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U.S. Department of Energy
Bonneville Power Administration

January 1983

Community Assessment

Final Report



Suggested citation:

Flynn, Cynthia B. (1983). Community Assessment, prepared by Social Impact Research, Inc. for the Hood River Conservation Project, DOE/BP-11287-15, January.

This document is part of a series of reports issued by the Hood River Conservation Project.

Research supported by the Bonneville Power Administration, U.S. Department of Energy, under Contract No. DE-AC-79-83BP11287. The views and conclusions contained in this document are those of the authors and should not be interpreted as necessarily representing the official policies, either expressed or implied, of the U.S. Government.

COMMUNITY ASSESSMENT

Final Report

By
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January 1983

Work Performed Under Contract No. DE-AC-79-83BP11287

Prepared for
U.S. Department of Energy
Bonneville Power Administration

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Introduction

The success of the Hood River Conservation Project (the Project) will be at least in part dependent upon the interaction between the Project proponents and the Hood River community. The purpose of the community assessment was to produce a clear picture of the community structure, local issues, and possible impediments to the success of the Project. The community assessment identified the social structure of the community and the values and attitudes of local residents. This information assisted Pacific Power & Light Company (Pacific) in developing its marketing strategies.

Information was gathered from both primary and secondary sources. Secondary sources included data from the U.S. Department of Agriculture, Bureau of Economic Analysis; information provided by the Hood River Chamber of Commerce; and back issues of the Hood River News. Additional sources are listed in the References.

Primary sources consisted of interviews with residents in Hood River County and Mosier. An original list, supplied by the district manager of the Hood River office of Pacific, provided names of representative members of the agricultural, business, industrial, governmental, religious, social service, and educational communities. These people were contacted by telephone, and interviews were arranged prior to the first field trip. Once in the field, the researchers contacted other respondents from a variety of backgrounds. About half of the 40 people contacted on the first round of interviewing came from the list supplied by Pacific.

As the first round of interviews were being conducted, the researchers developed a preliminary picture of the social structure of the community. As questions arose, they identified which type of respondent was needed to provide additional clarification. After five days in the field, a meeting was held with Pacific to discuss some of the observations and preliminary findings. The research team then drafted its preliminary report, and identified those areas where additional research was needed. In addition, the second round of field work was intended to provide verification for the data gathered previously. Approximately 20 interviews were conducted during the second phase of field work, bringing the total to about 60 in-depth interviews.

A detailed history of the community is included in order to give some background information about those social factors which affect the current social structure. The local economy is described, as are changes in the

economic base over time. Recent issues that had divided the community are described, and the basis for the differences discussed. The community's adaptability to change is assessed. The formal organizations in the community are described, as are the media available.

Purpose

The purpose of the community assessment is to produce a clear picture of the community structure, local issues, and possible impediments to the success of the Hood River Conservation Project (the Project). This report is based on the following questions from the Community Assessment Proposal (Pacific 1982):

- a. What is the formal and informal power structure? What community factions and consensus groups exist?
- b. What are the potential negative social impacts of the Project?
- c. What are the formal and informal communication networks?
- d. What are the existing community and neighborhood groups?
- e. What are the existing community organizations (i.e., VFW, Rotary, Grange, FFA)?
- f. Who are the influential groups and individuals?
- g. What are the known community interests, concerns, and ethical commitments?
- h. What are the potential sources of political support and resistance?
- i. What is the existing community problem resolution process?
- j. What are the existing and most effective media sources?

The following are preliminary answers to the above questions. Additional field work will need to be done in order to provide a full and complete community assessment.

History of the Community

The Hood River Valley (the Valley) was settled in the 1850s, and these early settlers planted the first fruit trees. At the turn of the century, fruit production and timber were the major agricultural enterprises. The fruit and timber industries are still major sources of employment and income in the Valley today. The social structure is also affected by the presence of the large number of people involved in all aspects of the fruit and timber industries.

