

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



Clackamas River Water

This Meeting will have both an in person and remote option for attending
September 10, 2026 at 5:30pm

AGENDA

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

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

Anyone who wishes to attend the meeting remotely may do so by internet at <https://us02web.zoom.us/j/85044257726> or by calling the following number 1-253-215-8782 and join meeting 850 4425 7726#. **Passcode: 652487**

WORK SESSION -@ 5:30pm

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

1. **Effective Utility Management Introduction & Assessment-** *Jim Ginley, Jim Ginley Consulting, LLC*

Adjourn Work Session

REGULAR MEETING -Immediately Following the Work Session

Call to order- *Sherry French, President*

- a. Approval of the Agenda

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

Consent Agenda

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

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

Action Items

1. **Consider Approval of the Hordichok Well Use Termination Agreement-** *Jason Branstetter, Chief Engineer*
2. **Consider Approval of Exemption to Rules and Regulations Requiring Frontage to Main for Water Service at 9608 SE Stanley Ave.-** *Jason Branstetter, Chief Engineer*

Informational Reports

3. Management Report – *Farshad Allabdadi, General Manager*
4. Public Comment (*see blue box at the top of the agenda*)

Next Page

Commissioner Business

5. Commissioner Reports and Reimbursements

Adjourn regular meeting

CLACKAMAS RIVER WATER

Work Session AG Item – 1

BOARD WORK SESSION

September 10, 2026

SUBJECT **Effective Utility Management Introduction & Assessment**

PRINCIPAL STAFF Jim Ginley, Jim Ginley Consulting, LLC
PERSON

DOCUMENTS Effective Utility Management Primer
ATTACHED

Agenda Summary

BACKGROUND

Staff have engaged the services of Jim Ginley Consulting LLC to assist with conducting a CRW assessment that will be the next phase of strategic planning efforts. Jims's expertise includes strategic planning, organizational assessments, benchmarking, and performance improvement, as well as workshop and focus group facilitation and training.

Management will conduct a self-assessment workshop, looking at the ten attributes of effectively managed water sector utilities which will then help identify areas of focus for strategic planning. The Board will participate in an accelerated version of the assessment as part of the work session. Department managers will also be conducting accelerated assessments with their staff groups in September.

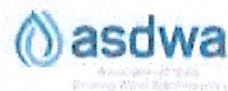
Excerpt of EUM Primer for CRW Board – September 2026



EFFECTIVE UTILITY MANAGEMENT

A Primer for Water Sector Utilities

2024



Section 1. Effective Utility Management

Effective Utility Management: A Primer for Water Sector Utilities ("Primer") is the foundation of Effective Utility Management (EUM). It is designed to help water sector utility managers make informed decisions and practical, systematic changes to achieve excellence in utility performance in the face of everyday challenges and long-term needs for the utility and the community it serves. It was produced by utility leaders who are committed to helping all utilities improve their management. The *Primer* distills the expertise and experience of these water sector leaders into a framework intended to help utilities identify and address their most pressing needs through an incremental, continual improvement management approach.

EUM and the *Primer* are designed to be accessible and beneficial to all water sector utilities. All utilities have the capacity to incorporate EUM at the level and pace that works for them. Each utility has unique management opportunities and challenges, and EUM provides a commonsense way of assessing, managing, and measuring a utility's performance to address these opportunities and challenges. The steps described in the document and associated resources are relevant to any water utility, regardless of size, budget, or other capacity.²

EUM has three primary components and three implementation tools which, when taken together, form the basis for a complete cycle of effective and sustainable utility management:

EUM Components

- **The Ten Attributes of Effectively Managed Water Sector Utilities (Attributes).** These Attributes provide a clear set of reference points and are intended to help utilities maintain a balanced focus on all important operational areas rather than reactively moving from one problem to the next or focusing on the "problem of the day." See **Section 2** for a full discussion of the Ten Attributes.
- **Five Keys to Management Success (Keys).** These proven approaches help maximize resources and improve performance. By embedding the Five Keys to Management Success into organizational culture, utilities create a robust foundation for strong, ongoing performance in the Ten Attribute areas. See **Section 3** for full a discussion of the Five Keys.
- **Organizational Culture.** Organizational Culture is the embodiment of your organizational values, beliefs, and ethical behaviors that shape how utility employees interact within the organization and with their communities – it forms the basis of the identity of the organization and a sense of shared identity among its members. A healthy Organizational Culture supports on-going self-assessment, with resources like EUM enabling continuous improvement while positively influencing the Organizational Culture, management, and operations of the utility. See **Section 4** for a full discussion of Organizational Culture.

EUM Implementation Tools

- **Where to Begin – A Self-Assessment Tool.** The rigorous and systematic self-assessment tool described in the *Primer* helps utility managers and staff evaluate their operations and identify where to begin improvement

² While EUM is specifically designed to meet all utilities where they are and the framework adapts to any utility regardless of size, there are also specific resources available for small and rural utilities. *Rural and Small Systems Guidebook to Sustainable Utility Management*. The Guidebook is a resource jointly developed by EPA and the United States Department of Agriculture (USDA), which adapts the Ten Attributes for use by small and rural systems. <https://www.epa.gov/sustainable-water-infrastructure/rural-and-small-systems-guidebook-sustainable-water-and-wastewater>

efforts. By assessing how a utility performs relative to the Attributes, utility managers can gain a more balanced and comprehensive picture of their organization. See **Section 5** of this *Primer* and **Appendix B**.

- **Getting to Work – Implementation of Effective Utility Management.** The Implementation section is a central connecting point between multiple elements of EUM. It focuses on an overall continual improvement process (the "EUM Implementation Process") and describes how a utility's self-assessment results can lead to a cycle of planning, implementation of effective practices, measuring performance, and making adjustments over time. This implementation process can be undertaken as an EUM improvement plan, or in coordination with a strategic business planning cycle. See **Section 6** of this *Primer*.
- **Moving Towards Sustainability: Sustainable and Effective Practices for Creating Your Water Utility Roadmap (EUM Roadmap):** This is a companion document to the *Primer* to assist utility leaders in implementing proven and effective practices organized according to three separate business levels using the EUM Attributes and Keys. If utilities choose to use this tool, it provides a cohesive structure to help them systematically address various challenges proactively and with confidence to create an individualized "roadmap."

Section 2. Ten Attributes of an Effectively Managed Utility

The Ten Attributes of an effectively managed utility provide useful and concise goals for utility managers seeking to improve organization-wide performance. The Attributes describe desired outcomes that are applicable to all water sector utilities. They comprise a comprehensive framework related to operations, infrastructure, customer satisfaction, community sustainability, natural resource stewardship, and financial performance.

Water sector utilities can use the Attributes to select priorities for improvement, based on each organization's strategic objectives and the needs of the community it serves. The Attributes are not presented in a prioritized order, but rather can be viewed as a set of opportunities for improving utility management and operations in all aspects of the utility. **Section 5** provides steps for a utility to assess and prioritize the Attributes for itself, **Section 6** has steps for identifying performance indicators and creating an improvement plan based on the assessment, and **Appendix C** has example performance measures for each Attribute.

The Ten Attributes are: Community Sustainability, Customer Experience and Satisfaction, Enterprise Resiliency, Financial Viability, Infrastructure Strategy and Performance, Operational Optimization, Regulatory and Reliability Performance, Stakeholder Understanding and Support, Water Resources Sustainability, and Workforce Development.

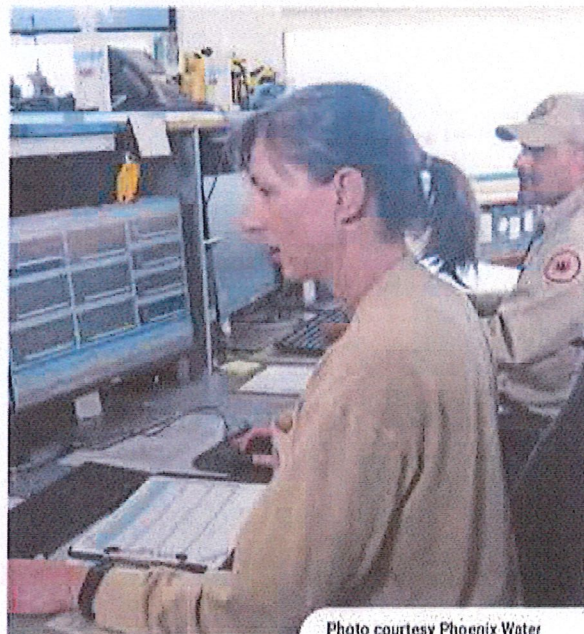


Photo courtesy Phoenix Water

Community Sustainability

Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners (e.g., transportation departments, other local water sector utilities, electrical utilities, planning departments, economic development organizations, watershed and source water protection groups). Manages operations, infrastructure, and investments to support the economic, environmental, and social health of its community. Integrates water resource management with community planning of infrastructure and social and economic development to support community-wide resilience, support for disadvantaged households, community sustainability, and livability. Identifies and implements programs such as community benefits and workforce development initiatives to strategically increase investments in the community to enable widespread economic inclusion.

Customer Experience and Satisfaction

Provides reliable and responsive services in line with explicit, customer-derived service levels. Utilizes a mix of evolving communication technologies to understand and respond to customer needs and expectations, encourages all utility personnel to be aware of and actively responsive to customer needs, feedback, and emergencies. Provides tailored customer service and outreach to residential, commercial, and industrial customers to enhance trust in the utility. Understands and exercises as appropriate the opportunities presented by new product lines and related customer groups (e.g., high strength waste producers, electric utilities).

Enterprise Resiliency

Manages risk to ensure enterprise continuity in collaboration with internal and external partners. Assesses potential impacts such as legal, regulatory, financial, social, environmental, safety, physical and cybersecurity, knowledge, talent loss, and natural disaster-related. Proactively identifies, evaluates, and establishes acceptable tolerance levels for risk, including interdependencies with other services and utilities, by understanding relevant trends and forecasts to anticipate potential hazards. Responds to, adapts, and recovers from service disruption by understanding relevant trends and forecasts to anticipate emergency events and hazards, and by creating and executing response plans in coordination with regional partners.



Photo courtesy Buffalo Sewer Authority

Financial Viability

Establishes predictable rates consistent with community expectations that consider full life-cycle cost of utility operations and value of water resources. Effectively balances long-term debt, capital, operations and maintenance expenditures with revenues and asset values. Adopts and implements financial practices that adequately recover costs, provide reserves, invest for future needs, maintains optimal bond ratings, and address cost of service and the needs of disadvantaged households. Implements a range of strategies for collecting customer payments while connecting customers with resources and assistance programs. Utilizes opportunities to diversify revenues and raise capital through new and innovative business and financing models.

