



Adopted Budget

Fiscal Year 2025 - 2026

Washington County, Oregon





Fiscal Year 2025-26 Budget at a Glance

**ADOPTED BUDGET
FISCAL YEAR 2025-26** **\$752,169,700**

Operating Budget ↑ 3.8%

2025-26 Adopted Budget	<div></div>	\$139,858,000
2024-25 Revised Budget	<div></div>	\$134,767,700

Capital Improvement Projects Budget ↑ 37.6%

2025-26 Adopted Budget	<div></div>	\$147,120,900
2024-25 Revised Budget	<div></div>	\$106,906,300

Debt Service ↑ 14%

2025-26 Adopted Budget	<div></div>	\$19,602,800
2024-25 Revised Budget	<div></div>	\$17,197,200

Rate Revenue ↑ 5.7%

2025-26 Adopted Budget	<div></div>	\$66.95 average household monthly bill
2024-25 Revised Budget	<div></div>	\$65.00 average household monthly bill

Full time equivalent ↑ 0.8%

2025-26 Adopted Budget	<div></div>	499 FTE
2024-25 Revised Budget	<div></div>	495 FTE

FY 2025-26 Capital Improvement Projects

The Capital Improvement Program (CIP) section of the budget shows projects needed to meet water quality standards and satisfy the sanitary sewer and surface water management needs of a growing customer base. Generally, projects that cost \$50,000 or more are included in the CIP.

The total cost of the five-year CIP covering 2026-2030 is \$633,543,200.

The \$147.1 million FY 2025-26 CIP budget is broken down as follows, with a few projects highlighted for each category.

WRRF \$60.3 million

- Forest Grove Primary Treatment
- Rock Creek Biogas Utilization
- Durham Phase 6B – New Digester

Fleet/Vehicles \$3.3 million

- Sanitary Vehicle Replacements
- Sanitary Vehicle Additions

Building Facilities \$36 million

- RIPL
- CWS Central
- Springer Street Facility Improvements

Technology \$3.5 million

- ERP Software
- IT Asset Life Cycle Replacements
- Cybersecurity Upgrades

Conveyance \$36 million

- Brookman Trunk Sewer Extension
- Quail Valley Pump Station
- 1911/1936 Sanitary Sewer I&I Abatement

Reuse \$.4 million

- Davis Tool & Jackson Bottom Irrigation Improvements
- Forest Grove West Ag Lands Development

Natural Systems \$5 million

- Local Restoration Partnerships
- Tualatin Soil & Water Conservation Partnership
- Collaborative Regional Restoration

SWM \$2.5 million

- Vegetated Corridor Repair & Replacement
- Storm Sewer Repair & Replacement
- Abbey Creek West – Reach C

Fiscal Year 2025-26 Budget Committee

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*Distinguished
Budget Presentation
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PRESENTED TO

**Clean Water Services
Oregon**

For the Fiscal Year Beginning

July 01, 2024

A handwritten signature in black ink that reads "Christopher P. Morrell". The signature is written in a cursive, flowing style.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Clean Water Services for its annual budget for fiscal year beginning July 1, 2024. We also received special recognition for strategic planning. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. The award is valid for one year. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

Clean Water Services has received both the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting every year it has applied. This represents 37 years for the budget award and 38 years for the financial report.

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Budget Message & Overview

Chair Kathryn Harrington
Members of the Board of Directors
Members of the Community Budget Committee
Clean Water Services Customers and Partners

EXECUTIVE SUMMARY

We are pleased to present Clean Water Services' Adopted Budget for Fiscal Year (FY) 2025-26. This Budget Message is presented under Oregon Revised Statutes (ORS), Chapter 294. Comparisons in this Budget Message are budget to budget to the FY 2024-25 Revised Budget unless otherwise noted.

This year's budget reflects the mission, vision, promise, and values of Clean Water Services (CWS) and embraces a back-to-basics approach. The all funds budget for FY 2025-26, excluding interfund transfers, is \$752.2 million, compared to last year's Revised Budget of \$641.6 million. This represents an increase of \$110.6 million, or 17.2%, which includes a bond sale to support the generational capital investments in construction, along with an operating budget that keeps pace with inflationary costs for construction and materials. The total budget includes operating expenditures, capital investments, debt service, other fund-level outlays, contingency, and unappropriated ending fund balance and reserves.

We are raising sanitary sewer and stormwater rates by 3% to help cover the costs of sewer pipes, water treatment, maintenance and construction, stormwater management, and water resource recovery facility operations. The decision to hold this year's rate increase to a lower level than recent years reflects the CWS Board of Directors' (Board) focus on fiscal accountability and transparency. This modest rate increase provides CWS with the necessary resources to continue delivering ratepayer services while accounting for rising operating costs.

We developed our budget with a critical eye and renewed sense of discipline to rebuild trust with the public, our partners, and employees. As an innovative governmental unit, we are tightening our belts on training and education, travel, contracted and professional services, and other materials and services so we can invest in the essentials to maintain regulatory compliance and business continuity. Despite these judicious cuts, we increased the budget for three primary reasons:

- 1. Investments in our people.** Our teams at Clean Water Services work 24 hours a day, 7 days a week, 365 days a year, sometimes in harsh conditions, to provide ongoing essential services to the community. We've seen a significant generational change in our workforce – more than half of our employees have worked at CWS for fewer than five years. We continue to make investments to retain our existing talent and share knowledge to develop the next wave of water workers.

In previous budget cycles, we changed our pay structure and labor agreement to align with business operations and total compensation. These changes make us better positioned to retain and recruit talent by controlling health and welfare costs and providing employees with opportunities for career development. We provide performance-based pay, goal sharing, and an annual cost-of-living adjustment. We also contribute the 6% Individual Account Program with the Oregon Public Employee Retirement System (PERS) on behalf of our employees. Providing retirement benefits for our workforce requires an increased financial commitment of an estimated \$3.4 million to keep pace with PERS program increases. The PERS program increase for Tier One and Tier Two programs is 3.33%; the increase for the Oregon Public Service Retirement Plan (OPSRP) is 4.41%. About 16% of our staff are in the Tier One or Tier Two programs, accounting for a PERS contribution rate of 20.81% of payroll. The remaining 84% of our staff are on OPSRP, which accounts for a PERS contribution rate of 18.01% of payroll.

We continue to work on classification and compensation studies for all employees and will adjust our pay plan. These changes are necessary for our compensation structure to keep pace with market comparators for the talent pool. While the budget represents full funding of the workforce, the actual labor expenditures will track lower depending on the pace of recruitment and onboarding as the peak number of generational retirements begins to recede into a new normal status.

- 2. Investments in regulatory compliance.** We're about halfway through the five-year cycle of our National Pollutant Discharge Elimination

System (NPDES) permit. The Oregon Department of Environmental Quality (DEQ) issued our permit in December 2022; it went into effect Jan. 1, 2023. We operate under some of the most stringent water quality standards in the country, and our permit includes numerous monitoring and compliance requirements. Consequently, we invest in these areas to ensure effective and uninterrupted compliance with the increasing water quality and water quantity challenges in the Tualatin River. We're already preparing for the next permit to ensure we're well-positioned for regulatory and technological changes.

- 3. Planning to sequence investments.** Goods and materials cost more. Ongoing supply chain issues mean it takes longer to receive materials and equipment. One way we address these market issues is by making strategic purchases early – sometimes years in advance – in a project timeline to capitalize on lower costs and manage construction delays. We're also navigating increased competition for talent and higher construction costs due to constraints on labor and materials. In addition, the costs for utilities and chemicals at our water resource recovery facilities continue to rise. All these economic factors result in anticipated rising costs in goods and services for CWS, which is reflected in this Adopted Budget.

Primary budget revenues are rate revenues from sewer and surface water service charges of \$197.1 million and System Development Charges (SDCs) of \$24.4 million. Rate revenues for sanitary sewer and surface water management (SWM) are projected to increase by \$10.6 million, or 5.7%, reflecting the effects of a 3% rate increase as well as projected customer



growth of 1%. SDC revenues are projected to increase by \$3.2 million, or 15.2%, reflecting the expected return to historical levels of SDC revenue.

Primary budget expenditures include \$139.9 million for departmental operating expenses, \$147.1 million for capital projects, \$19.6 million for debt service on outstanding debt obligations, \$11.3 million for other fund outlays, and \$61 million for contingencies. Total expenditures for FY 2025-26 are increasing by \$48.5 million compared to the prior year, or 18%, largely because of a \$40.2 million increase in the capital projects budget and a \$5.1 million increase in the operating budget. The debt service is increasing by \$2.4 million, or 14%, due to a projected debt service payment associated with the \$75 million revenue bond sale in the Adopted Budget.

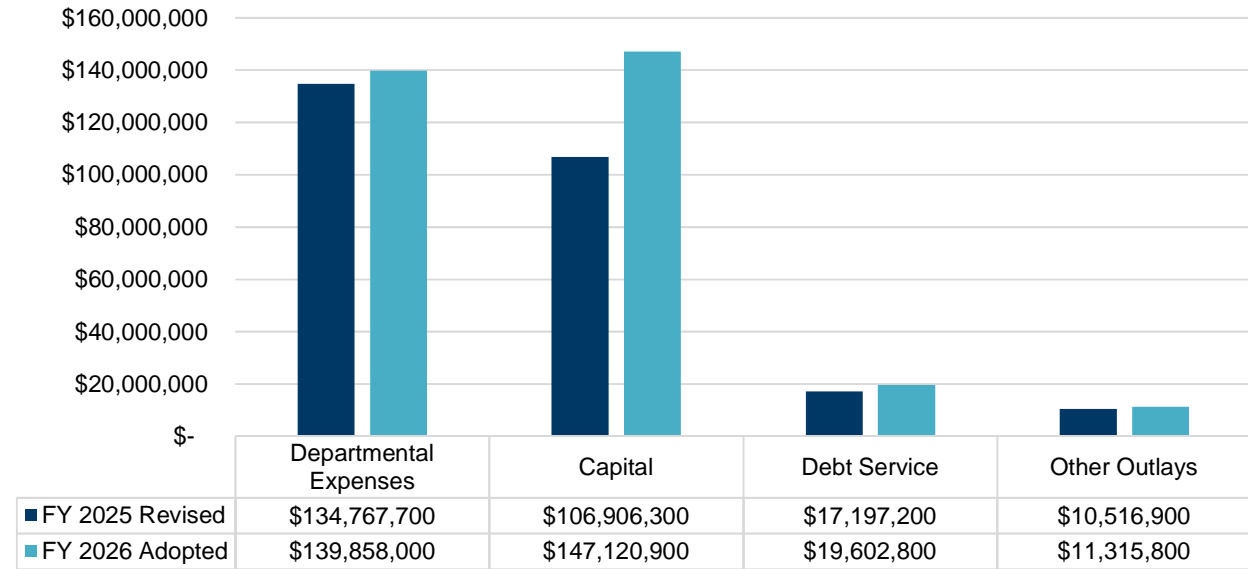
Total departmental operating budget expenditures are increasing by 3.8% overall. Labor costs are budgeted to increase by \$6.5 million or 7.9%. This increase is primarily the result of our planned people strategy coming to fruition, which includes adding 12 new full-time equivalent positions during FY 2024-25 as well as four new positions in the FY 2025-26 budget. These additional positions will enable us to continue our excellence in operations and maintenance, handle capital project workloads driven by growth in the region, and meet stringent regulatory requirements. Materials and services are budgeted to decrease by \$1.5 million, or 2.8%, primarily due to year-end contingency transfers in the FY 2024-25 Revised Budget and a concerted effort to cut costs.

The Capital Improvement Program (CIP) budget is 37.6% higher this year. Significant drivers of the CIP budget are major construction projects at each water resource recovery facility, sewer extension projects in Sherwood and Hillsboro, and continued work to renovate an office building in Forest Grove into a water quality laboratory and office and meeting space for staff. Projects at CWS are driven by the need to meet stringent regulatory requirements, construct additional capacity to serve growth, and replace aging infrastructure. The first year of the five-year CIP is the basis for the capital improvement budget for the ensuing fiscal year. Years two and three forecast spending on identified projects based on the anticipated project schedules and the start of additional projects. Placeholder projects may be used in years four and five of the CIP to represent suites of projects of similar nature where the specific locations have not been identified or prioritized against one another.

Other fund level outlays are budgeted to increase by \$798,900, or 7.6%, to address midyear personnel adjustments, compensation and classification studies, as well as bond issuance costs.

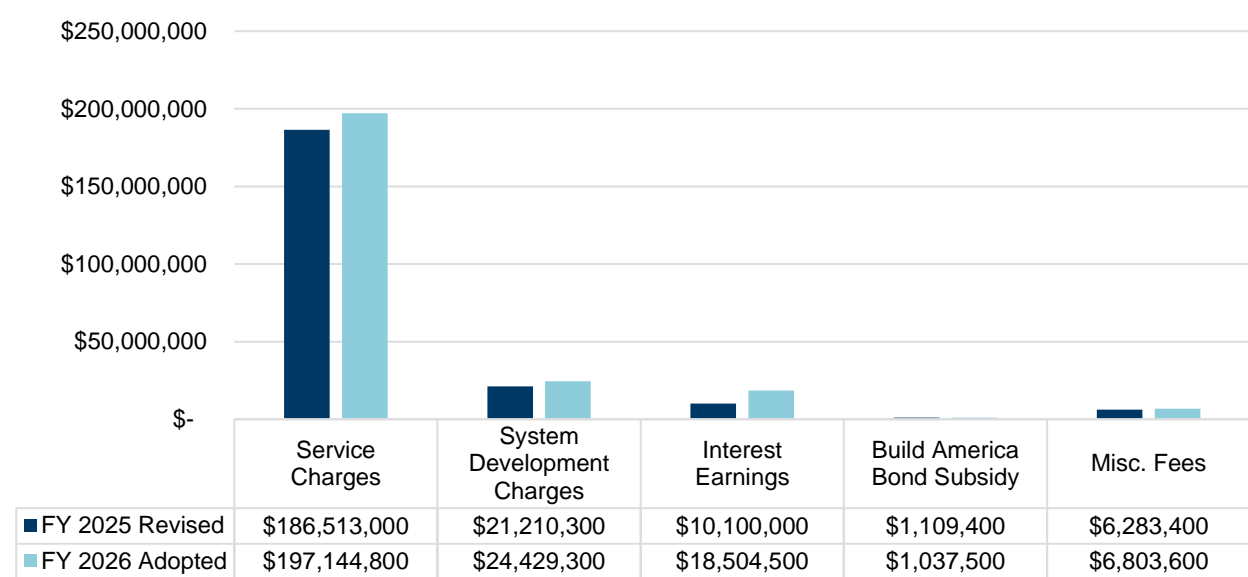
EXPENDITURE COMPARISONS

FY 2024-25 Revised compared to FY 2025-26 Adopted



REVENUE COMPARISONS

FY 2024-25 Revised compared to FY 2025-26 Adopted



Delivering Value to Customers

CWS is a regional utility that helps people and businesses grow and thrive by providing wastewater and stormwater management services. We consider our entire watershed when we develop strategies to meet regulatory requirements. We think and act strategically as a water resource utility by working with partners to anticipate and solve the complex water challenges of a large urban region. Our communities depend on the small, slow, and sensitive Tualatin River for multiple needs, including drinking water supply, agricultural irrigation, and habitat for aquatic species. The used water CWS cleans and returns to the river is essential to meeting those needs.

This budget lays out our financial priorities for the coming year, and we tried to balance competing demands. We need to ensure that we have funds to promote the protection of water quality and public health. We need to ensure we have funds to support maintenance and improvements to existing systems. We need to ensure we have funds to build capacity to support growth in the community. The people at Clean Water Services are pioneering work that enables us to address increasingly complex regulatory challenges, to provide exceptional service to our customers, to manage our \$1.7 billion in assets, and to meet the rigorous standards required to return clean water to the Tualatin River. Consider these initiatives:

Steady, predictable rates: We are committed to being practical, pragmatic, and strategic with our investments while keeping rates steady and predictable. To serve a growing community, we must maintain our collection system and treatment facilities, invest in infrastructure renewal and replacement, adapt to climate change, and meet stricter environmental requirements. Every investment we make is building toward a long-term solution. We generate about \$16 million a year in nonrate revenue from activities such as septic disposal and tipping fees from fats, oils, and grease; struvite sales; reimbursement from developers; and investment income. This nonrate revenue reduces the burden on ratepayers and is among the reasons we have some of the lowest rates in the region despite the significant costs associated with meeting the requirements in our complex permit.

Legislative priorities: Each year, our Board adopts state and federal legislative agendas that include specific legislative priorities and guide our advocacy efforts at the state and federal levels. The 2025 legislative priorities were established through a process that included internal vetting and three Board work sessions between July and November 2024. We successfully advanced many key state legislative priorities for 2025, including updating water reuse regulations, funding additional research of per- and polyfluoroalkyl substances (PFAS), ensuring that housing policies are protective of water quality, and securing adequate funding for the Oregon Department of Environmental Quality's Water Quality Division. In addition to advocating for state legislative priorities, we worked to advance Board-adopted federal

legislative priorities, including ongoing advocacy to advance seismic modifications to Scoggins Dam and seeking enhanced funding for water-related infrastructure. Our advocacy strategy includes close coordination with the National Association of Clean Water Agencies, Oregon Association of Clean Water Agencies, Special Districts Association of Oregon, Washington County, individual jurisdictions, and other stakeholders. Efforts to adopt state and federal legislative priorities for 2026 will begin in early fall 2025, with final Board adoption likely to occur in late 2025.

Scoggins Dam: Our top federal legislative priority is to advance seismic modifications for Scoggins Dam, a federally owned facility built by the Bureau of Reclamation in the 1970s. The dam is a 151-foot earth-fill embankment structure, located about eight miles south of Forest Grove. The stored water behind Scoggins Dam (commonly known as Hagg Lake) serves as one of the region's primary water supply sources, providing irrigation water for approximately 17,500 acres of agricultural cropland; drinking water to more than 400,000 businesses and residents in the cities of Hillsboro, Forest Grove, and Beaverton; and augmented flows that are necessary to maintain and enhance water quality for the Tualatin River and its tributaries. In 2012, the Bureau of Reclamation completed seismic evaluations that identified significant seismic vulnerabilities for the facility. Since that time, we have been working with local partners, including the Joint Water Commission and Tualatin Valley Irrigation District, to advance efforts and funding to seismically modify the dam through the Bureau of Reclamation Dam Safety Program. In 2025, the Bureau of Reclamation announced it would pivot work to focus on advancing a project to seismically modify the dam spillway, one of the most seismically vulnerable aspects of the dam. We will continue to work with local project beneficiaries, our federal Congressional delegation, and regional stakeholders to secure funding necessary to structurally modify the dam to ensure seismic resilience and public safety.

Investments: Meeting regulatory and other compliance requirements is crucial for every part of our organization. We invest in groundbreaking research on water resources management topics, including PFAS, continuous sensing, co-digestion, data management, and environmental DNA to get ahead of the next round of regulatory requirements, and we invest in renewing and replacing aging assets. We also invest in emergency operations so we're prepared to respond to the unexpected – a world-changing pandemic, record-breaking heat and wildfires, water supply issues, or an infestation of invasive species.

Long-term regulatory compliance: Our current NPDES permit went into effect Jan. 1, 2023, and we're already working on the renewal application for the next permit. We created a schedule and communication tool for the entire organization and convened permit mark-up meetings with internal

groups to get input on a plan for changes to the existing permit. We're developing long-term strategies for regulatory compliance, such as thermal management and preparing for possible updates to phosphorus regulations. We're working on a long-term regulatory compliance plan for DEQ that will be environmentally meaningful, avoid ineffective expenditures, and be responsible to our ratepayers.

Facilities: We're investing in our facilities to serve our community, our employees, and the Tualatin River Watershed. We're building a new digester at Durham to handle increased treatment demands and primary treatment process infrastructure at Forest Grove to enhance operational stability and improve copper management for permit compliance.

The new RIPL facility in Forest Grove will replace our antiquated existing laboratory facilities with modern facilities to support DEQ permit compliance, river and stream water quality monitoring, resource recovery facility operational control testing, and space to support the laboratory and water quality research programs. There will also be space to support other programs, as well as training. Renovations to the Springer Street operations facility are being planned to make the building the nerve center for emergency operations and to support day-to-day field crew operations. A new building in Beaverton – CWS Central – will house administrative offices to meet the needs of our growing organization. CWS Central is centrally located in the service area and is resilient during emergencies for high winds, snow and ice, flooding, and earthquakes. We will be selling the existing administrative building, coordinated with the completion of the RIPL facility.

Planning for growth: We're finalizing a new West Basin Master Plan to account for the area's population and industrial growth, increasing regulatory requirements, and aging infrastructure. The West Basin Master Plan is a comprehensive examination of the 20-year infrastructure needs of the Rock Creek, Forest Grove, and Hillsboro water resource recovery facilities that serve Hillsboro, Forest Grove, Cornelius, North Plains, Banks, Gaston, Aloha, North Bethany, and portions of Beaverton. The plan will include recommendations to prepare for challenges such as climate adaptation and seismic resilience while planning for necessary improvements to the West Basin collection and treatment systems assets. In 2022, our Board adopted the East Basin Master Plan, which addresses the needs of the Durham Water Resource Recovery Facility and the collection system that serves more than 200,000 residents of Sherwood, Tigard, Tualatin, King City, Durham, Metzger, and portions of Beaverton, Portland, and Lake Oswego.

Research and innovation: Our Research & Innovation group serves the organization, the Tualatin River Watershed, and the community by

developing advanced methods, practical technologies, and data-driven solutions to meet regulatory challenges, optimize operations, and improve the quality of our services. We lead the water and environmental industry through transformative partnerships, creative and cost-effective solutions, and impactful science communications. The variety of projects and programs that R&I supports and leads is wide-ranging — from treatment facility and conveyance system modeling directing capital improvement projects to in-river modeling supporting regulatory initiatives, from developing methods to analyze emerging pollutants to developing operational testing to support increasing biogas generation. Each of these projects is based on a direct need to solve a challenge we are facing.

Organizational changes: In FY 2025-26, we're making changes to concentrate work that had been dispersed throughout the organization. In the Business Services functional area, we're expanding the Legal & Compliance Services department to help manage risk on a more comprehensive level. We're starting a new program in the department, Internal Compliance & Cybersecurity, to help investigate and determine whether we're complying with applicable laws, regulations, internal policies, and procedures. We have two new programs in the Digital Solutions department — IT Client Services and Geographic Information Systems — and one new program — Emergency Management — in the Office of the Chief Executive Officer. All three groups support the entire organization, but the new structure increases operational efficiencies.

In the Utility Operations functional area, we're closing the Enterprise Asset & Technical Services department to integrate asset management into the day-to-day operations of capital planning for new infrastructure and maintenance planning for asset renewal and replacement. Asset management is embedded into the functions of existing work groups in the Water Engineering & Technology department and the Operations and Maintenance programs under an integrated and unified reporting structure.

Intergovernmental agreements: We have intergovernmental agreements (IGAs) with Washington County and the cities in our service area that govern how we implement the permit and provide sanitary sewer and stormwater management services to people in the urban areas of the Tualatin River Watershed. We are working with all our co-implementers during this permit cycle to update the IGAs.

People: One of the biggest investments we make is in our people. We continue to create and manage strategies that make CWS a place where every employee can learn, grow, and thrive. We facilitate leadership programs, onboarding, and many types of learning for our workforce, and peer-to-peer learning in which more experienced employees share knowledge with staff members who are new to the workforce or the

organization. We're also engaging communities that have less access to water jobs through apprentice programs in hopes of bringing new perspectives into our organization. Clean Water Services has a strong culture of belonging, respect, and care for each other, our customers, and our partners.

Beginning Jan. 1, 2025, we moved our nonrepresented employee health benefit insurance, including medical, dental, vision, life insurance, and voluntary benefits, to the Public Employees' Benefit Board (PEBB). The switch reduces out-of-pocket costs for employees, provides broader access to healthcare services, increases the provider network, controls annual benefit premium increases, and reduces costs for CWS long-term.

Policies and procedures: We're continuing to update or create new organizational policies and procedures. Our Board and ratepayers demand that of us. The new Internal Compliance & Cybersecurity program will function to provide accountability and performance management. In FY 2024-25, we implemented a new policy covering meals and refreshments and updated policies on procurement cards, travel and training, personal vehicle mileage reimbursement, the acceptable use of information systems, and protecting our workers from falls.

Performance Excellence and roadmaps: We adopted the National Institute of Standards and Technology Baldrige Excellence Framework, an integrated systems approach for evaluating business process maturity and organizational performance. We're using the framework to assess process maturity across the business, operations, and engineering functional areas and determine opportunities for improvement. Part of the Performance Excellence process is maturing the roadmaps at the strategic, departmental, and programmatic levels for the entire organization. The roadmaps help guide our work and align program-level activities with department roadmaps and the overall CWS strategic approach.

Unwavering commitment: We are committed to protecting the health of our employees and the public. We look at our community's needs and tailor our actions accordingly as we continue to build our resilience and strengthen our organization for the important work we do. We are dedicated to protecting public health and the environment. Ensuring our water is safe and clean requires vigilance, and our vigilance to serve our community is unwavering. You can count on Clean Water Services.

Priorities

The FY 2025-26 Adopted Budget supports our dedication to public health, the environment, our employees, and our infrastructure assets by:

- Increasing accountability and transparency through auditing and performance reporting.
- Investing in the talented people who make up our accomplished staff and recruiting talented people to ensure we have a resilient and effective workforce in the future. We will continue to prioritize and sequence hiring for current vacancies and new positions. We will continue our work to be an equitable and inclusive organization.
- Planning and sequencing capital and operating investments are critical as a hedge to significant inflation, long delivery times for equipment and materials, and increases in water and energy utility costs and chemical commodities.
- Increasing our capability to respond to industrial economic development in the region with additional planning and predesign so we are ready to deploy capital and technology solutions promptly and to be ready for infrastructure grant opportunities.

FINANCIAL MANAGEMENT

Financial Management Excellence Recognized

CWS continues to earn honors for excellence in financial reporting and budget presentation, as evidenced by two prestigious awards in the most recent reporting periods. We received the Distinguished Budget Presentation Award — including special recognition for strategic planning — from the Government Finance Officers Association of the United States and Canada for the 37th year, and the Certificate of Achievement for Excellence in Financial Reporting for the 38th year.

Strategies to Keep CWS on Track Financially

The FY 2025-26 budget has been prepared following the tenets of the financial strategic direction established by the CWS Board. These are as follows (see page 102 for more detail):

- Keep rate increases reasonable and predictable.
- Maintain adequate capacity to issue debt.
- Establish and maintain appropriate financial reserves.
- Adopt sound financial policies.

Utility Rates

Per Board direction, reasonable and predictable rate increases are vital to the long-term financial health of CWS. They provide strong assurance that the organization is well-positioned to meet future needs and equipped with the strongest bond credit ratings and financial flexibility possible.

Rates support our work to protect water resources and meet the community's changing needs. We do this by making additional investments in aging infrastructure, ensuring our long-term water supply security, and meeting increasingly stringent federal and state water pollution control needs.

CWS sets the regional sanitary sewer and surface water management utility rates, which are charged to all customers. We also set local sanitary sewer and surface water management rates, which are charged to residents of unincorporated Washington County and the cities of Banks, Durham, Gaston, King City, and North Plains. Seven cities in our service area — Beaverton, Cornelius, Forest Grove, Hillsboro, Sherwood, Tigard, and Tualatin — set their city rates to deliver local services and meet local needs. More details about regional and local services are available starting on page 44.

We are planning for the following utility rate increases in FY 2025-26:

- **Increase the regional sanitary sewer rate by 3%**
The regional rate is charged to all CWS customers to support the operations, maintenance, and investments in the pipes, pumps, and advanced facilities that collect and clean 73 million gallons a day of wastewater to some of the highest standards in the nation before returning it to the Tualatin River.
- **Increase the local sanitary sewer rate by 3%**
The local rate is charged to CWS customers in Banks, Durham, Gaston, King City, North Plains, and urban unincorporated Washington County. The local rate supports the operation and maintenance of the local collection system and 24-hour emergency response.
- **Increase the regional SWM fees by 3%**
The regional rate is charged to all CWS customers and supports watershed restoration and constructing and maintaining regional stormwater facilities.
- **Increase the local SWM fee by 3%**
The local rate is charged to CWS customers in Banks, North Plains, Gaston, King City, Durham, and urban unincorporated Washington County for services such as sweeping streets and maintaining water quality facilities.

- **Increase sanitary SDCs by 1.9% and SWM SDCs by 1.9%**

To help fund capital investments at CWS, sanitary SDCs will increase from \$7,009 to \$7,139 per Equivalent Dwelling Unit. SWM SDCs will increase from \$678 to \$691 per Equivalent Service Unit. An SDC is a one-time assessment charged when customers connect to the CWS system. It's set for the entire CWS service area. The SDC increase is based on the March Engineering News Record index for construction inflation.

The sanitary sewer and SWM rate increases will add an estimated \$1.95 per month, or an increase of 3%, to the typical combined bill for residential customers in Banks, Durham, Gaston, King City, North Plains, and unincorporated Washington County who are billed directly by CWS. The cities of Beaverton, Cornelius, Forest Grove, Hillsboro, Sherwood, Tigard, and Tualatin set their city rates for local services, so the typical combined bill for residential customers in those cities could be different.

Average combined monthly service fees for sanitary sewer and SWM utilities for residential customers billed directly by CWS have risen at a 10-year average annual rate of 3.38%.

10-YEAR UTILITY RATE HISTORY

Average sanitary sewer and SWM monthly rates for single family residential customers who are billed directly by CWS. Rates for customers in the seven cities that receive only regional services, which set their own city rates for local services, are not reflected.

Fiscal Year	Combined Sanitary and SWM Monthly Rates (per EDU & ESU)	Percentage Rate Increases	
		Combined Annual	10-Year Annual Avg (2017-26)
2017	\$49.76	3.58%	3.38%
2018	\$51.52	3.54%	
2019	\$53.35	3.55%	
2020	\$55.20	3.47%	
2021	\$55.20	0.00%	
2022	\$57.77	4.55%	
2023	\$60.06	3.96%	
2024	\$62.50	4.06%	
2025	\$65.00	4.00%	
2026	\$66.95	3.00%	

Average sanitary sewer bills for residential customers billed directly by CWS are substantially lower than those of most local service providers (see chart on next page). This is especially notable since CWS provides a significantly higher level of wastewater treatment than nearly all local, regional, and national providers of comparable services. CWS' financial forecast includes projected annual rate increases of 3-4% for the next 10 years.

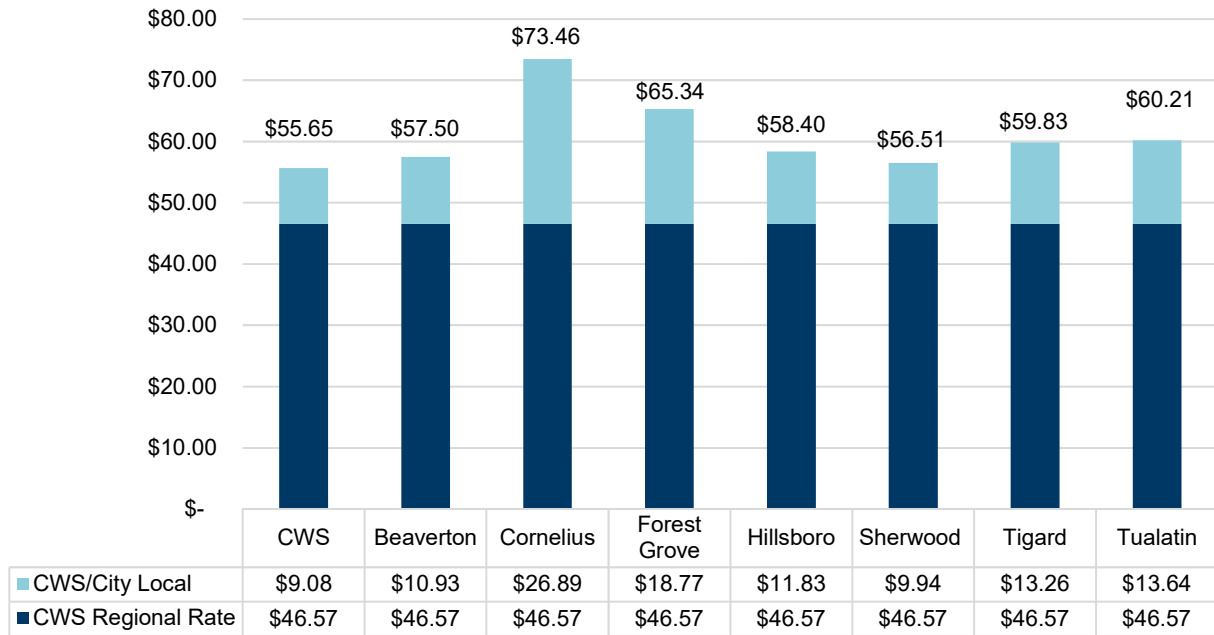
TYPICAL MONTHLY SEWER AND SWM BILL COMPARISON

CWS provides a higher level of wastewater treatment than nearly all local, regional, and national providers of comparable services.

Typical Monthly Sewer and SWM Bill Comparisons						
City / Agency	Level of Treatment	FY 2024-25 Average Monthly Sanitary Charge	FY 2024-25 Average Monthly SWM Charge	FY 2024-25 Average Monthly Combined Bill	Estimated Rate Change for FY 2025-26	Estimated Combined Monthly Bill
Clean Water Services	Advanced Tertiary	\$54.03	\$10.97	\$65.00	3% sani & SWM	\$66.95
Lake Oswego	Secondary provided by Portland	\$89.72	\$23.11	\$112.83	3.9% sani & 7% SWM	\$117.02
McMinnville	Advanced Tertiary	\$78.35	\$0.00	\$78.35	2.5% sani & 6% fee	\$81.00
Portland BES	Secondary	\$107.90	\$33.77	\$141.67	6% sani & SWM	\$75.88
Salem Rates effective 1/1/2025	Secondary	\$51.10	\$19.77	\$70.87	5% sani & 4.8% SWM	\$74.02
Vancouver, WA Rates effective 1/1/2025	Secondary	\$55.36 (a) \$81.16 (b)	\$15.17	\$70.53 (a) \$96.33 (b)	3% sani & 5% SWM	\$72.95 (a) \$99.52 (b)
(a) Inside city limits (b) Outside city limits						
<div><div><div>Clean Water Services</div><div>Vancouver - Inside</div><div>Salem</div><div>McMinnville</div><div>Vancouver - Outside</div><div>Lake Oswego</div><div>Portland BES</div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div>\$66.95</div><div>\$72.95</div><div>\$74.02</div><div>\$76.42</div><div>\$99.52</div><div>\$117.02</div><div>\$75.88</div></div><div><div>\$0.00</div><div>\$20.00</div><div>\$40.00</div><div>\$60.00</div><div>\$80.00</div><div>\$100.00</div><div>\$120.00</div><div>\$140.00</div><div>\$160.00</div></div></div> <div>Estimated Monthly Single Family Combined Bill</div>						
Rates calculated using CWS system average of 8 CCF use						

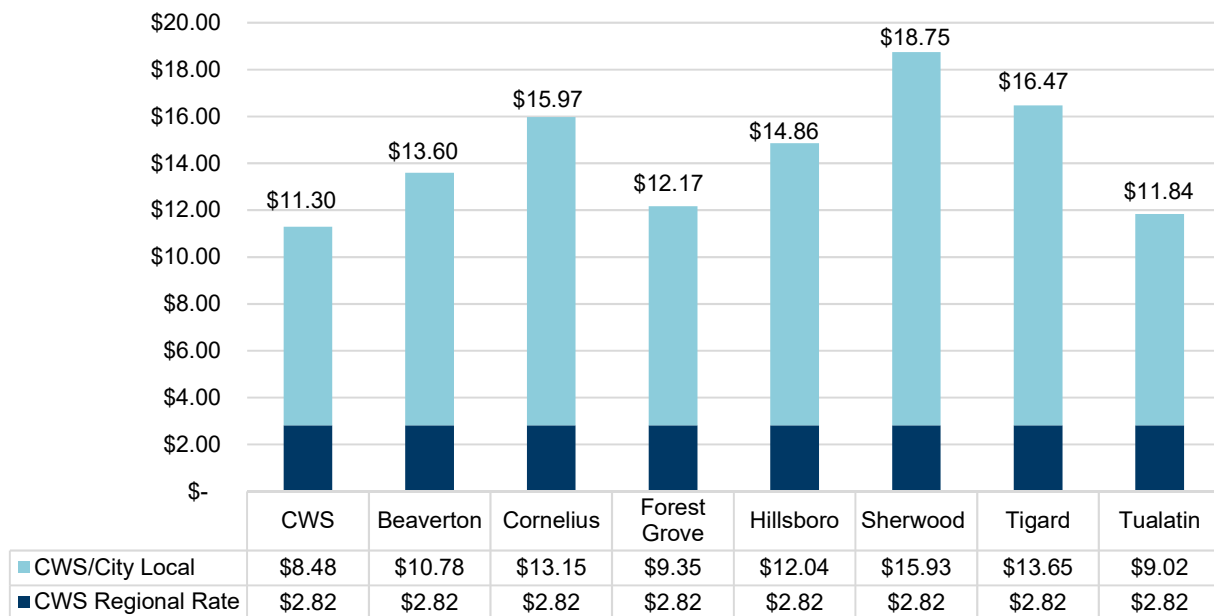
SANITARY SEWER RATE FY 2025-26

By jurisdiction



SURFACE WATER MANAGEMENT RATE FY 2025-26

By jurisdiction



CWS bills customers who reside in Washington County within the urban growth boundary; the cities of Banks, Durham, Gaston, King City, and North Plains; and small portions of Clackamas and Multnomah counties for sewer and surface water management services.

Customers also served by Tualatin Valley Water District receive a single bill that combines charges for our services along with the water charges.

The seven cities that receive only regional services bill their customers directly for city services and CWS services. Each city remits the regional portion of revenue to CWS. These cities set their local city rates, which may include additional local surcharges or right-of-way fees. The cities retain these charges.

CWS has maintained lower rates for local services due to the size of our service area and customer base. The urban unincorporated area and cities that receive regional and local services account for 39% of customer accounts and almost 45% of the population in Washington County. The incorporated cities have a smaller customer base to spread costs of operation and have increased their local rates to meet these needs.

Capacity to Issue Debt

To ensure adequate fiscal capacity to issue debt and meet sanitary sewer system expansion needs, we have a financial practice to maintain coverage ratios above the minimum required by the existing bond covenants to maintain a high bond rating. The FY 2025-26 budget continues this practice with an estimated coverage ratio of 6.38, compared to the minimum coverage requirement of 1.20 times annual debt service. Our strong financial position has earned Standard & Poor's highest rating of AAA as well as Aa1 by Moody's Investors Service. This strong financial performance and bond rating position us well for future bond issuances to fund large infrastructure project investments to meet regulatory and growth requirements.

Maintain Financial Reserves

Financial reserves provide stable funding for working capital, operating contingencies, and capital investments for repair and replacement, and expansion of infrastructure. The rate increases of 3% will allow for growth in operating reserves to meet funding needs for operations and capital investments.

The multiyear financial forecast reflects a planned SWM rate increase of 3% to fund needed capital replacements, such as street sweepers, and to provide stormwater treatment to areas with inadequate stormwater management facilities. We have prioritized SWM capital projects in the five-year CIP.

Financial Policies

The Board has established several policies that provide management direction in decision-making and foster financial stability and the ability to accomplish the organization's mission. These policies are detailed on page 59.

BUSINESS CLIMATE AND INFLUENCES

Through planning and deployment of innovative water solutions, our services are responsive to the needs of the globally competitive businesses in our region. We do this in a way that is cost-effective to provide an advantage for the people who choose to live here and the businesses that are located here.

Population Growth

Decades of population and employment growth have led various sectors to focus much of their energy and resources on meeting physical infrastructure needs. New and expanded roads, bridges, schools, churches, high-tech manufacturing facilities, hospitals, and other brick-and-mortar projects, including CWS' sanitary sewer and surface water management improvements, have helped define this increasingly urban community.

CWS serves more than 610,000 customers in urban Washington County, Oregon. The county is expected to add more than 50,000 people by 2030. Planning well is essential to meet service needs in an effective and cost-efficient manner.

Regulatory Climate

CWS' NPDES permit was issued on Dec. 8, 2022, under the federal Clean Water Act. It became effective Jan. 1, 2023, and expires Nov. 30, 2027. It is regularly renewed to ensure it keeps up with the needs of the nation's waterways and growing population while adapting to a rapidly changing climate.

The Tualatin River is sensitive, and the associated regulatory issues are complex. In 2004, we worked with DEQ to create the nation's first integrated watershed-based NPDES permit — combining the seven permits for Washington County's four water resource recovery facilities and Municipal Separate Storm Sewer System (MS4) into one permit that allows CWS, Washington County, and our 12 partner cities to consider the entire watershed when managing water resources. The NPDES permit maximizes the flexibility we have under the regulatory framework. This kind of permit remains a rarity, and none of the watershed-based permits that exist today is as complex as the one regulating the Tualatin River Watershed.

The 2004 permit allowed us to take advantage of creative approaches that are still in use today. We established performance benchmarks for the sanitary and stormwater management activities of CWS, our co-implementer cities, and Washington County, and we implemented a water quality credit trading program to offset the thermal loads of the water discharged from the water resource recovery facilities. Stored water is released from Hagg Lake and Barney Reservoir during dry summer months to increase flow in the rivers and creeks in our community, and trees and shrubs are planted along the banks to shade and mitigate the warming of the water.

While water quality has improved in the Tualatin River and its tributaries in the past decade, new and more complex challenges have arisen. The challenges to the health of the Tualatin Basin require a cohesive, watershed-based strategy that reaches beyond the existing regulatory framework. The watershed-based permit allows regulators, permit holders, and community stakeholders to consider the entire watershed, not just individual point sources, when managing the water resources in the basin.

Planning and innovation are key. If we do not plan and innovate — and if we do not give ourselves enough time to bring regulatory strategies to fruition — we will default to the more expensive options to get the job done. The default approach might not provide the greatest environmental benefit and could significantly affect rates. A Regulatory Affairs department that can be both prepared and proactive is critical to our success.

Our successful record of implementing complex water quality regulations through partnerships and collaboration is widely recognized as a national model. Investments by our customers in a highly advanced wastewater treatment program and a comprehensive stormwater management program have paid off in a watershed that is healthier than it has been in generations. Read more about our unique permit page 39.



BETTER TOGETHER

We are committed to protecting the health of our community and environment — 24 hours a day, 7 days a week, 365 days a year. Our work is rooted in three core CWS values. We are:

- Dedicated to the river, our communities, and each other.
- Guided by science.
- Making great things happen by working and solving problems together.

These values are apparent in the budget and our approach to advanced water resource recovery and comprehensive stormwater management. Our conveyance and treatment of wastewater produce billions of gallons of clean water. We return most of that water to the Tualatin River, improving the river's quality and flow. We also reuse millions of gallons of cleaned water to irrigate parks, schools, and golf courses, and for wetland plants and ecological restoration.

We are a leader in the industry's transformation from advanced wastewater treatment to recovering valuable resources, such as clean water, renewable energy, and nutrients. We've shifted from conventional treatment systems of pipes, pumps, and plants into resource recovery facilities to minimize waste, maximize resources, and save ratepayers money.

Over the past 10 years, CWS and our co-implementer cities have invested more than \$600 million to expand, replace, and upgrade our community's four water resource recovery facilities, 44 pump stations, sewer lines, and storm sewers. CWS is responsible for 919 of the 19,116 miles of sanitary sewer lines and 553 of the 1,602 miles of storm sewer lines.

Here are highlights of some of the work we did together in FY 2024-25:

One water learning, from flush to fish: In FY 2024-25, local elementary and middle school students raised salmon and trout in their classrooms before releasing them into the Tualatin River (salmon) or a local lake (trout) as part of the Fish Eggs to Fry program. At the release, students also participated in activities including a nature walk, macroinvertebrate investigation, water chemistry testing, and a salmon migration game. In total, CWS and partners engaged 13 schools, 42 classes, and 1,074 students in release activities, a 22% increase from last season. To serve this many students, the CWS education team coordinated with a network of 20+ volunteers and staff from five organizations. We also launched a new prekindergarten StoryTime program in partnership with Early Learning Washington County, which focuses on serving low-income and underserved populations. CWS educators visited 22 classrooms and engaged with 275 students in English and Spanish, sharing the story "Everyone Poops" followed by

age-appropriate discussions about what happens after flushing and a sorting activity to identify where waste belongs (the trash or the toilet).

CWS Essentials: We designed a forum to provide elected officials, city managers, and other interested staff members with a deeper understanding of the work we do in partnership with cities and Washington County. We educated 18 newly elected and appointed city officials on the permit, regional watershed needs, and CWS-city partnership roles through two CWS Essentials trainings in February.

Invasive species: We continue to work with our partners to manage invasive species. In August 2024, we hosted the Oregon Invasive Species Council's annual summit, which included a discussion of forest and horticultural pests, including the emerald ash borer and the Japanese beetle. The summit continued with a field visit to the Gales Forest Grove Natural Area, a CWS enhancement project, to explain the biology and management options for the emerald ash borer. The Oregon Department of Forestry, Oregon Department of Agriculture, Oregon State University, Metro, and the Tualatin Soil and Water Conservation District also participated in the summit.

Climate action: In the fall of 2024, the NSES Stewardship team finished planting eight common gardens (or test plots) for plants being studied for climate resiliency in the watershed. This multiyear program is a partnership with the Tualatin Soil and Water Conservation District and is a key part of our Climate Action Roadmap. Over the past 18 months, we gathered seeds and cuttings from regions with matching expected future conditions in the watershed and then grew them at the Tualatin River Farm. We planted three gardens at Jackson Bottom in partnership with the City of Hillsboro, four gardens at Fernhill, and one garden at the Tualatin River Farm.

This year marks the 20th anniversary of the first projects that were enrolled in our water quality trading — or shade — program. In 2024, we monitored 2,490 vegetation and shade plots across 152 enhancement projects to assess canopy coverage (shade) as required by our NPDES permit. We also overhauled and updated the calculation spreadsheets to evaluate ongoing and year-round excess thermal load.

We continue developing our water reuse program. We installed a reuse line at Rock Creek Water Resource Recovery Facility to serve new partners and began delivering reuse water to the Reserve Golf Course. Cleaning water for its specific use saves energy and chemicals and can help our communities be more resilient and our water supply more stable as we adapt to a changing climate and growing population.

Plants: With our partners — Friends of Trees, Tualatin Soil and Water Conservation District, and Backyard Habitat — we distributed 768 plants to 256 households at our annual native plant event and shared valuable

information and resources about watershed health, volunteer opportunities, and workshops. Throughout the year, we sourced, stored, and distributed 780,000 native plants to projects across the watershed.

People: We fully implemented our onboarding program that takes new employees on a six-month journey exploring all that goes into providing essential services to our community. From lab work to field operations, education programs to facility tours, this program helps new team members connect with our mission, make connections across the organization, and succeed in their roles. So far, 68 employees have participated in a cohort, and dozens more have served as presenters, hosts, and tour guides. We also offer learning programs for supervisors, and our program for emerging leaders is beginning its fourth cohort.

Ops challenge: We returned two five-member teams to compete in the Operations Challenge at the Water Environment Federation’s international WEFTEC conference in October, with one team placing third in its division. The challenge demonstrates what goes on behind the scenes at water resource recovery facilities and highlights the skills of wastewater collection and treatment professionals in collection systems, laboratory, process control, maintenance, and safety. One analyst called the Ops Challenge “the very best workforce development program in existence.” This year, the international wastewater skills competition saw a record-breaking 57 teams from across the globe, including the United Kingdom, Colombia, Brazil, Finland, and Canada.



Balm Grove Dam: We detected Pacific lamprey in the section of Gales Creek opened by the removal of the Balm Grove Dam. The concrete structure blocked fish and other wildlife from traveling upstream for decades — from the 1930s when the dam was installed

to create a swimming hole, to 2022, when we achieved the long-held goal of removing the dam, with the help of partner organizations. Using environmental DNA monitoring, we detected Pacific lamprey in Gales Creek more than seven miles upstream of the former dam. eDNA analysis was a joint effort with funding from a Tualatin Soil and Water Conservation District TREE grant, sampling done by the Tualatin River Watershed Council, and analysis completed in-house in the Research & Innovation Molecular Lab. Before the dam was removed, no lampreys were detected upstream of the dam. It’s an impressive comeback for lamprey, illustrating the resilience of nature when given the chance to thrive.

Research projects

- To increase capacity to meet growth in the CWS service area, we expanded the biological treatment process at the Durham Water Resource Recovery Facility in 2021. Rather than copy the existing process, Research & Innovation staff worked with consultants to design and operate a new flexible process specifically for improved biological phosphorus removal. Extensive characterization testing before the design resulted in an increased capacity of 20%, which extended the timeline for future expansions. Revisions to the process design have also produced an effluent quality significantly more stable when compared with the previous design.
- The new federally recommended criteria for aluminum water quality standards for the river threaten the use of alum to reach the very low required total phosphorus effluent concentration in the phosphorus Total Maximum Daily Load, which was established more than 30 years ago. However, the Tualatin River watershed has changed significantly since then. Increased flows and decreased residence times in the river make it much less sensitive to phosphorus inputs. In-house capabilities were used to build, perform, and analyze water quality model simulations to support efforts to increase the total phosphorus allowed in discharge from the Rock Creek and Durham water resources recovery facilities. Conducting in-house modeling saved money and allowed staff to do more scenarios, control quality assurance, and fine-tune inputs needed to address concerns as CWS creates a basis to revise the TMDL.



Floating camera ball: Rainfall-derived infiltration and inflow increase the total flow through the sanitary system, which increases the cost of conveyance and treatment. The floating camera ball offers a unique way to investigate pipe defects that lead to increased flows during storms. With 360-degree imaging, a pipe can be inspected quickly and efficiently. Potential alternate uses include stream bank assessments and aquatic life diversity surveys.

- DEQ is concerned that the Rock Creek outfall poses a thermal fish passage barrier. Currently, there is no data regarding salmonid migration in the Tualatin River. Our researchers are using environmental DNA to measure the timing and magnitude of coho migration in the Tualatin and assess the impact of the Rock Creek outfall on fish passage. This work will directly inform options for meeting regulatory requirements to mitigate thermal impacts for fish passage.
- The Forest Grove Water Resource Recovery Facility faces low effluent copper targets due to the water quality characteristics of the Tualatin River at its discharge location. CWS aims to safeguard water quality and avoid a regulatory compliance finding of reasonable potential, which could result in additional permit limits for copper. Researchers analyzed historical data and conducted bench and pilot testing to characterize removal mechanisms. We developed a multipronged approach combining source control, primary clarification, and effluent water quality adjustment to reduce risk.

Capital projects

We worked on several major construction projects at our water resource recovery facility:

- We expanded a primary clarifier at Rock Creek to increase capacity for primary treatment of wet weather wastewater flows.
- We replaced outdated pumps in the Hillsboro high head pump station with new pumps that have improved technology to reduce clogging and reduce the chance of overflows.

Awards

- We received four awards for the 2024 calendar year from the National Association of Clean Water Agencies for Peak Performance in wastewater treatment as outlined in the NPDES permit. The Durham, Rock Creek, and Hillsboro facilities each received Platinum awards, which are given to facilities with 100% compliance for five or more consecutive years. Durham has 9 consecutive years of perfect compliance, Rock Creek has 21 years, and Hillsboro has 6 years. Forest Grove received a Silver award, given to facilities with five or fewer violations.
- We were recognized as a Utility of the Future Today for our work on watershed stewardship. CWS has been recognized as a water resources Utility of the Future every year since 2016.



- The Oregon Association of Clean Water Agencies presented CWS with an Outstanding Agency Award in the pollution prevention category for our work and research related to PFAS. Since 2019, CWS has collected hundreds of samples to study PFAS in the region and established an in-house PFAS lab to cut costs associated with commercial testing, prepare for changing PFAS regulations, and allow CWS to share data with other agencies.

SUMMARY

Commitment to Service and Financial Sustainability

We are devoted to responsibly managing the community's financial investment. Clean Water Services demonstrates our ongoing commitment to service and financial sustainability by:

- Advancing restoration of the ecological integrity of the Tualatin River Watershed; continuing to apply principles of long-term environmental sustainability; and improving the design, construction, and operation of our facilities and programs.
- Providing high-value services at a reasonable cost to ratepayers, both now and in the future.
- Producing environmental and economic outcomes that are superior to those achievable through the application of individual state and federal laws, rules, and regulations by adopting an integrated watershed-based approach.
- Continually seeking and implementing innovative and cost-effective solutions.
- Providing additional transparency with performance auditing and reporting.

EPILOGUE

Clean Water Services has long provided cost-effective and environmentally sensitive sanitary and surface water management services for the Tualatin River Watershed. Our vision and dedication to providing sustainable, high-value services at a reasonable cost continue with this budget. Our commitment to providing reliable, predictable lifeline public health services to our customers is as important as ever.

I want to thank Kathleen Leader, our Chief Financial Officer and Budget Officer, and our Clean Water Services budget team for their work developing this budget that meets the needs of our organization and our community.

We at Clean Water Services thank the Board, our partners, and most of all, our ratepayers for enabling this vital work.

A handwritten signature in black ink, appearing to read "R Shanley". The signature is fluid and cursive, with the first letter "R" being large and prominent.

Rick Shanley
Acting Chief Executive Officer/General Manager



About Clean Water Services

History: District Formation

Clean Water Services, formerly Unified Sewerage Agency of Washington County, was formed on February 4, 1970, as a county service district under Oregon Revised Statutes Chapter 451. It was created by popular vote with the authority to implement sewerage improvements and programs and to provide the financing of those improvements and programs. The formation of CWS unified 26 wastewater treatment plants. CWS began a multimillion-dollar pollution control program based on the areawide wastewater treatment master plan. The plan called for eliminating all treatment plants on the tributaries of the Tualatin River and limited the construction or expansion of major treatment facilities to the Tualatin River. In July 1989, the Portland Metropolitan Area Local Government Boundary Commission authorized an expansion of CWS' authority to include storm and surface



water management (SWM) services. CWS manages nonpoint source pollution, rainfall-related erosion and sedimentation, drainage, and water pollution prevention in this capacity. CWS directs the water its 610,000-plus customers use in homes, businesses, and industrial settings back to the river, including water that gets flushed or rinsed away and the rainwater that flows over roads and other surfaces into storm drains. Before returning wastewater and stormwater to the river, CWS removes waste and pollutants so the water is clean and ready to be used again. In the process, CWS recovers nutrients and organic material that can be used in fertilizer and renewable energy that helps power its operations.

The Organization

The CWS Board of Directors is made up of the Washington County Board of Commissioners. Although CWS shares an elected Board with the county, Clean Water Services is a separately managed, financed, and governed regional utility. The Board appoints a 15-member advisory body, the Clean Water Services Advisory Commission (CWAC), to review and discuss major policy issues and programs related to the management of water resources in the Tualatin River Watershed and make recommendations to the Board. Five representatives from CWAC along with the Board serve on CWS' 10-member Budget Committee, which reviews and approves the Proposed Budget before it goes to the Board for adoption. The Chief Executive Officer, appointed by the Board, is responsible for the leadership and management of CWS.



Regulatory History and Current Operating Environment

CWS' operations are governed by the federal Clean Water Act as administered by the U.S. Environmental Protection Agency (EPA) and the Oregon Department of Environmental Quality (DEQ). EPA and DEQ are empowered to develop and enforce regulatory standards for surface water resources throughout the United States. Federal and state permit requirements govern the operations of CWS' wastewater collection and treatment facilities and the region's stormwater system. Due to the slow and sensitive nature of the Tualatin River, CWS operates under some of the most stringent water quality standards in the country, and CWS provides a higher level of wastewater treatment than 98% of the publicly owned water resource recovery facilities in the United States.

CWS is required to comply with the federal Clean Water Act and state water quality statutes through compliance with the watershed-based National Pollutant Discharge Elimination System (NPDES) permit that covers wastewater treatment, conveyance, and the Municipal Separate Storm Sewer System (MS4). The permit issued by DEQ on behalf of EPA governs wastewater management throughout the Tualatin River Watershed, industries, and stormwater. It was issued on Dec. 8, 2022, became effective Jan. 1, 2023, and expires Nov. 30, 2027.

The 2022 permit expands opportunities to respond to growth, maintain current infrastructure investments, provide new discharges, and achieve water quality standards. Some of the elements in the permit include:

- Flexibility in natural treatment system operation conditions and limits that provide substantial water quality and ecological benefits.
- Continued use and expansion of the innovative trading program, which includes riparian planting and stored water releases, to offset the thermal loads discharged to the river from the water resource recovery facilities.
- Clarified monitoring and reporting requirements.
- Innovative permit conditions to allow for continued improvement in effluent quality while preparing for anticipated regulatory requirements and population, industrial, and commercial growth in the Tualatin basin.
- Allowance for CWS to continue projects that integrate stream enhancement with upland stormwater treatment and flow control to achieve our MS4 goals.

CWS faces a challenging regulatory environment due to the relative size of discharges from the municipal water resource recovery facilities and the size and characteristics of the Tualatin River. The Tualatin is a small, slow-

moving river with summer flows of around 100 cubic feet per second at Hillsboro. Much of the flow in the river can be attributed to CWS, which releases stored water to provide sustainable base flows. The lower segment of the river is essentially a reservoir; it takes more than 10 days for a parcel of water to make it from Hillsboro to the Oswego dam at the lower end of the reservoir reach.

CWS takes a proactive strategy to address the reasonable potential for water quality limitations before they become a Total Maximum Daily Load (TMDL) allocation and permit conditions. DEQ established TMDLs and waste load allocations for the Tualatin River in 1988. The requirements in NPDES permit act as the implementation mechanism for the elements of the Tualatin TMDLs directly related to CWS' activities. The Tualatin TMDLs were among the first set in the nation and have been updated several times.

CWS faces many challenges — replacing aging infrastructure, population growth, increasingly strict regulatory requirements, water resource limitations, climate change impacts, and maintaining a sustainable rate structure. As part of the permit application process, CWS developed an integrated plan to establish a long-term permitting strategy for CWS. The strategy describes current activities and long-term objectives related to permit compliance. These efforts are designed to integrate compliance objectives with broader strategic efforts for the entire basin. The long-term efforts focus on improving watershed health and resilience, responding to growth and the anticipated impacts of climate change on the Tualatin basin, and continuing to provide a high level of treatment. Many of the strategies CWS wants to implement require regulatory support and action, and will take time to implement. These actions include:

- Implementing a watershed-based approach for all CWS strategies.
- Applying a subbasin approach for stormwater management to provide resilience in urban streams and respond to anticipated climate change by integrating stream enhancement, treatment, and upland stormwater controls.
- Incorporating the observed benefits of the Natural Treatment System into the compliance regulatory permitting structure at the Forest Grove Water Resource Recovery Facility and Fernhill Natural Treatment System.
- Updating the Thermal Load Management Plan to expand water resource strategies.
- Adopting more modern, cost-effective compliance monitoring.
- Expanding the recycled water use program to provide more opportunities to apply recycled water, including natural resource restoration.

- Updating the phosphorus Total Maximum Daily Load to focus on biological processes to remove phosphorus and reduce chemical usage at the water resource recovery facilities.

In 2011, the EPA developed a framework for integrated plans to help entities more efficiently use their resources to make important, cost-effective environmental improvements that align with community priorities and encourage innovative solutions. Historically, the EPA requires an integrated plan as a response to enforcement action. That's not the case with CWS, which is in compliance with existing permits. CWS considers its integrated plan a planning tool to prioritize activities that address infrastructure needs, enhance watershed health, and anticipate and meet regulatory requirements in a cost-effective, sustainable manner.

CWS wants to work with DEQ to plan more strategically, remain in compliance, and look ahead to adjust to population growth and climate change. CWS is the first entity in the state and one of the first in EPA Region 10 to take this approach.

CWS complies with air quality regulations through permits issued by DEQ to CWS pump stations and facilities.

When implementing projects throughout the Tualatin River Watershed, CWS complies with the Endangered Species Act, which provides a framework to conserve and protect endangered and threatened species and their habitats; with state and federal requirements for fill and removal and wetland protection as required by the Department of State Lands and Army Corps of Engineers permitting requirements and certified by DEQ as complying with state water quality requirements. CWS also complies with the Oregon Department of Water Resources in its management of water rights in streams in the Tualatin River Watershed.

CWS is subject to local, state, and federal laws and regulations not specific to the water sector, including requirements from the Oregon Occupational Safety and Health Administration, Oregon public records law, financial regulations, and the Equal Employment Opportunity Act. Treatment plant operators, professional engineers, attorneys, and other employees with professional certifications must maintain those certifications.

CWS is guided by and participates in developing industrywide policy guidance as promulgated by organizations such as the Oregon Association of Clean Water Agencies, the Pacific Northwest Clean Water Association, the National Association of Clean Water Agencies, the Water Environment Federation, the Water Research Foundation, and the WaterReuse Association.

CWS executes many requirements of the NPDES permit through intergovernmental agreements with Washington County and the 12 incorporated cities within it. Agreements with local, state, federal, and tribal

governments drive many CWS programs and projects. CWS acts as DEQ's agent in implementing Oregon's Erosion Prevention and Sediment Control 1200-C permitting program and Oregon's Industrial Stormwater General Discharge 1200-Z permitting program with the co-implementers.

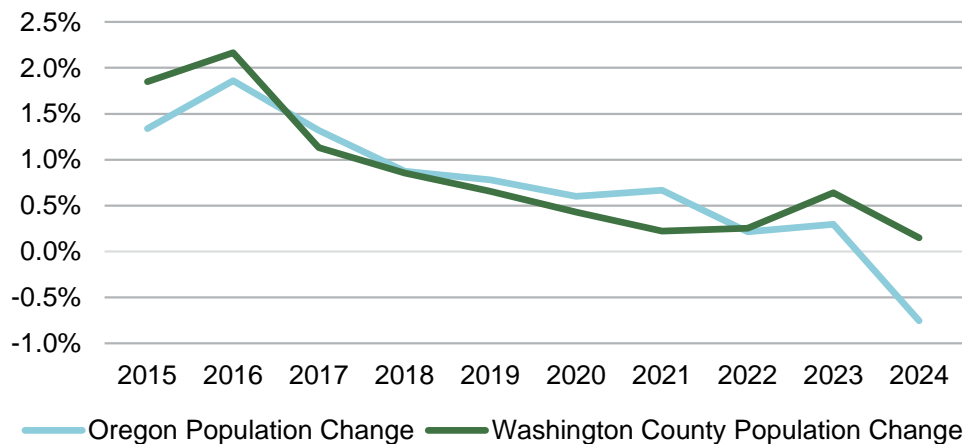
Economic and Demographic Information

The CWS service area encompasses most of the developed part of the Tualatin River Watershed, about 123 square miles. The service area includes more than 95% of Washington County's population. Cities located within and served by CWS are Banks, Beaverton, Cornelius, Durham, Forest Grove, Gaston, Hillsboro, King City, North Plains, Sherwood, Tigard, and Tualatin. CWS also serves portions of Multnomah County and Clackamas County.

The economy of the CWS service area reflects the diversification of industry characteristic of the Portland metropolitan area. The county relies more heavily on the high-tech industry than other counties in the metropolitan area and is less dependent on the forest products industry than the state. Other major county economic clusters include sporting goods and apparel, manufacturing, agriculture, and food processing.

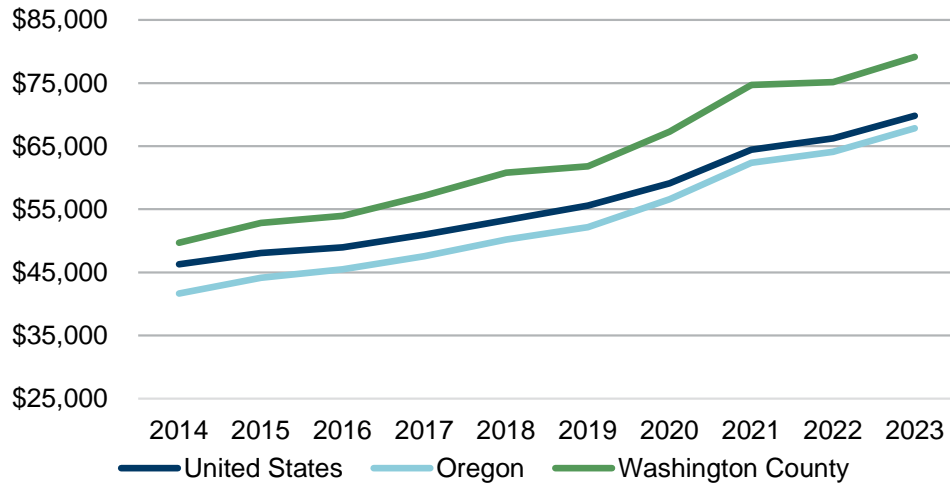
STATE AND COUNTY POPULATION TREND

Numbers are from the Portland State University Population Research Center, which recalibrated its 2021 count based on information from the 2020 census



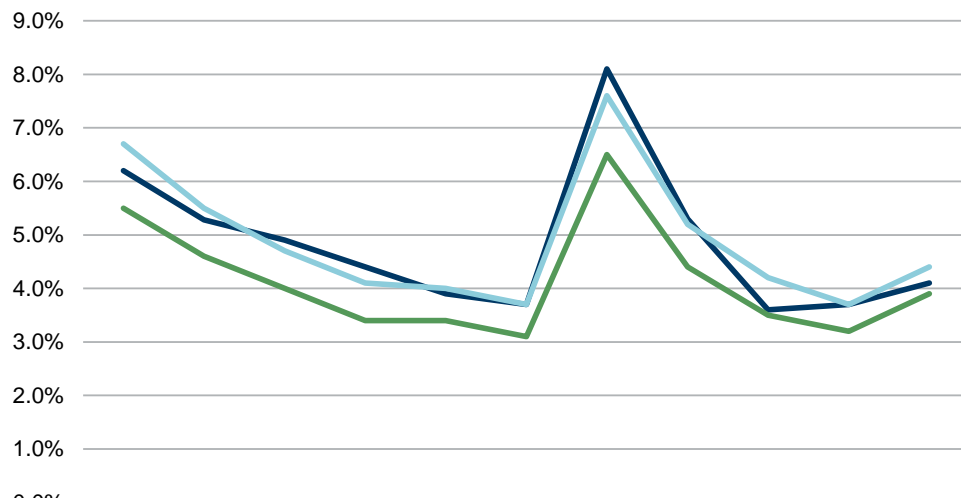
PER CAPITA PERSONAL INCOME

Washington County income outpaces state and country



UNEMPLOYMENT RATES

Washington County rates are lower than the rest of the state and country



	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
United States	6.2%	5.3%	4.9%	4.4%	3.9%	3.7%	8.1%	5.3%	3.6%	3.7%	4.1%
Oregon	6.7%	5.5%	4.7%	4.1%	4.0%	3.7%	7.6%	5.2%	4.2%	3.7%	4.4%
Washington County	5.5%	4.6%	4.0%	3.4%	3.4%	3.1%	6.5%	4.4%	3.5%	3.2%	3.9%

The region's population continues to grow at a modest pace. Although official population estimates are not available for special districts, Portland State University estimates the population of the CWS service area at 611,153 based on November 2024 estimates. According to Portland State University Population Research Center's June 2024 report, Washington County is expected to continue to grow but at a decelerating rate, continuing the current trend. By 2030 the Washington County population is expected to increase to 667,025 people.

