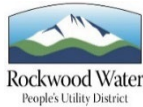


PRESIDENT, Cori Johnson
VICE PRESIDENT, Tom Lewis
DIRECTOR, Larry Dixon



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

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

May 14, 2026

2:00 p.m.

District Boardroom

Zoom Information:

<https://us02web.zoom.us/j/85132942044?pwd=qhh0wneO1YGY37Ji3caVG8EoSrFHIK.1>

Meeting ID:

851 3294 2044

Passcode: 974064

PRELIMINARY AGENDA

1. Approval of Agenda
2. Board Training Presentation - Mark Knudson, Special Districts Association of Oregon (SDAO)
3. For the Good of the Order
4. Next Meeting – May 27, 2026 Regular Board Meeting

Upcoming Topics for May:

- Board Compensation Policy Approval
 - Quarterly Update on 4Tens
 - RWPC Board Position
 - District Surplus
 - CGA Update
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.



Rockwood Water
People's Utility District

Board Training
May 14, 2026



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Today's Topics

- About Special Districts
- District & Board Authority
- Board & Staff Expectations
- Public Meetings
- Ethics
- Best Practices
- Additional Programs



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About Special Districts

- What is a Special District?
- About SDAO
- About SDAO Consulting Services Program
- About Mark Knudson



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About Special Districts What is a Special District?

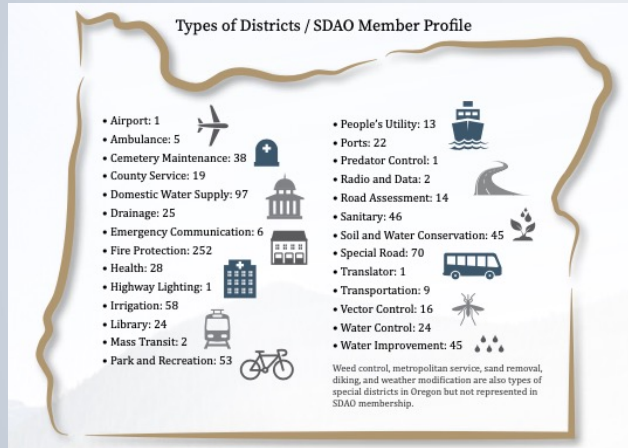
Local form of government created by community to meet specific needs

- Over 1,000 special districts in Oregon
- Currently 34 types of districts in Oregon
- Extend across city and county jurisdictional boundaries
- Statutory authority to ...
 - Sign contracts, employ staff, acquire real property
 - Issue bonds, impose taxes, levy assessments, charge fees
 - Sue and be sued

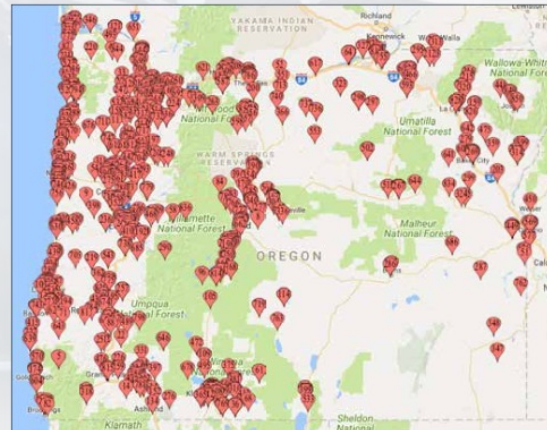
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About Special Districts What is a Special District?



OREGON SPECIAL DISTRICTS MAP



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About Special Districts About SDAO

Special Districts Association of Oregon

To assist special service districts in providing cost-effective and efficient public services to the people of Oregon

- Formed in 1979 to provide strong and united voice
- Provides advocacy at federal, state, and local levels
- Provides training, information resources, and support programs
- Operates as 501(c)(6) not-for-profit corporation
- Governed by 12-member board of directors
- Over 900 local government members
- Sister organization is Special Districts Insurance Services (SDIS)

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About Special Districts

About SDAO Consulting Services Program

- Experienced industry professionals
 - Range of experts and expertise
- Provides management advice, guidance, and support services
 - Does not include professional engineering, audit, or attorney services
- Provides guidance, oversight, training, and assessments
 - Encourage and support implementation of best practices
- Why?
 - To reduce risk, improve service, support future planning
 - To enhance district efficiency and effectiveness