Infrastructure Strategy and Performance

Understands the condition of and costs associated with critical infrastructure assets. Plans infrastructure investments to address environmental justice impacts and service equity, consistent with community needs, anticipated growth, and relevant community priorities, building in a robust set of adaptation and resilience strategies (e.g., for changing weather patterns, customer base). Maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable risk consistent with customer, community, and regulator-supported service levels. Assures asset repair, rehabilitation, and replacement efforts are coordinated within the community to minimize disruptions and other negative consequences. Looks for innovative and cost-effective technologies to establish and maintain infrastructure resilience consistent with agreed upon service levels and available resources. Develops and implements an asset management plan aligned to a strategic business plan that is communicated, available, and visible to all stakeholders.

Operational Optimization

Continuously incorporates innovative solutions through ensuring ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations in service to public health and environmental protection. Effectively utilizes technological approaches and tools to optimize data management and analysis. (See **Section 3** Keys to Management Success on Measurement and Continual Improvement). Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements and ensure information technology and information system business alignment. Maintains attentiveness to supply chain vulnerabilities to ensure efficient and timely acquisition of critical parts and supplies.

Regulatory and Reliability Performance

Meets or exceeds regulatory requirements, provides reliable services/products within the utility's community. Service reliability ensures consistent and equitable outcomes for livable communities (municipal operations, institutional operations, industrial users, commercial users, residential users). Maintains consistency with customer, community, public health, safety, ecological, and economic priorities (applies to drinking water, wastewater, stormwater, and recovered resources).

Stakeholder Understanding and Support

Enables understanding and support from stakeholders (anyone who can affect or be affected by the utility including direct customers, oversight bodies, community and watershed interests, regulatory bodies, and consumers) for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. Actively

promotes an appreciation of the true value of water and water services, and water's role in the social, economic, and environmental health of the community. Through community dialogue, considers the full spectrum of impacts at all stages of decision making to a diverse set of stakeholders to ensure the same level of service and quality to all communities served. Understands what it takes to operate as a "good neighbor," and positions the utility as a critical asset (anchor institution³) to the community.

Water Resource Sustainability

Ensures integrated and sustainable water resource management that considers all water of value. Understands the utility's role in the complete water cycle including fit for purpose water reuse options, ensuring attainment of designated uses and maintenance of surface water quality, and integrating utility objectives and activities with other watershed managers and partners. Analyzes the potential for water resource variability (e.g., changing weather patterns, including extreme events such as drought and flooding), and utilizes as appropriate a full range of watershed investment and engagement strategies to plan appropriately to meet community needs. Undertakes long-term integrated water resource planning, striving to equitably meet customer, community, and ecological water-related needs.

Workforce Development

Recruits, develops, retains, and inspires a workforce that is inclusive, competent, motivated, adaptive, and reflective of the community they serve. Builds community relationships that foster a diverse pipeline of potential employees. Maintains a participatory, collaborative organization dedicated to continual learning, technical proficiency, safety, and

Photo courtesy Gwinnett County Water Resources



Innovation where employees recognize themselves as valuable team members that belong and actively contribute to achieving utility goals. Ensures institutional knowledge is retained, transferred, and improved upon over time through knowledge management policies. Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a diverse, multi-generational workforce. Establishes a supportive, collaborative, and aligned senior leadership team.

Section 3. Keys to Management Success

The Keys to Management Success represent management approaches and systems that enable water sector utilities to manage more effectively. Operating within a continual improvement-based Organizational Culture, the Keys to Management Success create a supportive context for a utility as it works towards the outcomes outlined in the Attributes, and they can help integrate the utility's improvement efforts across the Attributes. Each Key is a rich topic that can be studied further and will evolve as it is implemented within each utility. The Five Keys to Management Success are: Continual Improvement Management, Knowledge Management, Leadership, Measurement, and Strategic Business Planning and Management. The main concepts for each Key are described below.

Continual Improvement Management

Continual Improvement Management is a large field of study. At a minimum, it is usually implemented through a complete, start-to-finish management system, also referred to as a "Plan-Do-Check-Act" framework. Continual improvement is the central component of healthy Organizational Culture. Implementation of the EUM Self-Assessment, adopting performance measures and working towards improvement on the Attributes, either through Strategic Business Planning or an EUM Attribute Improvement Plan, are all activities of Continual Improvement Management. Continual improvement timeframes can align with your strategic business planning timeframe for optimal implementation.

Continual Improvement Management includes:

- Conducting an honest and comprehensive self-assessment, informed through staff engagement, to identify management strengths, areas for improvement, priority needs, etc. (See **Section 5** for Self-Assessment).
- Establishing a regular periodic timeframe to hold sessions among interested parties (stakeholders) to identify improvement opportunities.
- Reporting your results and following up on improvement projects underway.
- Establishing and implementing performance measures and specific internal targets associated with those measures (See **Section 6** for full description of Measurement and **Appendix C** for example performance measures).
- Defining and implementing related operational requirements, practices, and procedures.
- Defining supporting roles and responsibilities to derive clear accountability for conducting assessments and implementing performance improvements.
- Implementing measurement activities such as regular evaluation through operational and procedural audits.
- Responding to evaluations using an explicit change management process.

Continual Improvement Management is further supported by gap analysis, establishment of standard operating procedures (SOPs), internal trend analysis and external benchmarking where appropriate, best practice review and adoption, and other continual improvement tools. It can be used as a framework to help utilities understand

The EUM Framework can be incorporated by all utilities whether they are engaged in Strategic Planning or not. For more information on Strategic Planning, See **Section 6** of the *Primer* "Getting to Work: Implementation." For more information on implementing EUM with the Self-Assessment, see **Section 5** of the *Primer*. The Self-Assessment is a key element in assessing current conditions and identifying areas for improvement. The practices that will be incorporated to improve performance on an EUM Attribute, and the suggested performance measures for tracking progress can be incorporated into an existing strategic plan. If your utility is not currently engaged in strategic planning, an EUM Attribute Improvement Plan can serve the same purpose and can help the utility to start strategically working through a continuous cycle of assessment and improvement.

The Ten Attributes and Five Keys Work Together

The Attributes and Keys are the basis of the EUM Framework, a combination of desired outcomes and management strategies that are applicable to all water sector utilities. The Keys are cross-cutting and create a supportive context for the utility as it works towards each of the outcomes outlined in the Ten Attributes. The processes of self-evaluation and cycles of implementation of this Framework described in the rest of this *Primer* will lend a utility to develop a continual improvement based Organizational Culture. The below graphic shows how the Keys and Attributes work together to create EUM Framework.

The Ten Attributes to an Effectively Managed Utility and Five Keys to Management Success



Clackamas River Water – Organizational Assessment

Tessah Dane

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

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

Clackamas River Water Organizational Assessment

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

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

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Clackamas River Water Organizational Assessment

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✓ Rob Cummings

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Water Resource Sustainability (WS) • Understands the utility's role in the complete water cycle, including fit for purpose water reuse options, ensuring attainment of designated uses and maintenance of surface water quality, and integrating utility objectives and activities with other watershed managers and partners. • Manages operations to provide for long-term aquifer and surface water sustainability and replenishment. • Understands/plans for future water resource variability (e.g., changing weather patterns, including extreme events, such as drought and flooding). • Undertakes long-term integrated water resource planning, striving to equitably meet customer, community, and ecological water-related needs.		9
Workforce Development (WD) • Recruits, develops, retains, and inspires a workforce that is inclusive, competent, motivated, adaptive, and reflective of the community they serve. • Maintains a participatory, collaborative organization dedicated to continual learning, technical proficiency, safety, and innovation where employees recognize themselves as valuable team members that both belong and actively contribute to achieving utility goals. • Implements procedures for employee institutional knowledge retention, workplace safety, and continual learning (e.g., standard operating procedures). • Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a diverse and multi-generational workforce. • Establishes a supportive, collaborative, and aligned senior leadership team.		5

Clackamas River Water – Organizational Assessment

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

Naomi Angier

Attributes	Rank
Community Sustainability (SU) - Actively leads in promoting/organizing community sustainability improvements through collaboration with local partners. - Uses operations to enhance natural environment. - Efficiently uses water and energy resources, promotes economic vitality, and engenders overall community improvement. - Maintains and enhances ecological and community sustainability including pollution prevention, watershed and source water protection. - Identifies and implements programs such as community benefits and workforce development initiatives to increase investments in people and the community for improved economic inclusion.	8
Customer Experience and Satisfaction (CS) - Provides reliable and responsive services. - Receives timely customer feedback. - Encourages all utility personnel to be aware of and responsive to customer needs and emergencies. - Provides tailored customer service and outreach to a range of customer groups (e.g., residential, commercial, and industrial customers, and newly emerging groups such as high strength waste producers or power companies).	7
Enterprise Resiliency (ER) - Manages risk to ensure enterprise continuity in collaboration with internal and external partners. - Identifies, evaluates, and establishes tolerance levels and effectively manages risks (including legal, regulatory, financial, social, environmental, safety, physical and cyber security, knowledge, talent loss, and natural disaster-related). - Understands relevant trends and forecasts to anticipate, respond to, adapt, and recover from disruption in service.	9
Financial Viability (FV) - Establishes predictable and equitable rates consistent with community expectations that consider the full life-cycle cost of utility operations and value of water resources. - Effectively balances long-term debt, capital, operations and maintenance expenditures with revenues and asset values. - Adequately recovers costs, provide reserves, invest for future needs, maintain optimal bond ratings, and address cost of service and the needs of disadvantaged households. - Understands opportunities for diversifying revenue and raising capital through adoption of new and innovative business and financing models.	4
Infrastructure Strategy and Performance (IS) - Understands the condition of and costs associated with critical infrastructure assets. - Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk. - Coordinates repair efforts within the community to minimize disruptions. - Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and with a robust set of adaptation strategies. - Integrates service equity and environmental justice in the capital planning process. - Develops and implements a strategic asset management plan that aligns to strategic business plan that is communicated, available, and visible to customers and stakeholders.	5

