

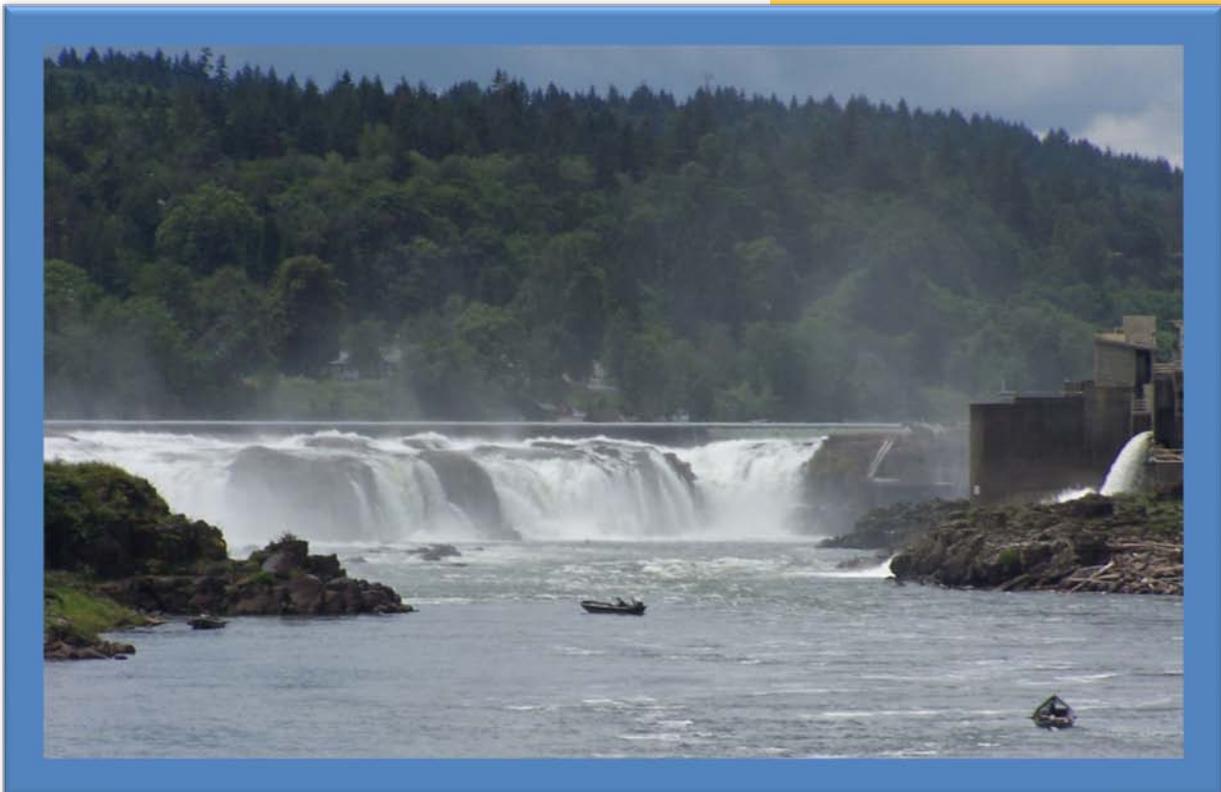


2012

## Nomination for Professional Manager of the Year - Transportation

**Nancy J.T. Kraushaar, P.E.**  
City Engineer and  
Public Works Director  
City of Oregon City, Oregon

Submitted February 29, 2012



## Nomination for Professional Manager of the Year - Transportation

I am honored to offer this endorsement for Nancy Kraushaar in full support of her nomination for recognition as the American Public Works Association's Professional Manager of the Year in the Transportation category. Nancy serves as the City Engineer and Public Works Director for the City of Oregon City, Oregon, where she oversees a staff of 43 with an annual operating budget of \$29 million including an overall responsibility for the Capital Construction Funds, which regularly exceeds \$10 million. She is viewed as a leader, mentor, and expert within the workplace as well as the greater community; it is a pleasure to provide this brief overview of her career accomplishments to summarize her worthiness for this award. - David W. Frasher, City Manager



### PROFESSIONAL BACKGROUND

Nancy Kraushaar's career began following her graduation from the University of Colorado with a degree in civil engineering. She worked as an engineer in the private sector in both Colorado and Oregon for fifteen years before joining the City of Oregon City in 1996. In 2000, Nancy was promoted to the highest position in the Public Works Department, the City Engineer and Public Works Director.

In her capacity as the City Engineer and Public Works Director, Nancy has made major contributions to the organization and to the overall health, safety, and welfare of the community. She is currently responsible for providing services in the following areas:

- System Development Charge (SDC) and utility rate setting and administration
- Land development and building permit review to determine infrastructure needs and compliance with design and construction standards
- Establishing survey, design, and construction standards for public infrastructure
- Promotion and implementation of alternative transportation mode strategies to obtain "complete streets" (Bike-Ped-Transit)
- Transportation, stormwater, water, and wastewater infrastructure planning
- Design, construction management and long-term operations and maintenance for transportation, stormwater, water and wastewater infrastructure
- Information systems management including maps and Geographic Information Systems (GIS) and infrastructure asset management records and databases to manage four municipal utilities
- Code development and technical services for compliance with state and federal water quality regulations
- Compliance with FHWA and MUTCD regulations for local agencies

*"Ms. Kraushaar is a top-flight professional Public Works Manager. Having worked with many excellent Public Works officials, believe me when I say she is the best Public Works Manager that I had the pleasure to work with."*

Larry Patterson, Interim City Manager,  
City of Ashland, Oregon

Nancy is licensed and registered as a Professional Engineer in the states of Oregon and Colorado.

# Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

## Continuing Education

Working in the public works sector, Nancy enhances her education with on-the-job experience that enables her to respond to crises quickly and efficiently. Nancy also keeps up on new trends through a variety of professional development opportunities, supporting and applying new ideas in her areas of influence. Nancy is a collaborative problem solver who solicits input from project stakeholders, private businesses, citizens and staff to learn how to best approach challenges. Whenever possible, Nancy attends APWA and American Water Works Association conferences. Nancy also participates in Oregon's Association of Clean Water Agencies.

## Memberships

American Public Works Association of Oregon (APWA Oregon Chapter)  
American Water Works Association (AWWA Pacific Northwest Section)  
Oregon Association of Clean Water Agencies (ACWA)  
Water Environment Federation

## Personal Interests

Nancy works hard to balance work, family and play and thoroughly enjoys all aspects of her life. Despite her relentless commitment to work, on any given week Nancy may be attending an Oregon Ballet Theatre performance, biking to work, swimming at the high school, running in the neighborhood, training for Cycle Oregon, cooking something delicious for others, or packing for a weekend camping trip with her husband in their VW Eurovan. Nancy also enjoys traveling to stay in close touch with their adult children.

## ABOUT OREGON CITY

Noteworthy facts about Oregon City:

- Is bounded by the Willamette and Clackamas rivers
- Overlooks the Willamette Falls which was the historic hub for Native Americans to live, fish and trade
- End of the Oregon Trail
- First city west of the Rockies
- Incorporated in 1844
- County seat
- Unique geography and topography with 3 levels (downtown, bluff, hilltop), 19 drainage basins, and a Municipal Elevator connecting the downtown and bluff levels
- Located in the southeast edge of Portland's Urban Growth Boundary with a land area of 9.06 square miles
- Identified as a Regional Center in Metro's 2040 Growth Plan
- Is bounded by OR Highway 99E, OR Highway 213 and Interstate 205

The City of Oregon City's general fund budget for 2011–12 is \$17.6 million and the total budget is \$88.1 million.

## Our Transportation System

- 2011-12 gas tax revenue = \$2.1 million
- 2011-12 Pavement Maintenance Utility Fee (PMUF) budget = \$2 million
- Municipal Elevator – the only vertical street west of the Mississippi
- Vintage summer trolley service
- 136 miles of city streets, 10 miles of county roads, 11 miles of state highway



Oregon City Trolley

# Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

- 26 signalized intersections
- TriMet (regional) bus system
- Amtrak rail stop

## LEADERSHIP

During her tenure as the City Engineer and Public Works Director, Nancy has led a staff of 43 engineers, technicians, utility maintenance specialists, and support staff with responsibility for preparing and managing the annual operating and capital budgets for the Public Works Department as well as the system development funds associated with the water, sewer, storm and street utilities.

*"Nancy inspires excellence and dedication in public service by her outstanding career service achievements as a public works professional. She is a model for her staff and a mentor to those who are joining the organization."*

Judie Hammerstad, Lake Oswego Mayor 2001-2008

While other jurisdictions and departments are suffering layoffs as a result of the economy, Oregon City Public Works has maintained and even improved the City's ability to serve the community's needs through the successful implementation of manageable utility fees as well as by focusing on available grant opportunities.

Her department manages capital construction projects including stream corridor restoration; construction of water, sanitary, and stormwater pipelines and water storage reservoirs; construction of traffic signals, intersection improvements, pathways and sidewalks; and maintenance of streets – many of which required obtaining federal and state permits and/or local land use approval.

Nancy has regularly employed engineering interns from local colleges offering them opportunities to work in the engineering field.

She also puts college students to work at the Operations Center through summer employment opportunities. Many of these students come back each year until they graduate from college and gain full-time employment.

Nancy leads by example in the organization's efforts to maintain a respectful workplace environment and to honor the City's diversity efforts. In her daily approach to her work, Nancy views the respectful and diverse workplace strategies not so much as a goal but as a reality and an important aspect of a high performing organization.

Aside from her role as Director of the Public Works Department, several tasks that exemplify Nancy's outstanding leadership and vision in the area of transportation management include:



Staff of Oregon City Public Works

## Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

- In 1999, Nancy was appointed to represent the Cities of Clackamas County on the Metro Transportation Policy Advisory Committee (TPAC), a position she still holds. This regional committee advises Metro's Joint Policy Advisory Committee on Transportation (JPACT). The most significant issues addressed during her tenure have been developing transportation priorities and distributing federal funding; updating and adopting the RTP that complies with air conformity standards and federal funding requirements; completing a High Capacity Transit Plan for the region; and working on the Climate Smart Communities Project.

- Currently, Nancy is overseeing the City's 2012 Transportation System Plan Update. The new TSP will comply with governing state laws and administrative rules as well as achieve consistency with state, regional, and local land use and transportation plans. The City's vision will be integrated into the new TSP and the City's mission "to build a sustainable community" will be imprinted on every aspect of the Plan. Key drivers and benefits of this effort include:



- A **public process to tangibly address greenhouse gas emissions** with programs and strategies embraced by the community and wholly coordinated with Metro's climate change efforts.
- Integration** of the City's Economic Revitalization Plan; two regional concept plans; and, three institutional master plans (Clackamas County Red Soils Campus, Clackamas Community College Main Campus, and Providence-Willamette Falls Hospital Campus).
- A **retooling of transportation policies, standards, and guidelines** in response to state-of-the-art advancements in sustainable transportation planning, engineering, technology, alternative mobility standards, and urban design.
- A **planning process that uses least-cost planning approaches** and recognition of limited available funding to optimize the relationships of investment cost and derived benefits.
- A **fully updated Capital Improvement Program (CIP)** whose costs are equitably shared among users and providers. A prioritized CIP will be prepared for which funding is identified for "active" transportation infrastructure elements within the bicycle, pedestrian, and transit systems, as well as roadway projects.
- A **combined land use/transportation strategy that anticipates future regional High Capacity Transit**, streamlines transit-supportive developments, provides transit-supportive infrastructure and amenities, and assembles funds and partners to expedite implementation.

