

**CLACKAMAS RIVER WATER BOARD OF COMMISSIONERS
REGULAR BOARD MEETING
September 10, 2026**

COMMISSIONERS PRESENT:

Sherry French President
Tessah Danel, Secretary
Rob Cummings
Naomi Angier
Rusty Garrison, Treasurer

STAFF PRESENT:

Farshad Allahdadi, General Manager
Karin Holzgang, Executive Assistant

CRW Employees: Financial Officer, Christina Irish;
Chief Engineer, Jason Branstetter; IT Manager,
Kham Keobounnam

COMMISSIONERS ABSENT: 0

VISITORS: Bob Steringer, Kevin Williams, Jim Ginley, Tim Chariet , Michael Miller

Call Work Session to Order

Commissioner French called the meeting to order at 5:30pm. The pledge of allegiance was recited and roll call taken.

1. **Effective Utility Management Introduction & Assessment (EUM)** (conducted by Jim Ginley)
Activities- 1) The Board was asked to provide from their perspective the top two strengths for CRW and top two challenges for CRW. 2) Next the Board had the opportunity to look at the 10 attributes of the EUM and rank those from 1-10 of importance to CRW. Those attributes are:

1) Community Sustainability	6) Operational Optimization
2) Customer Experience and Satisfaction	7) Regulatory and Reliability Performance
3) Enterprise Resiliency	8) Stakeholder Understanding and Support
4) Financial Viability	9) Water Resource Sustainability
5) Infrastructure strategy and performance	10) Workforce Development

Work Session Adjourned at 6:35pm

Call Regular Meeting to Order

Commissioner French called the meeting to order at 6:35pm

MOTION: Commissioner Danel moved to approve the agenda as Presented. Commissioner Garrison seconded the motion.

MOTION CARRIED 5-0

Ayes: Angier, Cummings, Danel, French, Garrison
Nays: None
Abstentions: None

Public Comment- none

Consent Agenda

CA-1: Gross Payroll and Account Paid for August 2026

CA-2: Cash & Investment Ending Balances Report

MOTION: Commissioner Danel moved to approve the consent agenda as presented.
Commissioner Garrison seconded the motion.

MOTION CARRIED 5-0

Ayes: Angier, Cummings, Danel, French, Garrison

Nays:

Abstentions: None

Agenda Item 1.0 Consider Approval of the Hordichok Well Use Termination Agreement

Mr. Branstetter shared the background on the history for the current well agreement. The agreement was to allow the Hordichok family to irrigate using well water. There have been issues discovered with needed repairs to the well and the Hordichok's are no longer interested in using the well and therefore CRW is entering into an agreement to terminate the well use agreement.

MOTION: Commissioner Danel the Board to approve the Termination Agreement for well use by Monty Hordichok on the CRW Roberts Property and authorize the General Manager to sign the Agreement. Commissioner Garrison seconded the motion.

MOTION CARRIED 5-0

Ayes: Angier, Cummings, Danel, French, Garrison

Nays:

Abstentions: None

Agenda Item 2.0 Consider Approval of Exemption of Rules and Regulations Requiring Frontage to Main for Water Service at 9608 SE Stanley Ave.

Mr. Branstetter shared this is a request by a developer to build homes on that do not have frontage to main but would have separate water meters for each lot.

MOTION: Commissioner Danel Consider Approval of Exemption to the requirement for frontage to main for water service, for lots 2 and 3 of the to be recorded plat of Stanley Commons Middle Housing. Commissioner Garrison seconded the motion.

MOTION CARRIED 5-0

Ayes: Angier, Cummings, Danel, French, Garrison

Nays:

Abstentions: None

Agenda Item 3.0 Management Report

- The Monthly report will be provided next week and then posted on the website
- A new artwork piece was installed at Riverside Park in August called "The Headman"
- There will be a Special Board Meeting on September 28 at 6pm
- Agenda setting for the October Board meeting will be September 24.
- The October Board meeting will be October 8th

No public comment- None

Agenda Item 5.0 Commissioner Reports and Reimbursements

Open meeting is adjourned at 6:48pm

Clackamas River Water Organizational Assessment

Introduction to Effective Utility Management (EUM)