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About Special Districts

About Mark Knudson



- Senior Consultant with SDAO Consulting Services
- Over 40 years of utility management experience
 - Retired CEO of Tualatin Valley Water District
 - Former Director of Operations & Maintenance for Portland Water Bureau
 - Professional Engineer (Civil & Environmental)
 - Certified Water Operator (WD4 & WT3)
- Former Board Member Business Oregon Infrastructure Finance Authority
- Former Board Member Oak Lodge Water Services

mknudson@sdao.com

503-319-5256



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District & Board Authority

- District Authority
- Board Authority
- Board Member Rights & Duties



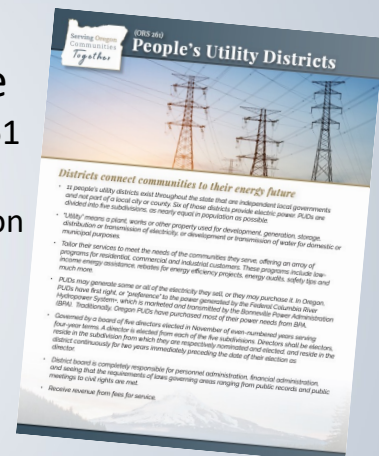
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District & Board Authority District Authority

Expressed powers as provided by statute

- Principal Act of People's Utility Districts - ORS 261
 - General powers of District, limitations of authority
 - Formation, annexation, consolidation & dissolution
 - Board of Directors
 - Nomination & election of Directors
 - Filling of vacant Director positions
 - Officers of Board
 - Board meetings
 - Bonding & taxation authority
 - Appointment & removal of District Manager
 - Manager's authority as Chief Administrative Officer, control of administrative functions



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District & Board Authority

District Authority

Implied powers to carry out expressed powers:

- Purchasing supplies
- Employing staff
- Entering contracts
- Incidental tasks relating to exercise of authority

Narrower authorities than cities or counties

- Authority limited by principal act (statute)
- Do not have “home rule” charter authority

District & Board Authority

District Authority


Must comply with other applicable statutes such as:


- Intergovernmental Agreements (ORS 190)
- Public Records, Public Meetings (ORS 192)
- Election of Directors, Recall (ORS 198)
- Ethics (ORS 244)
- Elections (ORS 255)
- Contracts, Procurements, Public Improvements (ORS 279A, B, C)
- Budget (ORS 294)
- And many, many more

District & Board Authority

Board Authority

- Serves the best interests of community and constituents
- Sets policy and direction of District by Board Action
 - Must be at a properly called public meeting
 - Requires a quorum to be present
 - Requires approval by majority of the board
 - Votes taken publicly - no secret ballots
- Hires General Manager





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District & Board Authority

Board Authority – Legislative Authority

Authority to establish policy and direction of District

- Examples: establishing District budget, capital plan, rates, rules & regulations, policies, inter-governmental agreements
- Ordinance = local law
 - Authority to enforce / formal adoption procedures
- Resolution = statement of policy
 - Governs internal operations / simple adoption procedure
 - Board CAN NOT delegate Legislative Authority



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District & Board Authority

Board Authority – Administrative Authority

General authority: to implement Board-established policies, practices and procedures to guide day-to-day administration of District

- Examples: HR practices, staff position descriptions, purchasing procedures, financial procedures, operating standards, administrative procedures

Statutory authority: “The manager shall be chief administrative officer of the people’s utility district, shall have control of administrative functions of the district and shall be responsible to the board for efficient administration of all affairs of the district placed in charge of the manager.” Ref ORS 261.445 (3)

SDAO Recommendation: “Board members should use caution in exercising administrative power because of the potential of liability, workers’ compensation issues, staff morale issues, and other considerations.”

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District & Board Authority

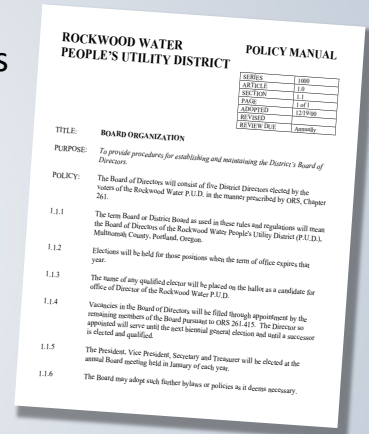
Board Member Authority

- All members are equals as elected or appointed public official
- Board Policy & statute define roles & responsibilities of ...
 - President
 - Vice President
 - Treasurer (custodian of all funds of the district; payments only on order of the Board)
 - Secretary (may or may not be member of Board)
 - Specific duties of a Board Member

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District & Board Authority Board Member Rights & Duties

- Understand and adhere to District Board Policies
 - Board Organization
 - Duties and Responsibilities of Board and Officers
 - General Manager Evaluation
 - Amendment or Suspension of Policies and Bylaws
 - Board Meetings
 - Executive Session News Media Attendance
 - Program of Meetings and Reporting of Proceedings
 - District Elections
 - Budget Committee
 - Directors' Education and Travel Expenses
 - Policy for Providing Laptop Computers
 - Board Director Compensation

