CLACKAMAS RIVER WATER BOARD OF COMMISSIONERS
REGULAR BOARD MEETING
November 12, 2026

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

STAFF PRESENT:
Farshad Allahdadi, General Manager
Karin Holzgang, Executive Assistant

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

COMMISSIONERS ABSENT: 0

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

Call Work Session to Order

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

1. **Report on the Results from the Effective Utility Management (EUM) Assessment (**see attached report assessment**)**
   Mr. Ginley reviewed the results of the assessment document. Mr. Allahdadi shared that this assessment establishes a stating point of where we are and how we move forward with the work that was done from the 2020-2025 Strategic planning efforts and now where the district goes forward with the strategies for the next 5 years.

Work Session Adjourned at 6:05pm

Call Regular Meeting to Order

Commissioner French called the meeting to order at 6:05pm

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

MOTION CARRIED 5-0

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

Public Comment-

Consent Agenda

CA-1: Gross Payroll and Account Paid for 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

CA-4: Project Acceptance: Consider Accepting Assets Constructed During the "Prologis Park Clackamas", Project 23-5299

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

MOTION CARRIED 5-0

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

Agenda Item 1.0 Consider Approval of Letter Agreement with TRIMET: Water System Facility Relocations During the 82nd Ave Transit Project

Mr. Branstetter shared that CRW worked with TriMet to draft the letter the Board is being asked to approve. The work that TriMet will being conducting will only impact a small portion of CRW infrastructure, the letter allows for TriMet's contractor to move the infrastructure without design review fees

MOTION: Commissioner Danel 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. Commissioner Garrison seconded the motion.

MOTION CARRIED 5-0

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

Agenda Item 2.0 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

Mr. Allahdadi shared that this is a resolution allowing staff to pursue grant funds related to the December 2025 storm damage.

MOTION: Commissioner Danel 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. Commissioner Garrison seconded the motion.

MOTION CARRIED 5-0

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

Agenda Item 3.0 Quarterly Report- 1st Quarter Fiscal Year 2027- see attached power point

- Entered the second year of the BN budget
- Revenues are higher than anticipated
- Expenses are below anticipated including contingency
- Personnel services is below due to vacancies
- Material & services expenditures are lower
- Capital outlay spending is ahead of planned amounts
- Water sales are exceeding expectations due to a strong summer

Agenda Item 4.0 Management Report

- Noted the changes to the lead and copper rule reporting that is still being worked out
- The Board was asked to review the draft budget calendar and let staff know now for planning purposes to make any adjustments

No public comment- None

Agenda Item 6.0 Commissioner Reports and Reimbursements

Open meeting is adjourned at 6:42pm

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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

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%)

