



Clackamas River Water

Adopted Biennial Budget

Biennium 2021 - 2023

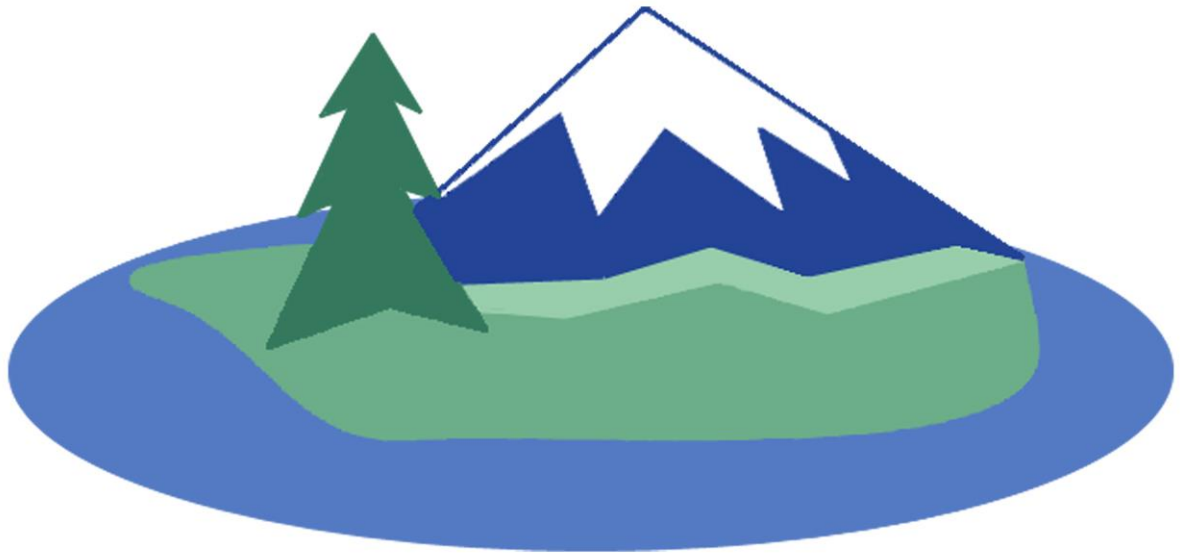
Clackamas River Water

16770 SE 82nd Drive

Clackamas, Oregon 97015

Phone: 503.722.9220

**ADOPTED
BUDGET DOCUMENT
BN 2021-2023**



Clackamas River Water

Prepared by:

Clackamas River Water Staff

Todd Heidgerken, General Manager

Carol Bryck, Chief Financial Officer and Budget Officer

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Clackamas River Water

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AT A GLANCE



Clackamas River Water



16770 SE 82ND Drive, P.O. BOX 2439,
Clackamas, Oregon 97015
503-722-9220, www.cewater.com

VISION

We will be known for exceptional service, stewardship, and high-quality water which is essential to the vitality of our region

MISSION

Provide high quality, safe drinking water to our customers at rates consistent with responsible planning for the health of our district.

VALUES

Water
Quality

Customer
Service

Financial
Accountability

Responsible
Stewardship

BUDGET COMMITTEE MEMBERS

District Representatives

Erin Blue
Janet Brandt
Robert Rubitschun
Vasiliy Safin
David Shireman

Board of Commissioners

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

MANAGEMENT TEAM

General Manager, Todd Heidgerken,
Chief Finance Officer & Budget Officer, Carol Bryck
Chief Engineer, Adam Bjornstedt
Water Resources Manager, Rob Cummings
Emergency Manager, Vacant
Information Technology Manager, Kham Keobounnam
Engineer Manager, Joe Eskew
Water Distribution Supervisor, Vacant
HR Generalist, Adora Campbell

CLACKAMAS RIVER WATER AT A GLANCE...

Clackamas River Water (CRW or District) is organized as a domestic water supply district under the provisions of Oregon Revised Statutes Chapter 264. CRW was created in July 1995 by the consolidation of the Clackamas Water District and Clairmont Water District.



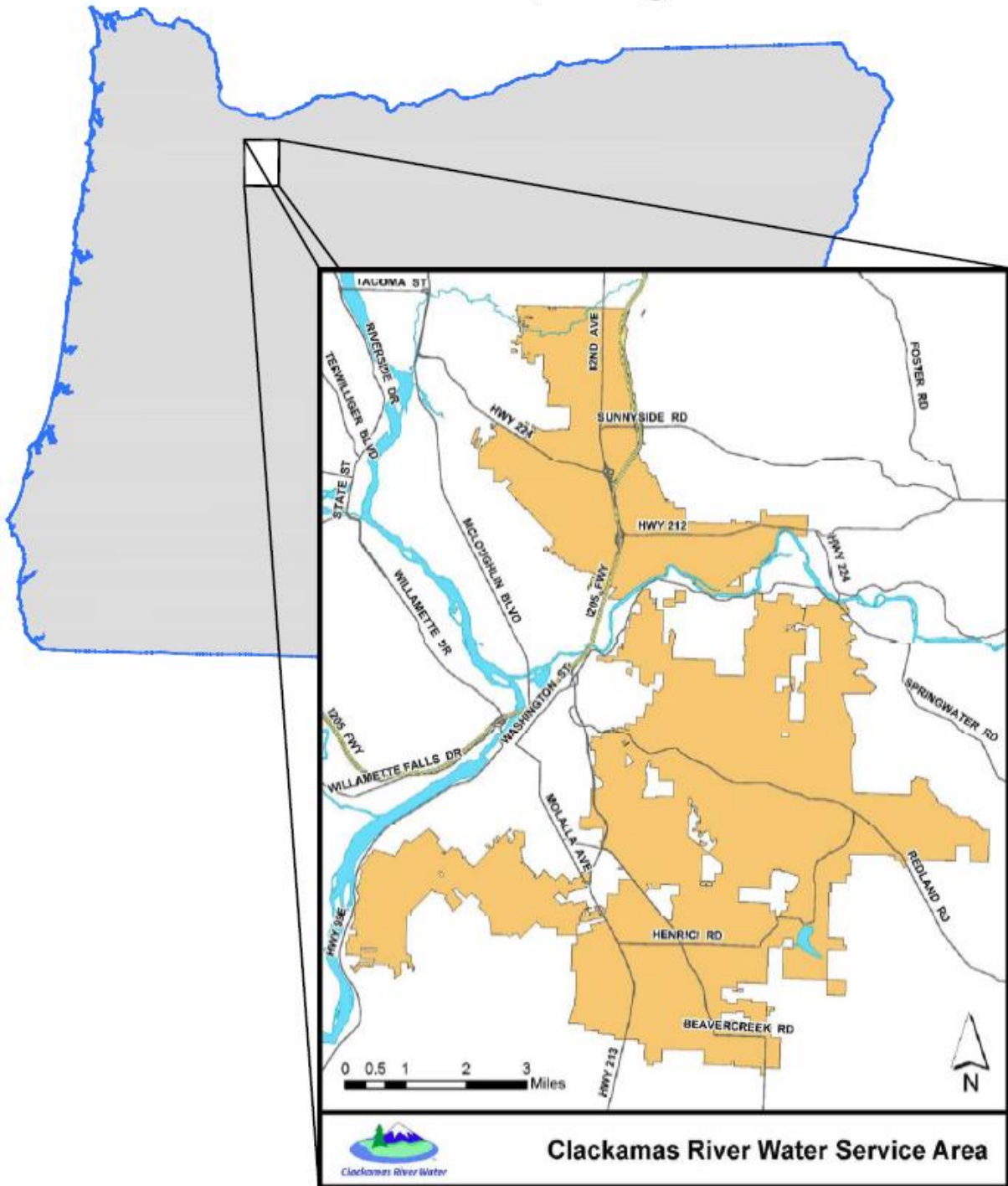
Clackamas Water District was originally formed in 1926. It took in the former Stanley Water District in 1979 and merged with Barwell Park Water District in 1991. Clairmont Water District was originally formed in 1959 and merged with the Redland and Holcomb-Outlook Water Districts in 1983.

In November 2013 the District entered into an ORS 190 agreement with Sunrise Water Authority (SWA) to efficiently use assets and resources to the mutual benefit of both parties and their customers. The ORS 190 is known as Clackamas Regional Water Supply Commission (CRWSC, the Commission). The District accounts for its CRWSC activities in the CRWSC Activity Fund.

District Profile

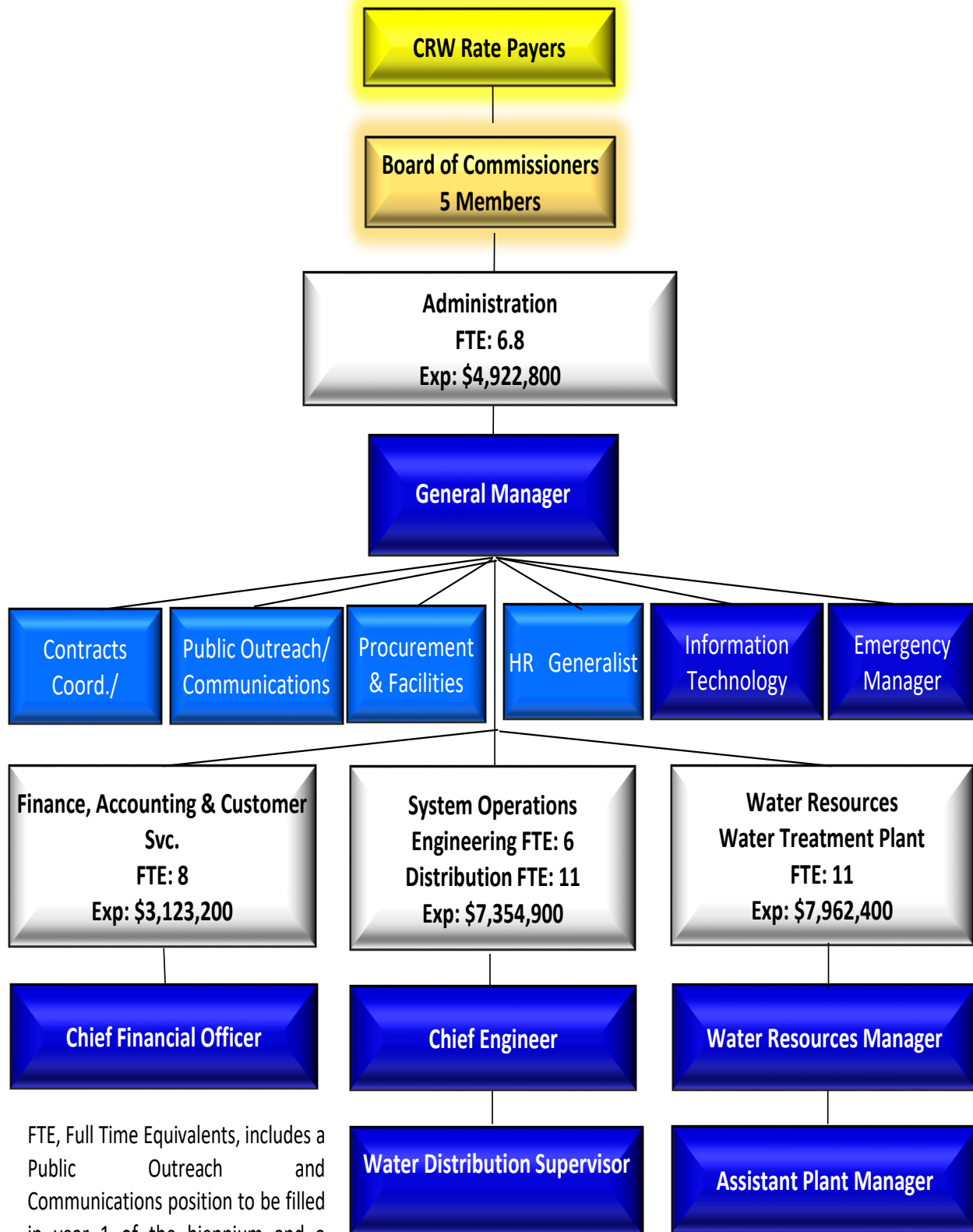
CRW serves customers primarily in unincorporated Clackamas County, although some of our customers live within the city limits of Oregon City, Milwaukie, and Happy Valley. In addition to providing retail service within its jurisdictional boundaries, CRW also provides 2.5 million gallons per day (MGD) of water to SWA on a wholesale basis. The District's service area is largely single-family residential and multi-family and is home to Precision Castparts and Clackamas Town Center, along with several large grocery chains and food processing businesses. Future growth potential for CRW's service area is expected to be minimal.

Clackamas River Water Service Area Map Clackamas, Oregon



The District's service area is in the southeastern section of the Portland metropolitan area, approximately 14 miles from downtown Portland. Access to the district is provided by four major highway systems: Interstate 205 and State Highways 212, 213 and 224.

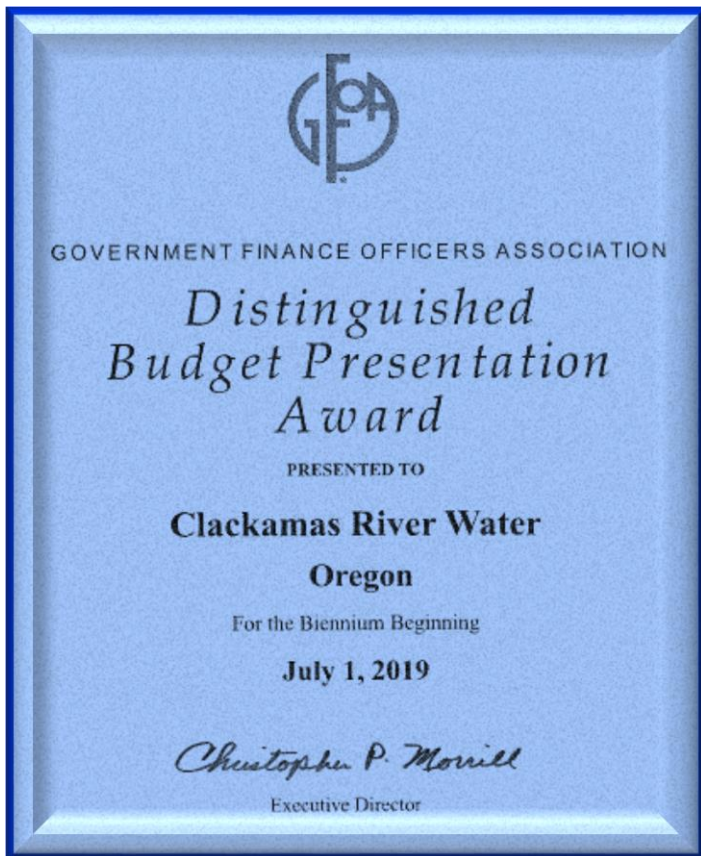
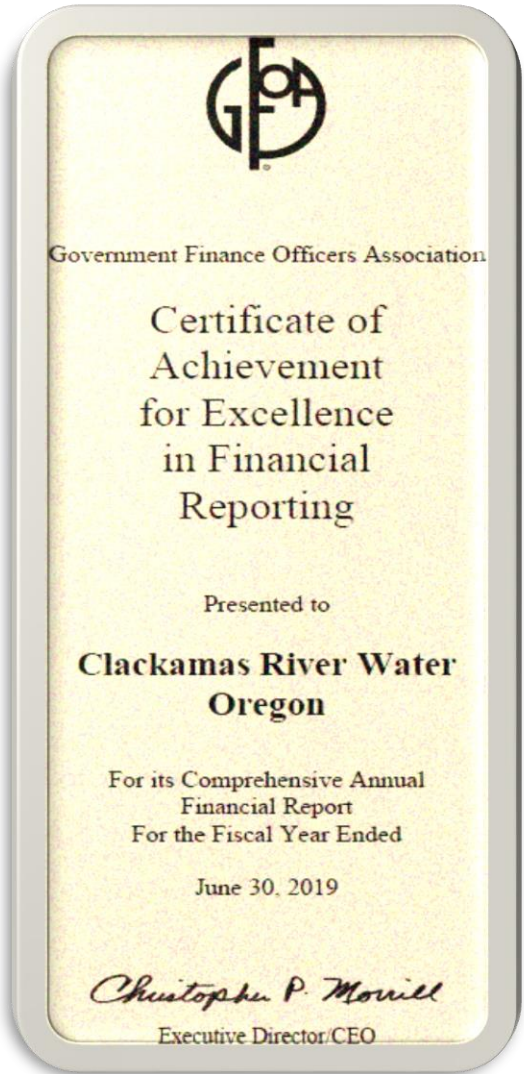
Organizational Chart



FTE, Full Time Equivalents, includes a Public Outreach and Communications position to be filled in year 1 of the biennium and a Water Treatment Operator Position to be filled in year 2.

AWARDS

- **Awarded Certificate of Achievement for Excellence in Financial Reporting** award from GFOA for Comprehensive Annual Financial Report for fiscal year ended June 30, 2019
- Prepared financial reports that evidence a spirit of transparency and full disclosure, enabling readers to easily assess the financial health of the organization
- Received this award a total of 23 years



- **Awarded Distinguished Budget Presentation Award** by the Government Finance Officers Association (GFOA) for District's 2019-2021 biennial budget
- Met highest principles of governmental budgeting
- Received this award each budget cycle since 2013

From the Water Source to Customers

A Statistical Summary



Watershed 942 square miles

Water Treatment Plant

Certificated water rights	30 million gallons/day
Production:	
Annual Water Supplied	4,052,126
Daily Average	8.21 million gallons
Peak Day	15.48 million gallons

Distribution System

Miles of Pipeline	272
Reservoirs	14
Reservoir Storage	24 million gallons
Number of Pump Stations	11

Service to Customers

Service Area	42.6 square miles
Total Service Connections:	12,790
Residential & Multi-family	11,359 (89%)
Commercial, Industrial, Other	1,431 (11%)
People Served - Directly	47,000
People Served - Including Wholesale	80,000
Population of Clackamas County	422,583
Annual Water Sold:	3,720,086 CCF
Wholesale	1,238,352 (33%)
Commercial	375,295 (10%)
Residential, Multi-Family & Other	2106439 (57%)
Full Time Equivalent Employees	42.8

Data Source: FY20 Comprehensive Annual Financial Report (most figures)

BUDGET MESSAGE



Clackamas River Water



BUDGET MESSAGE

April 22, 2021

To: The Clackamas River Water Budget Committee

We are pleased to present the Clackamas River Water (CRW or District) budget for the biennium 2021-2023. This is the fourth biennial budget prepared by the District. The budget and message are focused on requirements to meet our strategic planning goals, mission, vision, values, Board priorities, and operational requirements. This message and budget are submitted for consideration under the Oregon Revised Statutes Chapter 294. The budget has been prepared on the modified accrual basis of accounting by staff and management, with emphasis on long-term planning, employee development and retention, communicating with all our stakeholders, and the necessary costs to deliver water, bill customers, collect receivables, and coordinate all operational and administrative aspects of the District. This budget includes capital projects in the Capital Improvement Projects (CIP) Fund based on implementation of our Water System Master Plan, Water Treatment Plant facilities plan and our Strategic goals. The goal of this document is to provide information about the District that will assist in understanding how we fulfill our vision and mission of providing quality water.

STRATEGIC PLANNING GOALS

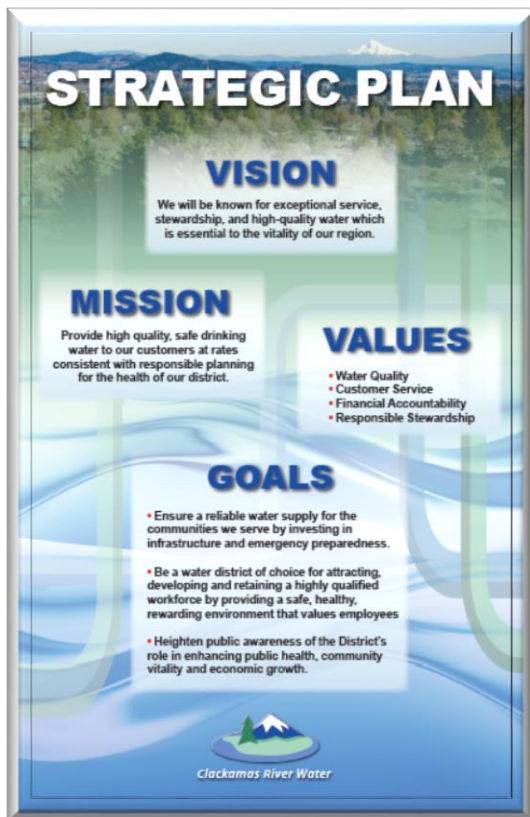
District staff, management and the Board of Commissioners worked with many stakeholders, including customers, employees, other agencies in our region, and regional elected officials to develop strategic planning goals to guide us through the next five years. These goals are reflected in the financial and operational policies and priorities that guided development of this biennial budget. The District has also refreshed our vision, mission, and values.

VISION, MISSION, VALUES AND STRATEGIC GOALS

Vision: We will be known for exceptional service, stewardship, and high-quality water which is essential to the vitality of our region.

Mission: Provide high-quality, safe drinking water to our customers at rates consistent with responsible planning for the health of our district.

Values: Water Quality, Customer Service, Financial Accountability, Responsible Stewardship



Strategic Goals:

- Ensure a reliable water supply for the communities we serve by investing in infrastructure and emergency preparedness.
- Be a water district of choice for attracting, developing, and retaining a highly qualified workforce by providing a safe, healthy, rewarding environment that values employees.
- Heighten public awareness of the District's role in enhancing public health, community vitality, and economic growth.

Infrastructure: The District submitted our Water System Master Plan to the State of Oregon, and it was approved in April 2019. This plan outlines significant improvements and replacement projects throughout the distribution system. Additional planning efforts through fiscal years 2020 and 2021 have identified improvement projects to our water treatment plant. Additionally, the District completed the America's Water Infrastructure Act (AWIA) Risk

Assessment in December 2020 and we are including resilience in our capital projects and our planning. Capital improvements have been prioritized based on the following evaluation criteria:

- Age: How does the age of our water system components affect their ability to contribute to long-term system health and function?
- Capacity: How will the system be able to meet current and future demands?
- Water Quality: How will the system be able to meet current and future water quality goals and requirements?
- Resilience: How will the system be able to meet hazard resilience goals and requirements?

This biennium includes an increase in capital projects funded by contributions to the Capital Reserve Fund and use of a portion of the reserve balance in the Capital Reserve Fund. A list of all capital projects can be found in the Capital Fund tab in this document.

Employees: CRW’s qualified workforce allows us to provide valuable customer service, manage all District assets, and comply with government laws, rules, and regulation. Employees maintain certifications in their specialties and the District’s budget provides funding for training and certification renewal. This provides assurance that our employees have current knowledge in their fields of expertise. Additionally, five of the 42 employees at CRW have over 25 years of service with the District and three more have over 15 years of service. The longevity of CRW staff provides a great deal of institutional knowledge. Newer employees with expertise in different areas also provide value to the District. This budget includes estimated costs pertaining to potential retirements, including leave pay-outs per District policy and the labor contract. The labor contract is currently in negotiations with an expected three-year contract through June 30, 2024. The budget also focuses on development opportunities for employees through increased allocations for training.

Communication and Outreach: The District completed a customer satisfaction survey in January 2020, during the investigation portion of our Strategic Planning. While there was overall support of CRW, we learned that there are many things our customers were not aware we did or would like to know but may not know how to find the information. The outcome was that enhancements to both our external and internal communications was encouraged.

The budget includes funding for a full-time Public Outreach/Communication employee to enhance our ability to meet the information needs of all our stakeholders.

BOARD GOALS FOR CRW

Goals employed have broad application and consider the cause-and-effect relationships between various actions and choices.

Last Biennium	Current Status
Conduct planning activities to prepare CRW for the future	
<ul style="list-style-type: none"> • Complete BN2019-2021 budget • Initiate CRW strategic planning process in Fall/Winter 2019 • Substantially complete WTP Facilities Master Plan 	<ul style="list-style-type: none"> • BN 2019-2021 completed • Strategic Plan approved by CRW Board in October 2020 • WTP Facilities Master Plan should be completed by June 30, 2021

Last Biennium	Current Status
Complete existing major projects included in BN2019-2021 capital projects and conclude projects carried over from prior budget	
<ul style="list-style-type: none"> • Backbone (complete phase 1. Develop phase 2 funding strategy and secure property & easements) • Other CIP • Emergency preparedness - VHF radio project and updates to CRW Emergency Operations Plan. Outline District's approach to comply with federal risk & resiliency assessment requirement due June 2021 	<ul style="list-style-type: none"> • Backbone Phase 1 completed. Additional projects selected to meet goal of providing CRW water to additional pressure zones. • Other CIP projects in process or completed. • VHF Radio project is operational and initial assessment to meet America's Water Infrastructure Act requirement is complete.
Expand communications with Board and CRW customers	
<ul style="list-style-type: none"> • Provide Board with "State of the District" report • Conduct customer/public survey 	<ul style="list-style-type: none"> • State of the District report provided annually (March/April) • Customer Survey conducted January 2020 - results incorporated into Strategic Plan.
Establish agreements & processes with regional partners	
<ul style="list-style-type: none"> • Confirm CRWSC's purpose with CRW's Board & determine if changes are needed to IGA • Determine role of NCCWC and CRWSC in developing water supply agreement with SWA • South Fork Water Board: Update water supply agreement to provide greater detail & certainty • Oregon City: Establish long-term annexation & withdrawal and service territory clean-up processes. Address remaining issues identified in the Joint Engineering Study 	<ul style="list-style-type: none"> • CRWSC has been reviewed and remains intact. • CRW is negotiating a water supply agreement with NCCWC to supply water to those partners, including SWA. • No current activity. • Annexation and withdrawal process is active, with IGA between City of Oregon City and CRW to share costs.

District Goals for the Biennium 2021 – 2023 are aligned with our strategic planning goals in three broad categories with significant overlap.

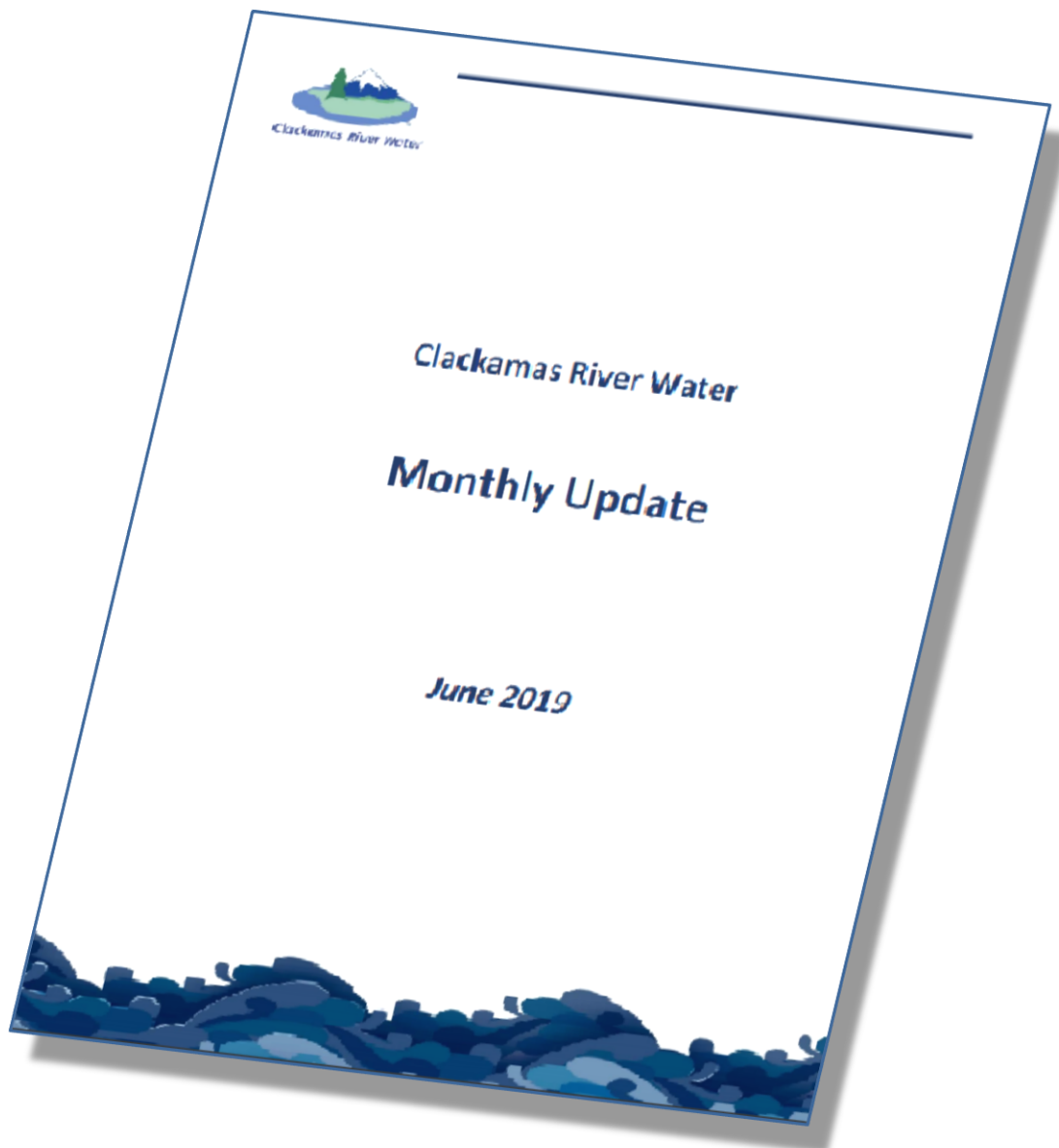
The following table lists the District's strategic goals and illustrates the role the District's Board of Commissioners and department's play in implementing goals and initiatives.

DEPARTMENT INVOLVEMENT IN ATTAINING GOALS & INITIATIVES¹

Strategic Goals		Board Goal ²	ADM	WR	SYSOPS	FACS
Infrastructure						
1	Develop common methodologies to prioritize, communicate, and execute CRW infrastructure improvements.	*	Support	Lead	Lead	Support
2	Develop targeted, consistent, and comprehensive maintenance programs that achieve stewardship goals for built infrastructure.	*		Lead	Lead	
3	Manage, maintain, and improve District's Emergency Preparedness (EP) programs and initiatives.	*	Lead	Support	Support	
Employees						
1	Identify and implement targeted initiatives to increase training and development opportunities for management and staff.	*	Lead	Support	Support	Support
2	Improve workplace communication and collaboration.	*	Lead	Support	Support	Support
3	Optimize recruitment practice to best retain and attract employees.	*	Lead	Support	Support	Support
Public Outreach						
1	Ensure staff has information required to perform their jobs and for accurate external communication.	*	Lead	Support	Support	Support
2	Develop robust messaging and multiple channels for CRW to share information, reach customers, and accept feedback.	*	Lead	Support	Support	Support
3	Identify broader constituents, including other stakeholders and indirect customers, and develop communication avenues to reach them.	*	Lead	Support	Support	Support
LEGEND						
ADM	Administration	*	BRD: Board goals & policies			
FACS	Finance, Accounting & Customer Svc.	Lead	Lead department			
SYSOPS	System Operations	Support	Provide significant support			
WR	Water Resources					
Footnote 1: Dept involvement in attaining goals remains consistent from year to year.						
Footnote 2: Organizational chart located in "At A Glance".						

PERFORMANCE MEASURES

The District's performance measures track and communicate results regarding our financial and budgetary status, operational activities, service delivery, program outcomes and community outreach to achieve the organizations vision, mission, and strategic goals. Performance data is collected for each department and presented to the Board of Commissioners in the form of a "Monthly Update", which is used to facilitate discussion, assess current outcomes, and share ideas that lead to improved efforts. Measures included in the report focus on organizational and departmental accomplishments, while providing a meaningful way to assess efficiency and effectiveness. To access monthly reports: <http://crwater.com/monthly-reports/>

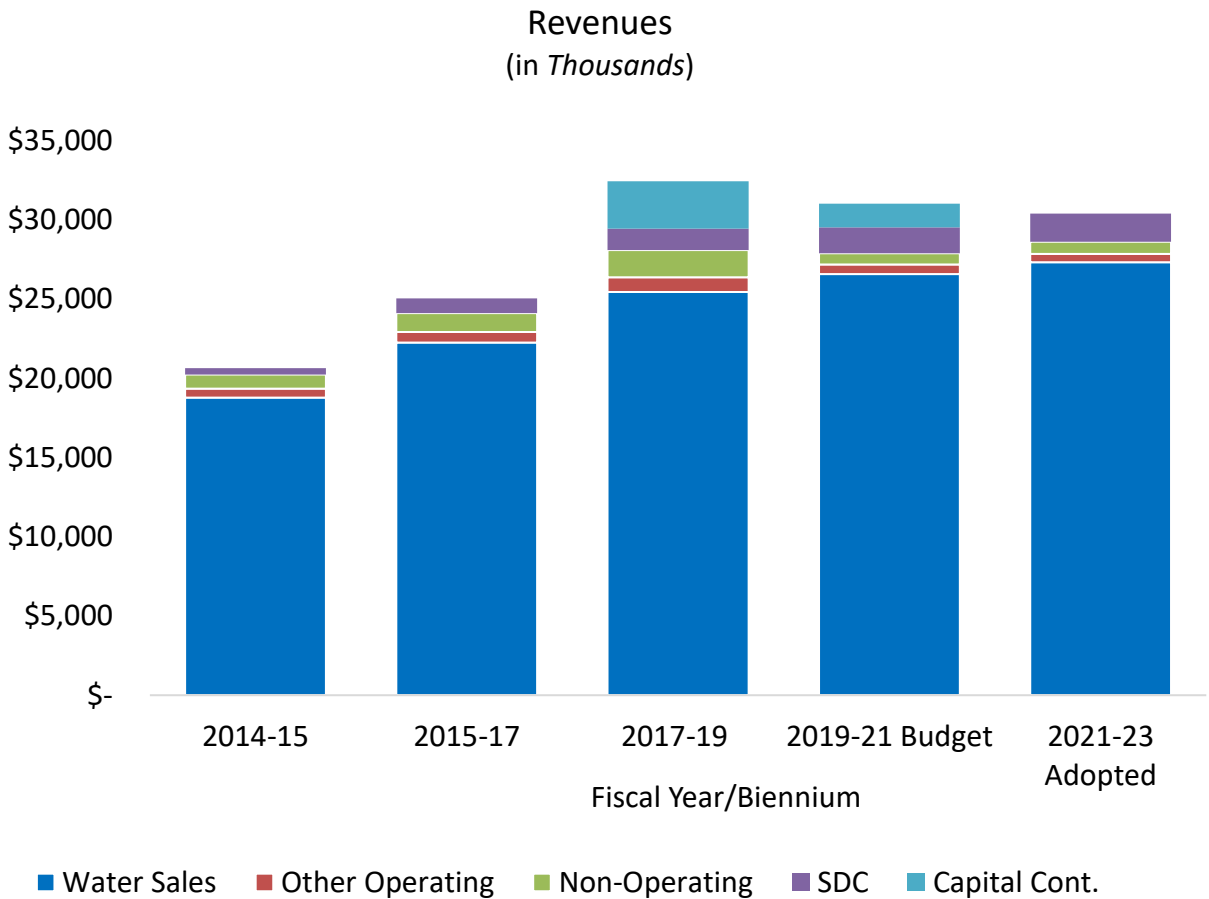


FINANCIAL SUMMARIES

REVENUES

The District’s operating revenue is comprised primarily of water rate revenue from our wholesale and retail customers. Water sales provide for 90% of the District’s total revenue. Other operating revenues are charges that support the production and distribution of water including system development charges, hydrant permit and connection fees, water sample testing for other agencies, late fees, and penalties. Non-operating revenues are from sources not related to water production or distribution. They include insurance claims, earnings on investments, shared resources through CRWSC, grant funding, and other reimbursements, and rental income from leasing office space in the administration building to VCA Northwest Veterinary Specialists.

