

September 30, 2025

Board of Directors,

We provide the following materials for your review ahead of our October 10 work session.

We will gather:

**Friday, October 10
9 a.m. – 4 p.m.
CWS Central
Large Conference Room, 2nd Floor
15195 NW Greenbrier Pkwy, Beaverton, OR 97006**

Please bring the following items with you:

- A water bottle, snack, and your lunch
- Binder of meeting materials
- CWS-issued laptop
- CWS magnetic name tag

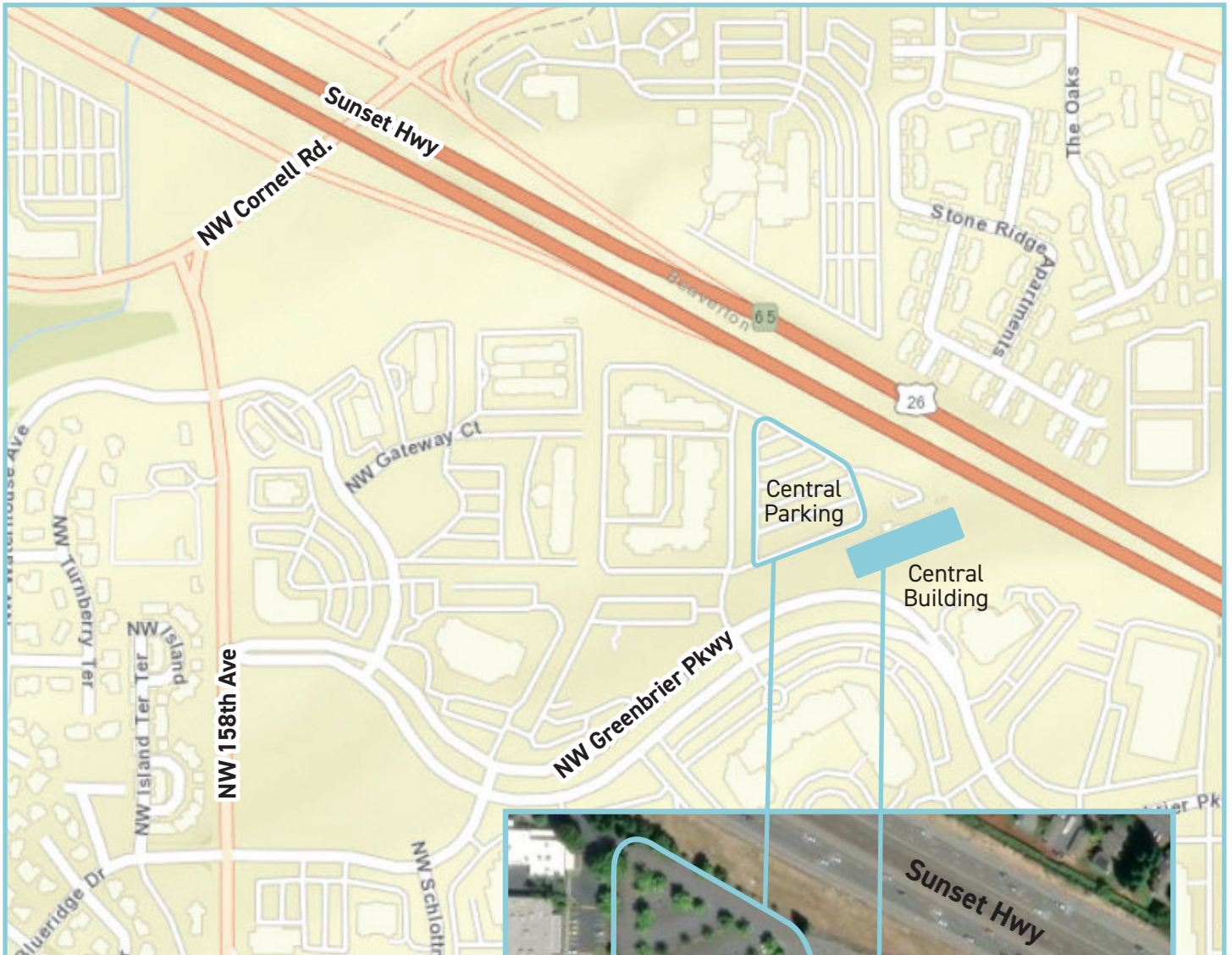
Please contact us if you have questions. Thank you.

Rick Shanley, P.E. | Acting Chief Executive Officer/General Manager
o 503.547.8178 | m 971.499.3939

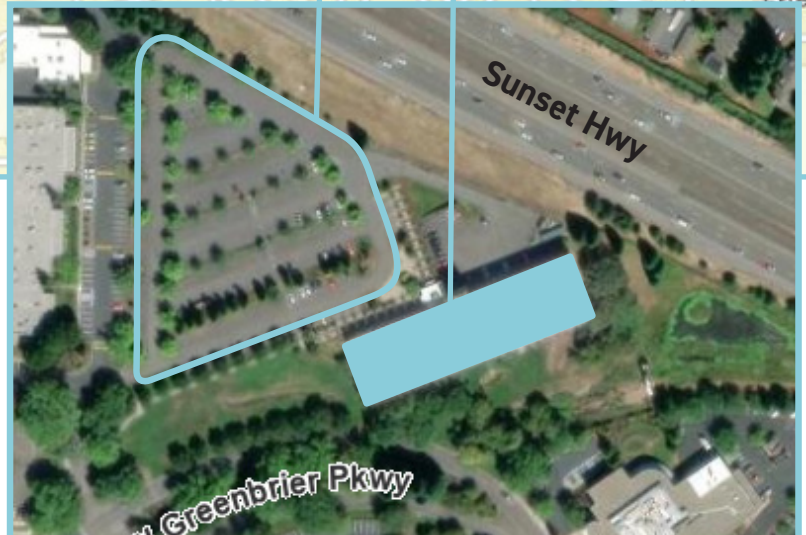
Elizabeth Edwards | Chief of Staff
o 503.681.5141 | m 971.478.9161

Anh Le | Executive Management Analyst to the CEO/General Manager
o 503.681.5184 | m 971.450.7004

CENTRAL BUILDING AND PARKING



Clean Water Services Central
15195 NW Greenbrier Pkwy
Beaverton, OR 97006
503.681.3600



Clean Water Services Board of Directors Work Session

Friday, October 10, 2025, 9 a.m.

CWS Central

Large Conference Room

15195 NW Greenbrier Pkwy, Beaverton, OR 97006

Hybrid Meeting (In-person and Virtual)

To access the meeting by phone, please dial + 1.719.359.4580

Webinar ID: 832 1954 4787

[Zoom Link](#)

9 a.m.

Welcome

Introductions and overview of the agenda

- Elizabeth Edwards, Chief of Staff

9:05 a.m.

Plan to Rebuild Trust

Staff will provide an update on the actions taken to implement CWS Resolution and Order 25-5 since the July 18 Work Session, with a focus on measuring public and stakeholder sentiments, as well as subsequent Clean Water Insurance Company analysis.

- Rick Shanley, Acting CEO/GM
- Elizabeth Edwards, Chief of Staff
- Karen DeBaker, Communications & Community Engagement Division Manager
- Daniel Rittatore, Community Engagement Manager

10:30 a.m.

Break

10:45 a.m.

CWS Billing: Potential Future States

In a follow-up to the July 18 Work Session, staff will present research on customer assistance programs and costs, as well as a proposed scope of work on a feasibility study for future billing alternatives.

- Kathy Leader, Chief Financial Officer
- Erin Lowery, Finance Manager

11:30 a.m.

Lunch Break

12:15 p.m.	Board Photo <i>(weather dependent)</i> Gather in the atrium
12:30 p.m.	Permit Cycle and Long-Term Regulatory Compliance Strategic Roadmap Staff will present the Long-Term Regulatory Compliance Strategic Roadmap, provide an update on the current permit cycle, and share the plan for the National Pollutant Discharge Elimination System permit renewal. <ul style="list-style-type: none"> • Rick Shanley, Acting CEO/GM • Julia Crown, Water Resources Analyst • Peter Schauer, Research & Innovation Division Manager • Laura Porter, Business Practice Leader 1 • Jamie Hughes, Compliance Operations Manager
2:00 p.m.	Break
2:15 p.m.	Board Planning and Discussion Board review and discussion of rolling agendas, work session day planning, and proposed budget timeline. Direction on engagement, needs, and issue planning. <ul style="list-style-type: none"> • Kathryn Harrington, Chair • Rick Shanley, Acting CEO/GM • Elizabeth Edwards, Chief of Staff
3:50 p.m.	Wrap Up <ul style="list-style-type: none"> • Elizabeth Edwards, Chief of Staff
4:00 p.m.	Adjourn

Plan to Rebuild Trust

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Plan to Rebuild Trust

Rick Shanley, Acting Chief Executive Officer/General Manager

Elizabeth Edwards, Chief of Staff

Karen DeBaker, Communications & Community Engagement Division Manager

Daniel L. Rittatore, Community Engagement Manager



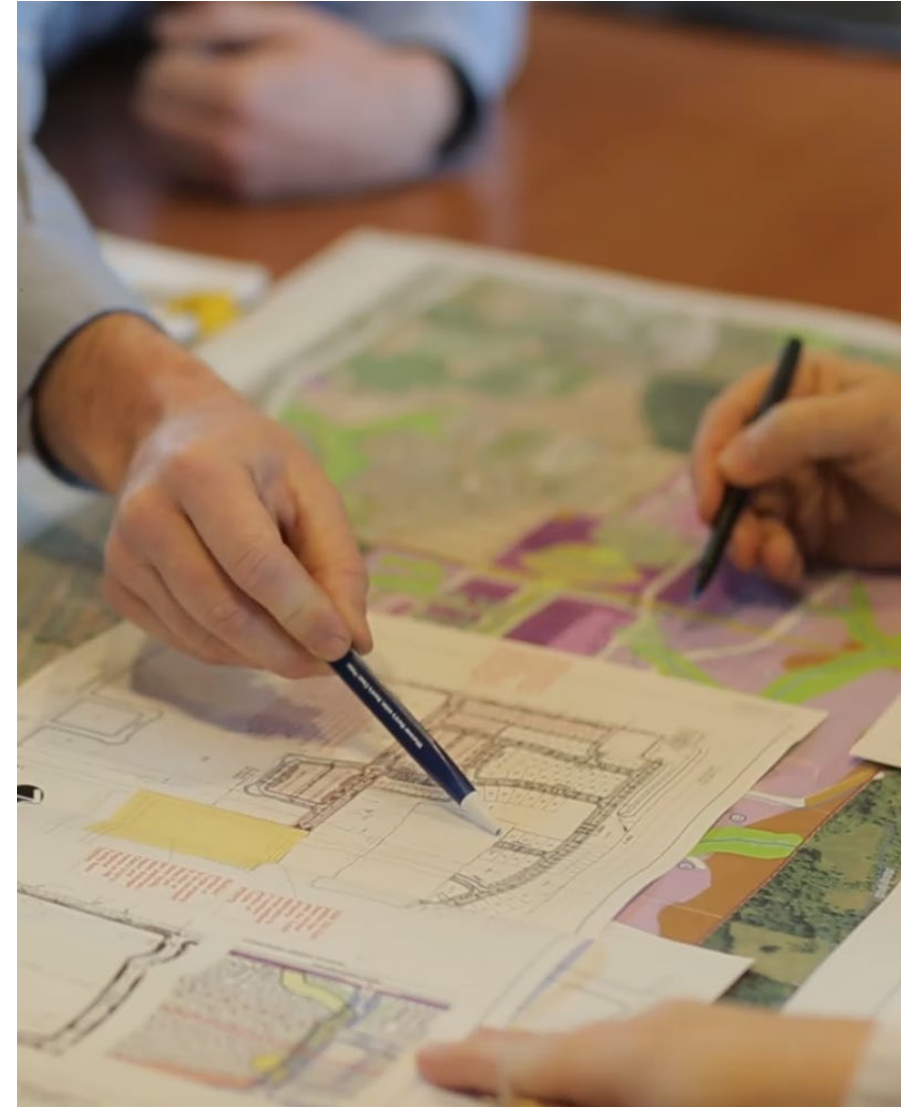
Overview

- Update on implementation of R&O 25-5
 - Clean Water Insurance Company
 - Community research: Earning trust and building credibility through listening
 - Brief overview of recent survey work
- Previous related discussions
 - April 8: Adopted CWS R&O 25-5
 - April 29: CEO presents initial R&O update and Plan to Restore Public Trust
 - June 10: Acting CEO/GM presents progress on R&O and Plan to Rebuild Trust
 - July 18: Acting CEO/GM presents progress on R&O and Plan to Rebuild Trust



Resolution & Order 25-5

- 14 separate actions in R&O
- Near completion
- Details
 - Exhibit A: R&O status report
 - Exhibit B: Annotated R&O



Clean Water Insurance Company (CWIC)

CWIC Background and Scope

- At the request of the CWS Board of Directors, pursuant to R&O 25-5, CWS expedited a domicile review of CWIC by a third-party consultant. The results identified Arizona as the highest-scoring option
- Following the domicile review and Board directive, CWS engaged a third-party consultant to conduct a re-domestication analysis to include:
 - Management considerations
 - Comparative costs
 - Details on the re-domestication process
- The analysis is provided in the background information

Re-domestication Cost Analysis: Estimated Annual Expenses

Service	Hawaii Estimate	Arizona Estimate
Captive management	90,000	90,000
Legal	7,500	7,500
Auditor	25,000	25,000
Actuarial	30,000	30,000
Bank	4,205	4,205
Resident registered agent	N/A	4,000
License fee	300	5,500
State exam fee (typically every 3-5 years)	5,000	N/A
TPA – Standard Insurance Company	8,488	8,488
Hawaii premium taxes (from year ending June 2024 financial statements)	6,029	N/A
In-person board meeting travel requirements	10,000	7,500
Training and education (optional)	16,500	9,500
Total	203,151	191,693

Estimated costs, based on Aon's experience. Details on page 10 of Aon's Captive Re-domestication Analysis.

CWIC: Recommendation and Questions

- Based on the results of the domicile review and re-domestication analysis, CWS staff recommends CWIC re-domesticate to Arizona
- Benefits of Arizona include:
 - Arizona offers lower premium taxes and increased proximity to Oregon, leading to potential cost reductions for CWS
 - Re-domestication provides an opportunity for CWS to rebuild CWIC and enhance organizational structure and operational efficiencies
 - A new Operating Agreement will reflect the shared goals of CWS and CWIC
- Does the Board need any additional information?

Community Research: Earning Trust and Building Credibility Through Listening

Seek First to Understand Before Being Understood

- Build trust
 - Research builds credibility with the community
 - Research demonstrates service obligations met
- Inform decisions and actions
 - Data drives better decision-making
 - Feedback directly shapes actions
- Strengthen relationships
 - Gauge awareness, understanding, satisfaction, and values
 - Highlight opportunities and challenges
- Improve communication
 - Help evaluate how CWS communicates and collaborates across the Tualatin River Watershed

37 Years of Learning Commitment

- Biennial Residential Customer Awareness & Satisfaction Survey
 - 400+/- representative sample of ratepayers (phone/email)
- Residential ratepayer values focus groups
 - 30 focus group participants from across the service area
- Stakeholder Insight Survey
 - 50 interviews with city representatives, environmental groups, community partners, utilities, government agencies, academia
- Topic-specific opportunities
 - "Backyard" behaviors, rates, keywords, stormwater services/program-focused

July – August 2023
Residential Customer Awareness
& Satisfaction Survey



July – September 2024
Stakeholder Insight Survey



May – June 2025
Ratepayer values focus groups



September – October 2025
Residential Customer Awareness
& Satisfaction Survey



2026
Stakeholder Insight Survey

Stakeholder Insight Survey 2024

- CWS strengths
 - Recognition as an essential partner and innovator
 - Reliable, efficient service
 - Commitment to accessible services and sustainability
 - Clear role in public health and environmental protection
- Opportunities
 - More direct engagement with leadership
 - Expanded collaboration with regulators and partners
 - Clearer public education on water quality and infrastructure
 - Succession planning
 - More accessible and transparent communication regarding rates
 - More inclusive and culturally-specific communication strategies

Stakeholder Insight Survey Impacts

- Initiatives and outcomes to strengthen partner engagement
 - Visiting cities with “*State of Our Partnership*” presentations
 - Conducting CWS Essentials training for elected officials and staff
 - Enhancing transparency through clearer website information and increased public meeting visibility
 - Expanding opportunities for budget engagement and improving how CWS communicates rates and billing information
 - Informing the Climate Action Plan strategic roadmap

Next Steps

- Share results of 2025 research at November 7 Board Work Session:
 - Residential ratepayer values focus groups (conducted May/June)
 - Residential Customer Awareness & Satisfaction (conducted September)



Exhibit A: Clean Water Services Plan to Rebuild Trust Status Report

RO #	R&O ACTION: FISCAL ACCOUNTABILITY	SUMMARY OF ACTIONS	TARGET DATE	COMPLETED
1	Hire an outside investigator to conduct a fiscal and performance audit of travel and meals for the past three fiscal years. General Counsel & Chief Compliance Officer will manage. <ul style="list-style-type: none"> • Provide findings to the Board as soon as reasonably practical. 	<ul style="list-style-type: none"> • Professional services agreement with scope of work in place with Morones Analytics. 		<input checked="" type="checkbox"/>
		<ul style="list-style-type: none"> • Complete investigation and submit copies of report for management for review. 	TBD	
		<ul style="list-style-type: none"> • Complete management comments. 	TBD	
		<ul style="list-style-type: none"> • Complete final report. 	TBD	
		<ul style="list-style-type: none"> • Present report to Board. 	TBD	
2	District Finance department will conduct a comprehensive review of the executive management team's expenses. <ul style="list-style-type: none"> • Monthly reports to General Counsel & Chief Compliance Officer. • Quarterly reports to the Board. 	<ul style="list-style-type: none"> • Process in place. 		<input checked="" type="checkbox"/>
		<ul style="list-style-type: none"> • April and May reports submitted to General Counsel. 		<input checked="" type="checkbox"/>
		<ul style="list-style-type: none"> • First report to Board covered Q4. 		<input checked="" type="checkbox"/>
13	Train District employees on compliance with laws and District policies related to expending District resources that apply to the employee groups. <ul style="list-style-type: none"> • Due by August 1, 2025. 	<ul style="list-style-type: none"> • Legal and Finance conducted training for all employees. • Plan in place to train new employees and hold make-up sessions for those on leave. 		<input checked="" type="checkbox"/>

New activities since July 18 are highlighted in yellow

RO #	R&O ACTION: TRAVEL	SUMMARY OF ACTIONS	TARGET DATE	COMPLETED
3	Evaluate the employee travel approval process and develop written guidelines on allowable travel and training. • Report findings to the Board by June 30, 2025.	• Evaluation of approval process complete.		<input checked="" type="checkbox"/>
		• Prepared written guidelines.		<input checked="" type="checkbox"/>
4	Revise District Travel and Training Policy [FA 103] to describe appropriate travel expenditures. • Due by May 1, 2025.	• Complete.		<input checked="" type="checkbox"/>
5	General Counsel & Chief Compliance Officer will review District Travel and Training Policy [FA 103] and revise as necessary to conform to Resolution and Order 25-5. • Due by June 30, 2025.	<ul style="list-style-type: none"> • Review complete. • Following policy. • Gathering data about use cases in working with policy to inform meaningful changes. • Details about policy are included in staff compliance training. • Chief Financial Officer met with Administrative Services team to discuss new policy. 		<input checked="" type="checkbox"/>
12	Finance or General Counsel & Chief Compliance Officer will reject noncompliant travel and training reimbursement requests.	<ul style="list-style-type: none"> • Process is in place. • Chief Financial Officer reviews all travel reimbursement requests. <ul style="list-style-type: none"> ○ Corrects per diem amounts on day of departure and return at 75%. ○ Requires support for mileage, including commute miles. ○ Requires copies of conference agendas. • Rejects tips paid over 20%. 		<input checked="" type="checkbox"/>

New activities since July 18 are highlighted in yellow

RO #	R&O ACTION: MEALS AND REFRESHMENTS	SUMMARY OF ACTIONS	TARGET DATE	COMPLETED
9	<p>General Counsel & Chief Compliance Officer will review District Meals and Refreshment Policy [FA 106] adopted January 1, 2025.</p> <ul style="list-style-type: none"> • Due by June 30, 2025. • Revise as necessary to curtail executive management team meal expenditures. 	<ul style="list-style-type: none"> • Legal review complete. • Gathering data about use cases in working with policy to inform meaningful changes. • Details about policy are included in staff compliance training. • Chief Financial Officer met with Administrative Services team to discuss policy. 		<input checked="" type="checkbox"/>
10	<p>District will not reimburse local meal purchases by executive management team members, absent compelling circumstances, such as an emergency.</p> <ul style="list-style-type: none"> • All executive management team members will return purchasing cards to Finance. 	• Complete.		<input checked="" type="checkbox"/>
		• Complete.		<input checked="" type="checkbox"/>
11	<p>District will continue coding food expenditures to a single line item.</p> <ul style="list-style-type: none"> • Provide staff training if necessary. 	<ul style="list-style-type: none"> • New code specific to food incorporated in FY 2025-26 budget. Effective 7/1/2025. • Incorporated in staff compliance training. 		<input checked="" type="checkbox"/>

New activities since July 18 are highlighted in yellow

R&O#	R&O ACTION: CAPTIVE INSURANCE COMPANY	SUMMARY OF ACTIONS	TARGET DATE	COMPLETED
6	District's Board recommends that the Board for Clean Water Insurance Company adopt a travel and training policy substantially conforming to the District Travel and Training Policy [FA 103].	<ul style="list-style-type: none"> • CWIC Board adopted policy effective 5/6/2025. 		<input checked="" type="checkbox"/>
7	District will expedite a domicile review of the captive insurance company by a third-party consultant.	<ul style="list-style-type: none"> • Completed domicile review. • Present redomestication analysis to Board. 	10/10/2025	<input checked="" type="checkbox"/>
8	District CEO/GM will obtain approval from the District's Board before nominating representatives to serve on behalf of the managing member on the Board of Clean Water Insurance Company.	<ul style="list-style-type: none"> • Preparing documents to name Acting CEO/GM to the CWIC board. • District will seek District Board approval for future vacancies. <ul style="list-style-type: none"> ○ Board approved nominations for two vacancies on 9/2/2025. 		<input checked="" type="checkbox"/>

New activities since July 18 are highlighted in yellow

R&O#	R&O ACTION: GENERAL	SUMMARY OF ACTIONS	TARGET DATE	COMPLETED
14	District Chief Executive Officer/General Manager must work with the Board of Directors on a plan to restore the trust of community (customers), local government partners, employees, and the Board of Directors.	• Initial work session to restore public trust on April 29.		<input checked="" type="checkbox"/>
		• Captive insurance information session on May 16.		<input checked="" type="checkbox"/>
		• Work session to rebuild trust on June 10.		<input checked="" type="checkbox"/>
		• Launched employee hotline on June 27.		<input checked="" type="checkbox"/>
		• All-day work session on July 18.		<input checked="" type="checkbox"/>
		• October all-day work session.	10/10/2025	
		• Refining communications and engagement strategy.	Ongoing	

New activities since June 10 are highlighted in yellow

BEFORE THE BOARD OF DIRECTORS OF CLEAN WATER SERVICES

1	In the Matter of Directing the District to)	RESOLUTION AND ORDER
2	Audit Spending, Review Policies and Plans,)	
3	Conduct a Domicile Review, Restrict)	NO. <u>25-5</u>
4	Executive Management Team Expenditures)	
5	and Provide Training.)	

6 The above-entitled matter came before the Board of Directors (Board) of Clean Water
7 Services (District) at its regular meeting of April 8, 2025; and

8 It appearing to the Board that travel and meal expenditures by the District must be
9 audited; and

10 It appearing to the Board that executive management team expenditures (directors and
11 above) must be reviewed and restricted; and

12 It appearing to the Board that a domicile review for the captive insurance company
13 must be expedited; and

14 It appearing to the Board that the District Travel and Training Policy needs to be revised;
15 and

16 It appearing to the Board that the District Meal and Refreshment Policy adopted January
17 1, 2025, may need to be revised; it is therefore

18
19 **1** RESOLVED AND ORDERED that a fiscal and performance audit of travel and meals by the
20 District for the last three fiscal years be conducted by an outside auditor to be managed by the
21 General Counsel and Chief Compliance Officer of the District and provide the findings to the
22 Board as soon as reasonably practical; and it is further

23 **2** RESOLVED AND ORDERED that monthly reporting on executive management team
24 expenses be comprehensively reviewed by the Finance Department and such reports be
25 provided to the Chief Compliance Officer with quarterly reports to the Board; and it is further

1 **3** RESOLVED AND ORDERED that the District evaluate the employee travel approval
2 process and develop written guidelines on allowable travel and training and report back
3 findings to the Board by June 30, 2025; and it is further

4 **4** RESOLVED AND ORDERED that the District Travel and Training Policy [FA 103] be revised
5 in the manner described in Exhibit A with an effective date of May 1, 2025 (to allow for
6 employee training) to better describe appropriate travel expenditures; and it is further

7 **5** RESOLVED AND ORDERED that the District Travel and Training Policy [FA 103] be
8 reviewed by the General Counsel and Chief Compliance Officer by June 30, 2025, and revised as
9 necessary to conform to this Resolution and Order; and it is further

10 **6** RESOLVED AND ORDERED that the Board recommends that the Board for Clean Water
11 Insurance Company (CWIC) adopt a travel and training policy substantially conforming to the
12 District Travel and Training Policy [FA 103] as may be further amended; and it is further

13 **7** RESOLVED AND ORDERED that the District expedite a domicile review of the captive
14 insurance company by a third-party consultant; and it is further

15 **8** RESOLVED AND ORDERED that the District CEO is directed to obtain District Board of
16 Directors approval in advance of nominating representatives to serve on behalf of the
17 managing member on the Board of Clean Water Insurance Company; and it is further

18 **9** RESOLVED AND ORDERED that the District Meals and Refreshment Policy [FA 106]
19 adopted January 1, 2025, be reviewed by the General Counsel and Chief Compliance Officer by
20 June 30, 2025, and revised as necessary to curtail executive management team meal
21 expenditures; and it is further

22 **10** RESOLVED AND ORDERED that, absent compelling circumstances such as an emergency,
23 all local meal purchases by executive management team members are not reimbursable by the
24 District and all executive management team members shall return purchasing cards to Finance
25 if members have one; and it is further

26

1 **11** RESOLVED AND ORDERED that the District continue the process of coding food
2 expenditures to a single line item and provide staff training if necessary; and it is further

3 **12** RESOLVED AND ORDERED that Finance and/or Chief Compliance Officer will reject non-
4 compliant travel and training reimbursement requests; and it is further

5 **13** RESOLVED AND ORDERED that the District shall provide training to all District employees
6 on compliance with laws and District policies related to expending District resources that are
7 applicable to the employee groups by August 1, 2025; and it is further

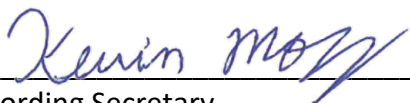
8 **14** RESOLVED AND ORDERED that the District Chief Executive Officer must work with the
9 Board of Directors on a plan to restore the trust of our community (customers), local
10 government partners, employees and the Board of Directors.

11
12 DATED this 8th day of April, 2025.

13 **CLEAN WATER SERVICES**

14 By its Board of Directors

15 
16 _____
Chair Kathryn Harrington

17 
18 _____
19 Recording Secretary

AON

Clean Water Services

Captive Re-domestication
Analysis

August 2025



Discussion Agenda

Captive Re-domestication Analysis – August 2025



Contents

1. Background & Scope
2. Re-domestication Information
3. Re-domestication Cost Analysis
4. Re-domestication Process – Hawaii to Arizona

1

Background & Scope

Background & Scope

Clean Water Services (“CWS”) has engaged Aon to provide a Re-domestication Analysis to Arizona for its captive insurance company, Clean Water Insurance Company, LLC (“CWIC”), currently domiciled in Hawaii.

Aon has provided general information on the redomestication process, including estimates for costs and ongoing management as well as specific details regarding the process to re-domesticate a captive from Hawaii to Arizona.

2

Re-domestication Information

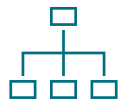
Captive Re-domestication

What does Captive Re-domestication Mean?

Re-domestication of a captive insurance company refers to the act of shifting the captive's domicile from one jurisdiction to another. This procedure can be intricate and necessitates thorough planning and implementation to meet the regulatory standards of both the existing and new domiciles.



Typical Re-domestication Services



Project Management

A typical captive manager will provide project management services to oversee the entire re-domestication process, ensuring that the steps are completed efficiently and effectively by coordinating with legal counsel and regulators in both jurisdictions.



Operational Transition

The re-domiciling process may also involve operational changes, such as a change in captive manager as well as updating systems and processes to comply with the new domicile's regulations. A typical captive manager will provide the required updates and changes required to meet the needs of the captive and sponsor in the new jurisdiction.



Documentation & Filing

Assisting with the preparation and filing of all necessary documentation with regulatory authorities in both jurisdictions including the captive's articles of incorporation, bylaws, notice of discontinuance and other organizational documents, together with appropriate amendments adopted in accordance with the laws of the new jurisdiction.



Stakeholder Communication

Facilitating communication between all stakeholders, including the captive owner, regulators, banks, auditors, actuaries, non-parental policyholders and other relevant parties.



Ongoing Captive Management Services

A typical captive manager will provide ongoing captive management services and support following the re-domestication for the captive to ensure it operates efficiently and in compliance with its new domicile.

Re-domestication Considerations

Tax & Legal

Prior to making a final decision on the re-domestication of the captive from Hawaii, CWS will need to discuss implications with qualified tax and legal counsel.