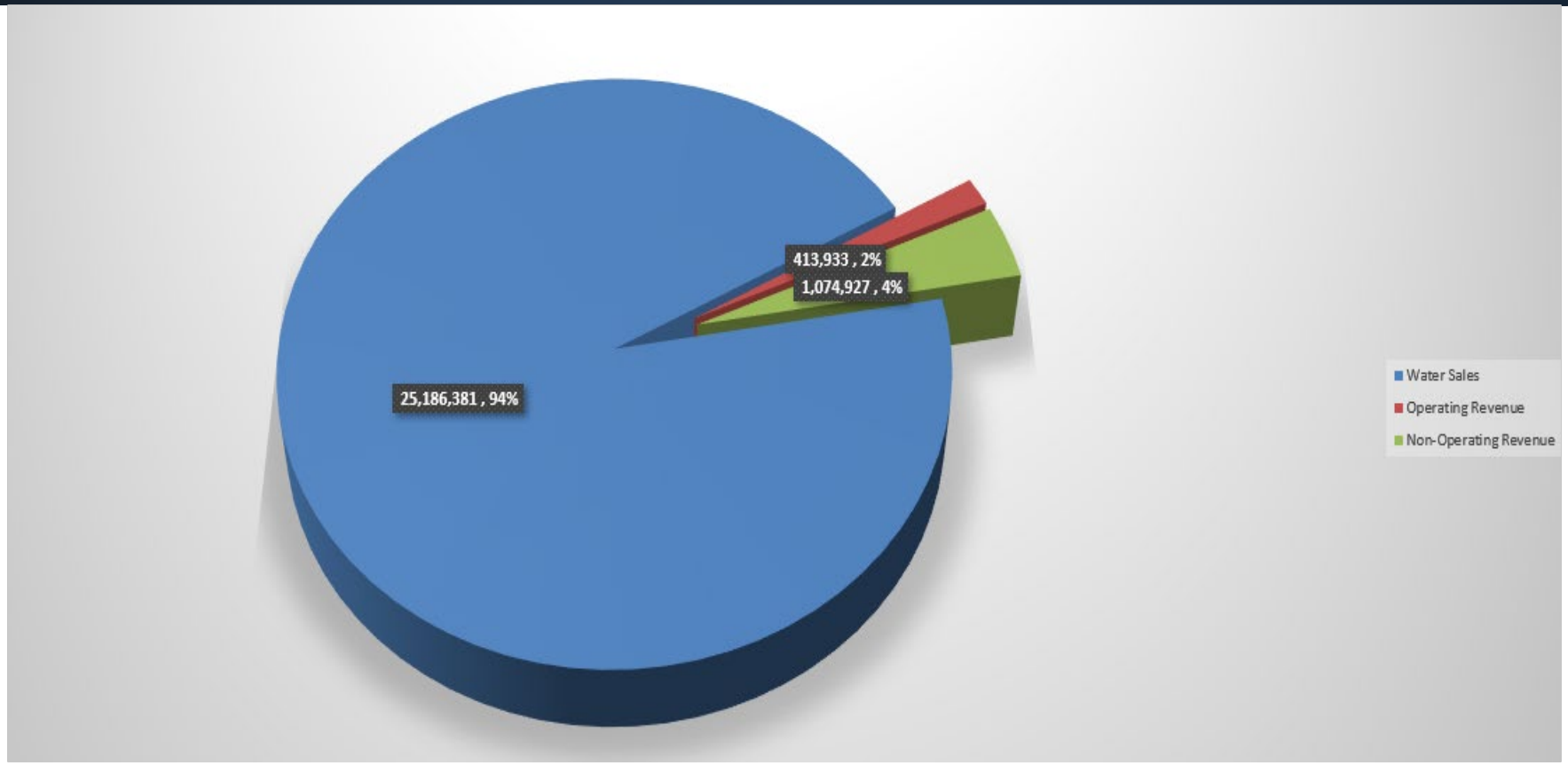


Material & Services expenditures are at 56.1%



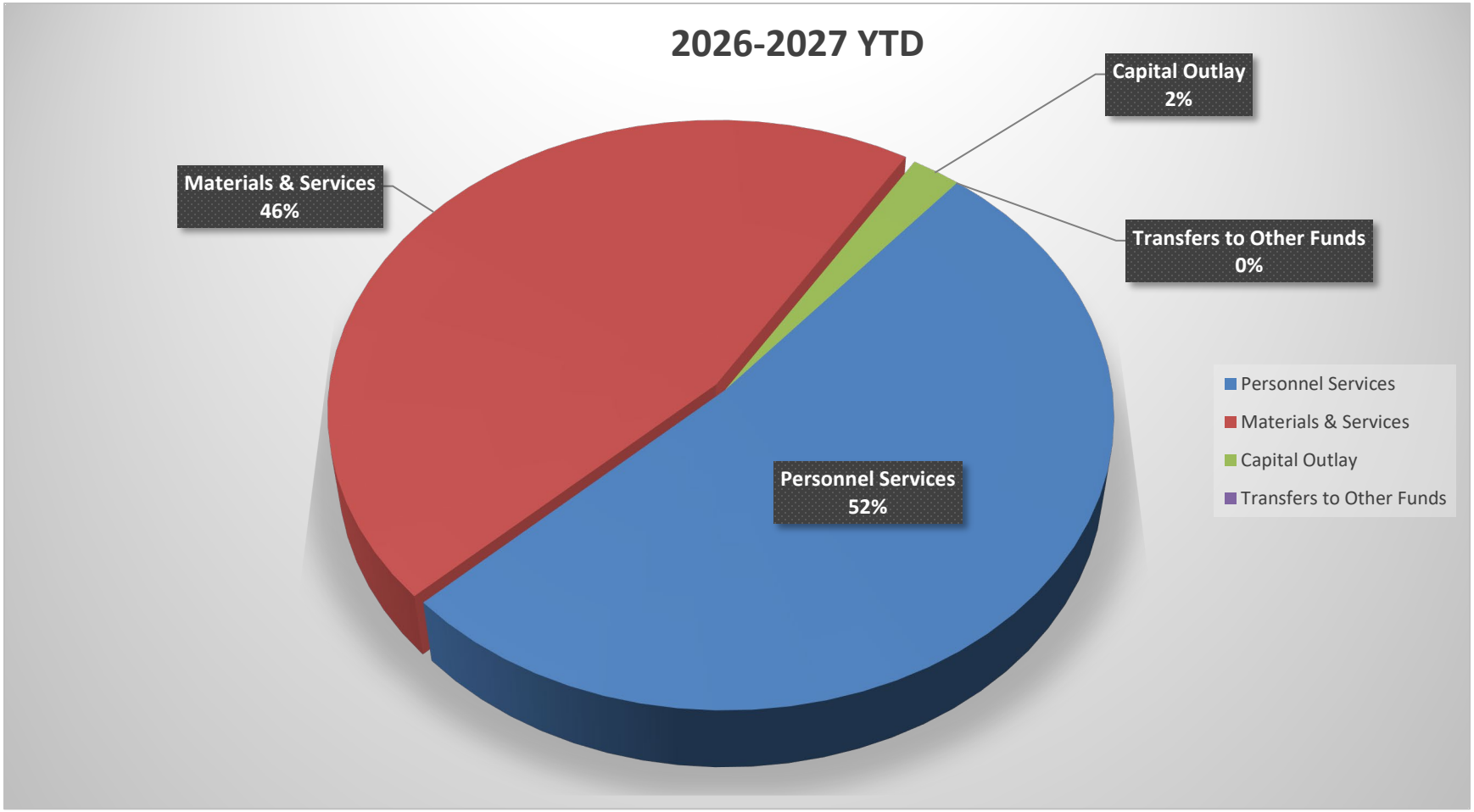
Capital outlay spending is ahead of plan (50.4%)

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%	

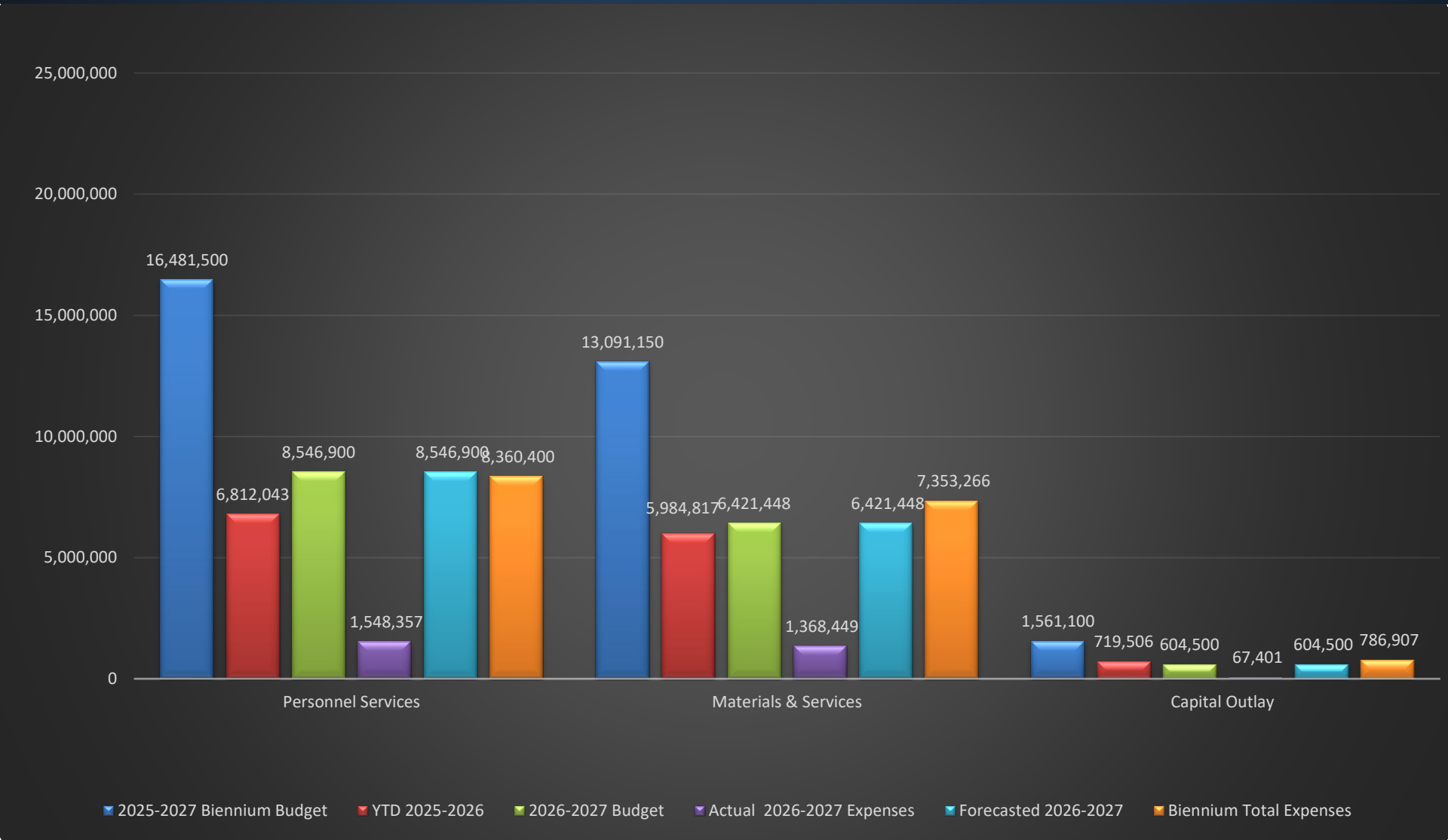
System Operations has $268,701 remaining in projects with a $259,201 Budget

