

From: [City of Wilsonville Oregon](#)
To: [City Recorder](#)
Subject: Form submission from: City Council Appointment Application Form
Date: Friday, October 10, 2025 1:53:36 PM

Submitted on Friday, October 10, 2025 - 1:53pm

Submitted values are:

First Name: Nicole
Middle Name:
Last Name: Hendrix
Home Address: 6623 SW Stratford Ct
City: Wilsonville
State: Oregon
Zip Code: 97070
Is this address within the City? Yes
I have lived in Wilsonville since: 2017
Home Telephone No. 5033105703
Work Telephone No.
Cell/Mobile Telephone No.
E-Mail Address: nicolehendrix@comcast.net
Are you a registered Voter in the State of Oregon? Yes
Present Occupation: Interim Communications Manager, City of Tigard
Please list five (5) Wilsonville residents who support you for this appointment, along with their contact information and their relationship to you.
Katie Eicher, Wilsonville Community Sharing Board, katie@wilsonvillediamond.com
Jennifer Willard, Wilsonville Planning Commission, willardjenniferlee@gmail.com
Leslie Zook, Neighbor, leslie.g81@gmail.com
Will Traylor, Coworker that lives in Wilsonville, wtraylor@me.com
Tiffany Bolstad-Cox, Wilsonville Community Sharing Board, tiffanybolstadcox@gmail.com
What in your background, (educational, professional, volunteer) do you feel is most relevant to a City Council position?
My experience as a community volunteer, work in public service, and education in science and public policy collectively have prepared me to contribute successfully to the Wilsonville City Council.

Professionally, I serve as the Assistant to the City Manager and Interim Communications Manager for the City of Tigard, which provides a strong foundation and understanding of municipal operations, public policy, and community engagement. In this role, I've led council onboarding, developed legislative agendas, responsible for policy implementation, and coordinated communications to build trust with residents. Working directly with community members to help inform policy and operations is my favorite part. My motivation for choosing a career in public service comes from a deep care for building systems that support people, ensuring everyone can live happy and healthy lives.

My work experience has also prepared me for the workload and commitment of a councilor. I understand the commitment goes beyond participating in a City Council meeting, and to be truly successful, it takes a deeper commitment by participating as a liaison on boards and committees, being present in the community by attending events and supporting organizations,

making informed decisions by reviewing meeting materials and doing research, listening to community and having that inform the decisions that come before council. All these efforts combined can easily be a full time job- and I'm ready to give it my all.

I currently volunteer as Chair of the Planning Commission, and prior to that on the Development Review Board, where I get to work with an amazing group of Wilsonville residents to help inform land use decisions. This experience has taught me how to balance goals and consider decisions that have long-lasting impacts to community. I'm energized by the commitment and interest of my fellow volunteers and those who take the time to come give public testimony. Although I take our work and my responsibility seriously, I also believe it's important to be authentic and not take yourself too seriously. As Chair, my goal has been to keep the meeting approachable so that people feel comfortable to speak their minds. Ultimately, the best way to make informed decisions is by ensuring people are heard and respected, whether we agree or not.

Since 2021 I have also served as a board member for Wilsonville Community Sharing, our local food bank. Through this opportunity, I've learned how to prioritize what's most important with limited resources. I've also seen firsthand how truly amazing our community is- from donation drives at the schools, support from businesses, and organized drives in neighborhoods- our community shows up and supports each other- and that, is the Wilsonville Way.

Ultimately, my passion lies in public service. As odd as it may sound, I love reviewing meeting packets and learning how things work. I'm energized by being curious about others and talking collaboratively through possibilities to find solutions. I thrive when building community, supporting others, and helping local government deliver outcomes that improve quality of life. It would be an honor to combine my passion and experience to help provide stability to our community in completing the remainder of Councilor Dunwell's term. Please describe the ways in which you would best serve the citizens of Wilsonville through public service on the City Council?