The building of railroads in the West also had an effect on Hood River, because it brought in Japanese workers who settled in the Valley in the early 1900s to grow fruit.

A more recent development that has had an effect on the County is the arrival of migrant workers from Mexico to work in the orchards. In the last three to five years some of these migrant workers have been staying in the Valley year-round. They have become an identifiable social group in the Valley.

Adaptation to Change

The perception of many of our informants is that things have not changed much in Hood River over the last 10 to 20 years. The population increased by 18.2 percent from 1960 to 1980, compared to an increase of 48.9 percent for Oregon as a whole. It appears to take a long time for an immigrant to be accepted into the community, and one informant said, "You're always an outsider."

The consolidation of the schools into one county school district occurred over 10 years ago, and "the wounds have still not healed," according to one informant. The modern building design and modular curriculum at the Hood River Valley High School have been in effect for 12 years, but do not appear to have gained acceptance in the community.

There seems to be a general attitude that outsiders, particularly Californians, are moving into the Valley and buying orchards, and that they will try to force their opinions and ideas on the community.

Employers, Markets, and Skills

According to data supplied by the Bureau of Economic Analysis, there were 9,170 full and part time jobs in Hood River County in 1980. Of the total employed, 7.9 percent were farm proprietors, 7.5 percent were nonfarm proprietors, and the remaining 84.6 percent were wage and salary employees. The major categories of wage and salary employment were fairly evenly distributed among farm labor (16.9 percent), manufacturing (17.7 percent), retail trade (14.4 percent) services (15.1 percent), and government, mainly state and local (13.0 percent). Some of the employment in the County is seasonal, related to the agriculture and lumbering industries. Some of the service jobs, associated with tourist trade, are also seasonal.

United Telephone is a major nonseasonal employer. Its Northwest headquarters are in Hood River. It seems to be viewed as a mixed blessing for the local economy, by hiring mainly clerical level employees locally and bringing in many of the managerial level people.

The perception of our respondents is that many young people do not return to Hood River, since there are few opportunities for executive or managerial employment. As one informant put it, "There's no ladder of success to climb here." This is attributed in part to the tendency of companies such as United Telephone and Pacific Power & Light to transfer in upper level employees.

Local Issues

School consolidation

A major issue beginning in the early 1950s was the consolidation of the school districts in the County into one district. Before the consolidation there were high schools in Parkdale, Odell, Cascade Locks, and Hood River. Only Cascade Locks still maintains its own high school.

Residents in Parkdale, in the Upper Valley, appear to feel strongly that the community spirit of their area was broken by losing their high school. The loss of the high school seems to be a major factor in the integration of the Upper Valley with the Odell and Hood River areas.

High school curriculum

The open concept design and modular curriculum of the county high school, now twelve years old, appear to be still an issue among residents. Parents apparently disagree with the administrators and teachers on the quality of education received by the students. Dissatisfaction with the high school and public education in general is seen by some respondents as contributing to the large number of private schools in the Valley. The private schools are run by the fundamentalist churches in the County, and enrollment is estimated at about 500 children.

Mt. Hood Meadows condominium development

A major development issue in the last few years was a proposed condominium development for skiers at Mt. Hood Meadows. The land is zoned forest, and is adjacent to land that is in farm use. The Hood River Valley Residents Committee spearheaded the opposition to the development. The opposition evidently included orchardists, Upper Valley residents, and some of the business and professional people. Business and community leaders in the city of Hood River seemed to support the development because it would bring tourist business to the County.

Port Site development

The port district is currently drawing up a plan for development at the port site, between the freeway and the Columbia River. The environmentalists apparently want to see tourism promoted as the major activity along the waterfront. There seems to be some divergence within the business community on how much of the area should be devoted to industry and tourism.

Columbia Gorge preservation

An issue that is currently emerging involves development along the Columbia Gorge. Environmentalists apparently want to see a Federal presence in the Gorge, perhaps a federal park or preserve established in the area. Business and community government leaders seem to want development along the Gorge left to the communities on either side of the River. The issue is one of local versus federal control. The community is very likely to split on

this issue; care must be taken to ensure that a similar split does not occur for the Project.