The table below depicts expenditures for all funds: actual figures for fiscal years 2014, 2015 (combined for this presentation) and the 2015-2017 and 2017-2019 biennium, budget figures for the current biennium, and an adopted budget for the 2021-2023 biennium.



Revenues - All Funds						
<i>In Thousands</i>	FY2014	FY2015	BN2015-17	BN2017-19	BN2019-21	BN2021-23
	Actual	Actual	Actual	Actual	Budget	Adopted
Revenues:						
Water Sales	\$ 8,815	\$ 9,956	\$ 22,257	\$ 25,447	\$ 26,565	\$ 27,319
Other Operating	364	202	650	927	608	516
Non-Operating	565	325	1,201	1,711	708	769
Subtotal	\$ 9,744	\$ 10,483	\$ 24,108	\$ 28,085	\$ 27,881	\$ 28,604
SDC Revenue	173	245	924	1,349	1,632	1,764
Capital Contributions				3,000	1,500	
Total Revenue All Funds	\$ 9,917	\$ 10,728	\$ 25,032	\$ 32,434	\$ 31,013	\$ 30,368

Revenue is recorded in the General Fund, the CRWSC Activity Fund, and the SDC Reserve Fund. Other funds generate interest income earned on the reserve balances. The following are estimated revenues (excluding transfers) in this adopted budget:

- Water Sales – retail \$25,569,000
- Water Sales – Wholesale 1,750,000
- Service connection fees 250,000
- Miscellaneous – Operating 266,000
- Rental Income 246,400
- Interest Income \$251,500
- Miscellaneous – Non-operating 261,100
- Surplus Property Sales 10,000
- System Development Charges 1,764,000

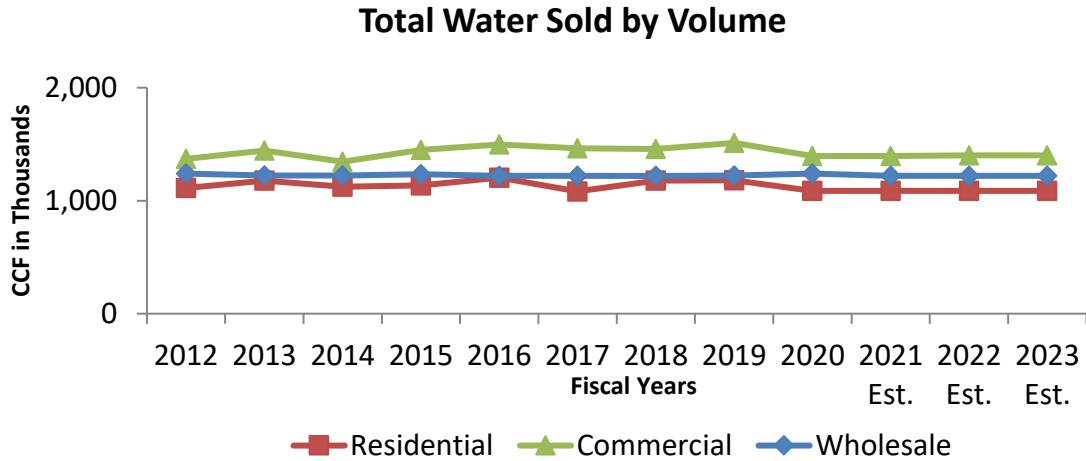
This budget includes the final year of the District’s eight-year rate plan. The forecast anticipates a five percent increase for fiscal year 2023 that needs to be approved by the Board at a rate hearing.

SHORT-TERM ORGANIZATION-WIDE FACTORS INFLUENCING DECISIONS

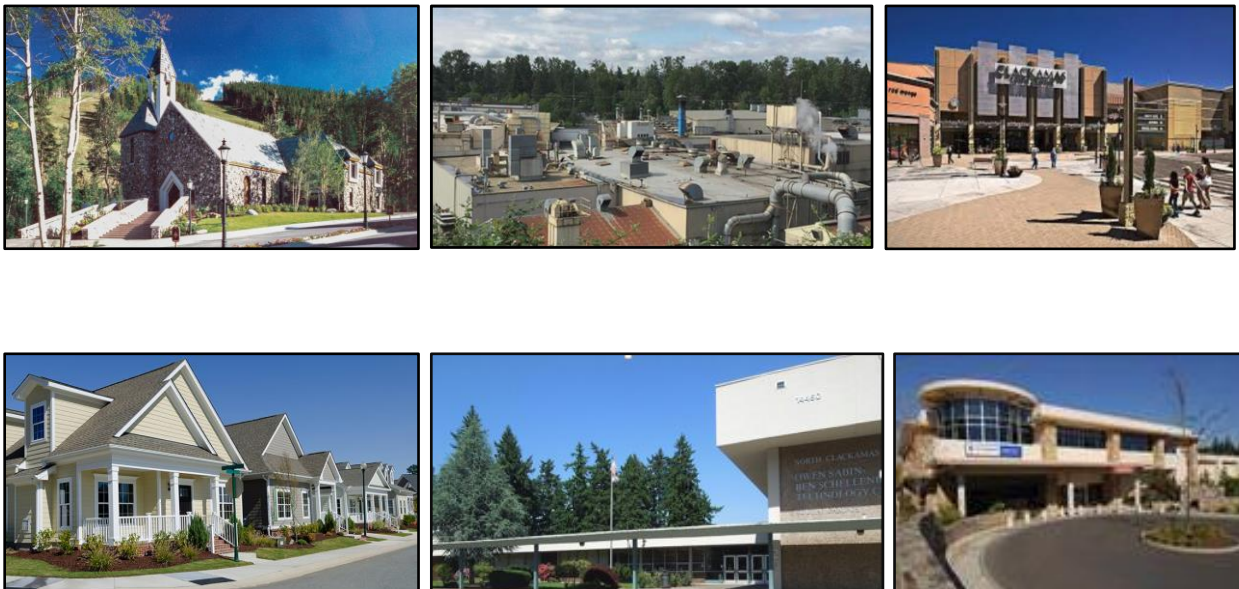
Water revenue forecasts are based on trends in consumption, weather patterns such as rainfall, snow melt and temperature, billing rates, and other factors. Historically, water consumption has remained relatively stable over time. Revenues have increased due to adjustments in our billing rates to cover costs, including debt service and to provide for future capital reserves.

Consumption and Customer Base

The following chart depicts total water sold in hundred cubic feet for FY2014 - FY2020, with estimates for FY2021 to FY2023.



Water is sold to various types of customers, both retail and wholesale. The retail customer base for FY 2022 is 86.9% single-family residential, 9.6% commercial, industrial, and multi-family, while fire and other service make up the remaining 3.5%. Commercial and industrial accounts include business parks, office buildings, manufacturing and retail outlets, medical facilities, multi-family complexes, and mobile home parks. Fire service accounts are specific meters installed for fire protection of a commercial or industrial space. ‘Other’ accounts include schools, churches, and governmental facilities.



The following table shows the number and percentage of retail accounts by customer type over the past 10 fiscal years.

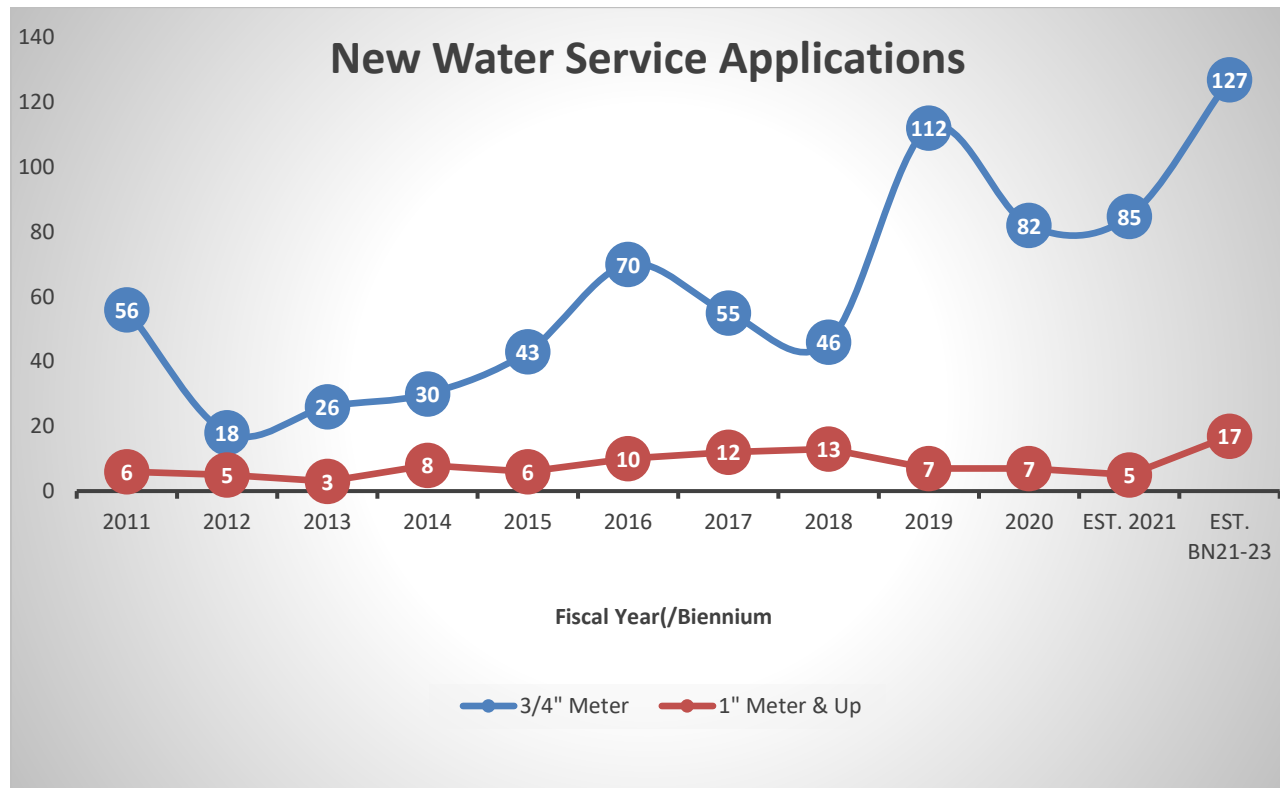
Retail Accounts by Customer Type									
June 30	Single Family Residential		Commercial, Industrial, Multi-Family		Fire Service		Other		Total #
	#	%	#	%	#	%	#	%	
2021	11,183	86.9%	1,091	8.5%	374	2.9%	220	1.7%	12,868
2020	11,131	87.0%	1,078	8.5%	361	2.8%	220	1.7%	12,790
2019	11,049	87.0%	1,074	8.5%	355	2.8%	218	1.7%	12,696
2018	10,964	87.0%	1,072	8.5%	352	2.8%	221	1.8%	12,609
2017	10,919	87.0%	1,078	8.6%	345	2.7%	210	1.7%	12,552
2016	10,877	87.0%	1,109	8.9%	340	2.7%	181	1.4%	12,507
2015	10,668	87.4%	1,066	8.7%	334	2.7%	138	1.1%	12,206
2014	10,623	87.2%	1,076	8.8%	330	2.7%	148	1.2%	12,177
2013	10,739	87.3%	1,076	8.8%	328	2.7%	153	1.2%	12,296
2012	11,595	87.9%	1,086	8.2%	328	2.5%	182	1.4%	13,191

This table provides consumption figures for the District's largest water consumers.

Clackamas River Water Largest Water Consumers For The Years Ended JUNE 30, 2020 and 2011					
Consumer	2020 Consumption (Hundred Cubic Ft.)	%	2011 Consumption (Hundred Cubic Ft.)	%	
Wholesale:					
Sunrise Water Authority - NCCWC IGA	1,238,352	33.3%	1,224,001	33.2%	
Commercial:					
Precision Castparts Corporation	138,828	3.7	134,281	3.6	
Safeway	43,854	1.2	42,976	1.2	
Fred Meyer, Inc.	41,092	1.1	30,232	0.8	
Interstate Meats	26,886	0.7	17,031	0.5	
Pacific Seafood	22,609	0.6	11,235	0.3	
Clackamas Town Center	21,088	0.6	29,022	0.8	
Larsen Creamery Inc	15,669	0.4	15,480	0.4	
N Clackamas Parks & Rec	15,177	0.4	14,262	0.4	
Unified Western Grocers-closed	12,855	0.3	12,846	0.3	
Oregon Military Dept	12,014	0.3	7,616	0.2	
N Clackamas School District #12	9,477	0.3	11,713	0.3	
Costco Utility Bills	8,201	0.2	9,305	0.3	
Monarch Motor Hotel	7,545	0.2	11,943	0.3	
Multi-family:					
Country Village Mobile Home Park	37,427	1.0	38,567	1.0	
Clackamas Trails(Court 270 LLC)	24,596	0.7	29,022	0.8	
Overlook at Causey	22,235	0.6	22,100	0.6	
Johnson City	19,977	0.5	22,436	0.6	
Reflections at Happy Valley	19,024	0.5	18,085	0.5	
Easton Ridge Apartments	16,340	0.4	19,973	0.5	
Hearthwood Village MHP	15,177	0.4	11,485	0.3	
Giadan K Estates	13,907	0.4	14,733	0.4	
Oak Acres Mobile Home Park	13,259	0.4	12,470	0.3	
Village Place Apartments	11,911	0.3	11,441	0.3	
Brown	11,161	0.3	9,629	0.3	
Pointe West Apartments	10,700	0.3	9,606	0.3	
Ed Lucas Investment Property	10,097	0.3	12,804	0.3	
Pardes, LLC	8,885	0.3	12,842	0.3	
Pine View Apts	8,029	0.3	8,118	0.2	
The Fountains at Town CTR	7,950	0.3	13,560	0.4	
Equity Lifestayle Properties	7,181	0.2	7,622	0.2	
All Other Consumers:	1,848,583	49.7	1,843,002	50.0	
Total	3,720,086	100.0%	3,689,438	100.0%	

Wholesale water is sold to Sunrise Water Authority (SWA) under an agreement with the North Clackamas County Water Commission (NCCWC). SWA currently purchases an average of 2.5 million gallons a day (MGD) of water from CRW and we have reserved up to 10 MGD for purchase by SWA or other potential CRWSC partners in the future. The Completion of 152nd Ave. Reservoir allows SWA the ability to purchase larger volumes of water from CRW in the future. We do not anticipate additional wholesale customers in the 2021-23 biennium.

New development is limited within District boundaries due to land use restrictions south of the Clackamas River and lack of developable space north of the river except for some redevelopment near the Clackamas Town Center in the current biennium. Beginning in 2019 we had larger residential developments in our District. Customers annexed into the cities of Oregon City and Milwaukie can be withdrawn from our services and provided water by the cities. CRW has an agreement with the City of Milwaukie for Milwaukie to bill customers who are within Milwaukie City limits yet are served by CRW. The City of Happy Valley does not supply water to its citizens; it contracts with water providers for this service. An agreement with the City of Happy Valley has eliminated withdrawal of our customers after annexation into their city.



Even though the total number of accounts serviced by the District has declined from FY 2012 because of annexations, total applications for new water service within our boundaries increased annually from 2013 to 2016 and 2019. New services are projected to level off in the 2021-23 biennium due to smaller remaining subdivision developments.

Demographics

Clackamas River Water is in Clackamas County in the northwestern region of Oregon, near the Oregon/Washington border. Clackamas County is one of three counties that make up the Portland metropolitan area. It lies within the Willamette Valley and is Oregon’s third most-populous county with a population of 422,583 (2020). Approximately one-eighth of Clackamas County’s land area is urban, and the remainder is rural, with about half the population living in each area. The District’s primary facilities are located adjacent to or near the Clackamas River. Other major river systems in the area include the Columbia and Willamette.

Since Clackamas County’s creation in 1843, its principal activities have been agriculture, timber, manufacturing, and commerce. The county’s business districts, and communities have grown at a strong rate in recent years. The many flourishing businesses include industry leaders in metals, machinery, healthcare, high tech, logistics, forestry, food and beverage processing, renewable energy, nursery/agriculture, and software development.

Although development of CRW’s service area is limited, Clackamas County continues to fare better than Oregon on personal income and is equal on employment. Although current rates are unavailable for the District, per capita personal income for Clackamas County came in at \$61,726 for 2019, compared to \$52,937 for the state. The unemployment rate was improving annually until the onset of the Coronavirus pandemic (COVID-19) in 2020 when unemployment climbed to a high of 13.5 percent for Clackamas County and 14.3 percent for Oregon effective May 2020. Current unemployment rates have improved to around 6.5% for Clackamas County. Population, income and unemployment trends for the past 10 years are displayed below.

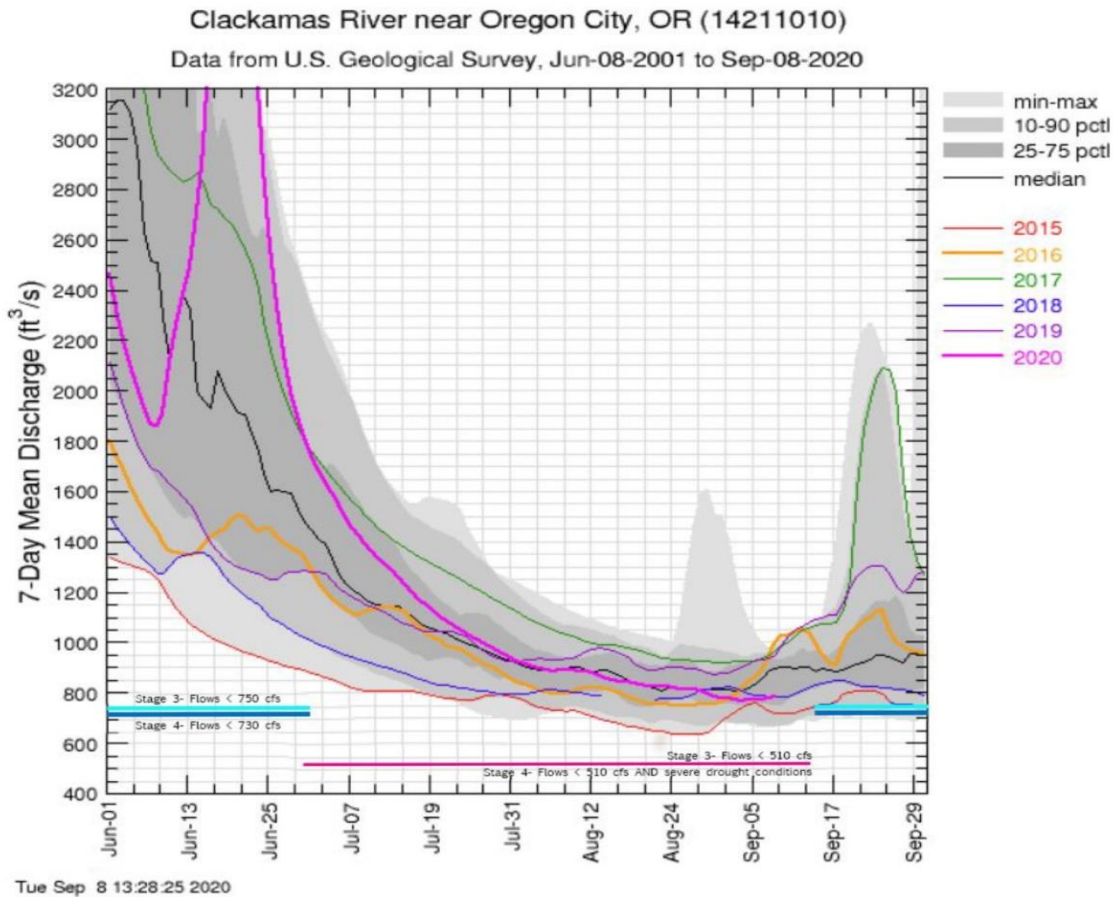
Clackamas County, Oregon Demographic Statistics 2011 - 2020				
Year	Population	Personal Income <i>Thousands</i>	Per Capita Personal Income	Unemployment
2020	422,583	N/A	N/A	13.5
2019	418,187	\$ 25,812,808	\$ 61,726	3.7
2018	416,075	\$ 23,220,274	\$ 56,268	3.5
2017	412,672	\$ 22,212,483	\$ 53,826	3.3
2016	408,062	\$ 20,965,832	\$ 51,379	4.2
2015	401,515	\$ 20,125,378	\$ 50,169	5.1
2014	394,972	\$ 19,240,407	\$ 48,713	5.9
2013	388,263	\$ 19,200,727	\$ 49,453	6.9
2012	383,857	\$ 18,535,004	\$ 48,286	7.7
2011	379,984	\$ 17,583,715	\$ 46,275	8.6

Data is for Clackamas County, OR.

Weather Patterns

CRW monitors temperature, precipitation, snowpack (snow water equivalent – amount of water in snowpack), and near-term and long-term climate projections to implement sustainable water management practices. All water treated by Clackamas River Water is “run of the river”; it is caught as it flows down the river. As a result, it is subject to natural fluctuations brought on by changing seasons or abnormally wet or dry weather.

Predicted climate change trends for the Pacific Northwest include increased rainfall resulting in reduced snowpack, early snowmelt, and more frequent hot summers. For example, during Oregon’s drought of 2015 precipitation was 78% of normal, snow zone (4,000 ft.) temperatures were 5.9° (F) warmer than average, and snow water equivalent measured zero on March 1, 2015 at 47% of snow monitoring sites in the Willamette River Basin. This resulted in significantly reduced stream flow for the Clackamas River in the summer and early fall, which is depicted in the graph below.



An early onset of hot dry, weather can deplete snowpack to critical levels making near-term climate projections critical. CRW voluntarily implements a curtailment strategy laid out in a Water Management and Conservation Plan that is triggered when streamflow begins to decline towards a level critical for maintaining fish persistence and the overall health and wellness of the river. Our plan is being updated in fiscal year 2022. These flow targets are 510 cfs between July 1 and September 15 and 730 between September 16 and June 30.

Water Rates

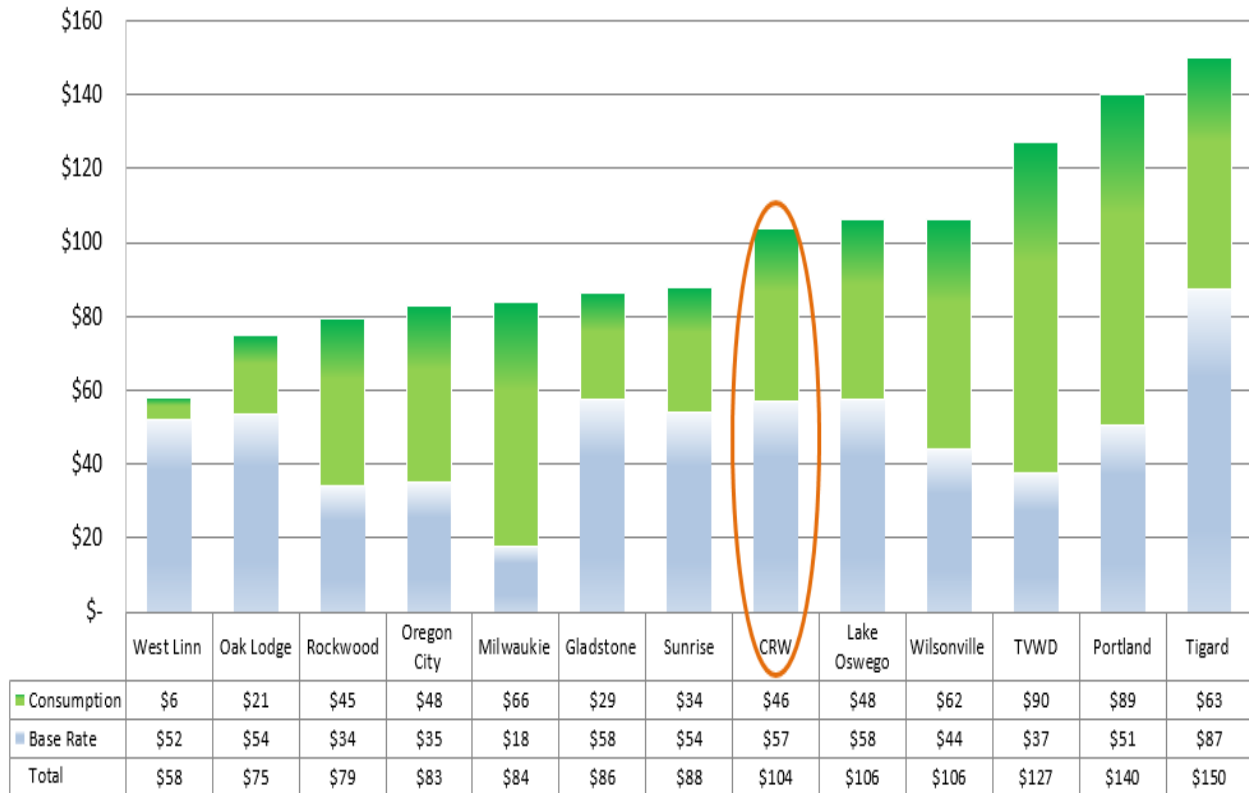
Water rates recover the cost of providing potable water to District customers. On March 30, 2014, the Board approved an eight-year rate plan with rates adjusted after the April billing each spring. Residential rates for a ¾ inch meter are depicted below. Rates for other meter sizes are also included in the plan and change similarly. The seventh-year rate increase was delayed to November 1, 2020 due to the economic impacts of COVID-19. The eighth year of water rate increases will take effect after the April 2021 billing cycle.

Over the past couple of years, the Board has received presentations about additional capital needs based on the District’s capital planning efforts. To begin to address these needs, it is estimated that annual rate increase of five percent will be needed. This percentage could be changed based on several different factors such as timing of the projects, available funding sources, and potential partner contributions. Future rate increases will be conducted through a rate hearing process and then determined by the CRW Board of Commissioners. This budget anticipates approval of a five percent increase next Spring.

Water Rates For Residential Customers With a ¾ Inch Meter					
Effective Date	Base Fee	1-4 CCF	5-8 CCF	9-24 CCF	25 and up CCF
May 1, 2021	\$57.18	\$2.44	\$2.71	\$3.23	\$4.11
Nov. 1, 2020	\$55.51	\$2.37	\$2.63	\$3.13	\$3.99
May 1, 2019	\$52.62	\$2.25	\$2.50	\$2.97	\$3.78
May 1, 2018	\$49.76	\$2.12	\$2.36	\$2.81	\$3.58
May 1, 2017	\$47.05	\$2.01	\$2.23	\$2.65	\$3.38
May 1, 2016	\$44.49	\$1.90	\$2.11	\$2.51	\$3.20
May 1, 2015	\$35.24	\$1.90	\$2.11	\$2.51	\$3.20
May 1, 2014	\$26.90	\$1.90	\$2.11	\$2.51	\$3.20

The following table compares CRW’s current single family billing rate (3/4-inch meter) to other local water providers’ based on 16 hundred cubic feet, or approximately 12,000 gallons, consumption for a two month period.

**Comparison of Water Providers in the Region
Bi-Monthly Water Bills
(at 16 ccf or ~12,000 gallons)**



EXPENDITURES

Operating Expenditures are accounted for in several funds. The General Fund includes Personnel Services, Materials and Services, and Capital Outlay. Capital Outlay include purchases that exceeds the capital threshold of \$5,000 and has an expected useful life of greater than one year. The General Fund includes purchases of vehicles and equipment and the CIP Fund includes larger infrastructure projects. All Capital Improvement Projects (CIP) Fund expenses are capital outlay. Principal and interest are recorded in the Revenue Bond Fund.

The following table depicts expenditures for all funds: actual figures for fiscal years 2014, 2015 and the 2015-2017 and 2019-2021 biennium, budget figures for the current biennium, and an adopted budget for the 2021-2023 biennium. Internal labor costs of \$671 thousand are included in the total capital outlay as these costs are capitalized within the CIP fund.

Appropriations by Category - All Funds						
	FY2014	FY2015	BN2015-17	BN2017-19	BN2019-21	BN2021-23
	Actual	Actual	Actual	Actual	Budget	Adopted
<i>In Thousands</i>						
Expenditures						
Personnel Services	\$ 4,071	\$ 3,937	\$ 8,805	\$ 9,199	\$ 11,540	\$ 12,209
Materials & Services	3,190	3,249	7,257	6,813	9,000	9,583
Subtotal Operating						
Expenditures	\$ 7,261	\$ 7,186	\$ 16,062	\$ 16,012	\$ 20,540	\$ 21,792
Capital Outlay	2,650	1,558	6,745	24,817	8,181	8,087
Debt Service	446	455	2,290	3,386	3,391	2,477
Total Expenditures	\$ 10,357	\$ 9,199	\$ 25,097	\$ 44,215	\$ 32,112	\$ 32,356

Eighty-five percent (\$8,100,200) of the Materials and Services budget of \$9,583,000 is externally or internally mandated. The balance of the budgeted Materials and Services, \$1,483,100 is based on customer expectations and industry best practices, which is approximately 15 percent of the Materials and Services appropriation. Many of our expenditures qualify in more than one category, so externally mandated water quality requirements are also a customer expectation.

Personnel Services: Full time equivalent positions are planned to increase in this budget by the addition of a Public Outreach/Communications position in fiscal year 2022 and an additional Water Treatment Plant Operator in fiscal year 2023.

Full Time Equivalent Positions						
As of June 30	ADMIN	FACS	ENG	SYSOPS	WATER RES.	Total FTE
2023 (budget)	6.8	8	0	18	11	43.8
2022 (budget)	6.8	8	0	18	10	42.8
2021	5.8	8	0	18	10	41.8
2020	5.8	8	0	18	10	41.8
2019	6.2	8	6	11	10	41.2
2018	6.2	8	7	11	10	42.2
2017	6.2	8	5	11	10	40.2
2016	6.2	8	5	11	10	40.2
2015	6.2	8	4	11	10	39.2
2014	5.2	8	5	11	10	39.2

Staffing is distributed across four departments: Administration (ADMIN); Finance, Accounting and Customer Service (FACS); System Operations (SYSOPS) and Water Resources (WATER RES). *Department descriptions are provided in the Financial Structure, Policy and Process section of this budget.*

Personnel Services for the 2021-2023 biennium total \$12,880,000, an increase of 5.9% over the 2019-2021 biennium. This increase is due to the addition of new staff, cost of living increases, budgeted payouts for expected retirees, and the biennial increase in Oregon Public Employee Retirement System rates, offset by a change in medical insurance premiums due to a change in plan that began in the prior biennium after the budget was adopted. CRW budgets Personnel Services into three funds as shown below. The amount allocated to each fund during a particular biennium fluctuates dependent upon activities planned for that period. The CIP Fund does not include a formal Personnel Services appropriation category as it is a capital improvement fund and all expenditures, including personnel services, are capitalized.

Cost of Personnel Services						
<i>in thousands</i>	FY 2014	FY 2015	BN 2015-17	BN 2017-19	BN 2019-21	BN 2021-23
	Actual	Actual	Actual	Actual	Budget	Adopted
General Fund	\$ 3,868	\$ 3,937	\$ 8,454	\$ 9,396	\$ 11,408	\$ 12,073
CIP Fund	204	226	283	403	343	671
CIP Bond Construction	-	-	-	450	279	-
CRWSC Activity Fund	-	-	466	268	132	136
Total Personnel Services	\$ 4,072	\$ 4,163	\$ 9,203	\$ 10,516	\$ 12,162	\$ 12,880

Materials and Services: Expenditures in the General Fund are broken into several Expenditure Account Groups and comprise costs necessary for operation of the District: Customer Services, Equipment, Facilities and Security, General Administration, Materials, Office, Other support costs, Professional and Contracted Services, Utilities, Water Purchases and Treatment. *Expenditure Account Group descriptions are provided in the Financial Structure, Policy and Process section of this budget.*

The three largest categories in the budget are Professional and Contracted Services, Utilities, and Water Purchases and Treatment. Professional and Contracted Services includes Financial Audit, Contract Work, Engineering Services, and Legal. Utilities include electricity, gas, and telecommunications. Water Purchases and Treatment is made up of permits, telemetry, water purchased, watershed management and water treatment and analysis. The combined costs are sixty-two percent of the Materials and Services adopted appropriation or \$5,939,900.

