

CLACKAMAS RIVER WATER  
BOARD OF COMMISSIONERS  
SPECIAL MEETING/WORK SESSION

January 26, 2026 at 6:00pm

**THIS MEETING WILL HAVE REMOTE ACCESS VIA ZOOM\***

**AGENDA**

16770 SE 82<sup>nd</sup> Drive, Clackamas, OR 97015



Clackamas River Water

Anyone who wishes to attend the meeting remotely may do so by internet at <https://us02web.zoom.us/j/89404666317> or by calling the following number [12532158782](tel:12532158782) and join meeting 894 0466 6317#. Passcode: 605663

**Special Meeting- @ 6:00pm**

Call to Order, Pledge of Allegiance and Roll Call – *Sberry French, President*

a. Approval of the Agenda

1. **Consider Approval of Increase to the Not To Exceed Amount of the Established CRW On-Call Constructions Contracts** – *Jason Branstetter, Chief Engineer*

***Adjourn Special Meeting***

**Work Session immediately following the Special Meeting**

Call to Order

1. **Future Water Rates Discussion-** *Christina Irish, Chief Financial Officer*
2. **Update on Strategic Plan-** *Todd Heidgerken, General Manager*
3. **General Manager Recruitment Update-** *Todd Heidgerken, General Manager*
4. **Commissioner Communications-** *CRW Board of Commissioners*
5. **General Manager Update-** *Todd Heidgerken, General Manager*

**Public Comment**

***Adjourn Work Session***

***Executive Session- will start immediately following the regular meeting if needed***

1. Discuss information or records that are exempt by law from public inspection pursuant to ORS 192.660 (2) (f) and 192.355 (9) (a) and ORS 40.225
2. To consider the employment of a public officer, employee, staff member or individual agent 192.660 (2) (a).

**Next Page**

The executive session is closed to the public. Only those persons whose attendance is requested by the Board of Commissioners and those persons who must be allowed to attend pursuant to ORS 192.660 will be allowed to attend. If you must be allowed to attend pursuant to ORS 192.660 and you wish to attend by remote means, please text or call Todd Heidgerken at 971-645-1610 for the meeting access information.

Work Session Reminders:

- a. Work Session – audio only
- b. No decisions will be made by the CRW Board
- c. Staff may get direction or a sense of the board on key issues
- d. Members of the public are allowed to attend but not participate (*public comment provided at the end of the session*)

**Public Comment:** If there is a member of the public that wishes to address the Board are encouraged to submit a request through email to [kholzgang@crwater.com](mailto:kholzgang@crwater.com) no later than 4pm the day of the meeting.

Members of the public are welcome to speak for a maximum of three minutes, citizens must state their name, address, if they are a customer or not for the record.

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



segment work or initiate additional procurements and maintain continuity in system maintenance and repair activities.

**STAFF  
RECOMMENDATION**

Approve the contracts with a Not-to-Exceed amount of \$200,000 (each) for the current on-call construction contracts



January 26, 2026 Work Session  
**Residential Water Rates**  
Prepared by: Christina Irish, CFO

Clackamas River Water

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Clackamas River Water					
Direct Retail Water Rates					
Effective Date:	9/1/2024			9/1/2025	
	Meter Size (Inches)	Bi-Monthly Domestic Service Charges	Bi-monthly Fire Service	Bi-Monthly Domestic Service Charges	Bi-monthly Fire Service
Full 3/4	\$ 67.78	\$ 70.95	\$ 71.51	\$ 74.85	
1	93.25	70.95	98.38	74.85	
1 1/2	133.25	84.86	140.58	89.53	
2	183.75	101.10	193.86	106.66	
3	287.32	143.73	303.12	151.64	
4	441.99	229.05	466.30	241.65	
6	828.38	399.72	873.94	421.70	
8	1,872.27	570.80	1,975.24	602.19	
10	2,945.40	912.53	3,107.40	962.72	
12	3,558.61	1,125.84	3,754.33	1,187.76	
Residential Commodity Charge (Volume) per 100 Cubic Feet			Residential Commodity Charge		
	Volume	Rate 9/1/24		Rate 9/1/25	
Block 1	1 - 4	\$ 2.89		\$ 3.05	
Block 2	5 - 8	\$ 3.21		\$ 3.38	
Block 3	9 - 24	\$ 3.83		\$ 4.04	
Block 4	25 & up	\$ 4.87		\$ 5.14	
Multi-Family, Commercial & Industrial			Multi-Family, Commercial & Industrial		
	Volume	Rate 9/1/24		Rate 9/1/25	
Block 1	c	\$ 3.54		\$ 3.74	
Block 2	d	\$ 4.43		\$ 4.67	

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# What Impacts the Rates?

