

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 6/28/16 **Approx. Start Time:** 2:30 p.m. **Approx. Length:** 30 minutes
Presentation Title: Villages at Mt. Hood Board Election and Next Steps
Department: Public and Government Affairs
Presenters: Gary Schmidt and Amy Kyle
Other Invitees:

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Seeking direction from the Board of County Commissioners (BCC) on scheduling the Villages at Mt. Hood Board of Directors election and next steps.

EXECUTIVE SUMMARY:

The Hamlet and Village Program was initiated in 2006 in response to grassroots efforts by residents to become more involved with county government and to help support their community.

While each hamlet or village has unique goals and activities, they share a common interest in retaining the flavor of their community, promoting activities to benefit the community, working with the County and outside organizations, and providing their residents increased access to (and information about) the County. Each group has a slightly different way of achieving these goals.

The structure of hamlets and villages is composed of community-elected Boards of Directors. The Villages at Mt. Hood boundary is congruent with those of the Mt. Hood Corridor CPO and the Rhododendron CPO as determined by Clackamas County and includes all residents within the boundary and those who own real property.

In February 2016 the Villages board held a meeting that resulted in feedback to the BCC regarding the functionality of the board and resulted in the resignations of three board members. Because of the number of resignations, the board could no longer meet quorum requirements and therefore could not conduct business. The BCC directed staff to put the board on-hold while community input was gathered that could help determine next steps for the Villages Board.

Public and Government Affairs, with the support of an outside contractor, conducted a survey targeting Village residents, held stakeholder interviews with influential community members and previous Villages board members, and collecting general feedback from the community. A total of 455 residents completed the survey either online or in print. Although there was concern about many things, including the relationship between the county and the community, most felt that there was value in the Villages at Mt. Hood structure and role with the county.

Participants gave insight on barriers to attending Village elections, which PGA can help navigate along with which priorities and topics the Villages board should focus on when they are functioning again.

The stakeholder interviews included 9 participants, most of which had served on the Villages board at some point in time. Suggestions included having more transparent outreach and involvement with the community, working to build trust between the county and community and Villages board and their community, and building a more structured and rigorous election process for new candidates.

On June 14, 2016 at the request of the two remaining Villages Board members, staff from County Counsel and PGA participated in a mediated discussion led by County Resolution Services. The conversation resulted in a Memorandum of Understanding that outlines a process the county could follow to work with the remaining Villages board to appoint two temporary board members to establish a quorum and serve in a capacity strictly to plan and schedule the next Villages Board election. All candidates, including those board members whose terms are expiring would need to submit their application for placement on the ballot. Elections would be scheduled in August. PGA will manage the entire election process.

FINANCIAL IMPLICATIONS (current year and ongoing):

\$2000 annual financial support to all Hamlets and Villages, for operational expenses.

STRATEGIC PLAN ALIGNMENT:

- This item aligns with the Public and Government Affairs Strategic Business Plan goals to provide strategic outreach, engagement and consultation services to county elected officials, departments and community organizations, so they can build public trust and awareness, and achieve their strategic and operational results and Clackamas County residents will be aware of and engaged with county government
- This item aligns with the County's Performance Clackamas goals by building public trust through good government

LEGAL/POLICY REQUIREMENTS:

Each Hamlet and Village follows requirements set forth in BCC ordinance and bylaws.

PUBLIC/GOVERNMENTAL PARTICIPATION:

PGA provides resources and staff liaison support and guidance to Hamlet and Village boards and communities. In addition, PGA manages Hamlet and Villages board recruitment and election process.

OPTIONS:

1. Approve process outlined in the Memorandum of Understanding: appoint an interim. Villages Board and schedule an election for August 2016.
2. Keep the Villages Board on hiatus until further notice.
3. Begin the dissolution process for the Villages at Mt. Hood Board.

RECOMMENDATION:

Staff recommends:

1. Option 1, Approve process outlined in the Memorandum of Understanding: appoint an interim Villages Board and schedule an election for August 2016.

ATTACHMENTS:

Memorandum of Understanding – PGA/County Counsel/Villages Board
Villages at Mt. Hood Community Engagement Findings and Recommended Next Steps

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval s/Gary Schmidt

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Gary Schmidt @ 503.742.5908
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Memorandum of Understanding

6-14-16

The parties to this mediation are:

George Wilson, Carol Burke, Pat Holbrook, Gary Linkous – Villages at Mt. Hood
Stephen Madkour, Gary Schmidt, Amy Kyle – Clackamas County
Amy Herman – Mediator

The parties agree to work collaboratively in the following ways:

1. George Wilson, Carol Burke, Gary Schmidt and Amy Kyle will work together collaboratively to select one or two interim board members (to achieve a total of 4 Villages Board members) who will serve until such time as elections can be held to elect new officers to the Villages at Mt. Hood Board. George Wilson and Carol Burke will serve as existing board members during this interim time. George intends to apply for re-election. Carol is serving a 3 year board term.
2. The purpose of this interim board is to establish a quorum and work to hold elections for 6 open board positions. It will only work toward holding an election which will be held in August or September of this year. It may work to amend the existing By Laws if that is necessary to hold elections. They will conduct no other business as an interim board. Any By Law amendments will be reviewed by PGA staff, County Counsel Stephen Madkour, and will be presented for approval by the Board of County Commissioners.
3. Gary Schmidt and Amy Kyle will provide support to the Villages at Mt. Hood in the following ways:
 - a. The county will run the entire election process annually for this and all Hamlets and Villages, including creating ballots with clear directions, allowing applicants to present themselves to the community and give speeches at a designated Candidate Forum, hold the election, count ballots, and certify election results.
 - b. Provide training annually as soon after elections as possible for all board members, including meeting processes, meeting laws, effective meeting facilitation, and skill building for conflict resolution. These trainings will be mandatory for all board members.
 - c. Provide ongoing support for monthly Board meetings and periodic Town Hall meetings, in addition to other support offered to Hamlets and Villages groups.
4. Stephen Madkour will provide a county counsel person for initial Village at Mt. Hood board meetings to oversee appropriate meeting laws and conduct. After the board is functioning successfully, a county counsel person will attend upon request.
5. The interim board members agree to:
 - a. Communicate directly with Gary Schmidt and Amy Kyle of Public and Government Affairs to coordinate effective communications with Villages at Mt. Hood community and board members.
 - b. Ask for support and guidance from Stephen Madkour and county counsel when appropriate.
6. All present agree to move forward with good will and positive regard, such that they will communicate with one another and about one another in a civil manner.

ACH



Villages at Mt. Hood Community Engagement Findings and Recommended Next Steps

June 22, 2016

**Prepared for Clackamas County
by EnviroIssues**



EXECUTIVE SUMMARY

Between April and May 2016, EnviroIssues, as an independent consultant hired by Clackamas County, collected information about opinions, values and expectations of residents of the Villages at Mt. Hood (“the Villages”). Since 2006, the County has supported the Villages Board (“the Board”), an elected advisory group which serves as a liaison between the Villages and the County. The work of the Board was paused by the County in February 2016. The Board of County Commissioners will use the information gained through these outreach efforts to inform decisions about the Board and the County’s role in supporting it going forward.

Methodology

EnviroIssues engaged residents and business owners in the Villages using an outreach survey and stakeholder interviews. These methods were used to gain insights from a broad cross-section of people as well as those involved with the Board at some point over the past 10 years. The information collected is not statistically representative of all Villages residents.

Survey results

- A total of 455 surveys were partially or fully completed either online or in person.
- Most respondents are familiar with the Board, but have not attended a Board meeting or participated in an election.
- Many who have not engaged with the Board are part-time residents, did not know how to get involved or did not feel like they had enough time or information.
- Many are concerned about the relationship between the County and the Villages and do not believe the County has acted in the Villages interests or listens to the Board.
- Respondents generally feel their individual community has been represented by the Board, but over half think the Board is not representing the priorities of the communities as a whole.
- Many are concerned about Board management and the motivations of Board leadership.
- Despite concerns, many believe the Board is important and can improve communications between the County and local residents.
- Respondents most frequently selected land use and development as the topic the Board should focus on.
- Respondents prefer direct methods of communication, such as mailers, email and newsletters.