Capital Outlay: This category includes expenditures that exceed the capital threshold of \$5,000 and have an expected useful life greater than one year. The 2021-23 Capital Outlay budget and descriptions, as well as the forecast of expected Capital Outlay over the subsequent three years is provided in the CIP Fund and the General Fund sections of this budget. All the CIP Fund expenditures are Capital Outlay appropriations. The CIP costs include allocation of internal labor, contracted services, and purchased materials.

Debt Service: The District has one series of outstanding bonded debt, Series 2016, with a total debt service balance of \$31,593,750 for principal and interest.

<i>in thousands</i>				Series 2016 Bonded Debt			
Fiscal Year	Principal	Interest	Total Series 2016				
2022	370	868	1,238				
2023	385	854	1,239				
2024	400	838	1,238				
2025	415	822	1,237				
2026	435	805	1,240				
2027-2031	2,475	3,120	5,595				
2032-2036	3,160	3,030	6,190				
2037-2041	4,055	2,132	6,187				
2042-2046	5,215	979	6,194				
2047	1,205	30	1,235				
Total	\$ 18,115	\$ 13,479	\$ 31,594				

\$19,790,000 in bonded debt was issued in March 2016 (Series 2016). The outstanding balance of the revenue bonds is \$18,115,000 and will be paid off by November 2046. The biennial debt service payments are \$2,477,000. Principal payments of \$370,000 and \$385,000 are due November 1, 2021 and 2022, respectively. Interest payments of \$868,000 and \$854,000 are paid November 1 and May 1 during fiscal years 2021-22 and 2022-23, respectively.

The District is required to comply with debt covenants for the bonded debt. The covenant requires stabilized net operating revenue of 125% of the year’s annual debt service. The second ratio is net revenue less system development charges at 100%. This adopted budget for biennium 2021-2023 projects ratios of 245% and 174% respectively.

OPERATING REVENUE TO EXPENDITURES

In conformance with the Board’s General Fund Balance Policy, the District budgets in a manner that results in operating revenues (primarily water sales) paying for operating expenditures. Any variance to this policy would be specifically identified in the budget and would be for one-time expenditures. Ongoing operations should not spend down the General Fund reserve balance.

The General Fund and CRWSC Activity Fund are the only funds with operating revenue and expenditures. Since fiscal year 2014, operating revenues have been sufficient for operating expenditures. Excess operating revenues can be used for capital outlay purchases or to build reserves. This budget proposes transfers of \$2,000,000 per year to the Capital Reserve Fund for future capital projects.

In the General Fund adopted budget, operating revenues exceed operating expenditures by \$4,411,000 and the CRWSC operating revenue exceeds operating expenditures by \$1,631,400. The General Fund includes \$1,799,300 in capital outlay items such as vehicle and equipment replacements or facility improvements. The CRWSC fund’s primary revenue source is wholesale water sales. Wholesale water sales and a portion of other operating and non-operating revenue is transferred to the General Fund each year.

CHANGES IN FUND BALANCE

Per Oregon Budget Law, resources and requirements must balance, including beginning fund balance as a resource and ending fund balance as a requirement. Changes in fund balance are useful to understand if expenditures are sustainable without additional revenue. The table below includes actual fund balances for fiscal years 2014 and 2015 and the 2015-2017 and 2019-2019 biennium, as well as the current biennial budget, and the two-year adopted budget for 2021-2023.

Changes in Fund Balance - All funds						
<i>in Thousands</i>	FY2014	FY2015	BN2015-17	BN2017-19	BN2019-21	BN2021-23
	Actual	Actual	Actual	Actual	Budget	Adopted
Beginning Fund Balance	\$9,684	\$ 9,071	\$ 10,546	\$ 34,513	\$ 16,731	\$ 18,364
Ending Fund Balance	9,070	10,546	33,623	13,139	14,822	16,714
Increase/(Decrease)	\$ (614)	\$ 1,475	\$ 23,077	\$ (21,374)	\$ (1,909)	\$ (1,650)
% Change	-6%	16%	219%	-62%	-11%	-9%

Ending Fund Balance decreases in BN2021-23 due to increased spending on CIP projects in line with our six-year capital spending plan. This budget is also seeing an increase in Capital Outlay expenditures which by their nature are one-time costs and this budget is including an increase in contingency balance from \$750,000 to \$1,000,000 to allow for unforeseen events. The contingency allowance is unappropriated and therefore cannot be spent without authorization from the Board of Commissioners.

SUMMARY OF ALL FUNDS, ADOPTED BUDGET FOR THE 2021-2023 BIENNIUM

The table below lists revenues and expenditures for the biennium by fund. All amounts are in thousands.

Summary of All Funds Adopted Budget for the 2021-2023 Biennium								
<i>in thousands</i>	General Fund	CIP Fund	Revenue Bond Fund	Capital Reserve Fund	Rate Stabiliz. Reserve Fund	CRWSC Activity Fund	SDC Reserve Fund	Total All Funds
Revenues and other sources:								
Water Sales	\$ 25,569	\$ -	\$ -	\$ -	\$ -	\$ 1,750	\$ -	\$ 27,319
Other Operating	406	-	-	-	-	110	-	516
Non-Operating	453	-	13	90	36	165	1,789	2,546
Transfers in	1,850	6,288	2,477	4,000	-	-	-	14,615
Total Revenues	\$ 28,278	\$ 6,288	\$ 2,490	\$ 4,090	\$ 36	\$ 2,025	\$ 1,789	\$ 44,996
Expenditures and other uses:								
Personnel Services	\$ 12,073	\$ -	\$ -	\$ -	\$ -	\$ 136	\$ -	\$ 12,209
Materials & Services	9,491	-	-	-	-	93	-	9,584
Capital Outlay	1,799	6,288	-	-	-	-	-	8,087
Debt Service	-	-	2,477	-	-	-	-	2,477
Transfers to Other Funds	6,477	-	-	6,288	-	1,850	-	14,615
Contingency	1,000	-	-	-	-	-	-	1,000
Total Expenditures	\$ 30,840	\$ 6,288	\$ 2,477	\$ 6,288	\$ -	\$ 2,079	\$ -	\$ 47,972
Excess (Deficiency) of Revenue over Expenditures								
	\$ (2,562)	\$ -	\$ 13	\$ (2,198)	\$ 36	\$ (54)	\$ 1,789	\$ (2,976)
Beg. Working Capital	\$ 7,000	\$ 1	\$ 513	\$ 8,350	\$ 1,220	\$ 130	\$ 2,000	\$ 19,214
End. Working Capital	\$ 4,438	\$ 1	\$ 526	\$ 6,152	\$ 1,256	\$ 76	\$ 3,789	\$ 16,238

This biennium, the General Fund, Capital Reserve Fund, and CRWSC Activity Fund decrease ending working capital or fund balance, while the other funds remain relatively stable or increase working capital. The General Fund transfers funds to the Capital Reserve Fund for future capital expenditures and Revenue Bond Fund for debt service payments. Contingency and Capital Outlay categories have both increased in the General Fund offset by a reduction in debt service because the Series 2009 bonds were paid in full in fiscal year 2021. The ending working capital reserve policy of 90 days of operational expenditures requires \$2,658,600. The fund balance in the Capital Reserve Fund is reduced due to planned transfers to the CIP Fund in excess of transfers in from the General Fund for future capital improvements. The CRWSC Activity fund is transferring greater amounts to the General fund to reduce the fund balance.

Please note Transfers In and Transfers to Other Funds are equal as required by Oregon Budget Law.

TRANSFERS BETWEEN FUNDS

Transfers In must balance with Transfers Out. The Summary of Transfers table below is included to help understand the movement and rationale for transfers between funds.

Recap of Transfers-in and Transfers-out in All Funds				
Fund	In	Out	Fund	Purpose
General	X		CRWSC Activity	Wholesale Water Sales
		X	Capital Reserve	Future Capital Projects
		X	Revenue Bond	Bonded Debt Payments
CIP	X		Capital Reserve	Budgeted Capital Projects
CRWSC Activity		X	General	Wholesale Water Sales
Capital Reserve	X		General	Future Capital Projects
		X	CIP	Budgeted Capital Projects
Revenue Bond	X		General	Bonded Debt Payments

Additional detail available in the Appendix

Summary of Transfers BN 2021-2023 Total Approved Budget (in Thousands)				
	Transfers In		Transfers Out	
General Fund	\$	1,850	\$	6,477
CIP Fund		6,287		-
CRWSC Activity Fund		-		1,850
Capital Reserve Fund		4,000		6,287
Revenue Bond Fund		2,477		-
Total Transfers	\$	14,614	\$	14,614

FINANCIAL RESERVES

This budget complies with the financial reserve policies approved by the Board of Commissioners in April 2013. The Financial Reserve Policies are detailed in the Financial Structure section of the adopted budget.

This adopted budget estimates \$27,319,000 in wholesale and retail water sales, \$21,719,800 in operating expenditures and \$1,799,000 for Capital Outlay. Additionally, the General Fund will transfer \$2,477,000 to the Revenue Bond Fund for debt payments and \$4,000,000 to the Capital Reserve Fund for current and future District infrastructure projects.

In March 2014, the Board of Commissioners approved a multi-year rate plan designed to meet financial policies, to provide certainty of the District's revenue stream and cash flow, and to provide funding for CIP projects over the next eight years. Implementation of the final year of approved rate increases occurred in fiscal year 2021. Discussions of future capital and operating requirements indicate a need for ongoing rate increases of five percent a year. The Board will hold a rate hearing in fiscal year 2022 to consider implementing rate increases to meet the District's needs.

CAPITAL IMPROVEMENT PROGRAM AND ITS RELATIONSHIP TO BUDGET

Budgeted capital improvements are accounted for in the Capital Improvement Projects (CIP) Fund, separate from the General Fund. Projects within this fund are based upon the Water System Master Plan, Water Treatment Plant Facilities Plan, Strategic Goals, and projects of other jurisdictions that affect CRW infrastructure. The funding source for CIP projects in this biennium is the Capital Reserve fund. The Capital Reserve fund receives \$2,000,000 each year from the General Fund and has also received ending balances from the Revenue Bond proceeds fund and the CIP Bond Construction fund that were both closed at the end of fiscal year 2021.

The CIP budget for biennium 2021-2023 is \$6,288,000 and encompasses 12 projects. This is a significant increase over the CIP budget from biennium 2019-2021 and is based on a long-term capital planning effort undertaken. We have developed a six-year CIP plan that intends to spend down our Capital Reserve Funds in preparation for acquiring additional debt for larger projects, primarily at the Water Treatment Plant while continuing to fund our regular CIP program.

Capital projects are generally selected to remedy a deficiency in the system or to address other needs. New infrastructure will often have savings due to reduced water loss and reduced operational time repairing water main breaks. Water lines require little maintenance when new. Certain infrastructure may have increased operating costs, for example addition of a new pump station will increase cost of electricity to run the pumps. Specific costs will be identified in the Capital Funds section of this document.

PROCESS

Long range capital planning is essential in the utility business. A water system's various components, including its source, require ongoing maintenance and long-term improvements to continue providing safe and affordable drinking water to customers. System improvements often require many years of advance planning and permitting before construction can begin. In addition, capital projects may cross several years, and adjustments are routine, such as changes to project costs or shifting a project from one year to another. Often these changes are dictated to us by planning and construction activities of overlapping jurisdictions and their infrastructure.

Our engineering staff within the System Operations Department lead the District’s CIP planning and development process using a deliberate, consistent approach to select, prioritize, and recommend projects for inclusion in the biennial budget. This periodic prioritization and decision-making process takes place each budgetary cycle and includes consideration of projects within the Water System Master Plan, which covers a 20-year timeframe, as well as accounting for newly unforeseen condition-based projects and projects triggered by State and local agencies. It is important to note that with the constantly evolving nature of system improvement needs, the District maintains and utilizes a dynamic process to ensure that immediate needs are addressed, balanced with attention to longer-term planned improvement projects, as best as possible within funding and resource capabilities.

Along with other components of its water system, the District has developed a Facilities Master Plan for its Water Treatment plant to help meet long-term planning needs, particularly as the plant nears 55 years of operation and technological advances may provide enhanced performance to meet current or future regulatory requirements.

A comprehensive capital planning memo was presented to the CRW Board of Commissioners in February 2021 and provided the criteria and basis for the selection of projects included in the CIP budget for this biennium.

CAPITAL PLANNING AND PRIORITIZATION- CRW DRIVERS



<ul style="list-style-type: none"> ➤ District Vision, Mission, & Strategic Objectives ➤ WTP Improvements required to continue meeting current and future criteria (age, water quality, capacity, resilience) ➤ WS Master Plan identified required ongoing repair/replacements (aging/leaking/ undersized piping) 	<ul style="list-style-type: none"> ➤ System enhancement goals (2015 “Backbone” objectives) etc. ➤ Planning and prioritization must fit funding availability and constraints, including rates and SDCs
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Board goals pertaining to capital projects for BN2021-2023:

- 1 . Implement capital improvement projects based on six-year capital planning memo
- 2 . Include incremental projects at the Water treatment Plant to prepare for the larger improvements in year seven
- 3 . Implement CIP projects included in the 2021-2023 Budget and identify and report on progress, including any “carry-over” projects from the prior budget
- 4 . Initiate detailed process studies to scope future improvements to specific equipment and processes at the water treatment plant

The preferred projects are reviewed internally by the General Manager and management team, analyzed relative to the financial forecast and other District requirements, and updated in accordance to the direction provided by the GM. The capital projects are then reviewed and approved by the Budget Committee at one or more publicly noticed Budget Committee Meetings.

The approved capital projects, as a component of the biennial budget, are presented to the Board at a publicly noticed budget hearing. The Board holds the budget hearing, accepts public comment, and adopts the budget.

Many District capital projects are managed in-house. Occasionally, a project will fall outside the scope of CRW's skill set and capacity, which require the District to hire professional services for design and/or construction period management (including construction coordination and inspection) to ensure that the construction contractor's performance complies with the contract documents. For complex projects we typically retain the design engineering firm to provide construction period services to maintain continuity during construction for quality assurance and control activities. The design firm is well suited to oversee the construction contractor due to their in-depth knowledge of the considerations, recommendations, and requirements of the designed project.

Public participation and stakeholder involvement during project phases is an important part of our capital improvements process. Our communication strategy informs the public and solicits feedback regarding the following issues: current asset condition; options and strategies; project benefits and costs, capital needs, impact to service levels and project outcomes and expectations that include performance measures. It is also a key step in assessing priority and determining if the project will deliver expected and desired outcomes and has adequate support for the investment. The District may solicit feedback on capital improvements from the community during various project phases as follows:

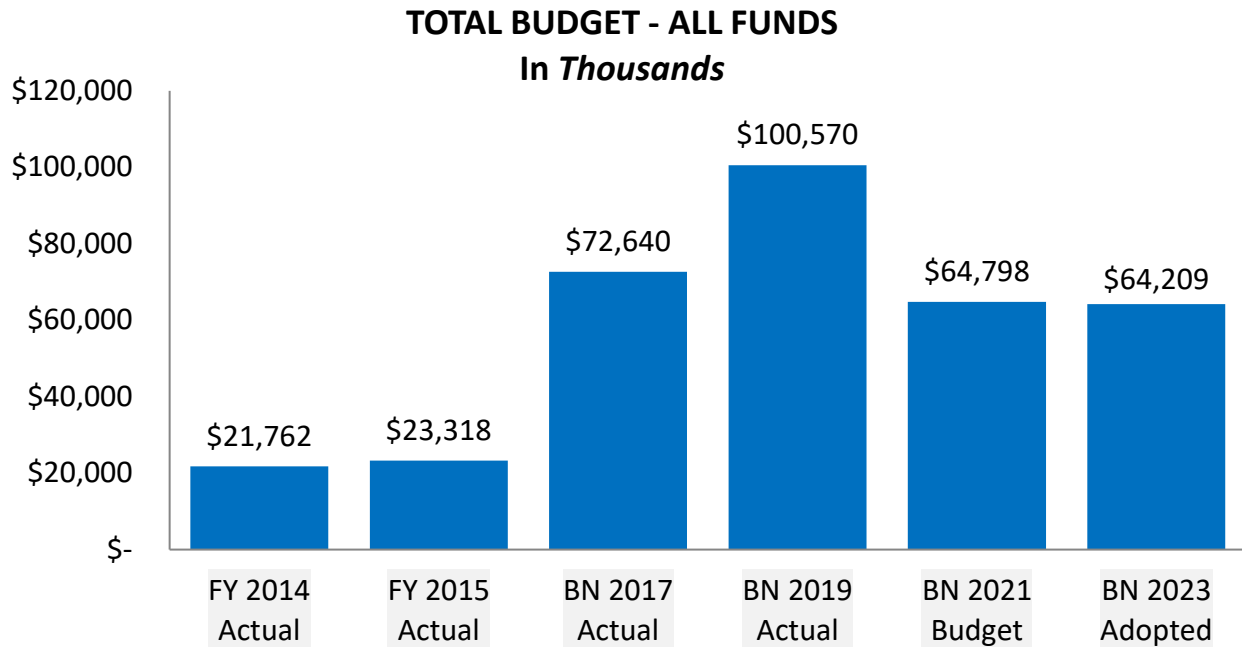
- Monthly Board meetings and work sessions open to the public
- Budget Committee meetings open to the public
- Community notices
- Onsite outreach with local residents
- Posting project planning information on CRW's website, including current project summaries, the Water System Master Plan, and other information
- Bi-monthly newsletters that discuss current or upcoming projects
- Message boards or other signs in the community to announce upcoming CRW project planning or construction activities

CONCLUDING THOUGHTS AND FUTURE PLANNING

CRW presents an adopted 2021-23 Budget that captures Board goals and direction and aligns with District strategic goals and financial policies. The adopted strategic plan focuses the District activities on infrastructure improvements that include resilience to help keep our system running in emergencies. Projects are selected based on age, capacity, water quality and resilience looking

at current and future needs. The strategic goals also look to being a district of choice for attraction, retention, and development of qualified staff to serve the needs of our customers. Additionally, the District plans to hire a Public Outreach/Communications staff to address the information needs of our customers and other regional stakeholders.

The District’s financial status is strong and is projected to remain stable over the long term. The following graph shows a comparison of total budgets over the past ten years.



The chart above depicts a significant increase in total budget beginning in BN2017. The Board of Commissioners authorized a shift from annual to biennial budgeting in December 2014, with the BN2015-2017 Budget (July 1, 2015 – June 30, 2017) being the first. The combined 2014-2015 budget is \$45,080 and the BN2017 and BN2019 are \$72,640 and \$100,570, respectively. The budget increases in the 2017 and 2019 bienniums reflect a substantial increase in spending of bond proceeds for large capital projects.

The impact of the water rate increase on revenue allows for capital improvements within the District and rebuilding reserve balances for future capital improvements. Improvements are needed to ensure flow of water from the river to your faucet 24 hours a day, 365 days a year.

There is little developable property within the District and land-use and zoning limit expansion and infill, particularly for residential development. Capital improvement projects will be funded with water rates from the General Fund as transferred to the Capital Reserve Fund, and SDC Funds, as available. The District’s capital planning efforts include a six-year plan to pay as go with research into various alternative financing options such as bonded debt, grants, and partnerships with neighboring entities where that makes sense for mutual benefit after year six.

ACKNOWLEDGEMENTS

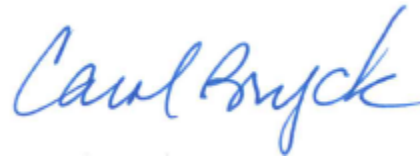
The creation of this budget document is an organization-wide effort. Managers and staff provide input and analysis of their departmental needs and are responsible for executing the activities budgeted herein. We want to acknowledge the staff for their resourcefulness and expertise used in preparing this budget.

We would also like to thank the members of the Budget Committee, comprised of the Board of Commissioners and citizen members, for your time, dedication, and continuing support and thoughtful analysis of the issues facing the District.

Sincerely,

A handwritten signature in black ink, appearing to read "Todd Heidgerken". The signature is stylized with a large, sweeping initial "T" and a long horizontal stroke at the end.

Todd Heidgerken
General Manager

A handwritten signature in blue ink, appearing to read "Carol Bryck". The signature is written in a cursive style with a large, prominent "C" and "B".

Carol Bryck, CPFO, CTP
Budget Officer
Chief Financial Officer

FINANCIAL STRUCTURE, POLICY & PROCESS



Clackamas River Water

FINANCIAL STRUCTURE, POLICY AND PROCESS

DEPARTMENTAL/FUND RELATIONSHIP

The departmental/fund relationship is the relationship between the entity's functional units, major funds, and non-major funds (all District funds are Major Enterprise/Proprietary funds). The District's fund and department structure is described below, followed by a figure listing responsibilities by department and a matrix illustrating the relationship between the departments and funds. CRW personnel work in four of the nine funds, however the Capital Improvement Projects (CIP) Fund and CIP Bond Construction Fund appropriate all activities as capital outlay.

Funds

Clackamas River Water or District is a water utility enterprise that budgets at the "Fund" level. A fund is a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and charges, all segregated for specific, regulated activities and objectives. Resources and requirements must balance within each fund budget.

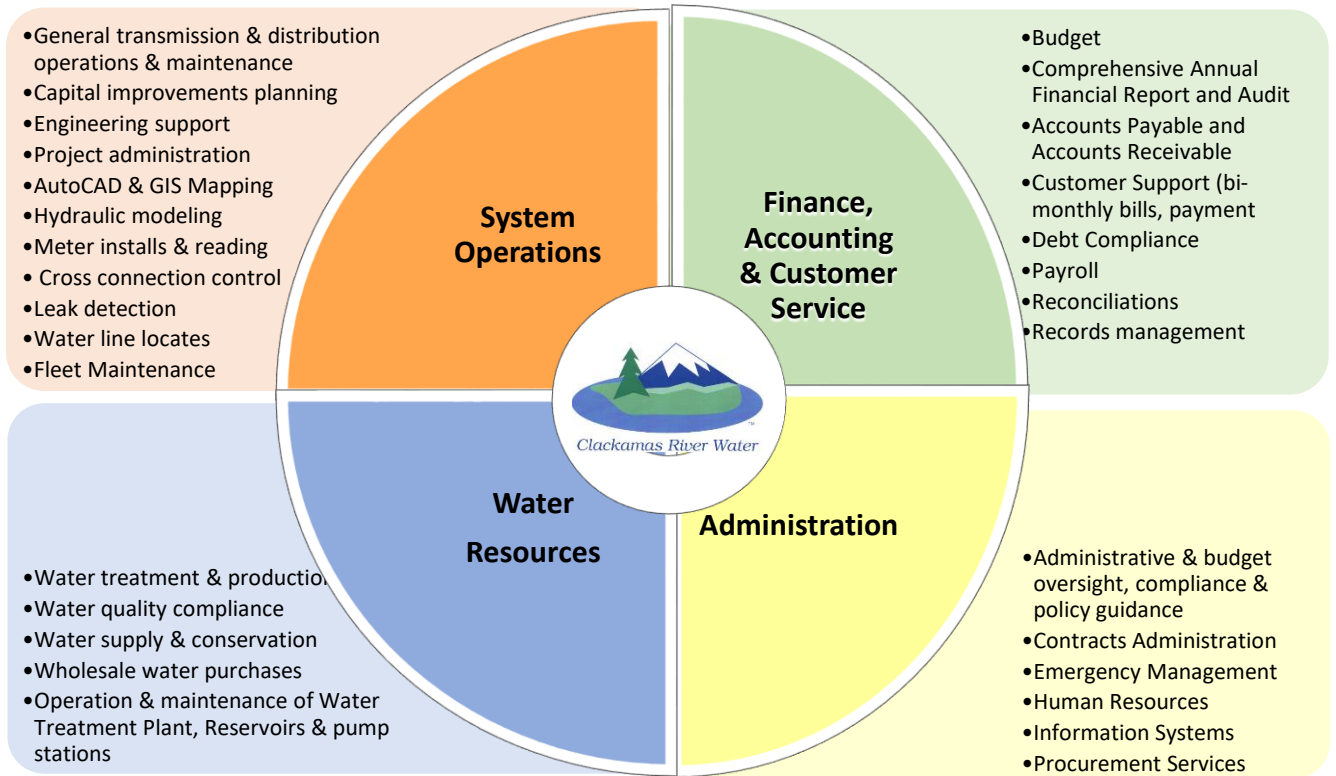
The adopted 2021-2023 budget consists of seven funds listed in the Departmental/Funds Relationship matrix on the next page. The Revenue Bond Proceeds and CIP Bond Construction funds were established during the 2015-2017 biennium and were closed in fiscal year 2021 prior to presentation of this budget. These funds were created to track resources and expenditures pertaining to the District's Water Revenue Bonds issued on March 4, 2016 to finance capital improvements to the District's facilities and pay the costs of issuance of the Series 2016 bonds. The bond proceeds have been sent and the construction projects have been completed.

As a domestic water district, all our funds are major Proprietary/Enterprise funds. Proprietary (Enterprise) Funds are established to finance and account for activities that are similar to those often found in the private sector: acquiring, operating, and maintaining facilities and services which are self-supporting from user charges and fees.

Departments

A department is a cost center within the General Fund to separate costs associated with specific areas of operation. The District has four departmental cost centers and tracks disbursements by charging each expenditure to one of these departments: System Operations (SYSOPS); Water Resources; Finance, Accounting & Customer Service (FACS); and Administration. Expenses are no longer charged to the Board of Commissioners or Engineering departments. The figure on the next page depicts departmental responsibilities.

DEPARTMENTS & RESPONSIBILITIES



DEPARTMENTAL / FUND RELATIONSHIPS

Fund Types >	General Fund	Capital Project Fund	Special Revenue Fund	Debt Service Fund	Reserve Funds		
Funds >	General	CIP	CRWSC ¹ Activity	Revenue Bond	Capital Reserve	SDC ² Reserve	Rate Stabilization Reserve
Departments	"X" indicates a dept/fund relationship. "%" = dept wages budgeted to the fund.						
SysOPS	X 95%	X 5%	X			X	
Water Resources	X 98%	X	X 2%				
FACS	X 99%	X	X 1%	X	X		X
Administration	X 96%	X 1%	X 3%	X	X		X

Footnotes (Additional information on funds is located in the General Fund & Other Fund sections of the budget).

¹ CRWSC Activity Fund accounts for District support of Clackamas Regional Water Supply Commission, an ORS 190 agreement with Sunrise Water Authority (SWA). Primary revenue sources are wholesale water sales and services provided to SWA.

² The SDC Reserve Fund accounts for system development charges and interest earnings reserved for future improvements to and expansion of the water system.

BASIS OF BUDGETING AND AUDITING

All funds are budgeted using the modified accrual basis of accounting in accordance with budgetary accounting practices. This basis recognizes revenues when earned and expenses when the liability is incurred, regardless of the timing of the related cash flow.

The audit, as reported in the Comprehensive Annual Financial Report, accounts for the District’s finances on the basis of generally accepted accounting principles (GAAP). GAAP is defined as conventions, rules, and procedures necessary to describe accepted accounting practices. The modified accrual basis of accounting, a GAAP –approved method, is also used in the audit. The Comprehensive Annual Financial Report shows all of the District’s funds on both a budgetary and GAAP basis for comparison purposes.

BUDGET FORMAT

Understanding CRW’s Budget....

Clackamas River Water presents budgeted financial information in detailed tables by fund. Each table, like the example below, includes the fund name and adjusted budget figures for the 2019-2021 biennium, as well as an adopted budget for BN 2021-2023:

GENERAL FUND						
Summary	Adopted BN 2021-2023			Change to 2021-2023		
	Total 2019-2021	Year 1 2021-22	Year 2 2022-23	Total 2021-2023	from 2019-2021	
				\$	%	

BUDGET PROCESS

Overview

The District’s Board of Commissioners and staff initiated a strategic planning effort in BN 2019-2021. We began with a customer satisfaction survey, individual interviews of key stakeholders, focus groups made up of CRW employees, customers, other agency elected officials, management, and staff as the research phase of the strategic plan. We continued with a virtual retreat and adoption of the strategic objectives by the Board to guide us over the next five years. We are developing action items to help us achieve these goals. Work sessions provide overall direction to management and staff, and the long range financial and capital plans are expressions of that direction over multi-year periods. The biennial budget defines the organization’s needs and allocates available resources to implement the first two years of the long-range plans. The District’s strategic objectives are shown in the Budget Message.

Budgeting in the State of Oregon:

Oregon Budget Law is defined in Oregon Revised Statutes (ORS) Chapter 294 of Oregon State Law. It guides the District through the budgeting process and defines a budget as:

“...a plan of financial operation embodying an estimate of expenditures for a given period or purpose and the proposed means of financing the estimated expenditures.”

Chapter 294 defines the budget period as not longer than one fiscal year unless the municipality is authorized by resolution to prepare a budget for a 24 month period. The biennial budget period of 24-months begins July 1 and ends June 30 of the second succeeding year.

On December 11, 2014, the Board of Commissioners adopted Resolution 05-2015 authorizing biennial budgeting beginning with the 2015-2017 biennium. This biennial budget starts July 1, 2021 and ends June 30, 2023. Prior years’ budgets were prepared on an annual basis.

The required Oregon Budget Law reports are located in the appendix section with actual biennial amounts for 2015-2017 and 2017-2019 and budget amounts for the 2019-2021 and 2021-2023 bienniums.

Biennial Budget Process

The budget process the District follows is consistent with Oregon Local Budget Law requirements. Further detail about requirements can be found in ORS 294. The phases of the process are:

Requested (December-March): The initial “in-house” development of departmental budgets formally begins. The District determines an operating expenditure level that ensures meeting financial reserve policies and debt covenant requirements and the financial forecast is updated to reflect preliminary estimates for revenues, expenditures, personnel services, transfers, bonded debt and fund balances. Development of the District’s plans for both short and long-term capital improvements and capital outlay is ongoing with its planned expenditures and timing also included in the update of the long-term forecast. The District’s operating and capital plans receive extensive internal management review and analysis prior to preparing information for the Budget Committee.

Proposed (April/May): The Proposed Budget is prepared and published by the Budget Officer using the results from the District’s internal review process. The budget includes the Budget Message, which explains the budget and discloses any significant changes in the District’s financial position. Dates are set for three publicly noticed Budget Committee meetings.

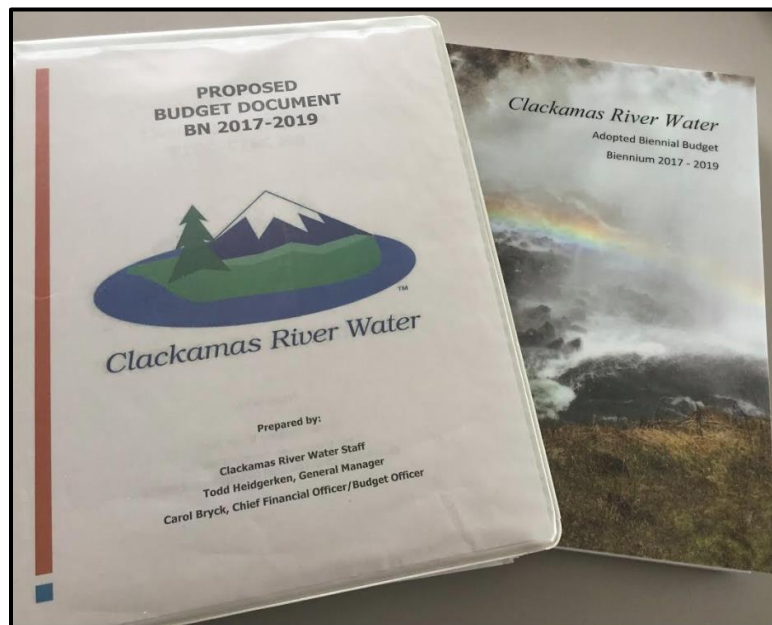
ORS 294 mandates a budget committee for all Oregon local governments. The Budget Committee consists of the Board plus an equal number of legal voters (citizen members of the budget committee). The citizen members are appointed by the Board. The District has ten budget committee members and all votes are equal (Please see the first page of the “At-A-Glance” section for a list of Budget Committee Members).

The Proposed Budget is presented to the Budget Committee and public in one to three meetings, as needed. The Budget Officer, General Manager and department representatives highlight key efforts planned for the upcoming biennium, significant changes from the current budget period, and results of the financial forecast, including assumptions and risks. The committee receives the document, takes public testimony, holds discussions and deliberations, and amends the budget as necessary. If more than one meeting is required, the committee reconvenes at one or both of the final two pre-scheduled meetings. When deliberations and modifications are complete, the committee votes to approve the budget and recommend it to the Board for adoption. A budget is “Approved” only once by the Budget Committee.

Approved (May/June): Once the budget has been formally approved it can only be amended by the Board. If amendments by the Board exceed \$10,000 (for biennial budgets) or 10 percent (whichever is greater) in any fund, they must publish a financial summary and hold a separate public hearings process.

Adopted (June): In this final phase of the budget process a Notice of Budget Hearing, with a financial summary of the approved budget, is published. The Board holds a public hearing to take testimony, make amendments as necessary, and formally adopts the budget. The appropriations resolution is then filed with the Oregon Department of Revenue.

Amended: Oregon budget law allows amendments to the budget after adoption to address new or unforeseen needs that arise during the biennium. The Board may adopt a resolution to transfer budget appropriations between categories or funds provided there is no net change in total appropriations. Changes over 10% to any fund or transfers from contingency of more than 15% of fund appropriations requires notification in a newspaper, a public hearing and approval by the Board.