Public input is imperative for the successful completion of the TSP update. Various subcommittees have been formed, policy memos formulated, and public input is encouraged at [www.octransportationplan.org](http://www.octransportationplan.org).

- Nancy managed a consultant contract to perform a technical analysis and update of the transportation SDC. This led to the adoption of a new transportation SDC in 2009 with a separate and unique bicycle/pedestrian modal component. This update also allowed for an incentives-based TSDC reduction for those developments within specified transit and limited-parking zones.
- To further address the street maintenance shortfall in Oregon City, Nancy initiated and directed the successful effort to establish a vehicle-trip based Transportation Utility Fee (now referred to as a Pavement Maintenance Utility Fee or PMUF). To facilitate this effort, she and staff established a citizen member Transportation Funding Study Citizen Committee comprised of school, county, business, hospital, and non-business representatives.

# Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

Following five funding study meetings, the Committee determined that the utility fee was the most equitable option for Oregon City businesses and residents. Nancy's leadership was instrumental in gaining City Commission approval for the relatively new funding concept. Phasing in the fee over five years lessened the impact for residents and businesses and contributed to the success of the fee.

- Nancy has overseen the design and completion of many significant public works infrastructure improvements in Oregon City and several of those are described later in this document. In addition to her operational and capital project oversight responsibilities, Nancy has developed community relationships through which neighborhood groups and service clubs such as the Chamber of Commerce, Lions Club, and Rotary have been able to participate in visible public improvement projects.
- Nancy regularly updates the City of Oregon City's water, sanitary sewer, and surface water management system development charges (SDCs) in an effort to maintain economically viable public works services.

*"Nancy has been able to shape the transportation system in Oregon City through her ability to work with policy makers and politicians as well as inspire her staff to think creatively about projects as well as being mindful of the practical and financial realities of budget issues in a small city."*

Joseph F. Marek, Clackamas County Traffic Engineering Supervisor

## INNOVATION

Innovation for Oregon City has been about more than the latest technological trends and gadgets. While the City is willing to seek out new ideas, products, and programs, Nancy has established Oregon City as an innovative agency that is methodical about the progress of its management techniques.

Under Nancy's direction, the Public Works Department has made public a sensible website with useful and updated information. The City's GIS systems are admired by neighboring agency staff and industry consumers. Within the last two years, the Department has implemented a computerized asset management and field work order program for all of the City's utility systems. Additional ideas put into action for use by others include:

- Nancy has implemented numerous software updates within the Public Works Department to make assessment and planning processes more efficient. During Nancy's tenure, the City's well received OCMap program was unveiled in 2001 for City employee use. This digital mapping program has been continuously updated since its inception and now contains 167 layers, 16 of those transportation-related. In addition, annual aerial photos have been taken and are available as additional layers from 1999 to present. Another program available to all users on the internet is the City's highly acclaimed OCWebMaps program.
- Nancy pushed for the new and improved Pavement Management System that rates and tracks street quality and ensured training for field workers on these system updates. Nancy slowly assimilated staff into a new Geographic Information System (GIS). She encouraged the use of GIS because she recognized that in the future, GIS would be essential to maximizing efficiency.

## Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

- In 2010, under Nancy's leadership and buy-in, Oregon City began developing an asset management program within the Public Works Department. This program has enabled the department to continue its efforts to collect and inventory infrastructure data and to embark upon a long-term approach to maintain, operate, rehabilitate, and replace City infrastructure (assets) to ensure they will provide the vital support of health and prosperity to the citizens and business community of today and tomorrow.



Public Works Crew

and inventory infrastructure data and to embark upon a long-term approach to maintain, operate, rehabilitate, and replace City infrastructure (assets) to ensure they will provide the vital support of health and prosperity to the citizens and business community of today and tomorrow.

Nancy has pressed her staff to build the system that includes the pipes that move water to and from city homes/businesses and the roads and sidewalks that connect our neighborhoods. Oregon City's infrastructure is made up of over 137 miles of roads and over 437 miles of underground water mains, sanitary sewer pipes, storm sewer pipes, and tens of thousands of related valves, manholes, hydrants, and other control devices.

- In Nancy's role as the City Engineer and Public Works Director, she uses collaborative partnerships as a resource to generate innovative efforts that promote environmental stewardship, cost sharing and engineering designs by partnering with other agencies such as the Oregon Department of Transportation, Clackamas County, City of West Linn, City of Milwaukie, City of Gresham and Metro. The last two slurry seal projects were completed through a cooperative purchasing agreement with the City of Gresham.
- Under Nancy's direction, Oregon City has completed four major corridor projects that focus on all travel modes and aesthetics with strong landscaping and architectural components and public art.
- Nancy has long recognized the vital connection between land use, transportation, and livability. The evolution of stormwater management added yet another dynamic factor to right-of-way use. Nancy has been a strong advocate for Green Streets projects and in the last couple years, has overseen the installation of rain gardens in every roadway improvement project.
- Nancy regularly advocates for context sensitive design solutions, complete streets, improving access to transit, technology-driven transportation system management and adjusting roadway cross-sections to include bike lanes within an existing pavement width.
- In 2008, Oregon City unveiled one of only a handful of electric vehicle (EV) charging stations in the Portland metro area. To this day, the charging station remains free to the public. Nancy

*"During my eight years in elected office, Nancy was a key reason that our community began to experience an economic turn-around. Her creativity, professionalism, ability to do 'more with less,' great people skills, and particularly her knowledge and expertise in transportation issues make Nancy an ideal nominee for the Professional Manager of the Year Award (Transportation)."*

Alice Norris, Oregon City Mayor 2002-2010

# Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

believes in sustainability and Public Works has begun to transition its fleet to hybrid vehicles whenever possible. Nancy also leads by example by driving a hybrid vehicle herself when she is not biking to work.

- Faced with limitations to expanding our transportation infrastructure, the Oregon Department of Transportation, Metro, TriMet, City of Vancouver and other public and private partners launched the **Drive less. Save more.** campaign. This unique effort seeks to reduce single-person car trips as part of a larger solution to regional traffic congestion. Nancy was relentless in sharing the **Drive less. Save more.** initiative with the community. Nancy made sure Oregon City residents and business owners learned about this campaign through web site updates, street banners, bumper stickers, and public meeting announcements. Years after the initial campaign you will still find this bumper sticker on Nancy's personal vehicle.
- Nancy developed relationships with surrounding cities, counties and agencies to understand the best practices for public works in Oregon City. An example of one such relationship is the City's relationship with Clackamas County. Instead of hiring specialized staff or consultants/contractors to do several roadway maintenance operations, the City hires the County whose crews complete our traffic signal repair and upgrades, stripe our roadways, and perform annual chip seal maintenance. This has increased efficiency and productivity, while reducing costs for both agencies. Nancy continues to cultivate these relationships through her realistic and honest objectives with other public works professionals and her willingness to help with the few resources she does have.
- Recognizing that one of the most effective ways to avoid pavement failure is to eliminate street cuts, Nancy and her staff recently completed a 5 year work program to coordinate pavement maintenance with underground utility maintenance. Oregon City benefits from the Public Works Department's capacity to deliver high quality capital improvements while taking into account the needs of concurrent operations. Careful coordination of underground utility needs also allows for cobbling together funding resources to provide comprehensive infrastructure upgrades for the community.

**Drive less. Save more.**

## AGENCY SERVICE

Nancy is one of only seven department heads and participates in all City Commission and Urban Renewal Commission meetings and work sessions. The credibility and integrity she has established with our elected officials adds to the efficiency of the Department's service delivery in a sometimes changing political environment. Nancy believes in open and honest communications and transparency at all levels of government. As a result, her diplomatic, open, and honest approach has served her well while serving under five City Managers, four Mayors, and countless City Commissioners and Urban Renewal Commissioners.

Nancy is an expert in local and regional transportation issues and regularly maneuvers through the state and federal transportation funding process. Her efforts have resulted in Metro, state and federal funding for a number of significant local transportation projects. One notable success story is evidenced through the \$26.8 million Jughandle project (described below) for which all but \$2.3 million has come from developers and state and federal grants.

*"Her knowledge of traffic engineering was profound, yet she always remained open to new information and perspectives."  
"Suffice it to say, her accomplishments in the area of transportation management are nothing short of astonishing."*

William Gifford, Active Citizen &  
Small Business Owner

# Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

One of Nancy's greatest achievements is her ability to successfully compete for funding opportunities. Through her networking abilities, strategic project planning and perseverance, in the last five years alone, Nancy has been successful in obtaining just over \$40 million in grants for studies, capital construction, and demonstration projects, almost all for transportation-related projects. Considering the City's \$2 million average capital transportation budget, it is apparent that only a handful of the City's recent projects could have been completed without the funding Nancy has pursued.

## Notable Projects

Some of the transportation projects completed under Nancy's leadership and utilizing some of the aforementioned grant funds include:

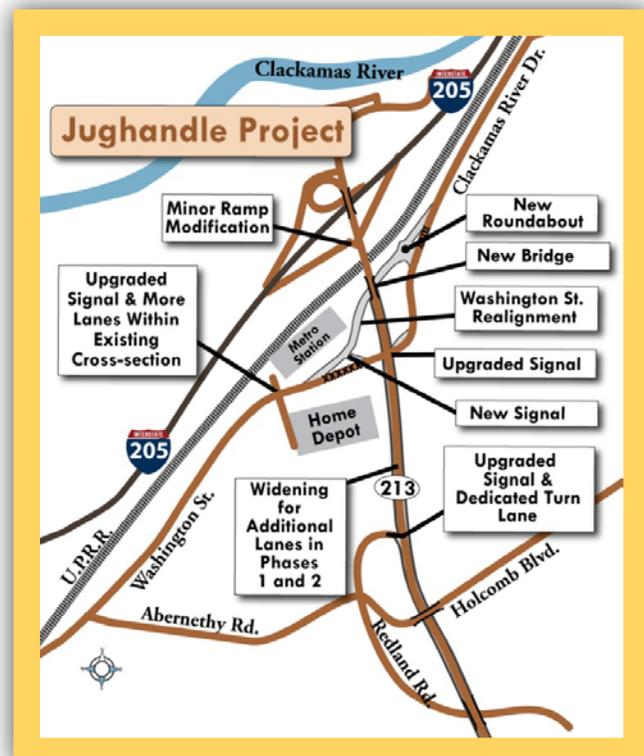


### OR 213 - I-205: Redland Road O'xing (Oregon City) - "The Jughandle" (2012):

Although still under construction, this project is worthy of mention because of all its complexities and innovative and cost effective design and construction methods. This \$26.8 million project is the first phase of a transportation improvement plan for Highway 213 between the Interstate 205 interchange and Redland Road in Oregon City where 65,000 trips are made daily and stop-and-go conditions routinely delay travelers during commute hours. Rapid bridge construction is being used to minimize traffic impacts during construction. The new overcrossing is being constructed adjacent to the highway then jacked into place.

The City of Oregon City, in partnership with the Oregon Department of Transportation, is making improvements in this area to reduce congestion, enhance safety, and increase capacity to accommodate the current traffic demands and future economic and community growth. The Jughandle project is being constructed with \$22 million in funding from the 2009 Oregon Jobs and Transportation Act.

