

2025 CWS Board of Directors Work Session

Minutes

Friday, November 7, 2025, 8:30am

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/General Manager
Elizabeth Edwards, Chief of Staff
Kathy Leader, Chief Financial Officer
Joe Gall, Chief Utility Relations Officer
Brad Anderson, Senior Assistant Legal Counsel

Note: Harrington and Willey arrived at 8:45am

I. CONVENE MEETING – 8:38am

A. Welcome

Elizabeth Edwards, Chief of Staff

B. Chief Executive Officer/General Manager Characteristics Discussion ([00:03:51](#) on recording)

Michelle Rios, Blue Tiger Leadership LLC

Rios presented the Discovery Interview Results for New Executive Leader PowerPoint (p19 in agenda packet).

Issues Discussed

Rios presented key findings from interviews with CWS senior management and staff.

Rios presented the findings of the top 10 critical characteristics desired in the next leader, as well as the leadership characteristics that staff want to avoid.

Rios discussed the most pressing organizational challenges.

Rios presented the top 10 desired knowledge, skills, abilities, and experiences, as well as the 16 leadership competencies chosen most frequently.

Rios presented recommendations based on interview results, followed by a discussion about those results.

Discussion about job titles for the Chief Executive Officer/General Manager position.

Discussion about the CWS Employee Advisory Council.

Discussion about including feedback from the Clean Water Services Advisory Commission (CWAC).

C. FY25 Year-End Financial Report ([00:58:24](#) on recording)

Kathy Leader, Chief Financial Officer

Leader presented the Quarterly Financial Report PowerPoint (p36 in agenda packet).

Issues Discussed

Leader presented financial report findings.

Discussion about percentages and actual costs of the revenue collected and budget spent.

Harrington stated that CWS has been performing to the adopted budget.

9:56-11:06 BREAK [Board members attended an Association of Oregon Counties emergency meeting in their capacity as the Washington County Board of Commissioners]

D. Cost of Service Study 2.0 ([01:17:45](#) on recording)

Kathy Leader, Chief Financial Officer

Erin Lowery, Finance Manager

Leader presented the Cost of Service Study Update PowerPoint (p58 in agenda packet).

Issues Discussed

Leader presented updates and next steps to the Cost of Service Study. Leader stated the purpose of this study is for financial planning and rate development.

Leader provided information about regional and local services.

Leader discussed the background on the cost allocation process.

Leader discussed the differences between the 2008 departmental operations and maintenance (O&M) cost allocation and the updated O&M cost allocations in the Fiscal Year (FY) 2024-24 actual costs. Leader stated that the 2008 figures are the basis of CWS current allocations.

Leader discussed FY 2023-24 Capital Improvement Program allocations and debt service allocations.

Leader presented key takeaways from the study and next steps based on results of the study.

II. LUNCH BREAK – 11:52am
RECONVENED – 12:32pm

E. Design & Construction (D&C) Standards ([02:03:47](#) on recording)

Joe Gall, Chief Utility Relations Officer

Damon Reische, Planning & Development Services Division Manager

Elle Worrlein, Development & Permitting Manager

Reische presented the Design & Construction (D&C) Standards: Stormwater Revisions PowerPoint (p148 in agenda packet).

Issues Discussed

Reische introduced background, scope, and timeline for proposed revision, anticipated stakeholders' interests, and Board considerations.

Reische discussed generally the NPDES permit and the section of the permit that involves storm sewer systems (MS4). He discussed post-construction site runoff for new developments and redevelopment.

Reische explained what is involved with the Design and Construction Standards.

Reische discussed the reasons why revising the Design and Construction Standards is needed and the proposed scope of those revisions.

Reische presented the proposed revision schedule. Reische explained that the Board will receive ongoing updates prior to bringing the final version before the Board.

Reische said this will be an Action item at a forthcoming Board meeting. Reische stated that CWAC will be involved in the feedback process. Harrington said there needs to be a public hearing for this Action item.

Reische presented the list of stakeholders that will provide feedback on the revisions, and their anticipated areas of interest with regard to the revisions.

Reische concluded the presentation with the next steps in the revision process.

1:25-1:33 BREAK

E. Survey Work ([02:57:54](#) on recording)

Joe Gall, Chief Utility Relations Officer

Elizabeth Edwards, Chief of Staff

Karen DeBaker, Communications & Community Engagement Division Manager

Daniel Rittatore, Community Engagement Manager

Michelle Neiss, DHM Research, President

Lane Cooper, DHM Research

DeBaker, Neiss, and Cooper presented the Residential Customer Awareness, Satisfaction, and Values Research PowerPoint (p160 in agenda packet)

Issues Discussed

DeBaker presented the community research timeline and survey methodology.

Neiss discussed the purpose of the customer research survey and the methodology used in the survey.

Discussion about the demographic breakdown of survey respondents.

Cooper discussed survey responses regarding respondents' attitudes and awareness about the Tualatin River, wetlands, and streams.

Neiss discussed survey responses regarding respondents' perceptions about and satisfaction with CWS.

Neiss presented recommendations for CWS to consider based on survey responses.

2:50-3:08 BREAK

F. Board Planning and Discussion ([04:15:50](#) 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 (p266 in agenda packet).

Issues Discussed

Edwards reviewed the planning document.

Discussion about Board tours of CWS facilities.

Edwards reviewed the 2026 draft meeting schedule for standalone CWS meetings, and for the CWS Board all-day work sessions.

Edwards reviewed the FY 2026-27 CWS Budget calendar.

G. Wrap Up

Elizabeth Edwards, Chief of Staff

III. MEETING ADJOURNED – 3:51pm