

**NETARTS-OCEANSIDE SANITARY DISTRICT
WORKSHOP
REVIEW OF ACTION ITEMS
FROM
AUGUST 20, 2026**

Attendees:

Board Members:

Jerry Keene	Jim Carlson	Jeff McBrayer
John Prather	Simeon Dreyfuss	

Staff:

Dan Mello – District Superintendent
Erin Mello – Office Manager
Brian Mello – Lead Operator

The Workshop meeting of the Netarts-Oceanside Sanitary District (NOSD) Board of Directors was called to order at 4:00 P.M. by John Prather, Board Chairperson. The meeting was held in the NOSD Board Room.

1. **Budget Structure – Closed**
2. **NOSD Components – Closed**
3. **Netarts Water District Rates – Closed**
4. **Lagoon Sludge Removal:** Jim led the discussion of the two sludge lagoons and the time frame for emptying one of the lagoons. Dan said there will be a switch to the second lagoon in two to three years. The first lagoon will then be filled and need to have the sludge removed. Jim expressed concern about what this would cost and where the sludge would be trucked to and the environmental requirements seem to be ever changing. Jim and Dan stated that funds need to continue to be set aside for the sludge removal project and that we need to stay on top of how that removal process might occur and to where the sludge might be hauled. Costs of draining, and removing sludge may increase dramatically over current estimates. ***Dan and Board Action/Tracking***

Comment and Action: *There was discussion of when and how this process would take place several years from now. The Board asked that Dan prepare a short memo or checklist of the steps that will more than likely need to take place in performing a future Lagoon Sludge removal.*

The Board agreed to leave this action item open pending Dan's memo.

Comment and Action Update: *The Board decided to leave this action item open pending Dan's memo preparation.*

5. Apprenticeship Program -Closed

6. Community Outreach: The Board agreed there should be more outreach to both the Netarts and Oceanside communities. The thought was Board members could make short five to ten minute presentation at the community clubs in both Netarts and Oceanside concerning that we are now in the budget cycle for 2025/2026, need additional members from the community for the Budget Community and talk generally about what may be expected as far as any rate increases are concerned. Simeon thought to speak to the Oceanside community club and Jim to talk to Netarts community club. All Board members to seek to recruit Budget Committee members. ***Simeon/Jim and Board Member Action***

Comment and Action: *There was discussion of NOSD getting more involved with social media, specifically creating a Face Book page. This would allow NOSD to further reach out to the community and create a platform for accurate information where rumors can often have a negative effect. The thought was that staff explore the possibility of creating a Face Book page and report back to Board on what is thought to be the best course of action.*

The Board agreed to leave this action item open pending a Face Book possibilities update.

Comment and Action Update: *Jim and Simeon spoke to various meetings with groups and members of the Netarts and Oceanside communities. It was generally agreed that this process should continue and not be treated as "one and done." Possible development of a Face Book page was discussed at the Board meeting later in the evening. The general discussion was that creating a Face Book page would not particularly benefit the District. The District's web site was thought to be sufficient.*

Action Item:

Closed regarding the creation of a Face Book page.

Continues as an open item regarding community outreach.

7. Succession Planning: Concern was expressed by several Board members as to the process and who might succeed Dan as superintendent of the Sanitary District. Dan said he expected to be with the District for four to six years depending on factors beyond his control like possible health problems and other factors. Having lived through and having worked the development of the new plant now about 12 years ago Dan believes in some respects he will always be a part of the facility. He believes regardless of who might succeed him that he would always be available to offer advice if necessary. The

issue of insuring the Sanitary District has the best leadership available will continue to be a concern for the Board.

Comment and Action: *Succession planning continues to be a Board concern. A subcommittee was formed which includes Jim Carlson, Jeff McBrayer and Dan Mello. The subcommittee is to meet and develop ideas to create a process for replacement of the Superintendent. The thought was to perhaps create a scenario/table top exercise looking at what it would take to replace the Superintendent two and one half years down the road. Subcommittee to report back to the Board on their initial findings at the May 21st Board meeting.*

The Board agreed to leave this action item open pending the subcommittee's report.