I believe I am uniquely positioned to successfully serve the Wilsonville community in this one-year appointment because my volunteer and professional expertise, paired with my enthusiasm and curiosity, allows me to dive right in and focus on the work the needs to get done. In my professional experience helping onboard city councilors, I've observed it often takes a year, or more, to get grounded given the expansive nature of the work, the level of commitment, understanding of government laws, charter, policy, terminology/processes, etc. I'm positioned well to maintain stability and continuity for the community where others may have to navigate an adjustment period that could last for the entire length of this term.

I would best serve the community by listening with curiosity and empathy, using data and facts to make informed decisions, ensuring community voices are reflected in city policies, and staying focused on accomplishing our goals. I'm ready to get work done and open to different perspectives and ways to make that happen. I believe an engaged and informed community is essential to a thriving city, and I want to help create a space where we can navigate complex topics with openness, respect, and trust recognizing that we are better when we bring our authentic selves and different perspectives to the table.

Through my experience in government affairs I engage with legislators, advocate for community priorities, and navigate complex policy and funding issues. I've also built regional partnerships and relationships with companies such as CFM Advocates which could serve as

valuable connections for Wilsonville in accessing external resources and advocacy networks.

I believe my journey as a resident in Wilsonville, first as a renter and then a homeowner, also represents those young individuals and families who want to make Wilsonville a forever home. I also believe affordability of housing is a major concern and we need to do all we can to make that less of a barrier. I would love to bring representation to the Council for the northeast side of Wilsonville, I reside just across the Frog Pond development, in the Landover neighborhood.

I hope that my enthusiasm for this work and conversations with community encourages more people to be involved and engage with Council. I want to share what I've learned as a Councilor to help more people feel ready to take that next step, whether that's joining a board or running for office. Wilsonville has so many amazing people, and we're stronger when more voices are represented. My experience as the Recruitment & Selection Chair for the NW Women's Leadership Academy, which supports women working toward executive leadership roles in local government, has deepened my commitment and understanding of how to building pathways for inclusive leadership that I can bring in my role as a Wilsonville City Councilor.

What do you consider most important for Council to accomplish in the next two years, and how would you go about making those priorities happen?

Given that this appointment is for one year and we are approaching the second year of the council's 2025-27 goals, my focus would be on four key areas all of which augment existing priorities.

1. Ensure we finish the work committed to in the council goals. I would move the goals forward by making sure policy decisions before the council align with the objectives of the goals, factoring in how decisions we make can move us closer to achieving our goals. I believe education around the goals themselves could help build more champions for the work being done and that by prioritizing communications and engagement we can making informed decisions and achieve our goals.
2. Maintain stability and progress as we transition and grow. It's important that through City Council transition and key leadership position changes that we keep the work moving forward. Having continuity and ensuring we follow-through on the goals we set out to do keeps us efficient and spending taxpayer dollars wisely. I would go about this by ensuring we have a successful City Manager recruitment process. I think having a person who can hit the ground running to fill this 1-year council term also accomplishes that goal.
3. Have effective communication and continue building connection to community. One of the most critical things we can do as councilors is to have effective communication and build relationships in our community. Clear communication is vital to holding public trust and in building consensus to successfully reach our goals. This can be done by being present and available at events, easy to reach and available to community members with questions or wanting to share thoughts, and being factual and concise about projects as many people don't have time to review system or master plans to know what is going on, the more we can make information quick and easy to access, the better! I also think being curious can lead to building relationships and good dialogue by being interested in other perspectives.
4. Responsible fiscal stewardship and attention to economic development – With experience in budget development, I would help ensure the city explores sustainable budgeting and funding solutions. The legislative session is a key opportunity to work closely with our representatives to advocate for projects that need funding. We also need to monitor and coordinate with other cities to push back on unfunded state mandates. I also want to focus on ways to support local

businesses, because losing businesses impacts community morale, vibrancy, and stability. I would want to hear from our business community and tourism committee to understand what they need to thrive in Wilsonville.

Explain what you believe makes Wilsonville special or unique in a positive way, and how you would propose to preserve, protect, and enhance those qualities.

