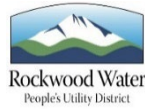


PRESIDENT, Tom Lewis
VICE PRESIDENT, Cori Johnson
GENERAL MANAGER, Kari J. Duncan



TREASURER, Larry Dixon
SECRETARY, Colby Riley
DIRECTOR, Nicholas Engels

SPECIAL BOARD MEETING

ROCKWOOD WATER PEOPLE'S UTILITY DISTRICT BOARD OF DIRECTORS

October 15, 2025

5:00 p.m.

District Boardroom

Zoom Information:

<https://us02web.zoom.us/j/89876895906?pwd=gOyI280c2HEKSNHYz4P4Hok1jqKnVL.1>

Meeting ID:

898 7689 5906

Passcode: 648217

PRELIMINARY AGENDA

1. Approval of Agenda
2. General Manager Recruitment Process including draft procedure, standards, and related documents – Mark Knudson, Senior Consultant, Special Districts Association of Oregon – Discussion
3. Designation of Board member participation in recruitment related meetings as official district business - Action
4. Interim Manager Appointment – GM Duncan - Discussion
5. Advice from District General Counsel related to Recruitment - Tommy Brooks District Counsel, Cable Huston – Discussion
6. For the Good of the Order – All – Discussion
7. Adjournment

Memorandum

Date: October 8, 2025

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

From: Mark Knudson, Senior Consultant

Subject: General Manager Recruitment Process –
DRAFT Documents for the October 15, 2025 Board Meeting

The first step in recruiting for the Rockwood PUD General Manager position consists of the Board defining key features and requirements of the position and the hiring process. To help the Board establish these requirements, SDAO has developed the following DRAFT documents for the Board's review and comment.

1. **Position Description.** This is an updated version of the job description based on the previous recruitment in 2020. This update includes additional responsibilities related to the Cascade Groundwater Alliance and reflects SDAO's recommendations to include requirements for knowledge, skills and abilities, and working conditions. Board input is specifically requested on the Job Qualification Requirements, including minimum and desired qualifications as well as certification requirements.
2. **Hiring Procedure and Schedule.** This summarizes the anticipated procedure and schedule for the hiring process. This draft is based on numerous assumptions (e.g., establishing a Screening Committee) and is a "best case" schedule. Board input is specifically requested on the anticipated procedure, role of the Screening Committee, and the overall schedule. This schedule will be updated as needed throughout the hiring process.
3. **Job Announcement.** This document is based on the previous recruitment in 2020 and has been updated to reflect the updated position description. It highlights key features of the position, the organization, compensation, and the application process. Board input is specifically requested on the published salary range for the position.
4. **Advertising and Outreach Plan.** This outline summarizes how the District and SDAO will advertise and increase awareness of the position. Board input is specifically requested on suggested local, regional and national advertising for the position.
5. **Application Form.** To apply for the position, candidates will be required to complete and sign this application form and submit a cover letter, resume, and answers to supplemental questions.
6. **Supplemental Questions.** Based on the process used in the previous recruitment in 2020, candidates will be required to provide brief (about 300 word) answers to supplemental questions. The first five questions are the same ones used for the 2020 recruitment and Kari

has proposed an additional sixth question for your consideration. I recommend the Board limit this list to no more than three to five questions, with the balance of the topics covered in the interviews. Board input is specifically requested on the use of supplemental questions and, if included, which questions to use.

7. **Candidate Evaluation Criteria.** These criteria and forms will be used by the evaluators to screen the applicants, identify the finalists, and evaluate the finalist candidates. Board input is specifically requested on the proposed criteria and points assigned to each criterion.
8. **Candidate Travel Expense Reimbursement Guidelines.** These details are optional and can be included, modified or excluded at the Board's discretion. SDAO has found this type of guidance is especially helpful if the District anticipates applicants from outside the local area. Alternatively, the Board may want to delegate this matter to the discretion of the Board Chair or Screening Committee.

Board Members are encouraged to carefully review the attached documents. Again, these are DRAFT documents and are intended to serve as a starting point for further discussion and comments by the Board. At the October 15th Board meeting, I will review SDAO's overall approach to the recruitment process, summarize each of the attached DRAFT documents, and Board members will have an opportunity to discuss the documents and provide comments to SDAO.

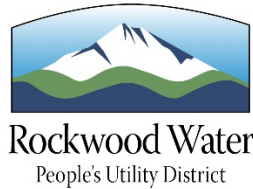
Based on the Board's input and comments, SDAO will revise the DRAFT documents, and an updated version of the documents will be included in the packet for the October 22nd Board meeting. At that meeting, I will briefly summarize the overall process, the Board will receive public comments on the proposed hiring standards, criteria and policy directives (i.e., the updated documents), and the Board will be asked to consider approval of the updated documents subject to any additional comments or revisions.

Other questions and details the Board may want to consider:

1. Who prepares and approves the questions to be used for the screening and finalist interviews?
2. Should finalist candidates be required to prepare and make a PowerPoint presentation as part of their interview? If so, who selects the topic for the presentation?
3. Will the staff meet-and-greet include a facility tour?
4. In addition to the Board, who else should participate in the finalist interviews? Should finalist interviews include a representative of partner agency(ies) and/or member(s) of the public? Should there be a public meet-and-greet session as part of the finalist interviews?

