

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Policy Session Worksheet

**Presentation Date:** 9/6/16    **Approx. Start Time:** 3:30 p.m.    **Approx. Length:** 30 mins.  
**Presentation Title:** Villages at Mt. Hood Board Election and Next Steps  
**Department:** Public and Government Affairs  
**Presenters:** Gary Schmidt and Amy Kyle  
**Other Invitees:** Katie Wilson

### **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 Villages at Mt. Hood Board has been on “hiatus” since February of this year. At the August 9, 2016 Issues meeting, the BCC asked PGA staff to research the Villages at Mt. Hood bylaws regarding voting plurality and to outline a process to move forward with an election.

PGA and County Counsel staff have reviewed the bylaws and confirmed language regarding voting plurality. The Villages bylaws state:

*“...Board members shall be selected by a vote of eligible Village citizens on an annual basis at a regular town hall meeting, and shall consist of those citizens receiving at least a majority of the votes cast. If more than one candidate receives a majority, those receiving the most votes shall be elected. Citizens must be present at town hall meetings to vote, unless otherwise provided by these bylaws.”*

This is interpreted to mean each voter should vote for as many candidates as there are vacancies, if a candidate does not receive over 50% of the votes, they are ineligible. In the event there are not enough candidates who receive a majority of the votes, a second election would be scheduled to fill the remaining vacancies.

Additionally, staff prepared a modified plan based on the previously developed Memorandum of Understanding (MOU) to move forward with an election procedure in October should the BCC vote to proceed. This plan would include forgoing the interim Board described in the MOU and moving forward with a recruitment of additional applicants, conducting a candidate’s forum with the community, and holding an election in late October.

Should the BCC decide to proceed with dissolution of the Villages at Mt. Hood Board of Directors, the bylaws indicate the BCC would be required to pass a resolution. The bylaws state:

*“Dissolution of the Village may be initiated by:*

- A. A resolution of the BCC; or*
- B. Filing a petition with the Clerk of the BCC signed by at least 30% of the Village citizens. The latest U.S. census or most recent county-acknowledged survey shall be used to determine if a petition meets the requirements of this section. The Village shall hold a town hall vote on the question of dissolution from at least thirty (30) days*

*after, but no more than fifty (50) days after, initiation of the dissolution process. Following a town hall vote in favor of dissolution, the BCC shall hold a public hearing on the issue. The BCC may enter an order dissolving the Village if the BCC finds it to be in the best interests of the citizens of the Village or the county to dissolve the Village, or the Village has failed to regularly follow its adopted bylaws, or if the Village has failed to meet the requirements of County Ordinance No. 3-2007. Dissolution of the Village shall not affect any existing CPO.”*

Staff would then develop a strategic communication plan to outline outreach and public involvement in the Mt. Hood community.

**FINANCIAL IMPLICATIONS (current year and ongoing):**

\$2000 annual financial support to all Hamlets and Villages, for operational expenses. Plus additional financial and staff support to hold an election.

**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 a modified process based on the Memorandum of Understanding to open recruitment for additional candidates and schedule a candidates forum and an election for October 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 option 1, Approve a modified process based on the Memorandum of Understanding to open recruitment for additional candidates and schedule a candidates forum and an election for October 2016. Given the time has passed for the original recommendation to have an election in August, holding a candidate forum and election in October would allow for additional candidate recruitment and staff preparation.

**ATTACHMENTS:**

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

- Villages at Mt. Hood Bylaws
- County Code Section 2.10.080
- Email Correspondence from George Wilson regarding the Villages Board

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

## 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



Handwritten signatures of Gary Schmidt and Amy Kyle in blue ink.



# **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.

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

---

<sup>1</sup> 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.

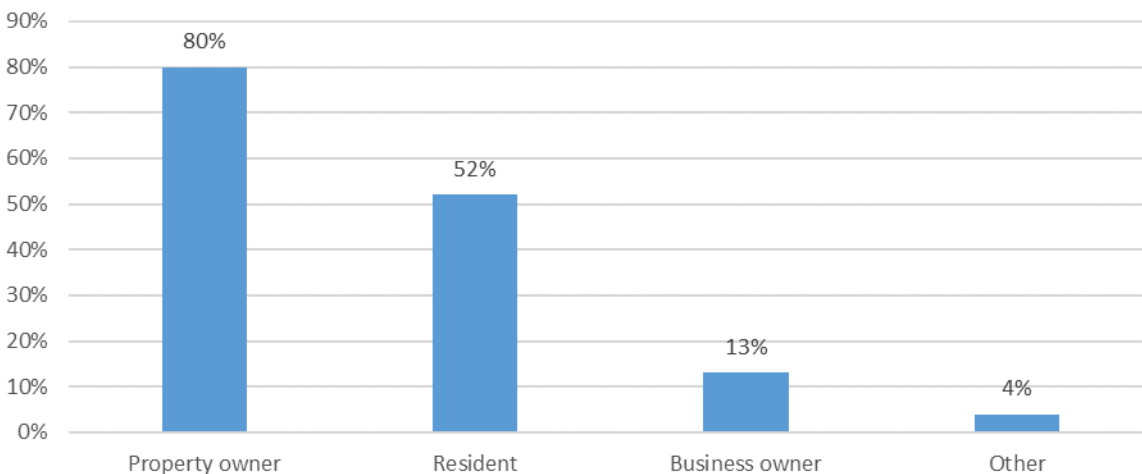
*Respondents believe the Board should prioritize work on land use and development issues over other topics such as economic development or bike and pedestrian issues.*

- 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)<sup>2</sup> 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.”*



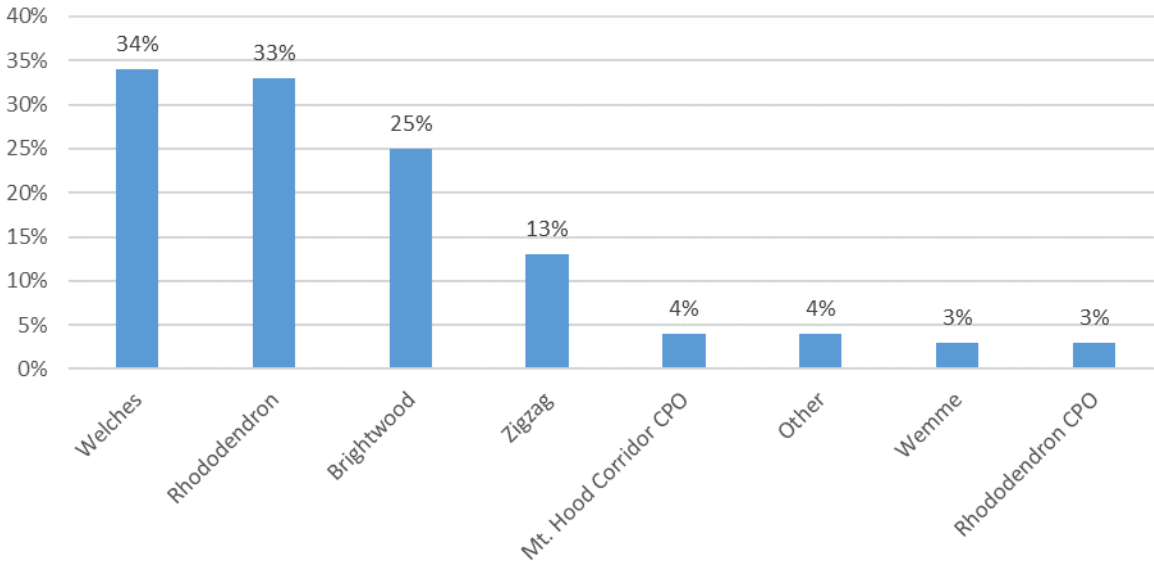
The majority of survey respondents (80 percent) are property owners. Around half (53 percent) identify as residents of the Villages, and 13 percent own businesses in the area. Respondents also identified as employees, part-time residents, vacation home or cabin owners or lessees, and neighbors.

---

<sup>2</sup> 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.

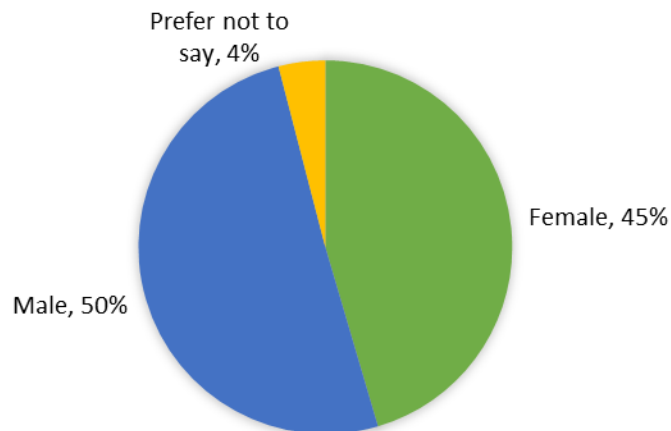
Approximately a third of respondents reside or own a business in Welches (34 percent) or Rhododendron (33 percent). Around a quarter (25 percent) are affiliated with Brightwood, while 13 percent selected Zigzag and 3 percent selected Wemme. The survey also listed two CPOs as options, Mt. Hood Corridor 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

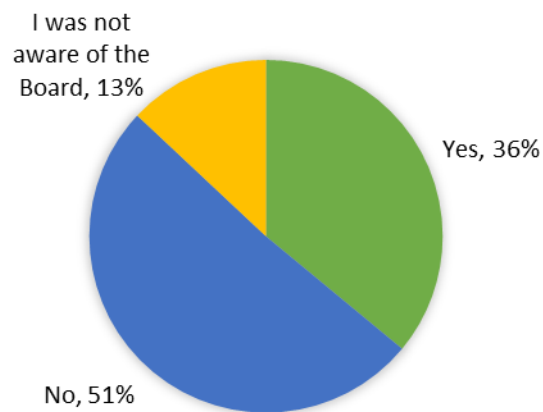
Figure 3: "What is your gender?"



