

**CLACKAMAS RIVER WATER BOARD OF COMMISSIONERS  
BOARD WORK SESSION  
October 25, 2021**

**COMMISSIONERS PRESENT:**

Sherry French, President  
Naomi Angier, Secretary  
Rusty Garrison,  
Tessah Danel, Treasurer  
Hugh Kalani

**STAFF PRESENT:**

Todd Heidgerken, General Manager  
Karin Holzgang, Executive Assistant to the Board

CRW Employees: Chief Finance Office, Carol Bryck;  
Water Resource Manager, Rob Cummings; Chief  
Engineer, Adam Bjornstedt; Engineering Manager,  
Joe Eskew; IT Manager, Kham Keobounnam

**COMMISSIONERS ABSENT: 0**

**VISITORS: Jeff Griffin, Bob Steringer, Kevin Williams**

**Call Work Session to Order**

Commissioner French called the meeting to order at 6:01 pm. Roll call was taken

1. **CRW Board Training** (see attached presentation- Jeff Griffin with WHA Insurance)
  - If it is Predictable, It is Preventable. Regulations and standards are only the starting point for a quality Risk Leadership Program- 7.5% of injuries and lawsuits are attributed to “things” not operations
  - Understanding the Power of a Near Miss
  - The best protection of Board members are the CRW staff and legal counsel when in a public meeting
  - When not in a public meeting with a quorum the best protection for Board members to refer issues out in the community to talk with the GM; attend a Board meeting, remind the community member individually the Board members have no individual power on behalf of the District
  - Board Member Expectations- Presence (physically and mentally); Professionalism (skill, good judgement, and prepared); Conduct (polite, respectful, and appropriate behavior)- Always conduct self and say things that you would not be ashamed of to be on the front page of the newspaper
  - Responsibilities of a Board
    - ✓ Organizational Direction (engage in strategic thinking and planning, set the District’s mission and vision for the future; establish the District’s values; approve operational or annual plans)
    - ✓ Provide Necessary Resources- elect a capable chair, ensure adequate resources, promote positive image, ensure the presence of a capable Board

# Board Member Duties And Responsibilities



*Clackamas River Water*



Presented by Jeff Griffin 2021



# T·E·A·M·W·O·R·K

TEAMWORK IS THE ABILITY TO WORK TOGETHER TOWARD A COMMON VISION.  
THE ABILITY TO DIRECT INDIVIDUAL ACCOMPLISHMENT TOWARD  
ORGANIZATIONAL OBJECTIVES. IT IS THE FUEL THAT  
ALLOWS COMMON PEOPLE TO ATTAIN  
UNCOMMON RESULTS.



If it is **PREDICTABLE**  
*It is PREVENTABLE*

Regulations and standards are only the starting point for a quality Risk Leadership program.

- **7.5% of injuries and lawsuits are attributed to “things”**

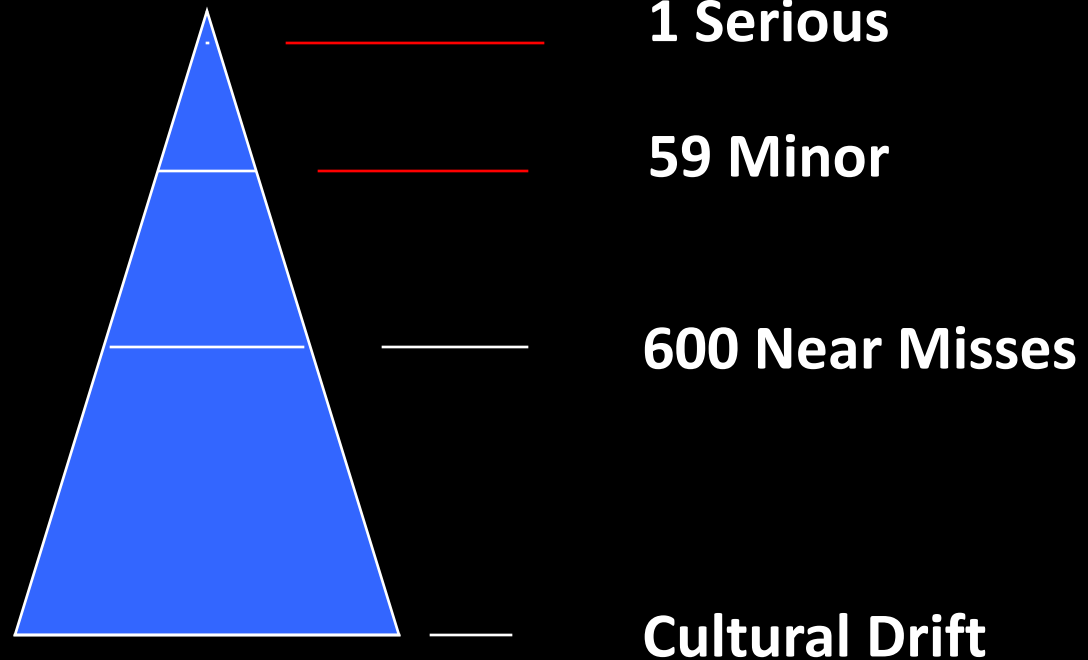
Focusing on the Human Factor is the key to a successful Risk Leadership program.