I would be happy to discuss these and any other questions the Board may have during the October 15th meeting.

Please let me know if you have any questions or concerns prior to the meeting on October 15, 2025. I can be reached at mknudson@sdao.com or at 503-319-5256.



POSITION DESCRIPTION

Position Title: General Manager

Duration/Status: Regular, full-time position / FLSA-exempt position

Reports To: Board of Directors

POSITION SUMMARY

Under direction of the Board of Directors, the Rockwood Water District People's Utility District (the District) General Manager (GM) serves as the chief executive officer of the District and is responsible for all aspects of administration and implementation of District policies and programs. The GM is accountable for achieving the goals and objectives established by the Board in a manner consistent with Board-adopted policies, mission, values and budget. The GM is responsible for planning, leading and directing the operations of the District and the CGA to ensure compliance with all applicable laws and statutes, goals and policies, and regulations. The GM is also responsible for planning, financial management and human resources administration and oversees day to day operations of the District and the CGA to ensure the provision of high-quality, cost-effective drinking water service.

The GM also manages water supply and treatment for the Cascade Groundwater Alliance (CGA), a water supply partnership between the District and the City of Gresham to construct, operate and maintain groundwater supply facilities that will provide water to over 130,000 people in Rockwood and Gresham. Construction of CGA facilities currently underway and major portions of the supply system are scheduled to be online by June 2026.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Plans, directs and manages all District operations, including Cascade Groundwater Alliance (CGA) supply operations, water distribution, water quality and regulatory compliance, financial management, budgeting, rate setting, planning, project implementation, human resources, operations and maintenance, safety, asset management, intergovernmental relations, conservation and all District functions.
2. Oversees all aspects of human resources management including hiring and firing, disciplinary process, employee evaluations, ensuring compliance with HR policies and the collective bargaining agreement, negotiating as the Board's agent the collective bargaining agreement, payroll, and salary administration.

3. Manages the annual budget process including working with the Board to establish goals, objectives and key performance indicators; developing the budget and leading the process through Board adoption; development of rates, charges and fees for service; updating the Financial Plan annually; developing annual revenue and expenditure plans and reporting on status to the Board monthly; ensuring that all financial transactions conform to the budget, financial plan, and all applicable laws, statutes and regulations.
4. Leads and directs the development and implementation of all District planning activities, including: Financial Plan, Master Plan, Water Conservation and Management Plan, Asset Management Plan, Strategic Plan, Capital Improvement Plan, annual District Work Plan, and provides status reports to the Board periodically regarding plan implementation.
5. Ensures all procurements (professional services, materials and services, capital projects) meet applicable statutes, laws, and regulations.
6. Represents the District with other governments and stakeholders, including the Regional Water Providers Consortium, Water Managers Advisory Board, Neighborhood Associations, professional associations, state legislature.
7. Continuously undertakes organization development activities to improve the efficiency and effectiveness of the District.
8. Establishes communication protocols to connect with all District customers and stakeholders such as meetings and outreach, website, brochures, mailers, bill stuffers newsletters, customer surveys, public meetings, community-televised Board meetings.
9. Promotes internal communication, information sharing and employee involvement in problem solving and improvement.
10. Ensures the emergency preparedness of the District and fosters and promotes a culture of safety.
11. Monitors and reports District performance on a regular basis.
12. Ensures the District has a productive, multi-faceted conservation program.
13. Undertakes analyses for the Board as appropriate.
14. Communicates regularly and as needed with the Board of Directors. Ensures the Board is informed about District matters and is prepared with helpful packets prior to Board meetings.
15. Establishes and maintains effective working relationships with various government entities, state and local organizations, professional associations, public agencies, and partners.

JOB KNOWLEDGE, SKILLS AND ABILITIES

Anticipated knowledge, skills and abilities of the position are outlined below. A satisfactory combination of experience and education which demonstrates the knowledge, skill, and ability to perform the essential duties will be considered.

1. Working knowledge of management theory and practices, including leadership skills, supervisory principles, strategic thinking, and planning,