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).

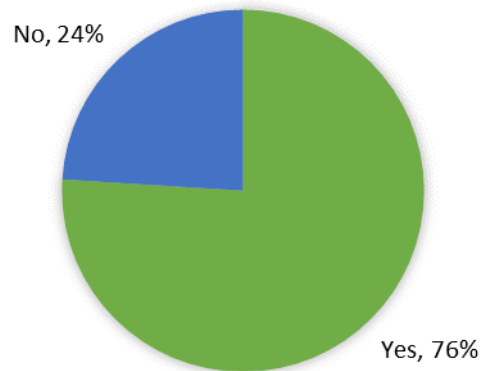
Around 12 percent of respondents from Rhododendron, Brightwood and Zigzag said they were not aware of the Board, whereas 10 percent of respondents from Welches and 8 percent from Wemme were previously unfamiliar with the group.

## 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?"*

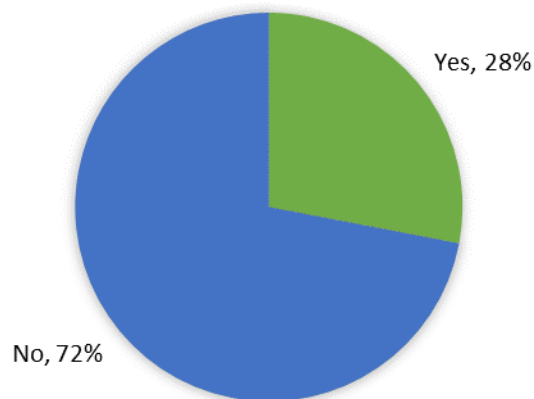


Among survey takers familiar with the Board, there is high awareness of the County's connection to the Villages Board. Over three-quarters (76 percent) of respondents were aware the Board is part of a public involvement program supported by the County, while 24% were not.

### ***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)

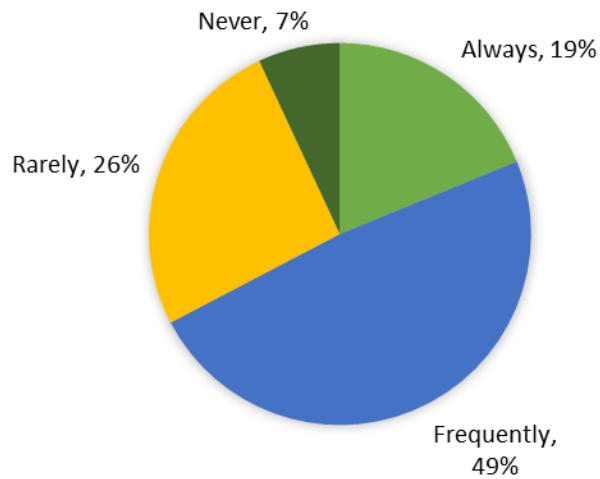
Nearly one in five respondents (18 percent) who have not voted in a Board election said they did not believe they were eligible to participate because they are not permanent residents of the area. The Villages bylaws say anyone over the age of 18 who lives or owns real property within the boundaries, 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.

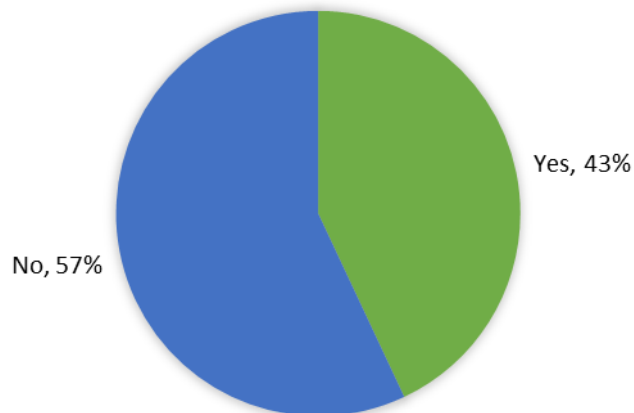
Figure 7: “Do you feel your community (e.g., Welches, Wemme, etc.) has been represented by at least one member on the Villages at Mt. Hood Board?”



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?”



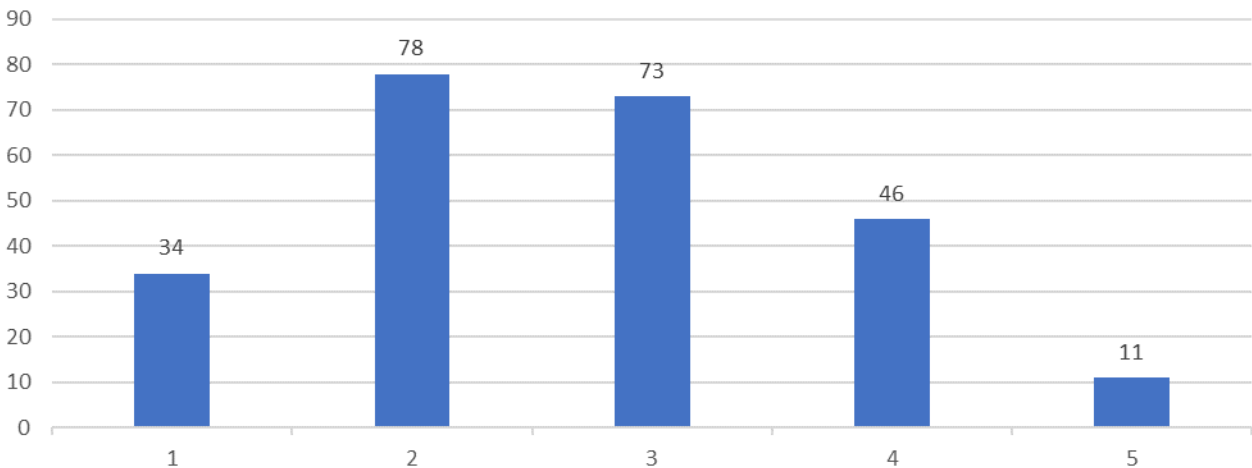


### ***Net impact of the Board***

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).

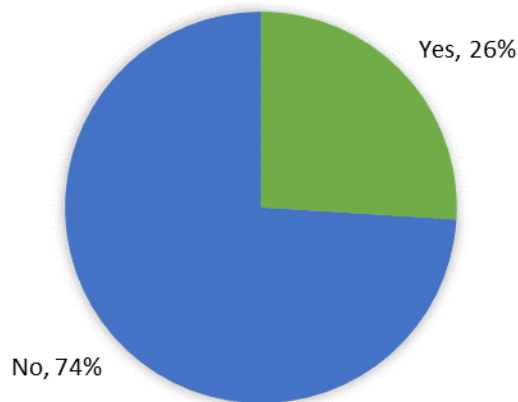
*Figure 9: “Has the relationship between the Villages at Mt. Hood Board and Clackamas County made a positive impact in your community?” (1 being “no impact” and 5 being “very positive impact.”)*



### ***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?"

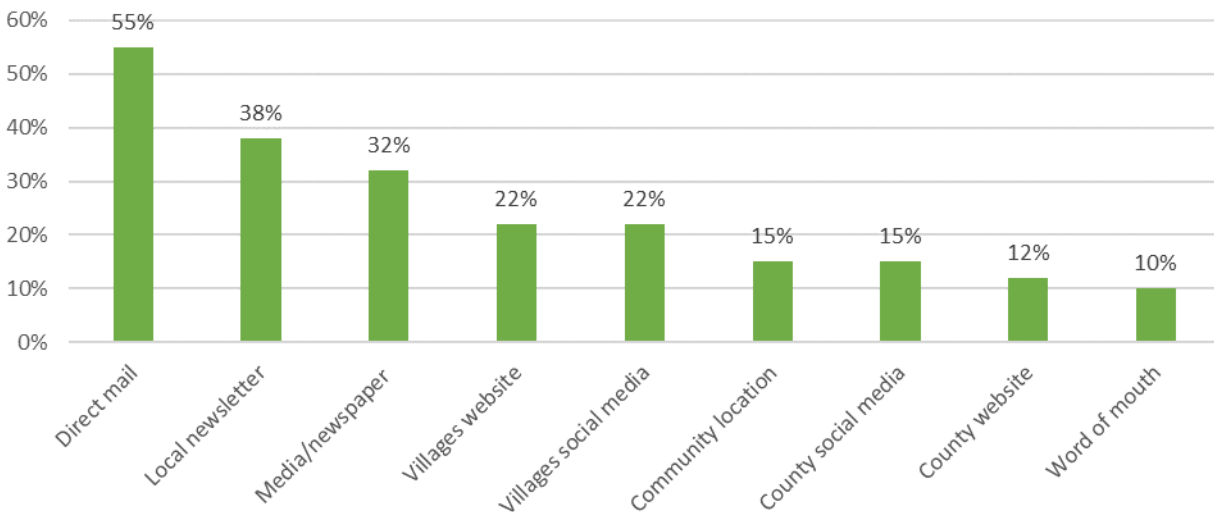


### Looking ahead: Survey results from all respondents

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.