Action Item: *Jim and Jeff presented a Succession Plan Summary which is included as Attachment 1 to this Review of Action Items. Workshop members agreed succession planning includes three distinct categories: Superintendent, Board Members and Staff. The Succession Plan Summary is excellent work, however more detailed work needs to be done in this area and in the Board member and staff areas as far as succession is concerned. The Board agreed to leave this action item open.*

8. Board Member Expectations Memo: Board members agreed a memo/form should be prepared for new Board members outlining duties and responsibilities as a Board member of the Netarts-Oceanside Sanitary District. Duties to be outlined should include recruiting new Board members, recruiting members of the Budget Committee and other tasks to be outlined and developed in the memo/form. One Board member mentioned that new Board members receive a fairly extensive digital package of materials to introduce them to the operations of the Board and to the Sanitary District. The proposed memo/form could be made a part of that digital package. **John Action**

Comment and Action: *John found a template on the SDAO web site entitled "Board Duties and Responsibilities Policy Manual". He reviewed the document made several changes as necessary adapting it to use as a NOSD document. It was presented at the March 19, 2026, Board meeting for Board members to review and provide comments concerning the document at the April 16th Board meeting. Following any changes and revisions it is hoped this document will form the basis of satisfying the Board Member Expectations Memo requirement.*

The Board agreed to keep this action item open pending further review and possible adoption.

Action Item: *This action item remains open pending a decision by the Board to accept the draft "Board Duties and Responsibilities Policy Manual".*

9. Planning Summit:

A. Dan mentioned that both the Netarts and Oceanside Water Districts had met to discuss a possible "Inter-tie" between their two separate systems that could be used during emergencies if one of their systems were to fail. Dan said he had attended their first meeting and was uncertain whether there was a path forward or whether any additional meetings had been held.

B. There was also apparently an effort to bring cell phone tower service to Oceanside but the project had not gone very far forward.

C. A suggestion was made that a Planning Summit be convened. This would include the following Special Districts:

Netarts Water District

Oceanside Water District

Netarts-Oceanside Sanitary District

Netarts-Oceanside Rural Fire Protection District

Tillamook Public Utility District

D. This and future meetings might be held to discuss mutual interests/problems that might occur during emergencies (lesser emergencies/wild fire/tsunami/earthquake/etc.) and how best to deal with them. *Jeff and John to develop possible agenda for meeting. Jerry to help with organizing meeting. Those with assigned tasks to report back to Board at the Thursday, June 18th on progress toward setting up planning summit.*

Action Item: There was a discussion that this Planning Summit should initially be held to include:

Netarts Oceanside Rural Fire Protection District

Netarts Oceanside Sanitary District

Netarts Water District

Oceanside Water District

Jerry advanced the thought the Summit should meet twice a year and that discussions should include capabilities of each District, ability to support each other, etc.

Participants might include Superintendents, Board Presidents and other key staff.

Then at some future point other Districts such as the Public Utility District and other county entities might be included in meetings.

NOSD to lead in organizing Planning Summit

Jerry agreed to take lead in what first communications to the other three Districts would look like encouraging participation.

This action item remains open pending further action.

10. Helicopter Landing Pad:

A. One Board member noted in an emergency that helicopters could land across the parking area from the main sanitary district office. Dan offered that there were no lighting poles or other obstructions across from the main offices. This was done on purpose during construction of the facility to create a clear area.

B. There was some discussion that a helipad area could be marked and that some sort of wind sock to aid helicopters in determining wind direction during landing operations either be installed or could be installed on short notice if necessary. *Jeff to work this item in coordination with Dan.*

***Action Item:** Jeff mentioned he had talked to Life Flight helicopter medical services located in Portland. The discussion included typical requirements for helicopter landing pads. The discussion as relayed by Jeff seemed to lean more toward the type of requirements such as pad requirements, concrete, markings and lighting associated with hospital helicopter landing pads. The general thought was that nothing quite so sophisticated was necessary for creating a suitable emergency landing area at the NOSD. A wind sock was thought to be a good idea. Jeff and Jim to explore further. This action item remains open pending further action.*

Action Items 12 and 13 could not be covered for the August 20th Workshop session as time became too short and the monthly Board meeting was about to occur. Jerry mentioned the thought of emergency public septic tanks which might be located behind the flat fenced area across Hwy 131 from the Symons Point area. **Action Items 11, 12 and 13 are to be combined as action items under the general topic of emergency planning and addressed at the next workshop meeting.**

11. Emergency Food Storage NOSD Employees:

A. Jeff brought up a concern regarding whether there was sufficient emergency food storage for sanitary district personnel. Should there be a spending account set up for emergency supplies/food for staff?