- **92.5% of all injuries have one common thread!**

# Understanding the Power of the Near Miss



- **Near Miss Relationships**



# Board Member Expectations



## 1. Presence

- Physically and Mentally

## 2. Professionalism

- Skill, Good Judgement, and Prepared

## 3. Conduct

- Polite, Respectful, and Appropriate Behavior

# Responsibilities

A decorative graphic in the top right corner of the slide. It features a single, clear water droplet suspended in mid-air, just above a series of concentric ripples on a dark surface. The background behind the droplet is a soft, glowing gradient of yellow and orange, suggesting a light source like the sun or moon.

- **Set direction**
- **Ensure necessary resources**
- **Provide oversight**

# Organization Direction



- Engage in strategic thinking and planning
- Set the District's mission and vision for the future
- Establish the District's values
- Approve operational or annual plans



# Provide Necessary Resources



- **Elect a capable chair**
- **Ensure adequate resources**
- **Promote positive image**
- **Ensure the presence of a capable board**

# Provide Oversight



- **Minimize exposure to risk**
- **Measure progress on strategic plan**
- **Monitor meetings, policies and requirements**
- **Provide moral oversight**
- **Evaluate meetings and process**

# Board Fiduciary Responsibilities



- **Duty of Care**
- **Duty of Loyalty**
- **Duty of Obedience**

# Duty of Care



- **Be informed and ask questions**
- **The duty of care describes the level of competence that is expected of a Board member and is commonly expressed as the duty of “care that an ordinary prudent person would exercise in a like position and under similar circumstances.”**

# Duty of Care

A water droplet is shown falling from the top right corner of the slide, creating a series of concentric ripples on a dark surface. The background is a gradient of dark blue and black, with a bright yellow and orange glow emanating from the top right corner, suggesting a light source or a reflection.

- **This means that a board member owes the duty to exercise reasonable care when he/she makes a decision as a steward of the District**

# Duty of Loyalty



- **Show undivided allegiance to the District welfare**
- **The duty of loyalty is a standard of faithfulness; a member must give undivided allegiance when making decisions affecting the District**

# Duty of Loyalty

A water droplet is shown in mid-air, just above a pool of water. The droplet is perfectly spherical and reflects light. Below it, several concentric ripples spread out across the water's surface, creating a shimmering effect. The background is a gradient of dark blue and black, with a bright yellow and orange glow behind the droplet, suggesting a light source.

- **Members must comply with the Districts policies regarding code of conduct and ethical behavior**

# Duty of Obedience



- **Stay faithful to the Districts mission**
- **They are not permitted to act in a way that is inconsistent with the central goals of the District**



# Duty of Obedience

A water droplet is shown falling from the top right corner of the slide, just above the title. It has just hit the surface of a dark blue liquid, creating a series of concentric ripples that spread outwards. The background behind the droplet is a soft, glowing yellow and orange light, suggesting a light source from above.

