FAIRVIEW WATER DISTRICT BOARD OF COMMISSIONERS

NOTICE OF SPECIAL BOARD MEETING

Notice is hereby given that the Fairview Water District Board of Commissioners will hold a special Board meeting on **Wednesday, November 4, 2026**, beginning at 3:00 pm, at the Swiss Hall, 4605 Brookfield Avenue, Tillamook.

AGENDA

1. Call To Order
2. Roll Call
3. Board Training, 3:00 pm – 5:00 pm
    a) Presented by Mark Knudson, Special Districts Association of Oregon (SDAO)
4. Review and consideration of SDAO's proposals for the General Manager job description and future performance evaluation process.
5. Adjournment

Remote Call-In - Audio Only • (503) 738-1011 • Extension 1002

SDAO Special Districts Association of Oregon

Memorandum

Date: October 19, 2026

To: Fairview Water District Board of Commissioners
Doug Barker, President

From: Mark Knudson, Senior Consultant

Subject: General Manager Performance Evaluation Support Materials for October 29, 2026 Board Meeting

Background

Fairview Water District (District) has requested assistance from the Special Districts Association of Oregon (SDAO) to support the Board of Commissioners (Board) in establishing performance expectations and a process for conducting a future performance evaluation of the District's General Manager (GM).

At the Board meeting on October 29, 2026, SDAO will summarize the objectives for a future performance evaluation of the District's GM and request Board input on the attached draft documents. ***Please review the attached documents to identify your questions and comments before the Board meeting*** since these draft documents will be a key topic of discussion during the October 29, 2026 meeting. Based on the Board's direction and feedback, SDAO will finalize the attached draft documents and attend the November Board meeting to ask the Board to consider adopting updated final versions of these documents.

Draft Documents for General Manager Performance Evaluation

Each of the attached draft documents becomes a basis for a future GM performance evaluation and includes the following:

1. **Position Description.** The attached draft GM position description (dated 10/19/26) is based in part on the District's previous Board-adopted position description (dated 6/20/24) and has been updated based on review comments by SDAO's Human Resources Manager to reflect best practices for position description content, and revised by SDAO's Senior Consultant to reflect typical duties and expectations for GMs at other similar-sized water districts in Oregon. This document becomes the foundation for a future performance evaluation; thus, the Board should carefully review this document and identify questions and suggested edits to the attached draft.

2. **Evaluation Process & Schedule.** The attached draft Process & Schedule outlines the proposed approach and timeline for the GM's next performance evaluation. Inherent in

this schedule is the need to establish an evaluation period for the next evaluation. For now, it is assumed the next evaluation period will be November 1, 2026 through October 31, 2027; however, that is subject to discussion and direction by the Board.

3. **Performance Evaluation Criteria, Expectations & Evaluation Form.** Based on the updated position description, SDAO has generated suggested evaluation criteria and performance expectations for Board consideration.

   Performance expectations are grouped into nine general criteria or topics:

   1. Builds and maintains effective working relationship with the Board.
   2. Ensures effective operation and maintenance of water system.
   3. Provides effective management of District compliance and programs.
   4. Provides effective management and supervision of District staff.
   5. Provides effective management of District finances.
   6. Provides effective customer service and public outreach.
   7. Builds and maintains effective relationships with partners & other agencies.
   8. Demonstrates progress toward achieving District goals & priorities.
   9. Overall performance rating.

   The criteria and expectations are attached as a draft evaluation form in two formats:

   - Option 1 – similar to the form previously used by the District, with Board Members scoring the GM's performance for each specific expectation, and
   - Option 2 - similar to the form typically used by SDAO, with Board Members scoring the GM's performance for each of the eight general criteria.

   Input by Board Members is requested on the nine general topics or criteria, the 38 individual performance expectations, the grouping of the expectations within the criteria, and preferences for Option 1 versus Option 2 for the evaluation form.

4. **Evaluation Rating Scale.** The attached proposed rating scale is based on the scale previously used by the District, which is also similar to the scale typically used by SDAO. It is important that Board Members agree to the definitions of the rating scale to establish a consistent basis for individual ratings by Board Members.

District Goals & Priorities

At the October 29, 2026 Board meeting, SDAO will also discuss possible next steps in establishing District goals and priorities for the GM's next performance evaluation. Please come prepared to discuss your availability for a partial day Board work session to review future goals and priorities for the District.

Please let me know if you have any questions or concerns before the Board meeting on October 29, 2026. I can be reached at mknudson@sdao.com or at 503-319-5256.

POSITION DESCRIPTION

DRAFT V2 – October 19, 2026

Position Title: General Manager
Duration/Status: Regular, full-time position / FLSA-exempt position
Reports To: Board of Commissioners
Salary Range: xx-xx
Effective Date: xx xx, 2026

POSITION SUMMARY

Under direction of the Fairview Water District (District) Board of Commissioners (Board), the General Manager (GM) serves as the chief executive officer of the District and is responsible for all aspects of administration and implementation of Board-approved 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, values, and budget. The GM is also responsible for planning, management, and administration of the day-to-day operation of the District to ensure the reliable delivery of high-quality, cost-effective drinking water service.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Provides effective support to the Board of Commissioners; coordinates with the Board President in preparing Board meeting agendas; prepares and presents Board meeting staff reports; oversees preparation of meeting packets, notices, and minutes; provides timely information as needed in support of Board decisions and actions; prepares District correspondence as directed by the Board; notifies Board Members of District election schedules; facilitates onboarding and orientation of new Board Members; requires in-person attendance at District Board meetings during evenings at least once per month.
2. Plans, directs and manages all aspects of District water system operations, including water supply, water distribution, water quality and regulatory compliance, financial management, project planning and implementation, asset management, system and facility maintenance and repairs, and safety; implements timely repairs to maintain efficient and reliable operation; applies asset management principles to support long-term performance of assets; exercises professional judgement in recommending operational solutions that balance safety, regulatory compliance, cost, and long-term system performance.
3. Ensures compliance with applicable local, state and federal laws; tracks changes in applicable laws and keeps the Board apprised of any prospective or final legislative changes that affect the District.
4. Oversees all District procurements, including but not limited to professional services, materials and services, public improvement projects, to ensure compliance with applicable

state and federal requirements; oversees solicitation of bids and completes contract negotiations; and makes recommendations to the Board for award of contracts.