Stakeholder interview findings

- EnviroIssues conducted nine stakeholder interviews with community leaders, business owners and Villages residents. Most had served as a member of the Board at some point.
- Most believe the Villages program has had a positive influence on the community.
- Suggestions for improvement included rotating meeting locations, more inclusive outreach, sharing agendas and minutes and allowing the community to vote on more Board actions.
- All stakeholders mentioned low levels of trust between the Board, the community and the County.
- Several suggested reinstating the County liaison position and creating a more rigorous application and training process for Board members.
- Some suggested each community should be represented on the Board while others said this was not an issue as the area functions as a single community.
- Many expressed concerns about access to information about Board meetings and activities.
- Over half said communication, trust building or community cohesion should be the top priority of the Board and the Villages going forward.

Recommendations

Based on the findings from this outreach effort, EnviroIssues recommends conducting additional engagement and discussions prior to restarting the Board. The County may want to implement the following plan as it considers the future of the Board and the County’s role in supporting it. The recommended implementation plan would involve a series of actions over the next six months, with Board activities to resume in early 2017. These suggested actions aim to accomplish four key goals:

1. *Rebuild trust and improve perception of Board and County’s commitment to local public involvement.*
2. *Improve Board accessibility and communication to increase engagement.*
3. *Clarify Board representation and focus.*
4. *Clarify County and Board responsibilities.*

The suggested actions are organized in four phases, and during each phase the County would engage in specific activities and processes that respond to the three identified key goals.

Implementation Plan Schedule		
Phase 1: Revise Board bylaws in collaboration with Villages residents	July 2016	
	<i>July</i>	Mailing: Community meeting schedule finalized and notices sent
	August 2016	
	<i>Mid August</i>	Community meeting: Bylaws, application process and community priorities
	<i>Aug. 16 - 30</i>	Comment period
	September 2016	
	<i>Mid September</i>	Community meeting: Presenting revised bylaws and application process for 2017 Board
	<i>Sept. 20</i>	Adoption of new bylaws by Board of County Commissioners
Phase 2: Collect applications and conduct elections for new Board leadership	<i>Late September</i>	Mailing: Board application process finalized and notices sent
	October 2016	
	<i>Oct. 1 – 21</i>	Applications accepted for new Board leadership
	November 2016	
	<i>Nov. 1 – 4</i>	PGA conducts applicant interviews
	<i>Nov. 14</i>	Mailing: Election notices sent
	December 2016	
	<i>Early December</i>	Board elections
Phase 3: Conduct training for new Board leadership	January 2017	
	<i>January</i>	Board meeting: Bylaws, charter and public process training
Phase 4: Implement long-term strategy to strengthen Board self-management	2017 and beyond	
	<i>Quarterly</i>	Reports by County liaison and Board chair to Board of County Commissioners
	<i>Annually</i>	Annual community questionnaire conducted by County

INTRODUCTION

Between April and May 2016, EnviroIssues, as an independent consultant hired by Clackamas County, collected information about community opinion, values and expectations in the Villages at Mt. Hood (“the Villages”). The Villages are a group of five unincorporated communities (Welches, Wemme, ZigZag, Rhododendron and Brightwood) located along the U.S. Highway 26 corridor near Mt. Hood. Since 2006, the County has supported the Villages Board (“the Board”), an elected advisory group which serves as a liaison between the Villages and the County. The work of the Board was paused by the County in February 2016. The information gathered through this research and outreach will be used by County Commissioners to inform decisions about the structure and function of the Board and the County’s role in supporting it going forward.

On behalf of Clackamas County, EnviroIssues engaged residents and business owners in the Villages using a two-part methodology including an outreach survey and stakeholder interviews. These two methods were selected as a way to gather input from a broad cross-section of people and collect detailed insights from those most involved with the Board and/or other well-known groups in the Villages community. The findings and themes provided in this report reflect the information collected from survey respondents and stakeholders interviewed but are not statistically representative of all residents in the Villages.

Outreach survey

The County administered an outreach survey of individuals who live or own businesses or property in the Villages between April 15 and May 13. It included 13 questions, of which nine focused specifically on the Board. The survey was available online and hard copy versions were made available to residents on three dates during the survey window. While the data is not statistically representative of all residents in the Villages, engagement levels were high and a total of 455 surveys were submitted.

Stakeholder interviews

Interviews were conducted with nine stakeholders that live and/or own businesses in the Villages at Mt. Hood. Stakeholders included former members of the Board, representatives of local organizations and area business owners. These conversations occurred by phone and typically lasted about 40 minutes. Each interview was guided by the same set of open-ended interview questions.

This report presents the key findings from this research and public outreach. The first section summarizes the findings from the outreach survey and the second section presents information gained from stakeholder interviews. Key findings and recommendations are provided in the final section. The full survey text and list of guiding stakeholder interview questions are included as appendices.

OUTREACH SURVEY

Survey Context and Purpose

Between April 15 and May 13, 2016, EnviroIssues, on behalf of Clackamas County, conducted an outreach survey of individuals who live or own businesses or property in the Villages. The survey provided an opportunity for the County to engage residents and business owners in the Villages and to collect feedback on what issues are most important to them. Several survey questions focused specifically on the role and effectiveness of the Villages Board.

Survey Design and Distribution

The County deployed the survey online and made a hard copy version available to residents. The URL for the online survey, developed using Survey Gizmo, was shared via postcards mailed to all Villages property owners' addresses,¹ the County's Villages web page and in the local newspaper, *The Mountain Times*. Hard copies of the survey were available to the public on three dates listed in the postcard, web and newspaper: Sat., April 23 at the Bite of Mt. Hood (5 to 8 p.m.) and Wed., May 4 (9 a.m. to 12 p.m.) and Sat., May 7 (10 a.m. to 1 p.m.) at a staffed booth at Hoodland Thriftway. People could complete the hard copy versions in person or return to the County by mail or in person.

The survey included 13 questions with one open-ended comment section. The fourth question asked if respondents had ever attended a Board meeting or town hall. If survey respondents indicated they were not previously familiar with the Board, they were not asked any questions about how the Board has operated and functioned in the past. The online version of the survey automatically removed these questions, and the hard copy surveys included instructions to skip over these questions.

The survey was anonymous and multiple residents per household and business computer were allowed to complete the survey. Internet protocol (IP) addresses were reviewed to ensure data integrity to the best of our ability. Answers provided from the same IP address were compared and intentional, identical duplicate submissions were removed.

A total of 455 surveys were partially or fully completed. The completion rate was 82 percent, meaning 82 percent of respondents finished the survey once they started. The data provided in this report are based on completed surveys. Nine people submitted hard copy surveys, while the rest took it online.

Survey completion	Proportion
Complete surveys (all pages accessed)	82% (N=372)
Partially complete surveys (at least one page accessed)	18% (N=83)
Total surveys submitted (complete and partial)	100% (N=455)

¹ Part-time residents or property and/or business owners who do not reside in the Villages also received the postcard.

Key survey findings

Many respondents are familiar with the Villages Board, but most have not previously engaged with the Board.

- The majority of survey respondents (87 percent) are aware of the Villages Board.
- Around 75 percent of those who are aware of the Board know that it is part of a public involvement program supported by Clackamas County.
- Approximately a third (36 percent) have attended Board meetings or town halls and around a quarter (28 percent) have voted for Board members.
 - Many of those who have not engaged with the Board are part-time residents of the Villages, did not know how to get involved or did not feel like they had enough time or information to participate.
- A somewhat higher proportion of respondents connected to Welches, Wemme and Brightwood have attended Board meetings (40-41 percent) than those affiliated with Rhododendron (36 percent) and Zigzag (32 percent). Respondents from Wemme (42 percent), Welches (30 percent) and Rhododendron (30 percent) are slightly more likely to have voted for Board members than those from Zigzag (26 percent) and Brightwood (23 percent).
- A quarter of respondents who are aware of the Board would consider volunteering to be a Board member.

There are concerns about the relationship between the County and the Villages, but the more predominant perspective is that the Board is important for the area and can play a role in improving communications between the County and local residents.

- When asked if the relationship between the Board and the County has had a significant positive impact in their communities, most respondents (76 percent) selected a rating of 3 or lower on a scale from 1 (“no impact”) to 5 (“very positive impact”). The average rating was 2.7.
- Several respondents said they are not adequately informed about local issues by the Board or the County. Over half of respondents say they prefer to receive information from the County via direct mail, with the local newsletter or newspaper being the next most requested sources. Email was not provided as a response for the question that asked respondents about preferred communication options, and many comments were submitted to underscore the importance of email as an efficient communications tool.
- In open-ended comments, many respondents said they do not believe the County has acted in the Villages interests or listens to the Board. Several suggested the Board can and should provide a “voice” for the communities to the County.
- Some part-time residents said they are not aware of how they can be involved in the Board but expressed a desire to do so. Others suggested only full-time residents should be on the board.