- **A basis for this rule lies in the public's trust that the District will manage itself to fulfill its mission**



# Do the Right Thing...Always!

- **Do The Right Thing**
- **At The Right Time**
- **In The Right Way**
- **With The Right Attitude**
- **For The Right Reason**



# LEADERSHIP

LEADERSHIP IS ABOUT CAPTURING THE IMAGINATION AND ENTHUSIASM  
OF YOUR PEOPLE WITH CLEARLY DEFINED GOALS THAT CUT  
THROUGH THE FOG LIKE A BEACON IN THE NIGHT.

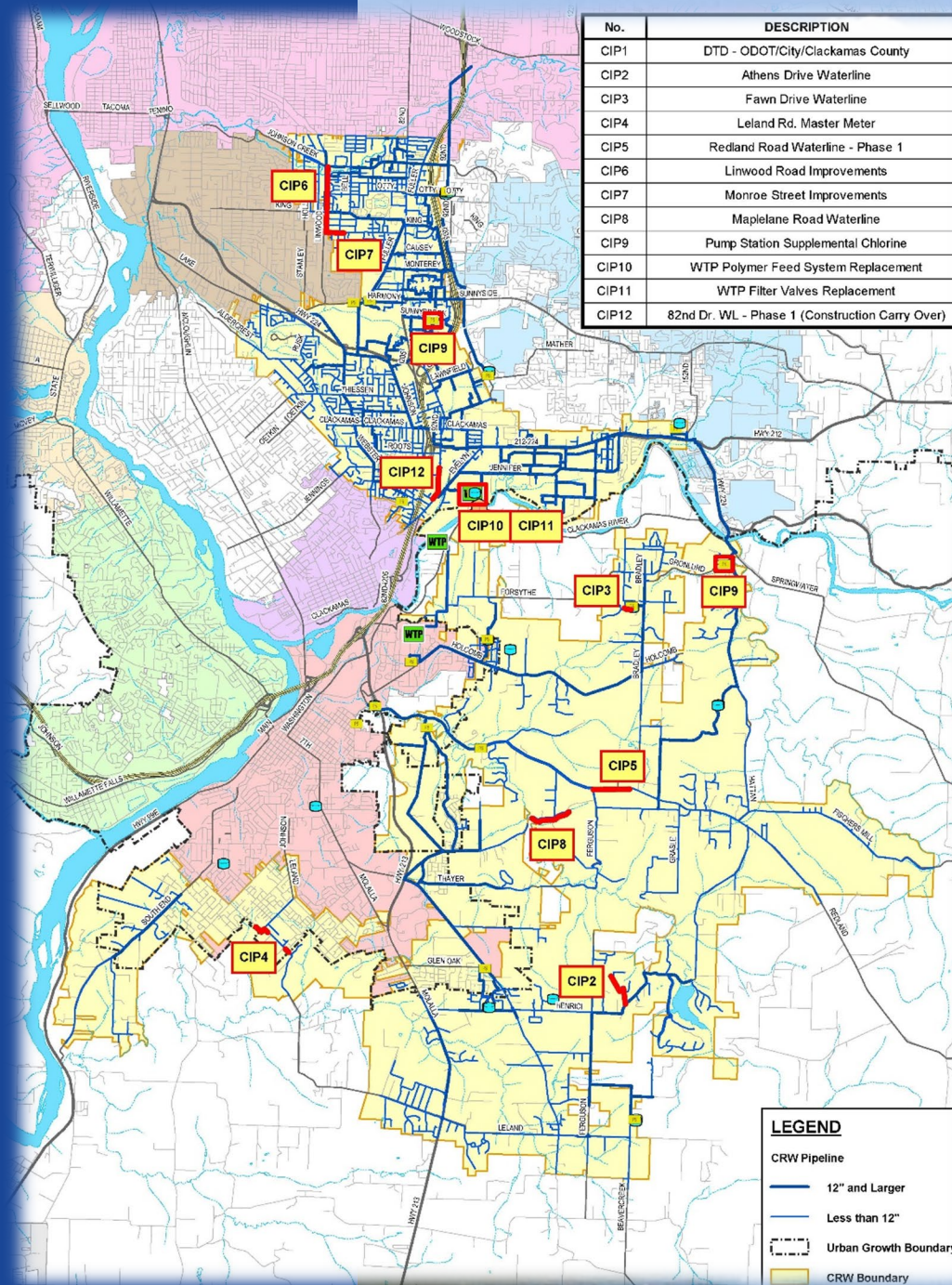
# Capital Project Update

Board Work Session  
October 25, 2021

Presenters:

