillamook Coastal Watershed Resource Center <http://www.tcwrc.org/>

Tillamook County Performance Partnership/Tillamook Bay Natl. Estuary Project <http://www.co.tillamook.or.us/countygovernment/estuary/homepage.htm>

Tillamook Futures Council <http://www.tcf.tillamook.k12.or.us/index.htm>

Weyerhaeuser Hardwood Mills <http://www.weyerhaeuser.com/hardwoods>

Garibaldi, Tillamook County, Oregon

Interviewees

Chris Bayham	Former RARE Volunteer
Peter Dalke	Director, Environmental Partners Program
Beverly Danner	Community Action Team
Jeff Davis	Oregon Consortium
Jill Elkins	Director Management and Training Corporation
Janet Farsted	Program Manager, Port of Tillamook Bay
Richard Felley	Director, Tillamook County Performance Partnership
Val Fokema	Former Director, Tillamook Economic Development Council; Garibaldi Resident
Heidi Henry	Former Employee, Downtown Development Association
Ardis Jones	Loan Manager, Tillamook Economic Development Council
Tim Josi	Tillamook County Commissioner
Jeff King	Executive Director, Columbia-Pacific Economic Development District
Mark Labhardt	Oregon Department of Forestry
Gunner Monson	Business Owner
Keith Powell	Oregon Department of Forestry
Elizabeth Reid	Former Employee for City of Garibaldi, Garibaldi Resident
Dennis Sheldon	Garibaldi Director of Public Works
Dana Shuford	Bureau of Land Management
Beverly Thacker	OECD
Mark Trentholm	Former RARE Volunteer, Currently Staff for Tillamook County Performance Partnership
Joe Wreback	Garibaldi City Manager

Garibaldi, Tillamook County, Oregon