5. Oversees District risk management; establishes and maintains safety and security policies and procedures; maintains appropriate insurance coverages.
6. Oversees District finances, including but not limited to:
    a. Oversight of comprehensive budget process including participation with the Board, Budget Committee and staff to establish goals, objectives and key performance indicators, and ensuring compliance with the Local Budget Law;
    b. Provides timely and effective financial reports; communicates fiscal concerns before they become critical.
    c. Manages expenditures within approved limits including oversight of District accounting, purchasing and banking functions; oversight of customer accounts and billing functions; and oversight of time keeping, payroll, and payroll reports;
    d. Oversees development of financial plan, rate studies and system development charges, as needed, to support long-term financial sustainability.
    e. Oversees completion of annual audit of financial performance; ensures completion of the audit process, provides District financial records, and coordinates with accountants and auditors as needed; implements recommended corrective actions as needed.
7. Oversees all aspects of human resources management for the District including hiring, training, supervision, disciplinary processes, and terminations; establishes and maintains District HR polies; ensures compliance with applicable state and federal requirements for employee compensation and benefits, including PERS.
8. Provides day-to-day supervision for District staff including two non-exempt (hourly) employees; provides delegation, coaching, direction, and support as needed to maintain a motivated and effective staff; ensures compliance with District HR policies and employee compensation.
9. Communicates clearly and effectively with employees on a daily basis including verbal and written communications; responds to and resolves employee questions and concerns; prepares employee evaluations and holds employees accountable for performance and compliance with District policies.
10. Plans and implements employee training to maintain a qualified, motivated workforce and support regulatory compliance.
11. Communicates with District customers and stakeholders including but not limited to attendance at public meetings; attends public meetings and coordinates with customers and stakeholders including attendance a community events and attendance outside of normal business hours; responds to public comments and resolves controversial issues; and oversees website, brochures, newsletters, customer surveys in support of effective and positive customer relations.
12. Establishes and maintains effective working relationships with various government entities, state and local organizations, professional associations, public agencies, and partners.
13. Serves as District liaison to local, county, and state agencies and organizations to provide information to the public and to develop additional water related services to be provided by the District or on District property.

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14. Ensures District emergency preparedness and response; oversees development and updates of District emergency response plan; coordinates with local governments for emergency planning and response; responds to emergency events without advance notice at all times of the day and night and during inclement weather conditions.
15. Driving a personal or District vehicle daily to work-related assignments including local and remote locations, travel at all times of the day and night and during inclement weather conditions.
16. Operation of specialized equipment including but not limited to vacuum trailer, excavator, and pipe fusion equipment. {essential duty? should this be a safety sensitive position?}
17. Regular and reliable attendance at District office and facilities; this is not a remote work position.
18. Provides additional duties as assigned by the Board of Commissioners.

SECONDARY RESPONSIBLITIES

{Are any of the above responsibilities considered secondary (option or desire) functions? Or are they all essential duties?}

JOB KNOWLEDGE, SKILLS AND ABILITIES

Required knowledge, skills and abilities of the position are outlined below.

1. Working knowledge of water utility operations, service delivery methods, regulatory requirements, and water system operations and maintenance procedures.
2. Working knowledge of regulatory requirements related to personnel management, public procurements, and public utility management.
3. Knowledge of principles and practices for budget development and financial oversight consistent with administration of a $800,000 annual budget.
4. Knowledge of management theory and practices, including leadership skills, supervisory principles, strategic thinking, and planning.
5. Knowledge of principles and practices for human resources management.
6. Knowledge of public funding resources including rates, user fees and charges, system development charges, public debt, and loans.
7. Knowledge of risk management best practices including personnel and facility safety and security.
8. Skill in effective communication with Boards, employees, customers, and members of the public, including 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 goal setting, work management, performance tracking, and organizational effectiveness.
11. Skill in effectively managing and deescalating difficult interactions, interpersonal conflicts, and controversial topics.

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12. Skill in effectively navigating and resolving conflicting objectives, controversial topics, and community objectives.
13. Skill in use of computer applications including Microsoft Office suite, virtual meeting software, and financial management software.
14. Skill in use of supervisory control and data acquisition (SCADA) systems {does the District have this?}.
15. Ability to effectively supervise, train, plan, and evaluate the work of others and hold employees accountable for performance.
16. Ability to motivate and cultivate a positive and supportive culture, including a commitment to teamwork.
17. Ability to manage multiple concurrent high-priority assignments, including long-term and short-term goals.
18. Ability to read written reports and work-related documents.
19. Ability to operate, read and focus on a personal computer, telephone and other related equipment.
20. Ability to interpret and apply federal, state and local policies, laws and regulations.
21. Ability to recognize and keep sensitive information confidential.
22. Ability to establish and maintain effective working relationships and partnerships with the Board, staff, other public agencies, stakeholders, and customers.
23. Ability to exercise diplomacy and collaboration when representing the organization in contentious and adversarial situations.
24. Ability to operate specialized equipment including but not limited to vacuum trailer, excavator, and pipe fusion equipment {is this a safety sensitive position?}.
25. Ability to safely perform essential duties of the position.
26. Ability to safely and reliably respond to emergency events at all times of the day and night and during inclement weather conditions.
27. Ability to obtain a satisfactory background check.
28. Ability to drive a personal or district vehicle at all hours of day and night and during inclement weather to attend work-related meetings and assignments in person.