2. Knowledge of principles and practices for budget development and financial administration practices consistent with administration of a \$10,000,000 annual operating budget.
3. Knowledge of regulatory requirements related to personnel management, public procurements, and public utility management.
4. Knowledge of water utility operations, service delivery methods, and marketing of utility services.
5. Knowledge of principles and practices for human resources management.
6. Knowledge of public funding resources including rates, user fees and charges, public debt, and loans.
7. Knowledge of risk management best practices including personnel and facility safety and security.
8. Skill in communicating with Boards, employees, customers, and members of the public, including highly effective written, verbal and listening skills.
9. Skills in financial management, including financial planning, budgeting, tracking, reporting, and implementing corrective actions.
10. Skill in organizational management including business practices, organizational analysis, and efficiencies.
11. Skill in goal setting, work management and performance tracking.
12. Skill in effectively managing and deescalating difficult interactions, interpersonal conflicts, and controversial topics.
13. Skill in effectively navigating and resolving conflicting objectives, controversial topics, and community objectives.
14. Skill in use of computer applications including Microsoft Office suite, virtual meeting software, and financial management software.
15. Ability to effectively supervise, train, plan, and evaluate the work of others and hold employees accountable for performance.
16. Ability to motivate and support a diverse workforce.
17. Ability to cultivate a positive and supportive culture, including a commitment to teamwork.
18. Ability to manage multiple concurrent high-priority assignments, including long-term and short-term goals.
19. Ability to interpret and apply federal, state and local policies, laws and regulations.
20. Ability to recognize and keep sensitive information confidential.
21. Ability to establish and maintain effective working relationships and partnerships with the Board, staff, regional partners, and customers.
22. Ability exercise diplomacy and collaboration when representing the organization in contentious and adversarial situations.
23. Ability to develop and successfully implement a broad range of public information, community involvement and public outreach programs.
24. Ability to obtain a satisfactory background check.

25. Ability to drive a personal or district vehicle to attend work-related meetings and assignments.

JOB QUALIFICATION REQUIREMENTS

REQUIRED MINIMUM QUALIFICATIONS: Applicants must demonstrate satisfaction of the following minimum qualification to be considered as a candidate for this position:

- A bachelor's degree in public or business administration, engineering, economics, or a related field, and
- Ten years of progressively responsible experience in utility operations and management, including at least five years of senior management experience, or
- A satisfactory combination of education, experience and training that demonstrates the knowledge, skills, and abilities needed to successfully perform the essential duties of the position.

DESIRED QUALIFICATIONS: In addition to satisfying the required minimum qualifications, the following qualifications are considered desirable:

- A master's degree or advanced studies in a related field,
- Organizational leadership experience in the water industry in the Pacific Northwest, and
- Experience with planning, design, construction, and operation of water supply facilities.

CERTIFICATION/LICENSURE REQUIREMENTS: Possess a valid driver's license accepted in the State of Oregon, with an acceptable driving record.

WORKING CONDITIONS & PHYSICAL DEMANDS OF THE POSITION

The working conditions described herein are representative of those an employee may encounter while performing the essential functions of this job. Reasonable accommodations may be made for qualified individuals requiring and requesting such accommodations to perform the essential functions.

This position typically requires:

- Regular and reliable attendance on-site is required; this is not a remote work position.
- Attendance at on-site and community events, including attendance outside of normal business hours and on weekends.
- Daily verbal communications both in person and on the telephone.
- Operate, read and focus on a personal computer, telephone and other related equipment.

- Respond to work, without advanced notice, in times of adverse weather, natural disaster, emergency or other unusual events.
- Prolonged sitting, standing, walking, reaching, twisting, turning, kneeling, bending, squatting, negotiating stairs and stooping in the performance of daily activities.
- Manual dexterity and coordination are required less than 50 percent of the work period while operating equipment such as computer keyboard, calculator, motorized vehicle, and standard office equipment.
- Ability to read written reports and work-related documents.
- The need to move items weighing up to 15 pounds on a regular basis and may infrequently require moving materials weighing up to 40 pounds.
- Usual office working conditions. The noise level in the work area is typical of most office environments with telephones, personal interruptions, and background noises.
- Occasional travel using a company or personal vehicle or public transportation.

ACKNOWLEDGEMENTS

The above statements are intended to describe the general nature and level of work being performed by General Manager. The statements are not intended to be construed as an exhaustive list of all responsibilities, duties and/or skill required of all personnel so classified. This job description is not an employment agreement and/or an expressed or implied employment contract. The Rockwood Water People's Utility District Board of Directors has the exclusive right to alter this job description at any time without notice.

Approved by the Rockwood Water PUD Board of Directors on: _____
Date

Board Chair Signature

Date

I acknowledge I have read and understand this position description and agree it is an accurate description of the essential functions of this position:

Employee Signature

Date

**Rockwood Water People's Utility District
General Manager Hiring Procedure & Schedule***
Updated: October 8, 2025

Status	Date	Activity	Who
	October 15, 2025	Draft position description, announcement, procedure & schedule, and criteria	SDAO
	October 15, 2025	Board meeting to consider DRAFT position description, announcement, procedure & schedule, and criteria	Board
	October 16, 2025	Revise draft position description, announcement, procedure & schedule, and criteria	SDAO
	October 22, 2025	Board meeting: public comment period, Board approves position description, announcement, procedure & schedule, and criteria	Board
	October 27, 2025	Recruitment Period Opens (7 weeks)	SDAO & Board
	December 15, 2025	Recruitment Period Closes (applications due)	SDAO
	December 18, 2025	SDAO completes initial review of applications; applications that meet minimum qualifications forwarded to Committee	SDAO
	December 29, 2025	Application Screening: Committee scores applications; scores to SDAO; Committee meets & identifies semifinalists	Committee
	January 5, 2026	Semifinalists notified; screening interviews scheduled	SDAO
	January 12, 2026	Committee conducts screening interviews with semifinalists (virtual via Teams); Committee identifies finalist candidates	Committee
	January 22, 2026	Finalists notified; finalist interviews scheduled	SDAO
	January 29, 2026	Finalist interviews with full Board (in-person, executive session); staff meet-and-greet (staff meeting); other participants??	Board, Staff & SDAO
	January 29, 2026	Board meeting (open session) to authorize Chair to make contingent offer to recommended candidate	Board
	February 2, 2026	Contingent offer letter signed by Chair and sent to recommended candidate	Chair & Staff
	February 18, 2026	Contingent offer signed by candidate; contract complete, background check complete, reference checks complete	Board & Staff
	February 25, 2026	Board meeting (open session) to consider approval of employment agreement	Board
	April 6, 2026	Target start date for New General Manager	New GM