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

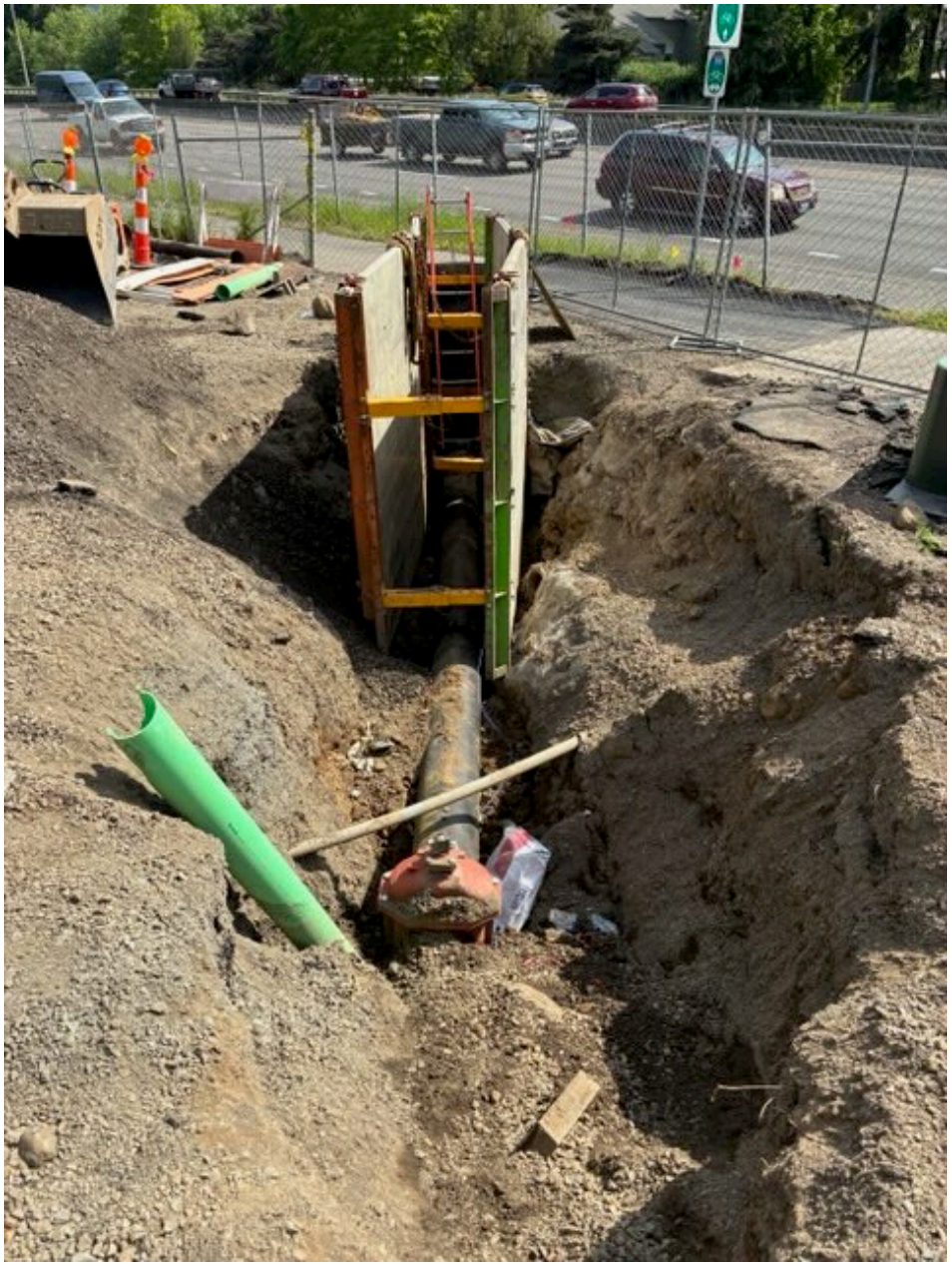
(1) Transportation Impact

(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

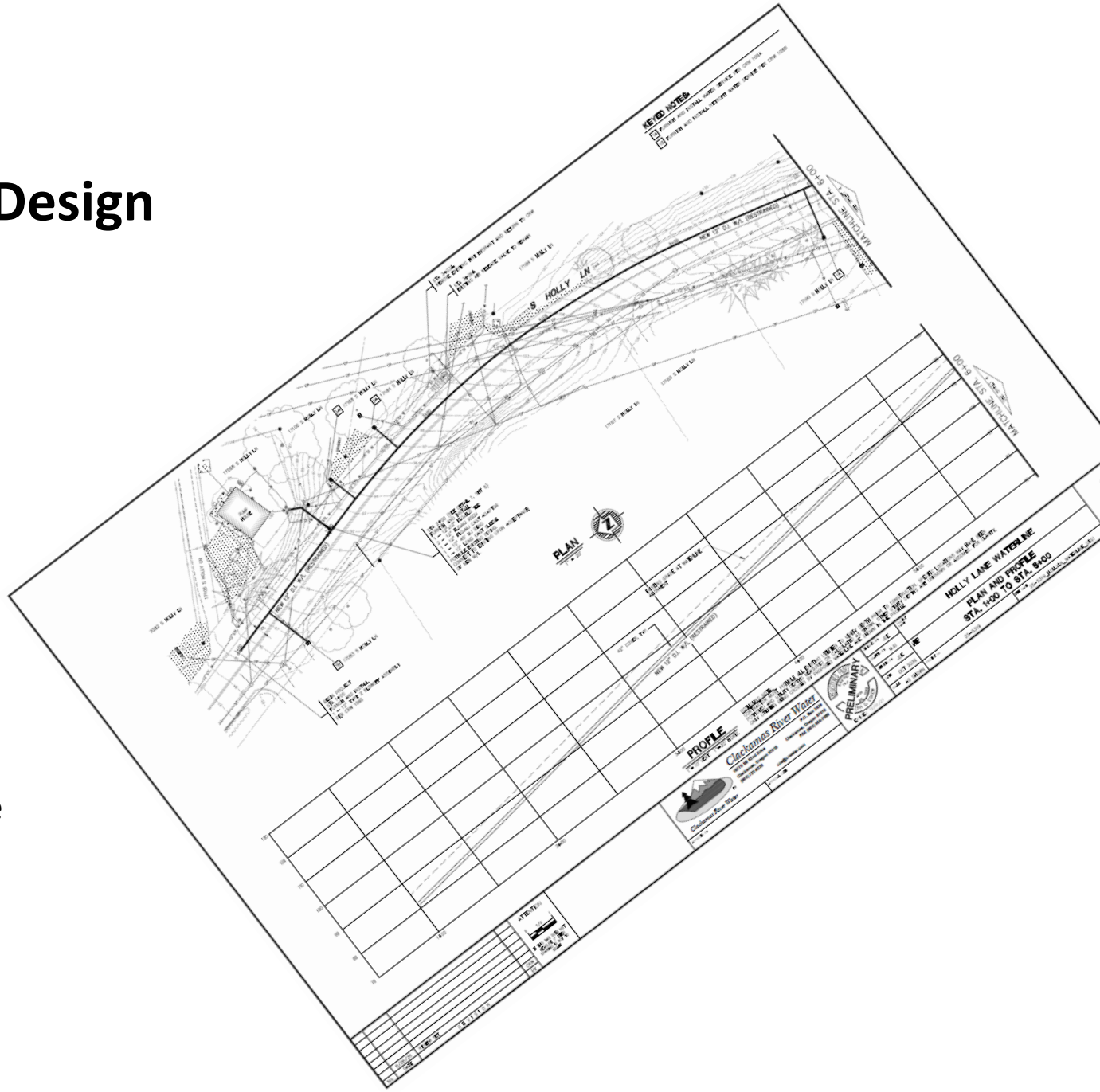
(2) Holly Lane

(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?