Oregon Domicile Considerations

Aon noted comments from CWS in our 1/23/25 meeting, that in Oregon a pure captive insurer must be incorporated as a stock insurer, which according to feedback was not an option for CWS, therefore Oregon was not included in Aon's analysis.

Costs

There are a number of one-time costs associated with re-domesticating a captive which will include but may not be limited to:

- Captive manager for specific re-domestication services
- Legal counsel in new domicile
- Legal counsel in existing domicile
- Tax counsel
- License/Regulatory fee(s) in new domicile

5

Re-domestication Cost Analysis

Re-domestication Cost Analysis – Estimated Annual Expenses

CWS should get firm quotes from its service providers, this chart shows an estimate of the costs, based Aon’s experience in this area.

Service	Hawaii Estimate	Arizona Estimate
Captive Management	90,000	90,000
Legal	7,500	7,500
Auditor	25,000	25,000
Actuarial	30,000	30,000
Bank	4,205	4,205
Resident Registered Agent	N/A	4,000
License Fee	300	5,500
State Exam Fee (typically every 3-5 years)	5,000	N/A
TPA - Standard Insurance Company	8,488	8,488
Hawaii Premium Taxes (from year ending June 2024 Financial Statements)	6,029	N/A
In-person board meeting travel requirements	10,000	7,500
Training & Education (optional)*	16,500	9,500
Total	203,151	191,693

Specific tax implications pertaining to re-domestication cost analysis aside from premium tax are not included and CWS will need to discuss with tax advisors.

*Travel and educational conference expenses; are estimates for attending either the Hawaii Captive Insurance Counsel (HCIC) and/or Captive Insurance Companies Association (CICA). For reference, many clients optimize travel expenses by attending conferences / training & education and conducting Board Meetings in the domicile during the same trip.

Re-domestication Cost Analysis – One-Time Expenses

Below is a summary of the estimated one-time costs associated with re-domestication from Hawaii to Arizona:

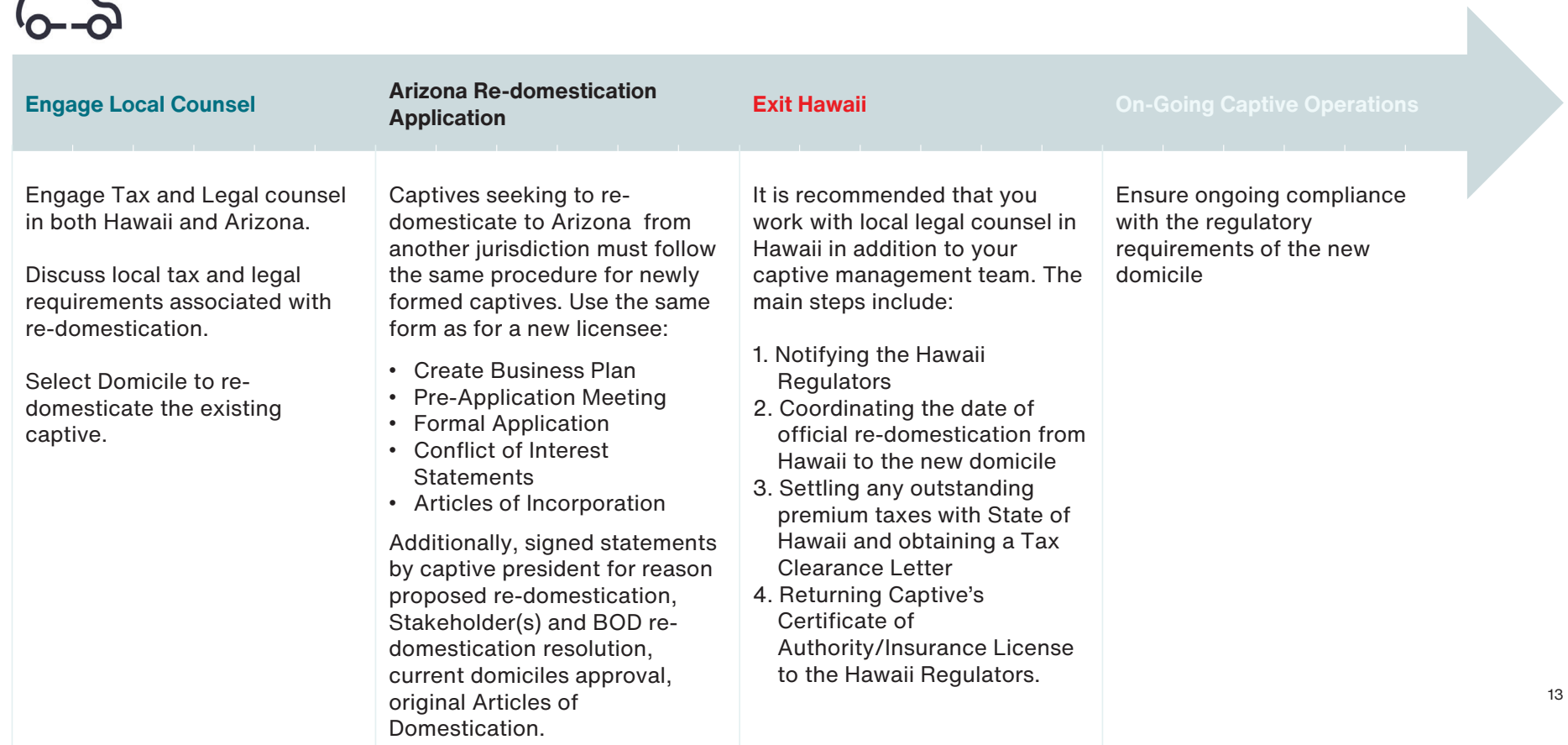
Service Provider	Estimated One-time Expense
Captive Manager (provided by CWS)	\$15,000
Legal “Exit Hawaii” (Estimate)	\$10,000
Legal “Enter Arizona” (Estimate)	\$10,000
Tax Advisor (Estimate)	\$10,000
Total	\$45,000

6

Re-domestication Process – Hawaii to Arizona

High-Level Re-domestication Roadmap

Hawaii to Arizona



Detailed Re-domestication Process

Action Item	Responsible Party
Schedule meeting with all parties to confirm plan responsibilities and timeline	Captive Manager
Engage Hawaii and new domicile legal counsel	CWS
Engage tax counsel	CWS
Reserve corporate name in new domicile	New Domicile Legal Counsel
Identify Directors & Officers to serve new domicile captive	CWS
Engage captive manager	CWS
Create Business Plan	CWS / Captive Manager
Hold pre-application meeting with Department of Insurance in selected domicile	Captive Manager
Obtain copies of current corporate record book including: articles of incorporation, bylaws, directors, officers, shareholders, outstanding stock certification, latest audited and interim financial statements	Captive Manager
Draft amended and restated articles of incorporation and bylaws	New Domicile Legal Counsel
Proposed resolutions for adoption by Hawaii captive forwarded by Hawaii counsel for review and action	New Domicile Legal Counsel
Draft captive application (specific requirements dependent on domicile selection) for review by all parties.	Captive Manager
Biographical affidavits completed by all Directors and Officers	CWS
Coordinating the date of official re-domestication from Hawaii to the new domicile	CWS/Captive Manager
Notify Hawaii and Settle any outstanding premium taxes with State of Hawaii and obtaining a Tax Clearance Letter	Captive Manager
Obtain from client authority to notify Hawaii Registrar of Companies of discontinuance and to publish requisite notice of re-domestication.	CWS
Begin preparation of supporting documents to be filed with the Hawaii Registrar of Companies for discontinuance	Hawaii Legal Counsel
Plan for operational matters including termination of contractual relationships with new domicile services providers and notification to any applicable reinsurers	CWS/Captive Manager

AON *Note this is a general summary and process should be confirmed with legal counsel regarding specific requirements.*

Commercial Risk Solutions | Risk Finance and Captive Consulting

Re-domestication Process - continued

Action Item	Responsible Party
Execute Consent of the Board of Directors for the purposes of: (1) Approving and authorizing continuance/re-domestication from Hawaii (2) Adopting the amended and restated articles of incorporation, subject to shareholder approval and effective upon re-domestication (3) Adopting the amended and restated bylaws, subject to shareholder approval and effective upon re-domestication (4) Accepting written resignations of Hawaii directors (as needed), effective upon re-domestication, and voting to elect resident director in new domicile	CWS
Execute consent for shareholder(s) to: (1) Authorize the re-domestication (2) Adopt amended and restated articles of incorporation effective upon re-domestication (3) Adopt amended and restated bylaws effective upon re-domestication NOTE the approval by the board of directors and shareholders of the amended and restated articles of incorporation must either occur simultaneously or the board approval must be given first and subsequent approval given by the shareholders	CWS
Submission of the captive application to the new domicile department of insurance	Captive Manager
Pay necessary company license fees	CWS
Legal notice published in Hawaii paper and in papers in countries where Hawaii captive does substantial business.	Hawaii Legal Counsel
File Notice of Discontinuance with Registrar of Companies, accompanied by: (1) The effective date of discontinuance (2) Name of jurisdiction in which the company will continue into (3) Address of the new registered office (4) Copy of the irrevocable deed poll (5) Copy of the statutory declaration (6) Applicable filing fee	Hawaii Legal Counsel

Re-domestication Process - continued

Action Item	Responsible Party
Returning Captive's Certificate of Authority/Insurance License to the Hawaii Regulators.	Captive Manager
Obtain license from relevant department of insurance and submit to the Hawaii regulatory authorities	Captive Manager
The Registrar of Companies in Hawaii issues a Certificate of Discontinuance and thereupon the Company will cease to be registered as a company in Hawaii.	Hawaii Legal Counsel
After receipt of certificate of discontinuance and new captive license issued, the following actions take place as of the same day: (1) Filing with relevant Secretary of State the Amended and Restated Articles of Incorporation (subject to any applicable filing fees). (2) Secretary of State accepts Amended and Restated Articles of Incorporation and issues Certificate Confirming Incorporation (3) Certificate of Authority issued by Department of Insurance becomes effective. (4) Execution of new domicile captive's shareholders' and directors' consents ratifying amendments to Articles of Incorporation and adopting various administrative resolutions. (5) File certified copy of certificate confirming re-domestication and certification of discontinuance with the relevant department of insurance and forward a certified copy to Hawaii legal counsel of certification confirming re-domestication so filing of this document can be made in Hawaii within 30 days of discontinuance	New Domicile Legal Counsel
Secure Certificate of Bylaws from corporate secretary and file certified copy of new Bylaws with the relevant department of insurance.	New Domicile Legal Counsel
Coordinate with Hawaii counsel and CWS as to transfer of Hawaii records	New Domicile Legal Counsel
Coordinate with Hawaii management and CWS as to transfer of Hawaii records	Captive Managers
Coordinate notification to all service providers	Captive Manager



Note this is a general summary and process should be confirmed with legal counsel regarding specific requirements.

Commercial Risk Solutions | Risk Finance and Captive Consulting

Re-domestication Process - continued

Sources:

<https://cca.hawaii.gov/ins/captive/>

https://insurance.az.gov/sites/default/files/documents/files/CID%20RefGuide_NonRRG%2001%202021.pdf

About Aon

Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

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DISCUSSION PAPER

Community Research: Earning Trust and Building Credibility Through Listening

WHY WE DO PUBLIC ENGAGEMENT AND WHY IT MATTERS

Clean Water Services' (CWS) ability to deliver safe, reliable wastewater and stormwater services depends on more than engineering and infrastructure. As a public utility, we must understand and align with the needs, values, and expectations of our community.

Community research is not just a “nice to have.” It is:

- **A permit requirement:** Our National Pollutant Discharge Elimination System (NPDES) permit obligates us to provide public education, outreach, and involvement. Research demonstrates compliance and helps us continually improve.
- **A trust-building tool:** At a time when CWS is under greater public attention, research helps us show accountability, rebuild trust, and make our commitment to transparency real.
- **A planning tool:** Insights from surveys and focus groups guide how we communicate, where we invest resources, and how we adapt programs.

To build trust, foster understanding, and encourage community engagement, CWS seeks to understand before being understood. Research insights inform the development of tailored messages and outreach, which are delivered repeatedly and through diverse formats to effectively reach and resonate with target audiences.

Importantly, research is one of several ways we gather input. Along with public meetings, direct outreach, ongoing media engagement, and partner collaboration, it provides reliable data to complement what we hear from other channels. It helps us plan and assess how the organization interacts, communicates, and collaborates with a wide range of interests in the Tualatin River Watershed.

HOW WE USE THE DATA

- **Data-driven decisions:** Research informs when and how we engage, not just what projects we deliver.

- **Tailored outreach:** Findings highlight priorities, from clearer billing information to stronger engagement with Spanish-speaking residents.
- **Continuous improvement:** Results from the 2021 Stakeholder Insight Survey drove changes that improved trust and satisfaction; results from the 2024 survey will guide the next cycle.

HOW WE MEASURE SUCCESS

We know our engagement is working when:

- Stakeholder and customer feedback is reflected in our decisions.
- Surveys reach a broad cross-section of the community, not just the most vocal.
- Results show increasing satisfaction, trust, and perceptions of transparency.
- Research findings directly influence programs, policies, and communications.
- Our NPDES obligations are met through authentic public involvement.

Community research is an essential part of how CWS fulfills its dual role as a permitted utility and a public service provider. It provides evidence of compliance, strengthens trust, and ensures that our policies and practices reflect the community we serve and align with our values.

RESEARCH AND LISTENING OPPORTUNITIES

- **Stakeholder Insight Survey (2024):** Survey and interviews with 50 stakeholders, including city representatives, elected officials, environmental groups, community partners, public utilities, and government agencies. The next survey is planned for 2026.
- **Ratepayer Values Focus Groups (June 2025):** Updating values to guide benchmarks in the biennial Customer Awareness & Satisfaction Survey.
- **Customer Awareness & Satisfaction Survey (September 2025):** 400-person representative biennial survey on awareness, trust, satisfaction, and ratepayer values.

PREVIOUS DISCUSSIONS

- **June 10, 2025, work session:** Shared our initial rebuild trust communications plan, which included community research and internal initiatives.

- **May 9, 2025, budget presentation:** Presented the Communications & Communication Engagement program, which outlined resources to do this work.
- **October 18-20, 2021, work session:** 2021 Stakeholder Research Report



CleanWater  Services

Stakeholder Insight Survey Report

2024



laramedia.com
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Executive Summary

Clean Water Services (CWS) conducted a comprehensive stakeholder insight study to better understand how the priorities and interests of external stakeholders align with CWS' critical business goals as defined in its 2019 Strategic Framework. The research engaged 50 stakeholders—including city representatives, elected officials, environmental groups, community partners, public utilities, and government agencies—through interviews and surveys. CWS partnered with Lara Media Services (LMS) to conduct these interviews from the months of July through September of 2024. LMS gathered stakeholder feedback through Zoom meetings, phone calls, and open invitations for candid input, fostering honest and meaningful engagement. The study builds on similar research conducted in 2021 and included new questions about CWS' Climate Action Roadmap.

The research assessed stakeholder awareness of CWS' evolving values and priorities, perceptions of organizational performance, communication effectiveness, and understanding of CWS' climate and infrastructure goals. Interviews and surveys were designed to provide both qualitative and quantitative insights, with strict confidentiality to encourage candid feedback.



Key Strengths Identified

- **Improved Stakeholder Engagement:** Participants observed stronger collaboration and openness from CWS, particularly in its interactions with cities and elected officials.
- **Essential Partner and Innovator:** CWS was recognized for its innovative clean water initiatives, collaborative approach, and financial support for environmental restoration projects.
- **Reliable and Efficient Services:** Stakeholders praised CWS' effective wastewater and stormwater management, comparing its efficiency favorably with similar organizations.



Key Strengths Identified (cont.)

- Commitment to Equity and Sustainability: Initiatives such as “Tree for All” highlighted CWS’ dedication to serving historically underserved communities and promoting environmental stewardship.
- Key Public Health Role: CWS was acknowledged as critical to ensuring public health and environmental sustainability in Washington County.



Opportunities for Growth

- Stronger Accessibility and In-Person Engagement: 42% of participants expressed a desire for more direct interaction with CWS leadership and staff.
- Expanded Collaboration: Stakeholders encouraged CWS to engage regulators, community members, and partners as equals, building relationships rooted in mutual trust and shared goals.
- Leadership Development and Knowledge Retention: Concerns were raised about potential loss of institutional memory due to retirements, underscoring the need for succession planning and leadership development.
- Public Education and Awareness: 40% of participants emphasized the importance of increasing public understanding of water quality, infrastructure needs, and environmental impacts.
- Culturally Specific Engagement: Stakeholders urged greater outreach to culturally diverse communities and more inclusive communication strategies.

Conclusion

The findings affirm that CWS is a trusted partner and a leader in public health and environmental sustainability. At the same time, stakeholders identified opportunities for deeper collaboration, more transparent communication, and expanded equity-focused outreach. These insights will help CWS strengthen relationships, enhance service delivery, and advance its strategic goals in alignment with community needs and values.



Prologue

For more than 50 years, Clean Water Services (CWS) has worked to protect public health while enhancing the natural environment. As the regional provider of wastewater and stormwater services, CWS combines science and nature to clean water and return it to the Tualatin River so it can be used again. It thinks and acts strategically as a water resource utility by working with partners to anticipate and solve a large region's complex urban water challenges. As CWS continues to evolve, stakeholders have recognized the organization's commitment to becoming more open and accessible, enhancing its service to residents across the county. This transformation necessitates ongoing investment in time and resources to prioritize relationships alongside operational tasks. This approach aligns with CWS commitment to Performance Excellence, as emphasized within the Customer-Stakeholder Strategy and the CWS Leadership System.

To achieve this goal, our research shows that CWS must enhance the clarity and transparency of its permitting processes, manage projects collaboratively, and reinforce its relationships with stakeholders. Building authentic relationships requires a significant investment of time, the implementation of conflict resolution tools, and a commitment to open dialogue to manage challenging conversations.

Our research indicates that key areas for CWS' continued growth include deepening stakeholder engagement, strengthening transparency, and enhancing community outreach and collaboration. Participants emphasized that proactive communication, equitable partnerships, and retaining institutional knowledge are essential for sustaining trust and momentum. Without ongoing adaptation and responsiveness to evolving community needs, progress can plateau, risking diminished trust and engagement over time.







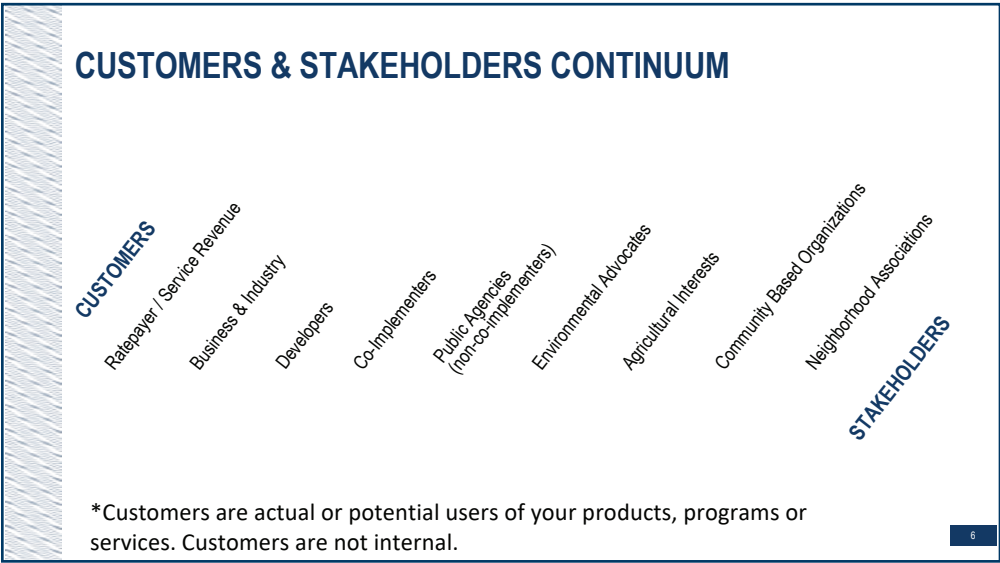
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Introduction

In a time noticeably marked by environmental challenges and the need for sustainable public health solutions, Clean Water Services is reaffirming its commitment to engage meaningfully with the diverse stakeholders of Washington County. CWS uses a visual tool from its organizational performance management program — the Customer-Stakeholder Continuum — to convey the different roles customers and stakeholders play in relation to the services CWS offers. Once again, CWS partnered with Lara Media Services (LMS) to enhance stakeholder dialogue and explore where stakeholder priorities align with or diverge from CWS' critical objectives. This initiative complements CWS' biannual Customer Awareness & Satisfaction Surveys. This collaborative effort ensures that essential stakeholders' voices—from city representatives and community leaders to local businesses, agriculturalists, and environmental partners—are heard and integrated into the decision-making process.

CWS has established itself as a leader in regional sewer and surface water management throughout the Tualatin River watershed, demonstrating a commitment to providing reliable public health services that are increasingly vital to the community. By proactively seeking input from key stakeholders, CWS is enhancing its relationships and fostering a more resilient and equitable society.

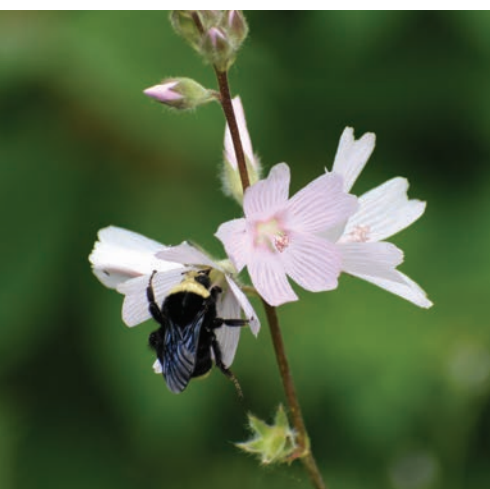


The primary focus of this research report is to identify where and how the interests of external audiences align with or diverge from CWS' strategic goals. This is accomplished through interviews and surveys targeting diverse stakeholders, including city leaders, culturally specific organizations, developers, business associations, environmental groups, and community organizations. CWS aims to enhance its

communication strategies and better serve the community by assessing stakeholder awareness, attitudes, values, and informational needs.

This report outlines the research goals, participant identification, and participant sentiment, providing a comprehensive overview of the collaborative efforts between CWS and LMS. It seeks to understand stakeholder perspectives more clearly, ultimately guiding CWS to continue delivering innovative and effective public health services.

Similar to our 2021 engagement, interviews were the primary research method used in this process. Information was gathered without identifying names or stakeholder types, ensuring confidentiality. The collected data has been analyzed and is presented in this report to inform CWS' ongoing commitment to community engagement and responsive service delivery.



Objective & Methodology

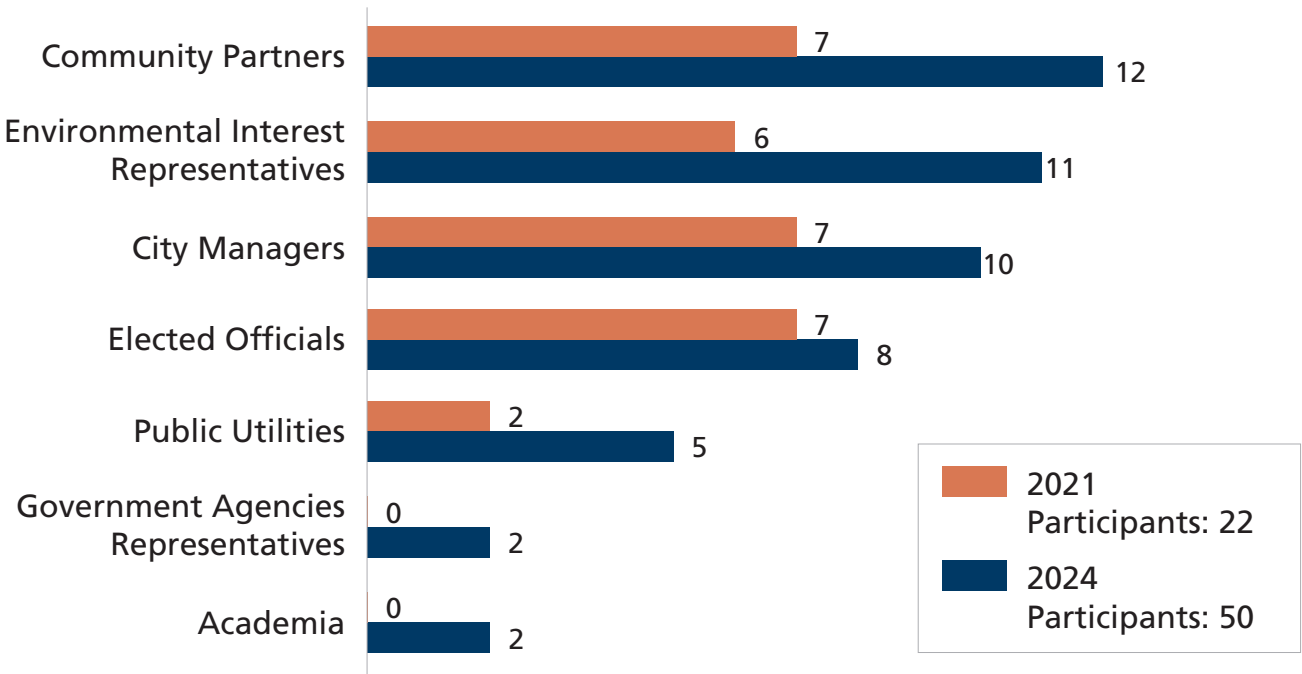
The primary objective of this research is to identify how the priorities and interests of external stakeholders align with or diverge from the critical business goals of CWS as outlined in CWS' 2019 strategic framework. By engaging diverse stakeholders—including city representatives, community leaders, local businesses, and environmental partners—this study aims to enhance CWS' communication strategies and stakeholder engagement, ultimately improving public health services in Washington County.

This was accomplished by conducting stakeholder interviews. The purpose of the research is to assess community leaders':

- Current awareness of CWS as an organization, including its evolving values, priorities, and business goals.
- Perceptions and attitudes toward CWS, including an updated assessment of the organization's performance over the past two years.
- Evaluation of CWS' communication strategies and insights into stakeholders' informational needs, particularly in the context of recent developments.
- Awareness of CWS' Climate Action Roadmap and its goals related to infrastructure development in the Tualatin River Watershed.
- Values

Research emphasizes city leaders (mayors and city managers) and representatives of communities of color, stakeholder groups and the number of participants engaged from each group are listed below.

Stakeholder Groups



Participant Definitions

Elected Officials: Elected officials in the CWS service area in 2024, encompassing mayors and other elected officials. This includes city, county, Metro, and State Representatives, while excluding statewide offices and special districts.

Community Partners: Individuals or organizations that work together to achieve goals that benefit the community. Specifically, they include individuals affiliated with organizations that are recognized and certified to assist community members.

Government Agencies: An organization established by a government to implement specific functions, enforce laws, and provide public services. Their main goal is to serve the public interest and enhance community welfare. Includes staff but no elected representatives.

Outreach and Interview Process

CWS and LMS contacted more than 100 potential stakeholders to participate in this research. They were contacted via email by CWS' CEO Diane Taniguchi-Dennis, followed by communication from LMS through emails, phone calls, and networking with participating stakeholders. A total of 50 external stakeholders participated in the process. All were working or serving in the CWS service area, including city elected officials—such as most mayors of Washington county cities—as well as appointed city officials and representatives from environmental groups, critical businesses and industries, nonprofits, and community partners.

LMS conducted 50 interviews. The interview questions consisted of qualitative and quantitative questions and took an average of 30 minutes. LMS gathered stakeholder feedback through Zoom meetings, phone calls, and open invitations for candid input, fostering honest and meaningful engagement. The survey used the same questions as the interview from 2021, with the addition of two new questions related to the CWS Climate Action Strategic Roadmap. This survey was primarily quantitative and more time flexible. All responses were treated with the utmost confidentiality, ensuring no identifying markers were included. This rigorous engagement process is part and parcel of CWS' commitment to understanding stakeholder perspectives and enhancing its service delivery.





Summary and Insights

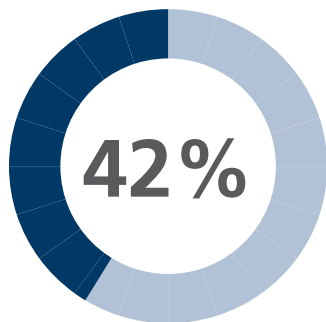
Strengths

- **Improved Stakeholder Engagement and Strengthened Partnerships**
Many participants noted significant positive changes in CWS' approach to stakeholder engagement over the past two years. They appreciated the heightened openness and collaboration demonstrated in its interactions with cities. Mayors and city officials expressed their satisfaction with this shift, highlighting how it has strengthened relationships and enhanced communication. This development is seen as a vital step toward fostering a more cooperative and responsive relationship with their communities.
- **Innovative and Collaborative Partner**
CWS was recognized as an essential partner and appreciated for its innovation, financial support, and collaborative approach. Many interviewees pointed to CWS' efforts in clean water initiatives, like planting riparian habitats and restoring wetlands, as excellent alternatives to traditional infrastructure solutions for protecting water quality.
- **Essential Services and Environmental Stewardship**
CWS is acknowledged for its efficient wastewater treatment and stormwater management, highlighting its role in conserving natural resources. Interviewees praised the agency's proactive, resource-focused approach to environmental management, emphasizing its dedication to sustainability and community well-being.



