

2025 CWS Board of Directors Work Session

Minutes

Friday, July 18, 2025, 9am

Rock Creek Water Resource Recovery Facility
3235 S.E. River Road, Hillsboro, OR 97123

Board members present: Chair Kathryn Harrington
Vice Chair Pam Treece, District 2
Director Nafisa Fai, District 1
Director Jason Snider, District 3
Director Jerry Willey, District 4

CWS staff present: Rick Shanley, Acting Chief Executive Officer/GM
Elizabeth Edwards, Chief of Staff
Kathy Leader, Chief Financial Officer
Joe Gall, Chief Utility Relations Officer
Laurie Olson, Risk Manager
Christine Meadows, Senior Assistant Legal Counsel
Erin Lowery, Finance Manager
Karen DeBaker, Communications & Community Engagement Manager
Joshua Johnson, Principal Engineer
Jeff Hart, Capital Planning Interim Division Manager
Karen Chichetu, Laboratory Manager
Karen Bill, Treatment Plant Services Engineering Div. Manager
Anh Le, Executive Management Analyst to the CEO/GM
Stephanie Morrison, Administrative Program Manager
Jody Newcomer, Technical Editor
Sue Page
Todd Sanna, Information Technology Technician

Members of the public: None

NOTE: Director Willey was excused from the work session at 1:05pm. He returned at 2:05pm.
Director Fai was excused from the remainder of the work session at 2:00pm.

I. CONVENE MEETING – 9:05am

A. Welcome

Elizabeth Edwards, Chief of Staff

B. CWS Billing ([5:45 on recording](#))

Kathy Leader, Chief Financial Officer

Joe Gall, Chief Utility Relations Officer

Erin Lowery, Finance Manager

Karen DeBaker, Communications & Community Engagement Division Manager

Leader, Gall, Lowery, and DeBaker presented the [CWS Billing PowerPoint \(p10 in agenda packet\)](#)

Issues Discussed

Chair Harrington requested an overview of major financial events that occur to finalize each new fiscal year's budget.

Leader discussed the annual budget cycle and stated that Finance works with auditors throughout the budget process. Finance works on ACFR (Annual Comprehensive Financial Report), then auditors conduct a final review in November. Auditors will provide final opinion by December 1, after which the report is given to the Board for review.

Leader stated that Finance will meet with the CWS Audit Committee to review the Audit Report.

Leader presented overview of CWS billing process, including the billing process partnership with TVWD (Tualatin Valley Water District).

Director Snider asked what CWS billing representatives do.

Leader and Lowery discussed role of CWS billing representatives.

Discussion about complexity of the current billing system, as well as the cost of implementing a new system.

Vice Chair Treece asked what is cost of doing nothing, as opposed to implementing new system.

At Chair Harrington's request, Leader explained differences between software programs used by CWS, and their respective capabilities within the billing process.

DeBaker presented information about options, and limitations, for CWS communication opportunities with rate payers.

Vice Chair Treece stated many utility agencies face same challenges when communicating with their customers. DeBaker said CWS will conduct a customer survey this fall regarding these issues.

10:00-10:15 BREAK

C. Plan to Rebuild Trust ([1:00:00 on recording](#))

Rick Shanley, Acting Chief Executive Officer/GM

Elizabeth Edwards, Chief of Staff

Joe Gall, Chief Utility Relations Officer

Kathy Leader, Chief Financial Officer

Christine Meadows, Senior Assistant Legal Counsel

Laurie Olson, Risk Manager

Shanley, Edwards, Gall, Leader, Meadows, and Olson presented the [Plan to Rebuild Trust PowerPoint \(p43 in agenda packet\)](#)

Issues Discussed

Edwards reviewed the Plan to Rebuild Trust chart and the status for each requirement listed in Resolution & Order 25-5.

Shanley discussed communications and engagement with city and county partners.

Gall spoke about attendance at various meetings with city and county partners and shared feedback from those partners.

Shanley briefly discussed the newly implemented Employee Hotline.

Chair Harrington asked questions about employees and specifically asked about the Goal Share program.

Shanley provided update about most recent company-wide Gallup poll.

Leader provided an update on the forensic financial audit.

Chair Harrington asked if the audit will be made public. Meadows said yes.

Director Willey asked that the Board be given a briefing on the report before the final version is completed.

Olson presented information about the domicile review of Clean Water Insurance Company. CWS is working with AON to conduct a new domicile review. Criteria for choosing new domicile was discussed, and Olson stated that the regulatory and legal considerations rank at the top of the list.