Clackamas River Water

Clackamas River Water

Monthly Update

November 2026

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Purchase Order Report- October 2026

Purchase Order Report October 2026

PO Number	Vendor	Description	
270113	10/1/2026		
	Field Instruments & Controls		
	01-101-56800	FY27 Blanket PO -Instrumentation and Controls	5,000.00
270114	10/1/2026		
	Cloud Records Management Solut		
	01-602-51350	Chaves Consulting Records Management System (ORMS)	3,422.00
270117	10/12/2026		
	M&M Fabrication LLC		
	01-201-50800	SysOps Safety Improvements to Stairs-Handrail & Paint	1,200.00
270118	10/12/2026		
	Hal's Construction Inc		
	01-602-50800	Adm Building Front Entrance ADA Ramp Repair	3,671.00
270119	10/14/2026		
	North Coast Electric Company		
	01-101-54550	Annual North Coast Rockwell PLC Support License	2,539.00
270120	10/20/2026		
	Coy Electric		
	01-602-50800	FY 27 Admin Building Electrical Services	4,129.00
270121	10/29/2026		
	Oregon Restoration Co		
	04-499-63000	Mold Remediation Service - WTP Lab Ceiling Tiles	3,643.62

Contract Log

(Executed since last board meeting October 8, 2026)

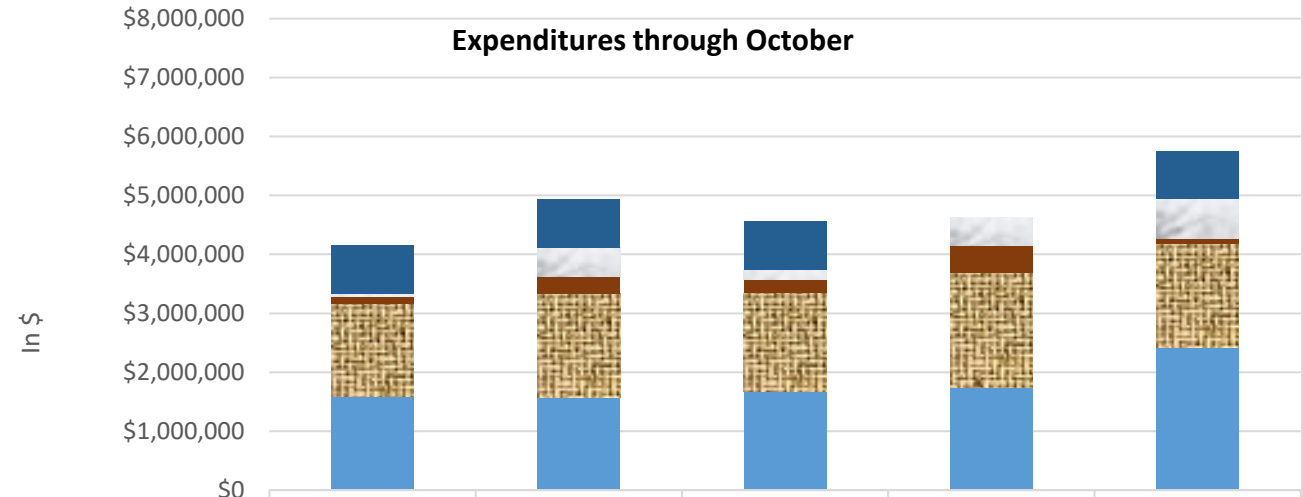
Company	Product / Service	Rates	Eff. Date	Exp. Date	New/Amended/ Extended
Carlson Testing	Special Testing WTP Building Imp. Project	NTE $8,000	11/3/26	6/30/27	New
Carollo Engineers	On-call Engineering Servies	NTE $100,000	11/1/26	10/31/28	Extended. Approved by the Board 7/19/26
Carollo Engineers	WTP Upgrades	NTE $1,823,235	2/17/26	6/30/27	Amended to increase scope and spend approved 10/8/26
First Cascade Corp	WTP Building Imp.	NTE $2,276,800	11/1/26	5/31/27	Approved by the Board 9/28/26
OR Water Rights Solutions LLC	Hydraulic Modeling Support	NTE $30,000	3/11/26	12/31/2	Amended to increase scope and spend
RH2 Engineering	On-call Engineering Services	NTE $100,000	11/1/26	10/31/28	Extended. Approved by the Board 7/19/26
West Yost	On-call Engineering Services	NTE $100,000	11/1/26	10/31/28	Extended. Approved by the Board 7/19/26

Summary of Legal

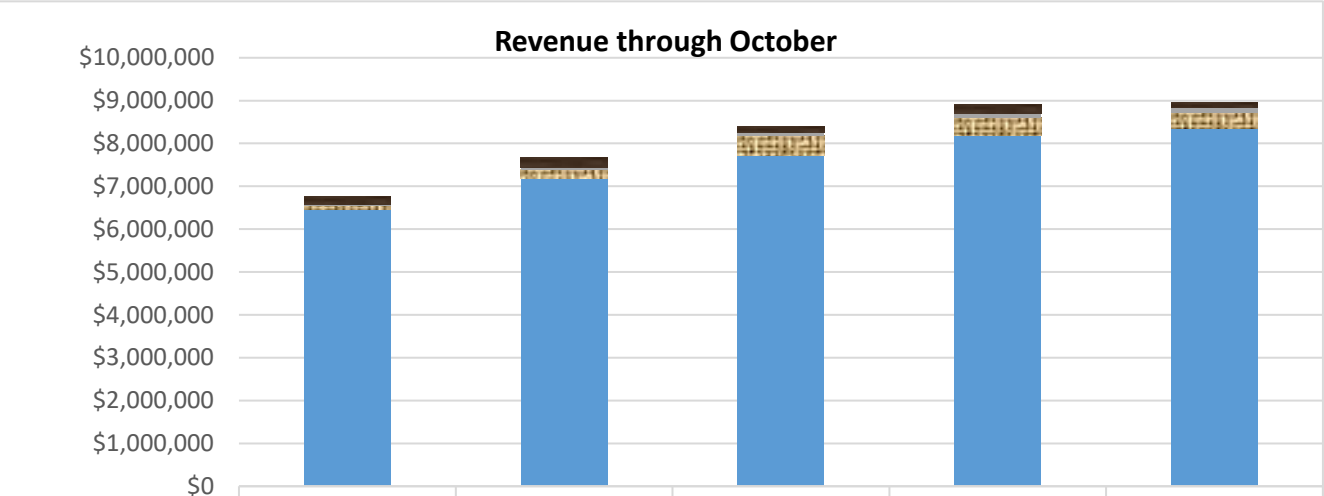
	October 2026
Dunn Carney monthly retainer	$ 4,600.00
Dunn Carney work outside of retainer	$
Sub-contracted legal services	$_____
Total Legal	**$ 4,600.00**

Public Records Request Received

Number of Records Requests Received in October 2026 **2**



	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Debt Services	$815,850	$823,150	$830,150	$0	$801,500
CIP Expenditures	$47,231	$493,972	$161,224	$475,861	$676,763
GF-Capital Outlay	$131,759	$280,269	$233,177	$463,497	$87,351
GF-Materials & Services	$1,565,601	$1,758,040	$1,671,443	$1,950,501	$1,762,502
GF-Personnel Services	$1,589,077	$1,578,382	$1,670,089	$1,741,814	$2,419,971