With the Board – Thursday, September 10, 2026

AGENDA

- **Introductory remarks by Farshad – purpose and expectations for project and today’s session**
- **Ice breaker and discussion around “what’s important to Clackamas River Water?”**
 - **Top Strengths and Challenges**
 - **Five Questions about CRW**
- **Introduction to Strategic Organizational Improvement**
- **Introduction to EUM Framework AND how it supports strategic improvement process**
- **Conduct EUM Self-assessment – chart and discuss results**
- **Discussion on next steps**
- **Adjourn**

Organizational Assessment and Introduction to Effective Utility Management

PARTICIPANT WORKSHEETS FOR EXERCISES AND DISCUSSIONS

Top Strengths and Challenges

Top things CRW does well 1. 2.	Biggest challenges or areas for improvement 1. 2.
Summary from across the room	Summary from across the room

Clackamas River Water Organizational Assessment -- September 2026

Five Questions about Clackamas River Water

Please select the single BEST answer for each question:

1) From my perspective, the area that CRW does the best is:

- a. Focusing on the needs of our customers and stakeholders
- b. Performing in a financially sound and fiscally responsible manner
- c. Managing our resources to ensure safe and adequate water supply
- d. Maintaining outstanding operations that leverage and integrate technology
- e. Developing an outstanding workforce
- f. Other: _____

2) From my perspective, the area that CRW needs to focus on most is:

- a. Implementation of industry best practices and innovative technology/systems
- b. Recruiting and retaining the best people possible, especially for the future
- c. Protecting our water resources and ensuring they are sustainable
- d. Helping our customers and stakeholders understand the value of our services
- e. Investing the right amount of resources in maintaining our aging infrastructure
- f. Other: _____

3) T or F: Clackamas River Water is recognized by both our customers and stakeholders as a leader in the communities that we serve.

- a. True
- b. False

4) T or F: At Clackamas River Water, our mission is to provide clean, safe drinking water to our community.

- a. True
- b. False

5) How would you BEST DESCRIBE Clackamas River Water as an organization?

- a. Dynamic, progressive, and nationally recognized leader
- b. Struggling organization that needs a lot of improvements
- c. Growing organization that embraces innovation, integrity, and stewardship
- d. Mature organization that is set in its ways and on "cruise control"

Other: _____

ORGANIZATION-WIDE ASSESSMENT USING EUM'S TEN ATTRIBUTES

Exercise: Ranking the Importance of the Attributes to CRW

1. Each participant will be provided a two-page scorecard.
2. On the scorecard is the description for each of the Ten Attributes of Effectively Managed Utilities.
3. Using the scorecard, review the text/content for each of the Ten Attributes and think about how these areas of everyday utility operations and management impact CRW.
4. From your personal perspective, rank the Attributes in order of importance – your most important Attribute is 1, second is 2, etc.
5. This is a “forced ranking” – meaning no ties – each Attribute gets a distinct number.
6. Complete your scorecard when prompted.

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Exercise: Comparing Importance of Attributes across the Organization – Charting Results

1. When prompted – transfer your ranking scores from the scorecard to the chart below, using the two-letter abbreviations for each of the Attributes (see chart below).
2. Chart your personal scores using the highlighted column in Table 2 below.
3. When prompted, share your results with the facilitator, who will transfer to a master chart for display and discussion.

Table 1 -- Two-Letter Key to Ten EUM Attributes

Community Sustainability	SU	Operational Optimization	OO
Customer Experience and Satisfaction	CS	Regulatory and Reliability Performance	RR
Enterprise Resiliency	ER	Stakeholder Understanding and Support	SS
Financial Viability	FV	Water Resource Sustainability	WS
Infrastructure Strategy and Performance	IS	Workforce Development	WD

Table 2 – Comparing Results of Ranking of Attributes

Order of Importance	Your Top 10	OTHERS IN THE ROOM (OPTIONAL)						
		2	3	4	5	6	7	8
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								

Clackamas River Water – Organizational Assessment

Tessah Dane

Assessment Using EUM Framework -- SCORECARD for Ranking Ten Attributes -- Board Version -- September 10, 2026