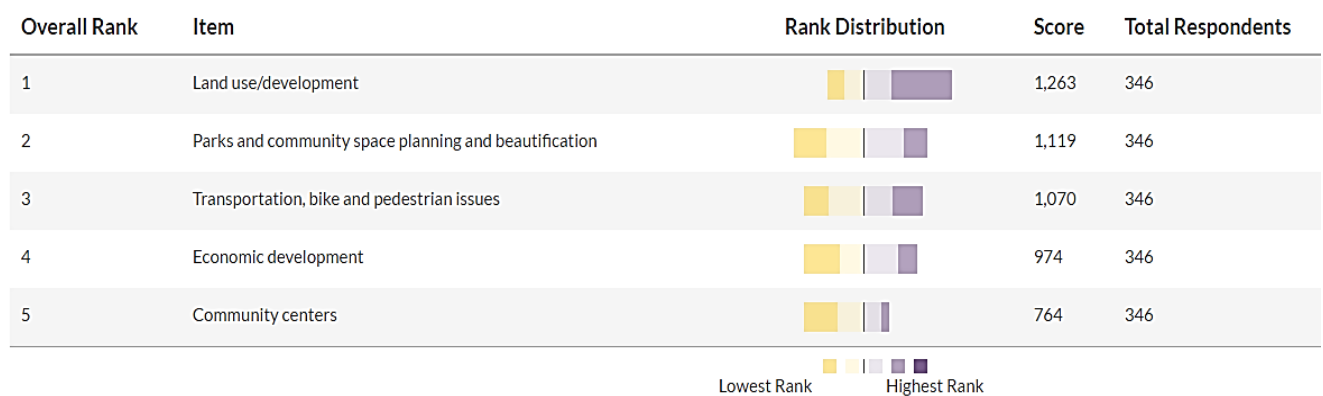
Those who were previously unaware of the Board indicated a strong preference for direct mail (68 percent). The next most preferred communication method for this group was local newsletters (23

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)*

EnviroIssues 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.

# VILLAGES AT MT HOOD BYLAWS

## ARTICLE I: NAME

The name of this village shall be Villages at Mt Hood.

## ARTICLE II: PURPOSE

The general purpose of the villages in Clackamas County is to give those individuals who live, own property or a business within the geographic boundaries of the Village a forum for considering a broad range of issues affecting the livability and quality of life in their area; and an organized way to express issues of concern and coordinate community-based activities. The specific purpose of Villages at Mt. Hood is to:

- A. Support select causes, projects, and activities –hereafter referred to as Activities.
- B. Provide an organized way for citizens to express positions on issues of concern.
- C. Provide a recognized organizational structure for providing and managing grants and donations for accomplishing activities.
- D. To promote community identity.

## ARTICLE III: ACTIVITIES

The Village shall undertake the following:

- A. Public Transit as needed for village residents, business, and visitors.
- B. Work with other governmental agencies, boards, and committees in planning and developing the village park, trail, recreational and other community needs.
- C. Economic development including supporting other services of the village.
- D. Preservation of the “rural” mountain character, cultural and historical heritage.
- E. Support construction of new community buildings and infrastructure, preserving our historical and cultural heritage.
- F. Enhance communications with other jurisdictions on matters affecting the Villages at Mt. Hood.
- G. Support strategic plans.

## ARTICLE IV: BOUNDARY

**Section 1. Proposed.** The boundary of the Village is congruent with those of the Mt. Hood Corridor CPO and the Rhododendron CPO as determined by Clackamas County.

**Section 2. Changes.** The boundary may be changed after discussion with neighboring organizations, jurisdictions, and service providers, a majority vote of the citizens at a town hall meeting, and review and approval by the Board of County Commissioners (BCC.)

## ARTICLE V: VILLAGE CITIZENSHIP

A Village citizen is a person domiciled within the boundaries of the Village or a person who owns real property within the boundaries of the Village, but is domiciled outside those boundaries. A citizen may also be a business entity that is established under ORS Chapters 56-70, 554, 748, or that qualifies as a Business Trust under ORS Chapter 128 if the entity or trust owns real property or maintains a business located within the Villages.

**Section 1.** To participate in formation activities, sign petitions, vote, or serve on the board of directors of the Village, a citizen who is an individual must be at least 18 years of age.

**Section 2.** A business shall have only one vote. An individual shall have only one vote. No person shall have more than one vote.

## ARTICLE VI: BOARD OF DIRECTORS AND OFFICERS

The Village board is the representative voice of its citizens and serves in an advisory capacity to the BCC on issues of concern. Any Village citizen, as defined in Article V, shall be eligible for the board. The names of all nominees shall be submitted to the county liaison at least thirty (30) days prior to election at a Village town hall meeting for review and approval by the BCC at a public work session before the election.

**Section 1. Number.** Following approval by the BCC, there shall be seven (7) directors elected by a majority vote at an annual town hall meeting.

**Section 2. Eligibility.** Candidates for positions on the board of directors of the Village must be citizens of the village, and shall complete an application form indicating their eligibility.

### **Section 3. Duties.**

The primary duties of the Board of Directors are:

- a. Work with citizens to carry out the Village's activities.
- b. Gather citizen input on all actions that may be voted on by the Board.
- c. Conduct all appropriate administrative functions of the Village, including yearly budget and record keeping.
- d. Conduct quarterly town hall meetings.
- e. Provide an annual report of activities to the citizens of the Villages' town hall meeting and the BCC.
- f. Represent the Village to other jurisdictions and the BCC.
- g. Undertake any other duties determined by the citizens.
- h. Respond to requests by the BCC and County Liaison.

**Section 4. Term and Election.** The term of office for Directors shall be three (3) years. Terms will be staggered so that each year one-third of the terms expire. Board members shall be selected by a vote of eligible Village citizens on an annual basis at a regular town hall meeting, and shall consist of those citizens receiving at least a majority of the votes



cast. If more than one candidate receives a majority, those receiving the most votes shall be elected. Citizens must be present at town hall meetings to vote, unless otherwise provided by these bylaws. Terms shall commence [immediately upon election].

**Section 5. Officers.** The Board shall choose a chair, vice-chair, secretary and treasurer from its members.

**Section 6. Duties of Officers.** The duties of each are as follows:

- a. **Chair:** The chair shall preside over all meetings of the Villages at Mt Hood and shall co-sign, with the treasurer, all authorized expenditures, appoint committee chairs and be responsible for the performance of such duties as prescribed in these bylaws or designated by citizens at a town hall meeting. The chair shall be an ex-officio member of all committees.
- b. **Vice-Chair:** The vice-chair shall perform the duties of the chair in his/her absence or disability. The vice-chair may co-sign for authorized expenditures if either the chair or treasurer is unable to perform this duty.
- c. **Secretary:** The secretary shall keep accurate records of all meetings of the Village. The minutes shall be made available to the Clerk of the Board of County Commissioners and to any citizen or the public as required by the Oregon Public Records and Meetings Law (ORS Chapter 192.) The secretary shall be responsible for correspondence of the Village and for any other related duties assigned by the Board of Directors. Because of the duties as a voting board member, the Secretary shall have another person at all Village meetings to take accurate meeting notes. This person shall be a non-member of the board.
- d. **Treasurer:** The treasurer shall maintain an accurate record of all income and expenses of the village and co-sign authorized expenditures. If provided by these bylaws, and in compliance with County Code Chapter 2.10, the treasurer may maintain a bank account, and must present a statement of accounts at every meeting. The treasurer's records shall be made available to any citizen or the public as required by the Oregon Public Records Law.

**Section 7. Selection of Officers.** The officers shall be selected by the village Board from among its members.

**Section 8. Vacancies.** A vacancy will occur when a Director is no longer a citizen of the Village, dies, resigns or is removed. If one stays on the board and is only resigning their officer's job, this will be filled from the remaining board members at the next meeting when the majority of the board members are present. If the resignation is from the board, the vacancy shall be filled by appointment by a majority of the remaining Directors. The person appointed to fill the vacancy will have first been approved by the BCC, and shall serve the remainder of the unexpired term until the next town hall meeting, at which time a majority of the citizens present at the meeting shall elect a successor from a list of eligible nominees approved by the BCC.

**Section 9. Quorum and Action.** A quorum at a meeting, and the minimum number of concurring votes (affirmative or negative) that must be cast in order to pass or reject a

motion by the Board of Directors, shall be a majority of the total number of directors, as prescribed by ORS 174.130.

**Section 10. Regular Meetings.** Regular meetings of the Board of Directors shall be held at the time and place to be determined by the Board, but no less than quarterly. The Board shall provide seven (7) days notice and hold open meetings in accordance with the Oregon Public Meetings Law. The village Board will meet with citizens at least quarterly at town hall meetings to give citizens an opportunity to identify, discuss and vote on community issues. All such town hall meetings shall be open to the public, but only citizens of the village, as defined in Article V of these bylaws and as set forth in Chapter 2.10 of the County Code, may vote.

**Section 11. Special Meetings.** Special meetings of the Board of Directors shall be held at the time and place to be determined by the Board. Notice of such meetings, describing the date, time, place and purpose of the meeting, shall be delivered to each Director personally or by telephone, e-mail or U.S. postal service, not less than 24 hours prior to the special meeting. Special meetings shall be held in accordance with Oregon's Public Meetings Law [minimum 24 hours notice].

**Section 12. Public Meetings and Public Records.** All records of the Village are county records and considered public unless exempt from disclosure by the Oregon Public Records Law. The Village shall comply with Oregon's Public Records Law. This includes providing adequate notice, opening the meetings to the public, voting and keeping minutes. All requests for records should be referred to the Clerk of the Board of County Commissioners for processing.

**Section 13. Compensation.** Directors shall not be paid for services on the Board, but may be reimbursed for Board-approved expenses related to their Village duties. All requests for reimbursement must be accompanied by a receipt.