The signature component of the project is construction of a "jughandle" shaped roadway configuration. The intersection of Hwy 213/Washington Street/Clackamas River Drive will be rebuilt and Washington Street realigned to pass under Hwy 213 just south of the existing railroad bridge. This innovative looping roadway configuration will enable motorists to travel in all directions to and from Hwy 213 without making left turns across the highway that stop the flow of traffic. The new underpass will also provide a significantly safer east-west crossing for bicyclists and pedestrians. Other features of the Jughandle Project include a third northbound travel lane on Hwy 213, a roundabout, 10 acres of wetlands restoration, upgraded signals with traffic sensors, sidewalks on Washington Street, and distinctive new gateway landscaping.



# Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

Beginning March 22, 2012, the City is implementing a 104-hour closure of Hwy 213 so that the contractor can remove an approximately 130-foot long by 8-foot deep section of roadway on Hwy 213 and use hydraulic machinery to slide the completed bridge superstructure into place. The connection between the new bridge and the bridge supports will be secured and the roadway paved, allowing vehicles to cross the bridge within 48 hours of its installation. The timeline for the road closure was carefully planned and the City has implemented a massive public information campaign to educate all potential users of Hwy 213 of this temporary road closure. More information on this project is available at [www.jughandleproject.com](http://www.jughandleproject.com).

## Main Street Connective Corridor

**(2012):** Downtown Oregon City has been calling for a facelift for years. Businesses have struggled for a variety of reasons but the community has rallied under the leadership of many, including Nancy, to upgrade its Main Street core. Returning Main Street from one to two-way traffic was determined to be the best solution following years of community involvement and consultant review to be a better alternative to improve drive-by access and pedestrian safety. Nancy and her staff were able to secure \$2.4 million in state and federal funding to transform a couplet from one to two-way Main Street; provide art and wayfinding measures, new LED lighting, and to replace crumbling sidewalks and utilities to promote business health and community livability.

Completed to date are intersection improvements at 10th and Main Street. Striping improvements have been completed including the two way conversion and the installation of "sharrows" for shared use by bikes and cars/trucks. New solar powered/credit card parking pay stations have replaced traditional parking meters. Currently the downtown is under construction for replacement sidewalks, new LED street lights and a variety of utility system upgrades.

Downtown Oregon City is a pedestrian friendly, compact business district – rich in history, geography, and natural beauty. For centuries, downtown Oregon City has been a center for history, culture, and commerce as well as a transportation crossroads in the Pacific Northwest. Today our downtown is brewing with a mix of uses and redevelopment energy. Historic and modern trails converge in this historic marketplace. The Oregon City Public Works Department is very excited to have the opportunity to make these vital improvements.



Mayor Doug Neeley and Nancy Kraushaar accepting a check from ODOT Region 1 Director Jason Tell

*"Given the complexity, scope and scale of projects like these and many others, it's clear Nancy Kraushaar is a champion of transformative transportation projects. Less obvious to the public, is her commitment to agency service. These projects are funded and supported because Nancy has worked for years to ensure effective local methods for transportation funding and financing."*

Lloyd Purdy, Executive Director of Oregon City Main Street

# Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

**Amtrak Station, Phases 1 and 2 (2004 and 2011):** Amtrak serves seven cities in Oregon, with Portland being the 14th busiest station in the United States. The region recognized that a second Amtrak passenger station in the south metropolitan area was warranted based on passenger rail projections for Clackamas County. In 2000, Oregon City was selected as the new passenger rail station site.

Even before the 2000 decision, Nancy and the City's leaders were planning for the new Amtrak stop, acquiring land and proceeding with environmental clean-up and permitting. With Nancy managing the project, the City made major investments in the Amtrak site including the initial construction of a platform, parking lot and entryway, allowing Amtrak trains to stop at the station. Boardings and alightings at Oregon City continue to increase each year.

For the project's second phase, the City acquired an historic Southern Pacific Railroad depot building and moved it onto the Amtrak site. In conjunction with the move, Nancy oversaw the project to build a new foundation and infrastructure was constructed on which to place the depot building and the construction of a larger, long-term stay parking lot was completed. The new depot is expected to be open for business in 2012 with the possibility of a business tenant to assist with Amtrak-related tourism.

**McLoughlin Boulevard Enhancement Plan and Construction, 10th to 15th Streets - Phase 1 (2010):** Efforts to obtain funding to complete the project included careful project development and extensive public involvement (numerous stakeholders were coordinated to attend public hearings and provide supporting testimony). The primary goals were to reconnect downtown Oregon City with the Willamette River and transform the state highway into a pedestrian friendly and inviting regional boulevard.

The finished project provides an enhanced McLoughlin Boulevard (OR Hwy. 99E) from the I-205 northbound on-ramp to 10th Street with wider sidewalks, landscaped medians, a multi-use path along the riverfront, pedestrian crosswalks, public art elements, a river-viewing promenade deck (Willamette Terrace) with public art and two mini river-viewing decks, decorative street lighting, the extension of 12th Street to connect Main Street to McLoughlin Boulevard, and improvements to enhance the pedestrian environment from the I-205 northbound on-ramps to 15th Street.



Amtrak's First Oregon City Stop - 2004



Mayor Norris at the Amtrak Ribbon Cutting - 2004



Depot Building Move - 2009



Willamette Terrace Overlooking the Willamette River

# Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

## McLoughlin Promenade Restoration

**Project (2011):** In 1851, Dr. John McLoughlin, "Father of Oregon", dedicated to the citizens of Oregon City a 7.8 acre linear parcel on the bluff above downtown Oregon City overlooking the Willamette River for use as a park. In 1938, the Promenade was improved with a concrete pathway lined by stone walls as well as an adjoining Grand Staircase and underpass. This work was constructed as a Works Progress Administration (WPA) project under the direction of President Franklin D. Roosevelt. The Promenade serves as a connection between the City's Municipal Elevator, the McLoughlin House and other local museums.



**McLoughlin Promenade Park**

Despite routine maintenance, this local treasure had begun to deteriorate. In order to restore the safety and historical integrity of the McLoughlin Promenade, the City completed three phases of repairs to the facility with the final phase being completed through \$1.06 million in funding from President Barack Obama's American Recovery and Reinvestment Act of 2009 (ARRA). The project included careful historically sensitive restoration of the Promenade including tuckpointing (cutting out the mortar joints and replacing them) and replacement of wall and pier caps along the rock walls, replacement of the Grand Staircase, reconstruction of unstable sections of stone wall, graffiti removal, and spalled concrete repair. The restoration improved the safety, structural and aesthetic functions of the Promenade, preserving this historical landmark as a multimodal functional and recreational asset for generations to come. [APWA Project of the Year 2011 \(Oregon Chapter\), Historical Preservation Less than \\$5M for the McLoughlin Promenade.](#)

**Beavercreek Road Improvement Project (2007):** This \$4.1 million project was undertaken by the City of Oregon City to upgrade 2,500 feet of a heavily traveled regional arterial. The project expanded the old three-lane rural roadway to five lanes with bike lanes and sidewalks on each side. Design efforts for the project included significant public involvement efforts and the acquisition of rights-of-way and easement dedications from 25 individual property owners. This effort alone took over five years from start to finish. Traffic engineering components included the planning and adoption of an Access Management Plan, two new interconnected traffic signals and upgrades to an existing signal. Utility improvements were coordinated with public and private utilities, and included undergrounding overhead utilities, replacing a 75-year-old 16-inch water main with a 20-inch water main, and stormwater system improvements.

Project design began in December 2004, and construction began in January 2007. During the 10-month construction period, disruptions to traffic, local businesses and residents were kept to an absolute minimum. Key features to minimize disruptions included maintaining traffic in both directions and maintaining business access at all times. Construction was completed on schedule in October 2007, with a clean safety record. The completed Beavercreek Road Improvements Project is widely recognized by the community as an asset to the city, its residents, and economic development.

Traffic signal improvements included flashing left-turn phasing lights. These permit a vehicle to turn left on a flashing yellow arrow when it is clear to go, rather than waiting for a green arrow. Both these improvements and improved signal synchronization help to reduce travel time and vehicle queuing, which result in decreased carbon emissions.

## Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

Additionally, the trees planted along the corridor provide carbon sequestration benefits to partially offset vehicle emissions. Improved multimodal transportation options include dedicated bike lanes with signal detection, expanded bus stop amenities, and continuous sidewalks on both sides of the street bounded by mixed use and commercial zoning.

Green street design plays an important role in reducing stormwater runoff impacts by incorporating stormwater collection, detention and treatment into the roadway section. Stormwater bioswales line both sides of Beaver Creek Road, providing onsite treatment and helping to divert runoff from storm sewers. Reducing the volume of runoff discharged to the storm sewer system helps reduce the overall system load, minimizing stream bank erosion and conserving resources in the Newell Creek Canyon receiving waters. A whimsical video about this project and Nancy is available at: <http://www.youtube.com/watch?v=fleKyXxnSQL&feature=channel>. *APWA Project of the Year 2009 (National), Transportation Less than \$5M for the Beaver Creek Road Improvements Project.*

**Holcomb Boulevard Pedestrian Enhancement Plan/Project (2011):** The Holcomb Blvd. pedestrian enhancement construction project included the installation of 4,600 feet of sidewalk, street lighting, school crossing improvements, and storm drainage improvements along a minor arterial owned by Clackamas County but located within the City's Urban Growth Boundary. The project was identified in the Holcomb Boulevard Pedestrian Enhancement Plan adopted by the City Commission in 2005. That plan, which Nancy was key in developing, was done in collaboration with Clackamas County and area residents. Following the conclusion of the project, the City of Oregon City took over ownership of the roadway.

The finished project is now a much-used pedestrian access between the residential neighborhoods, Holcomb Elementary School, Park Place Elementary School, Park Place Park, and the popular neighborhood commercial area located on Holcomb Boulevard at Front Street.

### **Molalla Avenue/Warner Milne Road Intersection Improvement Project (2011):**

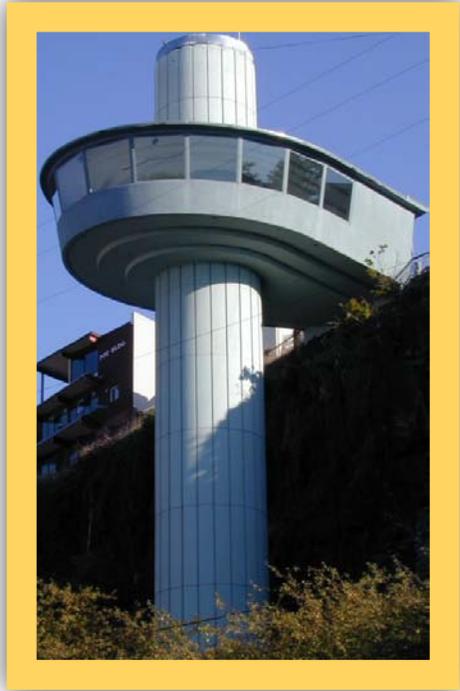
This project was completed to realign the intersection for operational and safety purposes. The project required reconstructing the existing traffic signal allowing for improved traffic signal operation with updated left turn signal phasing. Because adjacent pavement on Warner Milne Road was also failing, the project included the reconstruction of Warner Milne Road between Molalla Avenue and Beaver Creek Road. Utility improvements were constructed with this project including upsizing 1,450 feet of existing 8-inch to 12-inch diameter sanitary sewer line and the replacement of existing 6-inch and 14-inch steel waterlines with 1,500 feet of 8-inch and 800 feet of 16-inch ductile iron waterline. An absolutely beautiful finished product, it was funded using \$1.15 million in ARRA funding along with funding from the City's street and utility funds.