- **Efficiency and Benchmark Comparisons**
Interviewees expressed respect for CWS due to its effective management of sanitary sewers, noting that the absence of noticeable problems is a testament to their efficiency. This effectiveness is often compared to similar organizations, such as Portland's Bureau of Environmental Services.
- **Advancing Equity and Community Impact**
The "Tree for All" initiative is one of many ways CWS demonstrates its commitment to community engagement. Tree for All reaffirmed the organization's dedication to environmental sustainability by ensuring that historically underserved areas have equal access to the benefits of tree planting and green spaces.
- **A Key Partner in Public Health and Environmental Sustainability**
CWS is seen as playing a crucial role in ensuring public health and environmental sustainability in Washington County.
- **Safeguarding the Tualatin River Through Collaboration and Proactive Management**
CWS continues to be recognized for maintaining the health of the Tualatin River and preventing major pollution incidents through effective collaboration and proactive stormwater management.

Opportunities



42% of participants want CWS to be more accessible and increase in-person engagement with partners.

- **Expansion of Collaborative Habitat Work and Wastewater and Stormwater Management**
The importance of continuing and expanding habitat restoration efforts to enhance stream health was cited as a notable success. Participants recommended a holistic approach that integrates natural habitats, agricultural areas, and urban spaces to achieve the goals of creating habitats for both nature and the community. Participants view CWS as the regulatory authority and expressed a desire for greater collaboration with them. They emphasized the need for a more respectful partnership approach that fosters collaborative relationships built on mutual trust, open communication, and

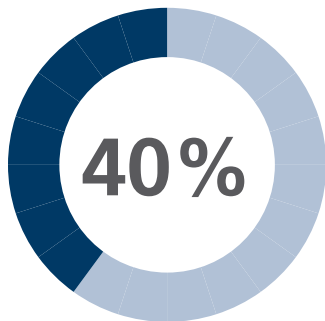




shared goals among all stakeholders. Participants emphasized the importance of engaging with regulators and community members as equals, rather than adopting a directive or top-down approach.

- **Commitment to Effective Leadership for Public Understanding**
Participants acknowledged CWS' critical leadership role that prioritizes communication and diverse perspectives. They called for a focus on environmental stewardship and responsiveness to industrial growth, along with clear communication about infrastructure needs and compliance requirements.

Moreover, there was an emphasis on improving public understanding of water issues, especially regarding water quality and availability.



40% of participants stated CWS' role is to educate and raise public awareness of its work and the impact.

- **Preservation of Institutional Knowledge and Leadership Development**
Concerns have been raised regarding the potential loss of institutional memory resulting from retirements and the departure of long-term employees. Participants highlighted the need to establish systems for capturing and retaining institutional knowledge while identifying emerging leaders.
- **Culturally Specific Engagement**
Participants urged CWS to enhance outreach to culturally specific communities, focusing on more inclusive and proactive communication. The necessity to enhance diversity, equity, and inclusion practices was also highlighted, along with the commitment to maintain affordable rates for essential services to support the community.



What's Working Well

Partnership
Innovative Wastewater
Increasing costs Nature
Engagement Restoration
Leadership Habitat Climate
Community
Education **Environmental**
Public health Water
Kind Teamwork
Values Services
people **Clean**

Representation of keyword mentions by stakeholders when asked: What is the first thing that comes to mind when you think of Clean Water Services?



Reputation Management

- **Innovation and Leadership in Water Management**
CWS was praised for its cutting-edge water quality monitoring techniques, like environmental DNA (eDNA), and innovative wastewater and stormwater management approaches. The agency is recognized for pushing technological boundaries and fostering a culture of professional development and innovation.
- **Strong Teamwork and Project Execution**
CWS was highlighted for its flexible, high-quality team that effectively manages programs and co-plans projects. Careful execution of sensitive projects was also noted.
- **Shifting Approach on Engagement with Stakeholders**
A significant number of participants highlighted a positive shift in CWS' approach from being more directive to fostering regional stakeholder relationships.

"They are innovative in the use of a variety of water quality monitoring techniques. In particular, something called eDNA. I feel like they are very interested in pushing the boundaries of technology and knowledge and using emerging knowledge to better understand water resources."

– Environmental Interest Representative

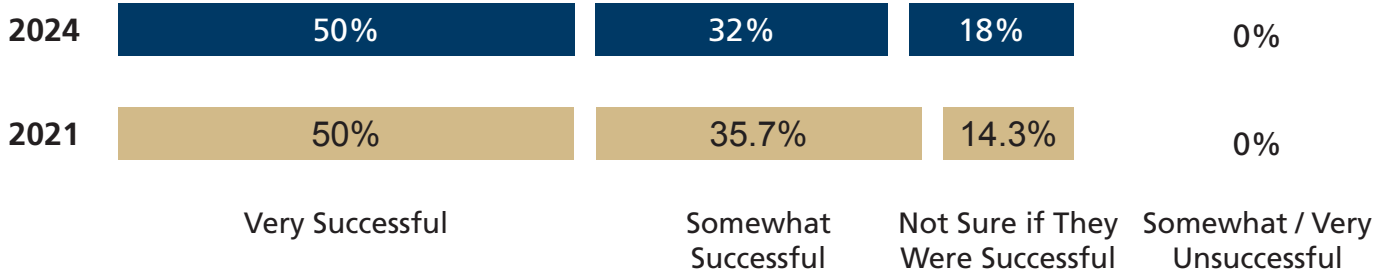
Water Quality and Environmental Stewardship

- **Success in Water Quality and Habitat Restoration**
Participants continue to acknowledge CWS for its successful efforts in providing high quality water in the Tualatin River through wastewater and stormwater management. CWS was praised for its habitat restoration initiatives and proactive approach to managing water quality, which are essential to the river's overall health.

"By combining their water resource work with habitat work in the creative ways that they have, and I hope they expand and continue, they can provide good wastewater treatment and contribute in a fairly significant way to community livability. If they're going to take on this idea that community health and community livability are core to the Clean Water Services mission, I think then they need to become a lot more than just a water resource management utility."

– Environmental Interest Representative

Participants rated CWS' commitment to community health and protecting the health of the Tualatin River



- **Critical Role in Water Quality Management**

Participants recognized CWS as essential in ensuring clean water and safe wastewater management, which are fundamental to public health. They emphasized that effective management of untreated wastewater is vital for preventing disease and contamination, highlighting the significant public health risks associated with water-related issues.

"A few years ago, they would do sampling of the water just to see the presence of COVID, I think that drove home in a new way, just the importance of Clean Water Services. That we are able to do tests just to check for public health in a way that we have never done before. So, I think their involvement with public health is really important. I think if we didn't have the clean water going back out into the river, we would see a river that was not healthy."

– Elected Official

- **Environmental Initiatives and Forward-Thinking**

CWS was applauded for its environmental initiatives, including efforts in riparian restoration, recycled water exploration, and the implementation of green infrastructure. Participants also acknowledged the agency's success in securing federal funding for infrastructure upgrades, enabling it to effectively adapt to the county's growth.

"They push environmental protection in front, and that's a little unusual for an agency that actually has to treat sanitary sewers. They're not just really good at it. They hire experts. They literally have scientists on staff and so they take that end of the business. They respect that most of their lines run inside of creek lines, and thus, if they have any complications, that can expose a lot of water and do some damage to the resource side."

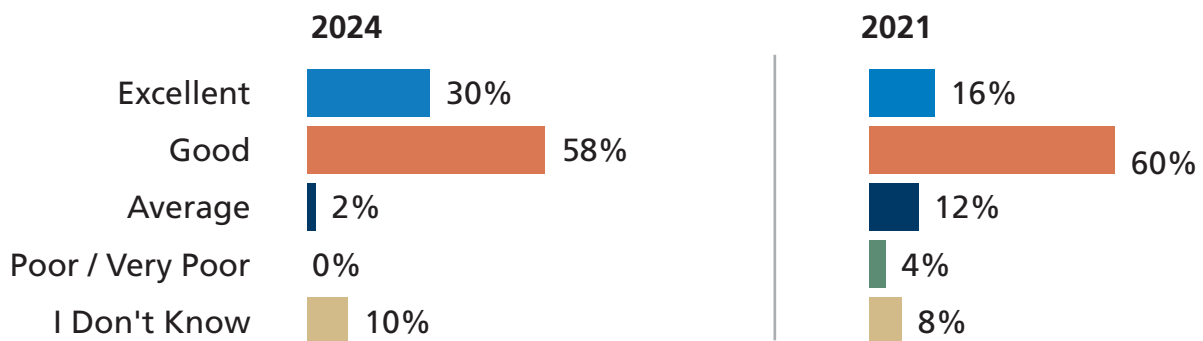
– Government Representative

Relationships

- **Strong Collaborative Relationships and Program Success**

Participants shared their positive experiences with initiatives like the Thermal Load Management Program and Tree for All, emphasizing CWS' adaptability, leadership, and project management skills. They noted that relationships with the agency are collaborative and rooted in mutual respect. Additionally, many participants recognized recent strides in CWS' efforts to unite communities and tackle environmental and public health issues, reflecting a deepening commitment to meaningful engagement and relationships.

Participants rated their relationship with CWS:



"My interaction with the folks running the Shade Program. They've been adaptable to our changing circumstances. They've been good partners to brainstorm ecological issues with, and they've been excellent project managers implementing nearly every project of our partnership. They have taken the lead in implementing and done an excellent job. The whole Tree for All program I know is an attempt to create a bigger umbrella and use their investment as an anchor to bring and to hold people together."

– Government Representative

- **Enhancing Community Engagement with the Tualatin River**

Participants highlighted a resurgence of interest among Tualatin Basin residents in engaging with the Tualatin River through recreational activities like paddle boarding, kayaking, swimming, and fishing. This renewed engagement demonstrates the critical need for CWS to maintain high water quality through effectively managing stormwater and wastewater systems to support these activities.



"One of the things that I do see as an outcome that I really appreciate is managing our storm drain because our river waters are clean. You don't hear announcements saying, don't go in the water because the water has a lot of E. coli and bad things. I'm not going to feel super nervous about my kids going into the water."

– Community Partner

- **Innovative and Collaborative Approaches to Climate Adaptation**

Participants expressed appreciation for CWS' innovative practices, such as their riparian planting program to select plant species that will thrive under future climate conditions. They highlighted the collaborative nature of CWS' initiatives, including partnerships in projects like heat studies and tree canopy assessments. These efforts were viewed as critical for developing effective climate adaptation and mitigation strategies, emphasizing the importance of maintaining and investing in distributed infrastructure to manage water resources as climate conditions evolve.

"They're doing an admirable job with the Stream Shade and Habitat Restoration program. I think it's been top-notch. They have to go at the speed of their partners and most organizations don't have the capacity that Clean Water Services has. They seem to have embraced their role as convener and anchor for whatever it is that might pull multiple organizations in the region together to think about priorities and to find places where collaboration could be fruitful."

– Environmental Interest Representative





What Needs Attention

Strengthening Transparency and Engagement

- **Increased Transparency and Early Engagement with Stakeholders**
Participants called for greater transparency and emphasized the need for early stakeholder engagement to ensure concerns are addressed. Additionally, they highlighted that improved collaboration within the organization would enhance project execution and strengthen community trust in CWS initiatives.

"We probably would benefit from more regular coordination, a commitment to more regular communication coordination. Seems like we only talk when something goes wrong, when we have to fix it."

– Environmental Interest Representative

- **Transparency and Engagement with the Public**
Participants stressed the importance of fostering greater community engagement to encourage public interaction with CWS. They emphasized that gathering feedback from stakeholders and community members is essential to assess the effectiveness of CWS' efforts, ensuring the organization meets its mission and delivers tangible, positive outcomes.

"In order to know or understand the positive impact they have; they need to ask the people that can recognize the impact and see those tangible results. That's one of my biggest things is getting feedback from the people they serve and understanding if they're meeting what their mission is."

– Environmental Interest Representative

- **Deeper Engagement with Stakeholders**
CWS' proactive communication was widely commended, with participants appreciating the organization's efforts to keep stakeholders informed. However, some expressed a desire for deeper engagement, suggesting that CWS could enhance its outreach by involving more community-based organizations and providing subject-matter expertise in noncrisis situations. Regular, consistent communication was seen as key to ensuring compliance and improving community learning.

"I think Clean Water Services could give the cities little bits of information that they could put in the city or county newsletters, because that way people might read about them in a way that they wouldn't have thought about otherwise."

– Elected Official





- **Calls for Improved Coordination and Advocacy**

While participants viewed CWS' relationships positively, they called for more frequent and systematic coordination to maintain strong relationships. Suggestions included regular check-ins, transparent updates, and greater involvement from executive leadership. Participants also wanted CWS to strengthen its advocacy for clean water initiatives and raise community awareness of its broader contributions to environmental stewardship.

"I feel like it would be good if the different parts of Clean Water Services communicated more. Like the development branch that is giving permits to developers would be in closer coordination with the environmental protection and restoration branch because it seems like, if they had been a little more cautious on the development, on the permitting side, it could reduce negative impacts on the environment in areas where they're putting money into restoration just upstream of it."

– Academia Participant

- **Engagement with Diverse Communities and Integration of Perspectives**

Participants emphasized the need for CWS to engage with diverse communities, particularly those disproportionately affected by water issues. They suggested that incorporating traditional ecological knowledge and Indigenous perspectives could enhance public health outcomes related to water management. This reinforces the importance of a holistic approach integrating community engagement with water management efforts.





Reevaluating Permitting Process

- **Rapid Development and Permitting Processes**

Participants recognized the challenges posed by rapid urban development and urged CWS to reevaluate its permitting processes. They emphasized that this reassessment is essential for effectively addressing community housing demands while ensuring that environmental protections remain intact amidst rising development pressures.

"There is really rapid development in Washington County right now, and there's a lot of erosion associated with that, and tree loss because of climate change and all of those things are having a negative impact on the Tualatin River. I understand most development requires permits from Clean Water Services. So, I feel like it's time to look again at what kind of building is allowed and permitted because it's happening so rapidly."

– Academia Participant





Enhancing Proactive Communication

- **Communication and Rate Concerns**

Participants emphasized the need for better public education about CWS' broader activities beyond individual programs. They also called for transparent, clearer and ongoing communication regarding rate increases and the rate-setting process. They noted the challenges posed by language barriers, understanding that many immigrants and refugees often fear interacting with government entities.

"There's an opportunity to explain more to the community about what they do and how they do their work. They can also improve communication to the public about opportunities available such as employment or ways that they can engage with CWS. If they set the rates for water in the county, people always want to know about that."

– Community Partner

- **Community Awareness and Communication**

A significant need for improved community awareness regarding CWS operations and the importance of clean water was identified. Participants suggested that CWS should increase its visibility through active participation in local events and outreach initiatives to foster trust and understanding within the community. Enhanced communication about water management and environmental stewardship was deemed vital for reinforcing CWS' commitment to protecting water quality and public health. Participants also noted the necessity for ongoing education to help the public understand the value of CWS' services and the importance of collective responsibility for water resources.

"Their work aims to improve community health and to have a clean river. Because of that, they could do a better job with combining the nature aspect and the human aspect within an urban area. There are ways that they could collaborate more with local communities to bring a sense of ownership that tells the community, this is our clean water, this is our environment and have them have that sense of ownership that they can contribute to clean water and together bring CWS' work further than it already is."

– Community Partner





Examining Role in the Community

- **Leadership in Water Quality Protection**

Participants commented that CWS plays a vital role in maintaining the cleanliness and coldness of the Tualatin River. They emphasized the necessity for CWS to take a more active leadership role in environmental protection and water quality enhancement, which are crucial for public health and ecological balance. Additionally, there was a strong call for CWS to advocate more assertively for local environmental interests and to ensure compliance with regulations among businesses. The organization's commitment to utilizing advanced technology and scientific methods was recognized as essential for environmental protection efforts.

"I think that they should be the agency that we look to for environmental protections, sanitary provisions, and stormwater handling. I think those are the three that I look to Clean Water Services the most for."

– City Manager

- **Proactive Land Management and Collaboration**

Participants expressed the need for CWS to adopt a more proactive approach to land acquisition for habitat restoration rather than relying solely on government organizations. They highlighted the importance of acquiring key parcels to enhance water quality and community interests. Collaboration with various stakeholders—including local governments, builders, and community organizations—was emphasized as essential for an integrated approach to stormwater management and environmental conservation. This collaborative effort is seen as critical for ensuring the long-term sustainability of water resources and community livability.

"Water management is obviously the biggest thing they do. They are strong partners with the county and there have to be 10 or 15 cities that they work with pretty directly. I think stormwater management within those conditions is a priority. Collaborating as much as possible to improve stormwater management but also conserving water and treating water resources in as environmentally friendly a manner as possible. I think adding the development community to the group of core stakeholders beyond just the county and service cities would be a wise undertaking."

– Community Partner





Overall Public Health

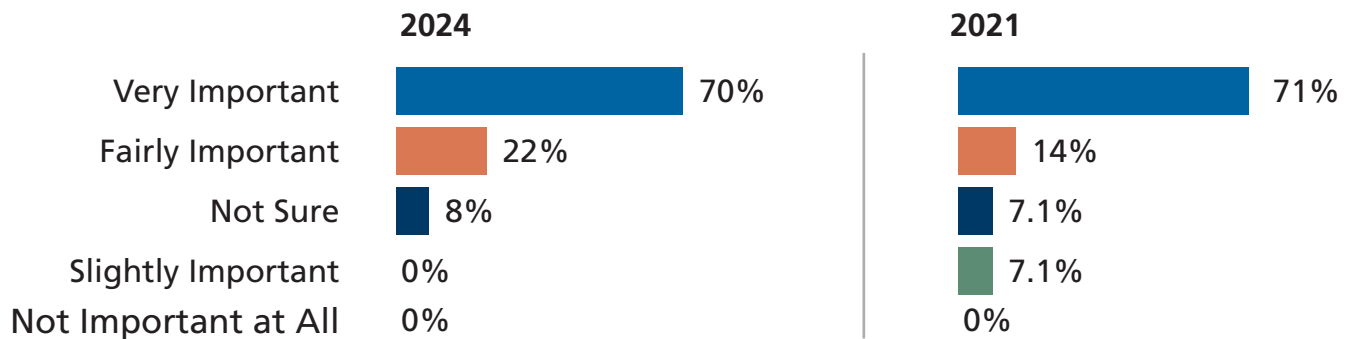
- **Public Health Beyond Water Management**

While participants acknowledged the importance of CWS' contributions to public health, they also noted that water quality is just one aspect of a broader array of health determinants. Issues such as obesity, drug addiction, and other societal challenges extend beyond the scope of CWS' mission. As such, the impact of CWS on overall public health, though significant, should not be overstated.

"Their job is clean water and to process sewage in such a way that it's discharged isn't harmful. That's their job. They're not in charge of, for example, people's diet or obesity or anything else, or air quality."

– Elected Official

Participants rated CWS involvement with Overall Public Health:



Community Livability

- **Integration of Water Resource Management and Habitat Restoration**

Interviewees emphasized the importance of combining water resource management with habitat restoration efforts. Participants are hopeful that CWS will further expand these initiatives, which play a crucial role in improving community livability. They highlighted the strong link between effective wastewater management and overall quality of life, warning that inadequate management could have a significant negative impact on livability.

"I see Clean Water Services as an entity that is situated to be such an important voice and advocate for things like protecting the water, planting trees, creating shade and creating habitat instead of just removing habitat for human occupation."

– Community Partner





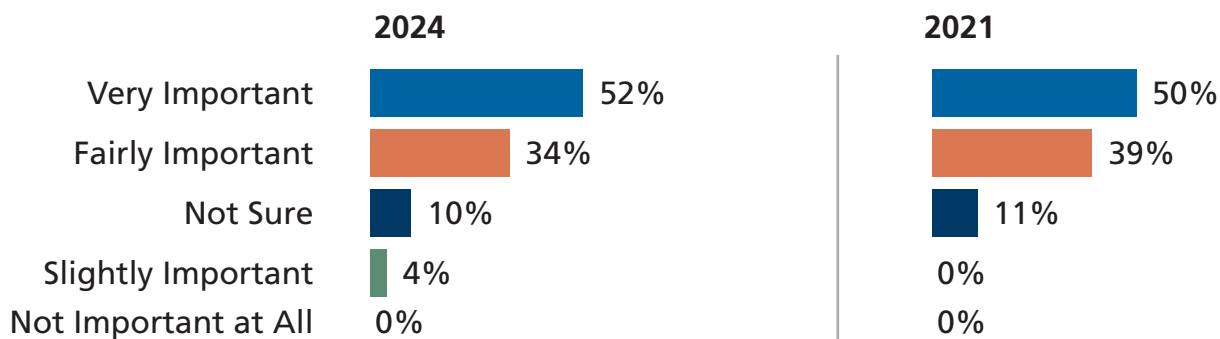
- **Infrastructure Reliability and Growth Management**

The functionality of sanitary sewer systems was identified as a key factor influencing community livability. Participants pointed out that effective wastewater management is essential for maintaining livable conditions, especially in areas where water quality is at risk. Furthermore, they recognized the need for CWS to balance environmental regulations with affordable housing demands and efficient stormwater management amidst ongoing development.

"The quality of our community is as good as its infrastructure's functioning. In this case, you know, sanitary sewers are a critical infrastructure utility. And if it goes well, it enables livability. If it doesn't go well, then livability is compromised."

– Government Representative

Participants rated CWS involvement with Community Livability:



Washington County's Economy

- **Economic Impact of Wastewater and Stormwater Management**

Participants highlighted that efficient and cost-effective management of wastewater and stormwater is crucial for attracting and retaining businesses in Washington County. They warned that inadequate performance or excessive cost increases by CWS could adversely affect the local economy. Moreover, effective management of these systems was viewed as a potential economic driver, with suggestions to integrate economic considerations into CWS' initiatives.

"It is very important for them to keep their system working and cost-effective, it'll continue to attract and retain businesses. So, if they stop doing a good job at what they're supposed to be doing, or if they make it too expensive, that can harm the economy. So, they have to find that balance."

– Environmental Interest Representative





- **Connection Between Community Livability and Economic Vitality**

There was a strong consensus that community health and environmental quality are closely tied to economic vitality. Participants emphasized that a clean environment and good public health improve livability, attracting businesses and residents, fostering a stronger economy. However, they also pointed out that reasonable utility fees for wastewater and stormwater services are essential for maintaining community affordability. Concerns about high rates suggest an opportunity to educate the public about these needed services. By clarifying the value of the services provided and ensuring transparency about how funds are used, the community can better understand the importance of these fees in supporting both environmental quality and economic stability.

"If the community livability is high with a clean environment, clean air, good public health, all these things that make up life and what we teach our children if the community is healthy, the businesses will be healthier. They'll be able to attract people to move here to work for a company. All of this ties together for a better economy. People do like coming to a place that has pretty waterways and places you can go see, take walks in nature."

– City Manager

- **Supporting New Infrastructure Development**

Participants unanimously agreed on CWS' vital role in supporting infrastructure development necessary for economic growth. They emphasized that timely service provision, such as sanitary sewer and stormwater management, is crucial for fostering new industries and businesses.

"They play such a critical role in new businesses and new industries coming in."

– City Manager

- **Job Creation and Increasing Diversity in Workforce**

Participants called for a greater focus on hiring diversity and equitable job opportunities, stressing the importance of stable, quality jobs within the community. They also expressed a desire for clearer metrics to quantify CWS' economic contributions, particularly in terms of job creation and infrastructure development.

"They need to hire more people of color because those are good jobs that don't go away."

– Community Partner

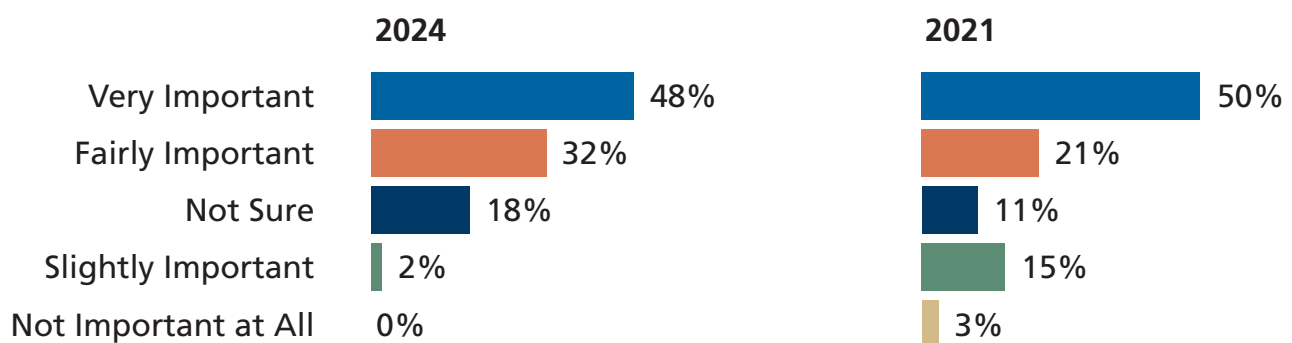




"That's multiple, it's not just the fact that they provide jobs for local folks in the community, but also how do you quantify what the impact of not doing some of this restoration is to people that count. People just want to know what the impact is and how much is this going to cost me?"

– Environmental Interest Representative

Participants rated CWS involvement with Washington County's Economy:



Managing and Planning for Climate Change

- **Recognition of Climate Change's Impact and Urgency for Action**

Participants acknowledged that CWS operates in a challenging climate context and faces limitations in its water management capabilities due to broader climate issues. They emphasized the need for proactive measures to address these challenges, such as ensuring that the water released into the Tualatin River maintains appropriate temperatures. There was a strong call for increased urgency and resource allocation toward initiatives that effectively manage climate impacts.

"I think that there needs to be a lot more urgency with climate change because it is coming at us very quickly. I'd like to see Clean Water Services use more resources in order to ensure that our river is as healthy as possible because we only have one chance. They are taking really good steps toward it, but there does need to be more urgency around that."

– Environmental Interest Representative



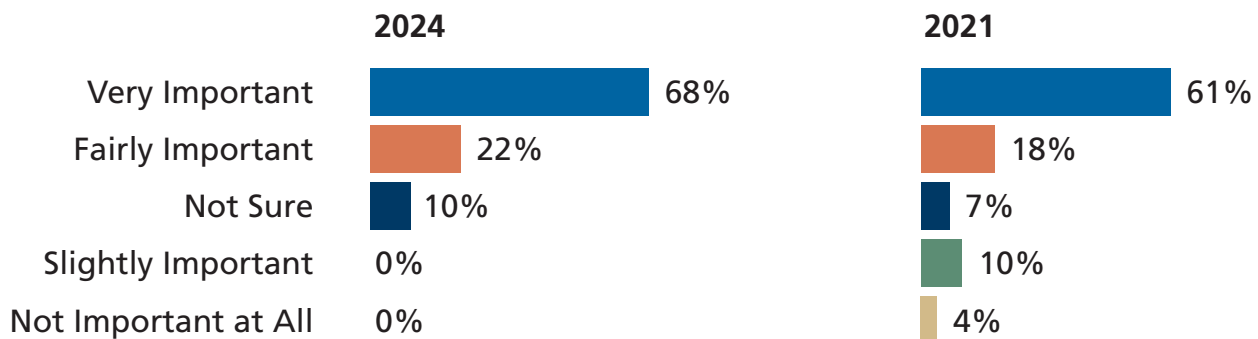
- **Education, Community Engagement, and Equity**

Participants emphasized the importance of ensuring that the voices and concerns of disadvantaged communities, such as communities of color, low-income residents, and rural populations are central to CWS' climate adaptation strategies. They highlighted the need for an inclusive approach that recognizes these groups may be disproportionately affected by environmental changes, including water scarcity or flooding. By prioritizing these perspectives, CWS could ensure its actions are equitable and informed by the lived experiences of those most vulnerable to climate impacts. Leveraging existing data to better understand and address these disparities is a critical step toward developing targeted solutions that foster climate resilience across all community sectors.

"We focus on the environment and its impacts in our case on communities of color. But when you do that for communities of color, you're doing it for everybody because everything that is good for communities of color, is usually better for the other communities. But we're the ones who experience the most negative impacts."

– Community Partner

Participants rated CWS' involvement in Helping Mitigate Climate Change:





Climate Action Roadmap

CWS' Climate Action Roadmap provides the foundation for addressing climate change impacts across the organization. As part of CWS' efforts to understand how this initiative aligns with local stakeholders, we asked participants questions about how climate change is prioritized in their city or organization, and what concerns they have regarding climate risks. Below is a summary of the key findings from these discussions.

Exploring Perspectives on Climate Change, Climate Justice and Adaptation

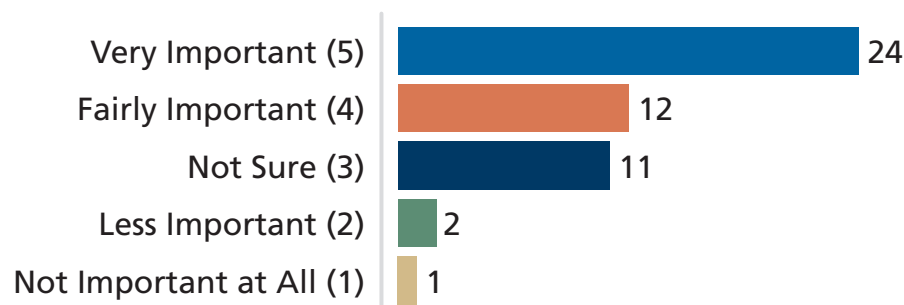
Clean Water Services Climate Action Roadmap Definitions

Climate Change: A change in global or regional climate patterns, particularly one apparent from the mid to late 20th century onwards and attributed largely to the increased levels of atmospheric carbon dioxide produced by fossil fuels.



Climate Justice: Acknowledging the various climate-change driven social, economic, environmental, health, and other adverse impacts on historically marginalized communities and addressing them through long-term mitigation and adaptation strategies.

