CLACKAMAS RIVER WATER
BOARD OF COMMISSIONERS
WORK SESSION & REGULAR MEETING
Held at 16770 SE 82nd Dr. Clackamas, OR 97015

This Meeting will have both an in person and remote option for attending
November 12, 2026 at 5:30pm

AGENDA

Public Comment: If a member of the public wishes to address the Board during a meeting, they are encouraged to inform Board staff through email to kholzgang@crwater.com no later than 4pm the day of the meeting. If a person will attend the meeting through Zoom and wishes to provide public comment, prior notice to kholzgang@crwater.com no later than 4pm on the day of the meeting is **required** in order to ensure access. The notice should include the following information: (1) Full name; (2) Address/City/ZIP; (3) Email address or phone number to be used to access the Zoom meeting, so it can be unmuted; (4) District/Organization/Public; and (5) Topic of your public comment and or specific agenda item you wish to speak on.

Members of the public are welcome to speak for a maximum of three minutes during a time designated on the agenda for public comment. The speaker must state their name, address, and if they are a customer or not for the record. Public comment provided at the *beginning* of the agenda will be reserved for comment on agenda items, special presentations, letters, and complaints. Public comment as listed at the *end* of the agenda will be for the purpose of "wrapping up" any remaining concerns.

Anyone who wishes to attend the meeting remotely may do so by internet at https://us02web.zoom.us/j/83616221779 or by calling the following number 1-253-215-8782 and join meeting 836 1622 1779#. **Passcode:** 208226

WORK SESSION -@ 5:30pm

Call to Order, Pledge of Allegiance and Roll Call - *Sherry French, President*

1. **Report on the Results from the Effective Utility Management (EUM) Assessment-** *Jim Ginley, Jim Ginley Consulting, LLC*

Adjourn Work Session

REGULAR MEETING Immediately Following the Work Session

Call to Order - *Sherry French, President*

a. Approval of the Agenda

Public Comment (*see blue box at the top of the agenda)*

Consent Agenda

CA-1: **Gross Payroll and Accounts Paid: October 2026**

CA-2: **Cash & Investment Ending Balances Report**

CA-3: **Project Acceptance: Consider Accepting Assets Constructed Under the "I-205 Waterline Crossing / 82nd Drive Waterline – Phase 2", Project CIP 22-5291 & 23-5303;** *Joseph Eskew, Engineering Manager*

CA-4: **Project Acceptance: Consider Accepting Assets Constructed During the "Prologis Park Clackamas", Project 23-5299;** *Joseph Eskew, Engineering Manager*

Action Items

1. **Consider Approval of Letter Agreement with TRIMET: Water System Facility Relocations During the 82nd Ave Transit Project.** *Joseph Eskew, Engineering Manager & Jason Branstetter, Chief Engineer*

Next Page

2. **Consider Adoption of Resolution 04-2027 Approving Participation in the Public Assistance Grant Program and Execution of Grant Agreement Between the State of Oregon Acting through the Oregon Department of Emergency Management and CRW -** *Farshad Allahdadi, General Manager*

Informational Reports

3. Quarterly Report- 1st Quarter Fiscal Year 2027- *Christina Irish, Chief Financial Officer & Jason Branstetter, Chief Engineer*
4. Management Report – *Farshad Allahdadi, General Manager*
    - Review Proposed Draft BN 27-29 Budget Calendar
5. Public Comment *(see blue box at the top of the agenda)*

Commissioner Business

6. Commissioner Reports and Reimbursements

Adjourn regular meeting

The meeting location is accessible to persons with disabilities. A request for accommodations for persons with disabilities should be made at least 48 hours before the meeting to Adora Campbell (503) 722-9226.

CLACKAMAS RIVER WATER

Work Session
AG Item – 1

BOARD WORK SESSION

November 12, 2026

SUBJECT **Effective Utility Management Assessment Report Summary**

PRINCIPAL STAFF PERSON Jim Ginley, Jim Ginley Consulting, LLC

DOCUMENTS ATTACHED

Agenda Summary

BACKGROUND

Staff have engaged the services of Jim Ginley Consulting LLC to assist with conducting a CRW assessment. Management, Staff and the Board conducted self-assessment workshops over the past two months. Mr. Ginley has complied the information into a report. This information will assist with the next steps for areas of focus for strategic planning efforts.

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MEMORANDUM

To: **Farshad Allahdadi, General Manager, Clackamas River Water, Clackamas, OR**

From: **Jim Ginley, Owner, Jim Ginley Consulting, LLC, Littleton, CO**

Date: **First on October 11, 2026; Updated on October 29, 2026**

RE: **Working Draft Report for CRW's Organizational Assessment**

INTRODUCTION

Following is the summary report for the completion of the organizational assessment of Clackamas River Water (CRW), as conducted by Jim Ginley Consulting, LLC and the staff of CRW. Both the staff and Board of CRW participated in the three-part assessment, which included the Strengths and Challenges exercise, the five-question survey, and the EUM Ten Attribute self-assessment. In every case, the input received is held in confidence and none of the results are attributed to an individual. Group totals are computed and presented for analysis, discussion, and learning.

HOW THIS REPORT IS ORGANIZED

After this short introduction and explanation, the report will be laid out in the following fashion.

- **Part 1** – What we did (and why) – see page 2
- **Part 2** – What we shared and learned – that is, the results of the various exercises – see page 7
- **Part 3** – What the results mean to CRW – see page 21
- **Part 4** – what comes next – see page 23

WHAT NEXT WITH THIS REPORT

This report is submitted as a working draft for the review and edit of the CRW Leadership team (and staff, if you so wish).

We discussed this report and its findings on Wednesday, October 14th – and we agreed that it needed the full set of responses from the Staff groups to be complete. Accordingly, that data was submitted and now it is incorporated in this updated version on October 29, 2026. Please refer to pages 13-16 in this report for the updated charts/analysis.

Once again, if you have questions, comments/suggested edits, please relay them to me as soon as possible. As appropriate, I can and will make modifications to the report and submit another copy to present to the CRW Board during its meeting on Thursday, November 12th. We will invite comments and edits from the Board as well, and then finalize the report and submit as final accordingly.

Again, it has been a pleasure to work with you and your team at CRW, Farshad. I look forward to our conversations around the finding of this assessment, as well as discussing what lies in the future.

All the best to you. Talk again soon. Sincere regards – Jim Ginley

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ORGANIZATIONAL ASSESSMENT OF CLACKAMAS RIVER WATER

PART 1 – WHAT WE DID AND WHY

Session Dates and Participants

The Leadership team participated in a facilitated session on the afternoon of September 10, 2026. On that same evening, the Board held a special session before its regularly scheduled monthly meeting. For the remainder of the staff, a series of working sessions were conducted by managers and supervisors, either during or around the same time as regularly scheduled staff meetings in September and October, 2026.

Altogether, a total of 51 people participated in the Organizational Assessment process, including 11 members of the Leadership team, 35 members of the Staff Team, and all 5 members of the Board. Importantly, everyone on the CRW pitched in, shared both their insights and opinions, and individually and collectively contributed to the successful conduct of this assessment. That's an accomplishment you should be proud of.

Purpose of the Assessment

The basic purpose of the **Organizational Assessment** is to establish a foundation for planning, management, and operation of CRW that recognizes external and internal drivers impacting the future of the organization. The assessment is conducted using a variety of tools, which we will describe shortly. Regardless of what tool or technique you utilize, at the end of the process, you strive to answer the following questions:

- What are the strengths of our organization in its current state?
- What areas do we know or think we want to improve?
- What internal drivers or situations are calling us to make improvements?
- What outside pressures/drivers are we facing that require us to change or improve?

Importantly, the answers to these questions will prepare you for the important activities that you will engage in later this year, including working on the new contract/agreement with your labor union and working on your budget. It will also lay a foundation for working on an update to your organization's strategic planning and implementation efforts, due to come in the next year or two. But let's not get ahead of ourselves – let's stay with the assessment and review the tools that CRW used recently to help ask and answer these important questions.

Tools Used in the Assessment

Tool No. 1 -- Strengths and Challenges Exercise

This tool is a commonly used "ice breaker" to get assessment participants thinking – both about strengths of the organization and about areas that present challenges or opportunities for improvement. Importantly, everyone has a chance to contribute and they can either bring in their own perspective or bias based on what they do every day AND/OR give their thoughts on other areas across the organization. All three groups of participants – Leadership, Staff, and Board – used this tool and in the same way. The results from each group and an analysis of how the findings relate to the Ten Attributes of an effectively managed utility is provided below in Part 2 of this summary.

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Tool No. 2 -- Five Question Survey about Clackamas River Water (CRW)

Surveys are another commonly used assessment tool, the benefits of which include a chance to gather some key insights in a relatively quick manner AND get a lot of people involved. As mentioned above, the entire CRW team contributed via this 5-question survey. The results will be shared in Part 2 of this summary. Following is the actual survey everyone completed:

The Five Questions

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: _____

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Tool No. 3 – Self-Assessment Using the EUM Framework and Ten Attributes

Use of EUM Framework for Assessment

The Effective Utility Management (EUM) framework was developed by a collaborative effort of the US Environmental Protection Agency (EPA) and six of the leading professional organizations in the water sector, including the American Water Works Association (AWWA) and the Water Environment Federation (WEF). This framework was built in 2006 and 2007 and launched in 2008. The EUM framework was updated and relaunched in 2017 by the same consortium of organizations, along with the Water Research Foundation (WRF), the Water Environment & Reuse Research Foundation (WE&RF), and the Association of State Drinking Water Administrators (ASDWA).

The relevance of the framework for CRW lies in the use of the key tools within the framework, all of which are captured in a document known as "the Primer." As part of the introduction to the framework, it was explained how the Primer is organized and some of its most practical features/components were highlighted, including the list of **Ten Attributes of Effectively Managed Utilities**, the **Five Keys to Management Success**, the **Attribute-based Organizational Self-Assessment Tool**, and an **Appendix of Performance Measures** that are designed for use during the implementation phase of the framework.

Use of the EUM Self-Assessment Tool

For CRW, all three participating groups – Leadership, Staff, and Board – used a modified version of the self-assessment tool. After learning about each of the Ten Attributes, all participants were asked to rank the Attributes by order of "importance" from their perspective. That is, the most important Attribute (in the mind of each participant) is ranked as 1, the second-most important as 2, etc. There can only be one ranking for each Attribute. This position indicates the position of importance relative to the other nine.

The results for each of the groups will be presented below – and once again – individual scores/ranking will be held in confidence and most of the charts will combine scores by group.

In addition to this "importance only" view, the members of the Leadership team also completed the more robust and fuller version of the assessment of the Ten Attributes. In this case, each participant first evaluated CRW's "performance" or "level of achievement" in each of the Ten Attributes. A five-point scale is used where a score of "1" is the highest level of achievement and a score of "5" is the lowest level. Compared to a school-style report card, these rating scores would equate to A, B, C, D, and F. Participants were encouraged to score things this way if it helped. Then, the Leadership team completed the forced ranking of importance (as described above) – and the result is a two-part score that indicates both achievement and importance. These results will be displayed and explained below in more detail.

Definition of the Ten Attributes of Effectively Managed Utilities

To finish up this section of the summary report, we have included the Ten Attributes and a paragraph that describes what it takes to "live" that Attribute as a water sector utility. These are the Attributes and definitions that were used to help evaluate the current state of things across the organization at CRW. We will also use them to organize the input from the assessment activities and exercises.

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EUM Ten Attributes

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.

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).

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.

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.

EUM Ten Attributes – continued

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.

Operational Optimization (OO)

- 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)

- 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)

- 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.

ATTRIBUTES CONTINUE ON NEXT PAGE

EUM Ten Attributes – continued

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

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.

PART 2 – WHAT WE SHARED AND LEARNED

Tool No. 1 -- Strengths and Challenges

For each of the three groups, the session participants were asked to write down the top two or three things that CRW does well or best. In turn, each participant shared the first item on their list and proceeded in round-robin fashion until all the ideas were shared and charted. Repeats were noted and similar items were combined. The groups were also asked to write down and then share the top two or three challenges, areas of concern, or opportunities for improvement. The same round robin reporting process was conducted and the repeats and similar items were compiled as before. Following are five charts that contain the "raw data" – what people jotted down and then shared with the room. They include:

- Leadership team strengths and challenges
- Board strengths and challenges
- Staff strengths and challenges
- Strengths sorted by the EUM Ten Attributes
- Challenges sorted by the EUM Ten Attributes

Analysis and commentary on these charts is provided on page 12 below.

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Results of Leadership Team Session – September 10, 2026

Top things CRW does well	Top challenges or areas for improvement for CRW
• Attract/retain top talent (3) • Manage finances/budget (4) • Crisis/emergency response (3) • Coordinate/collaborate between dept./managers (3) • Forward thinking organization • Customer service (3) • Provide help when needed • Water resources management/basin • High quality of water with low/few complaints (2) • Job stability • Operations • Willingness to improve	• Aging infrastructure (4) • Communication/internal (3) • Succession plan/knowledge management/workforce development (4) • More needs than money; future funding • Regulations • Security/cybersecurity • Process improvement with technology • Long-term financial planning • Internal governance/process improvement • Resiliency and environmental risks • Reactive vs. proactive maintenance • Teamwork vs. siloes • Staff retention/relationships with Union • Stakeholder relationships (external)

Board Special Session – September 10, 2026

Top things CRW does well	Top challenges or areas for improvement for CRW
• Clean, healthy water that tastes good • Safe and affordable water • Budget/financial • Communication • Educated workforce to management and Board • Customer service • Emergency management/response • Staff	• Deferred maintenance • Shareholder/stakeholder/customer understanding of what CRW does/provides • Long-term employees/cross training • Infrastructure/capital • Drought/climate issues/water rights • Water conservation • Community involvement • Workforce development/next generation • Recruiting to replace aging workforce

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Results of Staff Sessions – Conducted in Groups

Top things CRW does well	Top challenges or areas for improvement for CRW
• Reporting tools for financials/managers • Customer service (first priority) – 6 • Communications – internal • Communications – with customers • Feel seen and heard by management • Good team environment • Operational fundamentals of delivering quality water – 2 • Emergency response – 2 • Project planning and management • Fiscal responsibility – 2 • Community feeling – 2 • Teamwork – 3 • Departmental coordination/Customer Service - 4 • Culture (doing what's right) - 3 • Safe working conditions - 2 • Collaborating with partners - 2 • Financial standing - 2 • Good quality water - 5 • Plant improvements - forward thinking, equipment upgrades - 6 • Good leadership – listening to employee needs - 2 • Opportunities for growth - 3 • Preventive maintenance - 2 • Communication - 2 • Emergency response - 2 • Mapping/GIS/Records - 2 • Equipment and tools - 2 • Adapting to setbacks - 2	• Customer discount program • Communication (between departments and within) - 3 • Modernization - 3 • Keeping water affordable • Community engagement – conservation, what we do – 2 • Aging infrastructure • Competitive benefits • Upset customers • Internal systems – outside software causing issues • Communications - 3 • Equipment breakdown - 4 • Limited WTP space - 2 • Plant condition (aging) - 4 • Tight staffing/HR - 3 • Back up water supply (word?) - 3 • Cross training - 2 • Unsolicited political discussions/work culture - 3 • SCADA system - 4 • Records and filing system - 3 • Bringing staff together (word?) - 2 • Outside stakeholders/outreach - 3 • Commercial accounts - 2 • Consistency - 2

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Strengths -- Things CRW Does Well – By Attribute (Leadership, Board, Staff)

Community Sustainability (SU) • Community feeling – 2	**Operational Optimization (OO)** • Operational fundamentals of delivering quality water – 2 • Project planning and management • Plant improvements - forward thinking, equipment upgrades - 6 • Equipment and tools - 2 • Coordinate/collaborate between dept./managers (3) • Forward thinking organization • Operations/Willingness to improve
Customer Experience & Satisfaction (CS) • Customer service (first priority) – 6 • Communications – with customers • Department coordination/Customer Service - 4 • Customer service (3) • Provide help when needed • Customer service	**Regulatory & Reliability Performance (RR)** • Good quality water - 5 • High quality of water with low/few complaints (2) • Clean, healthy water that tastes good • Safe and affordable water
Enterprise Resiliency (ER) • Emergency response – 2 • Safe working conditions - 2 • Emergency response - 2 • Adapting to setbacks - 2 • Crisis/emergency response (3) • Emergency management/response	**Stakeholder Understanding & Support (SS)** • Collaborating with partners – 2
Financial Viability (FV) • Reporting tools for financials/managers • Fiscal responsibility – 2 • Financial standing - 2 • Manage finances/budget (4) • Budget/financial	**Water Resources Sustainability (WS)** • Water resources management/basin
Infrastructure Strategy & Performance (IS) • Preventive maintenance - 2 • Mapping/GIS/Records - 2	**Workforce Development (WD)** • Communications – internal • Feel seen and heard by management • Good team environment • Teamwork – 3 • Culture (doing what's right) - 3 • Good leadership – listening to employee needs – 2 • Educated workforce/great staff • Opportunities for growth - 3 • Communication - 2 Job stability • Attract/retain top talent (3)

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Challenges – Things that CRW needs to address or improve – by Attribute

Community Sustainability (SU) • Community involvement	**Operational Optimization (OO)** • Modernization - 3 • Internal systems – outside software causing issues • Equipment breakdown - 4 • Limited WTP space - 2 • SCADA system - 4 • Records and filing system - 3 • Consistency - 2 • Process improvement with technology • Internal governance/process improvement
Customer Experience & Satisfaction (CS) • Customer discount program • Upset customers • Commercial accounts – 2	**Regulatory & Reliability Performance (RR)** • Regulations
Enterprise Resiliency (ER) • Security/cybersecurity • Resiliency and environmental risks •	**Stakeholder Understanding & Support (SS)** • Outside stakeholders/outreach - 3 • Stakeholder relationships (external) • Shareholder/stakeholder/customer understanding of what CRW does/provides
Financial Viability (FV) • Keeping water affordable • More needs than money; future funding • Long-term financial planning • Infrastructure/capital	**Water Resources Sustainability (WS)** • Community engagement – conservation, what we do – 2 • Back up water supply (word?) - 3 • Drought/climate issues/water rights • Water conservation
Infrastructure Strategy & Performance (IS) • Aging infrastructure • Plant condition (aging) - 4 • Aging infrastructure (4) • Reactive vs. proactive maintenance • Deferred maintenance •	**Workforce Development (WD)** • Communication (between departments and within) - 3 • Competitive benefits • Communications - 3 • Tight staffing/HR - 3 • Cross training - 2 • Unsolicited political discussions/work culture - 3 • Bringing staff together - 2 • Communication/internal (3) • Succession plan/knowledge management/workforce development (4) • Teamwork vs. siloes • Staff retention/relationships with Union • Long-term employees/cross training • Workforce development/next generation • Recruiting to replace aging workforce

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Analysis and Commentary of Strengths and Challenges

By design, the strengths and challenges exercise is a good "ice breaker" to get people thinking about what CRW does well and where there are challenges and areas to improve. Importantly, the exercise is conducted BEFORE the EUM Attributes are introduced and defined for assessment participants. As a result, participants share what's truly on their minds and in their hearts. What was shared is captured and presented in the previous charts (see pages 8 and 9). Then, by simply "sorting by Attribute" – we are able to show how all the things that participants shared without knowledge of the Attributes have a "home" inside the ten core areas of everyday utility operations and management. What can we learn from this?

First, it is important to note that something was mentioned about all ten Attributes in both the Strengths and Challenges! That's great – and doesn't happen all the time. It speaks to two things: one, that participants covered the full spectrum of roles (and perspectives) for the entire organization and they did a good job of sharing their personal insights and perspectives; and two, this validates that the Attributes are a pretty good way to organize and assess what you do well and what you need to improve. Once again, "built by our people, for our people, in our words" -- right?

Second, let's look closer at what was reported. In the chart below, we can see pretty quickly that some of the top areas of strength – WD and OO – are also top challenges or areas to improve. This is common, especially given these two areas – people and the day-to-day operations. After that, it is important to see that things you would typically think are "good to be good at" – like CS, ER, FV, and RR – show up as being mentioned often. Similarly, it is encouraging to see that key challenges like infrastructure, availability of water, need for public support, and financial resources all came to mind across the participants.

So, let's keep this chart of "mentions by Attribute" in mind as we go into the results of the other two tools. We will come back to it AFTER we see how the participants responded once they learned about the Attributes.

Number of Mentions by Attribute

Strengths by Attribute	Times Noted		Challenges by Attribute	Times Noted
1. Workforce Development (WD)	21		Workforce Development (WD)	29
2. Customer Experience & Satisfaction (CS)	16		Operational Optimization (OO)	21
3. Operational Optimization (OO)	16		Infrastructure Strategy & Perform (IS)	11
4. Enterprise Resiliency (ER)	12		Water Resources Sustainability (WS)	7
5. Financial Viability (FV)	10		Stakeholder Understanding/Support (SS)	5
6. Regulatory & Reliability Perform (RR)	9		Financial Viability (FV)	4
7. Infrastructure Strategy & Perform ((IS)	4		Customer Experience & Satisfaction (CS)	4
8. Community Sustainability (SU)	2		Enterprise Resiliency (ER)	2
9. Stakeholder Understanding/Support (SS)	2		Regulatory & Reliability Perform (RR)	1
10. Water Resources Sustainability (WS)	1		Community Sustainability (SU)	1

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Tool 2 – Results from the Five-Question Survey about CRW (Updated on October 29, 2026)

Next, we have the results of the second assessment tool, which is the survey that was completed by all members of the three participating groups – Leadership, Staff, and the Board. Results are presented by question in the following set of tables/charts. The results display responses by group and the combined votes from all three groups**.** And for fun, I have noted how the answers ranked according to a **Gold**, **Silver**, and **Bronze** – like in the Olympics.

Question 1 -- From my perspective, the area that CRW *does the best* is:

% Responses All groups	Answers	# Responses Leadership	# Responses Board	# Responses Staff	# Responses All groups
31.38	a. Focusing on the needs of our customers and stakeholders.	2	1	13	16
21.56	b. Performing in a financially sound and fiscally responsible manner	5	2	4	11
31.38	c. Managing our resources to ensure safe and adequate water supply	4	1	11	16
3.90	d. Maintaining outstanding operations that leverage and integrate technology	1		1	2
7.80	e. Developing an outstanding workforce			4	4
2.00	f. Other: Managing our resources to ensure safe and adequate water supply, while probably focusing too much on keeping rates low.		1		1

Analysis and Commentary – Question 1

When given a choice about what CRW does well, the top votes of participants were evenly split across two areas: needs of customers and providing safe and adequate water. Not a bad couple of things to be good at if you're in the public water supply business, right? Especially when it is followed closely (overall) by financial strength and stewardship. The fact that operations and workforce are mentioned, but scored relatively low, sets them up to be areas of focus or improvement in the next questions. And note, the comment under "f." – Other: is intentionally typed in **purple** because it came from one of the **Board members**. If you see something in **blue**, it came from **Leadership**; something in **green**, it came from **Staff**. See below.

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Revised Report for Five Questions – October 29, 2026 Update – Continued

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

% responses All Groups	Answers	# responses Managers	# responses Board	# responses Staff	# responses All groups
10	a. Implementation of best practices and innovative technology/systems	2		3	5
20	b. Recruiting and retaining the best people possible, especially for the future	1		9	10
6	c. Protecting our water resources and ensuring they are sustainable		2	1	3
4	d. Helping our customers/stakeholders understand the value of our services		1	1	2
54	e. Investing the right amount of resources in maintaining aging infrastructure	8	2	17	27
6	f. Other: • Response 1. Communication & local cost of living. • Response 2. Communication & local cost of living for Employees. • Response 3. Recruiting and maintaining a staff who is knowledgeable about our system. Not necessarily the best, but good and maintain our aging infrastructure.			3	3

Analysis and Commentary – Question 2

Infrastructure carried the day for Challenges – and CRW is not alone in this area, as most utilities face this as their top issue. Workforce came in second – also one of the top issues for utilities (and many organizations in other sectors) – and you can make a case that two of the three answers for "Other" could land here too. In third place – focusing on best practices/innovation/technology supports what we saw in Question 1 above for operations. Let's keep this in mind when we go to the other assessment tools and see how it rises, lowers, or stays the same as an area of focus/concern.