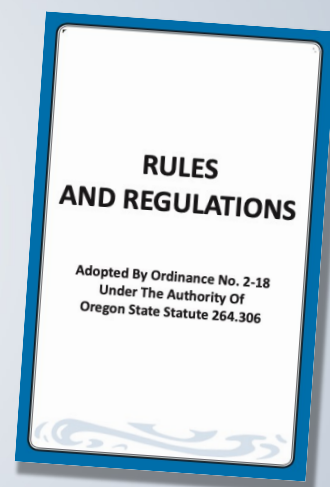


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District & Board Authority Board Member Rights & Duties

Establish and Enforce District Rules & Regulations

- Requirement for compliance with Rules & Regulations
- Definition of ownership of system; limitations for use of system
- Water loss & adjustment policy
- Requirements for system connections & temporary services
- Meter reading & billing; meter accuracy & testing
- Payments for services; enforcement & collections
- Limitations of liability for damages or injuries
- Application for new services; extension of district's systems
- Variances, appeals and termination of service



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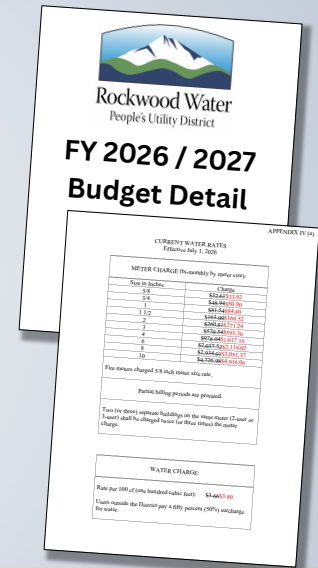
District & Board Authority Board Member Rights & Duties

Establish and Monitor District Budget & Finances

- Establish and approve annual budget by June 30 each year
- Annual budget process per ORS 294
- Routine financial reporting to Board
- Consider budget adjustment or supplemental budget, as needed
- Oversee annual audit or financial report to Secretary of State

Establish and Enforce District Rates & Charges

- Rate study to identify costs of services and proposed rates
- Statutory rate adoption process; requires public hearing
- Establish rates by Ordinance initially and by Resolution thereafter



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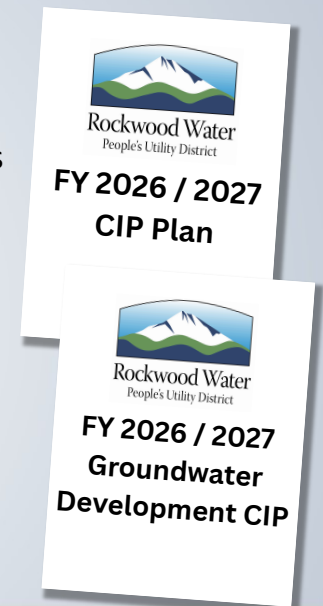
District & Board Authority Board Member Rights & Duties

Plan and Manage System Maintenance & Capital Improvements

- Water system master plan; supply, treatment, storage, distribution
- Level of service goals / disaster preparedness
- Asset management plan
 - Condition & maintenance history, vulnerability and criticality assessment
- Prioritization of system improvements & capital maintenance
- Financial planning – financial resources & timing
- Consultant studies and resources
- Capital improvement program budget approved as part of annual budget

Establish, follow and update District Strategic Plan

- District goals & priorities
- Identify and pursue regional cooperation, consolidation or mergers



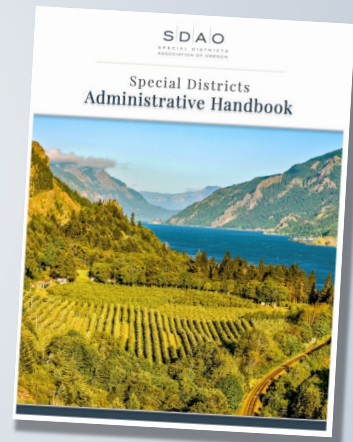
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District & Board Authority Board Member Rights & Duties

Understand Administrative Policies & Procedures

- **Human Resources, Hiring**
- Harassment, Discrimination & Retaliation
- Ethics & Conflicts of Interest
- **Public Records; Retention & Access**
- Public Engagement & Communication
- Travel & Expense Reimbursement
- Public Contracting & Procurement
- Information & Technology Security
- **Financial Management Policies**
- **Accounting Systems, Accounting Policies & Procedures**
- Internal Controls Polices & Procedures
- Audits & Financial Reports
- Budget Process & Documents

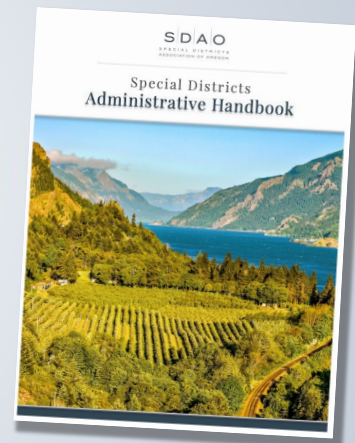


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District & Board Authority Board Member Rights & Duties

Really? We need all these polices?