Clackamas River Water Organizational Assessment

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

Attributes	Rank
Operational Optimization (OO) • Conducts ongoing performance improvements informed by performance and benchmarking monitoring. • Effectively utilizes technological approaches and tools to optimize data and resource management. • Continuously incorporates innovative solutions through ensuring ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of utility operations.	2
Regulatory and Reliability Performance (RR) • Meets or exceeds regulatory and reliability requirements. • Ensures consistent and equitable outcomes for livable communities (municipal operations, institutional operations, industrial users, commercial users, and residential end users). • Maintains consistency with customer, community, public health, safety, ecological, and economic priorities (applies to drinking water, wastewater, stormwater, and recovered resources).	3
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Sherry Foyard

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

Attributes	Rank
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Infrastructure Strategy and Performance (IS) • Understands the condition of and costs associated with critical infrastructure assets. • Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk. • Coordinates repair efforts within the community to minimize disruptions. • Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and with a robust set of adaptation strategies. • Integrates service equity and environmental justice in the capital planning process. • Develops and implements a strategic asset management plan that aligns to strategic business plan that is communicated, available, and visible to customers and stakeholders.	2

Clackamas River Water Organizational Assessment

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

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Clackamas River Water Organizational Assessment

Introduction to Effective Utility Management (EUM)

With the Board – Thursday, September 10, 2026

AGENDA

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

Organizational Assessment and Introduction to Effective Utility Management

PARTICIPANT WORKSHEETS FOR EXERCISES AND DISCUSSIONS

Top Strengths and Challenges

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

Clackamas River Water Organizational Assessment -- September 2026

Five Questions about Clackamas River Water

Please select the single BEST answer for each question:

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

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

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

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

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

- a. True
- b. False

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

- a. True
- b. False

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

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

Other: _____

ORGANIZATION-WIDE ASSESSMENT USING EUM'S TEN ATTRIBUTES

Exercise: Ranking the Importance of the Attributes to CRW

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

REST OF PAGE IS INTENTIONALLY BLANK – SEE NEXT PAGE

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

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

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

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

Table 2 – Comparing Results of Ranking of Attributes

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

CLACKAMAS RIVER WATER

**ORGANIZATIONAL ASSESSMENT
FEATURING (EUM) FRAMEWORK**

Special Meeting of the Board

SEPTEMBER 10, 2026

Agenda – Board Session

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

OPENING REMARKS

PLANS AND EXPECTATIONS

Ice Breaker #1 -- Two Questions:

Question One:

What are the top two things
that CRW does well?

RECORD YOUR ANSWERS
ON YOUR WORKSHEET

Question Two:

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

RECORD YOUR ANSWERS
ON YOUR WORKSHEET

Ice Breaker #2 – Five Questions on CRW

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

Strategic Organizational Improvement Process

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

Three Steps and Terminology

- **Organizational Assessment (ASSESS)**

- **Mission**

- **Vision**

- **Values**

- **Goals**

- **Objectives**

- **Action Items**

- **Performance Measures (IMPLEMENT)**

- **Report Progress**

- **Review/update plan**



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

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

What Assessment Should Answer:

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





Introduction to EUM

Effective Utility Management

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

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

Effective Utility Management “EUM” Initiative

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



Brief History of EUM

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

Effective Utility Management (EUM)

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

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





Ten Attributes of Effective Utility Management

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

EUM - 5 Keys to Management Success

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

EUM Framework – “Core Components”

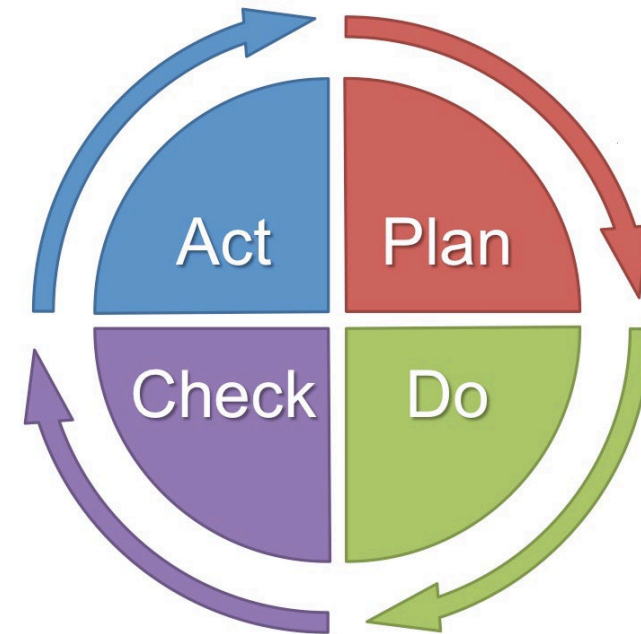
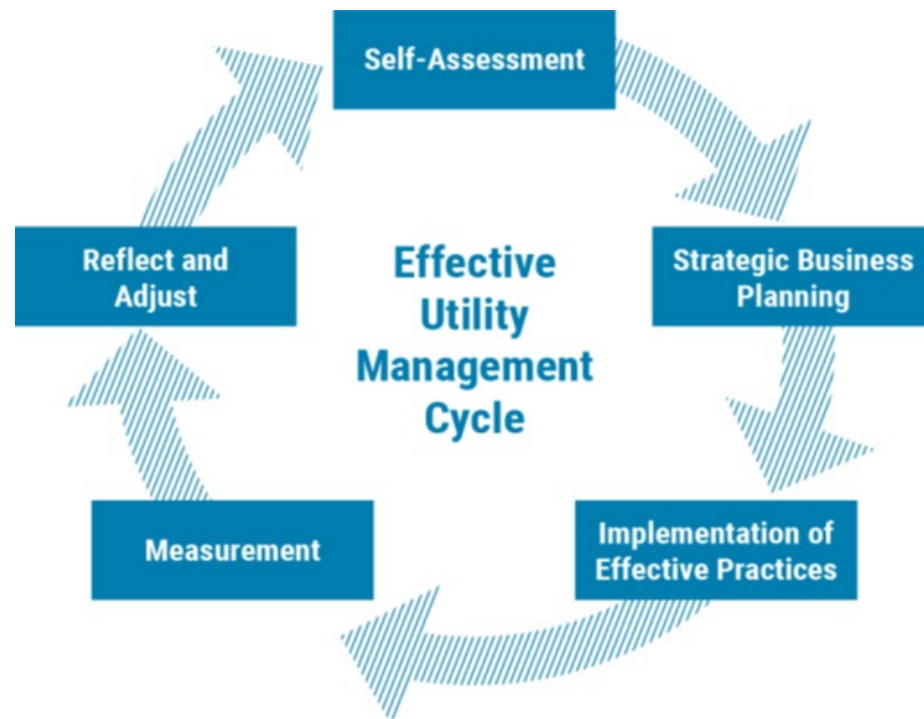
Ten Attributes

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

Five Keys to Success

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

Basics of Organizational Improvement



Community Sustainability

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

Customer Experience & Satisfaction

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

Enterprise Resiliency

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

Financial Viability

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

Infrastructure Strategy & Performance

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

Operational Optimization

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

Regulatory & Reliability Performance

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

Stakeholder Understanding & Support

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

Water Resources Sustainability

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

Workforce Development

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

Primer – Four Core Components

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

How to Use the Ten Attributes in the Self-Assessment

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

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

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

EXAMPLE:

Comparing Differing Priorities Across Utility Roles

(Using Original Attributes)

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

EXAMPLE – RECENT “IMPORTANCE ONLY”

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



READY? LET'S DO IT!!!

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

Discussion of Assessment Findings

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

WHAT'S IMPORTANT FOR CRW??

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

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

What's Next?

From today's exercises

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

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



CLACKAMAS RIVER WATER

Agenda Item – CA-1

REGULAR BOARD MEETING

September 10, 2026

SUBJECT Gross Payroll and Accounts Paid

DRAFT MOTION	Move to acknowledge receipt of Earnings Statements and Monthly Check History for August
EFFECTIVE DATE	September 10, 2026

**PRINCIPAL STAFF
PERSON**

**BOARD ACTION
REQUESTED** Acknowledge receipt of information as part of the approval of the consent agenda.

**DOCUMENTS
ATTACHED**

- 1) Earnings Statements for August 2026, Payrolls – 2 regular payrolls - \$375,335.06
- 2) Monthly Check History for August 2026 - \$813,986.35 (net)

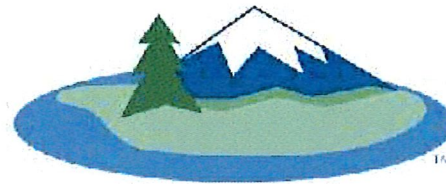
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Accounts Payable

Checks by Date - Summary by Check Date

User: smott@crwater.com
 Printed: 9/1/2026 1:43 PM



Clackamas River Water

Check No	Vendor No	Vendor Name	Check Date	Check Amount
ACH	4745	Path Point Merchant Services LLC	08/03/2026	9,564.49
ACH	1959	US Bank	08/03/2026	1,158.67
Total for 8/3/2026:				10,723.16
ACH	0124	H D Fowler Co Inc	08/06/2026	13,158.49
ACH	0373	Oregon AFSCME	08/06/2026	1,247.66
ACH	1844	Ferguson Enterprises Inc	08/06/2026	799.02
ACH	3083	S-2 Contractors, Inc	08/06/2026	12,400.00
ACH	3548	River City Environmental Inc	08/06/2026	6,625.13
ACH	0336	Citistreet - State Of Oregon	08/06/2026	7,599.83
98406	4498	Accurate Backflow, Llc	08/06/2026	376.69
98407	0002	American Family Life Assurance	08/06/2026	1,391.04
98408	3319	C & R Reforestation	08/06/2026	5,315.54
98409	0164	Centurylink	08/06/2026	946.16
98410	0053	Chas. H. Day Co.	08/06/2026	24.00
98411	0227	Clackamas Garbage Co Inc	08/06/2026	460.71
98412	2127	Clackamas River Water Providers	08/06/2026	35,547.00
98413	0017	Core & Main Lp	08/06/2026	5,247.20
98414	3887	DBA: NAPA AUTO PARTS FILE 5689 Ge	08/06/2026	47.93
98416	0048	Oregon City, City Of	08/06/2026	27,308.11
98417	0229	Ricoh Usa, Inc.	08/06/2026	375.43
98418	4642	Vestis Services	08/06/2026	521.36
98419	0329	NORTH CLACKAMAS COUNTY Water C	08/06/2026	2,557.99
98420	2373	World Cup Coffee & Tea Service	08/06/2026	346.45
Total for 8/6/2026:				122,295.74
ACH	1959	US Bank	08/11/2026	20,375.00
Total for 8/11/2026:				20,375.00
ACH	0011	Hach Company	08/13/2026	2,412.55
ACH	0124	H D Fowler Co Inc	08/13/2026	1,250.52
ACH	0267	Alexin Analytical Inc	08/13/2026	2,800.00
ACH	0282	Rentokil North America Inc	08/13/2026	285.58
ACH	0373	Oregon AFSCME	08/13/2026	1,247.66
ACH	3548	River City Environmental Inc	08/13/2026	900.00
ACH	3777	Carollo Engineers Inc	08/13/2026	118,787.61
ACH	4180	Madrone Technology Group Inc.	08/13/2026	15,433.24
98421	4770	American Family Care (AFC) Urgent Care	08/13/2026	380.00
98422	0002	American Family Life Assurance	08/13/2026	1,391.04
98423	4250	DBA GC SYSTEMS Cimco-Gc Systems, L	08/13/2026	9,579.00
98424	0200	Clackamas County	08/13/2026	5,807.88
98425	4784	Mathews Mechanical	08/13/2026	1,998.70
98426	2456	Oregon Assoc Of Water Utilities	08/13/2026	1,600.00
98427	0048	Oregon City, City Of	08/13/2026	16,145.31