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Question 3 – True or False? CRW is recognized by both our customers and stakeholders as a leader in the communities that we serve.

% responses All Groups	Answers	# responses Managers	# responses Board	# responses Staff	# responses All groups
77.55	a. True	9	4	25	38
22.45	b. False	1	2	8	11

Analysis and Commentary – Question 3

Not designed as a trick question – the purpose it to get a few people to think carefully about the relationship that CRW has with customers and stakeholders – not just that you want to provide good service. It's all about whether or not you and your customers know each other, right? The fact that someone – or a bunch of people – in each group flagged this as false is actually a healthy thing. It points to a need to do more in the area of communication and relationship building with customers. Once again, let's see how that plays out in the other assessment tools below.

Question 4 – True or False? At CRW, our mission is to provide clean, safe drinking water to our community.

% responses All Groups	Answers	# responses Managers	# responses Board	# responses Staff	# responses All groups
97.9	a. True	9	5	33	47
2.1	b. False	1			1

Analysis and Commentary – Question 4

Also, not a trick question, this is a shortened version of CRW's mission statement. The sole detractor was being admittedly picky on the actual wording – so with that in mind, it remains very reassuring that everyone is on board with a genuinely noble and important reason to go to work every day. Your knowledge of and passion for your mission is an important internal driver for CRW.

SEE QUESTION 5 ON NEXT PAGE

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Revised Report for Five Questions – October 29, 2026 Update -- Continued

Question 5 -- How would you BEST DESCRIBE CRW as an organization?

% responses All Groups	Answers	# responses Managers	# responses Board	# responses Staff	# responses All groups
4	a. Dynamic, progressive, and nationally recognized leader	1	1		2
10	b. Struggling organization that needs a lot of improvements	1		4	5
56	c. Growing organization that embraces innovation, integrity, and stewardship	7	4	17	28
26	d. Mature organization that is set in its ways and on "cruise control"	4		9	13
4	e. Other: • Response 1. Mature organization willing to adapt. • Response 2. Dynamic organization that embraces innovation, stewardship and integrity to rise to the challenge of aging infrastructure.			2	2

Analysis and Commentary – Question 5

If we add up the totals for "c", "a", and "e", we get a total of 64% of respondents having a positive and healthy view of the organization. Certainly, that is encouraging. However, that means that the remaining people – nearly one-third, right? -- is sending a very different message and this is worth some discussion. Importantly, those expressing their concerns about the health and direction of the organization are both Leadership and Staff, which again, is a good sign. It also underlines the need to talk. On a separate and positive note – the Board/governance – is very positive and optimistic – and that is a good anchor to have moving forward.

Closing Thought for Five Questions Survey

The most important aspect of this exercise is participation – all three groups got a chance to chime in and share what they felt as important. There are no right or wrong answers; however, the table is set for good ongoing discussion. Stay tuned as that plays out in the next tool.

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Tool No. 3 – Organizational Self-Assessment Using the EUM Attributes

The EUM-based organizational self-assessment is designed to do two things: first, to reveal and discuss **how well CRW thinks they are doing** as an organization in the ten Attribute areas; and second, to explain and discussion **how important** the work associated with the Attributes is to CRW from each and everyone's perspective. One way to conduct the assessment is to do the full thing: that is, everyone rates every Attribute on a scale of 1 to 5, and everyone ranks each Attribute in order of importance, 1 through 10. These two scores are paired, charted, and discussed. However, CRW decided to do a **mixed/hybrid approach** to the Ten Attribute assessment. The **Leadership team did the full assessment** – and their results will be displayed and discussed below. This discussion will set up the presentation and discussion of the results for the modified approach that was taken by the Board and the Staff of CRW (all those other than the members of the Leadership team). For the other two groups, the assessment participants WERE NOT ASKED to rate and rank; rather, they were asked to ***only*** **RANK THE ATTRIBUTES IN ORDER OF IMPORTANCE.**

EUM Self-Assessment Results

So, let's start with the results of the Leadership team and their full, two-part assessment. The chart below is similar to the one that we created in the assessment session on September 10 – except now, all of the scores are combined and each of the ten, two-letter symbols represent the simple average of the scores for the 11 participants. As a reminder, if the symbols/Attributes land in the first two rows – that's good, because 1 and 2 are the highest levels of Achievement. Six of the ten Attributes for CRW are in this area – and nearly all six are in the top 5 as well. More on that shortly. The other four Attributes landed in the third row, indicating areas that need attention and possibly improvement – but a "3" is still a pretty good score – and pretty typical that any (if not most) utilities are focusing on Infrastructure and operations. That is, after all, a lot of what you do, right? Okay, let's look at the numbers behind these symbols.

Combining Rating and Ranking Scores by Attribute – Leadership Team – 11 Participants

LEVEL OF ACHIEVEMENT 1 IS HIGH AND 5 IS LOW											
	5										
	4										
	3		IS					SS OO		SU	
	2			FV	WD	ER	CS RR	WS			
	1										
		1	2	3	4	5	6	7	8	9	10
		LEVEL OF IMPORTANCE– 1 IS MOST IMPORTANT AND 10 IS LEAST									

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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

Combined Results for Leadership Team -- 11 Participants

Ave. Rating	Attribute Achievement	Position	Attribute Importance	Ave. Ranking	Top 5-Bottom 5
1.64	FV	1	IS	2.45	**Group 1** Top 5 on both sides: FV, CS, WD, (RR)
1.73	RR	2	FV	2.73	
2.00	CS	3	WD	4.27	
2.45	WD	4	ER	5.04	**Group 2** Bottom 5 on Left side AND Top 5 on Right side: IS, ER
2.45	WS	5	CS	5.73	
2.54	ER	6	RR	5.74	
2.64	OO	7	WS	6.54	**Group 3** Bottom 5 on Both Sides: OO, SS, SU
2.73	SS	8	OO	6.63	
2.82	SU	9	SS	7.18	
3.09	IS	10	SU	8.82	**Group 4** Others to consider: WS

This table (above) helps display the results numerically. As labeled, the yellow column on the left side of the table shows the Attributes "achievement" scores – that is, **how well CRW does in each area**, using the 1 to 5 scale where a "1" is like an "A" and a "5" is like an "F" –got it? So, lower the better in yellow. On the right- hand side, this is the average scores of the "ranking" of the Attributes – with a "1" being the most important and a "10" being the tenth-most important. This is intended to be a forced-ranking, meaning no "ties" – i.e., gotta assign a distinct number to each of the Ten Attributes. The "blue bar" in the middle of the chart is both a visual aid and discussion tool. So, what can we learn from this display of the numbers? One way is to break down the Attributes -- and where they land on the table – into one of four groups (see right side of chart).

Group 1 – these Attribute areas have been rated in the **top five for Achievement (yellow) and Importance (blue) –** which typically indicates that these areas are the "core strengths" of the organization. For CRW, three Attributes land cleanly in the group – FV, CS, and WD – followed by a fourth area – RR – which missed being in the top right side of the chart by 0.01……so, good enough for discussion's sake. All four are both important and are doing well in the eyes of the Leadership team. Good first step; hold that thought.

Group 2 – these Attributes have been rated in the **bottom five (on the left) for Achievement AND ranked in the top five (on the right) for Importance.** Simply translated, these are areas that are important and need focus/attention. By rule, there are only two – IS and ER -- which is encouraging, btw. Infrastructure is every utility's biggest challenge, so no surprises (and no shame) there for CRW. And when it comes to ER – which is your efforts to prepare for a response to a disruption of service – including the gamut of things that could happen, from ice storms and floods to power outages and cyberattacks -- as well as making sure CRW is a safe place to work every day – this is another area of importance for every utility. Importantly, it is also really close – 0.09 – from being a core strength (top five on both sides). And while we are looking at the numbers, note that only one Attribute – IS – had an average score over 3.0. Sure, three others got "rounded" up to cause them to land in the third row in the grid chart above. But from the perspective of the leadership/management team, you have some very good things going on at CRW. Hold that thought too – we'll come back and tie it together.

Group 3 – these Attributes have landed **below the blue bar on both sides**. Numerically, these represent the three lowest scores for Importance. However – especially for OO – it does not mean that you are doing bad things (all the Achievement scores are in the mid and high 2's) – it simply means that collectively, other things took precedence. For two of these – SS and SU – this is a common occurrence in EUM assessments. We will talk more about this later, but be assured that a better understanding of what is expected (and typically done) in these two areas of everyday operations – working with stakeholders and being a key part of the communities you serve – is part of what you, CRW, and other utilities do – it just doesn't score well with this tool. Stay tuned.

Group 4 – there is only one here from CRW – WS – which has **one of the highest Achievement scores (on the left), but only the 7th highest rank on the right**. Having sufficient water supply and protecting the sources from which you get it is an important thing for CRW. Let's see how this Attribute – and some of the others – move or don't move when we add the perspectives and opinions of the other two groups of participants – the Board and the rest of the CRW staff.

Really quick initial summary:

- Top strengths: **FV, CS, WD, RR, ER**
- Challenges and areas to address: **WS, IS, OO, SS, SU**

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Ranking Process for Importance of EUM Attributes

Now – let's get everyone involved again (like we did with the Strengths and Challenges and Five Questions! Again, the primary purpose of the exercise was to get everyone from CRW sharing and discussing the issues – both strengths and opportunities for improvement – in order to build a base of common understanding about what CRW does well, what you are facing as challenges, and what might be the core strengths and priorities upon which to build a strategy of some kind to improve your organization. As mentioned above, the rest of the participants – Board and Staff (not Leadership) – were asked to complete only the "ranking by Importance" part of the EUM self-assessment. Accordingly, each participant was asked to score the top most important Attribute as a 1, second most important as a 2, etc. Every Attribute must have a unique ranking 1 through 10. After collecting all the scorecards from all of the groups, all the rankings were assigned the appropriate score from 1 to 10, all the scores were tallied, totaled, and averaged – and now we can compare the average scores by group. Let's start inside the house with the comparison of the Importance Only scores across the CRW staff groups, including Leadership, ACS/Admin, Sys-Ops-Eng, and Water Resources. One way to begin is by finding common ground across groups, as indicated by frequency of an Attribute in either the Top 5, the Bottom 5, or a "split table."

Comparison of Importance Only across the CRW Staff Groups

Order of Importance	Leadership and Staff by Groups			
	1 Leadership Team	2 ACS/Adm	3 Sys-Ops-Eng	4 Water Resources
1	IS	FV	FV	OO
2	FV	RR	IS	IS
3	WD	OO	WD	WD
4	ER	IS	RR	RR
5	CS	CS	WS	WS
6	RR	WS	ER	ER
7	WS	WD	CS	CS
8	OO	ER	OO	SU
9	SS	SS	SU	FV
10	SU	SU	SS	SS

3 OR 4 in Top 5: Four of the 10 Attributes -- IS, FV, WD, RR – landed in the Top 5 for 3 or 4 groups. Only IS occurred in the Top 5 for all four groups. FV was first or second for three of the four groups – but ninth for Water Resources.

3 OR 4 in Bottom 5: Three of the 10 Attributes -- SS, SU, ER – land in the Bottom 5 for 3 or 4 teams. Both SS and SU were in the bottom for all four groups. ER was really close to having 3 of 4 in the Top, with 2 of 4 scores coming in sixth…..just below the bar.

SPLIT TABLE: Three of the 10 Attributes -- WS, OO, CS – were split between the Top 5 and Bottom 5. WS and CS fell according to the group's focus (for the most part), but the interesting one is OO – which was ranked higher by ACS/Admin and Water Resources than Leadership and Sys-Ops-Eng.

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All of these scores and their positions relative to both the other Attributes and across groups will be the source of some good conversation coming up. But let's add some more information to the conversation by bringing in the average scores for the three main groups of the assessment – Leadership, Board, and Staff. In the table below, you will notice that we have not only stacked the Attributes from top (highest) to bottom (lowest), but we have also included the average scores for each group. Apologies to the mathematicians and statisticians in the reading audience, but these are simple averages based on the scores we received. The number of participants in each group is noted – and again – we haven't done any adjustments due to different size of groups. Let's see what the numbers might tell us from group to group – and again – all the way to the right – how groups compared to the overall combined averages for each Attribute.

Comparing "Importance Only" for All Three Groups (Leadership, Board, and Staff) and Combined

Board		Leadership		Staff			Combined	
Attributes	Average Score	Attributes	Average Score	Attributes	Average Score		Attributes	Average Score
FV	2.6	IS	2.45	IS	3.86		IS	3.53
RR	3.0	FV	2.73	RR	4.00		FV	3.71
IS	3.6	WD	4.27	FV	4.17		RR	4.25
WS	4.0	ER	5.04	WD	4.37		WD	4.55
ER	6.0	CS	5.73	OO	5.09		WS	5.45
OO	6.0	RR	5.74	WS	5.31		OO	5.51
WD	6.4	WS	6.54	CS	5.86		ER	5.90
SS	7.2	OO	6.63	ER	6.17		CS	6.08
SU	7.8	SS	7.18	SU	7.46		SU	7.78
CS	8.4	SU	8.82	SS	8.31		SS	7.96

3 in Top 5: Two of the 10 Attributes – IS and FV – appeared in the top 5 for all three groups. They also ranked first and second in the overall/combined scores, and the lowest ranking in any group was in third (Staff).

3 in Bottom 5: Only two of the Attributes – SS and SU – appeared in the bottom for all three groups and again in the combined scores.

Split Table: The remaining six Attributes -- OO, RR, WD, CS, ER, and WS – "split the table" – with no prevailing tendency or pattern above or below the bar. A few things to note (and perhaps discuss) include: RR was overall third most important, but was 0.01 short of making the top 5 for Leadership; CS was ranked 10th in Importance by the Board and overall only 8th in the combined scoring. One comment received was, "if we focus on everything else, then the result is good service to our customers." One thing to fuel our upcoming discussions is to ask the question, "what should be the most important thing(s) for each group, given its role in the organization? Following that, how did that translate to the order of things? Where are there differences of opinion within a group that cause their scores to be sorted differently than expected? Stay tuned on all of this.

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PART 3 -- WHAT THE ASSESMENT RESULTS MEAN TO CLACKAMAS RIVER WATER

You Have Core Strengths to Work From

When you compare the results of the three tools and combine the insights and perspectives of the three groups who participated in the assessment phase, the recurring strengths are (in EUM terminology):

- **Financial Viability** – an anchor and foundation that is both a source of strength and consistency, but also a call for continued diligence and forward-looking stewardship.

- **Regulatory and Reliability Performance –** a top priority and consistent area of high performance, meeting regulations and providing the highest quality water possible is the culmination of the effort that also connects with other Attributes (OO, IS, ER, and WS).

- **Workforce Development** – the one area that received the most attention and dialogue – both as a strength in the organization and among the top challenges -- which is the same for every utility in Oregon and across the US. CRW has good people now; that needs to continue and be sustained in the future. Without the people, all the work in all the other Attributes doesn't happen, right?

You Have Areas That are Either an Ongoing Challenge or Need to Be Improved

Using the same tools and comparisons, you also consistently identified the need to address ongoing and future challenges, as well as identify areas where improvements can be made. In addition to **Workforce Development** (mentioned above), these four Attributes direct you to a critically interrelated set of everyday plans and activities – some immediate, some near future, and others in the long-term -- that are both core to your success and critical to your role as an agency whose mission is to protect public health and the environment through the provision of safe and adequate water.

- **Infrastructure Strategy and Performance** – managing assets is a challenge for everyone and you are working hard to get and use effectively all the tools, people, and support to meet the challenge. You also have the insight and wherewithal to secure and deploy the financial resources that are needed to address your infrastructure challenges.

- **Operational Optimization** – again, an area where you both do things very well and where you need to make improvements, including innovations to meet the emerging challenges of the day. Upgrades to your facilities and optimization of your daily practices will contribute to your ongoing delivery of high-quality water.

- **Enterprise Resiliency** – another area where you (and every responsible utility) are called to do the right things to prepare for and respond to disruptions of service. This is closely linked to all areas of operation and has a critical place in your ongoing operations.

- **Water Resources Sustainability** – an area that is both very strong and highly regarded, but also another area that demands vision, stewardship, and collaboration. A key to your success in this area is linked your relationship with your customers, your stakeholders, and all the communities that you touch and impact.

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At the end of the day, it's all about the customers and communities you serve

- **Customer Experience and Satisfaction** – a strength that needs strengthening, especially in conjunction with its "cousin" Attributes, Stakeholder Understanding and Support and Community Sustainability. Building customer awareness leads to understanding and support. Knowing your customers and your customers knowing you is a key to your success.

- **Stakeholder Understanding and Support** – this is an area where you already do more than you realize AND where you need to do a lot more, especially with issues like addressing infrastructure needs – and the money part that goes with that. Once again, it's about the quality of the relationships that you have – and the effort to improve those relationships as best you can. This has great potential to become one of your core strengths.

- **Community Sustainability** – you already play this role and do a good job AND the issues of the day demand that you do more. Finding a way to incorporate this Attribute's unique "call to action" -- to become a leading and "anchoring" organization -- will pay great dividends when it is met. CRW is an important part of the entire Clackamas community and your efforts impact neighboring communities as well. Embrace that role.

You Have What You Need to Go Forward

This assessment has revealed that you have a strong organization and that you do many things well. It also has revealed that you have a lot of challenges and areas to improve, many of which you know about and have already begun to address; others need some new thinking and innovation.

Fortunately, this assessment has also revealed that you have three key things going for you as you take on this challenge: (1) strong leadership from your managers; (2) a collaborative and supportive Board of Directors; and (3) a dedicated and talented staff that is willing to engage and participate in a process that will make you a better organization, both in the near future and down the road.

Be Proud of What You Have Accomplished So Far

In addition to the "data" that has been accumulated, processed, and presented, it's also important to take note that you have made some real progress as an organization with the completion of this organizational assessment:

1. **Everyone in your organization was involved** – including staff, leadership team, and the Board of Directors -- to share their insights into what is important to your organization and the communities you serve.
2. **Learned about a framework – EUM** – that can both help you self-evaluate your strengths, your areas to improve, and the diversity of perspectives around the priorities of how and when things need to be addressed and serve as a guidepost and "influencer" to the development and effective implementation of a strategic plan.
3. **Started a dialogue** with a new vocabulary that matches up nicely with the stuff you do every day – and learned about the importance of being able to spread the use of this "vocabulary" across your entire organization ***so that you can all more effectively work together to achieve your goals and objectives in support of your mission as an organization dedicated to public health and environmental protection.***

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PART 4 – WHAT COMES NEXT

Most Literally, With This Report

This is written and presented as a "working review draft" – meaning, that it is yours to review to make sure I didn't miss anything, misstate anything, and that the language and tone is appropriate for your organization. Having worked with me, you know I am somewhat informal and the directly conversational tone is consistent with my workshop behavior. That said, I can "clean it up" if needed.

Based on our discussion on Wednesday, October 14, 2026, we updated the results of Tool 2 (Five Question Survey). Any additional comments or edits based on your review of this October 29th version can and will be included in the final version of the report – which will be submitted in advance to a second presentation and discussion, scheduled for November 12th (with your CRW Board of Directors). After we get their input and feedback, the report will be sent to you as "final."

Final Thoughts

It has been an honor, privilege, and pleasure to work with you, Farshad, and the entire CRW team. I hope this assessment process helps you confirm your strengths, identify areas that you need to address, and provides you with energy, momentum, and encouragement to keep doing the right stuff, the right way, every day.

Talk with you on Wednesday.

Sincere regards -- Jim Ginley, Owner, Jim Ginley Consulting, LLC, Littleton, CO

CLACKAMAS RIVER WATER

Agenda Item – CA-1

REGULAR BOARD MEETING

November 12, 2026

SUBJECT	**Gross Payroll and Accounts Paid**

DRAFT MOTION	Move to acknowledge receipt of Earnings Statements and Monthly Check History for October.
EFFECTIVE DATE	November 12, 2026

PRINCIPAL STAFF PERSON

BOARD ACTION REQUESTED

Acknowledge receipt of information as part of the approval of the consent agenda.