Wilsonville is incredibly special because we have been able to balance so much growth in a short amount of time while maintaining a strong quality of life and identity. Few communities can boast the same combination of high-quality of life while remaining one of Oregon's fastest-growing cities.

There are many attributes that make our quality of life special. To name a few:

- Our award-winning parks and water features allow us to enjoy movement and connection to people and the natural environment. They also help us honor our veterans through places like the Korean War Memorial.
- We have a transportation system that our community members rank highly on the National Community Survey, outperforming benchmarks across the U.S. This transit system is one part in working toward solving one of the top identified issues from community, which is traffic.
- Our thoughtful planning and development has allowed Wilsonville to build a strong sense of community identity. This can be seen through neighborhood parks and plazas that are home to the farmers market, special events, and activities that bring us together.

I could go on about our water quality and systems, schools, businesses, but most importantly, what makes us unique are the people who live, work, and play here- we share commonalities in wanting to be able to support our families without financial stress, good health, and desire for authentic connection. These shared values have and will continue to help guide city leaders in creating this special place we call home.

It feels like a dream to be able to wake up and see a hot air balloon at sunrise from my backyard, grab a delicious pastry and coffee with family and friends at Lux Sucre, watch the Wilsonville Walkers go by, attend the Farmers Market, and go to a concert at Town Center Park all in one day without even having to leave the city. It's incredibly special and I appreciate that our location and thoughtful planning help make that a reality.

My goal as a councilor would be to help safeguard these attributes that makes Wilsonville special, while planning thoughtfully for our future. To preserve these qualities, the city must continue prioritizing fiscal stability and sustainable growth, while also exploring innovative funding solutions to keep us moving forward. We also need to create accessible and clear communication, listen, and balance the needs of the community when it comes to the work being done.

Thank you for taking the time to read my application and get to know a little more about my love for Wilsonville and enthusiasm for public service. Thank you also for your service to the community, for representing us well, and helping make Wilsonville an incredible place to call home.

*Sorry to end on a logistical note but I didn't have anywhere else to include- I will be out of state in a different time zone from October 24 through November 4. The current council appointment timeline lists November 3rd as a potential discussion date. It would be an honor to get that far in the process and if I did, I want to let you know that I wouldn't be able to attend that meeting and ask for your consideration in hosting the discussion on a different

meeting date.

Resume Upload (optional):

Other Supporting Document (optional):

Electronic signature agreement. By selecting the "I Accept" button, you are signing this agreement electronically. You agree your electronic signature is the legal equivalent of your manual signature on this Agreement. By selecting "I Accept" you consent to be legally bound by this Agreement's terms and conditions. You further agree that your use of a key pad, mouse or other device to select an item, button, icon or similar act/action, or in accessing or making any transaction regarding any agreement, acknowledgement, consent terms, disclosures or conditions constitutes your signature (hereafter referred to as "E-Signature"), acceptance and agreement as if actually signed by you in writing. You also agree that no certification authority or other third party verification is necessary to validate your E-Signature and that the lack of such certification or third party verification will not in any way affect the enforceability of your E-Signature. You also represent that you are authorized to enter into this Agreement for all persons who own or are authorized to access any of your accounts and that such persons will be bound by the terms of this Agreement.

Signature: Nicole Hendrix

I Accept: Yes

Date Signed: Fri, 10/10/2025 - 1:41pm

The results of this submission may be viewed at:

<https://www.wilsonvilleoregon.gov/node/130393/submission/67036>

Mayor's Supplemental Questions – Nicole Hendrix

1. Describe your past involvement with the City of Wilsonville or other community organizations. Please include any service on City boards or commissions, task forces, nonprofit boards, or other civic leadership roles. Describe in detail how this experience has prepared you for service on City Council.

As the current Chair of the Planning Commission, I've learned how to balance goals and consider decisions that have long-lasting impact on our community. I'm energized by the commitment and interest of my fellow volunteers on the commission and those who take the time to come give public testimony.

