



CLACKAMAS COUNTY APPLICATION FOR COMMISSIONER SEAT #4

DATE:

Name: Ellis Thomas L
Last First MI
Address: [REDACTED] [REDACTED] [REDACTED]
and Street City State Zip
Phone #: 503-704-9311 Email: tjellis@earthlink.net

Date of Birth (mm/dd/yyyy): [REDACTED]

REQUIRED QUESTIONS

1. Are you a citizen of the United States? **Yes** ☒ **No** ☐
2. Are you at least eighteen (18) years old or will be at time of appointment? **Yes** ☒ **No** ☐
3. Have you been a resident of Clackamas County for a minimum of 12 months prior to the November 4, 2024 General Election? **Yes** ☒ **No** ☐
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☒ I understand that this role is a full-time commitment, including weekdays, evenings, weekends and holidays.

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Thomas L. Ellis

4/7/2025

Applicant Signature
typed signatures will be accepted

Date

EQUAL EMPLOYMENT OPPORTUNITY

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April 7, 2025

Tom Ellis
[REDACTED]
[REDACTED]

Chair Roberts & County Commissioners
Clackamas County Commission
2051 Kaen Rd.
Oregon City, OR 97045

Dear Chair Roberts and Clackamas County Commissioners,

It is with great pleasure that I am applying to serve in the open Clackamas County Commissioner position for which you are currently accepting applications. Enclosed please find a current resume outlining my City of Happy Valley government experience. I feel that my knowledge, skills and abilities will be a perfect match for this opportunity.

Public service has been an enjoyable and rewarding experience over the past 21 years for me. Due to the recently passed term limits, I have a little over a year left to serve as the Mayor of Happy Valley and I will be unable to run for re-election. It is important to me to continue serving the public and this would be the perfect opportunity to do that. The feeling I get when a resident thanks me for doing something that has made their life better is priceless.

In my opinion, the top three most pressing issues affecting Clackamas County at this time are homelessness, drug addiction and mental health; transportation and housing infrastructure; and budgeting.

Clackamas County has been very proactive and successful in reducing the homeless population, and in order to continue making progress, we need to implement more professional treatment and recovery programs to enable these residents of our county to become productive members of society. Once recovery is well under way, job training programs to learn valuable skills are a vital next step in order to ensure that people have the tools they need to succeed.

All forms of transportation and housing infrastructure are critical ingredients to the future economic growth and livability of Clackamas County. We must continue to lobby our local, state and federal partners to ensure they know how valuable this is to the future of Clackamas County and the region. I am encouraged by the Sunrise Corridor Visioning task force. We need more of these types of things to help move these valuable projects forward. I am also encouraged by the Governor's decision to pause tolling at this time. Middle and low income housing are also critical components of successful growth for the future residents of Clackamas County.

Clackamas County has done a good job of budgeting even in the face of inflation and shrinking dollars, managing to stay in the black through careful planning, thoughtfulness and by making tough choices. This level of commitment to being fiscally prudent will need to continue to keep Clackamas County successful in providing for the needs of its residents.

With 21 years of public service experience, the last 6 ½ years spent as the sitting Mayor of Happy Valley, I believe I have a present day perspective on the issues facing Clackamas County and also the issues that the cities are facing. Having grown up in the Sandy area and still having relatives and friends in east Clackamas County has allowed me to keep my finger on the pulse of that part of the County. I believe my experience will allow me to hit the ground running and help Clackamas County move forward in a positive way.

Here are some highlights from my time as Mayor that outline some of the strengths and attributes I will bring to this position:

- Happy Valley has continuously maintained a balanced budget with substantial surpluses through careful spending and fiscally responsible budget management.
- Happy Valley has purchased 35 acres for a future downtown district. Concept plans have been drawn and discussion with developers is beginning.
- Land has been purchased for a larger and updated Public Works facility. Preliminary plans are currently being drawn.
- Happy Valley is partnering with Clackamas County and funding improvements to 172nd Ave.
- During my terms as Mayor, Happy Valley has purchased approximately 125 acres of land for parks, a community center, the downtown district and a public works facility with very little debt.
- Catholic Charities of Oregon, with help from Clackamas County, has constructed a 110 unit low income apartment complex that is now in full operation.
- Currently finishing the design of a 65,000 square foot community center. Included in this design are a recreation pool, gym, indoor track, community room and more.
- Presently completing the super block project in the bowl of Happy Valley, including the widening of a main street, the installation of new sidewalks, and the undergrounding of utilities to improve safety and livability for all residents and visitors.

Please see the attached resume outlining my twenty one years of public service experience. I believe my experience combined with the strong relationships I have built over the years throughout Clackamas County make me a perfect candidate for this position. I look forward to hearing from you soon so that we may discuss my qualifications in further detail.