REGIONAL AND LOCAL SERVICES

Regional Services

CWS provides regional services that benefit all customers in the Tualatin River Watershed. The regional sanitary sewer rate supports the operation, maintenance, and investment in pipes, pumps, and water resource recovery facilities. The regional surface water management rate supports watershed restoration and administering the MS4 section of the permit. Regional services include:

- Constructing, operating, and maintaining all treatment plants, sewage pump stations, and pressure lines.
- Designing, constructing, and maintaining large-diameter sanitary sewers (24 inches and larger).
- Master planning for regional facilities.
- Operations and maintenance of all regional facilities.
- Pretreatment regulatory compliance and billing for industrial customers.
- Rehabilitating manholes.
- Monitoring sanitary sewer flow.
- Maintaining minimum stream flows for compliance.
- Watershed restoration and enhancing stream corridors for permit compliance, mitigation of impacts, and partnership projects.
- Managing compliance reporting and oversight for the NPDES permit.
- Constructing and maintaining regional stormwater facilities.
- Erosion control as the agent for the 1200-C program.
- Managing industrial stormwater as required by state and federal requirements as the agent for the 1200-Z program.
- Coordinating and managing the regional inflow and infiltration abatement program.
- Laboratory services and water quality monitoring.

Local services

Clean Water Services provides local services to support operating and maintaining the local collection system and 24-hour emergency response. Local services include:

- Designing, constructing, and maintaining small-diameter (21-inch and smaller) local sanitary capacity upgrades and extensions as part of Local Improvement Districts, Reimbursement Districts, and for areawide sewer service in Urban Growth Boundary expansion areas.
- 24-hour emergency response.
- Cleaning and performing TV inspection of public storm and sanitary sewer pipes.
- Cleaning catch basins and water quality manholes.
- Sweeping streets.
- Maintaining water quality facilities.
- Repairing damaged or deteriorated infrastructure.
- Installing catch basins and inlets.

WHO RECEIVES THESE SERVICES

Regional Only Services

CWS provides only regional services (sanitary and SWM) for seven cities — Beaverton, Cornelius, Forest Grove, Hillsboro, Sherwood, Tigard, and Tualatin. The cities provide local services in their areas and manage their systems. CWS has intergovernmental agreements with each city to govern how services are provided.

CWS sets the regional sanitary sewer and SWM rates. Each city sets a city rate, which may include right-of-way fees, to meet local needs. Each city remits the regional portion of revenue to CWS.

Regional Services and Local Services

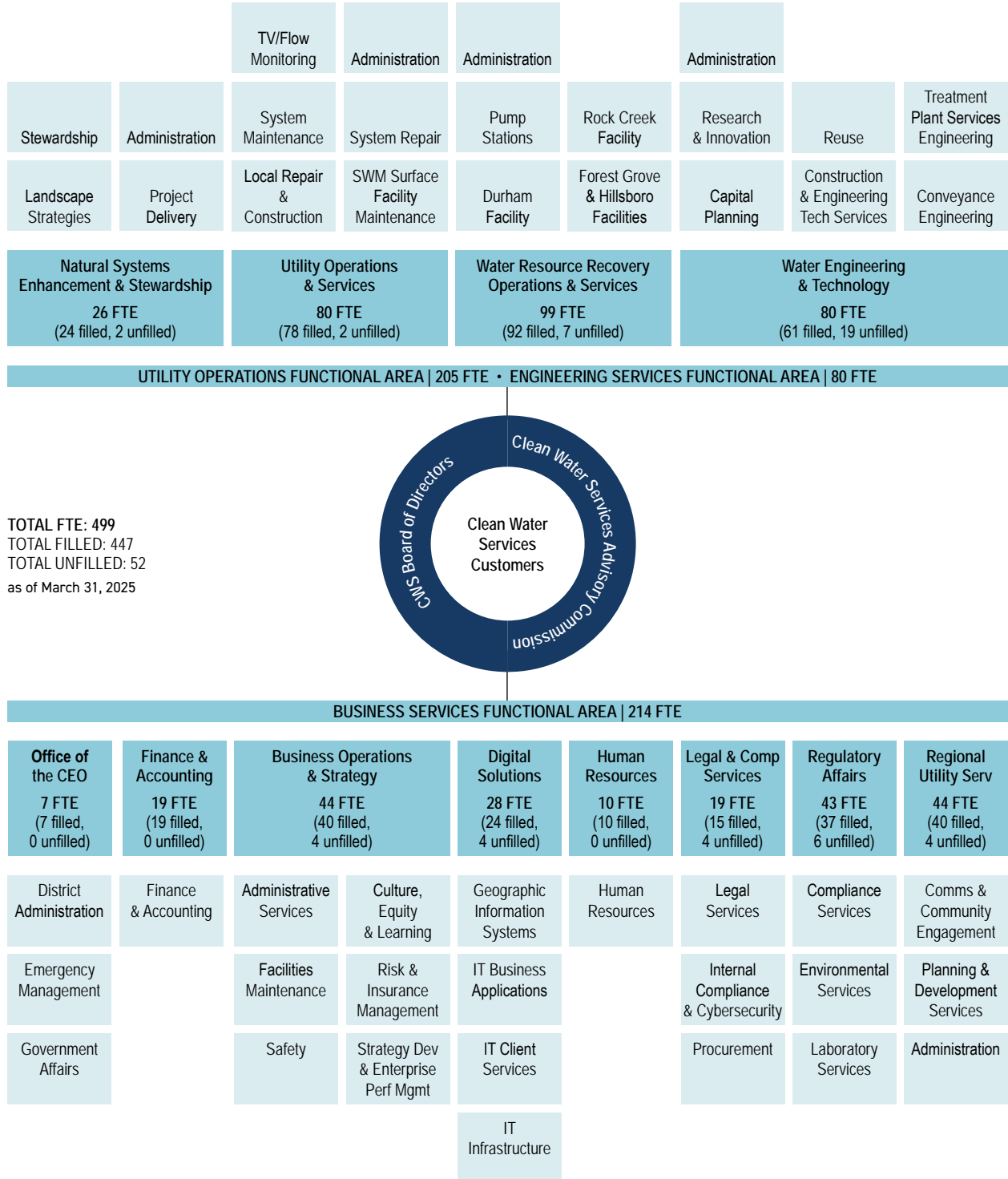
CWS provides both regional and local sanitary sewer and SWM services in the urban unincorporated areas of Washington County and the cities of Banks, Durham, Gaston, King City, and North Plains. CWS has intergovernmental agreements with each city to govern how services are provided.

CWS bills these customers for sewer and SWM services; the bill includes a regional component and a local component. Customers also served by Tualatin Valley Water District receive a single bill that combines charges for CWS services along with the water charges.

Industrial Services

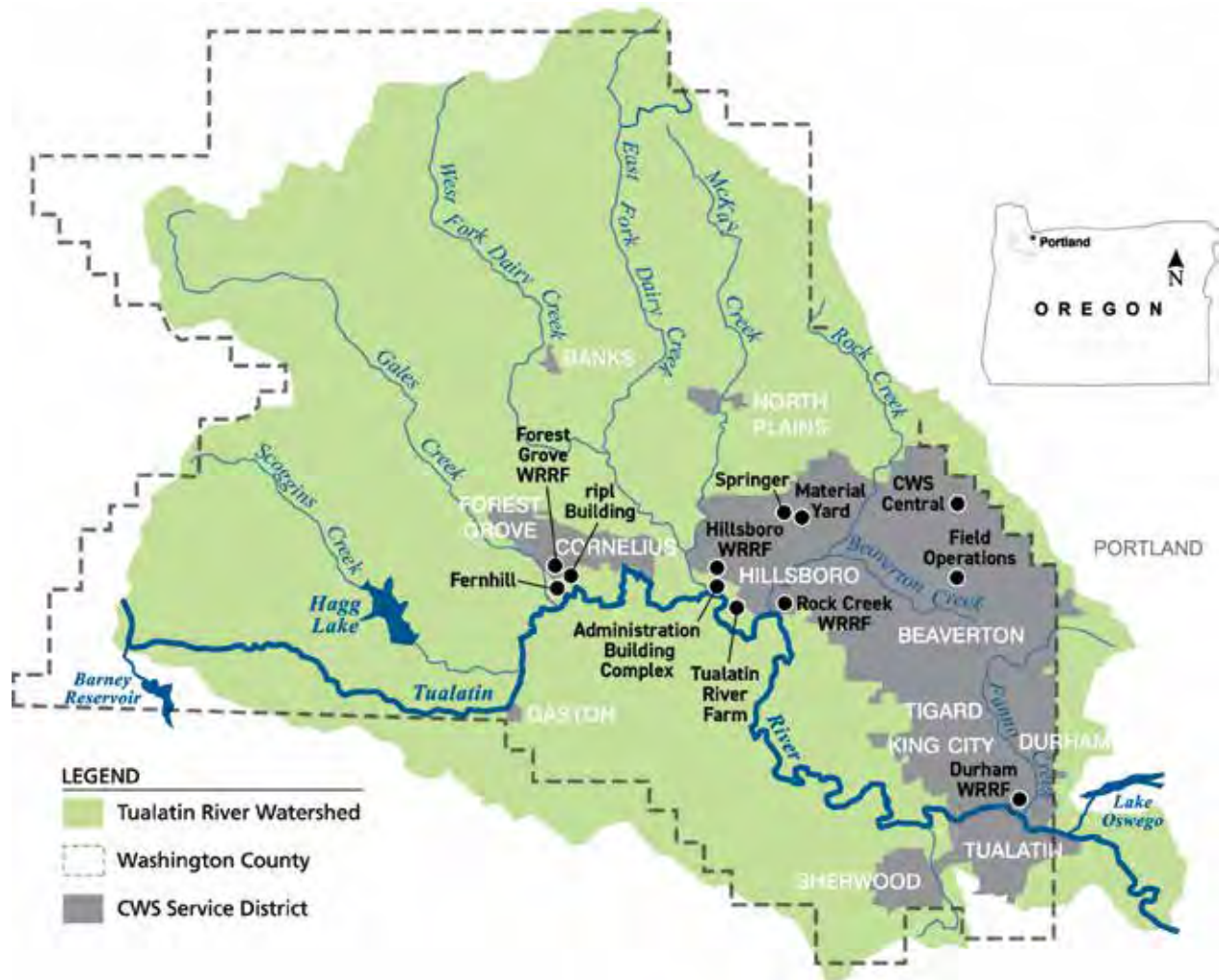
CWS bills and collects for sewer service to all industrial customers in its service area. CWS remits to each city an agreed-upon percentage of the wastewater volume charge, and charges and remits the city right-of-way fees for industrial customers within that city.

CWS ORGANIZATIONAL CHART



■ Department ■ Program

CWS MAP





Strategic Planning

MISSION, VISION, PROMISE, VALUES

Our Mission

We provide cost-effective services and environmentally sensitive management of water resources for the Tualatin River Watershed.

Our Vision

Enhance the environment and quality of life in the Tualatin River Watershed through visionary and collaborative management of water resources in partnership with others.

Our Promise

Beautiful clean water for today and tomorrow.

Our Values

- Dedicated to the river, our communities, and each other.
- Guided by science.
- Making great things happen by working and solving problems together.



BUSINESS PLANNING

Five Key Strategic Outcomes (KSO) focus and drive Clean Water Services' efforts to achieve its Mission, Vision, Promise, and Values. Key Strategic Outcomes are the organization's areas of greatest expertise, those strategically important, specialized capabilities that are central to fulfilling its mission and that provide an advantage in the region and to the people CWS serves. They set the overall direction for CWS both for the short term and long term. They guide the development of the department and program roadmaps and the annual Goal Sharing program.

Clean Water Services Key Strategic Outcome Areas



Organizational Excellence: Clean Water Services is a highly effective and transformative organization that maximizes the capabilities, talent, and effectiveness of our employees to provide services and products that deliver on the values of the region we serve.



Integrated Water Resource Management & Resilient Watersheds: In partnership with others, Clean Water Services creates resilient watersheds by optimizing and integrating the management of water resources for the benefit of the public and the environment.



Research, Innovation & Resource Recovery: Clean Water Services provides services and products that deliver practical and pragmatic water solutions for our region to recover resources and to optimize our operations through innovation that is shared globally.



Catalyzing Transformational Partnerships: Clean Water Services goes beyond organizational boundaries to create and sustain strategic partnerships in the region to accomplish more than any one organization can alone.



Contributing to the Region's Environmental & Economic Vitality: Clean Water Services' sound planning, investment, and stewardship in regional assets is essential to Washington County's continued appeal as a place to invest, live, work, and play.

ENTERPRISE PERFORMANCE EXCELLENCE

CWS has adopted the National Institute of Standards and Technology Baldrige Excellence Framework, an integrated systems approach for evaluating business process maturity and organizational performance. CWS is using the framework to assess process maturity across the CWS business, operations, and engineering functional areas and determine opportunities for improvement.

The Baldrige Excellence Framework focuses on people, process, planning, dialogue, and implementation to help CWS deliver timely, responsive service and products for its customers and stakeholders – and help deliver on the region's values.

CWS is using the framework as the foundational business approach to:

- Focus on strategy-driven performance.
- Achieve customer and workforce engagement.
- Improve governance, ethics, and societal responsibilities. Institute cycles of learning and continued improvement into CWS programs.
- Achieve long-term organizational sustainability by formalizing systems that are controlled by standard processes and results.
- Achieve long-term organizational sustainability through a structured business approach.

Under the administration of the Strategy Development & Enterprise Performance Management program, interdepartmental teams develop and document the specific actions that CWS will implement as an organization to reach its Key Strategic Outcomes. This process requires participants to clarify the purpose, goal, and scope; assess the current and future state; define objectives; identify initiatives and metrics; set targets; and track progress. Staff in each of the 12 departments developed roadmaps that identify service levels, measures, objectives, and initiatives, and link objectives to the Key Strategic Outcomes.

LEVELS OF ORGANIZATIONAL MATURITY

The Baldrige Excellence Framework encourages organizations to measure and analyze organizational maturity levels and has defined four levels of organizational maturity.



1. Reactive

Process: Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.

Results: Results that are important to the organization's ongoing success are missing, not used, or randomly reported.



2. Early

Process: The organization is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organizational units. Strategy and quantitative goals are being defined.

Results: Results that are important to the organization's ongoing success are reported, tracked over time, and improving.



3. Mature

Process: Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organizational units. Processes address key strategies and goals.

Results: Results that are important to the organization's ongoing success are trending in the right direction and doing well relative to competitors or other relevant organizations.



4. Role Model

Process: Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.

Results: The full array of results that are important to the organization's ongoing success are reported and trended over time, indicating top performance relative to other organizations.

FROM BALDRIGE PERFORMANCE EXCELLENCE PROGRAM. 2023. 2023-2024 BALDRIGE EXCELLENCE FRAMEWORK®: PROVEN LEADERSHIP AND MANAGEMENT PRACTICES FOR HIGH PERFORMANCE. GAITHERSBURG, MD: U.S. DEPARTMENT OF COMMERCE, NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY. [HTTPS://WWW.NIST.GOV/BALDRIGE](https://www.nist.gov/baldrige).

GOAL SHARING PROGRAM

The Goal Sharing program aims to promote cost savings and service enhancement by encouraging both practical and innovative employee approaches and solutions to improve delivery of services to CWS customers. The Goal Sharing program provides a critical link between employees' achievement of meeting targets, working together, and related financial compensation.

All goal shares must include cost savings of money or time. Employees in permanent positions receive an annual monetary award based on the overall rate of completion. The annual Goal Sharing award is considered an element of total compensation.





Goal share measures are evaluated by an outside auditor who determines if the goal share met its target by the due date.

























Occasionally, teams might ask to refer a measure. A measure is referred when the team does not meet its target due to factors within the team's control. The deadline is extended, and teams will continue working on the goal share. This year, five measures were approved, but there has been no activity. Measures that have been referred or had no activity are counted in the current goal share compensation total.





Employees might ask to defer a measure when they did not meet the target due to factors outside their control. The deadline is extended, and teams will continue working on the goal share. Teams also might ask to cancel a measure, perhaps after the unexpected departure of an employee who had a key role in the goal share. Measures that have been deferred or canceled do not count in the current goal share compensation total.

In Fiscal Year 2024-25, CWS employees developed 43 goal share measures; six were deferred to FY 2025-26.











The auditor evaluated the remaining 37 goal shares. They are listed beginning on the next page.





Status	Description	No.
	Target met	31
	Target not met	0
	Target approved, no activity	5
	Target referred to FY 2025-26	1
Total goal share measures evaluated		37
Percent complete		84%

DEPT	KSO	OBJECTIVE	TARGET	STATUS
BOS		Culture: Improve employee experience.	Implement and evaluate three cohorts for organizational onboarding.	
BOS		Improve information and outcome-based decision making.	One metric for each properly resourced and mature program and department documented on performance dashboard.	
BOS		Deliver organizational strategy.	Approval of project management manual content by Integrated Planning Coordination Team.	
BOS		Create a digital risk register for cybersecurity in Origami Risk.	Complete 3 items in the new risk register, including summary description, scoring both probability and severity, risk owner, and contingency plan.	
BOS		Develop consistent catering services best practices.	Develop recommendations to ELT for guidelines and practices for catering arrangements and identify a food request tool for CWS-wide use.	
FIN		Implement Gravity Software to produce CWS' FYE: 6/30/2024 Annual Comprehensive Financial Report.	Successfully implement and produce the FYE: 6/30/2024 ACFR by December 31, 2024.	
HR		Revise the supervisor onboarding checklist into an onboarding resource guide to help with talent management and supporting employee onboarding.	Implement new supervisor onboarding checklist by June 30, 2025.	
HR		Implement new benefit provider and broker.	Go live with open enrollment on October 1, and implement new benefits by January 1, 2025. Full implementation will continue through March 31, 2025.	
NSES		Optimize delivery processes: Improve project delivery process and organization systems.	100% of active NSES delivery projects (both revegetation and constructed) are organized using the new file structure on OneDrive by 6/30/2025.	
NSES		Steward natural systems: Manage operations to build and ensure long-term, cost-effective support for ecological enhancement projects.	Finalize long-term, comprehensive management plan for Tualatin River Farm.	
NSES		Catalyze collective capacity.	Create outline for NSES involvement in regional stewardship.	
NSES		Evaluate wildfire risk and risk management strategies in CWS or partner stream corridor enhancement sites.	Present technical findings to a NSES department staff, functional area management, or Ecoteam meeting.	





















Status:  Target met  Target not met  Target approved, no activity  Target referred to FY 2025-26







DEPT	KSO	OBJECTIVE	TARGET	STATUS
NSES		Optimize delivery processes.	Complete AMP template and develop a 3-year monitoring implementation plan for NSES projects.	
NSES		Advance ecological outcomes: Evaluate and disseminate ecological outcomes.	Define written field protocol and data collection tool for qualitative monitoring, assess calibration, apply to at least one ecological management unit and create dashboard of integrated project information / monitoring results.	
NSES		Deliver enhancement: Address exposed mains and laterals.	Updated monitoring plan with process diagram, inspection thresholds, and staff roles; Quick-reference summary document; 75% of staff named in Roles and Responsibilities section of GS 24-NSES-01 have attended a presentation/meeting outlining the updated Exposed Sewer program processes.	
OCEO		Build internal awareness of and desire to work with the essential team that connects CWS staff with community engagement strategies to engage Tualatin River Watershed communities with consistency, inclusivity, cultural awareness, and creativity as pivotal.	Create and roll out a Community Engagement process training for all new employees by April 30, 2024, and make it essential training for future new employees. Create a tiered approach that includes principles of inclusive, informed community engagement, appropriate for the project and community impacted, developed by February 28, 2024. Goal of 100% of new employees as of June 1, 2024, trained. Standard operating procedure developed by May 30, 2024. Goal of three projects use the Engagement SOP by June 30, 2024.	
OCEO		Sustain an expert and informed team. As an integral aspect of the CWS Way, nurture transformative regional relationships through a comprehensive and collaborative internal process critical to Performance Excellence.	Two-year phased goal share: Phase I: Charter CWS team and outline schedule and format for regular team collaborations. Develop outline for framework that includes its purpose, how it will be used and process to: identify CWS' interests and desired outcomes; understand and identify regional relationships that share CWS interests and goals and/or may serve as advocates; identify key staff liaisons for each partner and how the liaison will engage both with partner and coordinate with internal staff; craft metrics. Phase II: Populate framework based on outline, develop implementation plan, and receive approval by ELT.	





















Status:  Target met  Target not met  Target approved, no activity  Target referred to FY 2025-26







DEPT	KSO	OBJECTIVE	TARGET	STATUS
OCEO		Sustain an expert and informed team. CWS employees are empowered by a program that provides guidance through policies, procedures, training, and resources to address houseless-related issues that impact CWS properties, assets, access roads, and easements.	Create a houseless program that includes a policy, procedures, and resources and provide training to operations leaders, supervisors and staff throughout the district by FY2025. Goal of 90% of identified staff trained.	
RAD		Efficient regulatory reporting.	Train the RAD department and report collaborators on the document storage and reporting platforms.	
RAD		Implement Pollution Prevention (P2) Program.	Implement outreach plan and distribute outreach materials to industries and commercial businesses.	
RAD		Clear and consistent fact sheet.	All Significant Industrial Users on the new fact sheet.	
RAD		Formalize workplace procedures.	Draft site-specific SOPs ambient monitoring sites submitted to management for review.	
RAD		NPDES permit compliance tracking calendar.	Present the updated NPDES permit compliance tracking calendar to the RAD department.	
RUSD		Provide transparent, efficient, effective local plan review, permitting, inspection, and record mapping services.	Expand applicant portal options with at least five new workflows, which are likely to be Pre-Screen Review, Site Certification Review, Simplified Site Assessment, Site Assessment and Limited Development Review.	
RUSD		Administer and coordinate Stormwater Retrofit Program.	Capture existing program status, identify gaps in program, and proposed changes to address gaps. Get approval from Stormwater Coordination Team and RAD leadership.	
WET		Provide recommendations to revise the program organizational structure, roles, and responsibilities using industry best practices and identified needs of CWS to meet future program objectives.	Flow Monitoring Program Management Plan	
WET		Develop a framework to assess the financial benefit, determine project's preferred strategic approach, and develop a formal policy to follow when rehabilitating asbestos pipe via pipe bursting.	Present to ELT the team's findings and receive approval of the final policy for our preferred approach.	

Status:  Target met  Target not met  Target approved, no activity  Target referred to FY 2025-26



DEPT	KSO	OBJECTIVE	TARGET	STATUS
WET		Address GFOA recommendations in capital planning.	Identify the first 10 recommendations for implementation and develop timelines and implementation strategies. Present plan to the CEO.	
WET		CIP planning.	Produce a set of guidelines, business process workflow, templates for proposed projects, annually approved projects, and midyear requests to be distributed to capital project implementation teams.	
WET		Provide educational opportunities to develop early career professionals in operations and applied engineering practices.	8 trainings for CWS employees	
WET		Update Safety Policy and legal construction contract documents to address multi-employer jobsite safety	1. Updated Contract General Conditions and Supplemental Conditions of the construction contract 2. Update division 01 Safety Specification 3. Create templates to clearly define roles and responsibilities for representatives for all multiemployer jobsites.	
WRRD		Identify, prioritize, and find solutions for walking/working area fall hazards at Rock Creek.	Confirm all engineered solutions enacted reduce or eliminate the identified fall hazard. Develop SOPs for any new work areas procedures created or changed because of the new engineering solution.	
WRRD		Identify electrical switching locations with dangerously high arc flash hazard and create a plan to provide remote switching.	Create an attainable CIP plan to address every location in the district over 40 Cal incident energy.	
WRRD		Prioritize instrumentation upgrades for existing pump stations to bring them up to new instrumentation standards created in FY24 Goal Share.	Instruments and locations prioritized, and CIP plan developed.	
WRRD		Transition all DEQ required instrumentation calibrations to Fluke DPC track software.	All instruments transitioned by June 2025.	
WRRD		The narrative and design intent sections in the Electronic Operations Manual need to be reviewed, edited, updated, and published to keep the manual up to date.	Complete by June 30, 2025.	
WRRD		Recycled Water Master Plan.	Use Fanno Wet Weather PS project as example project to test tool and master planning efforts.	

Status:  Target met  Target not met  Target approved, no activity  Target referred to FY 2025-26







Financial Policies

The following are summaries of Clean Water Services' financial policies.

Accounting, Auditing, and Financial Reporting

- CWS will maintain its accounting records and report on its financial condition and results of operations in accordance with Generally Accepted Accounting Principles (GAAP), as promulgated by the Governmental Accounting Standards Board.
- CWS will have an independent financial and compliance audit performed annually in accordance with generally accepted auditing standards and Oregon Revised Statutes.
- CWS will publish an audited Annual Comprehensive Financial Report each year.

Budgeting, Financial Planning, and Forecasting

- CWS will balance budgeted resources with budgeted requirements within each fund to produce a balanced budget per Oregon Administrative Rules 150-294.388(1).
- CWS will legally adopt its budget at the fund level with appropriations adopted in the categories of operating expenses, debt service, capital outlay, contingency, and operating transfers for each fund, except the General Fund, which will have appropriations adopted by organizational unit. Appropriations will lapse at the end of the fiscal year.
- CWS will maintain a budgetary system to monitor and report on actual revenues and expenditures in comparison to budgeted amounts to ensure appropriate budgetary compliance.
- CWS will include its Goal Sharing objectives and targets and other performance measures in its published Adopted Budget.

- CWS will appropriate a minimum contingency of 10% of total budgeted expenditures in the General Fund and 5% of total expenditures for all other CWS operating and construction funds, within each individual fund.
- CWS will facilitate strategic utility rate stabilization planning through sustainable budget contingency and carryover balance levels in the General Fund and the Surface Water Management Operating Fund. This approach will help promote reasonable and predictable rate adjustments, supported by multiyear rate forecasting.
- CWS will maintain reasonable resources for the Capital Improvement Program (CIP) and capital outlay, working capital, and prudent risk management.
- CWS will annually prepare a multiyear financial forecast of major revenues, expenditures, and other financing sources and uses for CWS.

Capital Improvement Program and Budget

- CWS will plan for capital improvements over multiple years. The CIP will directly relate to the master plan, departmental operation plans, and other long-range plans.
- CWS will annually prepare a multiyear CIP to identify and plan for anticipated capital projects and estimated costs and to identify estimated significant impacts on the operating budget.
- CWS will reasonably maintain its capital assets at a level sufficient to protect CWS' capital investment and to mitigate future maintenance and replacement costs. The budget will provide for adequate maintenance and orderly replacement of capital assets, as resources allow.
- CWS will define as CIP capital assets any asset acquired, constructed, financed, modified, or replaced by CWS with a total cost of \$50,000 or more and a useful life of five years or more, in accordance with GAAP. Expenditures between \$10,000 and \$50,000 that result in the creation of a capital asset or extend the useful life of an existing capital asset for at least five years will be classified as capital outlay within the operating budget.
- CWS will include CIP projects and their estimated costs within the operating budget for the period covered by the operating budget for approval by the CWS Budget Committee and adoption by the CWS Board of Directors.

Debt Management

- CWS will issue long-term debt in accordance with all applicable federal, state, and local laws and regulations, as well as CWS resolutions and orders, for appropriate purposes.
- CWS will adhere to full disclosure of financial and pertinent credit information as it relates to CWS' outstanding securities and comply with applicable continuing disclosure requirements.
- CWS will strive to maintain credit ratings of A or higher to ensure that borrowing costs are minimized and CWS' access to credit is assured.
- CWS will comply with all requirements associated with revenue bonds, including debt service reserve requirements and debt service coverage ratios.
- CWS will use a competitive bidding process in the sale of bonds unless the Board authorizes a negotiated sale process expected to produce more favorable results for CWS.



Investments

- CWS' cash and investments will be received, safeguarded, invested, and disbursed by the CWS treasurer, in accordance with Oregon Revised Statutes.
- CWS treasurer will monitor the activities regarding CWS cash and investments to ensure that liquidity and working capital needs are met and that investments comply with CWS' investment policy.

Revenue

- CWS will maintain sanitary sewer and surface water management rates at levels that are deemed appropriate by the Board to finance costs associated with regulatory requirements, needed program enhancements, maintenance of a competitive workforce, maintenance or replacement of capital assets, requirements related to debt service, and to avoid or mitigate rate spikes.
- CWS will follow an assertive policy of collecting revenues determined to be due to CWS.



Budget Process

Clean Water Services follows a budget process that is consistent with Oregon Local Budget Law requirements, which are designed to accomplish two important results:

- Use standard procedures for preparing, presenting, and administering the budget.
- Enhance community involvement in the budget process and public exposure to the budget before formal adoption.

The four phases of the budget process include:

Requested

- The initial in-house development of the structure, levels of appropriation, and revenue and expenditure estimates. New and revised program approaches are developed and reviewed by staff during this phase.
- These requests are reviewed at the department level, then sent to the budget development team — the Chief Financial Officer, Finance Manager, and the Chief Executive Officer — for collaborative review. All CWS managers participate in relevant portions of this review and discussions.
- Operating and capital budgets are reviewed against previously developed evaluation criteria and CWS priorities. No budget increases are approved if they can be met by operating more efficiently or reallocating resources.

Proposed

- The Proposed Budget is prepared under the direction of CWS' Chief Financial Officer who also serves as the Budget Officer, using the results from CWS' internal review process, and presented to the Budget Committee in a public meeting.

Approved

- In the public meeting, the Budget Committee receives the budget document and public comment and can amend or approve the budget as proposed. The budget is in the approved stage if approved as presented or after incorporating any changes requested by the Budget Committee.

Adopted

- In a public hearing, the CWS Board of Directors calls for comments from interested parties on the budget and may revise the budget in response to those comments. After the public hearing, the Board adopts the budget, formalizing the appropriations for the coming fiscal year.

A change in appropriations outside the above process requires a Supplemental Budget, which involves many of the same procedures for notification and public hearings as the adoption of the annual budget. Transfers from the contingency appropriations may be made with Board authorization.

BUDGET PROCESS CALENDAR

The budget process calendar identifies timing and opportunities for public input while moving toward the actual adoption of appropriations for the coming fiscal year.

The outline below illustrates the process used to arrive at an Adopted Budget.

October - January

- Develop individual program budgets using budget software program.
- Develop draft Capital Improvement Program using an electronic database.

February - March**Requested**

- Meet with CWS staff and management to review initial budget requests as prepared by division and department leaders.
- Chief Financial Officer and staff develop revenue projections for the upcoming fiscal year and conduct rate analysis based on anticipated fund balances and revenues.

April - May

Proposed

- Prepare Proposed Budget for publication.
- Mid-April: Publish required public notice in a newspaper of general circulation to announce when the Proposed Budget will be available for viewing, and the date and purpose of the Budget Committee meeting. Post the notice on the CWS website per ORS 294.426(5).
- Publish Proposed Budget document.

Approved

- Early May: Hold Budget Committee meeting to review the budget document as proposed by the Budget Officer. Receive and address public comments. When approved, the budget moves to the Board for adoption.

May - June

Adopted

- Publish notice in newspaper of general circulation that a public hearing will be held to review the budget. (Notice includes schedule of appropriations, meeting time, and place.)
- Mid-June: Board holds public hearing(s) before July 1, the beginning of the fiscal year, to receive public comment and adopt the budget. The Board also adopts Resolution and Orders to set rates and charges and to adopt the Capital Improvement Program.

Accounting Structure

CWS reports costs in two separate enterprise funds for sanitary sewer and stormwater operations. For financial reporting purposes, financial statements are presented on a full accrual basis of accounting. In this method, revenues are recorded when they are earned and expenses are recorded at the time liabilities are incurred regardless of the timing of related cash inflows and outflows.

The CWS budget is prepared using the modified accrual basis of accounting. Under modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available. Measurable means the amount of the transaction can be determined and revenues are considered available when they are collected within the current period or expected to be collected soon enough thereafter to be used to pay liabilities of the current period. For this purpose, revenues are considered available if they are collected within 60 days of the end of the current fiscal period.

For legal requirements in Oregon Local Budget Law, CWS must prepare and adopt a budget by individual funds. Accounting records are maintained on a governmental fund accounting basis. The resolution authorizing appropriations is adopted by fund each year by organizational unit or in the categories of personnel services, materials and services, debt service, capital outlay, contingency, and operating transfers.

The CWS budget and financial tracking systems are based on a hierarchy of accounts that start at the fund level and continue down to specific projects. Line items are the individual expenditure and revenue categories tracked during the year (e.g., electricity, salaries, service charges).

The Operating Funds hierarchy looks like this:

- Fund
 - Department/division
 - Division/program
 - Project (as needed)

The other funds rely on projects and line items to identify budget appropriations dedicated to specific purposes.

The fund accounting structure table on page 108 shows the organization of the various funds within the Operating, Construction, Reserve, or Debt fund types. Each tab identifies the budget components included in that section of the document. A listing of the general fund program codes is on page 109, a chart of account codes is on page 110.



Budget Overview

Summary

Total Clean Water Services revenues are budgeted to increase by \$22.7 million, or 10.1%, over the Fiscal Year 2024-25 budget, due primarily to rate increases and higher interest earnings. Total CWS expenditures, including operating and capital expenditures, debt service, and other fund outlays, are budgeted to increase by \$48.5 million, or 18%, due primarily to increased departmental operating and capital expenditures. Combined beginning fund balances are estimated to increase by \$12.9 million, or 3.1%, largely due to the sequencing of filling vacant positions. CWS continues to be in excellent financial condition, as indicated by its credit ratings of AAA from Standard & Poor's and Aa1 by Moody's Investors Service.

Revenue Highlights

The primary ongoing revenue drivers are service charges for sanitary sewer and surface water management (SWM) and SDCs for sanitary sewer and surface water. These revenue sources make up approximately 89% of estimated ongoing revenues for FY 2025-26. Service charges are projected to increase by \$10.6 million, or 5.7%, reflecting the effects of a rate increase and customer growth. SDCs are projected to increase by \$3.2 million, or 15.2%, reflecting an anticipated return to historic levels of SDC activity based on current year trending.

Other sources of operating and nonoperating revenue are interest earnings, grants, contributions, other assessments, and miscellaneous fees. These other sources of revenue make up approximately 11% of estimated revenues for FY 2025-26. These revenues are anticipated to increase by approximately \$8.9 million in FY 2025-26, mainly due to an increase in investment interest earnings.

Bond Sale Planned

Bond sales to support capital investments are budgeted as needed. The proceeds are a budget resource but are not classified as revenue. A bond sale

of \$75 million is planned for this fiscal year to continue financing select projects within the CIP. However, staff will review funding and the bond market before issuing and will only issue if necessary. The last Clean Water Services bond sale to fund capital improvements was in 2011.

Expenditure Highlights

Total departmental expenditures are budgeted to increase by just under \$5.1 million, or 3.8%. Expenditures for personnel services, materials and services, capital investment, debt service, and other fund level outlays are discussed in greater detail below.

Personnel Services (Labor)

Total personnel services are budgeted to increase by just over \$6.5 million, or 7.9%, from the FY 2024-25 Revised Budget. The primary drivers of this increase are ongoing program improvements to enhance business workflow and process efficiency to align CWS' people, resources, and programs with current and future business needs. CWS evaluates workflow and job duties compared with existing position descriptions, compensation plans, reporting structure, professional development pathways, and pay equity to retain and attract talent. As part of this initiative, CWS is adding four new full-time equivalent positions in the coming fiscal year. Staff will prioritize and sequence hiring for all current vacancies and new positions. The new positions are described in detail in the departmental summaries beginning on page 139.

Materials and Services

Departmental materials and services are budgeted to decrease by \$1.5 million, or 2.8%, compared to last year's budget. Software costs continue to go up, along with regulatory drivers such as chemicals and electricity.

Capital Improvement Program

CWS is budgeting an estimated \$144.6 million in sanitary sewer system improvements and \$2.5 million in surface water management system improvements in FY 2025-26. This is an increase of \$40.2 million, or 37.6%, from the FY 2024-25 Revised Budget. These investments are planned to increase system capacity, meet regulatory requirements for water quality, improve watershed health, and prepare for current and future growth. All the projects scheduled for implementation in this budget have been vetted against previously adopted sanitary and surface water management facilities and master plans.

Debt Service

Debt service is increasing by \$2.4 million, or 14%, in comparison to the FY 2024-25 Revised Budget. This increase is due to potentially making payment on a planned sale of \$75 million in revenue bonds to fund necessary capital projects to serve the growing region.

Other Fund Level Outlays

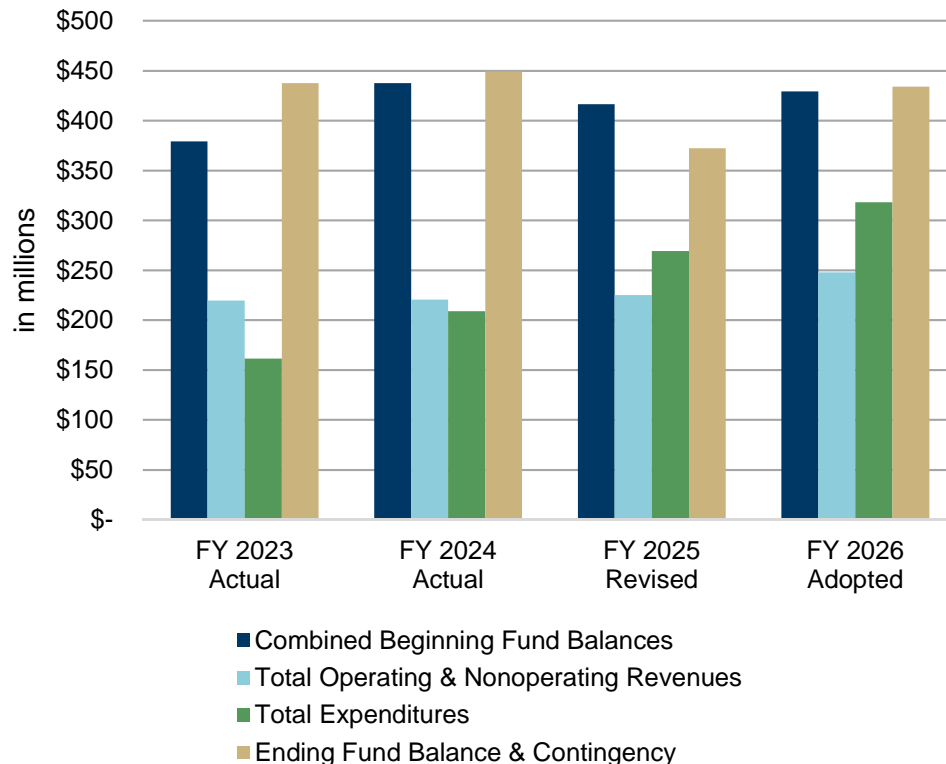
This expenditure type includes utility bad debt expense, franchise fees, pass-through revenues to cities, self-insurance claims costs, bond issuance costs, and other miscellaneous nondepartmental outlays. This category is budgeted to increase by just under \$800,000 as compared to the prior year. In FY 2025-26, other fund outlays include \$3.6 million for pass-through revenues to co-implementer cities, \$2 million for nonrepresented employee class and compensation adjustments, \$1.5 million for midyear employee adjustments, \$0.9 million for self-insurance claims, \$1.0 million for utility bad debts, \$0.4 million for right-of-way fees collected and remitted to cities, \$0.6 million for bond issuance costs, and \$0.2 million for franchise fees.

Budget Overview – All Funds Summary

The chart below shows CWS’ all fund information at a summary level; all fund information is presented in more detail on the following page.

ALL FUNDS SUMMARY

Total revenues are projected to increase by 10.1% and total expenditures are budgeted to increase by 18% in the FY 2025-26 budget.



FY 2025-26 BUDGET OVERVIEW - ALL FUNDS

	FY 2023 Actual	FY 2024 Actual	FY 2025 Revised Budget	FY 2026 Adopted	% Change From FY25 Budget
SOURCES OF FUNDS					
Combined Beginning Fund Balance	\$ 379,258,050	\$ 437,546,753	\$ 416,372,800	\$ 429,250,000	3.1%
Operating Revenue					
Service Charges	\$ 169,301,894	\$ 177,883,970	\$ 186,513,000	\$ 197,144,800	5.7%
Miscellaneous Fees	9,033,926	10,358,492	5,773,900	6,493,600	12.5%
Non-Operating Revenue					
System Development Charges	\$ 31,122,460	\$ 19,205,273	\$ 21,210,300	\$ 24,429,300	15.2%
Grants, Contributions, & Assessments	1,866,764	181,182	509,500	310,000	-39.2%
Build America Bond (BABs) Subsidy	1,226,208	1,161,003	1,109,400	1,037,500	-6.5%
Interest Earnings	7,325,382	12,113,399	10,100,000	18,504,500	83.2%
Total Operating & Non-Operating Revenues:	\$ 219,876,634	\$ 220,903,319	\$ 225,216,100	\$ 247,919,700	10.1%
Bond Sale Proceeds	-	-	-	75,000,000	
TOTAL SOURCES	\$ 599,134,684	\$ 658,450,072	\$ 641,588,900	\$ 752,169,700	(1) 17.2%
USES OF FUNDS					
Departmental Expenses					
Personnel Services	\$ 55,094,390	\$ 61,034,278	\$ 83,007,300	\$ 89,556,600	7.9%
Materials & Services	35,481,002	42,310,655	51,760,400	50,301,400	-2.8%
Total Departmental Expenditures:	\$ 90,575,392	\$ 103,344,933	\$ 134,767,700	\$ 139,858,000	3.8%
Other Uses of Funds					
Debt Service	\$ 17,191,326	\$ 17,189,288	\$ 17,197,200	\$ 19,602,800	14.0%
Construction (CIP)	52,798,115	84,885,025	106,906,300	147,120,900	37.6%
Other Fund Level Outlays	1,023,097	3,657,506	10,516,900	11,315,800	7.6%
Total Expenditures:	\$ 161,587,930	\$ 209,076,752	\$ 269,388,100	\$ 317,897,500	18.0%
Contingency	\$ -	\$ -	\$ 48,730,700	\$ 60,980,000	25.1%
Ending Fund Balance	437,546,753	449,373,320	323,470,100	373,292,200	15.4%
TOTAL USES	\$ 599,134,684	\$ 658,450,072	\$ 641,588,900	\$ 752,169,700	(1) 17.2%
TOTAL FTEs	465.00	483.00	495.00	499.00	0.8%

(1) Excludes transfers between funds, which have a zero net effect on Sources and Uses of Funds, but are budgeted in accordance with Oregon Budget Law



Budget Sources & Uses

SOURCES OF CWS FUNDS

Recent Fiscal Trends

Key sources of funds for Clean Water Services include sanitary sewer revenues, surface water management service revenues, and System Development Charges (SDCs). In developing financial plans, staff members review local economic data as well as the history of these key revenues to identify trends that might be useful in formulating assumptions for the current year budget and for financial forecasts over the next five years. Following are brief historical discussions of the key sources of funds, followed by a more detailed discussion of Fiscal Year 2025-26 sources of CWS funds. In most cases, the comparative data used is as of FY 2023-24 as audited. The FY 2024-25 information is estimated.



Service Revenue

The sanitary sewer revenues, which represent service charges assessed of city and unincorporated area customers, represent the single largest source of operating revenues for CWS. In FY 2023-24, they amounted to \$155.2 million. The surface water management (SWM) revenues, which represent a flat fee assessed on any CWS customer who uses or discharges stormwater to the public storm and surface water systems, amounted to \$19.9 million in FY 2023-24.

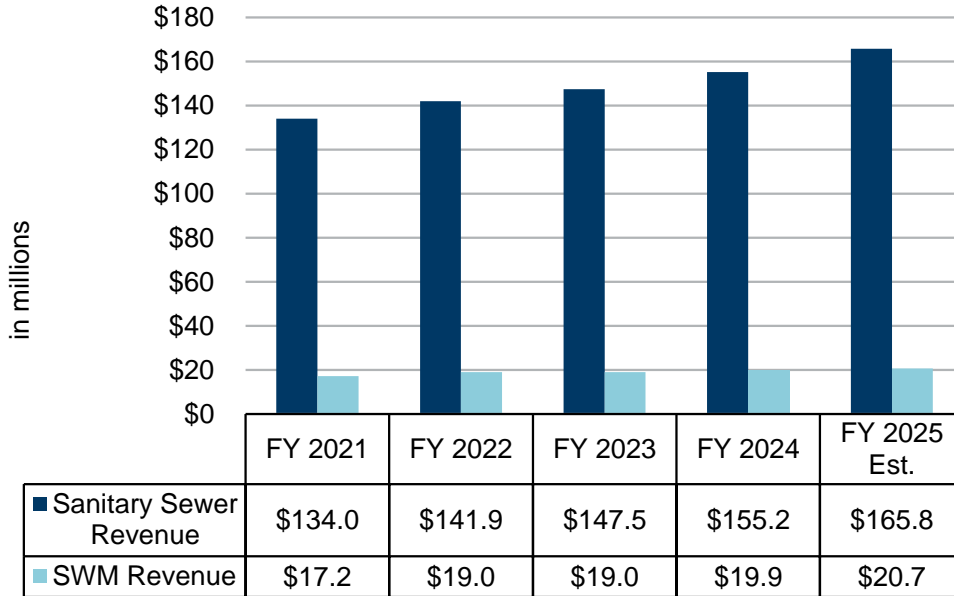
CWS increased sanitary sewer rates by 3.0% every year from FY 2014-15 through FY 2019-20. SWM rates remained constant at \$4 per month per Equivalent Service Unit (ESU) through FY 2008-09. They increased \$0.25 per ESU in FY 2009-10 and \$0.50 per ESU each year from FY 2012-13 through FY 2019-20. In FY 2020-21, CWS did not increase rates due to the financial stress many households and businesses felt from the COVID-19 pandemic. FY 2021-22 sanitary sewer rates increased 4.5% and SWM rates increased \$0.50 per ESU. In FYs 2022-23 through FY 2024-25, sanitary sewer and SWM rates both increased by 4%. Service revenue rates for FY 2025-26 are increasing 3%.

CWS follows the Environmental Protection Agency's (EPA) criteria for reasonable rates to monitor the combined sanitary sewer and surface water management average annual rate as a percentage of median household income. The EPA criteria is based on a median household income affordability index, which states if the sanitary sewer rate is less than 1% of median household income it is considered a low burden to the ratepayer, while greater than 2% is considered a medium burden. The chart on the next page reflects CWS' rate as a percentage of Washington County's median household income for the past 10 years.

CWS rates have been less than 1% of the county's median household income during this time frame. This indicator is well within the EPA's 2% criteria for affordability, but the lowest quintile of county households trends closer to 3%.

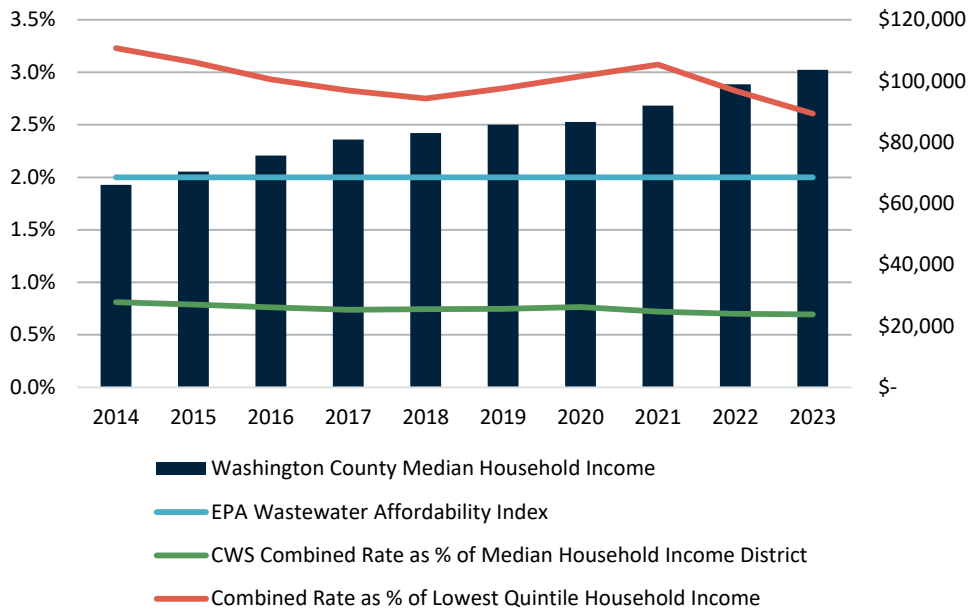
SERVICE REVENUE

For sanitary and stormwater management



CWS RATES

As a percentage of Washington County median household income for past 10 years



SOURCE: U.S. CENSUS BUREAU

Population and economic trends are also used in estimating future revenues. Sanitary sewer revenues are largely affected by land and housing development stemming from population growth. As shown in the following table, the county's population has increased by approximately 4.9% since 2016, and state economists expect that trend to continue in Washington County over the next 10 years.

WASHINGTON COUNTY DEMOGRAPHIC STATISTICS FOR PAST 10 YEARS

As of March 30, 2025

Year	Population (estimated)	Personal Income (in thousands)	Per Capita Income	Unemployment Rate
2025	611,389	n/a	n/a	3.9%
2024	610,245	n/a	n/a	3.8%
2023	606,378	\$ 47,393,333	\$ 79,139	3.5%
2022	604,845	\$ 45,084,175	\$ 75,130	3.3%
2021	*600,811	\$ 45,012,261	\$ 74,715	3.3%
2020	600,689	\$ 40,453,056	\$ 67,295	5.6%
2019	598,363	\$ 37,393,746	\$ 62,493	2.8%
2018	594,746	\$ 36,409,063	\$ 61,218	3.5%
2017	589,970	\$ 34,006,465	\$ 57,641	3.5%
2016	583,646	\$ 31,908,887	\$ 54,672	3.7%

*recalibration based upon 2020 census

The largest threat to sanitary sewer revenues would be a slowdown in the region's economy and subsequent residential housing occupancy. The last economic slowdown did not significantly impact service revenues received from existing residences. Population growth and retainage remain strong in Washington County. CWS will continue to monitor economic conditions and revenues received and adjust projected expenses accordingly. Over a longer term, reserve funds could be used to maintain service levels as needed, and programs would be evaluated for efficacy based on the changes in demand. As the table below indicates, the 10 largest ratepayers account for 10.38% of

10 LARGEST RATEPAYERS

Customer	Fiscal Year 2024	
	Amount	%
Intel Corporation - Ronler Acres & Aloha	\$ 10,813,752	6.97%
Jireh Semiconductor, Inc.	1,086,085	0.70%
Analog Devices	930,920	0.60%
Pacific Foods	782,108	0.50%
Resers Fine Foods - Century Blvd Plant	777,210	0.50%
Providence Health Systems - St. Vincent	534,737	0.34%
Nike Inc.	396,011	0.26%
Heritage Village Mobile Home Park (451 spaces)	304,408	0.20%
TTM Technologies North America, LLC	273,456	0.18%
Sir Charles Ct Apartments (396 apartments)	213,954	0.14%
SUBTOTAL (10 largest ratepayers)	16,112,641	10.38%
Balance from other customers	139,074,390	89.62%
Grand Total	<u>\$155,187,031</u>	<u>100.00%</u>

CWS' FY 2023-24 rate income. This indicates that the business risk of any single customer having a significant direct impact on revenue projections is relatively small.

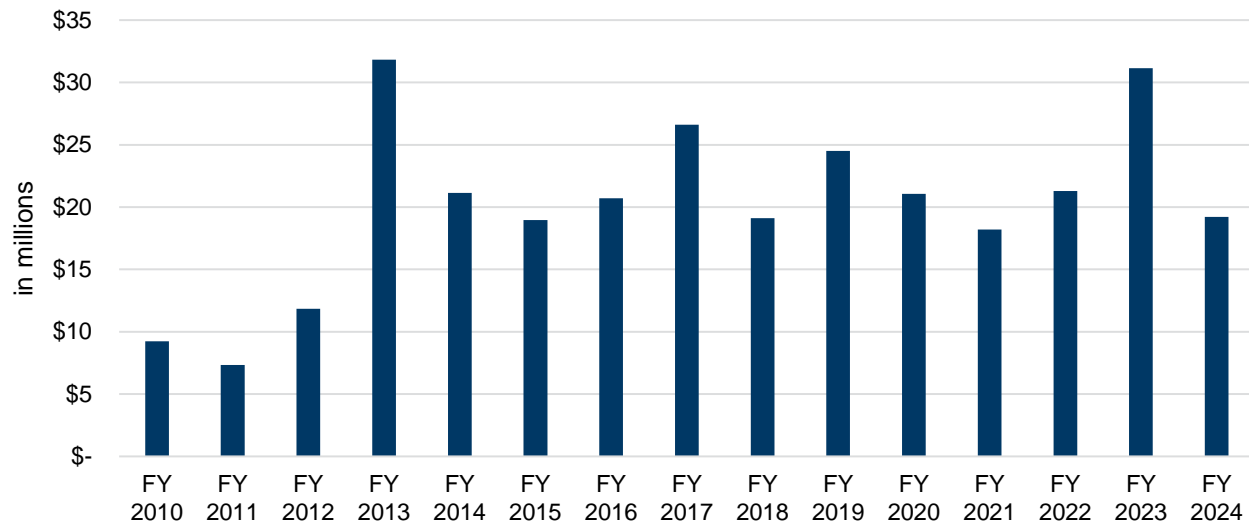
System Development Charges

The second largest source of revenue is SDCs, one-time assessments charged when customers connect to the CWS system. These revenues totaled just over \$19.2 million in FY 2023-24.

As evidenced by large swings from one year to the next, SDC revenues are not predictable and can be influenced by a few major developments, particularly development by large multifamily, commercial, or industrial customers.

SYSTEM DEVELOPMENT CHARGES

In millions

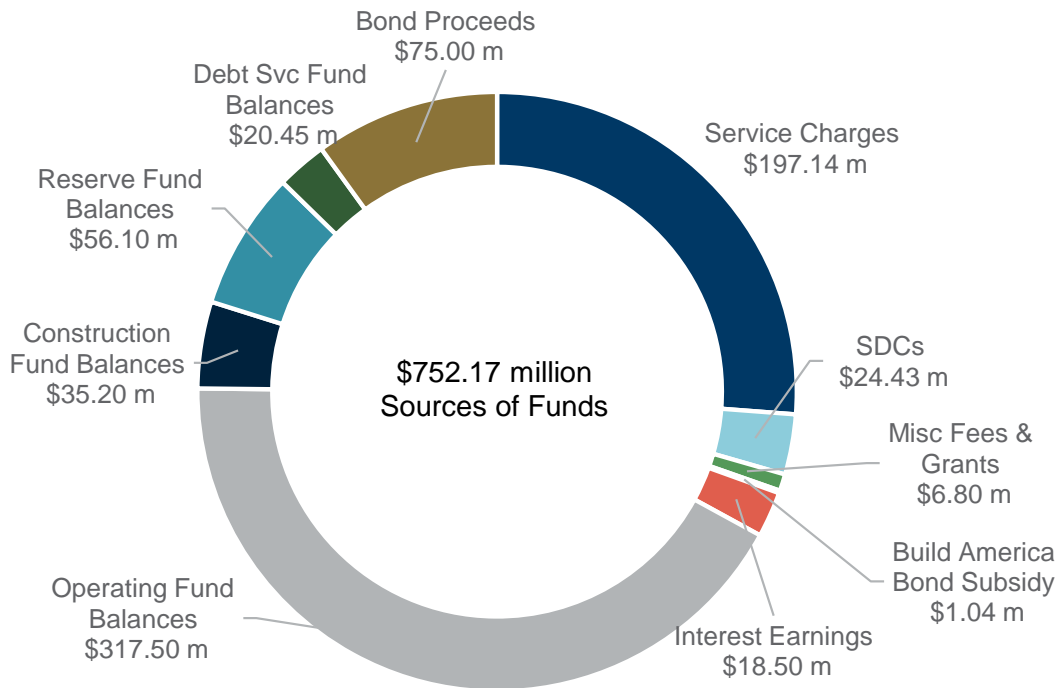


FY 2025-26 SOURCES OF FUNDS

On a current year basis, resources for CWS to provide services and carry out other responsibilities are derived primarily from beginning fund balances and current operating and nonoperating revenues. The beginning fund balance consists of estimated balances carried forward from previous fiscal years and the required bond reserve amounts. Current revenues are those earned during the fiscal year from CWS operations, such as service charges, or received from other sources, such as SDCs, interest earnings, various fees, and project reimbursements.

SOURCES OF FUNDS

FY 2025-26



Current Revenues

Current revenues or resources CWS earns during the year account for \$247.9 million, or about 33% of total resources expected in FY 2025-26. The principal sources of current revenues are sanitary sewer and SWM charges, which are labeled Service Charges in the donut chart. These two sources account for \$197.1 million, or 80% of CWS' total current revenues. The other major sources are SDCs, grants, contributions and assessments, Build America Bond subsidy, and interest earnings.

Service Charges

Based on trend analysis, sanitary sewer service charges are estimated at \$175.4 million, and SWM charges are estimated at \$21.7 million. A 3%

rate increase for both sanitary sewer and SWM service charges is built into the revenue estimates along with a modest growth factor. These sanitary sewer and SWM rate increases will add an estimated \$1.95 per month to the typical residential customer's combined bill.

System Development Charges

The second largest source of current revenues, SDCs, amounts to just over \$24.4 million, or 9.9% of total current revenues.

The sanitary sewer SDC is designed to recognize the cost of growth and consists of an assessment for the share of costs related to new capacity and performance improvements, as well as an assessment to share cost burdens with existing customers for collection and treatment systems already built. CWS customers are assessed this one-time SDC when they connect to the sanitary sewer system.

This budget reflects an increase in the sanitary sewer SDC to \$7,139 for FY 2025-26, which is a \$130 increase from FY 2024-25.

The surface water management SDC is a one-time charge designed to recover the cost of surface water management improvements. The SWM SDC will increase from \$678 to \$691 per Equivalent Service Unit.

Revenues from both SDCs are dedicated to capital projects and payment of bonded debt service, per Oregon Revised Statutes (ORS 223.302).

Miscellaneous Fees, Grants, and Other Revenues

The remaining current revenues are composed of grants, contributions and assessments, Build America Bond subsidy, interest earnings, and miscellaneous fees accounting for approximately \$26.4 million or 10.6% of total current revenues.

Combined Beginning Fund Balances

The beginning fund balances for all funds combined consist of unused revenues carried forward from prior fiscal years. In FY 2025-26, these combined balances account for just under \$429.3 million, or 57% of the total \$752.2 million in budgeted CWS resources. Approximately \$9.7 million of this fund balance is held in reserve pursuant to debt service requirements; just over \$28.6 million is held in reserve in SDC capital reserve funds.

Bond Proceeds

Bond proceeds are not considered revenue but are a source of CWS funds. The planned \$75 million revenue bond sale is part of a long-term strategy to invest in constructing high-quality projects and facilities to serve customers cost-effectively.

USES OF CWS FUNDS

Recent Fiscal Trends

Due to substantial infrastructure needs, capital improvements remain one of CWS' largest expenditures. In developing financial plans, staff members review historical spending trends and anticipated capital needs in the Capital Improvement Program to formulate assumptions for the current year budget and financial forecasts over the next five years. Below are brief descriptions of key expenditure categories and more detailed discussions of FY 2025-26 uses of CWS funds.

Capital Expenditures

CWS allocates a large portion of its budget to capital improvements needed to meet water quality standards and satisfy the sanitary sewer and surface water management needs of a growing customer base. The routine replacement of vehicles, heavy equipment, information systems, and wastewater treatment and conveyance equipment is also included in capital expenditures. In FY 2023-24, CWS spent about \$84.9 million, or 41% of total current expenditures, on capital improvements.

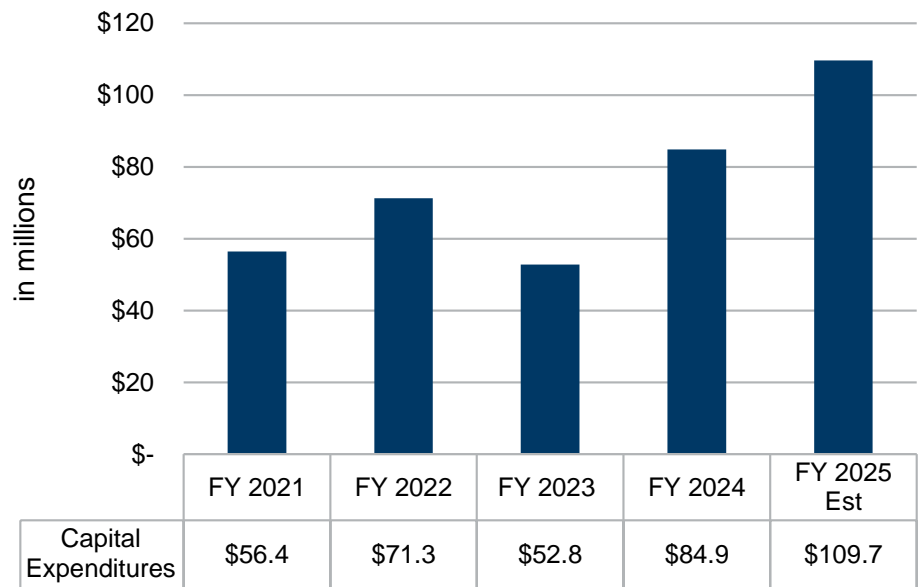
Operating Expense

Another significant expenditure type for CWS is operating expense. The biggest portion of operating expense is for personnel services, which include salaries and fringe benefits. In FY 2023-24, CWS spent \$103.3 million, or 49% of total current expenditures, on operating expenses.

Over the four years from FY 2020-21 through FY 2023-24, operating expense grew an average of 12% annually. The biggest drivers of cost increases have been rising utility and chemical costs, along with the increasing cost of wages and benefits for personnel. During this period, CWS added 77 full-time equivalents (FTE).

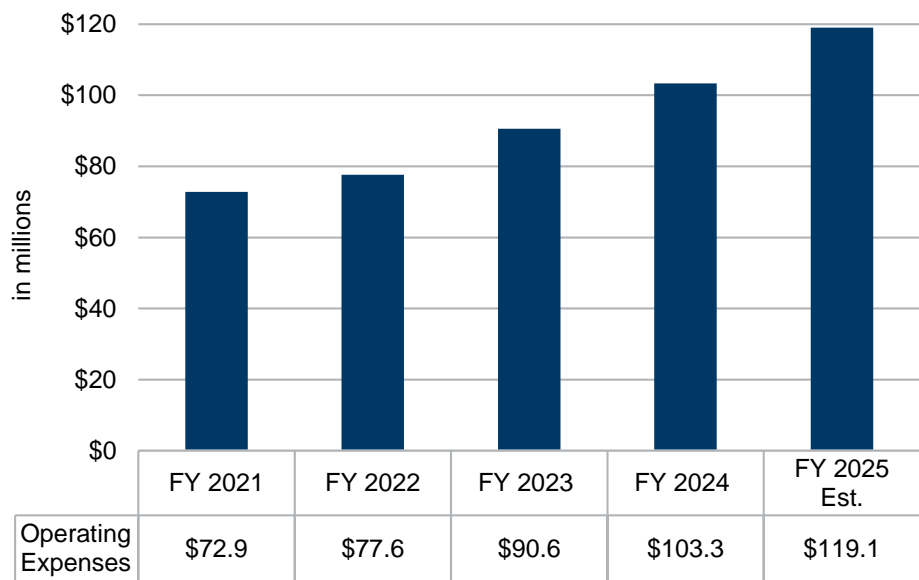
Capital Expenditures

CWS spending is projected to increase in FY 2024-25 from the previous year



Operating Expense

Utility and chemical prices contribute to cost increases



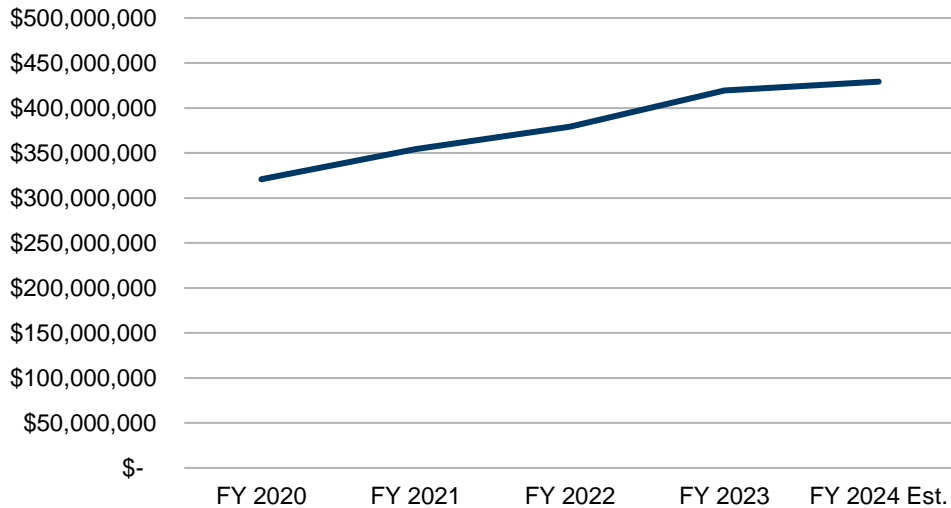
Combined Ending Fund Balances

The ending fund balance for all funds combined includes unrestricted operating cash reserves for sanitary sewer and stormwater operations, capital construction reserves, pension liability reserves, self-insurance reserves, and restricted reserves for debt service and sanitary sewer and stormwater SDCs for capacity-enhancing improvements to the systems.

CWS uses unrestricted operating cash reserves to finance capital improvements, maintain existing systems, and provide reserves for working capital needs.