Several respondents are concerned about the representativeness of the Board.

- A majority of respondents felt their individual community has always (19 percent) or frequently (49 percent) been represented by at least one member of the Board, but over half think the Board is not representing the priorities of the communities as a whole. These are two distinct and important issues.
- Several people commented that individual Board members may come to the Board with a neighborhood agenda rather than to serve the broader community.

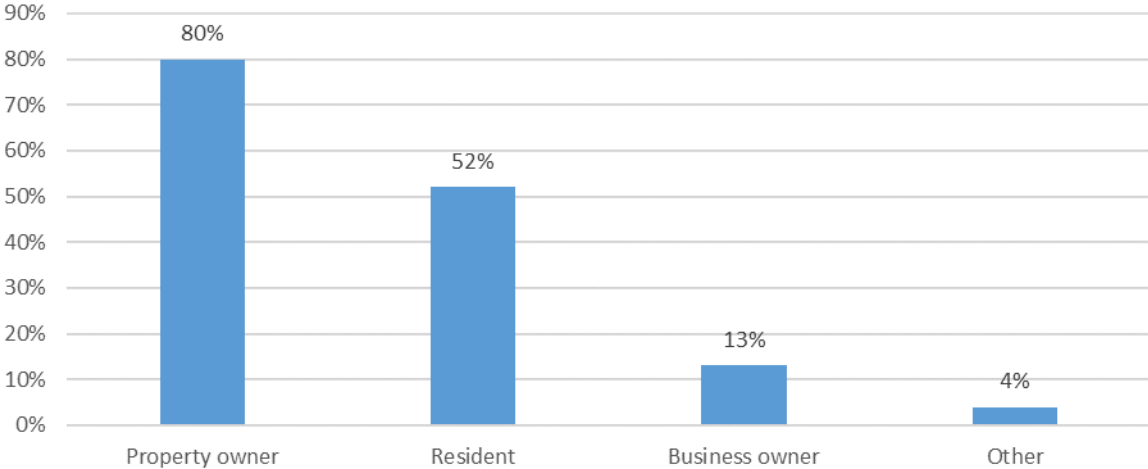
Respondents believe the Board should prioritize work on land use and development issues over other topics such as economic development or bike and pedestrian issues.

- Approximately four times as many survey takers ranked land use and development issues as the topic most important to them over anything else. Respondents ranked parks and community spaces as the second most important issue, transportation, bike and pedestrian issues third, economic development fourth and community centers last.
- Other topics mentioned in comments included, among others, infrastructure improvements, safety issues, crime and drug use, environmental protection, housing, property maintenance and appearance, tax revenue and recreation.
- In open-ended comments, some argued land use issues should be considered by Community Planning Organizations (CPOs)² rather than the Board.

Profile of survey respondents

Relation to the Villages at Mt. Hood

Figure 1: “Please select your relation to the Villages at Mt. Hood.”

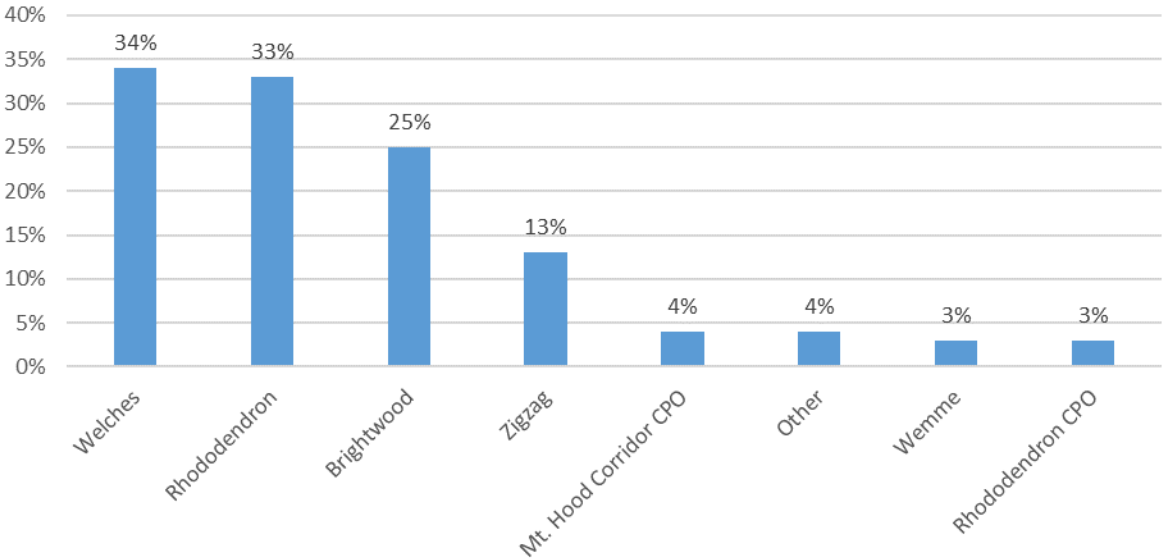


The majority of survey respondents (80 percent) are property owners. Around half (53 percent) identify as residents of the Villages, and 13 percent own businesses in the area. Respondents also identified as employees, part-time residents, vacation home or cabin owners or lessees, and neighbors.

² CPOs were established to involve citizens in the land use planning process. They are run by citizen volunteers who review land use planning applications and provide recommendations to the County.

Community where respondents live or own businesses or property

Figure 2: “In what community do you reside or own a business or property?”



The responses are not necessarily reflective of the residential or business population, but may speak to the level of engagement with the Board or community issues.

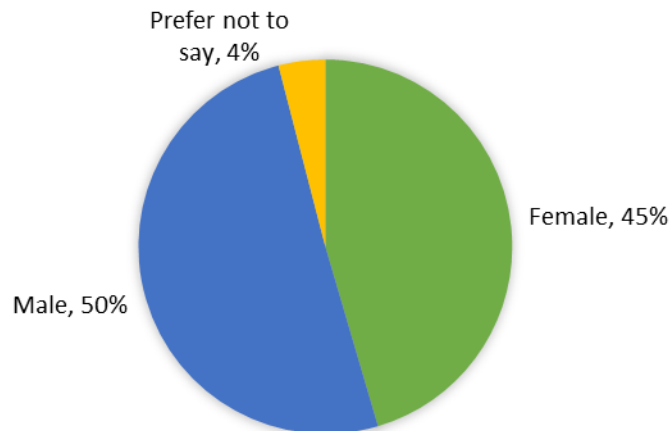
Approximately a third of respondents reside or own a business in Welches (34 percent) or Rhododendron (33 percent). Around a quarter (25 percent) are affiliated with Brightwood, while 13 percent selected Zigzag and 3 percent selected Wemme. The survey also listed two CPOs as options, Mt. Hood Corridor CPO and Rhododendron CPO. The Mt. Hood CPO—which included the communities of Welches, Zigzag, Wemme, Brightwood, and Marmot—is not currently recognized by Clackamas County. The Rhododendron CPO is active. Around 3 percent of survey respondents identified either Mt. Hood Corridor CPO or Rhododendron CPO.

“Other” answers included:

- Cherryville
- Forest Service Cabin
- Government Camp
- Pinewood
- Salmon
- Sandy
- Zigzag Village HOA
- Clearcreek
- Sleepy Hollow
- Timberline Rim
- Wildwood

Gender Identity

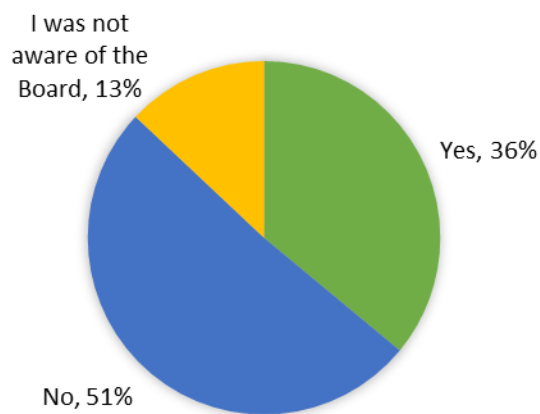
Figure 3: "What is your gender?"



Slightly over half of survey respondents identified as male (51 percent). Around 45 percent identified as female and 4 percent preferred not to say.

Previous engagement with the Villages at Mt. Hood Board

Figure 4: "Have you ever attended a Villages at Mt. Hood Board meeting or town hall?"