* This schedule is subject to change and will be updated, as needed, throughout the hiring process



Rockwood Water
People's Utility District

General Manager Position Announcement

Rockwood Water People's Utility District is currently recruiting qualified applicants for the position of General Manager.

Opening Date: October 27, 2025

Closing Date: December 15, 2025

Desired Starting Date: April 6, 2026

ABOUT THE POSITION

Under direction of the Board of Directors, the Rockwood Water District People's Utility District (the District) General Manager (GM) serves as the chief executive officer of the District and is responsible for all aspects of administration and implementation of District policies and programs. The GM is accountable for achieving the goals and objectives established by the Board in a manner consistent with Board-adopted policies, mission, values and budget. The GM is responsible for planning, leading and directing the operations of the District and the CGA to ensure compliance with all applicable laws and statutes, goals and policies, and regulations. The GM is also responsible for planning, financial management and human resources administration and oversees day to day operations of the District and the CGA to ensure the provision of high-quality, cost-effective drinking water service.

The GM also manages water supply and treatment for the Cascade Groundwater Alliance (CGA), a water supply partnership between the District and the City of Gresham to construct, operate and maintain groundwater supply facilities that will provide water to over 130,000 people in Rockwood and Gresham. Construction of CGA facilities currently underway and major portions of the supply system are scheduled to be online by June 2026.

ABOUT THE DISTRICT

Rockwood Water People's Utility District is a public utility initially incorporated in 1925 as the Rockwood Water District. Facing annexation by the cities of Gresham and Portland, and eventual dissolution, residents voted in 1990 to create a People's Utility District. The District currently serves

over 65,000 residents within an approximately 10 square mile area generally bordered by Division Street to the south, I-84 to the north, 242nd to the east and 135th to the west.

The District is within the cities of Portland, Gresham, and Fairview. Water for the District has historically been purchased through a wholesale contract with the City of Portland however it is transitioning to supply from the deep, protected Sand and Gravel Aquifer in the Cascade Basin Aquifers. The District, in partnership with the City of Gresham, has constructed Groundwater Supply and Treatment Infrastructure to fully supply all Rockwood and Gresham water beginning in 2026. The transition to the District owned and operated Cascade Groundwater supply system is currently underway.

The District is governed by a five-member Board of Directors, elected by subdivisions, to overlapping four-year terms of office. The Board of Directors establishes policies for the District and its operations and appoints the General Manager, who is charged with administering policies adopted by the Board. The District is a self-supporting enterprise, with 2024-2025 fiscal year appropriations of about \$35 million. Most of the District's revenues are generated by water sales and associated services.

District owned infrastructure includes 165 miles of pipe, 13,654 meters, 1,100 fire hydrants, and 2,500 valves. The District's and City of Gresham's groundwater supply infrastructure is currently nearing the end of construction and includes nine high production wells, three manganese removal water treatment plants, two reservoirs and two pump stations, with firm capacity to supply approximately 27 million gallons per day of treated groundwater. The District is also in the process of installing Automated Metering Infrastructure (AMI) and is in the second year of the five-year AMI program with 3,000 AMI meters successfully installed and reading to date.

The District is organized into four units: Business Operations & Customer Service; Operations, Maintenance, & Construction; Accounting; and Engineering. District staff operate and maintain the groundwater supply system for both Rockwood and the City of Gresham through an Intergovernmental agreement with the City of Gresham. District staff also operate and maintain the Rockwood water distribution system; design projects and perform construction management; read meters; bill for service and collect payments; develop budgets, set rates, and account for District finances; and provide service to District customers. The General Manager oversees all staff operations performed by the District's staff of 26 FTEs, approximately 17 of whom are represented by AFSCME.

For more information about Rockwood Water PUD, visit <https://rwpud.org>.

THE IDEAL CANDIDATE

Rockwood Water PUD is looking for a General Manager with the skills and aptitude to serve as an effective and visionary leader of the organization. The General Manager must have a strong background in utility management, infrastructure planning and implementation, fiscal management, and the ability to provide creative solutions to complex challenges.

The ideal candidate will be proficient in creating, prioritizing and achieving goals as well as providing high levels of professional and ethical leadership. The ideal candidate will demonstrate highly effective verbal and written communications, be an effective and efficient decision-maker, promote a positive and collaborative work environment, and be community oriented. The ideal candidate will have leadership experience in the water utility industry in the Pacific Northwest.