Best regards,

Tom Ellis

Thomas L. Ellis

(503)704-9311
tjellis@earthlink.net

Strategic City Leader

Possess strong leadership, decision-making, and problem-solving skills with a demonstrated ability to meet and exceed goals. Areas of expertise include:

- Planned land use for ideal growth
 - Budget review and approval
 - Project management
 - Excellent communication skills
 - Collaborative leadership
 - Skilled negotiator and facilitator
 - High degree of professionalism and integrity
 - Sound judgment and analytical abilities
-

City of Happy Valley Government Experience

Mayor (Jan 2019 - Present)

Elected November, 2018

Reelected November, 2023

Currently serving second term as the mayor of the fastest growing city in Oregon

Current population is 28,409

City Council President (Jan 2017 – Dec 2018)

Elected City Council President by fellow Councilors

City Councilor (Oct 2011 – Dec 2016)

Appointed October, 2011

Elected to City Council, November, 2012

Reelected to City Council, November 2016

Planning Commissioner (Jan 2004 – Dec 2010)

Appointed to Planning Commission in 2004

Served as Chair in 2010

Happy Valley Budget Committee (2011 – Present)

AMR College of Emergency Services Advisory Board (2014 – Present)

Private Sector Experience

Frontier Development & Construction, Inc. (1992 – Present)

General Contractor

- Custom builder of high-end residential and kitchen and bathroom remodels

Midnight Roundup (2010 – 2015)

Owner Operator

- Country western bar owner operator

U.S. Coast Guard

- Vietnam era veteran

Education

Sandy High School Graduate

U.S. Coast Guard Operations Specialist “A” School Graduate

National League of Cities Annual Conference & Seminars (2011 – Present)

League of Oregon Cities Annual Conference & Seminars (2011 – Present)

Many other local, state, and national conferences and seminars (2011 – Present)

Honors, Achievements, and Affiliations

Ernie Platt Memorial Public Servant Award 2022

Metro Mayors Consortium (2019 – Present)

Happy Valley Business Alliance Member (2011 – Present)

North Clackamas Chamber of Commerce (2011 – Present)

References available upon request



CLACKAMAS COUNTY APPLICATION FOR COMMISSIONER SEAT #4

DATE:

Name: Gudman Jeff M
Last First MI
Address: [REDACTED] [REDACTED] [REDACTED]
and Street City State Zip
Phone #: 503-780-1524 Email: JGudman7150@msn.com

Date of Birth (mm/dd/yyyy): [REDACTED]

REQUIRED QUESTIONS

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Jeff Gudman

Applicant Signature
typed signatures will be accepted

3/24/2025

Date

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Resume
Jeff Gudman

Candidate for Selection to Serve on the Clackamas County Commission Position #4

Residence

Lake Oswego, Oregon 1976 – present
Clackamas County 1992 - present

Educational Background:

BA, Economics, Pomona College 1976
MBA, Finance and Management, Wharton School of Business, University of Pennsylvania 1979.

Business Background:

Hyster Company – Fortune 500 company - Financial Analyst – Management Reporting and Analysis – Corporate Headquarters – 1979 – 1983.

Magnetech Corporation – Start up hybrid circuit design and marketing company – Controller – 1983 – 1985

Biogas Technology/Oregon Natural Gas Development – subsidiaries of Northwest Natural Gas – Treasurer – 1985 – 1994

Private Investor, Board Member – 1994 - Present

Prior Governmental Experience:

- Lake Oswego City Council (two terms)
- Lake Oswego Budget Committee
- Lake Oswego task force for replacement of South Shore fire station
- Clackamas County Economic Development Commission
- Member Clackamas County Coordinating Committee (C4)
- Member Metro Policy Advisory Committee (MPAC)
- Member Finance and Revenue Sub-committee of the State or Oregon Universal Health Care Committee

Community Leadership:

- Past Treasurer - Legacy Emmanuel Hospital Foundation
- Past Treasurer - USA Olympic Swimming
- Past Chair and current member – Oregon Swimming
- Past Board Member – Camp Fire
- Past Chair - Northwest Pilot Project (housing for the poor and elderly in downtown Portland)
- Past Chair and current member - Financial Executives International Portland Chapter
- Treasurer – Clackamas Volunteers in Medicine – free clinic for residents of Clackamas County
- Board Member – Mary's Woods retirement community-past vice president/future Treasurer
- Treasurer – Willamette Falls Landing Heritage Area Council
- Treasurer – SAGE – Seniors About Generational Equity

Questions and Answers

- 1) Why do you wish to serve as a county commissioner?

Experience, Motivation & Time, Philosophy.

Experience – For the past 30 years I have actively been involved in my community as an elected official, volunteer, and not for profit Board Member. My two terms on the Lake Oswego City Council provided me with the understanding of the breadth of issues faced by local government and the demands of serving a community. It also provided the vehicle to work with other jurisdictions on solving regional problems.

One example of my inter-governmental participation was the development of the Stafford Triangle agreement for a way forward. After decades of legal fights, I was one of the leaders who led to the development of the five party (Metro, Clackamas County, Lake Oswego, Tualatin, West Linn) agreement that ended the intra-governmental legal battles and was approved unanimously (31 – 0) and the three-party city agreement approved (16 – 3).