Respondents were asked if they had ever attended a Villages Board meeting or town hall. Around a third (37 percent) had, but just over half (51 percent) had not and 13 percent were not previously aware of the Board. Slightly more respondents connected to Welches, Wemme and Brightwood had attended Board meetings (40-41 percent) than those affiliated with Rhododendron (36 percent) and Zigzag (32 percent).

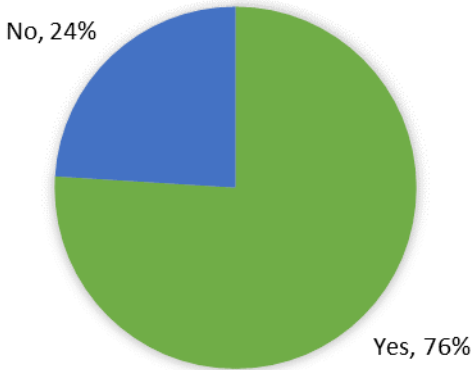
Around 12 percent of respondents from Rhododendron, Brightwood and Zigzag said they were not aware of the Board, whereas 10 percent of respondents from Welches and 8 percent from Wemme were previously unfamiliar with the group.

Survey results: Respondents who were previously aware of villages at Mt. Hood board

If survey respondents said they were previously aware of the Board, they were asked subsequent follow-up questions. Almost 90 percent of survey takers knew of the Board and continued on.

Awareness of County connection to Villages at Mt. Hood Board

Figure 5: “Are you aware that the Villages at Mt. Hood Board is part of a public involvement program supported by Clackamas County?”

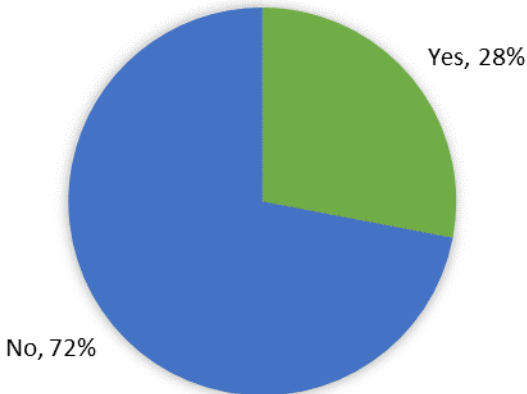


Among survey takers familiar with the Board, there is high awareness of the County’s connection to the Villages Board. Over three-quarters (76 percent) of respondents were aware the Board is part of a public involvement program supported by the County, while 24% were not.

Involvement in Board elections

In spite of high awareness of the Villages Board, less than 30 percent have participated in electing Board members.

Figure 6: “Have you voted for people to serve on the Villages at Mt. Hood Board at an election?”



Those who have voted explained their motivations:

- Belief that the County needs input from residents and the Board can provide that voice (31 percent of those who have voted)
- Desire to vote for Board members who respondent felt would promote commerce in the area, represent the needs of the community (26 percent)
- Previous involvement with the Board or service as a Board member (15 percent)
- Out of civic duty or because they always vote in elections (13 percent)
- Interest in being involved in local and county politics (5 percent)
- Because they feel strongly about a particular issue or issues (5 percent)

Reasons for *not* voting included the following:

- Not aware of how to participate (27 percent of those who have not voted)
- Not a full time resident or not registered to vote in the area (18 percent)
- Could not vote in person; meetings not at convenient times (16 percent)
- Not informed about local issues or candidates (11 percent)
- New to the area (10 percent)
- Not supportive of the Board, previous leadership or antagonism between members (8 percent)
- Did not feel there were any strong candidates (7 percent)
- Did not have enough time to participate (4 percent)
- Not interested (2 percent)
- Not aware of Board's purpose (2 percent)

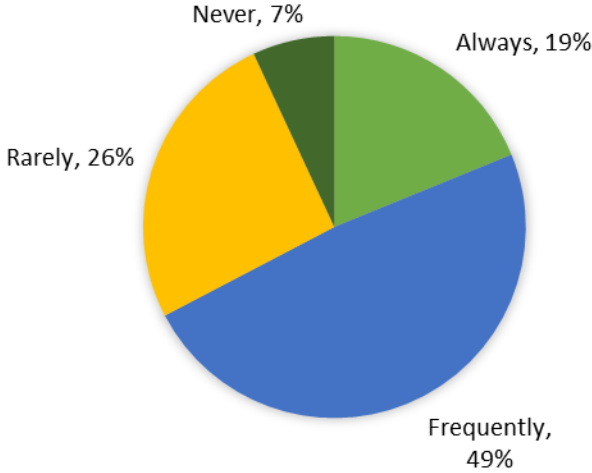
Nearly one in five respondents (18 percent) who have not voted in a Board election said they did not believe they were eligible to participate because they are not permanent residents of the area. The Villages bylaws say anyone over the age of 18 who lives or owns real property within the boundaries, including those domiciled elsewhere, are eligible to vote. This indicates that some part time residents may not be aware of their eligibility to participate in Board elections.

Wemme features the highest percentage of respondents who had voted in a previous Board election (42 percent), although the sample size for this community was very low (12 total). Around 30 percent of respondents affiliated with Welches or Rhododendron had voted in a Board election, while turn-out from residents in Zigzag (26 percent) and Brightwood (23 percent) was less than 30 percent.

Community representation

Over two-thirds of residents say their neighborhood community has been represented by at least one member on the Board always (19 percent) or frequently (49 percent). Around a quarter (26 percent) think this is rarely the case, and 7 percent say their community has never been represented.

Figure 7: “Do you feel your community (e.g., Welches, Wemme, etc.) has been represented by at least one member on the Villages at Mt. Hood Board?”



Respondents affiliated with Wemme were most likely to report they felt represented by at least one Board member frequently or always (66 percent). Over half from Welches (58 percent) and Rhododendron (53 percent) felt this was the case, while slightly fewer from Zigzag (48 percent) and Brightwood (45 percent) did. These results appear to correlate with participation in Board elections, with higher turn-out in communities that believe their individual neighborhoods are always or frequently represented. This is an important finding.

Another key finding is that while the majority of respondents report their individual community has been represented at the Board level, more than half of survey participants (57 percent) highlighted that the Board is not looking out for the needs of the community as a whole. Respondents from Welches were most likely to feel this was the case (72 percent), while slightly fewer of those from Zigzag (70 percent), Rhododendron (66 percent) and Brightwood (66 percent) agreed. Around 58 percent of respondents from Wemme said they do not feel the Board is wholly representative of community interests.

Figure 8: “Do you feel the Villages at Mt. Hood Board is representing the priorities of the communities as a whole?”

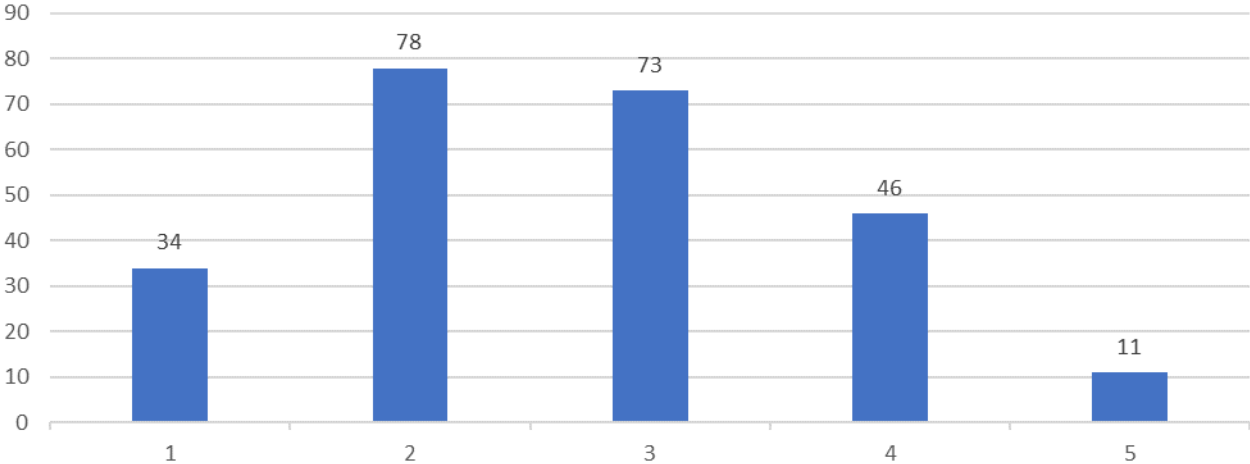


Net impact of the Board

Next, respondents were asked to indicate whether the relationship between the Board and the County has made a positive impact in their community. Survey takers could select a rating between 1, “no impact,” and 5, “very positive impact.” Most respondents (76 percent) gave selected a rating of 3 or lower, underscoring that there is work to be done to improve the perception that the Board and County play constructive roles in maintaining quality of life in the Villages.