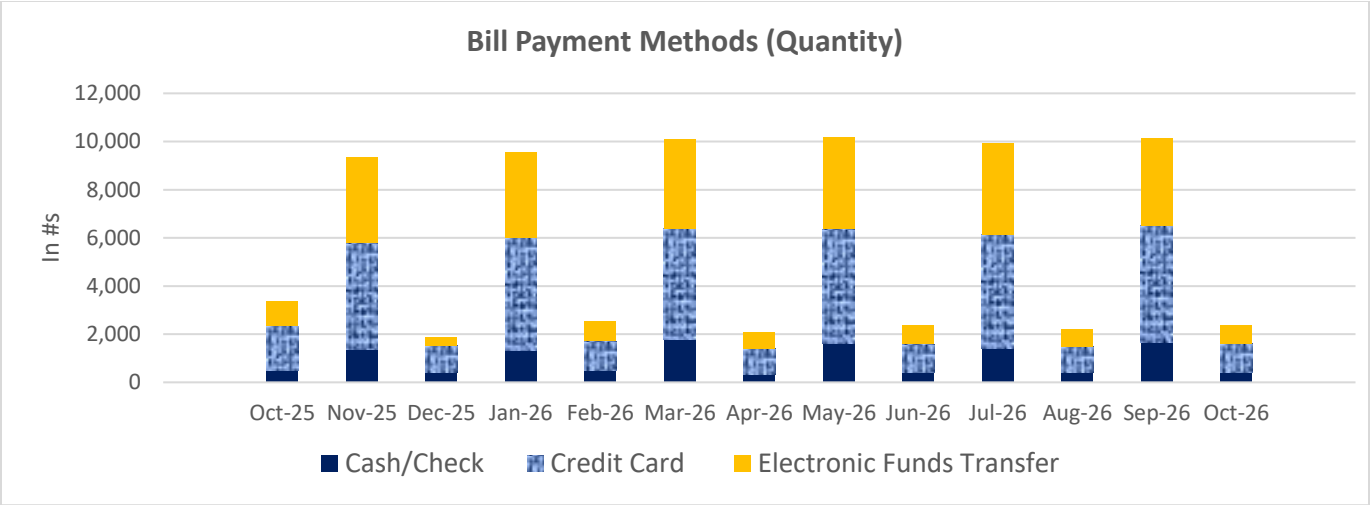
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Other General Fund	$182,967	$234,455	$138,678	$217,220	$114,985
SDC	$31,982	$45,930	$74,480	$96,355	$117,312
Interest Other Funds	$89,365	$209,017	$449,976	$414,976	$379,297
Water Revenue	$6,449,943	$7,174,350	$7,724,803	$8,183,628	$8,338,337

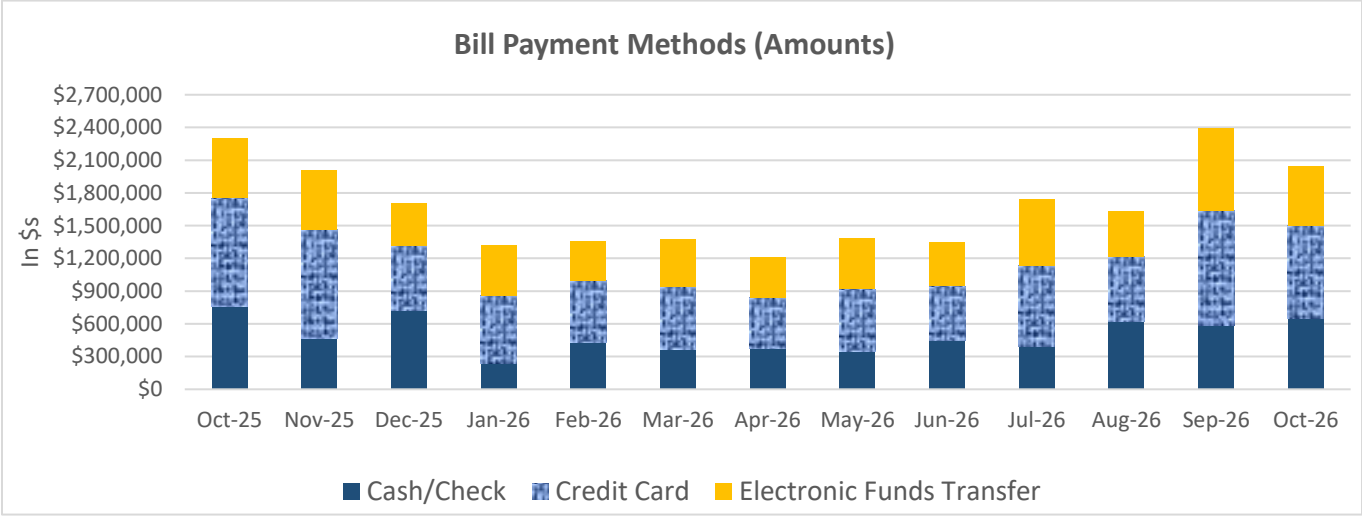
1. **Water Revenue**: Is slightly higher due to a September rate increase. **2) Interest:** Interest revenue is lower than the prior year as we are still closing out the month of October. **3) Personal Services:** Expenditures are higher than the prior year due to step increases and an additional pay period in October **4) Materials and Services:** Expenditures are lower than the prior year because some planned expenditures have not yet occurred. **5) CIP**: Expenditures are higher than the prior year due to the timing and progress of current capital projects.

Statistics

(as of the end of October 2026)

Residential Customers are billed on even months, Commercial Customers are billed on odd months.

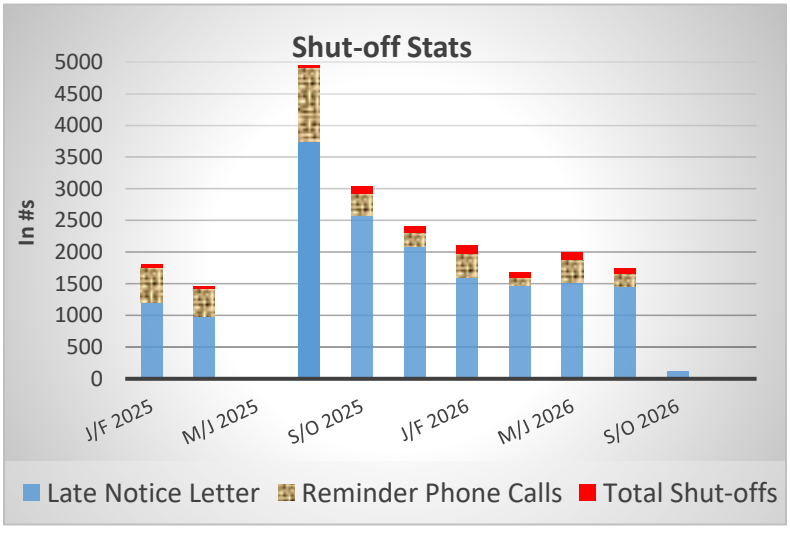


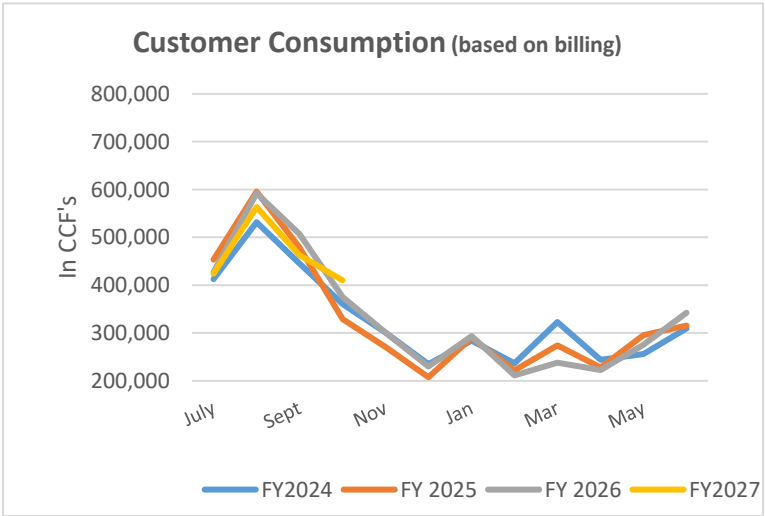


Cash/Check – Received via Lockbox, Counter

Credit Card – Received via CRW Initiated Automatic Payment, Walk-ins/Phone Calls, and Website