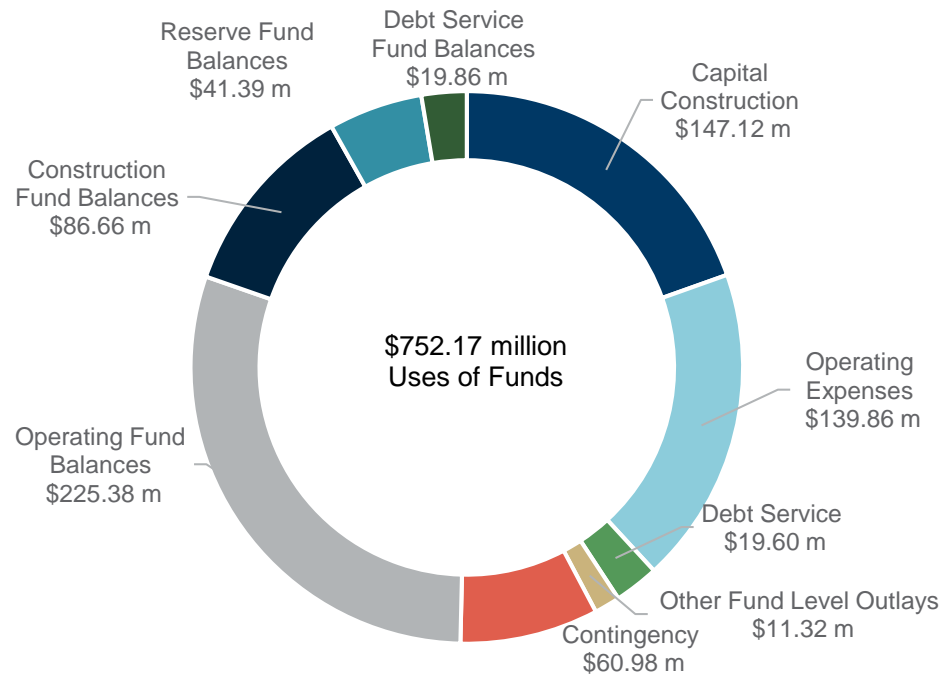
The restricted reserves can only be used to fund capital construction or debt service payments. These funds are not available to meet daily operating cash needs.

COMBINED ENDING FUND BALANCES



USES OF FUNDS

FY 2025-26



FY 2025-26 Uses of Funds

CWS uses resources to provide sanitary sewer and surface water management services to its customers. Ending fund balances are resources not spent during the year but carried over to subsequent years.

Current Expenditures

Current expenditures are funds that are budgeted for the 2025-26 fiscal year, including payments to construction contractors, wages and benefits to employees, and principal and interest on borrowed monies. Current expenditures estimated for FY 2025-26 amount to approximately \$317.9 million. The major categories of current expenditures are described below.

Capital Outlay and Projects

One of the largest expenditures is for capital projects, which amount to \$147.1 million or 46% of current expenditures.

CWS allocates a large portion of its budget to capital improvements needed to meet water quality and quantity standards and to satisfy the sanitary sewer and surface water management needs of a growing customer base. Highlights of top capital projects are discussed in the Capital Projects Summary section beginning on page 91. The index listing all projects is included in the appendix on page 378 and page 384.

Debt Service

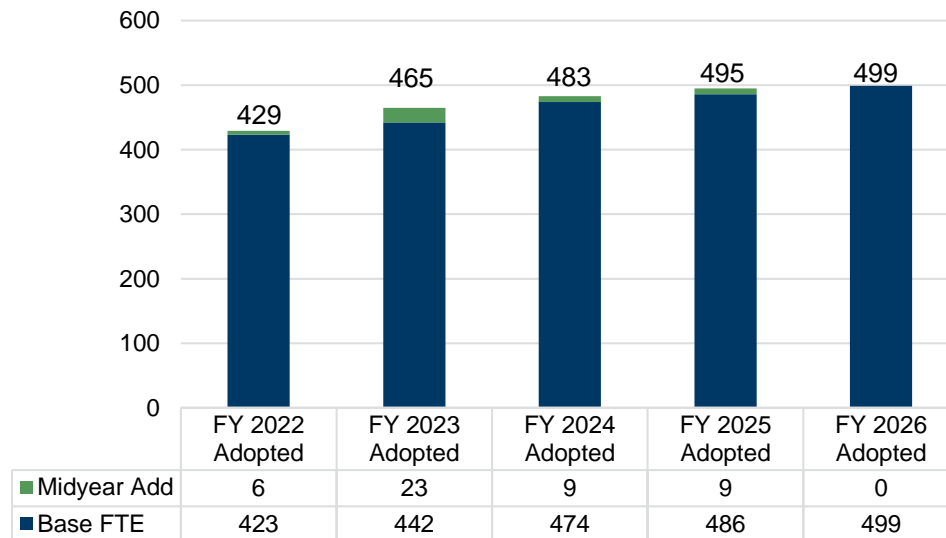
Debt service for the construction of CWS facilities and other capital improvements, as well as pension obligations, is expected to amount to \$19.6 million in FY 2025-26, or 6.2% of total current expenditures. Debt service represents the repayment of principal and interest costs on bonds issued to finance construction projects and other major capital assets and cover pension liability costs. Borrowing allows CWS to spread the costs of a capital project over the life of the asset and avoid sharp increases in rates.

Personnel Services

CWS expects to spend \$89.6 million in FY 2025-26 on salaries and associated fringe benefits for its employees. Total personnel services costs represent about 28% of total current expenditures. The number of FTE positions is increasing by 4 to 499 FTE from the FY 2024-25 Revised Budget of 495 FTE. Staff will prioritize and sequence hiring for all current vacancies and new positions. The following graph indicates the staffing trends over the past five years.

CWS FTE COUNTS

FY 2021-22 through FY 2025-26



Materials and Services

CWS expects to spend \$50.3 million on departmental materials and services in FY 2025-26. This represents approximately 15.8% of total current expenditures. The single largest cost in this category is for chemicals, which account for about \$6.1 million or 12% of total materials and services. The next largest costs in materials and services are contracted services at \$5.5 million and electricity at \$5.4 million.

Combined Ending Fund Balances and Contingencies

At the close of the fiscal year, funds remaining constitute the ending fund balance. The ending fund balance for FY 2025-26 is estimated at just under \$434.3 million, including \$61 million that CWS will set aside for operating contingency in the event of significant unexpected costs. CWS maintains minimum contingencies at 10% of total budgeted expenditures in the General Fund and 5% of total expenditures in each of the CWS operating and construction funds.

The unappropriated ending fund balance also includes restricted funds of approximately \$9.7 million for future debt principal and interest payments and \$22.9 million for sanitary sewer and SWM SDCs restricted for use on capacity-enhancing projects.

CWS maintains additional reserves of approximately \$340.7 million:

- To absorb short-term revenue losses from fluctuations in demand for service or loss of significant customers.
- Allocations for short-term and long-term PERS cost stabilization.
- Saving for large capital investments to stabilize future impact on rates.
- To pay for unexpected and extraordinary operating expenses driven by unforeseen changes in regulations, major asset replacements, additional major infrastructure investments to meet capacity needs, unexpected fluctuations in commodities pricing (chemicals, fuel, electricity, insurance premiums), and emergency response to infrastructure damage caused by natural disasters.

DEPARTMENTAL SUMMARIES

CWS is organized into three functional areas — Business Services, Utility Operations, and Engineering Services.

The Water Engineering & Technology department in the Engineering Services functional area is responsible for capital planning, engineering design, construction management, reuse, and research and innovation. In FY 2025-26, the Reuse program is moving to the Engineering Services functional area from the Utility Operations functional area.

The eight departments in Business Services support CWS operations and the services provided to customers — Office of the CEO, Business Operations & Strategy, Digital Solutions, Finance & Accounting, Human Resources, Legal & Compliance Services, Regional Utility Services, and Regulatory Affairs. In FY 2025-26, the Facilities Maintenance and Safety programs are moving from the Utility Operations functional area into the Business Services functional area.

The three departments in the Utility Operations functional area handle CWS' field and operations services, such as conveying and treating wastewater and managing natural systems — Natural Systems Enhancement & Stewardship, Utility Operations & Services, and Water Resource Recovery Operations & Services. Effective FY 2025-26, the Enterprise Asset & Technical Services department is dissolved, and most of the functions are moved into the Engineering Services functional area.

Expenditures for the 12 CWS departments are budgeted to increase by 3.8% in FY 2025-26.

A detailed summary of positions by department and program is presented beginning below.

SUMMARY OF POSITIONS: ENGINEERING SERVICES FUNCTIONAL AREA

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026
	ACTUAL	ACTUAL	REVISED	BUDGET	PERSONNEL SERVICES
Engineering Services					
Water Engineering & Technology					
Administration- 8400	0.00	0.00	6.00	7.00	\$ 856,300
Research & Innovation- 8401	0.00	0.00	17.00	18.00	2,278,800
Capital Planning- 8403	0.00	0.00	8.00	8.00	1,127,200
Construction & Engineering Technical Services- 8404	0.00	0.00	10.00	7.00	849,800
Conveyance Engineering- 8405	0.00	0.00	7.00	6.00	604,400
Treatment Plant Services Engineering- 8406	0.00	0.00	6.00	28.00	4,762,300
Reuse - 8407	0.00	0.00	0.00	6.00	984,400
	0.00	0.00	54.00	80.00	\$11,463,200
Total Engineering Services	0.00	0.00	54.00	80.00	\$11,463,200

SUMMARY OF POSITIONS: BUSINESS SERVICES FUNCTIONAL AREA

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026 PERSONNEL SERVICES
Business Services	ACTUAL	ACTUAL	REVISED	BUDGET	
Office of the CEO					
District Administration (FKA Office of the CEO) - 8101	6.00	9.00	11.00	3.00	\$ 922,400
Administrative Services - 8116	13.00	14.00	0.00	0.00	-
Communications & Community Engagement - 8112	12.00	12.00	13.00	0.00	-
Culture, Equity & Learning - 8114	3.00	3.00	0.00	0.00	-
Government Affairs - 8110	0.00	1.00	1.00	3.00	803,300
Emergency Management - 8117	0.00	0.00	0.00	1.00	212,800
	34.00	39.00	25.00	7.00	\$1,938,500
Business Operations and Strategy					
Business Opportunities & Operations - 8503	9.00	8.00	8.00	0.00	\$ -
Administrative Services - 8116	0.00	0.00	14.00	15.00	1,990,500
Culture, Equity & Learning - 8114	0.00	0.00	4.00	3.00	673,100
Risk & Insurance Management - 8502	3.00	3.00	3.00	3.00	635,300
Strategy Dev & Enterprise Performance Mgmt- 8500	8.00	10.00	9.00	9.00	2,259,100
Safety Program - 8121	0.00	0.00	0.00	4.00	713,100
Facilities Maintenance - 8513	0.00	0.00	0.00	10.00	1,840,600
	20.00	21.00	38.00	44.00	\$8,111,700
Digital Solutions					
IT Business Applications - 8306	0.00	9.50	11.00	8.00	\$ 1,845,300
IT Infrastructure (FKA Infrastructure & Digital Security) - 8305	17.00	10.50	12.00	7.00	1,668,200
IT Client Services - 8122	0.00	0.00	0.00	7.00	1,289,700
Geographic Information Systems - 8118	0.00	0.00	0.00	6.00	1,094,900
	17.00	20.00	23.00	28.00	\$5,898,100
Finance & Accounting					
Finance & Accounting - 8504	17.00	16.00	18.00	19.00	\$ 3,403,400
	17.00	16.00	18.00	19.00	\$3,403,400
Human Resources					
Human Resources - 8501	10.00	10.00	10.00	10.00	\$ 2,219,700
	10.00	10.00	10.00	10.00	\$2,219,700
Legal Services					
Legal Services - 8102	4.00	3.00	4.00	7.00	\$ 1,742,200
Internal Compliance & Cybersecurity - 8119	0.00	0.00	0.00	3.00	\$ 765,800
Procurement (FKA Business Opportunities & Operations) - 8503	0.00	0.00	0.00	9.00	\$ 1,457,300
	4.00	3.00	4.00	19.00	\$3,965,300
Regional Utility Services					
Administration - 8201	2.00	3.00	2.00	3.00	\$ 971,700
Planning & Development Services (FKA Development Services) - 8225	27.00	27.00	27.00	30.00	5,567,300
Systems Planning - 8226	5.00	5.00	5.00	0.00	-
Communications & Community Engagement - 8120	0.00	0.00	0.00	11.00	1,882,900
	34.00	35.00	34.00	44.00	\$8,421,900
Regulatory Affairs					
Compliance Services (FKA Administration) - 8210	8.00	10.00	9.00	8.00	\$ 1,905,500
Environmental Services - 8212	10.00	11.00	11.00	11.00	1,947,100
Laboratory Services - 8232	21.00	24.00	24.00	24.00	4,097,900
	39.00	45.00	44.00	43.00	\$7,950,500
Research and Innovation					
Integrated Water Resource Technology Research (FKA R&I) - 8113	7.00	8.00	0.00	0.00	\$ -
Technology Development & Research (Previously in WRRD) - 8316	0.00	8.00	0.00	0.00	-
	7.00	16.00	0.00	0.00	\$0
Total Business Services	182.00	205.00	196.00	214.00	\$41,909,100

SUMMARY OF POSITIONS: UTILITY OPERATIONS FUNCTIONAL AREA

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026
	ACTUAL	ACTUAL	REVISED	BUDGET	PERSONNEL SERVICES
Utility Operations					
Enterprise Asset & Technical Services					
Administration - 8364	5.00	5.00	4.00	0.00	\$ -
Asset Management - 8362	14.00	11.00	11.00	0.00	-
Control Systems - 8353	4.00	4.00	4.00	0.00	-
Safety Program - 8365	3.00	3.00	4.00	0.00	-
Technical Support - 8363	6.00	6.00	5.00	0.00	-
Facilities Maintenance - 8513	0.00	5.00	6.00	0.00	-
	32.00	34.00	34.00	0.00	\$0
Natural Systems Enhancement & Stewardship					
Administration - 8233	5.00	5.00	5.00	5.00	\$ 1,366,300
Landscape Strategies - 8236	10.00	10.00	7.00	5.00	1,068,400
Project Delivery - 8237	10.50	10.50	11.00	11.00	1,768,600
Stewardship - 8238	4.50	4.50	5.00	5.00	1,065,900
	30.00	30.00	28.00	26.00	\$5,269,200
Utility Operations & Services					
Administration - 8370	9.00	10.00	8.00	8.00	\$ 1,749,900
Conveyance Engineering - 8224	14.00	14.00	0.00	0.00	-
Field Ops Systems Repair - 8371	15.00	14.00	14.00	14.00	1,375,000
Field Ops Systems Maintenance - 8373	15.00	15.00	15.00	15.00	2,550,100
Field Ops TV/Flow Monitoring - 8375	13.00	13.00	14.00	14.00	2,273,800
Local Repair & Construction - 8380	11.00	13.00	13.00	13.00	1,900,300
SWM Facility Maintenance - 8383	16.00	16.00	16.00	16.00	2,662,100
	93.00	95.00	80.00	80.00	\$12,511,200
Water Resource Recovery Operations & Services					
Administration - 8301	7.00	8.00	6.00	8.00	\$ 2,130,500
Biosolids/Reuse/Fernhill - 8331	5.00	5.00	5.00	0.00	-
Durham Operations - 8311	18.00	18.00	18.00	18.00	3,112,600
Durham E&I Maintenance - 8351	8.00	8.00	8.00	7.00	1,364,600
Durham Mechanical Maintenance - 8361	11.00	11.00	11.00	10.00	1,774,400
Forest Grove Operations & Maintenance - 8315	7.50	8.00	7.50	7.50	1,382,100
Hillsboro Operations & Maintenance - 8314	5.50	5.00	5.50	5.50	990,800
Pump Stations - 8343	8.00	8.00	8.00	7.00	1,340,400
Rock Creek Operations - 8312	17.00	17.00	17.00	17.00	2,935,400
Rock Creek E&I Maintenance - 8352	8.00	8.00	8.00	9.00	1,654,900
Rock Creek Mechanical Maintenance - 8344	11.00	9.00	9.00	10.00	1,718,200
Technology Development & Research - 8316	8.00	0.00	0.00	0.00	-
TPS Engineering - 8211	14.00	14.00	0.00	0.00	-
	128.00	119.00	103.00	99.00	\$18,403,900
Total Utility Services	283.00	278.00	245.00	205.00	\$36,184,300

Debt Service

DEBT SERVICE REQUIREMENTS

Clean Water Services has a policy of using cash, System Development Charges, and long-term debt as tools to manage the funding requirements of its infrastructure investment strategy. As of June 30, 2025, CWS' long-term indebtedness consists of:

LONG-TERM INDEBTEDNESS

As of June 30, 2025

				June 30, 2025	Debt Service Fiscal 2026	
	Date of Issue	Date of Maturity	Amount Issued	Principal Outstanding	Principal	Interest
Serial Revenue Bonds						
Senior Lien						
2010B Bonds	4/28/2010	10/1/2035	\$ 90,260,000	\$ 56,960,000	\$ 4,295,000	\$ 3,143,438
2016 Refunding	10/13/2016	10/1/2029	33,225,000	15,620,000	4,080,000	679,000
2021 Refunding	7/13/2021	10/1/2032	25,405,000	19,790,000	2,070,000	879,750
Total Serial Revenue Bonds				92,370,000	10,445,000	4,702,188
Special Purpose Revenue Bonds						
Pension Bonds	5/27/2004	6/30/2028	15,990,000	4,765,000	1,765,000	290,427
Total Long Term Debt				\$ 97,135,000	\$ 12,210,000	\$ 4,992,615

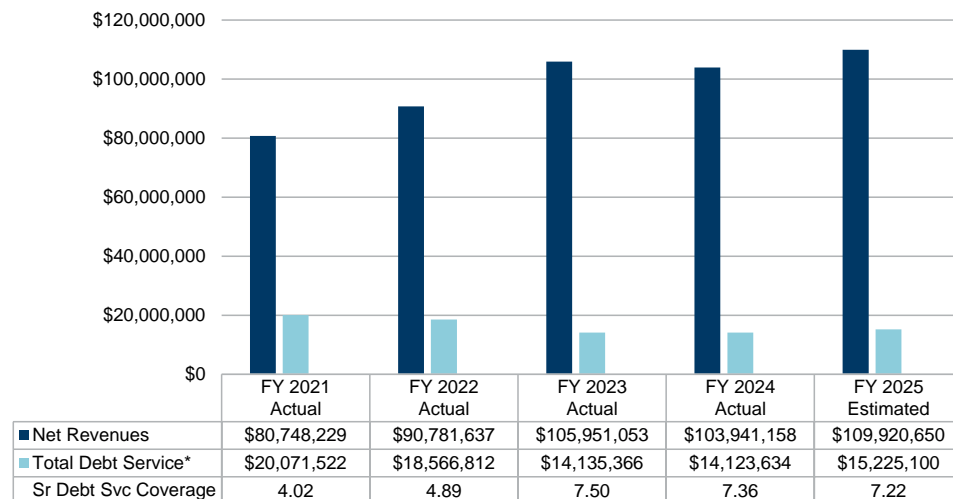
CWS' legal debt limitation, as defined by Oregon Revised Statutes 451.545, will not exceed 13% of the true cash value of all property by law assessable for state and county purposes within the CWS service district boundaries. The limitation applies to the aggregate of all outstanding general obligation bonds. CWS does not have any general obligation debt and hence has not incurred any such debt under the \$23.7 billion debt margin allowed by state law.

The table below illustrates the debt margin calculation for the past five years.

Fiscal Year Ended June 30	Real Market Value	Legal Debt Limitation	General Obligation Indebtedness	Debt Margin
2025	\$182,562,164,419	\$ 23,733,081,374	\$ -	\$23,733,081,374
2024	175,702,144,483	22,841,278,783	-	22,841,278,783
2023	164,279,376,585	21,356,318,956	-	21,356,318,956
2022	139,091,607,320	18,081,908,952	-	18,081,908,952
2021	128,908,009,365	16,758,041,217	-	16,758,041,217
2020	111,702,863,070	14,521,372,199	-	14,521,372,199

CWS is required by its bond documents to generate coverage of at least 120% of the annual debt service on its senior lien bonds and at least 110% on its second lien bonds. Senior lien coverage is calculated as the ratio of net revenues (as defined in the bond documents) to annual senior lien bond debt service. Second lien bond coverage is calculated as the ratio of net revenues, less the annual senior lien bond debt service, to the annual second lien bond debt service. CWS has no subordinate debt outstanding.

CWS maintains a strong financial position, with a rating of AAA from Standard & Poor's as well as Aa1 from Moody's Investors Service. This strong financial performance and bond rating positions the organization well for future bond issuances to fund large infrastructure project investments to meet regulatory and growth requirements.



* Excluding Pension Bonds not subject to covenants. Pension bond annual debt service is included in operating labor costs for the calculation of net revenues to calculate the debt service coverage ratio.

Existing Debt Service

As of June 30, 2025, the principal outstanding on CWS sewer revenue bond debt is just under \$92.4 million and relates to three issuances. Approximately \$57 million of principal remains from the \$90.3 million Series 2010B Build America Bond issuance. This issue funded upgrades to the four water resource recovery facilities, various pump stations, and the sanitary sewer collection system. The \$33.2 million Series 2016 refunding bonds have a remaining principal of \$15.6 million. This issue refunded revenue bonds issued in 2009 that were used on capital improvements. Finally, the \$25.4 million Series 2021 refunding bonds have a remaining principal of \$19.8 million. This issue refunded revenue bonds issued in 2011 that were used for capital improvements.

Just under \$4.8 million in principal remains on the Series 2004 revenue pension bonds. The proceeds from these bonds were used to finance the unfunded actuarial liability of approximately \$16 million generated by shortfalls in the Oregon Public Employees Retirement System (PERS). CWS chose to fund this liability through the sale of bonds at historically low market rates.

Schedule of Future Debt Service Requirements of Sewer Revenue Bonds

The table below illustrates the debt service requirements based on current outstanding debt.

DEBT SERVICE REQUIREMENTS

Principal and interest payments through FY 2035-36 on existing debt service requirements total \$122,192,290

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2026	12,210,000	4,992,615	\$ 17,202,615
2027	12,870,000	4,330,687	17,200,687
2028	12,445,000	3,621,612	16,066,612
2029	9,920,000	2,992,187	12,912,187
2030	7,475,000	2,523,191	9,998,191
2031	7,790,000	2,106,183	9,896,183
2032	8,120,000	1,669,071	9,789,071
2033	8,430,000	1,240,826	9,670,826
2034	5,740,000	870,440	6,610,440
2035	5,955,000	531,227	6,486,227
2036	6,180,000	179,251	6,359,251
	<u>\$ 97,135,000</u>	<u>\$25,057,290</u>	<u>\$122,192,290</u>

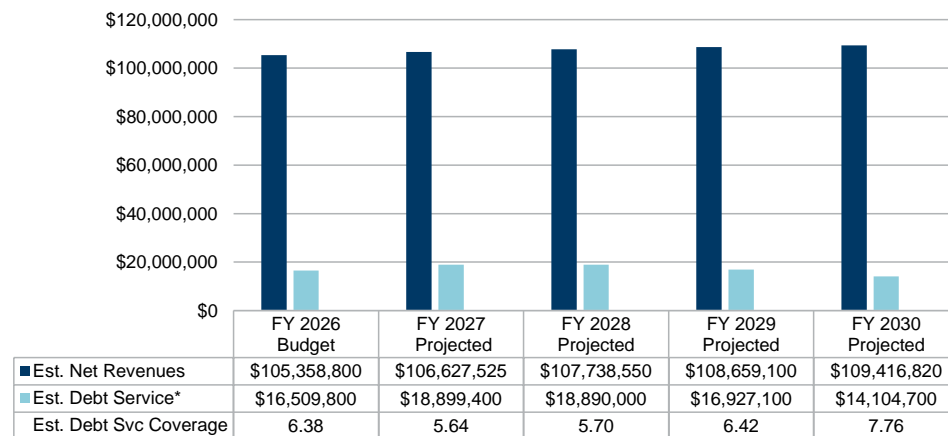
Projected Bond Issues

The number and size of new bond issues for the forecast period are driven by the level of projected capital spending and the level of projected operating revenue. To responsibly maintain ending reserves and to keep rate increases modest, CWS would need to issue debt in increments driven by increasing capital requirements. To date, CWS has not issued debt for surface water management projects.

The current financial forecast indicates the need to issue approximately \$75 million in revenue bonds in Fiscal Year 2025-26 to help fund sanitary sewer capital projects.

PROJECTED DEBT SERVICE COVERAGE

The estimated debt service coverage is projected to decrease from 7.22 in FY 2024-25 to 6.38 in FY 2025-26



* Excluding Pension Bonds not subject to covenants. Pension bond annual debt service is included in operating labor costs for calculation of net revenues to calculate the debt service coverage ratio.



Capital Project Summary

Clean Water Services updates its five-year Capital Improvement Program (CIP) annually by adding newly identified projects, moving longer-range projects into the five-year planning horizon, and updating project budgets based on the current project schedule and cost estimate. CWS follows Generally Accepted Accounting Principles (GAAP) to define capital assets as any asset acquired, constructed, financed, modified, or replaced by CWS with a total cost of at least \$50,000 and a useful life of five years or more. Expenditures between \$10,000 and \$50,000 that result in creating a capital asset or extending the useful life of an existing capital asset for at least five years are classified as capital outlay.

The CIP Process

Departments responsible for planning, operating, maintaining, and constructing CWS' horizontal, vertical, and technical assets (pipes, buildings, and computer software and hardware) work collaboratively throughout the year to develop and update CWS' CIP. Capital project teams review the status and sequencing of projects and draft departmental plans. An interdepartmental team then reviews project integration across departments and disciplines and assesses the resources available to deliver the projects. The interdepartmental team and budget review team evaluate the draft CIP in the context of the 10-year financial plan. Projected spending is matched with cash or debt funding as appropriate to finalize the five-year CIP. Projects with anticipated operational impacts are acknowledged to align personnel, materials, and services in department operating budgets.

The first year of the CIP is the basis for the capital improvement budget for the ensuing fiscal year. Years two and three forecast spending on identified projects based on the anticipated project schedules and the start of additional projects. Placeholder projects may be used in years four and five of the CIP to represent suites of projects of similar nature where the specific locations have not been identified or prioritized against one another.

Identifying and Sequencing Projects

Projects at CWS are driven by the need to meet stringent regulatory requirements, construct additional capacity to serve growth, and replace aging infrastructure. Residential, industrial, and commercial growth, along with infrastructure conditions and strategic sequencing influence the identification and selection of projects to include in the five-year CIP. The budget review team considers several factors when it evaluates projects for the CIP:

Project drivers: Primary and secondary drivers can include regulatory requirements, asset management, capacity, and strategic investments to meet business operations needs.

Project characteristics: Project attributes can include replacement and renewal, inflow and infiltration abatement, performance efficiency, watershed enhancement, climate resiliency, resource recovery, and integrated surface water management (SWM).

Source of funding: Considerations include regional or local funding, eligibility for System Development Charges (SDC), and financing options such as grants or loans.

Cost class estimates: Project managers identify the accuracy of the project cost estimate using an industry-standard scale ranging from 1 (within 10-15%) to 5 (plus or minus 50-100%).

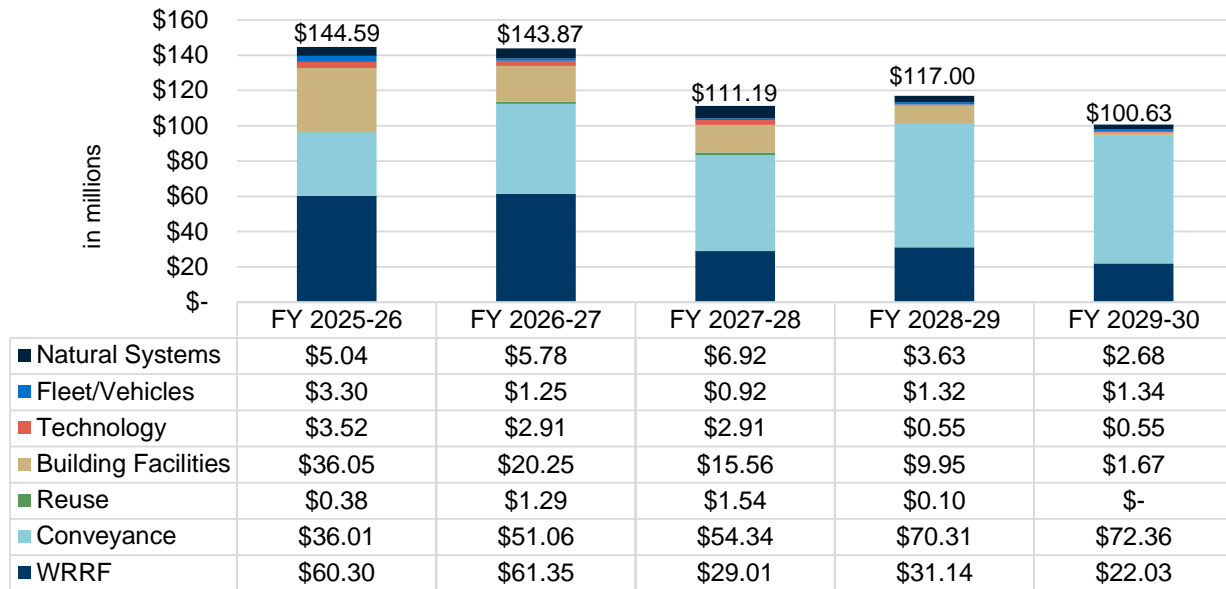
The impact on the operating budget is assessed as a part of the project-by-project review of the CIP each year. The impact of any one capital improvement project on operating costs is relatively small. In total, however, the impacts can be significant enough to warrant additions to the operating budget. CWS looks for savings achieved through new capital technology that results from more efficient use of labor, chemicals, water, or energy. In addition to considering direct operational budget impacts in project selection, CWS also considers operational efficiencies and the long-term viability of the system to meet growing capacity needs.

SANITARY CIP

The sanitary CIP is primarily funded pay-as-you-go with grants, sanitary SDC revenues, and service charge revenue transfers from the General Fund. Revenue bond funding is considered for significant treatment technology changes or capacity projects to meet future growth. The sanitary CIP

SANITARY CIP

FY 2025-26 projected through FY 2029-30



includes projects at the four water resource recovery facilities (WRRFs); the sanitary conveyance system, which includes gravity sewers and pump stations; water reuse systems to distribute recycled water throughout the CWS service area for irrigation and to fulfill the regulatory permit strategy; and building facilities, fleet, and technology equipment that support all aspects of CWS operations.

Highlights of the top sanitary CIP projects in each category are discussed on the following pages. A complete project list is in the Appendix beginning on page 378.

WRRF Projects

Expansion and replacement projects at the four WRRFs are critical to meeting capacity demands, regulatory requirements, and resource recovery goals; protecting the Tualatin River; and creating efficiencies. Projects were identified at the Durham WRRF in the East Basin Master Plan (EBMP) adopted in 2022. Current construction projects at the Rock Creek, Forest Grove, and Hillsboro WRRFs were identified in the West Basin Plan. A new West Basin Master Plan (WBMP) is expected to be adopted in 2025 and will guide the identification and implementation of projects beginning with the CIP for FY 2026-2030.

WRRF projects constitute the largest capital investment for CWS and comprise 41% of the FY 2025-26 sanitary CIP and 32% of the FY 2026-30 sanitary CIP. The FY 2026-30 CIP has been updated to reflect projects and priorities identified in the West Basin master plan; small adjustments are expected over the next five years as the scope and budget for projects are evaluated. In FY 2025-26, one large construction project will be underway at three of the four water resource recovery facilities. These three projects represent \$39.9 million (68%) of the WRRF sanitary CIP budget. Those projects include:

WRRF PROJECTS

WRRF	Project	Primary Driver	Secondary Driver	FY26 Total Estimated Project Cost (millions)	Total Project Cost (millions)
Forest Grove	Primary treatment	Regulatory – copper limits	Capacity	\$29.6	\$54.5
Rock Creek	Biogas utilization	Strategic investment	Asset management	\$6.0	\$19.9
Durham	Phase 6B – new digester	Capacity	Strategic investment	\$4.3	\$22.0
Total				\$39.9	\$96.4 *

* THE TOTAL ESTIMATED PROJECT COST INCLUDES EXPENDITURES INCURRED IN PREVIOUS FISCAL YEARS.

Conveyance System Projects

Conveyance projects can be gravity sewers or pump stations. Projects are implemented to extend sewer service to unsewered areas, provide capacity for growth, and repair or replace sewers in poor condition. Projects that replace or line existing sewers that allow clean stormwater or groundwater to enter the sanitary sewer are called inflow and infiltration (I&I) abatement projects. Inflow is stormwater from yards, roofs, and footing drains or from cross-connections with storm drains and downspouts or manhole covers. Infiltration is groundwater that enters sewer pipes and manholes through holes, breaks, pipe joints, and connections. In addition to performing work on local sewers 12 inches and smaller in unincorporated areas, CWS funds

sewer upsize projects using regional SDC funds collected for sewers in both incorporated cities and unincorporated areas. In some of these cases, the cities manage the projects and CWS provides the project funding.

Conveyance projects comprise 25% of the FY 2025-26 CIP and 46% of the FY 2026-30 CIP. Numerous projects are in the planning and design stage, resulting in lower-than-normal costs in FY 2025-26 and higher costs when the largest of these projects goes to construction in the next three to five years. Preliminary design is underway on major projects in the Fanno and Beaverton Creek corridors, which will have large impacts in the five-year horizon. The largest projects in FY 2025-26 include and represent 44% of the overall FY 2025-26 conveyance sanitary CIP budget.

CONVEYANCE SYSTEM PROJECTS

Project	Location	Primary Drivers	Secondary Drivers	FY26 Total Estimated Project Cost (millions)	Total Project Cost (millions)
Brookman Trunk Sewer Extension	Sherwood	Capacity – residential growth		\$7.6	\$13.3
1911/1936 Sanitary Sewer I&I Abatement No. 6	Hillsboro (Implemented by Hillsboro)	Asset management	Capacity - I&I abatement	\$2.7	\$4.5
				(This represents CWS 50% regional share)	
Quail Valley Pump Station	City of Banks	Capacity-residential growth		\$2.1	\$5.6
Metzger Trunk Sewer	Unincorporated - Metzger	Capacity	Asset management	\$1.9	\$15.4
Cooper Mountain Pump Station	Beaverton	Capacity-residential growth		\$1.5	\$6.7
Total				\$15.8	\$45.5*

* THE TOTAL ESTIMATED PROJECT COST INCLUDES EXPENDITURES INCURRED IN PREVIOUS FISCAL YEARS.

Reuse

A critical component of CWS' National Pollutant Discharge and Elimination System (NPDES) permit compliance strategy is recycling treated water and distributing it throughout the CWS service area to use for irrigation. The Reuse program helps meet temperature requirements in the WRRF effluent to the Tualatin River. Frequently, recycled water is a component of an integrated project, such as a sanitary pump station. CWS started working on a Recycled Water Master Plan in FY 2024-25 and expects to complete it at the end of 2025. Eight projects are budgeted in the FY 2025-26 CIP containing components of water reuse, with two projects providing the infrastructure for recycled water irrigation to Jackson Bottom Wetlands. The Reuse program will see significant growth with an anticipated \$12.6 million in expenditures in the next five years. Reuse program projects constitute less than 1% of the FY 2025-26 sanitary CIP and 2% of the FY 2026-30 sanitary CIP.

WATER REUSE PROJECTS

Project	Primary Drivers	Secondary Drivers	FY26 Total Estimated Project Cost (millions)	Total Project Cost (millions)
Davis Tool and Jackson Bottom Irrigation Improvements	Regulatory	Strategic investment	\$0.4	\$1.2
Davis Tool Site Improvements	Regulatory		\$0.1	\$1.2
Total			\$0.5	\$2.4*

* THE TOTAL ESTIMATED PROJECT COST INCLUDES EXPENDITURES INCURRED IN PREVIOUS FISCAL YEARS.

Building Facilities

CWS manages numerous facility expansion projects as strategic investments. Facilities projects comprise 25% of the FY 2025-26 sanitary CIP budget. Projects in the FY 2026-30 sanitary CIP constitute \$84.3 million, or 14% of the overall budget. Most of these costs are associated with three major projects, which are underway and are shown in the table below. These projects are not eligible for SDCs and must be funded from rate revenue or potentially bond proceeds.

BUILDING FACILITIES PROJECTS

Project	Purpose	Anticipated Completion Date	FY26 Total Estimated Project Cost (millions)	Total Project Cost (millions)
CWS Central	Office space for administrative functions	Fall 2026	\$2.5	\$5.3
RIPL	Research center and laboratory	Fall 2026	\$31	\$66.0
Springer Street Facility	Field Operations expansion	Fall 2028	\$0.9	\$27.4
Total			\$34.4	\$98.7*

* THE TOTAL ESTIMATED PROJECT COST INCLUDES EXPENDITURES INCURRED IN PREVIOUS FISCAL YEARS.

Technology and Vehicles

Vehicle additions and replacement projects are used to purchase light and medium duty vehicles for travel between CWS facilities and to provide heavy equipment used by operations in the sanitary and stormwater systems. This equipment allows systems to be maintained at the expected level of service. The summary below focuses on the portion budgeted to sanitary systems.

Hardware and software systems and related cybersecurity protections are critical to the daily work of CWS staff. Managing and replacing these assets are critical to meeting the high level of service that ratepayers deserve.

The largest technology project in the five-year CIP is the upgrade or replacement of the Enterprise Resource Planning (ERP) system. This system is used for financial management, including general ledger, accounts payable, and accounts receivable, as well as payroll and procurement. This multiyear project will begin with a feasibility study to explore requirements and options to upgrade or replace the existing ERP system and related systems.

Technology and vehicles projects comprise 2% of the FY 2025-26 sanitary CIP budget. Projects in the five-year FY 2026-30 sanitary CIP constitute \$8.1 million, or 1% of the overall budget.

TECHNOLOGY AND VEHICLES

Assets	FY26 Total Estimated Project Cost (millions)	5-Year FY2026-30 Total (millions)
ERP software upgrade/replacement	\$1.0	\$5.6
Technology software & hardware	\$2.0	\$3.8
Heavy duty vehicles	\$2.9	\$5.5
Total	\$5.9	\$14.9

Natural System Enhancements

The Natural System Enhancement & Stewardship department (NSES) implements capital improvement projects primarily in wetlands, creeks, and surrounding riparian corridors. These projects improve the overall health of the river and its watershed by increasing biodiversity, habitat connectivity, water quality, community connection to nature, supporting the local economy, and increasing resiliency to climate stressors. NSES enhancement projects also add a protective buffer between urban development and sensitive water quality areas. Projects are funded from the sanitary fund because they constitute a critical component in CWS' regulatory compliance strategy for temperature. Stream enhancement, including planting riparian vegetation to shade the streams, provides an offset for the thermal load of treated water being released from the WRRFs back to the Tualatin

ANNUAL PARTNERSHIP PROJECTS

Project	Partner	FY26 Total Estimated Project Cost (millions)	5-Year FY2026-30 Total Cost (millions)
Collaborative Regional Restoration	Metro	\$0.7	\$3.0
Local Restoration Partnerships	Tualatin Hills Park & Recreation District; cities including Hillsboro, Tigard, Tualatin, Beaverton, Sherwood, Forest Grove, Cornelius; The Wetlands Conservancy; Swallowtail School; Oregon Health Science University; homeowners associations	\$1.1	\$3.9
Tualatin Soil and Water Conservation District	TSWCD Habitat Conservation Program, Oregon Watershed Enhancement Board, US Dept of Agriculture Farm Services Agency, Natural Resources Conservation Service	\$0.3	\$1.3
Tualatin River Refuge Restoration	US Fish and Wildlife Service	\$1.0	\$4.8
Total		\$3.1	\$13.1

DISCRETE PROJECTS

Project	Partner	FY26 Total Estimated Project Cost (millions)	5-Year FY2026-30 Total Cost (millions)
Fanno Creek Enhancement at Elderberry Ridge	City of Tigard; Metro; Elderberry Ridge Development	\$0.2	\$1.9
Vegetation Material Handling Facility	Metro; TSWCD	\$0.5	\$2.9
Total		\$0.7	\$4.8

River. NSES works with agencies and co-implementers under long-term programmatic intergovernmental agreements to enhance natural areas by planting trees and native vegetation. These partnerships offset ratepayer expenses through access agreements to land and pooling staff resources. These NSES projects account for approximately 4% of the FY 2025-2026 sanitary CIP and 4% of the five-year sanitary CIP.

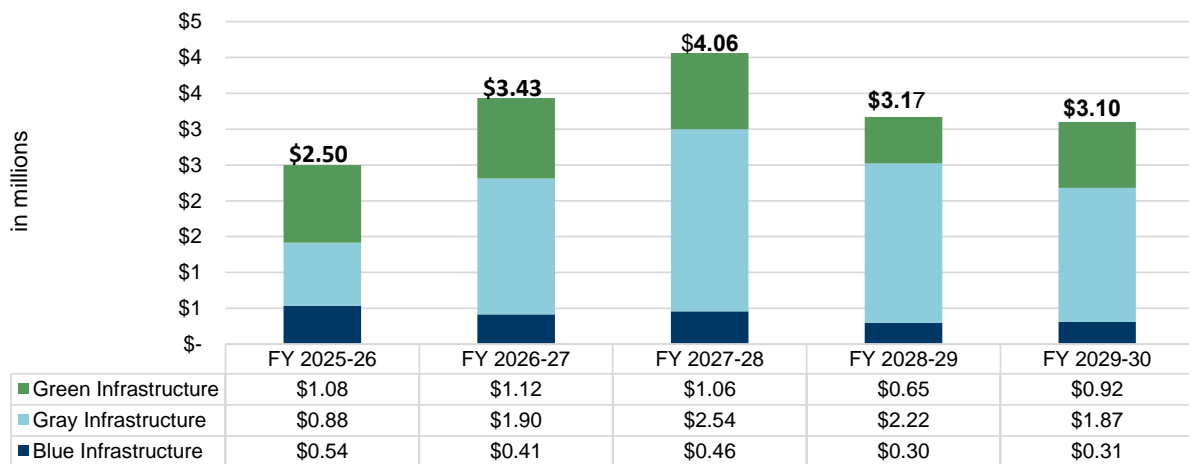
SURFACE WATER MANAGEMENT CIP

The SWM CIP is funded pay-as-you-go through transfers from the SWM Operating Fund and SWM SDCs. Smaller development projects can use the in-lieu of payment program to contribute their share toward a larger riparian corridor improvement that would have more environmental benefits. Some project costs in the SWM program are shared between CWS and other agencies or are otherwise offset by grant monies.

SWM projects are sometimes categorized by the colorful descriptors “gray, green, and blue.” Gray projects refer to hard, engineered conveyance infrastructure such as pipes, catch basins, and culverts. Green infrastructure describes biological infrastructure where the ground topography is sculpted and vegetation is used to provide a more natural approach to stormwater filtration and flow detention or attenuation. Blue projects enhance natural riparian areas to provide a buffer between the urban environment and a natural creek to preserve, protect, or improve the quality of the water in

SWM CIP

Fiscal Year 2025-26 projected through FY 2029-30



the streams. New green SWM projects may lead to incremental added maintenance costs in the Field Operations section of the Utilities Operations & Services department budget. Some gray SWM repair and replacement projects are conducted to reduce inordinate maintenance efforts necessary to address stormwater conveyance problems associated with deteriorated infrastructure. Blue SWM projects usually require three to five years of monitoring and maintenance but are intended to be generally self-sustaining once established.

Gray projects make up the largest portion of the FY 2025-26 SWM CIP at 35% and the largest portion of the five-year FY 2026-30 SWM CIP at 58% of the overall SWM budget. The table below summarizes some of the largest projects for SWM in the upcoming fiscal year. A complete project list is in the Appendix beginning on page 384.

GRAY-GREEN-BLUE PROJECTS

Project	Project Type	FY26 Total Estimated Project Cost (millions)	5-Year FY2026-30 Total Cost (millions)
Butternut Creek Near 209th Stormwater Management Approach	Green	\$0.2	\$0.9
Vegetated Corridor Enhancement – Umbrella	Blue	\$0.4	\$1.2
Storm Sewer R&R – Umbrella	Gray	\$0.4	\$1.4
Programmatic Subbasin & Surface Water Planning – Umbrella	Green	\$0.2	\$0.8
Total		\$1.2	\$4.3



Financial Outlook

Clean Water Services has prepared a plan that supports the goal of continued financial health and flexibility. The plan provides background on financial trends, presents 10-year financial forecasts, and defines several strategies that can be implemented to maintain CWS' financial strength.

CWS has a history of sound finances evidenced by strong credit ratings on its bonded indebtedness and healthy unrestricted financial reserves. CWS manages the utility to be competitive with the best in both the private sector and other leading public wastewater and stormwater management agencies. This competitive approach, coupled with reasonable, predictable rate increases, has led to healthy financial reserves.



STRATEGIES

CWS has crafted financial strategies that will enable timely and effective responses to economic, operational, and regulatory changes.

1. Keep Rate Increases Reasonable and Predictable

Reasonable and predictable rate increases are vital to the long-term financial health of CWS. Moreover, years without rate increases put added pressure on CWS reserve and debt service coverage levels. As a result CWS has adopted a policy of reasonable rate increases regularly, if not annually, to position the organization to meet future needs.

2. Maintain Adequate Capacity to Issue Debt

Borrowing is essential to finance the large capital investments necessary to meet regulatory requirements and growth in the customer base. To ensure CWS has adequate fiscal capacity to issue debt, CWS maintains coverage ratios far above those set for debt service coverage.

3. Establish and Maintain Appropriate Financial Reserves

Financial reserves are needed to provide working capital, fund operating contingencies, finance future capital replacement, and cover risk management liabilities. In recent years, cash reserves have been sufficiently high to cover all these needs. Specific target amounts have been set for each reserve type, so the unrestricted ending fund balances are adequate to meet each of those needs.

4. Adopt Sound Financial Policies

CWS has established financial policies for the major areas of financial management to provide a broad framework within which CWS can make decisions in a financially sound and prudent manner. They are not to be so specific that they constrain management flexibility or prevent efficiency gains. Those policies can be seen elsewhere in the budget document.

FINANCIAL FORECAST ASSUMPTIONS

Although the reliability of financial forecasts declines the longer the planning horizon, the value of forecasts as a policy tool increases as the horizon expands. The longer-range forecast makes it possible to see the range of consequences of various revenue-raising and spending decisions years in advance and formulate actions to help attain financial goals.

CWS staff made the following assumptions in developing the 10-year forecast. The base year for the forecast is Fiscal Year 2024-25 (estimated). Major revenues and expenditures for the forecast periods (FY 2025-26 through FY 2032-33) are projected based on a multiplier of the base year. The multiplier, in turn, is chosen based on historical trends or best estimates of future activity for a given revenue or expenditure category.

- **Customer Usage Revenue Growth**
Sanitary sewer charges and other minor service assessments are projected to increase by about 1% annually based on historical trends. The average annual growth in Equivalent Dwelling Units has remained close to 1.5% over the past 10 years.
- **SDC Revenue Growth**
Similar to customer growth, System Development Charge (SDC) revenues are projected to increase by about 4% annually based on historical trends. The forecast includes a planned rate increase of 3% annually starting in FY 2026-27 and continuing for the next nine years. This assumption is the most vulnerable to the vagaries associated with SDCs that often are a leading indicator of economic activity but one that can swing dramatically with the timing of only a few major development projects. A significant drop in development and accompanying SDC revenue will also delay those projects necessary to serve the new development in the CIP.
- **Operating Expense Increases**
Like CWS' largest source of revenue, the assumption for increases in operating expenses relies on historical trends and anticipated impacts in the future. Increases are currently estimated to average 6.5% over the forecast period.
- **Capital Expenditures**
The largest portion of capital expenditures is dedicated to capital projects. CWS uses its Capital Improvement Program, adopted annually, as the basis for capital expenditures. These projections may be heavily affected by regulatory requirements imposed by the federal and state governments and economic conditions.

- **Rate Increases**

Rate increases for the forecast period are derived from all other revenue and spending variables in the forecast, as well as the need to responsibly maintain ending reserves and debt service. CWS will continue to propose reasonable annual rate increases to support upcoming capital spending necessitated by federal and state requirements.

The current forecast for sanitary sewer operations assumes reasonable and predictable rate increases of 3% annually beginning in FY 2025-26. The current forecast for surface water management operations assumes that the rate will increase 3% annually through the same period.

- **Bond Issues**

The number and size of new bond issues for the forecast period are driven primarily by the level of projected capital spending and the level of projected operating revenues and expenditures. For further information refer to the Debt Service Requirements section beginning on page 87.



Funds Summary

ALL FUNDS SUMMARY Fiscal Year 2025-26 Fund Budget Resources

Service Fund Number	Fund Name	SANITARY SEWER							SURFACE WATER MANAGEMENT					District Total	
		101	102	106	107	108	111	112	114	201	206	207	208		212
		General Fund	Liability Reserve Fund	Capital Replacement Fund	Capital Reserves Sanitary	LID Construction Sanitary	Master Plan Update Debt Service	Sanitary Sewer Construction	Revenue Pension Bond	SWM Operating	SWM Capital Replacement Fund	Capital Reserves SWM	LID Construction SWM	SWM Construction	
Resources:	Beginning fund balance	\$270,400,000	\$ 5,300,000	\$ 18,600,000	\$ 24,100,000	\$ 2,800,000	\$ 19,800,000	\$ 23,500,000	\$ 650,000	\$ 47,100,000	\$ 3,600,000	\$ 4,500,000	\$ 700,000	\$ 8,200,000	
	Service charges	175,424,400								21,720,400		24,500			
	System development charges (SDCs)				24,404,800					80,300					
	Plan check fees	186,900													
	Septage charges	2,448,900								350,000					
	County/City contract maintenance									277,400					
	Erosion control fees	150,000				160,000									
	Grants, contributions, & assessments														
	Reimbursements from developers		42,600						707,000					100,000	
	Payments from third parties		43,200												
	Insurance & third party reimb														
	Bond subsidy														
	Miscellaneous	2,025,000						1,037,500	100,000		57,300		75,000		
Interest on investments	11,798,700		226,300	739,700	909,100	289,200	829,200	1,172,400	26,300	1,862,300	133,900	172,600	27,600	317,200	
Bond sale proceeds	-	-	-	-	-	-	-	75,000,000	-	-	-	-	-	-	
Subtotal		462,433,900	5,612,100	19,339,700	49,413,900	3,249,200	21,666,700	100,479,400	676,300	71,447,700	3,733,900	4,772,100	727,600	8,617,200	
Transfers IN		20,468,000	-	20,000,000		500,000	15,090,600	115,501,800	2,029,200		750,000		-	2,625,000	
Total Resources		\$482,901,900	\$ 5,612,100	\$ 39,339,700	\$ 49,413,900	\$ 3,749,200	\$ 36,757,300	\$ 215,981,200	\$ 2,705,500	\$ 71,447,700	\$ 4,483,900	\$ 4,772,100	\$ 727,600	\$ 11,242,200	
														\$ 929,134,300	

ALL FUNDS SUMMARY Fiscal Year 2025-26 Fund Budget Requirements

Service Fund Number	Fund Name	SANITARY SEWER						SURFACE WATER MANAGEMENT						District Total	
		101	102	106	107	108	111	112	114	201	206	207	208		212
		General Fund	Liability Reserve Fund	Capital Replacement Fund	Capital Reserves Sanitary	LID Construction Sanitary	Master Plan Update Debt Service	Sanitary Sewer Construction	Revenue Pension Bond	SWM Operating	SWM Capital Replacement Fund	Capital Reserves SWM	LID Construction SWM	SWM Construction	
Requirements: <u>Departmental</u> District Administration Business Operations & Strategy Digital Solutions Finance & Accounting Human Resources Legal Services Regional Utility Services Regulatory Affairs Water Engineering & Technology Natural Systems Enhancement Utility Operations & Services Water Resource Recovery Subtotal <u>Non-Departmental:</u> Capital construction (CIP) Materials & services Debt service - principal Debt service - interest Contingency Unappropriated ending fund balance Subtotal Transfers OUT Total Requirements Net Increase (Decrease) in Fund Balance % Change															
	\$ 2,329,200													\$ 2,329,200	
	17,718,700													17,718,700	
	11,055,200													11,055,200	
	5,722,900													5,722,900	
	2,881,500													2,881,500	
	4,563,600													4,563,600	
	10,737,700													10,737,700	
	10,456,900													10,456,900	
	15,161,000													15,161,000	
	10,501,900													10,501,900	
	15,269,200													15,269,200	
	33,460,200													33,460,200	
	139,858,000													139,858,000	

FUND ACCOUNTING STRUCTURE

FUND TYPE	SPECIFIC FUND TITLE	FUND NUMBER	MAJOR REVENUE SOURCE	MAJOR EXPENSE
Operating Funds	General Fund	101	Service charges	Operations, transfers to fund debt service, and construction
	Surface Water Management	201	Service charges	Operations, transfers to fund SWM construction
Construction	Local Improvement Districts (Sanitary)	108	Assessments and loans	Construction projects for benefited properties
	Local Improvement Districts (SWM)	208	Assessments and loans	Construction projects for benefited properties
	Sanitary Sewer Construction Fund	112	Bond proceeds, general fund, and SDC transfers	Water resource recovery facility projects, conveyance system, and support projects
	SWM Projects and Construction	212	SWM operating and SDC transfers	SWM construction
Reserve	Liability	102	General fund	Deductible and claims
	Capital Replacement (Sanitary)	106	General fund	Replacement and renewal of existing assets
	Capital Replacement (SWM)	206	SWM general fund	Replacement and renewal of existing assets
	Capital Reserves Sanitary	107	SDCs	Through fund transfers: debt service and construction
	Capital Reserves Surface Water Management	207	SDCs	Through fund transfers: debt service and construction
Debt	Master Plan Update	111	General fund and SDC transfers	Revenue bond debt
	Revenue Pension Bond Fund	114	General fund transfers	Pension obligation

GENERAL FUND PROGRAM CODES

Functional Area	Department	Program	Department Code	Program Code
Business Services	Office of the CEO	District Administration	010	8101
		Government Affairs	020	8110
		Emergency Management	020	8117
	Business Operations & Strategy	Strategy Development & Enterprise Performance Management	050	8500
		Culture, Equity & Learning	020	8114
		Administrative Services	020	8116
		Risk & Insurance Management	050	8502
		Safety Program	050	8121
		Facilities Maintenance	091	8513
		Building Maintenance - CWS Central	091	8519
		Building Maintenance - ABC Building	091	8507
		Building Maintenance - Durham	091	8515
		Building Maintenance - Field Operations	091	8508
		Building Maintenance - Forest Grove	091	8516
		Building Maintenance - Hillsboro	091	8517
		Building Maintenance - Materials Handling Yard	091	8509
		Building Maintenance - Pump Stations	091	8518
		Building Maintenance - RIPL	091	8511
		Building Maintenance - Rock Creek	091	8514
		Building Maintenance - Tualatin River Farm	091	8510
	Digital Solutions	IT Business Applications	020	8306
		IT Infrastructure	020	8305
		IT Client Services	020	8122
		Geographic Information Systems	020	8118
	Finance & Accounting	Finance & Accounting	050	8504
	Human Resources	Human Resources	020	8501
	Legal & Compliance Services	Legal Services	010	8102
		Internal Compliance & Cybersecurity	010	8119
		Procurement (Business Opportunities & Operations)	050	8503
	Regional Utility Services	Administration	080	8201
		Planning & Development Services	080	8225
		Communications & Community Engagement	080	8120
	Regulatory Affairs	Compliance Services	040	8210
		Environmental Services	040	8212
		Laboratory Services	040	8232
Engineering Services	Water Engineering & Technology	Administration	085	8400
		Research & Innovation	085	8401
		Capital Planning	085	8403
		Construction & Engineering Technical Services	085	8404
		Conveyance Engineering	085	8405
		Treatment Plant Services Engineering	085	8406
		Reuse	085	8407
Utility Operations	Natural Systems Enhancement & Stewardship	Administration	030	8233
		Landscape Strategies	030	8236
		Project Delivery	030	8237
		Stewardship	030	8238
	Utility Operations & Services	Administration	063	8370
		System Repair	063	8371
		System Maintenance	063	8373
		Local Repair & Construction	063	8380
		SWM Surface Facility Maintenance	063	8383
		TV/Flow Monitoring	063	8375
	Water Resource Recovery Operations & Services	Administration	071	8301
		Pump Stations	073	8343
		Durham Operations	072	8311
		Durham Mechanical Maintenance	072	8361
		Durham E&I Maintenance	072	8351
		Rock Creek Operations	073	8312
		Rock Creek Mechanical Maintenance	073	8344
		Rock Creek E&I Maintenance	073	8352
		Hillsboro Operations & Maintenance	073	8314
		Forest Grove Operations & Maintenance	073	8315

ACCOUNT CODES

Personnel Services

51110	Full Time Regular Salaries
51130	Temporary
51140	Overtime
51600	Other Personnel Expense (OPE)
51761	Tuition Reimbursement
51900	Other Employee Allowances
51910	Automobile Allowance
51915	Mobile Computing Allowance

Materials and Services

52110	Electricity
52120	Water
52130	Natural Gas
52140	Garbage
52150	Surface Water Management
52160	Other Utility Services
52170	Sewer Utility Services
52205	Contract Services Other
52206	Reveg and Mgmt Stewardship Svcs
52207	Reveg Stewardship Services
52210	Engineering Services
52215	Landscape Services
52220	Audit & Accounting Services
52230	Legal Services
52240	Professional Services
52250	Recording Fees
52260	Laundry
52270	Other Government Services
52305	Office Supplies
52310	Operating Supplies
52315	Gas, Oil, Lubrication
52320	Janitorial Supplies
52325	Tech & Scientific Supplies
52330	Repair & Maintenance Supplies
52331	HVAC Maintenance Supplies
52335	Construction & Building Supplies
52340	Parts & Equipment
52350	Small Tools
52360	Safety Equipment
52365	Uniforms
52375	Postage & Freight
52380	Software Expensed
52385	Computer Equipment Expensed
52405	Dues & Membership
52410	Books, Subscriptions & Publications
52420	Trimet Subsidy
52425	Software Licenses & Support
52430	Publication Notices
52435	Printing
52440	Telecom Internal
52445	Telephone Services
52470	Land & Building Rent
52475	Fueling Contract
52480	Training & Education
52485	Travel Expense

52486	Fleet Charges
52487	Private Mileage
52495	Other Materials & Services
52496	Food Expenditures
52500	Permits, Licenses & Fees
52505	Public Information
52510	Taxes, Assessments & Liens
52515	Bank Service Charges
52525	Finance Petty Cash Short
52550	Bond Trustee Fees
52605	Equipment Rental
52610	Repair & Maintenance Services
52620	Non-vehicle Equipment Repair & Material
52630	Computer Repair & Maintenance
52661	HVAC Service & Repair
52705	Insurance
52720	Property Damage
52735	General Liability
52810	Polymers - Dewatering
52815	Polymers - Tertiary
52820	Ferric Chloride
52825	Alum
52835	Sodium Hydroxide
52840	Sodium Hypochlorite
52845	Lime
52850	Sodium Bisulfite
52855	Liquid Ammonium Sulfate
52860	Sulfuric Acid
52865	Magnesium Chloride
52870	Carbon Dioxide
52890	Other Chemicals

Capital Outlay - 55000

55120	Data Processing Equipment
55130	Office Equipment
55200	Land Purchase
55220	Easements
55300	Buildings & Structures
55400	Machinery & Equipment
55500	Trucks & Autos
55600	Plant Equipment
55700	Construction & Maint. Equip.

Other Expenditures

52905	Bad Debt Expense
56200	Principal-Long Term
56205	Interest - Long Term Contracts
57102	Transfer to Fund 102
57106	Transfer to Fund 106
57111	Transfer to Fund 111
57112	Transfer to Fund 112
57115	Transfer to Fund 115
57206	Transfer to Fund 206
57212	Transfer to Fund 212
58100	Operating Contingency



Operating Funds

The Clean Water Services fund structure includes two operating funds:

- **General Fund 101**
Service charge revenues from the sanitary sewer program including appropriation for all personnel-related expenses and materials and services related to day-to-day operations.
- **Surface Water Management Operating Fund 201**
Service charge revenues from the Surface Water Management (SWM) program. Transfers to the General Fund support operations related to SWM.

Both funds track not only the revenues from service charges but also maintain budgetary segregation of these resources and expenses.

CWS has been capitalizing the personnel and materials and services costs associated with staff whose time is dedicated to capital improvement projects since FY 1997-98. CWS is continuing this practice in FY 2025-26.

GENERAL FUND 101

The CWS General Fund supports the overall operations of the treatment and conveyance systems through the collection of service charge revenues. The FY 2025-26 budget reflects a 3% increase in sewer services charges, which equates to a monthly charge of \$55.65 for the average residential customer.

Resources in the FY 2025-26 budget total \$482.9 million, including service charges of \$175.4 million, other revenues of \$16.6 million, reimbursement for SWM operating costs of \$20.5 million, and \$270.4 million in anticipated fund balance carryover from the prior year.

Operating expenditures in the FY 2025-26 budget total \$139.9 million, including departmental labor costs of \$89.6 million and materials and services of \$50.3 million. The budget also includes transfers totaling \$122.5 million to fund debt service principal and interest payments and capital construction, capital outlay of \$1.6 million, and other nondepartmental costs of \$8.6 million. Other nondepartmental costs include utility bad debt expenses, franchise fees, utility assistance, and pass-through revenues from co-implementer cities.

Authorized positions: All CWS positions are funded in Fund 101. Where appropriate, Fund 101 personnel expenditures are reimbursed by other funds such as SWM Operating Fund 201. CWS' full-time equivalent total includes both operating and capital staff. The format of Fund 101 requirements reflects the decision to capitalize the time staff members dedicate to capital projects.

FUND 101**General Fund Summary**

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCES OR REQUIREMENTS: CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES							
\$51,302,402	\$53,487,795	\$56,052,700	Service Charges	40110	\$0	\$0	\$0
\$0	\$0	\$0	Regional Service Charges	40111	\$49,438,500	\$49,438,500	\$49,438,500
\$0	\$0	\$0	Local Service Charges	40112	\$9,416,800	\$9,416,800	\$9,416,800
81,742,314	86,089,964	90,905,000	City Service Payments	40120	96,786,200	96,786,200	96,786,200
16,082,507	17,146,439	17,472,700	Industrial/Commercial	40140	18,346,300	18,346,300	18,346,300
401,847	430,422	440,000	City Right of Way Fees	40155	470,400	470,400	470,400
103,522	118,299	124,200	Water Usage Accounts	40130	134,200	134,200	134,200
763,110	792,744	832,300	Portland Customers	40150	832,000	832,000	832,000
\$150,395,702	\$158,065,663	\$165,826,900	SERVICE CHARGES Subtotal		\$175,424,400	\$175,424,400	\$175,424,400
\$159,841	\$169,055	\$79,500	Plan Check Fees	40190	\$186,900	\$186,900	\$186,900
1,813,677	2,110,736	1,723,500	Septage Charges	40170	2,448,900	2,448,900	2,448,900
39,651	231,641	72,500	Sewer Field Services	40250	75,000	75,000	75,000
4,189,290	4,097,130	1,905,000	Miscellaneous Revenue	40200-42000	1,950,000	1,950,000	1,950,000
1,793,397	181,182	300,000	Grants/Contributions	43010-43040	150,000	150,000	150,000
4,523,948	7,388,191	6,619,900	Investment Interest	44020	11,798,700	11,798,700	11,798,700
TRANSFERS FROM:							
13,425,318	15,224,157	24,880,000	Fund 201 - SWM Operating	49201	20,468,000	20,468,000	20,468,000
219,142,716	265,946,170	275,798,000	Beginning Balance	31100	270,400,000	270,400,000	270,400,000
\$395,483,540	\$453,413,925	\$477,205,300	TOTAL RESOURCES		\$482,901,900	\$482,901,900	\$482,901,900
REQUIREMENTS							
DEPARTMENTAL							
62,301,181	61,523,017	91,507,300	Personnel Services		98,056,600	98,056,600	98,056,600
(7,206,791)	(7,633,356)	(8,500,000)	Less Capital Personnel Services		(8,500,000)	(8,500,000)	(8,500,000)
35,481,002	49,455,272	51,760,400	Materials & Services		50,301,400	50,301,400	50,301,400
\$90,575,392	\$103,344,933	\$134,767,700	Total Departmental		\$139,858,000	\$139,858,000	\$139,858,000
\$390,341	\$229,403	\$858,500	Utility Billing Bad Debt Expense	52905	\$867,100	\$867,100	\$867,100
130,826	139,439	160,000	Franchise Fees	52530	166,400	166,400	166,400
401,847	430,422	440,000	City Right of Way Fees	52270	470,400	470,400	470,400
2,106,757	2,248,423	3,500,000	Industrial Local	52270	3,605,000	3,605,000	3,605,000
1,141,821	1,259,892	1,142,500	Capital Projects	55000	1,562,100	1,562,100	1,562,100
0	0	3,480,000	Nondepartmental Materials & Services	52495	3,500,000	3,500,000	3,500,000
1,486,386	0	0	Nondepartmental Other Government Servio	52270	0	0	0
TRANSFERS TO:							
6,500,000	15,000,000	20,000,000	Replacement Reserve	57106	20,000,000	20,000,000	20,000,000
0	100,000	0	LID Construction Fund	57108	500,000	500,000	500,000
0	0	0	Revenue Bond Debt	57111	0	0	0
25,000,000	40,000,000	75,000,000	Capital Construction	57112	100,000,000	100,000,000	100,000,000
1,804,000	1,878,300	1,953,900	Revenue Pension Bond Fund	57114	2,029,200	2,029,200	2,029,200
RESERVES AND ENDING BALANCES:							
0	0	21,355,700	Operating Contingency	58100	30,000,000	30,000,000	30,000,000
265,946,170	288,783,113	214,547,000	Ending Fund Balance	31100	180,343,700	180,343,700	180,343,700
\$395,483,540	\$453,413,925	\$477,205,300	TOTAL REQUIREMENTS		\$482,901,900	\$482,901,900	\$482,901,900

SURFACE WATER MANAGEMENT FUND 201

The CWS SWM program was introduced in 1990 and is based on a monthly service charge of \$11.30 per typical household. The cities that receive only regional services retain a portion of this charge to fund SWM maintenance activities within their respective boundaries.

Resources in the FY 2025-26 budget total \$71.4 million, including service charges of \$21.7 million, other revenues of \$2.6 million, and \$47.1 million in anticipated fund balance carryover from the prior year.