A few people used open-ended comments to note that neutral and positive ratings were shown as possible answer choices, but a negative rating was not provided. This suggests that some respondents might have offered a negative rating. Indeed, a plurality of respondents gave a rating of 2, which translates to a very soft positive rating overall of 2.7. Results were very similar across the five communities, with average ratings ranging from 2.7 (Rhododendron, Brightwood and Zigzag) to 2.9 (Wemme).

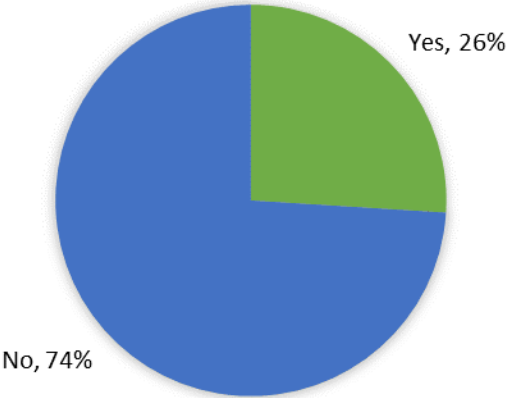
Figure 9: “Has the relationship between the Villages at Mt. Hood Board and Clackamas County made a positive impact in your community?” (1 being “no impact” and 5 being “very positive impact.”)



Likelihood to serve as a Board member

Approximately one in four residents said they would consider volunteering as a Board member. This is not necessarily a below-average data point for a question of this type, but it may suggest there is a low level of trust between residents and the Board and the County, or indicate that information about the role of a Board member may need greater clarification within these communities.

Figure 10: "Would you consider volunteering to be a Villages at Mt. Hood Board member?"

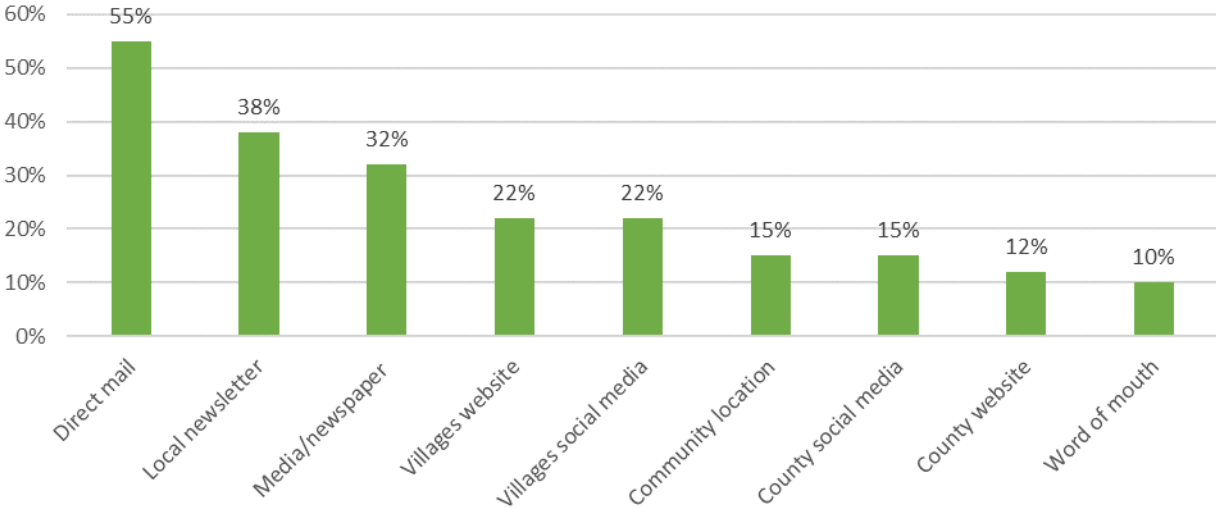


Looking ahead: Survey results from all respondents

All respondents were asked the following questions whether or not they were familiar with the Villages Board.

Preferred communications tools

Figure 11: "How do you prefer to receive information about public events and meetings in your area?" (Select your three most preferred methods.)



Over half of all respondents said they prefer to receive information via direct mail, and over 30 percent prefer local newsletters or the media/newspaper. Approximately 20 percent of respondents mentioned the Villages website and social media. Several respondents indicated in comments that they would prefer to receive updates via email and would have liked it included as an option on this question.

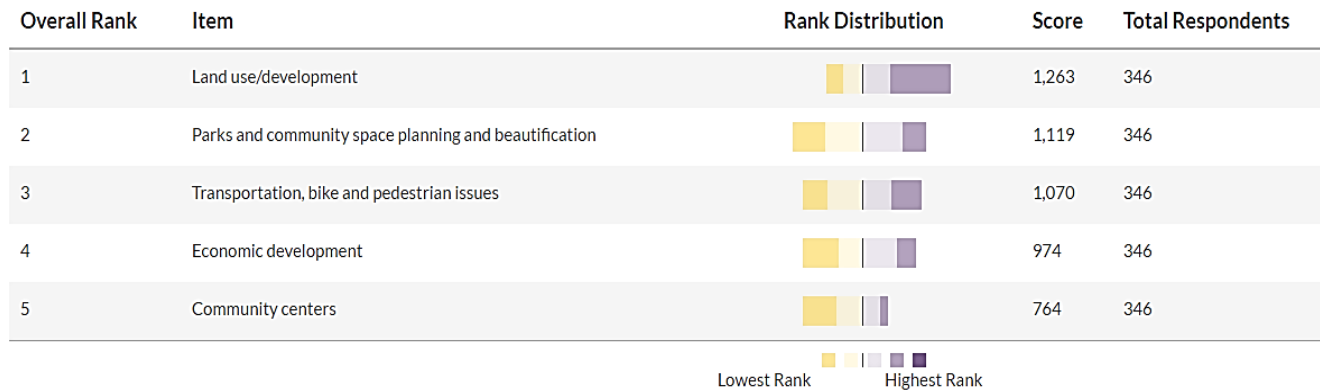
Those who were previously unaware of the Board indicated a strong preference for direct mail (68 percent). The next most preferred communication method for this group was local newsletters (23

percent). This may indicate that County news about the Board disseminated through the media, online, via word of mouth or at community locations is not reaching this group which prefers more direct, targeted communication. These individuals may also be part-time residents who do not regularly check local media or websites for information.

Important topics to residents

Respondents were asked to rank topics the Board might focus on in order of importance to them. By far, land use and development issues were priorities over parks, transportation, economic development and community centers. Approximately four times as many residents gave their highest rankings to land use issues over anything else.

Figure 12: “The following issues are some of the topics the Villages at Mt. Hood Board might focus on. Please rank them in order of importance to you.” (If you would like to mention a topic that is not listed, please do so in the comments box.)



To analyze the data from this question, each issue was assigned a weighted score based on the rankings provided by respondents. Land use/development received a weighted score of 1,263. Scores for the next three issues—parks and community spaces (1,119), transport, bike and pedestrian issues (1,070) and economic development (974) were relatively close. Community centers was ranked last, with a weighted score of 764. Since all residents were asked this question and not just residents who were aware of the Villages Board, it is interesting to find that rankings were similar even for respondents who were previously unaware of the Board.

In addition, over 75 respondents submitted open text comments on this question. Around 20 percent of respondents mentioned infrastructure improvements (such as streets, lighting, sewer system) or public services such as snow plowing as topics of interest. Other issues mentioned included environmental protection (15 percent); road safety, crime and drug use (8 percent); property maintenance and appearance (11 percent); housing issues (5 percent); and services for the elderly (1 percent). Some respondents said in comments that they believe a CPO is a more appropriate forum for discussing land use issues. Others suggested all of the issues are important or that categories overlapped, such as community space planning and community centers or land use/development and economic development.

Open-ended comments

The survey concluded with an open-ended question which asked respondents if there is anything else they would like to share. In total, 136 respondents provided suggestions, questions and thoughts covering several important themes. In the following paragraphs, the comments from the 136 residents have been grouped into clusters which helps establish some common themes across the variety of ideas submitted.