**Internal Factors**

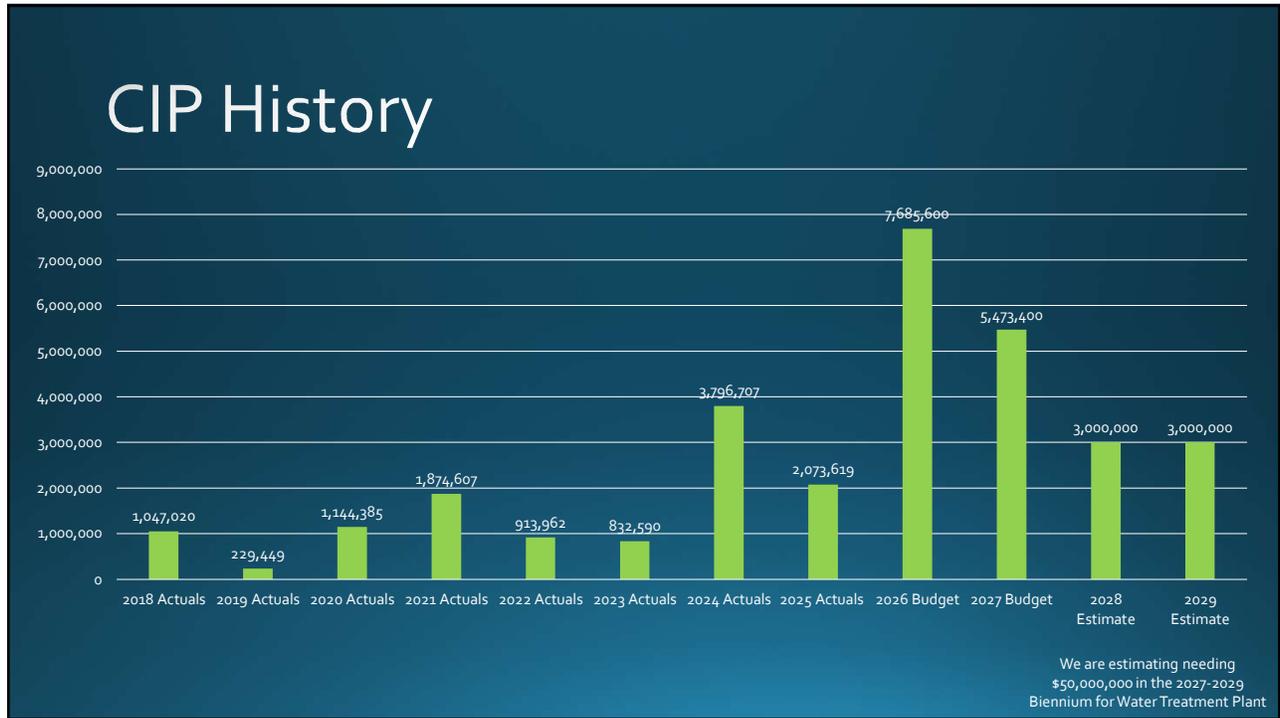
- Labor and benefits (COLA's, steps, benefits provided)
- Planned projects
- Issuance of new debt

**External Factors**

- Vendor price increases (goods, services, utilities)
- Construction costs
- Labor market
- Unfunded government mandates
- General economy

*Ultimately, ALL the costs of doing business and caring for the infrastructure impact water rates.*

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## Timeline

Working with FCS, a Bowman company on water rate options

- January & February 2026

Board Work Session – Give intro and process update

- January 26, 2026

Board Work Session - Give results on work with FCS and discuss options

- March 23, 2026

April Bill Insert for residential and mailing for commercial

- April

Rate Hearing - 1<sup>st</sup> reading

- May 12, 2026 Board Meeting

Board Meeting – 2<sup>nd</sup> reading and adoption

- June 11, 2026 Board Meeting

Effective on all bills after September 1<sup>st</sup>

- Commercial in September and Residential in October

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## Assumptions Used

- Maintain a 90-day operating reserve per policy
- Meet required debt covenants
- Use reserves first, then take out debt in 2027-2029 Biennium
- Labor rates - 4%
- Benefit costs - 7.5%
- Materials & services – general inflation %
- Project costs - ENR avg%
- Interest rates – Remains
- SDC income – ENR avg%

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Questions???



# CLACKAMAS RIVER WATER

## BOARD WORK SESSION

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January 26, 2026

**SUBJECT** Future Water Rates Discussion and Timeline

**PRINCIPAL STAFF PERSON** Christina Irish, Chief Financial Officer

**DOCUMENTS ATTACHED** None

### Agenda Summary

**BACKGROUND** This meeting will provide historical context and an update on the current rate-setting process. A follow-up meeting in March will focus on the Board’s review of options for future rates.

Beginning in 2022, the Board has reviewed and adopted rate plans on a two-year cycle. The current rate plan is in effect through August 2026. The Board will review options for rate increases that would take effect with retail utility bills beginning September 1, 2026.