As Chair, my goal has been to keep the meeting approachable so that people feel comfortable speaking their minds. Although I take our work and my responsibility on the Planning Commission seriously, I also believe it's important to be authentic and not take myself too seriously. Ultimately, the best way to make informed decisions is by ensuring people are heard and respected, which is easier to accomplish when people are comfortable.

Prior to Planning Commission I served on the Development Review Board making decisions on design review applications. Navigating this process helped me realize that many community members who want to testify against items that come before the DRB don't realize our decision is solely based on clear and objective standards, leaving participants frustrated and feeling like they aren't being heard. That experience has made me wonder if there are more efficient and less frustrating ways for the public that process can be handled.

Since 2021 I have served as a board member for Wilsonville Community Sharing. Through this opportunity, I've learned how to prioritize what's most important with limited resources. I've also seen firsthand how truly amazing our community is- from donation drives at the schools, support from businesses, and organized drives in neighborhoods- our community shows up and supports each other.

I've also attended programs at the Library like the Space Talks, volunteered at Wilsonville WERK days, and been to events like Music in the Park, Farmers Markets, and Arts Festival. I love participating in the programming that Wilsonville has to offer and getting to meet more people in the community.

2. Have you ever previously applied for appointment to, or run for, elected office in Wilsonville? If so, please describe the position, the year, and what you learned from that experience.

This is my first time applying for or running for office in Wilsonville.

In talking with community members, developing my application and these supplemental questions, and preparing for my meeting with the Mayor, this process has only reinforced my excitement and commitment to serving the community. One thing I will take away from this experience is to not be shy about pursuing what interests you and the importance of speaking your mind.

3. Serving on City Council involves a significant time commitment and responsibility.

Please explain how you plan to manage the workload, your willingness to serve through the remainder of this term, and whether you intend to run for the position in the November 2026 election.

I'm aware that this commitment can easily be a full-time job. Serving as Councilor would be my number one priority and I have the support of my family to do so. I have flexible work hours that allow me to meet weekday commitments. I will be available on weekends to attend events, manage correspondence, and meetings.

As mentioned in my application, I'm passionate about building a pipeline of civic leaders in Wilsonville and I believe this experience would allow me to help others pursue this longer term. At this point in time, I do not intend to run for the position in November of 2026. I recognize that one of the evaluation considerations mentions having intent to run for the position, I'm not completely opposed to the idea however that it is not my motivation for applying for this appointment. My focus is on stability for the community, and I think my experience uniquely qualifies me to support in this way.

4. The City Council adopted its 2025-27 Council Goals earlier this year. Please discuss your understanding of the Goals, your understanding of the role the Goals play in the Council's work, and any particular priorities you have toward accomplishing the Council goals.

I'm very familiar with the 2025-27 goals on financial health, public safety, parks, and communications/engagement.

As Council, our role is to focus on policy and set the goals, priorities, and provide direction. We must make decisions that align with the goals, ask questions that we hear from community, and work collaboratively with one another and staff to get it done.

My priorities are focused on communications and engagement and financial health. In my current role as Interim Communications Manager and experience working on successful bond measures, we need a reset on communications around the Town Center Plan and I would love to be more part of that process. I also have participated in several local government budget cycles, from development to decision making, and have seen strategies for cost savings and efficiencies to put less strain on the General Fund, so I'm excited to bring that experience for the upcoming fiscal year.

This appointed term will end before the next goal setting process but I'm also aware of how the council goal setting process works and have worked with SSW consulting. I've also completed the SDI assessment- which if you have completed and are curious- I'm a red-green and my top strengths are analytical, sociable, and adaptable. I would love to hear where you landed in your motivations and strengths too!

5. What motivates you to seek this appointment at this particular time? How do you see your role in advancing the City's adopted goals?

My primary motivation for seeking this appointment is because I love this community, I enjoy public service, and I believe my volunteer and professional experience uniquely positions me to provide stability to the community. Where other candidates may have to navigate a long adjustment/onboarding period that could last the entire length of this term, I could hit the ground running and dive right in to keep things moving. I think stability is extremely important at these points of transition to keep public trust and be efficient with taxpayer dollars. I want to give back to the community and feel that this is a great opportunity to do so.