Functional Groups

Social Impact Research identified eight possible major groups in the study area's social structure. The groups are:

- Business/executive community
- Counter culture
- Orchardists
- Japanese-Americans
- Seasonal migrants
- Settled-out migrants
- Working class
- Residents of Mosier

Business/Executive Community

The business/executive community includes most business owners and managers in the Hood River area, plus executives from the industrial sector. Some are natives of the area, but many have moved for the amenities offered by Hood River. Others have been transferred by industry. Most of the businesses are located in the town of Hood River, and there is industry along the waterfront and out in the Valley. It appears that most members of this group live in town and in the Lower Valley (north of Odell).

Businessmen and executives are very interested in economic growth of the community. Many are involved in local government, such as the city council or planning boards. In a current major issue concerning land use along the waterfront, the business/executive "community" has been split, the downtown merchants advocating tourism while waterfront businesses emphasize industrial development without interference of tourism.

The group is very cohesive, with strong interaction on all three levels (social, economic, and political). On the social level, they meet in mainstream churches such as Methodist and Episcopal churches, and clubs such as the Rotary and Elks. Their economic interaction centers around their key positions in the business community. Political interaction occurs through

participation on city council, boards, and commissions. Most spend the remainder of their leisure time with their family.

Intergroup interaction also takes place on all three levels. Again, the church is a place where they can meet socially with people from most other groups, particularly orchardists. Economic trade takes place to some extent between the business/executive community and all the other groups. Politically, the business/executive community involves itself with others by taking office and by taking stands on the major issues. They feel they get along well with all groups, and particularly are aware of the economic importance of the migrant groups.

Businessmen and executives are very cost-conscious. Many have already done some weatherization of their homes. Overall, it appears that they would be receptive to the program. The only problem would be equity issues that arise for those who have natural gas and oil heat, and for those who have already participated to some degree in weatherization programs.

Counter Culture

Approximately 1,000 people in the County live an alternative lifestyle. The degree of their dedication to this lifestyle varies. Many have moved to the Hood River area for the quality of life. Most have labor or social service jobs to support their lifestyle.

A dominant value of the counter culture is to allow everyone a choice of how to live. They tend to be quiet members of the community, interacting primarily amongst themselves. Interaction with other groups occurs on the economic level and occasionally on political issues.

As the most active environmentalists in the area, they have joined together as a group opposed to development issues such as the Mt. Hood Meadows condominium project. They were also visible in support of a nuclear disarmament measure on the Oregon ballot. Their interest in "keeping the area liveable" makes them active conservationists, the only group ideologically in favor of conservation. For this group, economic reasons for conserving are secondary. There will be no problem getting members of the counter culture to participate in the program; therefore, no special action is required on the part of the sponsors to gain their acceptance.

Orchardists

There are about 15,000 acres of orchards in Hood River County, with over 300 commercial orchards throughout the upper and lower valley. The primary crops are pears and apples.

Although they are in favor of controlled growth, orchardists do not want orchard land displaced by retail strips, such as the Hood River Shopping Center, or by industry; they are against commercial or industrial re-zoning of farmland. Orchardists were active in the Hood River Valley Residents Committee, which twice defeated the proposed Mt. Hood Meadows condominium project.

Many orchardists are members of Lions and Elks, and some are active in other groups and commissions. There is economic interaction between the orchardists and migrants, who are the primary workers in the orchards. The orchardists realize they could not harvest fruit without the migrants.

The orchardists are important to the Project because they are responsible for the weatherization of three groups: themselves, the seasonal migrants and the settled-out migrants. The latter two groups, many of which are Spanish-speaking, live in orchard cabins supplied by the orchardists. The orchardists seem to be economically interested in saving electricity, and will likely take part in the program.