DOCUMENTS ATTACHED

1) Earnings Statements for October 2026, Payrolls – 3 regular payrolls and 1 supplemental payroll - $592,441.20
2) Monthly Check History for October 2026 - $1,810,311.66 (net)

Tot Cks/Vchrs:00000000013 Total Pages:00000000017 - Page count not applicable for iReports
WEEK 40 BATCH 6523 48 PAYS
2 Employees With Overflow Statement

Earnings Statement

2 Overflow Statement 1 Total Statement

	First No.	Last No.	Total
Checks:	ADPCHECK	ADPCHECK	00000000000
Vouchers:	00000400001	00000400048	00000000013

Total Vouchers Bypassed: 00000
Total Checks Bypassed: 00000

SEAT 312 TOTAL DOCUMENT
CLACKAMAS RIVER WATE
LOCATION 0002

CHECK STUFFING, RECONCILIATION

197117.57	GROSS
119834.06	NET PAY (INCLUDING ALL DEPOSITS)
21419.21	FEDERAL TAX
11952.71	SOCIAL SECURITY
2795.41	MEDICARE
.00	MEDICARE SURTAX
.00	SUI/SDI/FLI/MLI/PLI TAX
12529.11	STATE TAX
.00	LOCAL TAX
148421.13	DEDUCTIONS
.00	NET CHECK

SEAT COMPANY CODE 312
CLACKAMAS RIVER WATE
TOTAL DOCUMENT
LOCATION 0002

NON-NEGOTIABLE - VOID - NON-NEGOTIABLE
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Tot Cks/Vchrs:00000000013 Total Pages:00000000017 - Page count not applicable for iReports
WEEK 42 BATCH 6767 48 PAYS
2 Employees With Overflow Statement

Earnings Statement

2 Overflow Statement 1 Total Statement

	First No.	Last No.	Total
Checks:	ADPCHECK	ADPCHECK	00000000000
Vouchers:	00000420001	00000420048	00000000013

Total Vouchers Bypassed: 00000
Total Checks Bypassed: 00000

SEAT 312 TOTAL DOCUMENT
CLACKAMAS RIVER WATE
LOCATION 0002

CHECK STUFFING, RECONCILIATION

196800.24	GROSS
119605.37	NET PAY (INCLUDING ALL DEPOSITS)
21339.82	FEDERAL TAX
11933.04	SOCIAL SECURITY
2790.75	MEDICARE
.00	MEDICARE SURTAX
.00	SUI/SDI/FLI/MLI/PLI TAX
12545.46	STATE TAX
.00	LOCAL TAX
148191.17	DEDUCTIONS
.00	NET CHECK

SEAT COMPANY CODE 312
CLACKAMAS RIVER WATE
TOTAL DOCUMENT
LOCATION 0002

NON-NEGOTIABLE - VOID - NON-NEGOTIABLE
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NON-NEGOTIABLE - VOID - NON-NEGOTIABLE
NON-NEGOTIABLE - VOID - NON-NEGOTIABLE

COMPANY TOTAL COMPANY CODE	HOURS	EARNINGS	STATUTORY DEDUCTIONS	VOLUNTARY DEDUCTIONS	NET PAY
312	18.00 REG .00 O/T .00 HOURS 3 .00 HOURS 4	468.00 REG .00 EARNINGS 3 .18 EARNINGS 5 .00 O/T .00 EARNINGS 4 468.18 GROSS	[redacted]	[redacted]	0 Pays ☐ 351.27

EARNINGS ANALYSIS: [redacted]
MEMO ANALYSIS: [redacted]
STATUTORY DED. ANALYSIS: [redacted]
VOLUNTARY DED. ANALYSIS: [redacted]

NET PAYROLL:	351.27	CHECKS:		FLAGGED:	*NONE*	STARTING CHECK NUMBER:	
TOTAL DEPOSITS:	.00	VOUCHERS:		NET CASH PAYS 1,000.00 OR MORE	*NONE*	ENDING CHECK NUMBER:	
NET VOIDS:	351.27	ADJUSTMENTS:	1			eVOUCHERS:	0
NET CASH:	.00					PAPER VOUCHERS PRINTED:	0

REG

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Tot Cks/Vchrs:00000000012 Total Pages:00000000015 - Page count not applicable for iReports
WEEK 44 BATCH 6978 49 PAYS
1 Employees With Overflow Statement

Earnings Statement

1 Overflow Statement 1 Total Statement

	First No.	Last No.	Total
Checks:	ADPCHECK	ADPCHECK	00000000000
Vouchers:	00000440001	00000440049	00000000012

Total Vouchers Bypassed: 00000
Total Checks Bypassed: 00000

SEAT 312 TOTAL DOCUMENT
CLACKAMAS RIVER WATE
LOCATION 0002

CHECK STUFFING, RECONCILIATION

198055.21	GROSS
124290.61	NET PAY (INCLUDING ALL DEPOSITS)
22384.75	FEDERAL TAX
12279.42	SOCIAL SECURITY
2871.82	MEDICARE
.00	MEDICARE SURTAX
.00	SUI/SDI/FLI/MLI/PLI TAX
13112.07	STATE TAX
.00	LOCAL TAX
147407.15	DEDUCTIONS
.00	NET CHECK

SEAT COMPANY CODE 312
CLACKAMAS RIVER WATE
TOTAL DOCUMENT
LOCATION 0002

NON-NEGOTIABLE - VOID - NON-NEGOTIABLE
NON-NEGOTIABLE - VOID - NON-NEGOTIABLE
NON-NEGOTIABLE - VOID - NON-NEGOTIABLE
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NON-NEGOTIABLE - VOID - NON-NEGOTIABLE
NON-NEGOTIABLE - VOID - NON-NEGOTIABLE

Accounts Payable

Checks by Date - Summary by Check Date

User: smott@crwater.com
Printed: 11/2/2026 11:47 AM

Clackamas River Water

Check No	Vendor No	Vendor Name	Check Date	Check Amount
ACH	0011	Hach Company	10/01/2026	1,840.84
ACH	0012	Metereaders Llc	10/01/2026	15,072.16
ACH	0124	H D Fowler Co Inc	10/01/2026	1,421.76
ACH	0138	Milwaukie, City Of	10/01/2026	6,548.77
ACH	0168	Wichita Feed & Hardware	10/01/2026	48.00
ACH	0287	Environmental Resource Assoc	10/01/2026	1,517.58
ACH	0304	Cantel Sweeping	10/01/2026	753.00
ACH	1546	Cascade Columbia Dist Co Inc	10/01/2026	653.20
ACH	2284	K & D Services Of Oregon Inc	10/01/2026	3,002.20
ACH	3192	MSDSONLINE INC Dba Velocity Ehs	10/01/2026	3,000.00
ACH	3238	Consor North America	10/01/2026	13,936.50
ACH	3325	Chemtrade Chemicals Us Llc	10/01/2026	7,143.03
ACH	3473	Hasa Inc	10/01/2026	1,123.76
ACH	3701	Shred Northwest Llc	10/01/2026	118.00
ACH	3811	Christensen Inc	10/01/2026	5,821.48
ACH	4180	Madrone Technology Group Inc.	10/01/2026	8,058.62
ACH	4256	City Wide Facility Solutions Portland	10/01/2026	1,875.00
ACH	4307	Bend Mailing Services, Llc	10/01/2026	2,646.04
ACH	4495	Jennifer Miller	10/01/2026	21.28
ACH	4709	VanderHouwen	10/01/2026	1,810.71
ACH	1959	US Bank	10/01/2026	1,674.20
98513	4792	CDR Labor Law LLC	10/01/2026	2,640.00
98514	0053	Chas. H. Day Co.	10/01/2026	27.04
98515	4085	Complete Wireless Solutions	10/01/2026	1,137.50
98516	0128	Idexx Distribution Corp.	10/01/2026	33.38
98517	4754	J and L Pacific Lock and Key	10/01/2026	2,336.50
98518	2797	PHOUKHAM Keobounnam	10/01/2026	36.18
98519	2487	LLC Linescape Directional Boring	10/01/2026	1,950.00
98520	2386	Principal Financial Group	10/01/2026	8,402.66
98521	0229	Ricoh Usa, Inc.	10/01/2026	219.85
98522	2542	Rose City Moving & Storage	10/01/2026	865.88
98523	1258	Town & Country Fence Co.	10/01/2026	1,309.00
98524	2247	WHA Insurance Agency Inc	10/01/2026	50.00
98525	2373	World Cup Coffee & Tea Service	10/01/2026	204.25
			Total for 10/1/2026:	97,298.37
ACH	0029	Oregon Pers	10/05/2026	59,121.36
			Total for 10/5/2026:	59,121.36
ACH	1959	US Bank	10/07/2026	1,662.56
			Total for 10/7/2026:	1,662.56
ACH	0011	Hach Company	10/08/2026	413.00
ACH	0018	Pitney Bowes Global Fin Svc Ll	10/08/2026	2,532.25

Check No	Vendor No	Vendor Name	Check Date	Check Amount
ACH	0124	H D Fowler Co Inc	10/08/2026	4,803.00
ACH	0138	Milwaukie, City Of	10/08/2026	274.96
ACH	0232	Hexagon Technologies Inc.	10/08/2026	1,008.35
ACH	0267	Alexin Analytical Inc	10/08/2026	1,600.00
ACH	0373	Oregon AFSCME	10/08/2026	1,247.66
ACH	1546	Cascade Columbia Dist Co Inc	10/08/2026	32,171.60
ACH	2094	ADORA Campbell	10/08/2026	271.64
ACH	3218	Direct Transport Inc	10/08/2026	32.78
ACH	3548	River City Environmental Inc	10/08/2026	7,325.00
ACH	3597	Cloud Records Management Solut	10/08/2026	1,578.00
ACH	4044	Gold Standard Diagnostics Hors	10/08/2026	5,529.10
ACH	4537	SHERYL French	10/08/2026	48.00
ACH	4564	TESSAH Danel	10/08/2026	248.64
ACH	4769	Coy Electric	10/08/2026	2,945.00
98526	0227	Clackamas Garbage Co Inc	10/08/2026	460.71
98527	0519	Colonial Life	10/08/2026	234.51
98528	0167	Grainger Inc	10/08/2026	205.05
98529	0128	Idexx Distribution Corp.	10/08/2026	10,494.01
98530	2922	Kone Inc	10/08/2026	589.44
98531	2487	LLC Linescape Directional Boring	10/08/2026	750.00
98532	4776	ODP Business Solutions LLC	10/08/2026	17.04
98533	1198	Pacific Office Automation	10/08/2026	180.00
98534	0229	Ricoh Usa, Inc.	10/08/2026	735.88
98535	0130	Waste Management Of Oregon	10/08/2026	2,154.73
98536	2373	World Cup Coffee & Tea Service	10/08/2026	100.00
			Total for 10/8/2026:	77,950.35
ACH	0095	ING	10/09/2026	3,786.44
			Total for 10/9/2026:	3,786.44
ACH	0336	Citistreet - State Of Oregon	10/14/2026	9,540.92
			Total for 10/14/2026:	9,540.92
ACH	0021	PGE	10/15/2026	89,779.01
ACH	0232	Hexagon Technologies Inc.	10/15/2026	1,099.50
ACH	0577	Special Districts Assoc Oregon	10/15/2026	79,053.00
ACH	1844	Ferguson Enterprises Inc	10/15/2026	25,151.85
ACH	2856	Crystal Greens Landscaping	10/15/2026	5,475.00
ACH	3548	River City Environmental Inc	10/15/2026	2,300.00
ACH	3645	Ritz Safety Llc	10/15/2026	1,407.88
ACH	4180	Madrone Technology Group Inc.	10/15/2026	23,716.30
ACH	4709	VanderHouwen	10/15/2026	1,836.41
ACH	4748	PGI Patent LLC	10/15/2026	6,745.04
98537	0002	American Family Life Assurance	10/15/2026	1,391.04
98538	4635	Bridge City Hvac	10/15/2026	195.00
98539	0164	Centurylink	10/15/2026	644.94
98540	3468	BOARD OF EDUCATION Clackamas ESI	10/15/2026	900.00
98541	2555	Comcast	10/15/2026	271.85
98542	0017	Core & Main Lp	10/15/2026	4,140.00
98543	4756	Dunn Carney LLP	10/15/2026	4,600.00
98544	4411	Goodfellow Bros Llc	10/15/2026	1,152.00
98545	4710	Northwest Cascade Inc	10/15/2026	1,613.00
98546	0048	Oregon City, City Of	10/15/2026	29,930.45

Check No	Vendor No	Vendor Name	Check Date	Check Amount
98547	1198	Pacific Office Automation	10/15/2026	280.75
98548	0339	Septic Technologies Inc	10/15/2026	929.00
98549	0024	South Fork Water Board	10/15/2026	96,342.08
98550	4087	Toyota Lift Northwest	10/15/2026	1,954.16
			Total for 10/15/2026:	380,908.26
ACH	0029	Oregon Pers	10/21/2026	59,114.98
ACH	0095	ING	10/21/2026	3,786.44
			Total for 10/21/2026:	62,901.42
ACH	0018	Pitney Bowes Global Fin Svc Ll	10/22/2026	385.89
ACH	0282	Rentokil North America Inc	10/22/2026	294.69
ACH	0373	Oregon AFSCME	10/22/2026	1,252.39
ACH	3218	Direct Transport Inc	10/22/2026	62.28
ACH	4171	Lsk Graphics Inc.	10/22/2026	420.00
ACH	4307	Bend Mailing Services, Llc	10/22/2026	8,831.54
ACH	4339	THEODORE Ebora	10/22/2026	224.13
ACH	4495	Jennifer Miller	10/22/2026	203.00
ACH	4521	Portland Engineering, Inc	10/22/2026	8,083.00
ACH	4660	Flexware Innovation LLC	10/22/2026	25,430.00
ACH	4692	Christina Irish	10/22/2026	224.13
ACH	4738	Baker Tilly US LLP	10/22/2026	10,000.00
ACH	4769	Coy Electric	10/22/2026	871.00
98551	3525	Bio-Med Testing Services Inc	10/22/2026	60.00
98552	4649	CLACKAMAS CHIROPRACTIC CLINIC	10/22/2026	330.00
98553	2246	Concrete Sawing Company Inc	10/22/2026	1,435.00
98554	4772	M&M Fabrication LLC	10/22/2026	19,950.00
98555	2196	Oregon Bureau of Labor & Industries BOL	10/22/2026	2,276.80
98556	2386	Principal Financial Group	10/22/2026	13,561.06
98557	0229	Ricoh Usa, Inc.	10/22/2026	246.41
98558	4514	Saif Corporation	10/22/2026	744.44
98559	3611	Tapani Inc	10/22/2026	203,177.05
98560	2854	Verizon Wireless	10/22/2026	2,001.95
			Total for 10/22/2026:	300,064.76
ACH	4745	Path Point Merchant Services LLC	10/29/2026	12,512.17
ACH	4752	US Bank National Association	10/29/2026	801,500.00
98561	4546	KENNETH & CHERYL Crawford	10/29/2026	26.96
98562	4673	Linda J Daniels	10/29/2026	126.54
98563	0116	Oregon State Treasury	10/29/2026	2,892.58
98564	4524	VIRGINIA Toebbe	10/29/2026	18.97
			Total for 10/29/2026:	817,077.22
			Report Total (120 checks):	1,810,311.66

CLACKAMAS RIVER WATER

Agenda Item – CA-2

REGULAR BOARD MEETING

November 12, 2026

SUBJECT **Cash & Investment Ending Balances Report**

DRAFT MOTION	Move to acknowledge Receipt of Cash & Investment Ending Balances by Month End
EFFECTIVE DATE	November 12, 2026

PRINCIPAL STAFF PERSON

BOARD ACTION REQUESTED Approve the consent agenda items.

DOCUMENTS ATTACHED None

Agenda Summary

BACKGROUND

Clackamas River Water
Cash & Investment Ending Balances by Month
FY 2027

	US Bank General Checking	LGIP	Total	Change	LGIP Interest Earnings	LGIP Interest Rate
July	$ 4,842,377	$ 27,866,057	$ 32,708,434	$ 440,992	$ 94,348	4.00%
August	$ 4,782,950	$ 27,960,705	$ 32,743,654	$ 35,220	$ 94,648	4.00%
September	$ 5,717,636	$ 28,053,090	$ 33,770,726	$ 1,027,071	$ 92,385	4.02%
October	$ 5,278,594	$ 28,151,007	$ 33,429,601	$ (341,125)	$ 97,917	4.11%

CLACKAMAS RIVER WATER

Consent Agenda Item – 3

REGULAR BOARD MEETING

November 12, 2026

SUBJECT	**Project Acceptance: Consider Accepting assets constructed under the "I-205 Waterline Crossing / 82nd Drive Waterline – Phase 2", Project CIP 22-5291 & 23-5303**
DRAFT MOTION	Move to Accept the assets and approve the "Notice of Acceptance" for the I-205 Waterline Crossing / 82nd Drive Waterline – Phase 2, to establish the project completion date and authorize the General Manager's signature on said Notice of Acceptance.
EFFECTIVE DATE	November 12, 2026
PRINCIPAL STAFF PERSON	Joseph D. Eskew PE – Engineering Manager
BOARD ACTION REQUESTED	The Board is requested to accept the water system constructed under the I-205 Waterline Crossing / 82nd Drive Waterline – Phase 2 project
DOCUMENTS ATTACHED	Exhibit A – Notice of Acceptance Exhibit B – Final Change Order Exhibit C – I-205 Crossings Project Flyer Exhibit D – 82nd Drive Waterline – Phase 2 Project Flyer

Agenda Summary

BACKGROUND

The I-205 Waterline Crossings and the 82nd Drive Waterline - Phase 2 projects were in the adopted 2023-2025 CIP Budget and are included as a carryover in the 2025-2027 CIP Budget.

The two I-205 crossings were approximately 250 lineal feet each and provide increased flows to the west of the freeway while reducing risk to the district by the abandonment of existing unprotected 1960's 8-inch and 10-inch cast iron waterlines. A grant was awarded that will reimburse the district for most of the I-205 crossings. The 82nd Dr Phase 2 project replaced approximately 2,100 feet of 10-inch 1920's-era Cast Iron waterline with new 12-inch Ductile Iron waterline.

The project began construction in September 2025 and was substantially completed on May 12, 2026. Once started, the project progressed consistently to completion. There were several obstacles encountered during the freeway crossings, but they were in part anticipated during design and did not significantly extend the contract time.

Cost Summary:	
BN 25-27 Budget	$2,972,000.00
Grant Proceeds	$1,145,544.00
Approx. Total Project Cost	$4,353,803.77
(includes all vendors, contractors, internal labor and material)	
Approx. Project Cost less Grant	$3,208,259.77

Construction	
Engineers Estimate	$3,497,220.00
Contract Bid Amount:	$2,673,000.00
Net Change Orders	+ $228,351.68 (8.5%)
Final Contract Amount	$2,901,351.68

STAFF RECOMMENDATION

Staff recommends the acceptance of the I-205 Waterline Crossing / 82nd Drive Waterline – Phase 2 Project.

Clackamas River Water

EXHIBIT A
CA-3

Notice of Acceptance

Clackamas River Water hereby accepts the project constructed in connection with the **I-205 Waterline Crossing / 82nd Drive Waterline – Phase 2, Project CIP 22-5291 & 23-5303** on this 12th day of November 2026. Acceptance of this project by Clackamas River Water shall not constitute acceptance of any work not in accordance with the Contract Documents, nor shall it relieve the Contractor of his continuing obligation for work guarantee for one (1) year after Substantial Completion.

Clackamas River Water

_____

Farshad Allahdadi, General Manager

Clackamas River Water

EXHIBIT B
CA-3

Clackamas River Water

Change Order No. 7

Project Name: I-205 Crossings/82nd Drive Waterline Phase 2	Project No.: 5291 / 5303
	Date of Issuance: 10/13/2026
Contractor: Tapani Inc.	Original Contract Completion Date: 7/20/25
Contract No.: 03611-07-2025	

It is agreed to modify the Contract referred to above as follows:

CPR No.	Item and Description of Changes	Contract Price		Contract Time	
		Decrease	Increase	Decrease	Increase
7.0	Documentation of final contract quantities and final contract amount and payment for the as-constructed unit quantities on the contracted work	($117,877.26)			
	Sub-Total	($117,877.26)			
	Difference Net	($117,877.26)			

Summary: It is agreed to modify the Contract referred to above as follows:

Net Increase of this Change Order: ($117,877.26)	Net Contract Time Increase of this Change Order: 0 days
Total Amount of Previous Change Orders: $346,228.94	Contract Time prior to this Change Order: 310 days
Amount of Original Contract: $2,673,000.00	Original Contract Time: 300 days
Revised Contract Price with all approved Change Orders: $2,901,351.68	Revised Contract Time with all approved Change Orders: 310 days

The changes included in this Change Order are to be accomplished in accordance with the terms, stipulations and conditions of the original Contract as though included therein.

Accepted for Contractor by:	Date: 10/13/26
Submitted by CRW Project Manager:	Date: 10/13/26
Approved by CRW General Manager: Farshad Allahdadi	Date: 10/28/2026

Distribution: _____ Contractor _____ Project Manager _____ CRW File No. _____

Project Fact Sheet
2025

I-205 Crossings
CIP 22-5291

EXHIBIT C
CA-3

Project Details

The I-205 Crossings Project is a Clackamas River Water (CRW) Capital Improvement Project. This project consists of approximately 500 feet of 12-inch diameter ductile iron waterline in steel casing under the I-205 freeway; including connections to existing waterlines and other related facilities. Construction will be at Jannsen Rd. and at Manfield Ct. in Clackamas, OR.

Construction Cost: Approximately $1,100,000. CRW has received a federal grant that will cover most of this cost.

Benefits: This project will replace the existing older uncased cast iron pipelines which pose a risk to CRW for significant repair cost from the difficulty working within the I-205 corridor, risk of freeway traffic disruption during the initial event and during repairs and the liability for CRW due to the failure event and other unknowns.



Construction Schedule and Various Impacts

Schedule:
Design: Jan. 2024 – June 2025
Construction: Sept 2025 – December 2025
Time of Day Affected:
Monday – Friday, 7:00 a.m. – 5:00 p.m.
(Occasional night shift work may be required)

Impact: Construction activity will produce noise, dust and diesel equipment fumes during work hours. During construction, there will be open trenches and equipment in the area such as; large dump trucks, excavators, cutting of pavement, and trench rollers, and compactors. Erosion control and spill prevention will be performed to protect natural resources. Roadways disturbed by the utility work will be repaved at the end of the project. Customers will be notified prior to loss of water service, which will be limited to the duration necessary to carry out the required connections.

Traffic: There will be local lane restrictions during work hours. Access to local driveways will remain open but they may be impeded for short-term work efforts. Emergency access will be provided at all times.

Contact Information: Joseph D. Eskew PE, *Engineering Manager*; (503) 723-2565

16770 SE 82nd Drive, Clackamas, Oregon 97015 | 503-722-9220 | www.crwater.com
Hours: Monday – Thursday 7:30 a.m. – 5:00 p.m., Friday 7:30 a.m. – 4:00 p.m.

Clackamas River Water

Project Fact Sheet
2025

82nd Dr. Waterline – Phase 2
CIP 23-5303

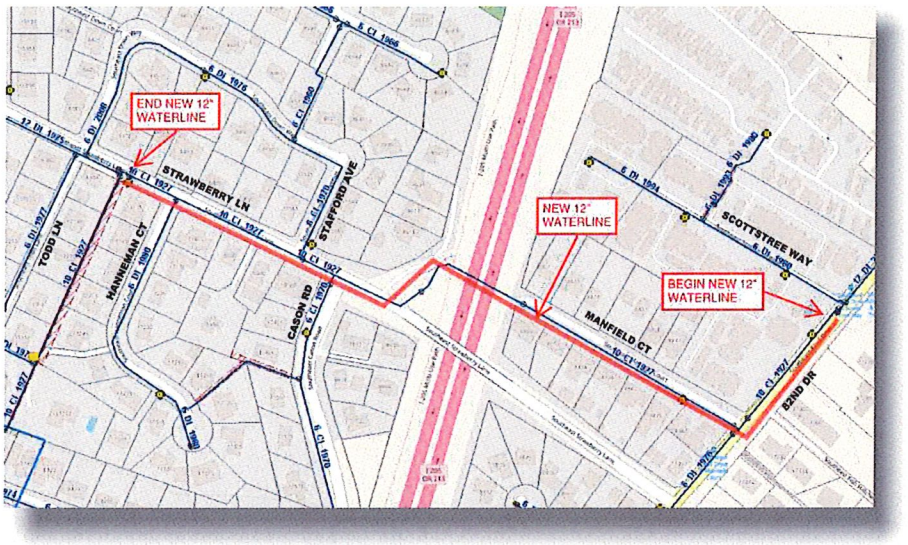
EXHIBIT D
CA-3

Project Details

The 82nd Dr. Waterline – Phase 2 Project is a Clackamas River Water (CRW) Capital Improvement Project to replace existing waterline. This project consists of laying approximately 2,100 feet of 12-inch diameter ductile iron waterline; including connections to existing waterlines, services and other related facilities. Construction will be along 82nd Dr. between Scottstree Way and Manfield Ct. and along Strawberry Lane in Clackamas, OR.

Construction Cost: Approximately $1,600,000

Benefits: This project will replace the existing 1920's era 10-inch waterline on the route. The waterline is beyond its useful service life, resulting in deteriorated pipeline causing numerous expensive leaks.



Construction Schedule and Various Impacts

Schedule:
Design: Jan. 2024 – June 2025
Construction: Sept 2025 – May 2026
Time of Day Affected:
Monday – Friday, 7:00 a.m. – 5:00 p.m.
(Occasional night shift work may be required)

Impact: Construction activity will produce noise, dust and diesel equipment fumes during work hours. During construction, there will be open trenches and equipment in the area such as; large dump trucks, excavators, cutting of pavement, and trench rollers, and compactors. Erosion control and spill prevention will be performed to protect natural resources. Roadways disturbed by the utility work will be repaved at the end of the project. Customers will be notified prior to loss of water service, which will be limited to the duration necessary to carry out the required connections.

Traffic: There will be lane restrictions during work hours. Access to local driveways will remain open but they may be impeded for short term work efforts. Emergency access will be provided at all times.

Contact Information: Joseph D. Eskew PE, *Engineering Manager*; (503) 723-2565

16770 SE 82nd Drive, Clackamas, Oregon 97015 | 503-722-9220 | www.crwater.com
Hours: Monday – Thursday 7:30 a.m. – 5:00 p.m., Friday 7:30 a.m. – 4:00 p.m.