Joe Eskew *Engineering Manager*

Adam Bjornstedt *Chief Engineer*



# PRIOR BUDGET SUMMARY



- Most projects complete
- Delayed Leland again but it is included in BN21-23

CAPITAL IMPROVEMENT PROJECTS FUND			
PROJECTS LIST			
BN 2019-2021			
Project Number <sup>1</sup> and Description	Project ID#	BN 2019-2021 Budget	
P1 ODOT/City/Clackamas County DTD Adjustments		\$	286,000
P2 Edgewood Neighborhood Waterline	5239	\$	1,045,000
P3 Forsythe Road Waterline - Phase 1	TBD	\$	572,000
<del>P4 Leland Rd Master Meter and Waterline</del>	<del>TBD</del>	<del>\$</del>	<del>480,000</del>
P5 82nd Drive Waterline - Phase 1	TBD	\$	814,000
P6 Orchid Waterline and Meter	TBD	\$	74,000
P7 Mather Reservoir Control Valve	TBD	\$	210,000
P8 90th Ave. Pump Station Valve Replacement	5248	\$	150,000
Total Capital Improvement Project Fund BN 2019-2021		\$	3,631,000
		SPENT \$	3,018,992

# CURRENT BUDGET



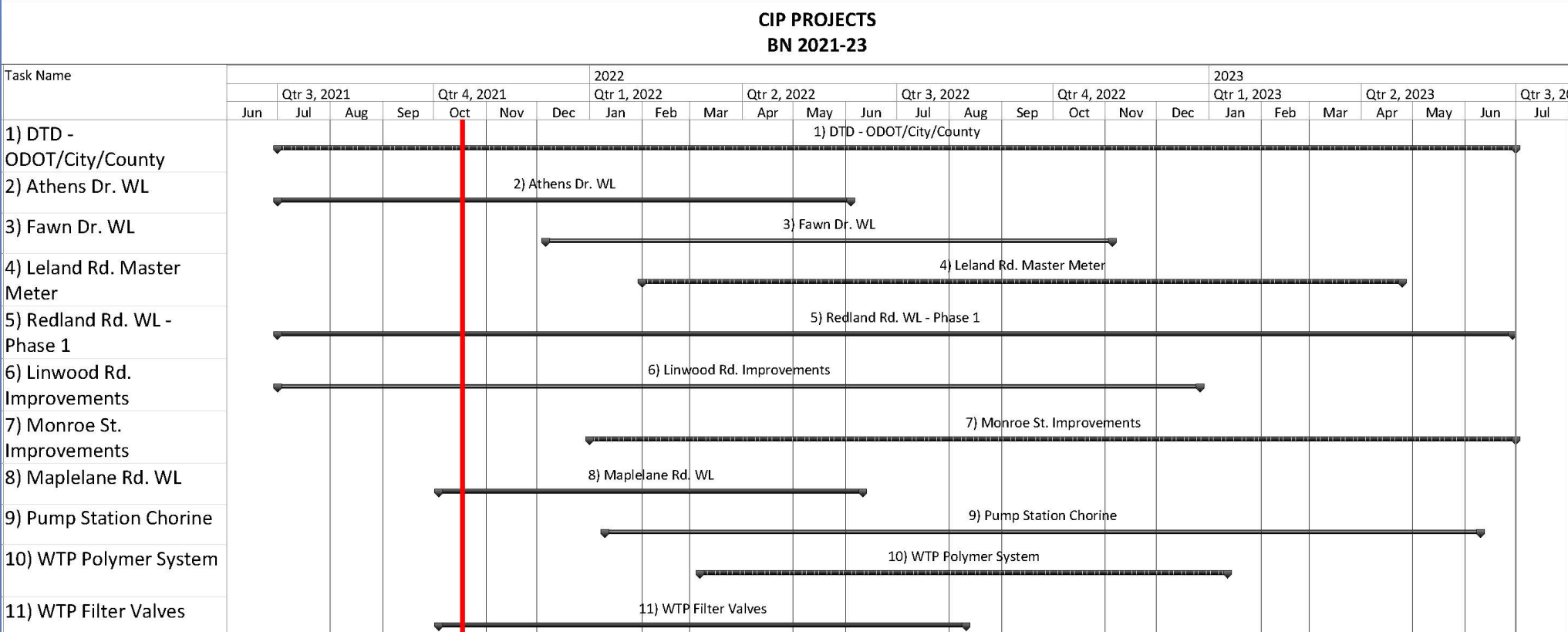
- First quarter is complete
- Six projects in progress