JOB QUALIFICATION REQUIREMENTS

REQUIRED MINIMUM EDUCATION AND EXPERIENCE: The GM must satisfy the following minimum qualifications for this position:

- An associate's degree in water/wastewater technology, environmental science, facilities management, or a related field, and
- A minimum of five years of experience in operation and maintenance of public water system including at least one year of supervisory 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.

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CERTIFICATION/LICENSURE REQUIREMENTS: The GM must possess at the time of appointment {is it acceptable to obtain these within xx months of appointment?} and maintain the following minimum certification and licensure requirements for this position:

- Possess a valid driver's license accepted in the State of Oregon
- Water Distribution System Operator 2 certification with Oregon Health Authority
- Backflow Assembly Tester certification with Oregon Health Authority
- Cross Connection Specialist certification with Oregon Health Authority

WORKING CONDITIONS & PHYSICAL DEMANDS OF THE POSITION

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

This position requires:

- 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.
- The need to bend and lift a bag or box weighing up to 30 pounds carried up to 100 feet multiple times per day and may infrequently require moving materials weighing up to 40 pounds.
- Occasional travel to conferences, training, and workshops, and daytime and evening meetings using a company or personal vehicle or public transportation. Travel may be outside the normal workday, sometimes overnight, and may be as long as one week.

ACKNOWLEDGEMENTS

Appointees will be subject to completion of a standard initial evaluation period.
{should be identified in Employee Handbook}

The essential physical abilities described here are representative of those an employee may encounter while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The above statements are intended to describe the general nature and level of work being performed by employees assigned to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and/or skill required of all personnel so

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classified. This job description is not an employment agreement and/or an expressed or implied employment contract. Management has the exclusive right to alter this job description at any time without notice.

This is an accurate description of the essential functions of my position.

Adopted by the Fairview Water District Board of Commissioners on: _____
Date

_____ _____
Board Chair Signature Date

{note – Fairview's previous disclaimers and acknowledgements have been deleted; some of the previous content (e.g., references to total compensation) should be included in the District's Employee Handbook - not in the position description}

_____ _____
Employee Signature Date

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FAIRVIEW WATER DISTRICT
Providing clean, safe drinking water since 1919

General Manager Performance Evaluation
for the period of
December 1, 2026 through November 30, 2027

Performance Evaluation Process & Schedule

DRAFT - October 19, 2026

Date	Activity	Who
October 29, 2026	Board Meeting – Board review and comment on DRAFT: • Position Description • Period, process, schedule for next evaluation • Evaluation criteria, expectations & rating scale • Goals for evaluation period	Board & Mark
Early-November 2026	Board Work Session – Board identifies District Goals & priorities for next year and beyond	Board, GM & Mark
November 24, 2026 or December 29, 2026	Board Meeting – Board adopts FINAL: • Position Description • Period, process, schedule for next evaluation • Evaluation criteria, expectations & rating scale • Goals for evaluation period	Board & Mark
Mid-October 2027	GM completes self-evaluation & distributes to Board	GM
Early-November 2027	Board Members independently complete evaluation using Board-adopted criteria, expectations & rating scale	Board
Late-November 2027	Each Board Member returns a completed evaluation form to ???	Board Members
Early-December 2027	??? compiles Board Members' evaluations into an anonymous summary of ratings, comments, and recommendations	???

Mid-December 2027	Board Meeting:
	• Executive Session – Board reviews evaluation summary and recommendations
	• Exec or open session (GM's discretion) – Board meets with GM to review evaluation summary and recommendations
	• Open Session – Board considers motions:
	  ○ Adopt evaluation summary & recommendations
	  ○ Establish evaluation period and expectations for next evaluation
		Board & GM

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FAIRVIEW WATER DISTRICT
Providing clean, safe drinking water since 1919

General Manager Performance Evaluation
for the period of
December 1, 2026 through November 30, 2027

GM Performance Evaluation Criteria, Expectations & Evaluation Form

OPTION 1 DRAFT – October 19, 2026

Board Member: _____ Date: _____

1. Builds and maintains effective working relationship with the Board.	**5**	**4**	**3**	**2**	**1**
Communicates clearly and effectively with the Board; respectful, professional and collaborative with individual Board members.					
Implements Board-adopted policies and directives.					
Provides accurate, timely information to support Board decisions; oversees development and timely delivery of effective meeting packets; facilitates onboarding & orientation of new Board Members.					
Coordinates with Board to support development and implementation of effective District policies and procedures.					
Respects differences in roles and responsibilities for Board governance and staff operations.					

COMMENTS

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2. Ensures effective operation and maintenance of water system.	**5**	**4**	**3**	**2**	**1**
Ensures District compliance with all applicable federal and state regulations and requirements, including drinking water standards, reporting requirements, and safety & health standards.					
Identifies and implements appropriate policies and procedures to ensure efficient, reliable, and safe operation and maintenance of water system and related assets.					