- Policies provide structure & processes that support effective planning, informed decision-making & accountability
- Fiduciary responsibility rests with the Board
- Board Members can be found personally liable for repayment of unlawful expenditure of public funds (ORS 294.100)



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District & Board Authority

Board Member Rights & Duties

- Effective use of Board subcommittees & advisory committees
 - Board-approved charter to define role, responsibilities, term, authority, membership, public meetings, and reporting
 - Board-approved appointments to committees
 - Periodic review, charter updates, and sunseting
- Indemnity
 - Board Members are entitled to indemnity under OTCA for claims of negligence against Board and/or District
 - Board Members are NOT entitled to indemnity if acting outside “course and scope” of position

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District & Board Authority

Board Member Rights & Duties

Office becomes vacant if Board Member ...

- Dies or resigns
- No long meets requirements for position to which he/she was elected or appointed
- Convicted of infamous crime, or any offense involving the violation of the oath of office
- Has election or appointment declared void by a competent tribunal
- Is found to be a mentally diseased person by a competent tribunal
- Is “a member of, or affiliated with, any organization which teaches the doctrine of, or advocates, the overthrow of the Government of the United States by force or violence.” (ORS 236.030)
- Agrees to engage in, or does engage in, a duel, or “curry a challenge” to a duel to another person (Or. Const. Art. II, Section 9)

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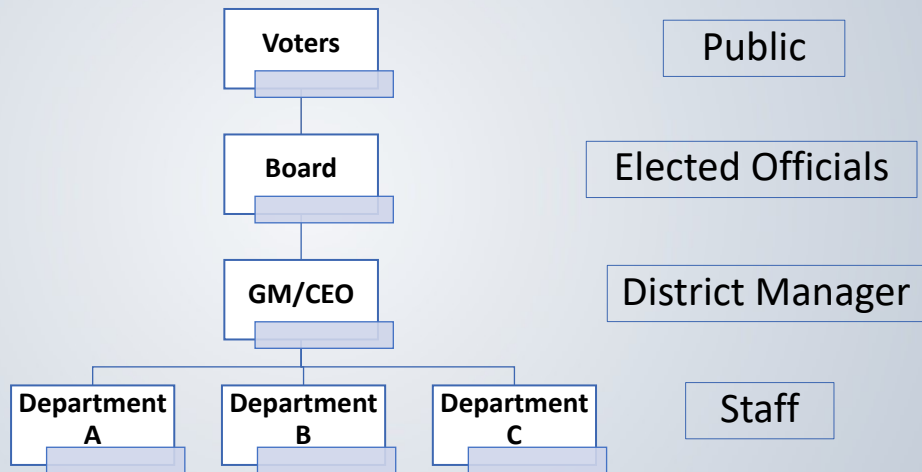
Board & Staff Expectations

- The Framework
- Expectations of Board Members
- Expectations of General Manager
- Characteristics of Effective Boards



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Board & Staff Expectations The Framework – It Seems So Easy



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Board & Staff Expectations

The Framework – Guiding Principles

1. The Board's authority comes from the public / voters
 - *The Board is accountable to the voters*
2. Board Members' authority comes through the Board
 - *Board Members generally do not have authority to act alone*
3. The Board has one employee ... the District Manager
 - *The District Manager is accountable to the Board*
4. The Staff works for the District Manager
 - *Staff is accountable to the District Manager*

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Board & Staff Expectations

The Framework – Key Roles

1. **Public / Voters**
 - *Elects Board Members, holds Board accountable for performance*
 - *Provides input and feedback on Board-established policies*
2. **Board**
 - *Establishes policy and direction of District by Board action*
 - *Hires Manager, provides oversight, holds Manager accountable*
3. **District Manager**
 - *Implements Board-established policy, collaborates with Board*
 - *Hires staff, provides oversight, holds staff accountable*
4. **Staff**
 - *Implements Manager's direction, collaborates with Manager*

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Board & Staff Expectations

The Framework – Why We Get Confused

- Organizations with unique governance frameworks
 - Charter authority of Mayor, Commissioners, Council, Board, Chair, or Commission
- Differences in authority of positions
 - Chair vs Commission / Mayor vs Council / Board Chair vs Board Members
- Individual motivations
 - “I am just trying to help” (or “... save us some money” or “... offer my expertise”)
- Encouraged by the staff
 - “A staff member (or the manager) suggested I look into this”
- “We’ve always done it this way”