Relationship between the County and the Villages (40 comments)

Many comments addressed the relationship between the Villages and the County. Some stated they feel the County is “unconcerned” about what happens in the area except during election periods or in the context of tax revenue. Others noted they do not feel represented by the County Commissioners and that the voice of the communities has been “disregarded” in the past. A few comments noted that the issues and needs of the area are different than the rest of the county; there is interest in seeing this recognized by the County.

Some comments specifically discussed the type and effectiveness of communications between the County and residents in the Villages. Many stated they would prefer to receive information from the County via email and wished this was included as an option in the survey. While a few said communication between the County and the Villages has benefitted as a result of the Board, others argued there is room for improvement. Some part-time residents of the area suggested they are not adequately engaged by the County and are not made aware of issues affecting the communities.

“I was not aware that the Villages had their own social media and webpage... Better advertisement of these options could go a long way.”

“I don’t understand why the County did not proactively assist the board to avoid the problems that occurred.”

“It is my opinion that Clackamas County has not been a trusted partner in this process.”

“The county needs to work WITH us, not against us.”

Several respondents commented on the County’s decision to pause the activities of the Villages Board. Of those commenting, many were opposed to the decision and suggested the County’s actions were drastic, not in the interest of the area or possibly illegal. Some said there was a lack of transparency in explaining the decision and argued the lack of transparency has reduced trust between the residents and the County. A few argued that previous Board members should be reinstated because they were elected by local residents. Furthermore, a few respondents were frustrated with how the County explained their decision to the media following the decision to pause Board activities. Others, however, expressed agreement with the County’s decision with some saying the County should have intervened sooner (*“The county should have stepped in a long time ago to disband the board or get them trained to do their job”*).

Accessibility and accountability of the Board (35 comments)

The accessibility of the Board and the accountability and representativeness of its leadership were mentioned in several comments. Some suggested the Board was dominated by “special interests” and that relatively few people were involved. There was no real consensus on who should be allowed to

"The Villages seemed to become a group of individuals with their own agendas, so I stopped attending."

"Better meetings times may increase participation by the community. More community participation may help alleviate any dysfunction/meeting dynamics."

"About half the homeowners on Mt. Hood are part time residents and as such get little to no voice in issues... You need to come up with a way for us to have a say in issues that affect us and our money."

serve on the Board. Some argued only local residents should be able to participate with the Board, while other respondents who live in the Villages part-time commented that they are interested in being involved in local affairs and want more opportunities to be engaged. A few said the meetings are held at inconvenient times, making it difficult for those who work outside of the Villages to attend. One person asked why Government Camp is not included in the Villages.

Several comments touched on the management styles and experiences with past Board members and chairs. A number of residents suggested Board meetings were not well managed and that personality conflicts between Board members affected the success of the group. Others suggested the Board focused too much on "irrelevant" matters without enough time spent addressing crucial issues. Several said the personal agendas of Board members impacted their ability to lead effectively, and some said they felt "embarrassed" by the dialogue and behavior of Board members at meetings.

Suggestions offered for improving Board management included increased training or oversight by the County, increased resident involvement during meetings, more rigorous "vetting" of applications from individuals interested in running for election and encouragement of a more representative Board leadership. One commenter said some younger Villages residents were beginning to get involved in local governance before the Board's activities were paused and expressed hope that they continue their interest in the Board.

Governance structure and the role of the Board (29 comments)

Several comments addressed the role of the Villages Board within the County's overall structure for public involvement. Many argued the area needs and benefits from a form of representative local government that communicates and coordinates with the County, but respondents did not always clarify what this coordination might look like. Others suggested the Board should be a venue for residents to make choices and discuss local issues "without undue interference" from the County. A few commenters argued the Villages should incorporate while others were opposed to this idea. Two respondents argued the Board is not needed, and two suggested the name should be changed.

"I hope we can rebuild a board that can communicate and stand up for us as the Villages."

"Bring back the Villages Board so this community isn't politically paralyzed."

"I really do not see the benefit of the villages. Few residents/business owners are involved. The County is not involved. It was a nice idea, but hard to realize."

"The local Village Board should report to the County or have one county liaison on the Village board, but that person should not have any authority or voting rights, unless they are actual Village residents."

Overall, the type of authority granted to the Board was a somewhat muddy but heated topic. Some residents feel the County does not want a powerful Board and that the current Board is set up as a "tool" of County staff rather than a group advocating for the local residents: "During the early stages of this program, the villages board met regularly with the County Commissioners...Now, the villages board

is a "tool" of the county staff to implement programs or "message" the county's will over the local community. Some of these commenters imply the County only listened to the Board when it agreed with their position. Others argue the Board should have more autonomy and be more representative of local interests with little County influence.

Land use issues, future growth and economic development (27 comments)

"The Corridor needs long-term protection from sprawl and ungainly development—especially things that harm the natural beauty from Hwy 26 or the major side streets."

"This could be a key economic center because of its perfect location between the big city and central Oregon...we need leadership to make it happen."

Land use planning issues and code enforcement were also brought up in open comments. There was a general call for greater code enforcement, although some argued planning and development restrictions are burdensome. A proposed RV park was called out as an example of the importance of code enforcement because of its potential environmental impact and concerns about property maintenance. A few advocated for CPOs as the appropriate venue for evaluating land use planning matters.

Several comments mentioned future development plans for the area. Many argued development should be limited and the area should resist becoming more "suburban." Some mentioned opposition to certain projects—like the construction of a concert venue—which may make the area less quiet and natural. Others argued the area is prime for additional development because of its location and demand for visiting the area.

Several comments fell into the economic development category. Some residents want to encourage "high end" development or a diversity of offerings for visitors and residents alike. Others suggested the area should see more of its tax revenue spent in the community, such as hotel tax funds, rather than these funds be spent in the county more generally. Some also mentioned pursuing grants and other types of economic support to stimulate local economic growth and revenue.

Infrastructure and bikes (26 comments)

Many comments highlighted bicycle and other infrastructure issues. Some residents expressed strong opposition to developing bike routes or accommodating more cycling traffic, while others said it would be beneficial. Additional crosswalks and sidewalks, better road signage and improved traffic lights were some examples of infrastructure improvements that were mentioned by residents. These comments were not without concern about road safety and speeding in the area. Some said sewer and phone lines should be improved by adding capacity and reliability.

"Why don't we fix the infrastructure we have, that's broken, instead of starting up more projects?"

"I would love to see more bike paths and pedestrian walkways available. Maybe sidewalks or more of a shoulder on Lolo Pass, such a dangerous road."

Community facilities (15 comments)

Some respondents mentioned a desire for more community spaces or facilities, such as a skate park, farmers market, community centers or public parks. One commenter mentioned Clackamas County had recently closed a community center in the area, and another noted the need for community spaces for young people in the area. One

"We need a community center...that could serve as a place for divergent groups to utilize, meet, grow."

respondent argued that park facilities are not needed because of the natural surroundings, and one person suggested there are insufficient resources in the area to support a community center.

Crime, drugs and safety (7 comments)

Crime and safety concerns mentioned in open-ended comments focused mainly on drug use and automobile traffic. Some advocated for increased efforts to combat local illegal drug use, and a few linked homelessness and poverty to drug and crime issues. Several said speeding is a major issue in the area, and some called for increased police presence on area roads and highways.

“We need cops up here 24/7; the roads are so dangerous because people go 75 mph in a 45 mph safety corridor.”

Other topics

Other topics mentioned in open-ended comments include the need for more affordable and rental housing, services for the elderly, desire for more tax revenue (particularly from the hotel tax) to come back to the area and arguments for increased environmental stewardship and conservation.

STAKEHOLDER INTERVIEWS

Interview Purpose and Process

Using a county-provided list of contacts, Envirolssues conducted nine stakeholder interviews in May 2016 to delve more deeply into community perceptions, suggestions and hopes for the Board and the needs of the Villages.

The people interviewed included community leaders, business owners and residents in the Villages. Most had served as a member of the Board at some point since it was formed in 2006. The interviews were conducted by phone and lasted between 30 and 45 minutes. A standard set of questions was used for all interviews.

The findings represent themes that emerged from the interview responses. Paraphrased quotes are provided to illustrate the range of opinions on a variety of topics.