Budget Calendar			
Month	CRW Customers	Board of Commissioners	CRW Staff
Develop Budget			
Annually			Begin Developing District's plans for short and long-term capital outlay & construction in progress
December	Input on budget priorities and direction through phone calls, Internet, Board meetings, customer satisfaction survey, and direct contact w/ CRW staff	Address Board Committee vacancies & recruitment	Develop preliminary revenue, expenditure, personnel service, transfer, and Revenue Bond Fund projections Advertise for citizen Budget Committee members
January		Appoint Budget Officer and schedule Budget Committee meetings	Prepare and distribute budget materials to departments
February & March		Appoint citizen members of Budget Committee to ensure five members	Departments prepare and submit draft budgets, decision packages, and capital outlay & construction in progress (long-term, 5 years) & narratives for final review Finance compiles proposed budget
April & May	Budget Committee meeting(s): receive public input on proposed budget	Budget Committee mtg(s): Review proposed budget with General Manager, Budget Officer & department representatives, receive public input, modify and approve budget	Publish notice of Budget Committee mtgs, print & distribute proposed budget, notify public of budget availability Prepare and publish Financial Summary
Finalize and Adopt Budget			
June	Public Hearing on Approved Budget: Last opportunity for public input on Approved Budget	Approved Budget Hearing: Modify budget as necessary, adopt budget and resolution to make appropriations	Prepare Notice of Budget Hearing, present approved budget at Public Hearing and respond to inquiries from Commissioners, citizens, Budget Committee members and the public. Release Final document.
July			Submit adopted budget to Oregon Department of Revenue and Clackamas County
Amend Budget			
Post-adoption	Public Hearing on Supplemental Budget: public provides input on supplemental budget	Supplemental Budget Hearing: Board hears public comment and adopts supplemental budget	Prepare supplemental budget and publish notice of hearing

FINANCIAL GOALS and POLICIES

District financial policies set forth basic tenets for overall fiscal management of CRW. These policies provide a framework to assist the decision-making process of the Board and administration. This section summarizes the policies the District follows in managing its finances.

District Policies, Benchmarks & Status The District Shall...
Financial Policy Establish & maintain finance & accounting systems in accordance with GAAP, GASB, FASB
Benchmarks & Status (bold) <ul style="list-style-type: none"> • Operate water system without property tax support: Provide services to residents & customers based upon cost, & retire bonds issued for major improvements to system with revenue from water sales • Perform annual independent audit (ORS 297, OAR Division 10) & apply for CAFR Award: Certificate of Achievement for Excellence in Financial Reporting for 25 years • Provide appropriate financial capacity through equitable rates & charges: Year 8 of an 8-year rate plan approved by the Board of Commissioners (March 2014) will be in effect during this budget A 5% increase for year two is forecast. Board will hold a rate hearing prior to adopting additional rate increases. • Manage services in an efficient, cost-effective manner: Partnerships - ongoing with CRWSC & CRWP; IGA with Oregon City for annexation and withdrawal project, negotiating new wholesale water supply agreement with NCCWC.
Budget Policy Prepare, present, approve, adopt & amend biennial, two-year, budget in accordance with Oregon Local Budget Law (ORS 294)
Benchmarks & Status (bold) <ul style="list-style-type: none"> • Appropriate at the “category” levels: Personnel Services, Material & Services, Transfers, Debt Service, & Contingency • Maintain budget system to monitor revenues & expenditures on an ongoing basis, with thorough analysis & periodic adjustment if necessary: Provide monthly, quarterly & annual reports • Apply for Budget Award: Distinguished Budget Presentation Award – 6 awards since 2013 (FY13-15, annual & BN15-17, BN17-19, BN19-21) <p style="margin-top: 10px;"><i>Revenue & Debt policy that could also be classified as “budget” policy is identified within these categories below</i></p>

District Policies, Benchmarks & Status
The District Shall...

Capital Asset & Debt Policy

Maintain fiscal integrity of District's debt service & capital improvement budgets

Benchmarks & Status (bold) – Capital Asset

- Create, update & incorporate formal capital improvement budget & plans into District goals & biennial budget; coordinate with operating budget: **Please see “Strategic Plan” & “Capital Improvement Program and its Relationship To Budget” sections of the Budget Message, as well as the Capital Budget section**
- Capital expenditures are funded through an appropriate revenue source (cash & debt) & sufficient cash is re-invested in the system to maintain infrastructure
- Use most prudent methods of acquiring capital outlay items: **Follow government procurement policies & procedures including competitive bidding on all capital projects; comply with State law using our Local Contract Review Board rules**
- Maintain assets to protect investment, minimize maintenance & replacement cost

Benchmarks & Status (bold) - Debt

- Confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues (budget)
- Issue revenue bonds to fund debt: ensures debt is consistent with “user pays”, meets capital system scheduling needs, & is serviced with water charges not property tax assessments (general obligation bonds): **2016 issuance is revenue bonds**
- Amortize bonds over period not to exceed expected useful life of asset
- Maintain bond rating at highest level fiscally prudent: **S&P & Fitch, AA- or better**
- Comply with debt covenants: **Evaluate rates, charges & costs; operating revenues equal expenses & net operating revenues meet or exceed revenue bond debt service coverage tests**
- Evaluate bond insurance & debt service reserve equivalents as a means to minimize net interest cost of the financing
- Identify opportunities to reduce interest cost through refinancing while complying with applicable law
- Look for possible grant funding and low interest opportunities for future debt

Investment Policy

Monitor performance & provide appropriate levels of safety, liquidity, & yield

Benchmark & Status (bold)

- Invest in state Local Government Investment Pool (LGIP) to maximize these criteria: Safety, Security, Liquidity and Risk

District Policies, Benchmarks & Status

The District Shall...

Reserve & Contingency Policy

Maintain reserves, revenues and contingencies at minimum levels or higher and for purposes indicated below (Reserves may be restricted or unrestricted and may not be expended except as allowed by local budget law)

Benchmarks & Status (bold)

Establish and maintain...

- Capital Reserve – Roughly equivalent to our annual depreciation: **\$2 million per year budget for BN21-23**
- Operating Contingency - Minimum of \$500,000: **\$1,000,000 budget for BN21-23 biennium**
- Operating Reserve – Minimum of 90 days General Fund operations: **\$2.7 million budget for BN21-23**
- Rate Stabilization Reserve – Use in event we are unable to meet debt covenants: **\$1.3 million budget for BN21-23**
- SDC Reserve – adequate reserves to fund improvement, expansion & service to water system & new growth: **\$3.7 million budget for BN21-23**

Maintain discretionary reserves when special circumstances warrant such a course of action

Revenue Policy

Set service rates to accurately reflect actual or estimated cost of providing a specific service & periodically recalculate and adjust rates accordingly

Benchmarks & Status (bold)

- Charge sufficient retail & wholesale water rates to ensure uniformity between policy & financial conditions & to finance all operating, capital outlay & debt service expenses of the enterprise funds, including operating contingency & reserve requirements (*Budget*)
- Annual recurring revenues, including inter-fund transfers, shall not be less than annual recurring operating expenditures (total annual budget, minus capital outlay, transfers, reserves, & contingencies) (*budget*)
- Maintain general unrestricted revenues as such (not earmarked for specific programs, activities or services without Board authorization)
- Establish System Development Charges (SDCs) to fund cost of expansion & improvement to the water system & new growth: **SDC Rate study completed in BN 2019-2021 will go into effect in July 2021 after hearing and when approved by the Board**
- Maintain current schedule of fees with date last reviewed or recalculated: **Available on CRW's website, <http://crwater.com>**
- Bill miscellaneous reimbursable services performed by District at actual or estimated cost, including indirect overhead (Includes labor, equipment, contracted services, inventory, non-inventory, and indirect expenses): **Update these costs annually**
- Pursue strong debt collection policy for delinquent accounts: **Ongoing collection through Professional Credit Services**

District Policies, Benchmarks & Status

The District Shall...

Risk Management Policy

Ensure District operations, programs, activities & policies are conducted to maximize protection to assets (people & physical assets) & prevent fiscal loss

Benchmarks & Status (bold)

Identify risks & evaluate potential impacts; select best risk management techniques to manage & minimize unnecessary impacts to essential District activities; Monitor & evaluate results:

- Received \$5,000 safety grant from SDAO in support of safety & security project
- Update Natural Hazards Mitigation Plan
- Received one of the lowest workers' compensation Experience Rate Modifier rates for special districts in the State
- Monitor water quality
- Perform maintenance on water system
- Establish & maintain finance and accounting systems in accordance with GAAP, GASB, FASB
- Prepare budget pursuant to Oregon Local Budget Law
- Perform independent audit each year
- Maintain certifications
- Provide training via an Emergency Management Program, Safety & Health Committee, & a Health & Wellness Committee

GENERAL FUND



Clackamas River Water

General Fund

GENERAL INFORMATION

The purpose of a General Fund is to record the District's general operations, those financial transactions and activities for which specific types of funds are not required. General Fund resources and requirements are equal; revenues cover budgeted expenditures, creating a balanced fund.

BUDGET HIGHLIGHTS

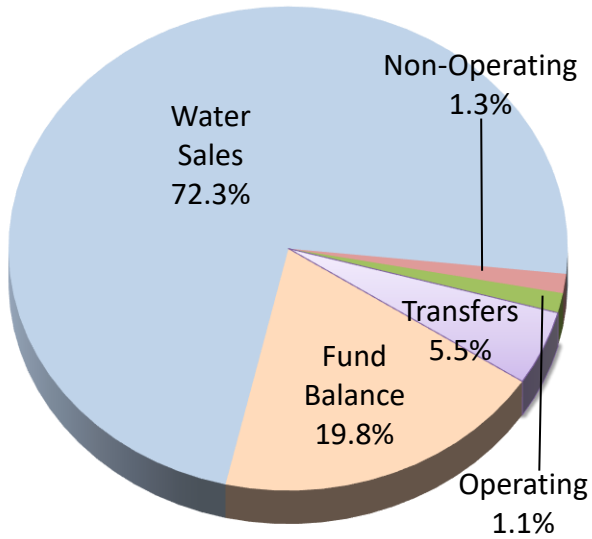
As the fourth biennial budget presented to our Budget Committee, the following pages compare the adopted biennial budget for 2021-23 to the prior adopted biennial budget for 2019-21. One time expenditures included in the BN 2021-2023 adopted budget include detailed process studies to scope future improvements at the water treatment plant.

Financial policies are met in the adopted budget. Operating Contingency, which is for unplanned and unanticipated expenditures, is set at \$1,000,000. Transfers to reserves is at least \$1.75 million a year and increases future reserves for capital improvements. Additional transfers are budgeted for payment of bonded debt. Ending fund balance is equal to at least 90 days of operational expenditures. It maintains adequate reserves to meet District needs and compliance with fiscal policies.

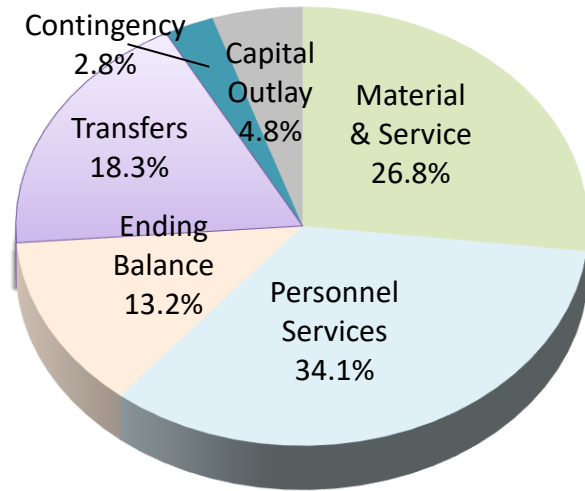
CAPITAL OUTLAY

Capital outlay expenditures are purchases of assets that last longer than one year and exceed the capital threshold purchase price of \$5,000. Typically, these items are one-time purchases. Recurring purchases include the SCADA system server and pump rebuilds for our Water Resources department and replacements for three inch and larger meters for System Operations.

General Fund



Resources by major category



Requirements by major category

Where the money comes from...

- Water Sales
- Service Connections
- Service Charges
- Municipal Right-of-Way Fees: Oregon City and Happy Valley
- Transfers From Other Funds
- Beginning Fund Balance
- Miscellaneous Operating Income (related to direct water sales, transmission, production): late fees, connection charges, fire hydrant usage permits and fees
- Miscellaneous Non-Operating Income (unrelated to water production): rents, interest, grants, sales of scrap and surplus property



Where the money goes...

- Personnel Services
- Materials & Services
- Capital Outlay
- Operating Contingency
- Transfers to Reserve Funds
- Transfers to Revenue Bond fund for payment of debt
- Ending Fund Balance



General Fund

For BN2021-23, revenue from water sales is estimated at \$25.6 million with \$2.8 from other sources. Expenditures are budgeted at \$23.4 million.

GENERAL FUND						
Summary	Total 2019 - 2021	Adopted BN 2021-2023			Change to 2021-2023 from 2019-2021	
		Year 1 2021-22	Year 2 2022-23	Total 2021-2023	\$	%
RESOURCES:						
Beginning Fund Balances	\$ 6,600,000	\$ 7,000,000		\$ 7,000,000	\$ 400,000	6.1%
Water Sales	24,880,000	12,739,000	12,830,000	25,569,000	689,000	2.8%
Operating Revenue	438,000	203,000	203,000	406,000	(32,000)	-7.3%
Non-Operating Revenue	451,100	224,200	228,300	452,500	1,400	0.3%
Transfers	1,722,600	900,000	950,000	1,850,000	127,400	7.4%
TOTAL RESOURCES	\$ 34,091,700	\$ 21,066,200	\$ 14,211,300	\$ 35,277,500	\$ 1,185,800	3.5%
REQUIREMENTS:						
Personnel Services	\$ 11,408,300	\$ 5,950,000	\$ 6,123,300	\$ 12,073,300	\$ 665,000	5.8%
Materials & Services	8,851,300	4,769,400	4,721,300	9,490,700	639,400	7.2%
Capital Outlay	1,411,000	1,086,800	712,500	1,799,300	388,300	27.5%
Transfers to Other Funds	7,390,675	3,238,000	3,239,000	6,477,000	(913,675)	-12.4%
Contingency	750,000	1,000,000		1,000,000	250,000	33.3%
Ending Fund Balance	4,280,425		4,437,200	4,437,200	156,775	3.7%
TOTAL REQUIREMENTS	\$ 34,091,700	\$ 16,044,200	\$ 19,233,300	\$ 35,277,500	\$ 1,185,800	3.5%

Resources: The District’s General Fund adopted budget includes estimated revenues for the biennium, as well as beginning fund balances. Water sales account for 97 percent of revenue; 6.2 percent of this is wholesale water sale transfers from the CRWSC Activity Fund.

Requirements: The adopted budget also includes all necessary appropriations for the biennium, as well as unappropriated reserves. Appropriation (expenditure) categories include Personnel Services, Materials and Services, Capital Outlay, Transfers, and the non-spendable Contingency category. Appropriation categories are broken down into Expenditure Account Groups.

Please see the table below for descriptions of Appropriation Categories and Expenditure Account Groups, along with an explanation of increases and decreases in these categories and groups in BN21-23, compared to BN19-21. This is followed by a table depicting general fund requirements by department for each appropriation category and expenditure account group, along with narrative on transfers to other funds, contingency and ending fund balance.

General Fund

Personnel Services: employee wages, taxes & fringe benefits		
	5.8%	Due to...
Salaries & Wages: employee related compensation		One added position in year one and another in year two, contract wage adjustments, retirement payouts, & reduction in labor charged to other funds
Benefits & Taxes: employee related medical, dental, disability		PERS rate increase for biennium, anticipated medical & dental rate increases, added positions as stated above
Materials & Services: operational expenses		
	7.2%	Due to...
Customer Services: bad debt, collection fees, credit card & customer statement processing, promotional items, public notices		Increased payment processing fees, and statement processing costs
Equipment: equipment rentals; maintenance of computer & distribution systems, office equipment, vehicles & water treatment plant		Increased maintenance on older equipment & increase in costs of maintenance agreements for software and hardware support
Facilities & Security: assessments & taxes, building & grounds maintenance, security		Addition of new facilities to monitor and additional maintenance on CRW easements
General Administration: bank & other service fees, dues & memberships, insurance		Increased insurance cost to cover additional assets and due to significant natural disasters in the region
Materials: maintenance supplies, materials inventory		Increased number of private projects as reflected in higher revenues
Office: miscellaneous, postage, printing, supplies		Additional mailing to customers for rate hearing
Other Support Costs: books & publications, certifications, employee relations, medical exams, payroll processing fees, protective clothing, safety & health, training, travel		Increased training opportunities for employee development goals
Overhead Reimbursement (CIP Fund): reimbursements from other funds for Central Services that support all programs & funds		Increased capital projects expenditures and increased overhead charge from updated overhead calculation
Professional & Contracted Services: audit, contract work, engineer service, legal, maps		Reduced as Water Treatment Plant Facilities Plan has been completed, offset by WTP detailed treatment process studies
Utilities: communications, cooling & heating, power		Increasing number of pump stations, Inflation and power rate increases
Water Purchases & Treatment: permits, telemetry, water purchases, watershed management, water treatment & analysis		Increased wheeling charges, rate increases to Oregon City and wholesale water rate increases to South Fork Water Board, offset by reduction in water purchased due to CRW plant providing water to the Redland pressure zone in the South service area.
Capital Outlay: expenditures of \$5,000 or more, with a useful life of one year or longer		
	27.5%	Due to...
Land; improvements; vehicles; furniture; general, laboratory, computer and office equipment, etc.		Nature of capital items needed, catch-up with needs in prior budget periods

General Fund

GENERAL FUND REQUIREMENTS by DEPARTMENT AND EXPENDITURE ACCOUNT GROUP					
Adopted BN 2021-2023					
REQUIREMENTS:	Administration	Finance, Accounting, Customer Services	System Operations	Water Resources	Total 2021-2023
PERSONNEL SERVICES					
FTE PositionS	6.8	8	18	10	42.8
Salaries & Wages	\$ 1,486,400	\$ 1,334,100	\$ 2,690,100	\$ 1,985,600	\$ 7,496,200
Benefits & Taxes	891,000	778,700	1,763,100	1,144,300	4,577,100
TOTAL PERSONNEL SERVICES	\$ 2,377,400	\$ 2,112,800	\$ 4,453,200	\$ 3,129,900	\$ 12,073,300
MATERIALS & SERVICES					
Customer Services	\$ 8,900	\$ 466,100	\$ -	\$ 3,800	\$ 478,800
Equipment	319,500	88,800	345,800	218,000	\$ 972,100
Facilities & Security	566,200	48,100	43,000	139,700	\$ 797,000
General Administration	904,600	112,600	22,400	7,300	\$ 1,046,900
Materials	-	-	423,000	-	\$ 423,000
Office	82,900	75,700	4,000	9,100	\$ 171,700
Other Support Costs	201,300	45,100	64,100	40,100	\$ 350,600
Overhead Reimbursement	(643,700)	-	-	-	\$ (643,700)
Professional & Contracted Svc	674,000	174,000	724,000	249,600	\$ 1,821,600
Utilities	306,200	-	-	1,551,200	\$ 1,857,400
Water Purchases & Treatment	1,200	-	8,900	2,205,200	2,215,300
TOTAL MATERIALS & SERVICES	\$ 2,421,100	\$ 1,010,400	\$ 1,635,200	\$ 4,424,000	\$ 9,490,700
CAPITAL OUTLAY	124,300	-	1,266,500	408,500	1,799,300
TOTAL CAPITAL OUTLAY	\$ 124,300	\$ -	\$ 1,266,500	\$ 408,500	\$ 1,799,300
TOTAL GF REQUIREMENTS	\$ 4,922,800	\$ 3,123,200	\$ 7,354,900	\$ 7,962,400	\$ 23,363,300
TRANSFERS TO OTHER FUNDS				-	\$ 6,477,000
CONTINGENCY				-	\$ 1,000,000
ENDING FUND BALANCE				-	\$ 4,437,200
TOTAL REQUIREMENTS	\$ 4,922,800	\$ 3,123,200	\$ 7,354,900	\$ 7,962,400	\$ 35,277,500

Transfers to Other Funds

Transfers to Other Funds is \$6,477,000 for the biennium. Transfers include the Revenue Bond Fund for the payment of principle and interest of the Series 2016 Revenue Bonds, and the Capital Reserve Fund for capital improvement to Districts assets. This budget meets our fiscal policy for reserve funding.

Contingency

A contingency reserve of \$1,000,000 is set aside this biennium for emergencies and unforeseen expenditures, which meets our fiscal policy. Please refer to the glossary for an expanded definition of contingency.

Ending Fund Balance

Ending Fund Balance is \$4,437,200 for the biennium and exceeds our fiscal policy of 90 days of operational expenditures.

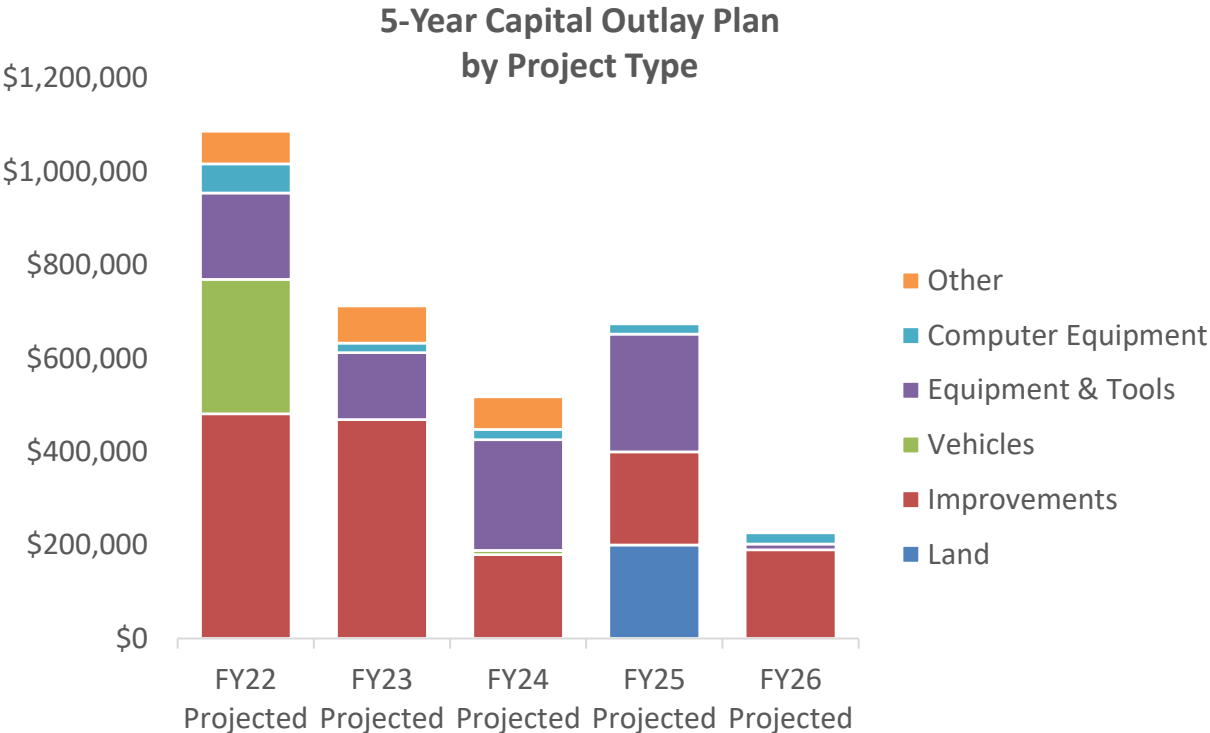
General Fund

5-YEAR CAPITAL OUTLAY PLAN					
Item	Adopted		Projected		
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Water Resources (Water Treatment Plant, WTP)					
WTP - Chemical Feeder Replacement		25,000		25,000	
WTP - Exterior Painting & Sealing		45,000			
WTP - Variable Speed Electric Motor Drive	50,000				
Pump Rebuild and Replacement	70,000	55,000	70,000	70,000	90,000
Asphalt Sealing Driveway & Parking Lot at WTP		25,000			
SCADA Server Replacement & Programming	6,500	7,000	7,000	7,000	9,000
Coating for WTP Clear Well	40,000				
WTP - Instrumentation	20,000	8,000	12,000	12,000	12,000
WTP - Raw Water Meter		25,000			
Pump Station Roofing/Gutter Maintenance & Repair	16,000	16,000			15,000
Plant Roof Coating			30,000		
SCADA System Upgrade				60,000	85,000
Filter Media Replacement				20,000	
WTP Meter Replacement - Effluent Water Meter			60,000		
Pump Station Security Upgrades				45,000	
Pump Station SCADA Improvements			45,000		
Pump Station Drainage Improvements			25,000		
Water Resources Total	\$202,500	\$206,000	\$249,000	\$239,000	\$211,000
System Operations					
Maintenance Truck with 2-yard dump bed	116,300				
System Operations Asphalt Repairs	60,000				
Taylor Terrace Paving		100,000			
Shop Roof Replacement		28,000			
Heavy Equipment and Inventory Storage Building	110,000	100,000			
Lower Yard Equipment Cover	15,000				

General Fund

5-YEAR CAPITAL OUTLAY PLAN					
Item	Adopted		Projected		
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
System Operations (Cont.)					
Robert Ave Storage Building - Concrete Slab Repairs & Asphalt Paving	20,000				
Beaver Lake Pump Station Property Maintenance		40,000			
Onsite Fueling and Storage Facility	65,000				
Replacement Meter Maintenance Vehicle	134,700				
Replacement Field Support & Cross Connection Vehicle	37,500				
Replacement Front End Wheel Loader	155,000				
Replacement Vacuum Excavation Trailer		110,000			
Neptune Meter Reading Hardware and Software	15,000				
Meter Replacement 3-Inch and Larger	20,000	20,000	20,000		
Meter Vault Replacements	50,000	60,000	50,000		
Parking Lot Seal Coating			10,000		
F150 Pay off Lease			8,700		
5 YD Dump Truck - Replacement			165,000		
Valve Operating Equipment				110,000	
Portable Fuel Transfer Equipment	10,000			110,000	
System Operations Total	\$808,500	\$458,000	\$253,700	\$220,000	\$0
Administration					
Phone System Upgrade	19,500				
Computer Upgrade	13,500	13,500	15,000	15,000	15,000
Security System Upgrade	7,800				
Roberts Property Maintenance	15,000	15,000			
Riverside Park Improvements	20,000	20,000			
Bradley Pump Station Property Acquisition				200,000	
Administration Total	\$75,800	\$48,500	\$15,000	\$215,000	\$15,000
BN 2021-2023 Total	\$1,086,800	\$712,500	\$517,700	\$674,000	\$226,000

General Fund





PROJECT DESCRIPTIONS BN 2021-2023

WATER TREATMENT PLANT - CHEMICAL FEEDER REPLACEMENTS

DESCRIPTION:

This project request replaces the Water Treatment Plant (WTP) chemical feeders that are obsolete and have limited availability for repair parts. Current day chemical feeders include electronic feedback on performance and use more flexible communication.

IMPACT:

Chemical feeders are relied on to deliver chemicals accurately and up to date parts and service are needed to reliably and accurately serve water treatment consistency requirements. Replacing the chemical feeder will improve monitoring performance.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings

PROJECT NO: 1141

BUDGET & PROJECT COSTS

FY 2021-23 - \$25,000



PROJECT DESCRIPTIONS BN 2021-2023

WATER TREATMENT PLANT – EXTERIOR PAINTING & SEALING

DESCRIPTION:

This project request provides for painting and sealing portions of the WTP exterior to touch up areas that have peeled. The last painting was done in 2005 and there continues to be some issue with previous coatings adhering to the prefabricated panels used to construct the plant in 1964. This is the reason that touching up many areas is preferred over painting the entire building.

IMPACT:

Painting will help preserve the building and its appearance. Applying sealant helps to prevent water entering joints in the wall system and gutters.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings
PROJECT NO: 1142

BUDGET & PROJECT COSTS

FY 2021-23 - \$45,000



PROJECT DESCRIPTIONS BN 2021-2023

WATER TREATMENT PLANT - VARIABLE SPEED ELECTRIC MOTOR DRIVE

DESCRIPTION:

This project request replaces the motor starter for a 350 Horsepower electric motor, which drives a 8 MGD pump with a Variable Frequency Drive (VFD) unit. The existing starter controls starting and stopping the motor/pump and operates at a constant speed and flow rate. The VFD is capable of a wide range of flows, which helps with optimizing WTP flow rates and can help with electric power costs.

IMPACT:

This project improves the ability of WTP Operators to maintain a flow balance in the water treatment process and to optimize chlorine contact time, by maintaining WTP clear well levels in a closer range. The project is dependent on a retrofit of the existing motor starter. The use of VFD pump motor control at the WTP is part of the WTP Facilities Plan in the future and this project is a forerunner to that end.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings

PROJECT NO: 1143

BUDGET & PROJECT COSTS

FY 2021-23 - \$50,000



PROJECT DESCRIPTIONS BN 2021-2023

PUMP REBUILD AND REPLACEMENT

DESCRIPTION:

This project request sets aside funds to rebuild or replace CRW's water system pumps that are up to 56 years old. CRW maintains pumps on a regular basis in order for the pumps to work efficiently. As servicing and/or maintaining the pumps becomes less cost effective, partly because of obsolescence, replacing and or rebuilding the pumps becomes the next cost effective option. The following pumps are included:

1. Water Treatment High-lift Pump Station

Remove, inspect, and rebuild or replace 100 to 600 horsepower pumps and motors at the Water Treatment Plant (WTP) high-lift and low-lift pump stations.

2. Water Treatment Low-lift Pump Station

Low-lift pumps move water from the river to the WTP and high-lift pumps move water to the distribution system and reservoirs. Remote pump station rebuild/replacements are also included.

3. Remote Pumping Stations

Remove, inspect & rebuild or replace 7 to 150 horsepower pumps and motors at remote pump stations.

IMPACT:

No material increases or decreases in operating costs are anticipated as one pump will be replaced with another kind. Smaller pumps at the remote pumping stations are more likely to be replaced due to higher obsolescence and a lower difference between rebuild and new costs.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings

PROJECT NO: 1144

BUDGET & PROJECT COSTS

FY 2021-23 - \$125,000



**PROJECT DESCRIPTIONS
BN 2021-2023**

ASPHALT SEALING DRIVEWAY & PARKING LOT AT WATER TREATMENT PLANT

DESCRIPTION:

This project request provides resealing and filling cracks in the WTP driveways and parking lots.

IMPACT:

The sealing project will extend the life of the asphalt paving and improve the appearance of the facilities.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings

PROJECT NO: 1145

BUDGET & PROJECT COSTS

FY 2021-23 - \$25,000



PROJECT DESCRIPTIONS BN 2021-2023

SCADA SERVER REPLACEMENT & PROGRAMMING

DESCRIPTION:

This project request replaces two Supervisory Control and Data Acquisition (SCADA) servers. The servers are on a 3-5 year replacement cycle, but other intervals are sometimes advantageous for operations and reliability. The server replacement will include programming and integration to the current system.

IMPACT:

The replacement of the server will keep CRW up to the industry standard of a 3-5 year replacement and will ensure SCADA system reliability. Replaced servers may be used as a backup to new servers in the event of failure or repair needs.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings

PROJECT NO: 1146

BUDGET & PROJECT COSTS

FY 2021-23 - \$13,500



PROJECT DESCRIPTIONS BN 2021-2023

COATING FOR WATER TREATMENT PLANT CLEAR WELL

DESCRIPTION:

This project request provides for reapplication of a protective coating to the top of the WTP clear well. The existing coating is close to 30 years old and has broken down at the concrete joints and elsewhere on the reservoir surface. The coating provides protection of the concrete surface and prevents leakage.

IMPACT:

Water from the surface of the clear well needs to be prevented from entering the well. A reapplication of the coating is needed to ensure the integrity of the reservoir seal.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings

PROJECT NO: 1147

BUDGET & PROJECT COSTS

FY 2021-23 - \$40,000



PROJECT DESCRIPTIONS BN 2021-2023

WATER TREATMENT PLANT - INSTRUMENTATION

DESCRIPTION:

This project request replaces WTP instrumentation.

IMPACT:

Having reliable and accurate instrumentation to measure and record chlorine, pH, turbidity and filter performance are all important to the water treatment process. Periodic replacement of instrumentation is required to maintain consistent operation. Frequent instrument repairs may result in disrupted operations and inefficiencies.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings

PROJECT NO: 1148

BUDGET & PROJECT COSTS

FY 2021-23 - \$28,000



PROJECT DESCRIPTIONS BN 2021-2023

WATER TREATMENT PLANT - RAW WATER METER

DESCRIPTION:

This project provides a raw water flow meter by adding a new sensor to the existing Parshall measuring flume at the WTP. This method of flow measurement has gone through 2 generations of use at the WTP. Problems with the current unit and no near term plan for a complete meter replacement make this a sensible option. The only drawback that has been experienced with using the flume has been ripples, which produced a noisy/erratic pattern at high flows. The current plan is to use a formula to average the turbulence out.

IMPACT:

Producing a near term answer to raw water meter problems serves a current need for flow data and can either continue use in the long term, or backup another meter in the future. Raw water flow information is important to production data, determining chemical feed rates and the efficiency of WTP operations. This makes a backup worthy of consideration and the cost is much less than a Mag-meter.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings

PROJECT NO: 1149

BUDGET & PROJECT COSTS

FY 2021-23 - \$25,000



PROJECT DESCRIPTIONS BN 2021-2023

PUMP STATION ROOFING/GUTTER MAINTENANCE & REPAIR

DESCRIPTION:

This item provides for roofing replacement and gutter repair at CRW pump stations.

IMPACT:

The periodic maintenance and roof replacement/repair is critical to maintaining CRW assets and reliable service to customers. Replacing the roof and repairing the gutters will prevent water damage to pump stations.