Clackamas River Water

CLACKAMAS RIVER WATER

Consent Agenda Item – 4

REGULAR BOARD MEETING

November 12, 2026

SUBJECT	**Project Acceptance: Consider Accepting assets constructed for the "Prologis Park Clackamas" Project 23-5299.**
DRAFT MOTION	Move to approve the "Notice of Acceptance" for the "Prologis Park Clackamas" project, to establish the project completion date and authorize the General Manager's signature on said Notice of Acceptance.
EFFECTIVE DATE	November 12, 2026
PRINCIPAL STAFF PERSON	Joseph D. Eskew PE – Engineering Manager
BOARD ACTION REQUESTED	The Board is requested to accept the water system constructed under the "Prologis Park Clackamas" project.
DOCUMENTS ATTACHED	Exhibit A – Project Location Exhibit B – Donation of Asset Exhibit C – Notice of Acceptance

Agenda Summary

BACKGROUND

This project included 955 lineal feet of 12-inch ductile iron water main, 5 fire hydrants, valves and appurtenances, primarily on Robert Rd, associated with the privately constructed Prologis Park Clackamas commercial development.

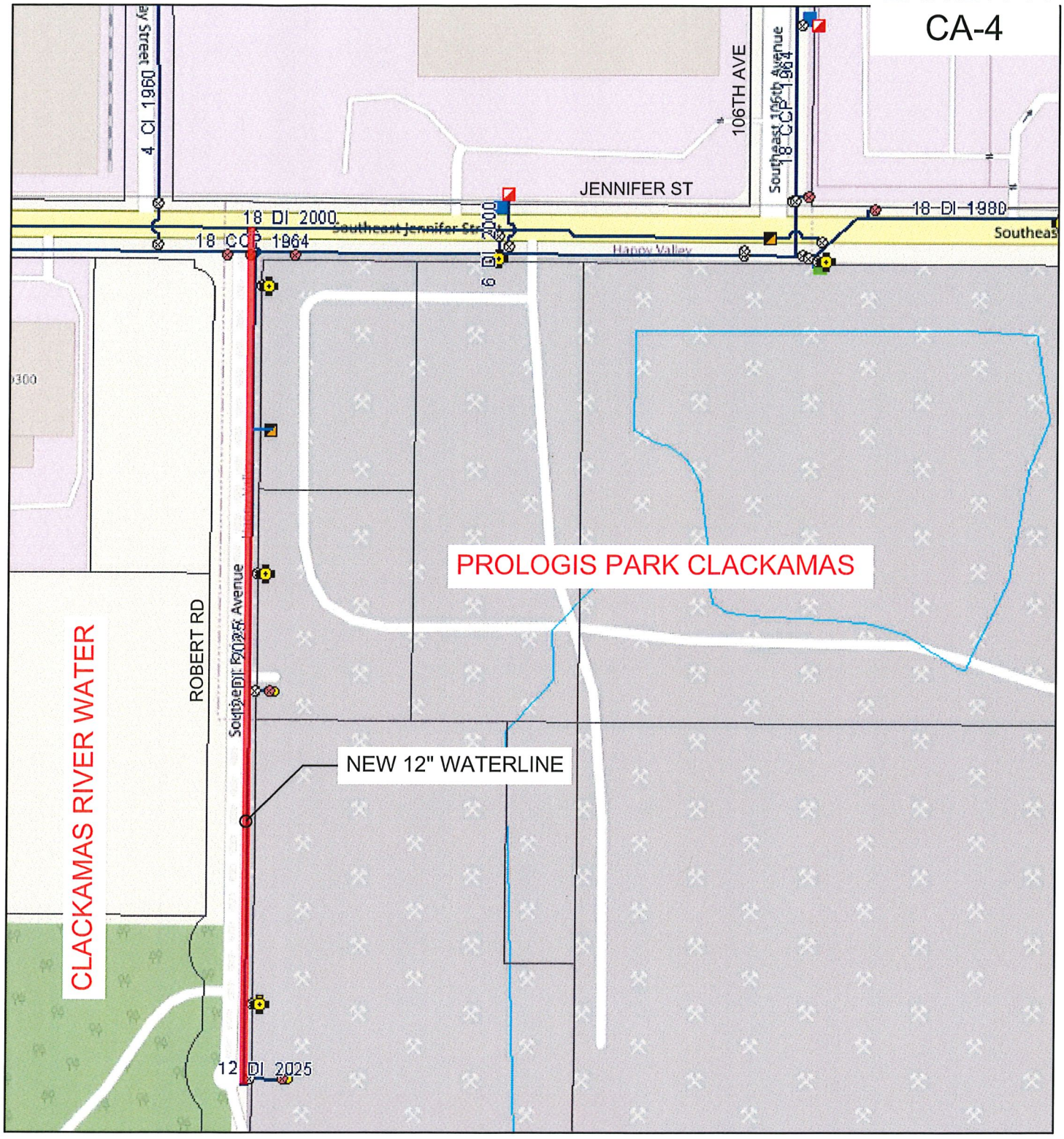
All public water improvements are now complete.

STAFF RECOMMENDATION

Staff recommends the Board approve the Notice of Acceptance for the "Prologis Park Clackamas" project.

Prologis Park OffSite Waterline

EXHIBIT A
CA-4



10/6/2026, 12:05:57 PM

1:2,500

0 0.01 0.03 0.06 mi

0 0.02 0.04 0.09 km

Map data © OpenStreetMap contributors, CC-BY-SA

Web AppBuilder for ArcGIS
Map data © OpenStreetMap contributors, CC-BY-SA |

Clackamas River Water

EXHIBIT B
CA-4

Return To:
Clackamas River Water
Po Box 2439
Clackamas OR 97015-2439

Approved By Board Action
Date:

Clackamas River Water
Bill of Sale or Donation
(Signifying the Transfer of Title to Ownership)

Project Name: Prologis Park Public Improvements Phase 1

Owner: 10500 SE Jennifer Street LLC

Asset Location: Township 02 S Range 02 E Section 15 Tax Lot(s) 900, 700, 600, 500, 400

The asset to which this Bill of Sale or Donation applies is described and valued below and has an estimated life of 50 years for the District's fixed assets records.

Type and Size of Pipe(s) 12" Ductile Iron, 6" Ductile Iron Hydrant Laterals

Developer Engineering Costs for water related facilities	$ 8,200
Water Mains (including fittings): 955 ft.	$ 172,375
Fire hydrant(s): 5	$ 36,000
Number of Services: 2	$ 20,000
Total Asset Value:	$ 236,575

The asset herein described is hereby transferred to Clackamas River Water effective at the time of signature or as specified by action of the District's Board of Commissioners.

Signed this 28 day of September, 20 26.

Signature: _____

10500 SE JENNIFER STREET LLC, a Delaware limited liability company

Print or Type Name, Position, and/or Signing for

Name: Jake Maxwell
Title: Vice President, Development Officer

NOTARY: WASHINGTON

STATE OF ~~OREGON~~ }
} S.S.
COUNTY OF CLACKAMAS }

On this 28 day of September, 20 26,

Jake Maxwell personally appeared before me, whose identity was proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to this instrument, and acknowledged that being the person who executed it.

MELANIE WADE
Notary Public
State of Washington
Commission # 25022324
My Comm. Expires Aug 13, 2029

WITNESS my hand and official seal.

_____
Signature

L.S.

Notary Public - State of Oregon
My commission expires: 8-13-2029

Clackamas River Water

EXHIBIT C
CA-4

Notice of Acceptance

Clackamas River Water hereby accepts the project constructed in connection with the **Prologis Park Clackamas, Project 23-5299**, on this 12th day of November 2026. Acceptance of this project by Clackamas River Water shall not constitute acceptance of any work not in accordance with the Contract Documents, nor shall it relieve the Contractor of his continuing obligation for work guarantee for two (2) years after the above date.

Clackamas River Water

_____

Farshad Allahdadi, General Manager

CLACKAMAS RIVER WATER

Agenda Item – 1

REGULAR BOARD MEETING

November 12, 2026

SUBJECT	**Consider Approval of Letter Agreement with TriMet: Water System Facility Relocation During the 82nd Ave Transit Project**
DRAFT MOTION	Move to approve the Letter Agreement with TriMet for water system facility relocation during the 82nd Ave Transit Project and authorize the General Manager to sign the Letter Agreement.
EFFECTIVE DATE	November 12, 2026
PRINCIPAL STAFF PERSON	Joseph D Eskew, Engineering Manager & Jason Branstetter, Chief Engineer
BOARD ACTION REQUESTED	The Board is requested to authorize the Letter Agreement.
DOCUMENTS ATTACHED	Exhibit A – Letter Agreement Exhibit B – 82nd Ave Transit Project Description

Agenda Summary

BACKGROUND

TriMet has undertaken a bus service improvement project along 82nd Ave through our district beginning at Clatsop St and extending south to Clackamas Town Center. A brief description of the TriMet project is attached as Exhibit B with additional detail at the project web site https://trimet.org/82nd.

CRW facilities need to be relocated to make way for new bus platforms, specifically, one 2-inch meter and one fire hydrant will be relocated. TriMet does not hold jurisdiction over the ODOT right-of-way on 82nd Ave (Hwy 213), therefore, the relocations are reimbursable to CRW.

This project is like a private development and falls within the CRW processes for development within the district. The relocations will be designed and constructed by the TriMet contractor, and since the construction is a small volume of work, CRW staff chose to perform review and inspection without charge.

The letter agreement documents the scope of CRW project impacts and allows for negotiation of charges for staff time should the TriMet project scope increase.

STAFF RECOMMENDATION

Staff recommends the approval and signature of the letter agreement

November 2, 2026

EXHIBIT A
AG-1

Clackamas River Water
C/o Joseph Eskew
Clackamas River Water
16770 SE 82nd Drive
Clackamas, OR 97015

LETTER OF AGREEMENT BETWEEN TRIMET AND CLACKAMAS RIVER WATER FOR THE 82ND AVE TRANSIT PROJECT DESIGN AND CONSTRUCTION SERVICES

TriMet Contract # GC270820SWL

This Letter of Agreement ("LOA") is between Clackamas River Water (CRW) and the Tri-County Metropolitan Transportation District of Oregon (TriMet), herein referred to as the "Parties." The intent of this LOA is to memorialize CRW's agreement to provide plan review and construction inspection services necessary for the relocation of CRW facilities during the 82nd Avenue Transit Project ("the Project") for project areas adjacent to Clackamas River Water assets.

In addition, CRW acknowledges TriMet and project consultants will move forward with design, based on this mutual agreement.

The purpose of implementing this high-capacity bus corridor project is to serve the ridership demand of adjacent communities through the delivery of faster and more reliable transit service. On July 23, 2024, the Federal Transit Administration ("FTA") approved the 82nd Ave. Corridor Project ("The Project") for entry into Small Starts Project Development. At the completion of design, TriMet will be constructing a Bus Rapid Transit project that runs between Clackamas Town Center and the Cully neighborhood. This project is being delivered in partnership with The City of Portland, Metro, ODOT and Clackamas County.

Agreement:

I. This binding Letter of Agreement will serve as a suitable mechanism for coordination between all parties.

II. CRW will provide initial plan review and inspection services to TriMet at no cost to TriMet. See Exhibit A. The parties anticipate the plans reviewed by CRW will have minimal impacts to CRW assets.

III. If CRW, in its sole discretion, determines that the impacts on CRW assets will be materially greater than contemplated as of the date of this Letter of Agreement, including without limitation any material deviation from the work described in Exhibit A, the parties will work in good faith to reach a binding Developer's Letter specifying CRW's additional review, inspection, and coordination services, and TriMet's coordination and payment obligations.

IV. TriMet will make every reasonable attempt to avoid significant impacts to CRW assets.

V. TriMet will share plan sets with CRW, when applicable, and provide a reasonable amount of time for CRW to provide feedback. CRW shall not unreasonably delay review of the plan sets and shall promptly approve plans or communicate the impacts on CRW assets will be significant such that a developer letter is necessary.

VI. TriMet, its contractor, and/or its representatives will provide for design, construction, and reconstruction of CRW facilities in accordance with CRW's standard specifications and details.

VII. TriMet, its contractor, and/or its representatives will provide a minimum of 96-hour notice of the need for CRW inspection during construction.

VIII. Construction will not be allowed to proceed without a CRW approval stamp affixed to the plans. These approved plans must be retained on-site during construction.

IX. TriMet will coordinate a pre-construction meeting with CRW and the contractor.

X. At CRW's request, TriMet will submit documentation that the selected contractor is a qualified, licensed, and bonded utility contractor. The contractor shall be required to complete all work related to the public water system improvements as directed in the approved plans.

XI. The contractor shall submit a certificate of insurance to CRW with CRW as the certificate holder or as an additional insured, with the following minimum coverage:

a. General liability insurance – $2M limits and coverage.
b. Worker's compensation insurance – limits and coverage as required by Oregon statute.

XII. Within the limits of the Oregon Constitution and the Oregon Tort Claims Act, codified at ORS 30.260 through 30.300, each of the Parties shall hold harmless, indemnify and defend the other and its officers, employees and agents from and against all claims, demands, penalties, and causes of action of any kind or character relating to or arising from this Agreement (including the cost of defense

thereof, including attorney fees) in favor of any person on account of personal injury, death, damage to property, or violation of law, which arises out of, or results from, the negligent acts or omissions of the indemnitor, its officers, employees, or agents.

XIII. The parties recognize that funds provided by the Federal Transit Administration ("FTA") will be used to pay for a portion of the Project. Each party agrees to comply with all local, state, and federal laws and regulations and fully understands and agrees to comply with all applicable requirements governing the work of FTA and contractors. To the extent applicable to each of the respective parties, this Agreement is subject to all federal provisions prescribed for third-party contracts by the federal grant agreement.

XIV. The Parties hereby acknowledge that the intentions contained herein are their true intentions.

Clackamas River Water

Signed _____

Name Farshad Allahdadi

Title Clackamas River Water General Manager

Date _____

TriMet

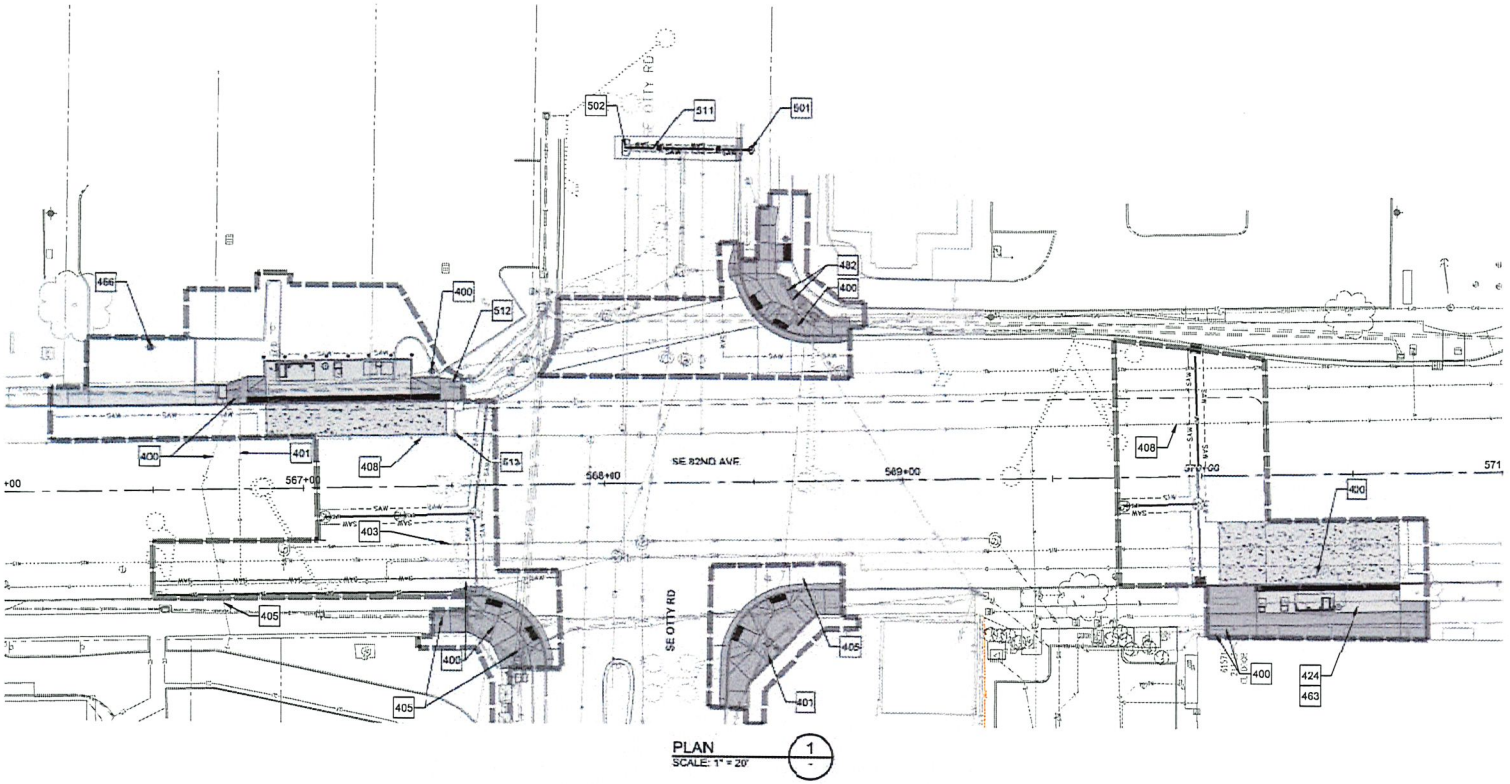
Signed Lance Erz Digitally signed by Lance Erz Date: 2026.11.02 09:48:36 -08'00'

Name Lance Erz

Title Director, Real Estate & Transit Oriented Development

Date _____

EXHIBIT A



20' 10' 0' 20' 40'
SCALE:1" = 20'

CONSTRUCTION NOTES:

400 PROTECT AND MAINTAIN EXISTING UTILITY

401 PROTECT AND MAINTAIN EXISTING SERVICE

405 PROTECT AND MAINTAIN EXISTING CONDUIT IN PLACE

408 PROTECT AND MAINTAIN EXISTING WATER MAIN. CONTRACTOR TO PREPARE AND SUBMIT UPP

424 FIELD INVESTIGATION REQUIRED. POTENTIAL UTILITY CONFLICT

452 REMOVE EXISTING FIRE HYDRANT, INSTALL MJ PLUG IN EXISTING VALVE. RETURN HYDRANT TO CRW

463 RELOCATE AND RECONNECT EXISTING IRRIGATION SYSTEM PER PROJECT SPECIFICATIONS

466 RELOCATE EXISTING ILLUMINATION POLE

482 MODIFY EXISTING GUY WIRE. WORK PERFORMED BY UTILITY PROVIDER

501 FURNISH AND INSTALL: STA 568+51.29' 111.24' LT NEW FH ASSEMBLY PER CRW DETAIL 110A

502 FURNISH AND INSTALL: STA 568+09.82, 112.48' LT 8" X 6" HOT TAP PER CRW DETAIL 105 AND DETAIL 104C

511 FURNISH AND INSTALL 6" CLASS 52 DI FH LATERAL RESTRAIN ALL JOINTS

512 REMOVE EXISTING FIRE HYDRANT AND RETURN TO CRW

513 POTHOLE EXISTING VALVE
REMOVE EXISTING FH LATERAL AS REQUIRED AND INSTALL 6" MJ PLUG IN EXISTING VALVE
RETAIN EXISTING VALVE BOX IN-PLACE AND PROTECT PER CRW DETAIL 104C. PLUG CUT PIPE ENDS WITH CONCRETE PLUG

SHEET NOTES:

1. CITY OF PORTLAND PHASE 2 IMPROVEMENTS ARE SHOWN WITH A CIRCULAR BUBBLE NOTE.
2. TRANSIT IMPROVEMENTS ARE SHOWN WITH SQUARE BUBBLE NOTE AND DELINEATION BY A BOUNDARY.

XX

3. SEE PWB PROJECT W03092 FOR DETAILED INFORMATION OF WATER MAIN RELOCATION AND MODIFICATIONS.
4. FOR UTILITY ADJUSTMENTS TO FINISHED GRADE, SEE CIVIL PLAN/PROFILE SHEET SERIES.
5. FOR TRAFFIC SIGNAL DESIGN DETAILS, SEE TRAFFIC T3000 SERIES. POLE FOUNDATIONS SHOWN ON THESE SHEETS FOR INFORMATION ONLY.

Exhibit A - Page 1

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NO.	DATE	BY	CHK.	APPD.	REVISIONS

DESIGNED DATE
DRAWN DATE
CHECKED DATE
APPROVED DATE

90% DESIGN DRAFT

TRI-COUNTY METROPOLITAN TRANSPORTATION DISTRICT OF OREGON

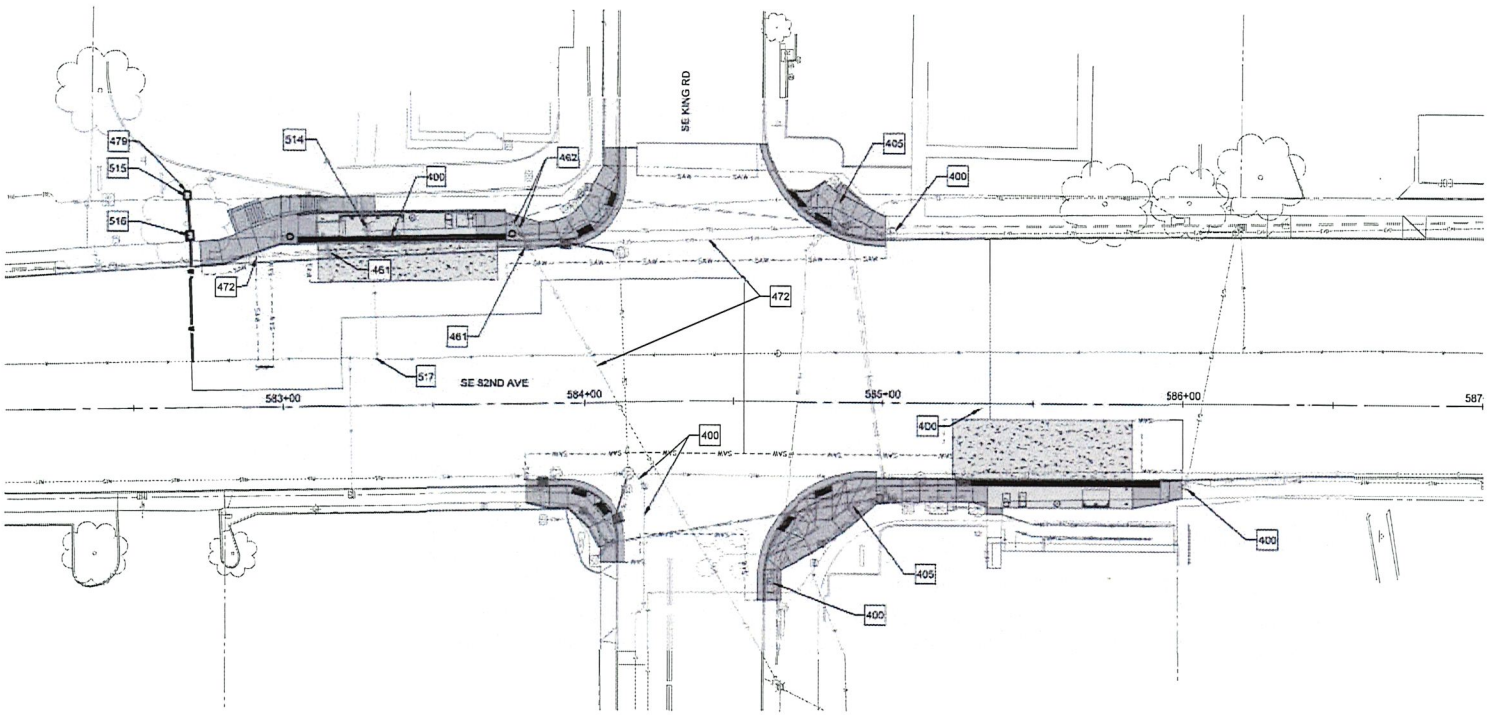
kpff IML TRIMET

ENGINEERING & CONSTRUCTION DIVISION
101 SW MAIN ST., SUITE 700
PORTLAND, OREGON 97204

SUBMITTED: DATE:
APPROVED: DATE:

TRIMET 82ND AVE TRANSIT PROJECT
SEGMENT 4
GENERAL
UTILITY IMPROVEMENTS
SE 82ND AVE AND SE OTTY RD

SCALE:
FILE NAME: U7219-0200-UTIL-SEG4B
CONTRACT NO.: RC240161ZC
SHEET COUNT:
SHEET NO.: U0293



PLAN
SCALE: 1" = 20'

1

20' 10' 0' 20' 40'
SCALE:1" = 20'

CONSTRUCTION NOTES:

400 PROTECT AND MAINTAIN EXISTING UTILITY

405 PROTECT AND MAINTAIN EXISTING CONDUIT IN PLACE

450 RELOCATE EXISTING WATER METER. WORK PERFORMED BY UTILITY PROVIDER

461 RELOCATE EXISTING UTILITY POLE. WORK PERFORMED BY UTILITY PROVIDER

462 RELOCATE EXISTING GUY WIRE. WORK PERFORMED BY UTILITY PROVIDER

472 RELOCATE OVERHEAD COMM LINE. WORK PERFORMED BY UTILITY PROVIDER

479 RECONNECT PRIVATE WATER SERVICE

514 REMOVE EXISTING METER AND SENDING UNIT AND RETURN TO CRW UPON INSTALLATION OF NEW METER ASSEMBLY

515 FURNISH AND INSTALL: STA 582+68.94', 71.44 LT 2" DOUBLE-CHECK ASSEMBLY PER CRW DETAIL 112. CONNECT TO EXISTING PLUMBING WITH COPPER PIPING AND BRASS FITTINGS

516 FURNISH AND INSTALL: STA 582+69.53', 57.69 LT NEW 2" SERVICE PER CRW DETAIL 109. PLUMB TO NEW DOUBLE ASSEMBLY. COORDINATE WITH CRW FOR INSTALLATION OF NEW METER UPON NEW METER ASSEMBLY CONSTRUCTION

517 REMOVE EXISTING 2" WATER SERVICE. FURNISH AND INSTALL FORD FACC CORP CAP TO ABANDONED 2" SERVICE AT THE MAIN

SHEET NOTES:

1. CITY OF PORTLAND PHASE 2 IMPROVEMENTS ARE SHOWN WITH A CIRCULAR BUBBLE NOTE.
2. TRANSIT IMPROVEMENTS ARE SHOWN WITH SQUARE BUBBLE NOTE AND DELINEATION BY A BOUNDARY.