REQUIRED QUALIFICATIONS

Applicants must demonstrate satisfaction of the following minimum qualifications to be considered as a candidate for this position:

- A bachelor's degree in public or business administration, engineering, economics, or a related field, and
- Ten years of progressively responsible experience in utility operations and management, including at least five years of senior management experience, or
- A satisfactory combination of education, experience and training that demonstrates the knowledge, skills, and abilities needed to successfully perform the essential duties of the position.

In addition to satisfying the required minimum qualifications, the following qualifications are considered as highly desirable for this position:

- A master's degree or advanced studies in a related field,
- Organizational leadership experience in the water industry in the Pacific Northwest, and
- Experience with planning, design, construction, and operation of water supply facilities.

This position also requires a valid driver's license accepted in the State of Oregon, with an acceptable driving record.

COMPENSATION AND BENEFITS

Rockwood Water People's Utility District offers a generous compensation and benefits package. The anticipated hiring range for this position is \$145,000 to \$165,000 annually, dependent on the experience and qualifications of the successful candidate.

Benefits include:

- Group medical, dental, and vision coverage for employees and eligible dependents
- Employer-paid life and long-term disability insurance
- HRA VEBA
- Participation in the Oregon Public Employees Retirement System (PERS)
- Paid Time Off (PTO)
- Nine 10-hour paid holidays per year

The District operates on a 4-10's schedule, with office hours from 7:00 AM to 5:30 PM Monday through Thursday and closed on Fridays. The GM's hours are flexible and as needed, but this is the default schedule for the District.

APPLICATION PROCESS

To be considered, applicants must submit a complete application packet including the following:

- Letter of introduction describing why you are interested in the position and how your education and experience satisfy the requirements of the position,
- Resume,
- Completed and signed application form including veteran's preference form, and
- Brief answers (300 words maximum) to five supplemental questions.

Application packets must be submitted by email or postal service to:

Shanta Carter
Attention: Rockwood PUD General Manager
Special Districts Association of Oregon
PO Box 23879
Tigard, Oregon 97281
Email: scarter@sdao.com

APPLICATION DEADLINE

Applications must be received by 4:00 PM (Pacific Time) **December 15, 2025**.

ADDITIONAL INFORMATION

The application form, supplemental questions, and position description are available at <https://www.sdao.com/classifieds> and <https://rwpud.org/employment/>. Questions regarding this recruitment can be directed to Mark Knudson, Senior Consultant with the Special Districts Association of Oregon at mknudson@sdao.com.

This notice is not an offer of employment. Employment of the successful candidate is subject to satisfactory background check, completion of an employment agreement, and final approval by the Rockwood PUD Board of Directors.

EQUAL EMPLOYMENT OPPORTUNITY: Rockwood Water People's Utility District will consider all qualified applicants for appointment without regard to race, religion, color, national origin, sex, age, marital status, mental or physical disability, political affiliations, sexual orientation, or any other non-merit factor. **To ensure the broadest range of services to individuals with disabilities, Rockwood Water People's Utility District is prepared to make necessary arrangements. Please call at least two (2) working days in advance for services.**

Memorandum

Date: October 8, 2025

To: Rockwood Water PUD Board of Directors

From: Mark Knudson, Senior Consultant

Subject: General Manager Recruitment - Advertising & Outreach Plan

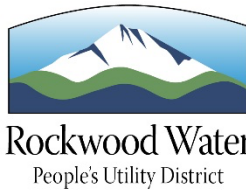
Below is the proposed advertising and outreach plan for Rockwood Water PUD General Manager position.

By Rockwood Water PUD

1. District Website
2. Post Job Announcement in District office
3. Email distribution of Job Announcement to District staff and partners (e.g., City of Gresham)
4. Board Members and District staff to contact potential candidates, provide referrals to Mark Knudson

By SDAO

1. SDAO Website Classifieds: <https://www.sdao.com/classifieds>
2. SDAO Member News (weekly email to members)
3. LinkedIn
4. Pacific Northwest Section of AWWA: <https://www.pnws-awwa.org/careers/jobs-listing/>
5. American Water Works Association:
<https://careercenter.awwa.org/home/index.cfm>
6. League of Oregon Cities: <https://www.orcities.org/programs-services/services/government-jobs-board>
7. SDAO Consultant Services team members to contact potential candidates, provide referrals to Mark Knudson



Employment Application

Rockwood Water People's Utility District provides equal employment opportunities to all qualified employees and applicants, without regard to race, color, religion, gender, sexual orientation, national origin, age, disability, genetic information, veteran's status, or any other status protected by applicable federal, Oregon, or local law. No application will be rejected because of a disability that, with reasonable accommodation, does not prevent performance of the essential job duties.

To claim veterans' preference in hiring, complete the Veteran's Preference Form and submit it with the required documentation at the time you submit this application.