Board Members’ authority comes through the Board

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Board & Staff Expectations

Expectations of Board Members

- Get Oriented ... understand statutes and District policies
- Be Prepared and Informed ... for every meeting
- Be Honest, Courteous & On Time ... all the time
- Be Respectful ... of Board Members, staff, organization & public
- Represent Board Positions and Board Actions
- Respect Limitations of Role ... work through the GM
- Collaborate with the GM ... hold GM accountable

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Board & Staff Expectations Expectations of District Manager

- Be Prepared and Informed ... for every meeting
- Provide Options ... not direction
- Provide Recommendations ... not decisions
- Support the Board ... provide timely information & meeting packets
- Communicate ... no secrets, no surprises
- Be Honest, Courteous & On Time ... all the time
- Represent Board Positions and Board Actions
- Understand Roles and Responsibilities ... work with the Board

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Board & Staff Expectations Characteristics of Effective Boards

Clarity and alignment with District's ...

- Vision, Mission and Values
- Strategic Plan
- Policies & Procedures

Creative and collaborative partners

- Mutual respect; all members as equals
- Respect for roles of Board & staff

Commitment to collective accountability

- Board performance
- GM performance
- District performance

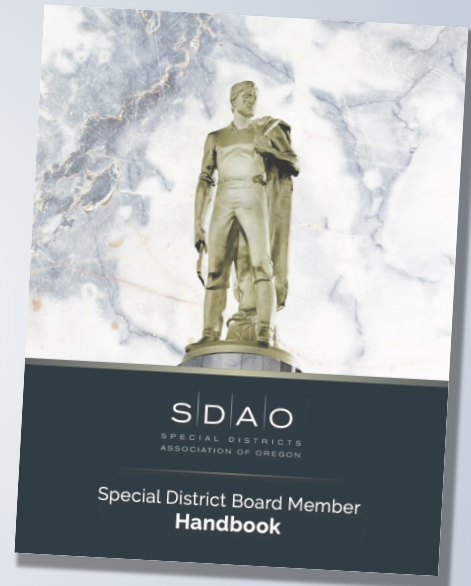
Commitment to communication; no secrets, no surprises



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Public Meetings

- Application of the Law
- Executive Sessions
- Tips for Success



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Public Meetings Application of the Law

Limitations

- Today's training does NOT satisfy requirements for training requirements for members of governing body (the board) of public body (the district) - Requirements per ORS 192.700 (2)(a) and OAR 199-005-0080 (2 & 3)
- Training required once per term of office for all members of governing body of public body with annual expenditures > \$ 1million
- Curriculum must be approved by the Oregon Government Ethics Commission

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Public Meetings

Application of the Law

Must always comply with Public Meetings Law, even if not in session

Purposes of Public Meetings Law:

- To open meetings of governing bodies to the public
- To give notice of the time and place of meetings
- To make meetings accessible to those wishing to attend

A Public Meeting is:

- Any meeting where a quorum of the governing body is present and is discussing or “deliberating toward decision” on District business
- Any meeting of a body formed to advise the governing body

Public Meetings

Board Meetings


- Public Meetings must be appropriately noticed
 - At least 24 to 48 hours before meeting
 - Must include topics to be considered (agenda) – doesn’t prohibit changes
 - Public posting: at building entrance, website, bulletin boards, press releases
 - Interested Persons: mailing lists
 - Paid advertising is NOT required
- Limitations on communications between Board Members
 - No decisions or deliberations leading to decision outside of public forum
 - No serial meetings / no serial communications outside of the public forum
 - Limitations and risks of email and text messages

Public Meetings

Executive Sessions

Executive sessions can be called only for topics defined in ORS 192.660(2)

- a. To consider employment of public officer, employee, staff member or agent
- b. To consider dismissal or discipline of public officer or employee who does not request open hearing
- c. To consider matters pertaining to function of medical staff of public hospital
- d. To conduct deliberations with persons designated to conduct labor negotiations
- e. To conduct deliberations with persons designated to negotiate real property transactions
- f. To consider information or records exempt by law from public inspection
- g. To consider matters of trade or commerce in competition with other states or nations
- h. To consult with legal counsel to discuss litigation filed or likely to be filed
- i. To evaluate the performance of the CEO, officer or employee who does not request open hearing
- j. To negotiate under ORS 293 with private persons or businesses regarding public investments
-
- n. To discuss information relating to security programs (limited to 5 specific programs)
- o. To consider matters relating to safety of governing body, volunteers, security of facilities
- p. To consider matters relating to cyber security infrastructure and responses to cyber security threats




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Public Meetings

Executive Sessions

- Must be noticed, notice must identify applicable statutory authority – ORS 192.660 (2)(xx)
- Cite the authority into the minutes before convening executive session
- Announce if / when regular public session will reconvene
- Media is entitled to attend (exceptions include labor negotiations); can instruct media
- No decisions are made in executive session; all decisions must be made in public meeting
- Executive session materials and discussions protected from disclosure
- Take minutes



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Public Meetings

Tips for Success: Plan for the Meeting

Plan the meeting ...