Projects List BN2021-2023		
Project Number <sup>1</sup> and Description	Project ID#	BN 2021-2023 Budget
1 - DTD - ODOT/City/Clackamas County		\$ 250,000
2 - Athens Drive Waterline Replacement		\$ 641,000
3 - Fawn Drive Waterline Replacement		\$ 277,000
4 - Leland Rd Waterline and Master Meter		\$ 493,000
5 - Redland Rd. Waterline - Phase 1		\$ 1,080,000
6 - Linwood Road Improvements		\$ 328,000
7 - Monroe Street Improvements		\$ 940,000
8 - Mapelane Road Waterline		\$ 846,000
9 - Pump Station Supplemental Chlorine		\$ 168,000
10 - WTP Polymer Feed System Replacement		\$ 476,000
11 - WTP Filter Valve Replacement		\$ 692,000
12 - 82nd Drive Waterline - Phase 1 (Construction Carry Over)		\$ 97,000
Total Capital Improvement Project Fund BN 2021-2023		\$ 6,288,000

# CURRENT BUDGET SCHEDULE



- Making progress



# CIP STRATEGY – MOVING FORWARD

- Systemic approach to address system deficiencies identified in Master Plans
- Maximize CRW water use in the Southern service area
- Increase system resilience
- Seek opportunities for alternate funding

\* Possible grant opportunity projects

Capital Improvements 5-year Plan For Fiscal Years 2022 through 2026						
Project Title <i>Amounts in Thousands</i>	FY22	FY23	FY24	FY25	FY26	5 YR Total
1 - DTD- ODOT/City/Clackamas Cty	125	125	125	125	125	\$ 625
2 - Athens Drive Waterline Repl.	641					\$ 641
3 - Fawn Drive Waterline Repl.	277					\$ 277
4 - Leland Road Waterline & Master Meter	493					\$ 493
* 5 - Redland Road Waterline - Ph. 1	162	918				\$ 1,080
6 - Linwood Road Improvements		328				\$ 328
7 - Monroe Street Improvements		940				\$ 940
8 - Maplelane Road Waterline		846				\$ 846
9 - Pump Station Supplemental Chlorine	168					\$ 168
10 - WTP Polymer Feed System	476					\$ 476
11 - WTP Filter Valves Replacem.	692					\$ 692
12 - 82nd Dr. Waterline - Ph. 1 (Construction Carry-over)	97					\$ 97
* Hanson Ct.; I-205 crossing			420			\$ 420
82nd Dr. - Ph. 2; I-205 to Scottstree			850			\$ 850
Anderson Road (17994 Anderson Rd to Maple Ln)			221			\$ 221
Low Lift Pump Station Improvem.			664			\$ 664
Johnson Creek Blvd, New Pipe			775			\$ 775
S. Forsythe Road - Ph. 2 (Highland to Mason Hts)				1,200		\$ 1,200
Hinkley (82nd Ave to Fuller)				330		\$ 330
Redland Road Waterline - Ph. 2				1,000		\$ 1,000
Redland Road PRV, Etc.				800		\$ 800
Manor Drive (Bradley Rd to the west)					462	\$ 462
Ferguson Road (Moore Rd to Ferguson Ter)					545	\$ 545
* Janssen Road - I-205 crossing					221	\$ 221
High Lift Pump Station Improvements					600	\$ 600
Barlow Crest PRV					200	\$ 200
<b>Project Totals by Year</b>	<b>\$3,131</b>	<b>\$ 3,157</b>	<b>\$3,055</b>	<b>\$3,455</b>	<b>\$ 2,153</b>	<b>\$ 14,951</b>