Expenditures in the FY 2025-26 budget are primarily attributable to a transfer of \$20.5 million to the General Fund 101 to reimburse for operating expenses and a transfer of \$3.2 million to fund capital expenditures.

CWS is increasing rates by 3% this fiscal year and the FY 2025-26 budget has prioritized capital projects to help stabilize reserves going forward. Adequate reserves are needed to address increased operating costs due to wet weather conditions, regulatory requirements, increased public demand for services, and to fund capital projects.

FUND 201

Surface Water Management Operating Fund

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCES OR REQUIREMENTS: CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
			Service Charges				
\$11,691,443	\$12,303,368	\$12,807,200	CWS Customers	40110	\$0	\$0	\$0
0	0	0	Regional Service Charges	40111	3,361,900	3,361,900	3,361,900
0	0	0	Local Service Charges	40112	10,085,700	10,085,700	10,085,700
7,214,749	7,514,939	7,878,900	City Customers	40120	8,272,800	8,272,800	8,272,800
350,000	350,000	350,000	County/City Contract Maintenance	40340	350,000	350,000	350,000
297,389	275,617	274,700	Erosion Control Fees	40280/40290	277,400	277,400	277,400
65,791	71,364	36,700	Inspection	40200	37,100	37,100	37,100
159,841	169,055	79,500	Plan Check Fees	40190	80,300	80,300	80,300
663,066	563,490	20,000	Miscellaneous Revenue	40380	20,200	20,200	20,200
659,417	1,109,591	780,600	Interest on Investments	44020	1,862,300	1,862,300	1,862,300
35,161,940	40,223,729	32,651,000	Beginning Balance	31100	47,100,000	47,100,000	47,100,000
\$56,263,636	\$62,581,153	\$54,878,600	TOTAL RESOURCES		\$71,447,700	\$71,447,700	\$71,447,700
REQUIREMENTS:							
			Materials & Services:				
\$76,739	\$34,963	\$101,000	Bad Debt Expense	52905	\$102,000	\$102,000	\$102,000
37,850	39,505	62,400	Franchise Fees	52530	64,900	64,900	64,900
0	0	25,000	Nondepartmental Materials & Service:	52495	25,000	25,000	25,000
			TRANSFERS TO:				
13,425,318	15,224,157	24,880,000	Fund 101	57101	20,468,000	20,468,000	20,468,000
2,500,000	1,500,000	2,500,000	Fund 212	57212	2,500,000	2,500,000	2,500,000
0	200,000	400,000	Fund 206	57206	750,000	750,000	750,000
0	0	2,000,000	Contingency	58100	2,500,000	2,500,000	2,500,000
40,223,729	45,582,528	24,910,200	Ending Fund Balance	31100	45,037,800	45,037,800	45,037,800
\$56,263,636	\$62,581,153	\$54,878,600	TOTAL REQUIREMENTS		\$71,447,700	\$71,447,700	\$71,447,700



Construction Funds

The Clean Water Services fund structure includes four funds for the construction of major treatment and sanitary collection system improvements, support facilities, surface water management facilities, Local Improvement District construction, and one-time or ongoing specialized professional services that relate to capital projects or long-term planning.

- **Sanitary Sewer Local Improvement District Construction Fund 108**
Fund 108 finances the collection system construction projects, benefiting local property owners who pay assessments to fund the projects.
- **Surface Water Management Local Improvement District Construction Fund 208**
Fund 208 finances storm drainage and other surface water management (SWM) facilities, benefiting local property owners who pay assessments to fund the project.
- **Sanitary Sewer Construction Fund 112**
Fund 112 finances treatment, recycled wastewater, sanitary collection system, project-related studies, and capital equipment needs from a combination of revenue bond proceeds, sanitary System Development Charge (SDC) revenues, and service charge revenue transfers from the CWS General Fund.
- **Surface Water Management Construction Fund 212**
Fund 212 finances storm drainage and SWM facilities, project-related studies, and capital equipment needs from a combination of service charge revenue transfers from SWM Fund 201 and surface water SDC revenue from the SWM Capital Reserve Fund 207.

SANITARY SEWER SYSTEM LOCAL IMPROVEMENT DISTRICT CONSTRUCTION FUND 108

At the request of interested property owners, CWS will help construct local sanitary sewer system improvements by forming Local Improvement Districts (LIDs). The costs of construction are ultimately funded by assessments paid by benefited property owners, residents who own land adjacent to the local improvement and can connect to, or be served by, the improvement.

Due to changes in state law and federal regulations for tax-exempt financing, CWS has financed LIDs internally. By financing internally, benefited property owners can finance a loan with better terms and interest rates and CWS receives interest and administrative fees when processing the loan. CWS does not have to issue debt or be responsible for principal and interest payments on debt if the property owner is in default on the loan.

An LID bond sale may be an option in the future; however, this budget assumes continued internal financing.

FUND 108

Sanitary Sewer System Local Improvement District Construction

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCES OR REQUIREMENTS: CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
\$73,367	\$0	\$235,000	Assessment Principal	46010	\$235,000	\$235,000	\$235,000
42,494	77,261	65,200	Interest on Investments	44020	162,700	162,700	162,700
8,333	9,230	19,200	Interest on Assessments	44040	126,500	126,500	126,500
(7,022)	(8,578)	(75,500)	Incentives	46015	(75,000)	(75,000)	(75,000)
0	100,000	0	Transfer from Fund 101	49101	500,000	500,000	500,000
2,867,181	2,981,148	3,530,500	Beginning Balance	31100	2,800,000	2,800,000	2,800,000
\$2,984,353	\$3,159,061	\$3,774,400	TOTAL RESOURCES		\$3,749,200	\$3,749,200	\$3,749,200
REQUIREMENTS:							
\$3,205	\$63,510	\$550,000	New Projects (LID Support)	6273	\$900,000	\$900,000	\$900,000
\$3,205	\$63,510	\$550,000	PROJECT COSTS - SUBTOTAL		\$900,000	\$900,000	\$900,000
0	0	50,000	Materials & Services	52240	50,000	50,000	50,000
0	0	750,000	Contingency	58100	750,000	750,000	750,000
2,981,148	3,095,551	2,424,400	Ending Fund Balance	31100	2,049,200	2,049,200	2,049,200
\$2,984,353	\$3,159,061	\$3,774,400	TOTAL REQUIREMENTS		\$3,749,200	\$3,749,200	\$3,749,200

SURFACE WATER MANAGEMENT LOCAL IMPROVEMENT DISTRICT CONSTRUCTION FUND 208

The Surface Water Management Local Improvement District Construction Fund was created to provide financing for local storm drainage and surface water management improvements that benefit specific property owners.

As in the case of the Sanitary Sewer System LID Construction Fund, CWS will help construct local surface water management system improvements by forming Local Improvement Districts at the request of interested property owners. The costs of construction are ultimately funded by assessments paid by benefited property owners, residents who own land adjacent to the local improvement and can connect to, or be served by, the improvement.

Due to changes in state law and federal regulations for tax-exempt financing, CWS has financed LIDs internally. By financing internally, benefited property owners can finance a loan with better terms and interest rates and CWS receives interest and administrative fees when processing the loan. CWS does not have to issue debt or be responsible for principal and interest payments on debt if the property owner is in default on the loan.

An LID bond sale may be an option in the future; however, this budget assumes continued internal financing.

FUND 208

Surface Water Management Local Improvement District Construction

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
\$0	\$0	\$0	Assessment Principal	46010	\$0	\$0	\$0
0	0	0	Incentives	46015	0	0	0
10,409	18,592	16,500	Interest on Investments	44020	27,600	27,600	27,600
0	0	0	Interest on Assessments	44040	0	0	0
646,840	657,249	686,500	Beginning Balance	31100	700,000	700,000	700,000
\$657,249	\$675,841	\$703,000	TOTAL RESOURCES		\$727,600	\$727,600	\$727,600
REQUIREMENTS:							
\$0	\$0	\$25,000	Capital Outlay	55300	\$25,000	\$25,000	\$25,000
\$0	\$0	\$25,000	PROJECT COSTS - SUBTOTAL		\$25,000	\$25,000	\$25,000
0	0	25,000	Materials & Services	52240	25,000	25,000	25,000
0	0	100,000	Contingency	58100	100,000	100,000	100,000
657,249	675,841	553,000	Ending Fund Balance	31100	577,600	577,600	577,600
\$657,249	\$675,841	\$703,000	TOTAL REQUIREMENTS		\$727,600	\$727,600	\$727,600

SANITARY SEWER CONSTRUCTION FUND 112

The Sanitary Sewer Construction Fund was created to manage the financing for sanitary sewer capital projects. Treatment, sanitary collection system, project-related studies, and capital equipment needs are financed from a combination of revenue bond proceeds, sanitary sewer SDC revenues, and service charge revenue transfers from the General Fund 101. The Fiscal Year 2025-26 budget includes the planned sale of \$75 million in revenue bonds to fund necessary capital projects to serve the growing region.

The primary budgeted expenditures for this fund are the projects included in the first year of CWS' FY 2026-2030 five-year Capital Improvement Program (CIP).

FUND 112

Sanitary Sewer Construction

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
\$25,000,000	\$40,000,000	\$75,000,000	Transfer from Fund 101	49101	\$100,000,000	\$100,000,000	\$100,000,000
15,772,100	12,998,900	10,087,800	Transfer from Fund 107	49107	15,501,800	15,501,800	15,501,800
0	0	0	Bond Sale Proceeds	46200	75,000,000	75,000,000	75,000,000
733,895	994,737	926,000	Contributions-City or Developer	47010	707,000	707,000	707,000
0	9,271	50,000	Miscellaneous Revenue	40380	100,000	100,000	100,000
0	0	50,000	Grants/Contributions	43030	0	0	0
874,291	1,303,403	569,900	Interest on Investments	44020	1,172,400	1,172,400	1,172,400
43,461,169	46,901,225	23,837,000	Beginning Balance	31100	23,500,000	23,500,000	23,500,000
15,216	0	0	Restatements		0	0	0
43,476,385	46,901,225	23,837,000	Beginning Balance, as restated	31100	23,500,000	23,500,000	23,500,000
\$85,856,673	\$102,207,536	\$110,520,700	TOTAL RESOURCES		\$215,981,200	\$215,981,200	\$215,981,200
REQUIREMENTS:							
CIP PROJECT EXPENDITURES:							
\$23,045,298	\$41,480,254	\$48,370,000	Water Resource Recovery Projects	55300	\$55,835,000	\$55,835,000	\$55,835,000
8,532,435	10,511,630	11,365,000	Utility Operations & Services Projects	55800	22,014,000	22,014,000	22,014,000
7,377,012	21,520,126	26,938,800	Planning & Support Projects	55400	41,695,300	41,695,300	41,695,300
\$38,954,745	\$73,512,010	\$86,673,800	PROJECT COSTS - SUBTOTAL		\$119,544,300	\$119,544,300	\$119,544,300
\$703	\$0	\$100,000	Materials and Services	52240	\$650,000	\$650,000	\$650,000
0	0	12,500,000	Contingency	58100	20,000,000	20,000,000	20,000,000
46,901,225	28,695,526	11,246,900	Ending Fund Balance	31100	75,786,900	75,786,900	75,786,900
\$85,856,673	\$102,207,536	\$110,520,700	TOTAL REQUIREMENTS		\$215,981,200	\$215,981,200	\$215,981,200

SURFACE WATER MANAGEMENT CONSTRUCTION FUND 212

The SWM Construction Fund was created to manage the capital investments and related costs for the Surface Water Management program. Storm drainage and surface water management facilities, project-related studies, and capital equipment needs are financed from a combination of SWM SDC revenue and service charge revenue transfers from the SWM Operating Fund 201.

The budget for FY 2025-26 is based on the first year of the CIP for FY 2026-2030. CWS prioritized projects and included them in the CIP for FY 2026-2030 to continue to build and stabilize reserves.

FUND 212

Surface Water Management Construction

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
\$2,500,000	\$1,500,000	\$2,500,000	Transfer from Fund 201	49201	\$2,500,000	\$2,500,000	\$2,500,000
75,000	0	125,000	Transfer from Fund 207	49207	125,000	125,000	125,000
0	707,500	102,000	Reimbursements from Developers	47010	100,000	100,000	100,000
115,570	208,704	177,400	Interest on Investments	44020	317,200	317,200	317,200
6,648,335	6,910,824	7,419,000	Beginning Fund Balance	31100	8,200,000	8,200,000	8,200,000
(15,216)	0	0	Restatements		0	0	0
6,633,119	6,910,824	7,419,000	Beginning Balance, as restated	31100	8,200,000	8,200,000	8,200,000
\$9,323,689	\$9,327,028	\$10,323,400	TOTAL RESOURCES		\$11,242,200	\$11,242,200	\$11,242,200
REQUIREMENTS:							
\$2,412,865	\$1,564,061	\$2,557,500	CIP Project Expenditures		\$1,943,500	\$1,943,500	\$1,943,500
0	0	50,000	Materials and Services	52240	50,000	50,000	50,000
0	0	750,000	Contingency	58100	1,000,000	1,000,000	1,000,000
6,910,824	7,762,967	6,965,900	Ending Fund Balance	31100	8,248,700	8,248,700	8,248,700
\$9,323,689	\$9,327,028	\$10,323,400	TOTAL REQUIREMENTS		\$11,242,200	\$11,242,200	\$11,242,200



Sanitary Sewer Construction Fund 112 finances treatment, recycled wastewater, sanitary collection system, project-related studies, and capital equipment needs, including those at the Rock Creek Water Resources Recovery Facility.



Reserve Funds

The Clean Water Services fund structure includes five funds to provide for mid- and long-term financial requirements and revenues.

- **Liability Reserve Fund 102**
Fund 102 accounts for CWS' expenses incurred under its self-insurance programs for fire loss, property damage, and all risks up to a self-insured retention limit and workers' compensation claims related to job injuries.
- **Sanitary Sewer Capital Replacement Fund 106**
Fund 106 finances the routine replacement of rolling stock, computers, and minor sanitary sewer treatment facility and collection system needs.
- **Surface Water Management Capital Replacement Fund 206**
Fund 206 finances the routine replacement of rolling stock and stormwater collection system needs.
- **Sanitary Capital Reserve Fund 107**
Fund 107 accounts for collecting and tracking revenues from System Development Charges expended to construct sanitary sewer systems and facilities and related debt service.
- **Surface Water Management Capital Reserve Fund 207**
Fund 207 accounts for collecting and tracking revenues from System Development Charges expended to construct stormwater systems and facilities.

LIABILITY RESERVE FUND 102

The Liability Reserve Fund provides for payments of the retained amount (deductible) of any insured loss and payments for losses that are either uninsured or uninsurable. CWS maintains retention levels of \$50,000 per occurrence on its auto and general liability insurance coverage and \$5,000,000 per occurrence on its property coverage. These retentions are insured through CWS' captive, Clean Water Insurance Company.

A portion of the ending fund balance is appropriated as Contingency each year in case of significant payments for self-insured programs and insured losses greater than policy limits. Actual expenditures of these funds would require formal action by CWS' Board of Directors. Examples of self-insured risks include:

- Physical damage to CWS' vehicles.
- Earth movement over \$120 million.
- Railroad liability, on-premises pollution from aboveground storage tanks, and off-premises pollution liability.
- Legal defense costs associated with any uninsured or insured but contested occurrence.
- Employee-related claims such as medical expenses from volunteers, employee dishonesty resulting in losses greater than \$100,000, and workers' compensation claims above the standard premium.

Insurance reimbursements and interest earnings fund the anticipated annual expenses.

Although expenditures are impossible to predict reliably, appropriations are included in the budget as potential payments against CWS deductibles in property, legal liability, automobile loss, and prior years' workers' compensation claim payments. The contingency enables CWS to modify its insurance policies in volatile markets. For example, expanding the "self-funded" liability portion of coverage can keep insured programs affordable when insurance costs increase due to changes in market conditions or insurers' assessment of CWS risk.

FUND 102

Liability Reserve

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
\$0	\$0	\$0	Transfer from Fund 101	49101	\$0	\$0	\$0
39,666	86,384	39,500	Payments From Third Parties	46300	42,600	42,600	42,600
19,937	65,391	40,000	Workers Compensation Refunds	46320	43,200	43,200	43,200
109,775	146,505	0	Insurance Reimbursement	46310	0	0	0
85,806	151,062	119,000	Interest on Investments	44020	226,300	226,300	226,300
5,296,168	5,444,838	5,231,600	Beginning Balance	31100	5,300,000	5,300,000	5,300,000
\$5,551,352	\$5,894,180	\$5,430,100	TOTAL RESOURCES		\$5,612,100	\$5,612,100	\$5,612,100
REQUIREMENTS:							
\$9,190	\$21,780	\$50,000	Workers Comp Medical Claims	52775	\$50,000	\$50,000	\$50,000
1,158	116,321	350,000	Legal	52710	350,000	350,000	350,000
26,145	126,827	350,000	Property	52720	350,000	350,000	350,000
1,805	25,596	50,000	Automobile/vehicle-liability	52725	50,000	50,000	50,000
22,303	7,462	40,000	Automobile/vehicle-collision	52730	40,000	40,000	40,000
31,541	15,300	50,000	Non - Clean Water Services	52735-52750	50,000	50,000	50,000
14,372	40,240	0	Other Materials & Services	52495	0	0	0
0	0	100,000	Contingency	58100	100,000	100,000	100,000
5,444,838	5,540,654	4,440,100	Ending Fund Balance	31100	4,622,100	4,622,100	4,622,100
\$5,551,352	\$5,894,180	\$5,430,100	TOTAL REQUIREMENTS		\$5,612,100	\$5,612,100	\$5,612,100

SANITARY SEWER CAPITAL REPLACEMENT FUND 106

The Sanitary Sewer Capital Replacement Fund was established in Fiscal Year 2016-17 to track and fund routine replacement of rolling stock, computers, and minor treatment facility and collection system needs. This fund is maintained through service charge revenue transferred from the General Fund 101.

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
\$6,500,000	\$15,000,000	\$20,000,000	Transfer from Fund 101	49101	\$20,000,000	\$20,000,000	\$20,000,000
200,165	439,915	530,500	Interest on Investments	44020	739,700	739,700	739,700
10,769,983	11,122,579	17,042,500	Beginning Balance	31100	18,600,000	18,600,000	18,600,000
\$17,470,148	\$26,562,494	\$37,573,000	TOTAL RESOURCES		\$39,339,700	\$39,339,700	\$39,339,700
REQUIREMENTS:							
\$6,067,445	\$8,277,150	\$15,534,500	Capital Outlay	55000	\$22,586,000	\$22,586,000	\$22,586,000
280,124	181,828	750,000	Non Departmental Materials & Services	52000	800,000	800,000	800,000
0	0	9,000,000	Contingency	58100	5,000,000	5,000,000	5,000,000
11,122,579	18,103,516	12,288,500	Ending Fund Balance	31100	10,953,700	10,953,700	10,953,700
\$17,470,148	\$26,562,494	\$37,573,000	TOTAL REQUIREMENTS		\$39,339,700	\$39,339,700	\$39,339,700

SURFACE WATER MANAGEMENT CAPITAL REPLACEMENT FUND 206

The Surface Water Management Capital Replacement Fund was established in FY 2016-17 to track and fund routine replacement of rolling stock and collection system needs. This fund is maintained through service charge revenue transferred from the Surface Water Management Operating Fund 201.

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
\$0	\$200,000	\$400,000	Transfer from Fund 201	49201	\$750,000	\$750,000	\$750,000
50,627	90,363	79,200	Interest on Investments	44020	133,900	133,900	133,900
3,368,832	3,196,415	3,311,700	Beginning Balance	31100	3,600,000	3,600,000	3,600,000
\$3,419,459	\$3,486,778	\$3,790,900	TOTAL RESOURCES		\$4,483,900	\$4,483,900	\$4,483,900
REQUIREMENTS:							
\$223,044	\$208,402	\$423,000	Capital Outlay	55000	\$560,000	\$560,000	\$560,000
0	0	25,000	Non Departmental Materials & Services	52000	50,000	50,000	50,000
0	0	750,000	Contingency	58100	1,000,000	1,000,000	1,000,000
3,196,415	3,278,376	2,592,900	Ending Fund Balance	31100	2,873,900	2,873,900	2,873,900
\$3,419,459	\$3,486,778	\$3,790,900	TOTAL REQUIREMENTS		\$4,483,900	\$4,483,900	\$4,483,900

SANITARY SEWER CAPITAL RESERVE FUND 107

New customers are required to pay a System Development Charge (SDC) when connecting for the first time to CWS wastewater collection and treatment systems. The Sanitary Sewer Capital Reserve Fund collects and tracks revenue for the sanitary SDCs. The revenues are expended on sanitary sewer projects and related debt service through transfers to the Sanitary Sewer Construction Fund 112 and the Master Plan Update Debt Service Fund 111.

Historically, SDCs constituted a substantial revenue source for CWS. However, SDCs are a volatile revenue source dependent on the local economy and development climate.

The sanitary sewer SDC is increasing from \$7,009 to \$7,139 per Equivalent Dwelling Unit to more accurately reflect the cost of construction.

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
<u>REIMBURSEMENT</u>							
\$2,504,792	\$2,322,749	\$2,201,700	CWS - District Wide	41010	\$2,676,000	\$2,676,000	\$2,676,000
16,671,891	9,307,806	10,602,600	Cities	41020	12,414,600	12,414,600	12,414,600
123,179	272,266	404,500	CWS Industrial	41100	416,000	416,000	416,000
<u>IMPROVEMENT</u>							
1,506,207	1,339,743	1,235,800	CWS - District Wide	41200	1,271,100	1,271,100	1,271,100
166,587	147,590	135,900	CWS - Local	41205	139,800	139,800	139,800
10,037,974	5,611,674	6,352,000	Cities	41210	7,230,700	7,230,700	7,230,700
74,017	164,404	236,600	CWS Industrial	41300	239,000	239,000	239,000
0	17,262	17,400	City Industrial	41310	17,600	17,600	17,600
8,178	0	0	Miscellaneous Revenue	40380	0	0	0
415,884	663,757	572,300	Interest on Investments	44020	909,100	909,100	909,100
30,696,141	32,544,250	23,837,000	Beginning Balance	31100	24,100,000	24,100,000	24,100,000
\$62,204,850	\$52,391,501	\$45,595,800	TOTAL RESOURCES		\$49,413,900	\$49,413,900	\$49,413,900
REQUIREMENTS:							
\$13,888,500	\$16,697,700	\$12,804,300	Transfer to Fund 111	57111	\$15,090,600	\$15,090,600	\$15,090,600
15,772,100	12,998,900	10,087,800	Transfer to Fund 112	57112	15,501,800	15,501,800	15,501,800
0	0	500,000	Contingency	58100	500,000	500,000	500,000
32,544,250	22,694,901	22,203,700	Ending Fund Balance	31100	18,321,500	18,321,500	18,321,500
\$62,204,850	\$52,391,501	\$45,595,800	TOTAL REQUIREMENTS		\$49,413,900	\$49,413,900	\$49,413,900

SURFACE WATER MANAGEMENT CAPITAL RESERVE FUND 207

As with the sanitary sewer collection and treatment system, new customers are required to pay an SDC when they become a part of CWS' surface water management (SWM) system. Like the Sanitary Capital Reserve Fund, SWM SDC revenues are accounted for in this fund. The revenues are transferred to the SWM Construction Fund 212 to be spent on SWM capital projects.

The SWM SDC is increasing in FY 2025-26 from \$678 to \$691 per Equivalent Service Unit to more accurately reflect the cost of SWM capital projects.

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
			Connection Fees				
\$6,548	\$2,488	\$3,800	Quality	41410	\$3,900	\$3,900	\$3,900
31,265	19,291	20,000	Quantity	41400	20,600	20,600	20,600
385,963	319,194	75,000	Fees in Lieu Received	41413	75,000	75,000	75,000
59,619	111,491	90,300	Interest on Investments	44020	172,600	172,600	172,600
3,362,365	3,770,760	3,778,000	Beginning Balance	31100	4,500,000	4,500,000	4,500,000
\$3,845,760	\$4,223,224	\$3,967,100	TOTAL RESOURCES		\$4,772,100	\$4,772,100	\$4,772,100
REQUIREMENTS:							
\$75,000	\$0	\$125,000	Transfer to Fund 212	57212	\$125,000	\$125,000	\$125,000
0	0	30,000	Contingency	58100	30,000	30,000	30,000
3,770,760	4,223,224	3,812,100	Ending Fund Balance	31100	4,617,100	4,617,100	4,617,100
\$3,845,760	\$4,223,224	\$3,967,100	TOTAL REQUIREMENTS		\$4,772,100	\$4,772,100	\$4,772,100



Debt Service Funds

The Clean Water Services budget includes two funds that provide payment for long-term bonded debt.

- **Master Plan Update Service Fund 111**
- **Revenue Pension Bond Fund 114**

As of June 30, 2025, the principal outstanding on sewer revenue bond debt is \$92,370,000 and \$4,765,000 in revenue pension bonds. Resources and requirements for each fund are identified in this section.

MASTER PLAN UPDATE DEBT SERVICE FUND 111

The Master Plan Update Debt Service Fund provides for the repayment of revenue-bonded debt incurred for projects identified in CWS master plans, facility plans, and a portion of water resource recovery facility improvements identified in the Capital Improvement Program. The Fiscal Year 2025-26 budget includes an issuance of \$75 million, and Fund 111 reflects an interest payment on this planned debt.

As a result of changes in the municipal bond market during Fiscal Year 2008-09, CWS held cash bond reserves to meet bond covenant requirements for the Series 2010B issue instead of issuing a surety reserve policy. The reserved funds are housed in Fund 111 as a restricted portion of the Ending Fund Balance. Future bond issues may include adding cash bond reserves.

CWS' rate covenants on outstanding revenue debt require debt service coverage ratios of at least 1.2 times annual debt service on senior lien parity obligations plus 1.0 times annual debt service on subordinate lien parity obligations. Bond coverage as of June 30, 2024, was 7.36 for senior bonds. CWS has no subordinate debt outstanding.

FUND 111

Master Plan Update Debt Service

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
\$0	\$0	\$0	Transfer from Fund 101	49101	\$0	\$0	\$0
13,888,500	16,697,700	12,804,300	Transfer from Fund 107	49107	15,090,600	15,090,600	15,090,600
268,741	523,984	444,800	Interest on Investments	44020	829,200	829,200	829,200
4,987	0	0	Other		0	0	0
1,226,208	1,161,003	1,109,400	Series 2010B Build America Bond Subsidy	43050	1,037,500	1,037,500	1,037,500
17,199,910	17,211,387	18,606,000	Beginning Balance	31100	19,800,000	19,800,000	19,800,000
\$32,588,346	\$35,594,074	\$32,964,500	TOTAL RESOURCES		\$36,757,300	\$36,757,300	\$36,757,300
REQUIREMENTS:							
Series 2010B (\$90,260,000)							
\$3,905,000	\$4,030,000	\$4,160,000	Principal	56100	\$4,295,000	\$4,295,000	\$4,295,000
3,761,834	3,567,262	3,361,400	Interest	56105	3,143,500	3,143,500	3,143,500
Series 2016A (Refunding Series 2009A) (\$33,335,000)							
3,515,000	3,690,000	3,880,000	Principal	56100	4,080,000	4,080,000	4,080,000
1,247,375	1,067,251	878,000	Interest	56105	679,000	679,000	679,000
Series 2021 (Refunding 2011B) (\$25,405,000)							
1,780,000	1,870,000	1,965,000	Principal	56100	2,070,000	2,070,000	2,070,000
1,167,750	1,076,498	980,700	Interest	56105	879,800	879,800	879,800
Series 2026 (Potential Issue) (\$75,000,000)							
0	0	0	Principal	56100	0	0	0
0	0	0	Interest	56105	2,400,000	2,400,000	2,400,000
0	0	1,000,000	Contingency	58100	0	0	0
Ending Fund Balance							
5,840,100	9,744,900	9,744,900	Restricted - Debt Reserve	31100	9,744,900	9,744,900	9,744,900
11,371,287	10,548,163	6,994,500	Unrestricted	31100	9,465,100	9,465,100	9,465,100
\$32,588,346	\$35,594,074	\$32,964,500	TOTAL REQUIREMENTS		\$36,757,300	\$36,757,300	\$36,757,300

REVENUE PENSION BOND FUND 114

The Revenue Pension Bond Fund provides payment of the Series 2004 Revenue Pension Bonds, issued in July 2004. The proceeds of these bonds were used to finance the unfunded actuarial liability of approximately \$16 million generated by shortfalls in the Oregon Public Employees Retirement System (PERS). CWS elected to fund this liability through the sale of bonds at historically low market rates.

FUND 114

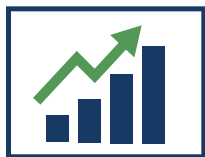
Revenue Pension Bond

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	RESOURCE OR REQUIREMENTS CATEGORY	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
RESOURCES:							
\$1,804,000	\$1,878,300	\$1,953,900	Transfer from Fund 101	49101	\$2,029,200	\$2,029,200	\$2,029,200
10,078	17,855	15,200	Interest on Investments	44020	26,300	26,300	26,300
636,471	636,182	644,000	Beginning Balance	31100	650,000	650,000	650,000
\$2,450,549	\$2,532,337	\$2,613,100	TOTAL RESOURCES		\$2,705,500	\$2,705,500	\$2,705,500
REQUIREMENTS:							
Series 2004 Revenue Pension Bond							
\$1,265,000	\$1,415,000	\$1,585,000	Principal	56100	\$1,765,000	\$1,765,000	\$1,765,000
549,367	473,277	387,100	Interest	56105	290,500	290,500	290,500
0	0	75,000	Contingency	58100	0	0	0
636,182	644,060	566,000	Ending Fund Balance	31100	650,000	650,000	650,000
\$2,450,549	\$2,532,337	\$2,613,100	TOTAL REQUIREMENTS		\$2,705,500	\$2,705,500	\$2,705,500



Business Services Functional Area

Clean Water Services has eight departments organized under the Business Services functional area that support CWS operations and the services provided to customers — Office of the CEO, Business Operations & Strategy, Digital Solutions, Finance & Accounting, Human Resources, Legal & Compliance Services, Regional Utility Services, and Regulatory Affairs.



AAA/Aa1

Moody's and Standard
and Poor's credit rating



1,000

Fernhill Visitor Station visitors
due to promotion and outreach



400

private water quality
facility inspections



95%

Cybersecurity training
completion rate



90%

compliance
in safety audits



380,000

analytical
results

BUSINESS SERVICES: Functional Area Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	16,390,347	18,077,208	24,742,500	27,388,300	11%	2,645,800
Temporary	51130	481,201	802,588	302,000	214,000	-29%	(88,000)
Overtime	51140	73,427	99,747	81,100	78,100	-4%	(3,000)
Out of Class Straight Time	51170	0	0	5,000	5,000	0%	0
Other Personnel Expenses	51600	7,093,152	8,042,475	11,635,800	14,078,200	21%	2,442,400
Tuition Reimbursement	51761	55,515	57,910	31,600	24,500	-22%	(7,100)
Other Employee Allowances	51900	12,475	19,763	16,500	17,700	7%	1,200
Auto Allowance	51910	48,880	58,280	49,200	60,300	23%	11,100
Mobile Computing Allowance	51915	41,760	48,350	32,400	43,000	33%	10,600
PERSONNEL EXPENSE SUBTOTAL		24,196,756	27,206,321	36,896,100	41,909,100	14%	5,013,000
Electricity	52110	0	0	0	522,000	0%	522,000
Water	52120	0	0	0	90,000	0%	90,000
Natural Gas	52130	0	0	0	82,500	0%	82,500
Garbage	52140	0	0	0	21,500	0%	21,500
Surface Water Management Charge	52150	0	0	0	45,500	0%	45,500
Other Utility Services	52160	0	0	0	3,200	0%	3,200
Sewer Charges	52170	0	0	0	39,500	0%	39,500
Contracted Services	52205	395,518	1,807,884	1,165,500	2,343,500	101%	1,178,000
Landscape Services	52215	0	0	0	990,000	0%	990,000
Audit & Accounting Services	52220	55,000	71,400	60,000	95,000	58%	35,000
Legal Services	52230	80,355	30,167	10,000	80,000	700%	70,000
Professional Services	52240	1,973,147	2,397,427	4,501,200	3,853,300	-14%	(647,900)
Recording Fees	52250	10,574	5,629	14,000	10,000	-29%	(4,000)
Laundry	52260	10,239	11,583	13,000	17,500	35%	4,500
Other Government Services	52270	1,847,834	2,191,386	2,512,500	2,758,500	10%	246,000
Office Supplies	52305	16,416	19,438	28,500	34,100	20%	5,600
Operating Supplies	52310	37,455	66,047	74,200	90,800	22%	16,600
Gas, Oil, Lubrication	52315	121	56	200	100	-50%	(100)
Janitorial Supplies	52320	0	0	0	40,500	0%	40,500
Tech & Scientific Supplies	52325	450,078	553,761	510,600	546,500	7%	35,900
Repair & Maintenance Supplies	52330	8,814	88,381	3,000	3,000	0%	0
HVAC Maintenance Supplies	52331	0	0	0	37,500	0%	37,500
Construction & Building Supplies	52335	38,679	12,549	0	208,500	0%	208,500
Parts & Equipment	52340	0	8	10,000	10,000	0%	0
Small Tools	52350	5,186	1,250	13,900	15,500	12%	1,600
Safety Equipment	52360	6,142	5,400	5,000	112,800	2156%	107,800
Uniforms	52365	0	1,064	1,000	1,800	80%	800
Postage & Freight	52375	14,935	39,199	35,000	33,700	-4%	(1,300)
Software Expensed	52380	375	1,745	0	0	0%	0
Computer Equipment Expensed	52385	83,836	126,133	105,500	100,000	-5%	(5,500)
Dues & Memberships	52405	261,767	275,648	298,300	294,300	-1%	(4,000)
Books, Subscriptions & Publications	52410	53,542	33,232	24,700	14,000	-43%	(10,700)
Tri-Met Subsidy	52420	18,299	19,618	27,000	27,000	0%	0
Software Licenses & Support	52425	2,220,612	2,428,952	3,100,100	3,623,000	17%	522,900
Publication Notices	52430	5,677	5,490	9,200	8,200	-11%	(1,000)
Printing	52435	53,646	71,894	87,300	94,200	8%	6,900
Telecom Internal	52440	0	134,824	0	190,000	0%	190,000
Telephone Services	52445	211,266	337,195	384,800	252,500	-34%	(132,300)
Land & Building Rent	52470	0	0	0	121,000	0%	121,000
Fueling Contract	52475	34,188	29,031	37,400	51,900	39%	14,500
Training & Education	52480	134,768	130,219	208,900	173,700	-17%	(35,200)
Travel Expense	52485	121,934	193,444	215,100	183,200	-15%	(31,900)
Fleet Charges	52486	34,282	24,948	27,100	48,000	77%	20,900
Private Mileage	52487	12,031	25,087	20,700	21,200	2%	500
Other Materials & Services	52495	291,379	342,113	395,000	171,700	-57%	(223,300)
Permits, Licenses & Fees	52500	452,424	498,971	450,300	468,900	4%	18,600
Public Information	52505	90	0	2,000	0	-100%	(2,000)
Bank Service Charge	52515	140,556	133,513	176,000	151,000	-14%	(25,000)
Bond Trustee Fees	52550	2,388	2,388	2,500	2,500	0%	0
Equipment Rental	52605	0	155	0	9,000	0%	9,000
Repair & Maintenance Services	52610	89,132	37,632	7,000	534,000	7529%	527,000
Non-vehicle Equipment Repair & Maintenance	52620	14,330	13,453	30,000	52,000	73%	22,000
Computer Repair & Maintenance	52630	861	72,043	39,500	228,500	478%	189,000
HVAC Service & Repair	52661	0	0	0	250,000	0%	250,000
Insurance	52705	2,871,251	3,772,118	4,300,000	4,400,000	2%	100,000
Other Chemicals	52890	0	34	0	0	0%	0
MATERIALS & SERVICES SUBTOTAL		12,059,128	16,012,511	18,906,000	23,556,600	25%	4,650,600
TOTAL EXPENDITURE		36,255,884	43,218,831	55,802,100	65,465,700	17%	9,663,600

RESEARCH & INNOVATION: Department Expenditure Summary

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
544,060	958,831	0	Wages & Other Pay	51100	0	0	0
218,215	201,472	0	Temporary	51130	0	0	0
2,579	749	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
286,627	306,006	0	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
150	575	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
585	8,918	0	Mobile Computing Allowance	51915	0	0	0
1,052,216	1,476,551	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
36,078	81,938	0	Contracted Services	52205	0	0	0
0	105	0	Professional Services	52240	0	0	0
425	192	0	Laundry	52260	0	0	0
3,374	12,069	0	Operating Supplies	52310	0	0	0
88,965	89,222	0	Tech & Scientific Supplies	52325	0	0	0
7,271	0	0	Repair & Maintenance Supplies	52330	0	0	0
5,379	0	0	Construction & Building Supplies	52335	0	0	0
624	737	0	Small Tools	52350	0	0	0
878	715	0	Safety Equipment	52360	0	0	0
1,374	1,136	0	Postage & Freight	52375	0	0	0
2,392	3,387	0	Dues & Memberships	52405	0	0	0
144	339	0	Books, Subscriptions & Publications	52410	0	0	0
900	0	0	Software Licenses & Support	52425	0	0	0
114	396	0	Printing	52435	0	0	0
14,412	26,619	0	Training & Education	52480	0	0	0
43,768	56,579	0	Travel Expense	52485	0	0	0
3,571	12,880	0	Private Mileage	52487	0	0	0
27,555	71,943	0	Other Materials & Services	52495	0	0	0
237,225	358,254	0	MATERIALS & SERVICES SUBTOTAL		0	0	0
1,289,441	1,834,805	0	TOTAL EXPENDITURE		0	0	0

R&I POSITION AND SALARY EXPENSE: Integrated Water Resource Technology Research | 8113

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Operations Analyst 1	No
0.00	2.00	0.00	0.00	Operations Specialist	No
1.00	1.00	0.00	0.00	Operations Specialist - Research	No
1.00	1.00	0.00	0.00	Principal Engineer	No
1.00	0.00	0.00	0.00	Research & Innovation Director	No
1.00	1.00	0.00	0.00	Senior Operations Analyst	No
0.00	1.00	0.00	0.00	Senior Research Program Manager	No
1.00	0.00	0.00	0.00	Senior Water Resources Program Manager	No
1.00	1.00	0.00	0.00	Water Resources Analyst - Regulatory	No
7.00	8.00	0.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Operations Analyst 1	No
0.00	2.00	0.00	0.00	Operations Specialist	No
1.00	1.00	0.00	0.00	Operations Specialist - Research	No
1.00	1.00	0.00	0.00	Principal Engineer	No
1.00	0.00	0.00	0.00	Research & Innovation Director	No
1.00	1.00	0.00	0.00	Senior Operations Analyst	No
0.00	1.00	0.00	0.00	Senior Research Program Manager	No
1.00	0.00	0.00	0.00	Senior Water Resources Program Manager	No
1.00	1.00	0.00	0.00	Water Resources Analyst - Regulatory	No
7.00	8.00	0.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Operations Analyst 1	No
0.00	0.00	0.00	0.00	Operations Specialist	No
0.00	0.00	0.00	0.00	Operations Specialist - Research	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Research & Innovation Director	No
0.00	0.00	0.00	0.00	Senior Operations Analyst	No
0.00	0.00	0.00	0.00	Senior Research Program Manager	No
0.00	0.00	0.00	0.00	Senior Water Resources Program Manager	No
0.00	0.00	0.00	0.00	Water Resources Analyst - Regulatory	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

R&I EXPENDITURE SUMMARY: Integrated Water Resource Technology Research | 8113

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
544,060	678,792	0	Wages & Other Pay	51100	0	0	0
218,215	122,157	0	Temporary	51130	0	0	0
2,579	644	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
286,627	309,035	0	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
150	575	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
585	3,878	0	Mobile Computing Allowance	51915	0	0	0
1,052,216	1,115,081	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
36,078	81,938	0	Contracted Services	52205	0	0	0
0	105	0	Professional Services	52240	0	0	0
425	192	0	Laundry	52260	0	0	0
3,374	799	0	Operating Supplies	52310	0	0	0
88,965	82,340	0	Tech & Scientific Supplies	52325	0	0	0
7,271	0	0	Repair & Maintenance Supplies	52330	0	0	0
5,379	0	0	Construction & Building Supplies	52335	0	0	0
624	737	0	Small Tools	52350	0	0	0
878	216	0	Safety Equipment	52360	0	0	0
1,374	1,136	0	Postage & Freight	52375	0	0	0
2,392	1,618	0	Dues & Memberships	52405	0	0	0
144	0	0	Books, Subscriptions & Publications	52410	0	0	0
900	0	0	Software Licenses & Support	52425	0	0	0
114	396	0	Printing	52435	0	0	0
14,412	15,005	0	Training & Education	52480	0	0	0
43,768	26,195	0	Travel Expense	52485	0	0	0
3,571	10,341	0	Private Mileage	52487	0	0	0
27,555	71,527	0	Other Materials & Services	52495	0	0	0
237,225	292,544	0	MATERIALS & SERVICES SUBTOTAL		0	0	0
1,289,441	1,407,625	0	TOTAL EXPENDITURE		0	0	0

R&I POSITION AND SALARY EXPENSE: Technology Development & Research | 8316

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	1.00	0.00	0.00	Operations Analyst 1	No
0.00	1.00	0.00	0.00	Operations Analyst 2	No
0.00	2.00	0.00	0.00	Operations Specialist	No
0.00	2.00	0.00	0.00	Principal Engineer	No
0.00	1.00	0.00	0.00	Sr Engineer	No
0.00	1.00	0.00	0.00	Sr Operations Analyst	No
0.00	8.00	0.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.75	0.00	0.00	Operations Analyst 1	No
0.00	0.90	0.00	0.00	Operations Analyst 2	No
0.00	1.00	0.00	0.00	Operations Specialist	No
0.00	0.70	0.00	0.00	Principal Engineer	No
0.00	0.50	0.00	0.00	Sr Engineer	No
0.00	1.00	0.00	0.00	Sr Operations Analyst	No
0.00	4.85	0.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.25	0.00	0.00	Operations Analyst 1	No
0.00	0.10	0.00	0.00	Operations Analyst 2	No
0.00	1.00	0.00	0.00	Operations Specialist	No
0.00	1.30	0.00	0.00	Principal Engineer	No
0.00	0.50	0.00	0.00	Sr Engineer	No
0.00	0.00	0.00	0.00	Sr Operations Analyst	No
0.00	3.15	0.00	0.00	TOTAL PERSONNEL	

R&I EXPENDITURE SUMMARY: Technology Development & Research | 8316

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	280,040	0	Wages & Other Pay	51100	0	0	0
0	79,315	0	Temporary	51130	0	0	0
0	105	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
0	(3,029)	0	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
0	5,040	0	Mobile Computing Allowance	51915	0	0	0
0	361,471	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	11,270	0	Operating Supplies	52310	0	0	0
0	6,882	0	Tech & Scientific Supplies	52325	0	0	0
0	499	0	Safety Equipment	52360	0	0	0
0	1,769	0	Dues & Memberships	52405	0	0	0
0	339	0	Books, Subscriptions & Publications	52410	0	0	0
0	11,614	0	Training & Education	52480	0	0	0
0	30,384	0	Travel Expense	52485	0	0	0
0	2,538	0	Private Mileage	52487	0	0	0
0	416	0	Other Materials & Services	52495	0	0	0
0	65,710	0	MATERIALS & SERVICES SUBTOTAL		0	0	0
0	427,181	0	TOTAL EXPENDITURE		0	0	0





Office of the Chief Executive Officer

The Office of the CEO (OCEO) is responsible for executive-level leadership and organizational oversight to align the vision, mission, and values of Clean Water Services with the direction from the Board of Directors and community input from the Clean Water Services Advisory Commission. The department includes District Administration, Government Affairs, and one new program — Emergency Management. Activities for the CWS Board of Directors and the Clean Water Services Advisory Commission are budgeted out of this department. In FY 2025-26, the Communications & Community Engagement program will transfer to the Regional Utility Services department.

The FY 2025-26 budget includes the reduction of 18 FTE as compared to the FY 2024-25 Revised Budget.

Existing FTE transferring into OCEO:

- One Executive Assistant is transferring to District Administration from Business Operations & Strategy - Culture, Equity & Learning.

Existing FTE transferring out of OCEO:

- Six members of the executive leadership team are transferring out of District Administration to departments within their respective portfolios as part of organizational structural changes. One of the FTEs is being reclassified as a Utility Operations Director in Water Resource Recovery Operations & Services - Administration.
- Twelve FTE from Communications & Community Engagement are transferring to Regional Utilities Services.
- One Technical Editor is transferring to Legal Services in the Legal & Compliance Services department.

Several changes are planned at the program level that don't affect the department's FTE count:

- Two FTE — Chief of Staff and Grants Analyst — are transferring from District Administration to Government Affairs.
- One Emergency Manager is transferring from District Administration to the new Emergency Management program.

District Administration

District Administration, formerly named the Office of the CEO, is responsible for implementing the policy direction provided by the Board of Directors and advisory input from the Clean Water Services Advisory Commission; developing and administering strategic planning and strategic initiatives; and developing and implementing Performance Excellence initiatives, governmental relations, and regulatory compliance. The District Administration program is responsible for overall leadership and management of CWS operations, intergovernmental relationships, and coordination of intergovernmental agreements with cities, Washington County, and other jurisdictions.

Emergency Management

Emergency Management at Clean Water Services is an all-organization, all-hazard, collaborative initiative to respond to emergencies and disasters facing CWS. The group focuses on proactive planning and development of the Emergency Operations Plan, the readiness of CWS staff to respond to all hazards facing the organization, the resilience of CWS infrastructure to protect the public's health, and maintaining the relationships with the organization's response partners to support the various community lifelines that are critical for disaster recovery.

Government Affairs

Government Affairs develops and manages the strategic direction of CWS' state and federal government relations and legislative affairs to consistently and effectively build awareness, support, and credibility with key opinion leaders; state and federal agency staff; legislative staff; and elected officials. Program activities include developing legislative priorities, advocacy in Salem and Washington D.C., enterprise-wide coordination on policy development, and broad coalition building.

Office of the Chief Executive Officer

2025-26 full-time equivalent: 7

2025-26 departmental operating budget: \$2,329,200

Key Strategic Outcomes (KSO)













Abbreviations

Board: Clean Water Services Board of Directors
 BOR: Bureau of Reclamation
 CWAC: Clean Water Services Advisory Commission

CWIC: Clean Water Insurance Company
 ELT: Executive leadership team
 EOP: Emergency Operations Plan

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Department & program roadmaps completed	100%	100%	100%	100%
Performance Excellence project progress (on track, cautionary, or at risk)	On track	On track	On track	On track
Number of policies developed or revised	25	18	5	20
Number of chapters updated in EOP base plan	7			7

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Goal Share performance	75%	75.9%	75%	75%
Oregon Legislature & legislative committee facility tours & briefings	75%		50%	75%

Objective	Objective Statement	KSO
Provide the Board & CWAC feedback mechanism for continual improvement of their business processes	Develop a proactive process for the Board & CWAC to provide feedback to CWS on its effectiveness in communication & meeting their needs for engagement	
Executives provide clear implementation direction for all CWS departments & programs to develop department & program roadmaps using an integrated-team based approach	Develop, review, or update roles & responsibilities of each ELT member & establish accountability expectations	
Plan for the long-term projects & initiatives that sustain the success of CWS	Develop & implement an aligned strategic planning process	
	Complete development & implementation of all strategic roadmaps	
Establish clear policy directions & expectations that guide activities & behaviors at CWS	Regularly review and update all CWS policies to improve clarity, efficiency, effectiveness, and compliance standing in all CWS operations	
Identify and manage risks associated with CWS operations	Identify and develop CWS risk mitigation strategies by implementing risk mitigation measures and optimizing risk management through insurance tools with CWIC	
Establish and maintain positive government relations with federal, state, and local governments	Develop, review with the Board annually & implement CWS legislative priorities	
	Monitor BOR progress & advocate for congressional support of the Safety of Dams funding for Scoggins Dam	
	Increase understanding & engagement level with stakeholders & partner organizations	
Develop prepared workforce	Provide resources & support to individual workers to boost their family & personal preparedness	

OFFICE OF THE CHIEF EXECUTIVE OFFICER: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	3,438,563	4,222,252	3,997,500	1,384,800	-65%	(2,612,700)
Temporary	51130	33,314	0	0	0	0%	0
Overtime	51140	9,539	10,205	2,000	0	0%	(2,000)
Out of Class Straight Time	51170	0	0	0	0	0%	0
Other Personnel Expenses	51600	1,418,395	1,682,284	1,620,600	530,600	-67%	(1,090,000)
Tuition Reimbursement	51761	45,492	44,994	0	0	0%	0
Other Employee Allowances	51900	3,150	5,000	3,300	3,000	-9%	(300)
Auto Allowance	51910	27,630	42,780	38,000	17,700	-53%	(20,300)
Mobile Computing Allowance	51915	16,520	20,730	6,400	2,400	-63%	(4,000)
PERSONNEL EXPENSE SUBTOTAL		4,992,603	6,028,245	5,667,800	1,938,500	-66%	(3,729,300)
Contracted Services	52205	33,920	562,560	510,000	0	-100%	(510,000)
Professional Services	52240	422,280	415,808	717,300	195,000	-73%	(522,300)
Laundry	52260	0	40	0	0	0%	0
Other Government Services	52270	183,435	133,804	53,000	91,000	72%	38,000
Office Supplies	52305	10,624	12,946	1,800	3,500	94%	1,700
Operating Supplies	52310	15,692	25,728	0	7,600	0%	7,600
Gas, Oil, Lubrication	52315	121	56	200	0	-100%	(200)
Construction & Building Supplies	52335	33	0	0	0	0%	0
Postage & Freight	52375	491	413	2,900	200	-93%	(2,700)
Computer Equipment Expensed	52385	0	0	2,500	0	-100%	(2,500)
Dues & Memberships	52405	203,515	223,999	14,200	14,000	-1%	(200)
Books, Subscriptions & Publications	52410	7,908	3,964	4,000	1,500	-63%	(2,500)
Software Licenses & Support	52425	13,230	0	0	0	0%	0
Publication Notices	52430	0	1,032	400	0	-100%	(400)
Printing	52435	37,054	56,288	40,900	500	-99%	(40,400)
Fueling Contract	52475	0	157	600	0	-100%	(600)
Training & Education	52480	40,613	38,124	34,000	17,700	-48%	(16,300)
Travel Expense	52485	36,388	60,803	43,200	46,400	7%	3,200
Fleet Charges	52486	10	1,845	1,800	0	-100%	(1,800)
Private Mileage	52487	3,027	4,036	2,400	1,200	-50%	(1,200)
Other Materials & Services	52495	205,589	235,704	297,000	11,100	-96%	(285,900)
Permits, Licenses & Fees	52500	8	0	0	0	0%	0
Public Information	52505	90	0	0	0	0%	0
Equipment Rental	52605	0	155	0	1,000	0%	1,000
MATERIALS & SERVICES SUBTOTAL		1,214,029	1,777,460	1,726,200	390,700	-77%	(1,335,500)
TOTAL EXPENDITURE		6,206,632	7,805,705	7,394,000	2,329,200	-68%	(5,064,800)

OCEO POSITION AND SALARY EXPENSE: District Administration | 8101

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Chief Executive Officer	No
1.00	1.00	1.00	0.00	Chief of Staff	No
1.00	0.00	0.00	0.00	Chief Operating Officer	No
1.00	1.00	1.00	0.00	Chief Utility Relations Officer	No
1.00	0.00	0.00	0.00	Chief Strategy Officer	No
0.00	1.00	1.00	0.00	Chief Utility Operations Officer	No
0.00	1.00	1.00	0.00	General Counsel & Chief Compliance Officer	No
0.00	1.00	1.00	0.00	Chief Financial Officer	No
0.00	1.00	1.00	0.00	Chief Business Operations Officer	No
0.00	0.00	1.00	0.00	Chief Engineer & Water Technology Officer	No
1.00	0.00	0.00	1.00	Executive Assistant	No
0.00	1.00	1.00	0.00	Emergency Manager	No
0.00	1.00	1.00	0.00	Grants Analyst	No
0.00	1.00	1.00	0.00	Management Analyst	No
0.00	0.00	0.00	1.00	Executive Management Analyst	No
6.00	10.00	11.00	3.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Chief Executive Officer	No
1.00	1.00	1.00	0.00	Chief of Staff	No
1.00	0.00	0.00	0.00	Chief Operating Officer	No
1.00	1.00	1.00	0.00	Chief Utility Relations Officer	No
1.00	0.00	0.00	0.00	Chief Strategy Officer	No
0.00	1.00	1.00	0.00	Chief Utility Operations Officer	No
0.00	1.00	1.00	0.00	General Counsel & Chief Compliance Officer	No
0.00	1.00	1.00	0.00	Chief Financial Officer	No
0.00	1.00	1.00	0.00	Chief Business Operations Officer	No
0.00	0.00	1.00	0.00	Chief Engineer & Water Technology Officer	No
1.00	0.00	0.00	1.00	Executive Assistant	No
0.00	1.00	1.00	0.00	Emergency Manager	No
0.00	1.00	1.00	0.00	Grants Analyst	No
0.00	1.00	1.00	0.00	Management Analyst	No
0.00	0.00	0.00	1.00	Executive Management Analyst	No
6.00	10.00	11.00	3.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Chief Executive Officer	No
0.00	0.00	0.00	0.00	Chief of Staff	No
0.00	0.00	0.00	0.00	Chief Operating Officer	No
0.00	0.00	0.00	0.00	Chief Utility Relations Officer	No
0.00	0.00	0.00	0.00	Chief Strategy Officer	No
0.00	0.00	0.00	0.00	Chief Utility Operating Officer	No
0.00	0.00	0.00	0.00	General Counsel & Chief Compliance Officer	No
0.00	0.00	0.00	0.00	Chief Financial Officer	No
0.00	0.00	0.00	0.00	Chief Business Operations Officer	No
0.00	0.00	0.00	0.00	Chief Engineer & Water Technology Officer	No
0.00	0.00	0.00	0.00	Executive Assistant	No
0.00	0.00	0.00	0.00	Emergency Manager	No
0.00	0.00	0.00	0.00	Grants Analyst	No
0.00	0.00	0.00	0.00	Management Analyst	No
0.00	0.00	0.00	0.00	Executive Management Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

OCEO EXPENDITURE SUMMARY: District Administration | 8101

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,291,774	1,942,352	2,358,100	Wages & Other Pay	51100	691,300	691,300	691,300
0	1,408	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
436,585	630,706	847,600	Other Personnel Expenses	51600	215,600	215,600	215,600
45,000	44,994	0	Tuition Reimbursement	51761	0	0	0
3,150	3,250	3,300	Other Employee Allowances	51900	3,000	3,000	3,000
27,630	42,780	38,000	Auto Allowance	51910	11,700	11,700	11,700
7,350	11,280	800	Mobile Computing Allowance	51915	800	800	800
1,811,489	2,676,770	3,247,800	PERSONNEL EXPENSE SUBTOTAL		922,400	922,400	922,400
1,250	0	0	Contracted Services	52205	0	0	0
37,861	38,085	50,000	Professional Services	52240	50,000	50,000	50,000
51	481	500	Office Supplies	52305	500	500	500
0	56	0	Gas, Oil, Lubrication	52315	0	0	0
218	0	0	Postage & Freight	52375	200	200	200
0	0	2,500	Computer Equipment Expensed	52385	0	0	0
3,994	7,557	6,800	Dues & Memberships	52405	1,500	1,500	1,500
806	602	1,000	Books, Subscriptions & Publications	52410	1,000	1,000	1,000
0	16	0	Printing	52435	0	0	0
20,383	17,724	11,800	Training & Education	52480	4,500	4,500	4,500
19,432	47,581	20,100	Travel Expense	52485	0	0	0
447	1,722	900	Private Mileage	52487	200	200	200
14,645	17,763	5,000	Other Materials & Services	52495	0	0	0
0	375	0	Equipment Rental	52605	1,000	1,000	1,000
99,087	131,960	98,600	MATERIALS & SERVICES SUBTOTAL		58,900	58,900	58,900
1,910,576	2,808,730	3,346,400	TOTAL EXPENDITURE		981,300	981,300	981,300

OCEO POSITION AND SALARY EXPENSE: Emergency Management | 8117

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Emergency Manager	No
0.00	0.00	0.00	1.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Emergency Manager	No
0.00	0.00	0.00	1.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Emergency Manager	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

OCEO EXPENDITURE SUMMARY: Emergency Management | 8117

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	147,300	147,300	147,300
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	64,700	64,700	64,700
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	800	800	800
0	0	0	PERSONNEL EXPENSE SUBTOTAL		212,800	212,800	212,800
0	0	0	0 Professional Services	52240	20,000	20,000	20,000
0	0	0	0 Other Government Services	52270	5,000	5,000	5,000
0	0	0	0 Office Supplies	52305	3,000	3,000	3,000
0	0	0	0 Operating Supplies	52310	7,600	7,600	7,600
0	0	0	0 Dues & Memberships	52405	10,800	10,800	10,800
0	0	0	0 Books, Subscriptions & Publications	52410	500	500	500
0	0	0	0 Printing	52435	500	500	500
0	0	0	0 Training & Education	52480	7,800	7,800	7,800
0	0	0	0 Travel Expense	52485	3,000	3,000	3,000
0	0	0	0 Private Mileage	52487	500	500	500
0	0	0	MATERIALS & SERVICES SUBTOTAL		58,700	58,700	58,700
0	0	0	TOTAL EXPENDITURE		271,500	271,500	271,500

OCEO POSITION AND SALARY EXPENSE: Government Affairs | 8110

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	1.00	0.00	0.00	Sr Policy Analyst	No
0.00	0.00	1.00	1.00	Government Relations Manager	No
0.00	0.00	0.00	1.00	Chief of Staff	No
0.00	0.00	0.00	1.00	Grants Analyst	No
0.00	1.00	1.00	3.00	TOTAL PERSONNEL	
Operating					
FY 2024 ACTUAL	FY 2025 ACTUAL	FY2026 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	1.00	0.00	0.00	Sr Policy Analyst	No
0.00	0.00	1.00	1.00	Government Relations Manager	No
0.00	0.00	0.00	1.00	Chief of Staff	No
0.00	0.00	0.00	1.00	Grants Analyst	No
0.00	1.00	1.00	3.00	TOTAL PERSONNEL	
Capital					
FY 2024 ACTUAL	FY 2025 ACTUAL	FY2026 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Sr Policy Analyst	No
0.00	0.00	0.00	0.00	Government Relations Manager	No
0.00	0.00	0.00	0.00	Chief of Staff	No
0.00	0.00	0.00	0.00	Grants Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

OCEO EXPENDITURE SUMMARY: Government Affairs | 8110

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	163,843	192,500	Wages & Other Pay	51100	546,200	546,200	546,200
0	0	0	Temporary	51130	0	0	0
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
375	58,110	66,400	Other Personnel Expenses	51600	250,300	250,300	250,300
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	6,000	6,000	6,000
0	840	800	Mobile Computing Allowance	51915	800	800	800
375	222,793	259,700	PERSONNEL EXPENSE SUBTOTAL		803,300	803,300	803,300
0	100,193	115,000	Professional Services	52240	125,000	125,000	125,000
0	37,513	38,000	Other Government Services	52270	86,000	86,000	86,000
0	0	900	Dues & Memberships	52405	1,700	1,700	1,700
0	70	0	Fueling Contract	52475	0	0	0
0	1,184	2,000	Training & Education	52480	5,400	5,400	5,400
0	3,108	7,000	Travel Expense	52485	43,400	43,400	43,400
0	223	0	Private Mileage	52487	500	500	500
702	2,271	0	Other Materials & Services	52495	11,100	11,100	11,100
702	144,561	162,900	MATERIALS & SERVICES SUBTOTAL		273,100	273,100	273,100
1,077	367,354	422,600	TOTAL EXPENDITURE		1,076,400	1,076,400	1,076,400

OCEO POSITION AND SALARY EXPENSE: Administrative Services | 8116

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
6.00	6.00	0.00	0.00	Administrative Associate	No
5.00	5.00	0.00	0.00	Administrative Assistant	No
1.00	2.00	0.00	0.00	Executive Assistant	No
1.00	1.00	0.00	0.00	Administrative Services Manager	No
13.00	14.00	0.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
6.00	6.00	0.00	0.00	Administrative Associate	No
5.00	5.00	0.00	0.00	Administrative Assistant	No
1.00	2.00	0.00	0.00	Executive Assistant	No
1.00	1.00	0.00	0.00	Administrative Services Manager	No
13.00	14.00	0.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Administrative Associate	No
0.00	0.00	0.00	0.00	Administrative Assistant	No
0.00	0.00	0.00	0.00	Executive Assistant	No
0.00	0.00	0.00	0.00	Administrative Services Manager	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

OCEO EXPENDITURE SUMMARY: Administrative Services | 8116

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
747,176	703,460		0 Wages & Other Pay	51100	0	0	0
32,562	0		0 Temporary	51130	0	0	0
96	196		0 Overtime	51140	0	0	0
0	0		0 Out of Class Straight Time	51170	0	0	0
359,459	335,020		0 Other Personnel Expenses	51600	0	0	0
492	0		0 Tuition Reimbursement	51761	0	0	0
0	0		0 Other Employee Allowances	51900	0	0	0
0	0		0 Auto Allowance	51910	0	0	0
840	1,470		0 Mobile Computing Allowance	51915	0	0	0
1,140,624	1,040,146	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
4,750	170,594		0 Contracted Services	52205	0	0	0
33,051	81,291		0 Other Government Services	52270	0	0	0
8,913	11,493		0 Office Supplies	52305	0	0	0
13,114	18,876		0 Operating Supplies	52310	0	0	0
23	8		0 Postage & Freight	52375	0	0	0
188,479	206,386		0 Dues & Memberships	52405	0	0	0
120	0		0 Books, Subscriptions & Publications	52410	0	0	0
205	(1,724)		0 Training & Education	52480	0	0	0
3,519	(6,259)		0 Travel Expense	52485	0	0	0
909	694		0 Private Mileage	52487	0	0	0
2,548	1,029		0 Other Materials & Services	52495	0	0	0
255,631	482,387	0	MATERIALS & SERVICES SUBTOTAL		0	0	0
1,396,256	1,522,534	0	TOTAL EXPENDITURE		0	0	0

OCEO POSITION AND SALARY EXPENSE: Communications & Community Engagement | 8112

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	2.00	2.00	0.00	Graphics Specialist	No
1.00	1.00	0.00	0.00	Public Affairs Manager	No
2.00	1.00	1.00	0.00	Public Affairs Specialist	No
1.00	1.00	1.00	0.00	Public Involvement Coordinator	No
0.00	0.00	1.00	0.00	Public Involvement Specialist	No
2.00	3.00	2.00	0.00	Sr Public Affairs Specialist	No
1.00	1.00	1.00	0.00	Volunteer & Education Specialist	No
1.00	1.00	1.00	0.00	Technical Editor & Communications Specialist	No
1.00	0.00	0.00	0.00	Sr Policy Analyst	No
1.00	1.00	1.00	0.00	Community Engagement Manager	No
0.00	0.00	1.00	0.00	Communications & Comm Engagement Division Manager	No
0.00	0.00	1.00	0.00	Education & Outreach Manager	No
0.00	0.00	1.00	0.00	Education & Outreach Specialist	No
12.00	11.00	13.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	2.00	2.00	0.00	Graphics Specialist	No
1.00	1.00	0.00	0.00	Public Affairs Manager	No
2.00	1.00	1.00	0.00	Public Affairs Specialist	No
0.60	0.60	0.60	0.00	Public Involvement Coordinator	No
0.00	0.00	1.00	0.00	Public Involvement Specialist	No
2.00	3.00	2.00	0.00	Sr Public Affairs Specialist	No
1.00	1.00	1.00	0.00	Volunteer & Education Specialist	No
1.00	1.00	1.00	0.00	Technical Editor & Communications Specialist	No
1.00	0.00	0.00	0.00	Sr Policy Analyst	No
1.00	1.00	1.00	0.00	Community Engagement Manager	No
0.00	0.00	1.00	0.00	Communications & Comm Engagement Division Manager	No
0.00	0.00	1.00	0.00	Education & Outreach Manager	No
0.00	0.00	1.00	0.00	Education & Outreach Specialist	No
11.60	10.60	12.60	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Graphics Specialist	No
0.00	0.00	0.00	0.00	Public Affairs Manager	No
0.00	0.00	0.00	0.00	Public Affairs Specialist	No
0.40	0.40	0.40	0.00	Public Involvement Coordinator	No
0.00	0.00	0.00	0.00	Public Involvement Specialist	No
0.00	0.00	0.00	0.00	Sr Public Affairs Specialist	No
0.00	0.00	0.00	0.00	Volunteer & Education Specialist	No
0.00	0.00	0.00	0.00	Technical Editor & Communications Specialist	No
0.00	0.00	0.00	0.00	Sr Policy Analyst	No
0.00	0.00	0.00	0.00	Community Engagement Manager	No
0.00	0.00	0.00	0.00	Communications & Comm Engagement Division Manager	No
0.00	0.00	0.00	0.00	Education & Outreach Manager	No
0.00	0.00	0.00	0.00	Education & Outreach Specialist	No
0.40	0.40	0.40	0.00	TOTAL PERSONNEL	

OCEO EXPENDITURE SUMMARY: Communications & Community Engagement | 8112

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,129,562	1,103,501	1,446,900	Wages & Other Pay	51100	0	0	0
753	0	0	Temporary	51130	0	0	0
6,970	3,907	2,000	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
497,632	507,076	706,600	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
0	1,750	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
6,650	5,250	4,800	Mobile Computing Allowance	51915	0	0	0
1,641,567	1,621,484	2,160,300	PERSONNEL EXPENSE SUBTOTAL		0	0	0
27,920	391,966	510,000	Contracted Services	52205	0	0	0
238,531	181,633	552,300	Professional Services	52240	0	0	0
0	40	0	Laundry	52260	0	0	0
150,384	15,000	15,000	Other Government Services	52270	0	0	0
1,586	925	1,300	Office Supplies	52305	0	0	0
9	18	0	Operating Supplies	52310	0	0	0
121	0	200	Gas, Oil, Lubrication	52315	0	0	0
33	0	0	Construction & Building Supplies	52335	0	0	0
250	405	2,900	Postage & Freight	52375	0	0	0
6,926	5,608	6,500	Dues & Memberships	52405	0	0	0
6,803	3,355	3,000	Books, Subscriptions & Publications	52410	0	0	0
13,230	0	0	Software Licenses & Support	52425	0	0	0
0	533	400	Publication Notices	52430	0	0	0
37,054	56,272	40,900	Printing	52435	0	0	0
0	87	600	Fueling Contract	52475	0	0	0
18,203	11,080	20,200	Training & Education	52480	0	0	0
13,418	11,686	16,100	Travel Expense	52485	0	0	0
10	1,845	1,800	Fleet Charges	52486	0	0	0
1,649	1,281	1,500	Private Mileage	52487	0	0	0
182,597	184,458	292,000	Other Materials & Services	52495	0	0	0
8	0	0	Permits, Licenses & Fees	52500	0	0	0
90	0	0	Public Information	52505	0	0	0
698,821	866,193	1,464,700	MATERIALS & SERVICES SUBTOTAL		0	0	0
2,340,388	2,487,677	3,625,000	TOTAL EXPENDITURE		0	0	0

OCEO POSITION AND SALARY EXPENSE: Culture, Equity & Learning | 8114

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	1.00	0.00	0.00	Employee Engagement Coordinator	No
0.00	1.00	0.00	0.00	Culture, Equity, Learning Manager	No
1.00	1.00	0.00	0.00	Learning Coordinator	No
1.00	0.00	0.00	0.00	Senior Management Analyst	No
1.00	0.00	0.00	0.00	Senior Public Affairs Specialist	No
0.00	0.00	0.00	0.00	Executive Assistant	No
3.00	3.00	0.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	1.00	0.00	0.00	Employee Engagement Coordinator	No
0.00	1.00	0.00	0.00	Culture, Equity, Learning Manager	No
1.00	1.00	0.00	0.00	Learning Coordinator	No
1.00	0.00	0.00	0.00	Senior Management Analyst	No
1.00	0.00	0.00	0.00	Senior Public Affairs Specialist	No
0.00	0.00	0.00	0.00	Executive Assistant	No
3.00	3.00	0.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Employee Engagement Coordinator	No
0.00	0.00	0.00	0.00	Culture, Equity, Learning Manager	No
0.00	0.00	0.00	0.00	Learning Coordinator	No
0.00	0.00	0.00	0.00	Senior Management Analyst	No
0.00	0.00	0.00	0.00	Senior Public Affairs Specialist	No
0.00	0.00	0.00	0.00	Executive Assistant	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

OCEO EXPENDITURE SUMMARY: Culture, Equity & Learning | 8114

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
270,051	309,096		0 Wages & Other Pay	51100	0	0	0
0	0		0 Temporary	51130	0	0	0
2,473	4,693		0 Overtime	51140	0	0	0
0	0		0 Out of Class Straight Time	51170	0	0	0
124,344	151,371		0 Other Personnel Expenses	51600	0	0	0
0	0		0 Tuition Reimbursement	51761	0	0	0
0	0		0 Other Employee Allowances	51900	0	0	0
0	0		0 Auto Allowance	51910	0	0	0
1,680	1,890		0 Mobile Computing Allowance	51915	0	0	0
398,547	467,051	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
145,888	95,897		0 Professional Services	52240	0	0	0
74	47		0 Office Supplies	52305	0	0	0
2,570	6,834		0 Operating Supplies	52310	0	0	0
4,116	4,448		0 Dues & Memberships	52405	0	0	0
180	7		0 Books, Subscriptions & Publications	52410	0	0	0
0	499		0 Publication Notices	52430	0	0	0
1,822	9,861		0 Training & Education	52480	0	0	0
19	4,687		0 Travel Expense	52485	0	0	0
22	116		0 Private Mileage	52487	0	0	0
5,097	30,183		0 Other Materials & Services	52495	0	0	0
0	(220)		0 Equipment Rental	52605	0	0	0
159,787	152,359	0	MATERIALS & SERVICES SUBTOTAL		0	0	0
558,335	619,410	0	TOTAL EXPENDITURE		0	0	0



Business Operations & Strategy

The Business Operations & Strategy (BOS) department supports CWS in delivering exceptional services to customers by overseeing and coordinating key areas of business administration, business development, building and facilities management, initiatives to improve access and opportunity, process optimization, risk management, safety, culture development, strategic planning, enterprise performance management, and training. BOS comprises six programs: Administrative Services; Culture, Equity & Learning; Facilities Maintenance; Risk & Insurance Management; Safety; and Strategy Development & Enterprise Performance.

