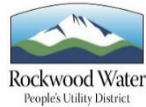


**PRESIDENT**, Cori Johnson  
**VICE PRESIDENT**, Tom Lewis  
**DIRECTOR**, Larry Dixon



**TREASURER**, Colby Riley  
**SECRETARY**, Nicholas Engels  
**GENERAL MANAGER**, Jeremy Hudson

**SPECIAL BOARD MEETING  
ROCKWOOD WATER PEOPLE'S UTILITY DISTRICT  
BOARD OF DIRECTORS**

**April 2, 2026**

**1:00 p.m.**

**District Boardroom**

**Zoom Information:**

<https://us02web.zoom.us/j/87264902722?pwd=7vufrPrHaPbW0W4KbzZUzWyKj1aRjh.1>

**Meeting ID: 872 6490 2722**

**Passcode: 915279**

**PRELIMINARY AGENDA**

1. Approval of Agenda
2. General Manager Performance Expectations, Initial Evaluation
3. General Manager and District Goal Setting
4. Next Meeting – April 22, 2026 Regular Board Meeting

Upcoming Topics

- Budget Committee Meeting & Presentation by General Manager (April)
  - PERS Presentation with PERS Expert (April)
  - Board Compensation Policy Draft Review (April)
5. Adjournment

The meeting location is wheelchair accessible. Requests for a sign language interpreter should be made as soon as possible or at least 5 days prior to the meeting. Requests for language interpretation should be made at least 2 days in advance of the meeting. Requests can be made by calling 503.665.4179.

## Memorandum

**Date:** March 19, 2026

**To:** Rockwood Water People's Utility District Board of Directors

**From:** Mark Knudson, Senior Consultant

**Subject:** General Manager Performance Expectations & Goal Setting  
Background Materials for April 2, 2026 Work Session

### Background

Rockwood Water PUD (the District) has requested SDAO's assistance in support of the Board of Directors' efforts to establish a process for an initial evaluation of the District's new General Manager (GM) and to establish District goals.

At the Board work session scheduled for April 2, 2026, SDAO will provide an overview of suggested objectives for an evaluation, and will propose a recommended process, schedule, and related documents to support the Board's completion of the new GM's initial performance evaluation. In addition, SDAO will facilitate a goal setting process to assist the Board in identifying and prioritizing District goals.

Board Members and other meeting attendees are asked to review the following information in preparation for the work session. In addition, everyone one is asked to complete the homework assignment noted below.

### Supporting Information

Attached are the following documents:

- 1. Work Session Agenda.** This outlines the specific activities and approximate timeline for the afternoon.
- 2. Proposed Initial Evaluation Process & Schedule.** The Process & Schedule outlines SDAO's suggested approach and timeline to complete the GM's initial evaluation. A key decision in establishing the proposed schedule for the process is the intended evaluation period. SDAO suggests the initial evaluation period be established as March 1, 2026 through August 31, 2026.
- 3. Proposed Performance Expectations & Evaluation Rating Scale.** SDAO suggests the Board adopt a set of performance expectations to be used as evaluation criteria. The attached proposed expectations are similar to the evaluation factors the District has used

previously and have been updated to reflect the GM's recently updated position description. This document also includes SDAO's proposed evaluation rating scale, which would be used by the Board to complete the GM's evaluation.

- 4. Evaluation Form.** A proposed evaluation form is attached. This form incorporates the proposed evaluation period, criteria, and rating scale.

At the work session on April 2, 2026, SDAO will review the attached documents, answer any questions, and discuss proposed changes to these documents. Based on the Board's input and comments, the attached documents will be revised and final versions will be presented for Board approval at the April 22, 2026 Board meeting.

### **District Goal Setting & Homework**

The second portion of the work session will include an interactive brainstorming session to identify and prioritize potential District goals. This portion of the meeting affords a unique opportunity for attendees to look beyond the GM's initial evaluation to consider aspirational, longer-term goals for the District. To that end, it is suggested the planning horizon for the proposed goals be about three years.

To help "prime the pump" (pun intended), attendees are asked to review the attached Homework Assignment and come prepared with a list of Suggested Goals, how each goal will benefit the District, and the relative priority of each goal.

Thank you for your consideration of these important items. Please let me know if you have any questions or concerns before the Board meeting on April 2<sup>nd</sup>. I can be reached at [mknudson@sdao.com](mailto:mknudson@sdao.com) or at 503-319-5256.