- **Perspectives on the Importance of Climate work**
Participants were asked to rank the importance of climate mitigation, resiliency, and adaptation for their organization or city on a scale from 1 to 5, with five representing very important and one representing not important at all. Twenty-four participants ranked this issue as very important, indicating a strong consensus among the group. This overwhelming agreement highlights that they collectively see it as a priority that deserves attention and action.





- **Integration of Environmental Justice and Community Awareness**

A key theme emerged around the intersection of climate action and environmental justice, with participants stressing that meeting the needs of underserved communities ultimately benefits everyone. There is also a rising awareness of climate change within communities, indicating that while it may not be the top priority, it remains a significant concern for residents. To enhance its climate change efforts, participants suggested that CWS improve its permitting processes and increase outreach to communities, particularly those that are underserved. By providing better education and resources, CWS can inform residents about climate issues and ensure that processes are more inclusive.

"I think it is very important that they have that active outreach and education presence because they can only control what happens in their water quality, like the wastewater treatment plants. They can't always control what's happening in other places like on the streets or in people's yards or driveways. To help combat that, it is important to continue the education and outreach component."

– Academia Participant

- **Balancing Challenges and Opportunities in Climate Action**

Participants acknowledged the complexities and financial constraints associated with implementing climate action initiatives. While some expressed a commitment to integrating climate action into their priorities, others highlighted the need to balance these efforts with pressing municipal concerns such as housing and economic development. Additionally, despite skepticism regarding the feasibility of large-scale changes, a growing interest in climate action was noted, with some community organizations actively seeking to enhance their sustainability efforts and update their climate action plans. This indicates challenges and opportunities for advancing climate initiatives within the current landscape.

"It's not a main focus of ours right now because now we're focusing on the areas that we could develop. So, while it is a high priority and we've taken measures to ensure it's a high priority, we still have a responsibility to ensure that we meet our housing targets, our economic development targets and that the city is meeting its production targets. So, there are other elements that are weighed equally."

– City Manager





Climate Hazards

- **Impact of Climate Change on Community Resilience**

Participants highlighted the significant effects of climate change, particularly changing precipitation patterns, which have increased flooding and drought in their communities. There is widespread concern about the preparedness of existing systems to handle these changes, particularly in ensuring safe drinking water as water availability fluctuates. This unpredictability in weather patterns necessitates improvements in wastewater management and creates urgency for developing strategies to enhance community resilience against extreme weather events, such as heat waves and wildfires.

"The changing precipitation patterns can lead to flooding, drought and other changes in the ecosystem that we're not prepared for."

– Environmental Interest Representative

- **Wildfires and Fire Management Concerns**

Participants clearly understood that climate change—manifested through higher temperatures, shifting precipitation patterns, and increasing wildfire risks—poses significant threats to their community's health and safety. Specifically, they identified wildfires as a significant concern, emphasizing the need for improved fire management strategies to address the extended fire season. They highlighted the health risks associated with wildfire smoke, particularly for communities near forested areas, and stressed the existential danger wildfires pose, demanding proactive measures to protect infrastructure and public health.

"I think wildfire is an existential threat to our organizations, and you don't have to look too far to see how it could happen at any given moment, even here in our own service area."

– Public Utility Participant





- **Interconnected Climate Challenges and Community Health**

The interviews revealed a deep understanding of the interconnectedness of climate issues, emphasizing that rising temperatures contribute to water scarcity, threaten food production, and strain health systems. Participants expressed heightened concern over drought, the increasing frequency of extreme heat events, and wildfires, which pose existential threats to both human health and the natural environment. There is a strong call for public awareness and proactive action to address these climate challenges, fostering a collective commitment to building a more resilient and sustainable community.

"The changing precipitation patterns kind of capture everything since we're dealing with water. It could be that with less water, we will have less drinking water, and therefore we will need to do a better job at cleaning our wastewater so that the wastewater can be fed back into the drinking water. I think, the changing precipitation patterns is a catchall for either it being too dry and hot, and the water getting hotter, the water getting more concentrated with contaminants."

– Environmental Interest Representative



References

LMS used the following sources to support its research on assessing the strengths and opportunities for Clean Water Services.

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 6. What's The Pont. (2019, July 27). Power in Partnerships and When it Goes Bad. What's The Pont. <https://whatsthepont.blog/2019/07/27/power-in-partnerships-and-when-it-goes-bad/>
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Stakeholders who participated

Academia

1. Rich Van Buskirk, Professor & Department Chair, Pacific University
2. Val Brenneis, Ph.D., Environmental Studies Faculty, Portland Community College

City Managers

1. Jolynn Becker, City Manager, City of Banks
2. Dan Weinheimer, Assistant City Manager, City of Beaverton
3. Peter Brandom, City Manager, City of Cornelius
4. Jordan Parente, City Manager, City of Durham
5. Robby Hammond, City Manager, City of Hillsboro
6. Michael Weston, City Manager, City of King City
7. Rob Drake, City Manager, City of North Plains
8. Craig Sheldon, City Manager, City of Sherwood
9. Steve Rymer, City Manager, City of Tigard
10. Sherilyn Lombos, City Manager, City of Tualatin

Community Partners

1. Marcus Mundy, Executive Director, Coalition of Communities of Color
2. Annie Lindekugel, Executive Director, Community Services Network
3. Matt Wellner, Director of Development & Acquisitions, Crandall Group
4. Dave Cady, David Weekley Homes
5. Ted Labbe, Co-Director, DEPAVE
6. Molly Alloy, Co-Director, Five Oaks Museum
7. Monique Claiborne, President and CEO, Greater Portland Inc
8. Preston Korst, Director of Policy & Government Affairs, Home Building Association



9. Carly Riter, NW Region Government Affairs Manager, Intel
10. Jenny Kim, Executive Director, Partners in Diversity
11. Musse Olal, Chairman, Somali American Council of Oregon
12. Elizabeth Mazzara Myers, Executive Director, Westside Economic Alliance

Elected Officials

1. Stephanie Jones, Mayor, City of Banks
2. Lacey Beaty, Mayor, City of Beaverton
3. Ken Helm, Oregon House of Representatives-District 27, City of Beaverton and Cedar Hills
4. Jeffrey Dalin, Mayor, City of Cornelius
5. Steve Callaway, Mayor, City of Hillsboro
6. Malynda Wenzl, Mayor, City of Forest Grove
7. Gerritt Rosenthal, Councilor, Metro District 3
8. Juan Carlos Gonzales, Councilor, Metro District 4

Environmental Interest Representatives

1. Jonathan Soll, Science and Stewardship Division Manager, Metro Regional Government
2. Eva Kristofik, Assistant Refuge Manager, National Wildlife Refuge System-U.S. Fish & Wildlife Service
3. Dawn Uchiyama, Director, Portland Bureau of Environmental Services
4. Niki Munson, Land Acquisition Manager, Riverside Homes
5. Tara Wilkinson, Co-Director, The Intertwine
6. Theresa Huang, Co-Director, The Intertwine
7. John Harkness, Land Entitlement Manager, Toll Brothers
8. Glenn Fee, Executive Director, Tualatin Riverkeepers
9. Scott McEwen, Executive Director, Tualatin River Watershed Council
10. Lacey Townsend, Executive Director, Tualatin Soil and Water Conservation District

11. Scott Black, Executive Director, Xerxes Society

Government Agencies Representatives

1. Rachel Sykes, Public Works Director, City of Tualatin
2. Doug Menke, General Manager, THPRD

Public Utilities

1. Nina Carlson, Government and Community Affairs Consultant, NW Natural
2. Randy Ealy, Manager of Local Government Relations, PGE
3. Bobby Nuvolini, District Manager, Tualatin Valley Irrigation District
4. Jim Love, Chairman, Tualatin Valley Irrigation District
5. Nick Godfrey, Senior District Manager, Waste Management Hillsboro Landfill

Messages to the CEO

The following are participant responses to the question of what they would tell Diane Taniguchi-Dennis, Chief Executive Officer of CWS, to pay attention to in upcoming years if they were in a room with her.

- "We must establish systems to preserve institutional knowledge and ensure it isn't lost. Additionally, we should create ways to identify and empower new youth leaders, bringing fresh perspectives and energy into the organization. This balance will help us retain valuable insights while fostering the next generation of leaders for the future."
- "We should focus on enhancing stream health by expanding habitat work across natural environments, agricultural land, and urban areas, ensuring our streams provide maximum value to the community."
- "I would encourage her to keep going, as it's important. Clean water initiatives have made a significant impact over the years."
- "Service costs are rising, particularly in this area, and climate complications add to the challenge. It's crucial to consider our regional partners, and I hope we can explore wastewater service models from other states and regions."
- "I would encourage her to continue her excellent work. She is an exceptional leader who values the contributions of her staff in the field and understands that she doesn't need to dominate discussions. Her ability to engage with both the government and the community is truly unique."
- "I would advise her to prioritize the environment and community. Protecting the environment, including water and wetlands, is essential, and all other efforts should consider the community first."
- "We must focus on the affordability of homes for developers and builders, as our state urgently needs this. All agencies and cities should consider how rules, regulations, and fees impact builders in producing affordable housing. The main issue is the availability of land. If Clean Water Services could advocate for more responsible land access that aligns with its goals, it would be very beneficial."
- "As a city, we may not fully understand federal compliance issues. I learned about them at a show-and-tell meeting, where they explained their maintenance efforts. I would ask her about her long-term plan for maintaining federal compliance. What does the roadmap look like, and what are the associated costs?"



- "You should focus on improving relationships, especially with cities and co-implementers, as there's still much to be done. Collaborating can be challenging. Additionally, we need to address the high costs of installing and maintaining systems like wastewater and stormwater, which should remain separate. We should explore ways to save money, possibly by rethinking governance or fostering partnerships for better maintenance."
- "I appreciate the ongoing support from Clean Water Services. It's important to recognize their limitations in working near water sources. They have invested significantly in the lake, and while we may not communicate regularly, we are actively seeking different funding sources to continue this important work."
- "From a developer's perspective, I encourage them to strive for efficiency by implementing processes that support their ultimate goal of protecting our resources."
- "We need to focus on the upcoming growth of our industrial sector and ensure we can keep up with it. They've been great partners so far, and we hope they continue to prioritize this for the community."
- "We need a main trunk line to service the west side, including Beaverton, Tigard, and King City. My top priority is establishing this gravity feed main to enable full development in these areas."
- "We should invest in infrastructure that supports economic growth and housing for residents. I believe Clean Water Services can play a key role in fostering our region's long-term economic success."
- "Focus on collaboration and partnerships rather than the technical details. It's more about how we get things done together."
- "I recommend enhancing the natural solutions and systems you have already implemented."
- "We need effective asset management planning to ensure our systems are resilient to disasters, especially since infrastructure can be vulnerable to earthquakes during a Cascadia event. It's important to mitigate future disasters, as people often take reliable services for granted until something goes wrong."
- "We need low-income assistance because Clean Water Services makes up the largest portion of water bills, which can be expensive for many. With rising costs for electricity, natural gas, and water, it's crucial to provide support, similar to the low-income assistance offered by PGE, Northwest Natural Gas, and water districts."

- "We should focus on climate change and take a leadership role with community partners to improve conditions in our county."
- "Clean Water Services is effectively addressing growth and new development, but it needs to focus more on sediment quality in the Tualatin River."
- "My top priority is climate resilience, especially in low-income communities with less vegetation, tree shade, and stormwater management. Clean Water Services is crucial in helping the county and cities mitigate climate change impacts and build a more resilient community."
- "In a small community, we need to offer services like those in larger cities. Programs such as Purple Pipe or recycling could benefit us, but they must be tailored to fit our smaller city."
- "We should prioritize our sewer system. They plan well for future needs and technologies, and they are aware of upcoming federal regulations on chemicals that must be tested and removed from our water and sewer systems."
- "I prioritize navigating climate change and improving internal diversity, equity, and inclusion (DEI). These two areas are crucial and can help establish standards and strategies for managing the uncertainties of climate change."
- "We need to closely monitor the aging infrastructure under our city streets and determine the most efficient times to replace and update it."
- "She has an excellent reputation and should empower her new chief of staff to improve communications and partnerships. As a utility, we're focused on efficiently delivering electricity to Washington County, but permitting challenges threaten our scalability and transmission efforts."
- "Their infrastructure capacity and resilience are crucial due to Washington County's rapid growth, which I'm sure they are already addressing."
- "Be aware of the business environment as we aim to attract large employers through the CHIPS Act."
- "Clean Water Services could benefit from integrating Indigenous land and water stewardship, moving beyond Western management practices to include Indigenous perspectives."
- "Pay close attention to urban growth boundary expansion areas, which I think they're doing."
- "We need to ensure cost-effective sewer and stormwater services for future growth while promoting a strong customer service culture throughout Clean Water Services, from leadership to inspectors."



- "Please prioritize communication and strong partnerships while ensuring we keep rates as low as possible."
- "We must address climate change and biodiversity together, as both are essential for a livable planet."
- "I think she's wicked smart."
- "I think we're lucky to have her."
- "We should focus on water and land banking to preserve key areas."
- "Preserving wetlands and natural areas is crucial. I encourage Clean Water Services to present a reuse plan for inclusion in the water master plan and visioning process."
- "Clean Water Services is a really trusted and valuable partner."
- "We must connect with our diverse communities, ensuring we serve everyone effectively."
- "We need to engage our diverse communities to serve everyone effectively."
- "Washington County faces significant economic and socioeconomic disparities, particularly regarding wealth and access to water. We should invest in communities with low-income housing, seniors, and immigrants or refugees who may have language barriers."
- "Clean Water Services must enhance efforts to protect water resources and habitats, as increased development and climate change will negatively impact water quality."
- "We should explore creative solutions and technologies that may seem hypothetical now but will become common in the future. Adopting a creative mindset for new projects is essential."
- "While Clean Water Services isn't a retail business, increasing brand recognition can still be valuable. It's important to focus on your target audience and clients, but broader awareness can benefit the organization overall. Enhancing branding efforts could help reach a wider audience."
- "Focus on industrial symbiosis to identify companion companies or services that can help maximize profit from waste streams. There is significant potential in this approach."
- "CWS must become more visible as key service providers, actively tackling climate change and solving community problems. They should not only ensure compliance but also proactively address future challenges and plan for the costs of strengthening our infrastructure."

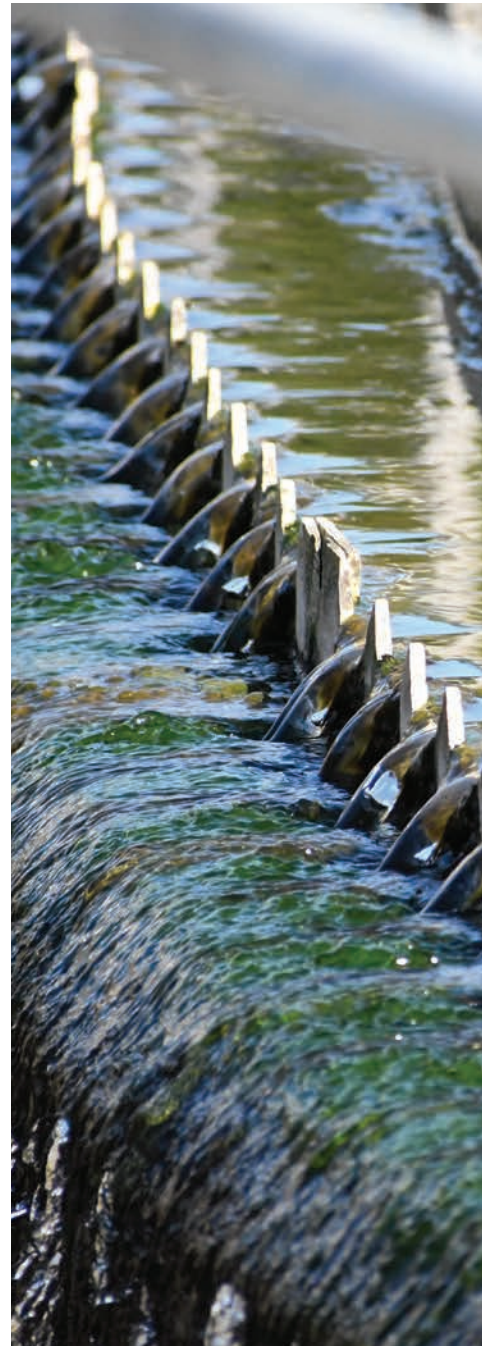
- "PFAS is a significant issue; understanding it is crucial. While it's clear we need to phase it out, we must find effective and efficient ways to do so without just throwing money at the problem. This is already a focus for many, as it's on everyone's mind."
- "We must acknowledge the increasing federal environmental and health regulations concerning PFAS management, which is a shared problem requiring collective solutions. It's crucial to establish effective regulations and to ensure Clean Water Services can sustainably meet the forecasted capacity increases."
- "We need to focus on understanding and managing unregulated contaminants in treated effluent. Additionally, we should anticipate the impacts of climate change and adapt our strategies accordingly."
- "I want Clean Water Services to be more transparent about annexation and asset transfers to the city. Currently, there is no revenue exchange, leaving the city responsible for future maintenance. We ask them to work with city staff over the next three years to develop a revenue transfer formula for annexations."
- "We need to focus on how regulations impact development, emphasizing teamwork with partners. It's important to be aware of rising capital and maintenance costs amid increasing regulatory requirements, as cities face competing priorities and limited budgets. The challenges extend beyond just sewer and stormwater to include overall infrastructure needs."
- "We need greater transparency in rate setting for jurisdictions accountable to their communities, clearly outlining how revenue requirements will be used."

Discussion Questionnaire

1. What is the first thing that comes to mind when you think of Clean Water Services?
 - a. What are one or two things CWS has done well in the last few years?
2. What do you feel made those things successful?
3. Are there things they could have done better? Or opportunities they missed?
4. What are the important measures CWS should use to understand its positive impact on protecting the local environment?
5. CWS says they are committed to community health and protecting the health of the Tualatin River. How would you describe their success?
 - a. Very Successful
 - b. Somewhat Successful
 - c. Not sure if they were Successful
 - d. Very Unsuccessful
 - I. Why do you assess them that way? What comes to mind when you say that?
6. How would you describe the quality of your relationship between CWS and your city/company/community?
 - a. How could this interaction be improved?
7. Thinking about that, what role do you think CWS should play in the community?
 - a. Not Important at all
 - b. Slightly Important
 - c. Fairly Important
 - d. Very Important
8. Overall public health?
 - a. Not Important at all
 - b. Slightly Important
 - c. Fairly Important
 - d. Very Important

9. Community livability?
 - a. Not Important at all
 - b. Slightly Important
 - c. Fairly Important
 - d. Very Important
 10. Washington County's economy?
 - a. Not Important at all
 - b. Slightly Important
 - c. Fairly Important
 - d. Very Important
 11. Managing and planning for climate change?
 - a. Not Important at all
 - b. Slightly Important
 - c. Fairly Important
 - d. Very Important
 12. What's the most important aspect about CWS that the community should know?
 13. If you are in a room with Diane Taniguchi-Dennis, Chief Executive Officer of CWS, and say, "Diane, if you do nothing else, pay attention to X in the coming years." What would you tell her?
- Climate Action Roadmap 2024 Questions:
1. How do you rank the importance of climate mitigation, resiliency, and adaptation for your own city/organization? (1 being the least important; 5 being the most important)
 2. With climate hazards and risks (such as sustained higher temperatures, wildfires, or changing precipitation patterns), what is the one climate-related hazard that worries you the most? [open-ended]
 - a. Please, briefly describe what your city/organization is doing to address that concern [open-ended]





CleanWater Services



CWS Billing: Potential Future States



DISCUSSION PAPER

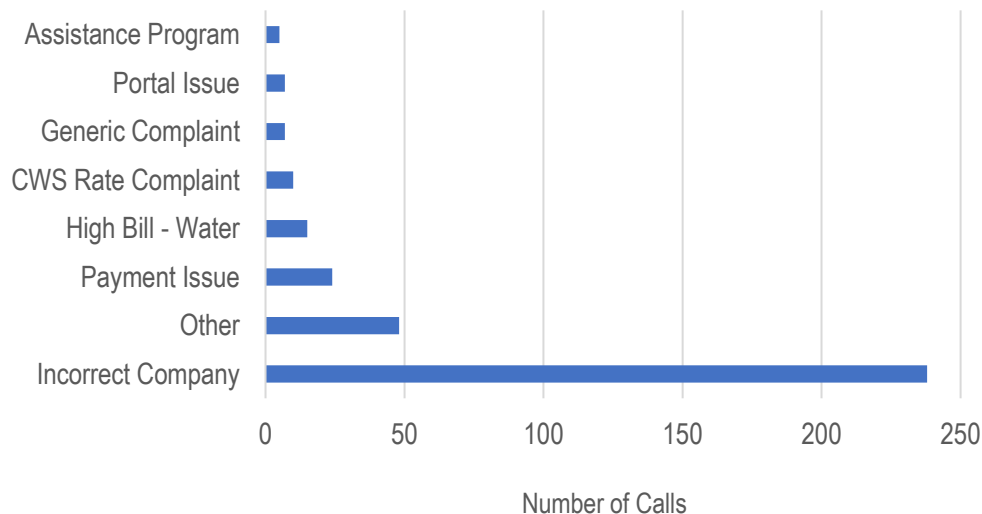
CWS Billing

Staff provided a discussion of the current billing practices for Clean Water Services (District) at the July 18, 2025, Board Work Session. Based on that discussion, the District's Board of Directors (Board) asked staff to provide additional information related to utility billing customer service call activity and examples of utility assistance programs offered by other utility service providers in the area. The Board also asked for additional information regarding a billing feasibility study, including a timeline. This discussion paper provides information generated in response to the Board's requests.

CALL STATISTICS

Effective August 1, our utility billing representatives are informally tracking call types in response to a Board inquiry. They are tracking all call types except standard calls to stop or start service.

Currently, 64% of the calls tracked were categorized as "Incorrect Company," where, for example, a caller needed to speak with someone at another organization, such as Tualatin Valley Water District or a city. Callers are referred to the correct entity. The next largest category, with 14% of calls, is "Other." This type of call encompasses issues from needing assistance from a different department, such as permitting, to questions regarding collections notices.



CUSTOMER ASSISTANCE PROGRAMS

The District has been approached by partner cities in the past to offer some form of assistance program in alignment with the programs the cities are offering. The Board recently asked District staff to evaluate the opportunity to offer an income assistance program for our customers. The Board requested additional information regarding assistance programs offered by other utilities, the cost of the program, and how the programs are funded or budgeted.

District staff reviewed other utility websites and contacted the cities of Cornelius, Beaverton, Forest Grove, Hillsboro, Sherwood, Tigard, and Tualatin, seeking the following information:

- Utility assistance programs offered
- Cost of the programs
- How the programs are funded
- Annual bad debt expense

Not all cities responded, and responses did not include all the information requested. Attachment A is a summary of the responses received, and information pulled by District staff from the utilities' websites.

BILLING FEASIBILITY STUDY

The District has been asked by partner cities to evaluate the ability to provide billing for regional customers in our service area, and the Board would like to identify options to offer an income assistance program. District staff recommend hiring a consultant to conduct a new utility billing feasibility study to identify options to address these opportunities.

A draft scope of work has been developed for a utility billing feasibility study (see Attachment B). This scope is for a consultant to identify and evaluate the feasibility of alternatives to the District's current utility billing system. This includes evaluating the feasibility of direct billing regional rates for any or all partner cities currently billing on the District's behalf, as well as alternatives for implementing an income assistance program Districtwide.

A key component of this study is to identify and engage stakeholders to ensure a comprehensive analysis is completed.

The estimate to complete this project is by the end of 2026 to allow time to focus on developing a budget for Fiscal Year 2026-27 and to engage with co-implementers.

BOARD CONSIDERATIONS

- Does the scope of work capture everything the Board wants?
- Is there any additional information the Board needs?

PREVIOUS DISCUSSIONS

- July 18, 2025, work session

Customer Assistance Programs

DEFINITIONS

ADU: accessory dwelling unit

CAP: Community Action Program

C.A.P.E.: Customer Assistance Program for Energy & Water

HUD: Housing and Urban Development

LIHEAP: Low Income Home Energy Assistance Program

OHP: Oregon Health Plan

SNAP: Supplemental Nutrition Assistance Program

SWM: stormwater management

TANF: Temporary Assistance for Needy Families

WIC: Women, Infants, and Children

BANKS

- Link to Community Action website.

BEAVERTON

- Assistance offered up to three times per 12-month period.
- Eligibility managed through Community Action.

CORNELIUS

- Relief assistance on two utility bills in a 12-month period. Total not to exceed \$300. Assistance is based on available funding being. Assistance through Salvation Army.
- To qualify, customers must be listed on the bill and participate in government assistance program (SNAP, WIC, TANF, OHP, free/reduced lunch, energy assistance public housing/Section 8) or household earns at or below 185% of the federal poverty limit for 60 days (four-person household: \$59,478).

FOREST GROVE

- Average monthly payment program (equal pay).
- C.A.P.E. has income limits, but they're not listed on the website

GASTON

- None listed on website.

HILLSBORO

- One-time assistance per 12-month period based upon household size
 - 1-4 people \$300
 - 5-8 people \$400
 - 9 or more \$550
- Must be on either a government assistance program (SNAP, WIC, TANF, OHP, free/reduced lunch, energy assistance program, or public/Section 8 housing) or meet the HUD criteria household (60% median income past 30 days)
 - 4-person household \$5,899.17 monthly or \$70,790 annually
- Eligibility managed through Community Action.
- Customers assisted in FY25 totaled \$89,659 for sanitary sewer and stormwater

LAKE GROVE

- None listed on website

LAKE OSWEGO

- None listed on website

NORTH PLAINS

- Website references Community Action when looking for assistance and links to its website

PORTLAND

- Combined income from everyone 18 and over living in the home that is 60% of the state median income. Income is all money from wages, tips, social security, alimony, child support, unemployment, public assistance, pensions, interest/dividends, rental income, self-employment, and veterans' benefits
- Tier 1 discount: 4-person household=\$6,205 monthly or \$74,460 annually (through July 2026)
- Tier 2 discount: 4-person household=\$3,103 monthly or \$37,236 annually (through July 2026)
- Cannot be a property with an ADU
- Must make payment on all billings received; missing two payments will result in termination from program

RALEIGH

- None on website

SHERWOOD

- Provide both a low-income assistance and hardship assistance program.
- 31% of assistance programs are funded by the city's sewer and storm utilities
- FY25: low-income assistance budgeted: \$900, paid out: \$767.60
- Hardship assistance budgeted: \$1,650, paid out: \$2,456.32
- 31% of SWM/sewer fund assistance or \$999.41

TIGARD

- Assistance on water portion of two utility bills not to exceed \$250 total per 12-month period
- Eligibility managed by St. Vincent de Paul
- Annual budget of \$20,000

TUALATIN

- \$300 in utility assistance per 12-month period
- Income at or below 60% of the Oregon median income over past 60 days
 - 4-person household \$5,899.17 monthly or \$70,790 annually
- Eligibility managed through Community Action

WEST SLOPE

- Leak adjustments only listed on website

TUALATIN VALLEY WATER DISTRICT

- Offer both an emergency assistance program and ongoing income assistance program
- Emergency assistance is \$344 once per year. Pledges have been made to 369 customers totaling \$92,420 in 2025 through May
- Customer Assistance Program (CAP) provides ongoing 20% water bill discount for 24-month period
 - 870 enrollments since November 2024 inception
 - \$44,133 total discounts taken
- Income at or below 60% of the Oregon median income over past 60 days.
 - 4-person household \$5,899.17 monthly or \$70,790 annually, or enrolled in qualifying assistance programs (SNAP, TANF, LIHEAP, WIC, free/reduced lunch, HUD, and OHP)
- Eligibility managed for both plans through Community Action.

Utility Billing Options Feasibility Study Scope Outline

Purpose

Consultant will identify and evaluate the feasibility of alternatives to the District's current utility billing system. This includes evaluating the feasibility of direct billing regional rates for any or all partner cities currently billing on the District's behalf, as well as alternatives for implementing an income assistance program Districtwide.

Scope

- Develop a complete understanding of the billing system through assessment of the current intergovernmental agreement (IGA) with Tualatin Valley Water District (TVWD), conduct a business process and system “walk-through,” and interview management, key staff, and stakeholders, focusing on current and future needs.
- Obtain updated comparative information to assess the cost-effectiveness of the current IGA for joint billing services with TVWD.
- Identify alternatives to the current billing system with seven large city billing partners and evaluate the feasibility and projected implementation timeline of the identified alternatives.
- Identify advantages and disadvantages of directly billing the regional rates for sewer and stormwater to the District's customers, including any public relations efforts and/or costs the District could incur.
- Identify the impact to District and City staffs related to establishing a process between entities for information flow, such as starting and stopping services, updating information, etc.
- Estimate the potential of increased costs of uncollectible accounts due to the inability to shut off water if the District assumes billing responsibilities from partner cities.
- Evaluate and provide alternatives for the implementation of a Districtwide income assistance program.
- Evaluate and provide alternatives for the implementation of a Districtwide emergency assistance program.
- Develop a comprehensive report presenting feasible alternatives for consideration by the District. This will include:
 - Alternatives including relative risk levels, advantages/disadvantages, costs, and resource requirements.
 - A transition timeline for each alternative.
 - A comparison matrix of the current billing system to alternatives identified, including initial cost data and ongoing costs for 10 years.