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Exhibit A - Page 2

NO.	DATE	BY CHK.	APPD.	REVISIONS

DESIGNED DATE
DRAWN DATE
CHECKED DATE
APPROVED DATE

90% DESIGN DRAFT

TRI-COUNTY METROPOLITAN TRANSPORTATION DISTRICT OF OREGON

kpff IML TRIMET

ENGINEERING & CONSTRUCTION DIVISION
101 SW MAIN ST., SUITE 700
PORTLAND, OREGON 97204

SUBMITTED: DATE:
APPROVED: DATE:

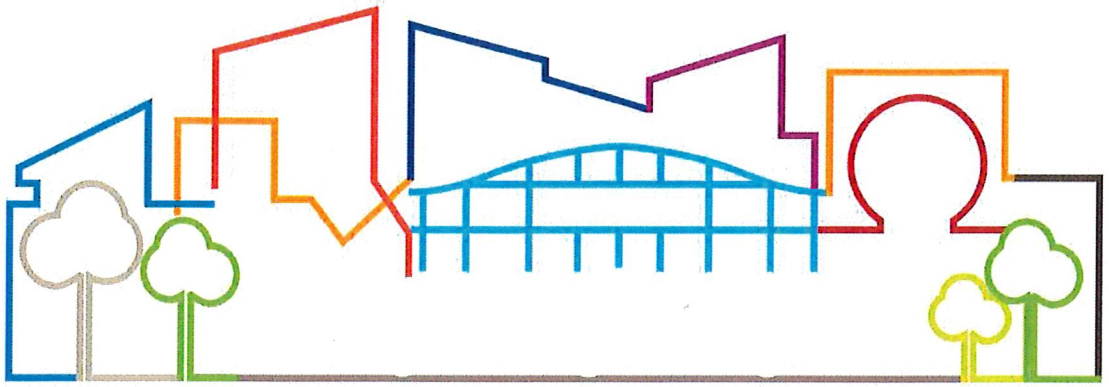
TRIMET 82ND AVE TRANSIT PROJECT
SEGMENT 4
GENERAL
UTILITY IMPROVEMENTS
SE 82ND AVE AND SE KING RD

SCALE:
FILE NAME: U7219-0200-UTIL-SEG4B
CONTRACT NO.: RC240161ZC
SHEET COUNT:
SHEET NO.: U0294

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TRIMET

EXHIBIT B
AG-1



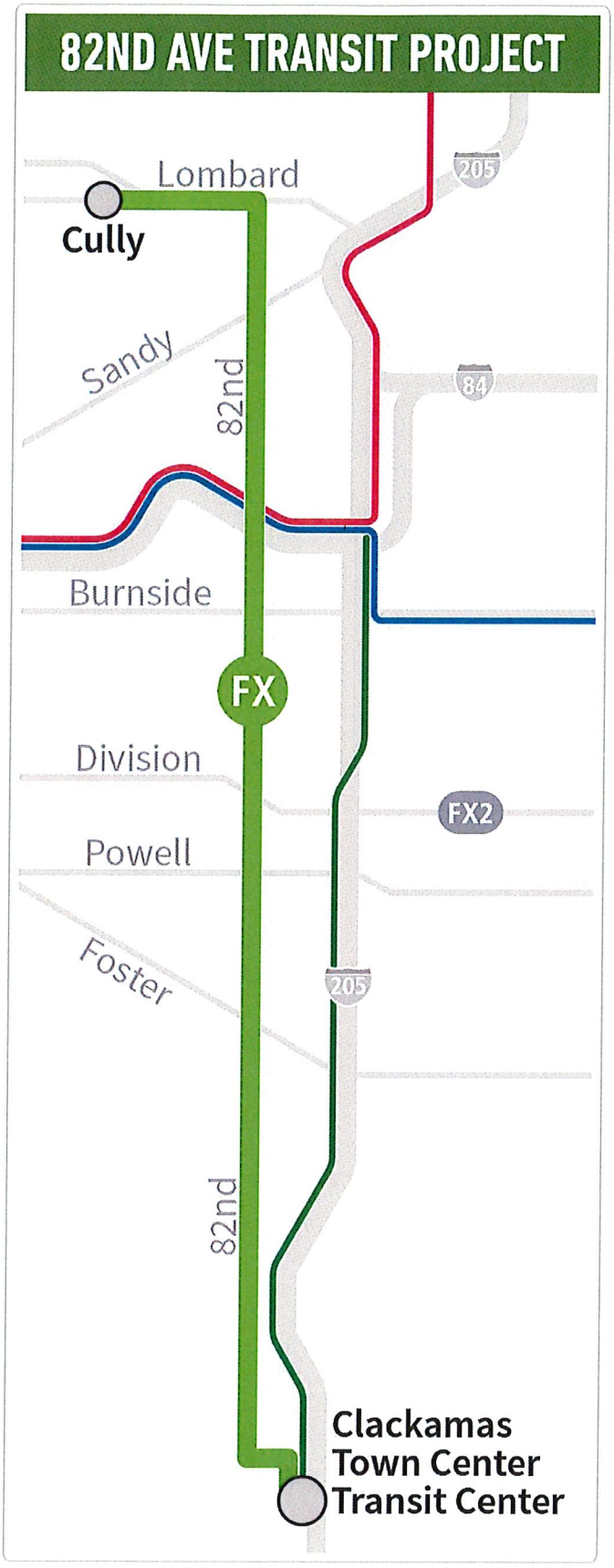
82ND AVE
TRANSIT PROJECT

We are upgrading bus service on 82nd Avenue to TriMet FX®–Frequent Express. This will bring more service reliability and faster travel times, plus safety and accessibility improvements, to the corridor.

The 82nd Avenue Transit Project will connect Clackamas Town Center and the Cully neighborhood. The new FX line on 82nd Ave will share some stops currently served by Line 72 for easy transfers. The project will speed up trips, provide more reliability and maintain connections to MAX and the numerous other intersecting bus lines along 82nd Ave.

Better transit on 82nd | Route/stations | Zero-emissions buses | Timeline | Contact Us

EXHIBIT B
AG-1
Page 2 of 2



Agenda Item – 2

CLACKAMAS RIVER WATER

REGULAR BOARD MEETING

November 12, 2026

SUBJECT	**Consider Adoption of Resolution 04-2027 Approving Participation in the Public Assistance Grant Program and Execution of Grant Agreement Between the State of Oregon Acting through the Oregon Department of Emergency Management and CRW**
DRAFT MOTION	I move to adopt Resolution 04-2027 Approving Participation in the Public Assistance Grant Program and Execution of Grant Agreement Between the State of Oregon Acting through the Oregon Department of Emergency Management and CRW.
EFFECTIVE DATE	November 12, 2026
PRINCIPAL STAFF PERSON	Farshad Allahdadi, General Manager
BOARD ACTION REQUESTED	Approve Resolution 04-2027
DOCUMENTS ATTACHED	Resolution 04-2027

Agenda Summary

BACKGROUND

On April 7, 2026, a Presidential Major Disaster Declaration (FEMA-4907-DR) was issued for severe storms, straight-line winds, flooding, landslides, and mudslides occurring from December 15 to December 21, 2025, and impacting Oregon. Clackamas River Water has worked with the Oregon Department of Emergency Management (OEM) to pursue reimbursement of eligible disaster-related costs through the Federal Emergency Management Agency (FEMA) Public Assistance Program.

The proposed grant agreement establishes Clackamas River Water as a subrecipient under the FEMA Public Assistance Program administered by OEM. The agreement outlines the program requirements, reimbursement process, federal compliance obligations, and project documentation requirements necessary for the recovery of eligible disaster-related expenditures.

Approval of the agreement will allow Clackamas River Water to submit eligible costs for reimbursement in accordance with FEMA Public Assistance Program requirements and applicable state and federal

regulations. The agreement becomes effective upon approval of eligible project worksheets and execution of the agreement by the parties.

Fiscal Impact:
Participation in the FEMA Public Assistance Program provides an opportunity for Clackamas River Water to recover eligible costs associated with disaster-related response, repair, and recovery activities. Reimbursement amounts will be based on approved project worksheets and documented eligible expenditures.

STAFF RECOMMENDATION

Staff recommends the Board approve Resolution 04-2027 authorizing CRW to pursue grant funding

CLACKAMAS RIVER WATER
RESOLUTION NO. 04-2027

A RESOLUTION AUTHORIZING CLACKAMAS RIVER WATER TO PURSUE GRANT FUNDING FOR STORM DAMAGE

WHEREAS, the Federal Emergency Management Agency (FEMA), in coordination with the State of Oregon, acting through its Oregon Department of Emergency Management (OEM), is accepting applications under the Public Assistance Grant Program (Program) in connection with the Presidential Major Disaster Declaration (Declaration) (FEMA 4907-DR-OR) for Severe Storms, Straight-line Winds, Flooding, Landslides, and Mudslides dated April 7, 2026; and

WHEREAS, Clackamas River Water (CRW) desires to participate in the Program as a means of providing matching funds for eligible costs related to the disaster (Disaster) described in the Declaration; and

WHEREAS, the Program disburses funds to recipients through grant agreements with OEM;

NOW, THEREFORE, BE IT RESOLVED that the Clackamas River Water Board of Commissioners approves the preparation and submission on behalf of CRW of one or more grant applications to FEMA, OEM, or both, as required for the reimbursement under the Program of eligible costs related to the Disaster;

BE IT FURTHER RESOLVED that the Clackamas River Water Board of Commissioners authorizes its General Manager to execute on behalf of CRW any grant agreements with OEM, as required for the reimbursement under the Program of eligible costs related to the Declaration; and

BE IT FURTHER RESOLVED that the Clackamas River Water Board of Commissioners authorizes the acceptance and expenditure of funds from FEMA, OEM, or both, under the Program for eligible costs related to the Disaster and in accordance with the terms and conditions of any applicable grant agreement with OEM, and the taking of any other actions necessary or appropriate in connection with any applicable grant agreement with OEM.

ADOPTED by the Clackamas River Water Board of Commissioners this 12th day of November 2026

_____

Sherry French, President

_____

Tessah Danel, Secretary

CLACKAMAS RIVER WATER

Agenda Item – 3

REGULAR BOARD MEETING

November 12, 2026

SUBJECT	**Quarterly Report- 1st Quarter Fiscal Year 2027**
PRINCIPAL STAFF PERSON	Christina Irish, Chief Finance Officer & Jason Branstetter, Chief Engineer
DOCUMENTS ATTACHED	Exhibit A – General Fund Budget to Actual Status Report (Revenue) Exhibit B - General Fund Budget to Actual Status Report (Expenditures) Exhibit C – General Fund Summary Report (Budget Appropriation) Exhibit D - Capital Improvements Projects Budget to Actual Status Report Exhibit E - System Development Charges Budget to Actual Status Report Power Point Presentation (to be provided at the meeting)

Agenda Summary

BACKGROUND

Each quarter, the Board receives a summary report comparing budgeted versus actual expenditures by line item. This particular report covers the period from April 1 to June 30, 2026 which constitutes the first quarter of the fiscal year and accounts for 62.5% of the current biennial budget. It also allows for a comparison between the first quarter of Fiscal Year 2026 and that of Fiscal Year 2027. The information presented is based on data available as of July 31 and reflects unaudited figures. These numbers are subject to change as the fiscal year is finalized.

The presentation to the Board will highlight some specific items regarding the following funds:

General Fund

- Revenue is 82.4% of the biennial budget.
- Personnel Services are 50.7% of the biennial budget.
- Materials & Services are 56.1% of the biennial budget.
- Capital Outlay is 50.4% of the biennial budget ($216,361.71 in Work in Progress).

Capital Improvement Projects Fund

- Expenditures are at 7.6% of the biennial budget.
- Work in Progress as of 6/30/2026 - $8,134,603.65

System Development Fund

- Revenue is 140.6% of the biennial budget.

Exhibit A

Clackamas River Water

Budget to Actuals Status Report

Biennium 2025 - 2027

GENERAL FUND	Budget Appropriation BN 2025-2027	Actual July-Sept 2025	Actual Oct-Dec 2025	Actual Jan-Mar 2026	Actual Apr-Jun 2026	Total FY 2025-2026	Actual July-Sept 2026	YTD FY 2026-27	Biennial Totals	Remaining Biennium Budget	Percent Received
Revenues											
Operating Revenue	**31,731,000**	**6,001,653**	**5,007,722**	**3,649,956**	**4,814,679**	**19,474,010**	**6,126,304**	**6,126,304**	**25,600,314**	**6,130,686**	**80.7%**
Water Sales	31,371,000	5,943,142	4,877,484	3,581,058	4,738,658	19,140,342	6,046,039	6,046,039	25,186,381	6,184,619	80.3%
Service Connection Fees	200,000	600	55,015	1,400	21,691	78,706	28,304	28,304	107,010	92,990	53.5%
Service Charges	120,000	54,951	64,118	54,813	39,695	213,576	47,616	47,616	261,192	(141,192)	217.7%
Miscellaneous - Operating	40,000	2,960	11,105	12,685	14,635	41,385	4,345	4,345	45,730	(5,730)	114.3%
Non-Operating Revenue	**660,000**	**200,075**	**232,119**	**207,185**	**202,023**	**841,401**	**233,526**	**233,526**	**1,074,927**	**(414,927)**	**162.9%**
Rental Income	220,000	34,144	41,495	46,745	(1,116)	121,267	35,066	35,066	156,332	63,668	71.1%
Earnings from Investments	300,000	147,769	144,907	138,310	154,122	585,107	152,597	152,597	737,705	(437,705)	245.9%
Miscellaneous - Non Operating	50,000	13,707	37,203	13,596	5,401	69,907	21,538	21,538	91,445	(41,445)	182.9%
Surplus Property Sales	20,000	-	675	-	33,620	34,296	19,847	19,847	54,143	(34,143)	270.7%
IGA - Cost Share	-	-	-	4,070	2,113	6,183	-	-	6,183	(6,183)	0.0%
Grants - Non-Operating	30,000	-	-	-	-	-	-	-	-	30,000	0.0%
Right of Way Fee	40,000	4,455	7,839	4,464	7,884	24,641	4,478	4,478	29,119	10,881	72.8%
Revenues - TOTAL	**$ 32,391,000**	**$ 6,201,728**	**$ 5,239,841**	**$ 3,857,141**	**$ 5,016,702**	**$ 20,315,411**	**$ 6,359,830**		**$ 26,675,241**	**$ 5,715,759**	**82.4%**

Clackamas River Water

Budget to Actual Status Report

Biennium 2025 - 2027

GENERAL FUND	Budget Appropriation BN 2025-2027	Actual July-Sept 2025	Actual Oct-Dec 2025	Actual Jan-Mar 2026	Actual Apr-Jun 2026	Total FY 2025-2026	Actual July-Sept 2026	YTD FY 2026-27	Biennial Totals	Remaining Biennium Budget	Percent Used
Personnel Services											
Salaries and Wages	**10,538,300**	**920,178**	**1,220,898**	**1,037,999**	**1,526,786**	**4,705,862**	**960,337**	**960,337**	**5,666,199**	**4,872,101**	**53.8%**
Commissioner Stipend	19,200	1,016	2,060	1,750	2,427	7,252	974	974	8,226	10,975	42.8%
Managers	2,295,000	209,668	285,688	242,651	415,048	1,153,054	234,122	234,122	1,387,176	907,824	60.4%
Professional & Technical - NR	720,000	67,826	89,953	83,064	129,769	370,613	71,540	71,540	442,153	277,847	61.4%
Professional & Technical	2,340,000	189,675	242,231	193,490	237,548	862,944	193,483	193,483	1,056,427	1,283,573	45.1%
Water Treatment Specialist	1,670,000	159,882	199,270	162,623	239,326	761,101	149,542	149,542	910,643	759,357	54.5%
Water Worker Distribution	2,125,000	190,623	256,356	209,436	315,133	971,548	210,179	210,179	1,181,727	943,273	55.6%
Administrative Specialist	846,000	60,452	72,232	64,108	114,696	311,488	61,351	61,351	372,838	473,162	44.1%
Overtime	330,000	18,499	26,475	22,533	29,615	97,122	17,735	17,735	114,857	215,143	34.8%
Holiday Pay	16,000	16,593	38,027	51,216	33,647	139,482	15,967	15,967	155,449	(139,449)	971.6%
Other Benefits	177,100	1,260	1,650	1,650	2,487	7,047	663	663	7,710	169,391	4.4%
Awards	-	4,685	6,957	5,479	7,091	24,212	4,782	4,782	28,994	(28,994)	0.0%
Benefits and Taxes	**5,943,200**	**558,925**	**666,279**	**604,286**	**276,691**	**2,106,181**	**588,020**	**588,020**	**2,694,201**	**3,248,999**	**45.3%**
FICA - Social Security	789,000	73,141	93,528	84,646	117,493	368,808	74,114	74,114	442,922	346,078	56.1%
Worker's Compensation	119,000	31,312	(3,306)	-	-	28,006	29,931	29,931	57,937	61,063	48.7%
Pension	2,684,200	250,617	328,151	288,951	(123,820)	743,899	262,035	262,035	1,005,935	1,678,265	37.5%
Health Insurance	1,858,000	183,248	193,416	196,882	235,621	809,166	179,473	179,473	988,639	869,361	53.2%
Dental Insurance	193,000	14,254	15,866	16,187	18,430	64,738	14,589	14,589	79,327	113,673	41.1%
Life Insurance	72,000	6,352	7,208	7,370	8,375	29,306	6,377	6,377	35,683	36,317	49.6%
Oregon Paid Sick Leave	47,000	-	-	-	-	-	-	-	-	47,000	0.0%
Unemployment Insurance	-	-	-	-	-	-	-	-	-	-	0.0%
HRA VEBA	90,000	-	22,500	-	-	22,500	21,500	21,500	44,000	46,000	48.9%
Tri-Met Tax	91,000	-	8,916	10,250	20,593	39,759	-	-	39,759	51,241	43.7%
Total Personnel Services	**$ 16,481,500**	**$ 1,479,104**	**$ 1,887,177**	**$ 1,642,286**	**$ 1,803,477**	**$ 6,812,043**	**$ 1,548,357**	**$ 1,548,357**	**$ 8,360,400**	**$ 8,121,100**	**50.7%**
Materials & Services											
Customer Services	**538,280**	**38,854**	**42,376**	**66,002**	**95,928**	**243,161**	**48,998**	**48,998**	**292,159**	**246,121**	**54.3%**
Bad Debt	40,000	(1,101)	(32)	(1,108)	24,370	22,129	(425)	(425)	21,704	18,296	54.3%
Credit Card Processing Fees	412,180	36,446	36,082	47,975	60,676	181,179	34,934	34,934	216,113	196,067	52.4%
Collection Expenses	-	2,316	70	-	-	2,385	-	-	2,385	(2,385)	0.0%
Customer Credit Allowance	22,400	522	287	10,000	-	10,809	10,000	10,000	20,809	1,591	92.9%
Customer Statement Processing	50,000	282	5,679	8,727	8,650	23,338	4,489	4,489	27,826	22,174	55.7%
Promotional Items	3,200	-	-	257	1,733	1,990	-	-	1,990	1,210	62.2%
Public Notices	10,500	389	292	152	499	1,332	-	-	1,332	9,168	12.7%
Facilities & Security	**1,263,346**	**101,023**	**132,245**	**136,455**	**265,492**	**635,216**	**84,786**	**84,786**	**720,002**	**543,344**	**57.0%**
Assessments & Taxes	88,400	6,915	15,338	13,829	-	36,082	1,875	1,875	37,957	50,443	42.9%
Building & Grounds Maintenance	868,146	66,304	87,250	92,026	219,439	465,018	44,905	44,905	509,923	358,223	58.7%
Security	306,800	27,804	29,657	30,600	46,054	134,115	38,006	38,006	172,121	134,679	56.1%
General Administration	**1,188,920**	**116,899**	**24,121**	**251,888**	**191,391**	**584,299**	**76,250**	**76,250**	**660,549**	**528,371**	**55.6%**
Bank Charges	103,200	10,640	12,439	9,069	12,045	44,193	4,231	4,231	48,424	54,776	46.9%
Dues & Memberships	409,780	107,910	11,127	78,609	2,389	200,035	73,151	73,151	273,186	136,594	66.7%
Insurance	655,940	(1,650)	555	164,209	150,788	313,902	(1,132)	(1,132)	312,770	343,170	47.7%
Insurance Deductible	20,000	-	-	-	8,929	8,929	-	-	8,929	11,071	44.6%
Interest Expense	-	-	-	-	17,241	17,241	-				
Materials	**517,650**	**65,563**	**31,606**	**88,326**	**109,554**	**295,049**	**51,604**	**51,604**	**346,652**	**170,998**	**67.0%**
Inventory	360,000	59,232	26,663	73,601	93,390	252,886	40,705	40,705	293,591	66,409	81.6%
Maintenance Supplies	157,650	6,331	4,943	14,725	16,164	42,163	10,899	10,899	53,062	104,588	33.7%
Office	**195,400**	**26,472**	**21,974**	**10,684**	**23,523**	**82,652**	**10,524**	**10,524**	**93,177**	**102,224**	**47.7%**
Office Supplies	23,000	1,035	2,202	1,652	2,734	7,624	1,316	1,316	8,940	14,060	38.9%
Postage	121,800	16,057	19,116	6,667	17,924	59,763	7,290	7,290	67,053	54,747	55.1%
Printing	33,000	3,395	710	2,297	2,703	9,105	1,947	1,947	11,052	21,948	33.5%
Miscellaneous	17,600	5,985	(54)	68	161	6,161	(29)	(29)	6,132	11,468	34.8%