PROJECT INFORMATION:

PROJECT MANAGER: Rob Cummings

PROJECT NO: 1150

BUDGET & PROJECT COSTS

FY 2021-23 - \$32,000



PROJECT DESCRIPTIONS BN 2019-2021

MAINTENANCE TRUCK WITH 2-YARD DUMP BED

DESCRIPTION:

This project request provides a new maintenance truck, which is needed to replace the existing 1995 Ford F350 currently in use as a heavy-duty support truck. The F350 was recently evaluated for age related wear and tear and mechanical condition. At 24 years old, it has reached the end of its useful serviceable life. Replacement of the truck is consistent with most municipal replacement schedules. The intended use of the new maintenance truck will be similar, but the new vehicle will have a directional 2-yard dump bed which will increase functional capability of the truck and add overall value to the fleet.

IMPACT:

The new vehicle will reduce maintenance costs and increase reliability. Upgrading to a heavier vehicle equipped with a 2-yard dump bed allows the crew to bring in small loads of crushed rock and cold patch to job sites where only a small amount is needed or where vehicle space is limited. The dump bed will benefit worker safety and increase efficiency because it will reduce manual unloading of spoils, concrete, asphalt, and vegetation. The long toolbox mounted behind the cab will also hold a variety of long handled tools and other items.

This item was included with BN 2019-2021 and has been added here as delivery has been delayed until August 2021.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2309

BUDGET & PROJECT COSTS

FY 2019-21 - \$116,300



PROJECT DESCRIPTIONS BN 2021-2023

ONSITE FUELING AND STORAGE FACILITY

DESCRIPTION:

This project constructs an onsite fuel storage facility with increased capacity and purchases mobile refueling equipment to service generators and equipment deployed in the field. The District's onsite storage and portable refueling options become limited when regional power outages and/or extreme weather affect fuel availability at commercial pumps or through bulk fuel deliveries. During power outages, CRW needs to operate several portable emergency generators to provide power to our remote pump stations.

IMPACT:

This project is a carryover from the prior fiscal year and will complete design and construction of an onsite fueling station. It will increase the onsite fuel storage capacity from 250 gallons each (diesel and gasoline) to 750 gallons each. This project will also provide portable refueling equipment in the form of two 110-gallon tanks and pumps mounted on existing vehicles. Portable refueling will allow crews to refuel other equipment deployed during an emergency such as a power outage or large main break.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2312

BUDGET & PROJECT COSTS

FY 2021-23 - \$65,000 (Fuel Storage Facility)

FY 2021-23 - \$10,000 (Portable fuel transfer equipment)

General Fund



PROJECT DESCRIPTIONS BN 2021-2023

SYSTEM OPERATIONS ASPHALT REPAIRS

DESCRIPTION:

This project repairs/replaces damaged asphalt pavement at the System Operations (SysOps) facility (9100 SE Mangan Dr.) by grinding and inlay/overlay of specific areas. The pavement on the south side of SysOps and the Water Treatment Plant is cracked and in various stages of failure, from gate No. 2 to the east end of the shop building. Given that this is a high-traffic area for CRW utility vehicles and large trucks (vendor entrance/exit), the current pavement condition is not unexpected for the age and use. This project replaces the failing pavement through a 2-inch grind and overlay of specific sections of pavement that have sustained the most severe wear. New pavement will be easier to maintain and will stop continued degradation of the driveway surface and subgrade.

IMPACT:

New pavement will be easier to maintain and will stop continued degradation of the driveway surface and subgrade.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor
PROJECT NO: 2314

BUDGET & PROJECT COSTS

FY 2021-23 - \$60,000

General Fund



PROJECT DESCRIPTIONS BN 2021-2023

TAYLOR TERRACE PAVING

DESCRIPTION:

This project installs permanent asphalt pavement to the Hunter Heights Pump Station on Taylor Terrace. The Hunter Heights Pump Station/Reservoir site is located at the end of Taylor Terrace, a short private road, off of Bradley Road, owned by the District. The road is a gravel surface with open ditches for drainage and is approximately 790 feet long. Several existing easements with adjacent property owners allow nine CRW customers access to their properties along Taylor Terrace. The road is very steep and subject to wash outs due to inadequate drainage and road grades. CRW continues to maintain the road for access to the pump station and reservoirs, including grading and adding gravel materials to repair seasonal damage every year.

IMPACT:

This project will help improve drainage and provide a permanent asphalt surface to reduce seasonal maintenance.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2315

BUDGET & PROJECT COSTS

FY 2021-23 - \$100,000



PROJECT DESCRIPTIONS BN 2021-2023

SHOP ROOF REPLACEMENT

DESCRIPTION:

This project replaces roofing on the shop building. The roofing materials on the shop building are near the end of their serviceable life and require replacement. The current roof was evaluated in 2019, and at that time showed signs of sun damage, loss of granules, minor cupping and persistent moss problems. At the time of replacement, additional attic vents will be added based on recommendations obtained during the roof replacement at the System Operations Administrative Building in BN19-21.

IMPACT:

Replacing the roofing materials prevents potential water damage and reduces maintenance treatments for moss growth.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2316

BUDGET & PROJECT COSTS

FY 2021-23 - \$28,000

General Fund



PROJECT DESCRIPTIONS BN 2021-2023

HEAVY EQUIPMENT AND INVENTORY STORAGE BUILDING

DESCRIPTION:

This project provides an additional storage building to house heavy equipment and centralize storage of inventory. The existing Operations equipment barn is an approximately 70'x100' steel frame, heated enclosure with an interior height of approximately 20'. The building has four double bays that currently house a variety of construction and maintenance equipment including multiple dump trucks, construction truck, backhoe and mini-excavator, shoring trailer, traffic control devices, large fittings and a variety of other bulky materials on storage racks.

With heavy equipment parked carefully inside, there is only 16 inches of room available to the face of the rollup doors. Due to limited covered storage space in the adjacent shop, some smaller vehicles are being stored outside so that materials inventory and equipment can be stored in the shop building. This means that inventory is spread between two buildings and in multiple locations within these buildings. The District also has additional equipment including emergency water treatment and distribution trailers, portable light plants and two variable message sign boards, all of which must currently be stored outside with minimal protection from the elements. These items should be stored inside to maximize their useful life.

This project will fund a non-heated enclosure for equipment that does not need temperature-controlled space but requires protection from the elements. Current building codes will be evaluated for both the existing and proposed storage buildings for seismic and other considerations.

IMPACT:

Establishment of a second storage building will centralize the inventory in one space, free up the shop's vehicle bays for parking, and will maximize the useful life of other equipment currently stored outdoors.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2317

BUDGET & PROJECT COSTS

FY 2021-23 - \$210,000

General Fund



PROJECT DESCRIPTIONS BN 2021-2023

LOWER YARD EQUIPMENT COVER

DESCRIPTION:

This project purchases a replacement equipment cover for lower storage yard. The current equipment cover is rotting out at the base and too small to properly house the equipment.

IMPACT:

Purchase of a new cover will help ensure maximum life of the equipment while in storage and will provide additional covered space for heavy equipment attachments such as the broom and hydraulic compactor.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor
PROJECT NO: 2318

BUDGET & PROJECT COSTS

FY 2021-23 - \$15,000



PROJECT DESCRIPTIONS BN 2021-2023

ROBERT AVE STORAGE BUILDING - CONCRETE SLAB REPAIRS & ASPHALT PAVING

DESCRIPTION:

This project repairs concrete building slab that is broken up and uneven and pave a small asphalt perimeter around the structure. The concrete slab in the northwest corner of the building is cracked in several places and getting worse over time. If not repaired, the uneven pieces could create a trip hazard and affect forklift operations.

IMPACT: The concrete slab will be repaired and a small asphalt perimeter with buried wire mesh along its edge will be paved around the building to discourage burrowing animals and keep the interior spaces and garage door openings clean.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2319

BUDGET & PROJECT COSTS

FY 2021-23 - \$20,000



PROJECT DESCRIPTIONS BN 2021-2023

BEAVER LAKE PUMP STATION PROPERTY MAINTENANCE

DESCRIPTION:

This property was acquired in 2020 by the District as a future pump station site. The property needs site maintenance, which is a condition of sale in the property purchase agreement. Site maintenance work will include general clearing of blackberry bushes and other invasive/nuisance species, hauling off old construction debris and other items left behind by illegal dumping activities. Site improvements will include partial perimeter fencing and signage.

IMPACT:

This work will preserve the property's value, safety and aesthetics while discouraging dumping and simplifying maintenance.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor
PROJECT NO: 2320

BUDGET & PROJECT COSTS

FY 2021-23 - \$40,000



PROJECT DESCRIPTIONS BN 2021-2023

REPLACEMENT METER MAINTENANCE VEHICLE

DESCRIPTION:

This project purchases a replacement heavy duty service vehicle for meter maintenance. The current Ford F350 Meter Truck is 14 years old, near 100k miles and showing signs of age and heavy use. When fully loaded, the F350 can be near an overloaded condition, which creates an unsafe driving situation and heavier wear and tear on the vehicle over time.

IMPACT:

Purchase of a replacement meter maintenance vehicle will reduce this occurrence and allow for a slightly larger crane and boxes to be mounted on the frame. The older vehicle will be surplus. This is CRW's last F350 class vehicle to be upgraded to a higher class vehicle.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2321

BUDGET & PROJECT COSTS

FY 2021-23 - \$134,700



**PROJECT DESCRIPTIONS
BN 2021-2023**

REPLACEMENT FIELD SUPPORT & CROSS CONNECTION VEHICLE

DESCRIPTION:

This project purchases a new vehicle for field support and the Cross Connection Program. The vehicle in use is a Toyota Sienna minivan which is 21 years old and does not fit the needs for field support activities or the Cross Connection Control Program.

IMPACT:

Purchase of a replacement vehicle would support Cross Connection activities, as well as a variety of field support activities including hauling light debris, traffic control devices and larger objects, storage for long handled tools and bed-mounted storage boxes needed to house smaller tools used for field support work. The old vehicle will be surplus.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2322

BUDGET & PROJECT COSTS

FY 2021-23 - \$37,500

General Fund



PROJECT DESCRIPTIONS BN 2021-2023

REPLACEMENT FRONT END WHEEL LOADER

DESCRIPTION:

This project purchases a replacement front end wheel loader. Purchase of a replacement wheel loader was due in FY19-21 but the District chose to defer this purchase in favor of a new backhoe. In that transaction, the old wheel loader was traded in to reduce the price of the new backhoe. The old backhoe was kept onsite instead of the old loader because it was deemed to be in better working order, and would suffice in the short term to perform similar functions.

IMPACT:

The new loader will increase efficiency and safety in loading rock and other materials at the lower yard. The new loader will have a tighter turning radius and almost double the capacity of the backhoe bucket. In addition to loading crushed rock, it will be used for loading out spoils and recycled pavement and for loading pipe and other large objects where the terrain is too soft or uneven for the forklift.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2323

BUDGET & PROJECT COSTS

FY 2021-23 - \$155,000



PROJECT DESCRIPTIONS BN 2021-2023

REPLACEMENT VACUUM EXCAVATION TRAILER

DESCRIPTION:

This project purchases a replacement vacuum excavation trailer. The current Vac-Tron vacuum excavation trailer is 21 years old and showing signs of heavy use. The debris door is a safety hazard by design and is difficult to keep shut without leakage. The hose and stinger nozzle together are heavy and prone to clogging. Repairing the current trailer is not cost effective in the long term compared to replacing it with a more efficient and safer trailer.

IMPACT:

Purchase of a new vacuum trailer provides a stronger, more efficient vacuum with lighter working components for the worker. The hose and nozzle on the new trailer are supported by an overhead boom on a swivel head, which provides a safer alternative to carrying the hose over the shoulder and moving it around manually while supporting its weight. The debris door is designed to be mechanically controlled without risk to the operator.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2324

BUDGET & PROJECT COSTS

FY 2021-23 - \$110,000



PROJECT DESCRIPTIONS BN 2021-2023

NEPTUNE METER READING HARDWARE AND SOFTWARE

DESCRIPTION:

The current software and hardware used for automatic meter reading of CRW's industrial meters is now obsolete and no longer supported by the manufacturer. Some hardware is still being supported through the District's current maintenance agreement, but the data collector must be replaced to ensure continuity of service. To use the new data collector, a more updated and efficient hardware and software must be purchased. Automatic meter reading is the safest and most efficient way for the District to read meters on the industrial route. The new data collector and associated software will include updated features that will be useful for CRW, including real time readings, analytics and data which will be available to front office staff and field personnel via mobile devices.

IMPACT:

Purchase of a new fully supported equipment for meter reading will ensure continuity of service. This equipment and hardware purchase will also ensure that the equipment is supported by the manufacturer if repairs are needed. The added features of the meter reading hardware will also help CRW collect and receive data in a timely manner.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2325

BUDGET & PROJECT COSTS

FY 2021-23 - \$15,000



PROJECT DESCRIPTIONS BN 2021-2023

METER REPLACEMENTS 3-INCH AND LARGER

DESCRIPTION:

Purchase replacement meters for industrial/commercial meters 3-inch and larger, which no longer meet the manufacturer's standards for accuracy and/or cannot be repaired due to mechanical failure or parts obsolescence. Industrial and commercial meters 3-inch and larger are tested annually for accuracy. Meters which fail to pass and cannot be repaired are replaced. Additionally, the "No-Lead" Rule (effective January 2014) requires that old meters removed for repair shall be replaced due to potential lead content.

IMPACT:

New meters require less maintenance and increase District revenue by accurately accounting for water use at a variety of flow rates.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2326

BUDGET & PROJECT COSTS

FY 2021-23 - \$40,000



PROJECT DESCRIPTIONS BN 2021-2023

METER VAULT REPLACEMENTS

DESCRIPTION:

This project purchases replacement industrial/commercial meter vaults and related piping systems. Industrial and commercial meter vaults and the plumbing associated with them may require replacement due to age or replacement of non-compliant or non-functioning large meters. Additionally, some meter vaults need to be replaced or upgraded to ensure compliance with safety standards and best practices for confined space entry. Meter vault work may coincide with large meter replacement (separate capital outlay item), where applicable.

IMPACT:

New meter vaults require less maintenance and increase District compliance with safety standards and best practices.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Supervisor

PROJECT NO: 2327

BUDGET & PROJECT COSTS

FY 2021-23 - \$110,000

General Fund



PROJECT DESCRIPTIONS BN 2021-2023

PHONE SYSTEM UPGRADE

DESCRIPTION:

This project upgrades the District's outdated AVAYA phone system with a new technology, Voice over Internet Protocol (VoIP). The manufacturer no longer supports the AVAYA system, including updates or replacement components, hindering the District's ability to support our customers.

VoIP is a technology for communicating using "Internet Protocol", which allows users to make voice calls using a broadband Internet connection instead of a traditional analog phone line. VoIP services convert a voice into a digital signal that travels over the Internet. When calling a regular phone number, the signal is converted to a regular telephone signal before it reaches the destination. VoIP also allows phone calls directly from a computer, a special VoIP phone, or a traditional phone connected to a special adapter. In addition, wireless "hot spots" in public locations allow callers to connect to the Internet and may enable them to use VoIP service wirelessly.

IMPACT:

The updated Phone System will enhance our ability to support customers in a more effective and efficient manner through expanded capabilities and from a wider variety of locations via the internet.

PROJECT INFORMATION:

PROJECT MANAGER: Kham Keobounnam

PROJECT NO: 6003

BUDGET & PROJECT COSTS

FY 2021-23 - \$19,500



PROJECT DESCRIPTIONS BN 2021-2023

COMPUTER UPGRADE

DESCRIPTION:

This project upgrades District staff computers that have reached their 3-4 year lifespan. CRW replaces a portion of the computers annually as they reach their lifespan to help avoid system crashes, lost data and cybersecurity attacks.

IMPACT:

Outdated computers pose a greater risk of security breach due to outdated software and hardware that is not supported by the manufacturer. Updating the computers will also reduce cost and staff time needed for maintenance, repair, security breaches and will help the District maintain day to day operation without interruptions.

PROJECT INFORMATION:

PROJECT MANAGER: Kham Keobounnam

PROJECT NO: 6004

BUDGET & PROJECT COSTS

FY 2021-23 - \$27,000

General Fund



PROJECT DESCRIPTIONS BN 2021-2023

SECURITY SYSTEM UPGRADE

DESCRIPTION:

This project will upgrade the current security system. This system records and stores footage from all security cameras that monitor District properties, including the Water Treatment Plant and power generator, System Operations and Headquarters. The current storage system is over 8 years old and is experiencing increasing issues such as lost footage and failure to record.

IMPACT:

Security camera footage is used occasionally by District staff, the local law enforcement, and others to view trespassing and other activities on District property. Replacing the unit can help eliminate downtime and lost footage.

PROJECT INFORMATION:

PROJECT MANAGER: Kham Keobounnam

PROJECT NO: 6005

BUDGET & PROJECT COSTS

FY 2021-23 - \$7,800

General Fund



PROJECT DESCRIPTIONS BN 2021-2023

ROBERTS AVE AT JENNIFER, LAND CLEARING & FENCE

DESCRIPTION:

CRW's Roberts property lies adjacent to and east of the Water Treatment Plant and System Operations campus at 9100 SE Mangan Drive. The Roberts property provides easterly access to the District's campus, serves materials and spoils storage functions, and is a potential future site for other District facilities. The property is accessed off of Jennifer Street, and it would benefit from some site maintenance and improvements.

While "private property" signage is posted at the entrance and the campus is fenced, security risks exist due to unauthorized access and dumping. Fencing, landscaping, and access improvements on the property will help accomplish one of the mitigation measures identified in the AWIA Risk and Resilience Assessment, to "develop and implement facility physical security improvement program.

IMPACT:

Delaying these improvements will mean that current security issues and threats remain at this site.

PROJECT INFORMATION:

PROJECT MANAGER: Water Distribution Manager

PROJECT NO: 6006

BUDGET & PROJECT COSTS

FY 2021-23 - \$30,000

General Fund



PROJECT DESCRIPTIONS BN 2021-2023

RIVERSIDE PARK – PARK HOST SITE IMPROVEMENTS

DESCRIPTION:

This project provides funds to upgrade the existing RV/Homesite at the District owned Riverside Park. The Park, located downstream from our water treatment plant intake, includes the Water Treatment Plant drainage field and is available for additional settling ponds. The Park is also a key site for recreation, attracting numerous citizens (especially Summer), for family gatherings, sports and other events. Unfortunately, it's also been the site of many instances of vandalism and other prohibited activities: illegal dumping of trash, physical altercations, overnight camping, illegal drug use, damage to the gate and other property. To help rectify these issues, the District proposes upgrading the RV/Homesite: replace existing sewer and water line, run new power from the meter to the RV site, develop a new parking pad, and make modifications to the RV site perimeter fencing. A "Park Host" would be hired during the Summer to help monitor compliance, address security concerns and assist with minor maintenance.

IMPACT:

Responding to these events has been disruptive and time consuming for staff in addition to being costly to the District for ongoing repairs. The presence of a Host at Riverside Park would enhance compliance, security, safety for park guests, while reducing vandalism and other prohibited activities. Further, CRW staff would be able to focus more on water treatment and delivery and savings would be recognized through reductions in security patrols in the summer, as well as janitorial and landscape maintenance costs.

PROJECT INFORMATION:

PROJECT MANAGER: Karin Holzgang

PROJECT NO: 6007

BUDGET & PROJECT COSTS

FY 2021-23 - \$40,000

CAPITAL FUND



Clackamas River Water

CAPITAL IMPROVEMENT PROJECTS FUND

Overview

The Capital Improvement Projects (CIP) Fund accounts for construction activity of the District. Projects include additions, replacements, and improvements for storage, transmission, distribution, supply, and treatment facilities. Major projects to be included are staged from the District’s Water System Master Plan. Projects for years after the 2021-2023 biennium are contained in the Master Plan and other district documents.

The primary resources for these projects are transfers from the Capital Reserve Fund.

Requirements for the CIP Fund are shown as Capital Outlay and include internal labor costs associated with project management, design review and construction inspection, as well as external contract work, engineering, public notices, printing and supplies that are directly associated with capital projects.

Funds resulting from current and future rates and system development charges (as appropriate) are accumulated to meet project construction costs. The accumulated reserves are used to pay for a portion of the projects, but are typically insufficient to meet these needs in perpetuity. To compensate, rate proceeds are typically accumulated over a period of one or more years to build reserves.

Where the money comes from...

- Transfers from Capital Reserve Fund

Where the money goes...

- Capital Projects

Capital Improvement Projects Fund						
Summary	Total 2019-2021	Adopted BN 2021-2023			Change to 2021-2023 from 2019-2021	
		Year 1 2021-2022	Year 2 2022-2023	Total 2021-2023	\$	%
RESOURCES:						
Beginning Fund Balances	\$ 1,000	\$ 1,000	\$ -	\$ 1,000	\$ -	0.0%
Transfers	3,630,000	3,130,000	3,157,000	6,287,000	2,657,000	73.2%
TOTAL RESOURCES	\$ 3,631,000	\$ 3,131,000	\$ 3,157,000	\$ 6,288,000	\$ 2,657,000	73.2%
REQUIREMENTS:						
Capital Outlay	\$ 3,631,000	\$ 3,131,000	\$ 3,157,000	\$ 6,288,000	\$ 2,657,000	73.2%
Reserved for Future Expenditure	-	-	-	-	-	N/A
TOTAL REQUIREMENTS	\$ 3,631,000	\$ 3,131,000	\$ 3,157,000	\$ 6,288,000	\$ 2,657,000	73.2%

Summary of Fund’s Adopted Budget

The adopted budget for the Capital Improvement Projects Fund totals \$6,288,000, an increase of \$2,657,000 over the 2019-21 biennium budget. Highlights of the adopted budget include:

- Transfers In consists of \$6,287,000 from the Capital Reserve Fund. Transfers from the Capital Reserve Fund are not restricted and are used to fund projects as needed.
- Capital Reserve Fund are not restricted and are used to fund projects as needed. Capital Outlay increases \$2,657,000 due to a rise in planned projects for BN 2021-23.

CAPITAL IMPROVEMENT PROJECTS

Projects List BN2021-2023		
Project Number ¹ 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

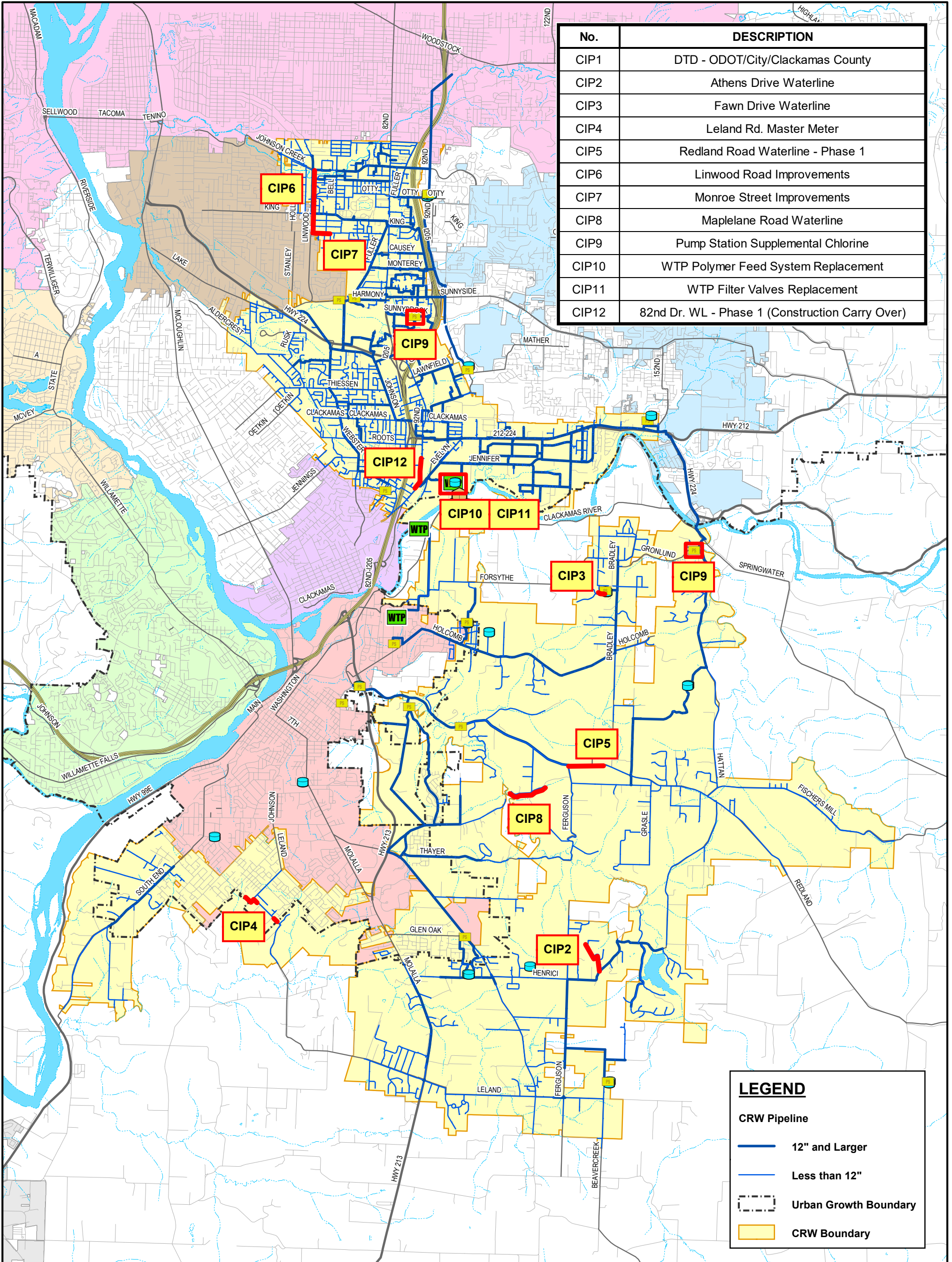
Footnote: ¹ Project locations are identified on project maps in subsequent pages.

Operating Impacts of Capital Projects

CRW has one primary directive, to supply water to customers. As such, the majority of CRW's capital projects involve routine upgrades or replacements to our existing water supply infrastructure. Also, the District is not experiencing significant growth in our customer base, nor does it expect to in the foreseeable future. As such, most of our capital expenditures are recurring in nature and do not result in a material impact on future operating costs. While we may realize minimal increases in expenses from implementation of some projects, these expenses are typically offset by efficiencies and lower costs for long-term operation and maintenance. These savings include lower utility costs (energy and resource efficiencies), reduced repair and maintenance, reductions in down-time and costly rentals, protection from asset damage and loss, and enhanced flexibility, reliability, serviceability and safety.

CLACKAMAS RIVER WATER PROPOSED CAPITAL IMPROVEMENT PROJECTS

FY 2021-2023



No.	DESCRIPTION
CIP1	DTD - ODOT/City/Clackamas County
CIP2	Athens Drive Waterline
CIP3	Fawn Drive Waterline
CIP4	Leland Rd. Master Meter
CIP5	Redland Road Waterline - Phase 1
CIP6	Linwood Road Improvements
CIP7	Monroe Street Improvements
CIP8	Mapelane Road Waterline
CIP9	Pump Station Supplemental Chlorine
CIP10	WTP Polymer Feed System Replacement
CIP11	WTP Filter Valves Replacement
CIP12	82nd Dr. WL - Phase 1 (Construction Carry Over)

LEGEND	
CRW Pipeline	
	12" and Larger
	Less than 12"
	Urban Growth Boundary
	CRW Boundary

Date: March 23, 2021
 Drawing Name: CIP_PIPELINE_2021-23.mxd
 Drawing Location: F:\GIS\ArcMap MXD Project Files\
 Drawing By: M. Grose



CLACKAMAS RIVER WATER
 GEOGRAPHIC INFORMATION SYSTEM
16770 SE 82nd Drive - Clackamas, Oregon
 503-722-9220 - www.crwater.com

CAPITAL IMPROVEMENT PROJECTS FUND

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
Jannsen Road - I-205 crossing					221	\$ 221
High Lift Pump Station Improvements					600	\$ 600
Barlow Crest PRV					200	\$ 200
Project Totals by Year	\$3,131	\$ 3,157	\$3,055	\$3,455	\$ 2,153	\$ 14,951

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS
BN21-23**

1 - DTD – ODOT/City/Clackamas County

Purpose: To provide resources to make adjustments to water mains, valve boxes, services and other appurtenances as necessitated by surrounding City, Oregon Department of Transportation (ODOT) or Clackamas County Department of Transportation and Development (DTD) projects.

Analysis: If these projects are not completed, CRW access to waterline related infrastructure (i.e. valves, vaults, fire hydrants & meters) would be greatly limited and increase maintenance and operational costs. In some cases reconstruction/relocation of vaults, meters and fire hydrants would not occur to accommodate roadway reconstruction.

Description: These transportation projects include roadway realignments and construction by the State or County. CRW’s response entails planning, design and construction to adjust, relocate, and upgrade locations of waterlines, valves, hydrants and associated appurtenances due to road reconstruction, bridgework, sidewalks, storm drains and other transportation-related improvements. This category of project also includes any other outside agency projects affecting access to existing CRW facilities or actual installation of water related facilities.

There are potential projects slated for completion by these governmental entities in the next five year planning period. CRW will need to expend funds to ensure that an adequate response can be made to this development and safeguard its future needs. Transportation agency projects that substantially impact water infrastructure, and have been identified ahead of the CRW budget, may be assigned and budgeted as a CIP project outside this budget item.

PROJECT INFORMATION

Project Manager: Joe Eskew

Project No#: 5274

BUDGET & PROJECT COSTS

FY 2021-22 Budget: \$125,000

FY 2022-23 Budget: \$125,000

FY 2021-2023 Total: \$250,000

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

2 - Athens Drive Waterline Replacement

Purpose: To design and construct a new waterline to replace an existing 4-inch 1960's-era AC main due to a significant number of leaks causing ongoing maintenance issues. Additionally, this project provides progress toward a secondary goal for the system; to remove all Asbestos Cement pipe from the system.

Analysis: This is an aging infrastructure project and is listed as a needed improvement in the 2019 Water System Master Plan. If this project is not completed, we can expect additional leak repairs will be needed over time with lost water accumulation.

Description: CRW's design will include hydraulic analysis; confirm main sizing, routing upgrades to existing water services and fire hydrants. This waterline will provide a planned upgrade to local customers. The construction portion of the project consist of replacing 2,200 feet of 4-inch AC pipe with new 8-inch DI waterline, water service upgrades and other related water infrastructure along S. Athens Drive.

PROJECT INFORMATION

Project Manager: Joe Eskew

Project No#: 5275

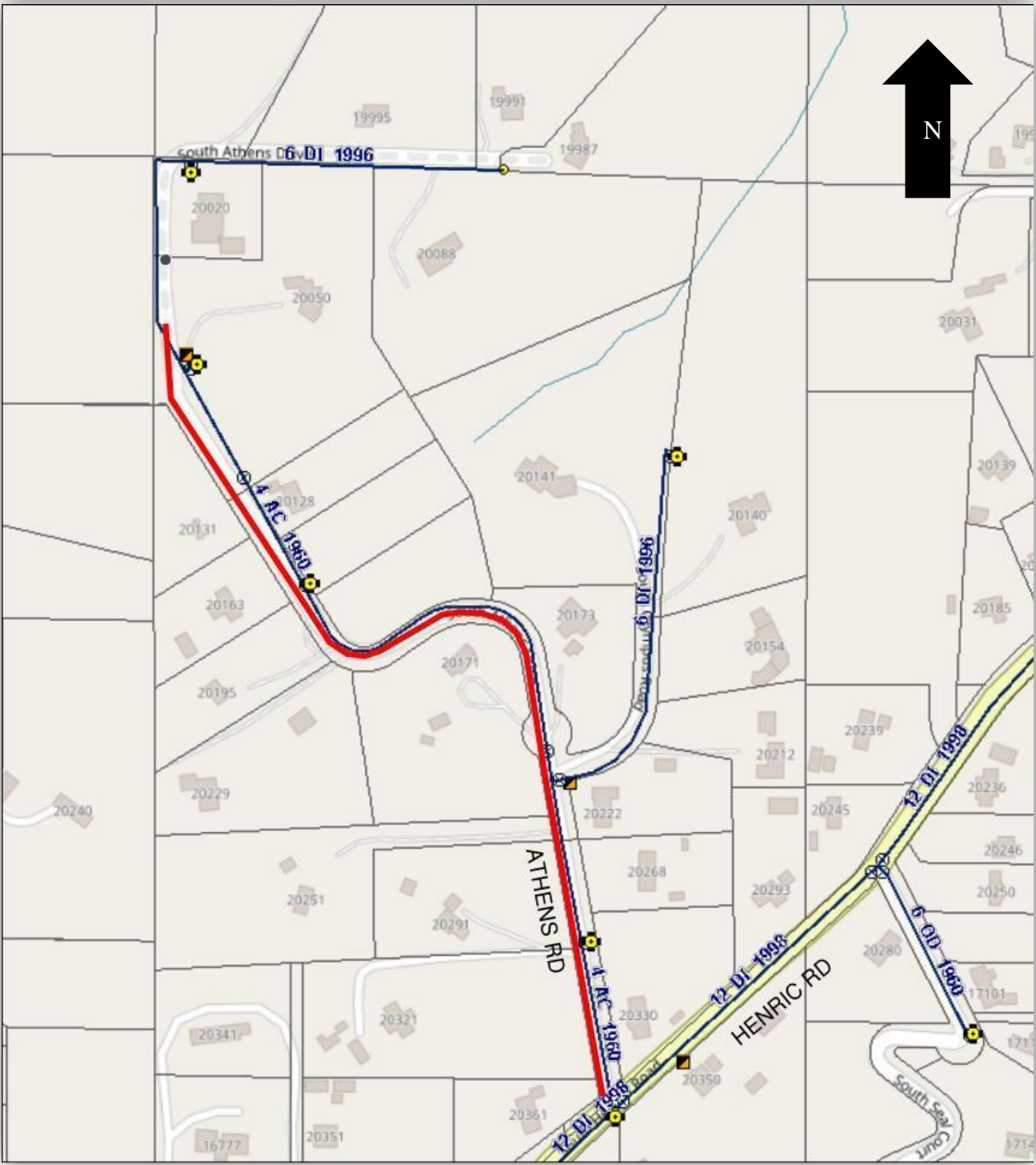
BUDGET & PROJECT COSTS

FY 2021-22 Budget: \$ 0

FY 2022-23 Budget: \$ 641,000

FY 2021-2023 Total: \$ 641,000

CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23



2 - Athens Drive Waterline Replacement

8" Waterline

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

3 - Fawn Drive Waterline Replacement

Purpose: To design and construct a new 8-inch DI waterline to replace an existing 6-inch 1960's-era OD steel main due to a significant number of leaks causing ongoing maintenance issues.