CWS Billing: Potential Future States

Kathy Leader, Chief Financial Officer

Erin Lowery, Finance Manager



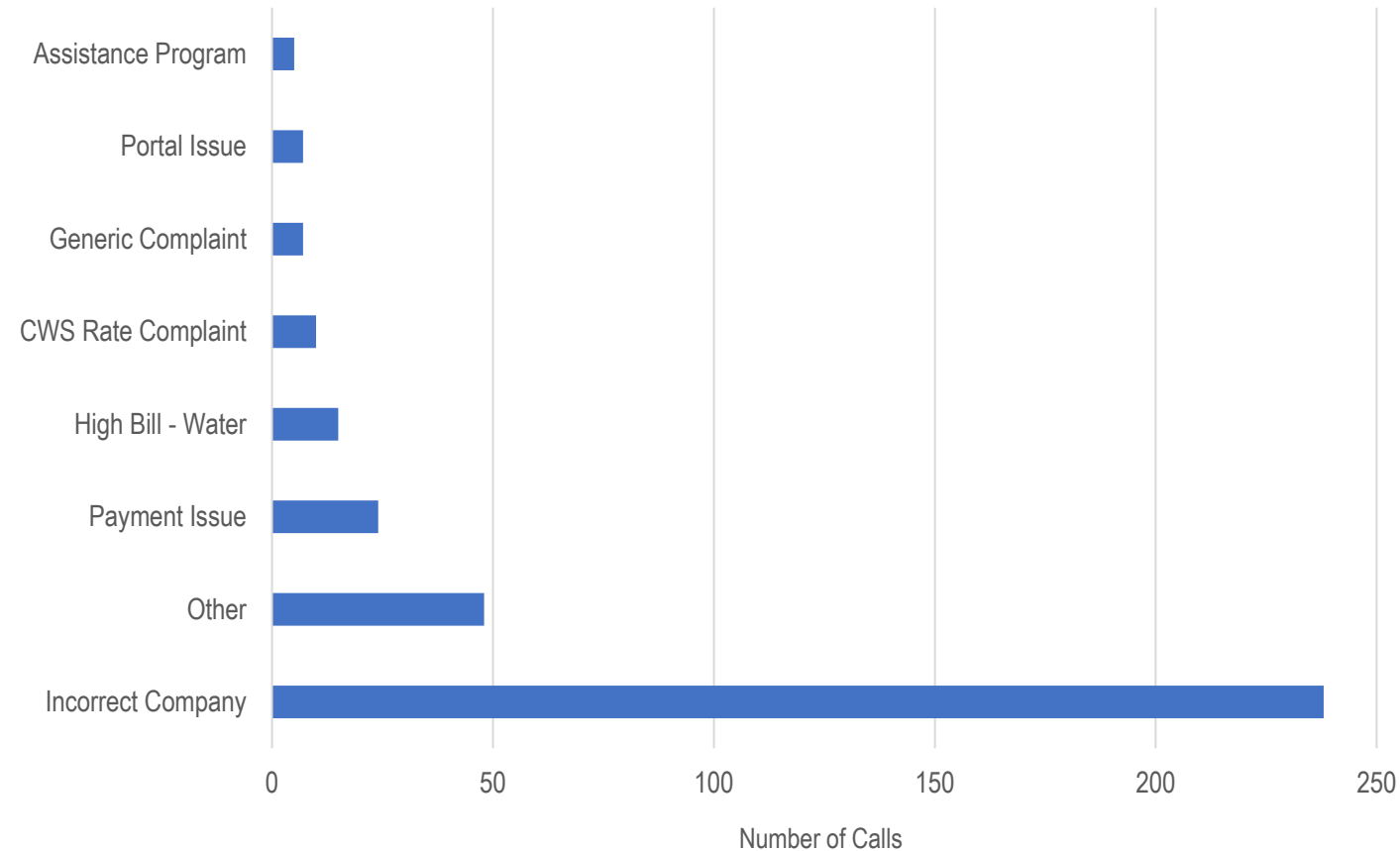
Presentation Overview

- Call statistics
- Partner city customer assistance programs
- Feasibility study
- Previous discussion
 - Work session: July 18, 2025



Incoming Call Statistics

- Informal call tracking: August 1 through September 8, 2025
 - Only calls with issues were categorized
 - Did not track starting or stopping service
 - Established seven distinct categories
 - ❖ 64% of tracked calls were related to calling the incorrect entity (e.g., caller needed to speak with Tualatin Valley Water District)



Assistance Programs

- Utility billing assistance programs
- Hillsboro, Cornelius, Beaverton, Tigard, Tualatin, Sherwood
 - Eligibility: Customer must meet one of the following:
 - ❖ Participation in a government assistance program such as SNAP (Supplemental Nutrition Assistance Program), WIC (Women, Infants, and Children), Oregon Health Plan
 - ❖ Household earns at or below an established income level
 - Cities partner with Community Action Organization of Washington County, Centro Cultural, Salvation Army, or St. Vincent de Paul for eligibility
 - Total cost of assistance programs to providers ranges from \$3,000 - \$90,000 per year for sewer/stormwater utility customers

Assistance Programs: Tualatin Valley Water District

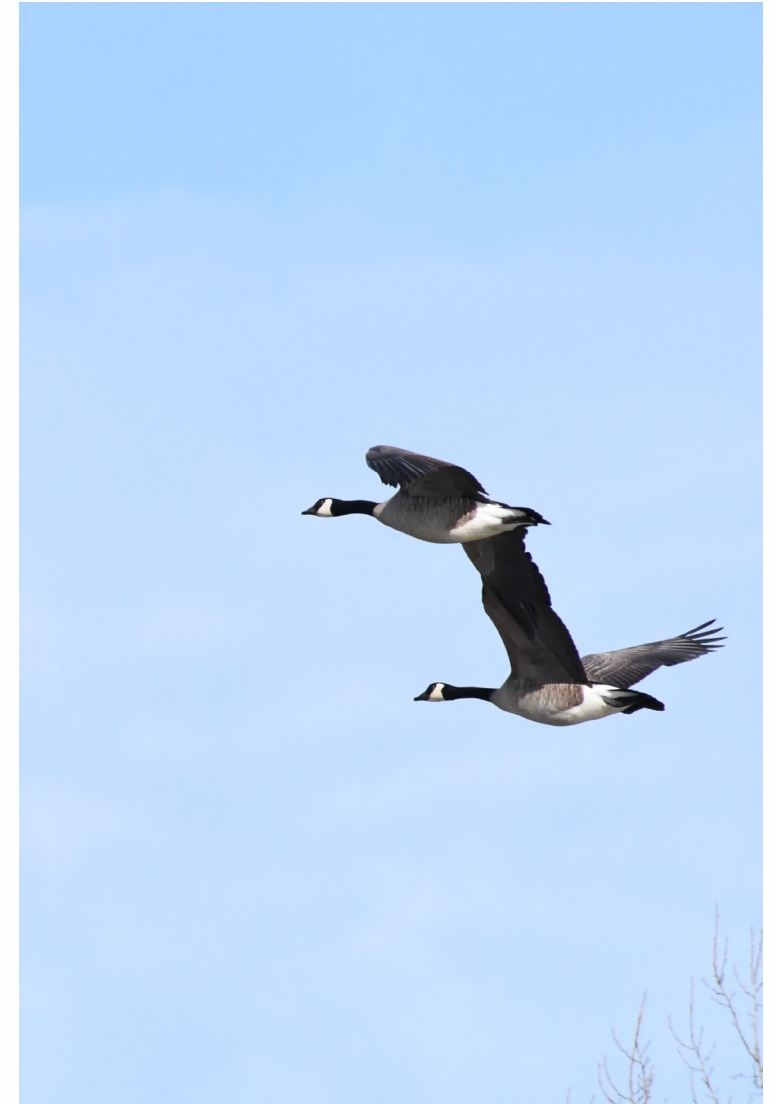
- Customer Emergency Assistance Program and ongoing Customer Assistance Program
 - Qualification provided by Community Action of Washington County
 - Eligibility: Customer must meet one of the following:
 - Participation in a government assistance program such as SNAP, WIC, Oregon Health Plan
 - Household earns at or below 60% of Oregon annual median income for past 60 days (\$5,899/month gross income for family of four)
 - Customers can qualify for both programs

Assistance Programs: Tualatin Valley Water District

- Customer Assistance Program
 - Ongoing 20% water bill discount for 24 months
 - 870 enrollments since November 2024 inception
 - \$44,133 total discount since inception
- Customer Emergency Assistance Program
 - Once per year for stated emergency
 - Must have a past due water balance and set up payment plan for any remaining balance
 - Current funding is \$344 per year for each eligible customer
 - Pledges to 369 customers totaling \$92,460 in 2025 through May

CWS Current Practice

- CWS offers payment agreements
- Adjustment to winter-water-average related to leak adjustment
- Closed accounts are sent to Fidelity Collections
- Bad debt write-offs
 - Account balances are written off after two years of no payment activity
 - Average of 0.39% of service fees billed are written off annually or \$167,000



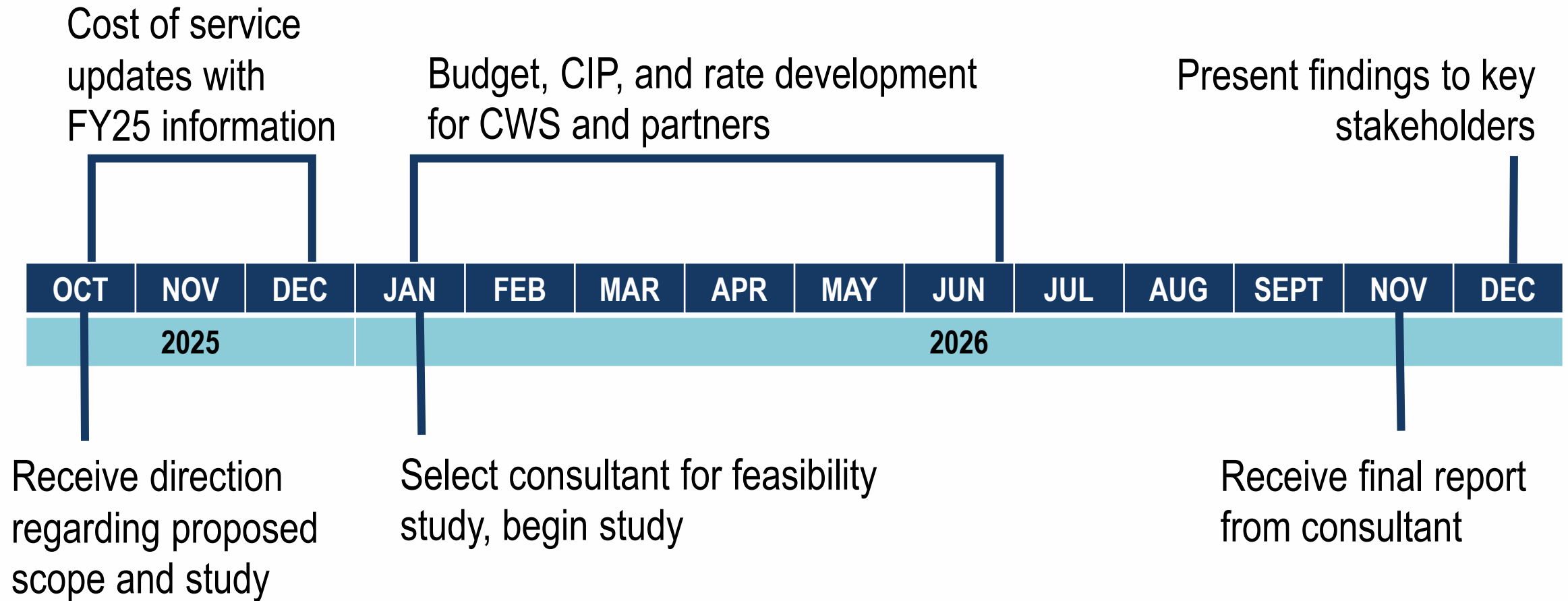
Joint Billing Timeline

- **July 1994:** Initial intergovernmental agreement (IGA) with Tualatin Valley Water District (TVWD) for joint billing
- **June 2018:** Phase I IGA with TVWD for billing system upgrade
 - Needs assessment and project management services
- **April 2020:** Phase II IGA with TVWD
 - Software vendor selection and system implementation
- **In process:** Phase III IGA
 - Ongoing operational agreement with TVWD
 - ❖ Five-year agreement with one-year opt-out

Billing Feasibility Study

- Identify and evaluate feasibility of alternatives to current system
- Identify and engage stakeholders
- Identify alternatives for implementing income assistance and emergency assistance programs
- Outcome will be a report presenting alternatives to consider, including:
 - Alternatives including risk, cost, resource requirements, and advantages/disadvantages
 - Transition timeline for any alternatives
 - Comparison matrix of the current billing system to alternatives identified, including initial cost and 10-year ongoing cost estimates

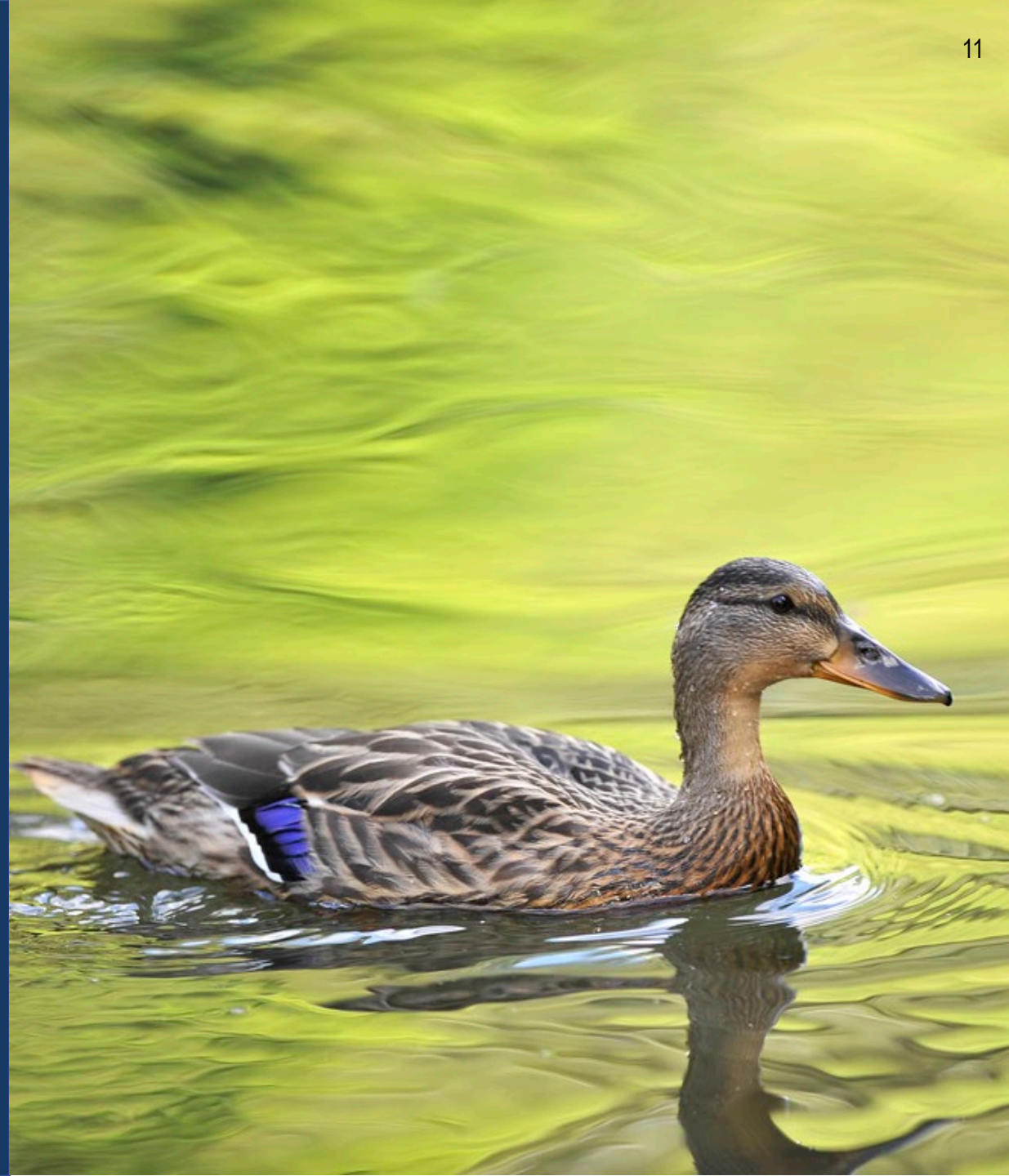
Proposed Feasibility Study and Finance Team Timeline



Questions:

Does the scope of work capture everything the Board wants?

Is there any additional information the Board needs?



Key Dates on FY 2026-27 CWS Budget Calendar

<u>Due Date</u>	<u>Task</u>
October 6	Distribute CIP budget instructions, begin entry
October 8	CWAC selects nominees for Budget Committee for Board approval
October 15	Determine FTE request requirements
October 15	Determine budget drivers
October 15	Distribute preliminary budget instructions – FTE focus
October 21	Board reviews CWAC nominees to Budget Committee
November 4	Board votes on CWAC nominees to Budget Committee
November 7	Cost of Service Study update at Board Work Session
November 14	FTE requests due in SharePoint
November 17	Distribute operating budget instructions – Materials & Services focus
December 5	Final FTE decisions – executive team
December 29	Draft budget message completed
January 5	CIP proposals due, all projects entered with financial data and project narrative
January 9	Publish personnel costing in Questica
January 12	General rates and charges circulated for review and revisions
January 23	Lock down ProSight to project managers
January 30	Operating budgets due from departments
February 6	Utility rate updates at Board Work Session
February 9-March 6	Individual department meetings – Capital & Operating
February 13	Receive city CIPP budget information
March 13	Final budget decisions – all numbers locked
March 20	Budget message finalized
April 6	Budget and CIP documents to printer
April 17	Proposed Budget and CIP documents delivered to Budget Committee members and posted on website
April 20	Finalize rates and charges
May 7	CIP information to BOLI
May 8	Budget Committee meeting
June 16	Board consideration/public hearing and adoption of: FY27 Rates & Charges, Budget, CIP, any FY26 supplemental or transfers
August 14	Final Adopted Budget document due to GFOA

As of September 19, 2025

Budget Calendar may be revised periodically

Permit Cycle and Long-Term Regulatory Compliance Strategic Roadmap

DISCUSSION PAPER

Permit Cycle and Long-Term Regulatory Compliance Strategic Roadmap

This discussion paper provides an overview of how Clean Water Services (CWS) is preparing a renewal application for the National Pollutant Discharge Elimination System (NPDES) permit. Our watershed-based NPDES permit expires in November 2027; CWS is obligated to submit a permit renewal application to DEQ in June 2027 to keep discharging to the Tualatin River.

We are facing an increasingly complex regulatory future with more stringent water quality standards and emerging contaminants. To meet these challenges, we are continuing our long tradition of awareness and involvement in regulatory policy. Being proactive and tracking upcoming regulations allows us to identify issues and develop a plan, all while taking a watershed-based approach and working with the community to protect public health and the environment.

A cornerstone of compliance and watershed health is translating potential regulations into CWS action long before they end up as permit requirements. By tracking the federal and state regulatory processes and conducting early analysis, CWS can implement measures to mitigate the need for new permit limits, consider innovative treatment technologies, ensure feasible operations, build long-term resilience, and reduce costs. This long-term proactive approach is crucial because once a requirement is included in a permit, it is often difficult to remove.

LONG-TERM REGULATORY COMPLIANCE STRATEGIC ROADMAP

We've been doing this deep analysis for decades. What's new in this permit cycle is the development of a tool to organize how we're doing our work — the Long-Term Regulatory Compliance Strategic Roadmap (Regulatory Compliance Roadmap). We've seen significant generational change in our workforce, and today, more than half of our employees have worked at CWS for fewer than five years. We designed our Regulatory Compliance Roadmap to document our regulatory compliance process to help everyone prioritize and prepare for future regulations from federal and state regulatory agencies.

NEED FOR INNOVATION AND HOLISTIC COLLABORATION

Increasingly complex regulatory and environmental challenges demand innovative, systemwide solutions rather than isolated fixes. By identifying challenges early, CWS can conduct studies, perform analyses, and develop new

strategies without being reactive to permit requirements. When conventional methods fall short, CWS pivots to develop and apply new technologies, regulatory strategies, and advanced monitoring tools to create solutions that are both effective and sustainable.

2027 PERMIT RENEWAL APPLICATION

We've been planning for the next permit renewal application since our current permit was issued, including a communication and outreach plan. In the Regulatory Compliance Roadmap, we align long-term strategy with how the next permit will be implemented. The structure of the Regulatory Compliance Roadmap has helped us identify issues that are most likely to arise during the permit renewal process and help us prioritize critical challenges. We've created targeted plans to address each one in advance.

Our regulatory analysis, the Regulatory Compliance Roadmap, and interdisciplinary collaboration are creating a clear, cohesive direction for CWS staff to use in discussions with DEQ. It's a transparent path from permit renewal through permit implementation.

PREVIOUS DISCUSSIONS

- February 7, 2024, work session ([Long-Term Regulatory Compliance Strategy](#))

Permit Cycle and Long-Term Regulatory Compliance Roadmap

Julia Crown, Water Resources Analyst | Jamie Hughes, Compliance Operations Manager

Laura Porter, Business Practice Leader | Peter Schauer, R&I Division Manager | Rick Shanley, Acting CEO/GM

Overview

- Background
- Long-Term Regulatory Compliance Roadmap
- Implementation
- Permit renewal application
- What's next



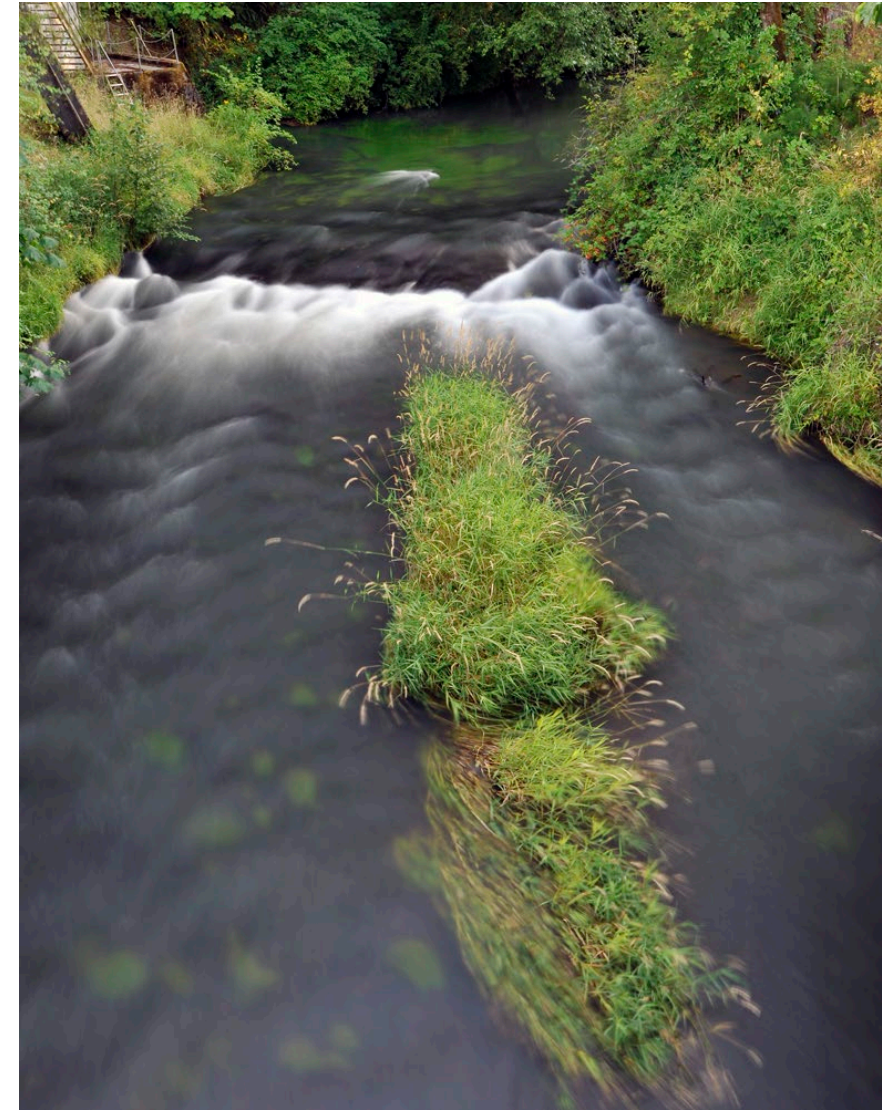
Tualatin Basin Challenges Increasing

- Growth and pressures on community and industry
- Demand for and discharge to Tualatin River
- Stress on the watershed
- Aging assets
- Regulatory complexity



Purpose of the Roadmap

- CWS has been doing deep analysis for decades
- Roadmap is tool to organize how CWS does its work for compliance during this permit, the next permit, and future permits
 - Anticipate and prepare for increasingly stringent regulations
 - Align roadmap and permit renewal application for long-term success
 - Make data-driven decisions and use science
 - Avoid unnecessary and costly regulatory burdens



Long-Term Regulatory Compliance Strategy

Key strategic roadmaps: Planning the long-range strategies to be sequenced through department and program roadmaps



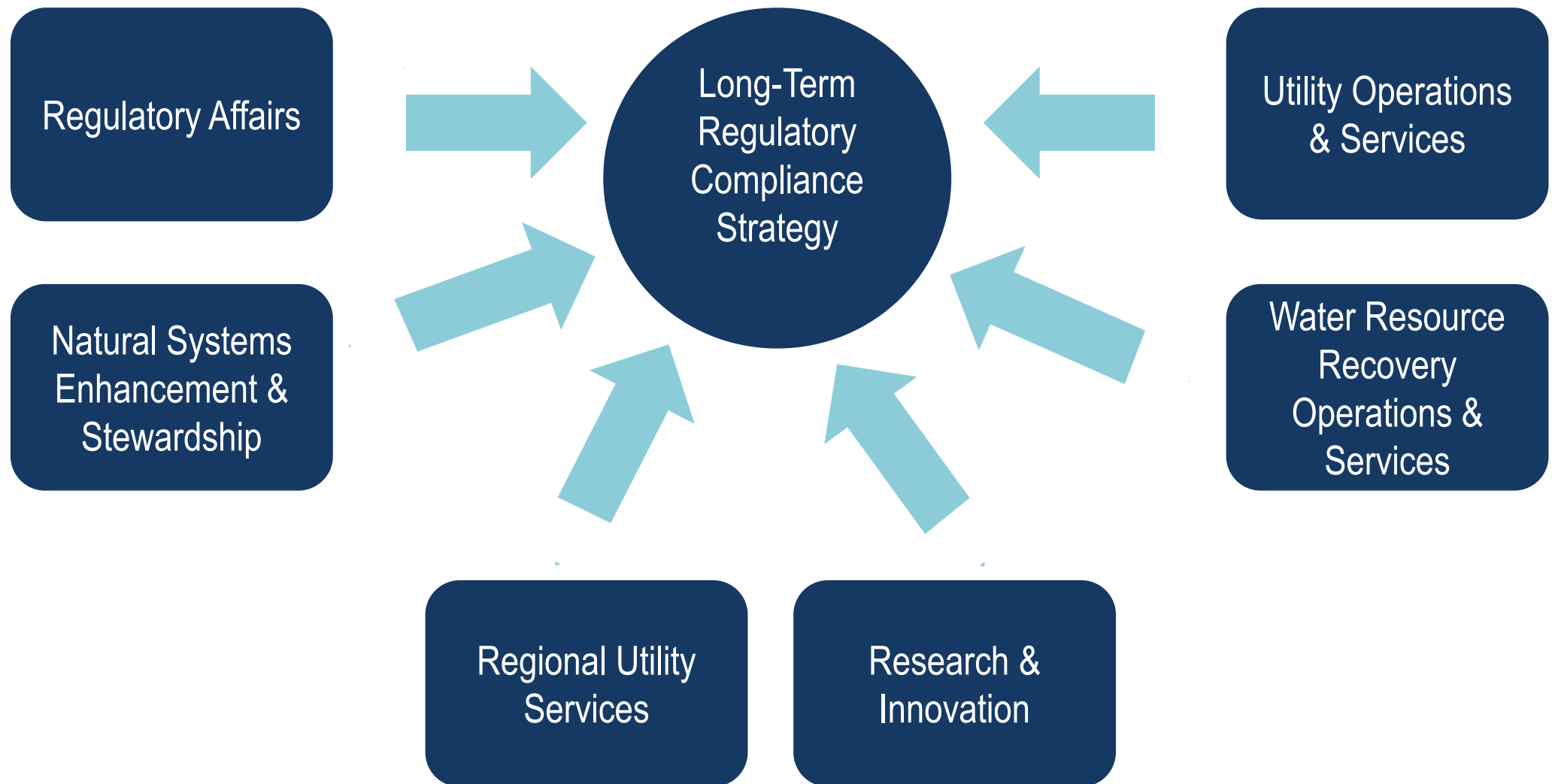
Department roadmaps: Unique to one department, aligned to the strategic level and with other departments



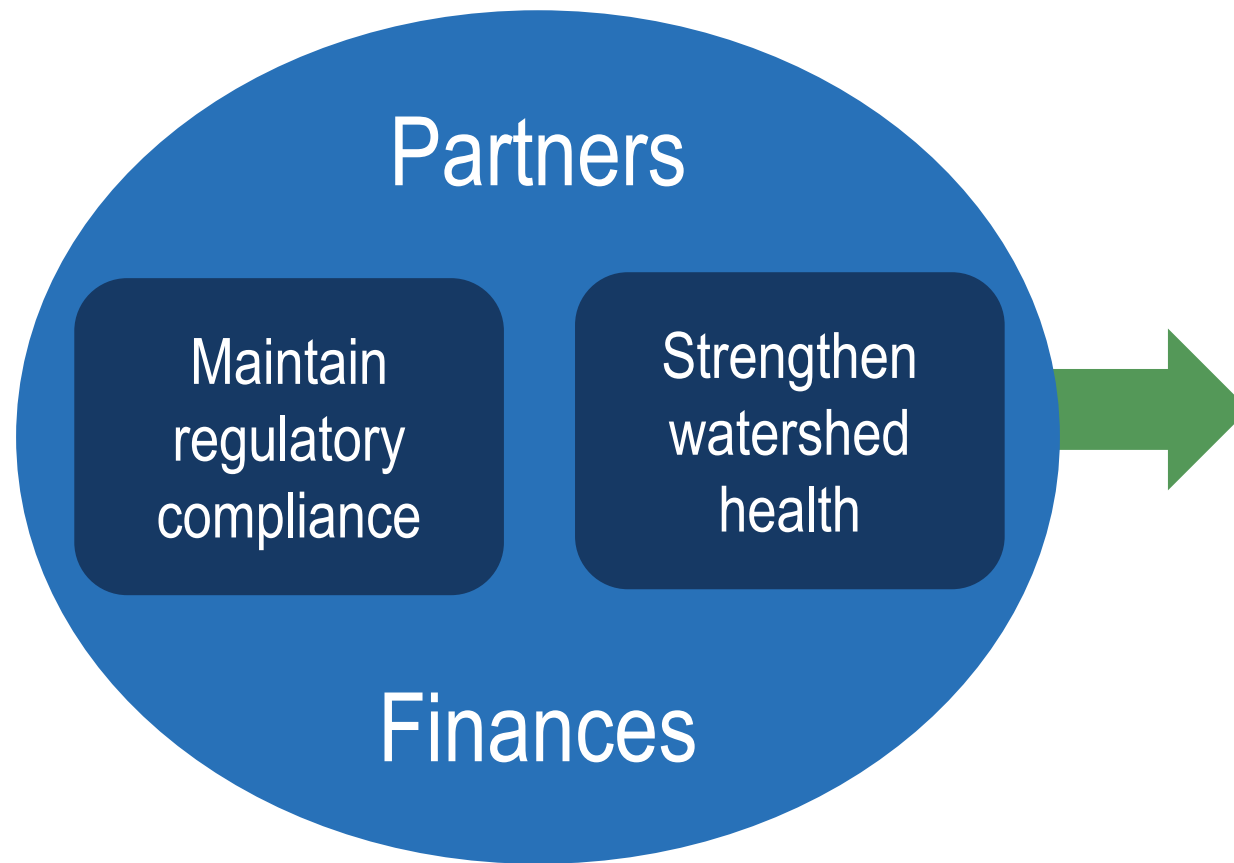
Program roadmaps: Unique to one program, aligned to the department level and with other programs

Long-Term Regulatory Compliance Roadmap

Documenting the Work: Strategic Roadmap



Organizing the Roadmap: A Holistic Approach



Strategic Roadmap



Long-Term Regulatory Compliance

There is growing complexity across the regulatory landscape, increasingly stringent water quality standards, emergence of new pollutants, and an ongoing need for flexibility and innovation. This strategic roadmap serves as a guide for Clean Water Services (CWS) to meet technical challenges and align the organization with regulatory priorities.