- Develop the agenda and organize the content
- Manager & chair coordinate to draft agenda
- Board Members can request changes to posted agenda; Board considers changes

Know and follow public meetings law ...

- Meeting appropriately noticed
- Remote access available (ORS 192.670: "...by telephone, video or other ... virtual means")
- No meetings or deliberations (communications) outside the public forum

Be prepared ...

- Review the material in advance
- Ask clarifying questions of Manager in advance if possible

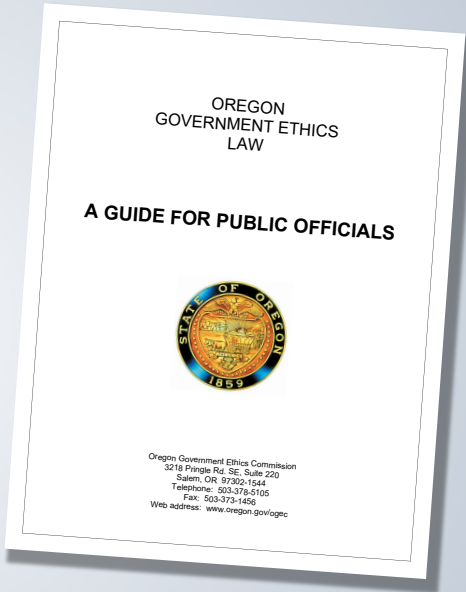
Public Meetings

Tips for Success: Manage the Meeting

- **Board Chair/President conducts the meeting**
 - Everyone follows the agenda / all Board Members participate
- **Formalize all decisions**
 - Motions & seconds for all Board actions / publicly discuss & deliberate
 - Publicly state your vote – all votes recorded by name of each board member
 - Once a decision has been made ... move on
- **Treat members of public, other Board members, and staff with respect**
 - Limit debate with members of public / allow discussion - not arguments
 - Avoid repetitive comments and “public squabbles” between members or staff
- **District Manager and staff provide essential support roles**
- **Keep accurate minutes**

Ethics

- Application of the Law
- Financial Gain
- Gifts
- Conflicts of Interest
- Other Limitations & Considerations
- Penalties



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Ethics

Application of the Law

Ethics laws apply to all Public Officials

- Elected, candidates, appointees, staff, and volunteers
- Includes relatives, domestic partners, and members of household

Scope of “relatives” is extensive

- Spouse; parent, stepparent, child, sibling, stepsibling, son-in-law, daughter-in-law of the public official, or of the public official’s spouse
- Includes any individual for whom the public official has a legal support obligation; or who benefits financially from the public official’s employment with the public entity

Government Ethics Commission

- Governor Appointed (Peers)
- Oversight and enforcement role

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Ethics

Application of the Law

No nepotism:

- A public official may not appoint, employ, or promote a relative to a paying position within the public body
- Exceptions:
 - Volunteers
 - Complies with conflict-of-interest procedures
 - Legislative staff

A public official cannot directly supervise a relative

Ethics

Financial Gain

Public Officials may NOT:

- **Use or attempt to use** position or office to obtain a **personal financial gain or avoid a personal financial detriment** if the opportunity would not otherwise be available **but for their official position or office** ... including gain by public official's relatives, members of household, and businesses
- Accept gifts that exceed \$50 from a source that has a **legislative or administrative interest** in the public official's governmental agency

Ethics Gifts

Public Officials may NOT:

- Accept the payment of expenses for **entertainment** nor can a source offer such paid expenses (with exceptions)
- Solicit or accept **honoraria** (with exceptions)
- Solicit or accept the offer, pledge or promise of **future employment** based on any understanding that a vote, official action or judgment would be influenced by the offer
- Use or attempt to use **confidential information** gained through their position for financial gain (applies to former public officials)

Ethics Conflicts of Interest

- Actual Conflict
 - You, a relative or member of household will benefit
 - Declare conflict and recuse yourself from consideration & discussion
- Potential Conflict
 - You, a relative or member of household may benefit
 - Perceived or assumed you might benefit
 - Declare potential conflict and determine appropriate participation