Clackamas River Water

Budget to Actual Status Report

Biennium 2025 - 2027

GENERAL FUND	Budget Appropriation BN 2025-2027	Actual July-Sept 2025	Actual Oct-Dec 2025	Actual Jan-Mar 2026	Actual Apr-Jun 2026	Total FY 2025-2026	Actual July-Sept 2026	YTD FY 2026-27	Biennial Totals	Remaining Biennium Budget	Percent Used
Other Support Costs	**452,080**	**29,974**	**41,203**	**50,160**	**57,092**	**178,429**	**26,057**	**26,057**	**204,486**	**247,594**	**45.2%**
Books & Publications	2,840	-	457	250	-	707	-	-	707	2,133	24.9%
Certifications	15,045	106	4,022	1,374	-	5,502	671	671	6,173	8,872	41.0%
Employee Relations	47,700	2,748	1,820	1,603	6,549	12,721	2,904	2,904	15,625	32,075	32.8%
Medical Exams	8,200	-	224	2,427	500	3,151	380	380	3,531	4,669	43.1%
Payroll Processing Fees	47,960	5,346	5,482	5,816	8,180	24,824	6,307	6,307	31,131	16,829	64.9%
Protective Clothing	36,780	2,467	7,116	4,596	2,561	16,740	2,669	2,669	19,410	17,370	52.8%
Safety & Health	59,200	2,474	7,709	5,909	16,450	32,542	644	644	33,186	26,014	56.1%
Training	231,555	16,514	14,343	28,012	22,778	81,648	12,392	12,392	94,040	137,515	40.6%
Travel - Local	2,800	318	29	174	74	595	89	89	684	2,116	24.4%
Professional & Contracted Services	**2,393,990**	**248,986**	**221,232**	**299,161**	**327,077**	**1,096,456**	**183,476**	**183,476**	**1,279,932**	**1,114,058**	**53.5%**
Audit	95,190	20,000	17,200	955	20,000	58,155	2,000	2,000	60,155	35,035	63.2%
Contract Work	1,868,800	205,760	180,697	275,019	266,609	928,085	164,796	164,796	1,092,881	775,919	58.5%
Engineer Service	220,000	14,002	10,281	9,002	11,502	44,786	3,790	3,790	48,576	171,424	22.1%
Legal	210,000	9,224	13,054	14,185	28,966	65,430	12,890	12,890	78,320	131,680	37.3%
Equipment	**1,613,910**	**317,347**	**124,748**	**101,856**	**40,588**	**584,538**	**194,644**	**194,644**	**779,182**	**834,728**	**48.3%**
Computers, Peripherals & Software	808,250	250,786	54,620	53,038	(38,507)	319,937	161,804	161,804	481,741	326,509	59.6%
Equipment Maintenance	333,200	8,769	28,742	9,861	30,167	77,539	3,947	3,947	81,486	251,714	24.5%
Equipment Rental	66,560	4,453	8,620	3,430	(5,774)	10,730	4,812	4,812	15,542	51,018	23.4%
Maintenance Agreements	105,050	204	2,440	2,818	4,433	9,894	1,610	1,610	11,505	93,545	11.0%
Small Tools & Equipment	159,350	39,609	18,223	13,454	27,812	99,098	10,843	10,843	109,941	49,409	69.0%
Vehicle Maintenance	141,500	13,525	12,103	19,254	22,456	67,340	11,628	11,628	78,968	62,532	55.8%
Utilities	**2,462,984**	**240,576**	**289,252**	**268,850**	**361,098**	**1,159,776**	**246,719**	**246,719**	**1,406,495**	**1,056,489**	**57.1%**
Telecommunications	149,594	11,763	22,861	19,203	15,275	69,102	19,340	19,340	88,442	61,152	59.1%
Utilities	2,313,390	228,814	266,391	249,647	345,823	1,090,675	227,379	227,379	1,318,053	995,337	57.0%
Water Purchases & Treatment	**3,147,590**	**458,668**	**399,510**	**262,759**	**538,227**	**1,659,164**	**478,571**	**478,571**	**2,137,735**	**1,009,855**	**67.9%**
Permits	50,760	-	5,194	1,639	3,580	10,413	8,425	8,425	18,838	31,922	37.1%
Telemetry	5,360	-	39	2,365	-	2,404	-	-	2,404	2,956	44.8%
Water Purchases	2,163,000	323,915	319,011	170,338	380,864	1,194,128	356,757	356,757	1,550,886	612,114	71.7%
Watershed Management	96,200	266	5,800	3,868	8,614	18,548	3,394	3,394	21,943	74,257	22.8%
Water Treatment & Analysis	832,270	134,487	69,466	84,549	145,169	433,670	109,995	109,995	543,665	288,605	65.3%
Materials & Services - Subtotal	**13,774,150**	**1,644,364**	**1,328,266**	**1,536,141**	**2,009,970**	**6,518,741**	**1,401,628**	**1,401,628**	**7,920,370**	**5,853,780**	**57.5%**
Overhead, Labor & Equip	(671,000)	(34,760)	(159,443)	(188,768)	(150,954)	(533,924)	(33,179)		(567,104)	(103,896)	84.5%
Materials & Services - TOTAL	**$ 13,103,150**	**$ 1,609,604**	**$ 1,168,824**	**$ 1,347,373**	**$ 1,859,017**	**$ 5,984,817**	**$ 1,368,449**	**$ 1,368,449**	**$ 7,353,266**	**$ 5,749,884**	**56.1%**
Capital Outlay	**1,561,100**	**4,342**	**620,565**	**83,584**	**11,015**	**719,506**	**67,401**	**67,401**	**786,907**	**774,193**	**50.4%**
Land	-	-	-	-	-	-	-	-	-	-	0.0%
Building	150,000	-	-	9,328	(9,328)	-	-	-	-	150,000	0.0%
Improvements	680,300	-	122,147	171	(90,337)	31,982	36,658	36,658	68,640	611,660	10.1%
Vehicles	374,000	-	220,935	49,755	3,020	273,710	11,185	11,185	284,895	89,105	76.2%
General Equipment & Tools	125,000	-	5,250	-	111,986	117,236	-	-	117,236	7,764	93.8%
Computer Equipment	41,800	-	17,762	-	-	17,762	18,249	18,249	36,011	5,789	86.2%
Other	180,000	4,342	254,471	24,330	(4,327)	278,816	1,309	1,309	280,125	(100,125)	155.6%
Capital Outlay - TOTAL	**$ 1,561,100**	**$ 4,342**	**$ 620,565**	**$ 83,584**	**$ 11,015**	**$ 719,506**	**$ 67,401**	**$ 67,401**	**$ 786,907**	**$ 774,193**	**50.4%**
Depeciation	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,673,135**	**$ 2,673,135**	**$ -**				
Operating Contingency	**$ 1,901,325**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,901,325**	**0.0%**
Transfers to Other Funds	**$ 6,480,000**	**$ -**	**$ 3,240,000**	**$ -**	**$ -**	**$ 3,240,000**	**$ -**	**$ -**	**$ 3,240,000**	**$ 3,240,000**	**50.0%**
Total Expenditures	**$ 39,527,075**	**$ 3,093,049**	**$ 6,916,566**	**$ 3,073,242**	**$ 3,673,509**	**$ 19,429,502**	**$ 2,984,207**	**$ 2,984,207**	**$ 22,413,708**	**$ 16,546,502**	**56.7%**

Clackamas River Water

Budget to Actual Status Report

Biennium 2025 - 2027

GENERAL FUND	Budget Appropriation BN 2025-2027	Actual July-Sept 2025	Actual Oct-Dec 2025	Actual Jan-Mar 2026	Actual Apr-Jun 2026	Total FY 2025-2026	Actual July-Sept 2026	YTD FY 2026-27	Biennial Totals	Remaining Biennium Budget	Percent Used
Change in Revenues, Expenditures & Other Financing (Sources) Uses		3,108,678	(1,676,726)	783,898	1,343,193	885,909	3,375,623	(2,984,207)	4,261,533		
Beginning Fund Balance	13,000,000	15,801,547	18,910,225	17,233,500	18,017,398	15,801,547	16,687,456	20,063,080	35,864,627		
Ending Fund Balance	$ 13,000,000	$ 18,910,225	$ 17,233,500	$ 18,017,398	$ 19,360,592	$ 16,687,456	$ 20,063,080	$ 20,063,080	$ 36,750,536		

Exhibit C

Clackamas River Water

General Fund Budget Summary

Biennium 2025 - 2027

	Fiscal Year 2025-2026	2025-2027 Biennium Budget	Budget 2025-2026	Actual 2025-2026 1st Quarter	Actual Quarter	Actual 2025-2026 3rd Quarter	Actual 2025-2026 4th Quarter	YTD 2025-2026	2025-2027 Biennium Budget vs Forecasted
Requirements									
4XXX	Personnel Services	16,481,500	7,934,600	1,479,104	1,887,177	1,642,286	1,803,477	6,812,043	1,122,557
5XXX	Materials & Services	13,091,150	6,669,702	1,609,604	1,168,824	1,347,373	1,859,017	5,984,817	684,885
6XXX	Capital Outlay	1,561,100	956,600	4,342	620,565	83,584	11,015	719,506	237,094
7XXX	Depreciation	-	-	-	-	-	2,673,135	2,673,135	(2,673,135)
8XXX	Transfers to Other Funds	6,480,000	3,240,000	-	3,240,000	-	-	3,240,000	-
	Contingency	1,901,325	-	-	-	-	-	-	-
		$ 39,515,075	**$ 18,800,902**	**$ 3,093,049**	**$ 6,916,566**	**$ 3,073,242**	**$ 6,346,644**	**$ 19,429,502**	**$ (628,600)**

	Fiscal Year 2024-2025	Budget 2026-2027	Actual 2026-2027 1st Quarter	Actual 2026-2027 2nd Quarter	Actual 2026-2027 3rd Quarter	Actual 2026-2027 4th Quarter	YTD 2026-2027	2026-2027 Budget vs Forecasted	2025-2027 Biennium Budget vs Forecasted
Requirements									
4XXX	Personnel Services	8,546,900	1,548,357	-	-	-	1,548,357	8,546,900	1,122,557
5XXX	Materials & Services	6,421,448	1,368,449	-	-	-	1,368,449	6,421,448	684,885
6XXX	Capital Outlay	604,500	67,401	-	-	-	67,401	604,500	237,094
7XXX	Depreciation	-	-	-	-	-	-	-	(2,673,135)
8XXX	Transfers to Other Funds	3,240,000	-	-	-	-	-	3,240,000	-
	Contingency	1,901,325	-	-	-	-	-	-	1,901,325
		$ 20,714,173	**$ 2,984,207**	**$ 4,433,022**	**$ 5,001,063**	**$ 5,001,063**	**$ 2,984,207**	**$ 18,812,848**	**$ 1,272,725**

	2025-2027 Biennium Budget	Total Remaining / (overspent)
Personnel Services	16,481,500	8,121,100
Materials & Services	13,091,150	5,737,884
Capital Outlay	1,561,100	774,193
Depreciation		(2,673,135)
Transfers to Other Funds	6,480,000	3,240,000
Contingency	1,901,325	1,901,325
	39,515,075	**$ 17,101,367**

Exhibit D

Clackamas River Water

Budget to Actuals Status Report

Biennium 2025 - 2027

CAPITAL IMPROVEMENT PROJECTS FUND	Budget Appropriation BN 2025-2027	Actual July-Sept 2025	Actual Oct-Dec 2025	Actual Jan-Mar 2026	Actual Apr-Jun 2026	Total FY 2025-2026	Actual July-Sept 2026	Actual Oct-Dec 2026	Actual Jan-Mar 2027	Actual Apr-Jun 2027	YTD FY 2026-27	Biennial Totals	Remaining Budget	Percent Received
Revenues														
Misc. Operating income	-					-	-	-	-	-	-	-	-	0.0%
Earnings from Investments	-	1,632	17,261	36,630	20,376	75,899	16,331	-	-	-	16,331	92,230	(92,230)	0.0%
Grant - FEMA	-	-	-	-	-							-		0.0%
Grant - Hazard Mitigation	850,000	800	6,513	795,742	125,209	928,265	-	-	-	-	-	928,265	(78,265)	109.2%
Grant - State Homeland Security Progra	-	-	-	-		-	-	-	-	-		-	-	0.0%
Transfers from Capital Reserve Fund	11,209,000	-	6,735,000	(500,000)		6,235,000	-	-	-	-		6,235,000	4,974,000	55.6%
Transfers from General Fund	1,000,000					-	-	-	-	-		-	1,000,000	0.0%
Total Revenues	**$13,059,000**	**$ 2,432**	**$ 6,758,774**	**$ 332,373**	**$ 145,585**	**$ 7,239,164**	**$ 16,331**	**$ -**	**$ -**	**$ -**	**$ 16,331**	**$ 7,255,495**	**$ 5,803,505**	**55.6%**
Capital														**Percent Used**
Capital Outlay	13,159,000	283,017	1,833,023	2,030,040	(3,544,239)	601,841	402,560	-	-	-	402,560	1,004,401	12,154,599	7.6%
Total Expenditures	**$13,159,000**	**$ 283,017**	**$ 1,833,023**	**$ 2,030,040**	**$ (3,544,239)**	**$ 601,841**	**$ 402,560**	**$ -**	**$ -**	**$ -**	**$ 402,560**	**$ 1,004,401**	**$ 12,154,599**	**7.6%**
Change in Revenues, Expenditures & Other Financing	**(100,000)**	**(280,585)**	**4,925,750**	**(1,697,667)**	**3,689,825**	**6,637,323**	**(386,229)**	**-**	**-**	**-**	**(386,229)**	**6,251,094**		
Beginning Fund Balance	**100,000**	**2,845,821**	**2,565,236**	**7,490,987**	**5,793,320**	**2,845,821**	**9,483,144**	**9,096,915**	**9,096,915**	**9,096,915**				
Ending Fund Balance	**$ -**	**$ 2,565,236**	**$ 7,490,987**	**$ 5,793,320**	**$ 9,483,144**	**$ 9,483,144**	**$ 9,096,915**	**$ 9,096,915**	**$ 9,096,915**	**$ 9,096,915**		**$ 6,251,094**		

Clackamas River Water

Budget to Actuals Status Report

Biennium 2025 - 2027

SYSTEM DEVELOPMENT CHARGES RESERVE FUND	Budget Appropriation BN 2025-2027	Actual July-Sept 2025	Actual Oct-Dec 2025	Actual Jan-Mar 2026	Actual Apr-Jun 2026	Total FY 2025-2026	Actual July-Sept 2026	YTD FY 2026-27	Biennial Total	Remaining Budget	Percent Received
SDC Revenue	**330,000**	**55,585**	**70,415**	**100,064**	**85,234**	**311,298**	**92,424**	**92,424**	**403,722**	**(73,722)**	**122.3%**
SDC Reimbursement	150,000	22,530	28,544	40,563	34,549	126,186	37,468	37,468	163,654	(13,654)	109.1%
SDC Improvements	180,000	33,055	41,871	59,501	50,685	185,112	54,956	54,956	240,068	(60,068)	133.4%
Non-Operating Revenue	**100,000**	**39,317**	**38,179**	**34,776**	**41,979**	**154,251**	**46,465**	**46,465**	**200,715**	**(100,715)**	**200.7%**
Earnings from Investments	100,000	39,317	38,179	34,776	41,979	154,251	46,465	46,465	200,715	(100,715)	200.7%
Total Revenues	**$ 430,000**	**$ 94,902**	**$ 108,594**	**$ 134,840**	**$ 127,213**	**$ 465,549**	**$ 138,889**	**$ 138,889**	**$ 604,437**	**$ (174,437)**	**140.6%**
											Percent Used
Transfers to Other Funds	**1,000,000**	-	-	-	-	-	-	-	-	**1,000,000**	**0.0%**
Change in Revenues, Expenditures & Other Financing Uses	**(570,000)**	**94,902**	**108,594**	**134,840**	**127,213**	**465,549**	**138,889**	**138,889**	**604,437**		
Beginning Fund Balance	**2,950,000**	**4,160,802**	**4,255,704**	**4,364,297**	**4,499,138**	**4,160,802**	**4,626,351**	**4,626,351**	**4,626,351**		
Ending Fund Balance	**$ 2,380,000**	**$ 4,255,704**	**$ 4,364,297**	**$ 4,499,138**	**$ 4,626,351**	**$ 4,626,351**	**$ 4,765,239**	**$ 4,765,239**	**$ 5,230,788**		

Clackamas River Water

Clackamas River Water

1st Quarter Update – Fiscal Year 2027

Board Meeting – November 12, 2026

Christina Irish



Biennium 2025-2027

September 30, 2025
1st Quarter 12.5%

December 31, 2025
2nd Quarter 25%

March 31, 2026
3rd Quarter 37.5%

June 30, 2026 (as of 7/31)
4th Quarter 50%

September 30, 2026
1st Quarter 62.5%

General Fund Budget to Actual Status

Revenues higher than anticipated (82.4% vs 62.5%) to date

Expenses are below what we anticipated (56.7% vs. 62.5%) – This includes Contingency

Personnel Services is below due to vacancies in the biennium (50.7%)

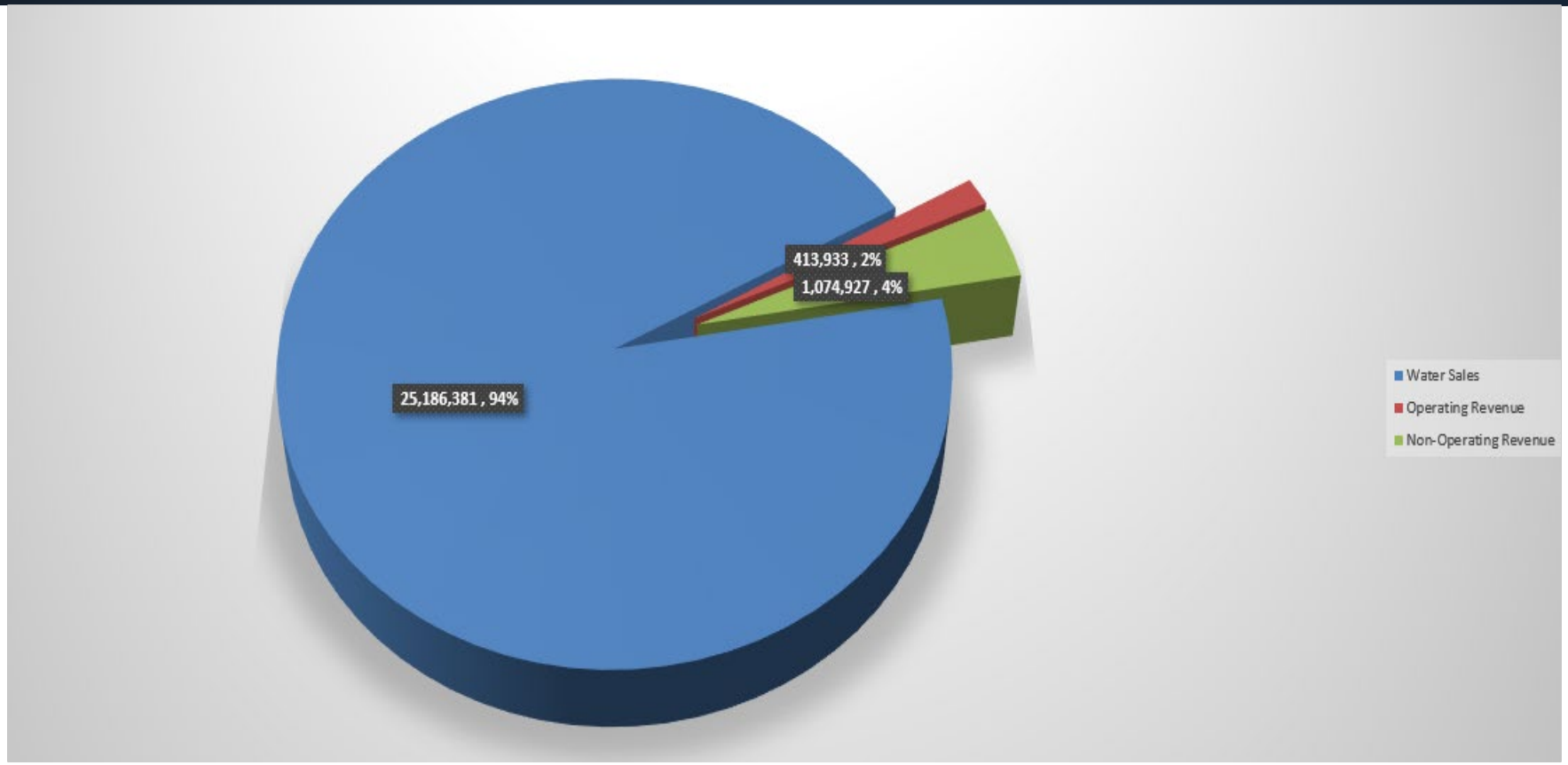


Material & Services expenditures are at 56.1%



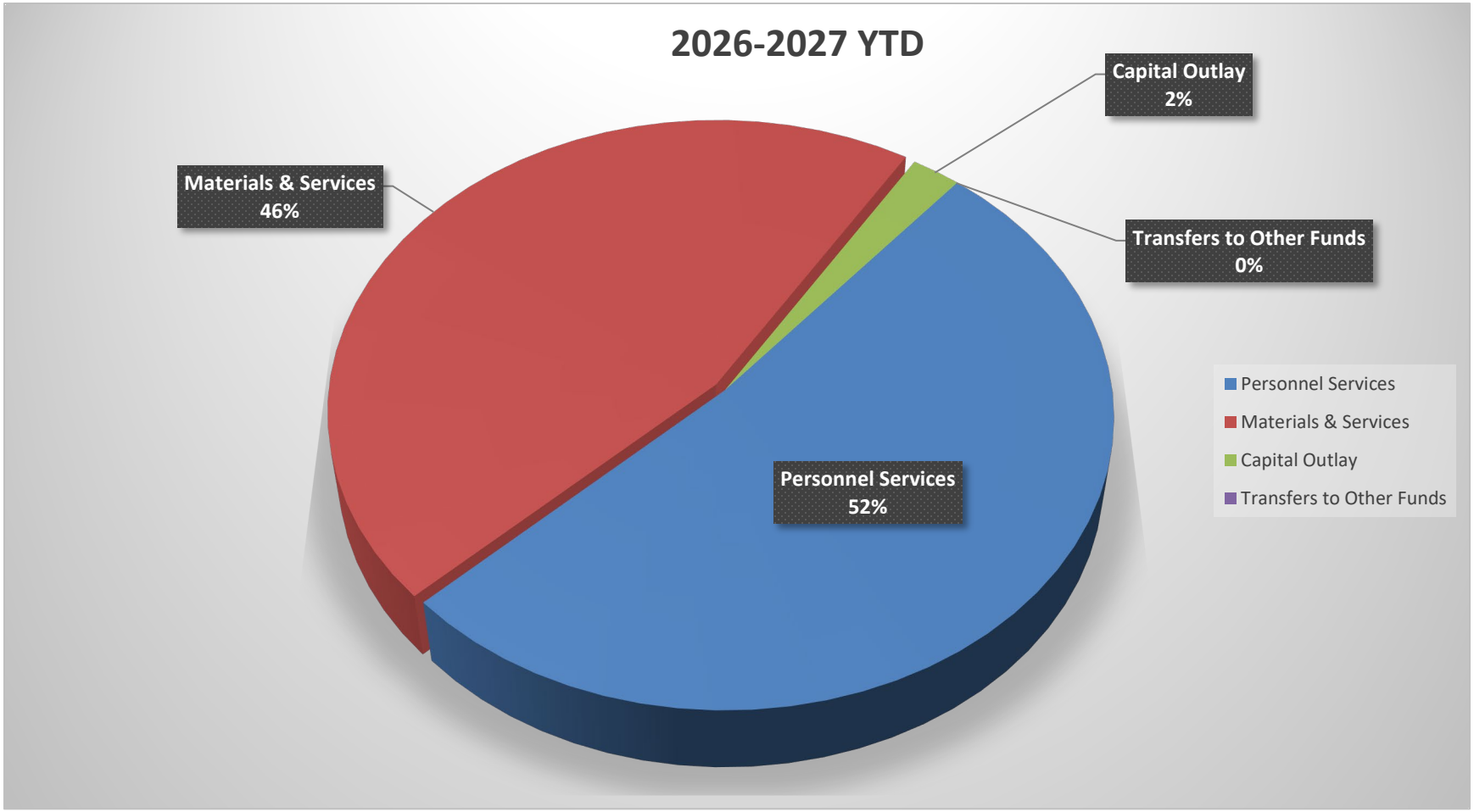
Capital outlay spending is ahead of plan (50.4%)

General Fund Revenue
Actuals 2025-2027
As of September 30, 2026



Water sales (60.3%) exceed expectations due to strong summer demand and new September rates, while non-operating revenue (131.3%) is primarily driven by investment earnings.