**New Rain Garden and Impervious Sidewalk on  
Warner Milne Road**

## Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

**Oregon City Municipal Elevator (ongoing):** The Oregon City Municipal Elevator continues to operate as one of only a handful of municipal elevators in the world and "Elevator Street" remains the only "vertical street" in North America. The elevator is one of the region's most recognizable landscape icons and has established itself as a landmark in Oregon City historic downtown. The elevator is the paramount visual feature for drivers crossing the bridge from neighboring West Linn and is highly visible from Interstate 205 (and the viewpoint pull-out) on the West Linn ridge directly across the Willamette River.



Oregon City Municipal Elevator

This vertical street is also unique because of the "Atomic Era" in which it was designed; the elevator's architecture references a then-prevalent concept of "the future". Built in 1954, the current elevator is now exceeding 50 years "new" and replaced the original elevator built in 1915. In 2008, the City assembled an Art Steering Committee who developed goals and objectives including building a vision for the Elevator that excites and exemplifies Oregon City's rich history and unique qualities, resulting in the creation of a dynamic gathering place for the pleasure of Oregon City's residents, workforce and visitors. The project, as a whole, was intended to be a multi-sensory creative solution to explaining local history based on lesser-known stories about features within sight of the elevator's observation deck as well as historic details about the elevator itself.

Because the elevator is a vertical street, it is funded through the City's street fund and within Nancy's management purview. The elevator carries well beyond 60,000 riders annually and has a growing sector of visitors and tourists interested in art, architecture,

heritage and history. They are attracted to this "Take Another Look at Oregon City" Elevator destination - the rarity of this particular structure increases its value as a specific destination attraction for this sector. The 2008 artwork additions have helped to restore the Elevator to its rightful place as an Oregon City beacon and icon.

**Molalla Avenue Bike and Boulevard Plan and Construction, Phases 1 and 2 (2003 and 2005):** For decades Molalla Avenue functioned as a dreary 4-lane arterial with narrow, curb-tight sidewalks. No turn lanes and frequent driveways resulted in impaired traffic flow, a high rate of rear-end collisions, and an outdated transportation environment for a corridor now zoned for mixed-use development. As a primary transit corridor in Oregon City, traffic safety improvements with better access for pedestrians and bicycles were needed.

One improvement option was to reconstruct the corridor as a five-lane arterial with a center turn lane and bike lanes. The second was to transform the existing four lanes into three lanes with bike lanes and wider sidewalks and streetscape. This solution could meet capacity needs if unnecessary driveways were eliminated and offered benefits from minimizing new impervious surface and need for right-of-way acquisition, thus preserving existing commercial properties.

*"I have worked with Nancy and the City closely over the years. Nancy has helped initiate, direct, develop, and construct 7 federal/state funded projects over the last 12 years totaling over 45 million dollars in transportation improvements."*

Tom Weatherford, ODOT Region 1 Local Agency  
Liaison

# Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

Nancy led the project through corridor planning, access management, and construction that “put the road on a diet” and used transportation system management to improve multi-modal safety and operations and beautify the corridor with streetscape amenities and landscaped medians. There were many doubters, but today Molalla Avenue functions as a major arterial in its small footprint, serving all modes. It offers a safe left turn lane where needed, midblock pedestrian crossings for better access to pedestrian generators and bus stops, and a rhythmic 30 mph traffic flow.

## Oregon State Highway 213 Urban Corridor Design Study

(2000): Nancy was the project manager for this corridor study that was funded by Metro. The project included coordination and consensus between Oregon City, Metro, ODOT, Clackamas County, and TriMet. Recipient of the Consulting Engineers Council of Oregon, Engineering Excellence Honor Award.

## CUSTOMER SERVICE

Nancy is able to carry out the regulatory aspects of her operation without ever being viewed as heavy-handed. Instead, she assumes the role of active listener and facilitator without compromising the integrity of City, State, and Federal regulations. To the extent there is disagreement, there is also understanding and all sides are heard.

*“Nancy has consistently inspired excellence and innovation throughout her career as a public works professional. She is a natural-born leader who builds relationships and inspires confidence in her peers.”*

John A Kitzhaber, MD; Governor of Oregon

Nancy has been able to maintain excellent working relationships with local construction contractors and engineering consultants and the vast majority of the City's projects have been completed on time and within budget. Nancy also has excellent relationships with internal customers and is respected by staff in other departments. She is supportive of her employees including their health and wellness and has implemented a daily flex and stretch program.

Working in the public sector, Nancy is especially aware of the impact her work has on the community. She has long recognized the importance of respecting stakeholder values and she shows her commitment to the community by engaging citizens in current public works issues and relaying clear messages. Her initiative in ensuring this clarity positions her as a leader in the community among public works professionals.

In order to better communicate with neighborhood association representatives and stakeholders, Nancy regularly attends Oregon City Citizen Involvement Council (CIC) meetings. As a result of her involvement with the CIC, she has helped to coordinate two community forums on emergency preparedness within the last year.

## COMMUNITY SERVICE

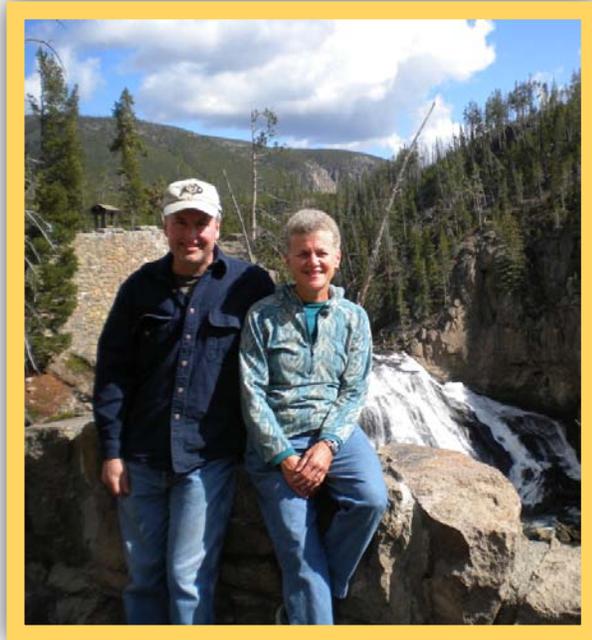
Nancy exemplifies community service; so many transportation officials know the ins and outs of traffic studies, signal plans, project planning, etc., all areas where Nancy is also adept. However, often with many transportation managers, the public gets left behind in the wake of what may have been a technically correct decision. Nancy is very community-service oriented in that she takes the time and added effort to use the opportunity to educate either her staff with differing perspectives or educates the public, using common sense which can get lost in the engineering calculations and analysis.

An example of this is in dealing with the multitude of community complaints about access or neighborhood speeding. It's routine for Nancy to spend time with neighborhood representatives and listen and find merit in their concerns.

## Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

Often Nancy may have a solution but will call for a third party professional opinion that more often than not brings a new perspective and a value-added solution that usually turns out to be a win-win for the City and the community.

Nancy serves our community in ways that many managers might miss. It can be seen in project details whether it is in a well worded grant application or in a decorative addition to a project. Our Main Street is in the midst of a facelift with new sidewalks and street lights. Nancy made sure that the wayfinding signage that the downtown business community valued was incorporated in a way that was useful yet would not become street furnishing clutter. Nancy did this by including decorative signage in the sidewalk pours, thereby avoiding street post mounted signage. It's the little things that make a project special that Nancy makes sure do not get missed in the haste to submit the application, or the rush to meet a plan review deadline, or the hustle to complete construction on time.



Steve and Nancy Kraushaar at Yellowstone

Another example of community service is in her professional outreach. Nancy has helped an incredible number of people throughout her career. She has always been dedicated and determined to help her team succeed by constantly educating and training her staff, acting as an available resource, and providing opportunities for employees to collaborate on projects using their backgrounds in other areas of public works. Nancy is constantly facing budget constraints and she realizes that her staff and developing their talents is important. A big education advocate, she has worked with numerous students at Portland State University, the University of Oregon, and at Oregon State University helping them on academic projects, giving advice, and encouraging them in their pursuit of engineering careers.

Each year, Nancy and her staff have taken the City's message to local elementary schools during Public Works Week in an effort to help guide the next generation of public works professionals. Most recently, she supported college and high school engineering tours to the City's Jughandle project construction site.

Nancy lives in a community adjacent to Oregon City where she has also been active. Currently, she is a member of the City of Tualatin's Transportation Task Force. In the past, she has assisted with elementary school engineering introduction concepts and math skills classes. She helped organize the annual Running with the Wolves community fundraiser fun runs at Tualatin High School. In Oregon City, she has regularly participated in SOLV Oregon City Clean-Up days and Water for People events.

### CONCLUSION

In closing, I want to reiterate that Nancy has clearly distinguished herself as an exemplary leader with an impressive record of achievement in the transportation field. The guidelines and criteria established by the APWA for the Professional Manager of the Year Award in the Transportation category are meaningful and appropriate and I believe Nancy exemplifies the kind of candidate for which you are looking.

## Nomination for Professional Manager of the Year - Transportation - Nancy J.T. Kraushaar, P.E.

Nancy has a whole host of supporters in Oregon who are ready to celebrate this worthy national award and have provided letters of support to this end. I hope you will give this nomination your most serious consideration and conclude, as I have, that Nancy is the APWA 2012 Professional Manager of the Year (Transportation).

Sincerely,



David W. Frasher  
City Manager  
ICMA-CM

### Attachments - Letters of Support from:

Dr. John Kitzhaber, Governor of Oregon  
Kurt Schrader, Member of Congress  
Dave Hunt, Oregon State Representative  
Carlotta Collette, Metro Councilor, District 2  
Doug Neeley, Oregon City Mayor  
Tom Weatherford, ODOT Region 1 Local Agency Liaison  
Alice Norris, Former Oregon City Mayor  
Judie Hammerstad, Former Mayor of Lake Oswego  
Larry Patterson, Former City Manager of Oregon City  
Joseph Marek, Engineer at Clackamas County  
Carl Springer, Principal at DKS Associates, Inc.  
Blane Meier, Oregon City TAC Chair  
Don Slack, Former Oregon City TAC Chair  
Stacy Vynne, The Resource Innovation Group  
William Gifford, Oregon City Committee for Citizen Involvement Council



JOHN A. KITZHABER, MD  
Governor

February 27, 2012

Awards Committee for Professional Manager of  
the Year Award - Transportation  
American Public Works Association

RE: Nomination of Nancy Kraushaar for American Public Works Association (APWA)  
Professional Manager of the Year Award - Transportation

Dear Committee Members:

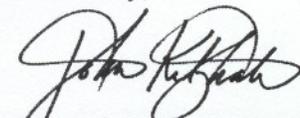
I am writing to offer my support for nominating Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. As Governor, I count on public servants like Nancy to keep Oregon moving forward, and she has shown a remarkable ability to lead her department professionally and efficiently while placing an emphasis on excellent service to the agency, her community and its citizens.

Nancy is a full-service director who manages her Public Works department deftly through the varied demands of capital construction, engineering, urban renewal, water treatment and much more. Although adept in all areas, transportation is a special focus area.