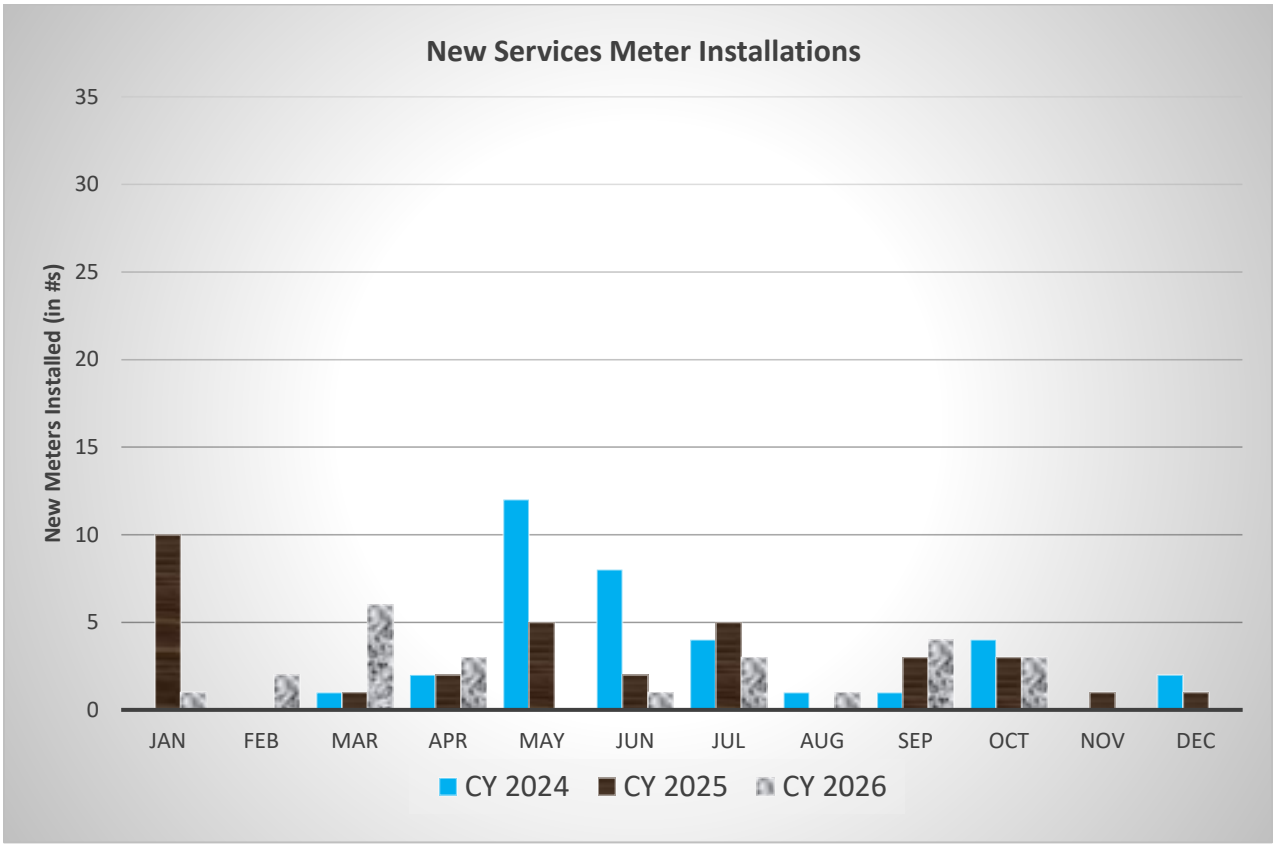
Electronic Funds Transfer – Received via Bank-to-Bank Transfer, Automatic Checking Withdrawal (Xpress Bill Pay)



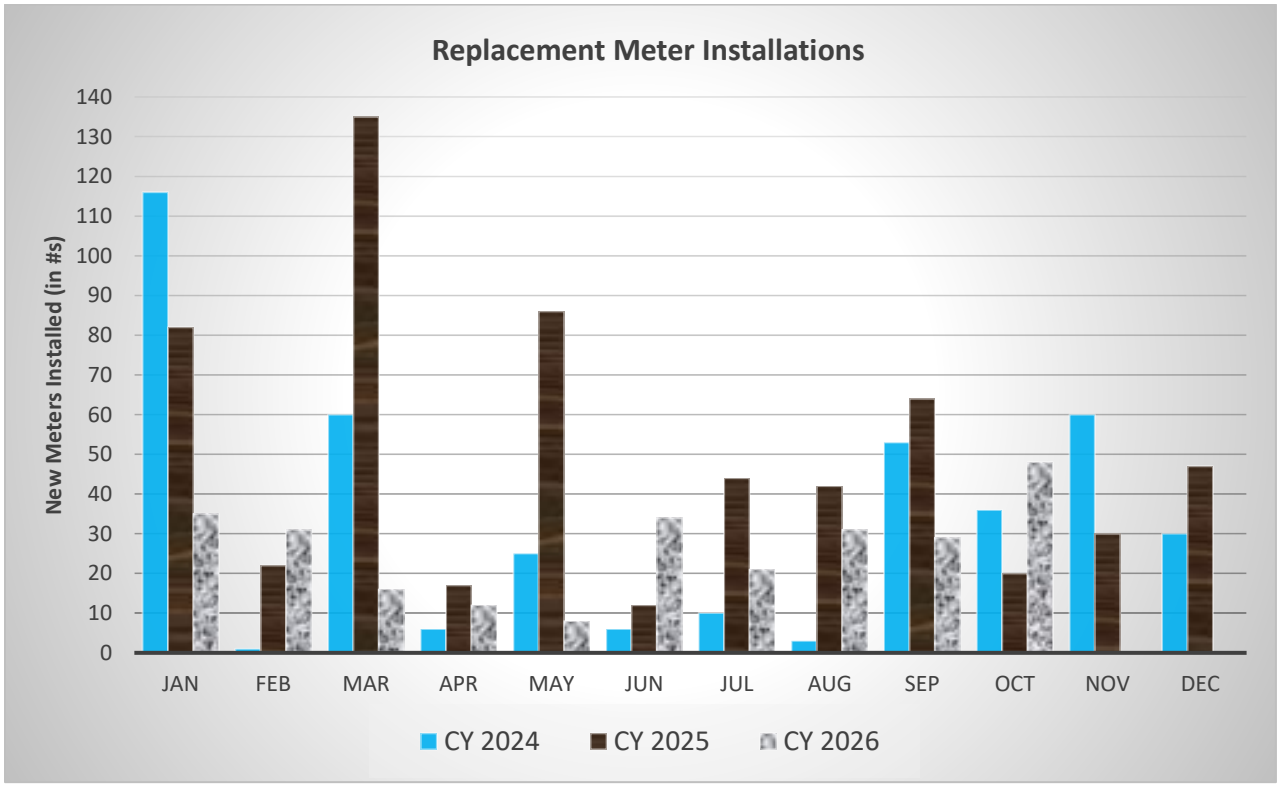


**Reminder Phone Calls are made during the even months. Shut offs occur the following month. **No late notices were issued May-July 2025 due to the Springbrook conversion.*

(as of the end of October 2026)



No new services for Jan CY 24, Feb CY 24, Nov CY 24, Feb CY 25, Aug CY 25, May CY 26



Annual 2026 Goal for Meter Replacement is 210- Year to date is 265.