Looking ahead, the District continues to have capital needs that cannot be fully funded through rates alone, requiring additional borrowing. Future rate increases will also address inflationary impacts on operating costs.

Rate increases are needed to support these goals of maintaining, improving, and adding to our infrastructure.

**CLACKAMAS RIVER WATER**

**BOARD WORK SESSION**

**January 26, 2026**

**SUBJECT** Update on CRW Strategic Plan

<b>DRAFT MOTION</b>	None
<b>EFFECTIVE DATE</b>	

**PRINCIPAL STAFF PERSON** Todd Heidgerken, General Manager

**BOARD ACTION REQUESTED** Informational

**DOCUMENTS ATTACHED** Exhibit A – “Capturing Recent Progress – CRW Strategic Plan”

**Agenda Summary**

**BACKGROUND** The District engaged in a strategic planning process that was initiated in the Fall of 2019. The purpose of the strategic planning process was to create a shared vision to navigate CRW through 2025. As part of this process, the District refreshed our vision and mission statements, identified core values, and identified three strategic goals.

Staff will provide an update on activities related to the various components of the CRW Strategic Plan. The document “Capturing Recent Progress – CRW Strategic Plan” focuses on activities in 2024 and 2025.

Recognizing that the current Strategic Plan was intended to look out through 2025, staff will share some ideas and things to consider when looking forward to the next 5 years.

# Capturing Recent Progress – CRW Strategic Plan

## Background

In Fall 2019, the District launched a strategic planning process to create a shared vision to guide CRW through 2025. As part of this process, the District refreshed its vision and mission statements, identified core values, and established strategic objectives to focus on over a five-year period.

## Purpose

The purpose of this document is to capture activities that support CRW's Mission, Values, and Goals (outlined below). It should be noted that tracking activities and accomplishments related to the Strategic Plan have lapsed in recent years. In addition, nearly half of the current Management Team was not directly involved in the development or reporting of past strategic plan activities. This update focuses on activities occurring during calendar years 2024 and 2025, representing the final two years of the current Strategic Plan. The format of this report is to provide bullet points outlining activities in support of the various components of our Strategic Plan.

## Mission

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

- Adopted a two-year water rate model that increases gradually over time to minimize customer impact while addressing rising operational costs and positioning the District to fund future system improvements.

## Values

### Water Quality

- Submitted and confirmed service line inventory showing no lead service lines in CRW's system, meeting federal Lead and Copper Rule requirements ahead of schedule.
- Partnered with USGS and CRWP on studies of cyanotoxins, algal blooms, and river flows to support watershed and treatment planning.
- Implemented pump station supplemental chlorine to ensure consistent water quality.
- Upgraded all filter turbidimeters and piping to improve monitoring and response to individual filter performance.

### Customer Service

- Implemented the new online payment portal (Xpress Bill Pay) providing real-time updates to the utility billing system.
- Worked with Xpress Bill Pay for account setup and website assistance.
- Transitioned Milwaukie-billed customers back to CRW's billing and customer service system effective July 1, 2025.
- Updated credit card processing fee structure, resulting in cost savings for the District.

## **Financial Accountability**

- Reaffirmed AA and AA- bond ratings from Fitch and S&P, respectively.
- Received the GFOA Distinguished Budget Presentation Award with special recognition in Strategic Goals & Strategies and Capital Program.
- Earned continued recognition with the Certificate of Achievement for Excellence in Financial Reporting from GFOA (both years).
- Implemented new Springbrook financial system modules, improving financial reporting and internal processes.
- Established double-verification processes within the FACS team to minimize risk.
- Refinanced 2015 Revenue Bonds, saving the District over \$1.4 million in gross debt savings over the next 12.5 years.
- Board updated Investment Policy.

## **Responsible Stewardship**

- Coordinated with PGE and ODFW on flow augmentation from Timothy Lake to support fish habitat and water quality.
- Secured and utilized grant funding to support capital projects.
- Integrated energy monitoring into the new SCADA system at the Water Treatment Plant and remote pump stations to shift energy loads away from peak-use times in coordination with PGE, reducing grid demand and generating monthly energy savings. PGE contributed to the cost of the SCADA integration.
- Supported Riverside Park improvements and enforcement, including safety patrols, trash control, and partnerships with Clackamas Little League and the Clackamas River Basin Council (art installation).
- The Board completed review and update of all Board Policies.