_____

* Rating Scale (see table for definition of rating scale):
  5 = Outstanding Performance: Consistently demonstrating an exceptional level of knowledge and skill.
  4 = Exceeds Expectations: Consistently meets and often exceeds expectations.
  3 = Meets Expectations: Consistently meets expectations, works in a competent and skilled manner.
  2 = Needs Improvement: Often does not meet requirements of position, working on improvements.
  1 = Unsatisfactory: Consistently does not meet requirements of position, lack of progress.

Implements timely repairs to maintain efficient and reliable operation; applies asset management principles to support long-term performance of assets.					
Exercises professional judgement in recommending operational solutions that balance safety, regulatory compliance, cost, and long-term system performance.					
Ensures emergency preparedness in support of reliable delivery of safe, affordable drinking water to the community.					

COMMENTS

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3. Provides effective management of District compliance and programs.	**5**	**4**	**3**	**2**	**1**
Ensures compliance with applicable local, state and federal laws; tracks changes in applicable laws and keeps the Board apprised of any prospective or final legislative changes that affect the District.					
Oversees all District procurements; oversees solicitation of bids and completes contract negotiations; and makes recommendations to the Board for award of contracts.					
Oversees District risk management; establishes and maintains safety and security policies and procedures; maintains appropriate insurance coverages.					
Ensures the emergency preparedness of the District; oversees development and updates of District emergency response plan; and coordinates with local governments for emergency response planning.					

COMMENTS

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4. Provides effective management and supervision of District staff.	**5**	**4**	**3**	**2**	**1**
Oversees all aspects of human resources management for District including hiring, training, supervision, disciplinary processes, and terminations; establishes and maintains District HR polies; ensures					

compliance with applicable state and federal requirements for employee compensation and benefits, including PERS.					
Communicates clearly and effectively with employees; responds to and resolves employee questions and concerns; prepares employee evaluations and holds employees accountable for performance.					
Provides effective day-to-day supervision and oversight of staff; provides delegation, coaching, direction, and support as needed to maintain a motivated and effective staff.					
Plans and implements employee training to maintain a qualified, motivated workforce and support regulatory compliance.					
Demonstrates accountability; meets commitments, takes responsibility for individual actions.					
Demonstrates ethical behavior and actions that reflect applicable laws and District policies, procedures, and values.					
Maintains professional knowledge and certifications relevant to the position; participates in training or professional associations as appropriate.					

COMMENTS

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5. Provides effective management of District finances.	**5**	**4**	**3**	**2**	**1**
Provides oversight of comprehensive budget development process including participation with Board, Budget Committee and staff.					
Provides timely and effective financial reports; communicates fiscal concerns before they become critical.					
Manages expenditures within approved limits; provides oversight of customer accounts, billing, payroll and time keeping functions.					
Oversees development of financial plan and rate studies to support long-term financial sustainability.					
Oversees completion of annual audit of financial performance; ensures completion of audit process; implements recommendations.					

COMMENTS

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6. Provides effective customer service and public outreach.	**5**	**4**	**3**	**2**	**1**
Ensures the District provides effective customer services; responds appropriately to customer inquiries and complaints.					
Effectively and professionally communicates with customers and stakeholders; serves as a voice for the District and communicates Board-approved positions and policies.					
Effective in addressing and defusing contentious situations and conflicts.					
Cultivates partnerships and positive relationships in the community; participates in community events and stakeholder groups.					

COMMENTS

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7. Builds and maintains effective relationships with partners and other agencies.	**5**	**4**	**3**	**2**	**1**
Effectively represents the District with other public agencies and the community.					
Establishes and maintains effective working relationships with various government entities, state and local organizations, professional associations, partner agencies, and public.					
Effective in advocating for the District at local, regional, state, and federal levels.					

COMMENTS

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8. Demonstrates progress toward achieving District goals and priorities.	**5**	**4**	**3**	**2**	**1**

Identifies and implements projects to achieve District goals; work assignments and priorities align with Board-approved goals.					
Establishes key performance indicators to support tracking progress in work to achieve Board-approved goals; provides timely reports to Board on progress toward goals.					
Demonstrates notable progress in work toward District goals.					
Organizes annual process with Board to identify and update District goals and priorities.					

COMMENTS

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9. Overall performance rating.	**1**	**2**	**3**	**4**	**5**
Summary score reflecting overall performance and effectiveness during the current evaluation period.					

COMMENTS

-
-

Notable Accomplishments During Current Evaluation Period:

1.
2.
3.
4.
5.
6.

Suggested Goals for the Next Evaluation Period:

1.
2.
3.
4.
5.
6.

FAIRVIEW WATER DISTRICT
Providing clean, safe drinking water since 1919

General Manager Performance Evaluation
for the period of
December 1, 2026 through November 30, 2027

GM Performance Evaluation Criteria, Expectations & Evaluation Form

OPTION 2 DRAFT – October 19, 2026

Board Member: _____ Date: _____

1. Builds and maintains effective working relationship with the Board.

a. Communicates clearly and effectively with the Board; respectful, professional and collaborative with individual Board members.
b. Implements Board-adopted policies and directives.
c. Provides accurate, timely information to support Board decisions; oversees development and timely delivery of effective Board meeting packets; facilitates onboarding and orientation of new Board Members.
d. Coordinates with Board to support development and implementation of effective District policies and procedures.
e. Respects differences in roles and responsibilities for Board governance and staff operations.

Comments: Board Member Rating*:_____

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-

2. Ensures effective operation and maintenance of water system.

a. Ensures District compliance with 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 ensure efficient, reliable, and safe operation and maintenance of water system and related assets.
c. Implements timely repairs to maintain efficient and reliable operation; applies asset management principles to support long-term system performance.
d. Exercises professional judgement in recommending operational solutions that balance safety, regulatory compliance, cost, and long-term system sustainability.
e. Ensures emergency preparedness in support of reliable delivery of safe, affordable drinking water to the community.