Operation Statistics

	Leak Repairs Made (all pipe sizes)	Leak Detection Completed (miles)	Hydrant Maintenance	Locate Requests	Valve Maintenance & Mapping	After-hours Callouts	Meter Maintenance Tasks	Cross Connection Inspections
Jan. 2026	4	0	107	361	14	10	2	0
Feb. 2026	2	0	39	417	21	8	62	2
Mar. 2026	1	0	308	407	13	6	10	0
April 2026	1	0	29	476	10	4	32	7
May 2026	0	18.4	33	491	124	6	73	6
June 2026	2	9	0	434	46	6	62	7
July 2026	3	41	104	494	99	4	66	0
Aug. 2026	1	13	138	433	0	10	77	2
Sep. 2026	3	10	122	459	120	5	0	4
0ct. 2026	1	25	14	406	70	8	82	5
Nov. 2026								
Dec. 2026								
Total to Date	**18**	**116.4**	**894**	**4378**	**517**	**67**	**466**	**33**
2026 Annual Goal	N/A	120	910	N/A	600	N/A	N/A	96

Note - Annual maintenance goals are established based on several criteria including AWWA Best Management Practices, identified system priority maintenance and repair focus needs, and internal/external project forecasts.

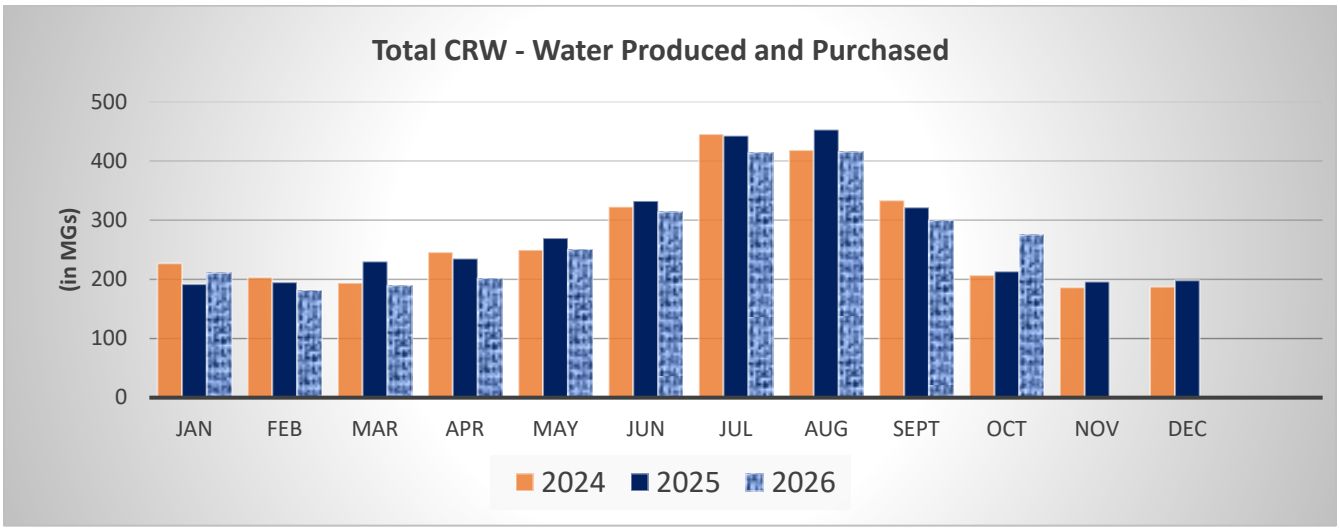
Capital Project Status Report – October 2026

Project No.	Name	Project Budget	Spent to Date BN 2025-2027	Remaining Project Budget	Project Status
5318.201	Transportation/CRW Impact Projects	$250,000	$46,816	$203,184	
Coordinating with TRIMET on SE 82nd Ave, Bus Rapid Transit.					
5319.201	Holly Lane Waterline	$1,195,000	$47,243	$1,147,757	Design
Design in progress.					
5302.201	King Rd Improvements	$548,000	$364,240	$183,266	Construction
Punch list complete. Close out with Milwaukie project.					
5312.201	Theissen Culvert Crossing	$135,000	$129,193	$5,807	Design
Coordinating 8" waterline relocation for Clackamas County culvert replacement. Culvert construction rescheduled for summer 2027.					
5320.201	Stanley Ave Improvements	$2,352,000	$202	$2,351,798	Planning
Coordinating with Clackamas County and Milwaukie for design of relocation of waterline during road improvements. Tentative bid in Fall of 2027.					
5326.101	WTP Structural Improvements	$350,000	$353,524	($3,524)	Planning
Project Complete.					
5322.101	WTP Expansion Planning	$1,500,000	$411,754	$1,188,216	Planning
Design in progress.					
5323.101	WTP Backwash Pump Improvements	$550,000	$7,641	$542,359	Planning
Design in Progress					
5324.101	WTP Central Scada Upgrade	$1,267,000	$526,230	$740,770	Design
Project in design, installation, and integration anticipated Fall / Winter 2026.					
5325.101	WTP Low Lift Pump 2 Replacement	$250,000		$250,000	Planning
Design has not started. Project on hold.					
5315.201	Bradley Rd Station Property Purchase	$640,000	$19,308	$620,692	Planning
Project on Hold.					
5278.201	Monroe St Improvements	$200,000	$1,422,230	($1,222,230)	Construction
Project Complete.					
5303.201	82nd Dr Phase 2	$1,520,000	$2,747,857	($1,222,857)	Construction
Closeout in progress.					
5291.201	I-205 Crossing	$1,452,000	$1,676,026	($224,026)	Construction
Closeout in progress.					
5307.201	Redland Rd PRV	$550,000	$631,556	($81,556)	Design
Design in progress.					
5308.201	WTP Low Lift PS Improvements	$400,000	$106,086	$293,099	Construction
Pump installation November 2026.					
5330.201	High Lift Pump #5		$229,497	($229,497)	Construction
Pump installed working on commissioning.					