Motivation & Time – I can devote full time to my responsibilities as a County Commissioner. Although I am no longer on City Council, I continue to be engaged in local, county, regional and state issues be it by participating in city meetings, watching county and C4 meetings, attending Metro meetings and watching the PERS/Oregon Investment Council meetings which oversee the pensions of the employees of the county and the state. I can quickly come up to speed on the County's pressing issues.

Clackamas County has demonstrated good management of its resources over the years. The result of those efforts is reflected in the recent report and the financial status of Oregon counties in the upcoming cycle. Clackamas County was the only Metro county not looking at a projected deficit. That is not something that happens overnight. It will be my goal to see this continue.

Philosophy

First and foremost - Lead with integrity. That is the first responsibility of any elected official, to first and foremost acknowledge facts, however uncomfortable they may be. I believe in public order as a prerequisite for politics; I believe in fiscal rectitude and transparency; I have a lack of interest in telling people what life or life style is or is not acceptable. I respect tradition as well as innovation; I am prudent in acquiescing to change too precipitously but keenly aware of the necessity of evolution of our institutions; I have a fondness for government service. I believe energetic local government to enhance the lives of the residents of the county.

A budget is a trust, not something to be low-balled to get approval and then come back later for additional funds. For me being fiscally responsible is being intellectually honest about the benefits and the costs of any particular program or proposal.

It is possible to advocate for what you believe without pitting resident against resident, and that to do so requires leaving behind the kind of rhetoric that portrays a past that wasn't, a present that isn't and a future that probably won't be.

- 2) In your opinion, what are the three most pressing issues affecting Clackamas County? What policy interventions would you advocate for to address those issues?
- i. Economic Development/Infrastructure – A first-rate quality of life is not possible not possible without strong job growth and well-paying jobs. This comes from a first-rate infrastructure that connects the community and its residents. We must create and sustain a business-friendly environment to encourage investment in the County. These include the Sunrise Corridor,

- transportation options and street maintenance and transfers. Advocacy for long-term transportation funding is a priority, focusing on projects like the I-205 Improvements Project and the Sunrise Corridor. These initiatives are essential to promote housing and job growth, improve transit connectivity between urban and rural areas, and enhance safety in communities, including those near Mt. Hood.
- ii. Homelessness – The county has made a good start in this area particularly with respect to the housing of homeless veterans. The county is working to secure additional funding for the development of the Clackamas County Recovery Campus. This facility will increase the number of beds available for substance abuse treatment and provide comprehensive, person-centered support to individuals overcoming substance use disorders. While acknowledging the challenge in total, by moving forward in a focused way, good work addressing homelessness was done and must continue. In effect, a continuum of services – both with the infrastructure and the ongoing work. Outcome oriented that measures real results.
 - iii. Labor Relations – The County, like any organization runs well when the employees are engaged and fulfilled in their jobs. The County has a history of good relationships with the unions representing County workers. It did so by making sure issues did not “pile up” for resolution during the cycle of contract renewal but rather were addressed in an ongoing, thoughtful way. Although it appears there is a more volatile atmosphere today the model of addressing issues as they occur remains the standard.

The policies for these three issues and for all county efforts must be good for the County, must be able to create jobs, must be environmentally sound and must be equitable with the goal of creating a robust economy that produces generous social support.

These issues are central to Clackamas County's strategic planning efforts, and community input is being solicited to help shape the county's future direction.

- 3) What attributes uniquely qualify you to be a Clackamas County Commissioner? What expertise, expertise and community service will you bring to the commission?

I bring a well-rounded experience in the business, government, and non-profit world. A temperament that in difficult situations can ease tensions as we work towards solutions while acknowledging trade-offs associated with each decision. I am a problem solver, consensus builder, good listener, compassionate. I understand complex financial models, know how to work effectively in a commission style of government, and I am passionate about helping my community be a better place for everyone.

Topics The Commission May Choose to Consider

- 1) Geographic Area of Residence – see resume.
- 2) Prior Elected Experience – see resume.
- 3) Prior Community Service – see resume
- 4) Plan to Run, or not, in the next election for this seat – Experience matters. I know I was a better councilor during my second term on City Council than during my first term. On the other hand, I will defer to the Board consensus as to whether a two-year term is desired or plans to run in 2026 or not. I would be pleased be of service to the Board and the residents of the county in either case.
- 5) Years of Community Service and what Type of Community Service – see resume.
- 6) Specific Expertise in Issues/Policy Areas – infrastructure financing and understanding complex financial issues impact people – see resume.



CLACKAMAS COUNTY APPLICATION FOR COMMISSIONER SEAT #4

DATE:

Name: **Manz** **Jackie** **E**
Last First MI
Address: [Redacted] [Redacted] [Redacted]
and Street City State Zip
Phone #: **5039392563** Email: **jem@manzli.com**

Date of Birth (mm/dd/yyyy): [Redacted]

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Jackie E Manz

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April 9, 2025

Date

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April 9, 2025

Dear Clackamas County Commissioners,

I am writing to express my sincere interest in being considered for appointment to the Clackamas County Commission.