General Fund Expenditures
Actuals 2025-2027
As of September 30, 2026



General Fund Capital Outlay
Water Resources

	Task #	Adopted Budget BN2025-2027	Adjusted Budget BN2025-2027	Total Project Cost for FY2026	FY2027 Actuals 1st Quarter	WIP Carryover from FY2025	Total Project Cost Including WIP	Encumbered	Total with Encumbrance	Total Remaining	%Remaining	Project Status (Closed/Carry Forward/On Hold)
Water Resources												
Replacement & Upgrades for Chemical Feed Pumps	1177-101	$ 57,000.00	$ 57,000.00	$ 43.46	$ 2,164.06	$ -	$ 2,207.52	$ -	$ 2,207.52	$ 54,792.48	96.13%	Carry Forward
Replace Filter and Finished Turbidimeters	1178-101	31,800.00	31,800.00	5,697.32	-	5,249.95	10,947.27	-	10,947.27	20,852.73	65.57%	Carry Forward
Pump Rebuild and Replacement – High and Low lift pump	1179-101	80,000.00	80,000.00	-	-	-	-	-	-	80,000.00	100.00%	Carry Forward
Asphalt Sealing – Water Treatment Plant	1180-101	30,000.00	-	-	-	-	-	-	-	-	0.00%	On Hold
Clearwell Interior Repairs	1181-101	10,000.00	10,000.00	-	-	-	-	-	-	10,000.00	100.00%	Carry Forward
Upgrades and Repairs to Flash Mixers	1182-101	27,000.00	27,000.00	-	-	-	-	-	-	27,000.00	100.00%	Carry Forward
Replacement and Upgrades for Soda Ash Feed System	1183-101	50,000.00	50,000.00	-	732.89	-	732.89	-	732.89	49,267.11	98.53%	Carry Forward
Replacement of Ascorbic Acid Feed System	1184-101	13,000.00	8,500.00	6,217.08	-	-	6,217.08	-	6,217.08	2,282.92	26.86%	Complete
Ventilation Upgrades	1185-101	21,000.00	21,000.00	-	-	-	-	-	-	21,000.00	100.00%	Carry Forward
Replacement 4x4 Pickup	1186-101	48,500.00	46,371.00	46,492.92	3,968.81	-	50,461.73	-	50,461.73	(4,090.73)	-8.82%	Complete
Replacement 4x4 Pickup	1187-101	48,500.00	48,500.00	46,698.29	4,500.00	-	51,198.29	-	51,198.29	(2,698.29)	-5.56%	Carry Forward
Replace Autoclave Equipment	1188-102	10,000.00	16,027.55	17,563.63	-	-	17,563.63	-	17,563.63	(1,536.08)	-9.58%	Complete
Remote Pump Station Telemetry Upgrades	1189-102	10,000.00	10,000.00	-	-	-	-	-	-	10,000.00	100.00%	Carry Forward
Fencing for Pump Stations and Reservoir	1190-103	60,000.00	60,000.00	-	-	-	-	-	-	60,000.00	100.00%	Carry Forward
Intertie Improvement Plan	1191-103	10,000.00	10,000.00	-	-	-	-	-	-	10,000.00	100.00%	Carry Forward
Pump Stations Roof Repair and Replacement	1192-103	40,000.00	40,000.00	-	-	-	-	-	-	40,000.00	100.00%	Carry Forward
Roof Repair - WTP	1195-101	-	-	37,597.00	-	-	37,597.00	-	37,597.00	(37,597.00)	0.00%	Carry Forward
Door Replacement - PS	1198-103	-	7,172.45	7,172.45	-	-	7,172.45	-	7,172.45	-	0.00%	Carry Forward
WTP Pipe Gallery Painting	1200-101	-	16,800.00	16,800.00	-	-	16,800.00	-	16,800.00	-	0.00%	Carry Forward
WTP Roof Railings	1201-101	-	6,629.00	9,975.00	-	-	9,975.00	-	9,975.00	(3,346.00)	-50.48%	Carry Forward
Taylor Terrace Paving (Carryover)	2315-102	-	-	1,890.26	-	2,140.26	4,030.52	-	4,030.52	(4,030.52)	0.00%	Complete
Water Resources Total		$ 546,800.00	$ 546,800.00	$ 196,147.41	$ 11,365.76	$ 7,390.21	$ 214,903.38	$ -	$ 214,903.38	$ 331,896.62	60.70%	

Water Resource has about $383,000 in projects with a budget remaining of $332,000.

General Fund Capital Outlay
System Operations

	Task #	Adopted Budget BN2025-2027	Adjusted Budget BN2025-2027	Total Project Cost for FY2026	FY2027 Actuals 1st Quarter	WIP Carryover from FY2025	Total Project Cost Including WIP	Encumbered	Total with Encumbrance	Total Remaining	%Remaining	Project Status (Closed/Carry Forward/On Hold)
System Operations												
Asphalt Maintenance and Repairs	2349-201	$ 50,000.00	$ 50,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 50,000.00	100.00%	Carry Forward
Taylor Terrace Paving	2350-201	50,000.00	50,000.00	44,136.70	-	4,680.70	48,817.40	-	48,817.40	1,182.60	2.37%	Carry Forward
Shop Building: Exterior Sealing and Painting	2351-201	35,000.00	35,000.00	-	-	-	-	-	-	35,000.00	100.00%	Carry Forward
Shop Building: Overhead Door Operators	2352-201	35,000.00	35,000.00	19,326.00	-	-	19,326.00	-	19,326.00	15,674.00	44.78%	Carry Forward
F550 – Heavy Duty Service Truck with Crane Body	2353-201	180,000.00	180,000.00	178,704.31	-	-	178,704.31	-	178,704.31	1,295.69	0.72%	Complete
Replacement 4x4 Pickup Truck	2354-201	48,500.00	48,500.00	48,924.52	2,305.00	-	51,229.52		51,229.52	(2,729.52)	-5.63%	Complete
Replacement 4x4 Pickup Truck	2355-201	48,500.00	48,500.00	5,725.00	-	-	5,725.00	46,572.96	52,297.96	(3,797.96)	-7.83%	Carry Forward
Replacement Excavator 10-12KPound	2356-201	125,000.00	125,000.00	117,236.00	-	-	117,236.00	-	117,236.00	7,764.00	6.21%	Complete
Meter Replacements 3-inch and Larger	2357-201	40,000.00	40,000.00	11,972.73	-	-	11,972.73	-	11,972.73	28,027.27	70.07%	Carry Forward
Large Meter Vault Replacement	2358-201	110,000.00	110,000.00	-	-	-	-	-	-	110,000.00	100.00%	Carry Forward
Equipment Building: Exterior Sealing and Painting	2359-201	30,000.00	30,000.00	-	-	-	-	-	-	30,000.00	100.00%	Carry Forward
Trailer Repair #475 V#400	2361-201	-	-	7,241.05	-	-	7,241.05	-	7,241.05	(7,241.05)	0.00%	Complete
Trailer Repair #474 V#300	2362-201	-	-	5,973.15	-	-	5,973.15	-	5,973.15	(5,973.15)	0.00%	Complete
System Operations Total		$ 752,000.00	$ 752,000.00	$ 439,239.46	$ 2,305.00	$ 4,680.70	$ 446,225.16	$ 46,572.96	$ 492,798.12	$ 259,201.88	34.47%	

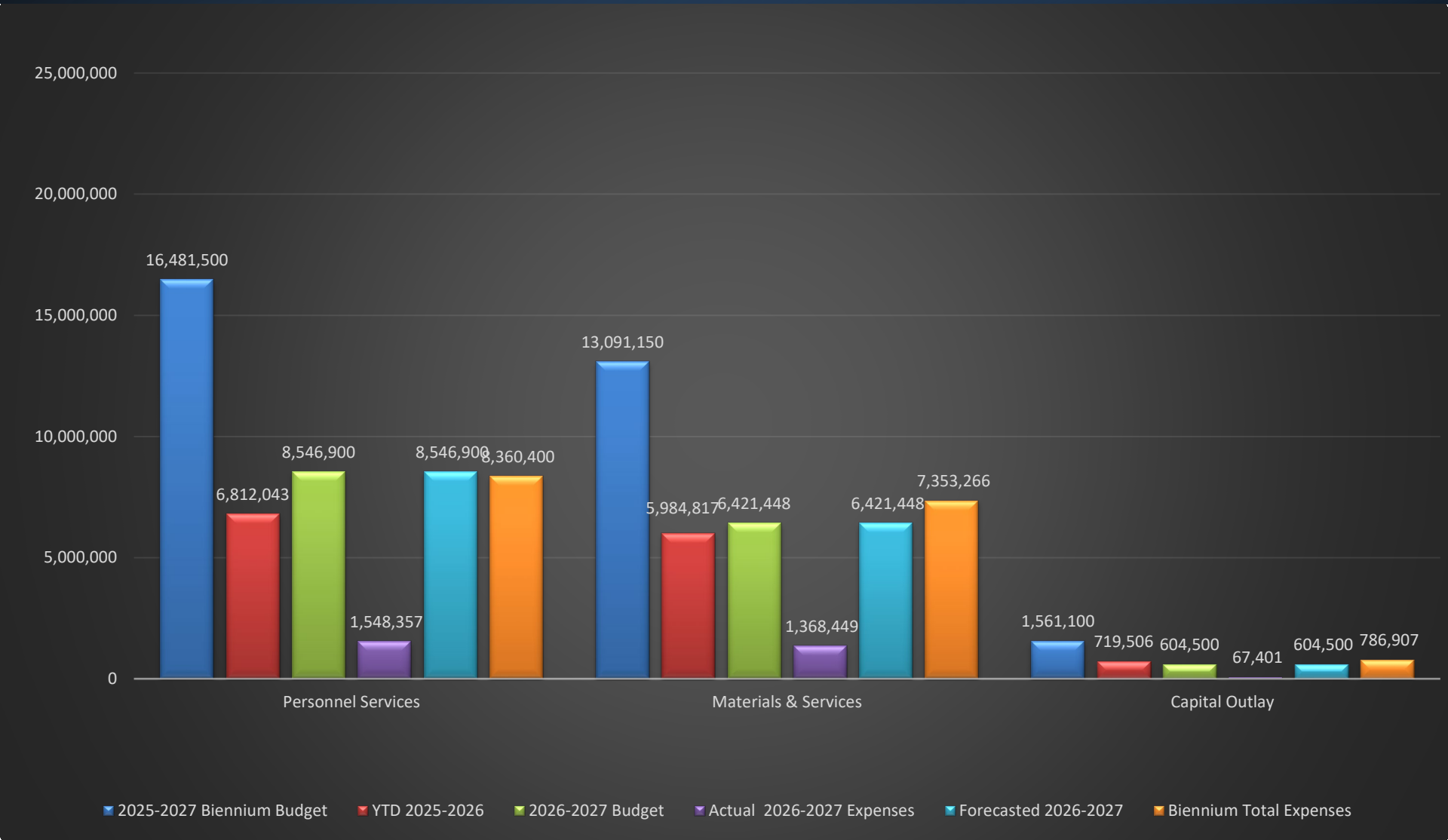
System Operations has $268,701 remaining in projects with a $259,201 Budget

General Fund Capital Outlay
Administration

	Task #	Adopted Budget BN2025-2027	Adjusted Budget BN2025-2027	Total Project Cost for FY2026	FY2027 Actuals 1st Quarter	WIP Carryover from FY2025	Total Project Cost Including WIP	Encumbered	Total with Encumbrance	Total Remaining	%Remaining	Project Status (Closed/Carry Forward/On Hold)
Administration												
Security System Upgrade (Carryover)	6015-602	$ -	$ 147,414.26	$ 250,097.21	$ -	$ -	$ 250,097.21	$ -	$ 250,097.21	$ (102,682.95)	0.00%	Complete
Replace Battery Backup in the Server Room	6024-602	21,200.00	21,200.00	-	18,248.92	-	18,248.92	-	18,248.92	2,951.08	13.92%	Carry Forward
IT Network Equipment	6025-602	20,600.00	20,600.00	$ 17,762.00	-	-	17,762.00	-	17,762.00	2,838.00	13.78%	Complete
Mangan/Roberts Site Master Planning	6026-602	150,000.00	9,327.50	9,327.50	-	-	9,327.50	-	9,327.50	-	0.00%	On Hold
Riverside Park Shed	6027-602	30,000.00	-	$ -	-	-	-	-	-	-	0.00%	On Hold
Roberts Property Fencing	6028-602	40,500.00	40,500.00	-	35,925.00	-	35,925.00	-	35,925.00	4,575.00	11.30%	Carry Forward
Admin Bldg Fence Extension	6033-602	-	5,735.00	$ 5,735.00	-	-	5,735.00	-	5,735.00	-	0.00%	Complete
Fire Panel Repair	6030-602	-	6,368.24	6,368.24	-	-	6,368.24	-	6,368.24	-	0.00%	Complete
Riverside Park Turnstile	6029-602	-	11,155.00	$ 11,155.00	-	-	11,155.00	-	11,155.00	-	0.00%	Complete
Administration Total		$ 262,300.00	$ 262,300.00	$ 300,444.95	$ 54,173.92	$ -	$ 354,618.87	$ -	$ 354,618.87	$ (92,318.87)	-35.20%	
BN Total		$ 1,561,100.00	$ 1,561,100.00	$ 935,831.82	$ 67,844.68	$ 12,070.91	$ 1,015,747.41	$ 46,572.96	$ 1,062,320.37	$ 498,779.63	31.95%	

Administrative capital outlay is over budget by $92,318.87 due to unbudgeted carryover.

General Fund Budget to Actuals
2025-2027
As of September 30, 2026







System Development Charge (SDC) Reserve Fund
Budget to Actuals

- 140.3% of SDC revenue received
- Interest earnings above budget
- Development activity remains strong

Capital Improvement Projects Fund Budget to Actual Status

- **Quarter 4 Summary:**
  - Total Projects: 19
    - New Projects: 11
    - Carryover Projects: 5
    - Unbudgeted Projects: 3
  - Expenditures to Date: 7.6%
    - Unfinished FY2026 projects expenses moved to Work In Progress until completed
  - Projects progressing as expected; some scope additions
  - More project details on later slide



Distribution Projects Under Construction

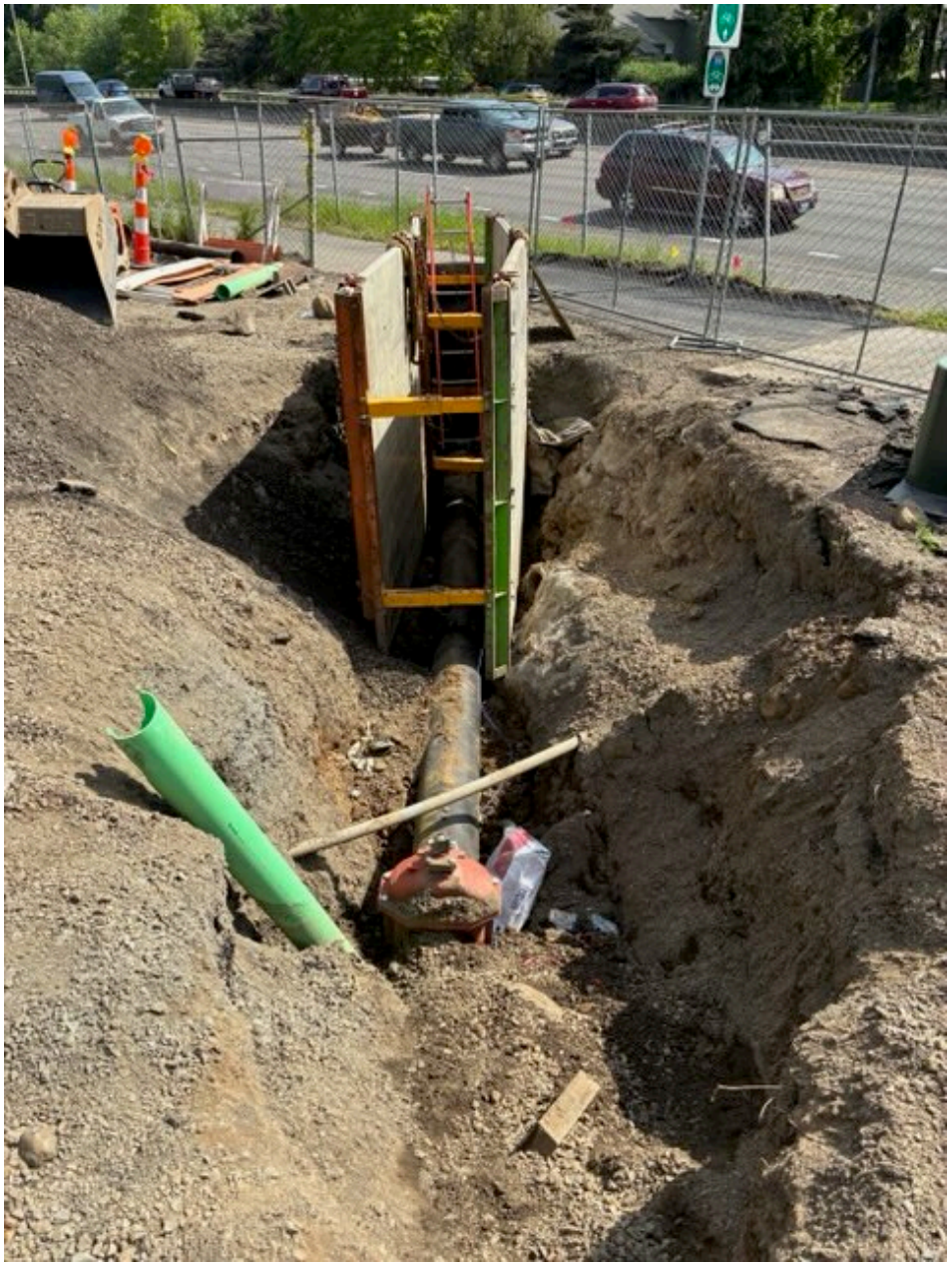
(1) Transportation Impact

(3) King Road Improvements

(12) Monroe Street Improvements

(13) 82nd Drive Ph. 2 / (14) I-205 Crossing

(17) Webster / Bilquist



I – 205 CROSSING SYSTEM CONNECTION NEAR STRAWBERRY LN.

Treatment Plant Projects Under Construction



LOW LIFT 4 INSTALLATION

(6) Room 105 Structural

(9) SCADA Upgrade

(16) Low Lift 4 Pump Improvements

(18) High Lift 5 Pump Improvements

(19) WTP - Remodel

Distribution Design Projects

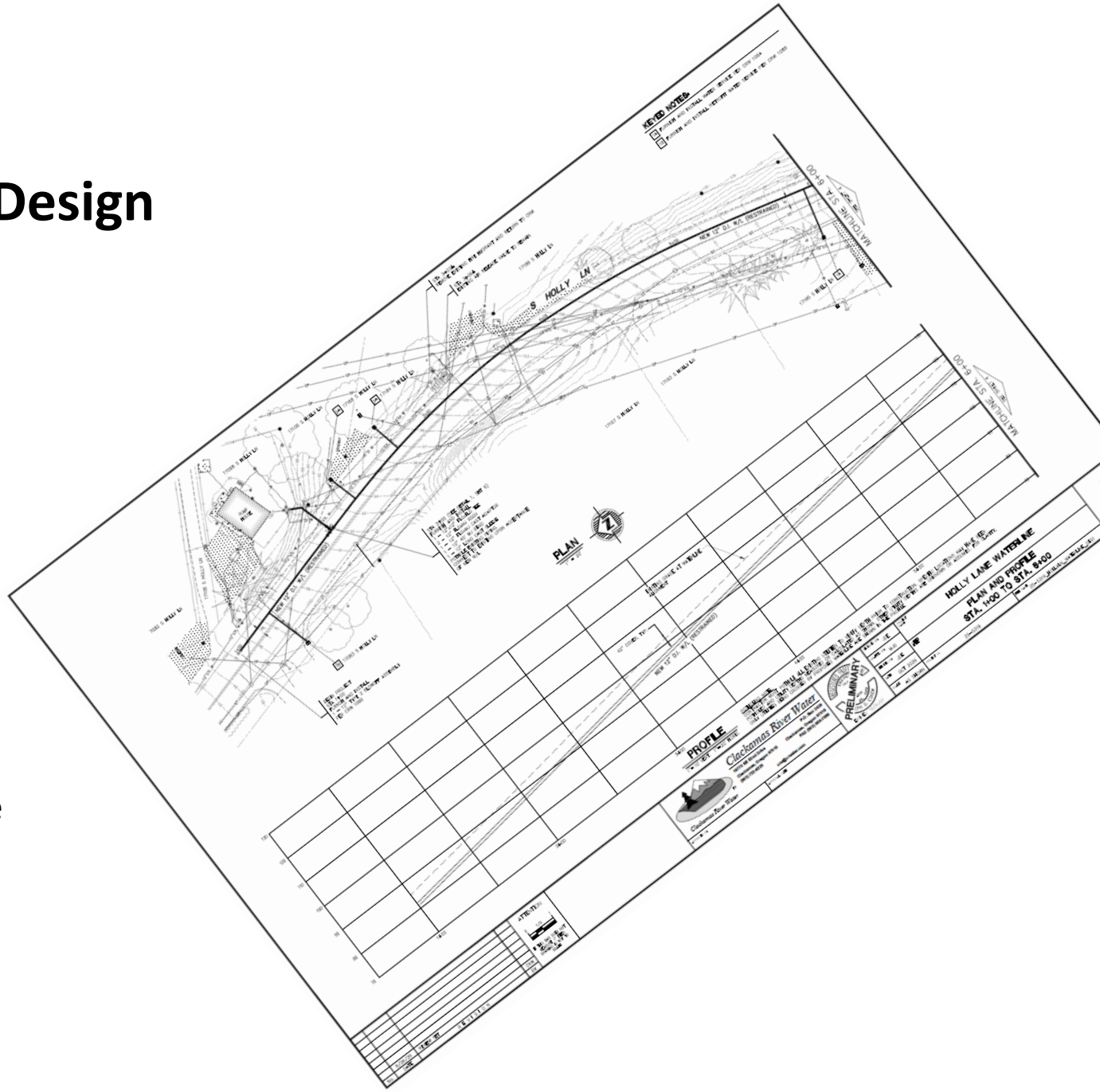
(2) Holly Lane

(4) Theissen Culvert

(5) Stanley Avenue

(15) Redland PRV

(20) Holly Lane Bridge



Treatment Plant Design Projects



2/AX EXTERIOR RENDERING - PAINTED CONCRETE
NOT TO SCALE

(7) WTP Improvements Planning

(8) Backwash Improvements

(10) Low Lift Pump 2 Replacement

(11) Bradley Property Purchase

CIP Projects Currently in Progress

Includes budget, expenditures to date, and remaining balances for each project.