Attributes		Rank
Community Sustainability (SU) - Actively leads in promoting/organizing community sustainability improvements through collaboration with local partners. - Uses operations to enhance natural environment. - Efficiently uses water and energy resources, promotes economic vitality, and engenders overall community improvement. - Maintains and enhances ecological and community sustainability including pollution prevention, watershed and source water protection. - Identifies and implements programs such as community benefits and workforce development initiatives to increase investments in people and the community for improved economic inclusion.		8
Customer Experience and Satisfaction (CS) - Provides reliable and responsive services. - Receives timely customer feedback. - Encourages all utility personnel to be aware of and responsive to customer needs and emergencies. - Provides tailored customer service and outreach to a range of customer groups (e.g., residential, commercial, and industrial customers, and newly emerging groups such as high strength waste producers or power companies).		10
Enterprise Resiliency (ER) - Manages risk to ensure enterprise continuity in collaboration with internal and external partners. - Identifies, evaluates, and establishes tolerance levels and effectively manages risks (including legal, regulatory, financial, social, environmental, safety, physical and cyber security, knowledge, talent loss, and natural disaster-related). - Understands relevant trends and forecasts to anticipate, respond to, adapt, and recover from disruption in service.		7
Financial Viability (FV) - Establishes predictable and equitable rates consistent with community expectations that consider the full life-cycle cost of utility operations and value of water resources. - Effectively balances long-term debt, capital, operations and maintenance expenditures with revenues and asset values. - Adequately recovers costs, provide reserves, invest for future needs, maintain optimal bond ratings, and address cost of service and the needs of disadvantaged households. - Understands opportunities for diversifying revenue and raising capital through adoption of new and innovative business and financing models.		3
Infrastructure Strategy and Performance (IS) - Understands the condition of and costs associated with critical infrastructure assets. - Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk. - Coordinates repair efforts within the community to minimize disruptions. - Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and with a robust set of adaptation strategies. - Integrates service equity and environmental justice in the capital planning process. - Develops and implements a strategic asset management plan that aligns to strategic business plan that is communicated, available, and visible to customers and stakeholders.		5

Clackamas River Water Organizational Assessment

Assessment Using EUM Framework -- SCORECARD for Ranking Ten Attributes -- Board Version -- September 10, 2026

Attributes		Rank
Operational Optimization (OO)		9
- Conducts ongoing performance improvements informed by performance and benchmarking monitoring. - Effectively utilizes technological approaches and tools to optimize data and resource management. - Continuously incorporates innovative solutions through ensuring ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of utility operations.		
Regulatory and Reliability Performance (RR)		2
- Meets or exceeds regulatory and reliability requirements. - Ensures consistent and equitable outcomes for livable communities (municipal operations, institutional operations, industrial users, commercial users, and residential end users). - Maintains consistency with customer, community, public health, safety, ecological, and economic priorities (applies to drinking water, wastewater, stormwater, and recovered resources).		
Stakeholder Understanding and Support (SS)		6
- Enables understanding and support from stakeholders (anyone who can affect or be affected by the utility, including direct customers, oversight bodies, community and watershed interests, regulatory bodies, and consumers) for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. - Actively considers the full spectrum of impacts at all stages of decision making to a diverse set of stakeholders to ensure the same level of service and quality to all communities served. - Actively promotes an appreciation of the true value of water and water services, and water's role in the social, economic, public, and environmental health of the community.		
Water Resource Sustainability (WS)		1
- Understands the utility's role in the complete water cycle, including fit for purpose water reuse options, ensuring attainment of designated uses and maintenance of surface water quality, and integrating utility objectives and activities with other watershed managers and partners. - Manages operations to provide for long-term aquifer and surface water sustainability and replenishment. - Understands/plans for future water resource variability (e.g., changing weather patterns, including extreme events, such as drought and flooding). - Undertakes long-term integrated water resource planning, striving to equitably meet customer, community, and ecological water-related needs.		
Workforce Development (WD)		4
- Recruits, develops, retains, and inspires a workforce that is inclusive, competent, motivated, adaptive, and reflective of the community they serve. - Maintains a participatory, collaborative organization dedicated to continual learning, technical proficiency, safety, and innovation where employees recognize themselves as valuable team members that both belong and actively contribute to achieving utility goals. - Implements procedures for employee institutional knowledge retention, workplace safety, and continual learning (e.g., standard operating procedures). - Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a diverse and multi-generational workforce. - Establishes a supportive, collaborative, and aligned senior leadership team.		