## GOAL SETTING HOMEWORK ASSIGNMENT

### DEFINITIONS:

- Goal: An aspirational statement of what we should accomplish (tactical) or what we want to be (visionary) – to provide direction, purpose, expectations
- SMART Goal: A goal that is Specific, Measurable, Achievable, Relevant and Time-Bound
- Time Horizon: The planning period during which a goal should be realized or completed

### QUESTIONS TO CONSIDER:

- What does the District need or want to accomplish in the next 3 years (approximately)?
- How will this goal ultimately benefit the District and its customers?
- For each goal, what is the priority (is it urgent, important, or both)? Is there a deadline? Is there other work that must be completed (prerequisites) before achieving the goal?

### ASSIGNMENT:

**Please come to the workshop with a list of Your Suggested Goals, how each goal will benefit the District, and the relative priority of each goal.**

### – YOUR SUGGESTED GOALS –

<b><u>Goal</u></b> – Summary Description & Benefits (The What & Why)	<b><u>Priority</u></b> – Is this goal Important, Urgent or Both? A deadline?	<b><u>Prerequisites</u></b> – What other work is needed to achieve this goal?

## Rockwood Water People’s Utility District

### Board Work Session on GM Performance Expectations & Goal Setting

April 2, 2026

#### AGENDA

<u>Time</u>	<u>Activity</u>	<u>Who</u>
1:00 – 1:10	Convene Meeting, Roll Call, Introductions	Chair, All
1:10 – 1:15	Agenda Overview & Meeting Objectives	SDAO
1:15 – 2:00	GM Performance Expectations, Initial Evaluation	SDAO, Board
2:00 – 2:20	Previous Goals – Review & Status Update	Jeremy
2:20 – 2:30	Introduction to Goal Setting / Ground Rules	SDAO
2:30 – 3:00	Goal Brainstorming	All
3:00 – 3:15	Break	All
3:15 – 3:45	Goal Refinement – Goal Definition & Grouping	All
3:45 – 4:00	Goal Prioritization, Part 1 – Voting	All
4:00 – 4:15	Goal Prioritization, Part 2 – Synthesis & Refinement	All
4:15 – 4:30	Recap, Next Steps & Meeting Evaluation	SDAO
4:30	Adjourn	Chair

**Rockwood Water People’s Utility District**

**General Manager Performance Evaluation for  
Initial Evaluation Period of  
March 1, 2026 through August 31, 2026**

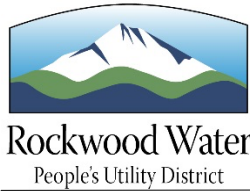
*Proposed*

**Process & Schedule**

*Discussion Draft*

April 2, 2026

<b>Date</b>	<b>Activity</b>	<b>Who</b>
April 22, 2026	Board meeting: <ul style="list-style-type: none"> <li>Board considers motion to adopt evaluation period, process, schedule, expectations, rating scale, evaluation form, and goals for initial evaluation</li> </ul>	Board & Mark
August 6, 2026	Jeremy completes self-evaluation and distributes to board	Jeremy
August 7 – 19, 2026	Board Members independently complete evaluation using Board-approved criteria, rating scale, and form	Board Members
August 20, 2026	Each Board Member returns completed evaluation form to Nyla via email	Board Members
August 20 – 25, 2026	Nyla compiles Board Members’ evaluations into anonymous summary of ratings, comments, and recommendations	Nyla
August 26, 2026	Board meeting: <ul style="list-style-type: none"> <li>Executive session – Board reviews evaluation summary and recommendations</li> <li>Exec or open session (Jeremy’s discretion) – Board meets with Jeremy to review evaluation summary and recommendations</li> <li>Open session – Board considers motions: <ul style="list-style-type: none"> <li>Adopt summary and recommendations for initial evaluation period</li> <li>Establish evaluation period and criteria for next evaluation</li> </ul> </li> </ul>	Board, Nyla & Jeremy



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**General Manager Performance Evaluation for  
Initial Evaluation Period of  
March 1, 2026 through August 31, 2026**