Thirty-one years ago, my husband, our young children, and I arrived in Lake Oswego following an extended overseas work assignment. That decision—made sight unseen—is one we've never regretted. The natural beauty of Clackamas County, the kindness and openness of its people, and the diversity of voices and perspectives are what distinguish it from other counties.

My deep connection to—and love for—both my community and the state of Oregon are reflected in an extensive history of service at both local and statewide levels. My public service includes spearheading local school initiatives, revitalizing a neighborhood association to enhance community representation, serving as an at-large commissioner on Travel Oregon, a member of the Lake Oswego Budget Committee, and dedicating eight years to the Lake Oswego City Council. I bring a deep understanding of governance challenges, a strong record of collaborative leadership, and a passion for building communities that are safe, fiscally sound, and welcoming to all.

Clackamas County's size, topography, and unique blend of industrial, agricultural, suburban, mid-urban, and recreational areas make it truly exceptional. However, these same qualities bring significant infrastructure and safety challenges—such as the Sunrise Corridor, I-205, Highway 99, and management of freshwater, stormwater, and sewer systems. While the projects I worked on in Lake Oswego were smaller in scale than those at the county level, the management processes and policy considerations involved reinforced my core belief: diligence, presence, patience, clarity, and honesty with citizens build trust and deliver lasting results.

Clackamas County has emerged as a regional leader in addressing housing for all, as evidenced by numerous completed and ongoing projects. The Commission's collaborative work with the state and municipalities reflects our shared values and commitment to thoughtful solutions. All communities face challenges when integrating statewide housing mandates with local values, land use patterns, and community needs—but Clackamas County has demonstrated it can be done. Addressing housing insecurity requires both coordination and compassion, and I am deeply committed to that work.

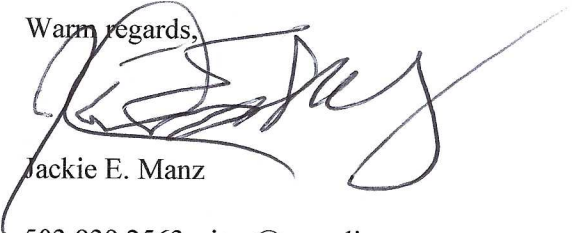
As public servants, we strive to build strong communities through thoughtful policy. In my experience, the foundation of good governance lies in public safety, jobs, housing, education, and support for those on the margins. The complexity of public safety—whether in policing or fire management—has become top of mind for citizens. To this end, I spearheaded the Lake Oswego City Council's work on Urban Forestry Management—an area I'm passionate about. Working closely with fire department leadership, the Council, and city staff, we brought urban wildfire preparedness and response to the forefront of community policy.

Finally, my ability to champion fiscal responsibility while responding to diverse community priorities stems from my experience and confidence in developing sustainable budgets. This background was shaped by my service on both the Lake Oswego Budget Committee and the Audit Committee. That

insight proved especially valuable when working on environmental policy and issues related to public waterways. As a founding committee member of the Lake Oswego-Tigard Water Partnership and Lake Oswego's representative on the Regional Water Consortium, I developed a clear understanding of what it takes to be an informed, collaborative, and solutions-focused leader—someone who listens, builds consensus, and delivers results.

Thank you for your time and consideration. Clackamas County plays a vital role in shaping the future of our region, and I would be honored to contribute my experience, dedication, enthusiasm, and pragmatic approach to governance. Now is the time for me to give back in service to the people and land I love. I welcome the opportunity to discuss how we can move forward together with the important work ahead.

Warm regards,



Jackie E. Manz

503.939.2563 • jem@manzli.com

Jackie E. Manz

• 503.939.2563 • jem@manzli.com •
LinkedIn • www.linkedin.com/in/jackiemanz

Professional Summary

Civic leader and hospitality consultant with 10 + years of experience in elected office and regional and state collaboration. 30 + years business strategy in hospitality. Two-term City Councilor with a strong record in housing, land use, recreational, and public safety policy, as well as infrastructure investment, and intergovernmental affairs. Advisor to primarily Swiss and Ecuadorian hospitality brands and tourism stakeholders, specializing in strategic planning, guest experience, and local and international market positioning.

Leadership Experience

City Councilor

City of Lake Oswego, OR | 2015 – 2023

- Elected to serve two consecutive terms representing a highly engaged community.
- Led initiatives on land use, land acquisition, affordable housing, climate policy, and transportation planning.
- Partnered with county and regional bodies to advance smart growth and infrastructure investments.
- Advocated for local economic development and supported hospitality-sector initiatives.
- Engaged with residents, business owners, and civic leaders to shape inclusive policy outcomes.
- Oversaw a biennial municipal budget exceeding \$405 million with focus on long-term sustainability.