**IF HIRED, THIS APPLICATION WILL BECOME PART OF YOUR PERMANENT PERSONNEL FILE. PLEASE COMPLETE LEGIBLY.
YOUR APPLICATION MAY NOT BE CONSIDERED IF INCOMPLETE OR SUBMITTED PAST AN ESTABLISHED DEADLINE.**

Position		
Position Applying For	Available Start Date	Today's date

Personal Information			
Name			
Address	City	State	Zip
Phone Number	Mobile Number	Email Address	
Are you able, at the time of employment, to submit verification of your legal right to work in the United States? Yes <input type="checkbox"/> No <input type="checkbox"/> (Proof of identity will be required upon employment)			

Education				
List any colleges, military, trade, business, or other schools attended.				
Do you have a high school diploma or GED Certificate? Yes <input type="checkbox"/> No <input type="checkbox"/>				
School Name	Location	Diploma/Degree	Major/Minor	Did you Graduate?

Certificates & Licenses			
List professional license, registration, or certificate required or preferred for position.			
Type	Issuing Agency	Date Issued	Date Expires

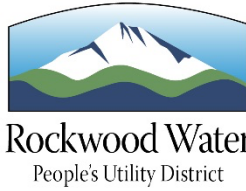


Rockwood Water

People's Utility District

This information in this section will be used to determine if you meet the minimum qualifications as outlined in the job announcement. Clearly describe all your duties, starting with your most recent job. Resumes will be accepted only if required on the job announcement and will not be accepted in place of a completed application. If you need additional space, attach a separate sheet.

Employer (1)	Job Title	Dates Employed (from-to)	
Address	City	State	Zip
Supervisor Name	Phone Number	May we contact? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reason for leaving			
Duties			
Employer (2)	Job Title	Dates Employed (from-to)	
Address	City	State	Zip
Supervisor Name	Phone Number	May we contact? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reason for leaving			
Duties			
Employer (3)	Job Title	Dates Employed (from-to)	
Address	City	State	Zip
Supervisor Name	Phone Number	May we contact? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reason for leaving			
Duties			
Employer (4)	Job Title	Dates Employed (from-to)	
Address	City	State	Zip
Supervisor Name	Phone Number	May we contact? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reason for leaving			
Duties			



References

Name: _____	Title: _____
Company: _____	Relationship to you: _____
Phone: _____	Email: _____
Name: _____	Title: _____
Company: _____	Relationship to you: _____
Phone: _____	Email: _____
Name: _____	Title: _____
Company: _____	Relationship to you: _____
Phone: _____	Email: _____

Certification & Signature

I hereby certify that all statements made in this application are true, and I agree and understand that any statement that is false, fraudulent, or misleading in this application or attached material, during the interview or screening process, or discovered during any employment-related process (post hire) may result in the revoking of a job offer or termination of employment.

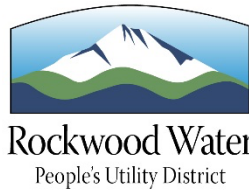
- I certify that all statements contained herein are true and complete.
- I understand that I must provide proof I am authorized to work in the United States, in accordance with federal law, if I am hired.
- I authorize the employing agency to verify the employment and education information provided in this employment application.
- I authorize my driving record to be checked if the position for which I am applying requires driving.
- I understand and agree to be subjected to a pre-employment drug screening and criminal history background check, if applicable.
- I understand that employment with Rockwood Water PUD is subject to a six-month probationary/orientation period.
- I am able to perform the essential duties of this position as advertised, with or without reasonable accommodation
- Applications are only good for 90 days and will be retained in accordance with Oregon records retention requirements.

☐ Yes

☐ No Explanation: _____

Signature: _____

Date: _____



Veterans' Preference Form (ORS 408.230)

Veterans who meet the minimum qualifications for a position open for recruitment may be eligible for preference in employment under Oregon law. **If you are a Qualified Veteran or Qualified Disabled Veteran and would like to be granted preference in the selection and hiring process for a specific posted job, please fill out this Veterans' Preference Form and provide proof of eligibility by submitting a copy of form DD-214 or 215 (copy 4).** This completed form and required supporting documentation must be submitted with your application for consideration for Veterans' Preference.

Qualified Veteran Questions: *Veterans' preference may be claimed if you check at least one of the boxes below and provide proof via form DD-214 or 215 (Copy 4)*

ORS 408.225(f) – I served on active duty with the Armed Forces of the United States:

- ☐ For a period of more than 90 consecutive days beginning on or before January 31, 1955, and was discharged or released under honorable conditions
- ☐ For a period of more than 178 consecutive days beginning after January 31, 1955, and was discharged or released from active duty under honorable conditions
- ☐ For a period of 178 days or less and was discharged or released from active duty under honorable conditions because of a service due to a service-related disability
- ☐ For a period of 178 days or less and was discharged or released from active duty under honorable conditions and have a disability rating from the United States Department of Veterans Affairs
- ☐ For at least one day in a combat zone and was discharged or released from active duty under honorable conditions
- ☐ And received a combat or campaign ribbon or an expeditionary medal for service in the Armed Forces of the United States and was discharged or released from active duty under honorable conditions
- ☐ And am receiving a nonservice – connected pension from the United States Department of Veterans Affairs

Qualified Disabled Veteran Questions: *Additional preference may be claimed if you check at least one box below and provide proof of eligibility via a copy of DD214 or 15, Copy 4, and a public employment preference letter from the United States Department of Veteran's Affairs (letter may be requested by calling 800-827-1000)*

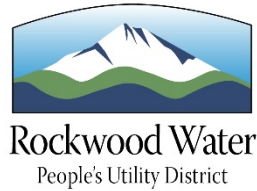
- ☐ I am entitled to disability compensation under laws administered by the United States Department of Veterans Affairs;
or
- ☐ I was discharged or released from active duty for a disability incurred or aggravated in the line of duty; or
- ☐ I was awarded the Purple Heart for wounds received in combat.