* Rating Scale (see table for additional definition of rating scale):
5 = Outstanding Performance: Consistently demonstrating an exceptional level of knowledge and skill.
4 = Exceeds Expectations: Consistently meets and often exceeds expectations.
3 = Meets Expectations: Consistently meets expectations, works in a competent and skilled manner.
2 = Needs Improvement: Often does not meet requirements of position, working on improvements.
1 = Unsatisfactory: Consistently does not meet requirements of position, lack of progress.

Comments:	Board Member Rating*:_____
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3. Provides effective management of District compliance and programs.

a. Ensures compliance with applicable local, state and federal laws; tracks changes in applicable laws and keeps the Board apprised of any prospective or final legislative changes that affect the District.
b. Oversees all District procurements; oversees solicitation of bids and completes contract negotiations; and makes recommendations to the Board for award of contracts.
c. Oversees District risk management; establishes and maintains safety and security policies and procedures; maintains appropriate insurance coverages.
d. Ensures the emergency preparedness of the District; oversees development and updates of District emergency response plan; and coordinates with local governments for emergency response planning.

Comments:	Board Member Rating*:_____
•	
•	

4. Provides effective management and supervision of District staff.

a. Oversees all aspects of human resources management for District including hiring, training, supervision, disciplinary processes, and terminations; establishes and maintains District HR polies; ensures compliance with applicable state and federal requirements for employee compensation and benefits, including PERS.
b. Communicates clearly and effectively with employees; responds to and resolves employee questions and concerns; prepares employee evaluations and holds employees accountable for performance.
c. Provides effective day-to-day supervision and oversight of staff; provides delegation, coaching, direction, and support as needed to maintain a motivated and effective staff.
d. Plans and implements training programs to maintain a qualified workforce and support regulatory compliance.
e. Demonstrates accountability; meets commitments, takes responsibility for individual actions.
f. Demonstrates ethical behavior and actions that reflect applicable laws and District policies, procedures, and values.
g. Maintains professional knowledge and certifications relevant to the position; participates in training or professional associations as appropriate.

Comments:	Board Member Rating*:_____
•	
•	

5. Provides effective management of District finances.

a. Provides oversight of comprehensive budget development process including participation with Board, Budget Committee and staff.
b. Provides timely and effective financial reports; communicates fiscal concerns before they become critical.
c. Manages expenditures within approved limits; provides oversight of customer accounts, billing, payroll and time keeping functions.
d. Oversees development of financial plan and rate studies to support long-term financial sustainability.
e. Oversees completion of annual audit of financial performance, ensures completion of audit process; implements recommendations.

Comments:	Board Member Rating*:_____
•	
•	

6. Provides effective customer service and public outreach.

a. Ensures the District provides effective customer services; responds appropriately to customer inquiries and complaints.
b. Effectively and professionally communicates with customers and stakeholders; serves as a voice for the District and communicates Board-approved positions and policies.
c. Effective in addressing and defusing contentious situations and conflicts.
d. Cultivates partnerships and relationships in the community; participates in community events and stakeholder groups.

Comments:	Board Member Rating*:_____
•	
•	

7. Builds and maintains effective relationships with partners and other agencies.

a. Effectively represents the District with other public agencies and the community.
b. Establishes and maintains effective working relationships with various government entities, state and local organizations, professional associations, partner agencies, and public.
c. Effective in advocating for the District at local, regional, state, and federal levels.

Comments:	Board Member Rating*:_____
•	
•	

8. Demonstrates progress toward achieving District goals and priorities.

a. Identifies and implements projects to achieve District goals; work assignments and priorities align with Board-approved goals.
b. Establishes key performance indicators to support tracking progress in work to achieve Board-approved goals; provides timely reports to Board on progress toward goals.
c. Demonstrates notable progress in work toward District goals.
d. Organizes annual process with Board to identify and update District goals and priorities.

Comments:	Board Member Rating*:_____
•	
•	

9. Overall performance rating.

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

Comments:	Board Member Rating*:_____
•	
•	

Notable Accomplishments During Current Evaluation Period:

1.
2.
3.
4.
5.
6.

Suggested Goals for the Next Evaluation Period:

1.
2.
3.
4.
5.
6.

Notable Accomplishments During Current Evaluation Period:

1.
2.
3.
4.
5.
6.

Suggested Goals for the Next Evaluation Period:

1.
2.
3.
4.
5.
6.

FAIRVIEW WATER DISTRICT
Providing clean, safe drinking water since 1919

General Manager Performance Evaluation
for the period of
December 1, 2026 through November 30, 2027

Performance Evaluation Rating Scale

DRAFT - October 19, 2026

SCORE	NAME	DESCRIPTION
5	**Outstanding Performance**	Consistently performed in a manner that demonstrates exceptional knowledge and skill exceeding what is normally expected and merits recognition.
4	**Exceeds Expectations**	Consistently performed in a manner that meets and often exceeds expectations. Performance is frequently better than what is normally expected.
3	**Effective**	Consistently meets normal expectations and work is performed in a competent and skilled manner. Performance is satisfactory and without significant exceptions.
2	**Needs Improvement**	Often does not meet the requirements of the position. Demonstrates progress in learning and gaining experience in this function.
1	**Unsatisfactory**	Performance consistently does not meet requirements of the position. Has not demonstrated progress in making needed improvements to performance.