6. How do you approach forming positions on complex policy issues? Describe how you balance your own views with input from staff, community members, and fellow Councilors.

For forming positions on complex policy issues I do my own research, I'm curious and ask questions, listen to what people are saying, and identify what decisions will help move forward the identified goals while balancing the needs of the community. I personally like to make lists of what information I'm hearing and learning by the audience type (i.e. staff, community, council, my own views, etc.) and find areas of common ground or avoid items that are outliers.

It's also very important to be intentional about how discussions around complex topics are approached. Facilitation and setting up the discussion for clear dialogue is critical. Equally important is not rushing through decisions if you feel you don't have all the information or facts needed to come to a decision.

7. Share an example of a time when you had to support a policy decision you did not personally agree with. How did you handle it?

There have been a handful of times where I've had to present an idea that was not a decision I agreed with. In these situations, I start by communicating my position and rationale so that the decision maker has the information and my perspective to inform their decision.

If the concept moves forward that doesn't align with my opinion, then I seek to understand why. If I can understand where someone is coming from, that helps me process and work with the concept, even if I don't agree with it.

I also approach it from a mindset that it's OK to try something, even if it doesn't align with how I think it should be, and it doesn't mean it will always be that way. Things change over time and we are adaptable so if certain decisions aren't working, we try something else.

8. Wilsonville is home to residents from diverse neighborhoods, backgrounds, ages, and experiences. A core value of our community is fostering a sense of belonging—making sure everyone feels valued, welcomed, and heard.

a. Describe what “belonging” means to you in the context of Wilsonville. Share any relevant personal or professional experiences that have shaped your perspective on building an inclusive community.

Belonging is feeling and knowing you are accepted by the people around you for exactly who you are. Professionally, I have served on an Equity Advisory Committee where I hosted events for Women's History Month and developed proclamations for various heritage months. I am currently implementing an equitable engagement strategy that has shown me how important building relationships are in the journey to building connections with underserved communities. I have organized and volunteered at events like Juneteenth and Pride celebrations that show me how important it is to have a place for people in the community to feel supported and celebrated.

b. How will you support and foster the City's Diversity, Equity, and Inclusion programming if appointed to Council?

I would support and foster DEI programming first by modeling behavior and creating a space where everyone feels they belong. With policy decisions that come before council I would use an equity lens to factor in who is being impacted, are the involved in the decision, and how to mitigate or avoid negative impacts to underserved communities. I would support our city DEI committee through

attending events like the DEI listening sessions and considering any recommendations that may come to Council.

c. How will you support and foster Arts, Culture, and Heritage Commission initiatives, if appointed to Council?

Incorporating art and culture into the work we do is important for helping to build a place where people belong. I have attended wonderful programming by the Wilsonville Arts and Culture Council in the past and showing up at arts and cultural events is a great opportunity to meet people from different backgrounds and learn about other cultures. Supporting our Library and organizations that promote this work is another way to foster support of the arts. I personally have organized community art projects, partnering with businesses to have the community create murals for the business.

9. In your view, what role should City Council play in ensuring that all voices are included and considered in decision-making?

I believe one of Council's most important responsibilities is to ensure that community opinions are factored into decision making. The Council represents community voice and so it's important to communicate what you are hearing and determine how those opinions factors into policy decisions.

It's also important to consider that many people do not have the time or ability to participate. We have to ask who isn't at the table and how are we ensuring that we have representation. Finding ways to meet people where they are and having key points to share of potential impacts to them can help with participation.

10. Briefly describe your familiarity Oregon's government ethics laws, including financial disclosure requirements.

I'm very familiar with Oregon government ethic laws as that's a crucial part of my profession. I've read and referenced, taken training on, and follow Public Meetings Law, Public Records Law, Ethics and Conflicts of Interests, and familiar with City Charters and ground rules. I file Statements of Economic Interest forms each year as a Planning Commissioner and know the rules around financial disclosures. I'm extremely mindful of serial communications and other rules that people tend to forget. If I'm not sure of something I will reference materials or check with an attorney before taking action.