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✓ Rob Cummings

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Regulatory and Reliability Performance (RR) • Meets or exceeds regulatory and reliability requirements. • Ensures consistent and equitable outcomes for livable communities (municipal operations, institutional operations, industrial users, commercial users, and residential end users). • Maintains consistency with customer, community, public health, safety, ecological, and economic priorities (applies to drinking water, wastewater, stormwater, and recovered resources).	5
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Water Resource Sustainability (WS) • Understands the utility's role in the complete water cycle, including fit for purpose water reuse options, ensuring attainment of designated uses and maintenance of surface water quality, and integrating utility objectives and activities with other watershed managers and partners. • Manages operations to provide for long-term aquifer and surface water sustainability and replenishment. • Understands/plans for future water resource variability (e.g., changing weather patterns, including extreme events, such as drought and flooding). • Undertakes long-term integrated water resource planning, striving to equitably meet customer, community, and ecological water-related needs.	4
Workforce Development (WD) • Recruits, develops, retains, and inspires a workforce that is inclusive, competent, motivated, adaptive, and reflective of the community they serve. • Maintains a participatory, collaborative organization dedicated to continual learning, technical proficiency, safety, and innovation where employees recognize themselves as valuable team members that both belong and actively contribute to achieving utility goals. • Implements procedures for employee institutional knowledge retention, workplace safety, and continual learning (e.g., standard operating procedures). • Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a diverse and multi-generational workforce. • Establishes a supportive, collaborative, and aligned senior leadership team.	10

CLACKAMAS RIVER WATER

**ORGANIZATIONAL ASSESSMENT
FEATURING (EUM) FRAMEWORK**

Special Meeting of the Board

SEPTEMBER 10, 2026

Agenda – Board Session

- Welcomes and Introductions
- Opening Remarks – Plans and Expectations
- Ice Breakers – Strengths and Challenges; Five Questions
- Introduction to Effective Utility Management (EUM)
- Conduct EUM Self-Assessment
- Discussion of EUM Assessment Findings
- Discussion about Next Steps
- Wrap Up and Adjourn

OPENING REMARKS

PLANS AND EXPECTATIONS

Ice Breaker #1 -- Two Questions:

Question One:

What are the top two things
that CRW does well?

RECORD YOUR ANSWERS
ON YOUR WORKSHEET

Question Two:

What are the top two biggest
concerns, challenges or areas to
improve for CRW?

RECORD YOUR ANSWERS
ON YOUR WORKSHEET

Ice Breaker #2 – Five Questions on CRW

- **See handout and answer the questions**
- **Discuss answers as a group**

Strategic Organizational Improvement Process

- Phase 1 – Assess the Current Situation
- Phase 2 – Build a “Core” Strategic Plan
- Phase 3 – Implement the Strategic Plan

Three Steps and Terminology

- Organizational Assessment (ASSESS)

- Mission

- Vision

- Values

- Goals

- Objectives

- Action Items

- Performance Measures

- Report Progress

- Review/update plan

(BUILD)

(IMPLEMENT)



For Now.....CRW's Focus is Organizational Assessment

- **Current strengths of our organization?**
- **Areas we want to improve?**
- **Internal drivers or situations pushing us to improve?**
- **Outside pressures/external drivers we are facing?**

What Assessment Should Answer:

- **What is most important to utility in next 3 to 5 years?**
- **Do we know what we need to know before union work?**
- **Are we clear on priorities going into budget development?**
- **Are we ready to build/update a “core strategy”?**





Introduction to EUM

Effective Utility Management

Started with: “What’s on the minds of managers?”

- Aging infrastructure
- Increased costs – for everything!
- More stringent regulations
- Changing workforce
- Impacts of climate change – drought to floods
- More accountability from governance, media, and customers
- Etc., etc., etc.