Analysis: This is an aging infrastructure project and is listed as a needed improvement in the 2019 Water System Master Plan. If this project is not completed, we can expect additional leak repairs will be needed over time with lost water accumulation.

Description: CRW's design will include hydraulic analysis, confirm main sizing and address routing upgrades to existing water services and a fire hydrant. This waterline will provide a planned upgrade to local customers. The construction portion of the project consists of replacing 500 feet of 6-inch OD steel with new 8-inch DI waterline, water service upgrades and other related water infrastructure along S. Fawn Drive.

PROJECT INFORMATION

Project Manager: Joe Eskew

Project No#: 5276

BUDGET & PROJECT COSTS

FY 2021-22 Budget: \$ 277,000

FY 2022-23 Budget: \$ 0

FY 2021-2023 Total: \$ 277,000

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**



3 - Fawn Drive Waterline Replacement

8" Waterline

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

4 - Leland Road Waterline and Master Meter

Purpose: To design and construct approximately 900 feet of ductile iron waterline to replace existing 6-inch 1960's era OD steel pipeline. Included in the work is a new water master meter vault connecting the Oregon City water supply system to provide water to the 8-inch Leland Road waterline.

Analysis: This work is part of the ongoing dual service area cleanup precipitated by annexation of CRW territory by the City of Oregon City. This project has been postponed from prior budgets to take advantage of new 12" waterline installed during ongoing Oregon City land development along Leland Rd.

If this project is not completed the existing master meter and water mains supplying CRW mains on Leland Road within the Oregon City limits must be retained. The retention of these mains will increase maintenance costs within an area outside the CRW service boundary. This project is a portion of an agreed to transition plan to logically and economically divide this service area between Oregon City and CRW as the City annexes properties.

Description: CRW's design will include hydraulic analysis to confirm master meter size and design of vault size and location, together with piping and connections to the Oregon City mains.

PROJECT INFORMATION

Project Manager: Joe Eskew

Project No#: 5277

BUDGET & PROJECT COSTS

FY 2021-22 Budget:	\$ 493,000
FY 2022-23 Budget:	\$ <u> 0</u>
FY 2021-2023 Total:	\$ 493,000

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**



4 - Leland Road Waterline and Master Meter

12" Waterline and 6" Master Meter

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

5 - Redland Rd. Waterline – Phase 1

Purpose: To design and construct a new waterline to replace existing 8-inch 1960’s-era Cast Iron water mains. This is the first phase of projects to replace a waterline that has been identified in the 2019 Water System Master Plan as hydraulically deficient and in need of upgrade.

Completion of the Redland Rd. main will, in part, allow transfer of water from the Redland Pressure Zone (CRW produced water) to other parts of the south system.

This project is also an opportunity project to complete a portion of waterline during or prior to a Clackamas County road improvement project.

Analysis: This is an aging infrastructure project and is listed as a needed improvement in the Water System Master Plan. This is a needed project for long term system health. If this project is not completed, cost of the project can be expected to rise through increased construction cost and inflation. South System service goals may also be delayed.

Description: CRW’s design will include hydraulic analysis to confirm main sizing (completed), routing, and upgrades to existing water services and fire hydrants.

The project consists of the design and construction of 12-inch Ductile Iron mains along Redland Rd., from Ferguson Rd., extending approximately 2,400 feet to the east, as well as water service upgrades and other related water infrastructure.

PROJECT INFORMATION

Project Manager: Joe Eskew

Project No#: 5273

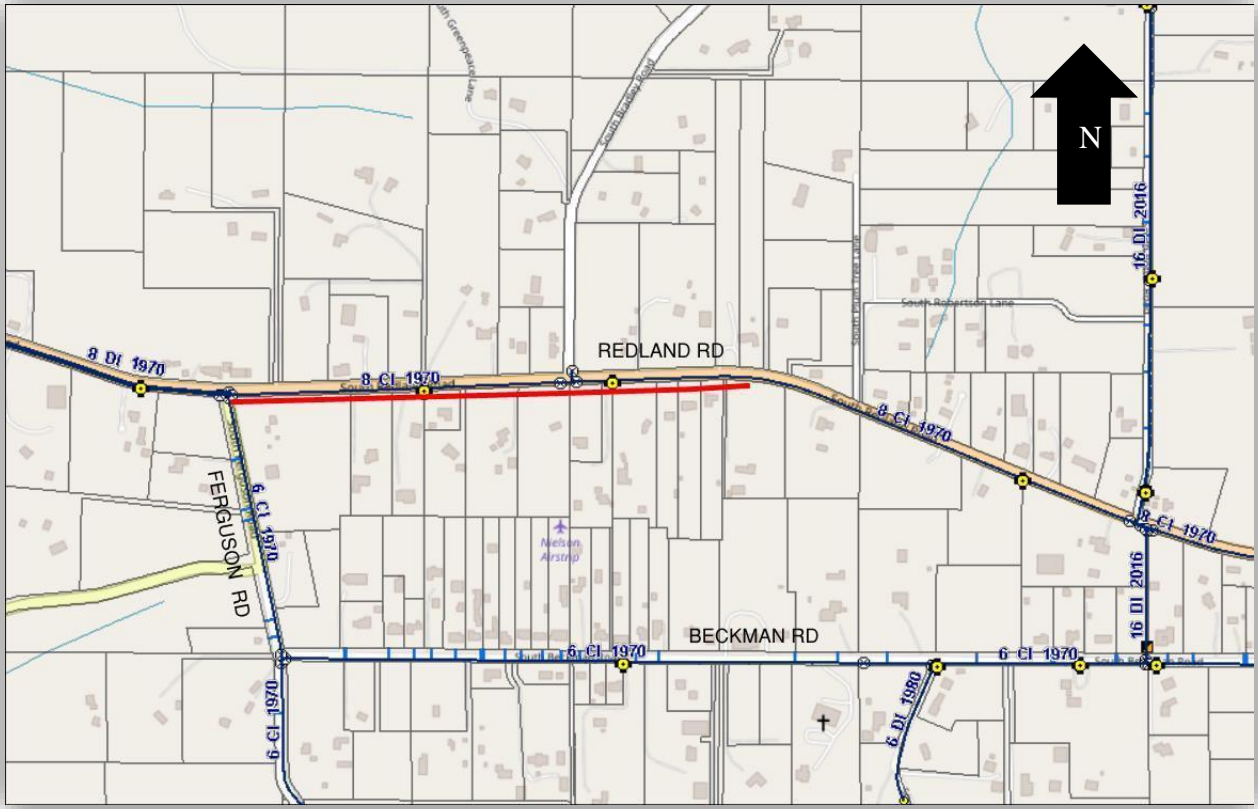
BUDGET & PROJECT COSTS

FY 2021-22 Budget: \$ 162,000

FY 2022-23 Budget: \$ 918,000

FY 2021-2023 Total: \$ 1,080,000

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**



5 - Redland Road Waterline – Phase 1

12” Waterline

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

6 - Linwood Road Improvements

Purpose: To design and construct new water system improvements necessary to replace/relocate water meters and fire hydrants within the right-of-way of Linwood Ave. (approximately 3,000 feet) during a Clackamas County road improvement project. Additionally, one pipeline crossings consisting of 2” pipe will be replaced with 6-inch Ductile Iron (approximately 100 feet).

Analysis: This project is necessary to relocate meters and replace service pipe along the roadway to be widened by Clackamas County. The existing water main is adequately sized but the existing service pipe is primarily galvanized steel. If the system improvements are not completed, the service pipe is at risk of leaking under the new roadway and the meters will be inconsistently located throughout the corridor.

Description: Approximately forty residential water services will be replaced together with eight fire hydrant relocations. Old model fire hydrant will be replaced.

PROJECT INFORMATION

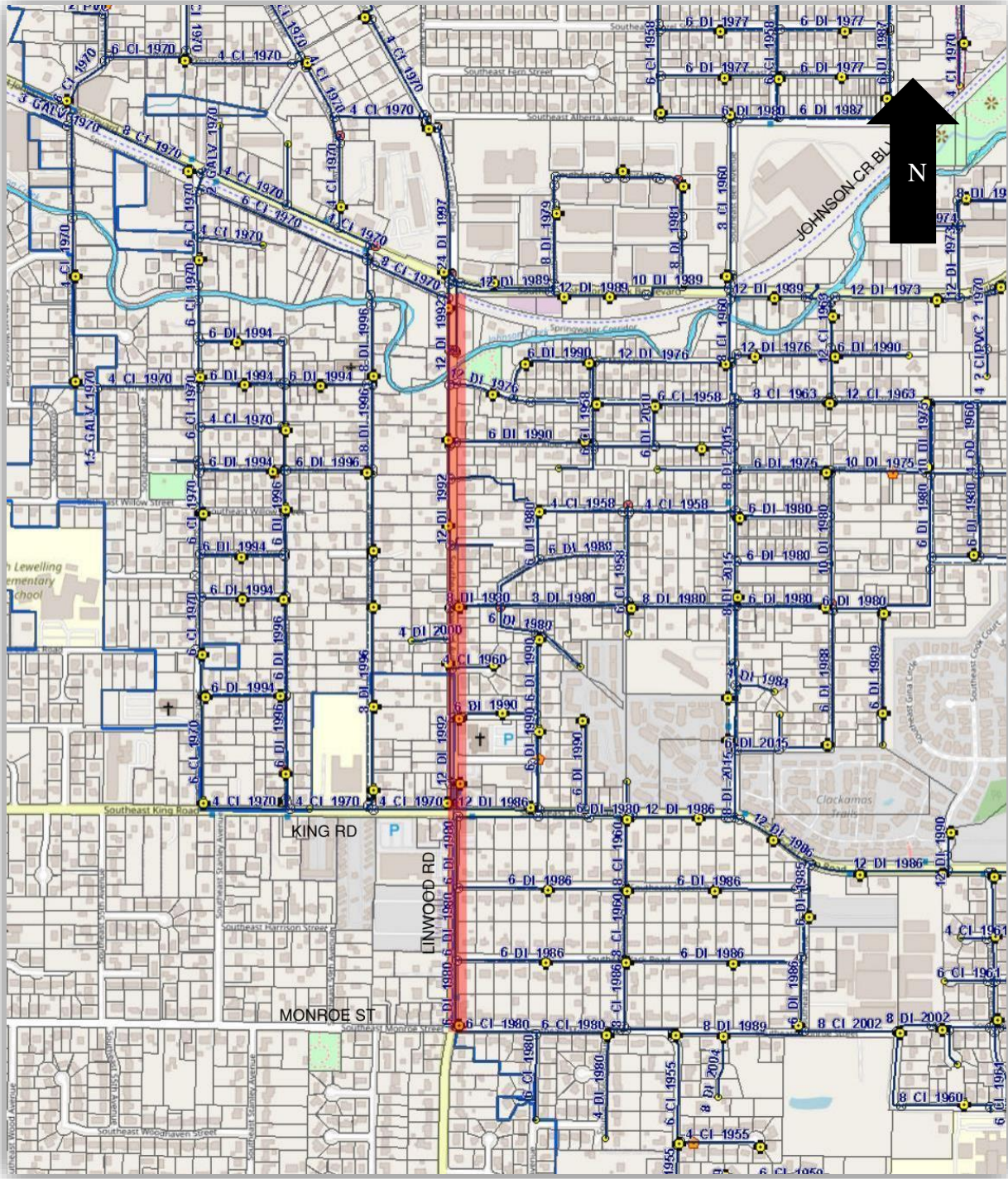
Project Manager: Joe Eskew

Project No#: 5270

BUDGET & PROJECT COSTS

FY 2021-22 Budget:	\$ 0
FY 2022-23 Budget:	<u>\$ 328,000</u>
FY 2021-2023 Total:	\$ 328,000

CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23



6 - Linwood Road Improvements

Relocate and Replace All Services

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

7 - Monroe Street Improvements

Purpose: To design and construct new water system improvements necessary to replace/relocate water meters and fire hydrants, as well as replace approximately 1,300 feet of water main. The 6-inch 1960's-era Cast Iron water main, within the right-of-way of Monroe St., will be replaced during a Clackamas County road improvement project.

Analysis: This is an aging infrastructure project and is listed as a needed improvement in the 2019 Water System Master Plan. This project is also an opportunity project to complete waterlines prior to or during a Clackamas County road improvement project. The road improvement schedule may extend into subsequent fiscal years, therefore this water improvement expenditure may also extend into subsequent biennial budget periods.

This project is necessary to relocate all meters (approx. 110) and replace old service pipe along the roadway to be widened by Clackamas County. Most of the existing water main along the roadway has been replaced previously and is adequately sized, but a portion remains undersized and aged. Older service pipe is primarily galvanized steel and needs to be replaced prior to new road construction. If the system improvements are not completed, the service pipe is at risk of leaking under the new roadway and the meters will be inconsistently located throughout the corridor

Description: Approximately one hundred residential water services will be replaced together with five fire hydrant relocations and 1,300 feet of water main. CRW's design will include hydraulic analysis to confirm main sizing, route selection and upgrades to existing water services and fire hydrants.

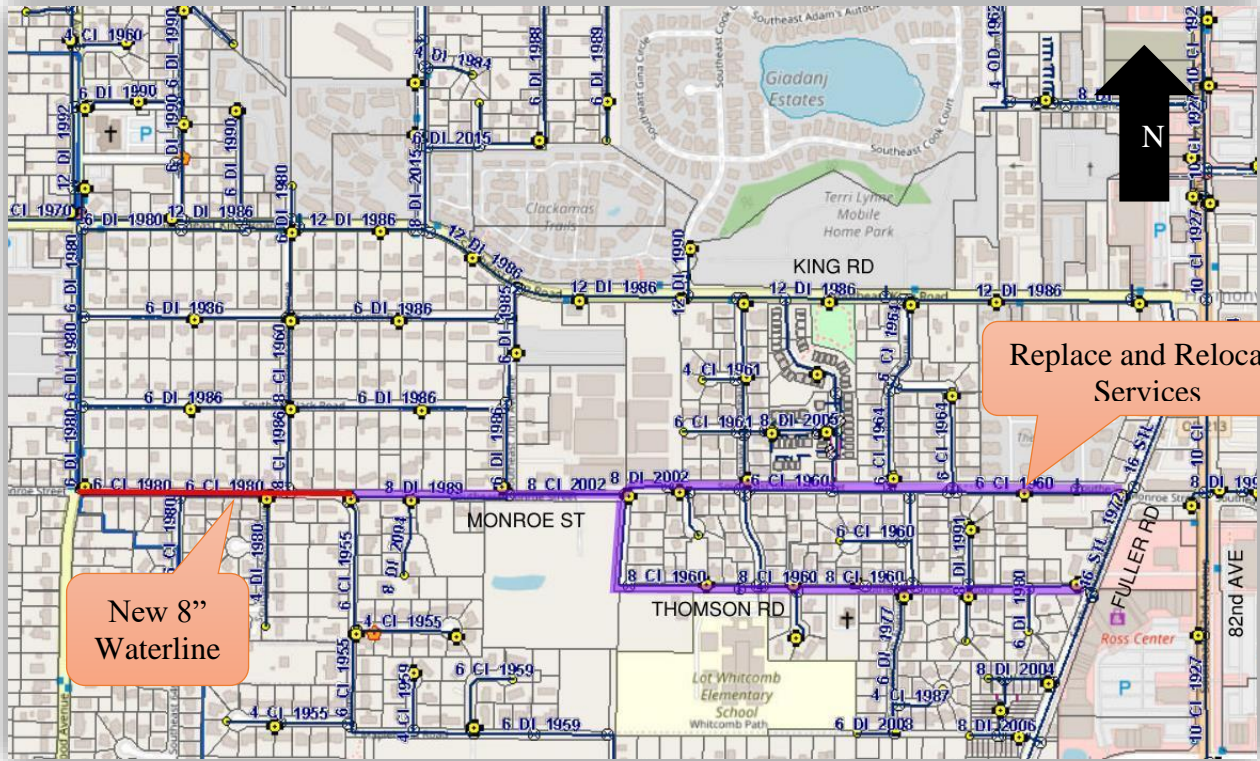
PROJECT INFORMATION

Project Manager: Joe Eskew
Project No#: 5278

BUDGET & PROJECT COSTS

FY 2021-22 Budget:	\$ 0
FY 2022-23 Budget:	<u>\$ 940,000</u>
FY 2021-2023 Total:	\$ 940,000

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**



7 - Monroe Street Improvements

8" Waterline and Service Replacement and Relocation

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

8 - Maplelane Road Waterline

Purpose: To design and construct a new waterline to replace existing 4-inch and 6-inch 1970's-era Cast Iron main due to a significant number of leaks causing ongoing maintenance issues.

Analysis: This is an aging infrastructure project and is listed as a needed improvement in the 2019 Water System Master Plan. If this project is not completed, we can expect additional leak repairs will be needed over time with lost water accumulation.

Description: CRW's design will include hydraulic analysis, confirm main sizing and address routing upgrades to existing water services and a fire hydrant. This waterline will provide a planned upgrade to local customers. The construction consists of replacing 2,400 feet of aged waterline with new 8-inch DI waterline, water service upgrades and other related water infrastructure along Maplelane Rd.

PROJECT INFORMATION

Project Manager: Joe Eskew

Project No#: 5279

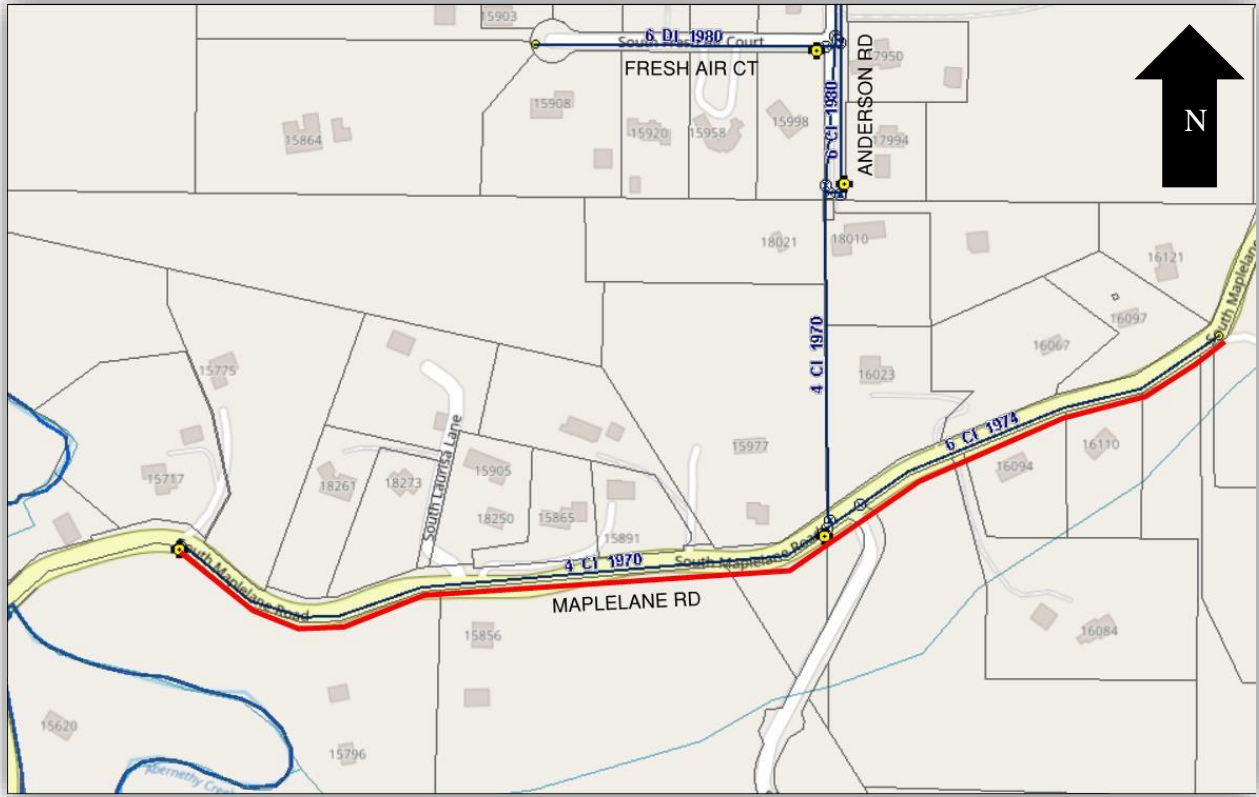
BUDGET & PROJECT COSTS

FY 2021-22 Budget: \$ 0

FY 2022-23 Budget: \$ 846,000

FY 2021-2023 Total: \$ 846,000

CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23



8 - Maplelane Road Waterline

8" Waterline

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

9 - Pump Station Supplemental Chlorine

Purpose: Replace the existing supplemental chlorine feed systems at the 90th Street Pump Station and the Hattan Road Pump Station.

Analysis: Supplemental chlorine is added at the 90th and Hattan Pump Stations to boost available chlorine in areas that experience low residual chlorine. Chlorine residual is monitored regularly throughout the district. The existing 90th Street pump station is old and in need of replacement. The Hattan Road chlorinator was added during construction as a temporary measure after chlorine residual was monitored for a period of time and found to be lower than optimal.

Description: Replace the existing chlorine feed systems with new secure housing and modern feed systems.

PROJECT INFORMATION

Project Manager: Joe Eskew

Project No#: 5280

BUDGET & PROJECT COSTS

FY 2021-22 Budget: \$ 168,000

FY 2022-23 Budget: \$ 0

FY 2021-2023 Total: \$ 168,000

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

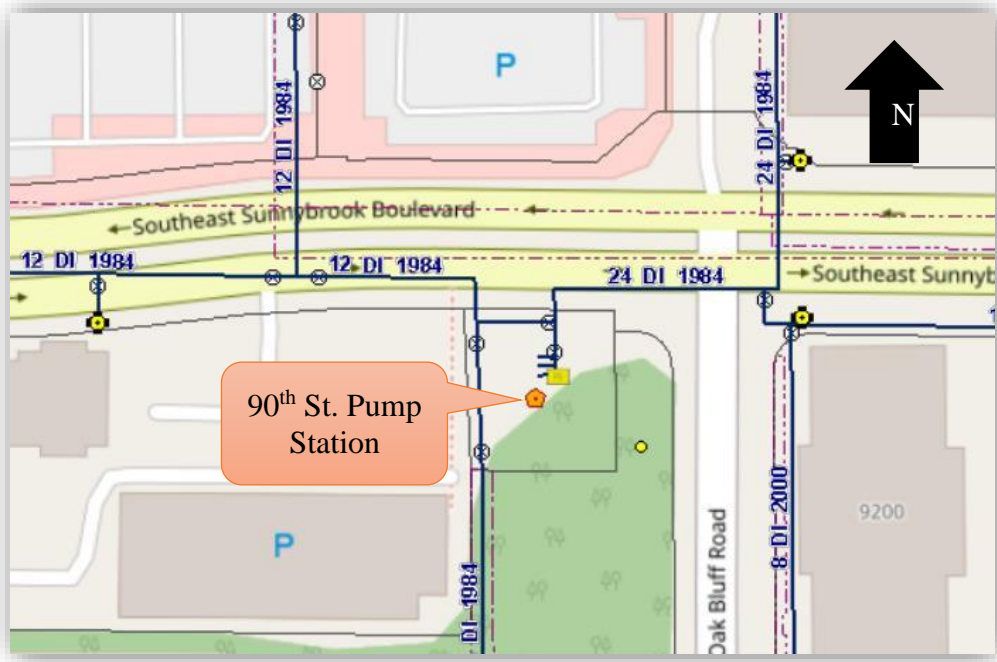


Figure a - 90th Street Pump Station

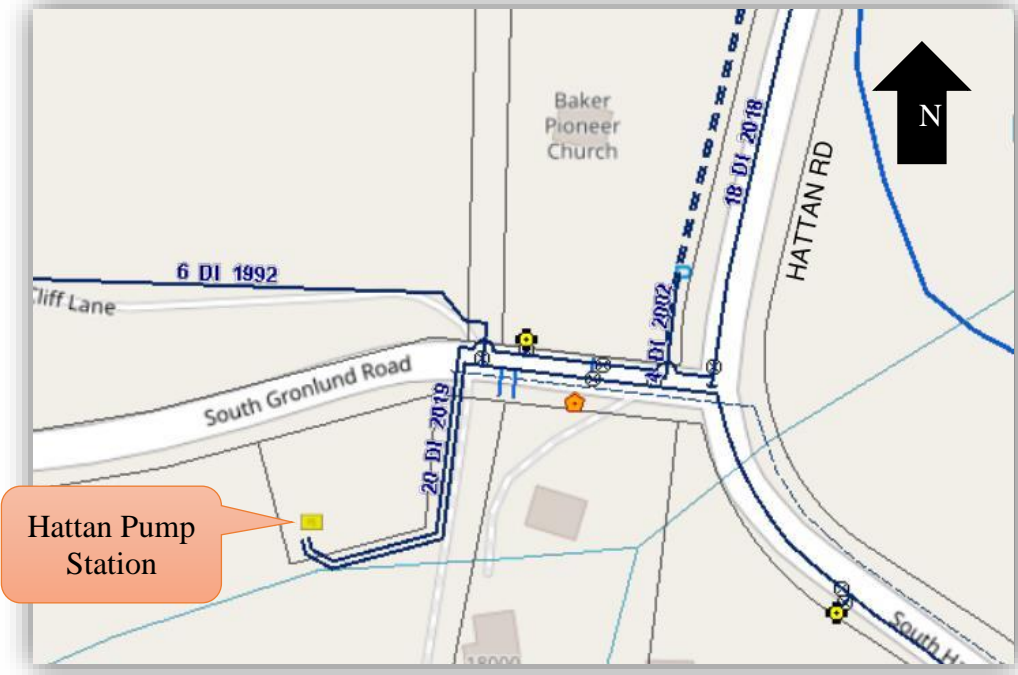


Figure b - Hattan Road Pump Station

Pump Station Supplemental Chlorine

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

10 - WTP Polymer Feed System Replacement

Purpose: To replace the existing filter aid polymer batching and feed system to increase redundancy and reduce maintenance concern.

Analysis: This is an aging infrastructure and capacity improvement and is listed as a needed improvement in the draft Facility Master Plan. The WTP currently has a single aging polymer feed system. If this project is not completed, it is expected that a polymer system failure will eventually occur causing unplanned treatment plant down time and/or loss of capacity during repair. In addition, this project anticipates and allows for future increase of WTP output.

Description: Replace the existing filter aid polymer batching and feed system with two new polymer batching and feed systems to increase redundancy, reduce maintenance concern and boost capacity.

PROJECT INFORMATION

Project Manager: Joe Eskew

Project No#: 5281

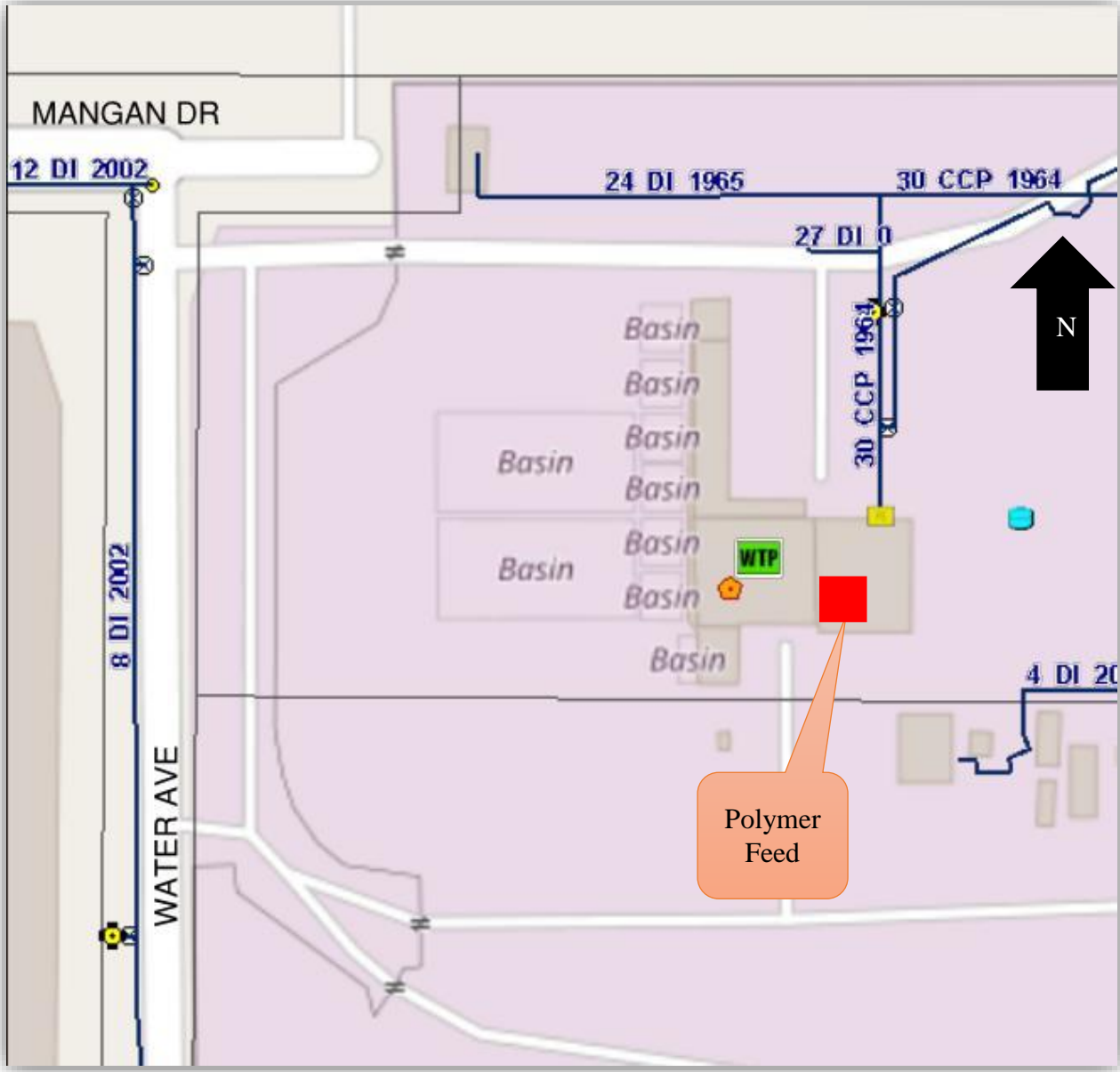
BUDGET & PROJECT COSTS

FY 2021-22 Budget: \$ 476,000

FY 2022-23 Budget: \$ 0

FY 2021-2023 Total: \$ 476,000

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**



10 - WTP Polymer Feed System Replacement

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

11 - WTP Filter Valve Replacement

Purpose: To complete a valve replacement and rebuild project for all filter valves at the WTP to address leaking valves and replace aging equipment.

Analysis: This is an aging infrastructure improvement and is listed as a needed improvement in the draft Facility Master Plan. The WTP contains 6 filter basins. Each basin contains five process valves for a total of thirty valves. The process valves were installed when the basins were originally constructed; two basins in 1964, two basins in 1972 and two in 1991. This project seeks to replace the oldest ten valves and actuators for Basin 1 and 2. The remaining twenty valves for Basins 3 through 6 will be rebuilt and the actuators replaced. If this project is not completed, it is expected that eventual valve failure will occur with unplanned treatment plant down time and/or loss of capacity during repairs.

Description: Complete a valve improvement project for all filter valves. Address leaking valves and replace aging equipment.