**Section 14. Removal of a Director.**

a. Any Director or officer of the Board of Directors of the Villages at Mt Hood may be removed by the Board of Directors by a vote of 2/3 majority of all the Directors, upon a finding that one or more of the grounds set forth in subsection (2) of this section exist. The matter of removal may be acted upon at any meeting of the Board of Directors. Notice of intention to consider the removal shall be given to each Director at least 14 days prior to the meeting at which the matter of removal is considered.

b. A Director may be removed if the Board of Directors finds that:

1. The Director has not been elected or appointed by the Board of Directors under section 8 of this Article for the term for which the Director is serving.
2. The Director has engaged in activities detrimental to the Villages of Mt Hood purposes, violated Oregon Ethics Standards or been convicted of a felony crime.

## ARTICLE VII: COMMITTEES

**Section 1. Committees.** The Board of Directors may establish such committees as necessary and desirable to conduct the affairs of the village. Such committees shall be advisory to the Board, and are also subject to Oregon's Open Meetings Law.

## ARTICLE VIII: QUARTERLY MEETINGS

**Section 1.** The Board shall meet with citizens at least quarterly at town hall-style meetings for the following purposes:

- a. Election of Directors will be held at the annual town hall meeting.
- b. Report to the citizens.
- c. Approve activities to be undertaken by the Village.
- d. Other matters as proposed by the citizens or the Board of Directors.

**Section 2.** Notice of town hall meeting must comply with the public meetings law and may be given by means including, but not limited to, press releases, flyers, direct mail, electronic mail, and by posting. The law encourages, but does not require, notification of parties known to have a special interest in a meeting. Public notification will include date, time and place of the meeting and a brief description of the principle subjects to be discussed. Notice of town hall meetings will be given seven (7) days before the meeting.

**Section 3.** The meeting shall be public, but only citizens of the Village, as defined in Article V, may vote.

**Section 4.** A simple majority vote of citizens present at the town hall meeting may recommend that the Board take official action on a matter. Citizens must be present at town hall meetings to vote, unless otherwise provided by these bylaws.

**Section 5.** All votes shall be by paper ballot at the town hall meeting, unless otherwise determined. Voting by the Board will be in compliance with the Oregon Public Meetings Law. No proxy or absentee votes are allowed.

**Section 6.** Copies of all meeting minutes shall be submitted to the Clerk of the BCC within forty-five (45) days from the date of the meeting.

## ARTICLE IX: FUNDING

**Section 1.** The village may generate revenue through a range of means, including contributions, grants, and volunteer fund-raising activities. All such funds must be deposited with and administered by the county on behalf of the village. The village may enter into agreements for the sharing of revenue with the county. If approved by a vote of the citizens at a town hall meeting, the board may also request that the BCC take any of the following actions:

a. Fund proposed activities within the boundaries of the Village through the establishment of a tax, fee or other charge. The BCC may implement such a recommendation if the tax, fee or charge is permitted by law. The revenue thus generated is intended to support the delivery of an enhanced level of service, and the level of service would not otherwise be provided from appropriated county funds.

b. Initiate formation of a county service district with a permanent rate limit for operating taxes. If approved by the BCC, formation will be initiated in accordance with

ORS Chapter 451, which includes public hearings and a vote on the question of formation by registered voters within the boundaries of the proposed district.

c. Authorize the Village to circulate a petition for the formation of a local improvement district pursuant to Chapter 4.02 of the Clackamas County Code pertaining to construction of public roads, sidewalks, traffic-calming, street lighting, and related facilities.

**Section 2. County Funding.** Limited funding for Village activities shall be provided by Clackamas County as deemed appropriate and feasible by the BCC.

**Section 3. Financial Administration.**

a. Charitable contributions. Charitable contributions made for the benefit of the Village may be paid to Clackamas County. Federal tax law provides an income tax deduction for charitable contributions to the county made exclusively for public purposes. Contributions received by the county on behalf of the village will be acknowledged in writing with the statement that the contribution is tax-deductible to the full extent allowed by law.

b. County trust accounts. Working with the county liaison, the Village shall open a trust account with the County Treasurer in order to accumulate contributions described in sub-section “a” above. The account shall be established according to County Treasurer protocol. Authorized requests for funds held by the county in trust for the Village shall be made in writing to the county liaison.

c. Imprest petty cash or bank account. The Village may maintain an imprest petty cash fund or an imprest bank account in an amount authorized by the BCC for miscellaneous expenditures. If the Village chooses to use an imprest bank account, all banking decisions must be coordinated with the County Treasurer or delegate. In addition, the County Treasurer or delegate must be an authorized signatory on the account and copies of all bank statements and reconciliations must be forwarded to the County Treasurer’s office. Deposits in financial institutions must comply with all requirements of ORS Chapter 295.

d. As used in this section, “imprest” means a petty cash fund or a bank account into which a fixed amount of money is placed for the purpose of making minor disbursements for small, routine operating expenses. As disbursements are made, a voucher is completed to record the date, amount, nature, and purpose of the disbursement. The total of cash and the substantiating vouchers must always equal the total fixed amount of money set aside in the imprest fund or account.

**ARTICLE X: COUNTY VILLAGE LIAISON**

A designated County staff liaison shall be the primary contact between the county and Village. Other County staff shall work with the Village liaison as needed and available.

## ARTICLE XI: LOCAL BUDGET AND AUDIT LAW; CONTRACTS

The Village shall cooperate with the county and comply with state law regarding local budget and audit rules to the extent required by law. The Village has no authority to enter into contracts unless expressly authorized in writing by the BCC or its designee. All Clackamas County contracts are subject to the rules of the Clackamas County Local Contract Review Board.

## ARTICLE XII: LIABILITY; RISK MANAGEMENT

Village Directors acting within the scope of authority granted by the organization's bylaws and county policies are considered agents of the county for claims made against the organization, officers or members for the purposes of the Oregon Tort Claims Act, ORS 30.260 to 30.302. When acting in the capacity of a Community Planning Organization (CPO), the Board will not be considered an agent of the county. The Village Board of Directors must obtain approval from the county Risk Manager prior to undertaking public fund-raising activities.

Directors and officers are public officials subject to Government Standards and Practices laws (Oregon Revised Statutes Chapter 244), and may be removed from office by the BCC if found to be in violation thereof. (Adopted by Ord. 03-2007, 2/22/07)

## ARTICLE XIII: INDEMNITY

When acting within the scope of their authorized duties, Clackamas County shall indemnify the Directors of the Village to the fullest extent allowed by Oregon law.

## ARTICLE XIV: DISSOLUTION

Dissolution of the Village may be initiated by:

A. A resolution of the BCC; or

B. Filing a petition with the Clerk of the BCC signed by at least 30% of the Village citizens. The latest U.S. census or most recent county-acknowledged survey shall be used to determine if a petition meets the requirements of this section. The Village shall hold a town hall vote on the question of dissolution from at least thirty (30) days after, but no more than fifty (50) days after, initiation of the dissolution process. Following a town hall vote in favor of dissolution, the BCC shall hold a public hearing on the issue. The BCC may enter an order dissolving the Village if the BCC finds it to be in the best interests of the citizens of the Village or the county to dissolve the Village, or the Village has failed to regularly follow its adopted bylaws, or if the Village has failed to meet the requirements of County Ordinance No. 3-2007. Dissolution of the Village shall not affect any existing CPO.

## ARTICLE XV: AMENDMENTS TO BYLAWS

These bylaws may be amended or repealed, and new bylaws adopted after first being presented to the BCC for review and approval at a public work session scheduled prior to a town hall vote on the amendments. Proposed changes must be adopted by a majority vote of the citizens at a town hall meeting, after first being given at least thirty (30) days notice of the date, time, and place of meeting at which the proposed amendment is to be considered. Notice of the town hall meeting must comply with the Oregon Public Meetings Law and may be given by means including, but not limited to, press releases, direct mail, electronic mail, flyers, or posting. The notice shall state that one of the purposes of the meeting is to consider proposed amendments to the bylaws and shall contain a copy of the proposed amendment. All changes to the bylaws must be approved by the BCC before they become effective.

## ARTICLE XVI: SEVERABILITY

Invalidity or unenforceability of one or more provisions of these bylaws shall not affect any other provision of these bylaws.

Date Adopted: \_\_\_\_\_

**Ordinance No. 03-2015**

An Ordinance Amending Chapter 2.10, Community Connections,  
of the Clackamas County Code

WHEREAS, Chapter 2.10, Community Connections was adopted in 2005 and substantially amended in 2007; and

WHEREAS, it has become apparent that procedural and substantive changes are necessary to more accurately address the operational needs and requirements of the hamlet and village program;  
NOW, THEREFORE,

THE CLACKAMAS COUNTY BOARD OF COMMISSIONERS ORDAINS AS FOLLOWS:

Section 1: Chapter 2.10, Community Connections is hereby amended to read as follows:

**2.10.010 Preamble**

- A. Policy objectives. The Board of County Commissioners is committed to engaging its citizens by encouraging them to participate in decision-making processes that affect their lives. This Chapter is intended to further these policy objectives by creating a legal framework to enhance the connection between county government and its citizens.
- B. This Chapter represents the work of citizens, staff, and professional consultants who assisted the county in developing ways to meet these policy objectives. Information was gathered through community meetings and events, random opinion sampling, and mail-back questionnaires. Central to the project were two major phases:

[Adopted by Ord. 03-2007, 2/22/07]

**2.10.020 Purpose, intent, authority.**

- A. This Chapter establishes the organizational structure and process for hamlets and villages, which are intended to provide a forum for citizens residing, owning property or having businesses within defined geographic areas. Under this Chapter, citizens may form local hamlets or villages for the purpose of considering and making advisory recommendations to the county concerning a broad range of issues affecting the livability and quality of life in their communities. Hamlets and villages are advisory to the Board of County Commissioners, and are not local governments.
- B. It is intended that the powers created by this Chapter be interpreted and applied to enable the broadest exercise of the powers granted by this Chapter, to the extent not pre-empted by state or federal law. Hamlets and villages are intended to be a form of participatory democracy to the extent that they promote the active involvement of citizens in county affairs and provide an opportunity for greater participation in matters affecting their local communities.