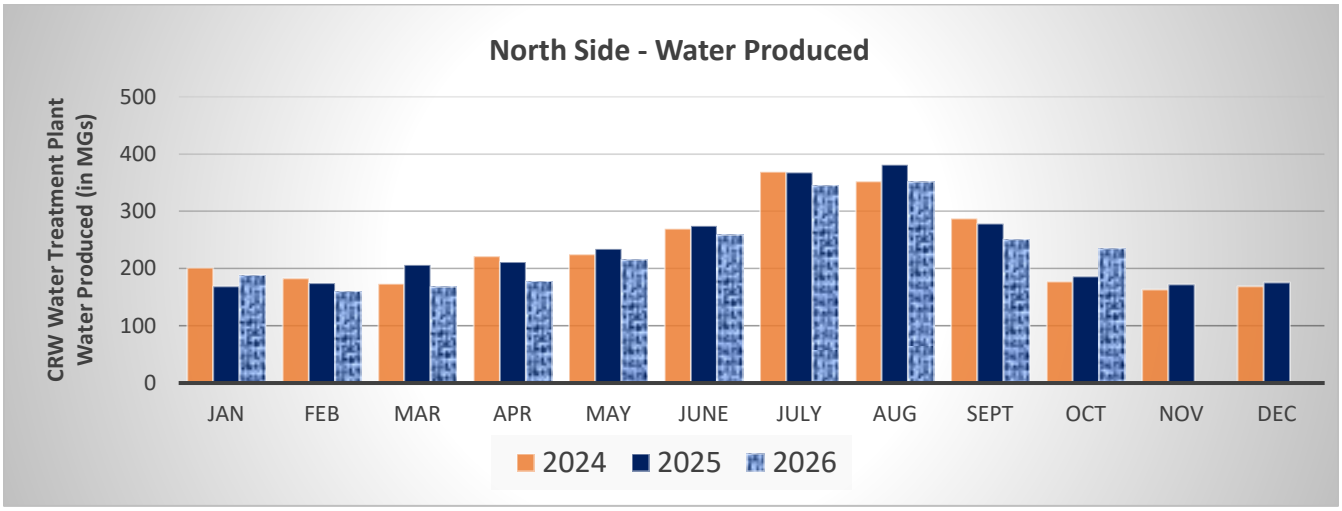
Private Project Tracking – October 2026

Project No.	Name	Description	Phase	Status
22-5295 Private	Jannsen multi-family	New fire and domestic service for 8-plex development.	Const.	On Hold.
22-5298 Private	Serres Farms 2 Subdivision	4-lot subdivision	Const.	Closing out.
23-5299 Private	Prologis Park Clackamas	Warehouses with Fire and domestic service	Const.	Punch List.
23-5304 Private	WES - IT2 30” Force Main	Relocate waterline at four locations	Const.	Closing out.
23-5310 Private	Johnson Creek RCF	Assisted living with fire and domestic service	Const.	In construction.
25-5317 Private	Monroe Park Subdivision	68 Lot housing development	Const.	Phase 1A - Complete. Plat revisions for Phase 1B and 1C in review.
25-5329 Private	LogistiCenter Clackamas	1-Warehouse with fire and domestic service	Const.	Punch list.
25-5331 Private	Chick-fil-A	Restaurant with fire and domestic service	Const.	Construction starts soon.
26-5332 Private	Clackamas Recovery Center	2 new buildings with fire and domestic service	Const.	In Construction.
26-5331 Private	Prologis Park – On Site Phase 1	Warehouses with Fire and domestic service	Design	Construction starts soon.

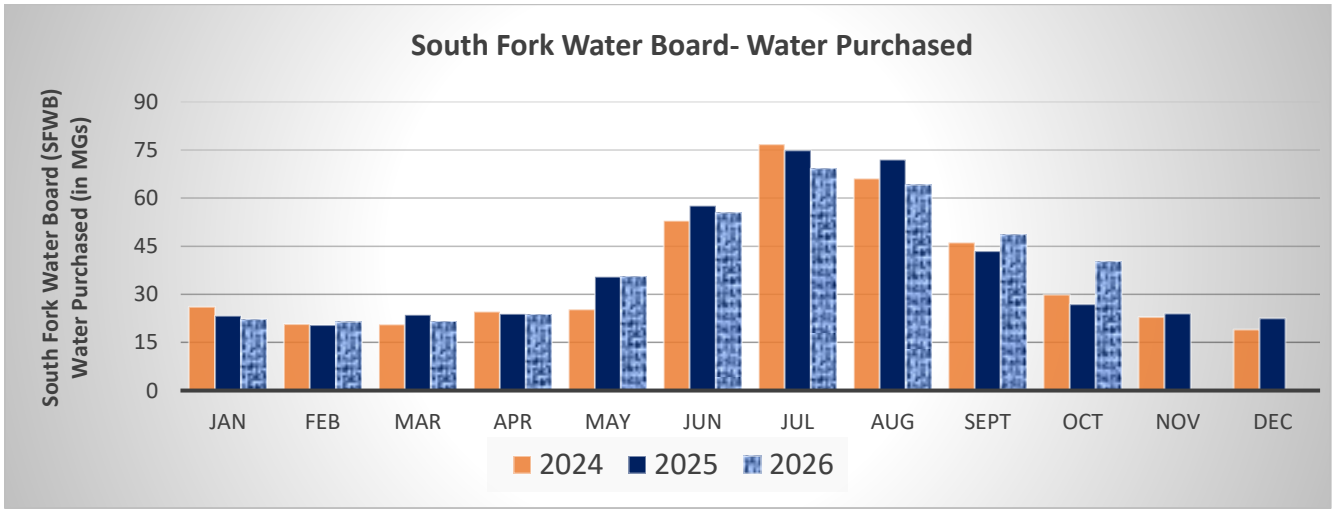
(as of the end of October 2026)



*March & April 2024 Data includes water purchased from NCCWC during WTP Shutdown



*March & April 2024 Data includes water purchased from NCCWC during WTP Shutdown



*October-December 2024 reads are based on estimates due to a meter register malfunction

(as of the end of October 2026)

Regulatory

All 73 samples collected and analyzed for the October monitoring period showed no presence of coliform/*E. coli* bacteria.

Quarterly Disinfection By-Product sampling was conducted at 4 locations each in the North and South Service Areas.

Cyanotoxin Testing

Microcystin and Cylindrospermopsin sampling of our raw water began in May and occurs every two weeks through October for compliance, analyzed by DEQ.

Our in-house laboratory also tested for all four toxins (Microcystin, Cylindrospermopsin, Anatoxin, and Saxitoxin) on five occasions for PGE and two occasions this year for Oregon City. We also analyzed for Saxitoxin only five different times for Oregon City. Each time we also analyzed our own raw water, providing additional monitoring.

No cyanotoxins have been detected in our raw water throughout the sampling season.

Non-Regulatory

General water quality parameters (pH, temperature, chlorine, TDS, hardness, alkalinity) were collected throughout the distribution system at 16 locations in the North and South systems.

Monthly watershed sampling was conducted at 4 long-term sampling locations for total organic carbon, nutrients (nitrate/nitrite, total phosphorus, orthophosphate, etc.), coliform density, pH, dissolved oxygen, TDS, and temperature.

Quarterly watershed sampling was conducted at the treatment plant intakes for inorganic compounds including metals, volatile organic compounds (VOCs, 21 regulated for drinking water, 36 unregulated), and synthetic inorganic chemicals (SIOCs, 29 regulated for drinking water, 5 unregulated).

• The current (November 12th) Clackamas River **7-day average streamflow is 51% of normal** (median).

• October **precipitation in the Clackamas basin was 33% of normal.** Precipitation so far this water year (October 1, 2026 – November 11, 2026) was 37% of normal.

• **The three-month outlook (Nov-Jan)** from the NOAA Climate Prediction Center calls for a high chance of **above normal temperatures**, and equal chances of above and below normal precipitation for Oregon.