PROJECT INFORMATION

Project Manager: Joe Eskew

Project No#: 5282

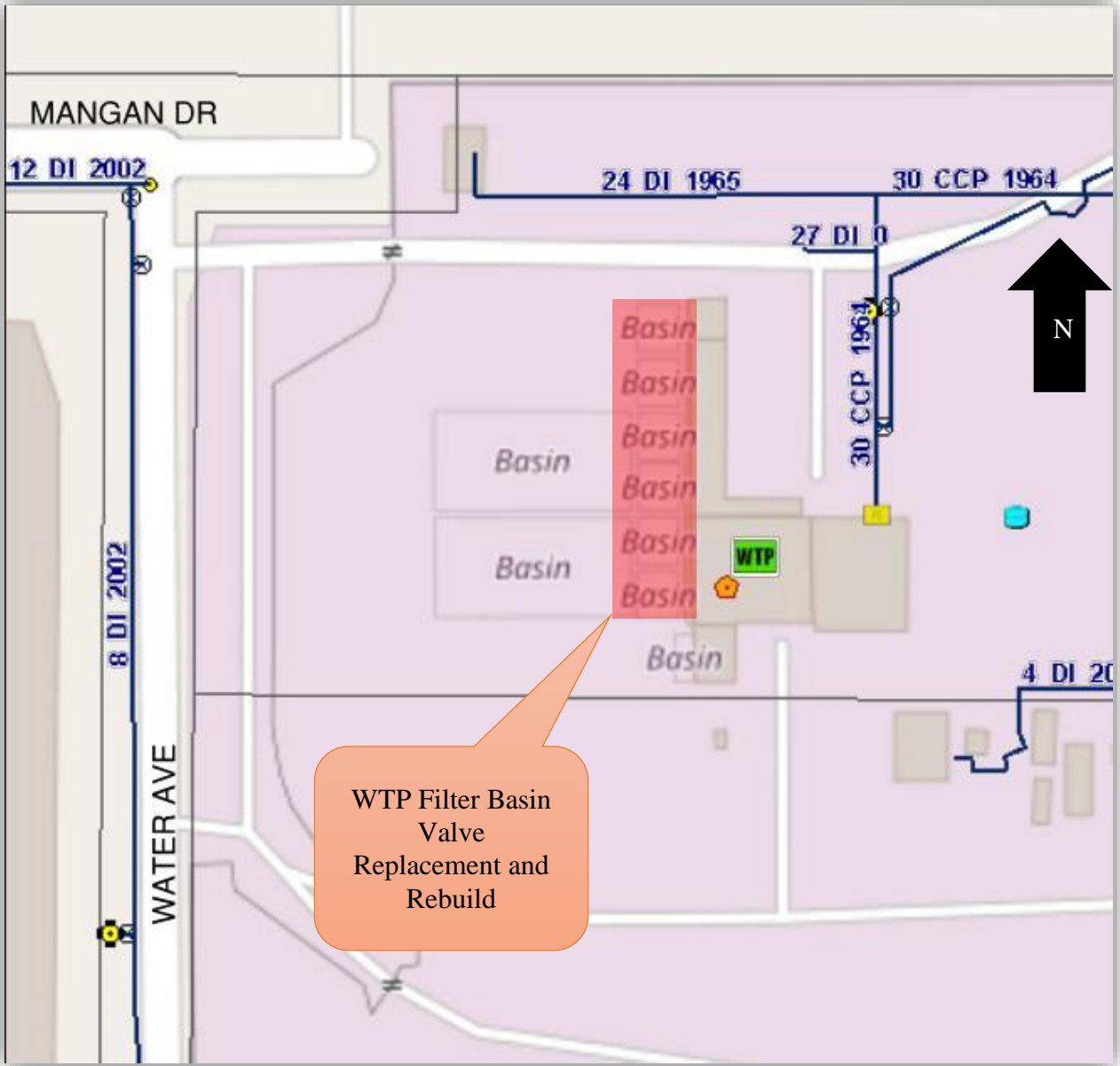
BUDGET & PROJECT COSTS

FY 2021-22 Budget: \$ 692,000

FY 2022-23 Budget: \$ 0

FY 2021-2023 Total: \$ 692,000

CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23



11 - WTP Filter Valve Replacement

**CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23**

12 - 82nd Drive Waterline – Phase 1 (Construction Carry Over)

Purpose: To design and construct new waterline to replace a portion of an existing 10-inch 1920's-era Cast Iron water main due to a significant number of leaks causing ongoing maintenance repairs.

Analysis: This is the first phase of a project to replace a waterline that has been identified in the 2019 Water System Master Plan as being in need of replacement. Subsequent phases will continue the replacement in future years.

This budget line item is to account for project schedule overlap into FY 2021-23 from FY 2019-21 requiring a carryover of a portion of the project budget.

Description: This is not an increase in the project budget, but rather a placeholder for previously allocated funds. The cost increase shown below includes an expansion of the project scope to construct additional waterline. However, the cost of the expansion is accounted for in realized FY 2019-2021 CIP efficiencies that retained funds from other projects, as well as good contract prices received during competitive project bidding.

PROJECT INFORMATION

Project Manager: Joe Eskew
Project No#: 5253

BUDGET & PROJECT COSTS

FY 2019-21 Budget Amount:	\$ 814,000
Estimated Cost through FY 2019-21:	\$ 850,000
FY 2021-22 Budget:	\$ 97,000
FY 2022-23 Budget:	<u> 0</u>
FY 2021-2023 Total:	\$ 97,000
TOTAL:	\$ 947,000

CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS & MAPS
BN21-23



82nd Drive Waterline Replacement

12" Waterline

OTHER FUNDS



Clackamas River Water

OTHER FUNDS

CRWSC Activity Fund

The CRWSC Activity Fund accounts for the District's support of the Clackamas Regional Water Supply Commission (CRWSC), an ORS 190 agreement with Sunrise Water Authority to share resources. The primary source of revenue is wholesale water sales and services provided to Sunrise Water Authority.

Capital Reserve Fund

The Capital Reserve Fund accounts for funds reserved for future expansion and improvements to the water system. The primary resources are interest earnings and transfers from the General Fund.

Rate Stabilization Reserve Fund

The Rate Stabilization Reserve Fund accounts for funds reserved for stabilizing the revenues of the District to maintain bond covenants on the Series 2016 Revenue Bond issues. The primary resources are interest earnings.

System Development Charges (SDC) Reserve Fund

The SDC Reserve Fund accounts for funds reserved for future expansion and improvements to the water system. The primary resources are interest earnings and systems development charges.

Revenue Bond Fund

The Revenue Bond Fund accounts for the redemption of revenue bonds principal and interest expenditures. The primary resources are transfers from the General Fund and interest earnings.

CRWSC ACTIVITY FUND

Overview

The CRWSC Activity Fund accounts for costs related to Clackamas Regional Water Supply Commission created by the ORS 190 agreement (the Commission) with Sunrise Water Authority (SWA). The primary resources of the fund are payments from SWA for wholesale water and services provided, and transfers from the General Fund.

This fund was created by Resolution No. 17-2014 adopted March 13, 2014.

Where the money comes from...

- Wholesales water sales
- Payments for services provided

Where the money goes...

- Personnel Services expenditures
- Materials & Services expenditures
- Transfers to the General Fund

CRWSC Activity Fund						
Summary	Total BN 2019-2021	Adopted BN 2021-2023			Change to 2021-2023 from 2019-2021	
		Year 1 2021-22	Year 2 2020-23	Total 2021-2023	\$	%
RESOURCES:						
Beginning Fund Balances	\$ 150,000	\$ 130,000	\$ -	\$ 130,000	\$ (20,000)	-13.3%
Water Sales	1,685,000	866,000	884,000	1,750,000	65,000	3.9%
Other Operating Revenue	113,000	55,000	55,000	110,000	(3,000)	-2.7%
Non-Operating Revenue	168,000	80,000	85,000	165,000	(3,000)	-1.8%
TOTAL RESOURCES	\$ 2,116,000	\$ 1,131,000	\$ 1,024,000	\$ 2,155,000	\$ 39,000	1.8%
REQUIREMENTS:						
Personnel Services	\$ 132,300	\$ 68,000	\$ 68,000	\$ 136,000	\$ 3,700	2.8%
Materials & Services	148,900	46,300	46,300	92,600	(56,300)	-37.8%
Transfers to Other Funds	1,722,600	900,000	950,000	1,850,000	127,400	7.4%
Reserved for Future Expenditure	112,200	-	76,400	76,400	(35,800)	-31.9%
TOTAL REQUIREMENTS	\$ 2,116,000	\$ 1,014,300	\$ 1,140,700	\$ 2,155,000	\$ 39,000	1.8%

Summary of Fund's Adopted Budget: The adopted budget for the CRWSC Activity Fund totals \$2,155,000, an increase of \$39,000 as compared to the 2019-21 biennial budget. Highlights of the adopted budget include:

- Wholesale water sales are based on Clackamas Regional Water Supply Commission budget and wholesale water sales agreement and include annual rate increases.
- Other Operating revenues are based on current service level agreements.
- Non-Operating revenues are based on CRWSC budget for resource sharing through intergovernmental agreements.
- Personnel Services are CRW's expenditures attributable to Commission activity.
- Materials & Services are expenditures attributable to Commission activity.
- Transfers to Other Funds are to the General Fund for wholesale water sales and other revenues.

Please see Oregon Budget Law required reports located in the Appendix section

CAPITAL RESERVE FUND

Overview

The Capital Reserve Fund accounts for funds reserved for future expansion and improvements to the water system. The primary resources of the fund are interest earned on investments and transfers from the General Fund.

Where the money comes from...

- Transfers from General Fund
- Transfers from Other Funds
- Earnings on investments

Where the money goes...

- Transfers to the CIP Fund
- Reserved for Future Expenditures

Capital Reserve Fund						
Summary	Total BN 2019-2021	Adopted BN 2021-2023			Change to 2021-2023 from 2019-2021	
		Year 1 2021-22	Year 2 2022-23	Total 2021-2023	\$	%
RESOURCES:						
Beginning Fund Balances	\$ 5,750,000	\$ 8,350,000	\$ -	\$ 8,350,000	\$ 2,600,000	45.2%
Non-Operating Resources	72,200	50,000	40,000	90,000	17,800	24.7%
Transfers from General Fund	4,000,000	2,000,000	2,000,000	4,000,000	-	0.0%
Transfers from Other Funds	1,500,000	-	-	-	(1,500,000)	-100.0%
TOTAL RESOURCES	\$ 11,322,200	\$ 10,400,000	\$ 2,040,000	\$ 12,440,000	\$ 1,117,800	9.9%
REQUIREMENTS:						
Transfers to Other Funds	\$ 5,130,000	\$ 3,131,000	\$ 3,157,000	\$ 6,288,000	\$ 1,158,000	22.6%
Reserved for Future Expenditures	6,192,200	-	6,152,000	6,152,000	(40,200)	-0.6%
TOTAL REQUIREMENTS	\$ 11,322,200	\$ 3,131,000	\$ 9,309,000	\$ 12,440,000	\$ 1,117,800	9.9%

Summary of Fund's Adopted Budget: The adopted budget for the Capital Reserve Fund totals \$12,440,000, an increase of \$1,117,800 as compared to the 2019-21 biennial budget. Highlights of the adopted budget include:

- Beginning Fund Balance increases to \$8,350,000 due to an estimated balance in Reserved for Future Expenditures at the end of fiscal year 2020-2021.
- Transfers from the General Fund remain at \$2,000,000 per year per fiscal policies adopted by the Board of Commissioners.
- Transfers to Other Funds increase by \$1,158,000 reflecting an increase in CIP projects for the biennium. (See CIP section of Budget for schedule of planned capital projects)
- Reserved for Future Expenditures decreases to \$6,152,000 due to planned increase in use of reserves.

Please see Oregon Budget Law required reports located in the Appendix section.

RATE STABILIZATION RESERVE FUND

Overview

The Rate Stabilization Reserve Fund accounts for funds reserved for stabilizing the revenues of the District if needed to maintain the bond covenants on 2016 revenue bond issues. The primary resources are interest earned on investments.

Where the money comes from...

- Earnings on investments

Where the money goes...

- Transfers to the General Fund
- Reserved for Rate Stabilization

Rate Stabilization Reserve Fund						
Summary	Total BN 2019-2021	Adopted BN 2021-2023			Change to 2021-2023 from 2019-2021	
		Year 1 2021-2022	Year 2 2022-23	Total 2021-2023	\$	%
RESOURCES:						
Beginning Fund Balance	\$ 1,183,000	\$ 1,220,000	\$ -	\$ 1,220,000	\$ 37,000	3.1%
Non-Operating Resources	36,000	18,000	18,000	36,000	-	0.0%
TOTAL RESOURCES	\$ 1,219,000	\$ 1,238,000	\$ 18,000	\$ 1,256,000	\$ 37,000	3.0%
REQUIREMENTS:						
Reserved for Rate Stabilization	1,219,000	-	1,256,000	1,256,000	37,000	3.0%
TOTAL REQUIREMENTS	\$ 1,219,000	\$ -	\$ 1,256,000	\$ 1,256,000	\$ 37,000	3.0%

Summary of Fund's Adopted Budget: The adopted budget for the Rate Stabilization Reserve Fund totals \$1,256,000, an increase of \$37,000 as compared to the 2019-21 biennial budget. Highlights of the adopted budget include:

- Beginning Fund Balance increases \$37,000 based on increased interest earnings from the Local Government Investment Pool for the prior budget cycle.
- Non-Operating Resources remain the same due to higher reserve balance earning interest offset by lower interest rates.

Please see Oregon Budget Law required reports located in the Appendix section.

SDC RESERVE FUND

Overview

The SDC Reserve Fund accounts for funds reserved for future expansion and improvements to the water system. The primary resources are interest earned on investments and system development charges (SDC) on new service applications. The monies in the SDC Reserve Fund are restricted by ORS 223 on system development charges.

Where the money comes from...

- SDC Reimbursements
- SDC Improvements
- Earnings on investments

Where the money goes...

- Transfers for Capital Improvements
- Reserved for Future Expenditures

SDC Reserve Fund						
Summary	Adopted BN 2021-2023				Change to 2021-2023 from 2019-2021	
	Total BN 2019-2021	Year 1 2021-22	Year 2 2022-23	Total 2021-2023	\$	%
RESOURCES:						
Beginning Fund Balances	\$ 2,300,000	\$ 2,000,000	\$ -	\$ 2,000,000	\$ (300,000)	-13.0%
SDC Reimbursements	797,600	419,000	419,400	838,400	40,800	5.1%
SDC Improvements	834,500	462,500	463,000	925,500	91,000	10.9%
Non-Operating Resources	23,700	12,500	13,000	25,500	1,800	7.6%
TOTAL RESOURCES	\$ 3,955,800	\$ 2,894,000	\$ 895,400	\$ 3,789,400	\$ (166,400)	-4.2%
REQUIREMENTS:						
Transfers to Other Funds	\$ 2,000,000	\$ -	\$ -	\$ -	\$(2,000,000)	N/A
Reserved for Future Expenditures	1,955,800	-	3,789,400	3,789,400	1,833,600	93.8%
TOTAL REQUIREMENTS	\$ 3,955,800	\$ -	\$ 3,789,400	\$ 3,789,400	\$ (166,400)	-4.2%

Summary of Fund's Adopted Budget: The adopted budget for the SDC Reserve Fund totals \$3,789,400, a decrease of \$166,400 as compared to the 2019-21 biennial budget. Highlights of the adopted budget include:

- Beginning Fund Balance is estimated at \$2,000,000 as SDC revenue for BN 2019-2021 has met forecast.
- SDC Reimbursement increases by \$40,800 and SDC Improvements increases by \$91,000 based on anticipated new service requests.
- Transfers to Other Funds decreased by \$2,000,000 as this budget cycle does not plan to use SDC Reserves.
- Reserves for Future Expenditures is estimated at \$3,789,400.

Please see Oregon Budget Law required reports located in the Appendix section.

REVENUE BOND FUND

Overview

The Revenue Bond Fund accounts for the redemption of revenue bonds principal and interest expenditures. The primary resources are transfers from the General Fund.

The revenue bonds were originally issued November 1999. In November 2009 the revenue bonds were refunded with a new issue at a lower interest rate saving ratepayers approximately \$600,000 over the remaining bond term. The 2009 revenue bonds final payment was made in November 2020 (FY21).

The 2016 revenue bonds were issued March 2016 for \$19,790,000 par value. The balance outstanding as of June 30, 2021 is \$18,115,000. The 2016 revenue bonds final payment will be November 2046.

Where the money comes from...

- Transfers from the General Fund
- Earnings on investments

Where the money goes...

- Debt Service

Revenue Bond Fund						
Summary	Total BN 2019-2021	Adopted BN 2021-2023			Change to 2021-2023 from 2019-2021	
		Year 1 2021-22	Year 2 2022-23	Total 2021-2023	\$	%
RESOURCES:						
Beginning Fund Balance	\$ 500,000	\$ 512,000	\$ -	\$ 512,000	\$ 12,000	2.4%
Non-Operating Resources	13,000	5,500	7,500	13,000	-	0.0%
Transfers	3,390,675	1,238,000	1,239,000	2,477,000	(913,675)	-26.9%
TOTAL RESOURCES	\$ 3,903,675	\$ 1,755,500	\$ 1,246,500	\$ 3,002,000	\$ (901,675)	-23.1%
REQUIREMENTS:						
Debt Service - Principal	\$ 1,580,000	\$ 370,000	\$ 385,000	\$ 755,000	\$ (825,000)	-52.2%
Debt Service - Interest	1,810,675	868,000	854,000	1,722,000	(88,675)	-4.9%
Unappropriated and Reserved	513,000	-	525,000	525,000	12,000	2.3%
TOTAL REQUIREMENTS	\$ 3,903,675	\$ 1,238,000	\$ 1,764,000	\$ 3,002,000	\$ (901,675)	-23.1%

Summary of Fund's Adopted Budget: The adopted budget for the Revenue Bond Fund totals \$3,002,000, a decrease of \$901,675 as compared to the 2019-2021 biennial budget. Highlights of the adopted budget include:

- Transfers decrease \$913,675 and are sufficient to meet debt service payment of principal and interest for the Series 2016 outstanding bonds. The Series 2009 bonds were paid in full in fiscal year 2021.
- Debt Service decreases by \$913,675 based on Series 2016 revenue bond principal and interest payments.

Please see Oregon Budget Law required reports located in the Appendix section.

APPENDIX



Clackamas River Water

**GENERAL FUND RESOURCES
LB 20**

HISTORICAL DATA			RESOURCE DESCRIPTION	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
BEGINNING FUND BALANCE:						
\$ 4,846,400	\$ 5,757,237	\$ 6,600,000	Net Working Capital (Budget)	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000
OTHER RESOURCES:						
20,632,521	23,748,735	24,880,000	Water Sales	25,569,000	25,569,000	25,569,000
228,949	246,907	282,000	Service Connection Fees	250,000	250,000	250,000
143,429	144,091	136,000	Service Charges	136,000	136,000	136,000
115,614	159,196	20,000	Miscellaneous - Operating	20,000	20,000	20,000
21,120,513	24,298,929	25,318,000	Subtotal - Operating resources	25,975,000	25,975,000	25,975,000
213,090	219,165	232,400	Rental Income	246,400	246,400	246,400
49,884	145,881	125,000	Earnings from Investments	100,000	100,000	100,000
55,073	48,787	40,000	Miscellaneous - Non-Operating	40,000	40,000	40,000
-	5,000	-	Grant Funds	8,000	8,000	8,000
40,258	46,544	43,700	Right of Way Fees	48,100	48,100	48,100
29,860	21,360	10,000	Surplus Property Sale	10,000	10,000	10,000
388,165	486,737	451,100	Subtotal - Non operating resources	452,500	452,500	452,500
269,500	-	-	Transfer from Revenue Bond Proceeds Fund	-	-	0
1,585,000	1,590,000	1,722,600	Transfer From CRWSC Activity Fund	1,850,000	1,850,000	1,850,000
\$ 28,209,578	\$ 32,132,903	\$ 34,091,700	TOTAL RESOURCES	\$ 35,277,500	\$ 35,277,500	\$ 35,277,500

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

**GENERAL FUND REQUIREMENTS
SUMMARY BY DEPARTMENT
LB 30**

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
PERSONNEL SERVICES						
\$ 1,632,312	\$ 1,718,158	\$ 2,394,900	Administration	\$2,377,400	\$ 2,377,400	\$ 2,377,400
187,577	-	-	Board	-	-	-
922,895	1,168,650	-	Engineering	-	-	-
1,352,817	1,653,900	1,995,700	FACS	2,112,800	2,112,800	2,112,800
2,167,852	2,223,108	4,179,200	System Operations	4,453,200	4,453,200	4,453,200
2,151,912	2,292,062	2,838,500	Water Resources	\$3,129,900	3,129,900	3,129,900
8,415,365	9,055,878	11,408,300	TOTAL PERSONNEL SERVICES	12,073,300	12,073,301	12,073,301
MATERIALS & SERVICES						
1,128,190	606,851	2,197,000	Administration	2,421,100	2,421,100	2,421,100
65,433	-	-	Board	-	-	-
358,540	520,933	-	Engineering	-	-	-
896,480	832,456	855,300	FACS	1,010,400	1,010,400	1,010,400
801,789	961,409	1,461,400	System Operations	1,635,200	1,635,200	1,635,200
3,887,022	3,786,530	4,337,600	Water Resources	4,424,000	4,424,000	4,424,000
7,137,455	6,708,180	8,851,300	TOTAL MATERIALS & SERVICES	9,490,700	9,490,700	9,490,700
CAPITAL OUTLAY						
193,951	472,431	323,200	Administration	124,300	124,300	124,300
7,229	-	-	Engineering	-	-	-
-	-	-	FACS	-	-	-
434,777	515,044	838,800	System Operations	1,150,200	1,150,200	1,266,500
176,558	259,873	249,000	Water Resources	408,500	408,500	408,500
812,515	1,247,348	1,411,000	TOTAL CAPITAL OUTLAY	1,683,000	1,683,000	1,799,300
16,365,335	17,011,406	21,670,600	TOTAL DEPARTMENT EXPENDITURES	23,247,000	23,247,000	23,363,300
TRANSFERS						
455,555	3,385,750	3,390,675	To Revenue Bond Fund	2,477,000	2,477,000	2,477,000
-	-	-	To CRWSC Activity Fund	-	-	-
1,250,000	4,000,000	4,000,000	To Capital Reserve Fund	4,000,000	4,000,000	4,000,000
-	-	-	Future Reserves	-	-	-
1,705,555	7,385,750	7,390,675	TOTAL TRANSFERS TO OTHER FUNDS	6,477,000	6,477,000	6,477,000
		750,000	General Operating Contingency	1,000,000	1,000,000	1,000,000
1,705,555	7,385,750	8,140,675	TOTAL TRANSFERS & CONTINGENCY	7,477,000	7,477,000	7,477,000
18,070,890	24,397,156	29,811,275	TOTAL EXPENDITURES	30,724,000	30,724,000	30,840,300
4,846,400	7,735,747	4,280,425	UNAPPROPRIATED FUND BALANCE	4,553,500	4,553,500	4,437,200
\$ 22,917,290	\$ 32,132,903	\$ 34,091,700	TOTAL	\$ 35,277,500	\$ 35,277,500	\$ 35,277,500

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

**GENERAL FUND DETAILED REQUIREMENTS
LB 31**

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
Personnel Services:						
\$ 5,469,915	\$ 5,842,559	\$ 6,753,800	Salaries	\$7,496,200	\$ 7,496,200	\$ 7,496,200
2,945,450	3,213,319	4,654,500	Benefits and taxes	4,577,100	4,577,100	4,577,100
\$ 8,415,365	\$ 9,055,877	\$ 11,408,300	PERSONNEL SERVICES TOTAL	\$ 12,073,300	\$ 12,073,300	12,073,300
Materials & Services:						
310,854	334,585	342,900	Customer Services	478,800	478,800	478,800
531,895	705,165	809,700	Equipment	972,100	972,100	972,100
456,340	481,805	699,300	Facilities & Security	797,000	797,000	797,000
407,522	750,446	935,500	General Administration	1,046,900	1,046,900	1,046,900
294,853	355,866	363,600	Materials	423,000	423,000	423,000
124,502	105,989	170,900	Office	171,700	171,700	171,700
207,469	157,529	308,600	Other Support Costs	350,600	350,600	350,600
(408,516)	(970,198)	(530,600)	Overhead Reimbursement (CIP Fund)	(643,700)	(643,700)	(643,700)
1,492,216	1,258,020	1,911,600	Professional & Contracted Services	1,821,600	1,821,600	1,821,600
1,376,890	1,451,296	1,753,400	Utilities	1,857,400	1,857,400	1,857,400
2,343,429	2,077,680	2,086,400	Water Purchases & Treatment	2,215,300	2,215,300	2,215,300
7,137,454	6,708,182	8,851,300	MATERIALS & SERVICES TOTAL	9,490,700	9,490,700	9,490,700
Capital Outlay:						
6,505	143,272	250,000	Land	-	-	-
312,499	300,582	248,000	Improvements	950,000	950,000	950,000
350,826	153,825	294,600	Vehicles	172,200	172,200	288,500
73,959	506,550	384,200	General Equipment & Tools	328,000	328,000	328,000
7,850	57,989	-	Laboratory Equipment	-	-	-
23,330	42,148	84,200	Computer Equipment	82,800	82,800	82,800
37,547	42,982	150,000	Other	150,000	150,000	150,000
812,516	1,247,347	1,411,000	CAPITAL OUTLAY TOTAL	1,683,000	1,683,000	1,799,300
16,365,335	17,011,406	21,670,600	DEPARTMENT TOTALS	23,247,000	23,247,000	23,363,300
Transfers & Contingency:						
2,290,277	3,385,750	3,390,675	To Revenue Bond Fund	2,477,000	2,477,000	2,477,000
-	-	-	To CRWSC Activity Fund	-	-	-
4,000,000	4,000,000	4,000,000	To Capital Reserve Fund	4,000,000	4,000,000	4,000,000
-	-	750,000	General Operating Contingency	1,000,000	1,000,000	1,000,000
6,290,277	7,385,750	8,140,675	TRANSFERS & CONTINGENCY TOTAL	7,477,000	7,477,000	7,477,000
5,553,965	7,735,747	4,280,425	UNAPPROPRIATED FUND BALANCE	4,553,500	4,553,500	4,437,200
\$ 28,209,577	\$ 32,132,903	\$ 34,091,700	TOTAL GENERAL FUND BUDGET	\$ 35,277,500	\$ 35,277,500	\$ 35,277,500

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

CAPITAL IMPROVEMENT PROJECTS FUND
SPECIAL FUND - LB 10
RESOURCES AND REQUIREMENTS

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2019-2021		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ 26,425	\$ -	\$ 1,000	Cash on hand (cash basis):	\$ 1,000	\$ 1,000	\$ 1,000
3,249	21,339	-	- Earnings from investments	-	-	-
52,077	-	-	- ODOT-Reimbursement	-	-	-
-	-	-	- PGE Grant	-	-	-
3,079	94,038	-	- Other Operating Income	-	-	-
Transferred In:						
-	-	-	- SDC Reserve Fund	-	-	-
2,700,000	1,713,000	3,630,000	Capital Reserve Fund	6,287,000	6,287,000	6,287,000
2,784,830	1,828,377	3,631,000	Resources Without Taxes	6,288,000	6,288,000	6,288,000
\$ 2,784,830	\$ 1,828,377	\$ 3,631,000	TOTAL RESOURCES	\$ 6,288,000	\$ 6,288,000	\$ 6,288,000
REQUIREMENTS						
Capital Outlay:						
2,633,585	1,276,469	3,631,000	Project Expenses	6,288,000	6,288,000	6,288,000
2,633,585	1,276,469	3,631,000	Capital Outlay Total	6,288,000	6,288,000	6,288,000
Reserved Future Expenditures:						
151,245	551,908	-	- Reserved Future Expenditures	-	-	-
151,245	551,908	-	Reserved Future Expenditures Total	-	-	-
\$ 2,784,830	\$ 1,828,377	\$ 3,631,000	TOTAL REQUIREMENTS	\$ 6,288,000	\$ 6,288,000	\$ 6,288,000

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

**CIP Bond Construction Fund
SPECIAL FUND - LB 10
RESOURCES AND REQUIREMENTS**

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ -	\$ -	\$ 1,000	Cash on hand (cash basis):	\$ -	\$ -	\$ -
	254,573		Other Operating Income			
Transferred In:						
-	3,000,000	1,500,000	CRW Reserve Fund	-	-	-
-	-	2,000,000	SDC Reserve Fund	-	-	-
3,000,000	20,500,000	-	Revenue Bond Proceeds Fund	-	-	-
3,000,000	23,754,573	3,501,000	Resources Without Taxes	-	-	-
\$ 3,000,000	\$ 23,754,573	\$ 3,501,000	TOTAL RESOURCES	\$ -	\$ -	\$ -
REQUIREMENTS						
Capital Outlay:						
3,298,811	22,293,608	3,139,000	Project Expenses	-	-	-
3,298,811	22,293,608	3,139,000	Capital Outlay Total	-	-	-
Reserved Future Expenditures:						
(298,811)	1,460,965	362,000	Reserved Future Expenditures	-	-	-
(298,811)	1,460,965	362,000	Reserved Future Expenditures Total	-	-	-
\$ 3,000,000	\$ 23,754,573	\$ 3,501,000	TOTAL REQUIREMENTS	\$ -	\$ -	\$ -

Fund established in BN 2015-2017 with Res. No. 10-2016
Fund closed in BN 2019-2021

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

**CAPITAL RESERVE FUND
RESERVE FUND - LB 11
RESOURCES AND REQUIREMENTS**

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ 3,507,600	\$ 4,887,777	\$ 5,750,000	Cash on hand (cash basis):	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000
			Transferred From General Fund for			
4,000,000	4,000,000	4,000,000	Future Reserves	4,000,000	4,000,000	4,000,000
-	3,000,000	1,500,000	IGA Cost Share	-	-	-
80,177	157,269	72,200	Earnings from investments	90,000	90,000	90,000
<u>7,587,777</u>	<u>12,045,046</u>	<u>11,322,200</u>	Resources Without Taxes	<u>12,440,000</u>	<u>12,440,000</u>	<u>12,440,000</u>
\$ 7,587,777	\$ 12,045,046	\$ 11,322,200	TOTAL RESOURCES	\$ 12,440,000	\$ 12,440,000	\$ 12,440,000
REQUIREMENTS						
\$ 2,700,000	\$ 4,713,000	\$ 3,630,000	Transferred to CIP Fund	\$ 6,287,000	\$ 6,287,000	\$ 6,287,000
-	-	1,500,000	Transferred to CIP Bond Construction Fun	-	-	-
<u>4,887,777</u>	<u>7,332,046</u>	<u>6,192,200</u>	Reserved for Future Expenditures	<u>6,153,000</u>	<u>6,153,000</u>	<u>6,153,000</u>
\$ 7,587,777	\$ 12,045,046	\$ 11,322,200	TOTAL REQUIREMENTS	\$ 12,440,000	\$ 12,440,000	\$ 12,440,000

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

CRWSC ACTIVITY FUND
SPECIAL FUND - LB 10
RESOURCES AND REQUIREMENTS

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ 133,178	\$ 185,577	\$ 150,000	Net Working Capital:	\$ 130,000	\$ 130,000	\$ 130,000
1,623,734	1,698,660	1,685,000	Wholesale Water Sales	1,750,000	1,750,000	1,750,000
107,050	28,509	113,000	Other Operating Revenue	110,000	110,000	110,000
-	-	-	Contract Services / Resource Sharing	-	-	-
389,792	244,764	168,000	Non-operating Revenue	165,000	165,000	165,000
2,253,754	2,157,510	2,116,000	Resources Without Taxes	2,155,000	2,155,000	2,155,000
\$ 2,253,754	\$ 2,157,510	\$ 2,116,000	TOTAL RESOURCES	\$ 2,155,000	\$ 2,155,000	\$ 2,155,000
REQUIREMENTS						
Personnel Services:						
\$ 389,651	\$ 143,292	\$ 85,600	Salaries & Wages	\$ 88,600	\$ 88,600	\$ 88,600
-	-	46,700	Benefit & Taxes	47,400	47,400	47,400
389,651	143,292	132,300	Total Personnel Services	136,000	136,000	136,000
Material & Services:						
32,200	60,104	79,400	Equipment	38,400	38,400	38,400
1,024	-	-	Customer Services	-	-	0
98	-	-	Facilities and Security	-	-	-
3,875	7,103	8,800	General Administraton	3,600	3,600	3,600
-	-	-	Materials	-	-	0
176	76	300	Office	-	-	0
4,449	3,746	3,300	Other Support Costs	5,000	5,000	5,000
-	-	-	Overhead	-	-	-
61,701	12,657	9,900	Professional & Contracted Services	34,000	34,000	34,000
9,325	6,490	14,500	Utilities	8,000	8,000	8,000
6,745	18,340	32,700	Water Purchases & Treatment	3,600	3,600	3,600
119,594	108,515	148,900	Material & Services Total	92,600	92,600	92,600
Transfers:						
1,585,000	1,590,000	1,722,600	General Fund	1,850,000	1,850,000	1,850,000
1,585,000	1,590,000	1,722,600	Transfers Total	1,850,000	1,850,000	1,850,000
159,509	315,702	112,200	Reserved Future Expenditures	76,400	76,400	76,400
\$ 2,253,754	\$ 2,157,510	\$ 2,116,000	TOTAL REQUIREMENTS	\$ 2,155,000	\$ 2,155,000	\$ 2,155,000

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

**RATE STABILIZATION RESERVE FUND
RESERVE FUND - LB 11
RESOURCES AND REQUIREMENTS**

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ 1,137,350	\$ 1,156,834	\$ 1,183,000	Cash on Hand (cash basis):	\$ 1,220,000	\$ 1,220,000	\$ 1,220,000
19,484	39,005	36,000	Earnings From Investments	36,000	36,000	36,000
1,156,834	1,195,839	1,219,000	Resources Without Taxes	1,256,000	1,256,000	1,256,000
\$ 1,156,834	\$ 1,195,839	\$ 1,219,000	TOTAL RESOURCES	\$ 1,256,000	\$ 1,256,000	\$ 1,256,000
REQUIREMENTS						
\$ -	\$ -	\$ -	- Transfer to General Fund	\$ -	\$ -	\$ -
1,156,834	1,195,839	1,219,000	Reserved for Rate Stabilization	1,256,000	1,256,000	1,256,000
\$ 1,156,834	\$ 1,195,839	\$ 1,219,000	TOTAL REQUIREMENTS	\$ 1,256,000	\$ 1,256,000	\$ 1,256,000

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

**SDC RESERVE FUND
RESERVE FUND - LB 11
RESOURCES AND REQUIREMENTS**

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ 415,329	\$ 1,339,632	\$ 2,300,000	Cash on hand (cash basis):	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
352,320	613,754	797,600	SDC Reimbursement	838,400	838,400	838,400
554,635	677,750	834,500	SDC Improvement	925,500	925,500	925,500
17,348	57,771	23,700	Earnings from investments	25,500	25,500	25,500
1,339,632	2,688,907	3,955,800	Resources Without Taxes	3,789,400	3,789,400	3,789,400
\$ 1,339,632	\$ 2,688,907	\$ 3,955,800	TOTAL RESOURCES	\$ 3,789,400	\$ 3,789,400	\$ 3,789,400

REQUIREMENTS						
\$ -	\$ -	\$ -	- Transfer to CIP Fund	\$ -	\$ -	\$ -
\$ -	\$ -	\$ 2,000,000	Transfer to CIP Bond Construction Fund	-	-	-
-	-	-	- Transfer to Revenue Bond Fund	-	-	-
1,339,632	2,688,907	1,955,800	Reserved Future Expenditures	3,789,400	3,789,400	3,789,400
\$ 1,339,632	\$ 2,688,907	\$ 3,955,800	TOTAL REQUIREMENTS	\$ 3,789,400	\$ 3,789,400	\$ 3,789,400

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

**REVENUE BOND PROCEEDS FUND
RESERVE FUND - LB 11
RESOURCES AND REQUIREMENTS**

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 BUDGET	BN 19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ -	\$ 20,185,233	\$ 246,000	Cash on hand (cash basis):	\$ -	\$ -	\$ -
-	694,966	1,000	Earnings from investments	-	-	-
-	20,880,199	247,000	Resources Without Taxes	-	-	-
\$ -	\$ 20,880,199	\$ 247,000	TOTAL RESOURCES	\$ -	\$ -	\$ -
REQUIREMENTS						
\$ -	\$ -	\$ -	Transfer to General Fund	\$ -	\$ -	\$ -
-	20,500,000	247,000	Transfer to CIP Bond Construction Fun	-	-	-
-	380,199	-	Reserved for Future Expenditures	-	-	-
\$ -	\$ 20,880,199	\$ 247,000	TOTAL REQUIREMENTS	\$ -	\$ -	\$ -

Fund established in BN 2015-2017 with Res. No. 10-2016
The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

**REVENUE BOND FUND
BONDED DEBT - LB 35
RESOURCES AND REQUIREMENTS**

HISTORICAL DATA			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
RESOURCES:						
BEGINNING FUND BALANCE:						
\$ 479,746	\$ 486,713	\$ 500,000	Cash on hand (cash basis)	\$ 512,000	\$ 512,000	\$ 512,000
6,967	13,946	13,000	Earning From Investments	13,000	13,000	13,000
2,290,277	3,385,750	3,390,675	Transfer From General Fund	2,477,000	2,477,000	2,477,000
-	-	-	- Transfer From SDC Fund	-	-	-
<u>2,776,990</u>	<u>3,886,409</u>	<u>3,903,675</u>	Resources Without Taxes	<u>3,002,000</u>	<u>3,002,000</u>	<u>3,002,000</u>
\$ 2,773,090	\$ 2,773,090	\$ 3,903,675	TOTAL RESOURCES	\$ 3,002,000	\$ 3,002,000	\$ 3,002,000
REQUIREMENTS:						
\$ 1,060,000	\$ 1,465,000	\$ 1,580,000	Principal	\$ 755,000	\$ 755,000	\$ 755,000
1,230,277	1,920,750	1,810,675	Interest	1,722,000	1,722,000	1,722,000
486,713	500,659	513,000	Unappropriated and Reserved	525,000	525,000	525,000
<u>\$ 2,776,990</u>	<u>\$ 3,886,409</u>	<u>\$ 3,903,675</u>	TOTAL REQUIREMENTS	<u>\$ 3,002,000</u>	<u>\$ 3,002,000</u>	<u>\$ 3,002,000</u>

SUPPLEMENT LB-36

HISTORICAL DATA (Annual & Biennial)			Description of Resources and Requirements	BIENNIAL BUDGET FOR 2021-2023		
BN 15-17 ACTUAL	BN 17-19 ACTUAL	BN19-21 BUDGET		PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
BOND PRINCIPAL PAYMENTS						
Issue Date - Payment Date						
\$ 745,000	\$ 805,000	\$ 880,000	2009 - 11/1/19 & 11/1/20	\$ -	\$ -	\$ -
315,000	660,000	700,000	2016 - 11/1/19 & 11/1/20	755,000	\$ 755,000	\$ 755,000
<u>1,060,000</u>	<u>1,465,000</u>	<u>1,580,000</u>	Total Principal Payments	<u>755,000</u>	<u>755,000</u>	<u>755,000</u>
BOND INTEREST PAYMENTS						
Issue Date - Payment Date						
157,375	103,100	35,600	2009 - 11/1/19, 5/1/20, 11/1/20, & 5/1/21	-	-	-
1,072,902	1,817,650	1,775,075	2016 - 11/1/19, 5/1/20, 11/1/20, & 5/1/21	1,722,000	1,722,000	1,722,000
<u>1,230,290</u>	<u>1,920,750</u>	<u>1,810,675</u>	Total Interest Payments	<u>1,722,000</u>	<u>1,722,000</u>	<u>1,722,000</u>
UNAPPROPRIATED ENDING FUND						
486,700	500,659	513,000	Unappropriated Fund Balance	525,000	525,000	525,000
<u>\$ 2,776,990</u>	<u>\$ 3,886,409</u>	<u>\$ 3,903,675</u>	TOTAL REQUIREMENTS	<u>\$ 3,002,000</u>	<u>\$ 3,002,000</u>	<u>\$ 3,002,000</u>

The Board of Commissioners adopted Resolution No. 05-2015 authorizing biennial budgeting beginning July 1, 2015.