11. How would you handle a situation where your personal views differ from adopted Council goals or legal obligations?

It's important to communicate what your views are so others know where you are coming from and this allows for opportunity to find common ground. That being said, much of that discussion should occur during the development of the council goals so that once they are adopted, the entire council is supportive of the goals. It's important to have a united council on goals so that the city can focus on implementing rather than pivoting because there isn't clear policy direction. That can lead to frustration, ineffective government, and concerned and confused constituents.

If I were in a situation where my views differed from Council Goals, especially coming in halfway through adopted goal implementation, I would focus on areas of the adopted goals that I do align with, rather than trying to stop the work of goals I don't support. I would recognize that there would be future opportunities to develop goals and ensure my contributions help move the work forward, not back.

For any differing views on legal obligations, I would follow any legal obligations to not be exposed to any liability and to do the right thing.

12. You may use this space to provide any other information you would like the Mayor to consider.

Thank you so much for taking the time to read my responses and my application. I'm looking forward to talking more!

I included on my application and will mention here as well: I will be out of state in a different time zone from October 24 through November 4. The current council appointment timeline lists November 3rd as a potential date to invite candidates to the meeting. It would be an honor to get that far in the process and if I did, I want to let you know that I wouldn't be able to attend that meeting and ask for your consideration in hosting the discussion on a different meeting date.

Declaration and Signature

I declare under penalty of perjury under the laws of the State of Oregon that the information I have provided in this questionnaire is true and correct to the best of my knowledge.

Signature: *Nicole Hendrix*

Date: 10/12/25

1. What criteria would you use in your decision-making process as a member of the City Council?

My decision-making criteria would prioritize what impact it has on our community, who this is impacting specifically, and what they think. It is our responsibility to bring community voices to the table so those perspectives should be the key factor in decision-making. Having said that, often people will not have the same opinion on what we should do, so using the additional criteria below would help with decision making.

I would consider how the decision impacts the budget, whether it's a sustainable financial decision and what impact it has on the general fund.

I would consider the risks involved and whether the benefits outweigh the potential costs. This includes considering legal implications, environmental impacts, in addition to the financial component I mentioned above.

Additionally, I would review how the decision advances the commitments made by Council. Are we following through on what we said we were going to do, and if not, what is the justification.

2. Given the City Manager's comments in the FY2025-2026 Budget introductions, how would you work to make the general fund more resilient?

I would seek to understand current budgeting practices and suggest if there are certain approaches, such as zero-based budgeting, that can be used to ensure careful consideration as to what is budgeted.

I would find alternative ways to fund departments that are currently supported by the general fund to ease reliance on the general fund. For example, looking for existing grants or different city funds to pay for capital projects so that those large costs don't strain the general fund.

To make a fund more resilient, it's important to explore creative revenue sources and partnerships to keep up with increasing costs. By diversifying revenue sources, we are less reliant on the one fund that is dependent on property tax. Increasing fees or adding additional tax should be the absolute last resort. We also we need to find solutions to the implications of Measure 50 setting a path almost 30 years ago for cities not to be able to keep up with increasing costs, forcing cuts or reliance on additional local fees or bonds and levies.

If we are unable to find solutions, then we must have conversations around current service levels not being sustainable.

3. The city will receive \$6.45 million lease payment in FY2027. If you could spend that money on anything, what would it be and why?

First, I would want to consult community and have listening sessions on how they believe the funds should be spent. I would also reference past information and data on where the community believes we need to improve, such as traffic congestion or housing affordability.

Ideally, I would prioritize spending on something that can't be funded through other means or on something where we can leverage these funds for matching opportunities at the state or federal level. I want to use the funding on something less programmatic in nature to limit the potential of long-term costs that would continue after spending the funds.

If I had to name something specific, the I-5 Boone Bridge auxiliary lane project would be something to explore. I would prefer to see the funding go to a visible impact that many people can experience and that project would help to address traffic concerns in the community.