Prior to FY 2025-26, Facilities Maintenance and Safety were appropriated in the Enterprise Asset & Technical Services (EATS) department. The Business



Opportunities & Operations program is being dissolved, with the work moving to the Legal & Compliance Services department.

The FY 2025-26 budget includes the addition of six FTE as compared to the FY 2024-25 Revised Budget.

New FTE:

- One new FTE in Facilities Maintenance, a Facilities Maintenance & Services Supervisor, will fill a resource gap in managing small- and medium-sized facility projects.

Existing FTE transferring into BOS:

- Six FTE are transferring to Facilities Maintenance from EATS.
- One Building & Facilities Services Manager is transferring to Facilities Maintenance from EATS - Administration.
- One Operations Coordinator is transferring to Facilities Maintenance from EATS - Asset Management.
- One Landscape Program Supervisor is transferring to Facilities Maintenance from Water Resource Recovery Operations & Services – Pump Stations.
- Four FTE are transferring to Safety from EATS.
- One Courier FTE is transferring to Administrative Services from EATS – Asset Management.
- One Chief Business Operation Officer is transferring to Strategy Development & Enterprise Performance Management from the Office of the CEO as part of organizational structural changes.

Existing FTE transferring out of BOS:

- One Executive Assistant FTE is transferring out of Culture, Equity & Learning to the Office of the CEO - District Administration.
- Eight FTE are transferring out of Business Opportunities & Operations to a new Procurement program in Legal & Compliance Services as part of organizational structural changes.
- One Strategy Compliance & Audit Manager is transferring out of Strategy Development & Enterprise Performance Management to the new Internal Compliance & Cybersecurity program in Legal & Compliance Services.

Administrative Services

Administrative Services provides centralized, coordinated, and sustainable business operations across CWS departments and facilities. Program staff serve as service liaisons to departments and programs and communicate CWS business practices, policies, and messages to internal and external audiences.

Culture, Equity & Learning

Culture, Equity & Learning develops, manages, and consults on strategies that make CWS a place where every employee can learn, grow, and thrive, while enhancing the organization's positive impact in the community. Working closely with internal teams and external partners, CEL promotes a culture of belonging and engagement, contributes to the continuous improvement of our business practices, and grows CWS as a learning organization.

Facilities Maintenance

Facilities Maintenance provides operations, support, and maintenance of CWS facilities and is responsible for 16 occupied buildings and 86 treatment process (unoccupied) buildings across 10 campuses in Washington County. This program ensures the functionality, sustainability, and efficiency of these buildings, their physical security systems, and landscaped areas by being responsible for day-to-day operations and maintenance of building systems and structures, as well as maximizing the useful life and utility of the buildings by implementing a long-term asset management program.

Risk & Insurance Management

Risk & Insurance Management supports the strategic objectives of CWS by bringing a systematic and principled approach to proactively managing the portfolio of the risks and opportunities that are critical to achieving CWS' mission and strategic goals. This is accomplished by identifying, evaluating, and mitigating risk to reduce the frequency and severity of adverse events related to workers compensation, general liability, auto liability, and property coverages. Focus areas include risk financing (commercial, self-insurance, captive insurance programs), enterprise risk management, claims management, loss prevention, and employee safety.

Safety

Safety is responsible for developing, implementing, and managing programs and initiatives to ensure the health and safety of CWS employees and ensure compliance with Oregon Occupational Safety and Health Administration regulations and CWS policies. Group members serve as CWS' safety experts and partner with Risk Management, CWS leadership, and other

departments to drive the continual development of a world-class safety culture and manage the implementation of safety policies, guidelines, processes, and training.

Strategy Development & Enterprise Performance

Strategy Development & Enterprise Performance aims to optimize business processes by guiding CWS' strategic planning and implementing data-driven decision support systems. This goal is achieved through collaboration, effective facilitation, and internal networking to enhance the planning and implementation of critical projects and strategic initiatives that serve the organization and the community.

BOS

FY 24-26 Department Roadmap

Business Operations & Strategy

FY 2025-26 full-time equivalent: 44

FY 2025-26 departmental operating budget: \$17,718,700

Key Strategic Outcomes (KSO)








Abbreviations

BOS: Business Operations & Strategy
CWIC: Clean Water Insurance Company
LMS: learning management system
PM: preventative maintenance

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
# of strategy projects completed	12	0	0	3
# of claims managed	50	55	60	60
# of Safety audits	68	4	22	52
CWIC fiscal year ending fund balance	\$10,000,000	\$5,485,199	\$6,600,000	\$8,200,000

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Gallup Q12 engagement score for organization (grandmean)	4.2	3.95	4.0	4.1
% of workforce engaged in learning activity	100%	N/A	LMS review begins	25%
# of Facilities preventative maintenance work orders	2,000	1,776	1,886	2,000
# Facilities corrective maintenance work orders	1,510	1,135	1,325	1,510
% of compliance found in safety audits (baseline needed)	100%	75%	80%	90%
% of strategy projects completed	100%	0	0	100%
BOS customer satisfaction rating (1-5)	5			4.0

Objectives	Initiative Statements	KSO
DEPARTMENT		
Satisfied internal customers	Measure & monitor internal customer satisfaction. Develop & implement improvement measures to continuously improve internal customer satisfaction.	
Provide exceptional customer service	Provide exceptional internal & external customer & stakeholder experience through clearly defined service level expectations, agreements & decision-making processes.	
CULTURE, EQUITY & LEARNING		
Highly engaged workforce	Enhance workforce engagement using the Gallup Q12 survey as a diagnostic tool to identify areas for improvement & implement action-planning strategies based on survey findings. This process aims to boost employee satisfaction, productivity & organizational performance by addressing key factors affecting engagement within the workforce.	

Objectives	Initiative Statements	KSO
A workplace with broad access to opportunity and participation	Develop metrics that track CWS progress on access and opportunity.	
	Facilitate internal activities that promote culture building, engagement & shared learning (e.g., employee resource groups, employee advisory council, employee celebration events).	
Develop and grow organizational learning program	Refine and implement strategic organizational learning priorities as an integrated, enterprise-wide program.	
FACILITIES PROGRAM		
Prepare new building acquisitions for employee occupancy	Coordinate and implement projects and tasks to prepare the new facilities for employee occupancy.	
Provide well-maintained & secure workplaces	Provide a workplace environment that prioritizes safety, cleanliness & productivity through facility maintenance best practices. Carry out continuous improvements in workplace standards, regular maintenance, and robust safety measures, to create a space where everyone can thrive and contribute to our shared goals.	
RISK & INSURANCE MANAGEMENT		
Protect CWS from financial loss	Identify & monitor CWS' risk exposures in all areas. Mitigate risk exposures by developing & implementing internal loss prevention activities and improving processes. Monitor & maintain the balance between risk mitigation & financial efficiency.	
Cultivate a culture of resilience	Develop a dynamic, interactive, risk-aware, and safety-aware culture that enables all employees to make risk-informed decisions & enhance CWS' culture of resilience.	
SAFETY PROGRAM		
Employee health, safety, and well-being	Implement programs and initiatives to ensure the health, safety, and well-being of all CWS employees.	
STRATEGY DEVELOPMENT & ENTERPRISE PERFORMANCE		
Enhanced CWS service delivery with strategic consultation to all departments	Offer strategic consultation services to enhance efficiency & effectiveness in CWS operations throughout the organization & enhance customer service deliveries	
Advance Performance Excellence practices	Deploy systematic & repeatable approaches for strategy development & implementation, project delivery & financial planning. Use data-driven insights to guide executive decision-making, empower the workforce to plan & measure for success, enhance business processes & optimize performance improvement systems.	

BUSINESS OPERATIONS & STRATEGY: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	886,966	2,003,087	4,402,100	5,307,400	21%	905,300
Temporary	51130	3,883	6,246	10,000	0	-100%	(10,000)
Overtime	51140	0	148	4,000	2,000	-50%	(2,000)
Out of Class Straight Time	51170	0	0	0	0	0%	0
Other Personnel Expenses	51600	382,849	891,677	2,266,200	2,780,600	23%	514,400
Tuition Reimbursement	51761	0	0	0	0	0%	0
Other Employee Allowances	51900	150	0	0	1,800	0%	1,800
Auto Allowance	51910	155	620	100	6,100	6000%	6,000
Mobile Computing Allowance	51915	3,098	3,308	9,800	13,800	41%	4,000
PERSONNEL EXPENSE SUBTOTAL		1,277,100	2,905,086	6,692,200	8,111,700	21%	1,419,500
Electricity	52110	0	0	0	522,000	0%	522,000
Water	52120	0	0	0	90,000	0%	90,000
Natural Gas	52130	0	0	0	82,500	0%	82,500
Garbage	52140	0	0	0	21,500	0%	21,500
Surface Water Management Charge	52150	0	0	0	45,500	0%	45,500
Other Utility Services	52160	0	0	0	3,200	0%	3,200
Sewer Charges	52170	0	0	0	39,500	0%	39,500
Contracted Services	52205	(35,412)	132,424	129,500	1,350,000	942%	1,220,500
Landscape Services	52215	0	0	0	990,000	0%	990,000
Legal Services	52230	77,595	28,767	10,000	0	-100%	(10,000)
Professional Services	52240	52,935	296,299	724,800	292,000	-60%	(432,800)
Laundry	52260	0	0	0	3,100	0%	3,100
Other Government Services	52270	0	0	86,000	0	-100%	(86,000)
Office Supplies	52305	21	82	17,000	19,400	14%	2,400
Operating Supplies	52310	0	0	48,200	20,200	-58%	(28,000)
Janitorial Supplies	52320	0	0	0	40,500	0%	40,500
Repair & Maintenance Supplies	52330	0	838	0	0	0%	0
HVAC Maintenance Supplies	52331	0	0	0	37,500	0%	37,500
Construction & Building Supplies	52335	998	0	0	208,500	0%	208,500
Small Tools	52350	0	0	200	0	-100%	(200)
Safety Equipment	52360	1,443	0	0	100,300	0%	100,300
Uniforms	52365	0	0	0	800	0%	800
Postage & Freight	52375	0	0	400	200	-50%	(200)
Dues & Memberships	52405	31,606	32,511	221,100	231,700	5%	10,600
Books, Subscriptions & Publications	52410	2,122	4,384	5,400	5,100	-6%	(300)
Tri-Met Subsidy	52420	21	3	0	0	0%	0
Software Licenses & Support	52425	140,956	(4,701)	0	0	0%	0
Publication Notices	52430	898	20	200	200	0%	0
Printing	52435	313	1,347	2,000	1,800	-10%	(200)
Land & Building Rent	52470	0	0	0	121,000	0%	121,000
Fueling Contract	52475	0	0	0	14,500	0%	14,500
Training & Education	52480	15,561	13,285	61,400	37,000	-40%	(24,400)
Travel Expense	52485	(50)	27,217	89,000	51,800	-42%	(37,200)
Fleet Charges	52486	0	0	0	19,500	0%	19,500
Private Mileage	52487	1,017	1,643	6,800	11,700	72%	4,900
Other Materials & Services	52495	5,978	4,478	53,500	69,000	29%	15,500
Equipment Rental	52605	0	0	0	8,000	0%	8,000
Repair & Maintenance Services	52610	0	0	2,000	519,000	25850%	517,000
HVAC Service & Repair	52661	0	0	0	250,000	0%	250,000
Insurance	52705	2,871,251	3,772,118	4,300,000	4,400,000	2%	100,000
MATERIALS & SERVICES SUBTOTAL		3,167,252	4,310,714	5,757,500	9,607,000	67%	3,849,500
TOTAL EXPENDITURE		4,444,352	7,215,800	12,449,700	17,718,700	42%	5,269,000

BOS POSITION AND SALARY EXPENSE: Administrative Services | 8116

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	6.00	6.00	Administrative Associate	No
0.00	0.00	6.00	5.00	Administrative Assistant	No
0.00	0.00	1.00	2.00	Executive Assistant	No
0.00	0.00	1.00	1.00	Administrative Services Manager	No
0.00	0.00	0.00	1.00	Courier	No
0.00	0.00	14.00	15.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	6.00	6.00	Administrative Associate	No
0.00	0.00	6.00	5.00	Administrative Assistant	No
0.00	0.00	1.00	2.00	Executive Assistant	No
0.00	0.00	1.00	1.00	Administrative Services Manager	No
0.00	0.00	0.00	1.00	Courier	No
0.00	0.00	14.00	15.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Administrative Associate	No
0.00	0.00	0.00	0.00	Administrative Assistant	No
0.00	0.00	0.00	0.00	Executive Assistant	No
0.00	0.00	0.00	0.00	Administrative Services Manager	No
0.00	0.00	0.00	0.00	Courier	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

BOS EXPENDITURE SUMMARY: Administrative Services | 8116

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	1,204,400	Wages & Other Pay	51100	1,296,000	1,296,000	1,296,000
0	0	0	Temporary	51130	0	0	0
0	0	2,000	Overtime	51140	2,000	2,000	2,000
0	0	0	Out of Class Straight Time	51170	0	0	0
0	0	774,900	Other Personnel Expenses	51600	689,100	689,100	689,100
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
0	0	4,200	Mobile Computing Allowance	51915	3,400	3,400	3,400
0	0	1,985,500	PERSONNEL EXPENSE SUBTOTAL		1,990,500	1,990,500	1,990,500
0	0	80,000	Contracted Services	52205	80,000	80,000	80,000
0	0	86,000	Other Government Services	52270	0	0	0
0	0	15,000	Office Supplies	52305	18,000	18,000	18,000
0	0	18,000	Operating Supplies	52310	200	200	200
0	0	200	Small Tools	52350	0	0	0
0	0	100	Postage & Freight	52375	100	100	100
0	0	198,100	Dues & Memberships	52405	207,200	207,200	207,200
0	0	700	Books, Subscriptions & Publications	52410	400	400	400
0	0	200	Publication Notices	52430	200	200	200
0	0	800	Printing	52435	800	800	800
0	0	0	Fueling Contract	52475	5,000	5,000	5,000
0	0	8,600	Training & Education	52480	11,300	11,300	11,300
0	0	4,500	Travel Expense	52485	2,000	2,000	2,000
0	0	0	Fleet Charges	52486	6,000	6,000	6,000
0	0	1,000	Private Mileage	52487	1,200	1,200	1,200
0	0	1,500	Other Materials & Services	52495	19,000	19,000	19,000
0	0	414,700	MATERIALS & SERVICES SUBTOTAL		351,400	351,400	351,400
0	0	2,400,200	TOTAL EXPENDITURE		2,341,900	2,341,900	2,341,900

BOS POSITION AND SALARY EXPENSE: Culture, Equity & Learning | 8114

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	1.00	1.00	Employee Engagement Coordinator	No
0.00	0.00	1.00	1.00	Culture, Equity, Learning Manager	No
0.00	0.00	1.00	1.00	Learning Coordinator	No
0.00	0.00	1.00	0.00	Executive Assistant	No
0.00	0.00	4.00	3.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	1.00	1.00	Employee Engagement Coordinator	No
0.00	0.00	1.00	1.00	Culture, Equity, Learning Manager	No
0.00	0.00	1.00	1.00	Learning Coordinator	No
0.00	0.00	1.00	0.00	Executive Assistant	No
0.00	0.00	4.00	3.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Employee Engagement Coordinator	No
0.00	0.00	0.00	0.00	Culture, Equity, Learning Manager	No
0.00	0.00	0.00	0.00	Learning Coordinator	No
0.00	0.00	0.00	0.00	Executive Assistant	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

BOS EXPENDITURE SUMMARY: Culture, Equity & Learning | 8114

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	518,800	Wages & Other Pay	51100	433,200	433,200	433,200
0	0	0	Temporary	51130	0	0	0
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
0	0	254,800	Other Personnel Expenses	51600	237,500	237,500	237,500
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
0	0	2,400	Mobile Computing Allowance	51915	2,400	2,400	2,400
0	0	776,000	PERSONNEL EXPENSE SUBTOTAL		673,100	673,100	673,100
0	0	282,800	Professional Services	52240	152,000	152,000	152,000
0	0	500	Office Supplies	52305	500	500	500
0	0	30,200	Operating Supplies	52310	20,000	20,000	20,000
0	0	6,000	Dues & Memberships	52405	6,000	6,000	6,000
0	0	500	Books, Subscriptions & Publications	52410	500	500	500
0	0	0	Publication Notices	52430	0	0	0
0	0	10,000	Training & Education	52480	6,100	6,100	6,100
0	0	49,000	Travel Expense	52485	21,600	21,600	21,600
0	0	800	Private Mileage	52487	2,500	2,500	2,500
0	0	43,000	Other Materials & Services	52495	46,600	46,600	46,600
0	0	0	Equipment Rental	52605	0	0	0
0	0	422,800	MATERIALS & SERVICES SUBTOTAL		255,800	255,800	255,800
0	0	1,198,800	TOTAL EXPENDITURE		928,900	928,900	928,900

BOS POSITION AND SALARY EXPENSE: Facilities Maintenance | 8513

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Building and Facilities Services Manager	No
0.00	0.00	0.00	3.00	Facilities Maintenance Technician 2	Yes
0.00	0.00	0.00	2.00	Facilities Maintenance & Services Supervisor	No
0.00	0.00	0.00	2.00	Operations Coordinator	No
0.00	0.00	0.00	1.00	Security Specialist	No
0.00	0.00	0.00	1.00	Landscape Program Supervisor	No
0.00	0.00	0.00	10.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Building and Facilities Services Manager	No
0.00	0.00	0.00	3.00	Facilities Maintenance Technician 2	Yes
0.00	0.00	0.00	2.00	Facilities Maintenance & Services Supervisor	No
0.00	0.00	0.00	2.00	Operations Coordinator	No
0.00	0.00	0.00	1.00	Security Specialist	No
0.00	0.00	0.00	1.00	Landscape Program Supervisor	No
0.00	0.00	0.00	10.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Building and Facilities Services Manager	No
0.00	0.00	0.00	0.00	Facilities Maintenance Technician 2	Yes
0.00	0.00	0.00	0.00	Facilities Maintenance & Services Supervisor	No
0.00	0.00	0.00	0.00	Operations Coordinator	No
0.00	0.00	0.00	0.00	Security Specialist	No
0.00	0.00	0.00	0.00	Landscape Program Supervisor	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

BOS EXPENDITURE SUMMARY: Facilities Maintenance | 8513

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	1,166,900	1,166,900	1,166,900
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	665,500	665,500	665,500
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	1,800	1,800	1,800
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	6,400	6,400	6,400
0	0	0	PERSONNEL EXPENSE SUBTOTAL		1,840,600	1,840,600	1,840,600
0	0	0	0 Laundry	52260	3,100	3,100	3,100
0	0	0	0 Safety Equipment	52360	300	300	300
0	0	0	0 Uniforms	52365	800	800	800
0	0	0	0 Fueling Contract	52475	9,000	9,000	9,000
0	0	0	0 Fleet Charges	52486	12,000	12,000	12,000
0	0	0	0 Private Mileage	52487	2,000	2,000	2,000
0	0	0	0 Other Materials & Services	52495	300	300	300
0	0	0	MATERIALS & SERVICES SUBTOTAL		27,500	27,500	27,500
0	0	0	TOTAL EXPENDITURE		1,868,100	1,868,100	1,868,100

BOS EXPENDITURE SUMMARY: Building Maintenance - Central | 8519

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Electricity	52110	196,000	196,000	196,000
0	0	0	0 Water	52120	24,000	24,000	24,000
0	0	0	0 Natural Gas	52130	2,500	2,500	2,500
0	0	0	0 Garbage	52140	6,300	6,300	6,300
0	0	0	0 Contracted Services	52205	114,500	114,500	114,500
0	0	0	0 Landscape Services	52215	74,000	74,000	74,000
0	0	0	0 Janitorial Supplies	52320	4,000	4,000	4,000
0	0	0	0 HVAC Maintenance Supplies	52331	5,000	5,000	5,000
0	0	0	0 Construction & Building Supplies	52335	10,000	10,000	10,000
0	0	0	0 Repair & Maintenance Services	52610	50,000	50,000	50,000
0	0	0	0 HVAC Service & Repair	52661	25,000	25,000	25,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		511,300	511,300	511,300
0	0	0	TOTAL EXPENDITURE		511,300	511,300	511,300

BOS EXPENDITURE SUMMARY: Building Maintenance - ABC | 8507

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Electricity	52110	220,000	220,000	220,000
0	0	0	0 Water	52120	30,000	30,000	30,000
0	0	0	0 Natural Gas	52130	60,000	60,000	60,000
0	0	0	0 Garbage	52140	6,000	6,000	6,000
0	0	0	0 Surface Water Management Charge	52150	12,000	12,000	12,000
0	0	0	0 Other Utility Services	52160	2,500	2,500	2,500
0	0	0	0 Sewer Charges	52170	18,000	18,000	18,000
0	0	0	0 Contracted Services	52205	375,000	375,000	375,000
0	0	0	0 Landscape Services	52215	68,000	68,000	68,000
0	0	0	0 Janitorial Supplies	52320	10,000	10,000	10,000
0	0	0	0 HVAC Maintenance Supplies	52331	3,000	3,000	3,000
0	0	0	0 Construction & Building Supplies	52335	70,000	70,000	70,000
0	0	0	0 Fueling Contract	52475	500	500	500
0	0	0	0 Fleet Charges	52486	1,500	1,500	1,500
0	0	0	0 Equipment Rental	52605	5,000	5,000	5,000
0	0	0	0 Repair & Maintenance Services	52610	250,000	250,000	250,000
0	0	0	0 HVAC Service & Repair	52661	51,000	51,000	51,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		1,182,500	1,182,500	1,182,500
0	0	0	TOTAL EXPENDITURE		1,182,500	1,182,500	1,182,500

BOS EXPENDITURE SUMMARY: Building Maintenance - Durham | 8515

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Contracted Services	52205	260,000	260,000	260,000
0	0	0	0 Landscape Services	52215	471,000	471,000	471,000
0	0	0	0 Janitorial Supplies	52320	7,000	7,000	7,000
0	0	0	0 HVAC Maintenance Supplies	52331	12,000	12,000	12,000
0	0	0	0 Construction & Building Supplies	52335	50,000	50,000	50,000
0	0	0	0 Repair & Maintenance Services	52610	60,000	60,000	60,000
0	0	0	0 HVAC Service & Repair	52661	62,500	62,500	62,500
0	0	0	MATERIALS & SERVICES SUBTOTAL		922,500	922,500	922,500
0	0	0	TOTAL EXPENDITURE		922,500	922,500	922,500

BOS EXPENDITURE SUMMARY: Building Maintenance - Field Operations | 8508

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Electricity	52110	38,000	38,000	38,000
0	0	0	0 Water	52120	17,000	17,000	17,000
0	0	0	0 Natural Gas	52130	15,000	15,000	15,000
0	0	0	0 Garbage	52140	3,000	3,000	3,000
0	0	0	0 Surface Water Management Charge	52150	6,500	6,500	6,500
0	0	0	0 Sewer Charges	52170	13,000	13,000	13,000
0	0	0	0 Contracted Services	52205	100,000	100,000	100,000
0	0	0	0 Landscape Services	52215	21,000	21,000	21,000
0	0	0	0 Janitorial Supplies	52320	4,000	4,000	4,000
0	0	0	0 HVAC Maintenance Supplies	52331	1,000	1,000	1,000
0	0	0	0 Construction & Building Supplies	52335	10,000	10,000	10,000
0	0	0	0 Repair & Maintenance Services	52610	50,000	50,000	50,000
0	0	0	0 HVAC Service & Repair	52661	5,000	5,000	5,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		283,500	283,500	283,500
0	0	0	TOTAL EXPENDITURE		283,500	283,500	283,500

BOS EXPENDITURE SUMMARY: Building Maintenance - Forest Grove | 8516

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Contracted Services	52205	60,000	60,000	60,000
0	0	0	0 Landscape Services	52215	72,000	72,000	72,000
0	0	0	0 Janitorial Supplies	52320	4,000	4,000	4,000
0	0	0	0 HVAC Maintenance Supplies	52331	2,500	2,500	2,500
0	0	0	0 Construction & Building Supplies	52335	14,000	14,000	14,000
0	0	0	0 Repair & Maintenance Services	52610	10,000	10,000	10,000
0	0	0	0 HVAC Service & Repair	52661	22,000	22,000	22,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		184,500	184,500	184,500
0	0	0	TOTAL EXPENDITURE		184,500	184,500	184,500

BOS EXPENDITURE SUMMARY: Building Maintenance - Hillsboro | 8517

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Contracted Services	52205	23,500	23,500	23,500
0	0	0	0 Landscape Services	52215	25,000	25,000	25,000
0	0	0	0 Janitorial Supplies	52320	1,000	1,000	1,000
0	0	0	0 HVAC Maintenance Supplies	52331	2,500	2,500	2,500
0	0	0	0 Construction & Building Supplies	52335	3,000	3,000	3,000
0	0	0	0 Repair & Maintenance Services	52610	7,000	7,000	7,000
0	0	0	0 HVAC Service & Repair	52661	10,000	10,000	10,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		72,000	72,000	72,000
0	0	0	TOTAL EXPENDITURE		72,000	72,000	72,000

BOS EXPENDITURE SUMMARY: Building Maintenance - Materials Handling Yard | 8509

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Electricity	52110	30,000	30,000	30,000
0	0	0	0 Water	52120	14,000	14,000	14,000
0	0	0	0 Garbage	52140	3,200	3,200	3,200
0	0	0	0 Surface Water Management Charge	52150	22,000	22,000	22,000
0	0	0	0 Other Utility Services	52160	700	700	700
0	0	0	0 Sewer Charges	52170	2,500	2,500	2,500
0	0	0	0 Contracted Services	52205	40,000	40,000	40,000
0	0	0	0 Landscape Services	52215	25,000	25,000	25,000
0	0	0	0 Janitorial Supplies	52320	2,500	2,500	2,500
0	0	0	0 HVAC Maintenance Supplies	52331	1,000	1,000	1,000
0	0	0	0 Construction & Building Supplies	52335	10,000	10,000	10,000
0	0	0	0 Land & Building Rent	52470	121,000	121,000	121,000
0	0	0	0 Repair & Maintenance Services	52610	12,000	12,000	12,000
0	0	0	0 HVAC Service & Repair	52661	3,000	3,000	3,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		286,900	286,900	286,900
0	0	0	TOTAL EXPENDITURE		286,900	286,900	286,900

BOS EXPENDITURE SUMMARY: Building Maintenance - Pump Stations | 8518

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Landscape Services	52215	83,000	83,000	83,000
0	0	0	0 Repair & Maintenance Services	52610	5,000	5,000	5,000
0	0	0	0 HVAC Service & Repair	52661	10,000	10,000	10,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		98,000	98,000	98,000
0	0	0	TOTAL EXPENDITURE		98,000	98,000	98,000

BOS EXPENDITURE SUMMARY: Building Maintenance - RIPL | 8511

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Electricity	52110	35,000	35,000	35,000
0	0	0	0 Water	52120	5,000	5,000	5,000
0	0	0	0 Natural Gas	52130	5,000	5,000	5,000
0	0	0	0 Garbage	52140	1,000	1,000	1,000
0	0	0	0 Surface Water Management Charge	52150	5,000	5,000	5,000
0	0	0	0 Sewer Charges	52170	6,000	6,000	6,000
0	0	0	0 Landscape Services	52215	12,000	12,000	12,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		69,000	69,000	69,000
0	0	0	TOTAL EXPENDITURE		69,000	69,000	69,000

BOS EXPENDITURE SUMMARY: Building Maintenance - Rock Creek | 8514

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Contracted Services	52205	150,000	150,000	150,000
0	0	0	0 Landscape Services	52215	139,000	139,000	139,000
0	0	0	0 Janitorial Supplies	52320	8,000	8,000	8,000
0	0	0	0 HVAC Maintenance Supplies	52331	10,000	10,000	10,000
0	0	0	0 Construction & Building Supplies	52335	38,500	38,500	38,500
0	0	0	0 Equipment Rental	52605	1,000	1,000	1,000
0	0	0	0 Repair & Maintenance Services	52610	60,000	60,000	60,000
0	0	0	0 HVAC Service & Repair	52661	60,000	60,000	60,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		466,500	466,500	466,500
0	0	0	TOTAL EXPENDITURE		466,500	466,500	466,500

BOS EXPENDITURE SUMMARY: Building Maintenance - Tualatin River Farm | 8510

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	0	0 Electricity	52110	3,000	3,000	3,000
0	0	0	0 Garbage	52140	2,000	2,000	2,000
0	0	0	0 Contracted Services	52205	6,000	6,000	6,000
0	0	0	0 HVAC Maintenance Supplies	52331	500	500	500
0	0	0	0 Construction & Building Supplies	52335	3,000	3,000	3,000
0	0	0	0 Equipment Rental	52605	2,000	2,000	2,000
0	0	0	0 Repair & Maintenance Services	52610	15,000	15,000	15,000
0	0	0	0 HVAC Service & Repair	52661	1,500	1,500	1,500
0	0	0	MATERIALS & SERVICES SUBTOTAL		33,000	33,000	33,000
0	0	0	TOTAL EXPENDITURE		33,000	33,000	33,000

BOS POSITION AND SALARY EXPENSE: Risk & Insurance Management | 8502

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Risk & Safety Analyst	No
1.00	1.00	1.00	2.00	Sr Risk Management Analyst	No
1.00	1.00	1.00	0.00	Strategic Risk Manager	No
0.00	0.00	0.00	1.00	Risk Manager	No
3.00	3.00	3.00	3.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Risk & Safety Analyst	No
1.00	1.00	1.00	2.00	Sr Risk Management Analyst	No
1.00	1.00	1.00	0.00	Strategic Risk Manager	No
0.00	0.00	0.00	1.00	Risk Manager	No
3.00	3.00	3.00	3.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Risk & Safety Analyst	No
0.00	0.00	0.00	0.00	Sr Risk Management Analyst	No
0.00	0.00	0.00	0.00	Strategic Risk Manager	No
0.00	0.00	0.00	0.00	Risk Manager	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

BOS EXPENDITURE SUMMARY: Risk & Insurance Management | 8502

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
236,306	302,596	396,700	Wages & Other Pay	51100	408,200	408,200	408,200
0	0	0	Temporary	51130	0	0	0
0	0	1,000	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
109,748	152,278	212,100	Other Personnel Expenses	51600	227,000	227,000	227,000
0	0	0	Tuition Reimbursement	51761	0	0	0
150	0	0	Other Employee Allowances	51900	0	0	0
155	0	100	Auto Allowance	51910	100	100	100
1,803	1,628	1,600	Mobile Computing Allowance	51915	0	0	0
348,161	456,502	611,500	PERSONNEL EXPENSE SUBTOTAL		635,300	635,300	635,300
(35,412)	17,135	24,000	Contracted Services	52205	21,000	21,000	21,000
9,250	10,942	5,000	Professional Services	52240	5,000	5,000	5,000
0	0	0	Office Supplies	52305	200	200	200
998	0	0	Construction & Building Supplies	52335	0	0	0
1,443	0	0	Safety Equipment	52360	0	0	0
0	0	0	Postage & Freight	52375	100	100	100
7,350	10,325	10,000	Dues & Memberships	52405	8,000	8,000	8,000
1,541	3,302	2,700	Books, Subscriptions & Publications	52410	2,700	2,700	2,700
21	3	0	Tri-Met Subsidy	52420	0	0	0
70,956	(70,956)	0	Software Licenses & Support	52425	0	0	0
898	20	0	Publication Notices	52430	0	0	0
3,109	1,635	16,800	Training & Education	52480	4,200	4,200	4,200
(2,014)	7,094	12,100	Travel Expense	52485	10,500	10,500	10,500
989	786	1,000	Private Mileage	52487	1,000	1,000	1,000
3,511	1,308	5,000	Other Materials & Services	52495	1,500	1,500	1,500
0	0	2,000	Repair & Maintenance Services	52610	0	0	0
2,871,251	3,772,118	4,300,000	Insurance	52705	4,400,000	4,400,000	4,400,000
2,933,890	3,753,712	4,378,600	MATERIALS & SERVICES SUBTOTAL		4,454,200	4,454,200	4,454,200
3,282,052	4,210,214	4,990,100	TOTAL EXPENDITURE		5,089,500	5,089,500	5,089,500

BOS POSITION AND SALARY EXPENSE: Safety | 8121

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Safety Program Manager	No
0.00	0.00	0.00	3.00	Safety Analyst	No
0.00	0.00	0.00	4.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Safety Program Manager	No
0.00	0.00	0.00	3.00	Safety Analyst	No
0.00	0.00	0.00	4.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Safety Program Manager	No
0.00	0.00	0.00	0.00	Safety Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

BOS EXPENDITURE SUMMARY: Safety | 8121

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	457,000	457,000	457,000
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	254,500	254,500	254,500
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	1,600	1,600	1,600
0	0	0	PERSONNEL EXPENSE SUBTOTAL		713,100	713,100	713,100
0	0	0	0 Contracted Services	52205	20,000	20,000	20,000
0	0	0	0 Office Supplies	52305	200	200	200
0	0	0	0 Safety Equipment	52360	100,000	100,000	100,000
0	0	0	0 Dues & Memberships	52405	500	500	500
0	0	0	0 Books, Subscriptions & Publications	52410	500	500	500
0	0	0	0 Training & Education	52480	7,800	7,800	7,800
0	0	0	0 Travel Expense	52485	6,400	6,400	6,400
0	0	0	0 Private Mileage	52487	4,000	4,000	4,000
0	0	0	0 Other Materials & Services	52495	100	100	100
0	0	0	MATERIALS & SERVICES SUBTOTAL		139,500	139,500	139,500
0	0	0	TOTAL EXPENDITURE		852,600	852,600	852,600

BOS POSITION AND SALARY EXPENSE: Strategy Development & Enterprise Performance | 8500

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Chief Business Operations Officer	No
2.00	2.00	2.00	2.00	Business Practice Leader 1	No
2.00	3.00	2.00	2.00	Business Practice Leader 2	No
1.00	1.00	0.00	0.00	Business Practice Leader 3	No
1.00	1.00	1.00	1.00	Program Support Specialist	No
1.00	1.00	1.00	1.00	Financial Analyst	No
1.00	1.00	1.00	1.00	Integrated Planning Program Manager	No
0.00	1.00	1.00	0.00	Business Opportunities Manager	No
0.00	0.00	1.00	0.00	Strategy Team Manager	No
0.00	0.00	0.00	1.00	Strategy Development & Enterprise Performance Manager	No
8.00	10.00	9.00	9.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Chief Business Operations Officer	No
2.00	2.00	2.00	2.00	Business Practice Leader 1	No
2.00	3.00	2.00	2.00	Business Practice Leader 2	No
1.00	1.00	0.00	0.00	Business Practice Leader 3	No
1.00	1.00	1.00	1.00	Program Support Specialist	No
1.00	1.00	1.00	1.00	Financial Analyst	No
1.00	1.00	1.00	1.00	Integrated Planning Program Manager	No
0.00	1.00	1.00	0.00	Business Opportunities Manager	No
0.00	0.00	1.00	0.00	Strategy Team Manager	No
0.00	0.00	0.00	1.00	Strategy Development & Enterprise Performance Manager	No
8.00	10.00	9.00	9.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Chief Business Operations Officer	No
0.00	0.00	0.00	0.00	Business Practice Leader 1	No
0.00	0.00	0.00	0.00	Business Practice Leader 2	No
0.00	0.00	0.00	0.00	Business Practice Leader 3	No
0.00	0.00	0.00	0.00	Program Support Specialist	No
0.00	0.00	0.00	0.00	Financial Analyst	No
0.00	0.00	0.00	0.00	Integrated Planning Program Manager	No
0.00	0.00	0.00	0.00	Business Opportunities Manager	No
0.00	0.00	0.00	0.00	Strategy Team Manager	No
0.00	0.00	0.00	0.00	Strategy Development & Enterprise Performance Manager	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

BOS EXPENDITURE SUMMARY: Strategy Development & Enterprise Performance | 8500

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
650,660	976,625	1,476,100	Wages & Other Pay	51100	1,546,100	1,546,100	1,546,100
3,883	6,246	10,000	Temporary	51130	0	0	0
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
273,101	405,786	651,000	Other Personnel Expenses	51600	707,000	707,000	707,000
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
0	620	0	Auto Allowance	51910	6,000	6,000	6,000
1,295	840	800	Mobile Computing Allowance	51915	0	0	0
928,939	1,390,117	2,137,900	PERSONNEL EXPENSE SUBTOTAL		2,259,100	2,259,100	2,259,100
0	105,007	25,000	Contracted Services	52205	100,000	100,000	100,000
77,595	28,767	10,000	Legal Services	52230	0	0	0
43,685	281,176	427,000	Professional Services	52240	135,000	135,000	135,000
21	18	1,000	Office Supplies	52305	500	500	500
24,256	15,626	5,000	Dues & Memberships	52405	10,000	10,000	10,000
581	675	1,000	Books, Subscriptions & Publications	52410	1,000	1,000	1,000
70,000	66,255	0	Software Licenses & Support	52425	0	0	0
313	1,347	1,000	Printing	52435	1,000	1,000	1,000
12,452	8,708	20,000	Training & Education	52480	7,600	7,600	7,600
1,964	19,172	20,000	Travel Expense	52485	11,300	11,300	11,300
28	498	3,000	Private Mileage	52487	1,000	1,000	1,000
2,468	3,031	3,000	Other Materials & Services	52495	1,500	1,500	1,500
233,362	530,281	516,000	MATERIALS & SERVICES SUBTOTAL		268,900	268,900	268,900
1,162,301	1,920,398	2,653,900	TOTAL EXPENDITURE		2,528,000	2,528,000	2,528,000

BOS POSITION AND SALARY EXPENSE: Business Opportunities & Operations | 8503

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Business Opportunites Manager	No
1.00	1.00	1.00	0.00	Procurement Coordinator	No
6.00	6.00	0.00	0.00	Program Support Specialist	No
1.00	1.00	1.00	0.00	Procurement Supervisor	No
0.00	0.00	6.00	0.00	Procurement Specialist	No
9.00	8.00	8.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Business Opportunites Manager	No
1.00	1.00	1.00	0.00	Procurement Coordinator	No
6.00	6.00	0.00	0.00	Program Support Specialist	No
1.00	1.00	1.00	0.00	Procurement Supervisor	No
0.00	0.00	6.00	0.00	Procurement Specialist	No
9.00	8.00	8.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Business Opportunites Manager	No
0.00	0.00	0.00	0.00	Procurement Coordinator	No
0.00	0.00	0.00	0.00	Program Support Specialist	No
0.00	0.00	0.00	0.00	Procurement Supervisor	No
0.00	0.00	0.00	0.00	Procurement Specialist	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

BOS EXPENDITURE SUMMARY: Business Opportunities & Operations | 8503

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
726,423	723,866	806,100	Wages & Other Pay	51100	0	0	0
1,295	0	0	Temporary	51130	0	0	0
81	148	1,000	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
303,681	333,613	373,400	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
875	840	800	Mobile Computing Allowance	51915	0	0	0
1,032,355	1,058,467	1,181,300	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	10,283	500	Contracted Services	52205	0	0	0
0	4,180	10,000	Professional Services	52240	0	0	0
17	64	500	Office Supplies	52305	0	0	0
0	838	0	Repair & Maintenance Supplies	52330	0	0	0
0	0	300	Postage & Freight	52375	0	0	0
6,597	6,560	2,000	Dues & Memberships	52405	0	0	0
286	406	500	Books, Subscriptions & Publications	52410	0	0	0
490	0	0	Software Licenses & Support	52425	0	0	0
58	0	0	Publication Notices	52430	0	0	0
187	0	200	Printing	52435	0	0	0
705	2,942	6,000	Training & Education	52480	0	0	0
936	950	3,400	Travel Expense	52485	0	0	0
461	359	1,000	Private Mileage	52487	0	0	0
39	138	1,000	Other Materials & Services	52495	0	0	0
9,776	26,721	25,400	MATERIALS & SERVICES SUBTOTAL		0	0	0
1,042,131	1,085,188	1,206,700	TOTAL EXPENDITURE		0	0	0





Digital Solutions

Digital Solutions (DS) provides the technical foundation and support to enable business operations, enhance productivity and collaboration, improve business efficiency, and promote data-driven decisions across CWS. DS develops, manages, and integrates enterprise software, delivers network and systems infrastructure, organizes data governance and structure, provides and supports end-user devices, delivers central geographic information systems services (GIS), and offers general technical support for CWS. Digital Solutions includes IT Business Applications and IT Infrastructure, plus two new programs — IT Client Services and Geographic Information Systems.

The FY 2025-26 budget includes the addition of five FTE as compared to the FY 2024-25 Revised Budget. Changes include:

New FTE:

- One new FTE in IT Client Services, an IT Client Services Manager, to improve the capacity and performance of the Help Desk.

Existing FTE transferring into the department:

- One Software Engineer is transferring into IT Client Services from the Enterprise Asset & Technical Services (EATS) department.
- Three FTE are transferring into Geographic Information Systems from the Regional Utilities Services department.
- Two FTE are transferring into Geographic Information Systems from Natural Systems Enhancement & Stewardship – Landscape Strategies.

Existing FTE transferring out of the department:

- Two FTE are transferring out of IT Infrastructure to the new Internal Compliance & Cybersecurity program in the Legal & Compliance Services department.

Several changes are planned at the program level that don't affect the department's FTE count:

- Three FTE are transferring from IT Infrastructure to IT Client Services.
- Two FTE are transferring from IT Business Applications to IT Client Services.
- One GIS Administrator is transferring from IT Business Applications to Geographic Information Systems.

Geographic Information Systems

The centralized Geographic Information Systems (GIS) program is tasked with developing and executing a complete strategy to manage, coordinate, and analyze geospatial data and services for CWS. The program has been created to unify GIS-centric roles from several departments to efficiently support process improvement, modeling, teamwork, and collaboration throughout CWS, partner agencies, and the community. Members of the GIS team maintain maps, layers, and related data; perform data collection, management, and transformation; manage GIS projects; and provide technical administration and support for geospatial systems. GIS team members collaborate with and support all other departments that rely on GIS data and systems to perform their work.

IT Business Applications

IT Business Applications performs application development and deployment, software system maintenance, workflow automation, business intelligence, system integrations, and data services to CWS. The program prioritizes work that aligns with organizational key strategic objectives. The IT Applications team is composed of developers (software engineers) and experts in data (database administrators, data warehouse engineer, data analyst) and systems (business systems analysts). The team is committed to implementing and maintaining modern technology solutions that support the utility of the future with a secure and reliable tool chain.

IT Client Services

The new IT Client Services program is the front-line support for the technological needs of all CWS employees. As the "face of Digital Solutions," IT Client Services offers superb customer service through service desk operations and business systems analysis work. The Service Desk supports client devices and services, including printers, laptops and desktops, conference room audio/visual, IoT devices (cameras, lab equipment, etc.), and general technical support. The Business Systems Analysts serve as software administrators and liaisons with application

users. They instruct users on application functions, log changes, problems, and enhancement requests, and translate business processes, workflow, and data requirements into functional specifications.

IT Infrastructure

The IT Infrastructure program provides technology services related to network, servers, and related infrastructure. The network team designs and maintains the CWS network, including communications between all sites, WiFi, internet access, and manages the phone system. The server team is responsible for implementing and managing server infrastructure, digital file storage and physical storage hardware, maintaining CWS data centers, system administration, backups, and providing infrastructure administration and support to the operational technology team. Both teams work together to ensure a robust and reliable technical foundation for CWS.

DS

FY 24-26 Department Roadmap

Digital Solutions

FY 2025-26 full-time equivalent: 28

FY 2025-26 departmental operating budget: \$11,055,200

Key Strategic Outcomes (KSO)















Abbreviations










BUG: Broadband User Group	KB: knowledge base
CG: ChangeGear	KPI: key performance indicators
DS: Digital Solutions	OT: operational technology
ERP: enterprise resource planning	PCI: payment card industry
FTE: full-time equivalent or full-time employee	pen: penetration
HR: Human Resources	SCADA: supervisory control and data acquisition systems
IoT: Internet of Things	
IT: information technology	

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
FTEs filled	100%	79%	90%	95%
IT policies maintained	15	8	12	15
Average tickets received per month (CG + Asana form)	1,000	634	925	1,000

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
End user satisfaction	10	Not tracked	9.64 / 10 "Very Satisfied"	9.64 / 10 "Very Satisfied"
Employee engagement (Gallup)	4	3.51	3.6	3.75
Software budget growth	10%	\$2,353,794 / \$2,225,077 = 5.8% increase	\$3,100,100 / \$2,353,794 = 31.7% increase	\$3,500,000 / \$3,100,100 = 12.9% increase

Objective	Objective Statement	KSO
Ensure internal compliance	Ensure CWS consistently adheres to all applicable laws, regulations, policies, and procedures.	
	Foster a culture of accountability by ensuring all CWS staff understand their compliance responsibilities and are equipped to uphold them.	
Increase capabilities & maturity of cybersecurity program	Enhance the security and resilience of CWS' technological environments by deploying cybersecurity tools and controls that enable continuous monitoring, asset visibility, and threat response.	
	Promote cybersecurity awareness across CWS by delivering annual training to all employees and conducting quarterly phishing simulations.	

Objectives	Initiative Statements	KSO
Build data management framework & systems to support data-driven decision-making	Create & use necessary cloud infrastructure to create data pipelines, data warehouse & reporting databases in support of CWS business intelligence, data centralization & modeling needs. Continue to increase support capabilities & tools to create KPIs, dashboards & data visualization. Participate in execution of the data management master planning project Phase 1 & Phase 2, as necessary. Coordinate digital twin fusion team for continued collaboration with CWS departments on digital twin initiatives.	
	Implement new Data Management & Governance policy to provide framework for data management & governance & use that policy to drive implementation of data classification & capture of metadata.	
Modernize & innovate	Explore & leverage cloud infrastructure, cloud software & identity management while updating, maintaining & refactoring CWS applications. Continue to reduce technical debt through the consolidation & sensible control of the number of applications used across CWS.	
	Remote apps availability and access.	
	Extend network to the cloud, migrate data center to secure, purpose-built facility, improve backups, replace network & server equipment with modern specs, explore relationship with BUG.	
	Develop & pilot components needed for a robust IoT sensor network, creating a cohesive & unified application & hardware platform that is scalable & functional in various usages & locations across CWS.	
Workforce development	Identify & encourage learning & training opportunities for all DS employees.	
	Continue to assess positions & job descriptions to allow for growth opportunities & upward mobility.	

Objective	Objective Statement	KSO
Customer service	Perform quarterly check-in meetings with each department to ensure regular communication about ongoing projects & upcoming initiatives & continue to explore feasibility of implementing a new ERP system, to potentially replace the current ERP, capital planning & budgeting systems as well as augment HR processes & other related business operations.	
	Single point of entry, desk coverage, phone answering, response time, professionalism, customer satisfaction, communication, change management process, and Change Advisory Board.	
Regular equipment replacement & renewal	Through annual replacement cycles & additions, keep IT infrastructure, network equipment & user devices up to date, meeting the evolving specifications of modern use-case requirements.	
Documentation	Improve & expand documented code bases, processes & procedures, metadata, knowledge base articles & training materials across all IT disciplines.	
Enhance IT governance	Implement additional IT frameworks & related processes, including a software budgeting & procurement approval process, establishing an IT steering committee & formalizing IT project management processes.	
	Create & maintain policies to define & enforce expectations around cybersecurity practices, software purchasing & other IT-related policies.	
System availability & disaster recovery	Provide high system availability & uptime.	
	Ensure that all production systems are backed up at the appropriate frequency & test restore processes annually.	
Automation	Develop automated internal and external business processes to increase efficiency and effectiveness.	

DIGITAL SOLUTIONS: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED BUDGET	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	1,772,183	2,056,439	3,366,100	3,867,800	15%	501,700
Temporary	51130	56,113	46,508	0	0	0%	0
Overtime	51140	18,982	25,009	15,000	15,000	0%	0
Out of Class Straight Time	51170	0	0	0	0	0%	0
Other Personnel Expenses	51600	728,874	882,426	1,459,100	2,002,400	37%	543,300
Tuition Reimbursement	51761	2,772	0	0	0	0%	0
Other Employee Allowances	51900	0	0	0	0	0%	0
Auto Allowance	51910	310	3,720	0	3,700	0%	3,700
Mobile Computing Allowance	51915	10,003	8,400	8,000	9,200	15%	1,200
PERSONNEL EXPENSE SUBTOTAL		2,589,236	3,022,502	4,848,200	5,898,100	22%	1,049,900
Contracted Services	52205	1,272	519	0	55,000	0%	55,000
Professional Services	52240	75,737	187,776	411,000	577,000	40%	166,000
Other Government Services	52270	0	914	10,000	35,000	250%	25,000
Office Supplies	52305	722	251	0	1,800	0%	1,800
Operating Supplies	52310	378	0	0	0	0%	0
Construction & Building Supplies	52335	32,004	12,549	0	0	0%	0
Parts & Equipment	52340	0	0	10,000	10,000	0%	0
Small Tools	52350	4,562	0	10,000	12,500	25%	2,500
Postage & Freight	52375	426	3,994	10,000	10,000	0%	0
Software Expensed	52380	375	1,745	0	0	0%	0
Computer Equipment Expensed	52385	83,836	126,133	100,000	100,000	0%	0
Dues & Memberships	52405	940	700	33,500	300	-99%	(33,200)
Books, Subscriptions & Publications	52410	41,535	23,587	12,500	1,500	-88%	(11,000)
Software Licenses & Support	52425	2,064,791	2,433,653	3,525,100	3,623,000	3%	97,900
Printing	52435	5,085	5,397	30,000	30,000	0%	0
Telecom Internal	52440	0	134,824	0	190,000	0%	190,000
Telephone Services	52445	211,266	337,195	384,800	252,500	-34%	(132,300)
Fueling Contract	52475	0	0	800	800	0%	0
Training & Education	52480	18,217	8,859	35,000	15,000	-57%	(20,000)
Travel Expense	52485	5,127	10,333	20,000	10,000	-50%	(10,000)
Fleet Charges	52486	0	0	800	1,000	25%	200
Private Mileage	52487	1,314	1,606	1,800	600	-67%	(1,200)
Other Materials & Services	52495	1,775	3,151	2,000	2,600	30%	600
Permits, Licenses & Fees	52500	0	5	0	0	0%	0
Repair & Maintenance Services	52610	86,492	37,271	0	0	0%	0
Computer Repair & Maintenance	52630	861	72,043	39,500	228,500	478%	189,000
MATERIALS & SERVICES SUBTOTAL		2,636,716	3,402,505	4,636,800	5,157,100	11%	520,300
TOTAL EXPENDITURE		5,225,953	6,425,007	9,485,000	11,055,200	17%	1,570,200

DIGITAL SOLUTIONS POSITION AND SALARY EXPENSE: Geographic Information Systems | 8118

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Geographic Information Systems Administrator	No
0.00	0.00	0.00	1.00	Geographic Information Systems Analyst	No
0.00	0.00	0.00	1.00	Geographic Information Systems Manager	No
0.00	0.00	0.00	2.00	Geographic Information Systems Specialist	No
0.00	0.00	0.00	1.00	Geographic Information Systems Technician	No
0.00	0.00	0.00	6.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Geographic Information Systems Administrator	No
0.00	0.00	0.00	1.00	Geographic Information Systems Analyst	No
0.00	0.00	0.00	1.00	Geographic Information Systems Manager	No
0.00	0.00	0.00	2.00	Geographic Information Systems Specialist	No
0.00	0.00	0.00	1.00	Geographic Information Systems Technician	No
0.00	0.00	0.00	6.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Geographic Information Systems Administrator	No
0.00	0.00	0.00	0.00	Geographic Information Systems Analyst	No
0.00	0.00	0.00	0.00	Geographic Information Systems Manager	No
0.00	0.00	0.00	0.00	Geographic Information Systems Specialist	No
0.00	0.00	0.00	0.00	Geographic Information Systems Technician	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

DIGITAL SOLUTIONS EXPENDITURE SUMMARY: Geographic Information Systems | 8118

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	687,200	687,200	687,200
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	406,900	406,900	406,900
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	800	800	800
0	0	0	PERSONNEL EXPENSE SUBTOTAL		1,094,900	1,094,900	1,094,900
0	0	0	0 Professional Services	52240	150,000	150,000	150,000
0	0	0	0 Other Government Services	52270	35,000	35,000	35,000
0	0	0	0 Software Licenses & Support	52425	137,700	137,700	137,700
0	0	0	0 Training & Education	52480	3,000	3,000	3,000
0	0	0	0 Travel Expense	52485	6,000	6,000	6,000
0	0	0	0 Other Materials & Services	52495	200	200	200
0	0	0	MATERIALS & SERVICES SUBTOTAL		331,900	331,900	331,900
0	0	0	TOTAL EXPENDITURE		1,426,800	1,426,800	1,426,800

DIGITAL SOLUTIONS POSITION AND SALARY EXPENSE: IT Business Applications | 8306

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	2.00	2.00	2.00	Database Administrator	No
0.00	1.00	1.00	1.00	Information Technology Applications Manager	No
0.00	3.00	3.00	3.00	Software Engineer	No
0.00	1.00	1.00	0.00	GIS Administrator	No
0.00	0.50	0.00	0.00	Digital Solutions Director	No
0.00	1.00	1.00	1.00	Data Warehouse Engineer	No
0.00	1.00	1.00	0.00	Software Administrator	No
0.00	0.00	1.00	0.00	Business Systems Analyst 2	No
0.00	0.00	1.00	1.00	Data Analyst	No
0.00	9.50	11.00	8.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	2.00	2.00	2.00	Database Administrator	No
0.00	1.00	1.00	1.00	Information Technology Applications Manager	No
0.00	3.00	3.00	3.00	Software Engineer	No
0.00	1.00	1.00	0.00	GIS Administrator	No
0.00	0.50	0.00	0.00	Digital Solutions Director	No
0.00	1.00	1.00	1.00	Data Warehouse Engineer	No
0.00	1.00	1.00	0.00	Software Administrator	No
0.00	0.00	1.00	0.00	Business Systems Analyst 2	No
0.00	0.00	1.00	1.00	Data Analyst	No
0.00	9.50	11.00	8.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Database Administrator	No
0.00	0.00	0.00	0.00	Information Technology Applications Manager	No
0.00	0.00	0.00	0.00	Software Engineer	No
0.00	0.00	0.00	0.00	GIS Administrator	No
0.00	0.00	0.00	0.00	Digital Solutions Director	No
0.00	0.00	0.00	0.00	Data Warehouse Engineer	No
0.00	0.00	0.00	0.00	Software Administrator	No
0.00	0.00	0.00	0.00	Business Systems Analyst 2	No
0.00	0.00	0.00	0.00	Data Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

DIGITAL SOLUTIONS EXPENDITURE SUMMARY: IT Business Applications | 8306

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	1,147,694	1,559,100	Wages & Other Pay	51100	1,229,200	1,229,200	1,229,200
0	0	0	Temporary	51130	0	0	0
0	2,909	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
0	440,869	764,500	Other Personnel Expenses	51600	611,300	611,300	611,300
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
0	1,860	0	Auto Allowance	51910	0	0	0
0	4,200	4,000	Mobile Computing Allowance	51915	4,800	4,800	4,800
0	1,597,532	2,327,600	PERSONNEL EXPENSE SUBTOTAL		1,845,300	1,845,300	1,845,300
0	0	0	Contracted Services	52205	55,000	55,000	55,000
0	102,083	307,000	Professional Services	52240	367,000	367,000	367,000
0	914	0	Other Government Services	52270	0	0	0
0	0	0	Small Tools	52350	5,000	5,000	5,000
0	3,862	10,000	Postage & Freight	52375	10,000	10,000	10,000
0	1,330	0	Software Expensed	52380	0	0	0
0	1,895	0	Computer Equipment Expensed	52385	0	0	0
0	0	33,500	Dues & Memberships	52405	0	0	0
0	1,090	1,500	Books, Subscriptions & Publications	52410	1,500	1,500	1,500
0	1,221,143	1,552,200	Software Licenses & Support	52425	2,140,500	2,140,500	2,140,500
0	37,454	6,500	Telephone Services	52445	7,300	7,300	7,300
0	1,595	17,500	Training & Education	52480	0	0	0
0	1,804	10,000	Travel Expense	52485	4,000	4,000	4,000
0	77	0	Other Materials & Services	52495	200	200	200
0	0	0	Computer Repair & Maintenance	52630	25,000	25,000	25,000
0	1,373,246	2,358,900	MATERIALS & SERVICES SUBTOTAL		2,615,500	2,615,500	2,615,500
0	2,970,778	4,686,500	TOTAL EXPENDITURE		4,460,800	4,460,800	4,460,800

DIGITAL SOLUTIONS POSITION AND SALARY EXPENSE: IT Client Services | 8122

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	2.00	Business Systems Analyst 2	No
0.00	0.00	0.00	2.00	Information Technology Technician	No
0.00	0.00	0.00	1.00	Information Technology Client Services Manager	No
0.00	0.00	0.00	1.00	Senior Information Technology Technician	No
0.00	0.00	0.00	1.00	Software Engineer	No
0.00	0.00	0.00	7.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	2.00	Business Systems Analyst 2	No
0.00	0.00	0.00	2.00	Information Technology Technician	No
0.00	0.00	0.00	1.00	Information Technology Client Services Manager	No
0.00	0.00	0.00	1.00	Senior Information Technology Technician	No
0.00	0.00	0.00	1.00	Software Engineer	No
0.00	0.00	0.00	7.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Business Systems Analyst 2	No
0.00	0.00	0.00	0.00	Information Technology Technician	No
0.00	0.00	0.00	0.00	Information Technology Client Services Manager	No
0.00	0.00	0.00	0.00	Senior Information Technology Technician	No
0.00	0.00	0.00	0.00	Software Engineer	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

DIGITAL SOLUTIONS EXPENDITURE SUMMARY: IT Client Services | 8122

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	863,800	863,800	863,800
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	7,500	7,500	7,500
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	417,200	417,200	417,200
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	1,200	1,200	1,200
0	0	0	PERSONNEL EXPENSE SUBTOTAL		1,289,700	1,289,700	1,289,700
0	0	0	0 Office Supplies	52305	1,500	1,500	1,500
0	0	0	0 Parts & Equipment	52340	10,000	10,000	10,000
0	0	0	0 Small Tools	52350	5,000	5,000	5,000
0	0	0	0 Computer Equipment Expensed	52385	100,000	100,000	100,000
0	0	0	0 Software Licenses & Support	52425	220,400	220,400	220,400
0	0	0	0 Printing	52435	30,000	30,000	30,000
0	0	0	0 Telephone Services	52445	200,000	200,000	200,000
0	0	0	0 Training & Education	52480	6,000	6,000	6,000
0	0	0	0 Other Materials & Services	52495	200	200	200
0	0	0	MATERIALS & SERVICES SUBTOTAL		573,100	573,100	573,100
0	0	0	TOTAL EXPENDITURE		1,862,800	1,862,800	1,862,800

DIGITAL SOLUTIONS POSITION AND SALARY EXPENSE: IT Infrastructure | 8305

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Business Practice Leader 2 - Digital Solutions	No
2.00	0.00	0.00	0.00	Database Administrator	No
1.00	0.00	0.00	0.00	Digital Solutions Opportunities Manager	No
2.00	1.00	1.00	1.00	Information Technology Enterprise Architect	No
1.00	1.00	1.00	1.00	Information Technology Systems Manager	No
2.00	3.00	2.00	0.00	Information Technology Technician	No
3.00	3.00	3.00	3.00	Information Technology Analyst	No
1.00	0.00	0.00	0.00	Programmer Analyst	No
3.00	0.00	0.00	0.00	Software Engineer	No
1.00	0.00	1.00	0.00	Cybersecurity Analyst	No
0.00	0.50	1.00	1.00	Digital Solutions Director	No
0.00	1.00	1.00	0.00	Cybersecurity Manager	No
0.00	1.00	1.00	1.00	Network Administrator	No
0.00	0.00	1.00	0.00	Senior Information Technology Technician	No
17.00	10.50	12.00	7.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Business Practice Leader 2 - Digital Solutions	No
2.00	0.00	0.00	0.00	Database Administrator	No
1.00	0.00	0.00	0.00	Digital Solutions Opportunities Manager	No
2.00	1.00	1.00	1.00	Information Technology Enterprise Architect	No
1.00	1.00	1.00	1.00	Information Technology Systems Manager	No
2.00	3.00	2.00	0.00	Information Technology Technician	No
3.00	3.00	3.00	3.00	Information Technology Analyst	No
1.00	0.00	0.00	0.00	Programmer Analyst	No
3.00	0.00	0.00	0.00	Software Engineer	No
1.00	0.00	1.00	0.00	Cybersecurity Analyst	No
0.00	0.50	1.00	1.00	Digital Solutions Director	No
0.00	1.00	1.00	0.00	Cybersecurity Manager	No
0.00	1.00	1.00	1.00	Network Administrator	No
0.00	0.00	1.00	0.00	Senior Information Technology Technician	No
17.00	10.50	12.00	7.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Business Practice Leader 2 - Digital Solutions	No
0.00	0.00	0.00	0.00	Database Administrator	No
0.00	0.00	0.00	0.00	Digital Solutions Opportunities Manager	No
0.00	0.00	0.00	0.00	Information Technology Enterprise Architect	No
0.00	0.00	0.00	0.00	Information Technology Systems Manager	No
0.00	0.00	0.00	0.00	Information Technology Technician	No
0.00	0.00	0.00	0.00	Information Technology Analyst	No
0.00	0.00	0.00	0.00	Programmer Analyst	No
0.00	0.00	0.00	0.00	Software Engineer	No
0.00	0.00	0.00	0.00	Cybersecurity Analyst	No
0.00	0.00	0.00	0.00	Digital Solutions Director	No
0.00	0.00	0.00	0.00	Cybersecurity Manager	No
0.00	0.00	0.00	0.00	Network Administrator	No
0.00	0.00	0.00	0.00	Senior Information Technology Technician	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

DIGITAL SOLUTIONS EXPENDITURE SUMMARY: IT Infrastructure | 8305

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,772,183	942,373	1,807,000	Wages & Other Pay	51100	1,087,600	1,087,600	1,087,600
56,113	12,880	0	Temporary	51130	0	0	0
18,982	22,100	15,000	Overtime	51140	7,500	7,500	7,500
0	0	0	Out of Class Straight Time	51170	0	0	0
728,874	441,558	694,600	Other Personnel Expenses	51600	567,000	567,000	567,000
2,772	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
310	1,860	0	Auto Allowance	51910	3,700	3,700	3,700
10,003	4,200	4,000	Mobile Computing Allowance	51915	2,400	2,400	2,400
2,589,236	1,424,970	2,520,600	PERSONNEL EXPENSE SUBTOTAL		1,668,200	1,668,200	1,668,200
1,272	519	0	Contracted Services	52205	0	0	0
75,737	85,694	104,000	Professional Services	52240	60,000	60,000	60,000
0	0	10,000	Other Government Services	52270	0	0	0
722	251	0	Office Supplies	52305	300	300	300
378	0	0	Operating Supplies	52310	0	0	0
4,562	0	10,000	Small Tools	52350	2,500	2,500	2,500
426	133	0	Postage & Freight	52375	0	0	0
375	415	0	Software Expensed	52380	0	0	0
83,836	124,238	100,000	Computer Equipment Expensed	52385	0	0	0
940	700	0	Dues & Memberships	52405	300	300	300
41,535	22,498	11,000	Books, Subscriptions & Publications	52410	0	0	0
2,064,791	1,212,510	1,127,200	Software Licenses & Support	52425	1,124,400	1,124,400	1,124,400
5,085	5,397	30,000	Printing	52435	0	0	0
0	134,824	0	Telecom Internal	52440	190,000	190,000	190,000
211,266	299,741	378,300	Telephone Services	52445	45,200	45,200	45,200
0	0	800	Fueling Contract	52475	800	800	800
18,217	7,264	17,500	Training & Education	52480	6,000	6,000	6,000
5,127	8,528	10,000	Travel Expense	52485	0	0	0
0	0	800	Fleet Charges	52486	1,000	1,000	1,000
1,314	1,606	1,800	Private Mileage	52487	600	600	600
1,775	3,074	2,000	Other Materials & Services	52495	2,000	2,000	2,000
0	5	0	Permits, Licenses & Fees	52500	0	0	0
86,492	37,271	0	Repair & Maintenance Services	52610	0	0	0
861	72,043	39,500	Computer Repair & Maintenance	52630	203,500	203,500	203,500
2,636,716	2,029,259	1,852,900	MATERIALS & SERVICES SUBTOTAL		1,636,600	1,636,600	1,636,600
5,225,953	3,454,229	4,373,500	TOTAL EXPENDITURE		3,304,800	3,304,800	3,304,800





Finance & Accounting

Finance & Accounting provides essential financial services such as strategic financial planning, financial accounting and reporting, and developing and administering the budget. The department ensures compliance with CWS policy and federal regulations by accurately and promptly processing financial transactions and by developing and maintaining CWS financial policies and procedures. The department's services include CWS payroll, accounts receivable, accounts payable, the annual budget and capital improvement program, financial reporting, treasury, financial systems management, debt management, and utility billing. In addition, the department manages bond issuance and debt management, cost of services analysis, setting rates and fees, and financial forecasting.