Japanese-Americans

Japanese immigrants originally moved to the area to work on railroads, and some stayed and purchased orchard land. These were the first generation Japanese-Americans. The second generation are retired or older orchardists and professionals in the area today. Second generation Japanese-Americans were interned in camps during World War II; some returned to the area, but about one-third did not.

Currently, there are about 300 second, third, and fourth generation Japanese-Americans in the Hood River area. Most are orchardists, a few are professionals.

Japanese-Americans tend to agree with orchardists in their attitudes about land use and zoning. They are interested in protecting farm land from industrialization, keeping it for orchard use.

Japanese-Americans are very active in the community. They belong to Rotary and Elks, and some have served on boards and planning or agricultural groups. Socially, they prefer to interact within the group, but will also socialize with other orchardists or professionals.

The second generation are the last to speak and write Japanese, and the last to associate primarily with other Japanese-Americans. The third and fourth generation interact on all levels with other groups; over half of them intermarry with Caucasians. As a result, the Japanese-Americans are assimilating with Caucasians.

The Japanese-Americans are interested in energy conservation as a way to save money, and would thus be receptive to the program.

Seasonal Migrants

Immigration of Mexicans has taken place only recently, in the last 10-15 years. Men come to the county during the picking season, leaving their families in Mexico, and then leave the area. None are home or landowners. They live on the orchards, primarily in cabins provided by orchardists. A few live in old farmhouses that were left when orchardists built new residences. Some live in town.

The orchard cabins are close together, in clusters of three or four. Most of the cabins have one or two rooms, with kitchen facilities and bedding. It appears that few have their own bathroom; most share facilities with the other cabins in their cluster.

Most seasonal migrants speak no English except for the little they need to use in their work. An unknown number are illegal aliens. Their only involvement in the community is economic; almost all their trade is done in the area. Informants say they are active buyers, and very important to the retail economy.

Except for trading, they seem to interact only among themselves. They do not appear to be interested in local public issues, and thus do not take part in the political community. The Catholic Church has become involved in the migrants' social life -- a Spanish-speaking priest has created church-related activities for them.

Settled-Out Migrants

Work for the fruit industry is primarily done during the summer picking season, but there is some work for at least seven months of the year. To do this work, some seasonal migrants have taken up permanent residence in the area and have brought their families. Most live in housing or cabins provided by orchardists. According to one informant, many of the women work in factories.

Interaction patterns for settled-out migrants appear to be similar to those for the seasonal migrants. Other than economically, they seem to interact only among themselves, and primarily within the Catholic church. They seem to prefer not to be visible in the community. Other groups in the study area appear to group them together with seasonal migrants.

Working Class

It appears that the working class is a large group, spread throughout the city and valley. Included so far are both white collar working class (bank tellers and grocery clerks) and blue collar laborers. At this point, however, the working class is not clearly defined; most of the information is based on a few interviews.

The working class does not seem to be well-informed on issues and local government. Their community involvement centers around physical and recreational activity, such as Little League and volunteer fire departments. Those who are religious usually attend the fundamentalist, evangelical churches. Others interact socially in taverns over coffee or beer. Other than economically, they do not seem to interact much with other groups; usually their friends are other workers.

The working class appears to be more affected by the depressed economy than other groups in the Valley. They appear to be very conscious of equity issues. As a result, the sponsors may encounter equity-related problems with members of the working class who have already done weatherization or are not eligible for the project. Also there may be some distrust of government and utilities among members of the working class. These attitudes may need to be considered in planning for announcement of the program.

Residents of Mosier

Mosier is the only area indicated in the study that is not a part of Hood River County. The 1,100 people in this eastern area seem to form a separate group. Apparently, about half the population is made up of retired residents, and most of the rest appear to work either at The Dalles (in Wasco County) or as orchardists.

People from Mosier do not appear to be active in the Hood River area. Their government and schools are in Wasco County. They seem to shop mostly in The Dalles and Portland, but also trade occasionally in Hood River. Socially, Mosier residents seem to keep to themselves, interacting mainly within the community, largely just on the family level.