# QUESTIONS



- ✓ Provide Oversight- minimize exposure to risk, measure progress on strategic plan, monitor meetings, policies, and requirements, provide moral oversight, evaluate meetings and process
- Fiduciary Responsibilities
  - ✓ Duty of care
  - ✓ Duty of loyalty
  - ✓ Duty of Obedience
- Do the Right Thing- Always
  - ✓ Do the right thing
  - ✓ At the Right Time
  - ✓ In the Right Way
  - ✓ With the Right Attitude
  - ✓ For the Right Reason

Commissioner French: Asked for a couple of examples of behaviors not to do on Zoom

- Controversial backgrounds, don't get casual (remember Roberts rules of order), use appropriate language
- Bob Steringer reminded Board members to review CRW Board Policies 1.2 & 1.3 as an annual review to be reminded of the established policies for the Board. Also, a review of the Code of Conduct that the Board adopted several years back.

Commissioner Garrison, Alexander, Angier & Danel: All thanked Mr. Griffin for his presentation.

## 2. Capital improvement Plan Update (see attached presentation)

- All projects that were in the BN 19-21 Budget were completed except for Leland Rd. Master Meter project which was pushed forward into the BN 21-23. The BN 19-21 was under budget by about 17% - Commissioner Alexander asked about the reason for the Leland Rd project being delayed and the reason was that there was other work being conducted around the project and CRW wanted to have the other work done before beginning the master meter project.
- For the BN 21-23 there are 12 budgeted CIP project – there are currently six of the 12 projects in progress. The Athens WL project will be bid in 2022; Redland Rd WL project (the County will be doing work in the area and so CRW is coordinating with the County to complete the work and utilize the County's road contractor, but inspection and engineering will stay with CRW) the work for this project will be in 2023, this project is one that may be a FEMA grant funded project. Linwood Rd project is a result of a Milwaukie project that gives CRW an opportunity to replace services and move meters (looking at an IGA with Milwaukie to conduct the movement of the services). This work is scheduled for Spring 2022. Mapelane Rd. WL this project is in the surveying stage. Staff is looking at an alternative to avoid using the Holy Lane pump station to feed the Henrici pressure zone. The WTP filter valve replacement project- involves the replacement of aging valves and in the scoping and data gathering phase of the project. The 82<sup>nd</sup> Dr. WL phase 1 project that carried forward to the current BN was completed a couple of months ago and accepted by the Board.
- CIP Strategy moving forward
  - ✓ Systemic approach to address system deficiencies identified in Master plans
  - ✓ Maximize CRW water use in the Southern Service area
  - ✓ Increase system resilience

- ✓ Seek opportunities for alternate funding (3 projects have been identified as possible grant funded projects)

**3. Commissioner Communications**

**4. General Manager Update**

- During the West Linn boil water situation two weekends ago, CRW was able to assist by taking in emergency water samples during the weekend (their normal lab does not accept samples on the weekends) and provide the results quickly. The efforts of Rob Cummings and Tracy Triplet were very much appreciated by West Linn staff
- Retired CRW EM, Donn Bunyard was chosen as the SDAO outstanding employee award. This will be presented at the annual SDAO conference in February 2022
- Staff will be providing the Board with a draft of the Water Management and Conservation Plan with their November packet materials. If there are questions those should go to Todd
- CRW is beginning a new project where there will be a podcast each month highlighting a water history focus and will be posted to social media and the CRW website
- The November Board meeting is scheduled for Wednesday November 10 since the CRW offices will be closed on November 11 to observe Veteran's Day
- There is no November work session
- Todd will be off on November 12 and November 15
- Carol Bryck submitted her notice of retirement effective January 28, 2022. Carol has been the CFO for the past 12 years and served as the CFO for Sunrise Water for 3 years during that time as well.

**Public Comment: none**

Open meeting is adjourned at 7:35pm