Consulting Experience

Hospitality Consultant

Independent: Edmunds/Manz 1992 – Present

- Advise boutique hotels and restaurants, on operations, branding, and business development.
- Support hospitality brands with guest experience design and market analysis.
- Collaborate with local governments, tourism boards, and community organizations to align hospitality offerings with public goals.
- Provide strategic planning services with a focus on placemaking and destination development.

Boards & Appointments

City Councilor

- Alternate Member, Clackamas County Coordinating Committee (C4)
- Alternate member, Joint Policy Committee on Transportation (JPACT)
- Founding member Lake Oswego – Tigard Water Partnership
- Board Member Regional Water Providers
- Founded Lake Oswego Tourism Advisory Board
- Led Council on planning and completion of Lake Oswego Veterans Memorial Wall
- Liaison to Arts Council, Planning Commission, Economic Development, Adult Community Center, Southwest Employment District, Library, Youth Advisory and Historic Resources Boards
- Led Council drive to place skatepark at Rassekh Park
- Liaison, Lake Oswego Chamber of Commerce

Other State and Local Government

- Board Member, Travel Oregon
- Member Willamette Falls and Landings Area Coalition
- State of Oregon Historic Tourism Task Force
- Travel Oregon Forever task force
- Hallinan Heights Neighborhood Association reboot founder

Education

Portland State University – 1999 – 2003 B.S. with Honors

Universidad Complutense de Madrid – 1989 -1992

Core Strengths

- Local Government & Public Policy
- Hospitality Business Strategy
- Regional Collaboration & Governance
- Budget Oversight & Fiscal Management
- Economic Development & Placemaking
- Community Engagement & Facilitation

- Regulatory Navigation & Compliance
- Equity-Centered Leadership

Conferences and Training

City Council

- National League of Cities – Washington DC, Nashville, Los Angeles 2015 -2019
- Oregon League of Cities – 2015 – 2019
- Emergency Management Training - 2016
- Elected Essentials Training League of Oregon Cities – 2015 – 2022

Tourism

ITB Berlin (Internationale Tourismus-Börse Berlin)

Oregon Governor's Conference on Tourism

Pure Michigan Governor's Conference on Tourism



CLACKAMAS COUNTY APPLICATION FOR COMMISSIONER SEAT #4

DATE:

Name: Lewis Christine E
Last First MI
Address: [REDACTED] [REDACTED] [REDACTED]
and Street City State Zip
Phone #: 503-319-1986 Email: christineEL@gmail.com
Date of Birth (mm/dd/yyyy): [REDACTED]

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Christine E. Lewis

April 9, 2025

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CHRISTINE LEWIS

WEST LINN, OREGON • (503) 319-1986 • ChristineEL@gmail.com

April 9, 2025

Dear Chair Roberts, Commissioners Savas, Schrader, and West,

You know me as a passionate public servant committed to our community and the power of local government. I respectfully request your consideration for appointment to fill the vacancy on the Clackamas County Commission.

In working with each of you, we've all come to know how seriously we each take the role of representing our constituents. I'm ready to hit the ground running on day one — serving our communities through deep listening and engagement, County budget process, policy development, and advocacy within other government processes. I feel called to serve in this moment where stability and competence are needed to maintain trust in Clackamas County.

I am in my seventh year of representing the communities of District 2 on the Metro Council and recently won re-election to my seat with over 70% support in Clackamas County. In this position, I have had opportunities to advance solutions to many of the challenges faced in our community. Across the many things that divide us — geographic and jurisdictional boundaries, the urban/rural interface, and political parties — the residents of Clackamas regularly come together to address community needs.

As a Clackamas resident since 2007, I've been part of many community and neighborhood-scale efforts and governmental processes. I was appointed by the Commission to serve on the Clackamas Vector Control District Budget Committee and served as Chair for several years. I also spent several years as a community volunteer on West Linn's Historic Review Board. More recently, I have shown up for my community as a member of the Clackamas County Coordinating Committee (as well as several subcommittees), the Sunrise Corridor Community Visioning Steering Committee, the 82nd Ave Transit Project Policy and Budget Committee, the Clackamas County Childcare Coalition Infrastructure and Facilities Workgroup, the Vision43 Working Group, the Oregon City Community Enhancement Grant Committee, Clackamas County Business Alliance, Historic Willamette Main Street Revitalization Grant, the Willamette Falls Trust, The Willamette Falls and Landings Heritage Area Coalition, and Chair of the Willamette Falls Locks Authority.

I have been a leader in designing public processes that incorporate numerous voices and multiple perspectives. I'm proud of my track record at Metro, where I have shaped policies and developed funding models that center Clackamas priorities. Examples of these investments include the Housing Bond implementation, transportation funding at the JPACT table, and incorporation of local needs in the plans for the future of the Metro South Transfer Station. I have championed parks and nature investments that include Newell Creek Canyon, the Kellogg Dam removal project, and the community choice grants program's Clackamas focus area. Most

significantly, I was able to reorient the agency to join other local governments in opposition to ODOT's unfair and ill-designed tolling scheme.