BUDGET MODIFICATIONS





Clackamas River Water




CLACKAMAS RIVER WATER

BN 2021-2023

CHANGES FROM PROPOSED TO APPROVED BUDGET

 Increase  Decrease	Description	Proposed	Approved	\$ Change	% Change
NA	General Fund Personnel Services	No Changes were made			
NA	General Fund Materials & Services	No Changes were made			
NA	General Fund Unappropriated Fund Bal.	No Changes were made			
NA	General Fund Capital Outlay	No Changes were made			
NA	Other Funds	No Changes were made			

CHANGES FROM APPROVED TO ADOPTED BUDGET

 Increase  Decrease	Description	Approved	Adopted	\$ Change	% Change
NA	General Fund Personnel Services	No Changes were made			
NA	General Fund Materials & Services	No Changes were made			
NA	General Fund Unappropriated Fund Bal.	No Changes were made			
	General Fund Capital Outlay	\$ 1,683,000	\$ 1,799,300	\$ 116,300	7%
NA	Other Funds	No Changes were made			



6605 SE Lake Road, Portland, OR 97222
 PO Box 22109 Portland, OR 97269-2169
 Phone: 503-684-0360 Fax: 503-620-3433
 E-mail: legals@commnewspapers.com

AFFIDAVIT OF PUBLICATION

State of Oregon, County of Clackamas, SS I, Charlotte Allsop, being the first duly sworn, depose and say that I am the Accounting Manager of the **Clackamas Review, Estacada News, Oregon City News**, a newspaper of general circulation, serving Clackamas, Estacada, Oregon City in the aforesaid county and state, as defined by ORS 193.010 and 193.020, that

**Clackamas River Water
 PUBLIC MEETING NOTICE
 BUDGET COMMITTEE MEETING on Thursday April 22, 2021, at 6:00 p.m.**

Ad#: 198423

A copy of which is hereto annexed, was published in the entire issue of said newspaper(s) for 1 week(s) in the following issue(s):
04/14/2021, 04/15/2021

Charlotte Allsop

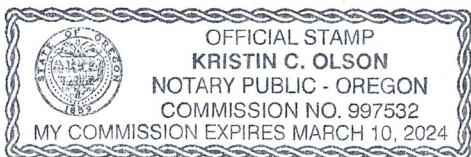
Charlotte Allsop (Accounting Manager)

Subscribed and sworn to before me this 04/15/2021.

Kristin C. Olson

NOTARY PUBLIC FOR OREGON

Acct #: 116241
Attn: Shelley Matthews
 CLACKAMAS RIVER WATER
 16770 SE 82ND DRIVE
 CLACKAMAS, OR 97015



PUBLIC MEETING NOTICE

*****BUDGET COMMITTEE MEETING*****

A public meeting of the Budget Committee of Clackamas River Water, Clackamas County, State of Oregon, to discuss the budget for the Biennium July 1, 2021, to June 30, 2023, will be held online via a Zoom meeting. The meeting will take place on **Thursday April 22, 2021, at 6:00 p.m.** Additionally, the second and third meetings are scheduled for **Monday April 26, 2021 and Tuesday May 6, 2021**, if needed. The purpose of the meeting is to receive the budget message and comments from the public on the budget. This is a public meeting where deliberation of the Budget Committee will take place.

To protect the health of our customers, staff, and commissioners, CRW's Board of Commissioners and most of its staff will attend this meeting through an online Zoom meeting. The budget committee meeting is open to the public and will be a Zoom meeting. Anyone who wishes to attend the meeting to discuss the proposed programs with the Budget Committee may do so by internet at <https://us02web.zoom.us/j/81077702696> or by calling the following number 1-253-215-8782 and join meeting / 81077702696#. Passcode: 456222. Information to access the meeting will also be posted on the Clackamas River Website at www.cwater.com. A copy of the budget document may be inspected on April 12, 2021, or anytime thereafter, on-line at www.cwater.com.
 Publish April 14, 2021

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Media Group

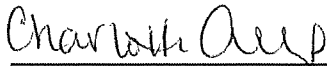
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PO Box 22109 Portland, OR 97269-2169
Phone: 503-684-0360 Fax: 503-620-3433
E-mail: legals@commnewspapers.com

AFFIDAVIT OF PUBLICATION

State of Oregon, County of Clackamas, SS I,
Charlotte Allsop, being the first duly sworn,
depose and say that I am the Accounting
Manager of the **Clackamas Review, Estacada News, Oregon City News**, a newspaper of
general circulation, serving Clackamas, Estacada, Oregon City in the aforesaid county
and state, as defined by ORS 193.010 and
193.020, that


Clackamas River Water
CLACKAMAS RIVER WATER
NOTICE OF PUBLIC HEARING at 6:00 pm,
on Thursday, June 10, 2021
Ad#: 203447

A copy of which is hereto annexed, was
published in the entire issue of said
newspaper(s) for 1 week(s) in the
following issue(s):
05/26/2021, 05/27/2021



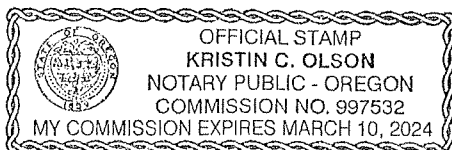
Charlotte Allsop (Accounting Manager)

Subscribed and sworn to before me this
05/27/2021.



NOTARY PUBLIC FOR OREGON

Acct #: 107814
Attn: Carol Bryck
MILWAUKIE, CITY OF
10722 SE MAIN ST
MILWAUKIE, OR 97222



6605 SE Lake Road, Portland, OR 97222
 PO Box 22109 Portland, OR 97269-2169
 Phone: 503-684-0360 Fax: 503-620-3433
 E-mail: legals@commnewspapers.com

AFFIDAVIT OF PUBLICATION

State of Oregon, County of Clackamas, SS I, Charlotte Allsop, being the first duly sworn, depose and say that I am the Accounting Manager of the **Clackamas Review, Estacada News, Oregon City News**, a newspaper of general circulation, serving Clackamas, Estacada, Oregon City in the aforesaid county and state, as defined by ORS 193.010 and 193.020, that

**Clackamas River Water
 NOTICE OF BUDGET HEARING on June 10,
 2021 at 6:00 pm
 Ad#: 203429**

A copy of which is hereto annexed, was published in the entire issue of said newspaper(s) for 1 week(s) in the following issue(s):
05/26/2021, 05/27/2021

Charlotte Allsop

Charlotte Allsop (Accounting Manager)

Subscribed and sworn to before me this 05/27/2021.

Kristin C. Olson

NOTARY PUBLIC FOR OREGON

Acct #: 116241
Attn: Carol Bryck
 CLACKAMAS RIVER WATER
 16770 SE 82ND DRIVE
 CLACKAMAS, OR 97015



FORM LB-1
NOTICE OF BUDGET HEARING

A public meeting of the Clackamas River Water Board of Commissioners will be held on June 10, 2021 at 6:00 pm via Zoom at <https://us02web.zoom.us/j/8157191199> passcode 247285. The purpose of this meeting is to discuss the budget for the biennium beginning July 1, 2021. The budget is approved by the Clackamas River Water Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected online at WWW.CRWAIVER.COM. This budget is for a biennial budget.

Contact: Sheryl French Telephone: 722-9220 Email: sfrench@crwater.com

TOTAL OF ALL FUNDS		FINANCIAL SUMMARY - RESOURCES		FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION		FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM*	
Beginning Fund Balance/Net Working Capital	Interfund Transfers / Internal Service Reimbursements	Actual Amount	Prior Biennium 2017 - 2019	Adopted Budget	Approved Budget	Name of Organizational Unit or Program	FTE for that unit or program
All Other Resources Except Current Year Property Taxes	Total Resources	This Biennium 2019 - 2021	Next Biennium 2021 - 2023	Next Biennium 2019 - 2021	Next Biennium 2021 - 2023		
		16,731,000	19,213,000	16,731,000	19,213,000	Administration Department	
		34,286,750	16,243,275	34,286,750	16,243,275	Water Resources Department	2,797,440
		32,382,010	31,013,100	32,382,010	31,013,100	FTE	6.2
		100,569,763	63,987,375	100,569,763	63,987,375	FTE	6.338,465
Personnel Services		9,199,171	11,540,600	9,199,171	11,540,600	System Operations Department	10.0
Materials and Services		6,812,526	9,000,200	6,812,526	9,000,200	FTE	3.699,561
Capital Outlay		24,817,425	8,181,000	24,817,425	8,181,000	Engineering Department	11.0
Debt Service		3,385,750	3,990,675	3,385,750	3,990,675	FTE	1,689,583
Interfund Transfers		34,188,750	16,243,275	34,188,750	16,243,275	Finance, Accounting and Customer Services Department	6.0
Contingencies		750,000	1,000,000	750,000	1,000,000	FTE	2,486,356
Unappropriated Ending Balance and Reserved for Future Expenditure		21,416,141	14,881,625	21,416,141	14,881,625	CRWSC Activity Fund	8.0
Total Requirements		100,569,763	63,987,375	100,569,763	63,987,375	FTE	247,699
						Not Allocated to Organizational Unit or Program	
						FTE	83,310,719
						Total Requirements	0.0
						Total FTE	100,569,763
							41.2
							43.8

STATEMENT OF CHANGES IN ACTIVITIES AND SOURCES OF FINANCING*

A public meeting of the Clackamas River Water Board of Commissioners will be held on June 10, 2021 at 6:00 pm via Zoom at <https://us02web.zoom.us/j/81571191199> passcode 247481. The purpose of this meeting is to discuss the budget for the biennium beginning July 1, 2021 as approved by the Clackamas River Water Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected online at WWW.CRWATER.COM. This budget is for a biennial budget

Contact: Sheryl French Telephone: 722-9220 Email: sfrench@crwater.com

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount Prior Biennium 2017 - 2019	Adopted Budget This Biennium 2019 - 2021	Approved Budget Next Biennium 2021 - 2023
Beginning Fund Balance/Net Working Capital	33,999,003	16,731,000	19,213,000
Interfund Transfers / Internal Service Reimbursements	34,188,750	16,243,275	14,614,000
All Other Resources Except Current Year Property Taxes	32,382,010	31,013,100	30,380,900
Total Resources	100,569,763	63,987,375	64,207,900

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	9,199,171	11,540,600	12,209,300
Materials and Services	6,812,526	9,000,200	9,583,300
Capital Outlay	24,817,425	8,181,000	7,971,000
Debt Service	3,385,750	3,390,675	2,477,000
Interfund Transfers	34,188,750	16,243,275	14,615,000
Contingencies	750,000	750,000	1,000,000
Unappropriated Ending Balance and Reserved for Future Expenditure	21,416,141	14,881,625	16,352,300
Total Requirements	100,569,763	63,987,375	64,207,900

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *			
Name of Organizational Unit or Program FTE for that unit or program			
Administration Department	2,797,440	4,915,100	4,922,800
FTE	6.2	5.8	6.8
Water Resources Department	6,338,465	7,425,100	7,962,400
FTE	10.0	10.0	11.0
System Operations Department	3,699,561	6,479,400	7,238,600
FTE	11.0	18.0	18.0
Engineering Department	1,689,583	0	0
FTE	6.0	0.0	0.0
Finance, Accounting and Customer Services Department	2,486,356	2,851,000	3,123,200
FTE	8.0	8.0	8.0
CRWSC Activity Fund	247,639	281,200	228,600
FTE	0.0	0.0	0.0
Not Allocated to Organizational Unit or Program	83,310,719	42,035,575	40,732,300
FTE	0.0	0.0	0.0
Total Requirements	100,569,763	63,987,375	64,207,900
Total FTE	41.2	41.8	43.8

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Clackamas River Water began biennial budgeting effective July 1, 2015. This is the District's fourth biennial budget. The total 2021-2023 biennial budget is up by .34%, or \$220,525, over the 2019-2021 adopted biennial budget.

Resources: The District's beginning fund balance increased by \$2,482,000, 14.8% from the 2019-2021 biennium. Interfund transfers decrease 10.0%, or \$1,629,275 over the 2019-2021 adopted budget as a reduction in funding requirements for capital improvement projects. Other resources decrease 2.0% due to reduced interest earnings on investments offset by increase in water rates and sales. This budget includes the eighth year of the eight-year rate plan. A rate hearing is anticipated in fiscal year 2022.

Requirements: Debt Service decreased due to paying in full one of our two debt issues. Transfers are also lower because of the reduced debt and reduced capital outlay. These reductions are offset by increases in personnel services due to additional staffing requirements and materials and services.

FTE's: The total FTE's increase by 2 from the 2019-2021 biennium. An additional full-time position for Public Outreach/Communications will be filled in fiscal year 2022 and an additional water treatment plant operator position will be filled in fiscal year 2023.

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
Other Bonds	\$18,115,000	\$21,885,000
Total	\$18,115,000	\$21,885,000

CLACKAMAS RIVER WATER

RESOLUTION No. 04-2021

A RESOLUTION FOR ADOPTING THE BUDGET AND MAKING APPROPRIATIONS FOR CLACKAMAS RIVER WATER FOR THE 2021-2023 BIENNIUM

WHEREAS, pursuant to the requirements of ORS Chapter 294, the Board of Commissioners for Clackamas River Water is required to adopt the budget and make appropriations for the District for the 2021-2023 biennial period; and,

WHEREAS, on April 22, 2021, following public notice and meetings thereon, the duly appointed and authorized Budget Committee approved the biennial budget proposed for the 2021-2023 period, on file at the District office, and recommended adoption by the Board of Commissioners; and,

WHEREAS on April 22, 2021, Clackamas River Water has the authority to levy taxes and that the Budget Committee declared No Tax Levy be imposed on the ratepayers of Clackamas River Water for the 2021-2023 period; and,

WHEREAS, on June 10, 2021, the Board of Commissioners held the Budget Hearing following public notice thereon as required by ORS 294.453.

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF CLACKAMAS RIVER WATER THAT:

Section 1: The Board of Commissioners of Clackamas River Water hereby adopts the biennial budget as approved by the Budget Committee and modified by the Board of Commissioners to include an addition of \$116,300 to Capital Outlay appropriation in the General Fund and for BN 2021-2023 in the total sum of \$64,207,900 now on file at the district office as required by ORS 294.556.

Section 2: That the amounts for the biennium beginning July 1, 2021, and for the purposes shown below are hereby appropriated as follows:

GENERAL FUND	
Appropriations:	
Personnel Services	\$ 12,073,300
Materials & Services	9,490,700
Capital Outlay	1,799,300
Interfund Transfers	6,477,000
Operating Contingency	<u>1,000,000</u>
Appropriation Total (General Fund)	\$ 30,840,300

(Continued on next page)

CAPITAL RESERVE FUND	
Interfund Transfers Appropriation	\$ 6,288,000
CAPITAL IMPROVEMENT PROJECTS FUND	
Capital Outlay Appropriation	\$ 6,288,000
CRWSC ACTIVITY FUND	
Appropriations:	
Personnel Services	\$ 136,000
Materials & Services	92,600
Interfund Transfers	<u>1,850,000</u>
Appropriation Total (CRWSC Activity Fund)	\$ 2,078,600
REVENUE BOND FUND	
Debt Service Appropriation	\$ 2,477,000
TOTAL APPROPRIATIONS:	\$ 47,971,900
Unappropriated Ending Fund and Reserved for Future Expenditures	<u>\$16,236,000</u>
Total Budget	\$ 64,207,900

Section 3: The General Manager or his designee shall file with Clackamas County and Oregon Department of Revenue information as required by ORS 294.458.

This resolution shall be deemed effective upon adoption. This resolution ADOPTED by the Clackamas River Water Board of Commissioners on this 10th day of June 2021.



Sheryl French, Board President



Naomi Angier, Board Secretary

BUDGET CALENDAR
BN 2021-2023

- | | |
|--|--------------------------------------|
| 1. Appoint budget officer | January 14, 2021 |
| 2. Publish notice of budget committee meeting in the Clackamas Review, Estacada News, and Oregon City News, and post on District web site | April 14, 2021
and April 15, 2021 |
| 3. Hold budget committee meeting | April 22, 2021 |
| 4. Approve budget | April 22, 2021 |
| 5. Publish hearing notice in the Clackamas Review, Estacada News, and Oregon City News | May 26, 2021
and May 27, 2021 |
| 6. Hold budget hearing | June 10, 2021 |
| 7. Adopt the budget and make appropriations by Resolution No. 17-2015 with no taxes to levy | June 10, 2021 |
| 8. Submit budget to State, County Assessor, Treasurer and Clerk | July 15, 2021 |

GLOSSARY



Clackamas River Water

Actual: Actual financial results reported in summaries of funds, revenues, and expenditures. This category is presented on a budgetary basis, and excludes full-accrual audit items such as depreciation and amortization.

Adopted Budget: is the final budget approved by the Board of Commissioners. It is used in fund, revenue and expenditure summaries.

The adopted budget is effective July 1st.

AICPA: American Institute of Certified Public Accountants.

AIM: Available in Map. In-house Geographic Information System (GIS).

Approved Budget: Proposed budget modified for any changes made by the Citizens Budget Committee. It is used in fund, revenue and expenditure summaries.

Appropriations: Legal authorization granted by the Board of Commissioners to spend public funds. Appropriations within each budget category may not be exceeded.

As-built: Engineering drawings or maps with notations of the changes as the system is built.

Assets: Resources having a monetary value that are owned or held by the District.

Audit: Systematic examination of financial or accounting records by an independent accounting firm to obtain reasonable assurance about whether the basic financial statements are free from material misstatement. The auditor's responsibility is to express an opinion on the financial statements based on audit findings. The results of the audit are published in the

District's Comprehensive Annual Financial Report.

AWWA: American Water Works Association. Nonprofit dedicated to managing and treating water and setting uniform standards for water professionals.

Base Budget: Cost of continuing the existing levels of service in the current budget year. It is the current year's adopted budget less one-time purchases included in the adopted budget.

Beginning Fund Balance: Residual fund balances representing unused funds brought forward from the previous financial year (ending fund balance).

Biennial: Two-year period.

Biennium (BN): Budgetary two-year period.

Board: Board of Commissioners that oversees operations of Clackamas River Water.

Bonds or Bond Issues: Debt instruments that require repayment of specified principal amounts on a certain date (maturity date), together with interest at a stated rate or calculated variable rate of interest.

Bond Fund: Established to account for bond proceeds received from the sale of bonds and repayment of bond issues. The Revenue Bond Fund is the District's Bond Fund.

Budget: Financial operational plan including an estimate of proposed expenditures and the means of financing them. Budgets are for a set period, usually one year. Oregon Budget Laws allows the adoption of a biennial or two year budget. The District has prepared annual budgets through fiscal year 2015. On December 11, 2014, Resolution 05-

2015 was adopted allowing the District to prepare a biennial budget.

Budget Calendar: Schedule of key dates the District follows to prepare and adopt the budget by June 30th.

Budget Committee: Group comprised of CRW Board of Commissions (elected officials) and an equal number of district citizens for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget.

Budget Document: Report showing the District's financial plan for a specified period, typically one or two years, that includes both operational and capital expenditures.

Budget Message: Written explanation of the budget as proposed by the GM and CFO. It includes the District's financial priorities, policies, and major changes within the document.

Budget Officer: District employee appointed by resolution of the Board of Commissioners with primary responsibility for preparing the proposed budget and following Oregon Budget Law.

Budgetary Basis: Method used to prepare the budget that is consistent with Generally Accepted Accounting Principles (GAAP), with the exception that neither depreciation nor amortization is included in budgeted expenditures.

CAD: Computer Aided Drawing.

Capital Budget: Portion of the District's budget slated for projects and major repairs, improvements or additions to the Districts capital assets.

Capital Expenditures: Defined as expenditures that are 1) greater than \$5,000, 2) have a useful life greater than one year, and 3) result in the creation or revitalization of a fixed asset.

Capital Improvement: Defined in the ORS 310-410 (10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life longer than one year.

Capital Improvement Project (CIP): Improvement to District's infrastructure including transmission or distribution waterlines, reservoirs, pump stations, buildings, and the water treatment plant.

Capital Outlay (CO): Money spent to acquire, repair and maintain, or upgrade (increase capacity, efficiency or useful life) capital assets: land, machinery, equipment, vehicles, facilities and other infrastructure. Criteria to qualify: 1) useful life greater than one year, 2) cost at least \$5,000, and 3) be an improvement. Expenditures not meeting the qualifications are included in materials and services.

CCF: Centum Cubic Feet is a measure of water consumption. One CCF equals 100 cubic feet and is equivalent to 748 gallons.

CCR: Customer Confidence Report is the annual drinking water quality report.

CFO: Chief Financial Officer.

Charges for Service: Includes a variety of fees charged for services provided to the public and other entities.

CIP: Capital Improvement Projects.

Comprehensive Annual Financial Report: Set of U.S. government financial statements

comprising the financial report of a governmental entity, which is audited by an external AICPA certified accounting firm for compliance with GAAP and GASB and includes the auditor's opinion and comments.

CO: Capital Outlay. Appropriation category included in the budget document and Resolution.

COOP: Continuity of Operations Plan. A plan at the agency level that ensures the agency can continue or recover its vital services in the event of a disaster or emergency (NSPD-51, HSPD-20 and NCPIP).

Consumer Price Index: Statistical description of price levels provided by the US Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency: Budgetary reserve set aside for unforeseen expenditures not otherwise budgeted due to the occurrence of unusual or extraordinary events. The Board of Commissioners must adopt a resolution to appropriate Contingency for a specific purpose and the funds must be transferred to an existing appropriation prior to using the funds.

CRW: Clackamas River Water or District

CRWP: Clackamas River Water Providers is a coalition of municipal water providers that get their drinking water from the Clackamas River and coordinate efforts to address water resource issues.

CRWSC: Clackamas Regional Water Supply Commission or the Commission. An Overarching government structure formed by CRW and SWA through an ORS 190 Intergovernmental Agreement, which

consolidates operations between the two agencies, maximizing the return of investment through shared labor, equipment, facilities and resources.

Debt Service: Principal and interest on outstanding bonds due and payable during the fiscal year. Debt service is an appropriation category within the budget. All debt service is included in the Revenue Bond Fund.

Department: Functional area of the District. The District has five departments: Administrative Services, Engineering, System Operations, Water Resources, and Finance, Accounting and Customer Service.

Depreciation: Expiration in the service life of capital assets attributable to its use, deterioration, action of physical elements, or obsolescence.

District: Clackamas River Water or CRW.

DTD: Department of Transportation and Development, Clackamas County.

Employee Benefits: Contributions made by the District to meet commitments or obligations for employee-related expenses. This includes the District's share of social security, pension, medical and insurance plans.

Ending Fund Balance: Residual non-restricted funds that are expendable or available for appropriation after the end of the fiscal year or during the fiscal year if a state of emergency is declared by the General Manager.

EOP: Emergency Operations Plan is an ongoing plan that describes how people and property will be protected in disaster and emergency situation: details responsible

individual(s) and actions, identifies resources available and outlines coordination of all actions.

EPA: Environmental Protection Agency, US Federal government.

Expenditures: Requirements of a fund and represent a decrease in net financial resources. Expenditures include operating expenses, debt service, and capital outlay.

FACS: Finance, Accounting and Customer Service, a department of CRW.

Fees: Charges for specific services in connection with providing a service.

Fiscal Year: Twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The District's fiscal year is July 1 through June 30.

FTE: Full time equivalents.

Fund: Fiscal and accounting entity with a self-balancing set of accounts to record cash and other financial resources together with related liabilities, balances and charges, all segregated for specific purposes.

Fund Balance: Net ending balance of a fund's financial resources that are expendable or available for appropriation.

GAAP: Generally Accepted Accounting Principles.

GAAS: Generally Accepted Auditing Standards.

GASB: Governmental Accounting Standards Board.

General Fund: Primary operating fund of the District. It exists to account for the resources

devoted to finance the services to provide water service to our ratepayers and customers.

GFOA: Government Finance Officers Association of the United States and Canada.

GIS: Geographic Information System, a system designed to capture and present all types of geographical data.

GM: General Manager.

GPM: Gallons per Minute, a measure used in water production to describe flow rates.

Grant: Contribution by one government unit to another. The contribution is usually made to aid in the support of a specific function or activity.

HSPD: Homeland Security Presidential Directive

HVAC: Heating, ventilation, and air conditioning, the technology of indoor environmental comfort.

IGA: Intergovernmental Agreement.

Infrastructure: Public domain capital assets that are immovable, such as transmission or distribution water lines, reservoirs, pump stations, buildings and the water treatment plant water.

Interfund Transfers: Appropriation category used in the District's budget resolution which includes amounts transferred from one fund to another. Transfers are appropriated as expenditures.

JTA: Jobs and Transportation Act, U.S. Federal Government.

LB reports: Local Budget Law reports as required by ORS 294.

LCRB: Local Contract Review Board, Oregon Revised Statutes (ORS) ORS 279A.060 provides procedure for public contracting and procurement.

Local Budget Law: ORS 294 dictates local budgeting practices, which regulates roles, authorities, and process.

M & S: Materials & Services. An appropriation category included in the budget document and resolution.

Master Plan: Identifies and forecasts capital water system improvements needed over the next 20 years (through 2025).

Materials & Services: Expendable (not of a capital nature) items purchased by the District: supplies, dues, repairs, printing, small tools, and contract and legal services. This is an appropriation category included in the budget document and resolution.

MGD: Million Gallons per Day. Unit of measurement used in production of water available for use by customers.

Mission: Defines the primary purpose of the District and is intended to guide all organizational decisions, policies and activities (internal and external) on a daily basis.

NCPIP: National Continuity Policy Implementation Plan. List of directives to ensure the effectiveness and survivability of our national continuity capability.

Net Working Capital: Measure of a company's operating liquidity - expressed as current assets minus current liabilities - available to continue operations or build the business. District policy stipulates that 60 to 90 days' worth of operations expenses

should be maintained to start a new fiscal year.

Non-Operating Budget: Composed of the following categories: debt service, interfund transfers, capital outlay, contingency, and unappropriated ending fund balance.

Non-Operating Revenues: Proceeds paid to the District, which are unrelated to our primary water supply function. This includes interest and rental income, surplus property sales and grants.

NSPD: National Security Presidential Directive.

OAR: Oregon Administrative Rules.

ODOT: Oregon Department of Transportation.

Operating Budget: is a plan for current expenditures and the proposed means of financing them. The operating budget includes personnel services and materials & services budget categories.

Operating Revenues: is income received by the District for supplying water service to our ratepayers and customers. It includes water consumption and meter base rates, fire services, service connections, and penalties for non-payment. Operating revenues pay for day-to-day services.

ORS: Oregon Revised Statutes

ORS190: Oregon Revised Statute for intergovernmental cooperation.

Outstanding Debt: Balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

Personnel Services (PS): Includes compensation paid to employees plus the

district's contribution to employee benefits: retirement, social security, health and dental insurance, and worker's compensation.

PERS: Public Employee Retirement System is the retirement system for Oregon public employees.

PMEFs: Primary Mission Essential Functions are organization level functions that should be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Proposed Budget: Comprised of operating, non-operating, and reserve estimates prepared by the Budget Officer, which are presented to the Citizen Budget Committee for their review, approval, and recommendation to the Board of Commissioners.

PS: Personnel Services. An appropriation category included in the budget document and Resolution.

Ratepayer: Customer of the District.

Requirements: Use of funds on budgetary statements. Categories include Personnel Services, Materials & Services, Capital Outlay, Debt Service, Transfers, Contingency, Reserved for Future, and unappropriated ending fund balance.

Reserve Funds: Established to account for reserves set aside for a specific purpose. These funds accumulate until a need is identified and included in the proposed budget. The funds are then transferred to the appropriate fund for expenditures.

Resolution: Special order adopted by the Board of Commissioners.

Resources: Represent the total of all revenues, transfers, and beginning fund balances.

Reserved for Future Expenditures: Portion of ending fund balance not appropriated to be spent in the current year.

Revenues: Funds received by the District for payment of services provided, and from other sources such as grants and interest and rental income.

Revenue Bonds: Bonds payable from a pledged source of revenue such as water sales.

ROW: Right of Way.

SCADA: Supervisory Control and Data Acquisition. Computer system for gathering and analyzing real time data and monitoring and controlling plant and equipment processes in water collection, treatment and distribution facilities and other industries.

SDC: System Development Charges. A reimbursement or improvement fee assessed when a request to connect to our water distribution system is received.

SFWB: South Fork Water Board.

Special Revenue Funds: Established to account for proceeds of specific revenue sources, which are restricted to expenditures for specified purposes. SDC revenue is recorded in the SDC Reserve Fund.

Sunrise: Sunrise Water Authority or SWA.

Supplemental Budget: Process by which additional appropriations are established to meet needs not anticipated at the time the budget was originally adopted.

SWA: Sunrise Water Authority or Sunrise.

SysOps: An abbreviation for the System Operations Department.

System Development Charges: Fees paid by developers and builders to fund expansion of infrastructure systems necessary due to the increased demand. The District collects improvement and reimbursement SDC's on new service applications.

Transfers: Authorized exchange of cash or other resources between funds that is appropriated in expenditures of the adopted budget. This is the same as interfund transfers.

Unappropriated Ending Fund Balance: Portion of ending fund balance that is not appropriated to be spent in the current year. It's segregated for future use: not available for current appropriation or expenditure unless the General Manager declares an emergency.

User Fees: Often referred to as charges for services.

VA: Vulnerability Assessment. The process of identifying, quantifying, and prioritizing the vulnerabilities of a system.

WTP: Water Treatment Plant