Effective Utility Management “EUM” Initiative

US EPA and six national water sector associations collaborated to launch the Effective Utility Management (EUM) Initiative



Brief History of EUM

- Based around *Ten Attributes of Effectively Managed Utilities* and *Five Keys to Management Success*
- Since 2007 – used by utilities, associations, and consultants across US
- In 2015 – true to continual improvement roots, time to revisit, review, and refresh
- *Revised and “relaunched” in 2017*
- *Updated again in 2023-2024 – just released in September 2024*

Effective Utility Management (EUM)

.....“for utility managers by utility managers”

- 10 Attributes and 5 Keys
- The EUM Primer
- www.usepa.gov/eum





Ten Attributes of Effective Utility Management

- **Community Sustainability**
- **Customer Experience & Satisfaction**
- **Enterprise Resiliency**
- **Financial Viability**
- **Infrastructure Strategy & Performance**
- **Operational Optimization**
- **Regulatory & Reliability Performance**
- **Stakeholder Understanding & Support**
- **Water Resource Sustainability**
- **Workforce Development**

EUM - 5 Keys to Management Success

- 1. Leadership**
- 2. Strategic Business Planning and Management**
- 3. Knowledge Management**
- 4. Measurement**
- 5. Continual Improvement Management Framework**

EUM Framework – “Core Components”

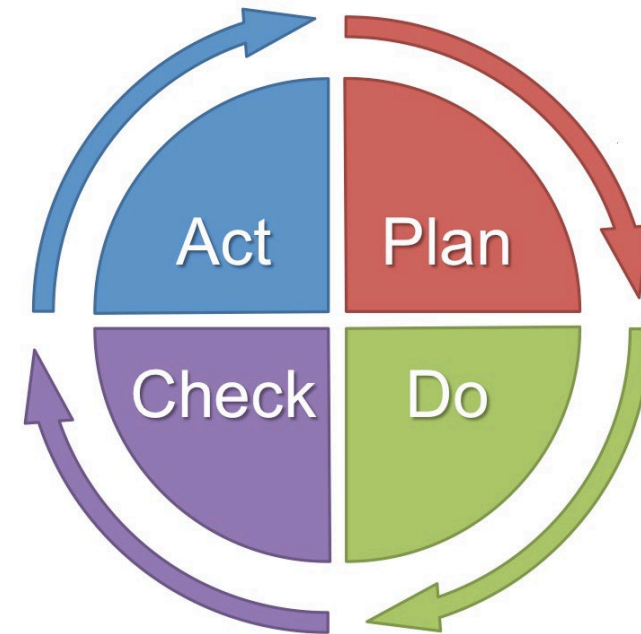
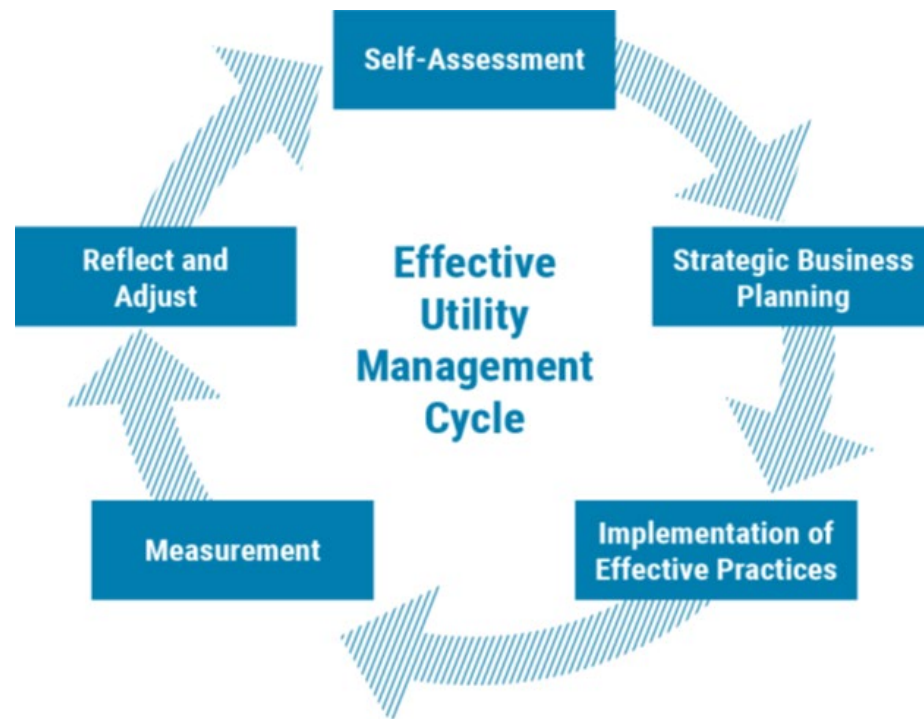
Ten Attributes