- C. It is a matter of local concern and a proper subject for county legislation to promote the active involvement of citizens in county affairs so that citizens may have a greater opportunity to participate in matters affecting their local communities.

**2.10.030 Definitions as used in this Chapter**

- A. BCC means the Board of County Commissioners.
- B. BOARD means the board of directors of a hamlet or village.
- C. CITIZEN means:
  - 1. A person domiciled within the boundaries of a proposed or existing hamlet or village; a person who owns real property within the boundaries of a hamlet or village, but is domiciled outside those boundaries; or
  - 2. A business entity that is established under ORS Chapters 56-70, 554, 748, or that qualifies as a Business Trust under ORS Chapter 128 if the entity or trust owns real property or maintains a business located within a hamlet or village.  
To participate in formation activities, sign petitions, vote, or serve on the board of directors of a hamlet or village, a citizen who is an individual must be at least 18 years of age.
- D. COMMUNITY PLANNING ORGANIZATION (CPO), as described in Chapter 2 (Citizen Involvement) of the Clackamas County Comprehensive Plan, means a community organization which acts in an advisory capacity to the Board of County Commissioners, Planning Commission, and Planning Division on land use matters affecting its area. The CPO program is the method Clackamas County uses to meet Goal 1, Citizen Involvement, of the Statewide Planning Goals. A CPO is not considered an agent of the County.
- E. COUNTY LIAISON means the person designated by the County Administrator to facilitate communications among citizens, county staff, the Board and the BCC. The liaison will also render advice and assistance to citizens to accomplish the goals and objectives of this chapter.
- F. DOMICILE means the place where individuals have their true, fixed, permanent and principal home.
- G. HAMLET means an unincorporated area that is an organized forum for citizens to express issues of concern, prioritize activities, and coordinate community-based activities, as may be approved by the Board of County Commissioners. A hamlet is financed primarily through contributions, grants or volunteer fundraising activities.
- H. VILLAGE means an unincorporated area that is an organized forum for citizens to express issues of concern, prioritize activities, and coordinate community-based activities, as may be approved by the Board of County Commissioners and that, after approval by village citizens and the Board of County Commissioners, may be financed through a range of means.
- I. TOWN HALL MEETING means a general meeting of the hamlet or village that is open to the community and provides an opportunity to discuss and decide matters of hamlet or village concern.
- J. AGENTS OF THE COUNTY means that Hamlet and Village board members acting within the scope of authority granted by the organization bylaws and county policies are advisory to the Board of County Commissioners and shall be treated as agents of the county for claims against them for purposes of the Oregon Tort Claims Act.

[Adopted by Ord. 03-2007, 2/22/07]



## **2.10.040 CPO Functions, memoranda of understanding**

A hamlet or village may assume the functions of a CPO upon agreement of the existing CPO, the hamlet or village, and the BCC. If a hamlet or village seeks to assume the functions of a CPO, it must first meet with the CPO to discuss the proposed transfer of responsibility. If the CPO agrees to assumption of its functions by the hamlet or village, a memorandum of understanding shall be negotiated between the CPO and the hamlet or village. The memorandum shall outline how the assumption will take place, the scope of responsibility transferred, the ongoing status of the CPO once the transfer occurs, and how the CPO will resume functioning if the hamlet or village is ever dissolved. The memorandum will state that a hamlet or village board shall not be considered an agent of the county when acting in the capacity of a CPO. The memorandum may be signed by a proposed hamlet or village and CPO prior to formation, but must be approved by the BCC at the final formation hearing and signed by the BCC before going into effect.

[Adopted by Ord. 03-2007, 2/22/07]

## **2.10.050 Formation of a Hamlet or Village**

- A. Pre-petition process. One or more citizens desiring to form a hamlet or village will be known as “chief petitioner(s)” and shall comply with all of the following steps in the formation process:
1. Chief petitioner(s) must hold a public meeting to discuss the proposed formation. Notice of the meeting may be given by publication in a newspaper of general circulation or by any other means reasonably calculated to provide notice to citizens of the affected community.
  2. If the proposed hamlet or village has community support, the chief petitioner(s) shall then meet with county staff to discuss the proposal. Terms to be discussed with county staff include, but are not limited to, preliminary purposes, boundaries, activities, name, projected short and long-term needs, and possible methods of financing.
  3. Hamlet or village chief petitioner(s) shall communicate their proposal to special districts and cities within three miles of the proposed hamlet or village boundaries prior to circulating a petition for formation.
  4. Within 150 days of county staff approval of the proposed hamlet or village, chief petitioner(s) shall complete the hamlet or village application and gather the required number of signatures petitioning for formation of the hamlet or village. Application and petition forms may be obtained from the county staff liaison.
- B. Hamlet petition. A petition for formation of a hamlet must be signed by at least 10% of the citizens located within the proposed hamlet boundary (based on the latest U.S. census or most recent county-acknowledged survey) or 100 citizens, whichever is the lesser number, and shall state the proposed name, preliminary purposes, preliminary boundaries, and proposed activities.
- C. Village petition. A petition for a village must be signed by at least 15% of the citizens located within the proposed village boundary (based on the latest U.S. census or most recent county-acknowledged survey) or 150 citizens, whichever is the lesser number, and shall

- state the proposed name, preliminary purposes, preliminary boundaries, proposed activities, and any proposed methods of financing for the village.
- D. Notice of public hearing. When a completed application and petition is received by the county staff liaison, the county shall set a public hearing within sixty (60) days on the question of formation. The county shall provide the appropriate public notice as determined by the county's department of Public and Government Affairs.
- E. Public hearing. At the public hearing, any person having an interest in the matter may appear and support or object to the formation of the hamlet or village. The BCC will consider the application and revise it as it deems appropriate.
- F. Resolution authorizing organizational process to complete formation. At the conclusion of the public hearing, the BCC may pass a resolution authorizing the chief petitioner(s) to proceed with the organizational steps necessary to complete the formation process as presented, or it may modify or reject the application.
1. The resolution authorizing further organizational steps shall include the hamlet or village name, preliminary purposes, proposed activities, and preliminary boundaries. The resolution may also include the date for a final public hearing on the proposed formation.
  2. During the organizational process, the BCC retains discretion to adjust the name, purposes, activities, and boundaries. The BCC may also set or adjust the date of the final public hearing on the proposed formation.
- G. CPO status. A vote by the BCC on the formation of a hamlet or village does not affect an existing CPO, unless otherwise provided in an approved memorandum of understanding.
- H. Organizational meeting(s). If the BCC passes a resolution authorizing the organizational steps necessary to complete the formation process, the chief petitioner(s) shall schedule one or more organizational meetings. Notice shall be by publication in a newspaper of general circulation in the affected area, or by other means reasonably calculated to provide notice to potential citizens of the proposed hamlet or village.
1. The chief petitioner(s) shall convene the first organizational meeting no later than sixty (60) days from the date on which the authorizing resolution is signed by the BCC.
  2. The chief petitioner(s) shall form one or more work groups for the purpose of developing bylaws, accepting nominations for board of director positions, and conducting other organizational activities, including but not limited to discussion of boundaries, purposes, and activities. Work groups may be formed at any organizational meeting.
  3. Candidates for positions on the board of directors of the proposed hamlet or village must be citizens of the proposed hamlet or village. Candidates shall complete an application form indicating their eligibility.
- I. Bylaws and board members. Bylaws shall define the qualifications, roles and responsibilities of board members, their terms of office, attendance requirements, the manner of filling vacancies, and the grounds and process for removal. A majority of the total number of board members shall constitute a quorum.
1. Bylaws shall also set forth purposes, activities, methods of action, and the process for amending the bylaws. Examples of hamlet or village activities include communications, transportation, CPO functions, and working with other hamlets,

villages, cities, CPOs, service providers, other organizations, or the county to achieve community goals.