B. Dan and Jeff to prepare a list of what would be needed to support sanitary district staff.

C. A concern was also expressed about the ability to transport staff to the job site during a major emergency event such as earthquake or tsunami.

D. The idea was expressed that there would need to be better communications between NOSD and the NORFPD in the event of cell phone and land line failures. The thought was that VHF communications might be developed.

***Action Item:** Dan to get with Jeff and inventory stocks of emergency supplies: food, water, etc. that would support staff if necessary.*

This action item remains open pending further action.

12. Community Support: What would the NOSD be able to provide to support the Netarts-Oceanside community in the event of a major emergency?

A. If there were major pump station failures due to an earthquake of tsunami sewage could not be pumped to the main pump station and then to the waste water treatment plant.

B. Pump stations include (altitudes are approximate above sea level):

Ocean Highlands (160 feet)

Netarts (20 feet)

Happy Camp (20 feet)

Capes 1 (150 feet)

Capes 2 (150 feet)

Oceanside (20 feet)

Main Pump Station (20 feet)

C. If toilets fail due to pump station or major line failures wet wells located at each of the above pump stations could become receptacles/dump sites for personal sewage. The wet wells depending on certain conditions might be able to hold 1,000 to 3,000 gallons.

D. Then, the wet wells, once full, would need to be pumped out by truck servicing.

E. The thought was proposed that individual homes have sanitary kits which when full could be hand carried to pump station wet wells for disposal.

F. Thought was to explore what methods the Manzanita, Emergency Volunteer Corps of Nehalem Bay (EVCNB) are using for sanitation. Jerry to explore EVCNB sanitary programs.

G. Dan mentioned that it is critical that residents and users of toilets understand they cannot use ocean salt water to flush toilets. **Use only fresh water.** Salt water will kill the bacteria process used to treat waste water and shut down the waste water treatment plant.

H. If supplies needed to be moved from the Waste Water Treatment Plant site to other locations such as the Oceanside Chapel or the Netarts Friends Church, NOSD staff and vehicles could be used for this purpose.

13. Use of NOSD Facilities: There was a discussion of the use of the most rear building on the WWTP facility for possible medical use.

A. The building contains the Netarts-Oceanside Rural Fire Protection District Emergency Operations Center along with one bay devoted to NORFPD vehicles.

B. Additionally, the building contains four bays devoted to NOSD vehicles and use.

C. Several board members thought a concept plan for use of the building in an emergency needed to be developed.

(1) Building currently includes reliable electric power, heat, and two showers

(2) A possible concept for use might include removing vehicles from the various bays. Putting in cots for infirm and medical patients.

(3) Triage those with injuries/critical medical cases.

14. Plan and Flyer to Community: Idea presented that a couple of page plan and possibility a flyer with tips to the community could be provided from the NOSD.

Board members agreed to hold workshops quarterly as long as action items remain open.

The next workshop will be held on November 19, 2026, at 4:00 pm.

The workshop meeting was adjourned at 5:18 pm.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'John Prather', with a stylized, cursive script.

John Prather, Board Chairperson
August 2026 Workshop

Attachments:

1. Succession Plan Summary
2. E-mail exchanges: Jerry Keene and Nehalem Wastewater Agency

ATTACHMENT 1

SUCCESSION PLAN SUMMARY

Succession Plan Summary

Sanitary & Sewer District Superintendent Transition Framework

Managing a leadership transition in a critical infrastructure entity requires balancing public safety, operational continuity, and strict state regulatory mandates. This summary provides a highly structured framework to guide your Board of Directors through a seamless superintendent transition.