Check No	Vendor No	Vendor Name	Check Date	Check Amount
98428	1198	Pacific Office Automation	08/13/2026	369.52
98429	2386	Principal Financial Group	08/13/2026	8,279.09
98430	0215	Reliable Fence & Construction	08/13/2026	1,980.00
98431	0024	South Fork Water Board	08/13/2026	137,068.72
98432	2214	Uline Inc	08/13/2026	4,920.34
98433	0130	Waste Management Of Oregon	08/13/2026	2,154.73
Total for 8/13/2026:				334,791.49
ACH	0095	ING	08/14/2026	3,199.48
Total for 8/14/2026:				3,199.48
ACH	1959	US Bank	08/19/2026	11,643.68
Total for 8/19/2026:				11,643.68
ACH	0008	Consolidated Supply Co.	08/20/2026	5,295.45
ACH	0124	H D Fowler Co Inc	08/20/2026	156.66
ACH	0577	Special Districts Assoc Oregon	08/20/2026	74,656.00
ACH	1844	Ferguson Enterprises Inc	08/20/2026	22.47
ACH	3548	River City Environmental Inc	08/20/2026	1,200.00
ACH	3645	Ritz Safety Llc	08/20/2026	456.84
ACH	4171	Lsk Graphics Inc.	08/20/2026	425.00
ACH	4180	Madrone Technology Group Inc.	08/20/2026	8,418.20
ACH	4668	Benjamin Allphin	08/20/2026	530.00
ACH	4739	Donavon McMartin	08/20/2026	758.99
ACH	4780	Pacific Mobile Structures Inc	08/20/2026	1,050.00
98434	0164	Centurylink	08/20/2026	680.25
98435	0200	Clackamas County	08/20/2026	1,460.50
98436	2555	Comcast	08/20/2026	271.85
98437	4381	Correct Equipment Inc	08/20/2026	2,441.40
98438	4720	Erectors Inc	08/20/2026	1,300.00
98439	4785	Garrett Hermann Robertson PC	08/20/2026	140.00
98440	3887	DBA: NAPA AUTO PARTS FILE 5689 Ge	08/20/2026	17.00
98441	4710	Northwest Cascade Inc	08/20/2026	1,613.00
98442	0048	Oregon City, City Of	08/20/2026	6,258.32
98443	3782	Pape Machinery Inc.	08/20/2026	1,398.33
98444	3388	Rdo-Vermeer Llc	08/20/2026	1,172.44
98445	0215	Reliable Fence & Construction	08/20/2026	35,925.00
98446	0290	United Rentals Northwest Inc	08/20/2026	247.94
98447	2854	Verizon Wireless	08/20/2026	26.33
Total for 8/20/2026:				145,921.97
ACH	0029	Oregon Pers	08/27/2026	111,603.45
ACH	0073	First Response Inc.	08/27/2026	354.00
ACH	0304	Cantel Sweeping	08/27/2026	753.00
ACH	3218	Direct Transport Inc	08/27/2026	66.68
ACH	4044	Gold Standard Diagnostics Hors	08/27/2026	674.93
ACH	4180	Madrone Technology Group Inc.	08/27/2026	810.00
98448	3644	City Of Happy Valley	08/27/2026	1,875.00
98449	4381	Correct Equipment Inc	08/27/2026	170.20
98450	4756	Dunn Carney LLP	08/27/2026	5,510.00
98451	0128	Idexx Distribution Corp.	08/27/2026	297.88
98452	0149	CITY OF PORTLAND Portland Water Bur	08/27/2026	34,335.00

Check No	Vendor No	Vendor Name	Check Date	Check Amount
98453	2386	Principal Financial Group	08/27/2026	4,281.65
98454	4646	RESYS INCORPORATED	08/27/2026	1,406.20
98455	4783	Universal Protection Services LP	08/27/2026	440.00
98456	2854	Verizon Wireless	08/27/2026	2,457.84
Total for 8/27/2026:				165,035.83
Report Total (86 checks):				813,986.35

CLACKAMAS RIVER WATER

Agenda Item – CA-2

REGULAR BOARD MEETING

September 10, 2026

SUBJECT **Cash & Investment Ending Balances Report**

DRAFT MOTION	Move to acknowledge Receipt of Cash & Investment Ending Balances by Month End
EFFECTIVE DATE	September 10, 2026

**PRINCIPAL STAFF
PERSON**

**BOARD ACTION
REQUESTED** Approve the consent agenda items.

**DOCUMENTS
ATTACHED** None

Agenda Summary

BACKGROUND

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

	US Bank General Checking	LGIP	Total	Change	LGIP Interest Earnings	LGIP Interest Rate
June	\$ 4,495,732	\$ 27,771,709	\$ 32,267,442	\$ (34,783)	\$ 91,005	4.00%
July	\$ 4,842,377	\$ 27,866,057	\$ 32,708,434	\$ 440,992	\$ 94,348	4.00%
August	\$ 4,782,950	\$ 27,960,705	\$ 32,743,654	\$ 35,220	\$ 94,648	4.00%

CLACKAMAS RIVER WATER

REGULAR BOARD MEETING

September 10, 2026

SUBJECT Consider Approval of the Hordichok Well Use Termination Agreement

DRAFT MOTION	I move the Board to approve the Termination Agreement for well use by Monty Hordichok on the CRW Roberts Property and authorize the General Manager to sign the Agreement.
EFFECTIVE DATE	September 10, 2026

PRINCIPAL STAFF PERSON Jason Branstetter, PE – Chief Engineer

BOARD ACTION REQUESTED Approval of Termination Agreement

DOCUMENTS ATTACHED Exhibit A: Termination Agreement

Agenda Summary

BACKGROUND During the past year CRW staff has been working with Monty Hordichok through his legal guardian Andy Hordichok. CRW has been working cooperatively to establish legal access and property control measures to better define our relationship and establish good neighbor boundaries with the Hordichok property. As a result, the Hordichok's now have independent legal and physical driveway access to SE Robert Avenue. Additionally, new fencing has recently been installed along our respective property lines. Along with this work Monty Hordichok has elected to terminate his usage of the well located on the CRW Roberts property. To legally document this matter CRW's legal counsel has prepared this Termination Agreement which we are now providing for your consideration.

STAFF RECOMMENDATION Staff recommends that the Board approve the Termination Agreement for well use by Monty Hordichok on the CRW Roberts Property and authorize the General Manager to sign the Agreement.

EXHIBIT A

TERMINATION AGREEMENT

THIS TERMINATION AGREEMENT ("Termination Agreement") is entered into as of the date of the last signature below (the "Execution Date") and is effective as of September 1, 2026 (the "Termination Date") by and between CLACKAMAS RIVER WATER, an Oregon domestic water supply district formed under ORS chapter 264 ("CRW"), and MONTY N. HORDICHOK, by and through Andrew J. Hordichok, his legal guardian and conservator of the Estate of Monty N. Hordichok ("Hordichok"). CRW and Hordichok are each referred to as a "Party" individually and the "Parties" collectively.

RECITALS

A. CRW and Hordichok are parties to that certain Well Use Agreement executed on and effective as of December 10, 2020 (the "Well Use Agreement"). Under the Well Use Agreement, CRW permitted Hordichok to use CRW's groundwater supply well designated CLAC 04146 (the "Well") and to enter certain property or properties owned by CRW and upon which the Well is situated located at or near 16681 and 16845 SE Robert Avenue, Clackamas County, Oregon (collectively, the "Roberts Property") for irrigation purposes.

B. The Well Use Agreement states that Hordichok's permission is personal to Hordichok and does not run with the land. Hordichok no longer needs to use the Well or to enter the Roberts Property.

C. The Parties now desire and have mutually agreed to terminate the Well Use Agreement and extinguish all rights and obligations contemplated therein on the terms set forth herein.

AGREEMENT

NOW, THEREFORE, in consideration of the above recitals which by this reference are incorporated herein, the mutual covenants and conditions contained herein and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, CRW and Hordichok agree as follows:

1. **Termination; Effective Date.** Effective on October 1, 2026 (the "Termination Date"), subject to the agreements, representations and warranties contained in this Termination Agreement, the Well Use Agreement shall be terminated and shall have no further force or effect. Hordichok shall have no further right to use the Well or enter the Roberts Property. Except as expressly stated in this Termination Agreement, termination is prospective only and does not discharge any obligation that accrued before the Termination Date.

2. **Cessation of Use; Surrender; Restoration.** On or before the Termination Date, Hordichok shall cease drawing water from the Well. At CRW's written request, Hordichok shall promptly return any key or access device for the Roberts Property and remove any personal property that Hordichok placed on the Roberts Property. Hordichok shall repair any damage to the Roberts Property or the Well caused by such removal. Hordichok is not required to remove any fixture or improvement that CRW elects in writing to retain.

3. **No Transfer or Surrender of Water Right.** Nothing in this Termination Agreement is intended or shall be construed to surrender, abandon, transfer, change, modify, or limit CRW's water right GR-1797 or any other water right, permit, or authorization held by CRW. Hordichok disclaims any ownership or continuing use interest in any such right, permit, or authorization.

4. **Mutual Release.** Effective on the Termination Date, each Party releases the other Party and its respective officers, employees, agents, fiduciaries, legal representatives, successors, and permitted assigns from all claims and liabilities, whether known or unknown, that accrued on or before the Termination Date and arise out of the Well Use Agreement. This release does not apply to (a) an obligation or claim arising under this Termination Agreement, including Section 2; or (b) damage to the Roberts Property or the Well that was not reasonably discoverable by CRW before the Termination Date. Each Party represents that, as of the Execution Date, it has no knowledge of any other unresolved claim against the other Party under the Well Use Agreement.