CWS is committed to **maintaining compliance**, taking a **watershed-based approach**, and working with our community to protect public health and the environment. As such, the roadmap is organized under two goals—**regulatory compliance** and **watershed health**—and align with CWS' current and anticipated National Pollutant Discharge Elimination System (NPDES) discharge permit obligations. The roadmap is managed using risk management and project portfolio management principles, and the strategies are focused on one or more of the following:

- Awareness of **upcoming technical challenges** and potential permit requirements
- Recognizing **critical new work** required to meet permit requirements
- Planning for changes that could have a significant **financial impact**
- Considering important **new watershed health components** that enhance foundational ongoing operations that are not already well-established.
- Reducing **identified major risks**

Since CWS' Regulatory Affairs Department manages CWS' NPDES permit, when staff identify potential issues, they will work with Regulatory Affairs to confirm and characterize the issue. CWS staff will develop and plan an operational response, and, as needed, develop financing models to support long-term planning and alternative analysis. This roadmap is a tool to help staff achieve all CWS' Key Strategic Outcomes.

Scope

- Leadership provides policy direction
- Regulatory Affairs Department prioritizes compliance risks
- Directors and managers prioritize and guide work within their departments, divisions, and programs
- Project teams focus on highest priority projects and stakeholder engagement

Value-Added

- Transparent planning and implementation
- Structured framework for decision-making
- Enhanced project prioritization and sequencing
- Systematic review of risks and advance planning
- Catalyst for innovation on priority issues and risks

Advantage

- Executive leadership, Clean Water Services Advisory Commission, and Board engagement
- Strong relationships among CWS employees across departments
- Technically proficient focus area leads and project managers
- Learning culture that supports understanding of regulatory risks and opportunities for innovation
- Organization-wide knowledge of regulatory compliance, watershed health, regional priorities, and partnerships
- Credibility and support from regulatory agencies and co-implementers
- Long-standing partnerships with regional land and water stakeholders
- Reasonable and predictable rates
- Community engagement and data to understand community values, needs, and expectations

Regulatory Compliance Roadmap Criteria

Anticipated or existing regulatory requirement **and** has at least one of the following:

1. Identified major risk
2. Aids in understanding the regulatory landscape
3. Critical new work
4. Potentially significant change in financial outlook
5. Important watershed resiliency or partnership components that enhance foundational ongoing operations

Risk Identification: Team Approach

- Cross-departmental identification of risks
- Discussion on likelihood and impact
- Prioritization: high/medium/low
- Identified four top priorities

IMPACT rating

	Disruption to Service, Budget, or Processes	Effect Upon Reputation	Monetary	Legal Consequences	Effect Upon People
5	Catastrophic CWS cannot function, very high \$\$\$ impact	National negative publicity, resignations	Very high \$ impact \$\$\$\$\$	Multiple civil and criminal lawsuits, claims or fines	Fatality of 1+ and serious injuries
4	Major Serious disruption to CWS, high \$\$\$	National public or press interest	\$\$\$\$	Single litigation, claim or fine	Serious injuries to 1+ people
3	Significant Some disruption of CWS, medium \$\$\$ impact	Local public or press interest	\$\$\$	Possible litigation, claim or fine	Major injuries to 1+ people
2	Moderate Minor disruption, minor \$\$ impact	Contained within a department or division but known by CWS leadership	\$\$	Unlikely to result in litigation or claim or fine	Minor injuries to 1+ people
1	Low Annoyance, small or minor \$ impact	Contained within a department or division	\$	No litigation, claim or fine	Minor injury to individual

Likelihood Rating

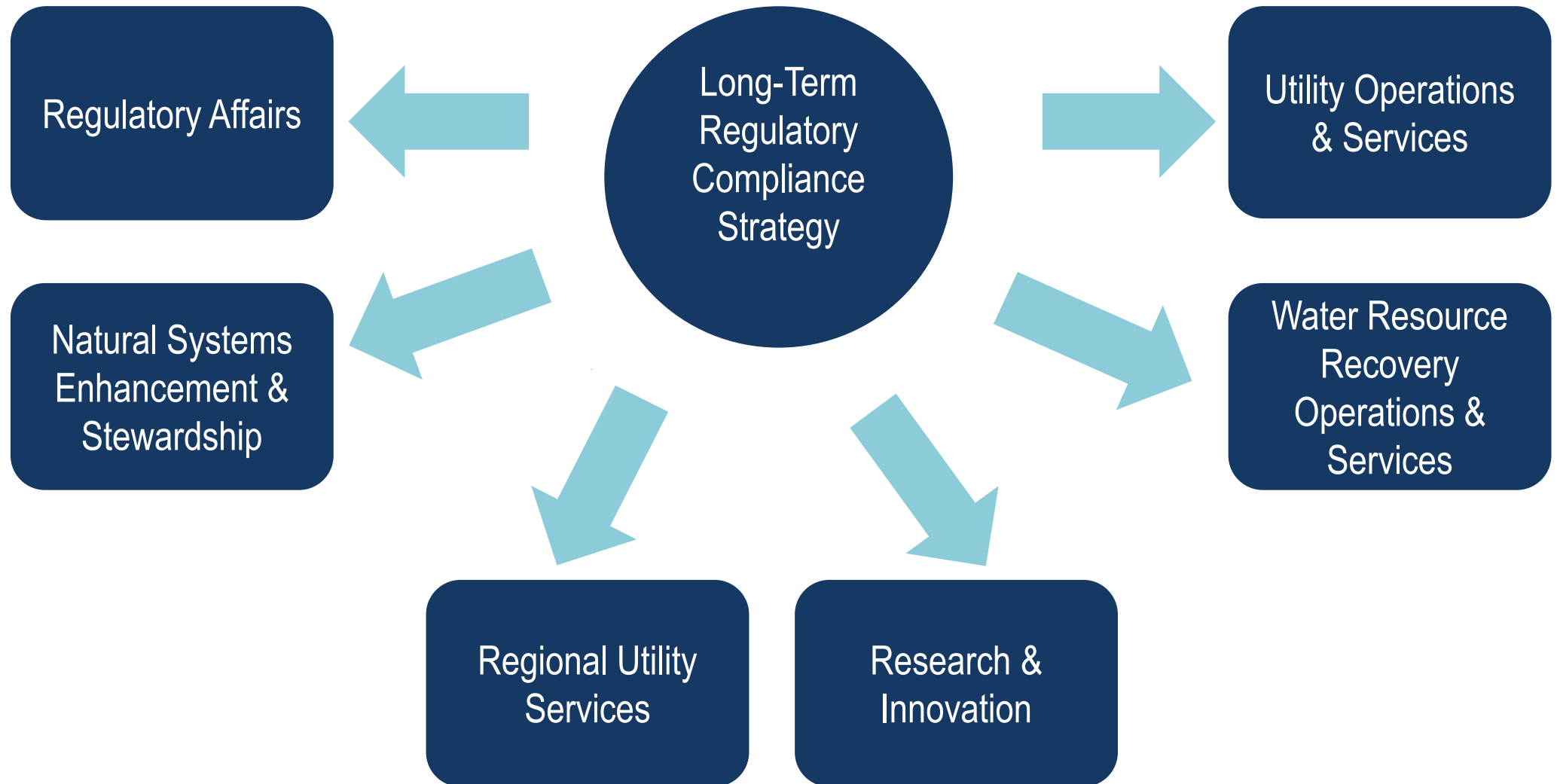
	How Likely?	% of Time	How Often?	Frequency
5	Certain or almost certain	75% or more	Expected to occur	Daily, weekly
4	Likely	50-75%	Will likely occur	Monthly
3	Possible	25-50%	Fairly likely to occur	Once a year
2	Unlikely	4-25%	Could occur	Once in a decade
1	Rare	0-5%	Would rarely occur	10+ years or more

Top 4 Priorities

	Likelihood of Permit Driver	Likelihood of Risk	Impact
Thermal compliance	Part of the current permit	Increasing flows and change in source water	Major capital and operating costs (chillers)
Stormwater	Part of the current permit	Increasing as community requirements grow	Requires updates to the management plans and partnering with co-implementers
Phosphorus	New aluminum limits are likely under current phosphorus limits in the permit	Requires costly technology to meet both phosphorus and aluminum limits	Major capital and operating costs (membranes and chemicals)
PFAS (per- and polyfluoroalkyl substances)	Limits created in other states and likely to be implemented more broadly	Could ban biosolids land application and require expensive treatment for our effluent	Major capital and operating costs (reverse osmosis and/or pyrolysis)

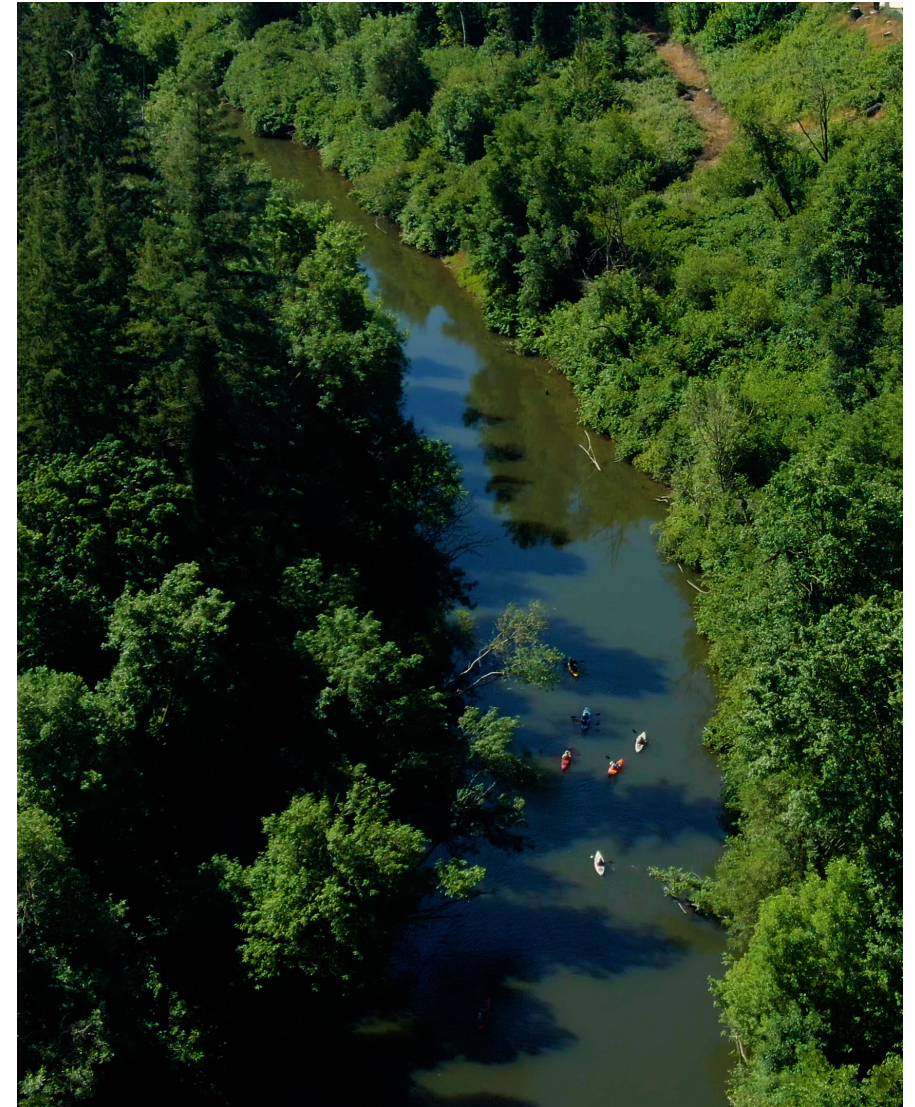
Implementation

Compliance Playbook: Strategic Roadmap



Implementation Process

- Track pollutants and regulations coming down the pipe
- Evaluate and forecast risk
- Form multidisciplinary teams
- Plan appropriate actions
- Create best solution in a dynamic environment
 - Put the right resources in the right place



Studies for Current and Future Compliance

- Phosphorus TMDL (total maximum daily load)
- Mixing zone
- eDNA (environmental DNA)
- Thermal load management
 - Flow enhancement, shade, reuse, water resource recovery facility upgrades, source control
- Dairy McKay Subbasin restoration
- Source control investigations
 - Nitrates, hydrogen sulfide
- Mercury minimization plan, commercial stormwater program
- MS4 (municipal separate storm sewer system) heatmap
- PFAS
- 6PPD-quinone (emerging contaminant)
- Climate change modeling
- Reuse and environmental restoration
- Treatment optimization
- Microplastics

Thermal Compliance

- Implementation activities
 - Reuse
 - Trading
 - Operational measures
 - Negotiation with DEQ on thermal plume approach
 - eDNA
 - Mixing zone studies
 - Multiple restoration and flow enhancement actions

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
Intergovernmental Agreements	Update IGAs with the remaining cities and the County by permit deadline of Nov 1, 2026 Update IGAs with Lake Oswego, Portland, and ODOT. This is NOT a permit requirement and can be spread over Phase 1 and 2 if needed		
Temperature Compliance Strategy			
Identify Targets for Future Conditions	Project future effluent flows, climate, regulatory conditions Conduct mixing zone studies Analysis of thermal plume projections using 1. DEQ conservative screening, 2. Volumetric (25%), 3. Geometric approach (CORMIX, eDNA, IR, etc) Determine metrics for evaluation for the potential actions Calculate future thermal loads Negotiations with DEQ over Thermal Plume Approach Get downscaled climate results and develop approach for accounting for climate change in model/tool Calculate future targets for thermal loads/credits	Update future thermal loads and targets for next TCS update	
Develop list of potential actions to address temperature	Inventory of existing, previously identified, and new potential actions/initiatives to meet future temperature challenges (Complete)	Update the list with any new strategies developed in last 5 years	
Narrow down list of potential actions based on input from the group	Review the list of potential strategies and select ones for current vs future analysis (Complete)	Revisit potential strategies not included in previous TCS development	

Stormwater

- Implementation activities
 - Adaptive management
 - Collaboration with co-implementers (intergovernmental agreement updates)
 - Stormwater Management Plan (SWMP)
 - Performance Standards
 - Design & Construction Standards update
 - Microbial source tracking

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
Stormwater			
Stormwater Management Plan (SWMP)	<p>SWMP 1.5: Potentially update the SWMP to include consultant comments and correct minor errors. This is NOT a permit requirement</p> <p>Adaptive management update of the SWMP (referred to as SWMP 2.0): Updating metrics & tracking measures in the SWMP to adaptively manage the stormwater program. This is NOT a permit requirement. This work can be done in phases depending on co-implementer issues/interest & can be spread over Phase 1 & 2 if needed</p> <p>Migrate reporting process for MS4 Annual Report to DEQ's electronic Your DEQ Online (YDO) system</p>		
Performance Standards	Update the Performance Standards. This is NOT a permit requirement. This work can be done in phases depending on co-implementers issues/interest and can be spread out over Phase 1 and 2 if needed		
Education & Outreach	Develop metrics for SWMP that are more reflective of education and outreach effects on stormwater program		
Public Involvement & Participation	Development of stewardship opportunities. Include public engagement opportunities during SWMP, Performance Standards, and Design & Construction Standard updates		
Illicit Discharge Detection & Elimination (IDDE)	Develop more robust enforcement response plan for IDDE system program. Develop decision matrix for responding to illicit discharges and an IDDE training for the co-implementers		
Construction Site Runoff Control	Work with DEQ to update agent memorandum of agreement for 1200-C permit, ensuring alignment with MS4 permit requirements for sediment and erosion control program		

PFAS (per- and polyfluoroalkyl substances)

- Implementation activities
 - Developed protocols to measure PFAS in-house
 - Collecting data on influent, effluent, biosolids concentrations
 - Identify sources of PFAS in sewershed and watershed
 - Tracking new treatment technology
 - Working with industries to reduce PFAS in collection system
 - Calculating the impact to the watershed

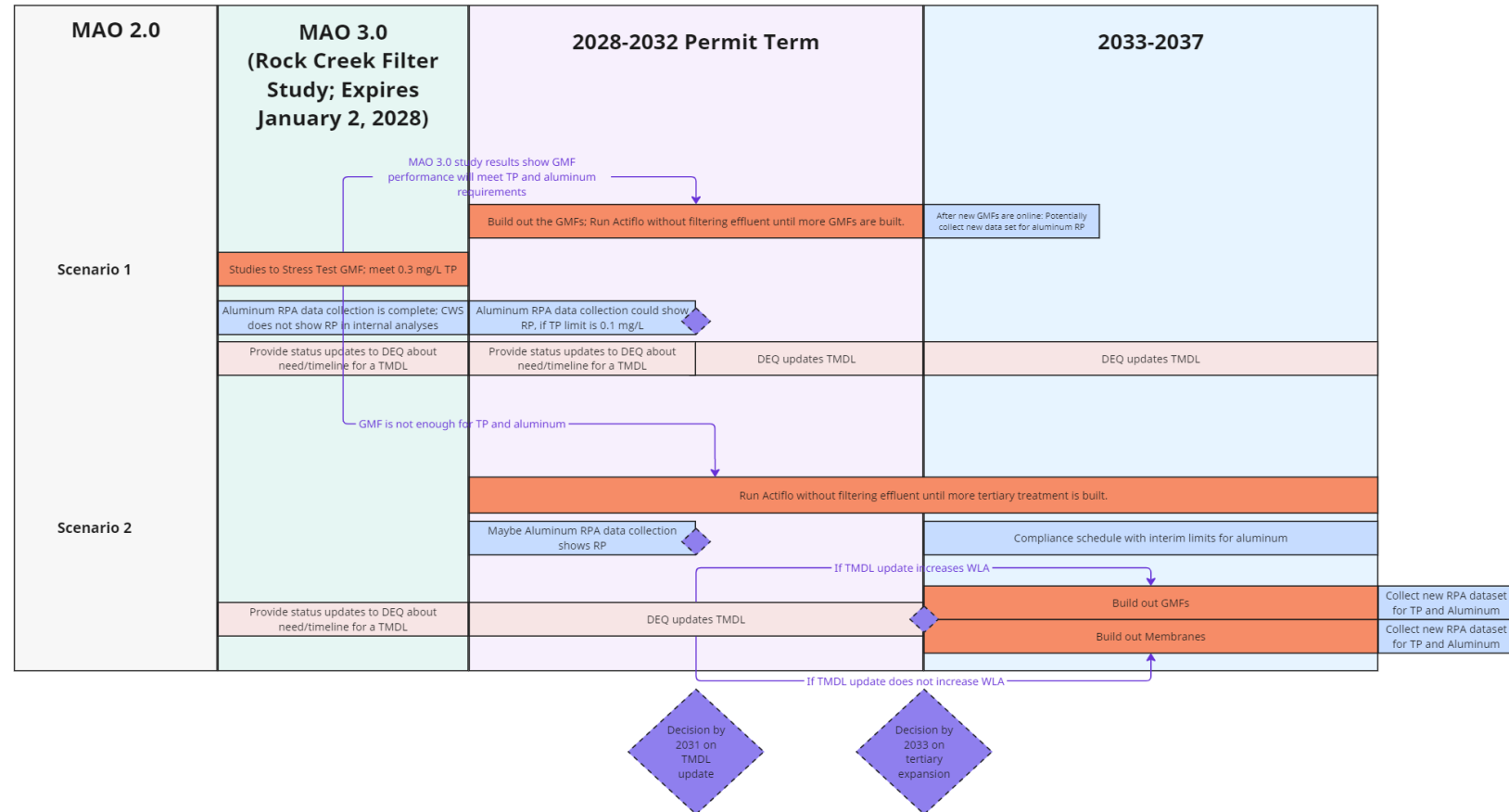
Appendix

As part of implementing the long-term regulatory compliance strategic roadmap a risk assessment was conducted of potential long-term regulatory compliance issues. From that analysis, the following four potential compliance issues were identified as high-priority: PFAS, phosphorus/aluminum, stormwater, and temperature. Cross-departmental teams have been formed to address these issues and develop work plans. The work plans are shown below.

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
PFAS	Conduct influent/effluent/biosolids regular monitoring to understand spatial and temporal trends, understand regulatory risk, identify sources, etc		
	Study PFAS occurrence and fate within the WRRFs to identify hot-spots, understand transformations, and guide treatment options		
Understand PFAS Occurrence, Risk, and Treatment Options at WRRFs	Conduct TOP assays on influent, effluent & biosolids to get a larger picture of precursors, transformations, etc.		
	Track treatment technology developments		
Identify, quantify, and address sources of PFAS in the sewershed and watershed	Conduct one or more PFAS treatment technology pilots for effluent and biosolids (e.g., pyrolysis, foam fractionation, SCWO, etc)		
	Conduct regular & targeted industrial PFAS monitoring to identify/quantify sources, document & measure reductions & guide outreach & source control actions		
	Track additional sources of PFAS through the collection system to identify hotspots		
	Conduct commercial and domestic monitoring of single land use sewersheds as well as targeted commercial businesses		
	Conduct targeted stormwater sampling of targeted commercial businesses		
	Conduct monitoring of MS4 for PFAS to understand sources, spatial, and temporal trends and guide strategy		
	Conduct 1200Z sampling for PFAS		
	Create PFAS Management Plans for all industries		
	Work with specific industries identified as large loads to WRRFs to mitigate		
	Develop materials and conduct outreach and education to industries, homes, and businesses about ways to reduce PFAS use and exposure		

Phosphorus

- Implementation activities
 - Evaluate the tradeoff between effluent aluminum and phosphorus
 - Evaluation of phosphorus limit change to the Tualatin River
 - Optimization testing of existing assets
 - Design evaluation based on capacity needs

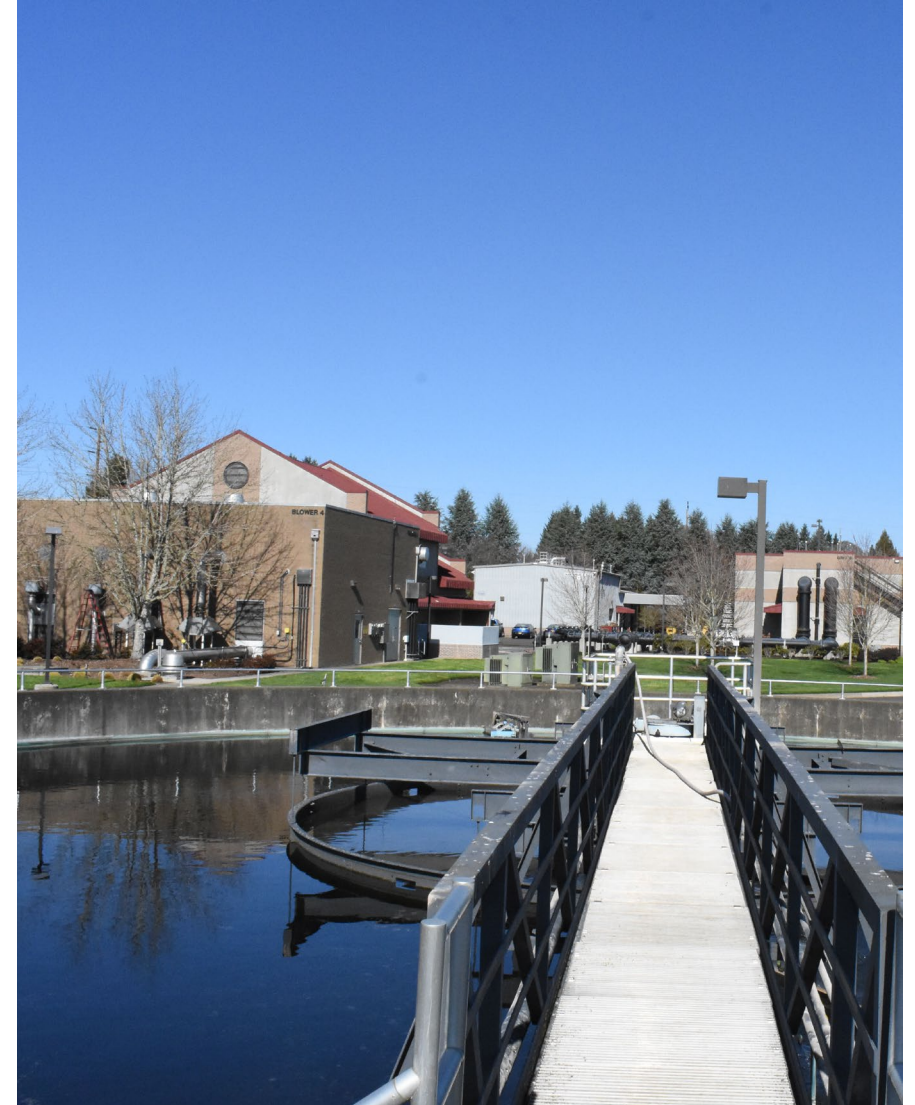


RAD and Research & Innovation Collaboration

- Develop advanced methods, practical technologies, and data-driven solutions, to
 - Meet regulatory challenges
 - Optimize operations
 - Improve the quality of our services
- Long-term regulatory compliance is main driver for R&I projects
 - Quantify the risk from new pollutants of concern/ regulations
 - ❖ Sampling, analysis, studies
 - Investigate and design alternative strategies
 - ❖ Design and testing
 - Optimize operations to minimize risk and cost
 - ❖ Testing and operations
 - Create plan based on anticipated regulations and continued growth at CWS
 - ❖ Facility planning

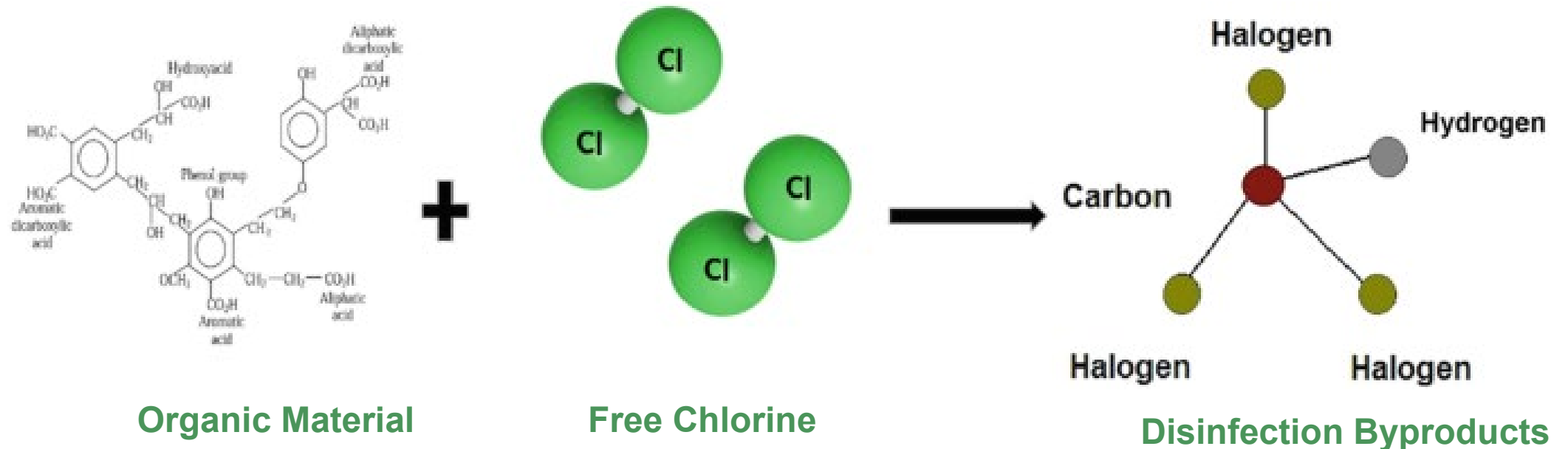
Working With DEQ Before There Are Permit Requirements