1. Key Stakeholder Coordination Matrix

Stakeholder	Core Role & Mandate	Key Succession Actions
Special Districts Association of Oregon (SDAO)	• Risk management & HR advice • Board governance training • Executive recruitment consulting	• Utilize SDAO recruitment services for advertising. • Leverage salary surveys for matching market compensation. • Access pre-vetted interim manager placement programs.
Sewer District Attorney	• Statutory legal compliance • Contract drafting & negotiations • Public records & meeting laws	• Review and update the Superintendent job description. • Draft executive employment agreements and contracts. • Ensure all hiring board sessions strictly follow Oregon public meeting laws.
Oregon Department of Environmental Quality (DEQ)	• Environmental regulation oversight • System permit compliance • Operator certification validation	• Ensure the candidate fits system-specific permit criteria. • Verify active Operator in Responsible Charge (ORC) status. • File mandated personnel change notifications within 30 days.

2. Oregon DEQ & System Minimum Qualifications

- **DEQ Certification:** Must hold or be capable of immediately obtaining an Oregon Wastewater Treatment and/or Collection System Operator certificate that matches or exceeds the classification level of the district's specific infrastructure.
- **ORC Eligibility:** Fully qualified to assume the legal responsibilities of the Operator in Responsible Charge (ORC) under Oregon Administrative Rules (OAR) Chapter 340.
- **Operational Experience:** Minimum of 5–7 years of progressive wastewater utility operations, with at least 3 years in a supervisory or budgetary management role.
- **Educational Baseline:** Associate degree in Water/Wastewater Technology, Environmental Science, Civil Engineering, or a combination of equivalent technical training and military experience.
- **Compliance Proficiency:** Demonstrated track record with EPA and Oregon DEQ reporting mandates, Discharge Monitoring Reports (DMR) software, and Biosolids/Recycled Water management.

3. Phased Succession Timeline

Phase 1: Readiness & Risk Mitigation (Months 12 - 6 Before Departure)

- Action: Audit the existing job description and update minimum qualifications alongside the **Sewer District Attorney**.
- Action: Connect with **SDAO** risk management to review recruitment strategies, liabilities, and incentives.
- Action: Identify internal high-potential operators for training and mentoring pathways.

Phase 2: Active Recruitment & Verification (Months 5 - 2 Before Departure)

- Action: Launch the open position listing using **SDAO** networks and regional water association channels.
- Action: Convene vetting panels and verify candidate credentials against official **Oregon DEQ** certification databases.
- Action: Task the **Sewer District Attorney** with drafting conditional offers and executive compensation clauses.

Phase 3: Handover & Compliance Activation (Month 1 Before to Month 3 After)

- Action: Execute a 2-to-4-week side-by-side transition phase between the outgoing and incoming superintendent.
- Action: Submit the official Change of Operator in Responsible Charge (ORC) form to **Oregon DEQ** within statutory deadlines.
- Action: Enroll the new superintendent in **SDAO** public official and special district management bootcamps.

4. Emergency Interim Blueprint

If an unplanned vacancy happens, the Board will immediately name a qualified internal Senior Operator or tap **SDAO's Interim Management Program** to step into the role temporarily. The **Sewer District Attorney** must execute a temporary employment or professional services agreement within 48 hours. Concurrently, the district must formally notify **Oregon DEQ** in writing of the temporary ORC assignment to ensure unbroken compliance with the district's discharge permits.

ATTACHMENT 2

EMAIL EXCHANGE

JERRY KEENE

AND

NEHALEM WASTEWATER AGENCY

**JERRY KEENE
EMERGENCY PLANNING
E-MAIL DISCUSSIONS JUNE 2/7 2026
WITH**

**NEHALEM BAY WASTEWATER AGENCY
BRUCE HALVERSON
MANAGER**

<jdprat13@aol.com>

Sent: Tuesday, June 2, 2026 11:34:21 AM

Subject: Re: Disaster Prep

Thanks, Bruce! We just have a couple of general questions for now that will probably lead to others. I am also copying our Board President and NOSD Superintendent.