Nancy has consistently inspired excellent and innovation throughout her career as a public works professional. She is a natural-born leader who builds relationships and inspires confidence in her peers. This is easily demonstrated through her continued role as the representative of the cities of Clackamas County at the regional Transportation Policy Alternatives Committee (TPAC), a position she has held since 1999.

Thank you for your consideration of Nancy Kraushaar's nomination. If I can be of additional assistance, please contact Lynn Peterson, Sustainable Communities & Transportation Advisor, at 503-986-6528 or [lynn.peterson@state.or.us](mailto:lynn.peterson@state.or.us).

Sincerely,



John A. Kitzhaber, M.D.  
Governor

JAK:lap

The 112th Congress  
U.S. House of Representatives  
Washington, DC 20515

February 24, 2012

Awards Committee  
Professional Manager of the Year – Transportation  
American Public Works Association  
1275 K Street, NW, Suite 750  
Washington, DC 20005

RE: Nomination of Nancy Kraushaar for American Public Works Association (APWA)  
Professional Manager of the Year Award - Transportation

Dear Committee Members:

I am writing in support of the nomination of Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. As the Member of Congress representing the 5th Congressional District of Oregon, which includes Oregon City, and previously as a member of the Oregon State Senate, I have had the privilege of working with Nancy for many years.

Nancy is an exceptional Public Works Manager whose work has been of great benefit to not only Oregon City but to the greater Clackamas County area. Transportation issues are her greatest focus, but she is truly a versatile manager, working on capital construction, engineering, urban renewal, transportation maintenance and water and wastewater distribution and collection systems. She takes projects from planning to completion and knowing that she is at the helm of a project is an assurance that it will be well-managed.

She has been a leader in Oregon City's efforts to revitalize its 166-year old downtown into a modern marketplace. As the city has worked to attract new businesses to the downtown area, Nancy has focused on improving the transportation infrastructure, upgrading the sidewalks and streetscaping. Under her leadership, the city returned its Main Street back into a two-way, retail friendly street. This is just one example of how Nancy has used transportation investments in the community to support the city's economic development.

Nancy's career of public service inspires excellence and dedication in her colleagues. She is exceptional at building relationships with her peers, who have continually demonstrated their confidence in her leadership abilities. This is why she has been asked to serve as the representative of the cities of Clackamas County at the regional Transportation Policy Alternatives Committee since 1999.

If you require any further information in support of her nomination, please contact Alison Craig at (503) 557-7257. Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kurt Schrader".

KURT SCHRADER  
Member of Congress

**DAVE HUNT**  
**HOUSE DEMOCRATIC LEADER**  
OREGON HOUSE DISTRICT 40  
CLACKAMAS COUNTY



900 Court St. NE, #395  
Salem, OR 97301  
503-986-1900  
Fax: 503-986-1901  
rep.davehunt@state.or.us

**HOUSE OF REPRESENTATIVES**  
**SALEM, OR 97301**

February 24, 2012

Awards Committee for Professional Manager of  
the Year Award - Transportation  
American Public Works Association

Dear Committee Members:

I am honored and privileged to write this letter in support of Nancy Kraushaar's nomination for APWA Professional Manager of the Year in the category of Transportation. As a State Representative, I have had the opportunity to work with Nancy for several years.

Nancy's brilliance, diligence, and dedication to our community is what makes her deserving of this award. She demonstrates excellence in everything she does and her dedication inspires those around her. Nancy is a full-service director who plans, organizes, directs, and integrates all functions within Public Works including capital construction, engineering, urban renewal, and maintenance of roadways, water and wastewater distribution and collection systems. She performs all these functions with grace and professionalism.

As the Co-Chair of the Transportation and Economic Development Committee, I have worked especially closely with Nancy to advance local transportation projects. Because she has been pro-active and ever-prepared, we have been able to secure more state resources for Oregon City transportation investments than would have otherwise been possible.

Thank you for your consideration of Nancy Kraushaar's nomination. I urge you to select her for this award.

Please feel free to contact me at [rep.davehunt@state.or.us](mailto:rep.davehunt@state.or.us) or 503-650-5900 if you have any questions or would like to speak with me further.

Sincerely,

Dave Hunt  
State Representative



COUNCILOR CARLOTTA COLLETTE, DISTRICT 2

February 28, 2012

Awards Committee for Professional Manager of the Year Award  
Transportation American Public Works Association

RE: Nomination of Nancy Kraushaar for American Public Works Association (APWA)  
Professional Manager of the Year Award - Transportation

Dear Committee Members:

I would like to express my support for the nomination of Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation.

As a Councilor for the Metro regional government, whose district includes Oregon City, I have worked with Ms. Kraushaar throughout my tenure as Councilor. I have been impressed not only by her outstanding management of all functions within the Public Works department, but by her commitment to making Oregon City a more vibrant community through the transportation projects she has administered for the city.

Ms. Kraushaar's outstanding leadership in transportation management shines in her understanding of how to manage multiple stakeholders and interests to lead to successful project outcomes. In particular, Ms. Kraushaar's management of the Highway 99E waterfront redesign and Highway 213 "Jughandle" projects exemplifies her ability to manage complex, multi-jurisdictional projects with exceptional facility. Her leadership and vision have been instrumental in these major transportation projects and have advanced Oregon City's efforts to revitalize and improve quality of life for its residents.

Furthermore, Ms. Kraushaar is a committed public servant whose expertise and leadership are highly valued on regional advisory committees. She serves on the Transportation Policy Alternatives Committee (TPAC) as a representative of the Cities of Clackamas County, where she has helped influence policy-making at the elected level since 1999.

For her contributions to regional transportation project management, I strongly support the nomination of Nancy Kraushaar for this award, and I appreciate your consideration of her nomination.

Sincerely,

Carlotta Collette  
Metro Councilor, District 2



**Doug Neeley, Mayor**

625 Center Street | Oregon City OR 97045  
Ph (503) 657-0891 | Fax (503) 657-7026

February 22, 2012

Awards Committee for Professional Manager of  
the Year Award - Transportation  
American Public Works Association

RE: Nomination of Nancy Kraushaar for American Public Works Association (APWA) Professional  
Manager of the Year Award - Transportation

Dear Committee Members:

I am writing to support the nominating Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. I am the Mayor of Oregon City where Nancy serves as the Director of Public Works. I joined the City Commission in 1997, the year after Nancy was employed as a Senior Engineer by the City. Three years later she was promoted to the Director's position.

She has brought on an excellent staff and she and her staff are dedicated to public involvement in all aspects of transportation planning and project development. The citizen-member Transportation Advisory Committee has always been staffed by senior staff from the Public Works Department. Nancy frequently is the executive management person staffing the Citizen's Involvement Committee, which is an umbrella group for Oregon City's Neighborhood Associations.

From the beginning of her service, she was the driving force in securing funding for all transportation projects, including the improvements at the Beaver Creek Road / Highway 213 before she became Public Works Director, to the major improvements along Beaver Creek Road, Molalla Avenue, and 7<sup>th</sup> Street. She secured funding for the replacement of the Washington Street Bridge across Abernethy Creek, the design of which was compatible with the historic nature of the bridge. Her Department, working with the nationally recognized Main Street program of Oregon City, obtained 2.5 million dollars in grants from the Oregon Department of Transportation (ODOT) to make major improvements on Main Street, which includes major pedestrian improvements at major intersections, the conversion of the one-way stretch of Main Street into a two-way stretch, and major improvements to the sidewalks and the parking infrastructure. These improvements are being time-coordinated with the major repairs of the Oregon City/West Linn Arch Bridge, the second of Oregon's Condi McCullough's famous arch bridges. (She and her staff also worked with ODOT on the repair of the McLoughlin Bridge over Clackamas River, another Condi bridge). She has successfully planned and implemented Phase 1 of the McLoughlin Boulevard redevelopment and is now implementing Phase 2 of that project.

She and her staff are responsible for two major job creation projects during this recession—the State of Oregon's Jobs and Transportation Act's 22-million-dollar "Jughandle" project at the intersection of Washington Street/Clackamas River Drive with Highway 213 and the stimulus funded restoration of the

WPA-funded McLoughlin Promenade which overlooks the Willamette River and Falls and old town Oregon City (the Capital of the Oregon Territory and the first State Capitol).

She not only views the projects under her supervision as serving transportation, she uses these projects to levy funds to replace old utility infrastructure and to create public art along the streets and highways.

She has the deepest respect of all the Commissions that have served in her tenure, all the executive staff of the city, all the neighborhood associations, the Chamber of Commerce, and all citizen committees and boards that she has worked with. She knows how to delegate authority in her department, publically recognizes her staff's contributions, and commands her their respect. Most of her senior staff who left Oregon City secured higher positions in other agencies because of the experience they gained working with Nancy. I know of one of her former senior engineers that secured the position of director of a public works department in another city.

Nancy was also able to implement a pavement maintenance utility fee, with the support of a previous city commission. While no new utility fee is popular with the general public, I have had several citizens who have come up to me and say that, even though they initially opposed the fee, they now support it, because several pavement improvements that weren't scheduled for several years, had already been completed because of that fee.

Her excellence is also recognized outside of Oregon City. At the ground-breaking of two different projects, I have had the contactors from major engineering firms come up to me and, in one case, tell me that Nancy was one of the two best public works directors in the Metro Region, and, in the other case, tell me that she was best public works director he had ever worked with. Since 1999, Nancy has been selected to serve as representative of the cities of Clackamas County at the regional Transportation Policy Alternatives Committee (TPAC).

I believe what I have presented above clearly demonstrates that Nancy meets the selection criteria for the Transportation category of the APWA Professional Manager of the Year. She is a Public Works professional who has demonstrated leadership, innovation, and a commitment to service to the City's customers and the community as a whole.

Sincerely,



Doug Neeley  
Mayor  
City of Oregon City



# Oregon

John A. Kitzhaber, M.D., Governor

## Department of Transportation

Transportation Region 1

123 NW Flanders St.

Portland, OR 97209-4012

Phone: (503) 731-8200

Fax: (503) 731-8259

FILE CODE:

February 27, 2012

Awards Committee for Professional Manager of the Year Award - Transportation  
American Public Works Association

RE: Nomination of Nancy Kraushaar for American Public Works Association (APWA)  
Professional Manager of the Year Award - Transportation

Dear Committee Members:

This letter is in support of nominating Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. I have been invited to write this letter because I have worked with Nancy Kraushaar and her staff on numerous federal and state funded Oregon City transportation projects in my position as ODOT Region 1 Local Agency Liaison.

Having worked with Nancy Kraushaar for over 12 years, I have no hesitation in supporting her nomination. Nancy is a committed, hard working, and creative director who is a staunch regional advocate for the transportation needs of Oregon City.

I coordinate the development and construction of federal and state funded City projects with Nancy and her staff. The City provides project management and I am responsible in my position for making sure that the City complies with federal and state law and funding program requirements. Design, environmental, right-of-way, utility coordination, and construction is performed by City evaluated, selected, and managed consultants.

I have worked with Nancy and City closely over the years. Nancy has helped initiate, direct, develop, and construct 7 federal/state funded projects over the past 12 years totaling over 45 million dollars in transportation improvements. These projects have been almost evenly split between improvements to City local streets and the state highway system within the Oregon City city limits, so I have not only had the opportunity to work with Nancy under ODOT's federal stewardship responsibility to FHWA, but also as a neighboring road facility owner.