The FY 2025-26 budget includes the addition of one FTE as compared to the FY 2024-25 Revised Budget. Changes include:

Existing FTE transferring into the department:

- One Chief Financial Officer is transferring from the Office of the Chief Executive Officer – District Administration as part of organizational structural changes.

FA

FY 24-26 Department Roadmap

Finance & Accounting

FY 2025-26 full-time equivalent: 19











FY 2025-26 departmental operating budget: \$5,722,900

Key Strategic Outcomes (KSO)



Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Percentage of operating budget	4.0%	3.9%	4.0%	4.0%
Write off uncollectable rates & fees	.44% of revenue billed	.44% of revenue billed	.44% of revenue billed	.44% of revenue billed
Number of audit findings	0	1	0	0

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Revenue (percentage actual to budget)	103%	96%	103%	103%
O&M expenditures (percentage actual to budget)	90%	84%	90%	90%
Capital expenditures (percentage actual to budget)	85%	84%	85%	85%
Bond rating	AAA/Aa1	AAA/Aa1	AAA/Aa1	AAA/Aa1
Rates (comparison)	4% increase	\$62.50 (4% increase)	\$65.00 (4% increase)	\$66.95 (3% increase)
Total operating ratio	49.8	60.6	60.6	60.6
Total quick ratio	2.2	9.79	9.79	9.79
Debt coverage ratio	3.2	7.36	7.00	7.00
Days cash on hand	1,600	1,282	1,300	1,300
Asset condition	40.0	41.0	41.0	41.0
Sanitary sewer operating ratio	49.8	58.8	59.0	59.0
Sanitary sewer debt ratio	20.9	16.6	17.0	17.0
Surface water management operating ratio	49.8	74.4	74.0	74.0

Objectives	Initiative Statements	KSO
Develop & maintain CWS financial policies & procedures	Enhance the overall financial health of CWS by implementing strong financial policies, procedures & internal controls. Aspire to establish a resilient framework for managing financial resources, ensuring compliance with regulations & promoting transparency.	
Provide CWS payroll services	Provide exceptional payroll services by establishing streamlined, efficient & technologically advanced payroll systems that ensure timely & accurate compensation for our employees in compliance with regulatory & contract requirements.	
Provide accounts receivable services	Optimize accounts receivable process to enhance cash flow, reduce outstanding receivables & streamline billing process to ensure accuracy & completeness of amounts billed.	
Provide accounts payable services	Optimize payment process by strengthening vendor relationships & establishing streamlined, efficient & technologically advanced accounts payable systems that ensure timely & accurate payments to our vendors in compliance with CWS procurement policies.	
Provide annual budget & CIP services	Committed to transparency, accountability & fiscal responsibility. Deliver annual budgets & CIPs that align with CWS strategic plans, allocate resources to meet operational & capital needs, provide financial resiliency & ensure sustainable growth.	
Provide financial reporting services	Committed to transparency, accuracy & strategic financial management. Deliver timely, comprehensive & insightful financial reports that empower CWS to make informed decisions, meet regulatory requirements & enhance stakeholder confidence.	
Provide Treasury services	Strengthen CWS' financial position by ensuring adequate liquidity & mitigating risk of loss on investments while optimizing investment returns in compliance with the CWS' investment policy.	
Provide financial systems management services	Provide exceptional support in analyzing, designing & implementing financial systems & ongoing support & optimization for a robust financial system. Elevate operational efficiency, embrace technology advancements & promote responsible financial practices.	
Provide debt management services	Strengthen CWS' financial sustainability & ensure access to capital markets to finance operational infrastructure at the lowest possible cost of capital. Deliver timely repayment of debt, maintain strong debt coverage ratios & ensure regulatory compliance.	
Provide utility billing services	Provide exceptional customer service with user-friendly, transparent & technologically advanced utility billing experience. Optimize billing & collection process to enhance cash flow, reduce outstanding receivables & streamline billing process to ensure accuracy & completeness of amounts billed.	

FINANCE & ACCOUNTING POSITION AND SALARY EXPENSE: 8504

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	0.00	0.00	0.00	Accountant	No
1.00	1.00	1.00	0.00	Accounting Manager	No
1.00	1.00	1.00	1.00	Accounting Specialist	No
0.00	2.00	2.00	0.00	Accounting Technician	Yes
3.00	0.00	0.00	0.00	Associate Accounting Clerk	Yes
1.00	1.00	1.00	1.00	Business Systems Analyst 2	No
1.00	0.00	0.00	1.00	Chief Financial Officer	No
0.00	0.00	0.00	1.00	Controller	No
2.00	0.00	0.00	0.00	Customer Service Representative	Yes
0.00	0.00	2.00	2.00	Financial Analyst	No
1.00	1.00	1.00	1.00	Finance Manager	No
1.00	2.00	2.00	2.00	Payroll Coordinator	No
2.00	1.00	0.00	0.00	Program Support Specialist	No
1.00	2.00	2.00	2.00	Sr Accountant	No
0.00	1.00	2.00	4.00	Sr Accounting Technician	Yes
1.00	1.00	1.00	1.00	Sr Business Systems Analyst	No
0.00	1.00	1.00	1.00	Sr Financial Analyst	No
0.00	1.00	1.00	2.00	Sr Utility Billing Representative	Yes
0.00	1.00	1.00	0.00	Utility Billing Representative	Yes
17.00	16.00	18.00	19.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	0.00	0.00	0.00	Accountant	No
1.00	1.00	1.00	0.00	Accounting Manager	No
1.00	1.00	1.00	1.00	Accounting Specialist	No
0.00	2.00	2.00	0.00	Accounting Technician	Yes
3.00	0.00	0.00	0.00	Associate Accounting Clerk	Yes
1.00	1.00	1.00	1.00	Business Systems Analyst 2	No
1.00	0.00	0.00	1.00	Chief Financial Officer	No
0.00	0.00	0.00	1.00	Controller	NO
2.00	0.00	0.00	0.00	Customer Service Representative	Yes
0.00	0.00	2.00	2.00	Financial Analyst	No
1.00	1.00	1.00	1.00	Finance Manager	No
1.00	2.00	2.00	2.00	Payroll Coordinator	No
2.00	1.00	0.00	0.00	Program Support Specialist	No
1.00	2.00	2.00	2.00	Sr Accountant	No
0.00	1.00	2.00	4.00	Sr Accounting Technician	Yes
1.00	1.00	1.00	1.00	Sr Business Systems Analyst	No
0.00	1.00	1.00	1.00	Sr Financial Analyst	No
0.00	1.00	1.00	2.00	Sr Utility Billing Representative	Yes
0.00	1.00	1.00	0.00	Utility Billing Representative	Yes
17.00	16.00	18.00	19.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Accountant	No
0.00	0.00	0.00	0.00	Accounting Manager	No
0.00	0.00	0.00	0.00	Accounting Specialist	No
0.00	0.00	0.00	0.00	Accounting Technician	Yes
0.00	0.00	0.00	0.00	Associate Accounting Clerk	Yes
0.00	0.00	0.00	0.00	Business Systems Analyst 2	No
0.00	0.00	0.00	0.00	Chief Financial Officer	No
0.00	0.00	0.00	0.00	Controller	No
0.00	0.00	0.00	0.00	Customer Service Representative	Yes
0.00	0.00	0.00	0.00	Financial Analyst	No
0.00	0.00	0.00	0.00	Finance Manager	No
0.00	0.00	0.00	0.00	Payroll Coordinator	No
0.00	0.00	0.00	0.00	Program Support Specialist	No
0.00	0.00	0.00	0.00	Sr Accountant	No
0.00	0.00	0.00	0.00	Sr Accounting Technician	Yes
0.00	0.00	0.00	0.00	Sr Business Systems Analyst	No
0.00	0.00	0.00	0.00	Sr Financial Analyst	No
0.00	0.00	0.00	0.00	Sr Utility Billing Representative	Yes
0.00	0.00	0.00	0.00	Utility Billing Representative	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

FINANCE & ACCOUNTING EXPENDITURE SUMMARY: 8504

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,431,055	1,308,845	1,956,100	Wages & Other Pay	51100	2,261,200	2,261,200	2,261,200
49,429	66,588	75,000	Temporary	51130	0	0	0
5,732	4,335	6,000	Overtime	51140	6,000	6,000	6,000
0	0	0	Out of Class Straight Time	51170	0	0	0
656,775	612,642	952,000	Other Personnel Expenses	51600	1,127,800	1,127,800	1,127,800
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
6,000	0	0	Auto Allowance	51910	6,000	6,000	6,000
2,625	1,680	1,600	Mobile Computing Allowance	51915	2,400	2,400	2,400
2,151,615	1,994,090	2,990,700	PERSONNEL EXPENSE SUBTOTAL		3,403,400	3,403,400	3,403,400
0	261,467	75,000	Contracted Services	52205	0	0	0
55,000	71,400	60,000	Audit & Accounting Services	52220	95,000	95,000	95,000
19,635	29,474	100,000	Professional Services	52240	50,000	50,000	50,000
1,220,463	1,506,792	1,905,000	Other Government Services	52270	1,955,000	1,955,000	1,955,000
1,961	2,791	2,200	Office Supplies	52305	2,200	2,200	2,200
0	12	0	Operating Supplies	52310	0	0	0
0	0	600	Small Tools	52350	0	0	0
250	311	500	Postage & Freight	52375	500	500	500
3,957	2,902	5,000	Dues & Memberships	52405	5,000	5,000	5,000
129	454	500	Books, Subscriptions & Publications	52410	500	500	500
3,528	3,030	4,500	Publication Notices	52430	4,500	4,500	4,500
6,230	5,936	10,000	Printing	52435	10,000	10,000	10,000
6,393	4,952	11,000	Training & Education	52480	20,400	20,400	20,400
2,940	4,861	10,300	Travel Expense	52485	18,600	18,600	18,600
567	70	800	Private Mileage	52487	800	800	800
6,562	5,009	5,400	Other Materials & Services	52495	3,500	3,500	3,500
0	460	0	Permits, Licenses & Fees	52500	0	0	0
129,232	104,344	156,000	Bank Service Charge	52515	151,000	151,000	151,000
2,388	2,388	2,500	Bond Trustee Fees	52550	2,500	2,500	2,500
1,459,236	2,006,653	2,349,300	MATERIALS & SERVICES SUBTOTAL		2,319,500	2,319,500	2,319,500
3,610,851	4,000,743	4,865,000	TOTAL EXPENDITURE		5,722,900	5,722,900	5,722,900





Human Resources

The Human Resources department's mission is to provide a connection between management and employees to enhance morale and productivity. Through strategic partnerships and collaboration, Human Resources attracts, develops, and retains a high-performing, inclusive, and diverse workforce and fosters a healthy, safe, well-equipped, and productive work environment for employees to maximize their potential.

Human Resources is responsible for planning, developing, and implementing diverse employee processes and programs that allow Clean Water Services to remain inclusive, efficient, and innovative while promoting collaboration, continual learning, and employee well-being. Responsibilities include benefits and wellness; managing employee relations; recruitment, selection, and onboarding; access to opportunity in Human Resources processes; classification and compensation; labor relations including contract interpretation and dispute resolution; employee training and development; performance evaluations; reporting and analytics; administering human resources policies and procedures; and compliance with state and federal employment laws.

There are no changes to the number of FTE in Human Resources as compared to the FY 2024-25 Revised Budget.

HR

FY 24-26 Department Roadmap

Human Resources

FY 2025-26 full-time equivalent: 10

FY 2025-26 departmental operating budget: \$2,881,500

Key Strategic Outcomes (KSO)



Organizational
Excellence



Integrated
Water Resource
Management
& Resilient
Watersheds



Research,
Innovation
& Resource
Recovery



Catalyzing
Transformational
Partnerships








Contributing to
the Region's
Environmental &
Economic Vitality

Abbreviations

HR: Human Resources

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
# of policies reviewed and updated	8	3	8	8
# of All Leaders meetings hosted	3	3	3	3
# of supervisor training sessions hosted	10	9	6	10

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Average days to fill vacant positions	90	66	90	90
# of employee performance reviews completed	410	393	400	430
# of employee midyear check-ins completed	410	344	400	430

Objective	Objective Statement	KSO
Timely, efficient & effective services	Develop a request intake & tracking system to establish monitoring of service delivery	
Consistent services	Complete standard documents, including policies, procedures, benefits & retirement information, job classifications & pay plans & make them accessible	
High-quality workforce	Continually monitor & update performance management processes to improve clarity on expectations on individual performances	
	Innovate on all aspects of the recruitment process to ensure competitiveness in the labor market	
	Continually monitor & update compensation & benefits packages within CWS financial constraints to ensure competitiveness in the labor market	

HUMAN RESOURCES POSITION AND SALARY EXPENSE: 8501

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Compensation & Benefits Manager	No
1.00	1.00	0.00	0.00	Employee Relations Program Manager	No
1.00	1.00	1.00	1.00	Human Resoures & Risk Mgmt Director	No
1.00	1.00	1.00	1.00	Human Resources Specialist	No
5.00	5.00	5.00	2.00	Sr Human Resources Analyst	No
0.00	0.00	0.00	2.00	Human Resources Business Partner	No
1.00	1.00	1.00	1.00	Human Resources Analyst	No
0.00	0.00	1.00	1.00	Human Resources Operations Manager	No
0.00	0.00	0.00	1.00	Sr Human Resources Information Systems Analyst	No
10.00	10.00	10.00	10.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Compensation & Benefits Manager	No
1.00	1.00	0.00	0.00	Employee Relations Program Manager	No
1.00	1.00	1.00	1.00	Human Resoures & Risk Mgmt Director	No
1.00	1.00	1.00	1.00	Human Resources Specialist	No
5.00	5.00	5.00	2.00	Sr Human Resources Analyst	No
0.00	0.00	0.00	2.00	Human Resources Business Partner	No
1.00	1.00	1.00	1.00	Human Resources Analyst	No
0.00	0.00	1.00	1.00	Human Resources Operations Manager	No
0.00	0.00	0.00	1.00	Sr Human Resources Information Systems Analyst	No
10.00	10.00	10.00	10.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Compensation & Benefits Manager	No
0.00	0.00	0.00	0.00	Employee Relations Program Manager	No
0.00	0.00	0.00	0.00	Human Resoures & Risk Mgmt Director	No
0.00	0.00	0.00	0.00	Human Resources Specialist	No
0.00	0.00	0.00	0.00	Sr Human Resources Analyst	No
0.00	0.00	0.00	0.00	Human Resources Business Partner	No
0.00	0.00	0.00	0.00	Human Resources Analyst	No
0.00	0.00	0.00	0.00	Human Resources Operations Manager	No
0.00	0.00	0.00	0.00	Sr Human Resources Information Systems Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

HUMAN RESOURCES EXPENDITURE SUMMARY: 8501

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
984,132	1,175,664	1,343,200	Wages & Other Pay	51100	1,438,000	1,438,000	1,438,000
11,017	15,402	80,000	Temporary	51130	77,000	77,000	77,000
253	66	1,000	Overtime	51140	1,000	1,000	1,000
0	0	0	Out of Class Straight Time	51170	0	0	0
362,517	448,240	557,900	Other Personnel Expenses	51600	684,600	684,600	684,600
4,106	7,781	8,000	Tuition Reimbursement	51761	8,000	8,000	8,000
0	1,125	0	Other Employee Allowances	51900	0	0	0
3,565	7,440	7,400	Auto Allowance	51910	11,100	11,100	11,100
858	665	800	Mobile Computing Allowance	51915	0	0	0
1,366,447	1,656,382	1,998,300	PERSONNEL EXPENSE SUBTOTAL		2,219,700	2,219,700	2,219,700
83,378	62,637	100,000	Contracted Services	52205	25,000	25,000	25,000
281,007	435,879	625,500	Professional Services	52240	575,000	575,000	575,000
367	260	500	Office Supplies	52305	500	500	500
0	135	0	Operating Supplies	52310	0	0	0
979	0	2,000	Postage & Freight	52375	2,000	2,000	2,000
5,370	2,919	7,100	Dues & Memberships	52405	5,500	5,500	5,500
75	244	0	Books, Subscriptions & Publications	52410	100	100	100
18,278	19,615	27,000	Tri-Met Subsidy	52420	27,000	27,000	27,000
423	983	2,000	Publication Notices	52430	1,000	1,000	1,000
0	0	200	Printing	52435	0	0	0
2,169	9,735	12,500	Training & Education	52480	7,500	7,500	7,500
1,336	5,910	5,000	Travel Expense	52485	5,000	5,000	5,000
93	259	400	Private Mileage	52487	800	800	800
28,833	13,679	25,000	Other Materials & Services	52495	12,400	12,400	12,400
422,306	552,255	807,200	MATERIALS & SERVICES SUBTOTAL		661,800	661,800	661,800
1,788,753	2,208,637	2,805,500	TOTAL EXPENDITURE		2,881,500	2,881,500	2,881,500





Legal & Compliance Services

The in-house legal team provides legal advice on complex and dynamic legal, regulatory, and business matters related to wastewater treatment, stormwater management, watershed enhancement, and general water resource recovery issues.

There are two new programs in Legal Services — Internal Compliance & Cybersecurity and Procurement. Before FY 2025-26, cybersecurity functions were appropriated in the Digital Solutions department; procurement functions were appropriated in Business Operations & Strategy.

The FY 2025-26 budget includes the addition of 15 FTE as compared to the FY 2024-25 Revised Budget. Changes include:

New FTE:

- One new FTE in Procurement, a Procurement Assistant, will help with the high volume of day-to-day, time-sensitive tasks related to contracts and procurements.

Existing FTE transferring into the department:

- One General Counsel & Chief Compliance Officer is transferring into Legal Services from the Office of the CEO – District Administration as part of organizational structural changes.
- One Technical Editor is transferring into Legal Services from the Office of the CEO – Communications & Community Engagement.
- One Water Resources Analyst is transferring into Legal Services from Regulatory Affairs – Compliance and is being redesignated to Senior Assistant Legal Counsel.
- Eight FTE are transferring into the new Procurement program from Business Operations & Strategy – Business Opportunities & Operations.

- Two FTE are transferring into the new Internal Compliance & Cybersecurity program from Digital Solutions - IT Infrastructure.
- One FTE is transferring into Internal Compliance & Cybersecurity from Business Operations & Strategy - Strategy Development & Enterprise Performance Management.

Internal Compliance & Cybersecurity

Internal Compliance & Cybersecurity investigates and determines whether CWS is complying with applicable laws, regulations, internal policies, and procedures. The team helps CWS achieve and maintain compliance and helps departments make compliance business processes more efficient and effective. The team also protects assets and identities, plans for future requirements, mitigates cyber risks, and ensures compliance with cybersecurity regulations in both Information Technology and Operational Technology environments.

Legal Services

The in-house legal team provides legal advice on complex and dynamic legal, regulatory, and business matters related to wastewater treatment, stormwater management, watershed enhancement, and general water resource recovery issues. Legal Services gives proactive and practical advice to CWS groups to assist their business needs while protecting the legal interests of the organization. Members of the Legal Services team draft documents including contracts, easements, ordinances, and intergovernmental agreements and answer questions about the purchasing rules, procurements, contracts, real property, environmental and municipal law, construction disputes, permits, and other legal matters. The General Counsel & Chief Compliance Officer retains and manages outside legal counsel on complex issues or litigation when needed.

Procurement

Procurement manages CWS' procurement function, which includes purchasing and contracting for goods, services, and construction. Procurement responsibilities include helping CWS staff members conduct competitive purchasing and contracting processes and developing and ensuring compliance with CWS purchasing policies.

LS

FY 24-26 Department Roadmap

Legal & Compliance Services

2025-26 full-time employees: 19


2025-26 departmental operating budget: \$4,563,600



Key Strategic Outcomes (KSO)



Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Number of public records requests requested & completed	160	127	160	160
Number of contract tickets reviewed	380	245	380	400
Number of procurement standard operating procedures developed or updated	8	8	4	8
Number of compliance audit projects completed	5	N/A	N/A	2
Rate of manual cyber-alert remediations	10%	80% (1,365)	75%	40%
Cybersecurity training completion rate	98%	80%	90%	95%

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Average time to remediate cyber alerts (hours)	6	22	16	8
Cybersecurity training completion rate	98%	80%	90%	95%

Objective	Objective Statement	KSO
INTERNAL COMPLIANCE & CYBERSECURITY		
Ensure internal compliance	Ensure CWS consistently adheres to all applicable laws, regulations, policies, and procedures	
	Foster a culture of accountability by ensuring all CWS staff understand their compliance responsibilities and are equipped to uphold them.	
Increase capabilities & maturity of cybersecurity program	Enhance the security and resilience of CWS' technological environments by deploying cybersecurity tools and controls that enable continuous monitoring, asset visibility, and threat response.	
	Promote cybersecurity awareness across CWS by delivering annual training to all employees and conducting quarterly phishing simulations.	
LEGAL SERVICES		
Ensure regulatory compliance	Continue to improve departments' comprehension of relevant laws & regulations, recognizing the critical role they play in governing CWS operations. Through ongoing education & training initiatives, we aim to deepen CWS' understanding of these legal frameworks, ensuring compliance & mitigating risks effectively. By integrating this knowledge into our day-to-day operations, we strive to uphold the highest standards of regulatory compliance & ethical conduct, fostering a culture of accountability & excellence within the organization.	
Provide timely service	In our commitment to delivering timely legal services, we are implementing measures to establish & monitor turnaround times on the services we provide. By setting clear expectations & targets, we aim to streamline our processes & enhance efficiency in delivering legal support. Through diligent monitoring & regular assessments, we will ensure that our services are rendered promptly & effectively, meeting the needs & expectations of our customers. This proactive approach underscores our dedication to providing exceptional legal assistance while prioritizing responsiveness & customer satisfaction.	
Protect CWS interests	In safeguarding the interests of CWS, we emphasize the importance of conducting thorough reviews of contracts & agreements to ensure comprehensive protection. A comprehensive review of contractual terms & conditions, identifying potential risks & opportunities for negotiation. By prioritizing the alignment of agreements with the objectives & priorities of CWS, we mitigate potential liabilities & optimize favorable outcomes. Through our commitment to diligent review processes, we uphold the integrity & sustainability of CWS operations, fostering trust & confidence among stakeholders.	

Objective	Objective Statements	KSO
PROCUREMENT		
Efficient and effective procurement process	Review and update procurement rules and procedures to enhance the efficiency and effectiveness of procurement. Success on this initiative usually includes factors like finding and getting the product and service with appropriate qualities and quantities, getting the best pricing of products and services, and getting the products and services to CWS timely.	
Optimize procurement practices	Empower staff members to proficiently execute competitive purchasing and contracting processes, ensuring optimal value in the selection of goods, services, and construction. This initiative aims to establish and uphold purchasing policies, ensuring compliance with regulations, while fostering transparency and efficiency in procurement operations.	

LEGAL & COMPLIANCE SERVICES: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	491,180	46,456	528,700	2,590,900	390%	2,062,200
Temporary	51130	46	17,147	0	0	0%	0
Overtime	51140	0	0	0	1,000	0%	1,000
Out of Class Straight Time	51170	0	0	0	0	0%	0
Other Personnel Expenses	51600	198,399	58,016	283,900	1,366,600	381%	1,082,700
Tuition Reimbursement	51761	0	0	0	0	0%	0
Other Employee Allowances	51900	0	0	0	0	0%	0
Auto Allowance	51910	7,500	0	0	6,000	0%	6,000
Mobile Computing Allowance	51915	1,343	0	0	800	0%	800
PERSONNEL EXPENSE SUBTOTAL		698,467	121,620	812,600	3,965,300	388%	3,152,700
Contracted Services	52205	1,241	1,225	11,000	11,500	5%	500
Legal Services	52230	0	0	0	80,000	0%	80,000
Professional Services	52240	67,100	56,182	385,000	455,000	18%	70,000
Other Government Services	52270	0	0	500	500	0%	0
Office Supplies	52305	361	891	1,000	1,500	50%	500
Operating Supplies	52310	0	28	0	0	0%	0
Repair & Maintenance Supplies	52330	0	86,821	0	0	0%	0
Postage & Freight	52375	17	0	0	100	0%	100
Dues & Memberships	52405	0	1,813	2,500	16,200	548%	13,700
Books, Subscriptions & Publications	52410	0	0	1,500	3,000	100%	1,500
Software Licenses & Support	52425	245	0	0	0	0%	0
Publication Notices	52430	0	0	100	100	0%	0
Printing	52435	49	0	200	400	100%	200
Training & Education	52480	245	199	5,000	18,300	266%	13,300
Travel Expense	52485	4	0	4,500	8,900	98%	4,400
Private Mileage	52487	411	0	500	1,000	100%	500
Other Materials & Services	52495	636	964	800	1,600	100%	800
Permits, Licenses & Fees	52500	1,431	890	200	200	0%	0
MATERIALS & SERVICES SUBTOTAL		71,741	149,014	412,800	598,300	45%	185,500
TOTAL EXPENDITURE		770,208	270,633	1,225,400	4,563,600	272%	3,338,200

LEGAL & COMPLIANCE SERVICES POSITION AND SALARY EXPENSE: Legal Services | 8102

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	1.00	General Counsel & Chief Compliance Officer	No
0.00	1.00	1.00	0.00	Records Specialist	No
1.00	1.00	2.00	3.00	Senior Assistant Legal Counsel	No
1.00	1.00	1.00	1.00	Legal Assistant	No
1.00	0.00	0.00	1.00	Paralegal	No
0.00	0.00	0.00	1.00	Technical Editor & Communications Specialist	No
4.00	3.00	4.00	7.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	1.00	General Counsel & Chief Compliance Officer	No
0.00	1.00	1.00	0.00	Records Specialist	No
1.00	1.00	2.00	3.00	Senior Assistant Legal Counsel	No
1.00	1.00	1.00	1.00	Legal Assistant	No
1.00	0.00	0.00	1.00	Paralegal	No
0.00	0.00	0.00	1.00	Technical Editor & Communications Specialist	No
4.00	3.00	4.00	7.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	General Counsel & Chief Compliance Officer	No
0.00	0.00	0.00	0.00	Records Specialist	No
0.00	0.00	0.00	0.00	Senior Assistant Legal Counsel	No
0.00	0.00	0.00	0.00	Legal Assistant	No
0.00	0.00	0.00	0.00	Paralegal	No
0.00	0.00	0.00	0.00	Technical Editor & Communications Specialist	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

LEGAL & COMPLIANCE SERVICES EXPENDITURE SUMMARY: Legal Services | 8102

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
491,180	46,456	528,700	Wages & Other Pay	51100	1,163,800	1,163,800	1,163,800
46	17,147	0	Temporary	51130	0	0	0
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
198,399	58,016	283,900	Other Personnel Expenses	51600	572,400	572,400	572,400
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	0	Other Employee Allowances	51900	0	0	0
7,500	0	0	Auto Allowance	51910	6,000	6,000	6,000
1,343	0	0	Mobile Computing Allowance	51915	0	0	0
698,467	121,620	812,600	PERSONNEL EXPENSE SUBTOTAL		1,742,200	1,742,200	1,742,200
1,241	1,225	11,000	Contracted Services	52205	11,000	11,000	11,000
0	0	0	Legal Services	52230	80,000	80,000	80,000
67,100	56,182	385,000	Professional Services	52240	350,000	350,000	350,000
0	0	500	Other Government Services	52270	500	500	500
361	891	1,000	Office Supplies	52305	1,000	1,000	1,000
0	28	0	Operating Supplies	52310	0	0	0
0	86,821	0	Repair & Maintenance Supplies	52330	0	0	0
17	0	0	Postage & Freight	52375	100	100	100
0	1,813	2,500	Dues & Memberships	52405	5,700	5,700	5,700
0	0	1,500	Books, Subscriptions & Publications	52410	1,500	1,500	1,500
245	0	0	Software Licenses & Support	52425	0	0	0
0	0	100	Publication Notices	52430	100	100	100
49	0	200	Printing	52435	400	400	400
245	199	5,000	Training & Education	52480	7,100	7,100	7,100
4	0	4,500	Travel Expense	52485	5,200	5,200	5,200
411	0	500	Private Mileage	52487	500	500	500
636	964	800	Other Materials & Services	52495	1,000	1,000	1,000
1,431	890	200	Permits, Licenses & Fees	52500	200	200	200
71,741	149,014	412,800	MATERIALS & SERVICES SUBTOTAL		464,300	464,300	464,300
770,208	270,633	1,225,400	TOTAL EXPENDITURE		2,206,500	2,206,500	2,206,500

LEGAL & COMPLIANCE SERVICES POSITION AND SALARY EXPENSE: Internal Compliance & Cybersecurity | 8119

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Cybersecurity Analyst	No
0.00	0.00	0.00	1.00	Cybersecurity Manager	No
0.00	0.00	0.00	1.00	Regulatory Compliance & Audit Manager	No
0.00	0.00	0.00	3.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Cybersecurity Analyst	No
0.00	0.00	0.00	1.00	Cybersecurity Manager	No
0.00	0.00	0.00	1.00	Regulatory Compliance & Audit Manager	No
0.00	0.00	0.00	3.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Cybersecurity Analyst	No
0.00	0.00	0.00	0.00	Cybersecurity Manager	No
0.00	0.00	0.00	0.00	Regulatory Compliance & Audit Manager	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

LEGAL & COMPLIANCE SERVICES EXPENDITURE SUMMARY: Internal Compliance & Cybersecurity | 8119

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	498,000	498,000	498,000
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	267,800	267,800	267,800
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		765,800	765,800	765,800
0	0	0	0 Professional Services	52240	105,000	105,000	105,000
0	0	0	0 Dues & Memberships	52405	3,500	3,500	3,500
0	0	0	0 Books, Subscriptions & Publications	52410	1,000	1,000	1,000
0	0	0	0 Training & Education	52480	9,500	9,500	9,500
0	0	0	0 Travel Expense	52485	2,300	2,300	2,300
0	0	0	0 Other Materials & Services	52495	100	100	100
0	0	0	MATERIALS & SERVICES SUBTOTAL		121,400	121,400	121,400
0	0	0	TOTAL EXPENDITURE		887,200	887,200	887,200

LEGAL & COMPLIANCE SERVICES POSITION AND SALARY EXPENSE: Procurement | 8503

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Procurement Coordinator	No
0.00	0.00	0.00	1.00	Procurement Assistant	No
0.00	0.00	0.00	1.00	Procurement Supervisor	No
0.00	0.00	0.00	6.00	Procurement Specialist	No
0.00	0.00	0.00	9.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Procurement Coordinator	No
0.00	0.00	0.00	1.00	Procurement Assistant	No
0.00	0.00	0.00	1.00	Procurement Supervisor	No
0.00	0.00	0.00	6.00	Procurement Specialist	No
0.00	0.00	0.00	9.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Procurement Coordinator	No
0.00	0.00	0.00	0.00	Procurement Assistant	No
0.00	0.00	0.00	0.00	Procurement Supervisor	No
0.00	0.00	0.00	0.00	Procurement Specialist	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

LEGAL & COMPLIANCE SERVICES EXPENDITURE SUMMARY: Procurement | 8503

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	929,100	929,100	929,100
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	1,000	1,000	1,000
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	526,400	526,400	526,400
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	800	800	800
0	0	0	PERSONNEL EXPENSE SUBTOTAL		1,457,300	1,457,300	1,457,300
0	0	0	0 Contracted Services	52205	500	500	500
0	0	0	0 Office Supplies	52305	500	500	500
0	0	0	0 Dues & Memberships	52405	7,000	7,000	7,000
0	0	0	0 Books, Subscriptions & Publications	52410	500	500	500
0	0	0	0 Training & Education	52480	1,700	1,700	1,700
0	0	0	0 Travel Expense	52485	1,400	1,400	1,400
0	0	0	0 Private Mileage	52487	500	500	500
0	0	0	0 Other Materials & Services	52495	500	500	500
0	0	0	MATERIALS & SERVICES SUBTOTAL		12,600	12,600	12,600
0	0	0	TOTAL EXPENDITURE		1,469,900	1,469,900	1,469,900



Regional Utility Services

Regional Utility Services (RUSD) leads CWS' efforts to build awareness, empower action, and cultivate strong, collaborative relationships with customers and stakeholders for regional implementation of the National Pollutant Discharge Elimination System watershed-based permit. This effort supports understanding and protection of both natural and built environments while aligning with economic development, community values, and planning goals. RUSD promotes CWS' role in long-term watershed health by managing the organization's communications, public outreach, and strategic partnerships with local governments, community organizations, businesses, the development sector, preK-16 learners, and the media.

RUSD includes Communications & Community Engagement, Planning and Development Services, and Administration. In Fiscal Year 2024-25,



Communications & Community Engagement was appropriated in the Office of the Chief Executive Officer department. Two programs listed in RUSD in prior budgets — Development Services and Systems Planning — will merge and be renamed Planning and Development Services.

The FY 2025-26 budget includes the addition of 10 FTE as compared to the FY 2024-25 Revised Budget. Changes include:

Existing FTEs transferring into RUSD:

- One Chief Utility Relations Officer is transferring to Administration from the Office of the Chief Executive Officer – District Administration.
- One Communications & Community Engagement Division Manager is transferring to Administration from the Office of the Chief Executive Officer – Communications & Community Engagement.
- Eleven FTE are transferring with the Communications & Community Engagement program from the Office of the Chief Executive Officer.

Existing FTE transferring out of the department:

- Three FTE are transferring from Planning & Development Services to the new Geographic Information Systems program in Digital Solutions.

One change is planned at the program level that doesn't affect the department's FTE count:

- One Planning Manager is transferring from Administration to Planning & Development Services.

Communications & Community Engagement

The Communications & Community Engagement (CCE) team cultivates a community that understands, values, and actively contributes to CWS achieving its Key Strategic Outcomes. CCE's approach prioritizes building mutually beneficial relationships, earning trust, enhancing credibility, and increasing widespread support for the organization's essential role in nurturing a region where individuals, businesses, and the built and natural environments can thrive.

CCE leads the organization's strategic communications and marketing, stakeholder engagement, education and outreach, and creative services. Staff members tap into community values, needs, and expectations to create positive and impactful experiences, encourage watershed-friendly behaviors, and engage targeted audiences in major CWS initiatives, including climate action, thermal, and long-term regulatory compliance strategies.

The team regularly informs and connects with residents; business, industrial, and agricultural communities; preK-16 learners; volunteers; the media; opinion leaders; the CWS Board of Directors and Clean Water Services Advisory Commission; community organizations; and watershed stakeholder groups to build trust and to motivate action in support of both the natural and built environments.

Planning & Development Services

Planning & Development Services is responsible for coordinating with city and county partners on economic development and community planning, overseeing developer-donated infrastructure construction and acceptance, and managing utility intergovernmental relations.

Planning & Development Services provides local program services related to development within urban unincorporated Washington County and the cities of Banks, Durham, Gaston, King City, and North Plains. These local services include development planning, review, permitting, and inspection of new sanitary and stormwater conveyance infrastructure; stormwater quality and quantity management approaches; erosion control; vegetated corridor enhancements; and new system connections. The scope of responsibility includes residential, commercial, industrial, and public projects, as well as single-family homeowner projects, tenant improvements, and redevelopment. This group also administers the private stormwater management facility inspection program.



Planning & Development Services also provides regional program services to the entire service area and all cities in the service area. Regional services include utility and subbasin planning, environmental plan review, agent to the Department of Environmental Quality for the 1200-C erosion control permit program, and implementation of the Design and Construction Standards to maintain compliance with the Municipal Separate Storm Sewer System across the service area. This group collects System Development Charges, Regional Stormwater Management Charges, and fees-in-lieu associated with connection permits, and manages the Capital Improvement Program Prioritization committee responsible for distributing regional funding among co-implementer cities. The group is also responsible for coordinating public-private partnership projects with developers and other partner agencies and negotiating development agreements and intergovernmental agreements to track and manage the work. The group provides administration for Local Improvement Districts and Reimbursement Districts, manages new annexations to the service area, and evaluates septic system permit requests to ensure compliance with state law.

Administration

Administration includes the senior management for the department. Staff members provide general and fiscal management of the department's programs and interact with external agencies on technical and policy issues. The staff is responsible for developing high-level policy and relationship strategies using an integrative approach. This work includes interacting with community and professional organizations and collaborative efforts with other jurisdictions through the Co-Implementer Committee, Regional Coalition for Clean Rivers & Streams, Capital Improvement Plan Prioritization and Coordinating Committee, Tualatin Basin Partners for Clean Water, and other partnering efforts.

Regional Utility Services

FY 2025-26 full-time equivalent: 44

FY 2025-26 departmental operating budget: \$10,737,700

Key Strategic Outcomes (KSO)















Abbreviations







CIP: Capital Improvement Program
 CPO: Community Participation Organization
 CWAC: Clean Water Services Advisory Commission
 D&C: Design and Construction (Standards)
 GIS: geographic information system

IGA: intergovernmental agreement
 LDR: limited development reviews
 NPDES: National Pollutant Discharge Elimination System
 RUSD: Regional Utility Services department
 SDC: System Development Charge

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Additional acres of stormwater managed	100	82	100	100
Regional CIP projects receiving regional funding	8	9	10	10
Regional SDC project reimbursements to cities	\$6,036,000	\$7,478,500	\$7,637,000	\$6,036,000
Regional environmental site certification & assessment reviews	170	173	175	170
CWS Essentials annual training participants	50	N/A	50	50
CWS Civic Academy participants (FY27 start)	25			25
City connection permit authorization reviews	200	155	185	200

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Percent of city connection permit authorizations within time frames	90%	83%	50%	75%
Percent of regional environmental site certification & assessment reviews completed within time frames	90%	95%	93%	95%
NPDES permit compliance measures tracked	95%	90%	95%	95%
CWS Relationship Framework developed & adapted	100%	N/A	50%	100%
Percent of CWS Essentials participants who say they are “satisfied” with training	90%	N/A	80%	90%
Percent of stakeholders who biannually say CWS is successful in its commitment to the community & Tualatin River health	90%	N/A	82%	N/A
Identify & recommend CWAC community representatives	100%	100%	100%	100%
Number of key civic partnership engagements & educational presentations	50	N/A	40	48

Objectives	Initiative Statements	KSO
Ensure NPDES permit compliance & support economic development & community planning goals through regional coordination of sanitary & stormwater utilities	Manage operating intergovernmental agreements to ensure effective service delivery & alignment with & co-implementation of key initiatives.	
	Coordinate regional implementation of D&C Standards to ensure alignment with the watershed-based permit.	
	Coordinate regional integration of sanitary sewer capital planning, subbasin stormwater strategy development & implementation through participation in long-range systems & land-use planning efforts, including GIS analysis supporting CWS programs.	
	Facilitate the implementation of local & regional infrastructure projects between CWS, co-implementers & private development.	
	Provide regional coordination, partnership & local implementation of NPDES permit requirements for public involvement, student & adult education & outreach, construction site runoff control, post construction runoff standards, retrofits & compliance reporting.	
	Provide regional quality control, compliance oversight & coordinated performance reporting of plan review, erosion control & vegetated corridor inspection programs across CWS.	
	Proactively assist & engage developers in & developer-constructed infrastructure to assure capacity for growth in both the sanitary & storm sewer systems.	
Educate community & strengthen relationships to support regional economic & environmental vitality	Coordinate the Relationship Framework to align internal CWS strategies for maintaining CWS' transactional, strategic & transformational partnerships.	
	Deliver annual CWS Essentials learning events & produce monthly newsletter for City elected officials to build trust, credibility & support for CWS & its role.	
	Educate & partner with key civic audiences on projects, programs & the permit including CPOs, CWAC, business & development community, Tualatin Basin Partners for Clean Water & environmental advocacy groups.	
Foster organizationwide understanding of customer-stakeholder continuum expectations & needs	Conduct biannual Stakeholder Insight Survey & Customer Awareness & Satisfaction Survey to align with the CWS leadership system's "understand stakeholder requirements & expectations" & to inform the organization's Relationship Framework.	
	Regularly monitor & help provide efficient customer-stakeholder engagement opportunities & systems aligned with Performance Excellence's Customers Category.	

Objectives	Initiative Statements	KSO
Build & sustain an expert, adaptive & informed RUSD team	Regularly optimize team resources to maintain expert, timely service levels & performance-based service commitments aligned with current regulations, community needs & the Climate Action & Long-term Regulatory Compliance Strategic roadmaps.	
	Establish clear career pathways for employee retention & effective team organization.	
	Develop & regularly update well-rounded learning plans for each team member to build water-sector awareness & technical expertise, communication skills & strategies for equity, diversity, inclusion & belonging within the team & engagement with the community.	
	Implement effective Gallup Action Plans to build a collaborative culture & enhance value for work.	
	Create opportunities for advancement through crossover training & promotional opportunities.	
	Foster cross-departmental collaboration to share knowledge & strengthen internal relationships across CWS through Passport presentations, Let's Get Engaged strategy & participation on the Integrated Project Coordination Team.	

REGIONAL UTILITY SERVICES: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	3,191,910	3,067,812	4,081,300	5,513,000	35%	1,431,700
Temporary	51130	36,953	139,959	0	0	0%	0
Overtime	51140	2,294	18,364	6,000	6,000	0%	0
Out of Class Straight Time	51170	0	0	5,000	5,000	0%	0
Other Personnel Expenses	51600	1,340,880	1,484,216	1,977,000	2,872,700	45%	895,700
Tuition Reimbursement	51761	1,571	3,499	4,500	4,500	0%	0
Other Employee Allowances	51900	2,850	3,563	4,800	4,500	-6%	(300)
Auto Allowance	51910	0	0	0	6,000	0%	6,000
Mobile Computing Allowance	51915	3,075	2,400	3,800	10,200	168%	6,400
PERSONNEL EXPENSE SUBTOTAL		4,579,533	4,719,813	6,082,400	8,421,900	38%	2,339,500
Contracted Services	52205	159,891	367,607	150,000	623,000	315%	473,000
Legal Services	52230	2,760	1,400	0	0	0%	0
Professional Services	52240	335,557	237,085	232,000	743,500	220%	511,500
Recording Fees	52250	10,574	5,629	14,000	10,000	-29%	(4,000)
Other Government Services	52270	443,936	549,876	458,000	677,000	48%	219,000
Office Supplies	52305	449	683	3,000	2,200	-27%	(800)
Operating Supplies	52310	0	312	0	37,000	0%	37,000
Gas, Oil, Lubrication	52315	0	0	0	100	0%	100
Small Tools	52350	0	0	1,100	1,000	-9%	(100)
Safety Equipment	52360	41	0	0	500	0%	500
Postage & Freight	52375	12	0	0	2,000	0%	2,000
Dues & Memberships	52405	5,294	4,614	9,600	16,100	68%	6,500
Books, Subscriptions & Publications	52410	18	233	300	2,300	667%	2,000
Publication Notices	52430	425	425	1,000	1,400	40%	400
Printing	52435	3,179	1,808	2,000	44,500	2125%	42,500
Fueling Contract	52475	20,595	17,420	21,000	21,600	3%	600
Training & Education	52480	14,037	9,416	24,200	29,800	23%	5,600
Travel Expense	52485	2,533	6,132	14,600	13,300	-9%	(1,300)
Fleet Charges	52486	9,334	12,153	15,000	19,000	27%	4,000
Private Mileage	52487	502	2,446	4,000	2,000	-50%	(2,000)
Other Materials & Services	52495	11,088	2,954	9,000	69,500	672%	60,500
Bank Service Charge	52515	11,324	29,170	20,000	0	-100%	(20,000)
MATERIALS & SERVICES SUBTOTAL		1,031,547	1,249,361	978,800	2,315,800	137%	1,337,000
TOTAL EXPENDITURE		5,611,080	5,969,174	7,061,200	10,737,700	52%	3,676,500

RUSD POSITION AND SALARY EXPENSE: Communications & Community Engagement | 8120

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	2.00	Graphics Specialist	No
0.00	0.00	0.00	1.00	Public Affairs Specialist	No
0.00	0.00	0.00	1.00	Public Involvement Coordinator	No
0.00	0.00	0.00	1.00	Public Involvement Specialist	No
0.00	0.00	0.00	1.00	Sr Public Affairs Specialist	No
0.00	0.00	0.00	1.00	Education & Volunteer Specialist	No
0.00	0.00	0.00	1.00	Community Engagement Manager	No
0.00	0.00	0.00	1.00	Communications Manager	No
0.00	0.00	0.00	1.00	Education & Outreach Manager	No
0.00	0.00	0.00	1.00	Education & Outreach Specialist	No
0.00	0.00	0.00	11.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	2.00	Graphics Specialist	No
0.00	0.00	0.00	1.00	Public Affairs Specialist	No
0.00	0.00	0.00	1.00	Public Involvement Coordinator	No
0.00	0.00	0.00	1.00	Public Involvement Specialist	No
0.00	0.00	0.00	1.00	Sr Public Affairs Specialist	No
0.00	0.00	0.00	1.00	Education & Volunteer Specialist	No
0.00	0.00	0.00	1.00	Community Engagement Manager	No
0.00	0.00	0.00	1.00	Communications Manager	No
0.00	0.00	0.00	1.00	Education & Outreach Manager	No
0.00	0.00	0.00	1.00	Education & Outreach Specialist	No
0.00	0.00	0.00	11.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Graphics Specialist	No
0.00	0.00	0.00	0.00	Public Affairs Specialist	No
0.00	0.00	0.00	0.00	Public Involvement Coordinator	No
0.00	0.00	0.00	0.00	Public Involvement Specialist	No
0.00	0.00	0.00	0.00	Sr Public Affairs Specialist	No
0.00	0.00	0.00	0.00	Education & Volunteer Specialist	No
0.00	0.00	0.00	0.00	Community Engagement Manager	No
0.00	0.00	0.00	0.00	Communications Manager	No
0.00	0.00	0.00	0.00	Education & Outreach Manager	No
0.00	0.00	0.00	0.00	Education & Outreach Specialist	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

RUSD EXPENDITURE SUMMARY: Communications & Community Engagement | 8120

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	1,207,200	1,207,200	1,207,200
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	669,300	669,300	669,300
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	6,400	6,400	6,400
0	0	0	PERSONNEL EXPENSE SUBTOTAL		1,882,900	1,882,900	1,882,900
0	0	0	0 Contracted Services	52205	473,000	473,000	473,000
0	0	0	0 Professional Services	52240	253,500	253,500	253,500
0	0	0	0 Other Government Services	52270	124,500	124,500	124,500
0	0	0	0 Office Supplies	52305	700	700	700
0	0	0	0 Operating Supplies	52310	37,000	37,000	37,000
0	0	0	0 Gas, Oil, Lubrication	52315	100	100	100
0	0	0	0 Postage & Freight	52375	2,000	2,000	2,000
0	0	0	0 Dues & Memberships	52405	6,000	6,000	6,000
0	0	0	0 Books, Subscriptions & Publications	52410	2,000	2,000	2,000
0	0	0	0 Publication Notices	52430	400	400	400
0	0	0	0 Printing	52435	36,500	36,500	36,500
0	0	0	0 Fueling Contract	52475	600	600	600
0	0	0	0 Training & Education	52480	11,300	11,300	11,300
0	0	0	0 Travel Expense	52485	3,300	3,300	3,300
0	0	0	0 Fleet Charges	52486	3,000	3,000	3,000
0	0	0	0 Private Mileage	52487	1,000	1,000	1,000
0	0	0	0 Other Materials & Services	52495	63,500	63,500	63,500
0	0	0	MATERIALS & SERVICES SUBTOTAL		1,018,400	1,018,400	1,018,400
0	0	0	TOTAL EXPENDITURE		2,901,300	2,901,300	2,901,300

RUSD POSITION AND SALARY EXPENSE: Planning & Development Services | 8225

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Business Systems Analyst 2	No
1.00	1.00	1.00	1.00	Construction Inspection Supervisor	No
5.00	5.00	5.00	5.00	Construction Inspector 2	Yes
1.00	1.00	1.00	1.00	Construction Inspector 3	Yes
0.00	0.00	0.00	1.00	Development & Permitting Manager	No
1.90	2.00	2.00	1.00	Development Services Program Manager	No
0.10	0.00	0.00	1.00	Engineer	No
1.00	1.00	1.00	0.00	GIS Analyst	No
1.00	1.00	1.00	0.00	GIS Specialist	No
0.00	1.00	1.00	0.00	GIS Technician	No
2.00	2.00	2.00	2.00	Permits Technician 2	Yes
1.00	1.00	1.00	1.00	Permit Supervisor	No
3.00	3.00	3.00	3.00	Senior Plan Reviewer	No
1.00	1.00	1.00	1.00	Technical Services Specialist 2	Yes
1.00	1.00	1.00	1.00	Technical Services Specialist 3	Yes
1.00	1.00	1.00	1.00	Inspection Program Manager	No
1.00	1.00	1.00	1.00	Plan Review Supervisor	No
1.00	0.00	0.00	4.00	Plan Review Technician 3	Yes
4.00	4.00	4.00	1.00	Planning Analyst	No
0.00	0.00	0.00	1.00	Planning Manager	No
0.00	0.00	0.00	1.00	Principal Planner	No
0.00	0.00	0.00	1.00	Senior Engineer	No
0.00	0.00	0.00	1.00	Senior Principal Planner	No
27.00	27.00	27.00	30.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Business Systems Analyst 2	No
1.00	1.00	1.00	1.00	Construction Inspection Supervisor	No
5.00	5.00	5.00	5.00	Construction Inspector 2	Yes
1.00	1.00	1.00	1.00	Construction Inspector 3	Yes
0.00	0.00	0.00	1.00	Development & Permitting Manager	No
1.80	1.80	1.80	0.80	Development Services Program Manager	No
0.00	0.00	0.00	1.00	Engineer	No
1.00	1.00	1.00	0.00	GIS Analyst	No
1.00	1.00	1.00	0.00	GIS Specialist	No
0.00	1.00	1.00	0.00	GIS Technician	No
2.00	2.00	2.00	2.00	Permits Technician 2	Yes
1.00	1.00	1.00	1.00	Permit Supervisor	No
3.00	3.00	3.00	3.00	Senior Plan Reviewer	No
1.00	1.00	1.00	1.00	Technical Services Specialist 2	Yes
1.00	1.00	1.00	1.00	Technical Services Specialist 3	Yes
1.00	1.00	1.00	1.00	Inspection Program Manager	No
1.00	1.00	1.00	1.00	Plan Review Supervisor	No
1.00	0.00	0.00	4.00	Plan Review Technician 3	Yes
4.00	4.00	4.00	1.00	Planning Analyst	No
0.00	0.00	0.00	1.00	Planning Manager	No
0.00	0.00	0.00	1.00	Principal Planner	No
0.00	0.00	0.00	1.00	Senior Engineer	No
0.00	0.00	0.00	1.00	Senior Principal Planner	No
26.80	26.80	26.80	29.80	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Business Systems Analyst 2	No
0.00	0.00	0.00	0.00	Construction Inspection Supervisor	No
0.00	0.00	0.00	0.00	Construction Inspector 2	Yes
0.00	0.00	0.00	0.00	Construction Inspector 3	Yes
0.00	0.00	0.00	0.00	Development & Permitting Manager	No
0.10	0.20	0.20	0.20	Development Services Program Manager	No
0.10	0.00	0.00	0.00	Engineer	No
0.00	0.00	0.00	0.00	GIS Analyst	No
0.00	0.00	0.00	0.00	GIS Specialist	No
0.00	0.00	0.00	0.00	GIS Technician	No
0.00	0.00	0.00	0.00	Permits Technician 2	Yes
0.00	0.00	0.00	0.00	Permit Supervisor	No
0.00	0.00	0.00	0.00	Senior Plan Reviewer	No
0.00	0.00	0.00	0.00	Technical Services Specialist 2	Yes
0.00	0.00	0.00	0.00	Technical Services Specialist 3	Yes
0.00	0.00	0.00	0.00	Inspection Program Manager	No
0.00	0.00	0.00	0.00	Plan Review Supervisor	No
0.00	0.00	0.00	0.00	Plan Review Technician 3	Yes
0.00	0.00	0.00	0.00	Planning Analyst	No
0.00	0.00	0.00	0.00	Planning Manager	No
0.00	0.00	0.00	0.00	Principal Planner	No
0.00	0.00	0.00	0.00	Senior Engineer	No
0.00	0.00	0.00	0.00	Senior Principal Planner	No
0.20	0.20	0.20	0.20	TOTAL PERSONNEL	

RUSD EXPENDITURE SUMMARY: Planning & Development Services | 8225

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
2,441,978	2,192,605	2,984,600	Wages & Other Pay	51100	3,652,300	3,652,300	3,652,300
36,953	89,799	0	Temporary	51130	0	0	0
2,294	18,364	6,000	Overtime	51140	6,000	6,000	6,000
0	0	5,000	Out of Class Straight Time	51170	5,000	5,000	5,000
1,059,433	1,101,508	1,504,800	Other Personnel Expenses	51600	1,892,800	1,892,800	1,892,800
0	0	3,000	Tuition Reimbursement	51761	4,500	4,500	4,500
2,700	3,563	4,200	Other Employee Allowances	51900	4,500	4,500	4,500
0	0	0	Auto Allowance	51910	0	0	0
908	360	1,200	Mobile Computing Allowance	51915	2,200	2,200	2,200
3,544,266	3,406,199	4,508,800	PERSONNEL EXPENSE SUBTOTAL		5,567,300	5,567,300	5,567,300
159,891	367,607	150,000	Contracted Services	52205	150,000	150,000	150,000
0	1,400	0	Legal Services	52230	0	0	0
199,365	235,585	180,000	Professional Services	52240	490,000	490,000	490,000
10,574	5,629	14,000	Recording Fees	52250	10,000	10,000	10,000
0	2,084	3,000	Other Government Services	52270	2,500	2,500	2,500
345	691	2,000	Office Supplies	52305	500	500	500
0	312	0	Operating Supplies	52310	0	0	0
0	0	1,100	Small Tools	52350	1,000	1,000	1,000
0	0	0	Safety Equipment	52360	500	500	500
2,001	1,223	2,000	Dues & Memberships	52405	7,100	7,100	7,100
375	425	1,000	Publication Notices	52430	1,000	1,000	1,000
2,533	1,808	2,000	Printing	52435	8,000	8,000	8,000
20,014	16,536	20,000	Fueling Contract	52475	21,000	21,000	21,000
8,833	4,859	17,000	Training & Education	52480	16,400	16,400	16,400
1,931	3,260	7,000	Travel Expense	52485	7,300	7,300	7,300
8,880	12,153	15,000	Fleet Charges	52486	16,000	16,000	16,000
216	1,297	1,200	Private Mileage	52487	500	500	500
9,104	71	3,000	Other Materials & Services	52495	3,000	3,000	3,000
435,387	684,109	438,300	MATERIALS & SERVICES SUBTOTAL		734,800	734,800	734,800
3,979,652	4,090,308	4,947,100	TOTAL EXPENDITURE		6,302,100	6,302,100	6,302,100

RUSD POSITION AND SALARY EXPENSE: Administration | 8201

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Chief Utility Relations Officer	No
0.00	0.00	0.00	1.00	Communications & Community Engagement Division Manager	No
1.00	1.00	1.00	1.00	Planning & Development Services Division Manager	No
1.00	1.00	1.00	0.00	Systems Planning Division Manager	No
0.00	1.00	0.00	0.00	Regional Planning Services Division Manager	No
2.00	3.00	2.00	3.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Chief Utility Relations Officer	No
0.00	0.00	0.00	1.00	Communications & Community Engagement Division Manager	No
0.85	0.85	0.85	0.85	Planning & Development Services Division Manager	No
0.85	0.85	0.85	0.00	Systems Planning Division Manager	No
0.00	1.00	0.00	0.00	Regional Planning Services Division Manager	No
1.70	2.70	1.70	2.85	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Chief Utility Relations Officer	No
0.00	0.00	0.00	0.00	Communications & Community Engagement Division Manager	No
0.15	0.15	0.15	0.15	Planning & Development Services Division Manager	No
0.15	0.15	0.15	0.00	Systems Planning Division Manager	No
0.00	0.00	0.00	0.00	Regional Planning Services Division Manager	No
0.30	0.30	0.30	0.15	TOTAL PERSONNEL	

RUSD EXPENDITURE SUMMARY: Administration | 8201

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
340,365	348,442	400,600	Wages & Other Pay	51100	653,500	653,500	653,500
0	0	0	Temporary	51130	0	0	0
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
140,288	149,447	176,500	Other Personnel Expenses	51600	310,600	310,600	310,600
0	0	0	Tuition Reimbursement	51761	0	0	0
150	0	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	6,000	6,000	6,000
1,785	1,680	1,600	Mobile Computing Allowance	51915	1,600	1,600	1,600
482,587	499,569	578,700	PERSONNEL EXPENSE SUBTOTAL		971,700	971,700	971,700
2,760	0	0	Legal Services	52230	0	0	0
136,192	1,500	50,000	Professional Services	52240	0	0	0
443,936	547,792	455,000	Other Government Services	52270	550,000	550,000	550,000
80	(8)	1,000	Office Supplies	52305	1,000	1,000	1,000
41	0	0	Safety Equipment	52360	0	0	0
12	0	0	Postage & Freight	52375	0	0	0
1,737	1,644	4,000	Dues & Memberships	52405	3,000	3,000	3,000
18	50	300	Books, Subscriptions & Publications	52410	300	300	300
646	0	0	Printing	52435	0	0	0
1,679	85	2,600	Training & Education	52480	2,100	2,100	2,100
602	384	4,300	Travel Expense	52485	2,700	2,700	2,700
286	345	2,000	Private Mileage	52487	500	500	500
1,922	2,883	5,000	Other Materials & Services	52495	3,000	3,000	3,000
589,909	554,675	524,200	MATERIALS & SERVICES SUBTOTAL		562,600	562,600	562,600
1,072,496	1,054,244	1,102,900	TOTAL EXPENDITURE		1,534,300	1,534,300	1,534,300

RUSD POSITION AND SALARY EXPENSE: Systems Planning | 8226

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	2.00	2.00	0.00	Engineer	No
1.00	0.00	0.00	0.00	Inspection Program Manager	No
1.00	1.00	1.00	0.00	Senior Engineer	No
1.00	1.00	1.00	0.00	Water Resources Program Manager	No
0.00	1.00	1.00	0.00	Principal Planner	No
5.00	5.00	5.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.80	0.80	0.80	0.00	Engineer	No
1.00	0.00	0.00	0.00	Inspection Program Manager	No
0.75	0.75	0.75	0.00	Senior Engineer	No
1.00	1.00	1.00	0.00	Water Resources Program Manager	No
0.00	1.00	1.00	0.00	Principal Planner	No
3.55	3.55	3.55	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.20	1.20	1.20	0.00	Engineer	No
0.00	0.00	0.00	0.00	Inspection Program Manager	No
0.25	0.25	0.25	0.00	Senior Engineer	No
0.00	0.00	0.00	0.00	Water Resources Program Manager	No
0.00	0.00	0.00	0.00	Principal Planner	No
1.45	1.45	1.45	0.00	TOTAL PERSONNEL	

RUSD EXPENDITURE SUMMARY: Systems Planning | 8226

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
409,568	576,925	696,100	Wages & Other Pay	51100	0	0	0
0	0	0	Temporary	51130	0	0	0
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
141,159	233,261	295,700	Other Personnel Expenses	51600	0	0	0
1,571	3,499	1,500	Tuition Reimbursement	51761	0	0	0
0	0	600	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
383	360	1,000	Mobile Computing Allowance	51915	0	0	0
552,680	814,044	994,900	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	2,000	Professional Services	52240	0	0	0
24	0	0	Office Supplies	52305	0	0	0
1,556	1,747	3,600	Dues & Memberships	52405	0	0	0
0	183	0	Books, Subscriptions & Publications	52410	0	0	0
50	0	0	Publication Notices	52430	0	0	0
581	883	1,000	Fueling Contract	52475	0	0	0
3,525	4,472	4,600	Training & Education	52480	0	0	0
0	2,488	3,300	Travel Expense	52485	0	0	0
454	0	0	Fleet Charges	52486	0	0	0
0	804	800	Private Mileage	52487	0	0	0
63	0	1,000	Other Materials & Services	52495	0	0	0
6,251	10,578	16,300	MATERIALS & SERVICES SUBTOTAL		0	0	0
558,932	824,622	1,011,200	TOTAL EXPENDITURE		0	0	0



Regulatory Affairs

Regulatory Affairs (RAD) conducts research and analyzes water quality data to track changes to water resources management conditions within the watershed, diagnose and resolve treatment issues, and ensure current and future permit compliance. Data and analyses are also used to update and implement the Tualatin Total Maximum Daily Loads (TMDL). RAD performs monitoring and reporting to ensure permit compliance and provides input on the development of state and federal regulations. RAD includes Compliance Services, Environmental Services, and Laboratory Services.

The FY 2025-26 budget includes a reduction of one FTE as compared to the FY 2024-25 Revised Budget. Changes include:



Existing FTE transferring out of RAD:

- One Water Resources Analyst is transferring out of Compliance Services to Legal Services in the Legal & Compliance Services department. The FTE is being redesignated to Senior Assistant Legal Counsel.

Compliance Services

Compliance Services ensures compliance with state and federal regulations while preserving public health and enhancing ecological resources in the basin through the efficient use of public resources. The program offers technical, scientific, regulatory, and policy support, including analyzing environmental data for public and watershed health protection, implementing Tualatin River TMDLs, and complying with CWS' watershed-based National Pollutant Discharge Elimination System permit, which includes the Municipal Separate Storm Sewer System, and Air Contaminant Discharge permits. The program tracks, evaluates, and influences the development of state and federal environmental regulations to create future compliance pathways.



Environmental Services

Environmental Services implements the industrial pretreatment program in compliance with the federal Clean Water Act, including permitting, inspecting, and enforcement of significant industrial discharges and managing hauled waste; fats, oils, and grease; local source control; and pollution prevention programs. Environmental Services serves as the Department of Environmental Quality agent for the industrial stormwater permitting and compliance program. The group investigates and responds to customer concerns and complaints about pollution entering waterways or conveyance systems.

Laboratory Services

The Laboratory Services program provides data of known quality that supports compliance with permit requirements. Our team of experienced scientists uses state-of-the-art technology and adheres to established methodologies and protocols for quality assurance and quality control to ensure the reliability, accuracy, and integrity of data sets. Beyond compliance, the team also provides a range of sampling, analytical, and research support to inform decision-making by all programs at CWS. Critically, the Laboratory plays a crucial role in developing innovative research technologies to optimize water resource recovery facility operations and protect people, ecosystems, and the Tualatin River Watershed. Our support for water resource recovery facilities through data provision enables these facilities to optimize their operations and make sound decisions to protect people, ecosystems, and the Tualatin River Watershed.