Ethics

Other Considerations

Public Officials MAY:

- Accept any part of their official compensation package from their public employer
- Solicit and accept a certificate, plaque, commemorative token or other items with a resale value of less than \$25
- Solicit and accept honoraria for services related to the public official's private profession, occupation, avocation or expertise

Ethics

Other Considerations

Public Officials MAY:

- Request and accept the reimbursement of expenses from their public employer for expenses incurred while on official business
- Accept food and beverages provided when acting in an official capacity
- Have reasonable food, lodging, and travel expenses paid for public official and accompanying relative when acting in official capacity
- Accept gifts from a source when it is reasonable to believe that the source does not have a legislative or administrative interest in the public official's governmental agency

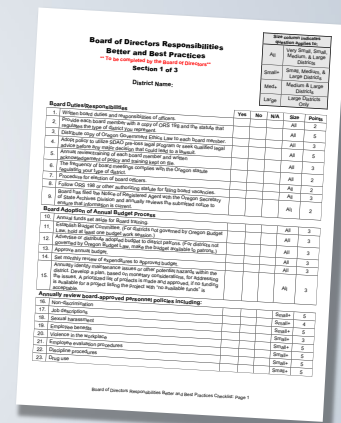
Ethics Penalties

- Penalties up to \$5,000 per violation
- Fine for violation of executive session law \$1,000, but excused if decision made in reliance on advice of public body’s legal counsel
- No penalty if official or candidate relied in good faith on Ethics Manual or Ethics Commission opinion
- Penalties are a personal expense – may not be reimbursed by a public agency (i.e., the district)



Best Practices

- Organizational Effectiveness Framework
- Board Best Practices
- SDAO Best Practices Program
- SDAO Board Practices Assessment





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Best Practices Board Best Practices

1. Understand and adhere to statutory authority
 - What: Be familiar with and comply with district’s principal act
 - Why:
 - Ensure the District operates in a legal and fiscally responsible manner
 - Enter into legal agreements on behalf of the District
 - Oversee financial operations
 - Establish legislation by ordinance when appropriate
 - Establish district-wide policies
 - Delegate authority when appropriate
 - Supervise the chief executive officer
 - It’s the law
 - How: Read your principal act

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Best Practices Board Best Practices

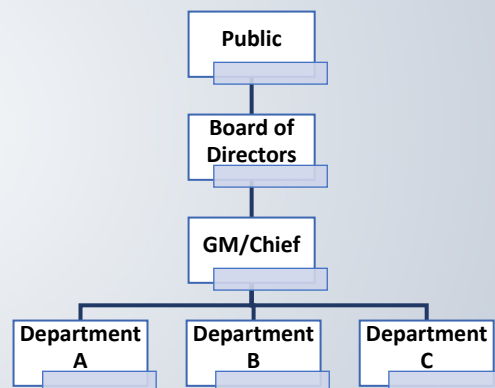
2. Strictly observe Public Meetings Law ... all the time

- What:
 - Observe all applicable requirements for meetings (ORS 192.610 – 705)
- Why:
 - Preserves transparency, accountability & compliance ... and it's the law
 - OGEC may impose fines (e.g., \$3,000 per violation per member)
 - Fines are a personal expense – not reimbursed by the district
- How:
 - Attend PML training; mandatory for board members for >\$1 million/yr
 - Establish and follow board policies
 - Consult with legal counsel

Best Practices Board Best Practices

3. Adhere to Board roles & responsibilities

- What:
 - Public
 - Elects/appoints board & holds Board accountable
 - Board of Directors
 - Establishes policy & direction
 - Hires GM, holds GM accountable
 - GM / Chief
 - Implements board-established policy
 - Hires staff, holds staff accountable
 - Staff
 - Implements GM's direction
- How: Follow Principal Act & District Policies



Best Practices Board Best Practices

4. Establish, follow and maintain board policies

- What:
 - Board adopted expectations and standards for board members, officers, public meetings, ethics, and communications with public and staff
- Why:
 - Transparency with public; reinforces accountability of board & staff
- How:
 - Keep policies updated – periodic review and updates by Board
 - Invest in Board Member orientation and training
 - Acknowledgement & commitment form; hold each other accountable
 - Publicly declare conflicts of interest / adhere to ethics policies

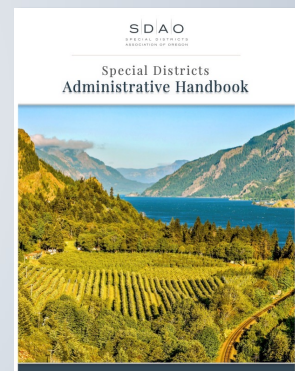


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Best Practices Board Best Practices