Governments at all levels need to step up commitments to work together — with each other as well as across sectors — to better align with community philanthropy and the strengths of the business community in tackling local challenges. I am uniquely skilled at working across government silos and would bring my skills to bear across Clackamas, working with cities and directly with unincorporated residents to find workable solutions. I believe Clackamas County is uniquely well positioned to advocate for relative increases in state and federal investments, and I would bring a strategic and competitive eye to pursuing our fair share of investment.

Housing and homelessness have been my top priority at Metro and would remain so in service at Clackamas. With so much accomplished in the past few years and the establishment of the Recovery-Oriented System of Care, my priority will be the continued investments and stability of funds to support the recovery campus, stabilization center, recovery housing, and resource centers and staff that meet residents in their communities. The Clackamas approach that prioritizes continuity of care is the right one, and next steps must focus on scale and stability as well as adaptation of these systems to meet the needs of families as well as individuals.

Additionally, a sharp focus on affordability and infrastructure are needed across Clackamas. Priority infrastructure investments include the Sunrise Corridor, stable funding for small transit districts and increased last mile(s) service, opening the Locks, and a back-to-basics approach for roads and water that can move projects from planning to implementation within the appropriate timeframes to be competitive for funding. Priorities that respond to increasing concern around affordability include acting on the recommendations of the Child Care Coalition and support for the diverse industries across our county through workforce programs. Finally, place-based investment opportunities and focus areas paired with anti-displacement strategies can leverage different investment streams in similar geography. Willamette Falls and the Sunrise Corridor are two areas ripe for such attention, and there are certainly others.

Through it all though, we can't get anything done alone. My idea of leadership is driven by values but also pragmatic; it means using my role as a member of a dynamic group to convene and collaborate with many different voices, and I know you have seen this in my work. On-the-ground experience and volunteerism keep me connected to the communities I serve. As the mother of two preschoolers, I am acutely aware of challenges faced by families and caretakers. I bring passion and intensity to my analysis of community problems and solutions, but I also bring humor and optimism and a deep sense of teamwork. I am deeply humbled by your consideration of my candidacy and I look forward to further engagement in this process.

Sincerely,

A handwritten signature in blue ink, appearing to read "Christine Lewis". The signature is fluid and cursive, with a long horizontal stroke at the end.

Christine Lewis

CHRISTINE LEWIS

WEST LINN, OREGON • (503) 319-1986 • ChristineEL@gmail.com

WORK HISTORY

Executive Director, Portland Urban Debate League

July 2024 - Present

Oversee and coordinate all operations of the Portland Urban Debate League, the nonprofit regional affiliate of the National Association of Urban Debate Leagues. Assist local school-based teams across three school districts with logistics and manage tournaments. Manage league finances, including grant applications and fundraising, and relations with the organization's Board of Directors, as well as serve as a public point of contact. Design and evaluate programs and impact metrics.

District 2 Metro Councilor, Metro

Jan 2019 - Present

Represent roughly 240,000 residents in the southern portion of the Portland region on elected regional Council; legislative and management responsibility primarily with regard to land use and transportation planning, housing, solid waste and recycling, parks, and cultural venues.

Consultant - Organizational Development and Strategic Communications

Jun 2019 - Present

Development of strategy and deliverables for clients engaged in public health, community development, and social change work. Select projects include production of a statewide conference for coordinated care organizations in Oregon, targeted individual outreach on behalf of a membership organization, and account management of an advertising contract focused on reducing disparities in COVID-19 vaccination rates among BIPOC communities.

Legislative & Communications Director, Oregon Bureau of Labor and Industries

Jan 2018 - Jan 2019

Represented the interests of BOLI to the State Legislature and other state agencies to advance policy priorities in civil rights, wage and hour, and apprenticeship; Served on Bureau's Executive Management Team; Coordinated stakeholder engagement in rulemaking; served as spokesperson for the Labor Commissioner.

Senior Associate, City of Portland Office of Government Relations

Dec 2016 - Aug 2017

Represented the interests of the City of Portland to the State Legislature; Contributed to Council Legislative Agenda development; Advanced policy priorities including housing and transportation bills.

Policy Director, Multnomah County Commissioner Jules Bailey

Jun 2014 - Dec 2015

Advanced the policy agenda for Commissioner Bailey by working with County staff and forming coalitions; Primary point of contact on housing, homelessness, land use, labor, public health, sustainability, equity, and levee concerns.

Portland Coordinator - ACA Enrollment, SEIU OR State Council

Nov 2013 - Mar 2014

Directed Portland-based team of organizers to enroll eligible members, families, and community in health care via Cover Oregon during initial rollout; Team enrolled over 6,000 families across the state.

Deputy Legislative Director, OR House Speaker Tina Kotek

Jan 2013 - Aug 2013

Implemented bill referral process as established by the Speaker; Facilitated information flow to and from the Chief Clerk; Coordinated, recorded, and advised on appointments made by Speaker of persons to boards and commissions; Research, policy support, and special projects as assigned by the Speaker.