## **Goals**

### **Ensure a reliable water supply for the communities we serve by investing in infrastructure and emergency preparedness.**

- Completed the Water Treatment Plant filter valve replacement project with coordinated shutdowns among NCCWC and SFWB to ensure uninterrupted supply.
- Constructed approximately 2,500 LF of 12-inch waterline and modified 40 customer connections along Redland Road to retire an aging 8-inch cast iron main.
- Obtained grant funding and completed design for two critical crossings under the I-205 freeway.
- Replaced the SCADA server to ensure water system reliability.
- Updated the Risk and Resilience Assessment (RRA) and initiated preparation for the revised Emergency Response Plan (ERP) due in 2026.
- Strengthened partnerships with NCCWC, SFWB, and Oregon City for future water supply and emergency intertie planning.
- Completed an Emergency Power Study to identify and prioritize backup power options for pump stations.

- Collaborated with Clackamas County on the update of CRW's annex to the County Natural Hazard Mitigation Plan (NHMP).
- Updated standard construction specifications to improve resiliency against earthquakes and ground movement.
- Clackamas Water Environment Services (WES) development agreement addressing waterline relocations for the WES IT2 project.
- Clackamas County IGAs for Monroe and Linwood waterline improvements.
- Sunrise Water Authority (SWA) IGA allowing improvements to the SWA Pump Station and establishment of emergency power supply.
- City of Milwaukie IGA on King Road waterline improvements.
- Board approved updated Local Contract Review Board Rules (LCRBs).

**Be a water district of choice for attracting, developing, and retaining a highly qualified workforce by providing a safe, healthy, and rewarding environment that values employees.**

- Recruited and filled seventeen positions during the last two years. Positions include Water Resources Manager, Chief Financial Officer, Chief Engineer, Risk Manager, Water Resources Supervisor, Project Engineer, four Water Treatment Operators, four FACS positions, and three SYSOPS positions.
- Partnered with the Water Resources Manager to create a new position structure providing advancement opportunities and two new operator levels.
- Completed a comprehensive compensation study.
- Concluded labor negotiations and finalized a new collective bargaining agreement.
- Realigned salary structures for represented and non-represented staff, resulting in an increase for most represented and non-represented employees.
- Created a longevity pay program to phase out the need for large sick-leave payouts at retirement.
- Finalized implementation of the Paid Leave Oregon program for compliance.
- Initiated the Records Management Program under new staff oversight and continued to implement improvements for records management compliance.
- Completed System Operations Shop Remodel, improving workspace for Water Works Mechanics.
- Partnered with the Chief Engineer to create one new advancement position.
- Established a new Cross-Connection and New Services position and promoted from within to fill the position.
- Coordinated staffing support through temporary placement agencies to bridge vacancies or provide limited duration support.
- Conducted training on Accident and Incident Reporting.
- Drafted and adopted a new Artificial Intelligence (AI) Policy.
- Implemented a new pre-employment exam protocol and transitioned to a new audiogram vendor.

**Heighten public awareness of the District's role in enhancing public health, community vitality, and economic growth.**

- Completed the CRW website update, improving accessibility and compliance with WCAG 2.1 standards.
- Applied for and received approval for a .gov domain, increasing public trust and confirming CRW's identity as an official government entity.
- Developed a rollout plan to communicate the .gov domain transition to staff and the public.
- Sponsored and participated in the Children's Clean Water Festival, promoting environmental stewardship among youth.
- Hosted watershed tours and educational outreach with CRWP, including CRW Water Treatment Plant tours.
- Supported community presence through partnerships with Clackamas Little League, We Love Clean Rivers, and sponsorship of North Clackamas Chamber of Commerce forums.
- Increased public notice and outreach for capital projects through direct mailings and website updates.
- Organized CRW-sponsored blood drives and holiday giving programs, strengthening CRW's community engagement.
- The Board approved the Public Meetings Policy to reflect recent legislative changes.

**CLACKAMAS RIVER WATER**

**BOARD WORK SESSION**

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**January 26, 2026**

**SUBJECT**                      General Manager Recruitment Update

**PRINCIPAL STAFF  
PERSON**                      Todd Heidgerken, General Manager

**DOCUMENTS  
ATTACHED**                      None

**Agenda Summary**

**BACKGROUND**                      Time has been set aside to update and inform the Board on items associated with the general manager recruitment process.

# CLACKAMAS RIVER WATER

## BOARD WORK SESSION

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January 26, 2026

**SUBJECT**                      General Manager Update

**PRINCIPAL STAFF  
PERSON**                      Todd Heidgerken, General Manager

**DOCUMENTS  
ATTACHED**                      None

### Agenda Summary

**BACKGROUND**                      Time has been set aside to briefly update and inform the Board on topics since the January Board Meeting.

**CLACKAMAS RIVER WATER**

**BOARD WORK SESSION**

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**January 26, 2026**

**SUBJECT** Commissioner Communications

**PRINCIPAL STAFF PERSON** CRW Board of Commissioners

**DOCUMENTS ATTACHED**

**Agenda Summary**

**BACKGROUND** Time is being set aside during the work session to provide an opportunity for Commissioners to:

- Identify topics for consideration at future works sessions or board meetings;
- Discuss future agenda items.