People from Mosier seem to be interested in saving money through conservation and probably would be interested in the program. However, a proud attitude of independence, which appears to occur throughout the study area, seems especially prevalent among retired residents. This attitude could affect their acceptance of the Program.

Costs and Benefits of the Project for Groups

Apparently, there are no groups that would not benefit from the implementation of the proposed conservation program, but some may benefit more than others. Orchardists may have the opportunity of using the program twice: both their homes and migrant cabins could be eligible. The groups who probably will benefit least are seasonal migrants and settled-out migrants, many of whom live in orchardists' cabins. There may also be diminished benefit for people, across different functional groups, who use wood stoves as a primary source of heat; their wood consumption would probably decrease.

Some negative impacts may result from the Project concerning members from all groups. These concern the equity of providing weatherization only for those who have electric heat and hard feelings from those who have already done some weatherization. (A more detailed analysis of the negative impacts and preliminary suggestions for planning are discussed in the sections on "Impediments to the Project" and "Suggested Actions.")

Organized Community Groups

The Rotary is the group that represents business and professional leaders in the community. Orchardists, Japanese-Americans, and business and professional people belong to the Rotary. It is expected that Rotary members will support the conservation project.

The Elks seem to draw from a wide cross-section of community groups. There are Elks groups in Parkdale, Odell, and Hood River. They provide a center for social activities.

The Hood River County Chamber of Commerce is composed of business and professional people who promote economic development in the County. It sponsors annual activities that promote Hood River outside of the County. The Chamber of Commerce can be expected to support the Project.

The Grange is an organization for rural families. It used to be more central to rural life in the County. Grange members live mainly in the Hood River Electric Cooperative (HREC) area. The Granges can be expected to be supportive of the Project.

The Fire Departments have apparently taken over many of the communal functions that were served by the community high schools before the consolidation. They have social and fundraising activities, and are a focus for cohesion in rural areas. The fire departments seem to be good organizations to use to reach rural people who are not involved in some of the more established organizations. This avenue will reach mainly HREC members.

The Hood River Valley Residents Committee was organized to oppose the Mt. Hood Meadows condominium development. They apparently are continuing to be involved in land use issues in the County. Their membership includes orchardists, counter culture people, and young professionals. These people will probably support the project for ideological reasons, since conservation is an important value for them.

The Senior Citizens Center in the city of Hood River serves as a social gathering place for retirees. The phone is staffed by volunteers, and transportation services are provided on a call-in basis. A hot meal is served five days a week at noon, and participants donate whatever they can as payment. Activities include bake sales, crafts sales, bingo parties, a rock club, and dances.

Other groups active in the County include Boy Scouts and Girl Scouts, 4H Clubs, Veterans of Foreign Wars and their Women's Auxiliaries, the American Legion, Eagles, the Japanese-American Citizens League, Soroptomists, Sororities, American Association of University Women, PTAs, Lions Clubs, Masonic Lodge, and Oddfellows.

There are over 40 churches in Hood River County. The churches form a center for social activity in the County. Church membership and involvement appear to be one way for newcomers to get integrated into the community. The mainstream churches are apparently attended by business and professional people, as well as Japanese-Americans. The migrants attend the Catholic Church, which has services in Spanish. The fundamentalist churches seem to be mainly supported by the working class people. Their attitudes about the strict separation of functions to be filled by government, church, and home may mitigate against support for the Project. They may see the Project as an intrusion by government and big business into the sphere of the home. We need more information to determine whether this is really so, and to what extent.

Media Channels

The Hood River News is a weekly newspaper, read by most people for local, mainly social, information. The most widely read daily newspaper is the Oregonian. Some people, especially in Mosier, also read The Dalles Chronicle.

There are two local radio stations, one AM and one FM. The Dalles area has several radio stations with popular and country music formats.

Television reception is possible only with a cable hookup. Channels include the three major networks out of Portland, an educational station, two independent stations, and the music and sports channels.