5. **Authority.** Each individual signing this Termination Agreement represents that it is authorized to bind the Party on whose behalf the individual signs. Andrew J. Hordichok further represents that he is the duly appointed legal guardian of Monty N. Hordichok and conservator of the Estate of Monty N. Hordichok, and that his appointment and authority remain in full force and effect. Andrew J. Hordichok executes this Termination Agreement solely in his fiduciary capacities and not individually.

6. **Entire Agreement; Amendment.** This Termination Agreement contains the entire agreement of the Parties concerning termination of the Well Use Agreement and supersedes all prior or contemporaneous communications concerning termination. This Termination Agreement may be amended only by a writing signed by both Parties.

7. **Governing Law; Venue.** This Termination Agreement shall be governed by and construed in accordance with Oregon law. Any action arising out of this Termination Agreement shall be brought in the Circuit Court of the State of Oregon in and for the County of Clackamas.

8. **Counterparts; Electronic Signatures.** This Termination Agreement may be executed in counterparts, each of which is deemed an original and all of which together constitute one instrument. Signatures exchanged by electronic means, including by PDF, are effective as originals.

9. **Further Assurances; Recording.** Each Party shall execute any further instrument reasonably necessary to evidence the termination effected by this Termination Agreement. If the Well Use Agreement was recorded, CRW may record this Termination Agreement or a memorandum of termination in the Clackamas County deed records at CRW's expense, and Hordichok shall reasonably cooperate in making the instrument recordable.

10. **Binding Effect.** This Termination Agreement binds and benefits the Parties and their respective legal representatives, successors, and permitted assigns.

IN WITNESS WHEREOF, the Parties have executed this Termination Agreement as of the dates set forth below.

CLACKAMAS RIVER WATER:

MONTY N. HORDICHOK:

Farshad Allahdadi
General Manager

Andrew J. Hordichok
Legal Guardian of Monty N. Hordichok and
Conservator of the Estate of Monty N. Hordichok

Date: _____

Date: _____

CLACKAMAS RIVER WATER

REGULAR BOARD MEETING

September 10, 2026

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

DRAFT MOTION	I move the board approve a request for exemption to the requirement for frontage to main for water service, for Lots 2 and 3 of the to be recorded plat of Stanley Commons Middle Housing.
---------------------	--

EFFECTIVE DATE	September 10, 2026
-----------------------	--------------------

PRINCIPAL STAFF PERSON Jason Branstetter, PE – Chief Engineer

BOARD ACTION REQUESTED Approve exemption request

DOCUMENTS ATTACHED Exhibit A: Building Site Plan
Exhibit B: Plat – Stanley Commons Middle Housing
Exhibit C: Request for Exemption

Agenda Summary

BACKGROUND On September 1st, 2026, Brian McMillen requested that the property located at 9608 SE Stanley Ave in Milwaukie, TL 12E03DA 04500, be granted an exemption to the frontage requirement to provide water service. Staff verified that this property is inside District boundaries.

Per CRW's Rules and Regulations, Section 8, "...Water service will be provided only from pipes or mains located within public streets, alleys or rights-of-way, or within easements furnished CRW, and to property or premises with frontage to such mains. So-called "spider connections" which would provide service from one street or road to property or premises abutting another street or road will not be permitted..."

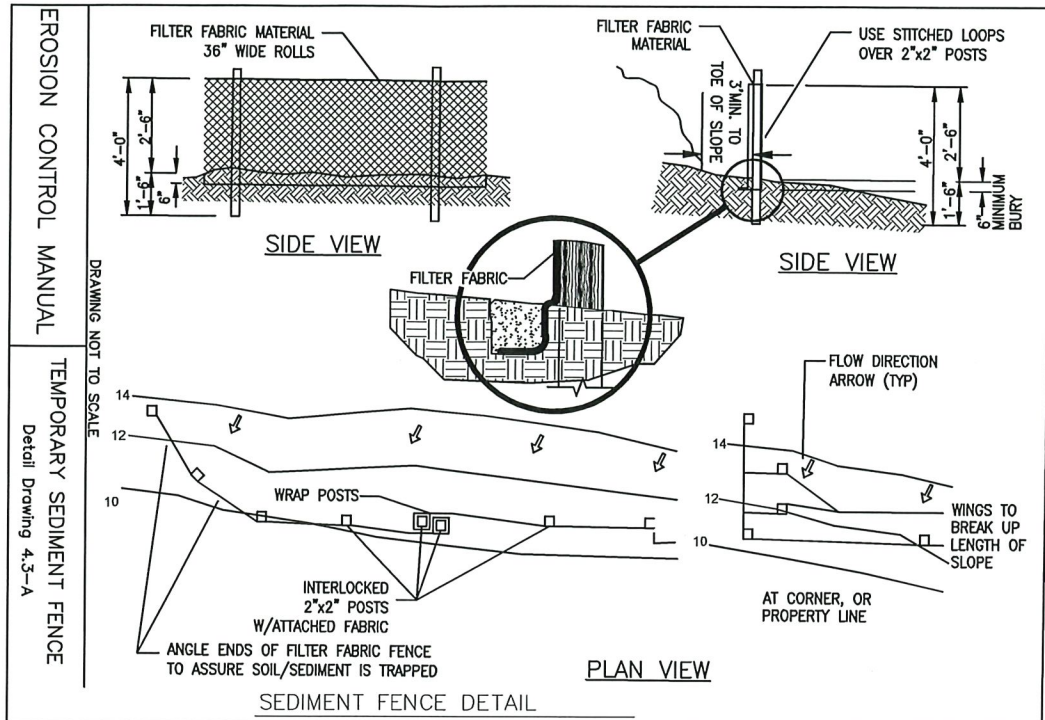
ANALYSIS The property owner is in the process of obtaining a middle housing land use approval from the City of Milwaukie in order to divide the property per the Plat in Exhibit B. Lots 2 and 3 will not have the required frontage and water service will be provided via a private utility easement (PRUE) and individual service lines. If approved, the CRW services would be installed in typical fashion within the right-of-way of SE Stanley Ave. While providing service to this property requires an exemption to CRW's Rules and Regulations, Staff has determined that providing service to this property is feasible.

There is sufficient water supply to meet the needs of the potential customer and the existing customers in the area without degrading the current level of service. The Owner will be responsible for the following:

- Costs associated with new water service to the property including System Development Charges (SDC) and service installation costs, as applicable.
- Installation of a premise isolation backflow assembly, as applicable.

**STAFF
RECOMMENDATION**

Staff recommends that the Board approve the exemption request to provide water service to Lots 2 and 3 of the to be recorded plat of Stanley Commons Middle Housing



- TREE LEGEND**
- ## EXISTING DECIDUOUS TREE W/ TRUNK DIAMETER (INCHES) (CL=CLUSTER)
 - ## EXISTING CONIFEROUS TREE W/ TRUNK DIAMETER (INCHES) (CL=CLUSTER)

LOT COVERAGE:

PARCEL 1 LOT AREA	5,222 SQ. FT.
PARCEL 2 LOT AREA	4,273 SQ. FT.
TOTAL LOT AREA	9,495 SQ. FT.

EXISTING HOUSE	813 SQ. FT.
EXISTING GARAGE	340 SQ. FT.
NEW BUILDING FOOTPRINT	1387 SQ. FT.
NEW COVERED PORCH	70 SQ. FT.
TOTAL BUILDING AREA	2,610 SQ. FT.

LOT COVERAGE:	27.5%
(MAXIMUM 50%)	

- KEY NOTES**
1. CONCRETE WALKWAY 357 SQ. FT.
 2. COVERED PORCHES 70 SQ. FT.
 3. PATIOS 120 SQ. FT.

LAND USE DISTRICT AND SETBACKS

LAND USE DISTRICT: MD	
GARAGE SETBACK	20'-0"
HOUSE SETBACK	20'-0"
HOUSE SETBACK W VARIANCE	15'-0"
INTERIOR SIDE SETBACK	5'-0"
REAR SETBACK	20'-0"
REAR SETBACK W VARIANCE	18'-0"
REAR PORCH SETBACK	14'-0"