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FAIRVIEW WATER DISTRICT

Providing clean, safe drinking water since 1919

General Manager Performance Expectations & Evaluation Process

Board Meeting

October 29, 2026

SDAO SPECIAL DISTRICTS ASSOCIATION OF OREGON

1

GM Performance Expectations & Evaluation Process
Presentation Overview

1. Objectives for Performance Expectations & Evaluation
2. Components of a GM Performance Evaluation
3. Board Input on Proposed Discussion Drafts
4. Next Steps

SDAO SPECIAL DISTRICTS ASSOCIATION OF OREGON

2

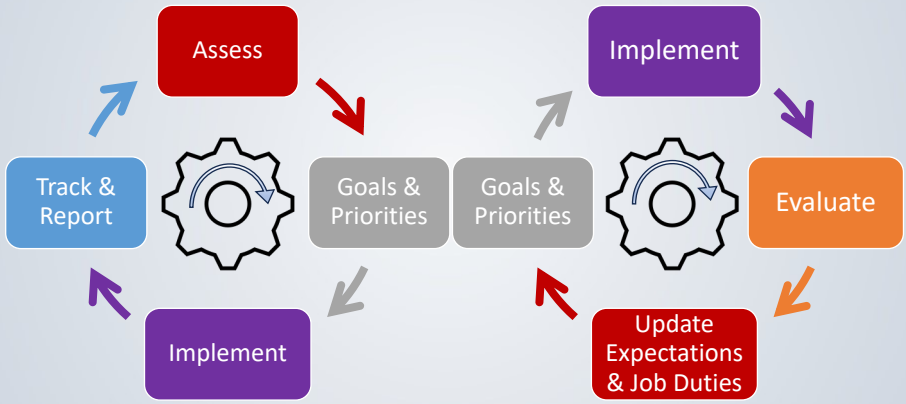
GM Performance Expectations & Evaluation Process
Objectives for GM Performance Evaluation

- Assess GM's effectiveness and performance
- GM's accountability to Board
- Board's accountability to Public
- Adherence with best practice
- Establish expectations & goals for next evaluation period
- Enhance alignment within the organization
  - Clarity of Board expectations for GM
  - Improved efficiency & effectiveness of staff
- Potential basis for future compensation decisions

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GM Performance Expectations & Evaluation Process
Objectives for GM Performance Evaluation



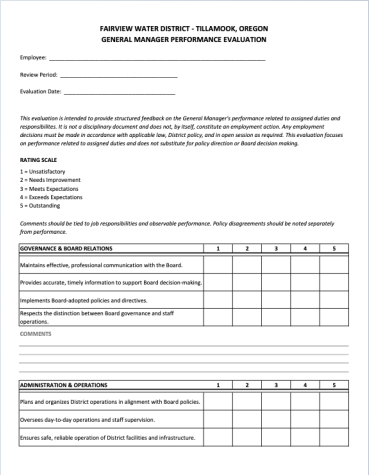
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GM Performance Expectations & Evaluation Process

Previously …

- GM's annual performance evaluation completed in 2025
- Unclear coordination with Board to establish performance expectations and district goals
- Existing position description (2024) based on previous manager's duties



FAIRVIEW WATER DISTRICT - TILLAMOOK, OREGON
GENERAL MANAGER PERFORMANCE EVALUATION

Employee: _____

Review Period: _____

Evaluation Date: _____

This evaluation is intended to provide structured feedback on the General Manager's performance related to assigned duties and responsibilities. It is not a disciplinary document and does not, by itself, constitute an employment action. Any employment decisions must be made in accordance with applicable law, District policy, and in open session as required. This evaluation focuses on performance related to assigned duties and does not substitute for policy direction or Board decision making.

RATING SCALE

1 = Unsatisfactory
2 = Needs Improvement
3 = Meets Expectations
4 = Exceeds Expectations
5 = Outstanding

Comments should be tied to job responsibilities and observable performance. Policy disagreements should be noted separately from performance.

GOVERNANCE & BOARD RELATIONS	1	2	3	4	5
Maintains effective, professional communication with the Board.					
Provides accurate, timely information to support Board decision-making.					
Implements Board-adopted policies and directives.					
Respects the distinction between Board governance and staff operations.					

COMMENTS

ADMINISTRATION & OPERATIONS	1	2	3	4	5
Plans and organizes District operations in alignment with Board policies.					
Oversees day-to-day operations and staff supervision.					
Ensures safe, reliable operation of District facilities and infrastructure.					

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GM Performance Expectations & Evaluation Process

Now …

- Three new Board Members since August
- New Board opted to defer current evaluation
- SDAO asked to help the Board establish
  - Updated GM job description
  - Process & schedule for GM's next evaluation
  - Updated District goals & priorities

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GM Performance Expectations & Evaluation Process
Components of a GM Performance Evaluation

1. Position Description
2. Evaluation Period
3. Evaluation Process & Schedule
4. Evaluation Criteria, Expectations & Form
5. Evaluation Rating Scale



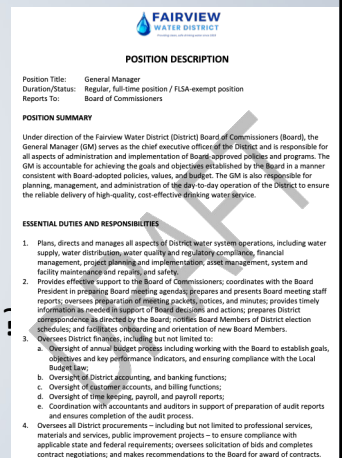
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GM Performance Expectations & Evaluation Process
Position Description – SDAO Updated Draft

Board direction requested:

1. Manager versus operator?
2. Essential vs secondary duties?
3. Supervisory responsibility?
4. Customer service & communications role?
5. Administrative duties (risk mgmt, compliance)?
6. Education & experience requirements?
7. Certification as WD2, XCon Spec & BF Tester?
8. Technology (computer, MS Office, GIS, SCADA)?