RAD

FY 24-26 Department Roadmap

Regulatory Affairs

FY 2025-26 full-time equivalent: 43

FY 2025-26 departmental operating budget: \$10,456,900

Key Strategic Outcomes (KSO)












Abbreviations









1200-Z: stormwater discharge general permit
ACWA: Association of Clean Water Agencies
DEQ: Department of Environmental Quality
DM: Durham Water Resource Recovery Facility
EPA: Environmental Protection Agency
ES: Environmental Services
FOG: fats, oils, and grease
FTE: full-time equivalent or full-time employee
IDDE: illicit discharge detection and elimination
IGA: intergovernmental agreement
kcal: kilocalorie
MAHL: maximum allowable headworks loading
MS4: Municipal Separate Storm Sewer System

NPDES: National Pollutant Discharge Elimination System
NTS: Natural Treatment System
PFAS: per- and polyfluoroalkyl substances
PS: pump station
R&I: Research and Innovation
RAD: Regulatory Affairs department
RNA: ribonucleic acid
RPA: reasonable potential analysis
SSO: sanitary sewer overflow
SWMP: Stormwater Management Plan
TMDL: total maximum daily loads
TRWC: Tualatin River Watershed Council

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
COMPLIANCE SERVICES				
Update, submit & complete processing for the watershed-based NPDES permit	0 (no permit renewal)	1	1	0
Update, submit & receive Air Contaminant Discharge permits	3 (DM, PS x2)	0	1	1
Create next permit strategy, regulatory compliance integrated plan with DEQ & long-term compliance strategy & implement with the departments	1	N/A	1	N/A
Manage flow release for augmentation & trading (in acre-feet)	14,272	11,178	10,136	11,000
Submit routine NPDES & regulatory reports including ad-hoc reports	76	72	76	76
Update SWMP, create stormwater structure for implementing new permit & update SWMP with adaptive management approaches	1 (2025-2027)	N/A	1	1
Update city-county program IGAs	1	2	2	1
ENVIRONMENTAL SERVICES				
Industrial permits with current permit requirements & completed routine inspections	75	N/A	65	75
Source control investigation to water resource recovery facility operations (PFAS investigation, nitrates at DM, MAHL exceedance investigations, RPA special projects)	20	N/A	19	20
Industrial facilities with PFAS management plans	65	N/A	19	65
Industrial stormwater 1200-Z inspected	20	16	16	20
LABORATORY SERVICES				
Analytical results	308,000	238,024	240,171	380,000
Compliance determinations	63,000	55,252	60,902	65,000
Special projects (R&I, ES investigations)	60	60	62	65
Designated, permit monitoring & sampling locations	92	99	99	99

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
COMPLIANCE SERVICES				
Annual reports completed on time	100%	100%	100%	100%
Compliance reports completed on time, including SSOs, permit excursions, illicit discharges & response to regulatory agency inquiries	100%	100%	100%	100%
Flow augmentation targets met	95%	95%	95%	95%
Million kcals generated by flow augmentation	2,500	2,489	2,500	2,500
ENVIRONMENTAL SERVICES				
Water quality & IDDE investigations 50 average annual (100% follow-up)	100%	100%	100%	100%
Treatment facility disruptions (follow-up)	0	0	0	0
Incident of ongoing noncompliance (12 months)	0	0	0	0
Industrial users receiving compliance recognition (% of industries)	70%	50%	50%	50%
LABORATORY SERVICES				
Passing third-party performance testing analysis	100%	100%	100%	100%
Average daily results per laboratory FTE	61	56	53	65
Average projects per project manager	7	8	6	6
Treatment plant sampling completed (compliance)	100%	100%	100%	100%
Required industrial (compliance) %	100%	100%	100%	100%
Ambient & field sampling %	95%	85%	95%	95%

Objectives	Initiative Statements	KSO
COMPLIANCE SERVICES		
Implement the permit including creating near- & long-term compliance strategies	Continue the use of innovative permit compliance strategies by creating an integrated plan memorandum with DEQ. Develop a strategy to prepare for the next permit. Create a long-term compliance strategy. Implement with departments.	
Stormwater program update	Continue internal team to update stormwater program. Establish process for reporting on the SWMP & submitting associated reports as required by the permit. Establish process for working with cities to create an adaptive management program & update the SWMP (2.0).	
City / county IGAs	Complete Washington County, City of Beaverton & City of Cornelius IGAs. Participate as needed in IGA updates with all co-implementers as required by permit in 2026.	
Support & maintain CWS regulatory compliance	Track, evaluate & engage with state & federal environmental agencies as new regulations are in development.	
	Communicate compliance requirements to CWS programs & partners & develop the necessary infrastructure to ensure compliance with permits & other waste programs.	
	Work with agencies & ACWA to create a regulatory framework to allow expanding the recycled water use program to provide more opportunities to apply recycled water, including natural resource restoration.	
	Efficiently manage CWS' stored water supply at Scoggins Dam & Barney Reservoir by effectively releasing stored water for flow augmentation following IGAs.	
	Coordinate & support cooperative scientific studies with USGS, DEQ & TRWC to understand watershed processes & evaluate the effectiveness of future management practices in the Tualatin River Watershed.	
Prepare annual reports in a timely manner	Prepare, review & coordinate annual reports related to monitoring, effluent discharges, noncompliance incidents & permit compliance & define recommended actions for continual improvement.	

Objectives	Initiative Statements	KSO
ENVIRONMENTAL SERVICES		
Achieve pretreatment effectiveness	Review, collect & evaluate data for new local limits & apply evaluation to next permit.	
	Improve the industrial survey process & develop internal & external training.	
Resilient staffing & sustainable resources	Develop & implement mentoring opportunities, career pathways & cross-training opportunities.	
Proactively administer best management practices for the MS4 section of the permit	Partner with Compliance Services to implement SWMP & city IGAs at the organization level including FOG & IDDE response programs.	
	Standardize tracking & documenting IDDEs & response to customer complaints & develop training for the cities.	
Support troubleshooting of influent loadings at water resource recovery facilities	Use real-time dashboard to evaluate influent flows & loads to the water resource recovery facilities.	
LABORATORY SERVICES		
Perform compliance sampling & analysis on time	Adaptively manage NTS in accordance with Operations plan.	
	Expand staff operational capacity & depth of training to support key priority areas.	
	Collaborate & cross-train to improve & optimize business continuity.	
Formalize workplace procedures including safety	Streamline safety program through consistent practices & procedures.	
	Conduct multiple workshops & trainings to understand & optimize workflow between internal customers & Lab.	
Conduct special projects & method development	Collaborate with R&I to optimize EPA coliphage method & in-house R&I program RNA method.	
	Increase capacity on PFAS methodology through additional staff training.	

REGULATORY AFFAIRS: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	2,923,874	3,385,380	5,067,500	5,025,200	-1%	(42,300)
Temporary	51130	70,935	161,709	137,000	137,000	0%	0
Overtime	51140	33,966	40,870	47,100	47,100	0%	0
Other Personnel Expenses	51600	1,414,159	1,676,967	2,519,100	2,712,900	8%	193,800
Tuition Reimbursement	51761	1,574	1,636	19,100	12,000	-37%	(7,100)
Other Employee Allowances	51900	6,175	9,500	8,400	8,400	0%	0
Auto Allowance	51910	3,720	3,720	3,700	3,700	0%	0
Mobile Computing Allowance	51915	2,780	2,250	2,000	4,200	110%	2,200
PERSONNEL EXPENSE SUBTOTAL		4,457,183	5,282,032	7,803,900	7,950,500	2%	146,600
Contracted Services	52205	115,150	337,508	190,000	279,000	47%	89,000
Professional Services	52240	718,897	738,819	1,305,600	965,800	-26%	(339,800)
Laundry	52260	9,814	11,351	13,000	14,400	11%	1,400
Office Supplies	52305	1,893	1,533	3,000	3,000	0%	0
Operating Supplies	52310	18,011	27,763	26,000	26,000	0%	0
Tech & Scientific Supplies	52325	361,113	464,539	510,600	546,500	7%	35,900
Repair & Maintenance Supplies	52330	1,543	722	3,000	3,000	0%	0
Construction & Building Supplies	52335	266	0	0	0	0%	0
Parts & Equipment	52340	0	8	0	0	0%	0
Small Tools	52350	0	513	2,000	2,000	0%	0
Safety Equipment	52360	3,780	4,686	5,000	12,000	140%	7,000
Uniforms	52365	0	1,064	1,000	1,000	0%	0
Postage & Freight	52375	11,386	33,346	19,200	18,700	-3%	(500)
Computer Equipment Expensed	52385	0	0	3,000	0	-100%	(3,000)
Dues & Memberships	52405	2,096	2,803	5,300	5,500	4%	200
Books, Subscriptions & Publications	52410	1,325	29	500	0	-100%	(500)
Publication Notices	52430	346	0	1,000	1,000	0%	0
Printing	52435	1,434	723	2,000	7,000	250%	5,000
Fueling Contract	52475	13,593	11,455	15,000	15,000	0%	0
Training & Education	52480	22,415	19,032	25,800	28,000	9%	2,200
Travel Expense	52485	28,952	21,609	28,500	29,200	2%	700
Fleet Charges	52486	24,938	10,950	9,500	8,500	-11%	(1,000)
Private Mileage	52487	1,068	2,148	4,000	3,100	-23%	(900)
Other Materials & Services	52495	3,324	4,232	2,300	2,000	-13%	(300)
Permits, Licenses & Fees	52500	450,985	497,616	450,100	468,700	4%	18,600
Public Information	52505	0	0	2,000	0	-100%	(2,000)
Repair & Maintenance Services	52610	2,640	361	5,000	15,000	200%	10,000
Non-vehicle Equipment Repair & Maintenance	52620	14,330	13,453	30,000	52,000	73%	22,000
MATERIALS & SERVICES SUBTOTAL		1,809,299	2,206,295	2,662,400	2,506,400	-6%	(156,000)
TOTAL EXPENDITURE		6,266,482	7,488,327	10,466,300	10,456,900	0%	(9,400)

RAD POSITION AND SALARY EXPENSE: Compliance Services | 8210

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Compliance Operations Manager	No
1.00	1.00	1.00	1.00	Data Management Analyst	No
1.00	1.00	1.00	1.00	Regulatory Affairs Director	No
1.00	1.00	1.00	1.00	Regulatory Affairs Services Manager	No
1.00	1.00	0.00	0.00	Operations Analyst 1	No
1.00	1.00	1.00	0.00	Water Resources Program Manager 3	No
3.00	5.00	5.00	0.00	Water Resources Analyst - Regulatory	No
0.00	0.00	0.00	4.00	Water Resources Analyst	No
8.00	10.00	9.00	8.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	1.00	Compliance Operations Manager	No
1.00	1.00	1.00	1.00	Data Management Analyst	No
1.00	1.00	1.00	1.00	Regulatory Affairs Director	No
1.00	1.00	1.00	1.00	Regulatory Affairs Services Manager	No
1.00	1.00	0.00	0.00	Operations Analyst 1	No
1.00	1.00	1.00	0.00	Water Resources Program Manager 3	No
3.00	5.00	5.00	0.00	Water Resources Analyst - Regulatory	No
0.00	0.00	0.00	4.00	Water Resources Analyst	No
8.00	10.00	9.00	8.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Compliance Operations Manager	No
0.00	0.00	0.00	0.00	Data Management Analyst	No
0.00	0.00	0.00	0.00	Regulatory Affairs Director	No
0.00	0.00	0.00	0.00	Regulatory Affairs Services Manager	No
0.00	0.00	0.00	0.00	Operations Analyst 1	No
0.00	0.00	0.00	0.00	Water Resources Program Manager 3	No
0.00	0.00	0.00	0.00	Water Resources Analyst - Regulatory	No
0.00	0.00	0.00	0.00	Water Resources Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

RAD EXPENDITURE SUMMARY: Compliance Services | 8210

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
468,270	630,776	1,361,400	Wages & Other Pay	51100	1,222,800	1,222,800	1,222,800
22,271	22,314	0	Temporary	51130	0	0	0
0	0	0	Overtime	51140	5,000	5,000	5,000
0	0	0	Out of Class Straight Time	51170	0	0	0
216,391	249,429	611,700	Other Personnel Expenses	51600	664,300	664,300	664,300
1,574	1,636	15,100	Tuition Reimbursement	51761	8,000	8,000	8,000
150	0	0	Other Employee Allowances	51900	0	0	0
3,720	3,720	3,700	Auto Allowance	51910	3,700	3,700	3,700
1,320	1,200	1,200	Mobile Computing Allowance	51915	1,700	1,700	1,700
713,696	909,075	1,993,100	PERSONNEL EXPENSE SUBTOTAL		1,905,500	1,905,500	1,905,500
3,110	5,083	0	Contracted Services	52205	0	0	0
650,892	719,800	1,275,600	Professional Services	52240	958,300	958,300	958,300
123	0	200	Office Supplies	52305	200	200	200
350	0	0	Repair & Maintenance Supplies	52330	0	0	0
190	0	0	Construction & Building Supplies	52335	0	0	0
114	147	200	Postage & Freight	52375	200	200	200
860	619	1,800	Dues & Memberships	52405	1,800	1,800	1,800
0	29	500	Books, Subscriptions & Publications	52410	0	0	0
49	0	500	Printing	52435	0	0	0
10,473	8,976	8,000	Training & Education	52480	9,400	9,400	9,400
11,924	9,100	9,000	Travel Expense	52485	17,700	17,700	17,700
18	1,232	1,000	Private Mileage	52487	1,500	1,500	1,500
3,054	2,546	2,000	Other Materials & Services	52495	1,100	1,100	1,100
450,985	497,356	450,100	Permits, Licenses & Fees	52500	468,100	468,100	468,100
1,132,142	1,244,886	1,748,900	MATERIALS & SERVICES SUBTOTAL		1,458,300	1,458,300	1,458,300
1,845,837	2,153,962	3,742,000	TOTAL EXPENDITURE		3,363,800	3,363,800	3,363,800

RAD POSITION AND SALARY EXPENSE: Environmental Services | 8212

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
9.00	10.00	10.00	10.00	Environmental Services Specialist 2	Yes
1.00	0.00	0.00	1.00	Environmental Services Supervisor	No
0.00	1.00	1.00	0.00	Environmental Services Manager	No
10.00	11.00	11.00	11.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
9.00	10.00	10.00	10.00	Environmental Services Specialist 2	Yes
1.00	0.00	0.00	1.00	Environmental Services Supervisor	No
0.00	1.00	1.00	0.00	Environmental Services Manager	No
10.00	11.00	11.00	11.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Environmental Services Specialist 2	Yes
0.00	0.00	0.00	0.00	Environmental Services Supervisor	No
0.00	0.00	0.00	0.00	Environmental Services Manager	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

RAD EXPENDITURE SUMMARY: Environmental Services | 8212

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
784,736	831,471	1,188,400	Wages & Other Pay	51100	1,213,200	1,213,200	1,213,200
0	691	70,000	Temporary	51130	70,000	70,000	70,000
1,944	943	10,000	Overtime	51140	5,000	5,000	5,000
0	0	0	Out of Class Straight Time	51170	0	0	0
386,682	414,067	610,300	Other Personnel Expenses	51600	652,300	652,300	652,300
0	0	4,000	Tuition Reimbursement	51761	4,000	4,000	4,000
1,775	4,125	2,600	Other Employee Allowances	51900	2,600	2,600	2,600
0	0	0	Auto Allowance	51910	0	0	0
585	0	0	Mobile Computing Allowance	51915	0	0	0
1,175,721	1,251,296	1,885,300	PERSONNEL EXPENSE SUBTOTAL		1,947,100	1,947,100	1,947,100
1,850	9,604	15,000	Contracted Services	52205	49,000	49,000	49,000
51,384	8,063	15,000	Professional Services	52240	5,000	5,000	5,000
276	335	300	Office Supplies	52305	300	300	300
1,008	468	1,000	Operating Supplies	52310	1,000	1,000	1,000
1,071	1,577	3,000	Tech & Scientific Supplies	52325	3,000	3,000	3,000
352	0	0	Repair & Maintenance Supplies	52330	0	0	0
0	513	1,000	Small Tools	52350	1,000	1,000	1,000
0	0	0	Safety Equipment	52360	2,000	2,000	2,000
196	128	1,000	Postage & Freight	52375	500	500	500
1,116	1,275	2,500	Dues & Memberships	52405	2,500	2,500	2,500
346	0	1,000	Publication Notices	52430	1,000	1,000	1,000
1,385	723	1,500	Printing	52435	7,000	7,000	7,000
3,172	2,771	3,000	Fueling Contract	52475	3,000	3,000	3,000
9,233	4,382	11,800	Training & Education	52480	13,000	13,000	13,000
12,494	3,708	6,000	Travel Expense	52485	8,400	8,400	8,400
5,225	4,181	3,500	Fleet Charges	52486	2,500	2,500	2,500
700	464	2,000	Private Mileage	52487	1,000	1,000	1,000
270	440	300	Other Materials & Services	52495	300	300	300
0	0	2,000	Public Information	52505	0	0	0
90,079	38,631	69,900	MATERIALS & SERVICES SUBTOTAL		100,500	100,500	100,500
1,265,801	1,289,928	1,955,200	TOTAL EXPENDITURE		2,047,600	2,047,600	2,047,600

RAD POSITION AND SALARY EXPENSE: Laboratory Services | 8232

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Laboratory Manager	No
13.00	0.00	0.00	0.00	Laboratory Specialist	Yes
0.00	14.00	14.00	14.00	Laboratory Specialist 2	Yes
1.00	1.00	2.00	0.00	Lab Systems & QA/QC Coord	No
0.00	0.00	0.00	1.00	Lab Systems & QA/QC Analyst	No
0.00	0.00	0.00	1.00	Lab Systems & QA/QC Manager	No
5.00	6.00	6.00	6.00	Senior Laboratory Specialist	Yes
1.00	1.00	0.00	0.00	Laboratory Services Manager	No
0.00	1.00	1.00	1.00	Laboratory Supervisor	No
21.00	24.00	24.00	24.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Laboratory Manager	No
13.00	0.00	0.00	0.00	Laboratory Specialist	Yes
0.00	14.00	14.00	14.00	Laboratory Specialist 2	Yes
1.00	1.00	2.00	0.00	Lab Systems & QA/QC Coord	No
0.00	0.00	0.00	1.00	Lab Systems & QA/QC Analyst	No
0.00	0.00	0.00	1.00	Lab Systems & QA/QC Manager	No
5.00	6.00	6.00	6.00	Senior Laboratory Specialist	Yes
1.00	1.00	0.00	0.00	Laboratory Services Manager	No
0.00	1.00	1.00	1.00	Laboratory Supervisor	No
21.00	24.00	24.00	24.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Laboratory Manager	No
0.00	0.00	0.00	0.00	Laboratory Specialist	Yes
0.00	0.00	0.00	0.00	Laboratory Specialist 2	Yes
0.00	0.00	0.00	0.00	Lab Systems & QA/QC Coord	No
0.00	0.00	0.00	0.00	Lab Systems & QA/QC Analyst	No
0.00	0.00	0.00	0.00	Lab Systems & QA/QC Manager	No
0.00	0.00	0.00	0.00	Senior Laboratory Specialist	Yes
0.00	0.00	0.00	0.00	Laboratory Services Manager	No
0.00	0.00	0.00	0.00	Laboratory Supervisor	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

RAD EXPENDITURE SUMMARY: Laboratory Services | 8232

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,670,869	1,973,388	2,517,700	Wages & Other Pay	51100	2,589,200	2,589,200	2,589,200
48,665	88,449	67,000	Temporary	51130	67,000	67,000	67,000
32,022	39,927	37,100	Overtime	51140	37,100	37,100	37,100
0	0	0	Out of Class Straight Time	51170	0	0	0
811,086	1,013,471	1,297,100	Other Personnel Expenses	51600	1,396,300	1,396,300	1,396,300
0	0	0	Tuition Reimbursement	51761	0	0	0
4,250	5,375	5,800	Other Employee Allowances	51900	5,800	5,800	5,800
0	0	0	Auto Allowance	51910	0	0	0
875	1,050	800	Mobile Computing Allowance	51915	2,500	2,500	2,500
2,567,766	3,121,661	3,925,500	PERSONNEL EXPENSE SUBTOTAL		4,097,900	4,097,900	4,097,900
110,189	322,821	175,000	Contracted Services	52205	230,000	230,000	230,000
16,621	10,957	15,000	Professional Services	52240	2,500	2,500	2,500
9,814	11,351	13,000	Laundry	52260	14,400	14,400	14,400
1,495	1,198	2,500	Office Supplies	52305	2,500	2,500	2,500
17,002	27,295	25,000	Operating Supplies	52310	25,000	25,000	25,000
360,041	462,962	507,600	Tech & Scientific Supplies	52325	543,500	543,500	543,500
841	722	3,000	Repair & Maintenance Supplies	52330	3,000	3,000	3,000
76	0	0	Construction & Building Supplies	52335	0	0	0
0	8	0	Parts & Equipment	52340	0	0	0
0	0	1,000	Small Tools	52350	1,000	1,000	1,000
3,780	4,686	5,000	Safety Equipment	52360	10,000	10,000	10,000
0	1,064	1,000	Uniforms	52365	1,000	1,000	1,000
11,076	33,070	18,000	Postage & Freight	52375	18,000	18,000	18,000
0	0	3,000	Computer Equipment Expensed	52385	0	0	0
120	909	1,000	Dues & Memberships	52405	1,200	1,200	1,200
1,325	0	0	Books, Subscriptions & Publications	52410	0	0	0
10,421	8,684	12,000	Fueling Contract	52475	12,000	12,000	12,000
2,709	5,674	6,000	Training & Education	52480	5,600	5,600	5,600
4,534	8,801	13,500	Travel Expense	52485	3,100	3,100	3,100
19,712	6,769	6,000	Fleet Charges	52486	6,000	6,000	6,000
350	453	1,000	Private Mileage	52487	600	600	600
0	1,246	0	Other Materials & Services	52495	600	600	600
0	260	0	Permits, Licenses & Fees	52500	600	600	600
2,640	361	5,000	Repair & Maintenance Services	52610	15,000	15,000	15,000
14,330	13,453	30,000	Non-vehicle Equipment Repair & Maintenance	52620	52,000	52,000	52,000
0	34	0	Other Chemicals	52890	0	0	0
587,079	922,777	843,600	MATERIALS & SERVICES SUBTOTAL		947,600	947,600	947,600
3,154,844	4,044,438	4,769,100	TOTAL EXPENDITURE		5,045,500	5,045,500	5,045,500





Engineering Services Functional Area

Clean Water Services has one department in the Engineering Services functional area — Water Engineering & Technology. The group is responsible for capital planning, engineering design, construction management, research and innovation, and reuse.



10,200

dry tons
of biosolids applied



15

analyses performed for
Environmental Services



13

rehab sanitary and
stormwater projects at
\$100,000 or larger



5

milestones met on project
to inform emerging
contaminants strategy



2

milestones met on project to develop
a panel of ddPCR biomarkers for
water quality monitoring

ENGINEERING SERVICES: Functional Area Expenditure Summary

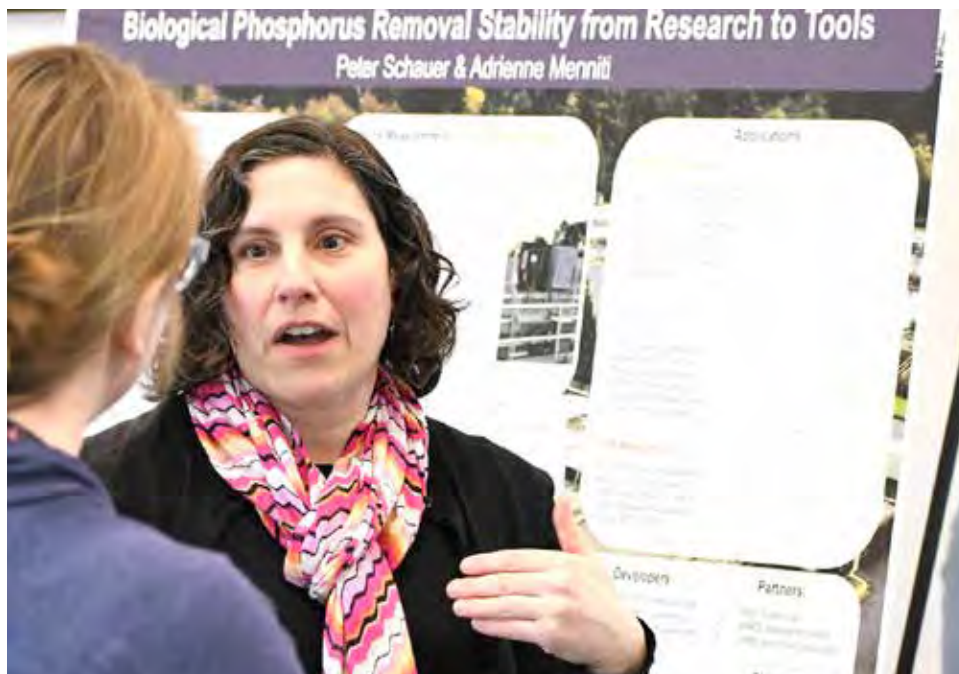
OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	0	0	4,061,500	7,599,500	87%	3,538,000
Temporary	51130	0	0	172,000	351,000	104%	179,000
Overtime	51140	0	0	15,000	62,000	313%	47,000
Out of Class Straight Time	51170	0	0	0	0	0%	0
Other Personnel Expenses	51600	0	0	1,276,900	3,392,000	166%	2,115,100
Tuition Reimbursement	51761	0	0	0	6,600	0%	6,600
Other Employee Allowances	51900	0	0	6,300	11,400	81%	5,100
Auto Allowance	51910	0	0	3,700	3,700	0%	0
Mobile Computing Allowance	51915	0	0	23,400	37,000	58%	13,600
PERSONNEL EXPENSE SUBTOTAL		0	0	5,558,800	11,463,200	106%	5,904,400
Electricity	52110	0	0	16,400	16,400	0%	-
Natural Gas	52130	0	0	3,000	3,000	0%	-
Contracted Services	52205	0	0	194,500	1,679,500	763%	1,485,000
Engineering Services	52210	0	0	170,000	255,000	50%	85,000
Landscape Services	52215	0	0	0	50,000	0%	50,000
Professional Services	52240	0	0	82,500	400,000	385%	317,500
Laundry	52260	0	0	2,100	7,100	238%	5,000
Other Government Services	52270	0	0	1,000	1,200	20%	200
Office Supplies	52305	0	0	4,000	5,000	25%	1,000
Operating Supplies	52310	0	0	24,000	334,000	1292%	310,000
Tech & Scientific Supplies	52325	0	0	135,000	242,000	79%	107,000
Repair & Maintenance Supplies	52330	0	0	800	9,300	1063%	8,500
Construction & Building Supplies	52335	0	0	0	10,000	0%	10,000
Small Tools	52350	0	0	5,500	17,700	222%	12,200
Safety Equipment	52360	0	0	1,500	2,500	67%	1,000
Uniforms	52365	0	0	0	300	0%	300
Postage & Freight	52375	0	0	5,300	14,800	179%	9,500
Computer Equipment Expensed	52385	0	0	500	500	0%	-
Dues & Memberships	52405	0	0	21,000	22,000	5%	1,000
Books, Subscriptions & Publications	52410	0	0	19,100	8,900	-53%	(10,200)
Software Licenses & Support	52425	0	0	0	2,000	0%	2,000
Printing	52435	0	0	700	700	0%	-
Fueling Contract	52475	0	0	9,300	409,300	4301%	400,000
Training & Education	52480	0	0	75,600	75,800	0%	200
Travel Expense	52485	0	0	133,300	57,000	-57%	(76,300)
Fleet Charges	52486	0	0	8,300	13,000	57%	4,700
Private Mileage	52487	0	0	39,600	37,500	-5%	(2,100)
Other Materials & Services	52495	0	0	11,000	6,000	-45%	(5,000)
Permits, Licenses & Fees	52500	0	0	0	2,300	0%	2,300
Equipment Rental	52605	0	0	0	15,000	0%	15,000
MATERIALS & SERVICES SUBTOTAL		0	0	964,000	3,697,800	284%	2733800
TOTAL EXPENDITURE		0	0	6,522,800	15,161,000	132%	8,638,200



Water Engineering & Technology

Water Engineering & Technology (WET) is responsible for integrating capital planning, engineering, construction, research and innovation, and reuse. The department includes Capital Planning, Construction & Engineering Technical Services, Conveyance Engineering, Research & Innovation, Reuse, Treatment Plant Services Engineering, and Administration.

As part of organizational structural changes, the Enterprise Asset & Technical Services (EATS) department is being dissolved. Much of the work performed in the EATS Administration, Control Systems, Technical Support, and Asset Management programs is part of the day-to-day operations of capital planning and treatment plant services engineering and will be incorporated into existing WET work groups. Before Fiscal Year 2025-26, Reuse was appropriated in the Water Resource Recovery Operations &



Services department as Biosolids, Reuse & Fernhill.

As a result of these organizational changes, the FY 2025-26 budget includes the addition of 26 FTE as compared to the FY 2024-25 Revised Budget.

Changes include:

New FTE:

- One new FTE in TPS Engineering, a Field Engineer – TPS, will be responsible for bringing in new equipment to meet regulatory effluent compliance requirements.

Existing FTE transferring into WET:

- One Chief Engineer & Water Technology Officer is transferring to Administration from the Office of the CEO – District Administration as part of organizational structural changes.
- One FTE is transferring to Capital Planning from EATS.
- Seventeen FTE are transferring to TPS Engineering from EATS.
- Six FTE are transferring with the Reuse program from Water Resource Recovery Operations & Services.

Several changes are planned at the program level that don't affect the department's FTE count:

- Three FTE are transferring from Construction & Engineering to Conveyance Engineering.

Capital Planning

Capital Planning leads the development of sanitary master plans, continuously monitors the region's growth, plans the renewal and replacement of stormwater and sanitary conveyance system infrastructure, plans the renewal and replacement of water resource recovery facility assets, and collaborates with CWS departments and partners to produce and strategically adjust the five-year Capital Improvement Plan. The Capital Planning team collaborates with local, state, and federal regulators; supports CIP project regulatory compliance; and secures land and easement rights for project implementation.

Construction & Engineering Technical Services

Construction & Engineering Technical Services directly manages construction work to ensure CWS capital improvement projects are built safely and promptly, follow applicable codes and permits, are consistent with technical plans and specifications, and are delivered within industry-accepted budget metrics. The team accomplishes these objectives by

minimizing adverse impacts or outcomes to residents, businesses, and the public. The team's work delivers sustainable public infrastructure that protects public health, safety, water quality, and natural resources, and directly promotes core values of responsible natural stewardship and financial accountability.

Conveyance Engineering Services

Conveyance Engineering uses its collective experience and expertise to efficiently deliver capital projects that address the needs of the sanitary, reuse, and stormwater conveyance systems. This ensures urbanized Washington County has sufficient capacity to grow and thrive and that CWS is meeting its thermal compliance strategy with recycled water. Projects are delivered in coordination with internal and external stakeholders, including other CWS departments, partner cities, and government agencies.

Research & Innovation

Research & Innovation serves CWS, the Tualatin River Watershed, and the community by developing advanced methods, practical technologies, and data-driven solutions to meet regulatory challenges, optimize operations, and improve the quality of CWS services. R&I provides leadership in the water industry through transformative partnerships, creative and cost-effective solutions, and impactful science communications.



Reuse

Reuse provides resource recovery of outputs from the water resource recovery facilities. Solids removed from the water resource recovery facilities are stabilized and converted to Class B biosolids, which are land-applied as a beneficial agricultural soil amendment. During the summer, approximately 83 million gallons of effluent are utilized for urban Class A reuse water irrigation. The Fernhill Natural Treatment System cools the effluent from the Forest Grove Water Resource Recovery Facility while enhancing valuable wetland habitat before discharge to the Tualatin River. The group is developing a composting program to divert organic waste from landfill disposal, produce a beneficial soil amendment, and reduce greenhouse gas emissions. The group is also developing thermal management strategies for NPDES permit compliance, such as aquifer storage and recovery.

Treatment Plant Services Engineering

Treatment Plant Services provides engineering services for the capital delivery of water resource recovery facilities, occupied building projects, and asset management projects. The program is responsible for the standardization, planning, design, construction, and operational handoff for upgrades needed to address near and long-term wastewater treatment capacity, regulatory compliance, occupied buildings, and existing asset management.

Work in this group now includes responsibilities that had been housed in the Enterprise Asset & Technical Services department, including the design, implementation, and maintenance of the hardware and programming software for the control and monitoring systems. These systems include supervisory control and data acquisition (SCADA) systems, and real-time process control through programmable logic controllers (PLCs). The group performs condition assessments and life cycle analyses that provide critical information to identify replacement and renewal projects at the water resource recovery facilities.

Administration

Administration includes the senior management for the department who provide general and fiscal management of the department's programs.

Water Engineering & Technology

2025-26 full-time equivalent: 80

2025-26 departmental operating budget: \$15,161,000

Key Strategic Outcomes (KSO)



Abbreviations

AI: artificial intelligence

CIP: Capital Improvement Program

EBMP: East Basin Master Plan

K: thousand

RAD: Regulatory Affairs department

sani: sanitary













WBMP: West Basin Master Plan












WET: Water Engineering & Technology department

WRRF: water resource recovery facility

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Sanitary & storm rehabilitation projects CIP	\$7,500,000	\$5,457,300	\$13,077,000	\$13,674,000
Pump station projects CIP	\$32,000,000	\$3,850,000	\$5,580,000	\$8,755,000
Durham WRRF projects CIP	\$14,500,000	\$9,098,900	\$8,255,000	\$11,876,000
Rock Creek WRRF projects CIP	\$16,600,000	\$21,623,600	\$11,915,000	\$14,492,000
Forest Grove WRRF projects CIP	\$10,850,000	\$6,284,000	\$18,620,000	\$30,650,000
Hillsboro WRRF projects CIP	\$1,100,000	\$795,000	\$4,250,000	\$546,000

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Rehab sani & storm projects \$100K or larger	10	14	16	13
Treatment & pump station fund 112 projects \$100K or larger	34	35	40	37
Percentage of conveyance & treatment project actual to planned capital expenditure	90%	75%	80%	108%

Objectives	Initiative Statements	KSO
Manage East Basin & West Basin CIP	Administer, plan, design & manage construction of CWS' CIP for the East Basin (tributary to the Durham facility) & West Basin (tributary to the Forest Grove, Hillsboro & Rock Creek facilities). Plan & deliver projects using an integrated approach that will leverage collective understanding of the project & optimize outcomes.	
Utilize a science-based approach to address compliance Issues	Administer, plan, design & manage construction of CWS' CIP for the East Basin (tributary to the Durham facility) & West Basin (tributary to the Forest Grove, Hillsboro & Rock Creek facilities). Plan & deliver projects using an integrated approach that will leverage collective understanding of the project & optimize outcomes.	
Construct projects to deliver design intent & provide best value	Use an integrated approach between the operations, design & construction teams so projects are delivered efficiently, on time & with the maximum benefit.	
Conveyance system rehabilitation	In accordance with planning efforts, condition assessments & flow monitoring programs, rehabilitate parts of the conveyance system to reduce infiltration & inflow & preserve capacity.	
Conduct environmental permitting & easement acquisition programs for CWS	Develop & staff CWS environmental permitting & easement acquisition programs that will provide a consistent approach to acquiring permits & easements & strategic support for project planning & development.	
Support CIP	Develop & deploy a capital planning tool for the EBMP & WBMP.	
	Develop standardized budgeting & prioritization processes.	
	Update or replace software tools.	
Evolve CWS' use of AI & machine learning	Develop a data management master plan.	
	Identify & implement instrumentation systems to integrate collection, treatment & watershed monitoring.	
Develop CWS' beneficial use of biogas	Implement a biogas utilization strategy at Rock Creek WRRF	
	Develop tools to evaluate external feedstocks for enhancing biogas production	

Objectives	Initiative Statements	KSO
TECHNOLOGY DEVELOPMENT & RESEARCH		
Support CIP projects	Develop & deploy a capital planning tool for the East & West Basins during the WBMP effort.	
Increase understanding of biological phosphorus removal stability	Develop & conduct BPR stability monitoring using instrumentation, bioassays & laboratory analysis.	
Define current & future WRRD instrumentation needs	Evaluate existing instrumentation resources & maintenance needs & develop implementation plan for future instrumentation additions.	
Increase understanding & monitoring of digester stability	Develop metrics & instrumentation to prevent digester instability & to properly load digestion processes for maximum benefit	
Develop copper treatment strategy for Forest Grove compliance	Project effluent copper concentration based on options including primary treatment, chemical addition & source management.	
TREATMENT PLANT SERVICES		
Efficient & effective construction CIP projects	Anticipate potential changes early in the project & resolve as quickly as possible to minimize cost implications.	
	Engage plant staff & incorporate their suggestions to maximize the value & utility of all improvements.	
	Leverage advances in 3D-scanning to develop accurate models of each WRRF. Design CIP projects as 3D models.	
Utilize advanced analysis & design modeling tools	Develop tools to document treatment capacities. Provide liquid stream process (e.g., SUMO) & hydraulic (e.g., visual hydraulics, Fathom) models that document & inform treatment capacities & limitations.	
	Continue to expand our understanding of seismic resilience & climate change & apply that knowledge to develop an appropriate level of risk mitigation.	
Maximize project value by obtaining staff input	Obtain input for O&M and EATS staff during design of capital projects to optimize process efficiency and minimize construction changes.	

WATER ENGINEERING & TECHNOLOGY POSITION AND SALARY EXPENSE: Capital Planning | 8403

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	1.00	0.00	Engineering Project Coordinator	No
0.00	0.00	1.00	1.00	Program Manager 3	No
0.00	0.00	2.00	2.00	Principal Engineer	No
0.00	0.00	1.00	1.00	Sr. Easement Acquisition Specialist	No
0.00	0.00	1.00	1.00	Project Manager 3	No
0.00	0.00	1.00	1.00	Operations Analyst 1	No
0.00	0.00	1.00	1.00	Project Manager 2	No
0.00	0.00	0.00	1.00	Senior Engineer	No
0.00	0.00	8.00	8.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	1.00	0.00	Engineering Project Coordinator	No
0.00	0.00	1.00	1.00	Program Manager 3	No
0.00	0.00	2.00	2.00	Principal Engineer	No
0.00	0.00	1.00	1.00	Sr. Easement Acquisition Specialist	No
0.00	0.00	1.00	1.00	Project Manager 3	No
0.00	0.00	1.00	1.00	Operations Analyst 1	No
0.00	0.00	1.00	1.00	Project Manager 2	No
0.00	0.00	0.00	1.00	Senior Engineer	No
0.00	0.00	8.00	8.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Engineering Project Coordinator	No
0.00	0.00	0.00	0.00	Program Manager 3	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Sr. Easement Acquisition Specialist	No
0.00	0.00	0.00	0.00	Project Manager 3	No
0.00	0.00	0.00	0.00	Operations Analyst 1	No
0.00	0.00	0.00	0.00	Project Manager 2	No
0.00	0.00	0.00	0.00	Senior Engineer	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WATER ENGINEERING & TECHNOLOGY EXPENDITURE SUMMARY: Capital Planning | 8403

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	375,900	Wages & Other Pay	51100	765,600	765,600	765,600
0	0	0	Temporary	51130	0	0	0
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
0	0	86,600	Other Personnel Expenses	51600	358,900	358,900	358,900
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	300	Other Employee Allowances	51900	300	300	300
0	0	2,400	Mobile Computing Allowance	51915	2,400	2,400	2,400
0	0	465,200	PERSONNEL EXPENSE SUBTOTAL		1,127,200	1,127,200	1,127,200
0	0	150,000	Engineering Services	52210	255,000	255,000	255,000
0	0	0	Operating Supplies	52310	500	500	500
0	0	1,000	Postage & Freight	52375	500	500	500
0	0	5,000	Dues & Memberships	52405	2,500	2,500	2,500
0	0	1,500	Books, Subscriptions & Publications	52410	500	500	500
0	0	10,000	Training & Education	52480	8,500	8,500	8,500
0	0	22,000	Travel Expense	52485	4,000	4,000	4,000
0	0	1,000	Private Mileage	52487	1,000	1,000	1,000
0	0	2,500	Other Materials & Services	52495	200	200	200
0	0	193,000	MATERIALS & SERVICES SUBTOTAL		272,700	272,700	272,700
0	0	658,200	TOTAL EXPENDITURE		1,399,900	1,399,900	1,399,900

WATER ENGINEERING & TECH POSITION AND SALARY EXPENSE: Construction & Engineering Technical Services | 8404

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	3.00	3.00	Construction Coordinator	No
0.00	0.00	2.00	2.00	Construction Inspector 3	No
0.00	0.00	1.00	0.00	Engineering Project Coordinator	No
0.00	0.00	1.00	0.00	Engineering Technician 3	No
0.00	0.00	1.00	0.00	Field Engineer	Yes
0.00	0.00	2.00	2.00	Principal Engineer	No
0.00	0.00	10.00	7.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	3.00	3.00	Construction Coordinator	No
0.00	0.00	2.00	2.00	Construction Inspector 3	Yes
0.00	0.00	1.00	0.00	Engineering Project Coordinator	No
0.00	0.00	1.00	0.00	Engineering Technician 3	Yes
0.00	0.00	1.00	0.00	Field Engineer	No
0.00	0.00	2.00	2.00	Principal Engineer	No
0.00	0.00	10.00	7.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Construction Coordinator	No
0.00	0.00	0.00	0.00	Construction Inspector 3	No
0.00	0.00	0.00	0.00	Engineering Project Coordinator	No
0.00	0.00	0.00	0.00	Engineering Technician 3	No
0.00	0.00	0.00	0.00	Field Engineer	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WATER ENGINEERING & TECHNOLOGY EXPENDITURE SUMMARY: Construction & Engineering Technical Services | 8404

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	581,100	Wages & Other Pay	51100	549,100	549,100	549,100
0	0	0	Temporary	51130	0	0	0
0	0	5,000	Overtime	51140	50,000	50,000	50,000
0	0	0	Out of Class Straight Time	51170	0	0	0
0	0	160,900	Other Personnel Expenses	51600	246,000	246,000	246,000
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	2,100	Other Employee Allowances	51900	1,500	1,500	1,500
0	0	5,200	Mobile Computing Allowance	51915	3,200	3,200	3,200
0	0	754,300	PERSONNEL EXPENSE SUBTOTAL		849,800	849,800	849,800
0	0	10,000	Professional Services	52240	5,000	5,000	5,000
0	0	1,000	Office Supplies	52305	1,000	1,000	1,000
0	0	1,000	Operating Supplies	52310	1,000	1,000	1,000
0	0	1,000	Small Tools	52350	1,000	1,000	1,000
0	0	1,500	Safety Equipment	52360	500	500	500
0	0	500	Postage & Freight	52375	500	500	500
0	0	2,000	Dues & Memberships	52405	2,000	2,000	2,000
0	0	500	Books, Subscriptions & Publications	52410	500	500	500
0	0	500	Printing	52435	500	500	500
0	0	7,500	Training & Education	52480	5,700	5,700	5,700
0	0	5,000	Travel Expense	52485	200	200	200
0	0	7,000	Private Mileage	52487	7,000	7,000	7,000
0	0	1,000	Other Materials & Services	52495	1,000	1,000	1,000
0	0	38,500	MATERIALS & SERVICES SUBTOTAL		25,900	25,900	25,900
0	0	792,800	TOTAL EXPENDITURE		875,700	875,700	875,700

WATER ENGINEERING & TECHNOLOGY POSITION AND SALARY EXPENSE: Conveyance Engineering | 8405

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	1.00	1.00	Associate Engineer	No
0.00	0.00	1.00	0.00	Engineer	No
0.00	0.00	2.00	2.00	Principal Engineer	No
0.00	0.00	3.00	3.00	Senior Engineer	No
0.00	0.00	7.00	6.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	1.00	1.00	Associate Engineer	No
0.00	0.00	1.00	0.00	Engineer	No
0.00	0.00	2.00	2.00	Principal Engineer	No
0.00	0.00	3.00	3.00	Senior Engineer	No
0.00	0.00	7.00	6.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Associate Engineer	No
0.00	0.00	0.00	0.00	Engineer	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Senior Engineer	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WATER ENGINEERING & TECHNOLOGY EXPENDITURE SUMMARY: Conveyance Engineering | 8405

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	512,400	Wages & Other Pay	51100	437,200	437,200	437,200
0	0	0	Temporary	51130	0	0	0
0	0	5,000	Overtime	51140	5,000	5,000	5,000
0	0	0	Out of Class Straight Time	51170	0	0	0
0	0	156,400	Other Personnel Expenses	51600	158,500	158,500	158,500
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	1,200	Other Employee Allowances	51900	900	900	900
0	0	1,600	Mobile Computing Allowance	51915	2,800	2,800	2,800
0	0	676,600	PERSONNEL EXPENSE SUBTOTAL		604,400	604,400	604,400
0	0	400	Electricity	52110	400	400	400
0	0	5,000	Contracted Services	52205	5,000	5,000	5,000
0	0	20,000	Engineering Services	52210	0	0	0
0	0	15,000	Professional Services	52240	2,500	2,500	2,500
0	0	1,000	Other Government Services	52270	1,200	1,200	1,200
0	0	200	Office Supplies	52305	200	200	200
0	0	800	Repair & Maintenance Supplies	52330	800	800	800
0	0	2,500	Small Tools	52350	2,500	2,500	2,500
0	0	500	Postage & Freight	52375	500	500	500
0	0	500	Computer Equipment Expensed	52385	500	500	500
0	0	3,500	Dues & Memberships	52405	3,500	3,500	3,500
0	0	500	Books, Subscriptions & Publications	52410	500	500	500
0	0	200	Printing	52435	200	200	200
0	0	6,000	Fueling Contract	52475	6,000	6,000	6,000
0	0	12,000	Training & Education	52480	7,300	7,300	7,300
0	0	18,000	Travel Expense	52485	1,400	1,400	1,400
0	0	4,200	Fleet Charges	52486	1,000	1,000	1,000
0	0	3,500	Private Mileage	52487	2,500	2,500	2,500
0	0	1,000	Other Materials & Services	52495	1,200	1,200	1,200
0	0	94,800	MATERIALS & SERVICES SUBTOTAL		37,200	37,200	37,200
0	0	771,400	TOTAL EXPENDITURE		641,600	641,600	641,600

WATER ENGINEERING & TECHNOLOGY POSITION AND SALARY EXPENSE: Research & Innovation | 8401

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	2.00	2.00	Operations Analyst 1	No
0.00	0.00	2.00	2.00	Operations Analyst 2	No
0.00	0.00	4.00	4.00	Operations Specialist	No
0.00	0.00	2.00	1.00	Senior Engineer	No
0.00	0.00	1.00	1.00	Principal Engineer	No
0.00	0.00	2.00	1.00	Principal Engineer-Process	No
0.00	0.00	2.00	2.00	Senior Operations Analyst	No
0.00	0.00	1.00	1.00	Senior Research Program Manager	No
0.00	0.00	1.00	1.00	Water Resources Program Manager	No
0.00	0.00	0.00	2.00	Research & Innovation Division Manager	No
0.00	0.00	0.00	1.00	Engineering Project Coordinator	No
0.00	0.00	17.00	18.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	2.00	2.00	Operations Analyst 1	No
0.00	0.00	2.00	2.00	Operations Analyst 2	No
0.00	0.00	4.00	4.00	Operations Specialist	No
0.00	0.00	2.00	1.00	Senior Engineer	No
0.00	0.00	1.00	1.00	Principal Engineer	No
0.00	0.00	2.00	1.00	Principal Engineer-Process	No
0.00	0.00	2.00	2.00	Senior Operations Analyst	No
0.00	0.00	1.00	1.00	Senior Research Program Manager	No
0.00	0.00	1.00	1.00	Water Resources Program Manager	No
0.00	0.00	0.00	2.00	Research & Innovation Division Manager	No
0.00	0.00	0.00	1.00	Engineering Project Coordinator	No
0.00	0.00	17.00	18.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Operations Analyst 1	No
0.00	0.00	0.00	0.00	Operations Analyst 2	No
0.00	0.00	0.00	0.00	Operations Specialist	No
0.00	0.00	0.00	0.00	Senior Engineer	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Principal Engineer-Process	No
0.00	0.00	0.00	0.00	Senior Operations Analyst	No
0.00	0.00	0.00	0.00	Senior Research Program Manager	No
0.00	0.00	0.00	0.00	Water Resources Program Manager	No
0.00	0.00	0.00	0.00	Research & Innovation Division Manager	No
0.00	0.00	0.00	0.00	Engineering Project Coordinator	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WATER ENGINEERING & TECHNOLOGY EXPENDITURE SUMMARY: Research & Innovation | 8401

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	1,378,100	Wages & Other Pay	51100	1,381,700	1,381,700	1,381,700
0	0	172,000	Temporary	51130	316,000	316,000	316,000
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
0	0	510,000	Other Personnel Expenses	51600	566,000	566,000	566,000
0	0	0	Tuition Reimbursement	51761	6,600	6,600	6,600
0	0	1,200	Other Employee Allowances	51900	900	900	900
0	0	8,400	Mobile Computing Allowance	51915	7,600	7,600	7,600
0	0	2,069,700	PERSONNEL EXPENSE SUBTOTAL		2,278,800	2,278,800	2,278,800
0	0	187,000	Contracted Services	52205	182,000	182,000	182,000
0	0	50,000	Professional Services	52240	220,000	220,000	220,000
0	0	2,100	Laundry	52260	2,100	2,100	2,100
0	0	300	Office Supplies	52305	300	300	300
0	0	20,000	Operating Supplies	52310	17,500	17,500	17,500
0	0	135,000	Tech & Scientific Supplies	52325	242,000	242,000	242,000
0	0	1,500	Small Tools	52350	1,500	1,500	1,500
0	0	2,500	Postage & Freight	52375	12,500	12,500	12,500
0	0	4,500	Dues & Memberships	52405	4,500	4,500	4,500
0	0	15,000	Books, Subscriptions & Publications	52410	5,000	5,000	5,000
0	0	0	Software Licenses & Support	52425	2,000	2,000	2,000
0	0	800	Fueling Contract	52475	800	800	800
0	0	30,100	Training & Education	52480	22,700	22,700	22,700
0	0	61,800	Travel Expense	52485	26,300	26,300	26,300
0	0	1,100	Fleet Charges	52486	2,000	2,000	2,000
0	0	21,100	Private Mileage	52487	15,000	15,000	15,000
0	0	1,500	Other Materials & Services	52495	1,500	1,500	1,500
0	0	534,300	MATERIALS & SERVICES SUBTOTAL		757,700	757,700	757,700
0	0	2,604,000	TOTAL EXPENDITURE		3,036,500	3,036,500	3,036,500

WATER ENGINEERING & TECHNOLOGY POSITION AND SALARY EXPENSE: Reuse | 8407

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	2.00	Landscape Specialist 2	Yes
0.00	0.00	0.00	1.00	Operations Analyst 2	No
0.00	0.00	0.00	1.00	Reuse Manager	No
0.00	0.00	0.00	1.00	Senior Landscape Specialist	Yes
0.00	0.00	0.00	1.00	Water Resources Analyst	No
0.00	0.00	0.00	6.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	2.00	Landscape Specialist 2	Yes
0.00	0.00	0.00	1.00	Operations Analyst 2	No
0.00	0.00	0.00	1.00	Reuse Manager	No
0.00	0.00	0.00	1.00	Senior Landscape Specialist	Yes
0.00	0.00	0.00	1.00	Water Resources Analyst	No
0.00	0.00	0.00	6.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Landscape Specialist 2	Yes
0.00	0.00	0.00	0.00	Operations Analyst 2	No
0.00	0.00	0.00	0.00	Reuse Manager	No
0.00	0.00	0.00	0.00	Senior Landscape Specialist	Yes
0.00	0.00	0.00	0.00	Water Resources Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WATER ENGINEERING & TECHNOLOGY EXPENDITURE SUMMARY: Reuse | 8407

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	648,700	648,700	648,700
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	2,000	2,000	2,000
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	329,600	329,600	329,600
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	900	900	900
0	0	0	0 Mobile Computing Allowance	51915	3,200	3,200	3,200
0	0	0	PERSONNEL EXPENSE SUBTOTAL		984,400	984,400	984,400
0	0	0	0 Contracted Services	52205	1,400,000	1,400,000	1,400,000
0	0	0	0 Landscape Services	52215	50,000	50,000	50,000
0	0	0	0 Professional Services	52240	25,000	25,000	25,000
0	0	0	0 Office Supplies	52305	1,000	1,000	1,000
0	0	0	0 Operating Supplies	52310	20,000	20,000	20,000
0	0	0	0 Repair & Maintenance Supplies	52330	4,000	4,000	4,000
0	0	0	0 Construction & Building Supplies	52335	10,000	10,000	10,000
0	0	0	0 Small Tools	52350	12,000	12,000	12,000
0	0	0	0 Safety Equipment	52360	1,500	1,500	1,500
0	0	0	0 Dues & Memberships	52405	3,000	3,000	3,000
0	0	0	0 Fueling Contract	52475	400,000	400,000	400,000
0	0	0	0 Training & Education	52480	4,100	4,100	4,100
0	0	0	0 Travel Expense	52485	6,000	6,000	6,000
0	0	0	0 Fleet Charges	52486	8,000	8,000	8,000
0	0	0	0 Private Mileage	52487	5,000	5,000	5,000
0	0	0	0 Other Materials & Services	52495	700	700	700
0	0	0	0 Equipment Rental	52605	15,000	15,000	15,000
0	0	0	MATERIALS & SERVICES SUBTOTAL		1,965,300	1,965,300	1,965,300
0	0	0	TOTAL EXPENDITURE		2,949,700	2,949,700	2,949,700

WATER ENGINEERING & TECHNOLOGY POSITION AND SALARY EXPENSE: Treatment Plant Services Engineering | 8406

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	2.00	1.00	Engineer	No
0.00	0.00	4.00	5.00	Principal Engineer	No
0.00	0.00	0.00	1.00	Associate Engineer	No
0.00	0.00	0.00	1.00	Control Systems Automation Manager	No
0.00	0.00	0.00	2.00	Engineering Division Manager	No
0.00	0.00	0.00	1.00	Engineering Project Coordinator	No
0.00	0.00	0.00	2.00	Engineering Technician	Yes
0.00	0.00	0.00	1.00	Field Engineer	No
0.00	0.00	0.00	3.00	Field Engineer - Automation and Controls	No
0.00	0.00	0.00	1.00	Field Engineer - Inspection	No
0.00	0.00	0.00	4.00	Senior Engineer	No
0.00	0.00	0.00	3.00	Senior Field Engineer	No
0.00	0.00	0.00	2.00	Storekeeper 2	Yes
0.00	0.00	0.00	1.00	Program Manager 3	No
0.00	0.00	6.00	28.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	2.00	1.00	Engineer	No
0.00	0.00	4.00	5.00	Principal Engineer	No
0.00	0.00	0.00	1.00	Associate Engineer	No
0.00	0.00	0.00	1.00	Control Systems Automation Manager	No
0.00	0.00	0.00	2.00	Engineering Division Manager	No
0.00	0.00	0.00	1.00	Engineering Project Coordinator	No
0.00	0.00	0.00	2.00	Engineering Technician	Yes
0.00	0.00	0.00	1.00	Field Engineer	No
0.00	0.00	0.00	3.00	Field Engineer - Automation and Controls	No
0.00	0.00	0.00	1.00	Field Engineer - Inspection	No
0.00	0.00	0.00	4.00	Senior Engineer	No
0.00	0.00	0.00	3.00	Senior Field Engineer	No
0.00	0.00	0.00	2.00	Storekeeper 2	Yes
0.00	0.00	0.00	1.00	Program Manager 3	No
0.00	0.00	6.00	28.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Engineer	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Associate Engineer	No
0.00	0.00	0.00	0.00	Control Systems Automation Manager	No
0.00	0.00	0.00	0.00	Engineering Division Manager	No
0.00	0.00	0.00	0.00	Engineering Project Coordinator	No
0.00	0.00	0.00	0.00	Engineering Technician	Yes
0.00	0.00	0.00	0.00	Field Engineer	No
0.00	0.00	0.00	0.00	Field Engineer - Automation and Controls	No
0.00	0.00	0.00	0.00	Field Engineer - Inspection	No
0.00	0.00	0.00	0.00	Senior Engineer	No
0.00	0.00	0.00	0.00	Senior Field Engineer	No
0.00	0.00	0.00	0.00	Storekeeper 2	Yes
0.00	0.00	0.00	0.00	Program Manager 3	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WATER ENGINEERING & TECHNOLOGY EXPENDITURE SUMMARY: Treatment Plant Services Engineering | 8406

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	524,500	Wages & Other Pay	51100	3,145,100	3,145,100	3,145,100
0	0	0	Temporary	51130	35,000	35,000	35,000
0	0	5,000	Overtime	51140	5,000	5,000	5,000
0	0	0	Out of Class Straight Time	51170	0	0	0
0	0	135,300	Other Personnel Expenses	51600	1,560,200	1,560,200	1,560,200
0	0	0	Tuition Reimbursement	51761	0	0	0
0	0	1,200	Other Employee Allowances	51900	6,600	6,600	6,600
0	0	2,400	Mobile Computing Allowance	51915	10,400	10,400	10,400
0	0	668,400	PERSONNEL EXPENSE SUBTOTAL		4,762,300	4,762,300	4,762,300
0	0	16,000	Electricity	52110	16,000	16,000	16,000
0	0	3,000	Natural Gas	52130	3,000	3,000	3,000
0	0	2,500	Contracted Services	52205	92,500	92,500	92,500
0	0	2,500	Professional Services	52240	42,500	42,500	42,500
0	0	0	Laundry	52260	5,000	5,000	5,000
0	0	2,500	Office Supplies	52305	2,500	2,500	2,500
0	0	3,000	Operating Supplies	52310	295,000	295,000	295,000
0	0	0	Repair & Maintenance Supplies	52330	4,500	4,500	4,500
0	0	500	Small Tools	52350	700	700	700
0	0	0	Safety Equipment	52360	500	500	500
0	0	0	Uniforms	52365	300	300	300
0	0	300	Postage & Freight	52375	300	300	300
0	0	3,000	Dues & Memberships	52405	3,500	3,500	3,500
0	0	1,600	Books, Subscriptions & Publications	52410	2,400	2,400	2,400
0	0	2,500	Fueling Contract	52475	2,500	2,500	2,500
0	0	8,500	Training & Education	52480	15,000	15,000	15,000
0	0	11,500	Travel Expense	52485	6,000	6,000	6,000
0	0	3,000	Fleet Charges	52486	2,000	2,000	2,000
0	0	5,000	Private Mileage	52487	5,000	5,000	5,000
0	0	5,000	Other Materials & Services	52495	1,200	1,200	1,200
0	0	0	Permits, Licenses & Fees	52500	2,300	2,300	2,300
0	0	70,400	MATERIALS & SERVICES SUBTOTAL		502,700	502,700	502,700
0	0	738,800	TOTAL EXPENDITURE		5,265,000	5,265,000	5,265,000

WATER ENGINEERING & TECHNOLOGY POSITION AND SALARY EXPENSE: Administration | 8400

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	1.00	0.00	Construction Division Manager	No
0.00	0.00	1.00	1.00	Conveyance Engineering Division Manager	No
0.00	0.00	1.00	0.00	Regional Planning Services Division Manager	No
0.00	0.00	1.00	1.00	Research & Innovation Services Manager	No
0.00	0.00	1.00	0.00	TPS Engineering Division Manager	No
0.00	0.00	1.00	1.00	Water Engineering & Technology Director	No
0.00	0.00	0.00	1.00	Construction Engineering Division Manager	No
0.00	0.00	0.00	1.00	Capital Planning Division Manager	No
0.00	0.00	0.00	1.00	Treatment Plant Services Manager	No
0.00	0.00	0.00	1.00	Chief Engineer & Water Technology Officer	No
0.00	0.00	6.00	7.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	1.00	0.00	Construction Division Manager	No
0.00	0.00	1.00	1.00	Conveyance Engineering Division Manager	No
0.00	0.00	1.00	0.00	Regional Planning Services Division Manager	No
0.00	0.00	1.00	1.00	Research & Innovation Services Manager	No
0.00	0.00	1.00	0.00	TPS Engineering Division Manager	No
0.00	0.00	1.00	1.00	Water Engineering & Technology Director	No
0.00	0.00	0.00	1.00	Construction Engineering Division Manager	No
0.00	0.00	0.00	1.00	Capital Planning Division Manager	No
0.00	0.00	0.00	1.00	Treatment Plant Services Manager	No
0.00	0.00	0.00	1.00	Chief Engineer and Water Technology Officer	No
0.00	0.00	6.00	7.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Construction Division Manager	No
0.00	0.00	0.00	0.00	Conveyance Engineering Division Manager	No
0.00	0.00	0.00	0.00	Regional Planning Services Division Manager	No
0.00	0.00	0.00	0.00	Research & Innovation Services Manager	No
0.00	0.00	0.00	0.00	TPS Engineering Division Manager	No
0.00	0.00	0.00	0.00	Water Engineering & Technology Director	No
0.00	0.00	0.00	0.00	Construction Engineering Division Manager	No
0.00	0.00	0.00	0.00	Capital Planning Division Manager	No
0.00	0.00	0.00	0.00	Treatment Plant Services Manager	No
0.00	0.00	0.00	0.00	Chief Engineer and Water Technology Officer	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WATER ENGINEERING & TECHNOLOGY EXPENDITURE SUMMARY: Administration | 8400

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	689,500	Wages & Other Pay	51100	672,100	672,100	672,100
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	227,700	Other Personnel Expenses	51600	172,800	172,800	172,800
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	300	Other Employee Allowances	51900	300	300	300
0	0	3,700	Auto Allowance	51910	3,700	3,700	3,700
0	0	3,400	Mobile Computing Allowance	51915	7,400	7,400	7,400
0	0	924,600	PERSONNEL EXPENSE SUBTOTAL		856,300	856,300	856,300
0	0	5,000	Professional Services	52240	105,000	105,000	105,000
0	0	500	Postage & Freight	52375	500	500	500
0	0	3,000	Dues & Memberships	52405	3,000	3,000	3,000
0	0	7,500	Training & Education	52480	12,500	12,500	12,500
0	0	15,000	Travel Expense	52485	13,100	13,100	13,100
0	0	2,000	Private Mileage	52487	2,000	2,000	2,000
0	0	0	Other Materials & Services	52495	200	200	200
0	0	33,000	MATERIALS & SERVICES SUBTOTAL		136,300	136,300	136,300
0	0	957,600	TOTAL EXPENDITURE		992,600	992,600	992,600



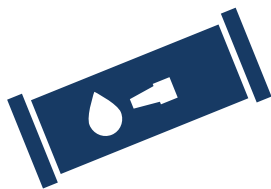
Utility Operations Functional Area

Clean Water Services has three departments organized under the Utility Operations functional area — Natural Systems Enhancement & Stewardship, Utility Operations & Services, and Water Resource Recovery Operations & Services. Previous budgets included a fourth department, Enterprise Asset & Technical Services. Work related to asset management; control and automation; and mechanical, electrical, and instrumentation technical support is part of the day-to-day operations of capital planning and has been incorporated into existing work groups in the Water Engineering & Technology department in the Engineering Services functional area. The Facilities Maintenance and Safety programs are now budgeted in the Business Operations & Strategy department in the Business Services functional area.