Key findings from stakeholder interviews

Community representation on the Board

The stakeholders were approximately evenly divided in their opinions about whether the Board was representative of the Village communities. About half of them believe the Board generally does not represent all communities, but not all of them thought this was a drawback. Some of these stakeholders noted that Board members were often from the larger communities, and some suggested that each village and CPO should have a seat on the Board. One person suggested that Rhododendron should not be part of the Villages due to the fact that it was separated from the other communities and had unique needs. Another noted that there should be more age diversity on the Board and someone that represents the disabled members of the community.

“Probably most board members are from Welches although some from Zigzag or Rhododendron. Welches is the largest community and this pattern of representation probably makes sense.”

“When I was on the Board, all the members operated for all the Villages. When there was an issue in one community, the whole board took action.”

Those that believe the Board is typically representative emphasized that the Villages function as one community, not five. These stakeholders stated that having board members that represented the interests of the broader community was more important than geographic representation and placed blame on Board members that used their position to further personal agendas instead of broader community interests.

Access to information about Board and County activities

While serving on the Board, stakeholders felt very informed about Villages activities and Board meetings. Access to information about Board meetings and activities seems to decline significantly for those that leave the Board or do not frequently attend Board meetings, although some noted that emails from Board members and signs around town were effective ways to provide notice about upcoming meetings and town halls. Multiple stakeholders expressed frustration that meeting minutes were not available in a timely manner and at times were never provided.

While serving on the Board, stakeholders received frequent emails from the County about relevant meetings and activities. Most noted that this information sharing continued even after leaving the Board. Some had signed up to receive emails from the County's GovDelivery system, although others did not know this option existed. A couple of people remembered that the County used to send postcards and notices in the mail and this was appreciated. Some suggested that while current and former Board members are kept informed or know how to access information, those who are not connected to the Board would likely not receive updates.

A few stakeholders mentioned that media coverage in the *Mountain Times* was not consistent and that a monthly paper required too long of a wait to learn about conversation topics at Board meetings.

Board and Villages priorities

"You've got immediate community needs, but first you need to accomplish rebuild confidence. The list of issues to work on could be fantastic but the community doesn't trust the board or the commissioners at this point."

When asked what the top priorities should be for the Board and the Villages, more than half of the stakeholders emphatically answered communication, trust building, community cohesion or something similar. These stakeholders believe that without rebuilding a solid foundation, the Board will not be effective at projects or addressing specific community needs/issues.

"If I wasn't a former Board member, I wouldn't get this information."

"The county attempts to inform about activities and meetings, but the emails and notifications are so numerous they are difficult to separate out the wheat from the chaff. If you are interested in land use, you can't just select Villages. You get land use issues by email for the entire county."

One person thought that an "oh wow" type of project would help rebuild some relationships and allow the community to work together on a much-needed success. Others noted that the following should be priorities for the Board:

- Public safety/crime
- Community center
- Economic improvements
- Improved parks and community facilities, such as a skate park for youth
- Bike and pedestrian path along U.S. Highway 26
- Garbage and recycling center
- Creating a CPO at Mt. Hood
- Expanded transit service
- Training for businesses on customer service/tourist interactions

Impact of the Villages program on the community

Overall, most stakeholders feel that the Villages program has had a positive influence on the community, especially as the program was beginning. It brought the community together, increased community engagement, provided an opportunity to voice concerns to the County, and people felt listened to and taken seriously.

"I saw a dramatic change in attitudes toward the county and in the county's attitude toward the villages. We felt heard and our concerns were getting addressed with the board. Before, we felt that we were out here on our own."

One person offered a different view and suggested the community is now divided. This stakeholder thought the Villages program has been divisive and a negative influence for the community.

Suggestions for Board-led improvements

A variety of suggestions were provided when asked what the Board could do to better ensure the needs of the community are being considered, including:

- Rotate meeting locations for Board meetings
- Hold town halls at locations other than the Resort at the Mountain
- Conduct more inclusive outreach to make sure the smaller communities are involved
- Be accountable to the community by being transparent, honest and thinking about community needs as opposed to individual agendas
- Share agendas and minutes
- Have the community vote on approved actions to inform the Board’s work plan

Suggestions for additional County support

Many stakeholders appreciated the support that has been provided by the County. Some noted that it was not always consistent due to budget adjustments. Reinstating a liaison for the Board was an example frequently cited as something that the County could do to provide ongoing support. In past years, there was a liaison that attended all meetings and provided guidance about process and bylaws and this was very helpful to Board members. The liaison or someone at the County should make sure the bylaws are followed and minutes and agendas are made publically available in a timely manner. Some stakeholders noted that although County support was needed, they didn’t want the County to take control over the process.

Creating a more rigorous application process and providing training to the Board and community were the other two most mentioned suggestions for additional County support. Suggestions for improving the application process included:

- Developing requirements or criteria for those that want to be on the Board, as opposed to allowing anyone that meets the boundary threshold to run for election
- Adding more specific questions to the application about past experiences and motivations for serving on the Board
- Conducting interviews

“Empower the community to act and hold them accountable.”

- Requiring recommendations from local community leaders
- Stakeholders are interested in seeing that Board members receive trainings on leadership, how to be a public official, Board bylaws and public meetings and public records. Some stakeholders mentioned that the County had tried to coordinate some of these trainings in the past but Board members were not required to attend or they were not

conducted in the Villages, and this led to some Board members not participating.

Moving ahead

All stakeholders referenced low levels of trust between Board members, between the Board and the community, between the Board and the County, or between the community and the County. A few stakeholders suggested that the County should not rush to reform the Board, but should instead take the time to hold community town halls and reassess the function of the Board, including boundaries of member Villages and bylaws.

KEY FINDINGS AND RECOMMENDATIONS

Findings from the outreach survey and stakeholder interviews revealed several similar themes.

- There is work to be done to improve the perception that the Board and County play constructive roles in maintaining quality of life in the Villages.
- Communication between those who work and live in the Villages, the County and the Board could improve, and many feel they are not adequately informed about how to get involved with this program.
- People are aware the Board is supported by the County and are for the most part supportive of the existence of a Board, but findings indicate low levels of trust between the County, the Board and residents. Some believe the County is too “hands off” and does not care about the Villages, while others think the County uses the Board as a “tool” rather than a venue for local representation.
- There were concerns about the representativeness and accountability of the Board before it was paused, although opinions on how to improve this are mixed.
- Opinions do not differ greatly by geography. While engagement levels and perceptions of representation are slightly higher in Wemme, Welches and Rhododendron than in Zigzag or Brightwood, residents across the individual communities feel the Board has had a generally similar level of softly positive impact on the area.
- Many believe the Board was poorly managed and trained regarding public process, meeting facilitation and adhering to bylaws. This opinion was shared by people who were supportive of the County’s decision to pause Board activities and those opposed.
- The manner in which the Board previously operated presented some barriers to participation and engagement, including inconvenient meeting times and meeting minutes not being made readily available.

Based on these core findings, the County may want to consider implementing the following recommendations as it considers the future of the Board and the County’s role in supporting it. These suggested actions aim to accomplish four key goals:

1. *Rebuild trust and improve perception of Board and County’s commitment to local public involvement.*
2. *Improve Board accessibility and communication to increase engagement.*
3. *Clarify Board representation and focus.*
4. *Clarify County and Board responsibilities.*

The recommended implementation plan would involve a series of actions over the next six months, with Board activities expected to resume in January 2017. The suggested actions fall into four phases, and during each phase the County would engage in specific activities and processes that respond to the identified key goals.

Phase 1: Revise Board bylaws in collaboration with Villages residents (July – September)

Envirolssues recommends the County conduct additional community engagement and discussions prior to restarting the Board. The recommended implementation plan includes two community meetings/listening sessions to collect community input on revisions to the Board bylaws and application process. During the first meeting in August, the County would collect comment on the existing Board bylaws and areas for potential revisions based on this outreach effort, including:

- Clarifying Board purpose and guiding principles.
- Confirming boundaries of the Villages and whether there is a need for requirements concerning Board representation (e.g. geographic distribution).
- Establishing what issues fall within the Board’s purview, particularly in light of the high interest in land use and development issues that might also be discussed in a CPO.
- Identifying an ideal meeting schedule and locations to accommodate those who work out of the area or may only be in the Villages on weekends.
- Clarifying notification procedures and communication protocols.
- Ensuring timely provision of meeting minutes.
- Clarifying involvement and role of the County.
- Establishing new leadership qualifications and election procedures to ensure Board members are trained in public process and meeting management.
- Confirming meeting ground rules.