FAIRVIEW WATER DISTRICT

POSITION DESCRIPTION

Position Title: General Manager
Duration/Status: Regular, full-time position / FLSA-exempt position
Reports To: Board of Commissioners

POSITION SUMMARY

Under direction of the Fairview Water District (District) Board of Commissioners (Board), the General Manager (GM) serves as the chief executive officer of the District and is responsible for all aspects of administration and implementation of Board-approved 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, values, and budget. The GM is also responsible for planning, management, and administration of the day-to-day operation of the District to ensure the reliable delivery of high-quality, cost-effective drinking water service.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Plans, directs and manages all aspects of District water system operations, including water supply, water distribution, water quality and regulatory compliance, financial management, project planning and implementation, asset management, system and facility maintenance and repairs, and safety.
2. Provides effective support to the Board of Commissioners; coordinates with the Board President in preparing Board meeting agendas; prepares and presents Board meeting staff reports; oversees preparation of meeting packets, notices, and minutes; provides timely information as needed in support of Board decisions and actions; prepares District correspondence as directed by the Board; notifies Board Members of District election schedules; and facilitates onboarding and orientation of new Board Members.
3. Oversees District finances, including but not limited to:
   a. Oversight of annual budget process including working with the Board to establish goals, objectives and key performance indicators, and ensuring compliance with the Local Budget Law;
   b. Oversight of District accounting, and banking functions;
   c. Oversight of customer accounts, and billing functions;
   d. Oversight of time keeping, payroll, and payroll reports;
   e. Coordination with accountants and auditors in support of preparation of audit reports and ensures completion of the audit process.
4. Oversees all District procurements – including but not limited to professional services, materials and services, public improvement projects – to ensure compliance with applicable state and federal requirements; oversees solicitation of bids and completes contract negotiations; and makes recommendations to the Board for award of contracts.

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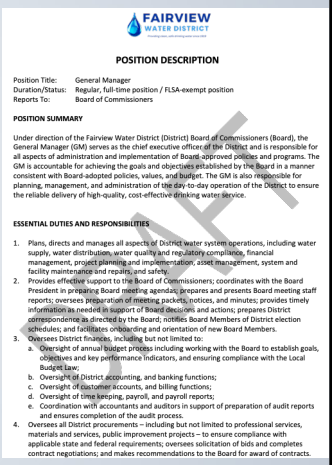
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GM Performance Expectations & Evaluation Process
Position Description – SDAO Updated Draft

Board direction requested:

9. Driving as requirement of job?
10. Equipment operation (Vactor, backhoe, CDL)?
11. Excavation safety / competent person?
12. Safety sensitive position?
13. Working conditions?
14. Initial evaluation (probationary) period?
15. Salary range & effective date?
16. Previous disclaimers belong in Employee Handbook.



FAIRVIEW WATER DISTRICT

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GM Performance Expectations & Evaluation Process
Evaluation Period for Next Evaluation

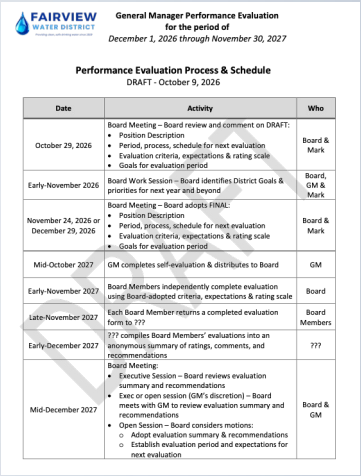
- SDAO's assumption …
  - November 1, 2026 through October 31, 2027 (12 months)?
- Establish cadence & schedule for future evaluations
  - Cadence: best practice is annual evaluation
  - Schedule: coordinate with other work to best meet District needs
  - Examples: March (pre-budget), July (for FY), January (for CY)
- Board feedback & preferences?

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GM Performance Expectations & Evaluation Process
Process & Schedule for Next Evaluation

- Nov 2026 – Board meets to set goals & priorities
- Nov or Dec 2026 – Board adopts:
  - Job description, evaluation period, schedule, process, evaluation criteria/expectations, form, goals
- Oct 2027 – GM completes self-evaluation
- Nov 2027 – Board Members complete individual evaluations
- Dec 2027 – Board Members' individual results compiled (by who??) into anonymous summary
- Dec 2027 – Board reviews & confirms results; meets with GM to present Board's evaluation



FAIRVIEW WATER DISTRICT

General Manager Performance Evaluation for the period of
December 1, 2026 through November 30, 2027

Performance Evaluation Process & Schedule
DRAFT - October 9, 2026

Date	Activity	Who
October 29, 2026	Board Meeting – Board review and comment on DRAFT: • Position Description • Period, process, schedule for next evaluation • Evaluation criteria, expectations & rating scale • Goals for evaluation period	Board & Mark
Early-November 2026	Board Work Session – Board identifies District Goals & priorities for next year and beyond	Board, GM & Mark
November 24, 2026 or December 29, 2026	Board Meeting – Board adopts FINAL: • Position Description • Period, process, schedule for next evaluation • Evaluation criteria, expectations & rating scale • Goals for evaluation period	Board & Mark
Mid-October 2027	GM completes self-evaluation & distributes to Board	GM
Early-November 2027	Board Members independently complete evaluation using Board-adopted criteria, expectations & rating scale	Board
Late-November 2027	Each Board Member returns a completed evaluation form to ???	Board Members
Early-December 2027	??? compiles Board Members' evaluations into an anonymous summary of ratings, comments, and recommendations	???
Mid-December 2027	Board Meeting: • Executive Session – Board reviews evaluation summary and recommendations • Exec or open session (GM's discretion) – Board meets with GM to review evaluation summary and recommendations • Open Session – Board considers motions: ○ Adopt evaluation summary & recommendations ○ Establish evaluation period and expectations for next evaluation	Board & GM