***Proposed***  
**Performance Expectations & Evaluation Rating Scale**

***Discussion Draft***

April 2, 2026

- 1. Builds and maintains effective working relationship with the Board.**
  - a. Communicates clearly and effectively with the Board.
  - b. Prepares monthly operational and financial status reports for the Board.
  - c. Provides information as needed to support effective Board decision making; oversees development and timely delivery of effective Board meeting packets.
  - d. Coordinates with Board as needed to support development and implementation of effective District policies and procedures.
  - e. Respectful and available for consultation with individual Board members.
- 2. Provides effective management of District financial resources and obligations.**
  - a. Prepares comprehensive, participatory, and analytical budget including oversight of budget development process; serves as District budget officer.
  - b. Provides effective financial reports; communicates fiscal concerns before they become critical.
  - c. Projects and programs are conducted within approved budget.
  - d. Oversees development of financial plan and rate studies, as needed.
  - e. Oversees completion of successful annual audit of financial performance, internal controls, and procedures.
  - f. Oversees and coordinates District debt program.
- 3. Ensures effective operations and maintenance of District facilities.**
  - a. Meets all applicable federal and state regulations and requirements, including drinking water standards, reporting requirements, and safety & health standards.
  - b. Identifies and implements appropriate policies and procedures to assure efficient, reliable, and safe operation and maintenance of water system and related assets.
  - c. Provides oversight and direction for all aspects of District operation and maintenance of Cascade Groundwater Alliance assets.
  - d. Ensures emergency preparedness in support of reliable delivery of safe, affordable drinking water to the community.
- 4. Provides effective customer service and community outreach.**
  - a. Ensures the District provides effective customer services.
  - b. Effectively and proactively communicates with customers and stakeholders; serves as a voice for the District based on Board-approved positions and policies.
  - c. Effective in addressing and defusing contentious situations and conflicts.
  - d. Cultivates partnerships and relationships in the community.
  - e. Participates in community events and stakeholder groups.

## **Rockwood Water PUD**

### **General Manager Performance Expectations and Evaluation Rating Scale**

*Discussion Draft – April 2, 2026 - Page 2 of 3*

#### **5. Provides effective leadership and management of District staff.**

- a. Communicates clearly and effectively with employees.
- b. Models effective leadership and professionalism within the organization.
- c. Establishes and implements development strategies for individual District employees, including training and succession planning.
- d. Demonstrates accountability; meets commitments, takes responsibility for actions, and holds staff accountable for individual performance.
- e. Demonstrates ethical behavior and actions that reflect applicable laws and district policies, procedures, and values.
- f. Cultivates a team environment, sustains organizational culture, and maintains commitment to continuous development.
- g. Cultivates and maintains an organizational commitment to employee safety and security; holds employees accountable for adherence to safety and security policies.
- h. Provides delegation, coaching, direction, and support as needed to maintain a motivated and effective workforce.
- i. Effectively represents District's interests in human resources management, including negotiation of collective bargaining agreement.

#### **6. Builds and maintains effective relationships with partners and other agencies.**

- a. Provides effective communication and coordination with the City of Gresham in support of the Columbia Groundwater Alliance.
- b. Effectively represents the District on the Wholesale Water Managers Board, the Regional Water Providers (RWP) Consortium Technical Committee (CTC), SDAO committees, Oregon Water Utility Council (OWUC), and regional water management efforts.
- c. Establishes and maintains effective working relationships with various government entities, state and local organizations, professional associations, public agencies, and partners.
- d. Advocates for the District at regional, state, and federal levels.

#### **7. Demonstrates progress toward achieving District goals and implementation of Strategic Plan.**

- a. Identifies and implements District work plan to achieve District goals; work assignments and priorities align with strategic plan and board-approved goals.
- b. Demonstrates notable progress toward reaching District goals.
- c. Establishes key performance indicators to support tracking and reporting of progress toward District goals.
- d. Organizes and facilitates process with Board to make annual updates to goals.

#### **8. Overall performance rating.**

- a. Summary score reflecting overall performance and effectiveness during the current evaluation period.