- The “what”
- The “best practices” or “ideally anticipated outcomes” of a effectively managed and operated water sector utility
- What you should be striving to do on a typical Tuesday (and every day)

Five Keys to Success

- The “how”
- The “enablers” or “facilitators”
- The built-in and actively deployed management practices
- Also “mentality” or “mindset” of a well-run organization

Basics of Organizational Improvement



Community Sustainability

- Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners (e.g., transportation departments, electrical utilities, planning departments, economic development organizations, and watershed and source water protection groups).
- Manages operations, infrastructure, and investments to support the economic, environmental, and social health of its community. Integrates water resource management with other critical community infrastructure, social, and economic development planning to support community-wide resilience, sustainability, and livability to enhance overall water resource sustainability.

Customer Experience & Satisfaction

- Provides reliable, responsive, and affordable services in line with explicit, customer-derived service levels.
- Utilizes a mix of evolving communication technologies to understand and respond to customer needs and expectations, including receiving timely customer feedback and communicating during emergencies.
- Provides tailored customer service and outreach to traditional residential, commercial, and industrial customers, and understands and exercises as appropriate the opportunities presented by emergent customer groups (e.g., high strength waste producers, power companies).

Enterprise Resiliency

- Ensures utility leadership and staff work together internally, and with external partners, to anticipate, respond to, and avoid problems.
- Proactively identifies, assesses, establishes tolerance levels for, and effectively manages a full range of business risks (including interdependencies with other services and utilities, legal, regulatory, financial, environmental, safety, physical and cyber security, knowledge loss, and natural disaster-related) in a proactive way consistent with industry trends and system reliability goals.

Financial Viability

- Understands the full life-cycle cost of utility operations and value of water resources.
- Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues.
- Establishes predictable rates—consistent with community expectations and acceptability—adequate to recover costs, provide for reserves, maintain support from bond rating agencies, plan and invest for future needs, and taking into account the needs of disadvantaged households.
- Implements sound strategies for collecting customer payments.
- Understands the opportunities available to diversify revenues and raise capital through adoption of new business models.

Infrastructure Strategy & Performance

- Understands the condition of and costs associated with critical infrastructure assets.
- Plans infrastructure investments consistent with anticipated growth, system reliability goals, and relevant community priorities, building in flexibility for evolution in technology and materials, and uncertainty in the overall future operating context (e.g., climate impacts, customer base).
- Maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable risk consistent with customer, community, and regulator-supported service levels.
- Assures asset repair, rehabilitation, and replacement efforts are coordinated within the community to minimize disruptions and other negative consequences.

Operational Optimization

- Ensures ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations in service to public health and environmental protection.
- Makes effective use of data from automated and smart systems, and learns from performance monitoring. Minimizes resource use, loss, and impacts from day-to-day operations, and reduces all forms of waste.
- Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements.

Regulatory & Reliability Performance

- Produces “fit for purpose” water that meets or exceeds full compliance with regulatory and reliability requirements and consistent with customer, public health, ecological, and economic needs.
- Products include treated drinking water, treated wastewater effluent, recycled water, stormwater discharge, and recovered resources.

Stakeholder Understanding & Support

- Engenders understanding and support from stakeholders (anyone who can affect or be affected by the utility), including customers, oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions.
- Actively promotes an appreciation of the true value of water and water services, and water's role in the social, economic, public, and environmental health of the community.
- Involves stakeholders in the decisions that will affect them, understands what it takes to operate as a “good neighbor,” and positions the utility as a critical asset to the community.