Leader discussed two options for rate payer assistance programs: 1) emergency assistance, and 2) low-income subsidy. Emergency assistance is a one-time financial offering. Low-income subsidy is on ongoing rate reduction. Leader stated that CWS will review other local programs and analyze feasibility and costs. An initial report will be presented at the November 7 Work Session.

II. LUNCH BREAK – 11:35am
RECONVENED – 12:05

D. West Basin Master Plan Update ([2:21:00 on recording](#))

Joshua Johnson, Principal Engineer

Jeff Hart, Capital Planning Interim Division Manager

Rick Shanley, Acting Chief Executive Officer/GM

Johnson, Hart, and Shanley presented the [West Basin Master Plan PowerPoint \(p105 in agenda packet\)](#)

Issues Discussed

Johnson gave introduction and provided agenda overview. Johnson explained this is a master basin plan and not just a facility plan as the Rock Creek, Forest Grove, and Hillsboro treatment plants all work together.

Discussion about the differences between the East Basin Master Plan and the West Basin Master Plan.

The planning basis for this project include projected flow rates (population and industry growth), loading projections, regulatory issues, and seismic and climate resilience. The plan outlines 50 conveyance projects at about \$648 million, inflow and infiltration at about \$260 million, and replacement and renewal programs at about \$168 million.

Hart discussed conveyance planning, including forthcoming projects for the Rock Creek, Forest Grove, and Hillsboro treatment plants.

Johnson discussed treatment capacity planning for the Rock Creek, Forest Grove, and Hillsboro treatment plants.

Johnson explained that this is a living plan and must remain flexible and adaptable to allow for continuous monitoring of the regulatory and development environments.

E. Buildings Update: RIPL, Central, and Springer ([3:18:30 on recording](#))

Rick Shanley, Acting Chief Executive Officer/GM

Karen Bill, Treatment Plant Services Engineering Division Manager

Karen Chichetu, Laboratory Manager

Shanley, Bill, and Chichetu presented the [Buildings Update PowerPoint \(p168 in agenda packet\)](#)

Issues Discussed

Shanley provided a brief overview of all buildings.

Chichetu discussed the current state of the ABC (Administration Building Complex) laboratory, and the necessity for building a new lab at the RIPL facility in Forest Grove. Issues at ABC include significant wear on critical lab systems and ongoing safety issues.

Shanley discussed the construction process, as well as the ongoing value engineering and cost right-sizing.

Chair Harrington asked if there is a possibility of moving into the RIPL facility sooner than the end of 2026. Shanley confirmed that the construction site is active, and the project is approximately 20 percent complete and on track to meet the January 2027 move-in date.

The directors asked questions about employee safety in the ABC lab, and Chichetu explained that the lab works closely with the CWS Safety team to frequently monitor and test.

Shanley discussed the new administrative Central facility in Beaverton, including the layout and projection completion.

Bill discussed the Springer facility project. The expansion of the Springer facility is to support construction field operations, pump station maintenance groups, and to establish location for CWS emergency operations.

Bill explained that the project is at 60 percent design completion with a \$23.5 million total cost. The estimated completion date for the project is December 2028.

2:00-2:15 BREAK

F. Board Planning and Discussion ([4:15:55 on recording](#))

Chair Harrington

Rick Shanley, Acting Chief Executive Officer/GM

Elizabeth Edwards, Chief of Staff

Harrington, Shanley, and Edwards presented the [Draft Planning Document \(p198 in agenda packet\)](#)

Issues Discussed

Edwards confirmed the next Board work sessions will be held on October 10 and November 7.

Director Snider asked questions about organization recruitment, and the future of CWS leadership. Shanley explained that the ELT (Executive Leadership Team) may evolve.

Chair Harrington suggested that the Board have more focused time with the ELT, and asked what other things the Board can do to be more active board members for CWS.

The directors stated they would like to have earlier and more frequent discussions about the budget in advance of the annual budget committee meeting held in May. Leader said this can be reviewed further in November.

Discussion held regarding the weekly CWS Board meetings and works sessions. Chair Harrington reiterated that the Rules of Procedure need to be completed and reviewed prior to scheduling the standalone CWS Board meetings and works sessions.

Chair Harrington asked about the CWS Performance Excellence plan. Edwards said CWS has a discussion slated for the Roadmaps program.

The Board had further discussion about leadership succession.

G. Wrap Up

Elizabeth Edwards, Chief of Staff

III. MEETING ADJOURNED – 3:20pm