Reputation of Pacific Power & Light

Anger at rising electricity costs seems to be directed at the utilities. Feelings toward Pacific are apparently influenced by the history of the utility and HREC in the County. Originally, the two service areas were completely intermingled, and the customer could choose to belong to the HREC or buy electricity from Pacific. This competition was seen as keeping

Pacific's rate low, in order to attract customers who would otherwise belong to HREC. Public perceptions seems to be that Pacific's rates have been rising ever since the two service areas were separated. There is, however, recognition that the HREC's rates are also going up. The Bonneville Power Administration is apparently seen as part of the federal government, trying to control power in the Northwest. It is seen as being responsible for rising rates and the Washington Public Power Supply System (WPPSS) financial problems. Other sponsors of the project have elicited no particular feeling among respondents thus far.

People who have taken advantage of Pacific's weatherization and insulation programs apparently feel positive about the energy and cost savings of these measures. Others seem to feel that the cost does not justify the savings possible, and the payback is too slow to warrant participation in these programs. There is also apparently the feeling that, even if you conserve, your bill keeps going up, so there is little purpose served by conservation.

Information about the Project

The Project was announced in the Hood River New in the spring of 1982, and there was a great deal of interest in it at that time. Most people interviewed had some level of awareness of the Project. Only a few respondents who were interviewed seemed to know a great deal about the program.

Since there appears to be some general level of awareness of the Project, presentation of it as a brand new idea might make Pacific look foolish. It might be better to announce it as a project that has taken considerable thought and planning, and is now ready for implementation.

Benefits to the Community

We did not discuss the Project directly with respondents, in order to introduce as little bias as possible into the community assessment. The benefits the community would look for from the Project can be inferred from general discussions of energy and conservation. For most people in the community, lowered electric bills would probably be the most important factor in participation in the program. Conservation of natural resources is generally seen as desirable, although some groups appear to place a higher value on it than other groups in the County.

Impediments to the Project

Social Impact Research identified five possible impediments to the success of the Project:

Aversion to handouts

Dictation from outsiders about what locals should do

Suspensions held by the working class

Effect of conservation on rate increases

Equity issues

- * adjoining households with oil or natural gas heat
- * households that have already paid for weatherization

Aversions to Handouts

Many people in the study area, across all functional groups, seem to be proud of their self-sufficiency. They are averse to free programs sponsored by the government, such as food stamps and welfare; some have said they would rather starve than take handouts. Programs where money is distributed universally, such as Social Security, are not considered handouts and so are acceptable.

This self-pride may have implications for planning the announcement of the program. If the sponsors announce free weatherization for those with electric heat, there may be some eligible people who decline the service because it is a handout that not everyone receives.

Dictation from Outsiders

Many people in Hood River appear to value making their own decisions. They reserve the right to judge each issue on a case by case basis. This attitude is magnified when it comes to outsiders dictating to them. For example, many informants blame Bonneville for involving local Northwest utilities with WPPSS.

It may be desirable if the Project was not announced as sponsored mainly by Bonneville and other nonlocals, or as something everyone with electric heat "must do," or even "should do". If people feel there is pressure on them to take part, some may refuse for no reason except to defy being dictated to.

Suspicious Held by the Working Class

There is an element within the working class that appears to be suspicious of everyone, and particularly distrustful of outsiders, government, or big business. There may be difficulty in getting participation from this portion of the working class. They may see motives of trickery behind the weatherization project.

Effect of Conservation on Rate Increases

Other people in Hood River have expressed feelings that if everyone conserves electricity, the utilities will be forced to raise rates to compensate for lost revenues in order to pay for fixed expenses and profits. These people have said that because of these compensatory rate hikes, conservation for economic reasons is futile.

In addition, many people appear to use wood stoves as their primary source of heat, supplemented by electric heat; in fact, almost every informant either had a wood stove or was planning to get one. They see the conservation as saving them wood, not electricity.