Nancy is an example of excellence and dedication in public service by what I have observed of her daily work ethic over the years. I know that she covers much more than City transportation issues and yet she has been instrumental in leading, directing, and having been intimately

involved in birthing, leading and directing each of the projects that I have worked with her together on over the years. She directs her staff, but always listens to their feedback and counsel. She allows them the freedom to take reasonable chances and to pursue the work that they know best. I work directly with a dozen small to medium size local agencies covering three counties within our region covering the Portland Metropolitan vicinity and a number of outlying urban and rural areas. Nancy's Oregon City staff is amongst the top two agencies with which I have contact and perhaps the most enjoyable agency personally with which to work. Nancy is largely responsible for that.

I have reviewed the selection criteria you will be using in the section process and I offer the following with respect perhaps to Innovation and Customer Service: Oregon City recently proposed and constructed pedestrian oriented improvements to OR 99E near downtown Oregon City. Nancy was instrumental in initiating and negotiating the redirection of \$2,000,000 in state pavement funding to the project to eliminate a second instance of construction related traffic impacts, and to result in a much more visually appealing and longer lasting project. Oregon City performed two ARRA funded transportation projects in 2009 under severe time constraints. Nancy leveraged City funds in addition to federal funds to maximize concurrent work activity resulting in the delivery of both projects to bid within the mandated timelines. Oregon City has off-site improvements under construction in support of a potential regional shopping center development. The City under Nancy's direction and encouragement established a project website and web cam for project stakeholder and public communication.

<http://www.jughandleproject.com/>  
<http://www.jughandleproject.com/cam.html>

The website currently has an on-going contact mailing list of over 500 stakeholders and has enabled the receiving and processing of dozens of citizen comments during construction.

Thank you for your consideration of Nancy Kraushaar's nomination. I can be reached at 503-731-8238 or [thomas.l.weatherford@odot.state.or.us](mailto:thomas.l.weatherford@odot.state.or.us) if you have any questions or would like to speak with me further.

Sincerely yours,



Tom Weatherford  
ODOT Region 1 Local Agency Liaison

Alice Norris  
141 Ogden Drive, Oregon City, OR 97045

February 23, 2012

TO: Awards Committee for Professional Manager of the Year Award

RE: Nancy Kraushaar as Nominee for APWA Professional Manager of the Year

Dear Awards Committee:

One of the greatest honors I had as the Mayor of Oregon City was the privilege of learning from and working with our outstanding City Engineer and Public Works Director, **Nancy Kraushaar**. During my eight years in elected office, Nancy was a key reason that our community began to experience an economic turn-around. Her creativity, professionalism, ability to do 'more with less,' great people skills, and particularly her knowledge and expertise in transportation issues make Nancy an ideal nominee for the Professional Manager of the Year Award (Transportation).

**LEADERSHIP:** Nancy is certainly the 'complete package.' From idea to implementation, her tireless energy and knowledge made transportation projects happen – but happen in a sustainable, creative, collaborative way. Without Nancy, our community would NOT have received the largest financial award in Oregon City's history, \$22 million for a critical transportation project, The Jughandle. First, Nancy did a masterful job of bringing the citizens and community leadership together in support of the project. Then she worked with the Oregon Department of Transportation on an engineering solution for this challenging Interstate freeway interchange. Nancy had to sell the project to regional leaders so that it rose to the top on the region's transportation priorities list, no easy feat. Then she and I made multiple trips to the State Capitol and multiple phone calls to educate legislators and advocate for its inclusion in a proposed transportation funding package. She worked long hours, on the weekends, and late at night to assist me and others in developing the final package. Her intelligent, focused leadership and persuasive powers were rewarded in our receipt of funding that would enable our community to build and develop in our north end and provide a gateway for 1500+ jobs.

**INNOVATION:** I have been very impressed with her insistence on infusing public art (Oregon City's first foray into public art) into transportation projects. She understands how much art contributes to creating a livable community. Sometimes controversial, the public art processes Nancy developed held up to intense community scrutiny. She treats all citizens with calmness and respect, even when they lose their tempers. The finished art projects dramatically enhance the transportation corridors on 7<sup>th</sup> Street, the Willamette Promenade, and 99E/McLoughlin. Nancy's attitude of creating excellence in transportation projects for biking, pedestrians and vehicles, and partnering where possible, has helped extend our public dollars and created noticeable public benefit in a community that lacked aesthetic quality.

Nancy inspires those around her to work hard, seek excellence and build solid relationships. She is recognized by her peers as a leader (they selected her to represent the cities of Clackamas County on a prestigious regional transportation committee TPAC), and by her community as an invaluable resource.

Nancy has inspired me by example. Her Customer Service is first-rate and she goes the extra mile to provide materials, answers and products. She keeps her cool in contentious meetings. She is a true professional and continuously teaches about transportation policies, processes and procedures. She never talks down to anyone, citizens or staff, and acts the epitome of the public servant, serving with a love for her work and for her community.

Thank you for considering Nancy's nomination. I can be reached by phone (503.701.5267) or email ([norrisa@teleport.com](mailto:norrisa@teleport.com)) if you desire to speak with me further.

Sincerely

A handwritten signature in cursive script that reads "Alice Norris".

Alice Norris

Mayor of Oregon City (2003-2010)

Judie Hammerstad  
17330 Grand View Ct.  
Lake Oswego, OR 97034  
February 19, 2012

Awards Committee:  
Professional Manager of  
the Year Award - Transportation  
American Public Works Association

RE: Nomination of **Nancy Kraushaar** for American Public Works Association  
(APWA) Professional Manager of the Year Award - Transportation

Dear Committee Members:

I am writing this letter of support to nominate Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. I have been invited to write this letter because I served as Mayor of the neighboring town of Lake Oswego, OR, from 2001 through 2008, and have worked with Nancy during those years with our common interest in urban planning and transportation.

My strong support of Nancy's nomination comes from my knowledge of Nancy's outstanding service in working to resolve regional issues and problems. The Portland metropolitan region is renowned for our ability to address the issues surrounding sustainable urban development. Much of this work is resolving the often difficult conflicts between land use (very important here!) and transportation. Nancy is a natural-born leader who builds relationships and inspires confidence in her peers. She has shown her skills by respecting and working with diverse opinions.

One of my contacts with Nancy came from my role on the Metropolitan Policy Advisory Committee, (MPAC) where I served as member and chair as Mayor of Lake Oswego. At the same time Nancy served as the representative of the cities of Clackamas County at the regional Transportation Policy Alternatives Committee (TPAC) which analyses and prioritizes regional transportation projects. This includes recommendations for approval and funding. As part of the regional decision-making these two committees were vital in developing the livability goals of our cities and the region. She has held that important position since 1999.

Our emphasis on alternative transportation solutions creates competition based on local priorities and available resources. Nancy's skills in bringing people together and working toward solutions are essential in moving this process forward.

Oregon City is a proud, historic city that sorely needed great leadership to honor the history and at the same time to develop, support, and build a modern, livable city with the amenities necessary to attract residents and businesses. At the top of the list of needs were to plan, fund and implement the necessary public works projects for the betterment of the community. It has taken outstanding leadership to move toward greater prosperity.

Nancy has exhibited that leadership and also the ability to be part of a great team.

It is one thing to be successful in a successful town, but Nancy played a pivotal role in bringing Oregon City from the past into the present and future through skilled planning, excellent communication and implementation of projects that have brought much needed improvements to this historic town. Nancy inspires excellence and dedication in public service by her outstanding career service achievements as a public works professional. She is a model for her staff and a mentor to those who are joining the organization.

Page 3

In summary, Nancy Kraushaar is an exceptional manager. She is an outstanding candidate for the Professional Manager of the Year award in the Transportation category. Thank you in advance for your consideration of Nancy Kraushaar's nomination.

I can be reached at 503-635-2903 or at [hammerstadj@gmail.com](mailto:hammerstadj@gmail.com) if you have any questions or would like to speak with me further.

Yours truly,

A handwritten signature in blue ink that reads "Judie Hammerstad". The signature is written in a cursive style with a large initial "J".

Judie Hammerstad

Former mayor, City of Lake Oswego, OR

February 21, 2012

Awards Committee for Professional Manager of  
The Year Award – Transportation  
American Public Works Association

RE: Nomination of Nancy Kraushaar

Dear Committee Members:

This letter is in support of nominating Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. Currently I am serving as the Interim City Administrator in Ashland, Oregon. I have 37 years of municipal management experience of which 23 has been as City Manager. During my City Management career I worked for five cities in two states (Texas and Oregon). I am writing this letter of support because during my municipal career I worked 7 years (2003 – 2010) as City Manager in Oregon City, where I had the honor of working with Ms. Kraushaar who served as City Engineer/Public Works Director).

Having worked closely with Nancy Kraushaar on several large local and regional projects associated with the development of Oregon City, I have no hesitation in supporting her nomination for this award. Ms. Kraushaar is a top-flight professional Public Works Manager. Having worked with many excellent Public Works officials, believe me when I say she is the best Public Works Manager that I had the pleasure to work with. Though Ms. Kraushaar's expertise covers the broad responsibilities of public works, I particular want to address her work in transportation.

During my tenure in Oregon City, Nancy led the work on many controversial transportation projects that transformed the transportation system of Oregon City. Those projects involved:

1. The Mt. Washington bridge restoration, which won an award for its excellent design;
2. The redesign and construction of 7<sup>th</sup> Street and Molalla Avenue, both of which improved transportation, beautified both corridors, and brought new business development to those major arterials;
3. Beaver Creek Boulevard improvements from Hwy 213 through the Red Soils business park bringing major economic growth to the City's Hilltop urban renewal district;
4. The redesign of Hwy 99 in downtown Oregon City, again improving traffic flow, pedestrian and vehicular safety and aesthetic design along Oregon City's waterfront; and,
5. A new design for the Hwy 213/I205 interchange leading to major transportation and safety improvements along with future economic development efforts for Oregon City and all other communities south of Oregon City along Hwy 213.

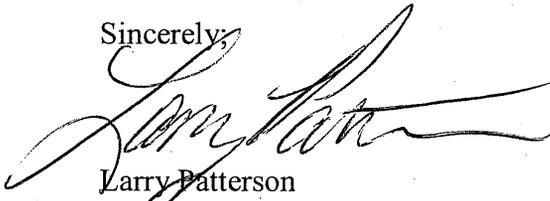


Nancy, brought innovation to each of these projects, which resulted in better environmental designs, improved aesthetics, and significant cost savings. Each of these issues because of the significant changes they represented to the Oregon City community was contentious. Nancy public outreach campaign, individual personal charm, and thorough knowledge of the projects and their outcomes help calm community nerves and move these projects to successful completions.

Just to add specifics to this body of work I want to illustrate the costs savings of one of these projects. The Hwy 213/I205 interchange design was initially estimated to costs over \$50million. After considerable work with the city consultant team, Ms. Kraushaar presented to the Oregon Department of Transportation (ODOT) a new design concept that lowered the cost of this important improvement to \$22million. Working with ODOT, state and federal representatives, Oregon City received state funding for this improved design and project and public support for this project. Work is now underway on this project.

Thank you in advance for your consideration of Nancy Kraushaar as APWA Professional Manager of the Year. I can think of no better candidate for this award. I can be reached at 503.484.8921 or [larrypattersonconsulting@gmail.com](mailto:larrypattersonconsulting@gmail.com) should you wish to speak with me further.