GENERAL NOTES & ABBREVIATIONS

SS: SANITARY SEWER TO CONNECT WITH SANITARY LATERAL

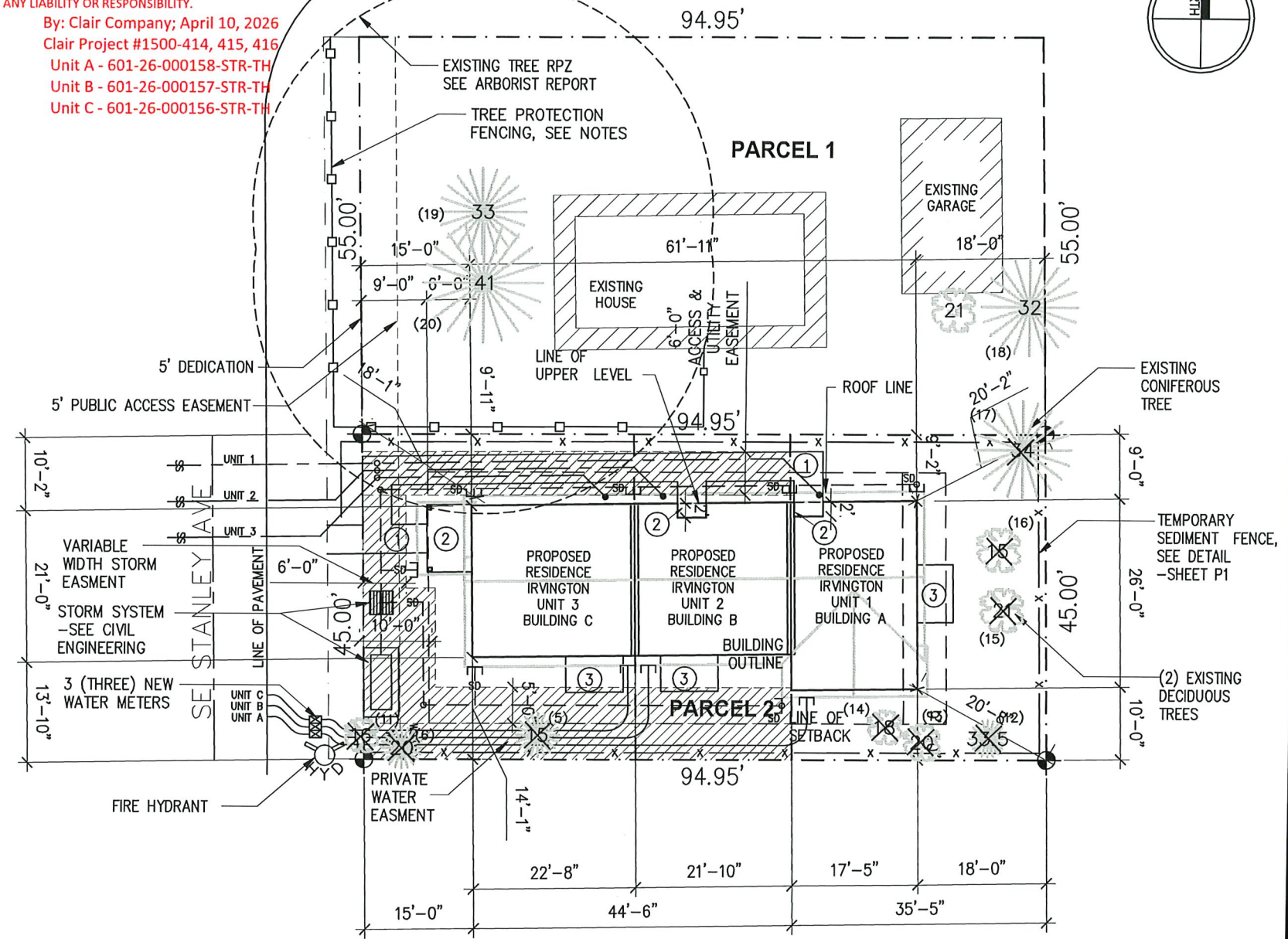
WS: WATER SERVICE

SD: STORM WATER SYSTEM -SEE CIVIL DRAWINGS

REVIEWED FOR CODE COMPLIANCE

PLAN REVIEW DOES NOT AUTHORIZE CONSTRUCTION TO PROCEED IN VIOLATION OF FEDERAL, STATE, OR LOCAL REGULATIONS, NOR DOES IT RELIEVE DESIGNER FROM ANY LIABILITY OR RESPONSIBILITY.

By: Clair Company; April 10, 2026
Clair Project #1500-414, 415, 416
Unit A - 601-26-000158-STR-TH
Unit B - 601-26-000157-STR-TH
Unit C - 601-26-000156-STR-TH



Existing Tree Table

Tag	Common Name	DBH	Crown Radius	Crown Sq. Ft.	Mature Sq. Ft.	Multiplier %	Condition Rating	ECC	Action	Comments	RPZ
5	black locust	15	12	452	491	125	2	614	remove	utilities	0
6	sweet cherry	20	0	0	0	0	4	0	remove	dead, nuisance	0
11	sweet cherry	16	0	0	491	0	4	0	remove	dead, nuisance	0
12	black locust	33.5	24	1809	491	150	2	2713.5	remove	cluster: 8-10-7-10-12-8	0
13	black locust	20	18	1017	491	150	2	1525.5	remove		0
14	black locust	18	14	615	491	125	4	0	remove	hazard- Split at grade.	0
15	black locust	21	10	314	491	150	2	737	remove	actual dbh 8-10-12	0
16	sweet cherry	15	12	832	491	125	2	0	remove	nuisance species	0
17	Douglas-fir	34	20	1256	707	150	2	1884	remove	multiple tops	0
18	Douglas-fir	32	20	1256	707	150	2	1884	retain	multiple tops	0
19	Douglas-fir	33	20	1256	707	150	2	1884	protect	multiple tops	32
20	Douglas-fir	41	24	1808	707	175	1	3164	protect		32
	Sum							14406			

LANDSCAPE NOTE:

40% MINIMUM OF THE FRONT YARD SHALL HAVE LANDSCAPING. NO MORE THAN 20% OF THE REQUIRED VEGETATION AREA SHALL BE COVERED IN MULCH OR BARK DUST.

NOTE:

ENTIRE LOT SHALL BE FINISH GRADED TO DRAIN TO THE STREET.

LEGAL DESCRIPTION

TL 4500 SE HAZEL PLACE
PARCEL 1
9616 SE STANLEY AVE
MILWAUKIE, OREGON

COUNTY MAP

NE 1/4 NW 1/4 SEC 28 T 1S R 1EW WM

TREE PROTECTION NOTES

ALL TREES TO BE RETAINED AS PROTECTED TREES SHALL BE PROTECTED BY MINIMUM FOUR-FOOT-HIGH METAL CHAIN LINK OR NO-CLIMB HORSE FENCE AND SECURED WITH SIX-FOOT METAL POSTS MUST BE ESTABLISHED AT THE PERIMETER OF THE ROOT PROTECTION ZONE. THE TREE PROTECTION FENCE MUST BE MARKED WITH SIGNAGE, STATING THAT PENALTIES WILL APPLY FOR VIOLATIONS, AND PROVIDING CONTACT INFORMATION FOR THE ARBORIST.



SUNTEL DESIGN, INC. IS NOT LIABLE FOR THE ACCURACY OF THE TOPOGRAPHY INFORMATION. IT IS THE SOLE RESPONSIBILITY OF THE BUILDER TO VERIFY ALL SITE CONDITIONS, INCLUDING ANY FILL PLACED ON THE SITE AND INFORM OWNERS OF ANY POTENTIAL FIELD MODIFICATIONS.

PLAN NAME: IRVINGTON
DATE: 081125_SC
DATE: 090825_SC
DATE: 101725_SC

P

EXHIBIT B

BOOK _____ PAGE _____

RECORDED AS PLAT NO. _____

STANLEY COMMONS
MIDDLE HOUSING

LOT 1, BLOCK 4, "HOLLYWOOD PARK"
LOCATED IN THE SOUTHEAST ONE-QUARTER OF SECTION 30,
TOWNSHIP 1 SOUTH, RANGE 2 EAST, OF THE WILLAMETTE MERIDIAN,
CITY OF MILWAUKIE, CLACKAMAS COUNTY, OREGON

DATE: AUGUST 19, 2026

FOR: TASSO CUSTOM HOMES
PO BOX 1749
CLACKAMAS, OR 97015

NARRATIVE

THE PURPOSE OF THIS PLAT IS TO SUBDIVIDE THAT TRACT OF LAND AS DESCRIBED BY DEED RECORDED AS DOCUMENT NO. 2026-027874, CLACKAMAS COUNTY DEED RECORDS. BEING LOT 1, BLOCK 4, "HOLLYWOOD PARK" (PLAT NO. 378), AS SHOWN IN SURVEY NO. _____ (R1), CLACKAMAS COUNTY SURVEY RECORDS.

AS THE BASIS OF BEARINGS AND WEST LINE OF THE SUBJECT PROPERTY, ALSO BEING THE EAST RIGHT-OF-WAY LINE OF S.E. STANLEY AVENUE (COUTY ROAD NO. 1229),

I HELD A LINE BETWEEN THE MONUMENT HELD AT THE SOUTHWEST CORNER OF THE SUBJECT PROPERTY AND THE MONUMENT HELD AT THE NORTHWEST CORNER OF THE SUBJECT PROPERTY, TAKEN AS NORTH 0°58'30" WEST PER (R1) AS SHOWN.

THE LINES, MONUMENTS, BEARINGS AND DISTANCES, ARE ALL HELD FOR THE BOUNDARY PER SAID SURVEY NO. _____

I ALSO MONUMENTED THE NORTHEAST AND SOUTHEAST CORNERS OF THE 5.00 FOOT WIDE RIGHT-OF-WAY DEDICATION TO S.E. STANLEY AVENUE AS SHOWN, SAID CORNERS BECOMING THE NORTHWEST AND SOUTHWEST CORNERS OF THE NEW SUBDIVISION.

I MONUMENTED THE LOT CORNERS OF THIS SUBDIVISION AS SHOWN.

THE FENCES ON THE EAST AND WEST PROPERTY LINES HAVE BEEN REMOVED AND REPLACED AS SHOWN.

LEGEND

- FOUND 1/2" IRON PIPE (INSIDE DIAMETER MEASURED)
- FOUND 5/8" IRON ROD WITH YELLOW PLASTIC CAP INSCRIBED "CMT" PER SURVEY NO. _____ (HELD)
- SET 5/8" X 30" IRON ROD WITH YELLOW PLASTIC CAP INSCRIBED "CMT" SET ON _____

(H) HELD
(R#) REFERENCE SURVEY NUMBER OR PLAT NAME
NN.NN(R#) RECORD DATA HELD, CLACKAMAS COUNTY RECORDS
SF SQUARE FEET
PAE PUBLIC ACCESS EASEMENT
PRUE PRIVATE UTILITY EASEMENT
PASUE PRIVATE ACCESS, SERVICES, AND UTILITY EASEMENT

REFERENCES

- (R1) SURVEY NO. _____
- (R2) "HOLLYWOOD PARK" (PLAT NO. 378)