5. Establish, follow and maintain administrative policies

- What:
 - Board adopted policies for human resources (employee handbook), procurement policies (LCRB), public meeting policy, public records policy, financial procedures, IT security, safety, performance evaluations, etc.
- Why:
 - Supports informed decision-making, compliance, risk reduction, transparency, accountability, limits liability
- How:
 - Refer SDAO Administrative Handbook; look for examples
 - Have board engaged in process & keep policies updated
- *“Board members should use caution in exercising administrative power because of the potential of liability, workers’ compensation issues, staff morale issues, and other considerations”*



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Best Practices

Board Best Practices

6. Have and use an attorney and other professionals

- What:
 - Retain professionals such as legal counsel, auditor, engineers, planners
- Why:
 - SDAO IS NOT YOUR ATTORNEY; issues and laws are complex
 - Consequences can be significant; liability for failures & mistakes far exceeds the cost of professional services
 - Consequences of not using professionals are what is "expensive"
- How:
 - Consult with SDAO for advice, referrals & support
 - Special procurement procedures can apply – ask for help

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Best Practices

Board Best Practices

7. Practice board accountability

- What:
 - Hold board & board members accountable for performance of district
- Why:
 - Enhances district efficiency and effectiveness
 - Enhances public confidence and trust
 - Limits district and board member liability
- How:
 - Invest in Board Member orientation and training
 - Conduct a Board Practices Assessment or performance review of board
 - Track and publicly report progress on district goals

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Best Practices

Board Best Practices

8. Practice administrative accountability

- What:
 - Establish & maintain clear expectations and performance feedback for GM
- Why:
 - So that stuff gets done!
 - The GM is the **Board's one employee** and is responsible for implementation of Board-established policies, goals and priorities
- How:
 - Maintain current job description for GM
 - Establish specific performance goals and expectations
 - Conduct annual performance evaluations

“*We’ve always done it this way,*
is not a best practice.”

- Mark Knudson -

Best Practices SDAO Best Practices Program

- Board, management & staff activities to encourage best practices
- Discounts on general liability and property insurance in 2027
- 2026 Program – must complete by November 6, 2026
 - Affiliate Organization Membership – 2% credit
 - SDAO/SDIS Training – 2% credit
 - Self-evaluation Checklist / Survey – 2% credit
 - Policies (Updated Public Meeting Policy) – 2% credit
 - Public Meeting Law Training (all Board Members) – 2% credit



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Best Practices SDAO Board Practices Assessment

- Self-evaluation of board & district performance – facilitated by SDAO
- Focus on Key Performance Areas
 - Organizational Stewardship
 - Good Governance
 - Fiduciary Responsibility
 - Customer Service
 - Personnel Administration
 - Policies & Procedures
- SDAO consultant compiles results with feedback and recommendations to board

Email: consultingservices@sdao.com
or Shanta Carter at scarter@sdao.com



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Additional Programs

- Training & Additional Resources
- SDAO Annual Conference



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Additional Programs SDAO Training & Additional Resources

- **Regional Training Summit:** Two-day training to build strong relationships on your board and a better understanding of rules regarding ethics for public officials
 - June 24-25 Klamath Falls; August 18-19 Redmond; October 13-14 Newport
 - Does not qualify for OGEC-required Public Meetings Training
- **Public Meetings Law Training:** Three-hour training to satisfy training requirements for members of governing body of public body – per ORS 192.700 (2)(a) and OAR 199-005-0080 (2 & 3)
 - Required once per term for all members of governing body of public body with annual expenditures > \$ 1million
- **Online Training & Webinars:** Online Risk Management Training Series / First Thursday 20-minute webinars (safety, regulations, HR, goal-setting, COVID, etc.)

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Additional Programs

SDAO Annual Conference

2026 SDAO Annual Conference

February 4 – 7, 2027 – Sunriver, OR

- *20 Training & Education Sessions*
- *Exhibitor Trade Show*
- *Caucus Meetings & SDAO Board Member Nominations*
- *Annual Business Meeting & Board Member Elections*

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In Summary

Make the Most of Your Opportunity

- Understand and respect the legal framework (ORS 261 & applicable statutes)
- Observe recommended Board Best Practices:
 - Observe Public Meetings Law all the time – no serial communications
 - Adhere to Board roles, duties & responsibilities
 - Decisions by Board, not individuals
 - Board has one employee
 - Establish, follow & maintain Board policies, ethics policies & administrative policies
 - Use professionals, including attorney, engineers, architects
 - Commit to accountability of Board Members and GM
- Invest in Board Members & staff – initial orientation & ongoing training
- Use SDAO resources – training, Best Practices Program & Board Practices Assessment
- Communicate, communicate, communicate – with Directors, Manager, public

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