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GM Performance Expectations & Evaluation Process
Evaluation Criteria, Expectations & Form

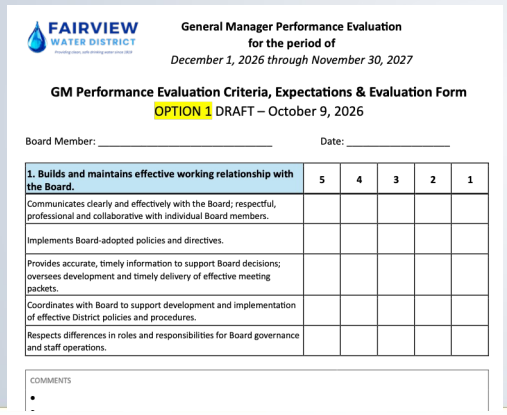
- Expectations based on updated job description (subject to Board comments & revisions to job description)
- Expectations grouped into 9 general criteria or topics:
  1. Builds and maintains effective working relationship with the Board.
  2. Ensures effective operation and maintenance of water system.
  3. Provides effective management of District compliance and programs.
  4. Provides effective management and supervision of District staff.
  5. Provides effective management of District finances.
  6. Provides effective customer service and public outreach.
  7. Builds and maintains effective relationships with partners & other agencies.
  8. Demonstrates progress toward achieving District goals & priorities.
  9. Overall performance rating.

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GM Performance Expectations & Evaluation Process
Evaluation Criteria, Expectations & Form

Two options; Option 1 = rate 38 expectations, Option 2 = rate 9 criteria



FAIRVIEW WATER DISTRICT

General Manager Performance Evaluation
for the period of
December 1, 2026 through November 30, 2027

GM Performance Evaluation Criteria, Expectations & Evaluation Form
OPTION 1 DRAFT – October 9, 2026

Board Member: _____ Date: _____

1. Builds and maintains effective working relationship with the Board.	5	4	3	2	1
Communicates clearly and effectively with the Board; respectful, professional and collaborative with individual Board members.					
Implements Board-adopted policies and directives.					
Provides accurate, timely information to support Board decisions; oversees development and timely delivery of effective meeting packets.					
Coordinates with Board to support development and implementation of effective District policies and procedures.					
Respects differences in roles and responsibilities for Board governance and staff operations.					

COMMENTS
•



FAIRVIEW WATER DISTRICT

General Manager Performance Evaluation
for the period of
December 1, 2026 through November 30, 2027

GM Performance Evaluation Criteria, Expectations & Evaluation Form
OPTION 2 DRAFT – October 9, 2026

Board Member: _____ Date: _____

1. Builds and maintains effective working relationship with the Board.
a. Communicates clearly and effectively with the Board; respectful, professional and collaborative with individual Board members.
b. Implements Board-adopted policies and directives.
c. Provides accurate, timely information to support Board decisions; oversees development and timely delivery of effective Board meeting packets.
d. Coordinates with Board to support development and implementation of effective District policies and procedures.
e. Respects differences in roles and responsibilities for Board governance and staff operations.

Comments: Board Member Rating*:____
•
•

2. Ensures effective operation and maintenance of water system.

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GM Performance Expectations & Evaluation Process
Evaluation Criteria, Expectations & Form

Board direction requested:

1. Board preference for Option 1 (score each of 38 expectations) versus Option 2 (score 9 criteria)?
2. Are criteria correct?
3. Are individual expectations correct?
4. Are groupings of expectations into criteria correct?
5. Interest in using online survey versus off-line form?
6. If off-line, preference for electronic (Word) versus paper?

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GM Performance Expectations & Evaluation Process
Evaluation Rating Scale

- Agreement on rating scale and definitions are key to establishing a consistent basis for ratings
- SDAO rating scale similar to scale used previously by the District
- Board direction requested

FAIRVIEW WATER DISTRICT

General Manager Performance Evaluation
for the period of
December 1, 2026 through November 30, 2027

Performance Evaluation Rating Scale
DRAFT - October 9, 2026

SCORE	NAME	DESCRIPTION
5	Outstanding Performance	Consistently performed in a manner that demonstrates exceptional knowledge and skill exceeding what is normally expected and merits recognition.
4	Exceeds Expectations	Consistently performed in a manner that meets and often exceeds expectations. Performance is frequently better than what is normally expected.
3	Effective	Consistently meets normal expectations and work is performed in a competent and skilled manner. Performance is satisfactory and without significant exceptions.
2	Needs Improvement	Often does not meet the requirements of the position. Demonstrates progress in learning and gaining experience in this function.
1	Unsatisfactory	Performance consistently does not meet requirements of the position. Has not demonstrated progress in making needed improvements to performance.

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GM Performance Expectations & Evaluation Process
Next Steps

1. Board discussion, comments & input on discussion drafts.
2. SDAO to revise drafts per Board input.
3. Schedule Board work session for District goal-setting & identification of priorities in early November.
4. At next regular Board Meeting (11/24/26), SDAO to present updated documents
   - Board may consider adoption of updated documents, or
   - Provide additional comments & final consideration at December meeting

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