I hereby claim Veterans' Preference, have attached proof of eligibility as directed and certify that the above information is true and correct. I understand that any false statements may be cause for my disqualification, or dismissal, regardless of when discovered.

Signature: _____

Date: _____

Position Applied For: _____



GENERAL MANAGER APPLICATION

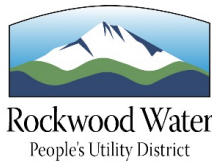
SUPPLEMENTAL QUESTIONS

Applicants must provide brief answers to the following supplemental questions. Applicant's answers must be submitted as a separate document to be included with the application package, with the applicant's name and date on each page. Answers to each supplemental question must be limited to about 300 words or less.

1. Describe your experience directing the operations of a drinking water utility or similar operation.
2. Rockwood Water PUD is a self-supporting, regulated enterprise supported solely by non-tax revenue generated through rates, fees, and charges for service. Describe your experience managing a similar enterprise.
3. Provide an example of your experience developing and analyzing policy and developing effective long-range plans for a water or similar utility.
4. Describe your experience developing and maintaining effective interpersonal relationships with employees, boards, customers, and other internal and external stakeholders. Provide a specific example(s).
5. Describe your previous experience managing employees and administering human resources programs and policies in a unionized environment.
6. Provide a specific example of your experience developing and maintaining inter-agency partnerships, Intergovernmental agreements, or other working relationships between agencies.

NOTE: The above are suggested possible questions.

Board Members are encouraged to limit the list of Supplemental Questions to no more than three to five topics.



General Manager Candidate Evaluation

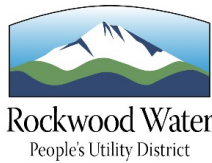
Date _____

Candidate: _____

Evaluator: _____

SCREENING EVALUATION CRITERIA

Criteria	Maximum Points	Candidate Points	Notes
<u>APPLICATION</u>			
Education <ul style="list-style-type: none"> Minimum: Bachelor's degree in public or business administration, engineering, economics, or a related field, OR a satisfactory combination of education, training and experience that demonstrates the knowledge, skills and abilities needed to perform the essential duties of the position. Desired: Master's degree or advanced studies in a related field. 	15		
Experience <ul style="list-style-type: none"> Minimum: Ten years of progressively responsible experience in utility operations and management, including at least five years of senior management experience, OR a combination of education, training and experience that demonstrate the knowledge, skills & abilities needed to perform the duties of the position Desired: Organizational leadership experience in the water utility industry in the Pacific Northwest; and experience with the planning, design, construction and operation of water supply facilities. 	40		
Quality of Application <ul style="list-style-type: none"> Letter, resume, application & supplemental questions are comprehensive, high quality and professional 	5		
SUBTOTAL - APPLICATION	60		
<u>SCREENING INTERVIEW</u>			
Interview <ul style="list-style-type: none"> Quality of responses to questions Preparedness and professionalism Time management during the interview 	35		
Board Member Preference <ul style="list-style-type: none"> Overall impression 	5		
SUBTOTAL - SCREENING INTERVIEW	40		
TOTAL SCREENING POINTS	100		



General Manager Candidate Evaluation

Date _____

Candidate: _____

Evaluator: _____

FINALIST EVALUATION CRITERIA

Criteria	Maximum Points	Candidate Points	Notes
<u>QUALIFICATIONS</u>			
Education <ul style="list-style-type: none"> Minimum: Bachelor's degree in public or business administration, engineering, economics, or a related field, OR a satisfactory combination of education, training and experience that demonstrates the knowledge, skills and abilities needed to perform the essential duties of the position. Desired: Master's degree or advanced studies in a related field. 	10		
Experience <ul style="list-style-type: none"> Minimum: Ten years of progressively responsible experience in utility operations and management, including at least five years of senior management experience, OR a combination of education, training and experience that demonstrate the knowledge, skills & abilities needed to perform the duties of the position Desired: Organizational leadership experience in the water utility industry in the Pacific Northwest; and experience with the planning, design, construction and operation of water supply facilities. 	35		
Quality of Application <ul style="list-style-type: none"> Letter, resume, application & supplemental questions are comprehensive, high quality and professional 	5		
SUBTOTAL - QUALIFICATIONS	50		
<u>FINALIST INTERVIEW</u>			
Interview <ul style="list-style-type: none"> Quality of responses to questions Preparedness and professionalism Time management during the interview 	40		
Board Member Preference <ul style="list-style-type: none"> Overall impression 	10		
SUBTOTAL - FINALIST INTERVIEW	50		
TOTAL FINALIST POINTS	100		

Memorandum

Date: October 8, 2025

To: Rockwood Water PUD Board of Directors

From: Mark Knudson, Senior Consultant

Subject: Candidate Travel Expense Reimbursement Guidelines

To encourage interest in the position and to help assure consistency in the treatment of all candidates, SDAO suggests the Board establish guidelines for reimbursement of travel expenses incurred by the finalist candidates.