- Goals: Manage issues, prevent significant expenses, reduce regulatory obligations
 - Disinfection byproducts
 - Copper at Forest Grove
 - ❖ Incorporating multiple strategies that avoid a copper permit limit
 - Year-round ammonia limits
 - ❖ Evaluation of a one-size-fits-all approach for ammonia in our system resulted in a more nuanced permit that protects the river



Example: Disinfection Byproducts

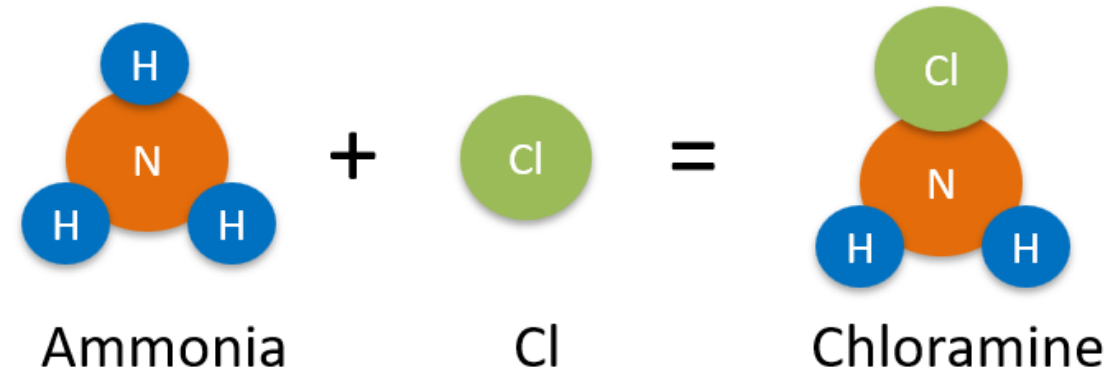
- Water quality criteria have been developed for disinfection byproducts
- Continued hypochlorite (chlorine) disinfection strategy would lead to high disinfection byproducts



Disinfection byproducts (DBP) are formed by the interaction of disinfectants such as chlorine with organic and inorganic materials

Example: Disinfection Byproducts

- Options to avoid formation of disinfection byproducts
 - Expensive energy-intensive option: ultraviolet light disinfection (\$30 million)
 - Modification from free chlorine to chloramination (\$100,000)
- Tested at both Rock Creek and Durham
 - Need to balance ammonia addition with effluent ammonia limits
 - Demonstrate that chloramination is effective for disinfection
- Designed and implemented low-cost solutions



Add enough
ammonia for
DBP mitigation

Stay below
ammonia
permit limits



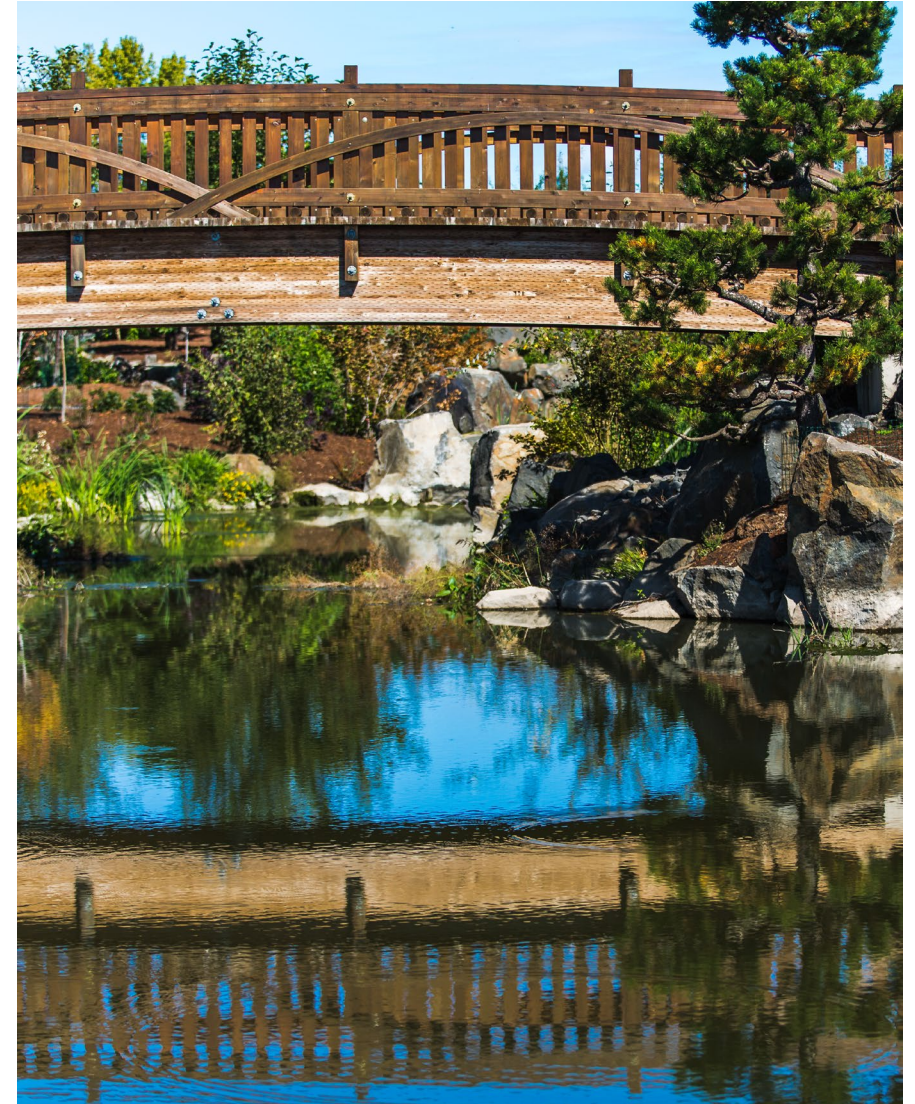
Example: Copper Management

- Forest Grove receives copper from a known industrial source and discharges to a more sensitive portion of the Tualatin
- Adding copper treatment of our effluent would require costly capital asset and ongoing chemical usage
- Tested and evaluated options for removal using more conventional (cost-effective) approaches
- 3-pronged strategy
 - Implement a reasonable pH adjustment protocol to increase the copper criteria
 - Redirect copper loading from one industry away from Forest Grove
 - Accelerate construction of primary clarifiers to increase copper removal and provide needed capacity



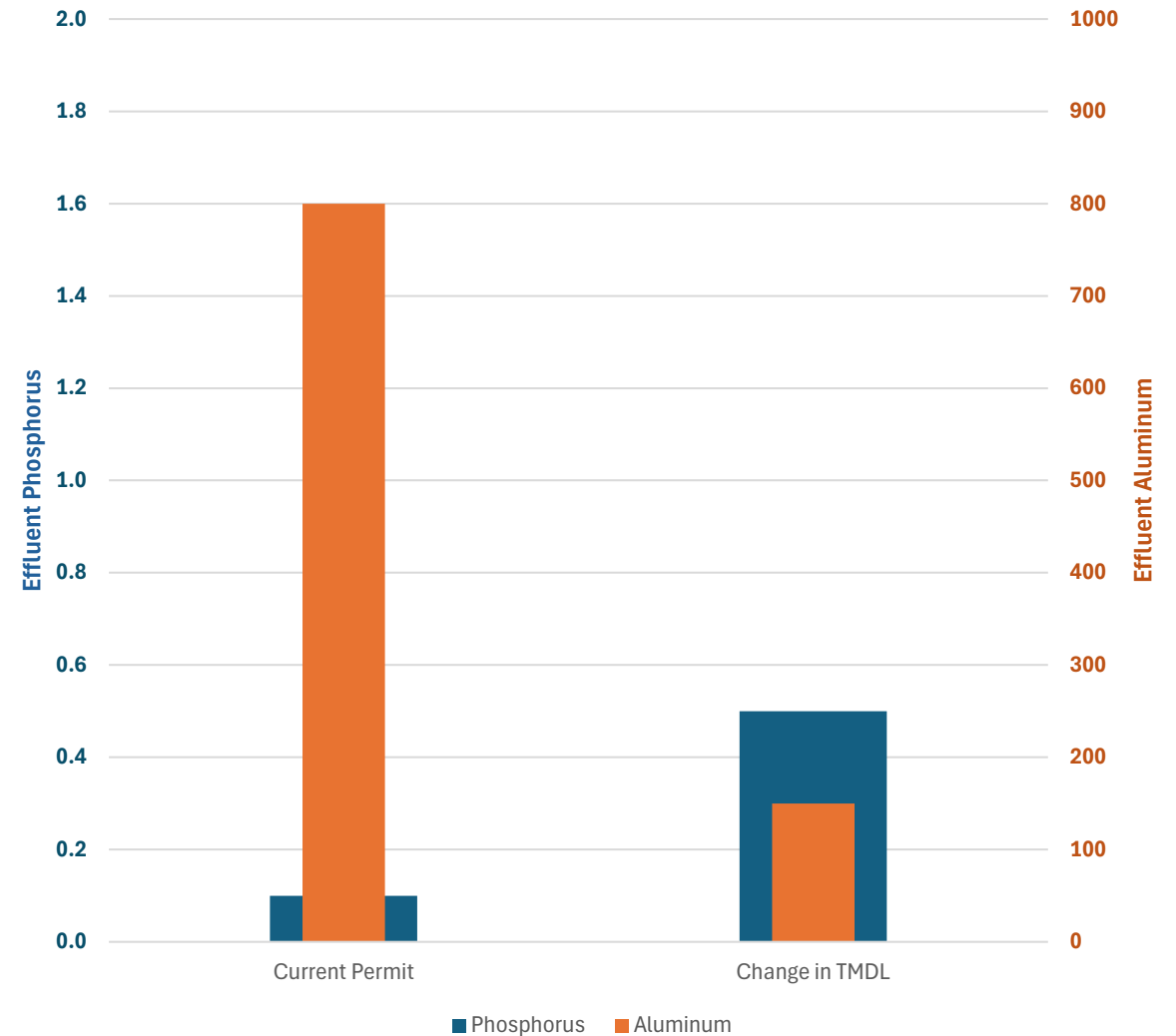
Working With DEQ After There Are Permit Requirements

- Goal: Ongoing operations, foundational excellence
 - Thermal loads at Forest Grove, Natural Treatment System
 - Phosphorus TMDL



Example: Phosphorus TMDL

- The phosphorus TMDL was put in place 35 years ago; conditions have changed
- There is a tradeoff between effluent aluminum and phosphorus
- Modeling shows that the river is no longer sensitive to phosphorus



Example: Phosphorus TMDL

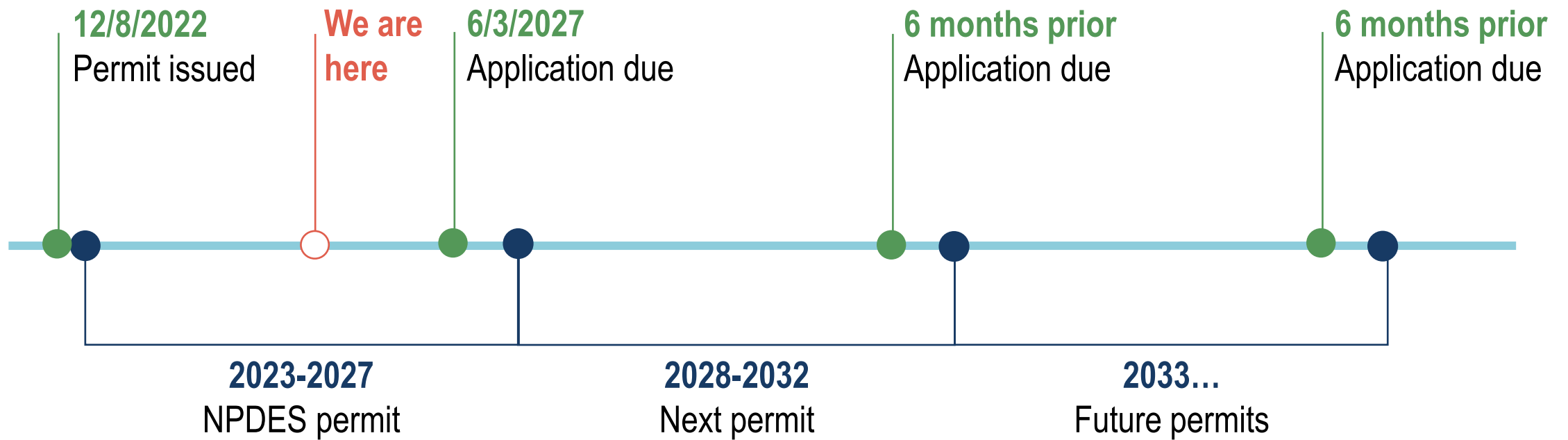
- CWS worked with DEQ to obtain three MAOs (Mutual Agreement and Order) for full-scale testing
 - Demonstrated no negative impact to the river
 - Testing to determine the minimum effluent aluminum while meeting the existing limit
 - Pushing the limits of the treatment processes to define capital expansion possibilities both full-scale and pilot-scale
- Result
 - Demonstrated that Durham will be able to simultaneously meet both limits
 - DEQ will consider updating the phosphorus TMDL based on the data and testing conducted by CWS



Permit Renewal Application

5-Year Permit Cycles

Strategic Roadmap: Proactively address potential new issues



Alignment with the Permit Renewal

- Armed with studies, data, and knowledge, CWS prepares for permit renewal
- Entering permit negotiations with Regulatory Compliance Roadmap reduces risk of
 - Surprises
 - Costs
 - Misaligned permit
- With Regulatory Compliance Roadmap:
 - Ensure compliance
 - Protect watershed health
 - Serve community
 - Implementability

Permit Renewal Application

- EPA and DEQ application forms
- Eight required reports
- Permit mark-up
- Technical memos



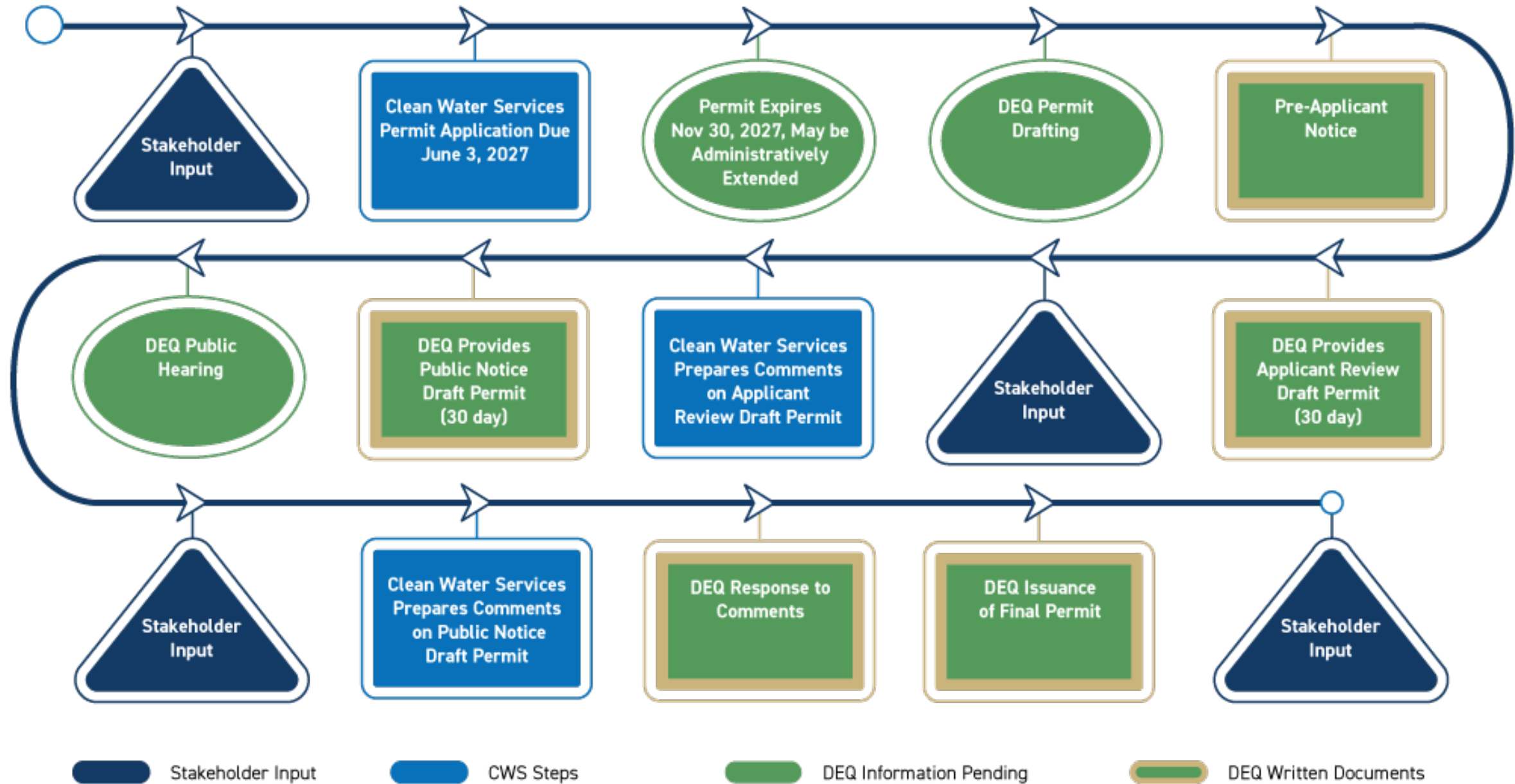
Schedule

PERMIT RENEWAL APPLICATION – DUE JUNE 3, 2027											
2025				2026				2027			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Permit application content											
Permit mark-up, supporting information on priority Issues											
							Report reviews and production				
	Internal stakeholder engagement										
DEQ engagement											
External stakeholder engagement											
										Post-application Implementation	
Ad hoc plan updates											

Priority Topics for this Permit Renewal: Preparing Now

- Phosphorus and aluminum
- Thermal compliance
- Stormwater
- Reasonable potential analyses
- Reuse and biosolids
- Natural Treatment System
- Electronic reporting

DEQ Permit Process and Schedule



Communications and Outreach

- Communication plan
 - Internal
 - Meetings with DEQ
 - External partners
 - ❖ Co-implementers
 - ❖ Environmental groups
 - ❖ Clean Water Services Advisory Commission
 - ❖ Board

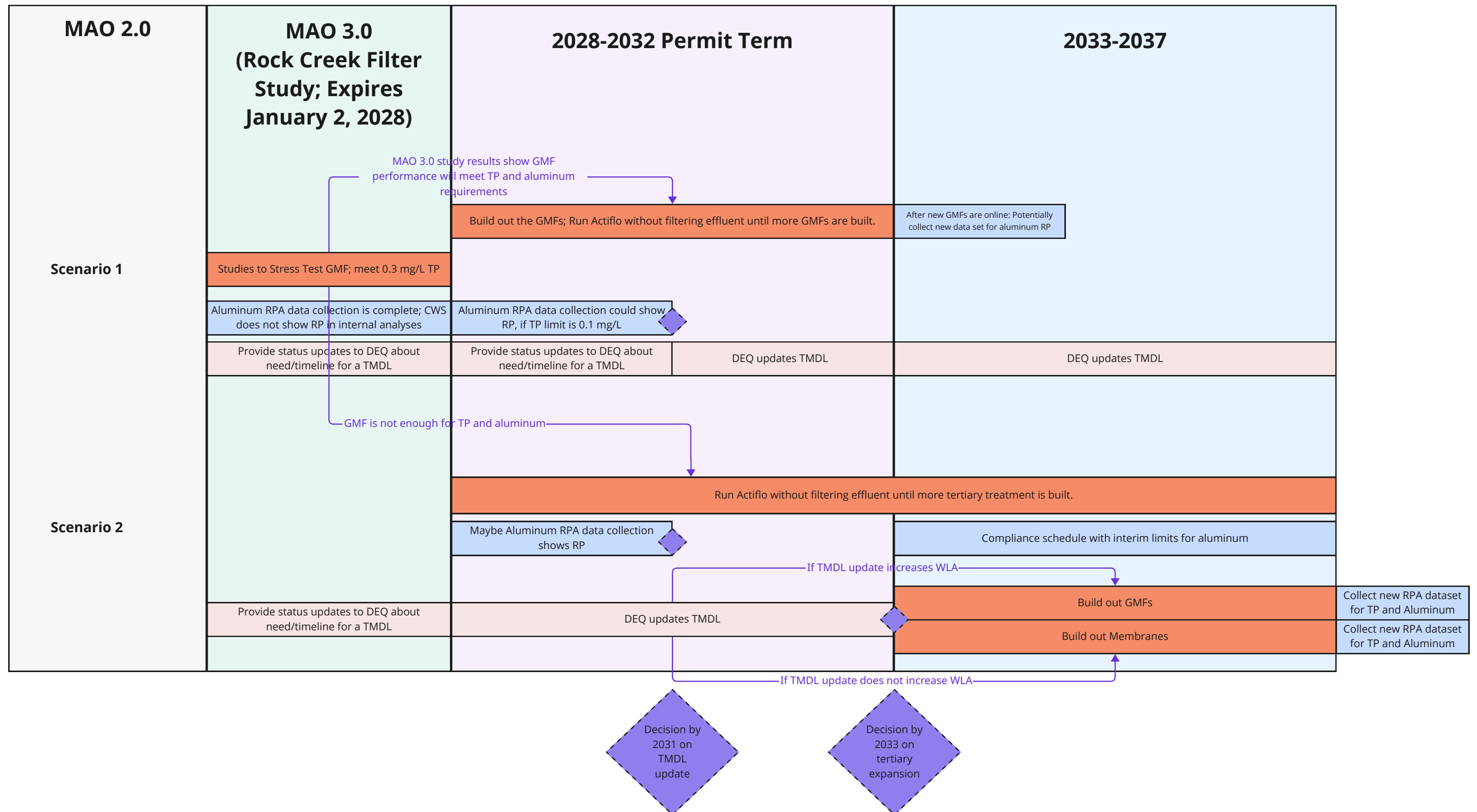


Questions

- Does the Board need additional information regarding the current or next permit?
- Does the Board have questions about issues raised with respect to long-term planning?



Phosphorus TMDL Internal Impacts Timeline



Strategic Roadmap



Long-Term Regulatory Compliance

There is growing complexity across the regulatory landscape, increasingly stringent water quality standards, emergence of new pollutants, and an ongoing need for flexibility and innovation. This strategic roadmap serves as a guide for Clean Water Services (CWS) to meet technical challenges and align the organization with regulatory priorities.

CWS is committed to **maintaining compliance**, taking a **watershed-based approach**, and working with our community to protect public health and the environment. As such, the roadmap is organized under two goals—**regulatory compliance** and **watershed health**—and align with CWS' current and anticipated National Pollutant Discharge Elimination System (NPDES) discharge permit obligations. The roadmap is managed using risk management and project portfolio management principles, and the strategies are focused on one or more of the following:

- Awareness of **upcoming technical challenges** and potential permit requirements
- Recognizing **critical new work** required to meet permit requirements
- Planning for changes that could have a significant **financial impact**
- Considering important **new watershed health components** that enhance foundational ongoing operations that are not already well-established.
- Reducing **identified major risks**

Since CWS' Regulatory Affairs Department manages CWS' NPDES permit, when staff identify a potential issue, they will work with Regulatory Affairs to confirm and characterize it. CWS staff will develop and plan an operational response, and, as needed, develop financing models to support long-term planning and alternative analysis. This roadmap is a tool to help staff achieve all CWS' Key Strategic Outcomes.

Scope

- Leadership provides policy direction
- Regulatory Affairs Department prioritizes compliance risks
- Directors and managers prioritize and guide work within their departments, divisions, and programs
- Project teams focus on highest priority projects and stakeholder engagement

Value-Added

- Transparent planning and implementation
- Structured framework for decision-making
- Enhanced project prioritization and sequencing
- Systematic review of risks and advance planning
- Catalyst for innovation on priority issues and risks

Advantage

- Executive leadership, Clean Water Services Advisory Commission, and Board engagement
- Strong relationships among CWS employees across departments
- Technically proficient focus area leads and project managers
- Learning culture that supports understanding of regulatory risks and opportunities for innovation
- Organization-wide knowledge of regulatory compliance, watershed health, regional priorities, and partnerships
- Credibility and support from regulatory agencies and co-implementers
- Long-standing partnerships with regional land and water stakeholders
- Reasonable and predictable rates
- Community engagement and data to understand community values, needs, and expectations

Strategic Roadmap

Strategic Goals

This roadmap is a tool to help staff achieve each of CWS' KSOs as described in more detail below and in the below Objectives (Strategies) and Initiatives (Tactics)



Organizational Excellence: Using a risk-based management approach, identify priorities and build multidisciplinary cross-departmental teams to systematically identify actions, manage, and plan for regulatory compliance, a resilient watershed, and healthy partnerships.



Integrated Water Resource Management & Resilient Watersheds: Enhance the physical, biological, and chemical quality of the watershed, manage urbanization impacts to the environment, and support restoring, maintaining, and enhancing the quality of the Tualatin River Watershed.



Research, Innovation & Resource Recovery: Identify gaps and opportunities to optimize solutions that provide the greatest benefit to the watershed and to the environment, and conduct research to identify regulatory risk factors and develop technological solutions to mitigate those risks.



Catalyzing Transformational Partnerships: Create and sustain partnerships to address compliance and deliver results for the community and watershed health.



Contributing to the Region's Environmental & Economic Vitality: Develop a regulatory framework, implement technologies, and construct green and nature-based infrastructure that delivers unparalleled value to customers.

CWS Values

We're dedicated to the river, our communities, and each other.

We're guided by science.

We make great things happen by working and solving problems together.

Abbreviations

ACWA: Association of Clean Water Agencies
ASR: aquifer storage & recovery
CMOM: capacity management operations and maintenance
DCS: Design and Construction Standards
DEQ: Department of Environmental Quality
eDNA: environmental DNA
EPA: Environmental Protection Agency
GHG: greenhouse gas
GIS: geographic information system
GMF: granular media filtration
IDDE: illicit discharge detection & elimination
IGA: intergovernmental agreement
IMD: internal management directive
IPR: indirect potable reuse
IR: infrared
LTRCS: Long-Term Regulatory Compliance Strategy
MAO: Mutual Agreement and Order
MOA: Memorandum of Agreement
MGD: million gallons per day
MS4: municipal separate storm sewer systems

NPDES: National Pollutant Discharge Elimination System
NTS: natural treatment systems
ODOT: Oregon Department of Transportation
PFAS: per- and polyfluoroalkyl substances
RPA: reasonable potential analysis
SCWO: supercritical water oxidation
SWMP: Stormwater Management Plan
TBL: triple bottom line
TCS: Temperature Compliance Strategy
TFA: Tree for All
TMDL: total maximum daily load
TOP: total oxidizable precursor
TVID: Tualatin Valley Irrigation District
WRRF: water resource recovery facility
YDO: Your DEQ Online

Objectives (Strategies)	Initiative Statements (Tactics)
Maintain Regulatory Compliance (Goal)	
Ensure CWS' permits accurately reflect the needs of the Tualatin River Basin	Participate in policy groups & professional organizations, collaborate with regulators, and engage with advisory groups to proactively identify and prepare for new permit requirements & ensure compliance with the Clean Water Act, Clean Air Act, and other regulatory requirements. Research regulations; collect & analyze data; engineer solutions; evaluate & manage risks; & conduct financial analyses.
	Track and engage with each step in the permit development process from new water quality standards through permit limit issuance with partners like DEQ to prevent potential inaccuracies in future permits.
Strengthen CWS' systems to maintain permit compliance	Evolve & develop data management practices . Implement automated data management tools to meet permit requirements efficiently & accurately. Enhance data collection, formatting & reporting processes to reduce human error, increase transparency, & improve accountability. Ensure timely data review to identify & address potential issues early, preventing permit violations & maintaining compliance.
	Establish clear communication protocols, such as intergovernmental agreements, with co-implementers, to prevent inefficiencies & misunderstandings that could lead to exceeding permit limits or violations.
	Coordinate regionally with partners and co-implementers to implement sanitary and stormwater programs, including the Design & Construction Standards, Stormwater Management Plan, performance standards, resilient streams, & ensure permit compliance. Collaborate with co-implementers to develop alternatives that meet design standards & NPDES permit requirements. Document permitting, inspection, & maintenance data with co-implementing cities to demonstrate compliance with performance standards & the stormwater management plan. Strengthen CMOM programs & improve reporting mechanisms to increase communication tools between partners.
	Enhance the regional record mapping system for sanitary & stormwater systems to ensure accurate data & support CWS programs. Provide GIS analysis services to enhance decision-making & operational efficiency. Coordinate internally & with co-implementers to keep a comprehensive regional GIS database for sanitary & stormwater systems & related features.