Sincerely,



Larry Patterson  
Interim City Administrator





CAMPBELL M. GILMOUR  
DIRECTOR

**DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT**

**DEVELOPMENT SERVICES BUILDING**  
150 BEAVERCREEK ROAD | OREGON CITY, OR 97045

February 21, 2012

Awards Committee for Professional Manager of  
the Year Award - Transportation  
American Public Works Association

RE: Nomination of Nancy Kraushaar for American Public Works Association (APWA) Professional  
Manager of the Year Award - Transportation

Dear Committee Members:

This letter is in support of nominating Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. I have been invited to write this letter because I have worked with Nancy on a variety of projects within the City. The City contracts a number of traffic related services through Clackamas County.

Having worked with Nancy on a variety of different projects ranging from capital projects design to road transfers to bicycle and pedestrian facilities for over 15 years, I have no hesitation in supporting Nancy Kraushaar's nomination. Nancy is a full-service director who plans, organizes, directs, and integrates all functions within Public Works including capital construction, engineering, urban renewal, and maintenance of roadways, water and wastewater distribution and collection systems. Although adept in all areas, transportation is a special focus area.

With Oregon City being the County seat and the fact that the County does traffic signal and pavement markings work for the City, I have worked with Nancy on a variety of different projects. These projects primarily have involved transportation planning, traffic signal system work, pavement markings and signing, intelligent transportation systems (ITS) applications, bicycle facilities and rail crossing safety. In addition, Nancy regularly will request input and ideas from me or my staff on different projects. Considering Nancy's very broad role at Oregon City as the City Engineer and Public Works Director, I have always been impressed with her level of knowledge and willingness to learn about a variety of traffic engineering items, whether it is Intelligent Transportation Systems applications to make an at-grade rail crossing safer, the detail of a traffic signal video detection system or the best route to sign for cyclists to navigate the hilly City.

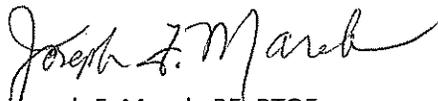
Nancy inspires excellence and dedication in public service by her outstanding career service achievements as a public works professional. Nancy has been able to shape the transportation system of Oregon City through her ability to work with policy makers and politicians as well as inspire her staff to think creatively about projects as well as being mindful of the practical and financial realities of budget issues in a small city. In addition to City projects, Nancy maintains a high level role, as well, through her participation as the representative of the cities of Clackamas County at the regional Transportation Policy Alternatives Committee (TPAC), a position she has held since 1999.

A few areas, in my mind, are worth bringing to your attention. Nancy led a transportation project several years ago to apply a road diet to a long time four lane roadway and former State highway. Through her technical expertise and ability to work with a variety of stakeholders, she successfully implemented this roadway change, not only improving the safety and livability of the corridor, but adding a number of amenities such as street trees and ornamental luminaires that added aesthetic value. Nancy or her staff regularly contacts me to discuss ideas to make the City's transportation system more efficient, be it adding flashing yellow arrows to benefit traffic flow and traffic signal controller upgrades to help pedestrians, or discussing innovative ways to manage traffic in the City's downtown core.

Another area that I see as being unique for a person such as Nancy is her level of community involvement. She is open to working with promoters and stakeholder to allow events that close streets but create a stronger sense of community. And, she attends the events. I remember one recent art festival that closed the main downtown street and I was strolling through looking at the displays and there was Nancy, having ridden her bicycle to the event. I was impressed by that and, in my mind, this really captures what the role model is when we refer to "Public Servant."

In summary, Nancy is unique among Transportation Managers and I respectfully ask for your consideration of Nancy Kraushaar's nomination. I can be reached at by email at [joem@co.clackamas.or.us](mailto:joem@co.clackamas.or.us) or via telephone at 503-742-4705 if you have any questions or would like to speak with me further.

Please be Safe,



Joseph F. Marek, PE, PTOE  
Traffic Engineering Supervisor  
Director, Clackamas Safe Communities Program

23 Feb 2012

Awards Committee for Professional Manager of the Year Award - Transportation  
American Public Works Association

RE: Nomination of Nancy Kraushaar for American Public Works Association (APWA)  
Professional Manager of the Year Award - Transportation

Dear Committee Members:

This letter enthusiastically supports the nomination of Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. I have been invited to write this letter because of my longtime professional working relationship with Nancy which involved many projects and initiatives to advance transportation in the Portland Metro area. Since coming to Portland in 1996, Nancy and I have worked together on a variety of City and County transportation projects including citywide transportation plans, corridor plans, and financing plans.

Having worked with Nancy Kraushaar for over 15 years, I have no hesitation in supporting her nomination. Nancy is a full-service director who plans, organizes, directs, and integrates all functions within Public Works including capital construction, engineering, urban renewal, and maintenance of roadways, water and wastewater distribution and collection systems. Although adept in all areas, transportation is a special focus area.

Nancy inspires excellence and dedication in public service by her outstanding career service achievements as a public works professional. She is a natural-born leader who builds relationships and inspires confidence in her peers. This is easily demonstrated through her continued role as the representative of the cities of Clackamas County at the regional Transportation Policy Alternatives Committee (TPAC), a position she has held since 1999.

I have reviewed the selection criteria you will be using in the section process and I offer the following illustrations. Two of my favorite projects with Nancy focused on advancing new and innovative financing programs for transportation services to help local cities and counties better maintain and operate their respective transportation systems. Nancy was at the forefront in rallying understanding and support of two key projects:

- **Clackamas County Transportation Utility Fee** – This project was a collaboration of local agencies in Clackamas County to advance a new broad based fee program to

overcome declining gas tax dollars for road maintenance. This process laid out a new technical approach to equitably distribute fees across all road users in the community, but it failed to gain traction with the elected County officials in the end. Nancy saw the merits of this approach and decided to advance it further in her own City.

- **Oregon City Transportation Utility Fee** – Lessons learned from the Countywide effort were overcome by Nancy's leadership through extensive outreach to local stakeholders and elected officials to help them understand the seriousness of the funding challenge, and to work together to resolve it. Once stakeholders bought into the solution, Nancy advanced a widespread public education process to help local residents and merchants the value of the program. The fee has been in place for five years now and collects about \$1 million annually for City road maintenance.

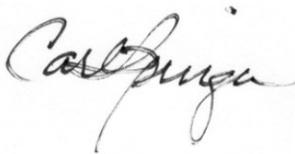
These two examples illustrate how Nancy's leadership effectively advanced a new concept that she believed helped to address a very real challenge in her community. To accomplish this required a keen technical understanding of the need, how the new program could equitably tackle it, and an effective outreach program to gathering the necessary support and commitment to solve an important community problem. This is stuff of a great transportation manager.

Thanks in advance for your consideration of Nancy Kraushaar's nomination. I can be reached at 503-243-3500 or cds@dksassociates.com if you have any questions or would like to speak with me further.

Yours truly,

*DKS Associates*

A Professional Corporation



Carl D. Springer, PE, PTOE

Principal



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bmeier@crowmail.net

**Suzette Meier**  
Office Manager  
smeier@crowmail.net

[www.MeierWealth.com](http://www.MeierWealth.com)

February 14, 2012

APWA Awards Committee  
American Public Works Association  
1275 K Street, NW, Suite 750  
Washington, DC 20005

Re: Nomination of Nancy Kraushaar  
Professional Manager of the Year Award - Transportation

Dear Awards Committee:

I am writing in support of the nomination of Oregon City Public Works Director, Nancy Kraushaar, as the APWA Professional Manager of the Year in the Transportation category.

As Chair of the Oregon City Transportation Advisory Committee and as a local business owner, Chamber of Commerce Board member, and President of the Oregon City Business Alliance, I have had numerous opportunities to interact with Nancy over the past 4 years and have enjoyed seeing the positive impact her leadership has had in our community.

As our Public Works Director and City Engineer, Nancy's days are filled with responsibilities such as planning, organizing, directing, and integrating all functions within her department including capital construction, engineering, and urban renewal. She also oversees the maintenance of roadways, water and wastewater distribution, and collection systems. But, beyond all of these important duties, Nancy's favorite area of focus is transportation.

Nancy is committed to excellence in every aspect of her career and this is reflected in her many service achievements. She is a natural-born leader who builds relationships and inspires confidence in her peers. A perfect example of this is her continuing role as the representative of the cities of Clackamas County at the regional Transportation Policy Alternatives Committee (TPAC). She has held this position since 1999.

I have reviewed the committee's selection criteria and share the following example of how Nancy has demonstrated leadership, innovation, customer service, and community service in Oregon City.

Recently, I was privileged to work with Nancy at an all-day Bicycle Tourism workshop sponsored by Travel Oregon and Clackamas County Tourism. Nancy is a strong bicycle

advocate and her leadership in this area has helped create new pathways toward greater sustainability in our city. As a bicycle enthusiast, I have had several opportunities to exchange ideas with Nancy about bicycle advocacy and infrastructure. In all cases, she has proved to be enthusiastic, creative, and encouraging of new ideas from others like myself. I appreciate Nancy's passion for bicycle recreation and tourism and for this, and many other reasons, I wholeheartedly endorse her nomination.

I appreciate your consideration. If you'd like more information, don't hesitate to contact me by phone at (503) 479-0080, or by email at [bmeier@crowmail.net](mailto:bmeier@crowmail.net). Thank you.

Sincerely,

A handwritten signature in black ink, appearing to be 'Blane Meier', with a long horizontal stroke extending to the right.

Blane Meier, MBA  
President / Principal Financial Advisor



February 20, 2012

Awards Committee for Professional Manager of  
the Year Award - Transportation  
American Public Works Association

RE: Nomination of Nancy Kraushaar for American Public Works Association (APWA) Professional  
Manager of the Year Award - Transportation

Dear Committee Members:

I'm pleased to have this opportunity to support the nomination of Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. I really can't say enough good things about Nancy and her role on numerous transportation related endeavors we have been involved with over the years. I truly feel I can't adequately describe, in a letter, the depth of the strengths and skills which Nancy has demonstrated on projects related to state, county, city and even neighborhood transportations initiatives.

When I received this request to provide a "letter of support" for Nancy Kraushaar, I began to think about the many situations where Nancy and I have mutually worked on committees, initiatives and projects. They have been at all levels and over the past ten years since I moved to Oregon City in 2001. I'll briefly describe some of these situations but clearly not an exhaustive list.

- Neighborhood
  - As the Chair of a Neighborhood Transportation Advisory Committee (TAC) I worked with Nancy to assess the pedestrians' and bicyclists' needs on the major neighborhood street. This initiative resulted in the completion of the Holcomb Boulevard Pedestrian Enhancement Concept Plan. Nancy was instrumental in this initiative, working within Oregon City and Clackamas County to get support for this concept plan development.
  - The planning process resulted in a major neighborhood project to install sidewalks on a significant portion of the street. Again this required Nancy's involvement to develop a cooperative agreement between Clackamas County and Oregon City. This project greatly improved safety for pedestrians and bicyclists within the Neighborhood, particularly for some residents of the Clackamas County Housing Authority who have limited means of motorized transportation.
  
- City
  - As Chair and member of the Urban Renewal Commission, I worked closely with Nancy to address requirements for transportation within the Urban Renewal district. Some projects

required direct financial support from the Urban Renewal Authority. Nancy explored many alternatives and supported the URC in the review and decision making process. She always was very professional and demonstrated great patience in addressing all questions. Nancy also was very thorough in ensuring proper analysis had been completed. She was able to confidently provide all require information.