Below are proposed candidate travel expense reimbursement guidelines for the Board's consideration.

Candidate Travel Expense Reimbursement Guidelines

1. Rockwood Water PUD (the District) will provide travel expense reimbursement only to qualified candidates who are invited to attend an in-person finalist interview, as determined by the Screening Committee.
2. If a candidate must travel less than 75 miles one way, no travel expense reimbursement will be provided.
3. If candidate must travel 76 miles to less than 200 miles one way, the District will pay total mileage for round trip travel plus one breakfast meal (\$22) and one dinner meal (\$36).
4. If candidate must travel 201 miles or more one way, the District will pay total mileage for round trip travel, two breakfast meals (\$22/meal), one dinner meal (\$36), and one night lodging (\$155).
5. If the Screening Committee determines it is in the District's best interest to allow for air travel by a candidate, the District will pay one round-trip airfare to/from Portland International Airport, two breakfast meals (\$22/meal), one lunch meal (\$23/meal), two dinner meals (\$36/meal), two nights lodging (\$155/night), and rental car expenses.
6. General criteria and standards:
 - a. Mileage will be determined based on Google Maps mileage from candidate's primary residence to the District's office.

- b. Personal vehicle mileage will be paid at IRS published mileage rate (currently \$0.70 per mile).
 - c. Meals and lodging will be paid as a per diem, at GSA published per diem rates for Multnomah County, Oregon (<https://www.gsa.gov/travel/plan-book/per-diem-rates>).
 - d. Reimbursement for items specified to be paid at GSA Per Diem rates (e.g., meals and lodging) will not require receipts.
 - e. Reimbursement for airfare, checked baggage, rental car, and fuel will be at actual cost, with receipts required. No payments for these expenses will be made without receipts. Airfare will be paid at coach/economy class and one checked bag. Car rental will be paid for a compact or smaller vehicle plus fuel for up to three days (i.e., day before, day of, and day after finalist interview).
7. Any claimed mileage and travel expenses must be submitted within 30 days of the completion of travel by the candidate using the District's approved travel expense form. Expense requests will be submitted to Mark Knudson for initial review; Mark will forward requests to Nyla Clark for processing and payment by the District.
8. The District will pay only for the specified travel expenses; no other travel or incidental expenses will be reimbursed.

MEMORANDUM

To: Rockwood Board of Directors

From: Kari J. Duncan, General Manager

Date: October 8, 2025

Re: Interim General Manager Recruitment

Rockwood Board,

As you are aware, my last day with the District will be on October 23rd, and the District Board has retained SDAO Advisory Services to conduct the recruitment for a new General Manager. The recruitment and hiring process may take several months to complete.

During this time, it is important that the Board develop an Interim Management plan to ensure continuity of the District oversight and operations. The Board has several options for an Interim appointment, and I have outlined two viable options below.

Rotating Interim, Internal Staff:

One option that the Board may want to consider is to establish an interim Manager rotation that will ensure continuity in the District, spread the burden and work load over more than one individual, and provide opportunities for professional development among the Rockwood Management staff. Under this model, each interim Manager on a rotation will be expected to perform the duties of the GM including serving as the direct contact to the Board, preparation for and facilitation of Board meetings, check and financial review, WIFIA loan and funding responsibilities, supervision of the GM's direct reports, budget preparation, and other duties as needed. A rotation schedule is outlined below.

Rotation #1: October 27 – December 31
Rotation #2: January 1 -February 28
Rotation #3 (if needed) March 1 – May 31

If this option is selected, it is recommended that the Board initiate a temporary salary adjustment for the individual serving the rotation to provide compensation for the expanded level of responsibility while serving a rotation as interim Manager. Two current department Managers of the District, Andy Crocker and Jeremy Hudson, are willing to serve in an interim capacity. Based on an excellent record of service at the District, high level of responsibility, and high level of technical and managerial capacity I highly recommend both of these individuals as qualified to serve in an Interim Manager capacity.

Single Interim Contracted Staff: The Board may also choose to seek an Interim Manager from outside the District acting as an independent consultant under a temporary contract. A candidate could be identified from the consulting community, or a retired individual with relevant Managerial experience. I have had a discussion with past General Manager Brian

Stahl who has expressed interest and a willingness to serve in an interim capacity if the Board chooses this option.

Recommendation: It is important to identify an interim plan as soon as possible to enable planning and information sharing to appropriate staff so that all essential tasks and responsibilities of the General Manager can be carried out. If possible, the Board will identify their preferred interim option at the October 15th Special meeting, and make an official interim appointment(s) at the October 22nd Board meeting.