REGISTERED
PROFESSIONAL
LAND SURVEYOR

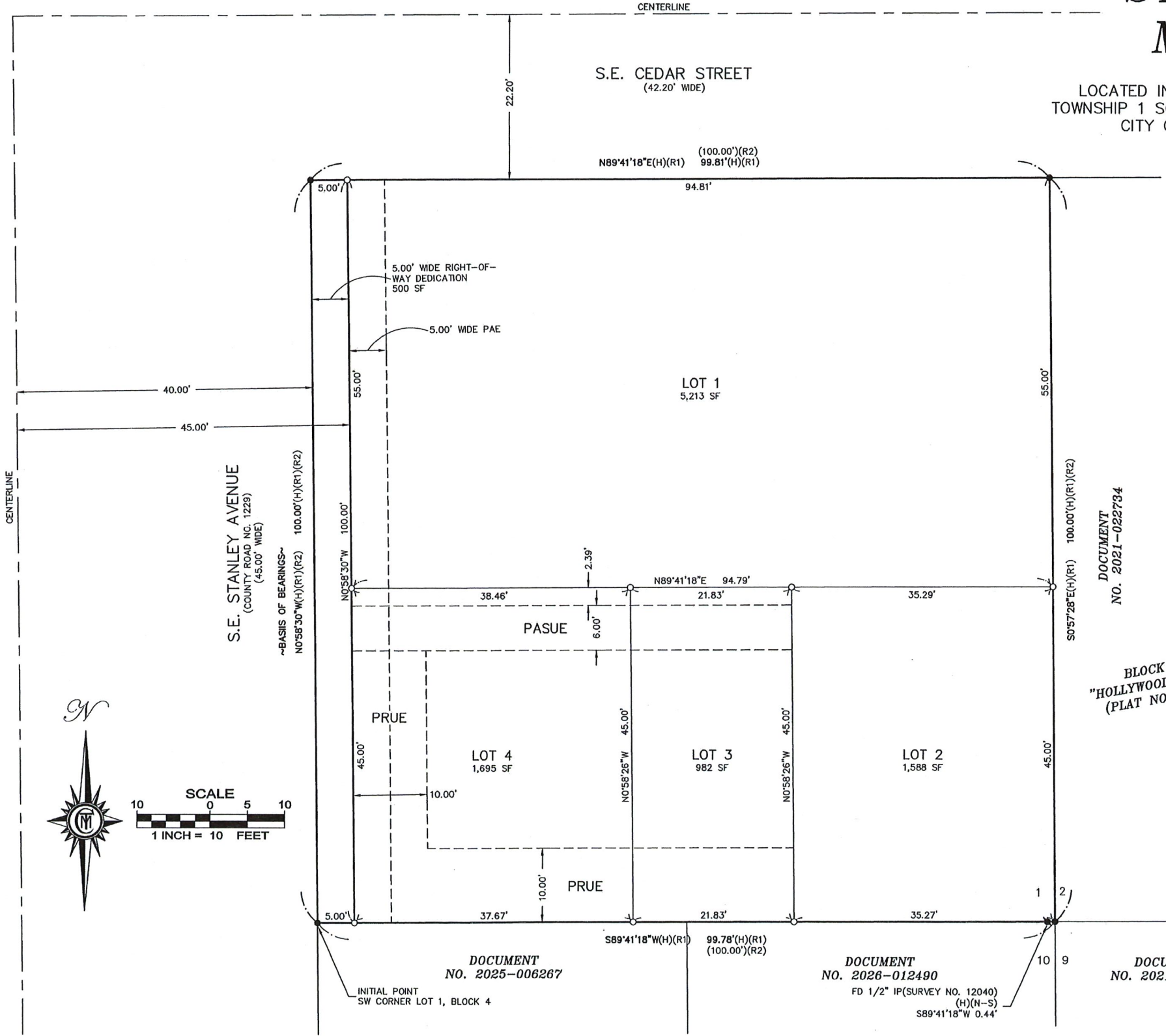
OREGON
SEPTEMBER 11, 2018
DAVID ROEGER
86811

EXPIRES DECEMBER 31, 2026

SHEET 1 OF 2



CMT SURVEYING AND CONSULTING
20330 SE HIGHWAY 212
DAMASCUS, OR 97089
PHONE (503) 850-4672 FAX (503) 850-4590
Y:\345-029\DWG\345029PLAT.DWG ---RLMc



STANLEY COMMONS MIDDLE HOUSING

A REPLAT OF LOT 1, BLOCK 4, "HOLLYWOOD PARK"
LOCATED IN THE SOUTHEAST ONE-QUARTER OF SECTION 30,
TOWNSHIP 1 SOUTH, RANGE 2 EAST, OF THE WILLAMETTE MERIDIAN,
CITY OF MILWAUKIE, CLACKAMAS COUNTY, OREGON

DATE: AUGUST 19, 2026
FOR: TASSO CUSTOM HOMES
PO BOX 1749
CLACKAMAS, OR 97015

BOOK _____ PAGE _____
RECORDED AS PLAT NO. _____

DECLARATION

KNOW ALL PERSONS BY THESE PRESENTS: THAT TASSO CUSTOM HOMES, LLC, AN OREGON LIMITED LIABILITY COMPANY, IS THE OWNER OF THE LAND REPRESENTED ON THE ANNEXED MAP OF "STANLEY COMMONS MIDDLE HOUSING", AND MORE PARTICULARLY DESCRIBED IN THE ACCOMPANYING SURVEYOR'S CERTIFICATE, AND HAS CAUSED THE SUBDIVISION PLAT TO BE PREPARED AND THE PROPERTY SUBDIVIDED AS SHOWN, IN ACCORDANCE WITH THE PROVISIONS OF O.R.S. CHAPTER 92. THIS PROPERTY IS SUBJECT TO PLAT RESTRICTIONS SHOWN OR NOTED HEREON. THE DECLARANT DOES HEREBY DEDICATE TO THE PUBLIC AS PUBLIC WAYS FOREVER ALL RIGHTS-OF-WAY AS SHOWN HEREON AND GRANTS ALL EASEMENTS FOR PUBLIC AND PRIVATE USE AS SHOWN OR NOTED HEREON.

TASSO CUSTOM HOMES, LLC, AN OREGON LIMITED LIABILITY COMPANY

BRIAN MCMILLEN, MEMBER

ACKNOWLEDGMENT

STATE OF _____ }
COUNTY OF _____ } s.s.

KNOW ALL MEN BY THESE PRESENTS: THAT ON THIS _____ DAY OF _____, 20____, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID STATE AND COUNTY, PERSONALLY APPEARED BRIAN MCMILLEN, MEMBER OF TASSO CUSTOM HOMES, LLC, AN OREGON LIMITED LIABILITY COMPANY, WHO BEING FIRST DULY SWORN, DID SAY THAT HE EXECUTED THE FOREGOING INSTRUMENT OF HIS OWN FREE ACT AND DEED ON BEHALF OF SAID LIMITED LIABILITY COMPANY.

NOTARY SIGNATURE _____

NOTARY PUBLIC - OREGON (PRINTED NAME) _____

COMMISSION NO. _____

MY COMMISSION EXPIRES THE _____ DAY OF _____, 20____.

NOTES

- THIS PLAT IS SUBJECT TO THE CONDITIONS IMPOSED BY THE CITY OF MILWAUKIE LAND USE FILE NO. MHL0-2026-001.
- THIS PLAT WAS APPROVED AS A MIDDLE HOUSING LAND DIVISION UNDER ORS 92.031. ANY FURTHER DIVISION OF ANY PARCELS WITHIN THIS PLAT IS PROHIBITED.
- A PRIVATE ACCESS EASEMENT FOR COMMON BUILDING ELEMENTS OVER LOTS 2-4, BENEFITTING LOTS 2-4 IS HEREBY GRANTED.
- A DECLARATION OF MAINTENANCE AGREEMENT FOR EASEMENTS AND COMMON BUILDING ELEMENTS HAS BEEN RECORDED AS DOCUMENT NO. _____ CLACKAMAS COUNTY DEED RECORDS.

SURVEYOR'S CERTIFICATE

I, DAVID ROEGER, A REGISTERED PROFESSIONAL LAND SURVEYOR IN THE STATE OF OREGON, CERTIFY THAT I HAVE CORRECTLY SURVEYED AND MARKED WITH PROPER MONUMENTS THE LAND REPRESENTED ON THE ATTACHED SUBDIVISION PLAT OF "STANLEY COMMONS MIDDLE HOUSING", BEING LOT 1, BLOCK 4, "HOLLYWOOD PARK"(PLAT NO. 378), CLACKAMAS COUNTY PLAT RECORDS, ALSO BEING THAT TRACT OF LAND DESCRIBED BY DEED RECORDED AS DOCUMENT NO. 2026-027874, CLACKAMAS COUNTY DEED RECORDS, LOCATED IN THE SOUTHEAST ONE-QUARTER OF SECTION 30, TOWNSHIP 1 SOUTH, RANGE 2 EAST, OF THE WILLAMETTE MERIDIAN, CITY OF MILWAUKIE, CLACKAMAS COUNTY, OREGON, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT THE INITIAL POINT, WHERE I FOUND A 5/8" IRON ROD WITH YELLOW PLASTIC CAP INSCRIBED "CMT" AT THE SOUTHWEST CORNER OF SAID LOT 1, BEING A POINT ON THE EAST RIGHT-OF-WAY LINE OF S.E. STANLEY AVENUE (40.00 FEET WIDE); THENCE ALONG THE WEST LINE OF SAID LOT 1 AND THE EAST RIGHT-OF-WAY LINE OF SAID S.E. STANLEY AVENUE, NORTH 0°58'30" WEST, 100.00 FEET TO THE NORTHWEST CORNER OF SAID LOT 1, ALSO BEING A POINT ON THE SOUTH RIGHT-OF-WAY LINE OF S.E. CEDAR STREET (42.20 FEET WIDE); THENCE ALONG THE NORTH LINE OF SAID LOT 1 AND THE SOUTH RIGHT-OF-WAY LINE OF SAID S.E. CEDAR STREET, NORTH 89°41'15" EAST, 99.81 FEET TO THE NORTHEAST CORNER OF SAID LOT 1; THENCE LEAVING SAID SOUTH RIGHT-OF-WAY LINE, ALONG THE EAST LINE OF LOT 1, SOUTH 0°57'28" EAST, 100.00 FEET TO THE SOUTHEAST CORNER OF SAID LOT 1; THENCE ALONG THE SOUTH LINE OF SAID LOT 1, SOUTH 89°41'18" WEST, 99.78 FEET TO THE INITIAL POINT.

CONTAINING 9,978 SQUARE FEET, MORE OR LESS.

CONSENT AFFIDAVIT

A SUBDIVISION PLAT CONSENT AFFIDAVIT BY 7175 ACCEPTANCE, LLC, SAN E. ALLEN TRUSTEE OF THE SAMUEL E. ALLEN TRUST, P.J. INVESTMENT PROPERTIES, LLC, CYNTHIA MCNEFF AND LEANNE KENNY,, BENEFICIARIES UNDER DEED OF TRUST RECORDED JULY 2, 2025 IN INSTRUMENT NO. 2025-025368, HAS BEEN EXECUTED AND RECORDED IN INSTRUMENT NO. _____ OF THE CLACKAMAS COUNTY DEED RECORDS.

CITY OF MILWAUKIE APPROVALS

APPROVED THIS _____ DAY OF _____, 20____.

BY: _____
CITY OF MILWAUKIE - CITY ENGINEER OR DESIGNEE

APPROVED THIS _____ DAY OF _____, 20____.

BY: _____
CITY OF MILWAUKIE - PLANNING MANAGER

CLACKAMAS COUNTY APPROVALS

APPROVED THIS _____ DAY OF _____, 20____.

CLACKAMAS COUNTY SURVEYOR

ALL TAXES, FEES, ASSESSMENTS AND OTHER CHARGES
AS PROVIDED BY ORS 92.095 HAVE BEEN PAID THROUGH
JUNE 30, 20____.