Implementation Plan Schedule

July 2016	
<i>July</i>	Mailing: Community meeting schedule finalized and notices sent
August 2016	
<i>Mid August</i>	Community meeting: Bylaws, application process and community priorities
<i>Aug. 16 - 30</i>	Comment period
September 2016	
<i>Mid September</i>	Community meeting: Presenting revised bylaws and application process for 2017 Board
<i>Sept. 20</i>	Adoption of new bylaws by Board of County Commissioners
<i>Late September</i>	Mailing: Board application process finalized and notices sent
October 2016	
<i>Oct. 1 – 21</i>	Applications accepted for new Board leadership
November 2016	
<i>Nov. 1 – 4</i>	PGA conducts applicant interviews
<i>Nov. 14</i>	Mailing: Election notices sent
December 2016	
<i>Early December</i>	Board elections
January 2017	
<i>January</i>	Board meeting: Bylaws, charter and public process training
2017 and beyond	
<i>Quarterly</i>	Reports by County liaison and Board chair to Board of County Commissioners
<i>Annually</i>	Annual community questionnaire conducted by County

Community members would be given an opportunity to comment at the community meeting and to provide feedback during a two-week comment period by email and mail. The County would review this feedback and present a set of revised bylaws and application process at a second community meeting, formally adopting the bylaws shortly afterward. This schedule would be announced on the County’s website as well as via direct mail and email, in local media and via social media. Recipients of the mailing

should have the opportunity to opt-in to a GovDelivery email distribution list, and if possible, this list should be Villages-specific. All direct mailings related to the Villages Board should be sent to full-time and part-time residents and to permanent mailing addresses to ensure they reach part-time residents.

The actions in this phase would improve the perception of the County's commitment to public involvement and help ensure the resulting bylaws are reflective of community interests. By using direct mailings and advertising a GovDelivery distribution list, the County would be responding directly to feedback about communication and local engagement.

Phase 2: Collect applications and conduct elections for new Board leadership (October – December)

Following the revision of the Board bylaws, the County would develop a more robust application and screening process for those interested in serving on the Board. Specific suggestions gained through this research included requiring recommendations from local community leaders; conducting short interviews; and requiring more detailed explanations of one's desire for serving on the Board. While the County would increase its role in this process, the findings suggest it should not be overly involved in agenda setting or influence Board elections by promoting candidates focused on certain issues.

The new Board application would be finalized in late September, with residents notified via direct mail, email, local media, social media and on the County website. The County will need to determine how to handle applications received prior to this window. These applicants could be contacted directly to confirm their interest and asked to supplement their existing application with any additional requirements on the revised application form.

If the County determines applicants should be interviewed by the Board of County Commissioners before standing for election, these interviews would occur in early November. Election notices would be sent at in mid-November via direct mail and email and advertised widely online in in local media, with in-person elections occurring at a Town Hall in early December. These notices should clarify who is able to participate as specified in the bylaws, specifically concerning part-time residents and business owners who do not reside in the Villages.

The actions in this phase would address concerns about Board members prioritizing personal agendas, adequate engagement of all residents and business owners in the election process and the County's commitment to supporting the Board.

Phase 3: Conduct training for new Board leadership (January 2017)

Once the new Board is elected, the County would work with the new Board leadership to establish an agenda for its first public meeting in January 2017. The Board would review its bylaws and charter at this first meeting and participate in a public process training organized by the County.

The actions in this phase would address concerns about low levels of public meeting management experience of previous Board members and provide an opportunity for relationship building with the County.

Phase 4: Implement long-term strategy for Board self-management (2017 and beyond)

It is important the Board self-manage much of its activities to ensure residents feel it is a venue for honest dialogue and local representation. The County liaison position would be reinstated and the liaison would attend all Board meetings in person. The presence of a County representative at meetings would help ensure bylaws are followed and meeting management concerns are addressed. It would also respond to concerns expressed by residents that the County is uninterested or not aware of the issues affecting Villages residents.

Moving forward, the following actions would continue to accomplish the key goals identified above and allow for timely intervention if bylaws are not adequately observed:

- Commitment to publishing meeting records (agendas, minutes and recordings, budget permitting) in a timely fashion.
- Quarterly reports to the Board of County Commissioners by the Villages Board's County liaison.
- Annual community questionnaires to gauge perceptions of the value, accessibility, effectiveness and management of the Board.

APPENDIX A

Villages at Mt. Hood Survey

The Hamlet and Village Program was initiated in 2006 in response to grassroots efforts by residents to become more involved with county government and to help support their community. While each hamlet or village has unique goals and activities, they share a common interest in retaining the flavor of their community, promoting activities to benefit the community, working with the County and outside organizations and providing their residents increased access to (and information about) the County. Each group has a slightly different way of achieving these goals.

The structure of hamlets and villages is composed of community-elected boards of directors. Hamlet and village advisory boards provide a formal structure for communities to discuss important issues and to make recommendations to the Board of County Commissioners. All residents over the age of 18 who live or own property or businesses within the geographic area are eligible to participate in elections, town halls and regular meetings.

Tell the Clackamas County Commissioners what's important to you by completing this five-minute survey.

Please return the survey by May 13, 2016 to:
Clackamas County
Public and Government Affairs
2051 Kaen Road
Oregon City, OR 97045



1) Please select your relation to the Villages at Mt. Hood. (Select all that apply.)

- Homeowner
- Business owner
- Primary resident
- Other: _____

2) In what community do you reside or own a business or property? (Select all that apply.)

- Brightwood
- Rhododendron
- Welches
- Wemme
- Zigzag
- Mt. Hood Corridor CPO
- Rhododendron CPO
- Other: _____

3) What is your gender?

- Female
- Male
- Neither
- Prefer not to say

4) Have you ever attended a Villages at Mt. Hood Board meeting or town hall?

- Yes
- No
- I was not aware of the Board (if you were not previously aware of the Board, please skip to question 11.)

5) Are you aware that the Villages at Mt. Hood Board is part of a public involvement program supported by Clackamas County?

Yes

No

6) Have you voted for people to serve on the Villages at Mt. Hood Board at an election?
(Please describe why or why not.)

Yes

No

Comments: _____

7) Do you feel your community (e.g., Welches, Wemme, etc.) has been represented by at least one member on the Villages at Mt. Hood Board?

Always

Frequently

Rarely

Never

8) Do you feel the Villages at Mt. Hood Board is representing the priorities of the communities as a whole?

Yes

No

9) Has the relationship between the Villages at Mt. Hood Board and Clackamas County made a positive impact in your community? (Please select a rank between 1 and 5, with 1 being *no impact* and 5 being *very positive impact*.)

1

2

3

4

5

10) Would you consider volunteering to be a Villages at Mt. Hood Board member?

Yes

No

If you are interested in being involved with the Villages at Mt. Hood Board, please visit the Villages website, Clackamas.us/citizenin/mthood.html, for more information.

11) How do you prefer to receive information about public events and meetings in your area? (Select your three most preferred methods.)

- Community location
- County social media
- County website
- Direct mail
- Local newsletter
- Newspaper/media
- Villages social media
- Villages website
- Word of mouth

12) The following issues are some of the topics the Villages at Mt. Hood Board might focus on. Please rank them in order of importance to you. (Please rank the answers 1 - 5, with 1 being the *most* important and 5 being the *least* important. If you would like to mention a topic that is not listed, please do so in the comments section.)

- Land use/development *Rank* _____
- Economic development *Rank* _____
- Community centers *Rank* _____
- Parks and community space planning and beautification *Rank* _____
- Transportation, bike and pedestrian issues *Rank* _____

Comments: _____

13) Is there anything else you would like to share?

Thank You!

Thank you for taking this survey and sharing your thoughts. Your response is very important to us. For more information on The Villages at Mt. Hood, visit www.clackamas.us/citizenin/mthood.html.

Please return the survey by May 13, 2016 to:

Clackamas County, Public and Government Affairs
2051 Kaen Road, Oregon City, OR 97045

APPENDIX B

Stakeholder interview guiding questions

1. What has your involvement been with the Villages Board?
2. Do you feel that the Board members represent each of the Villages communities? If yes, please provide examples. If no, what communities are not well-represented? What could be done differently?
3. Do you feel informed about Board activities and meetings? What about County activities and meetings?
4. What are the top priorities for the Villages that the Board should focus on?
5. Has the Villages at Mt. Hood program been good for your community? How so?
6. What can the Villages Board do to better ensure the needs of the community are being considered?
7. What could Clackamas County do to better support the role of the Villages Board?
8. Is there anything else you'd like to share?