2. In the case of a village, bylaws shall also expressly address the authority of, and process by which, a recommendation may be made to the BCC for establishment of additional taxes or fees to be paid by citizens of the village. A village has no independent authority to levy taxes or fees.
- J. BCC preliminary approvals. At least thirty (30) days before a town hall vote, the chief petitioner(s) shall submit proposed bylaws and eligible board candidates to the BCC for preliminary approval at a public work session.
1. Other organizational issues may also be brought to the BCC in public work sessions for discussion and preliminary approvals.
  2. Preliminary approvals by the BCC in public work sessions must be ratified at the final public hearing on the question of formation of the proposed hamlet or village.
  3. Following preliminary approval by the BCC and prior to final ratification by the BCC, the county shall submit the question of formation of the proposed hamlet or village, the proposed bylaws, and board candidates, to the citizens of the proposed hamlet or village for a vote at one or more town hall meetings.
- K. Town hall voting. Citizens of a proposed or existing hamlet or village are eligible to vote at a town hall meeting. If a business entity is owned by more than one person, only one person may claim to be a citizen because of such ownership. A non-resident owner of multiple parcels of real property may claim to be a citizen because of such ownership, but may cast only one vote. Multiple non-resident owners of the same real property may claim citizenship because of such ownership but may cumulatively cast only one vote and hold only one board position based on that property. Business entities and trusts are entitled to one representative vote. If more than one person claims to be the authorized representative of a business or real property, the votes cast by those persons shall be made by provisional ballots.
1. The voting process will be conducted by the county. Since the town hall model is designed to encourage citizen participation, citizens must be present at a town hall meeting to vote during the formation process. At each such meeting, a written agenda shall be available identifying the issues to be voted on to facilitate citizen participation.
  2. More than one citizen may be a candidate in an election based on joint ownership of a business or property. Where this occurs, only the candidate receiving the most votes may take office.
  3. If a majority of citizens present at the town hall meeting vote to support formation of the proposed hamlet or village, approve the bylaws and choose the board of directors, the chief petitioner(s) shall recommend the formation, bylaws and board, to the BCC for ratification at the final public hearing.
  4. If a majority of citizens present at a town hall meeting vote not to support formation of the hamlet or village, the chief petitioner(s) shall so notify the BCC in writing, and the BCC may enter an order rescinding its resolution authorizing formation of the hamlet or village at the final hearing.
  5. The outcome of town hall voting is not binding on the BCC. However, the BCC shall consider the voting results as a factor in deciding whether to approve formation of a hamlet or village, or other matters, at the final hearing.

- L. Provisional ballots. A provisional ballot is a vote that is conditionally counted, as set forth in this section. Provisional ballots shall be given to attendees at a town hall meeting who cannot provide proof of hamlet or village citizen status at the time of the meeting, or in the event there is a dispute as to the authorized representative of a business or property.
  - 1. In the event of a dispute over authorized representative status for a business or property, the burden is on the business or property owners to designate their authorized representative. Until then, the vote will be classified as provisional.
  - 2. To receive a provisional ballot, individuals must provide their name, address, contact telephone number, and basis for their claim of citizen status. If available, an email address must also be provided.
  - 3. Provisional ballots will be examined only upon a determination by the county that a sufficient number have been cast to possibly affect the outcome of the vote. In such event, public notice will be posted on the county's website of the intent to verify provisional ballots.
  - 4. If provisional ballots are to be examined, ballot-casters shall be notified of the need to provide proof of identification or other required information that verifies their status as citizens of the proposed hamlet or village who are eligible to cast votes. Voters casting provisional ballots will be given five (5) business days from the date of notification to provide proof of citizenship.
  - 5. Votes shall be counted by county staff or a designee.
- M. Final public hearing on formation and organizational issues. At the final public hearing, persons may present testimony on any matter relevant to the proposed formation of the hamlet or village. At the conclusion of the public hearing, the BCC shall enter an order approving, approving with modification, or rejecting formation of the hamlet or village. If the Board approves formation, it shall enter an order that includes the approval of the name, purposes, activities, boundaries, initial board members, and bylaws of the hamlet or village.
- N. Hamlet and village boundaries. There can be only one hamlet or village in any given geographic area. The boundaries of the hamlet or village shall not overlap the boundaries of another hamlet, village or city. To the extent permitted by law, the BCC will not permit encroachment into the hamlet or village boundaries by other entities.
- M. All villages and hamlets must formally acknowledge the strategic plan adopted by the Board of County Commissioners.

[Adopted by Ord. 03-2007, 2/22/07]

**2.10.060 Post-Formation Management of Hamlet and Village Affairs**

- A. Board of Directors. The interests of the hamlet or village are represented by a board of directors. The board is the representative voice of its citizens and serves in an advisory capacity to the BCC on issues of concern to the hamlet or village.
- B. Code of Conduct for Board Members:
  - 1. Serve the best interest of the hamlet or village as a whole regardless of personal interests.
  - 2. Conduct open, fair and well-publicized elections.
  - 3. Provide opportunities for the community to comment on decisions facing the hamlet or village.
  - 4. Perform duties without bias for or against any individual or group.
  - 5. Act within the boundaries of board authority as advisory to the BCC.

6. Comply with all other aspects of Oregon law applicable to public officials, including the public records law, public meeting law, ethics law, and election laws.
- C. Removal of a Board member. Any member of the Board of Directors of a hamlet or village may be removed by a vote of 2/3 majority of voting members at a town hall meeting. The matter of removal may only be acted upon at a town hall meeting of the hamlet or village. Notice of intent to consider removal shall be given to each Board member and the county staff liaison at least 14 days prior to the meeting at which removal is to be considered and included on the meeting agenda.
- D. Meetings, public participation, action. Each hamlet or village board shall meet with members at least quarterly at town hall meetings to identify, discuss, and prioritize community issues. All such town hall meetings shall be open to the public.
1. Members and non-members may attend and speak at town hall meetings.
  2. Voting shall be conducted in accordance with Section 2.10.050(K), unless otherwise specified in approved hamlet or village bylaws. Town hall votes by members are advisory to the hamlet or village board, and shall guide the board in setting policy direction in hamlet and village affairs.
  3. Official hamlet or village action shall be taken only by a vote of the board. If the hamlet or village board takes action contrary to a town hall vote, that action, and the board's reasoning, shall be presented to the county liaison, and to members at the next town hall meeting.
- E. Bylaw amendments. Proposed bylaw amendments shall be presented to the BCC for review and approval at a public work session scheduled at least thirty (30) days prior to a town hall vote on the amendments.
- F. Boundary changes. Using the process contained in its bylaws, a hamlet or village may request that the BCC modify its boundaries.
- G. Agreements. Upon approval of the BCC, a hamlet or village may enter into memoranda of understanding with neighboring jurisdictions or other organizations. The county may, on behalf of a hamlet or village, enter into an intergovernmental agreement with other governments.
- H. Activities, changes. Individual projects to be undertaken within activity areas identified in the hamlet or village bylaws must first be reviewed and approved by the county liaison to ensure consistency with the approved bylaws. Proposed changes to a hamlet or village activity list must first be presented by the board to the BCC for review and approval. If approved by the BCC, the change must also be approved by a majority vote of those citizens of the hamlet or village who are present at the town hall meeting at which approval is sought. If the change is approved, the hamlet or village bylaws must also be amended to reflect the change.
- I. Annual report. Each hamlet and village shall provide the BCC with an annual report, which will be coordinated by the county staff liaison.

[Adopted by Ord. 03-2007, 2/22/07]

#### **2.10.070 Financing**

- A. Hamlet. A hamlet shall be financed primarily through contributions, grants, and volunteer fundraising activities. All such funds will be deposited with and administered by the county on behalf of the hamlet.

- B. Village. A village may generate revenue through a range of means, including contributions, grants, and volunteer fund-raising activities. All such funds will be deposited with and administered by the county on behalf of the village. A village may enter into agreements for the sharing of revenue with the county. If approved by a vote of the citizens at a town hall meeting, the board may also request that the BCC take any of the following actions:
1. Fund proposed activities within the boundaries of the village through the establishment of a tax, fee or other charge. The BCC may implement such a recommendation if the tax, fee or charge is permitted by law, the revenue generated is intended to support the delivery of an enhanced level of service, and the level of service would not otherwise be provided from appropriated county funds.
  2. Initiate formation of a county service district with a permanent rate limit for operating taxes. If approved by the BCC, formation will be initiated in accordance with ORS Chapter 451, which includes public hearings and a vote on the question of formation by registered voters within the boundaries of the proposed district.
  3. Authorize the village to circulate a petition for the formation of a local improvement district pursuant to Chapter 4.02 of the Clackamas County Code pertaining to construction of public roads, sidewalks, traffic-calming, street lighting, and related facilities.

[Adopted by Ord. 03-2007, 2/22/07]

#### **2.10.080 Dissolution**

- A. Initiation. Dissolution of a village or hamlet may be initiated by:
1. A resolution of the BCC; or
  2. Filing a petition with the county staff liaison. In the case of a village the petition must be signed by at least 30% of the citizens. In the case of a hamlet, the petition must be signed by at least 20% of the citizens. The latest U.S. census or most recent county-acknowledged data shall be used to determine if a petition meets the requirements of this section.
- B. Process.
1. The hamlet or village shall hold a town hall vote on the question of dissolution from at least thirty (30) days after, but no more than fifty (50) days after, initiation of the dissolution process.
  2. Following a town hall vote in favor of dissolution, the BCC shall hold a public meeting on the issue.
  3. The BCC may enter an order dissolving the hamlet or village if the BCC finds:
    - a. It to be in the best interests of the citizens of the hamlet, village, or the county, to dissolve the hamlet or village;
    - b. That the hamlet or village has failed to regularly follow its adopted bylaws;  
or
    - c. That the hamlet or village has failed to meet the requirements of this Chapter.
- C. CPO status. Dissolution of a hamlet or village does not affect any existing CPO, except to the extent required by a written memorandum of understanding.
- D. Disposition plan. A petition for dissolution of a hamlet or village shall include a plan for disposing of assets and for payment of any indebtedness. In the case of a village, the plan must include a recommendation on whether to dissolve or continue any districts formed to

serve the village. A BCC order approving dissolution shall include a plan for dissolution. If the order requires the dissolution of any districts, the dissolution of such districts shall be conducted in accordance with state and local law.