1. Has your agency put together any principles or procedures in collaboration with the EVC outlining their respective roles and actions regarding sanitary disposal issues in the event of a disaster scenario that isolates the community and/or cuts off power, sanitary flows or water? Have these been published or otherwise disseminated?
2. In the event of a power or water failure that disables the sanitary system, has NHBA and/or the EVC identified or disseminated any recommendations or cautionary advice to the public about disposing of waste?

I should add that we would be more than willing to have a group discussion on Zoom or in person to compare notes, brainstorm or collaborate on these issues.

Thanks!

Jerry Keene

NOSD Secretary and Board Member

Member, OVERT (Oceanside Volunteer Emergency Response Team)

On Tue, Jun 2, 2026 at 9:36 AM Nehalem Bay Wastewater Agency <nbwa2@nehalem.tel.net> wrote:

Hello Jerry,

I'm Bruce, Manager for Nehalem Bay Wastewater Agency. I was told you would like some info about our disaster prep stuff. I'm in and out of the office most of the week, but I would be happy to email back and forth for the time being. Let me know what kind of questions or topics you would like to cover and we will do our best to help you out as much as possible. We partner with the EVC (Emergency Volunteer Corp) The 3 towns, Wheeler, Nehalem and Manzanita are also part of EVC as well. I'm adding Keri Scott, our Executive Assistant to this email. She is also familiar with our Emergency plans. We look forward to hearing from you. Have a great rest of the day.

Bruce

Bruce Halverson

Manager/ NBWA

Office: 503-368-5125

nbwa2@nehalem.tel.net

Re: Disaster Prep

From: Jerry Keene (jerrykeene1@gmail.com)
To: nbwa2@nehalemtnet.net
Cc: keri@nbwaor.gov; dan@nosd.us; jdprat13@aol.com
Date: Sunday, June 7, 2026 at 04:46 PM PDT

Thanks, Bruce. This is extremely helpful information, and I'm sure it will prompt conversations here that result in more questions. Thank you so much. I will be in touch with any such questions and any proposal for a remote conference that might appear helpful

Jerry Keene

On Fri, Jun 5, 2026 at 7:59 AM Nehalem Bay Wastewater Agency <nbwa2@nehalemtnet.net> wrote:

Hi all,

NBWA worked with the EVC (Emergency Volunteer Corps) a few years ago to figure out a good method for waste disposal during a catastrophic disaster. EVC had a couple ideas that we were not real positive about. NBWA came up with an idea of an emergency septic system that would be located in a gathering areas in each town. The system consists of 2-1000 gal septic tanks, 1-1000 gal water tank (for flushing only) and approx 400' of pvc pipe for the drain field. There are currently 2 systems in our district. Nehalem has one at their upper park and Wheeler has one at their upper park as well. Manzanita is still working out their location options. We worked with the County Sanitarian during the planning phase which was interesting since anything like this had ever been discussed or presented to them. We hope they never have to be used but if something happens they are there. What each town does in the way of restrooms is up to them. NBWA paid for the septic system including installation as a disaster prep gift. I hope that helps with that question.

As far as what happens when the power goes out here, we have back up stationary generators at 9 pump stations and one at the treatment plant. They have ran for at least 5 consecutive days before during major outages in the past. They also have sensors on the tanks that provide CHS with data on when they need to be filled so we don't have to worry about that. The pump station gen's run on propane while the plant gen runs on diesel. All of our other pump stations have gen connections and we are able to take our portable generators and go around to pump down the smaller pump stations. We are strictly sanitary sewer so all the potable water systems are maintained by the towns. We also have a 500 gal double wall gas tank and a 500 gal double wall on road diesel tank at the treatment plant so we don't have to rely on the gas stations for fuel with or without a power outage. I hope that helps with the questions. We can be available for a zoom conversation if you'd like. Scheduling one is getting a little harder during the summer but if needed we'll find the time. Have a great weekend.

Bruce

From: "Jerry Keene" <jerrykeene1@gmail.com>
To: "Nehalem Bay Wastewater Agency" <nbwa2@nehalemtnet.net>
Cc: "Keri Scott" <keri@nbwaor.gov>, "Daniel Mello" <dan@nosd.us>, "John Prather"