- As Chair and member of the city-wide TAC, I worked closely with Nancy on planning, coordinating, communicating, recommending, and completing many projects and initiatives throughout the City. Nancy was directly involved in many meetings, demonstrating her ability to address the specifics but to show the leadership to her staff to establish a very cooperative approach.
  - As the Chair and member of the Main Street Oregon City organization, I participated with Nancy on many transportation related projects. There have been several studies completed through initiation by Public Works. Nancy has worked closely with Main Street Oregon City to obtain grants and other funding to support multi-million dollar projects in the Downtown area. Nancy has demonstrated enormous creativity and fortitude in the successful pursuit of the necessary funding for these initiatives. These efforts are producing a revitalization of the historic Downtown.
  - As a member of the Pavement Maintenance Utility Fee Committee, I worked closely with Nancy as she developed this approach to fund the major deterioration of the roadways throughout Oregon City. This was a new fee which required significant planning and communication with the residents of Oregon City. Nancy worked collaboratively with many groups to develop a program which would meet the short and long term needs and allow for a planned increase in the fee to reduce the impact on the public. This program has resulted in better and financially supported improvements the roadway maintenamce.
- Regional
    - In my roles within in the City, I have also participated with Nancy on initiatives that were of a regional nature. These regional initiatives clearly demonstrated the respect that Nancy's peers have for her as many difficult planning and funding situation were addressed successfully. Oregon City is a regional center which has all modes and levels of transportation including interstate, state highways, rivers, major rail line, county, city and neighborhood requirements. This results in a great deal of complexity to consider and navigate through the various requirements and organizations.
    - Nancy was prepared with a "shovel ready" project which has been supported by stimulus funding. The result is a \$26.2 million dollars project, known as the "Jughandle" project, which will alleviate a major current congestion area and provide much needed future capacity. This project entails working across all levels of government for planning, execution and reporting. This project is well underway and has been proceeding to meet or exceed the expectations. The project success criteria, which has been established through Nancy's leadership, has been very community focused with extensive communication to ensure citizens are well informed about the immediate and future impacts of the construction on travel and also the future outcomes that are expected.
    - Recently, though Main Street Oregon City I've been working with a group, including Nancy, in pursuit of establishing a railroad "Quiet Zone" in Downtown. Nancy has demonstrated her leadership through her participation and cooperative style of involvement. She is constantly looking for the "Win-Win" for all involved in order to optimize the end result.

As I look back, I realize these are some of the highlights, where I directly participated, which demonstrates Nancy's successes and strengths across the selection criteria which were outlined for the Award recognition. This is by no means exhaustive and doesn't even cover the total breath within my realm of involvement

In reviewing the selection criteria, I'm providing my perspective about Nancy for many of the criteria. By criteria, my comments are:

#### Profession

Nancy embodies the characteristics of the Public Works profession. She is technically knowledgeable across all aspects of Public Works and in particular transportation. She has the ability to comfortably address all types of audiences and effectively answers questions based on their level of knowledge.

#### Leadership

Nancy's leadership skills are extraordinary. She is respected by her peers and sought out for input. Within Public Works she has instilled a "can-do" approach and, thus, her staff is cooperative and looking for the optimal outcome within guidelines for everyone involved.

#### Innovation

This is an interesting criterion since often we think of innovation from a technical result standpoint. I have observed the creativity that Nancy exhibits from exploring new methods and also looking at how to adapt existing approaches to improve outcomes. In addition, Nancy is also constantly exploring and creating ways to successfully fund projects often through a variety of sources.

#### Customer Service

Nancy's practices are very customer focused. She demonstrates this in her interactions with those directly involved with various initiatives and projects. Even more importantly, she demonstrates the positive customer service with the public at large. She constantly strives to understand the impact of projects on the citizens. She attempts to minimize any negative impact, optimize the outcomes and does extensive communications so there is prior and ongoing awareness of the potential impacts both short-term and long-term.

#### Community Service

Describing Nancy's Community Service separate from her role as the Public Works Director is difficult. The line easily becomes blurred since Nancy has become a stable, respected part of the community. Nancy's community involvement is extensive and often requested to seek her input about any community activity. To some extent if in doubt people seek Nancy's input since her advice is always valued even if it's to steer someone to the right resource within the community.

In summary about the selection criteria, Nancy inspires excellence and dedication in public service by her outstanding achievements as a public works professional. She is a natural-born

leader who builds relationships and inspires confidence in her peers. This is strongly demonstrated through her continued role as the representative of the cities of Clackamas County at the regional Transportation Policy Alternatives Committee (TPAC), a position she has held since 1999.

Recognizing the difficulty of making decisions based on written input, I wish each of you, as committee members, had the opportunity to work directly with Nancy Kraushaar because you would clearly understand the ways Nancy excels in all of the selection criteria. She has shaped the regional transportation for the Oregon City area which will provide a positive, long-term impact. If you have questions or a need for any follow-up, I can be reached at 503/8301907 or donslack5@msn.com.

Best regards,

A handwritten signature in black ink that reads "Don Slack". The signature is written in a cursive, flowing style.

Don Slack  
General Manager

February 11, 2012

Awards Committee for Professional Manager of the Year Award - Transportation  
American Public Works Association

RE: Nomination of Nancy Kraushaar for American Public Works Association (APWA) Professional  
Manager of the Year Award - Transportation

Dear Committee Members:

This letter is in support of nominating Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation. I have been invited to write this letter because I have worked with Nancy over the last three years on developing strategies to support the region in becoming more resilient to climate change.

Having worked with Nancy Kraushaar in different settings and on different projects over the past few years, I have no hesitation in supporting Nancy Kraushaar's nomination. Nancy is a full-service director who plans, organizes, directs, and integrates all functions within Public Works including capital construction, engineering, urban renewal, and maintenance of roadways, water and wastewater distribution and collection systems. Although adept in all areas, transportation is a special focus area.

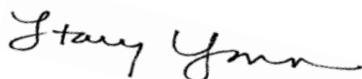
I work for a nonprofit organization that is headquartered out of Nancy's jurisdiction, but which is working on issues of regional climate resilience. I have seen Nancy take leadership in recognizing that an investment in infrastructure, whether for wastewater or transportation, must be sustainable given the future climate our region will face. Not only has she spearheaded resilience strategies, but has also led efforts to enhance the efficiency of our public works systems to minimize emissions reductions and waste. However, she recognizes that cities (and departments) cannot work in silos, and that there is strength in partnering across jurisdictional boundaries as well as with community based organizations to enhance effectiveness and efficiency.

Nancy inspires excellence and dedication in public service by her outstanding career service achievements as a public works professional. She is a natural-born leader who builds relationships and inspires confidence in her peers. This is easily demonstrated through her continued role as the representative of the cities of Clackamas County at the regional Transportation Policy Alternatives Committee (TPAC), a position she has held since 1999.

I have reviewed the selection criteria you will be using in the selection process and I offer the following: Nancy is a strong leader within her department, public sector, and the city as a whole, and is also willing to take on challenging issues through the development of innovative partnerships.

Thanks in advance for your consideration of Nancy Kraushaar's nomination. I can be reached at 541-654-4048 or [stacy@trig-cli.org](mailto:stacy@trig-cli.org) if you have any questions or would like to speak with me further.

Yours truly,



Stacy Vynne  
Program Director Climate Adaptation

The Resource Innovation Group

February 22, 2012

Awards Committee for Professional Manager of the Year Award - Transportation  
American Public Works Association

RE: Nomination of Nancy Kraushaar for APWA Professional Manager of the Year Award - Transportation

It has been a great pleasure to work with Nancy Kraushaar on a variety of occasions over the past six or seven years. As past-Chair and current Land Use Chair of two Neighborhood Associations, Secretary to the Citizen Involvement Committee, member of both the City Budget Committee as well as the Urban Renewal Committee, Ambassador to the Chamber of Commerce and in other capacities, there have been many opportunities for me to watch Ms Kraushaar at work and, indeed, work with her.

Perhaps my first real opportunity to work with her was on a major highway enhancement project involving both State and local governments – and money. As the City Engineer, as well as Director of Public Works, she was involved in every phase of this nearly year-long project. In my role as an active member of the Public Advisory Committee for this project, there was ample time for me to watch and interact with her as she dealt with the inevitable myriad of details as well as personnel: from engineers to artists to citizens. She always maintained the highest level of professionalism and expertise, combined with simple courtesy and integrity. Her knowledge of traffic engineering was profound, yet she always remained open to new information and perspectives.

Since that project, there have been many others, with which I am familiar at various levels: the reconstruction of an historic promenade; the re-alignment of two major streets (replete with various subterranean “surprises”); re-pavings and reconstruction of streets, sidewalks, etc.; traffic studies too numerous to mention; parking studies and their implementation; *simultaneous* coordination of the restoration of a nationally significant historic bridge and the construction of an entirely new, unrelated bridge on the other side of town as part of the development of a major highway interchange; these last few projects are currently underway *as she oversaw and coordinated* the conversion of the main downtown street from one to two ways, reconstructed additional intersections, and upgraded downtown sidewalks. She is currently deploying an “outreach strategy” to solicit citizen input to the City’s Transportation System Plan. And these are but the highlights. Suffice it to say, her accomplishments in the area of transportation management are nothing short of astonishing.

And still, throughout all these achievements, she has exhibited the highest qualities of professional leadership; of genuine care for her staff and their personal and professional development. She is well liked and rightly so.

And perspicacious? Ms Kraushaar has demonstrated time and time again her innovative mind in solving problems: from engineering to finance; from construction to grant writing; from building community consensus to assisting in the creative development of a Transportation Maintenance Utility Fee to sustainably fund road repair. A great team player and a great team leader.

February 22, 2012

As a member of the above-mentioned budget committees, I have watched Ms Kraushaar squeeze every penny out of her budget; always finding creative ways to fund the immediate projects and still keep her eye on the longer-range, bigger budget items. Always cognizant of the infamous "triple bottom line", she has consistently demonstrated more than adroit fiscal management.

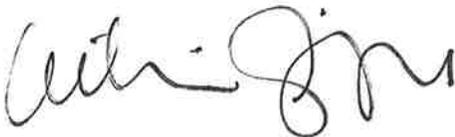
Ms Kraushaar considers the citizens of this city as her "customers": and she is dedicated to customer service. To assure herself that she is in accord, not only with our City Commission and our City Manager but with the citizens themselves, she has effectively "embedded" herself in the community by on-going attendance at numerous neighborhood association meetings to be sure that neighbors understand transportation issues and that she understands their concerns. Many neighbors have commented to me directly that, far from being an aloof city official, she demonstrates sincere concern; all while maintaining her professional integrity – and willingness to learn.

Herself an avid cyclist, seeing things from the ground up, her passion for excellence in transportation management is apparently not limited to this city where, unfortunately for us, she does not reside. In her own city, she is also participating in *their* Transportation Advisory Committee. Transportation management is in her blood and civic involvement is her life style.

Based on my understanding of the selection criteria you will be using in the section process, it is an honor for me to support the nomination of Nancy Kraushaar as APWA Professional Manager of the Year in the category of Transportation.

Thank you for your consideration of Nancy Kraushaar's nomination. Please feel free to contact me directly at the number or email below if you are in need of further commentary.

Sincerely,  
In Peace through Understanding,



William Gifford  
PO Box 2003  
Oregon City OR 97045-0203

503.723.3456  
William@smALLFLAGs.com