

2025 CWS Board of Directors Work Session

Minutes

Friday, October 10, 2025, 9am

Central

15195 NW Greenbrier Parkway, Beaverton, OR 97006

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, Interim Chief Executive Officer/GM
Elizabeth Edwards, Chief of Staff
Kathy Leader, Chief Financial Officer
Joe Gall, Chief Utility Relations Officer
Erin Lowery, Finance Manager
Karen DeBaker, Communications & Community Engagement Div. Man.
Daniel Rittatore, Community Engagement Manager
Peter Schauer, Research & Innovation Division Manager
Julia Crown, Water Resource Analyst
Jamies Hughes, Compliance Operations Manager
Laura Porter, Business Practice Leader 1
Anh Le, Executive Management Analyst to the CEO/GM
Jody Newcomer, Technical Editor
Katie Cheney, Executive Assistant
Todd Sanna, Information Technology Technician
Sue Page

Member of the public: Dale Feik

I. CONVENE MEETING – 9:00am

A. Welcome

Elizabeth Edwards, Chief of Staff

B. Plan to Rebuild Trust ([06:00 on recording](#))

Rick Shanley, Interim Chief Executive/GM

Elizabeth Edwards, Chief of Staff

Karen DeBaker, Communications & Community Engagement Division Manager

Daniel Rittatore, Community Engagement Manager

Shanley, Edwards, DeBaker, and Rittatore presented the Plan to Rebuild Trust PowerPoint ([p6 in agenda packet](#)).

Issues Discussed

Shanley provided a brief overview of this agenda section.

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

Shanley discussed Clean Water Insurance Company (CWIC). CWS hired a third-party consultant (Aon) to conduct a domicile review of CWIC. Aon's study showed that Arizona was the highest-scoring option. Shanley explained that CWS also asked Aon to analyze re-domestication options for transitioning from Hawaii to Arizona.

Discussion of Aon cost comparison between Hawaii and Arizona, the importance of training and related costs, and staff time to effectuate any move. Board members asked if the transition for CWIC could occur by the end of 2026 and staff affirmed it could.

Board members discussed the criteria and process used for evaluating domicile options and changes over time.

Edwards transitioned to the next section of the presentation.

DeBaker emphasized that the community research work conducted by CWS is based on data and science, which guides CWS decision-making and evaluation. DeBaker stressed that CWS has almost four decades of data, and that the data is key in helping CWS understand the community and to build trust over time.

DeBaker presented the different surveys CWS uses to gather data.

Rittatore discussed the 2024 Stakeholder Insight Survey and shared how information received from the stakeholders was used to make changes.

Rittatore explained that data showed stakeholders want more engagement with CWS leadership. Discussion about the types of engagement that Shanley and other CWS leadership do.

Rittatore discussed opportunities, initiatives, and outcomes to strengthen partner engagement.

Discussion about opportunities for budget and rate communications and types of training for elected officials, the media, and the public.

10:40-10:50am BREAK

C. CWS Billing: Potential Future States ([1:36:56 on recording](#))

Kathy Leader, Chief Financial Officer

Erin Lowery, Finance Manager

Leader presented the CWS Billing: Potential Future States PowerPoint ([p100 in agenda packet](#)).

Issues Discussed

Leader presented an overview of a prior work session topic on billing and outlined topics for discussion today.

Leader discussed statistics of an informal call tracking survey conducted on the types of phone inquiries made to the CWS billing call center. Leader stated that the largest category of calls was “incorrect company.”

Leader reviewed utility billing assistance programs offered by regional cities and Tualatin Valley Water District (TVWD). Leader explained the tools CWS currently uses to assist customers with their bills. Discussion about collections and debt write-offs.

Leader presented an overview of the joint billing timeline, including the status of intergovernmental agreements (IGA) between CWS and TVWD. Discussion about IGA timeline details.

Leader reviewed the 2008 billing feasibility study.

Leader reviewed a timeline of the proposed billing feasibility study, Board touch points, city engagement, and managing staff workload. Discussion about study and implementation timelines.

Harrington asked if the projected timeline of 2028 is the earliest that a billing changeover would take place. Leader confirmed.

D. Board Photo

II. LUNCH BREAK – 12:00pm RECONVENED – 12:30pm

E. Permit Cycle and Long-Term Regulatory Compliance Strategic Roadmap ([2:23:13 on recording](#))

Rick Shanley, Interim Chief Executive Officer/GM

Peter Schauer, Research & Innovation Division Manager

Julia Crown, Water Resource Analyst

Jamies Hughes, Compliance Operations Manager

Laura Porter, Business Practice Leader 1

Shanley, Porter, Crown, Schauer, and Hughes presented the Permit Cycle and Long-Term Regulatory Compliance Strategic Roadmap (strategic roadmap) PowerPoint ([p115 in agenda packet](#)).

Issues Discussed

Shanley gave an overview of the agenda and challenges affecting permit compliance and the strategic roadmap.

Porter discussed the strategic roadmap. Porter stated that the purpose of the roadmap is to guide CWS to meet the technical challenges in the water quality world and align the organization with regulatory priorities. Porter explained that CWS built the roadmap based on two pillars: maintain regulatory compliance and strengthen watershed health.

Porter stated that of the CWS-identified 38 risks to long-term compliance, CWS is focusing on the top four risks: thermal compliance, stormwater, phosphorus, and PFAS (per- and polyfluoroalkyl substances).

Crown described and explained in greater detail the top four risks to long-term regulatory compliance.

Schauer stated that the Research & Innovation (R&I) department works closely with all departments in preparation for a new permit cycle. Schauer explained that long-term regulatory compliance is the main driver for R&I projects.

General discussion of ways CWS works to stay ahead of a changing regulatory environment.

Schauer provided examples of how CWS works with the Department of Environmental Quality (DEQ) before there are permit requirements including disinfection byproducts, copper, and ammonia.

Schauer discussed thermal loads and phosphorus.

Crown discussed aligning the long-term compliance strategy with the permit renewal process.

Hughes discussed the permit renewal application process and timeline. CWS' next permit application is due June 2027.

2:21-2:36pm BREAK

F. Board Planning and Discussion ([4:16:15 on recording](#))

Kathryn Harrington, Chair

Rick Shanley, Interim Chief Executive Officer/GM

Elizabeth Edwards, Chief of Staff

Shanley and Edwards presented the Draft Planning Document ([p169 in agenda packet](#)).

Issues Discussed

Edwards discussed changes to the November 7 CWS Board work session agenda, as well as potential topics for 2026 CWS Board work sessions. General questions about proposed 2026 dates.

Discussion about agenda items for Board meetings and work sessions for the remainder of 2025.

Willey asked about the awards presentation for operations challenge teams from the WEFTEC conference. Edwards proposed adding it to the October 28 Board meeting along with the Utility of the Future award presentation.

G. Wrap Up

Elizabeth Edwards, Chief of Staff

III. MEETING ADJOURNED – 3:33pm