Project		Task	Budget BN 2025-2027	FY2026 Actuals	FY2027 Actuals 1st Quarter	Total Remaining	% Remaining FY26	Actual as of 6/30/2025	Total Project Cost To Date	Total Remaining	% Remaining	Estimated Project Cost in BN	Total Remaining Budget	Estimated Completion Date
1	Transportation/CRW Impact Projects	5318	250,000	36,285	8,691	205,024	82.01%	-	44,976	205,024	82.01%	161,285	88,715	Spring 2027
2	Holly Lane Waterline	5319	1,195,000	42,951	3,256	1,148,794	96.13%	-	46,206	1,148,794	96.13%	-	1,195,000	2027-2029
3	King Road Improvements	5302	548,000	327,846		220,154	40.17%	36,889	364,735	183,265	33.44%	404,042	143,959	Fall 2026
4	Theissen Culvert Crossing	5312	135,000	-	569	134,431	99.58%	3,884	4,452	130,548	96.70%	134,884	116	Summer 2027
5	Stanley Avenue Improvements	5320	2,352,000	202		2,351,798	99.99%	-	202	2,351,798	99.99%	-	2,352,000	2027-2029
6	Water Treatment Plant (WTP) Structural Improvements	5326	350,000	326,402	4,576	19,022	5.43%	-	330,978	19,022	5.43%	449,142	(99,142)	Summer 2026
7	WTP Expansion Planning	5322	1,500,000	244,590	167,194	1,088,216	72.55%	-	411,784	1,088,216	72.55%	1,485,221	14,779	Spring 2027
8	WTP Backwash Pump Improvements	5323	550,000	5,718	557	543,725	98.86%	-	6,275	543,725	98.86%	-	550,000	2027-2029
9	WTP Central SCADA Upgrade	5324	1,267,000	419,833	72,183	774,984	61.17%	-	492,016	774,984	61.17%	1,834,728	(567,728)	Spring 2027
10	WTP Low Lift Pump 2 Replacement	5325	250,000	-		250,000	100.00%	-	-	250,000	100.00%	-	250,000	2027-2029
11	Bradley Pump Station Property Purchase	5315	640,000	11,262		628,738	98.24%	8,046	19,308	620,692	96.98%	19,308	620,692	Complete
12	Monroe Street Improvements (Carry Over)	5278	200,000	806,119	1,536	(607,655)	-303.83%	618,484	1,426,139	(1,226,139)	-613.07%	1,424,603	(1,224,603)	Complete
13	82nd Drive - Phase 2 (Carry Over)	5303	1,520,000	2,192,789	34,037	(706,825)	-46.50%	316,852	2,543,678	(1,023,678)	-67.35%	2,724,478	(1,204,478)	Complete
14	I-205 Crossing (Carry Over)	5291	1,452,000	1,364,475		87,525	6.03%	311,552	1,676,027	(224,027)	-15.43%	1,771,624	(319,624)	Complete
15	Redland Road PRV Valves (Carry Over)	5307	550,000	33,066	2,596	514,338	93.52%	596,694	632,355	(82,355)	-14.97%	1,279,760	(729,760)	Spring 2027
16	WTP Low Lift PS Improvement (Carry Over)	5308	400,000	82,909	60	317,031	79.26%	23,747	106,715	293,285	73.32%	322,544	77,456	Fall 2026
17	Webster Improv on Bilquist	5305	-	50,451		(50,451)	0.00%	560,180	610,631	(610,631)	0.00%	610,631	(610,631)	Complete
18	High Lift Pump #5	5330	-	221,526	7,598	(229,124)	0.00%	-	229,124	(229,124)	0.00%	618,774	(618,774)	Fall 2026
19	WTP - Post Mold Remediation	1199	-	102,487	99,708	(202,195)	0.00%	-	202,195	(202,195)	0.00%	3,370,951	(3,370,951)	Spring 2027
	Total		**13,159,000**		**402,560**	**6,487,531**	**49.30%**	**2,476,328**	**9,147,797**	**4,011,203**	**30.48%**	**16,611,973**	**(3,452,973)**	

Detailed financial summary of all active CIP projects to support board transparency and oversight.

Questions?

Agenda Item – 4

CLACKAMAS RIVER WATER

REGULAR BOARD MEETING

November 12, 2026

SUBJECT **Management Report**

PRINCIPAL STAFF PERSON Farshad Allahdadi

DOCUMENTS ATTACHED

Table of Contents

The Management Report will have two sections: (A) an overview of GM and Staff activity during the month; (B) informational articles (when available)

A. **Management Report**

B. **Informational articles or Materials - None at this time**

Agenda Item – 4

CLACKAMAS RIVER WATER

REGULAR BOARD MEETING

November 12, 2026

SUBJECT **Management Report**

PRINCIPAL STAFF PERSON Farshad Allahdadi

A. Management Report

1. Communications:
   Monthly Report – The monthly report will be provided to the Board separately and posted on the CRW Website.

2. **Oregon Water Utility Council (OWUC) Meeting October 22**
   There was light attendance at the meeting since many of the members were attending the Water Law Conference.

   Mark Landauer from SDAO provided a Legislative update: There is still not a lot of activity in Salem ahead of results of Mid-Term elections.

   Kari Salis provided an Oregon Health Authority update: There is some upcoming additional activity on the Lead and Copper Rule Implementation. CRW will have some additional reporting to complete in the next year related to Service Line Inventory. CRW is waiting on updated reporting forms from the State. Staff do not anticipate a heavy lift effort; this should be primarily an update and reformatting of data already gathered.

3. **North Clackamas County Chamber Economic Forum – November 4**
   GM Allahdadi joined Commissioner Danel at the Harmony campus of Clackamas Community College for an informative and entertaining presentation by Damon Runberg, Senior Economist at Business Oregon titled "Building a Resilient Oregon Together." Mr. Runberg walked through historic economic data regarding what is driving the economic cycles in Oregon, how we compare to neighboring states and the Nation as a whole, and what we may expect in the future. He also shared that the State is soon to release the Oregon Economic Development Strategy, the first in our history, which will lay out how the state may better and in a more coordinated way, prepare to weather and bounce back from future economic downturns.

4. **Looking Ahead:**
   - Agenda Setting meeting for the December Board Meeting will be on Thursday November 19 at 9am.
   - There will be no November Work Session
   - CRW Offices will be closed on Thursday November 26 & Friday November 27 to observe the Thanksgiving Holiday
   - The CRW December Board Meeting will be held on Thursday December 10 at 6pm.

CLACKAMAS RIVER WATER
Budget Schedule – Proposed
BN 2027-2029

Budget review: Budget Committee includes CRW Board of Commissioners

***January 14, 2027 (Thursday; Regular Board Meeting)**
- Board appoints Budget Officer (by resolution)
- Schedule date for Budget Committee meeting(s) (by motion)

***January 25, 2027 (Monday; Board Work Session) (if needed)**
- Board meets/interviews Budget Committee Applicants

***February 11 or March 11, 2027 (Thursday; Regular Board Meeting)**
- Board appoints Budget Committee citizen members (by resolution)

April 6, 2027 (Tuesday; Publish notice of all 3 meetings 5 to 30 days before first meeting and post on CRW's Website for not less than 10 days, or publish two notices)
- Publish Notice of Budget Committee Meetings

April 15, 2027 (Thursday)
- Distribute Proposed Budget to Budget Committee members and make copies available for public review

***April 20, 2027 (Tuesday 9am to 12pm)**
- District Tour

***April 22, 2027 (Thursday; Only one meeting is required, but all must be noticed)**
- Budget Committee meeting – Receive the budget message, Approve budget or schedule additional meetings if necessary

***April 26, 2027 (Monday) and May 3, 2027 (Monday)– (if needed)**
- Budget Committee meeting(s) – Discuss, Approve budget or schedule additional meetings

May 26, 2027 (Weds.; Publish notice 5 to 30 days before hearing)
- Publish Notice of Budget Hearing and Budget Summary

***June 10, 2027 (Thurs.; Regular Board Meeting)**
- Budget Hearing for BN 2027-2029
- Adopt Budget for BN 2027-2029 by Resolution

July 5, 2027 (Monday)
- Submit Adopted Budget document to State and other agencies

*meeting of the Board of Commissioners or Budget Committee

DRAFT

Agenda Item - 6

CLACKAMAS RIVER WATER

REGULAR BOARD MEETING

November 12, 2026

SUBJECT	**Commissioner Reports and Reimbursement Requests**
DRAFT MOTION	**NO MOTION REQUIRED**
EFFECTIVE DATE	
PRINCIPAL STAFF PERSON	Board of Commissioners
BOARD ACTION REQUESTED	Commissioner Communications
DOCUMENTS ATTACHED	• Commissioner Reimbursement Requests • Commissioner Assignment Meeting Summaries

Agenda Summary

BACKGROUND

Month Sherry French October 2026 Commissioner's Name Sherry French

Please Print

Date	Meetings	Amount
CRW Regular Board Meeting – 10/8		$ 50.00
CRW ~~Work Session~~ 10/22 meet w/auditor		$ 50.00
Miscellaneous Meeting 10/23 SDA training		$ 50.00
Agenda 10/29		$ 50.00
Sunrise 10/28		$ 50.00
~~[illegible]~~ 10/1 C4		$ 50.00

Total $ 300.00

Date	Meals	
		$
		$
		$
		$

Total $

Date	Mileage *	
		$
		$
		$
		$
		$
		$

Total $

Date	Motel/Hotel Lodging **	
		$
		$
		$
		$

Total $

Date	Miscellaneous ***	
		$
		$
		$

Total $

* Mileage $._____ per mile

** Lodging bills must be attached in support of reimbursement request

*** Miscellaneous expenses to be supported with bills where possible

Total Expenses $_____

Adjustments $_____

Amount Due Commissioners $ 300.00

I hereby certify under penalties of perjury and other laws regarding falsification of records and/or official misconduct, the above request for reimbursement to be accurate and complete and further certify that I am authorized to receive reimbursement as part of my authorized duties as a CRW commissioner.

Respectfully submitted Sherry French

Commissioner's Signature

For Accounting:
Payroll: Taxable $ 300.00 Non-Taxable $_ entered P/R M. Quigley

Accounts Payable: VENDOR #_____ ACCT# 01.601.4105 AMOUNT $_____ Entered A/P _____

Board: Reimbursement as of

CFO 11/5/26 Date

CLACKAMAS RIVER WATER

Commissioner Request for Reimbursement

Month October 2026 **Commissioner's Name** Rob Cummings

Please Print

Date	Meetings	Amount
	CRW Regular Board Meeting – October 8th	$ 50.00
	CRW Work Session	$
	Miscellaneous Meeting	$
	OLWS Board Meeting – October 13th	$ 50.00
	SFWB Board Meeting – October 28th	$ 50.00
		$

Total $ 150.00

Date	Meals	
		$
		$
		$
		$

Total $

Date	Mileage *	
		$
		$
		$
		$
		$
		$

Total $

Date	Motel/Hotel Lodging **	
		$
		$
		$
		$

Total $

Date	Miscellaneous ***	
		$
		$
		$

Total $

* Mileage $._____ per mile

** Lodging bills must be attached in support of reimbursement request

*** Miscellaneous expenses to be supported with bills where possible

Total Expenses $ 0.00

Adjustments $ 0.00

Amount Due Commissioners $ 150.00

I hereby certify under penalties of perjury and other laws regarding falsification of records and/or official misconduct, the above request for reimbursement to be accurate and complete and further certify that **I am authorized to receive reimbursement** as part of my authorized duties as a CRW commissioner.

Respectfully submitted Robert Cummings

Commissioner's Signature

For Accounting:
Payroll: Taxable $ 150.00 Non-Taxable $_ entered P/R M. Quiogue

Accounts Payable: VENDOR #_____ ACCT# 01.601.41050 AMOUNT $_____ Entered A/P _____
Board: Reimbursement as of

CFO 11/5/26 Date

Y:\AD-Administration\AD-03 Board of Commissioners\AD-03-08 General Information-BOARD\Reimbursements\Commission Reimbursement form-single page.doc

CLACKAMAS RIVER WATER

Commissioner Request for Reimbursement

Month September 2026 **Commissioner's Name** Rob Cummings

Please Print

Date	Meetings	Amount
	CRW Regular Board Meeting – September 10, 2026	$ 50.00
	CRW Work Session	$
	Miscellaneous Meeting	$
	CRW Special Meeting – September 28, 2026	$ 50.00
		$
		$

Total $ 100.00

Date	Meals	
		$
		$
		$
		$

Total $

Date	Mileage *	
		$
		$
		$
		$
		$
		$

Total $

Date	Motel/Hotel Lodging **	
		$
		$
		$
		$

Total $

Date	Miscellaneous ***	
		$
		$
		$

Total $

* Mileage $._____ per mile

** Lodging bills must be attached in support of reimbursement request

*** Miscellaneous expenses to be supported with bills where possible

Total Expenses $ 0.00

Adjustments $ 0.00

Amount Due Commissioners $ 100

I hereby certify under penalties of perjury and other laws regarding falsification of records and/or official misconduct, the above request for reimbursement to be accurate and complete and further certify that I am authorized to receive reimbursement as part of my authorized duties as a CRW commissioner.

Respectfully submitted Robert Cummings

Commissioner's Signature

For Accounting:
Payroll: Taxable $ 100 Non-Taxable $_ entered P/R M. Quigley

Accounts Payable: VENDOR #_____ ACCT# 01.601.41050 AMOUNT $_____ Entered A/P _____

Board: Reimbursement as of

[signature] 10/8/26

CFO Date

OLWS Board of Directors Meeting
October 13th, 2026 at 4:00 PM

Submitted by Rob Cummings

Key Agenda Items

3. Consent Agenda – Approved
   a. August 2026 Financial Report
   b. Approval of September 8, 2026 Board Meeting Minutes

4. Items for Presentation
   a. FY 2026 Financial Report – Noted as Financial Statement vs. Audit
      Capital Outlay items were under budget overall. Concern was raised about the Water and Wastewater Operations budgets being under budget, because of possible customer perceptions on rate increases creating surplus funds. Staff pointed to unfilled positions and externally provided paid leave contributing to this imbalance.

5. Items for Consideration
   a. A proposal to hire a contractor for wastewater pipeline flow-testing was presented. This will help to determine how wastewater pipe rehabilitations have affected system flow rates. Portable equipment will be used to perform the testing, which will be done by a sub-contractor. Approved.
   b. Extension of FY/24 Financial Audit for correction of significant deficiencies. These include Reporting in a timely manner, Open journal entry controls and Capital Assets. It was suggested that OLWS get a dedicated Capital Asset program and they are doing the best they can with a workaround now. Approved.

6. Business from the Board.
   Reference presentation at NCCWC on water rights by Wade Hathhorn was made, including the importance of certified water rights in curtailment situations. References to CPO communications, NCCWC WTP security and extensive WTP intake cleaning during an algae bloom were made.

7. Department Reports
   a. Administration
      Wastewater Treatment Plant construction update and the FY/25 Financial Audit is underway.
   b. Finance
      August financial report rollup is underway. $62,500 in delinquent billings. Currently shut offs are down.
   c. Public Works
      Summer water consumption was 89% of the 5-year average. 6700 water meters installed 2014-2019 are failing nearly 10 times the normal rate.
   d. Plant Operations
      WWTP reported a DEQ permit violation for e-coli which was a transient and of undetermined cause.

8. Other Items
   Board position assignments and Budget Committee appointments will take place in December.

Key Agenda Items

4. Consent Agenda

Approve Minutes of August 26, 2026 Board Meeting
Approve Minutes of September 23, 2026 Board Meeting

5. Approval of On-Call Pump Service Contracts

On-Call Pump Service Contracts with Industrial Service Solutions and Triangle Pump were approved. Pump age was a question raised by the Board. Operations Manager, Mark Cage noted that the WTP backwash pump is 70 years old and parts must be machined from blueprint specifications vs. manufacturer's stock. The intake pump station pumps are 30 years old and the Division St. Pump Station pumps were last rebuilt 26 years ago. Other WTP transfer pumps have been in service close to the life of the WTP. Other WTP transfer pumps have been in service close to the life of the plant.

6. Strategic Goals Update

CEO Wyatt Parno gave a presentation on the Big 5 Goals for October 2026 – September 2027, which are included on pages 2 and 3. Leading into the goals presentation Wyatt noted that SFWB had received the Outstanding Performance Award from OHA in 2023 and that SFWB participated in development of a Regional Algal Communication Plan and the Cyanotoxin Tabletop Exercise. Staff was recognized for WTP operations and water quality contributions which can help to achieve another OHA Outstanding Performance Award in 2028. Succession planning was noted as an important endeavor in consistent performance.

Strategic Goals Update / Strategic Focus 2027 (attached pages)

7. Executive Session

To review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee, or staff member who does not request an open hearing pursuant to ORS 192.660 (2)(i).

South Fork WATER
PURE WATER SINCE 1915

Strategic Focus
2027

October 2026 – September 2027

Water Quality

- Maintain outstanding water quality performance and regulatory compliance.
- Anticipate emerging water quality challenges and advance treatment preparedness.

Infrastructure Investment – Capital Projects

- **Near-Term Projects** - Advance Water Quality Systems Building construction toward fall 2028 completion, the Raw Water Line, Water Master Plan update, and LTWRP preliminary design.
- **Long-Term Water Reliability Program** - Prepare for phased implementation beginning in 2031, following the five-year financial ramp-up, with major improvements delivered over the subsequent decade.
- **Funding** - Advance WIFIA and revenue bond financings, monitor financial forecasts, and align project sequencing with available funding.
- **Communications** - Strengthen engagement with Oregon City and West Linn through presentations, collaborative workshops, and shared planning; deliver comprehensive LTWRP communications strategy.
- **Delivery** - Evaluate collaborative project delivery methods and additional owner's advisor support to coordinate engineering, construction, and implementation.
- **Proactive Maintenance** - Continue infrastructure improvements, condition assessments, and development of asset management program.

South Fork WATER
PURE WATER SINCE 1915

Water Supply

- Complete Water Management and Conservation Plan approval and implementation.
- Continue water rights certification and long-term water supply planning.
- Expand drought preparedness and regional water supply resilience.

Stakeholder Support

- Deepen partnerships with Oregon City and West Linn through presentations, collaborative workshops, technical coordination, and shared priorities.
- Encourage active participation by both cities in LTWRP planning, communications, and implementation.
- Support West Linn's rate bifurcation efforts and coordinated long-term financial planning.
- Continue regional leadership and strengthen community engagement.
- Enterprise Management
- Support Board transitions and onboarding of new members.
- Continue staff development, leadership, succession planning, and organizational capacity.
- Strengthen financial stewardship, cybersecurity, emergency preparedness, and operational resilience.

Enterprise Management

- Support Board transitions and onboarding of new members.
- Continue staff development, leadership, succession planning, and organizational capacity.
- Strengthen financial stewardship, cybersecurity, emergency preparedness, and operational resilience.

French

Liasion Reports:

SUNRISE: Discussed IGA with Clackamas County Transportation Dept. regarding the widening of 172nd Ave . County wants to change contract and have Sunrise pay more.

Sunrise source water met every standard and got state recognition and placed on State Outstanding performers list.

Looking into funds to get a well on Kaiser side.

See attached for 20 year Capitol Improvement Plan

OAK LODGE: Approved updated Design and Construction standards.

Presentation of Water Master Plan. Aiming for 1 mile per year pipe replacement. Approved updated Design and Construction Standards.

Approved updated Design and Construction Standards.

Propose $93 million Capitol Projects over 20 years. Equals to approximately $4,9 million annually. $58 million in proprietary projects over next 10 years,

FINANCIAL: 26 shut off notices in October. 2025 Audit almost completed. Is to filed by December.
Presented need for new Software. Looking at Casell programs. It would take 7-9 months to completely install.

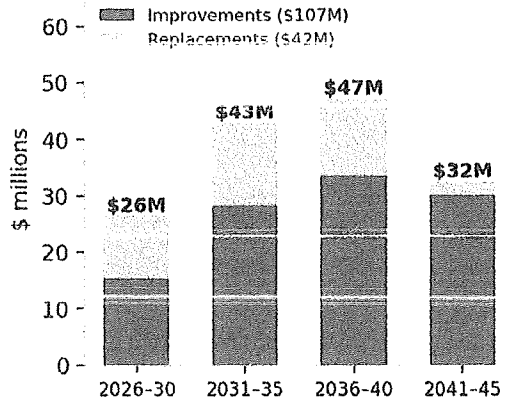
PUBLIC WORKS: 105 meters failed in October. Failed E.coli test resulting in a fine.

C4: Clackamas Transportation Development plan update. Includes Clackamas County transit lines to be eliminated or cut.

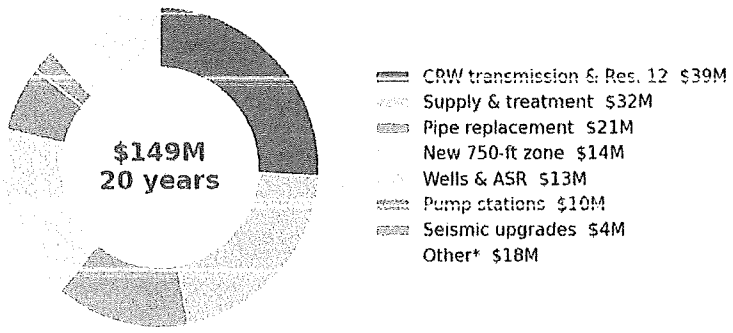
20-Year Capital Improvement Plan

The plan invests $149 million over 2026 to 2045: $107M in improvements that add capacity for growth and $42M in replacements that renew aging or vulnerable assets. A further $22M of projects, including the Sunridge reservoir replacement and a 5 MGD emergency intertie with Gresham, falls beyond 2045.

Spending by period



Spending by program



Other: non-potable (purple pipe) system $8.3M; transmission looping and the SE 172nd Avenue main $7.3M; SCADA, plan updates and water quality $2.5M. Supply and treatment includes $10M for Sunrise's share of CRW plant replacement.

Why a new pressure zone?

Zone 6 cannot serve homes above about 470 feet. Much of the City's Pleasant Valley/North Carver area sits higher. The plan's solution is to first complete the Zone 6 supply, transmission and storage buildout, then demolish the seismically unfit Sunnyside Reservoir and replace it with a 750-foot elevated tank, creating a new zone. This two-step sequence drives the 20-year capital plan.

Roadmap

2026–30 · $26M
Start CRW transmission

- 30-inch main SE 135th–152nd with Rock Creek crossing
- Finish SE 172nd Ave main (developer-built)
- SCADA rebuild; Well 2W back online
- Seismic upgrades at Reservoirs 3/5

2031–35 · $43M
Expand CRW & Zone 6

- 30-inch main from CRW plant to SE 135th
- Pump Station 17 at SE 152nd
- NCCWC membrane expansion
- Four cast iron main replacements

2036–40 · $47M
Complete Zone 6 buildout

- 3 MG Reservoir 12 and feed mains
- Non-potable storage and pumping
- Begin CRW plant expansion
- Design 750-ft zone; third ASR well

2041–45 · $32M
Close out Zone 6

- 1.5 MG elevated tank replaces Sunnyside
- 750-ft zone transmission mains
- CRW plant expansion ($15M)
- Pump station toward Sunridge

Period totals combine improvements ($107M) and replacements ($42M); figures are rounded.