Equity Issues

Two equity issues may hinder the success of the program. One concerns people whose homes and businesses use alternative forms of heating. Those people who heat with natural gas or oil do not qualify for the program. Currently, total energy costs are similar for electric heat customers and others in the area. When people with alternative sources learn about their ineligibility, they may feel that the program is unfair.

The second equity issue involves those who have already had weatherization done to their homes. In particular, those who took part in earlier programs sponsored by the utilities may feel tricked; they may say the utilities knew all along that they would offer weatherization for no cost, but wanted to wait until as many people as could afford to would buy it themselves. These people may demand compensation.

Suggested Action

The first two impediments might be counteracted through careful choice of wording in announcing the program. One possibility would be that the sponsors could announce it as a voluntary program with total monetary refund, rather than saying the weatherization is being given free to any electric heat customer. If the sponsors emphasize that the Hood River service area was chosen over other areas in the Northwest as the best location for this unique program, volunteering may be seen as a matter of local pride. However, such an intensive program may be an inconvenience for people in the area. The sponsors could emphasize that the immediate refund of money people spent for weatherization compensates for their inconvenience. Also, participation in the first major conservation project for the region may also be a compensation.

Problem three, suspicions held by some members of working class, may be partially solved by the above method of announcement. Getting the suspicious to participate will likely come over time, from seeing that their friends and other volunteers participate without adverse effects. Again, delicately announcing the Project in a way that does not dictate to these people, and keeping government and big business in the background behind a community program, will probably have the greatest positive effect on their taking part.

The problem of futility (utilities raising rates to offset the lost revenues resulting from conservation) may be partially counteracted by announcing the Project as a voluntary community involvement program. It places emphasis on the incentive of pride, with economic savings a secondary benefit.

For volunteers with oil and gas heat, the sponsors plan to offer minor, less expensive items, such as wraps for water heaters. It is important that the conservation items offered to these people are not seen as token appeasements. Still, the people who have oil and natural gas heat may feel left out of the local involvement program, and may feel that they lose because of their choice of heat. They may want some kind of compensation for being left out.

People who had their homes weatherized earlier, with their own money, may also see the program as unfair. However, most people who have done some weatherization could do more, and could finish weatherizing through the Project. The problem will occur with the people who have completed all

weatherization. If there are no funds to compensate these homeowners, it will be difficult to gain their wholehearted support for the program.

Social Impact Research agrees that it is a good idea to develop a Citizens Advisory Committee of residents from the Hood River area. This committee may be very helpful in providing a well-focused and effective program involving the public in the planning of the project. However, the committee must be given clear goals that are relevant to the planning process or people in the community could see it as just a "publicity stunt."

The following groups should be represented on the Citizen Advisory Committee for the Hood River Conservation Program:

- Orchardists
- Japanese-Americans
- Business/executive community
- County commissioners
- Port commission
- Working class (a fundamentalist minister or chief of a volunteer fire department)

Both women and men should be on the committee. There may be some advantage to changing the membership of the committee after the first year, as the issues during the second year may be quite different. We suggest that the stated life of the Citizen Advisory Committee be no more than one year, so that options for the second year remain open.

Additional Data Needs¹

Much of the information we have gathered thus far is still very general in nature. Further field work will be aimed at the following:

1. Determining the size and demographic characteristics of groups,
2. Identifying opinion leaders of functional and social groups,
3. Getting a better description and definition of the working class, and making sure they are a single group,

¹See Flynn-Brown 1986 for further information on sociological issues encountered during the Project's implementation.

4. Double checking retirees to make sure they are not a separate group, and
5. Getting information on immigrants from California: who are they, which groups do they belong to, and how much influence, if any, do they have.

In addition, the aim of the field work will be to cross-verify the preliminary information we have presented here. In some cases, this information is based on a very limited number of interviews, and additional interviews will be needed to assure that the community assessment gives the best possible picture of the community structure, local issues, and possible impediments to the success of the Hood River Conservation Project.

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