[Adopted by Ord. 03-2007, 2/22/07]

#### **2.10.090 Public meetings, public records**

- A. Public meetings. Meetings of hamlet and village boards, including town hall meetings where a quorum of the board is in attendance, are public meetings under the Oregon public meetings law. The requirements for public meetings include, but are not limited to, providing adequate meeting notice, opening the meetings to the public, recording votes, and keeping minutes.
- B. Public records. Hamlet and village records are public records subject to disclosure unless exempt. Public record requests must be submitted to the county staff liaison for processing. The hamlet or village shall cooperate with the county in responding to each request.
- C. Records retention. All original records shall be retained by each hamlet or village as required by law, with copies provided to the county staff liaison. Copies of all meeting minutes shall be submitted to the county staff liaison within forty-five (45) days from the date of the meeting. Changes to the bylaws and a list of current board members shall be submitted to the county staff liaison within thirty (30) days of any changes in bylaws or board members.

[Adopted by Ord. 03-2007, 2/22/07]

#### **2.10.100 Local budget and audit law, operating and miscellaneous expenditures, contracts**

- A. Local budget and audit law. Hamlets and villages may receive financial support from the county or other public or private fund sources, and shall cooperate with the county in complying with the requirements of the local budget and audit laws of the State of Oregon.
- B. County trust accounts. Working with the county liaison, a hamlet or village shall open a trust account with the County Treasurer to accumulate contributions. The account shall be established according to County Treasurer protocol. Authorized requests for funds held by the county in trust for the hamlet or village shall be made in writing to the county.
- C. Imprest petty cash or bank account. A hamlet or village may maintain an imprest petty cash fund or an imprest bank account in an amount authorized by the BCC for operating expenditures, if provided in the hamlet or village bylaws. If the hamlet or village chooses to use an imprest bank account, all banking decisions must be coordinated with the County Treasurer or delegate. In addition, the County Treasurer or delegate must be an authorized signatory on the account and copies of all bank statements and reconciliations must be forwarded to the County Treasurer's office. Deposits in financial institutions must comply with all requirements of ORS Chapter 295.
  - 1. As used in this section, "imprest" means a petty cash fund or a bank account into which a fixed amount of money is placed for the purpose of making minor disbursements for small, routine operating expenses. As disbursements are made, a voucher is completed to record the date, amount, nature, and purpose of the disbursement. The total of cash and the substantiating vouchers must always equal the total fixed amount of money set aside in the imprest fund or account.

- D. County contract authority. Hamlets and villages shall not enter into contracts unless expressly authorized in writing by the BCC or its delegate. All Clackamas County contracts are subject to the Clackamas County Local Contract Review Board rules.

[Adopted by Ord. 03-2007, 2/22/07]

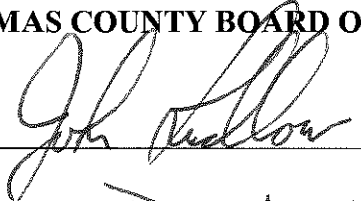
**2.10.110 Liability, risk management**

- A. Agency status. Hamlet and village board members acting within the scope of authority granted by the organization bylaws and county policies are advisory to the BCC and shall be treated as agents of the county for claims against them for purposes of the Oregon Tort Claims Act. When acting in the capacity of a CPO, a hamlet or village board shall not be considered an agent of the county.
- B. Fund-raising activities. A hamlet or village board must obtain approval from the county Risk Manager prior to staging public fund-raising activities.
- C. Ethical standards. Directors and officers are public officials subject to the Oregon Government Ethics laws (Oregon Revised Statutes Chapter 244), and may be removed from office by the BCC if found to be in violation thereof.

[Adopted by Ord. 03-2007, 2/22/07]

**ADOPTED** this 19<sup>th</sup> day of February, 2015.

**CLACKAMAS COUNTY BOARD OF COMMISSIONERS**

  
\_\_\_\_\_

Chair

  
\_\_\_\_\_

Recording Secretary



## Schmidt, Gary

---

**Subject:** FW: received

Begin forwarded message:

**From:** George C Wilson <[georgewilson@wavecable.com](mailto:georgewilson@wavecable.com)>  
**Date:** August 9, 2016 at 2:18:19 PM PDT  
**To:** "Ludlow, John" <[JLudlow@co.clackamas.or.us](mailto:JLudlow@co.clackamas.or.us)>  
**Subject:** RE: received

John,

I am only aware of your (BCC) decision to keep the Villages Board on "hiatus". I am in possession of the recording from your policy session indicating such. I am unaware of any BCC meeting regarding discussion about the Villages BOD. You would think as a current Director and Chairman of the board, I would have received some type of communication/notification. It's not that difficult!

Pending notification indicating compliance with our mediated agreement and signed Memorandum of Understanding (MOU), our open letter to the BCC/notice to the public will be forthcoming. You have attempted to diminish my reputation and lifelong service as a volunteer for my country, and my community, for which I will be happy to highlight! The fact is, you don't know me! While you have chosen to mislead my community, and Clackamas County by intentionally misquoting me, I will enjoy having the opportunity to compare my reputation and life's accomplishments as a volunteer and activist, with the rhetoric coming from you and other members of the BCC.

I promise you sir, you will respect me as a public servant, and you will respect my community, one way or the other! You can count on that! We will only agree to work with Clackamas County if and when the BCC agrees to abide by current bylaws and county code, and permit our board to function as it was designed. Your actions to manipulate our board outside of those parameters will not be tolerated or accepted. We have always operated within the rules outlined by our bylaws, and always will. We expect the BCC and Clackamas County PGA staff to do the same. It's that simple!

Finally, I find your attempts to diminish my reputation as a community leader, and the reputation of my community to be anything but fruitful, sir!

George C. Wilson - Chairman  
Villages at Mt. Hood BOD  
[www.villagesatmthood.com](http://www.villagesatmthood.com)

**From:** Ludlow, John [<mailto:JLudlow@co.clackamas.or.us>]  
**Sent:** Tuesday, August 09, 2016 12:57 PM  
**To:** [georgewilson@wavecable.com](mailto:georgewilson@wavecable.com)  
**Cc:** Klepper, Emily; Schmidt, Gary  
**Subject:** received

George,

I received your (again) threatening letter only after we made decisions regarding the Villages today. I'm glad I received your letter after the meeting because I may have voted differently if I had read your letter before making a determination.

Please stop the threats. They are not becoming and certainly not fruitful.

John

John Ludlow, Chair  
Clackamas County Board of Commissioners  
2051 Kaen Road, 4th Floor  
Oregon City, OR 97045  
503-655-8581  
[jludlow@clackamas.us](mailto:jludlow@clackamas.us)

**“Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around.”**

— [Leo Buscaglia](#)

---

[Spam](#)

[Not spam](#)

[Forget previous vote](#)

## Schmidt, Gary

---

**From:** George C Wilson <georgewilson@wavecable.com>  
**Sent:** Wednesday, August 10, 2016 8:11 PM  
**To:** Wilson, Katie; Kyle, Amy; 'Carol Burk'  
**Cc:** 'Pat & Ann'; 'Kirk Robinson'; Madkour, Stephen; Schmidt, Gary; Media - Mountain  
**Subject:** RE: Katie Wilson

Katie,

I very much appreciate your clarification, and prompt response! We are pleased to be included in the discussion/planning process. Our bylaws clearly state that a candidate must receive 50% + 1 of the vote. This rule has come into play on several occasions. We must abide by our current bylaws until they can be amended by the Villages Board, and approved by the BCC.

We will ensure a healthy turn-out for both the candidates forum, and the election. Director Carol Burk/All Season's Vacation Rentals will be notifying her part-time homeowners of both events, and I will get the word out via social media, email, and postings. I dare say it will be another record turn-out!

Chamber President Connie Scott indicated at their last meeting when Bernard spoke, that there were 17 applications.

Candidates Ben Bliesner and David Bouy have both indicated they are no longer interested in running for a position on the Villages Board.

With regard to candidate applications, our bylaws state that candidates must be approved by the Villages Board. While our board is technically still in "hiatus", Carol Burk and I are still current Directors, and must be included in the application process! Stephen Madkour sent candidate applications to me a few months ago, however it appears there may have been one or two that have come in since then. I ask as the current Chairman and Director of the Villages Board, that you please provide those applications to us as soon as possible for our review.

After speaking with Carol, we are pleased the county has decided to move forward with reestablishing the Villages Board. We understand the timeframe, and will commit to holding off on an emergency meeting until county staff have worked out their recommendations to the BCC. Please note that we wish to be notified of county staff recommendations prior to a BCC policy session when the issue will be discussed.

Thanks again Katie for such a rapid response! I like working with you already!

George C. Wilson - Chairman  
Villages at Mt. Hood BOD  
[www.villagesatmthood.com](http://www.villagesatmthood.com)

---

**From:** Wilson, Katie [mailto:KWilson2@co.clackamas.or.us]  
**Sent:** Wednesday, August 10, 2016 5:59 PM  
**To:** George C Wilson; Kyle, Amy; 'Carol Burk'  
**Cc:** 'Pat & Ann'; 'Kirk Robinson'; Madkour, Stephen; Schmidt, Gary; Media - Mountain  
**Subject:** RE: Katie Wilson

George,

The discussion took place during Issues as an informal discussion. It was noticed on the county website in advance of the meeting. Staff wants to review the bylaws to verify language regarding elections and what to do if few or no candidates receive a majority vote.

The BCC will be on recess until September 6<sup>th</sup>. Therefore, there will not be an opportunity to meet to discuss this matter further until then. I would like to invite you and Carol to attend that Policy Session and ask you to please hold off on your emergency meeting until after the BCC has discussed the Villages election. We are still in the process of researching and drafting our proposal so the details are not completely worked out but our goal is develop a plan to have a candidate forum and then an election early this fall to fill the vacant seats and to recommend the first order of business of the new board be to review and revise the bylaws.

As part of the election process, completed candidate applications would be made available for review. We currently have 11 applications on file. You mentioned 17 applications, are you aware of other applicants?