Political Organizer, SEIU Local 503

Jan 2011 - Jan 2012

Developed programs for SEIU members to engage in politics; Supported Fight for Fair Economy campaign goals; Implemented recruitment strategies to turn out 400 members to lobby days and 3,700 to a capitol rally; Planned SEIU candidate forums; Oversaw endorsement process.

Inland Organizer, Our Ocean: Pew Environment Group

Dec 2008 - Aug 2009

Organized inland communities to coordinate with the conservation community, NGOs, and state agencies to identify, map, and protect ecologically significant nearshore areas based on scientific criteria for establishing marine reserves.

Nuclear Reactor Operator, Reed College Research Reactor

2006 - 2007

Performed the license duties of a reactor operator under NRC regulations; Maintained safety, security, procedural and logging standards.

Various Professional Positions on Political Campaigns

2007-2016

A number of roles ranging from volunteer coordinator to campaign manager to executive director, spanning state and local ballot measures as well as candidates, including:

- Campaign Manager, Yes for Affordable Homes (2016)
- Executive Director, Future PAC (2013)
- Deputy Director, Senate Democratic Leadership Fund (2012)
- Campaign Manager, Peter Courtney for State Senate (2009-2010)
- Clackamas County Field Organizer, Yes on 49, (2007)

COMMUNITY INVOLVEMENT

Current Roles

- Board Member, Institute of Portland Metropolitan Studies at Portland State University
- Chair, Willamette Falls Locks Authority
- Board Member, Clackamas County Business Alliance
- Member, Portland Opera Board of Directors
- Member, Junior League of Portland
- Ex-Officio Board Member, Oregon Zoo Foundation
- Ex-Officio Board Member, Willamette Falls Trust
- Board Member, Families for Climate
- Board Member, Willamette Falls and Landings Heritage Area Coalition

Previous Roles

- Member, Reed College Board of Trustees
- Western Coordinator, Young Elected Officials Network
- Commissioner, Willamette Falls Locks Commission
- Board Member, Oregon League of Conservation Voters
- Chair, Alumni Fundraising for Reed Steering Committee
- Board Member, Pudding River Watershed Council
- Board Member and Chair, Vector Control District Budget Committee
- Board Member and Chair, West Linn Historic Review Board
- Volunteer, Minds Matter Portland

EDUCATION

University of Pennsylvania School of Social Policy and Practice (Philadelphia, PA)

Master of Sciences: Nonprofit Leadership

2023

- Awarded 2023 Leadership Practicum Prize
- Certificate in Social Impact Strategy, 2018

Reed College (Portland, OR)

B.A. Anthropology

2007



CLACKAMAS COUNTY
APPLICATION FOR COMMISSIONER SEAT #4

DATE:

Name: Helm Diana L
Last First MI

Address: [REDACTED]
and Street City State Zip

Phone #: 503-522-6305 Email: diana92960@aol.com

Date of Birth (mm/dd/yyyy): [REDACTED]

REQUIRED QUESTIONS

1. Are you a citizen of the United States? Yes ☒ No ☐
2. Are you at least eighteen (18) years old or will be at time of appointment? Yes ☒ No ☐
3. Have you been a resident of Clackamas County for a minimum of 12 months prior to the November 4, 2024 General Election? Yes ☒ No ☐
4. Are you registered to vote in Clackamas County? Yes ☒ No ☐

☒ I understand that this role is a full-time commitment, including weekdays, evenings, weekends and holidays.

☒ I understand that the Board is requesting a background check in order to be appointed, which may include national or state fingerprint records check. I will comply with this requirement.

My signature affirms that I release from liability any employer, person, or employee supplying reference information regarding my previous employment. I also release Clackamas County from all liability which may result from making any investigation of information provided in the application materials. All information on this application is true to the best of my knowledge. I understand that falsification or misrepresentation may result in disqualification from employment consideration.

Diana Helm

Applicant Signature
typed signatures will be accepted

3/19/25

Date

EQUAL EMPLOYMENT OPPORTUNITY

Clackamas County is an Equal Opportunity Employer. All qualified persons will be considered without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, political affiliation, disability or any other factor unrelated to the essential functions of the job. If you wish to identify yourself as a qualified person with a disability under the Americans with Disabilities Act and would like to request an accommodation, please address the request to the

Diana Helm

• 503.522.6305 • diana92960@aol.com

MARCH 27, 2025

Clackamas County Board of Commissioners

Dear Chair Roberts and Commissioners,

I'm excited to apply for the open seat on the Clackamas County Board of Commissioners. With years of business and leadership experience, I've immersed myself in all things Clackamas County and believe my knowledge, experience and skill set would be an asset to the board. In addition, I enjoy problem solving, designing and implementing policy and engaging the public in a positive approach to governing. My strong communication skills, along with my experience in infrastructure, economic development, land use and community involvement, would make me a great fit for Position 4. **If appointed, the top three pressing issues that I'd be advocating for out of the gate include: Housing Insecurity and Homelessness, Jobs and Industrial Land and Transportation.** I would also add a fourth issue, which is inflation that exceeds our ability to continue to provide existing levels of service. These are everyday conversations I have in my own community with folks who raise their concerns with me, as a former elected official.