Objectives (Strategies)	Initiative Statements (Tactics)
Develop and advance new tools, technologies and management strategies	Manage compliance at NTS by implementing ongoing adaptive management practices, investing in ongoing research to better understand its dynamics & learning from implementing innovative technologies. Proactively address challenges, continue contributing to science-based regulations for NTS, optimize NTS performance & sustain its beneficial impacts on water quality & ecosystem health.
	Utilize the Industrial Pretreatment Program 's diverse tools to advance early efforts that mitigate PFAS, copper, & other pollutants of concern from entering waste streams, ensuring regulatory compliance & protecting infrastructure in advance of regulatory requirements. Safeguard water quality & preserve watershed health by engaging with emerging issues.
	Use stormwater management practices to reduce pollutants from contaminating the Tualatin River & support a healthy aquatic ecosystem. Continue to research practices that improve CWS' ability to meet regulatory requirements & need to be documented for regulatory approval. Monitor stormwater & develop sampling plans as needed to ensure focused efforts on maintaining the river's health & meeting existing & anticipated regulatory requirements. Communicate clearly with partners about NPDES permit obligations to facilitate successful collaborative stormwater management.
	Evaluate the potential for enhancing biosolids quality to increase land application opportunities, ensuring flexibility & sustainability in waste management practices to proactively address new regulatory requirements.
	Develop & implement a comprehensive Temperature Compliance Strategy to meet effluent thermal load permit limits & protect fish in the Tualatin River. Use innovative methods such as treatment plant technology upgrades, water reuse, stored water releases, riparian planting & instream restoration to mitigate thermal load. Collaborate with partners to identify & implement strategies. Ensure compliance with DEQ's TMDL requirements to support the health & survival of cold-water fish species.
	Develop & implement a Tualatin River flow management strategy to ensure sufficient summer flow to meet long-term regulatory requirements, such as phosphorus, dissolved oxygen and thermal management. Evaluate additional options to increase river low flows, including reservoir management and transferring, exchanging, or protecting water rights. Proactively address drought risks to protect water quality & aquatic life in the Tualatin River.
	Collect & analyze air quality data. Enhance understanding & quantification of air pollution & GHG emissions to mitigate associated risks. Use data-driven approaches to identify strategies for minimizing environmental impact & ensure compliance with regulatory standards.
Strengthen Watershed Resiliency (Goal)	
Support CWS efforts to mitigate & adapt to climate change & watershed stressors	Prepare for climate change by focusing on mitigating emissions and adapting to impacts of climate change. The pace and scale of climate change impacts are likely to shorten the useful life of many CWS assets and facilities, jeopardize service reliability, and increase capital and operational budgets. Investing in climate action can help CWS safeguard assets and infrastructure, ensure reliable services, and enhance watershed health while reducing long-term liability and meeting or exceeding regulatory compliance thresholds.
	Identify & address both known and potential stressors to natural systems to mitigate ongoing & future costs of management and prevent the loss of shade credit critical for meeting existing and future permit requirements. Develop science-based strategies to anticipate & respond to future landscape conditions, incorporating resilient planting approaches tested over time for continuous improvement. Ensure clear planning by linking necessary information with technology program development, enabling effective decision-making & prioritizing for landscape issues like invasive pests, heat, drought, disease, & pathogens.

Objectives (Strategies)	Initiative Statements (Tactics)
Catalyze collective capacity to achieve a healthy watershed	<p>Identify opportunities with partners to achieve solutions to regulatory and environmental challenges that we could not accomplish on our own. Build trust and nurture deep relationships that inspire innovation & collaboration, leverage resources, & enable impact on a regional scale.</p>
	<p>Encourage the community's care for its natural and built environment by connecting people to nature and their local infrastructure through implementation of the permit-required Public Education & Outreach Strategy as described in the SWMP.</p>
	<p>Continue to support collective impact organizing efforts, such as development of Tree for All, with clear goals, roles & responsibilities, enhancing partnership cohesion & mutual benefits. Develop a strategic partnership plan that aligns with partners' shared objectives, broadening goals & identifying new funding sources & supporters to bolster the program's impact in meeting permitting requirements and providing ecological uplift.</p>

Appendix

As part of implementing the long-term regulatory compliance strategic roadmap a risk assessment was conducted of potential long-term regulatory compliance issues. From that analysis, the following four potential compliance issues were identified as high-priority: PFAS, phosphorus/aluminum, stormwater, and temperature. Cross-departmental teams have been formed to address these issues and develop work plans. The work plans are shown below.

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
PFAS			
Understand PFAS Occurrence, Risk, and Treatment Options at WRRFs	Conduct influent/effluent/biosolids regular monitoring to understand spatial and temporal trends, understand regulatory risk, identify sources, etc		
	Study PFAS occurrence and fate within the WRRFs to identify hot-spots, understand transformations, and guide treatment options		
	Conduct TOP assays on influent, effluent & biosolids to get a larger picture of precursors, transformations, etc.		
	Track treatment technology developments		
	Conduct one or more PFAS treatment technology pilots for effluent and biosolids (e.g., pyrolysis, foam fractionation, SCWO, etc)		
Identify, quantify, and address sources of PFAS in the sewershed and watershed	Conduct regular & targeted industrial PFAS monitoring to identify/quantify sources, document & measure reductions & guide outreach & source control actions		
	Track additional sources of PFAS through the collection system to identify hotspots		
	Conduct commercial and domestic monitoring of single land use sewersheds as well as targeted commercial businesses		
	Conduct targeted stormwater sampling of targeted commercial businesses		
	Conduct monitoring of MS4 for PFAS to understand sources, spatial, and temporal trends and guide strategy		
	Conduct 1200-Z sampling for PFAS		
	Create PFAS Management Plans for all industries		
	Work with specific industries identified as large loads to WRRFs to mitigate		
	Develop materials and conduct outreach and education to industries, homes, and businesses about ways to reduce PFAS use and exposure		

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
Understand fate and implications of PFAS in our effluent, reuse, and biosolids	Conduct 'background' monitoring of groundwater and soils to understand context of CWS results	Sample rainwater, aerial deposition, and other diffuse sources of PFAS to understand our results in context	
	Monitor soils from biosolids-amended fields to provide data to defend land application and educate		
	Monitor soils, groundwater, and vegetation from reuse land application sites to help develop as new beneficial use for reuse with DEQ		
	Monitor ambient and urban creeks for PFAS, work upstream to identify non-effluent, urban sources (Complete)		
	Construct mesocosms (planter boxes) to enable more controlled, targeted research on land application	Conduct experiments in mesocosms with local crops in local soils to provide data for farmers, regulators, and public on safety of reuse and biosolids	
	Apply knowledge to develop PFAS Compliance Strategy, prepare coming regulations, help provide datasets for regulators and others, share findings, and build partnerships		Develop treatment strategy for PFAS
		Develop stormwater management strategy for PFAS	
Develop PFAS local limits			
			Conduct RPAs for PFAS
Participate in state and national collaborations on PFAS to help guide regulations and policy, stay abreast of developments, and prepare for coming regulations			
Publish and present PFAS findings for key strategic groups to help educate and guide policy development			
Track state and national legislative and regulatory developments, provide comments, etc.			

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
Develop ability to measure PFAS and other compounds in-house	Develop EPA standard method 1633 for PFAS in-house for effluent, influent, biosolids, soils, industrial discharges (Complete)		
	Develop method for measuring PFAS in vegetation (no standard method)		
	Develop TOP Assay in-house		
	Test and improve sampling methods, fine tune methodology, add additional PFAS compounds as they become available, etc.		
	Develop database and visualization improvements		
		Develop infrastructure and methodology needed to analyze samples from other entities	
Phosphorus/Aluminum			
Determine and track regulatory pathways	Acquire DEQ agreement to update phosphorus TMDL		
	Provide Technical Memos to update Phosphorus TMDL - 2/3/2025-6/3/2027	Provide Technical Memos to update Phosphorus TMDL - 2028-2032	
	Obtain and Sign MAO 3.0 - 4/18/2025		
	Implement MAO 3.0 - 3/14/2025-12/31/2027. Requirements for Stress Test Study and Annual Reports		
		Decision to Build GMFs and/or membranes to meet aluminum limits - 12/31/2027	
		Develop a compliance schedule for Rock Creek to provide TMDL appendices in the next permit - 12/31/2027	

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
Stormwater			
Stormwater Management Plan	SWMP 1.5: Potentially update the SWMP to include consultant comments and correct minor errors. This is NOT a permit requirement		
	Adaptive management update of the SWMP (referred to as SWMP 2.0): Updating metrics & tracking measures in the SWMP to adaptively manage the stormwater program. This is NOT a permit requirement. This work can be done in phases depending on co-implementer issues/interest & can be spread over Phase 1 & 2 if needed		
	Migrate reporting process for MS4 Annual Report to DEQ's electronic YDO system		
Performance standards	Update the Performance Standards. This is NOT a permit requirement. This work can be done in phases depending on co-implementers issues/interest and can be spread out over Phase 1 and 2 if needed		
Education & outreach	Develop metrics for SWMP that are more reflective of education and outreach effects on stormwater program		
Public involvement & participation	Development of stewardship opportunities. Include public engagement opportunities during SWMP, Performance Standards, and Design & Construction Standard updates		
Illicit discharge detection & elimination	Develop more robust enforcement response plan for IDDE system program. Develop decision matrix for responding to illicit discharges and an IDDE training for the co-implementers		
Construction site runoff control	Work with DEQ to update agent memorandum of agreement for 1200-C permit, ensuring alignment with MS4 permit requirements for sediment and erosion control program		

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
Post-construction site runoff control	<p>Update Fee-in-Lieu policy/procedure: develop methodology for tracking, mapping, and implementing. Reevaluate rates for fee in lieu</p> <p>Update Post-Construction Runoff Control section of the DCS by permit deadline of Nov 1, 2026</p> <p>Update remaining sections of the DCS depending on co-implementer issues/interest. This is NOT a permit requirement and this work could be spread over Phase 1 and 2 if needed</p>		
Industrial & commercial facilities	<p>Work with DEQ to update agent memorandum of agreement for 1200-Z permit, ensuring alignment with MS4 permit requirements for industrial stormwater permitting</p> <p>Enhance commercial stormwater program to include monitoring and outreach to select commercial business sectors and for targeted pollutants, such as PFAS and 6-ppd quinone</p>		
Infrastructure retrofit and hydromodification assessment update	<p>Draft and submit assessment report of any outcomes related to the Hydromodification Assessment and Stormwater Retrofit Strategy reports, including the status of the Subbasin Strategies by permit deadline of Nov. 1, 2025</p> <p>Update Retrofit Strategy by permit deadline of Nov 1, 2025</p> <p>Implement retrofit plan for water quality and hydromodification including resilient stream corridor approaches</p> <p>Develop, plan, and implement hydromodification work, including subbasin strategies and resilient stream corridor approaches</p>		

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
Intergovernmental agreements	Update IGAs with the remaining cities and the County by permit deadline of Nov 1, 2026		
	Update IGAs with Lake Oswego, Portland, and ODOT. This is NOT a permit requirement and can be spread over Phase 1 and 2 if needed		
Temperature Compliance Strategy			
Identify targets for future conditions	Project future effluent flows, climate, regulatory conditions	Update future thermal loads and targets for next TCS update	
	Conduct mixing zone studies		
	Analysis of thermal plume projections using 1. DEQ conservative screening, 2. Volumetric (25%), 3. Geometric approach (CORMIX, eDNA, IR, etc)		
	Determine metrics for evaluation for the potential actions		
	Calculate future thermal loads		
	Negotiations with DEQ over Thermal Plume Approach		
	Get downscaled climate results and develop approach for accounting for climate change in model/tool		
	Calculate future targets for thermal loads/credits		
Develop list of potential actions to address temperature	Inventory of existing, previously identified, and new potential actions/initiatives to meet future temperature challenges (Complete)	Update the list with any new strategies developed in last 5 years	
Narrow down list of potential actions based on input from the group	Review the list of potential strategies and select ones for current vs future analysis (Complete)	Revisit potential strategies not included in previous TCS development	

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
For each potential action, develop a fact sheet that identifies: Method for thermal benefit quantification, cost, TBL benefits/values, assumptions/limitations, DEQ acceptability, regulatory certainty, and ties to other efforts in the LTRCS	REUSE ACTIONS		
	Complete Reuse Master Plan and Reuse Valuation Tool	Evaluate the feasibility of industrial reuse, poplar farms, and IPR with planning level costs and benefits for future Temperature Compliance Strategy update	
	Evaluate feasibility of industrial reuse applications		
	Work with DEQ to update reuse IMD and regs (through specified ACWA committee)		
	Work with DEQ to establish urban wetland irrigation as a new beneficial use (e.g., Thomas Dairy)		
	Evaluate and quantify planning-level costs and feasibility of 10 MGD TVID Exchange		
	Discuss/negotiate with TVID for 10 MGD exchange		
	EFFLUENT TEMPERATURE REDUCTION ACTIONS		
	Influent temperature reduction study (source water to influent) via consultant	Evaluate other temperature reduction strategies not included in previous TCS development	
	Update costs and effectiveness of cooling towers, chillers, and heat pump from previous TCS development tool		
	Quantify thermal loads from industries and evaluate potential thermal effects of local limits and/or targeted source control	Evaluate effectiveness of local limits for temperature	
	Pretreatment plan update		
	Develop planning level costs and benefits for all selected effluent temperature reduction actions not already covered to create fact sheets		
	OPERATIONAL ADJUSTMENT ACTIONS		
	Evaluate effectiveness of temporary storage for meeting thermal plume regulations		

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
For each potential action, develop a fact sheet that identifies: Method for thermal benefit quantification, cost, TBL benefits/values, assumptions/limitations, DEQ acceptability, regulatory certainty, and ties to other efforts in the LTRCS	Create and utilize NTS model to optimize operations for temperature		
	Model effectiveness of changes in various operations on thermal compliance (e.g., Hillsboro NTS, covering clarifiers, surge basins, wet weather outfalls, outfall modifications, heat-sink industries)		
	Discuss/negotiate potential operational strategies with DEQ in permit renewal		
	Model effectiveness of strategic transfers for meeting thermal loads and thermal plume regulations		
	Create planning-level costs and benefits of each potential action to create fact sheets		
	SHADE AND STREAM RESTORATION ACTIONS		
	Project future shade generation rates and costs to adjust from linear assumption in current tool		
	Work with DEQ, ACWA, and others to develop method for getting thermal credit for stream enhancement and wetland restoration		Update Temperature Management Plan with credit for stream activities
	Complete study on Dairy Creek Watershed for effectiveness of shade and stream restoration		
	Create triple-bottom-line and other inputs for the fact sheets not already covered in projections		
	FLOW ENHANCEMENT ACTIONS		
	Machine learning study for Hagg Lake Optimization and Tool		
	Complete the ASR Feasibility Study		
	Tualatin River Flow Optimization Strategy Development		

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
Step 4: For each potential action, develop a fact sheet that identifies: Method for thermal benefit quantification, cost, TBL benefits/values, assumptions/limitations, DEQ acceptability, regulatory certainty, and ties to other efforts in the LTRCS	Update costs of potential water purchases from previous tool (Lake Oswego, TVID, etc.)	Discussions/negotiations around water rights exchanges	
	Create planning-level costs and benefits of each potential action for flow enhancement to create fact sheets	Discussions/negotiations around rule curve adjustments to improve reliability of fill	
	Evaluate previous CE-QUAL-W2 modeling for quantifying thermal benefits from flow enhancement and update if needed	Update the CE-QUAL-W2 model of Hagg/Tualatin with more recent years (2021-2027)	
	Current and potential water rights evaluation		
	REGULATORY UPDATE ACTIONS		
	Pull together info for DEQ to get approval of demonstrative approach for thermal plume	Work with DEQ to update the Temperature TMDL	
	Develop regulatory mechanism to get thermal credits outside July/August to meet non-TMDL temperature regulations in other summer months		
Develop tool to rapidly examine many different portfolios of actions towards meeting targets into the future	Develop common list of assumptions, methods, inputs, etc for use in fact sheets and the tool Create the spreadsheet and infrastructure, inputs, regressions, etc for the tool Build in the results from the fact sheets Test and finalize the tool	Update the tool with most recent data/methods	
Run thousands of scenarios to select the 'best' combinations of actions to meet targets. Review and select top one.	Identify the ranges of scenarios and combinations	Update for next TCS update	
	Develop automated tool for running all of them and outputting scores and run the scenarios		
	Evaluate, compare, and select best strategy		

Objectives (Strategies)	Initiative Statements (Tactics)		
	Current permit cycle (now-2027)	Next permit cycle (2028-2032)	Future permit cycles (2033+)
Write the Temperature Compliance Strategy with plan in 5-year increments through 2040 and plan to update the TCS every 5 years to adaptively manage	Document the development of the tool, the scenarios, the evaluation process, and create 5-year increment timeline of the temperature strategy	Update the TCS every 5 years	

Board Planning and Discussion



CWS Board Work Session Days Planning Document: Discussion Draft

	2025			2026			
Topic	July 18	October 10	November 7	February 6	May 8	July 31	October 23
BUDGET/ FINANCE	CWS Billing: Current State Overview of the history of billing, how collection works for residential and industrial customers, challenges, and opportunities.	CWS Billing: Potential Future States <ul style="list-style-type: none">• Present options for potential changes and a process to evaluate next steps with partners. Receive Board direction.• Review existing customer assistance programs of partner cities and agencies.• Discuss initial technical feasibility and costs.• Provide recommendations and seek direction.	Cost of Service Study (COSS) 2.0 <ul style="list-style-type: none">• Provide background and purpose of COSS.• Discuss cost allocation experience based on actual year-end history for sewer/storm and regional/local.• Make recommendations.	Rate Development Discussion and Five-Year Forecast	Budget		
			FY25 Year-End Financial Report	Quarterly Financial Report		Quarterly Financial Report	Year-End Financial Report
				CWS Annual Financial Audit Report Share first report and findings from CWS Audit Committee.			

	2025			2026			
Topic	July 18	October 10	November 7	February 6	May 8	July 31	October 23
PERMIT & COMPLIANCE		Permit Cycle Update <ul style="list-style-type: none">• Provide status of where we are in the permit cycle and the steps necessary for renewal.• Co-implementer intergovernmental agreement negotiations, and the timeline for completion.• Regulatory Compliance Roadmap.		Compliance overview		IGA Update Update status of co-implementer IGA negotiations, and the timeline for completion.	
			Design and Construction (D&C) Standards D&C Standards are the administrative and technical requirements for development and construction activities. Provide foundation on D&C and steps needed to update before the next permit renewal.			Design and Construction Standards Present recommended revisions to D&C Standards and receive Board direction.	

	2025			2026			
Topic	July 18	October 10	November 7	February 6	May 8	July 31	October 23
TRUST & CREDIBILITY	Plan to Rebuild Trust, R&O 25-5 Continue discussion of Plan to Rebuild Trust: <ul style="list-style-type: none">• Leadership update.• Feedback from employees and city partners.• Communications• Status of R&O 25-5 implementation, including forensic investigation and CWIC domicile review.• Customer assistance timeline.	Plan to Rebuild Trust, R&O 25-5 <ul style="list-style-type: none">• Update on Clean Water Insurance Company (CWIC) domicile.• Customer assistance program (<i>see Budget/Finance</i>)					
		Community Research Earning trust and building credibility through listening <ul style="list-style-type: none">• Stakeholder Insight Survey	Ratepayer Values Focus Groups Understand benchmarked ratepayer values for CWS services as part of the biennial Customer Awareness & Satisfaction Survey. Values last updated in 2014.				
			Customer Awareness and Satisfaction Survey Biennial survey (since 1988) to understand ratepayer satisfaction and CWS' performance against ratepayer values.				
WORKFORCE/ HR				Workforce Development Update Update on workforce culture, learning, and development.			

	2025			2026			
Topic	July 18	October 10	November 7	February 6	May 8	July 31	October 23
CONSTRUCTION	CWS Buildings Update Update on status and schedule for Central, ripl, ABC, and Springer.						
MASTER PLANNING	West Basin Master Plan (WBMP) Receive WBMP summary. <ul style="list-style-type: none">CWAC unanimously recommended adoption at June 2025 meeting.						
ROADMAPS		Update on Long-Term Regulatory Compliance Roadmap <i>(See Permit)</i>	Update on Climate Action Roadmap	Update on Roadmaps + Goal Share + Performance Excellence			
CWIC	<i>(see Trust & Credibility)</i>	<i>(see Trust & Credibility)</i>				Annual Risk Report	
LEADERSHIP							
BOARD PLANNING	Review and Discuss Plan	Review and Discuss Plan <ul style="list-style-type: none">Rolling agendaWork session daysBudget timelineRecruitment timeline	Review and Discuss Plan	Review and Discuss Plan		Review and Discuss Plan	Review and Discuss Plan
TOURS	RC Clarifiers						RIPL

OTHER KEY DATES

Budget

- November 4, 2025: Board votes on Clean Water Services Advisory Commission nominees to Budget Committee
- April 17, 2026: FY 2026-27 Proposed Budget and Capital Improvement Program documents delivered to Budget Committee members and posted on website
- June 16, 2026 (tentative): Board consideration/public hearing and adoption of FY27 Rates & Charges, Budget, CIP, any FY 2025-26 supplemental or transfers

Possible travel

- April 14-16, 2026 (tentative): DC Water Week Policy Fly-in

OCTOBER 2025
CWS BOARD WORK SESSION / MEETING AGENDA ITEMS

DRAFT

Time sensitive items are in bold. Tentative dates are in italics
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	OCTOBER 7 (a.m.)	October 10 CWS Work Session (9am-4pm)	OCTOBER 14 (WS)	OCTOBER 21 (a.m.)	OCTOBER 28 (p.m.)
WORK SESSION	<ul style="list-style-type: none">CEO/General Manager Interim Discussion (30)	<ul style="list-style-type: none">Plan to Rebuild Trust (90)CWS Billing: Potential future states (45)Permit Cycle Update and Long-Term Regulatory Compliance Strategic Roadmap (90)Board planning (90)		<ul style="list-style-type: none">111th Court Reimbursement District (25)Nominations for CWS Budget Committee (10)	
REGULAR MEETING	Board meeting, 10 a.m.			Board meeting, 10 a.m.	Board meeting, 6:30 p.m.
Proclamations/ Presentations:	P & P			P & P	P & P
Boards & Commissions:	B & C			B & C	B & C
Public Hearings:	Public Hearings			Public Hearings	Public Hearings
Action:	Action			Action	Action
Consent:	Consent			Consent	Consent
	<ul style="list-style-type: none">Approve Microsoft Enterprise AgreementAward Contract to Construct the Heather Street Half Street Improvements Project No. TBD			<ul style="list-style-type: none">Contract to Purchase and Haul Hydrated LimeContract for Aluminum Sulfate SolutionContract for Sodium HydroxideContract for Sodium HypochloriteContract for Sodium Bisulfite SolutionApprove Joint Funding Agreement with USGS for Study of Tualatin River Water Quality for FY 2025-26 (on hold during govt shutdown)	
OTHER MEETINGS	<ul style="list-style-type: none">Friday, October 3: BCC Annual Report & Jail TourWednesday, October 8: AOC District 8 Meeting - 1 – 5 p.m. Multnomah County Library – Midland 805 SE 122nd Ave			<ul style="list-style-type: none">Friday, October 24: CATT Beaverton Grand Opening	<ul style="list-style-type: none">Oct. 30: Annual Housing Forum @ Wingspan.
BOD Out of Office	<ul style="list-style-type: none">	<ul style="list-style-type: none">Harrington OOO 10/16-19	<ul style="list-style-type: none">	<ul style="list-style-type: none">	<ul style="list-style-type: none">

Additional Work Session/Board meeting topics requested by Board members:

NOVEMBER 2025
CWS BOARD WORK SESSION / MEETING AGENDA ITEMS

DRAFT

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	NOVEMBER 4 (am)	NOVEMBER 7 CWS Work Session (9-4)	NOVEMBER 11 CANCELED	NOVEMBER 18 (pm)	NOVEMBER 25 CANCELED
WORK SESSION	<ul style="list-style-type: none">Discuss legislative agendas for 2026 (discussion coordinated with County GR) (15)Investment report: July-Sept 2025	<ul style="list-style-type: none">Cost of Service StudyYear-end financial reportDesign and Construction StandardsClimate Action RoadmapSurvey work:<ul style="list-style-type: none">Ratepayer values focus groupsCustomer Awareness and Satisfaction SurveyBoard planning			
REGULAR MEETING	Board Meeting, 10 am			Board Meeting, 6:30 pm	
Proclamations/ Presentations:	P & P			P & P	
Boards & Commissions:	B & C <ul style="list-style-type: none">Appoint CWAC Members to CWS Budget Committee			B & C <ul style="list-style-type: none">	
Public Hearings:	Public Hearings			Public Hearings	
Action:	Action <ul style="list-style-type: none">Adopt West Basin Master Plan			Action	
Consent:	Consent <ul style="list-style-type: none">Approve Task Order to Master Contract for the Durham Phase 6B Digester Project No. 7203 Services During ConstructionApprove Task Order to Master Contract for the Durham Odor Control Phase 3 Headworks Project 7202 Services During Construction			Consent <ul style="list-style-type: none">Approve a Task Order to Master Contract with Brown and Caldwell, Inc. for the Rosedale Pump Station and Force Main Project No. 7026Award Contract to Construct the Durham Phase 6B Digester Project No. 7203Approve IGA with City of Hillsboro for Project Evaluation and Preliminary Design for Harewood Sanitary Sewer Replacement Project No. 7372	
OTHER MEETINGS				<ul style="list-style-type: none">AOC Annual Conference November 18-20 Eugene	
BOD Out of Office	<ul style="list-style-type: none">	<ul style="list-style-type: none">	<ul style="list-style-type: none">	<ul style="list-style-type: none">Willey OOO 11/15-30	<ul style="list-style-type: none">

Additional Work Session/Board meeting topics requested by Board members:

DECEMBER 2025
CWS BOARD WORK SESSION / MEETING AGENDA ITEMS

DRAFT

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	DECEMBER 2 (am)	DECEMBER 9 (pm) Work Session and Board Meeting	DECEMBER 11 (9-4) Board Roundtable	DECEMBER 16 (p.m.)	DECEMBER 23 Canceled	DECEMBER 30 No meeting – fifth Tuesday
WORK SESSION	<ul style="list-style-type: none">Finalize legislative agendas for 2026 (discussion coordinated with County GR) (10)	<ul style="list-style-type: none">		<ul style="list-style-type: none">		
REGULAR MEETING	Board meeting, 10 a.m.	Board meeting, 6:30 p.m.		Board meeting, 10 a.m.		
Proclamations/ Presentations:	P & P	P & P <ul style="list-style-type: none">Forensic investigation presentation (60)		P & P		
Boards & Commissions:	B & C	B & C		B & C		
Public Hearings:	Public Hearings	Public Hearings		Public Hearings		
Action:	Action <ul style="list-style-type: none">Tentative: Adopt CWS Board Rules of Procedure	Action		Action <ul style="list-style-type: none">Adopt legislative agendas for 2026 (action coordinated with County GR)		
Consent:	Consent <ul style="list-style-type: none">Adopt investment policy	Consent <ul style="list-style-type: none">Award contract for polymer flocculent		Consent <ul style="list-style-type: none">Approve a Task Order to Master Contract with Consor Engineers North America for the Butternut Pump Station Phase 2B PS and FM Project No. 7328Award Contract to Construct the Durham Odor Control Phase 3 Headworks Project 7202		
OTHER MEETINGS						
BOD Out of Office	<ul style="list-style-type: none">	<ul style="list-style-type: none">Wiley OOO 12/11-12: Association of Oregon & California Counties (AO&CC) Annual Meeting	<ul style="list-style-type: none">	<ul style="list-style-type: none">	<ul style="list-style-type: none">Harrington OOO 12/22-1/2	<ul style="list-style-type: none">

Additional Work Session/Board meeting topics requested by Board members:

JANUARY 2026
CWS BOARD WORK SESSION / MEETING AGENDA ITEMS

DRAFT

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	January 6 No CWS Meeting	January 13 (am)	January 20 No CWS Meeting	January 27 (pm)	
WORK SESSION		9:30-10am <ul style="list-style-type: none">			
REGULAR MEETING		Board meeting, 9am		Board meeting, 5:30pm	
Proclamations/ Presentations:		P & P <ul style="list-style-type: none">		P & P	
Boards & Commissions:		B & C <ul style="list-style-type: none">		B & C <ul style="list-style-type: none">	
Public Hearings:		Public Hearings <ul style="list-style-type: none">		Public Hearings <ul style="list-style-type: none">	
Action:		Action <ul style="list-style-type: none">		Action <ul style="list-style-type: none">	
Consent:		Consent <ul style="list-style-type: none">		Consent <ul style="list-style-type: none">	
OTHER MEETINGS	<ul style="list-style-type: none">	<ul style="list-style-type: none">			<ul style="list-style-type: none">
BOD Out of Office	<ul style="list-style-type: none">	<ul style="list-style-type: none">	<ul style="list-style-type: none">	<ul style="list-style-type: none">	<ul style="list-style-type: none">

Additional Work Session/Board meeting topics requested by Board members:

2026 CWS BOD Draft Meeting Schedule

Regular Meeting and Work Session (am)	Regular Meeting (pm)
January 13	January 27
February 10	February 24
March 10	March 24 ^
April 14	April 28
May 12	May 26
June 9	June 23 *
July 14	July 28
August 11	August 25
September 8	September 22
October 13	October 27
November 10	November 24 ^
December 8	December 22 ^

^ **Note:** The Board canceled its meetings on March 24, November 24, and December 22.

* **Note:** The Board is voting on budget items for Washington County and the Housing Authority on June 16. Does it want to include CWS budget items in that meeting?

CWS All-Day Work Session	Location
February 6	TBD
May 8 (Budget meeting)	PSB
July 31	TBD
October 23	TBD