Water Resources Sustainability

- Ensures the availability and sustainable management of water for its community and watershed, including water resource recovery.
- Understands its role in the complete water cycle, understands fit for purpose water reuse options, and integrates utility objectives and activities with other watershed managers and partners.
- Understands and plans for the potential for water resource variability (e.g., extreme events, such as drought and flooding), and utilizes as appropriate a full range of watershed investment and engagement strategies (e.g., Integrated Planning).
- Engages in long-term integrated water resource management, and ensures that current and future customer, community, and ecological water-related needs are met.

Workforce Development

- Recruits and retains a workforce that is competent, motivated, adaptive, and safety-focused.
- Establishes a participatory, collaborative organization dedicated to continual learning, improvement, and innovation.
- Ensures employee institutional knowledge is retained, transferred, and improved upon over time.
- Provides a focus on and emphasizes opportunities for professional and leadership development, taking into account the differing needs and expectations of a multi-generational workforce and for resource recovery facilities.
- Establishes an integrated and well-coordinated senior leadership team.

Primer – Four Core Components

- The Ten Attributes
- Five Keys to Management Success
- Self-Assessment Tool
- Implementation of EUM

How to Use the Ten Attributes in the Self-Assessment

- 1) **Rate** the level of Achievement in each Attribute
- 2) **Rank** the level of Importance for each Attribute
- 3) **Combine the two scores** to plot where each Attribute fits on the chart – and then **assess your priorities**

We're gonna do a modified version.....

- Focus only on **RANKING** the Ten Attributes in the **ORDER OF IMPORTANCE.**
- Technique developed by one of EUM creators (Golden, CO).
- Enabled utility to engage Council with **FOCUS ON PRIORITIES.**

EXAMPLE:

Comparing Differing Priorities Across Utility Roles

(Using Original Attributes)

Board Members	Operations Staff	Utility Managers
Product Quality	Product Quality	Product Quality
Resource Adequacy	Operational Optimization	Financial Viability
Sustainability	Operational Resiliency	Resource Adequacy
Infrastructure Stability	Infrastructure Stability	Customer Satisfaction
Operational Resiliency	Customer Satisfaction	Operational Resiliency
Emp.- Leadership/Develop	Emp.- Leadership/Develop	Infrastructure Stability
Customer Satisfaction	Resource Adequacy	Emp.- Leadership/Develop
Financial Viability	Financial Viability	Operational Optimization
Operational Optimization	Sustainability	Stakeholder Support
Stakeholder Support	Stakeholder Support	Sustainability

EXAMPLE – RECENT “IMPORTANCE ONLY”

Order of Importance	Managers	Board	Staff		Combined
1	RR	RR	RR		RR
2	IS	FV	WS		FV
3	FV	IS	FV		IS
4	WD	WD	WD		WD
5	OO	OO	IS		WS
6	ER	CS	SU		OO
7	CS	WS	CS		CS
8	SU	ER	OO		ER
9	WS	SU	ER		SU
10	SS	SS	SS		SS



READY? LET'S DO IT!!!

- Refer to worksheets and scorecard (handouts)
- Use EUM Primer as a reference/as needed
- Ask questions if you get stuck
- Facilitator will check on you
- When you are done, facilitator will ask you to chart your scores on the “big charts”

Discussion of Assessment Findings

- Charting and discussion of EUM Scores
- Compare Top EUM Areas with Top Three AND Five Questions
- Break down by “best practice” inside the Attribute
 - What is strong and why?
 - What is needing improvement? When?

WHAT'S IMPORTANT FOR CRW??

Things we do well and need to keep doing them.....and even better!

- Things we need to improve**
- Things we need to start doing**
- Things we need to work toward in the future**

What's Next?

From today's exercises

- Summary notes
- Results of the three pieces of the assessment – Top Threes, Five Questions, and EUM Attributes
- Narrative on lessons learned and how they inform the next step

***THANKS FOR YOUR
SERVICE AND HARD
WORK TODAY!!!!***