Priority: Housing Insecurity and Homelessness

At this stage in my life, I'm particularly drawn to the health and human services aspect of the County and how it cares for our most vulnerable amongst us. It's well known that Oregon leads the nation in homelessness. This is not a statistic our state should be proud of and one that Clackamas County seems to be excelling at addressing, but there's room for growth. According to research, these issues are a result of two converging crisis'. The first is an inadequate housing supply, coupled with rising rents, that puts Oregon children and families at risk of homelessness. The second crisis is Oregon's smaller chronically homeless population, most of whom face persistent barriers to housing and require ongoing, intensive social services and specialized housing.

If appointed, I would become an enthusiastic advocate for educating the public on the need for more private, public, nonprofit, philanthropic partnerships that support projects like those currently underway in Clackamas County, such as the Stabilization Center, Recovery Center and Caring Place. In addition, I'd advocate for policies at all levels of government to help us address the growing housing and food insecurities. I am well versed in local, regional and state policies. This knowledge would allow me to hit the ground running, as the time to act is now.

Priority: Jobs and Industrial Land/Economic Growth

Industrial land is scarce, and Metro needs to revisit the jobs land inventory. Currently, I am serving on the Westside Economic Alliance Industrial Land Capacity Workgroup. Our charge is to analyze and make recommendations to Metro to ensure these changes happen. Encouraging and fostering those who wish to open or expand their business in Clackamas County will create jobs. Supporting businesses of all sizes throughout the county is a top priority; let's eliminate as many roadblocks as possible for these businesses --and employees -- to thrive.

As a longtime advocate for economic development, I am unabashed when it comes to sharing my opinion. For example, when I served on the Pleasant Valley/North Carver Comp Plan Advisory Committee I was a strong advocate for preserving employment land. Unfortunately, I became a vocal minority and lost my case. If appointed to serve on the BCC, I would continue to be an advocate for preserving and expanding employment land. With that said, I understand the need to balance our growing economy with the need for more affordable housing and preservation of natural spaces.

Priority: Transportation

If there's one thing I hear most from my community, it is roads, roads, roads. The Sunrise Corridor Visioning Project addresses many of the concerns by both residents and businesses trying to navigate Hwy 212 and various other local roads. Seeing this project through to completion and acquiring the funding needed to ensure it gets built is paramount. The negative effect of traffic congestion is felt both physically and financially. And let's take care of our *existing* roads to ensure safety, functionality and efficiency.

I've worked extensively on the Sunrise Corridor Project and would like to see it come to fruition. With federal funding now in jeopardy, we must fight for every dollar at both the state and federal level to ensure our roads are improved and maintained.

I've served as a volunteer on many boards, commissions and committees throughout the county. I take these appointments seriously and my attendance is exceptional. Over the next two years, I would bring dedication and dogged determination to the Board to ensure goals are met and projects are completed. I would also keep an open mind to running in the future, if that is what the community desired.

I look forward to answering more questions in person, I have strong opinions but also know the art of diplomacy in achieving the outcomes we desire.

Sincerely and cordially,
Diana Helm

Diana Helm

Damascus, OR | 503.522.6305 | diana92960@aol.com

Objective

To leverage my experience as a small business owner, elected official, community advocate, and volunteer to assist the Board of County Commissioners in creating and implementing policies that improve the quality of life for all those living in Clackamas County.

Business Experience

Terra Casa, LLC 2006-2024

- Conceived and built a business from the ground up, which grew to nearly \$3m in sales and employed an average of 15 people.
- Oversaw daily operations, including purchasing, sales, budgeting, marketing, inventory control, merchandising, receiving, forklift operator, and community engagement
- Directed special events and maintained strong customer and vendor relationships

DHelm, LLC 2016 - Current

- Manage a portfolio of commercial and residential properties, handling leasing, contracts and site management.
- Communicate with corporate owners and individual tenants while ensuring compliance with land use laws and housing regulations.

Elected and Appointed Positions

- Mayor, City of Damascus
- Damascus City Council member & President
- Vice Chair -- North Clackamas Chamber of Commerce Public Policy Team
- Sunrise Corridor Steering Committee
- Land Capacity Workgroup (with Westside Economic Alliance)
- Chair – Water Environment Services Advisory Committee
- Board Member (elected) – Sunrise Water Authority
- Board Member – North Clackamas Chamber of Commerce
- Member – Happy Valley/North Carver Comp Plan Advisory Committee

Volunteer Positions

- Cabinet Co-Chair -- Homeless Solutions Coalition of Clackamas County
- Doernbecher Children's Hospital/Women for Children Chapter President

Linn-Benton Community College

Major: Business Minor: Music

Skills & abilities

Leadership & Strategic Planning
Problem Solving & Decision-Making
Communication & Public Relations

Business & Property Management
Community Advocacy & Policy Development