APPROVED THIS _____ DAY OF _____, 20____.

CLACKAMAS COUNTY ASSESSOR & TAX COLLECTOR

BY _____
DEPUTY

STATE OF OREGON

SS
COUNTY OF CLACKAMAS

I DO HEREBY CERTIFY THAT THE ATTACHED
PLAT WAS RECEIVED FOR RECORD
ON THE _____ DAY OF _____, 20____.
AT _____ O'CLOCK ____M.
AS PLAT NO. _____
DOCUMENT NO. _____
CATHERINE MCMULLEN, CLACKAMAS COUNTY CLERK

BY: _____
DEPUTY



EXPIRES DECEMBER 31, 2026

SHEET 2 OF 2



CMT SURVEYING AND CONSULTING
20330 SE HIGHWAY 212
DAMASCUS, OR 97089
PHONE (503) 850-4672 FAX (503) 850-4590
Y: \345-029\DWG\345029PLAT.DWG --RLMc

EXHIBIT C

Mr. Jason Branstetter
Chief Engineer
Clackamas River Water
16770 SE 82nd Dr.
Clackamas, Or 97015

Dear Mr. Branstetter,

I am writing to formally request an exemption to Section 8 of the CRW Rules and Regulations regarding required frontage for a new water service for my property located at 9608 SE Stanley Ave. (Units 1-3) and 9604 SE Stanley Ave.

The reason for this request :

Currently, the property is one single lot that includes the existing house at 9604 SE Stanley Ave. Per the provided site plan the intent is to proceed with the Middle Housing Land Division through the City of Milwaukie and Clackamas County to create 4 separate lots. This will include the existing house on its own lot (maintaining frontage) and the three new units, each on a separate lot. Following the Middle Housing Land Division process, two of these new lots (Units 1 and 2) will be landlocked without direct frontage. Water service will be maintained through a recorded easement when the final plat is recorded. Since no on-site parking is proposed, a recorded easement agreement between property owners for utility maintenance and access is the most logical path forward

The exemption is specifically requested for Lots 2 and 3 of the to be recorded plat of Stanley Commons Middle Housing. The legal access to water service will be provided via the private utility easement (PRUE), to be recorded with the plat. We kindly request that this exemption be allowed to maintain water service to each unit in this scenario.

I appreciate your consideration of this request. Please let me know if any additional information is needed.

Sincerely,



Brian McMillen
Managing Member of Twinline Homes LLC

971-202-3851
Bm03@me.com

CLACKAMAS RIVER WATER

REGULAR BOARD MEETING

September 10, 2026

SUBJECT Management Report

PRINCIPAL STAFF Farshad Allahdadi
PERSON

DOCUMENTS
ATTACHED

Table of Contents

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

- A. Management Report
- B. Informational articles or Materials- None at this time

CLACKAMAS RIVER WATER

REGULAR BOARD MEETING

September 10, 2026

SUBJECT Management Report

PRINCIPAL STAFF Farshad Allahdadi
PERSON

A. Management Report

1. Communications:

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

2. Riverside Park

Artwork Installation

On August 12 “The Headman” sculpture was welcomed to Riverside Park during a ceremony including several community members and watershed supporters, CRW staff, Board Members. The artist, Bobby Mercier, who created the sculpture performed a traditional song with his sons and then the ribbon was cut officially welcoming The Headman.

Included on the interpretive sign accompanying the Headman, Bobby shared the following about the sculpture, “This is a Headman figure and would be put in front of someone’s longhouse. This figure is to let you know that a Chief or a high-ranking person lives in this place. With these types of designs, we mark the places of our Chiefs and the territory they take care of. This Clackamas River was run by one of our Chiefs Dan Wacheno. His winter village was upriver from here at Eagle Creek and his main village was downriver at Willamette Falls”.

The Headman is one of three recently placed artwork pieces along the Clackamas River, the others are at McIver & Barton Parks.

Park Shuttle Service

Effective August 24, 2026 the Clackamas Industrial Area Shuttle (part of Clackamas Connects Shuttle) added Riverside Park as one of the stops on the shuttle route. This is a free shuttle service that helps to fill the gap between TriMet stops and underserved portions of the Clackamas Industrials Area. This shuttle service runs year-round Monday-Friday.

3. Looking Ahead:

- There will be a Special Board Meeting held on September 28 at 6:00pm
- Agenda Setting meeting for the October Board Meeting will be on Thursday September 24 at 9am.
- The CRW October Board Meeting will be held on Thursday October 8 at 6pm.

CLACKAMAS RIVER WATER

REGULAR BOARD MEETING

September 10, 2026

SUBJECT Commissioner Reports and Reimbursement Requests

DRAFT MOTION NO MOTION REQUIRED

EFFECTIVE DATE

**PRINCIPAL STAFF
PERSON** Board of Commissioners

**BOARD ACTION
REQUESTED** Commissioner Communications

**DOCUMENTS
ATTACHED**

- Commissioner Reimbursement Requests

Agenda Summary

BACKGROUND

CLACKAMAS RIVER WATER

Commissioner Request for Reimbursement

Month July 2026

Commissioner's Name Naomi Angier

Please Print

Date	Meetings	Amount
	CRW Regular Board Meeting – July 9	\$ 50.00
	CRW Work Session	\$
	Miscellaneous Meeting	\$
	Regional water board meeting	\$
		\$
		\$

Total \$ 50.00

Date	Meals	
		\$
		\$
		\$
		\$

Total \$ _____

Date	Mileage *	
		\$
		\$
		\$
		\$
		\$
		\$

Total \$ _____

Date	Motel/Hotel Lodging **	
		\$
		\$
		\$
		\$

Total \$ _____

Date	Miscellaneous ***	
		\$
		\$
		\$

Total \$ _____

* Mileage \$ _____ per mile

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

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

Total Expenses \$ _____

Adjustments \$ _____

Amount Due Commissioners \$ 50.00

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

Respectfully submitted Naomi Angier

Commissioner's Signature

For Accounting:

Payroll: Taxable \$ 50.00

Non-Taxable \$ _____

entered P/R N. Angier

Accounts Payable: VENDOR # _____

ACCT# 01.601.5730

AMOUNT \$ _____

Entered A/P _____

Board: Reimbursement as of _____

Christina Friel

CFO

8/13/26

Date

CLACKAMAS RIVER WATER

Commissioner Request for Reimbursement

Month July 2026

Commissioner's Name Rob Cummings

Please Print

Date	Meetings	Amount
	CRW Regular Board Meeting – July 9th Meeting	\$ 50.00
	CRW Work Session	\$
	Miscellaneous Meeting	\$
	SFWB Regular Meeting – July 22nd Meeting	\$ 50.00
		\$
		\$

Total \$ 100.00

Date Meals

	\$
	\$
	\$
	\$

Total \$ _____

Date Mileage *

	\$
	\$
	\$
	\$
	\$
	\$
	\$

Total \$ _____

Date Motel/Hotel Lodging **

	\$
	\$
	\$
	\$

Total \$ _____

Date Miscellaneous ***

	\$
	\$
	\$

Total \$

* Mileage \$._____ per mile

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

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

Total Expenses	\$ 0.00
Adjustments	\$ 0.00
Amount Due Commissioners	\$ 100.00

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

Respectfully submitted Robert Cummings
Commissioner's Signature

For Accounting:			
Payroll: Taxable \$ <u>100.00</u>	Non-Taxable \$ _____	entered P/R <u>Q. Anigae</u>	
Accounts Payable: VENDOR # _____	ACCT# <u>01.601.4105</u>	AMOUNT \$ _____	Entered A/P _____
Board: Reimbursement as of _____			

Christina [Signature]

CFO

Date

8/13/26

CLACKAMAS RIVER WATER

Commissioner Request for Reimbursement

Month August 2006 Commissioner's Name Sherry French Please Print

Date	Meetings	Amount
	CRW Regular Board Meeting - 8/13	\$ 50.00
	CRW Work Session 8/20 Sunrise	\$ 50.00
	Miscellaneous Meeting 8/27 agenda	\$ 50.00
	8/6 94	\$ 50.00
	8/11 Oak Lodge	\$ 50.00

Total \$ 250

Date Meals

Date	Meals	Amount
		\$
		\$
		\$
		\$

Total \$

Date Mileage *

Date	Mileage *	Amount
		\$
		\$
		\$
		\$
		\$

Total \$

Date Motel/Hotel Lodging **

Date	Motel/Hotel Lodging **	Amount
		\$
		\$
		\$
		\$

Total \$

Date Miscellaneous ***

Date	Miscellaneous ***	Amount
		\$
		\$
		\$
		\$

Total \$

- * Mileage \$_____ per mile
** Lodging bills must be attached in support of reimbursement request
*** Miscellaneous expenses to be supported with bills where possible

Total Expenses \$ 250
Adjustments \$
Amount Due Commissioners \$

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

Respectfully submitted Sherry French Commissioner's Signature

For Accounting:	
Payroll: Taxable \$ <u>250.00</u>	Non-Taxable \$ _____
Accounts Payable: VENDOR # _____	ACCT# <u>01.601.4105</u>
Board: Reimbursement as of _____	AMOUNT \$ _____ Entered A/P _____

Sherry French 8/27/06



X

Howard T Terpening Award SDAO

From: [Sherry French](#)
To: [CRW Board Members](#); [Farshad Allahdadi](#); [Karin Holzgang](#)
Subject: Monthly Liaison Reports
Date: Thursday, September 10, 2026 10:11:55 AM

MPAC—No meeting

C4—ODOT presented a summer update of Region 2 projects. Including Abernathy Bridge, and Boone Bridge replacement (no funding for this yet), sign for I-5 bridge at Rose Qtr. And McCord Creek bridge. Happy Valley and West Linn presented studies on enforcement of E-bike regulations. Each has a different view of the situation. ODOT looking for a new director.

Sunrise—First reading and public hearing on "Amending Rules and Regulations for Water Service". Changes are to separate fire service connections. Discussion on HOA requirements vs. District water concerns. A new project engineer has been hired and will start in October. SCADA tech position filled. Sunrise may need 2-3 MGD if drought worsens.

Oak Lodge—2024 Audit completed. Hopefully will have 2025 done by end of year. Water Master Plan Update anticipates needing to replace at least 1 mile of pipe per year to keep up maintenance. They have approximately 100 miles of pipe. Discussed Lake Oswego and Tigard in IGA to take water from Clackamas.. Completed 141 meter replacements so far.