

Memorandum

To: Shady Cove Mayor and Councilors
From: Dale Shaddox, City Administrator pro tem

November 12, 2025

Resignation from Service to Shady Cove Effective November 25, 2025 at 5pm

Thank you for allowing me an opportunity to fill in, evaluate and consider the current situation in Shady Cove. My role has been to provide service during the time that the City Administrator is on leave to allow the City to review/investigate claims. This time period appears to be winding up and predicted to be completed within the next couple of weeks or so.

Primary efforts have been to take care of City business needs that are urgent as to timeliness and compliance.

My efforts have focused on three primary levels:

1. City Government Services - Public Facilities, Programs and Finances.
2. Interpersonal Relationships - City Elected Officials/City Staff/Community Members.
3. Serving the City conducting city business during this period when the City Administrator is on leave.

Findings:

1. City Government Services are generally adequate for small cities. Staffing levels are sufficient to get the job done, both in field maintenance and administrative tasks and projects. Further evaluation of actual organizational structural needs should be completed by the City Administrator. Public Works maintenance is the most likely area needing help.
2. Interpersonal Relationships are very problematic. This is the primary source of dysfunction in city government at this time. Relations between citizens and city officials is strained because of personalities getting in the way of cooperation/collaboration, low information sharing, suspicion and lack of trust. So, manipulation through allegations and misinformation is resulting from this phenomenon. I have made no conclusions as to any assertions about wrongdoing, honesty, trust or any other such thing. Those are not in the realm of my work here at City Hall.

Conclusions:

1. The highest and most important issue is providing good government service.
2. Many of the problems in Shady Cove are a direct result of interpersonal relationships.
3. City Services can be and are largely being provided at sufficient levels, but can be substantially improved by solving the interpersonal problems. I generally agree that higher service levels are probably needed in public works/parks.
4. There are some City documents such as budgets, audits that are being worked on and not yet resolved.
5. My skillset and mindset at this point in my career are focused on the strategies, approaches, structures and standards that make for a smooth-running city government. I am not focused or skilled at solving the extensive level and scope of the current interpersonal relations situation in Shady Cove.

Recommendations:

1. I recommend that Shady Cove engage in an immediate and focused formal mediation program conducted by mediation professionals. I believe this can be done while keeping up with continuing city services/business activities.
2. This approach will require up front genuine open minds that share the values of conducting the public's business as the top priority, working hard to collegially cooperate with honest/open communication.
3. I am not entirely confident that mediation will end up with a long-lasting solution based on my interactions with the various people. However, passing up this option would be a mistake in my opinion.

These comments are only intended to be suggestions on how the most positive outcomes could be achieved. There may be many approaches.

I submit this memorandum at this time after consultation with advisers in my profession and giving considerable thought about my role and presence constituting a real or perceived conflict of interest as the City of Shady Cove moves forward.

My best wishes are extended to you all.

Respectfully,
Dale Shaddox

Date: November 12, 2025