**Rockwood Water PUD**

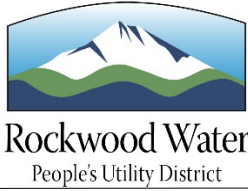
**General Manager Performance Expectations and Evaluation Rating Scale**

*Discussion Draft – April 2, 2026 - Page 3 of 3*

**Evaluation Rating Scale**

<b>SCORE</b>	<b>NAME</b>	<b>DESCRIPTION</b>
<b>5</b>	<b>Outstanding Performance</b>	Consistently performed in a manner that demonstrates an exceptional level of knowledge and skill. Performance frequently exceeds what is normally expected and merits recognition.
<b>4</b>	<b>Exceeds Expectations</b>	Consistently performed in a manner that meets and often exceeds expectations. Performance is distinctly better than what is normally expected in performing this function.
<b>3</b>	<b>Effective</b>	Consistently meets normal expectations and performed in a competent and skilled manner. Performance is fully satisfactory and without significant exceptions or concerns.
<b>2</b>	<b>Developing</b>	Performance is at a level of a person who is learning and gaining experience in this function. Skill and performance have steadily improved and are approaching full proficiency.
<b>1</b>	<b>Improvement Needed</b>	Performance does not meet the requirements of the position. Notable improvement is needed to bring performance to a level consistent with expectations of the position.

DRAFT



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**General Manager Performance Evaluation for  
 Initial Evaluation Period of  
 March 1, 2026 through August 31, 2026**

***Proposed Performance Evaluation Form  
 Discussion Draft  
 April 2, 2026***

Board Member: \_\_\_\_\_

Date: \_\_\_\_\_

Evaluation Criteria	Rating*	Comments & Feedback
<b>1. Builds and maintains effective working relationship with the Board.</b>		
<b>2. Provides effective management of District financial resources and obligations.</b>		
<b>3. Ensures effective operations and maintenance of District facilities.</b>		
<b>4. Provides effective customer service and community outreach.</b>		
<b>5. Provides effective leadership and management of District staff.</b>		
<b>6. Builds and maintains effective relationships with partners and other agencies.</b>		
<b>7. Demonstrates progress toward achieving District goals and implementation of Strategic Plan.</b>		
<b>8. Overall performance rating.</b>		

**Rockwood Water PUD**  
**General Manager Performance Evaluation Form**  
*Discussion Draft – April 2, 2026 - Page 2 of 3*

**\* Evaluation Rating Scale**

SCORE	NAME	DESCRIPTION
5	<b>Outstanding Performance</b>	Consistently performed in a manner demonstrating an exceptional level of knowledge and skill exceeding what is normally expected in performing this function and merits recognition.
4	<b>Exceeds Expectations</b>	Consistently performed in a manner that meets and frequently exceeds expectations. The performance is distinctly better than what is normally expected in performing this function.
3	<b>Effective</b>	Consistently meets normal expectations and is performed in a competent and skilled manner. Performance is fully satisfactory in its performance without any significant exceptions.
2	<b>Developing</b>	Performed at a level that is expected of a person who is learning and gaining experience in this function. Skill and performance are near or steadily approaching full proficiency.
1	<b>Improvement Needed</b>	Performance does not meet requirements of the position. Improvement needed to bring performance to a consistent and effective level to meet expectations.

**District Goals for Current Evaluation Period<sup>+</sup>:**

Goal	Comments & Feedback
1. Package 3: Complete the Construction and startup of the Cascade Well No. 8 pump station, 4.4 Million Gallons per Day (MGD) Manganese Water Treatment Plant and replacement of the 141st avenue reservoir.	
2. Package 4: Complete the Construction and startup of the Cascade Site (District Headquarters) 25 MGD Manganese Water Treatment Plant and Site Improvements.	
3. Conduct ongoing cost and schedule reviews as part of a risk evaluation for the Cascade Groundwater Development Program and report findings back to the Board.	
4. Complete the transition to 100% treated Groundwater supply at the District.	
5. Complete the issuance of the second WIFIA loan that will fund the remaining Rockwood needs for the Cascade Groundwater Alliance Projects, and the Bipartisan Infrastructure Law forgivable loan funding through the State Drinking Water Revolving Loan Fund.	
6. Complete quarterly WIFIA reports and periodic disbursement requests and submit to the US EPA per requirements of the WIFIA loan.	
7. Complete the revision of the Rockwood Water PUD Risk and Resilience Assessment and Emergency Response Plan.	
8. Support the progress of the District AMI program, with the goal of completing the installation of District AMI meters by 2029.	

**+ These goals are the 2025-26 goals as approved by the Board in 2025. The Board may wish to update or amend these goals for the new GM's initial evaluation period.**

**Suggested District Goals for the Next Evaluation Period:**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

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