Your patience is very much appreciated as we work towards a resolution.

Sincerely,

*Katie Wilson*

**Public Involvement Specialist  
Clackamas County  
Public and Government Affairs  
2051 Kaen Road  
Oregon City, OR 97045  
503-655-8552  
[kwilson2@clackamas.us](mailto:kwilson2@clackamas.us)**

**From:** George C Wilson [<mailto:georgewilson@wavecable.com>]

**Sent:** Wednesday, August 10, 2016 1:03 PM

**To:** Wilson, Katie <[KWilson2@co.clackamas.or.us](mailto:KWilson2@co.clackamas.or.us)>; Kyle, Amy <[AKyle@co.clackamas.or.us](mailto:AKyle@co.clackamas.or.us)>; 'Carol Burk' <[carol\\_burk@mthoodrent.com](mailto:carol_burk@mthoodrent.com)>

**Cc:** 'Pat & Ann' <[paholbrook@frontier.com](mailto:paholbrook@frontier.com)>; 'Kirk Robinson' <[kirkrobinson80@yahoo.com](mailto:kirkrobinson80@yahoo.com)>; Madkour, Stephen <[SMadkour@co.clackamas.or.us](mailto:SMadkour@co.clackamas.or.us)>; Schmidt, Gary <[GSchmidt@co.clackamas.or.us](mailto:GSchmidt@co.clackamas.or.us)>; Media - Mountain <[larry@mountaintimesoregon.com](mailto:larry@mountaintimesoregon.com)>

**Subject:** RE: Katie Wilson

Katie,

Thank you for contacting us regarding the BCC decision to move forward with the Villages Board, although we are confused as to why no notice was given of a BCC meeting listing the Villages at Mt. Hood as an agenda item? Could you please clarify the your statement regarding "county staff researching voting plurality in the Villages bylaws"? Both Director Carol Burk and I are a bit confused about the intended definition, as our bylaws are clearly defined. We are very interested in what county staff will present to the BCC. Perhaps Gary Schmidt can fill me in?

As mentioned in my earlier email, we are only interested in working with Clackamas County if we are all playing by the same rules, and in accordance with our current bylaws. The Villages Board is interested only in guidance and direction from Clackamas County, not interference. We are an "advisory board" for the county, and expect the communication process to work both ways!

While our bylaws need to be amended, the Villages Board must play out its role in the process! Our board must be allowed to function the way our bylaws intended. Clackamas County may suggest changes to our bylaws to bring them up to date with County Code, however the process to change our bylaws must be initiated and carried out by the Villages at Mt. Hood Board of Directors, then submitted for approval by the BCC. Until those changes are made, we are obligated by law to operate under our current bylaws.

I would also ask that you please provide a completed application for each candidate applying for membership to the Villages Board. I understand there have been 17 applications submitted. If you would please provide those for our review, it would be appreciated.

Finally, before any elections take place, there must be a candidates forum to inform and educate voters on who their candidates are, and why they are seeking membership to the Villages Board.

Please let us know the BCC intentions as soon as possible. If we do not have a satisfactory agreement in how to move forward with the Villages Board by next week, I plan to proceed with an emergency community meeting to discuss "dissolution by resolution" of the Villages Board. We must know before the August 20th, 2016 deadline to have our notice printed in the September 2016 issue of the Mountain Times.

I look forward to officially meeting you Katie. Please don't confuse our concerns for being "difficult". This issue is extremely important to Mt. Hood village residents, and I sincerely hope we can ultimately bridge our differences with Clackamas County, and begin rebuilding a trusting relationship.

George C. Wilson - Chairman  
Villages at Mt. Hood BOD  
[www.villagesatmthood.com](http://www.villagesatmthood.com)

---

**From:** Wilson, Katie [<mailto:KWilson2@co.clackamas.or.us>]  
**Sent:** Tuesday, August 09, 2016 5:39 PM  
**To:** George C Wilson; Kyle, Amy; 'Carol Burk'  
**Cc:** Pat & Ann; Kirk Robinson; Madkour, Stephen; Schmidt, Gary  
**Subject:** RE: Katie Wilson

George,

Today the Board of County Commissioners decided to move forward with Villages Board elections and to have no interim board. Staff will research voting plurality in the Villages bylaws and bring the findings back to the BCC before the final decision on an election date is made. This will occur at the next BCC meeting on September 6<sup>th</sup>. Given this new information, perhaps it makes sense to wait to meet until more is known and then to have a meeting with the current board members for an update and introductions?

Please let me know if you have any questions.

Thank you very much,

*Katie Wilson*  
Public Involvement Specialist  
Clackamas County  
Public and Government Affairs  
2051 Kaen Road  
Oregon City, OR 97045

503-655-8552

[kwilson2@clackamas.us](mailto:kwilson2@clackamas.us)

**From:** George C Wilson [<mailto:georgewilson@wavecable.com>]

**Sent:** Tuesday, August 09, 2016 12:20 PM

**To:** Kyle, Amy <[AKyle@co.clackamas.or.us](mailto:AKyle@co.clackamas.or.us)>; 'Carol Burk' <[carol\\_burk@mthoodrent.com](mailto:carol_burk@mthoodrent.com)>

**Cc:** Wilson, Katie <[KWilson2@co.clackamas.or.us](mailto:KWilson2@co.clackamas.or.us)>; Pat & Ann <[paholbrook@frontier.com](mailto:paholbrook@frontier.com)>; Kirk Robinson <[kirkrobinson80@yahoo.com](mailto:kirkrobinson80@yahoo.com)>; Madkour, Stephen <[SMadkour@co.clackamas.or.us](mailto:SMadkour@co.clackamas.or.us)>; Schmidt, Gary <[GSchmidt@co.clackamas.or.us](mailto:GSchmidt@co.clackamas.or.us)>

**Subject:** RE: Katie Wilson

Amy,

Our community has grown very tired of being ignored and disrespected by current members of the Board of County Commissioners, Paul Savas being the one exception. We oppose the BCC's decision to keep the Villages at Mt. Hood Board of Directors on "hiatus", and demand the BCC except the mediated agreement and signed memorandum of Understanding (MOU) between the Villages BOD, County Counsel, and Clackamas County PGA!

If the BCC refuses to accept the mediated agreement, we plan to organize an emergency September 2016 community meeting to discuss "Dissolution by Resolution" of the Villages at Mt. Hood Board of Directors, as described in the current bylaws. We believe under the current circumstances, our community will be better served with a local advisory committee, organized by local leaders for the purpose of educating citizens on real issues of concern to the Villages of Mt. Hood.

We plan to redesign our new logo, and organize a committee of "concerned citizens" to address issues that profoundly affect how our village communities live and thrive as a whole. We plan to demonstrate to Commissioner Jim Bernard, that it was a mistake to back the Mazarra's due to their political campaign contributions and fund raising efforts, as opposed to backing the will of the people who live and work in our mountain communities. As a community, we categorically refuse to allow Joe & Fran Mazarra's braggadocio attitude and financial status to dictate how the rest of us live in our own community!

Meeting agenda will include, but not be limited to the following items:

- Mt. Hood Villages Board of Directors Candidates Forum
- Formal public response by Villages BOD Chairman George Wilson regarding alleged charges by resigned directors Joe Mazarra, Rob Bruce, Gina Royall and Joe's wife, Fran Mazarra
- Clackamas County BCC refuses to accept mediated agreement to reestablish the Villages at Mt. Hood Board of Directors
- Discuss "Dissolution by Resolution" of the Villages at Mt. Hood Board of Directors
- Presenting our case to the Oregon State Attorney General's Office
- Increased flood insurance rates for all National Flood Insurance policy holders due to Clackamas County oversight. How will we be compensated?

As chairman, I plan to issue a formal letter of protest on behalf of the Villages at Mt. Hood Board of Directors and our constituents, to the BCC. That letter will include an ultimatum to either accept our mediated agreement to move forward with a detailed plan that makes sense, or plan for a "Dissolution by Resolution" of the Villages at Mt. Hood Board of Directors. Our formal letter to the BCC will provide more detail of our intentions and expectations, and will also serve as a press release & public notice to the residents of Clackamas County.

Having informed you of our intentions, if you and Katie Wilson are still willing to travel to the mountain, Carol and I would be happy to meet for a brief discussion if you feel it would be beneficial in some way. I am generally available most days except Wednesdays.

Regarding equipment . . . I have safely stored the audio-visual equipment in my home, and will gladly turn it over to the county once a decision has been made rendering an outcome of the Villages at Mt. Hood BOD. Until then, I plan to hold it in safe keeping.

Sincerely,

George C. Wilson - Chairman  
Villages at Mt. Hood BOD  
[www.villagesatmthood.com](http://www.villagesatmthood.com)

---

**From:** Kyle, Amy [<mailto:AKyle@co.clackamas.or.us>]  
**Sent:** Monday, August 08, 2016 4:16 PM  
**To:** George C Wilson; 'Carol Burk'  
**Cc:** Wilson, Katie  
**Subject:** Katie Wilson

Good Afternoon George and Carol,

I would like to introduce you to the new Public Involvement Specialist, Katie Wilson. Katie will be working in the liaison role between the county and the Hamlets and Villages program. Is there a time that would work for the two of you in the next week or two so I can introduce you? We would be happy to meet in your community if that is more convenient for you.

Thank you,

Amy Kyle  
Strategic Communication Manager  
Clackamas County - Public and Government Affairs  
503-742-5973

---

[Spam](#)  
[Not spam](#)  
[Forget previous vote](#)

---

[Spam](#)  
[Not spam](#)  
[Forget previous vote](#)