66,000,000

gallons of water cleaned per day



515,000

feet of routine sanitary
line TV inspection



780,000

total number of native
plants installed



11,500

miles
of streets swept

UTILITY OPERATIONS: Functional Area Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	21,097,785	22,063,442	26,514,600	23,077,400	-13%	(3,437,200)
Temporary	51130	447,924	756,042	639,200	483,000	-24%	(156,200)
Overtime	51140	448,610	738,269	464,500	518,000	12%	53,500
Out of Class Straight Time	51170	0	0	0	0	0%	0
Other Personnel Expenses	51600	8,757,605	10,132,926	12,805,200	12,012,400	-6%	(792,800)
Tuition Reimbursement	51761	2,440	3,184	7,000	3,000	-57%	(4,000)
Other Employee Allowances	51900	47,375	55,550	56,200	50,500	-10%	(5,700)
Auto Allowance	51910	13,180	7,440	7,400	3,700	-50%	(3,700)
Mobile Computing Allowance	51915	79,274	71,105	58,300	36,300	-38%	(22,000)
PERSONNEL EXPENSE SUBTOTAL		30,894,195	33,827,957	40,552,400	36,184,300	-11%	(4,368,100)
Electricity	52110	4,057,563	4,799,597	5,017,100	4,812,900	-4%	(204,200)
Water	52120	254,686	284,569	292,000	306,000	5%	14,000
Natural Gas	52130	373,977	327,843	355,000	241,000	-32%	(114,000)
Garbage	52140	622,966	611,926	671,200	642,500	-4%	(28,700)
Surface Water Management Charge	52150	68,999	77,209	78,200	28,700	-63%	(49,500)
Other Utility Services	52160	8,448	7,465	6,400	3,200	-50%	(3,200)
Sewer Charges	52170	59,645	57,440	71,500	18,000	-75%	(53,500)
Contracted Services	52205	4,029,717	4,588,661	4,332,500	2,553,500	-41%	(1,779,000)
Reveg and Mgmt Stewardship Svcs	52206	0	0	722,000	803,000	11%	81,000
Reveg Stewardship Services	52207	0	0	862,000	513,000	-40%	(349,000)
Engineering Services	52210	0	9,314	0	0	0%	-
Landscape Services	52215	753,377	810,892	1,011,000	0	-100%	(1,011,000)
Legal Services	52230	22	107	0	0	0%	-
Professional Services	52240	356,300	599,684	1,054,000	870,000	-17%	(184,000)
Laundry	52260	82,080	103,917	121,100	113,100	-7%	(8,000)
Other Government Services	52270	1,175,532	1,422,176	2,243,400	2,094,400	-7%	(149,000)
Office Supplies	52305	13,942	8,217	10,600	6,100	-42%	(4,500)
Operating Supplies	52310	659,651	635,374	592,200	322,900	-45%	(269,300)
Gas, Oil, Lubrication	52315	113,466	107,986	146,300	141,800	-3%	(4,500)
Janitorial Supplies	52320	29,141	18,228	36,500	0	-100%	(36,500)
Tech & Scientific Supplies	52325	12,140	501	0	0	0%	-
Repair & Maintenance Supplies	52330	2,118,648	2,378,811	2,161,500	2,211,500	2%	50,000
HVAC Maintenance Supplies	52331	0	11,548	0	0	0%	-
Construction & Building Supplies	52335	228,290	302,774	363,000	135,000	-63%	(228,000)
Parts & Equipment	52340	1,411	0	0	0	0%	-
Small Tools	52350	122,021	129,323	130,500	133,500	2%	3,000
Safety Equipment	52360	104,373	187,575	103,200	79,600	-23%	(23,600)
Uniforms	52365	0	21,304	7,200	12,700	76%	5,500
Postage & Freight	52375	4,827	3,937	6,900	6,600	-4%	(300)
Software Expensed	52380	449	0	0	0	0%	-
Computer Equipment Expensed	52385	92	1,394	5,500	2,000	-64%	(3,500)
Inventory Adjustments	52395	84,752	69,988	0	0	0%	-
Dues & Memberships	52405	31,279	31,273	31,400	27,500	-12%	(3,900)
Books, Subscriptions & Publications	52410	11,869	8,600	4,800	6,100	27%	1,300
Software Licenses & Support	52425	21,835	34,202	0	0	0%	-
Publication Notices	52430	4,248	6,884	1,200	200	-83%	(1,000)
Printing	52435	4,619	704	3,700	2,200	-41%	(1,500)
Telecom Internal	52440	0	42	0	0	0%	-
Telephone Services	52445	60	0	0	0	0%	-
Land & Building Rent	52470	27,213	39,478	220,000	55,000	-75%	(165,000)
Fueling Contract	52475	789,739	731,131	757,700	338,500	-55%	(419,200)
Training & Education	52480	107,889	148,362	179,400	93,500	-48%	(85,900)
Travel Expense	52485	92,680	94,006	142,400	68,200	-52%	(74,200)
Fleet Charges	52486	498,985	578,505	595,500	582,700	-2%	(12,800)
Private Mileage	52487	33,488	31,524	39,200	14,800	-62%	(24,400)
Other Materials & Services	52495	241,590	332,087	823,800	636,900	-23%	(186,900)
Permits, Licenses & Fees	52500	12,842	14,569	18,700	24,600	32%	5,900
Public Information	52505	1,199	0	0	0	0%	-
Taxes, Assessments & Liens	52510	52,734	14,783	13,300	7,300	-45%	(6,000)
Bank Service Charge	52515	2,310	2,819	4,000	2,000	-50%	(2,000)
Equipment Rental	52605	53,213	176,673	174,300	105,800	-39%	(68,500)
Repair & Maintenance Services	52610	344,803	568,020	624,100	130,600	-79%	(493,500)
Non-vehicle Equipment Repair & Maintenance	52620	348	0	1,000	3,000	200%	2,000
HVAC Service & Repair	52661	0	78,731	19,000	0	-100%	(19,000)
Polymers - Dewatering	52810	1,613,175	1,495,068	1,182,600	1,182,600	0%	-
Polymers - Tertiary	52815	(12,222)	105	40,000	40,000	0%	-
Ferric Chloride	52820	258,126	286,624	315,000	363,000	15%	48,000
Alum	52825	786,708	740,661	1,043,000	1,025,000	-2%	(18,000)
Sodium Hydroxide	52835	495,960	293,400	332,000	314,000	-5%	(18,000)
Sodium Hypochlorite	52840	1,111,446	1,293,092	1,168,000	1,304,000	12%	136,000
Lime	52845	554,985	755,110	780,000	945,000	21%	165,000
Sodium Bisulfite	52850	449,332	443,788	389,000	416,000	7%	27,000
Liquid Ammonium Sulfate	52855	67,375	88,400	110,000	106,000	-4%	(4,000)
Sulfuric Acid	52860	72,908	70,017	70,000	65,000	-7%	(5,000)
Magnesium Chloride	52865	192,099	204,026	295,000	245,000	-17%	(50,000)
Carbon Dioxide	52870	0	0	0	15,000	0%	15,000
Other Chemicals	52890	165,960	157,704	281,500	281,500	0%	-
MATERIALS & SERVICES SUBTOTAL		23,425,313	26,298,145	30,060,400	24,452,000	-19%	(5,608,400)
TOTAL EXPENDITURE		54,319,508	60,126,102	70,612,800	60,636,300	-14%	(9,976,500)

ENTERPRISE ASSET & TECHNICAL SERVICES: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	2,467,781	2,940,906	3,933,100	0	-100%	(3,933,100)
Temporary	51130	19,706	52,988	30,000	0	-100%	(30,000)
Overtime	51140	2,328	7,061	2,500	0	-100%	(2,500)
Out of Class Straight Time	51170	0	0	0	0	0%	0
Other Personnel Expenses	51600	1,019,367	1,325,789	1,850,800	0	-100%	(1,850,800)
Tuition Reimbursement	51761	0	0	0	0	0%	0
Other Employee Allowances	51900	2,400	4,750	5,400	0	-100%	(5,400)
Auto Allowance	51910	3,720	2,480	3,700	0	-100%	(3,700)
Mobile Computing Allowance	51915	15,023	19,138	18,000	0	-100%	(18,000)
PERSONNEL EXPENSE SUBTOTAL		3,530,325	4,353,111	5,843,500	0	-100%	(5,843,500)
Electricity	52110	301,390	297,537	433,000	0	-100%	(433,000)
Water	52120	53,415	57,601	86,000	0	-100%	(86,000)
Natural Gas	52130	87,454	75,269	140,000	0	-100%	(140,000)
Garbage	52140	12,703	14,020	19,200	0	-100%	(19,200)
Surface Water Management Charge	52150	39,420	43,573	49,500	0	-100%	(49,500)
Other Utility Services	52160	5,517	3,093	3,200	0	-100%	(3,200)
Sewer Charges	52170	32,183	37,871	51,500	0	-100%	(51,500)
Contracted Services	52205	872,638	914,562	1,413,000	0	-100%	(1,413,000)
Landscape Services	52215	113,111	126,040	0	0	0%	0
Professional Services	52240	75,379	37,455	116,000	0	-100%	(116,000)
Laundry	52260	44,542	59,442	5,000	0	-100%	(5,000)
Office Supplies	52305	441	1,214	0	0	0%	0
Operating Supplies	52310	304,075	278,380	267,000	0	-100%	(267,000)
Gas, Oil, Lubrication	52315	0	173	0	0	0%	0
Janitorial Supplies	52320	29,141	18,228	36,500	0	-100%	(36,500)
Repair & Maintenance Supplies	52330	14,415	28,567	2,000	0	-100%	(2,000)
HVAC Maintenance Supplies	52331	0	11,548	0	0	0%	0
Construction & Building Supplies	52335	73,340	166,562	212,500	0	-100%	(212,500)
Small Tools	52350	238	2,602	0	0	0%	0
Safety Equipment	52360	43,303	98,170	57,700	0	-100%	(57,700)
Uniforms	52365	0	1,195	300	0	-100%	(300)
Postage & Freight	52375	258	20	300	0	-100%	(300)
Computer Equipment Expensed	52385	0	199	2,000	0	-100%	(2,000)
Dues & Memberships	52405	2,440	1,280	3,000	0	-100%	(3,000)
Books, Subscriptions & Publications	52410	73	1,770	1,700	0	-100%	(1,700)
Software Licenses & Support	52425	0	8,948	0	0	0%	0
Publication Notices	52430	848	0	1,000	0	-100%	(1,000)
Printing	52435	88	0	0	0	0%	0
Land & Building Rent	52470	0	0	180,000	0	-100%	(180,000)
Fueling Contract	52475	10,060	11,170	13,000	0	-100%	(13,000)
Training & Education	52480	4,457	17,333	20,000	0	-100%	(20,000)
Travel Expense	52485	6,806	10,352	20,000	0	-100%	(20,000)
Fleet Charges	52486	10,501	14,575	20,800	0	-100%	(20,800)
Private Mileage	52487	4,834	10,326	11,500	0	-100%	(11,500)
Other Materials & Services	52495	13,016	6,264	2,000	0	-100%	(2,000)
Permits, Licenses & Fees	52500	4,178	168	3,000	0	-100%	(3,000)
Taxes, Assessments & Liens	52510	38,813	0	0	0	0%	0
Equipment Rental	52605	4,842	2,200	25,000	0	-100%	(25,000)
Repair & Maintenance Services	52610	278,621	500,115	543,000	0	-100%	(543,000)
HVAC Service & Repair	52661	0	78,731	19,000	0	-100%	(19,000)
MATERIALS & SERVICES SUBTOTAL		2,482,538	2,936,554	3,757,700	0	-100%	(3,757,700)
TOTAL EXPENDITURE		6,012,864	7,289,665	9,601,200	0	-100%	(9,601,200)

EATS POSITION AND SALARY EXPENSE: Asset Management | 8362

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Asset Management System Analyst	No
1.00	1.00	1.00	0.00	Operations Analyst 1	No
1.00	1.00	1.00	0.00	Senior Operations Analyst	No
1.00	1.00	1.00	0.00	Software Engineer	No
2.00	2.00	2.00	0.00	Storekeeper 2	Yes
1.00	0.00	0.00	0.00	Facilities Maintenance Technician 1	Yes
2.00	2.00	2.00	0.00	Senior Engineer	No
1.00	1.00	1.00	0.00	Program Support Specialist	No
1.00	0.00	0.00	0.00	Operations Coordinator	No
1.00	0.00	0.00	0.00	Facilities Maintenance & Services Supervisor	No
1.00	1.00	1.00	0.00	Principal Engineer	No
1.00	1.00	1.00	0.00	Courier	No
0.00	1.00	1.00	0.00	Program Manager 3	No
14.00	11.00	11.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Asset Management System Analyst	No
1.00	1.00	1.00	0.00	Operations Analyst 1	No
1.00	1.00	1.00	0.00	Senior Operations Analyst	No
1.00	1.00	1.00	0.00	Software Engineer	No
2.00	2.00	2.00	0.00	Storekeeper 2	Yes
1.00	0.00	0.00	0.00	Facilities Maintenance Technician 1	Yes
2.00	2.00	2.00	0.00	Senior Engineer	No
1.00	1.00	1.00	0.00	Program Support Specialist	No
1.00	0.00	0.00	0.00	Operations Coordinator	No
1.00	0.00	0.00	0.00	Facilities Maintenance & Services Supervisor	No
1.00	1.00	1.00	0.00	Principal Engineer	No
1.00	1.00	1.00	0.00	Courier	No
0.00	1.00	1.00	0.00	Program Manager 3	No
14.00	11.00	11.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Asset Management System Analyst	No
0.00	0.00	0.00	0.00	Operations Analyst 1	No
0.00	0.00	0.00	0.00	Senior Operations Analyst	No
0.00	0.00	0.00	0.00	Software Engineer	No
0.00	0.00	0.00	0.00	Storekeeper 2	Yes
0.00	0.00	0.00	0.00	Facilities Maintenance Technician 1	Yes
0.00	0.00	0.00	0.00	Senior Engineer	No
0.00	0.00	0.00	0.00	Program Support Specialist	No
0.00	0.00	0.00	0.00	Operations Coordinator	No
0.00	0.00	0.00	0.00	Facilities Maintenance & Services Supervisor	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Courier	No
0.00	0.00	0.00	0.00	Program Manager 3	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

EATS EXPENDITURE SUMMARY: Asset Management | 8362

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,076,602	813,489	1,293,800	Wages & Other Pay	51100	0	0	0
0	0	0	Temporary	51130	0	0	0
2,278	150	2,500	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
481,651	380,103	632,100	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
1,350	1,500	1,500	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
6,290	4,245	4,400	Mobile Computing Allowance	51915	0	0	0
1,568,171	1,199,487	1,934,300	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	1,239	5,000	Contracted Services	52205	0	0	0
44,542	59,442	5,000	Laundry	52260	0	0	0
57	0	0	Office Supplies	52305	0	0	0
258,464	245,064	265,000	Operating Supplies	52310	0	0	0
4,563	502	0	Repair & Maintenance Supplies	52330	0	0	0
3,727	0	0	Construction & Building Supplies	52335	0	0	0
128	(222)	300	Safety Equipment	52360	0	0	0
0	1,065	300	Uniforms	52365	0	0	0
205	20	300	Postage & Freight	52375	0	0	0
230	210	500	Dues & Memberships	52405	0	0	0
73	0	400	Books, Subscriptions & Publications	52410	0	0	0
5,632	5,361	5,000	Fueling Contract	52475	0	0	0
237	1,679	5,000	Training & Education	52480	0	0	0
947	3,206	5,000	Travel Expense	52485	0	0	0
2,105	4,769	2,500	Fleet Charges	52486	0	0	0
3,248	4,736	3,500	Private Mileage	52487	0	0	0
6,919	2,142	2,000	Other Materials & Services	52495	0	0	0
0	0	500	Permits, Licenses & Fees	52500	0	0	0
331,077	329,213	300,300	MATERIALS & SERVICES SUBTOTAL		0	0	0
1,899,249	1,528,700	2,234,600	TOTAL EXPENDITURE		0	0	0

EATS POSITION AND SALARY EXPENSE: Control & Automation | 8353

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
3.00	3.00	3.00	0.00	Field Engineer - Automation & Controls	No
1.00	1.00	1.00	0.00	Senior Field Engineer - Automation & Controls	No
4.00	4.00	4.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
3.00	3.00	3.00	0.00	Field Engineer - Automation & Controls	No
1.00	1.00	1.00	0.00	Senior Field Engineer - Automation & Controls	No
4.00	4.00	4.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Field Engineer - Automation & Controls	No
0.00	0.00	0.00	0.00	Senior Field Engineer - Automation & Controls	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

EATS EXPENDITURE SUMMARY: Control & Automation | 8353

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
388,624	474,687	541,900	Wages & Other Pay	51100	0	0	0
0	6,574	0	Temporary	51130	0	0	0
0	1,647	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
166,269	219,217	254,600	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
300	500	1,200	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
2,870	3,360	3,200	Mobile Computing Allowance	51915	0	0	0
558,063	705,985	800,900	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	500	Operating Supplies	52310	0	0	0
0	726	2,500	Training & Education	52480	0	0	0
0	2,500	5,000	Travel Expense	52485	0	0	0
48	37	1,500	Private Mileage	52487	0	0	0
48	3,263	9,500	MATERIALS & SERVICES SUBTOTAL		0	0	0
558,110	709,248	810,400	TOTAL EXPENDITURE		0	0	0

EATS POSITION AND SALARY EXPENSE: Facilities Maintenance | 8513

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	3.00	3.00	0.00	Facilities Maintenance Technician 2	Yes
0.00	1.00	1.00	0.00	Facilities Maintenance & Services Supervisor	No
0.00	1.00	1.00	0.00	Operations Coordinator	No
0.00	0.00	1.00	0.00	Security Specialist	No
0.00	5.00	6.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	3.00	3.00	0.00	Facilities Maintenance Technician 2	Yes
0.00	1.00	1.00	0.00	Facilities Maintenance & Services Supervisor	No
0.00	1.00	1.00	0.00	Operations Coordinator	No
0.00	0.00	1.00	0.00	Security Specialist	No
0.00	5.00	6.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Facilities Maintenance Technician 2	Yes
0.00	0.00	0.00	0.00	Facilities Maintenance & Services Supervisor	No
0.00	0.00	0.00	0.00	Operations Coordinator	No
0.00	0.00	0.00	0.00	Security Specialist	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

EATS EXPENDITURE SUMMARY: Facilities Maintenance | 8513

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	412,545	598,000	Wages & Other Pay	51100	0	0	0
0	0	30,000	Temporary	51130	0	0	0
0	1,494	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
0	199,198	324,300	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
0	750	1,200	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
0	3,238	4,000	Mobile Computing Allowance	51915	0	0	0
0	617,225	957,500	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	7,982	28,000	Contracted Services	52205	0	0	0
0	23,199	0	Professional Services	52240	0	0	0
0	506	0	Office Supplies	52305	0	0	0
0	1,069	0	Operating Supplies	52310	0	0	0
0	320	0	Repair & Maintenance Supplies	52330	0	0	0
0	(1,637)	0	Construction & Building Supplies	52335	0	0	0
0	430	0	Small Tools	52350	0	0	0
0	130	0	Uniforms	52365	0	0	0
0	0	500	Fueling Contract	52475	0	0	0
0	217	8,000	Fleet Charges	52486	0	0	0
0	1,985	2,000	Private Mileage	52487	0	0	0
0	376	0	Other Materials & Services	52495	0	0	0
0	(150)	15,000	Repair & Maintenance Services	52610	0	0	0
0	34,428	53,500	MATERIALS & SERVICES SUBTOTAL		0	0	0
0	651,652	1,011,000	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - ABC | 8507

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
163,031	200,429	340,000	Electricity	52110	0	0	0
22,902	25,210	50,000	Water	52120	0	0	0
56,828	56,103	120,000	Natural Gas	52130	0	0	0
5,153	5,791	11,000	Garbage	52140	0	0	0
7,767	10,446	16,000	Surface Water Management Charge	52150	0	0	0
2,394	2,394	2,500	Other Utility Services	52160	0	0	0
14,779	17,411	30,000	Sewer Charges	52170	0	0	0
301,890	296,986	700,000	Contracted Services	52205	0	0	0
54,133	62,391	0	Landscape Services	52215	0	0	0
6,950	6,449	0	Professional Services	52240	0	0	0
128	646	0	Office Supplies	52305	0	0	0
4,297	9,352	0	Operating Supplies	52310	0	0	0
9,050	4,263	10,000	Janitorial Supplies	52320	0	0	0
4,114	128	0	Repair & Maintenance Supplies	52330	0	0	0
0	1,032	0	HVAC Maintenance Supplies	52331	0	0	0
25,523	62,061	80,000	Construction & Building Supplies	52335	0	0	0
104	267	0	Small Tools	52350	0	0	0
830	362	0	Safety Equipment	52360	0	0	0
0	99	0	Computer Equipment Expensed	52385	0	0	0
0	0	1,000	Publication Notices	52430	0	0	0
173	752	500	Fueling Contract	52475	0	0	0
0	1,650	0	Training & Education	52480	0	0	0
205	1,533	1,500	Fleet Charges	52486	0	0	0
300	412	0	Other Materials & Services	52495	0	0	0
545	0	1,000	Permits, Licenses & Fees	52500	0	0	0
3,377	2,200	8,000	Equipment Rental	52605	0	0	0
137,984	208,476	300,000	Repair & Maintenance Services	52610	0	0	0
0	19,511	0	HVAC Service & Repair	52661	0	0	0
822,456	996,352	1,671,500	MATERIALS & SERVICES SUBTOTAL		0	0	0
822,456	996,352	1,671,500	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - Durham | 8515

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	234,628	238,500	Contracted Services	52205	0	0	0
0	0	4,000	Professional Services	52240	0	0	0
0	8,017	0	Operating Supplies	52310	0	0	0
0	4,856	5,000	Janitorial Supplies	52320	0	0	0
0	14,407	0	Repair & Maintenance Supplies	52330	0	0	0
0	4,937	0	HVAC Maintenance Supplies	52331	0	0	0
0	46,359	43,000	Construction & Building Supplies	52335	0	0	0
0	0	1,500	Fueling Contract	52475	0	0	0
0	1,350	0	Other Materials & Services	52495	0	0	0
0	168	0	Permits, Licenses & Fees	52500	0	0	0
0	0	4,000	Equipment Rental	52605	0	0	0
0	119,630	90,000	Repair & Maintenance Services	52610	0	0	0
0	7,590	5,000	HVAC Service & Repair	52661	0	0	0
0	441,942	391,000	MATERIALS & SERVICES SUBTOTAL		0	0	0
0	441,942	391,000	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - Field Operations | 8508

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
36,407	38,292	38,000	Electricity	52110	0	0	0
14,647	14,685	17,000	Water	52120	0	0	0
14,875	16,808	15,000	Natural Gas	52130	0	0	0
2,813	2,749	3,000	Garbage	52140	0	0	0
5,550	5,833	6,500	Surface Water Management Charge	52150	0	0	0
45	0	0	Other Utility Services	52160	0	0	0
12,561	13,144	13,000	Sewer Charges	52170	0	0	0
90,511	98,698	100,000	Contracted Services	52205	0	0	0
16,217	18,229	0	Landscape Services	52215	0	0	0
255	0	0	Office Supplies	52305	0	0	0
941	1,886	0	Operating Supplies	52310	0	0	0
3,901	2,310	3,500	Janitorial Supplies	52320	0	0	0
1,669	7,077	2,000	Repair & Maintenance Supplies	52330	0	0	0
6,964	3,594	10,000	Construction & Building Supplies	52335	0	0	0
183	0	0	Other Materials & Services	52495	0	0	0
1,561	0	0	Permits, Licenses & Fees	52500	0	0	0
37,889	37,717	45,000	Repair & Maintenance Services	52610	0	0	0
0	2,415	0	HVAC Service & Repair	52661	0	0	0
246,990	263,749	253,000	MATERIALS & SERVICES SUBTOTAL		0	0	0
246,990	263,749	253,000	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - Forest Grove | 8516

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	62,240	67,000	Contracted Services	52205	0	0	0
0	0	1,000	Professional Services	52240	0	0	0
0	466	0	Operating Supplies	52310	0	0	0
0	782	4,000	Janitorial Supplies	52320	0	0	0
0	4,552	0	Repair & Maintenance Supplies	52330	0	0	0
0	3,924	14,000	Construction & Building Supplies	52335	0	0	0
0	0	3,000	Equipment Rental	52605	0	0	0
0	27,033	10,000	Repair & Maintenance Services	52610	0	0	0
0	16,448	10,000	HVAC Service & Repair	52661	0	0	0
0	115,445	109,000	MATERIALS & SERVICES SUBTOTAL		0	0	0
0	115,445	109,000	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - Hillsboro | 8517

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	14,743	23,500	Contracted Services	52205	0	0	0
0	0	1,000	Professional Services	52240	0	0	0
0	490	2,000	Janitorial Supplies	52320	0	0	0
0	198	0	HVAC Maintenance Supplies	52331	0	0	0
0	2,578	8,000	Construction & Building Supplies	52335	0	0	0
0	50	0	Computer Equipment Expensed	52385	0	0	0
0	0	2,000	Equipment Rental	52605	0	0	0
0	11,668	10,000	Repair & Maintenance Services	52610	0	0	0
0	29,726	46,500	MATERIALS & SERVICES SUBTOTAL		0	0	0
0	29,726	46,500	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - Materials Handling Yard | 8509

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
6,591	22,869	17,000	Electricity	52110	0	0	0
10,321	12,751	14,000	Water	52120	0	0	0
1,124	3,049	2,200	Garbage	52140	0	0	0
20,420	21,837	22,000	Surface Water Management Charge	52150	0	0	0
592	592	700	Other Utility Services	52160	0	0	0
1,027	1,320	2,500	Sewer Charges	52170	0	0	0
10,919	16,702	18,000	Contracted Services	52205	0	0	0
15,874	20,565	0	Landscape Services	52215	0	0	0
107	131	2,500	Janitorial Supplies	52320	0	0	0
0	2,631	10,000	Construction & Building Supplies	52335	0	0	0
0	0	180,000	Land & Building Rent	52470	0	0	0
7,159	10,398	10,000	Repair & Maintenance Services	52610	0	0	0
74,133	112,845	278,900	MATERIALS & SERVICES SUBTOTAL		0	0	0
74,133	112,845	278,900	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - Pump Stations | 8518

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	10,000	Contracted Services	52205	0	0	0
0	0	1,000	Professional Services	52240	0	0	0
0	650	0	Repair & Maintenance Supplies	52330	0	0	0
0	0	3,000	Construction & Building Supplies	52335	0	0	0
0	0	2,000	Equipment Rental	52605	0	0	0
0	10,866	5,000	Repair & Maintenance Services	52610	0	0	0
0	11,516	21,000	MATERIALS & SERVICES SUBTOTAL		0	0	0
0	11,516	21,000	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - RIPL | 8511

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
92,809	33,149	35,000	Electricity	52110	0	0	0
5,545	4,955	5,000	Water	52120	0	0	0
15,751	2,358	5,000	Natural Gas	52130	0	0	0
2,531	438	1,000	Garbage	52140	0	0	0
5,683	5,457	5,000	Surface Water Management Charge	52150	0	0	0
2,487	108	0	Other Utility Services	52160	0	0	0
3,816	5,996	6,000	Sewer Charges	52170	0	0	0
48,234	35,900	20,000	Contracted Services	52205	0	0	0
25,075	24,856	0	Landscape Services	52215	0	0	0
122	1,264	0	Janitorial Supplies	52320	0	0	0
1,177	28	0	Repair & Maintenance Supplies	52330	0	0	0
551	0	3,000	Construction & Building Supplies	52335	0	0	0
820	0	0	Safety Equipment	52360	0	0	0
0	87	0	Other Materials & Services	52495	0	0	0
281	0	0	Permits, Licenses & Fees	52500	0	0	0
38,813	0	0	Taxes, Assessments & Liens	52510	0	0	0
26,006	4,942	10,000	Repair & Maintenance Services	52610	0	0	0
269,702	119,538	90,000	MATERIALS & SERVICES SUBTOTAL		0	0	0
269,702	119,538	90,000	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: WRRD Facilities | 8512

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
631	0	0	Garbage	52140	0	0	0
418,321	0	0	Contracted Services	52205	0	0	0
1,813	0	0	Landscape Services	52215	0	0	0
40,203	0	0	Operating Supplies	52310	0	0	0
15,960	0	0	Janitorial Supplies	52320	0	0	0
1,417	0	0	Repair & Maintenance Supplies	52330	0	0	0
36,030	0	0	Construction & Building Supplies	52335	0	0	0
135	0	0	Small Tools	52350	0	0	0
6	0	0	Postage & Freight	52375	0	0	0
4,255	0	0	Fueling Contract	52475	0	0	0
8,191	0	0	Fleet Charges	52486	0	0	0
85	0	0	Private Mileage	52487	0	0	0
1,790	0	0	Permits, Licenses & Fees	52500	0	0	0
90	0	0	Equipment Rental	52605	0	0	0
63,137	0	0	Repair & Maintenance Services	52610	0	0	0
592,062	0	0	MATERIALS & SERVICES SUBTOTAL		0	0	0
592,062	0	0	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - Rock Creek | 8514

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	140,746	177,000	Contracted Services	52205	0	0	0
0	0	4,000	Professional Services	52240	0	0	0
0	37	0	Office Supplies	52305	0	0	0
0	9,336	0	Operating Supplies	52310	0	0	0
0	173	0	Gas, Oil, Lubrication	52315	0	0	0
0	3,852	9,500	Janitorial Supplies	52320	0	0	0
0	890	0	Repair & Maintenance Supplies	52330	0	0	0
0	5,053	0	HVAC Maintenance Supplies	52331	0	0	0
0	44,613	38,500	Construction & Building Supplies	52335	0	0	0
0	124	0	Books, Subscriptions & Publications	52410	0	0	0
0	5,057	5,000	Fueling Contract	52475	0	0	0
0	2,785	0	Training & Education	52480	0	0	0
0	7,529	8,000	Fleet Charges	52486	0	0	0
0	279	0	Other Materials & Services	52495	0	0	0
0	0	4,000	Equipment Rental	52605	0	0	0
0	60,516	40,000	Repair & Maintenance Services	52610	0	0	0
0	32,767	4,000	HVAC Service & Repair	52661	0	0	0
0	313,755	290,000	MATERIALS & SERVICES SUBTOTAL		0	0	0
0	313,755	290,000	TOTAL EXPENDITURE		0	0	0

EATS EXPENDITURE SUMMARY: Building Maintenance - Tualatin River Farm | 8510

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
0	0	0	0 Wages & Other Pay	51100	0	0	0
0	0	0	0 Temporary	51130	0	0	0
0	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
0	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
0	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
0	0	0	0 Mobile Computing Allowance	51915	0	0	0
0	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
2,553	2,798	3,000	Electricity	52110	0	0	0
450	1,994	2,000	Garbage	52140	0	0	0
2,763	2,954	6,000	Contracted Services	52205	0	0	0
0	280	0	Janitorial Supplies	52320	0	0	0
1,475	0	0	Repair & Maintenance Supplies	52330	0	0	0
0	16	0	HVAC Maintenance Supplies	52331	0	0	0
545	2,440	3,000	Construction & Building Supplies	52335	0	0	0
507	587	0	Other Materials & Services	52495	0	0	0
1,375	0	2,000	Equipment Rental	52605	0	0	0
6,447	9,022	8,000	Repair & Maintenance Services	52610	0	0	0
16,116	20,089	24,000	MATERIALS & SERVICES SUBTOTAL		0	0	0
16,116	20,089	24,000	TOTAL EXPENDITURE		0	0	0

EATS POSITION AND SALARY EXPENSE: Safety | 8365

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Safety Program Manager	No
2.00	2.00	3.00	0.00	Safety Analyst	No
3.00	3.00	4.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Safety Program Manager	No
2.00	2.00	3.00	0.00	Safety Analyst	No
3.00	3.00	4.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Safety Program Manager	No
0.00	0.00	0.00	0.00	Safety Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

EATS EXPENDITURE SUMMARY: Safety | 8365

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
141,953	199,216	341,000	Wages & Other Pay	51100	0	0	0
0	0	0	Temporary	51130	0	0	0
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
47,705	78,143	162,800	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
150	500	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
1,295	1,680	1,600	Mobile Computing Allowance	51915	0	0	0
191,103	279,539	505,400	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	1,746	0	Contracted Services	52205	0	0	0
35,382	4,425	5,000	Professional Services	52240	0	0	0
0	116	0	Operating Supplies	52310	0	0	0
0	637	0	Small Tools	52350	0	0	0
41,441	98,030	57,400	Safety Equipment	52360	0	0	0
47	0	0	Postage & Freight	52375	0	0	0
1,440	0	500	Dues & Memberships	52405	0	0	0
0	1,116	500	Books, Subscriptions & Publications	52410	0	0	0
0	8,948	0	Software Licenses & Support	52425	0	0	0
1,274	5,818	5,000	Training & Education	52480	0	0	0
133	183	2,000	Travel Expense	52485	0	0	0
453	1,968	1,000	Private Mileage	52487	0	0	0
1,888	460	0	Other Materials & Services	52495	0	0	0
82,058	123,447	71,400	MATERIALS & SERVICES SUBTOTAL		0	0	0
273,161	402,986	576,800	TOTAL EXPENDITURE		0	0	0

EATS POSITION AND SALARY EXPENSE: Technical Support | 8363

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Associate Engineer	No
1.00	1.00	1.00	0.00	Engineering Technician 3	Yes
1.00	1.00	0.00	0.00	Field Engineer - Commissioning & Startup	No
1.00	1.00	1.00	0.00	Field Engineer - Inspection	No
1.00	1.00	1.00	0.00	Senior Engineer	No
1.00	1.00	1.00	0.00	Senior Field Engineer	No
6.00	6.00	5.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Associate Engineer	No
1.00	1.00	1.00	0.00	Engineering Technician 3	Yes
1.00	1.00	0.00	0.00	Field Engineer - Commissioning & Startup	No
1.00	1.00	1.00	0.00	Field Engineer - Inspection	No
1.00	1.00	1.00	0.00	Senior Engineer	No
1.00	1.00	1.00	0.00	Senior Field Engineer	No
6.00	6.00	5.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Associate Engineer	No
0.00	0.00	0.00	0.00	Engineering Technician 3	Yes
0.00	0.00	0.00	0.00	Field Engineer - Commissioning & Startup	No
0.00	0.00	0.00	0.00	Field Engineer - Inspection	No
0.00	0.00	0.00	0.00	Senior Engineer	No
0.00	0.00	0.00	0.00	Senior Field Engineer	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

EATS EXPENDITURE SUMMARY: Technical Support | 8363

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
229,615	450,013	516,200	Wages & Other Pay	51100	0	0	0
0	0	0	Temporary	51130	0	0	0
50	2,686	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
83,322	175,388	219,600	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
300	1,000	1,200	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
1,050	2,695	2,400	Mobile Computing Allowance	51915	0	0	0
314,337	631,782	739,400	PERSONNEL EXPENSE SUBTOTAL		0	0	0
0	0	20,000	Contracted Services	52205	0	0	0
32,047	3,383	100,000	Professional Services	52240	0	0	0
0	25	0	Office Supplies	52305	0	0	0
171	3,073	1,500	Operating Supplies	52310	0	0	0
0	13	0	Repair & Maintenance Supplies	52330	0	0	0
0	1,268	0	Small Tools	52350	0	0	0
85	0	0	Safety Equipment	52360	0	0	0
330	0	500	Dues & Memberships	52405	0	0	0
0	530	800	Books, Subscriptions & Publications	52410	0	0	0
0	0	500	Fueling Contract	52475	0	0	0
399	1,995	4,300	Training & Education	52480	0	0	0
0	0	3,000	Travel Expense	52485	0	0	0
0	526	800	Fleet Charges	52486	0	0	0
91	459	2,000	Private Mileage	52487	0	0	0
10	173	0	Other Materials & Services	52495	0	0	0
0	0	1,500	Permits, Licenses & Fees	52500	0	0	0
33,133	11,445	134,900	MATERIALS & SERVICES SUBTOTAL		0	0	0
347,470	643,226	874,300	TOTAL EXPENDITURE		0	0	0

EATS POSITION AND SALARY EXPENSE: Administration | 8364

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Building & Facilities Services Manager	No
1.00	0.00	0.00	0.00	Engineer	No
1.00	1.00	1.00	0.00	Enterprise Asset Technical Services Director	No
1.00	2.00	2.00	0.00	Principal Engineer	No
1.00	0.00	0.00	0.00	Principal Engineer - I&C/Automation	No
0.00	1.00	0.00	0.00	Security Specialist	No
5.00	5.00	4.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Building & Facilities Services Manager	No
1.00	0.00	0.00	0.00	Engineer	No
1.00	1.00	1.00	0.00	Enterprise Asset Technical Services Director	No
1.00	2.00	2.00	0.00	Principal Engineer	No
1.00	0.00	0.00	0.00	Principal Engineer - I&C/Automation	No
0.00	1.00	0.00	0.00	Security Specialist	No
5.00	5.00	4.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Building & Facilities Services Manager	No
0.00	0.00	0.00	0.00	Engineer	No
0.00	0.00	0.00	0.00	Enterprise Asset Technical Services Director	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Principal Engineer - I&C/Automation	No
0.00	0.00	0.00	0.00	Security Specialist	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

EATS EXPENDITURE SUMMARY: Administration | 8364

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
630,988	637,370	642,200	Wages & Other Pay	51100	0	0	0
19,706	0	0	Temporary	51130	0	0	0
0	1,084	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
240,420	273,740	257,400	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
300	500	300	Other Employee Allowances	51900	0	0	0
3,720	2,480	3,700	Auto Allowance	51910	0	0	0
3,518	3,920	2,400	Mobile Computing Allowance	51915	0	0	0
898,652	919,094	906,000	PERSONNEL EXPENSE SUBTOTAL		0	0	0
1,000	0	0	Professional Services	52240	0	0	0
0	50	2,000	Computer Equipment Expensed	52385	0	0	0
440	1,070	1,500	Dues & Memberships	52405	0	0	0
848	0	0	Publication Notices	52430	0	0	0
88	0	0	Printing	52435	0	0	0
2,547	2,680	3,200	Training & Education	52480	0	0	0
5,725	4,462	5,000	Travel Expense	52485	0	0	0
909	1,142	1,500	Private Mileage	52487	0	0	0
3,208	398	0	Other Materials & Services	52495	0	0	0
14,765	9,802	13,200	MATERIALS & SERVICES SUBTOTAL		0	0	0
913,416	928,896	919,200	TOTAL EXPENDITURE		0	0	0





Natural Systems Enhancement & Stewardship

Natural Systems Enhancement & Stewardship (NSES) is responsible for planning, designing, and implementing ecological enhancement and engineering, as well as maintenance and ongoing stewardship of a vast network of natural systems, including streams, wetlands, and forests in the Tualatin River watershed. Ecological enhancement, engineering, and stewardship are primary strategic actions for several major regulatory requirements, including National Pollutant Discharge Elimination System compliance with the temperature management plan, stormwater and surface water management plans, vegetated corridor standards, and other local, state, and federal requirements. The work of NSES, in compliance with CWS' authority under ORS 451, enables CWS to achieve watershed-scale ecological improvements by implementing collaborative strategies with conservation partners. The partners are integral to the delivery of



NSES services, contributing funds that increase the scale and scope of enhancement, land access to more than 7,000 acres of high-value natural areas, and a broader capacity to engage diverse communities in the stewardship of the public's natural resources.

NSES staff work on hundreds of sites, varying in size from under an acre to more than a thousand acres, and distributed throughout Washington County. Work activities include managing native vegetation enhancement with dozens of service contractors, conducting ecological engineering design, obtaining and complying with environmental permits, and overseeing the construction of enhancement projects. Stewardship activities increase the value of CWS investments in streams, wetlands, riparian forests, and other natural areas over time by monitoring and managing emerging threats to long-term forest health, including invasive species, wildfire, urbanization, and climate change.

The department includes Landscape Strategies, Project Delivery, Stewardship, and Administration.

The FY 2025-26 budget includes a reduction of two FTE as compared to the FY 2024-25 Revised Budget. Changes include:

Existing FTE transferring out of NSES:

- Two FTE are transferring out of Landscape Strategies to the new Geographic Information Systems program in Digital Solutions.



Landscape Strategies

Landscape Strategies works to ensure a healthy and resilient watershed through integrated conservation approaches. The group brings together essential resources and forges strong partnerships that support economic and environmental vitality of the region. Key elements of this work include planning ecological enhancement; stormwater and nature-based solutions; integrating natural system approaches with surface water regulations; building partnerships that increase the scale and impact of CWS investments; developing tailored subbasin enhancement strategies addressing unique challenges and maximizing benefits to communities; providing multiscale ecological integrity assessment of program effectiveness for regulatory reporting purposes; and leveraging innovative technology, including uncrewed aerial systems, remote sensing, and geographic information systems to improve decision-making, evaluate results, and enhance effectiveness.

Project Delivery

Project Delivery supports multidisciplinary partnerships to design and implement urban and rural projects that support a healthy and resilient watershed. Key elements of this work include developing, designing, and constructing multi-objective projects in support of sanitary and storm system infrastructure, ecological enhancement of streams, wetlands and floodplains, integrated water resources management, and integration of partner needs, including transportation, trails, and other infrastructure.

Stewardship

The Stewardship team cost-effectively manages plant materials for CWS vegetation projects and maintains established enhancement areas to ensure regulatory compliance with the temperature management plan. Working with regional conservation partners adds value by supporting CWS community partnerships that engage the public and by developing programs to respond to emerging needs of the community within natural systems (e.g., emerald ash borer; climate adaptation; broad community access and participation; illegal camping and houselessness; beaver). Investments in community-based programs return many times the value in matching funds and in-kind services and support continued land access.

Administration

Administration includes senior management and business analysis services for the department's operating programs. Staff provide general and fiscal management and support organizational development for the department.

NSES

FY 24-26 Department Roadmap

Natural Systems Enhancement & Stewardship

2025-26 full-time equivalent: 26

2025-26 departmental operating budget: \$10,501,900

Key Strategic Outcomes (KSO)



Abbreviations

DART: days away, restricted, or transferred (used to measure workplace safety)

FO: Field Operations

FTE: full-time equivalent or full-time employee

GIS: geographic information system




kcal: kilocalorie

UAS: uncrewed aircraft systems

WRRD: Water Resource Recovery Operations & Systems department

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Total active project acres	n/a	6,928	7,173	
New active project acres	245	1,261	245	245
Acres of farmland enrolled in co-sponsored incentive programs	n/a	1,559	1,609	1,659
New acres of farmland enrolled in co-sponsored incentive programs	50	33	50	50
Number of new projects enrolled in co-sponsored incentive programs	6	9	6	6
Number of new access agreements executed for enhancement projects	20	18	20	20
Projects monitored & measured annually per monitoring protocol (total includes shade, vegetated & combined)	150	152	150	150
Number of UAS missions	60	64	60	60
Total thermal load reduction to Tualatin River & tributaries through riparian enhancement (kcal/day)	n/a	1,236 million	1,296 million	1,356 million
Number of contracts executed per year	230	209	230	230
Total number of native plants installed	780,000	795,474	780,000	780,000

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Cumulative stream miles enhanced starting in 2004	n/a	179	184	189
New stream miles enhanced annually	5	6	5	5
Approximate value of land contributed through transformational partnerships	n/a	\$90,910,000	\$94,124,000	\$97,339,000
Other funding leveraged through transformational partnerships	\$500,000	\$752,534	\$500,000	\$500,000
Department DART score	< 1.0	0	0	0
Cost per kcal of thermal credit through streamside reforestation, enrolled	< \$0.15	\$0.08	\$0.08	\$0.08
Cost per acre of land managed in Stewardship	< \$866	n/a	\$571	\$588
Percentage of staff that have documented & approved development plans	100%	100%	100%	100%

Objective	Objective Statement	KSO
Ensure employee safety	Implement & manage programs to ensure the health, safety & well-being of department staff.	
Cultivate employee engagement	<p>Promote participation in annual Gallup employee engagement surveys, host Gallup conversations, develop & implement Action Plans annually to improve department culture & employee engagement.</p> <p>Support structured learning at individual, team & organizational levels, expanding skill sets, fostering career growth, ensuring smooth transitions, retaining talented staff & improving communication across all levels to achieve a resilient organization delivering high-value services to ratepayers & the community.</p>	
Plan enhancement strategies	Build a guiding strategy, acquire access, foster collaborative subbasin planning, implement resilient stormwater management & prioritize multiobjective enhancement opportunities through careful research & evaluation.	
Advance ecological outcomes	Generate a proactive approach with regulatory compliance & climate adaptation, rigorous outcome evaluation using GIS & field data & the development of nature-based solutions.	
Advance enhancement methods	Implement a proactive strategy with regulatory compliance & climate adaptation, rigorously evaluate & disseminate outcomes using GIS & field data & develop nature-based solutions. Explore opportunities for CWS to provide additional services to co-implementers, developers & partners by leveraging expertise in natural systems, including subbasin planning to address multiple stormwater objectives, resilient stream corridors, water quality & quantity retrofit, fee-in-lieu, regional stormwater management approaches, payment-to-provide, etc.	
Deliver enhancement	Develop & implement projects that enhance natural system functions & values.	
Steward natural systems	Sustain natural & built system functions & build value of natural capital that meets regulatory needs & goals of CWS, benefiting the health of the river & protecting clean water.	
Catalyze collective capacity	In support of CWS external partner management & education strategies, build & strengthen partnerships for creating a network of organizations to co-steward & support natural system functions & values.	
Optimize delivery processes	Create & improve consistent delivery processes that clarify & document purpose, workflow & results while simplifying information systems & reducing complexity.	
Strengthen operations collaboration	Continue collaborating with WWRD, FO & Reuse & make connections between work done in each group as detailed in Program Roadmaps. Foster regular communication & strategic alignment between Utility Operations work groups.	

NATURAL SYSTEMS ENHANCEMENT & STEWARDSHIP: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	2,386,532	2,319,346	3,381,200	3,387,500	0%	6,300
Temporary	51130	83,086	200,393	202,000	173,000	-14%	(29,000)
Overtime	51140	6,580	6,401	5,000	5,000	0%	0
Out of Class Straight Time	51170	0	0	0	0	0%	0
Other Personnel Expenses	51600	957,871	1,033,310	1,608,400	1,693,200	5%	84,800
Tuition Reimbursement	51761	1,384	1,050	0	0	0%	0
Other Employee Allowances	51900	1,900	2,375	1,200	1,200	0%	0
Auto Allowance	51910	620	1,550	3,700	3,700	0%	0
Mobile Computing Allowance	51915	8,593	6,095	5,600	5,600	0%	0
PERSONNEL EXPENSE SUBTOTAL		3,446,566	3,570,520	5,207,100	5,269,200	1%	62,100
Electricity	52110	3,696	3,279	2,600	2,600	0%	0
Garbage	52140	301	0	0	0	0%	0
Contracted Services	52205	712,024	461,400	216,000	276,000	28%	60,000
Reveg and Mgmt Stewardship Svcs	52206	0	0	722,000	803,000	11%	81,000
Reveg Stewardship Services	52207	0	0	862,000	513,000	-40%	(349,000)
Professional Services	52240	177,093	361,602	633,000	740,000	17%	107,000
Laundry	52260	0	2,123	6,000	3,000	-50%	(3,000)
Other Government Services	52270	1,174,905	1,422,176	2,243,400	2,094,400	-7%	(149,000)
Office Supplies	52305	102	172	1,100	600	-45%	(500)
Operating Supplies	52310	1,874	494	700	700	0%	0
Gas, Oil, Lubrication	52315	506	938	500	500	0%	0
Tech & Scientific Supplies	52325	25	0	0	0	0%	0
Repair & Maintenance Supplies	52330	59	1,639	500	1,500	200%	1,000
Construction & Building Supplies	52335	20,653	0	0	0	0%	0
Small Tools	52350	36,389	6,375	17,500	12,500	-29%	(5,000)
Safety Equipment	52360	0	104	1,000	1,100	10%	100
Uniforms	52365	0	136	1,400	1,700	21%	300
Postage & Freight	52375	40	43	0	0	0%	0
Software Expensed	52380	300	0	0	0	0%	0
Dues & Memberships	52405	5,482	6,256	10,500	8,500	-19%	(2,000)
Books, Subscriptions & Publications	52410	452	0	0	0	0%	0
Software Licenses & Support	52425	630	0	0	0	0%	0
Publication Notices	52430	550	50	200	200	0%	0
Printing	52435	174	260	200	200	0%	0
Land & Building Rent	52470	27,213	39,478	40,000	55,000	38%	15,000
Fueling Contract	52475	8,373	7,154	10,700	10,500	-2%	(200)
Training & Education	52480	23,851	33,093	56,000	27,700	-51%	(28,300)
Travel Expense	52485	17,315	12,289	28,000	23,800	-15%	(4,200)
Fleet Charges	52486	14,892	7,517	14,900	19,000	28%	4,100
Private Mileage	52487	5,616	(5,526)	5,600	3,700	-34%	(1,900)
Other Materials & Services	52495	173,863	280,602	770,000	623,900	-19%	(146,100)
Permits, Licenses & Fees	52500	199	359	600	600	0%	0
Taxes, Assessments & Liens	52510	10,328	11,060	10,000	3,000	-70%	(7,000)
Repair & Maintenance Services	52610	0	1,527	3,000	3,000	0%	0
Non-vehicle Equipment Repair & Maintenance	52620	348	0	1,000	3,000	200%	2,000
MATERIALS & SERVICES SUBTOTAL		2,417,255	2,654,597	5,658,400	5,232,700	-8%	(425,700)
TOTAL EXPENDITURE		5,863,821	6,225,117	10,865,500	10,501,900	-3%	(363,600)

NSES POSITION AND SALARY EXPENSE: Landscape Strategies | 8236

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	1.00	1.00	1.00	Business Systems Analyst 2	No
1.00	0.00	0.00	0.00	Engineering Technician 2	Yes
1.00	1.00	1.00	1.00	GIS Analyst	No
1.00	1.00	0.00	0.00	Project Manager 1	No
1.00	1.00	0.00	0.00	Senior Water Resources Program Manager	No
1.00	0.00	0.00	0.00	Water Resources Analyst	No
1.00	0.00	0.00	0.00	Water Resources Program Manager	No
1.00	0.00	0.00	0.00	Water Resources Project Manager	No
1.00	2.00	2.00	1.00	GIS Specialist	No
1.00	0.00	0.00	0.00	Natural Systems Program Manager 4	No
0.00	2.00	3.00	2.00	Program Manager 3	No
1.00	2.00	0.00	0.00	Project Manager 3	No
10.00	10.00	7.00	5.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	1.00	1.00	1.00	Business Systems Analyst 2	No
0.50	0.00	0.00	0.00	Engineering Technician 2	Yes
1.00	1.00	1.00	1.00	GIS Analyst	No
0.25	1.00	0.00	0.00	Project Manager 1	No
0.25	1.00	0.00	0.00	Senior Water Resources Program Manager	No
1.00	0.00	0.00	0.00	Water Resources Analyst	No
0.50	0.00	0.00	0.00	Water Resources Program Manager	No
0.50	0.00	0.00	0.00	Water Resources Project Manager	No
1.00	2.00	2.00	1.00	GIS Specialist	No
1.00	0.00	0.00	0.00	Natural Systems Program Manager 4	No
0.00	2.00	3.00	2.00	Program Manager 3	No
1.00	2.00	0.00	0.00	Project Manager 3	No
7.00	10.00	7.00	5.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Business Systems Analyst 2	No
0.50	0.00	0.00	0.00	Engineering Technician 2	Yes
0.00	0.00	0.00	0.00	GIS Analyst	No
0.75	0.00	0.00	0.00	Project Manager 1	No
0.75	0.00	0.00	0.00	Senior Water Resources Program Manager	No
0.00	0.00	0.00	0.00	Water Resources Analyst	No
0.50	0.00	0.00	0.00	Water Resources Program Manager	No
0.50	0.00	0.00	0.00	Water Resources Project Manager	No
0.00	0.00	0.00	0.00	GIS Specialist	No
0.00	0.00	0.00	0.00	Natural Systems Program Manager 4	No
0.00	0.00	0.00	0.00	Program Manager 3	No
0.00	0.00	0.00	0.00	Project Manager 3	No
3.00	0.00	0.00	0.00	TOTAL PERSONNEL	

NSES EXPENDITURE SUMMARY: Landscape Strategies | 8236

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
795,208	644,216	760,400	Wages & Other Pay	51100	656,800	656,800	656,800
10,726	11,471	32,000	Temporary	51130	46,500	46,500	46,500
3,105	1,579	1,000	Overtime	51140	1,000	1,000	1,000
0	0	0	Out of Class Straight Time	51170	0	0	0
322,350	277,355	384,500	Other Personnel Expenses	51600	364,100	364,100	364,100
0	0	0	Tuition Reimbursement	51761	0	0	0
550	875	0	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
1,669	860	0	Mobile Computing Allowance	51915	0	0	0
1,133,608	936,357	1,177,900	PERSONNEL EXPENSE SUBTOTAL		1,068,400	1,068,400	1,068,400
132,420	0	25,000	Contracted Services	52205	25,000	25,000	25,000
59,885	287,450	280,000	Professional Services	52240	400,000	400,000	400,000
32,584	0	80,000	Other Government Services	52270	0	0	0
36	138	0	Office Supplies	52305	0	0	0
0	155	0	Gas, Oil, Lubrication	52315	0	0	0
35,031	4,433	15,000	Small Tools	52350	10,000	10,000	10,000
300	0	0	Software Expensed	52380	0	0	0
934	0	2,000	Dues & Memberships	52405	1,000	1,000	1,000
83	0	0	Books, Subscriptions & Publications	52410	0	0	0
261	0	0	Software Licenses & Support	52425	0	0	0
342	153	2,000	Fueling Contract	52475	2,000	2,000	2,000
6,170	330	15,000	Training & Education	52480	6,300	6,300	6,300
5,733	3,294	8,000	Travel Expense	52485	3,700	3,700	3,700
2,733	2,765	4,500	Fleet Charges	52486	2,500	2,500	2,500
1,057	0	1,500	Private Mileage	52487	1,000	1,000	1,000
11,065	248	20,000	Other Materials & Services	52495	200	200	200
30	0	0	Permits, Licenses & Fees	52500	0	0	0
288,664	298,968	453,000	MATERIALS & SERVICES SUBTOTAL		451,700	451,700	451,700
1,422,272	1,235,324	1,630,900	TOTAL EXPENDITURE		1,520,100	1,520,100	1,520,100

NSES POSITION AND SALARY EXPENSE: Project Delivery | 8237

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	2.00	2.00	Engineer	No
1.00	1.00	0.00	0.00	Engineering Project Coordinator	No
1.00	1.00	1.00	1.00	Engineering Technician 3	Yes
1.00	1.00	1.00	1.00	Operations Coordinator	No
0.00	0.00	0.00	1.00	Principal Engineer	No
1.00	1.00	1.00	0.00	Senior Engineer	No
1.00	0.00	0.00	0.00	Water Resources Analyst	No
1.00	0.00	0.00	1.00	Program Manager	No
1.00	0.00	0.00	1.00	Water Resources Project Manager	No
1.00	1.00	0.00	0.00	Water Resources Specialist	No
0.00	0.00	1.00	0.00	Project Manager 1	No
0.00	0.00	1.00	0.00	Project Manager 2	Yes
0.00	1.00	0.00	0.00	Program Manager 3	No
0.50	2.50	3.00	3.00	Project Manager 3	No
1.00	0.00	0.00	0.00	Program Manager 4	No
0.00	1.00	1.00	1.00	Senior Project Manager	No
10.50	10.50	11.00	11.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	2.00	2.00	Engineer	No
1.00	1.00	0.00	0.00	Engineering Project Coordinator	No
1.00	1.00	1.00	1.00	Engineering Technician 3	Yes
1.00	1.00	1.00	1.00	Operations Coordinator	No
0.00	0.00	0.00	1.00	Principal Engineer	No
1.00	1.00	1.00	0.00	Senior Engineer	No
1.00	0.00	0.00	0.00	Water Resources Analyst	No
1.00	0.00	0.00	0.00	Program Manager	No
1.00	0.00	0.00	0.00	Water Resources Project Manager	No
1.00	1.00	0.00	0.00	Water Resources Specialist	Yes
0.00	0.00	1.00	1.00	Project Manager 1	No
0.00	0.00	1.00	1.00	Project Manager 2	No
0.00	1.00	0.00	0.00	Program Manager 3	No
0.50	2.50	3.00	3.00	Project Manager 3	No
1.00	0.00	0.00	0.00	Program Manager 4	No
0.00	1.00	1.00	1.00	Senior Project Manager	No
10.50	10.50	11.00	11.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Engineer	No
0.00	0.00	0.00	0.00	Engineering Project Coordinator	No
0.00	0.00	0.00	0.00	Engineering Technician 3	Yes
0.00	0.00	0.00	0.00	Operations Coordinator	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Senior Engineer	No
0.00	0.00	0.00	0.00	Water Resources Analyst	No
0.00	0.00	0.00	0.00	Program Manager	No
0.00	0.00	0.00	0.00	Water Resources Project Manager	No
0.00	0.00	0.00	0.00	Water Resources Specialist	Yes
0.00	0.00	0.00	0.00	Project Manager 1	No
0.00	0.00	0.00	0.00	Project Manager 2	No
0.00	0.00	0.00	0.00	Program Manager 3	No
0.00	0.00	0.00	0.00	Project Manager 3	No
0.00	0.00	0.00	0.00	Program Manager 4	No
0.00	0.00	0.00	0.00	Senior Project Manager	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

NSES EXPENDITURE SUMMARY: Project Delivery | 8237

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
640,875	670,395	1,138,100	Wages & Other Pay	51100	1,150,300	1,150,300	1,150,300
70,363	53,713	40,000	Temporary	51130	40,000	40,000	40,000
380	175	1,000	Overtime	51140	1,000	1,000	1,000
0	0	0	Out of Class Straight Time	51170	0	0	0
256,840	302,480	526,900	Other Personnel Expenses	51600	574,300	574,300	574,300
1,384	1,050	0	Tuition Reimbursement	51761	0	0	0
838	750	600	Other Employee Allowances	51900	600	600	600
0	0	0	Auto Allowance	51910	0	0	0
3,089	2,348	2,400	Mobile Computing Allowance	51915	2,400	2,400	2,400
973,768	1,030,910	1,709,000	PERSONNEL EXPENSE SUBTOTAL		1,768,600	1,768,600	1,768,600
43,598	0	0	Contracted Services	52205	60,000	60,000	60,000
875	0	60,000	Professional Services	52240	60,000	60,000	60,000
143,065	143,979	140,000	Other Government Services	52270	187,000	187,000	187,000
57	25	100	Office Supplies	52305	100	100	100
580	378	700	Operating Supplies	52310	700	700	700
0	129	0	Gas, Oil, Lubrication	52315	0	0	0
25	0	0	Tech & Scientific Supplies	52325	0	0	0
0	64	0	Repair & Maintenance Supplies	52330	0	0	0
57	0	0	Construction & Building Supplies	52335	0	0	0
576	279	1,000	Small Tools	52350	1,000	1,000	1,000
40	0	0	Postage & Freight	52375	0	0	0
3,487	2,165	3,500	Dues & Memberships	52405	3,500	3,500	3,500
369	0	0	Books, Subscriptions & Publications	52410	0	0	0
369	0	0	Software Licenses & Support	52425	0	0	0
375	0	0	Publication Notices	52430	0	0	0
1,718	1,763	2,500	Fueling Contract	52475	2,500	2,500	2,500
10,861	8,631	20,500	Training & Education	52480	8,600	8,600	8,600
6,444	6,463	11,000	Travel Expense	52485	9,400	9,400	9,400
5,142	2,174	2,500	Fleet Charges	52486	4,500	4,500	4,500
4,107	(5,645)	3,500	Private Mileage	52487	1,500	1,500	1,500
8,332	1,370	10,000	Other Materials & Services	52495	300	300	300
6	201	0	Permits, Licenses & Fees	52500	0	0	0
230,082	161,975	255,300	MATERIALS & SERVICES SUBTOTAL		339,100	339,100	339,100
1,203,849	1,192,885	1,964,300	TOTAL EXPENDITURE		2,107,700	2,107,700	2,107,700

NSES POSITION AND SALARY EXPENSE: Stewardship | 8238

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	1.00	0.00	0.00	Water Resources Project Manager	No
1.00	1.00	2.00	0.00	Water Resources Specialist 2	No
1.00	0.00	0.00	0.00	Natural Systems Program Manager 4	No
0.50	0.50	1.00	0.00	Natural Systems Project Manager 3	No
0.00	0.00	1.00	1.00	Program Manager 2	No
0.00	1.00	1.00	1.00	Senior Program Manager	No
0.00	1.00	0.00	0.00	Natural Systems Project Manager 2	No
0.00	0.00	0.00	2.00	Water Resources Specialist 3	Yes
0.00	0.00	0.00	1.00	Project Manager 3	No
4.50	4.50	5.00	5.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.50	0.00	0.00	Water Resources Project Manager	No
0.75	0.75	1.00	0.00	Water Resources Specialist 2	No
1.00	0.00	0.00	0.00	Natural Systems Program Manager 4	No
0.50	0.50	0.50	0.00	Natural Systems Project Manager 3	No
0.00	0.00	0.50	0.50	Program Manager 2	No
0.00	1.00	1.00	1.00	Senior Program Manager	No
0.00	1.00	0.00	0.00	Natural Systems Project Manager 2	No
0.00	0.00	0.00	1.00	Water Resources Specialist 3	Yes
0.00	0.00	0.00	0.50	Project Manager 3	No
3.25	3.75	3.00	3.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.50	0.00	0.00	Water Resources Project Manager	No
0.25	0.25	1.00	0.00	Water Resources Specialist 2	No
0.00	0.00	0.00	0.00	Natural Systems Program Manager 4	No
0.00	0.00	0.50	0.00	Natural Systems Project Manager 3	No
0.00	0.00	0.50	0.50	Program Manager 2	No
0.00	0.00	0.00	0.00	Senior Program Manager	No
0.00	0.00	0.00	0.00	Natural Systems Project Manager 2	No
0.00	0.00	0.00	1.00	Water Resources Specialist 3	Yes
0.00	0.00	0.00	0.50	Project Manager 3	No
1.25	0.75	2.00	2.00	TOTAL PERSONNEL	

NSES EXPENDITURE SUMMARY: Stewardship | 8238

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
277,705	307,442	618,400	Wages & Other Pay	51100	641,300	641,300	641,300
1,997	96,554	130,000	Temporary	51130	86,500	86,500	86,500
3,038	4,366	3,000	Overtime	51140	3,000	3,000	3,000
0	0	0	Out of Class Straight Time	51170	0	0	0
126,091	156,168	340,600	Other Personnel Expenses	51600	333,700	333,700	333,700
0	0	0	Tuition Reimbursement	51761	0	0	0
475	750	600	Other Employee Allowances	51900	600	600	600
0	0	0	Auto Allowance	51910	0	0	0
563	368	800	Mobile Computing Allowance	51915	800	800	800
409,869	565,647	1,093,400	PERSONNEL EXPENSE SUBTOTAL		1,065,900	1,065,900	1,065,900
3,528	3,100	2,600	Electricity	52110	2,600	2,600	2,600
301	0	0	Garbage	52140	0	0	0
536,007	461,273	191,000	Contracted Services	52205	191,000	191,000	191,000
0	0	722,000	Reveg and Mgmt Stewardship Svcs	52206	803,000	803,000	803,000
0	0	862,000	Reveg Stewardship Services	52207	513,000	513,000	513,000
115,627	74,152	293,000	Professional Services	52240	275,000	275,000	275,000
0	0	6,000	Laundry	52260	3,000	3,000	3,000
999,256	1,278,197	2,023,400	Other Government Services	52270	1,907,400	1,907,400	1,907,400
1,294	39	0	Operating Supplies	52310	0	0	0
506	552	500	Gas, Oil, Lubrication	52315	500	500	500
59	1,575	500	Repair & Maintenance Supplies	52330	1,500	1,500	1,500
20,596	0	0	Construction & Building Supplies	52335	0	0	0
782	1,473	1,500	Small Tools	52350	1,500	1,500	1,500
0	0	1,000	Safety Equipment	52360	600	600	600
0	0	1,400	Uniforms	52365	1,700	1,700	1,700
0	43	0	Postage & Freight	52375	0	0	0
451	554	1,500	Dues & Memberships	52405	1,500	1,500	1,500
175	50	200	Publication Notices	52430	200	200	200
27,213	39,478	40,000	Land & Building Rent	52470	55,000	55,000	55,000
5,684	4,851	5,500	Fueling Contract	52475	5,500	5,500	5,500
5,936	11,274	10,500	Training & Education	52480	6,100	6,100	6,100
3,033	1,991	5,000	Travel Expense	52485	4,900	4,900	4,900
7,018	2,577	7,500	Fleet Charges	52486	12,000	12,000	12,000
297	119	100	Private Mileage	52487	1,000	1,000	1,000
151,510	268,973	736,000	Other Materials & Services	52495	621,400	621,400	621,400
163	158	600	Permits, Licenses & Fees	52500	600	600	600
2,580	2,580	10,000	Taxes, Assessments & Liens	52510	3,000	3,000	3,000
0	1,527	3,000	Repair & Maintenance Services	52610	3,000	3,000	3,000
348	0	1,000	Non-vehicle Equipment Repair & Maintenance	52620	3,000	3,000	3,000
1,882,363	2,154,535	4,925,800	MATERIALS & SERVICES SUBTOTAL		4,418,000	4,418,000	4,418,000
2,292,231	2,720,182	6,019,200	TOTAL EXPENDITURE		5,483,900	5,483,900	5,483,900

NSES POSITION AND SALARY EXPENSE: Administration | 8233

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	NSES Director	No
1.00	1.00	1.00	0.00	Operations Coordinator	No
1.00	1.00	1.00	1.00	Landscape Strategies Division Manager	No
1.00	1.00	1.00	1.00	Project Delivery Division Manager	No
1.00	1.00	1.00	1.00	Stewardship Services Division Manager	No
0.00	0.00	0.00	1.00	Senior Management Analyst	No
5.00	5.00	5.00	5.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	NSES Director	No
1.00	1.00	1.00	0.00	Operations Coordinator	No
1.00	1.00	1.00	1.00	Landscape Division Manager	No
1.00	1.00	1.00	1.00	Project Delivery Division Manager	No
1.00	1.00	1.00	1.00	Stewardship Services Division Manager	No
0.00	0.00	0.00	1.00	Senior Management Analyst	No
5.00	5.00	5.00	5.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	NSES Director	No
0.00	0.00	0.00	0.00	Operations Coordinator	No
0.00	0.00	0.00	0.00	Landscape Division Manager	No
0.00	0.00	0.00	0.00	Project Delivery Division Manager	No
0.00	0.00	0.00	0.00	Stewardship Services Division Manager	No
0.00	0.00	0.00	0.00	Senior Management Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

NSES EXPENDITURE SUMMARY: Administration | 8233

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
672,745	697,292	864,300	Wages & Other Pay	51100	939,100	939,100	939,100
0	38,655	0	Temporary	51130	0	0	0
57	282	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
252,590	297,307	356,400	Other Personnel Expenses	51600	421,100	421,100	421,100
0	0	0	Tuition Reimbursement	51761	0	0	0
38	0	0	Other Employee Allowances	51900	0	0	0
620	1,550	3,700	Auto Allowance	51910	3,700	3,700	3,700
3,273	2,520	2,400	Mobile Computing Allowance	51915	2,400	2,400	2,400
929,322	1,037,606	1,226,800	PERSONNEL EXPENSE SUBTOTAL		1,366,300	1,366,300	1,366,300
168	178	0	Electricity	52110	0	0	0
0	127	0	Contracted Services	52205	0	0	0
706	0	0	Professional Services	52240	5,000	5,000	5,000
0	2,123	0	Laundry	52260	0	0	0
9	9	1,000	Office Supplies	52305	500	500	500
0	77	0	Operating Supplies	52310	0	0	0
0	102	0	Gas, Oil, Lubrication	52315	0	0	0
0	190	0	Small Tools	52350	0	0	0
0	104	0	Safety Equipment	52360	500	500	500
0	136	0	Uniforms	52365	0	0	0
611	3,537	3,500	Dues & Memberships	52405	2,500	2,500	2,500
174	260	200	Printing	52435	200	200	200
630	387	700	Fueling Contract	52475	500	500	500
884	12,858	10,000	Training & Education	52480	6,700	6,700	6,700
2,105	541	4,000	Travel Expense	52485	5,800	5,800	5,800
0	0	400	Fleet Charges	52486	0	0	0
156	0	500	Private Mileage	52487	200	200	200
2,956	10,011	4,000	Other Materials & Services	52495	2,000	2,000	2,000
7,748	8,480	0	Taxes, Assessments & Liens	52510	0	0	0
16,147	39,119	24,300	MATERIALS & SERVICES SUBTOTAL		23,900	23,900	23,900
945,468	1,076,726	1,251,100	TOTAL EXPENDITURE		1,390,200	1,390,200	1,390,200



Utility Operations & Services

Utility Operations & Services (UOPS) is responsible for the operations and maintenance of CWS' storm sewer and sanitary sewer conveyance systems and its Fleet program. The department includes Administration and programs organized under Field Operations Construction and Field Operations Maintenance. The Construction and Maintenance programs perform both Local and Regional functions. The Local program serves the areas of unincorporated Washington County; small areas of Multnomah, Clackamas, and Yamhill counties; and the cities of Banks, Durham, Gaston, King City, and North Plains. The Regional program includes the entire service area and all cities.

There are no changes to the number of FTE in Utility Operations & Services as compared to the FY 2024-25 Revised Budget.



Field Operations Construction

Field Operations Construction includes System Repair and Local Repair & Construction.

Local services include emergency response, repairing damaged or deteriorated infrastructure, constructing short line replacements, installing catch basins, and rehabilitating infrastructure.

Regional services support repairing and replacing infrastructure at pump stations and water resource recovery facilities and rehabilitating manholes to reduce inflow and infiltration.

Field Operations Maintenance

Field Operations Maintenance includes System Maintenance, TV/Flow Monitoring, and SWM Surface Facility Maintenance.

Local services include emergency response, cleaning and performing TV inspection of storm and sanitary sewer pipes, cleaning catch basins and water quality manholes, sweeping streets, maintaining water quality facilities, and repairing damaged or deteriorated infrastructure.

Regional services include managing and maintaining the systemwide flow monitoring and rain gauge network, chemical root control, and maintaining the large diameter (24-inch and larger) sanitary sewer system.

Administration

Administration includes senior management, technical support staff, and CWS fleet staff. Staff members provide general and fiscal management for the department and interact with external agencies on technical and policy issues.

Utility Operations & Services

FY 2025-26 full-time equivalent: 80

FY 2025-26 departmental operating budget: \$15,269,200

Key Strategic Outcomes (KSO)














Abbreviations














AM: asset management
 BPI: business process improvement
 CEL: Culture, Equity & Learning
 CIP: Capital Improvement Program
 CMOM: capacity, management, operation, and maintenance
 DART: days away, restricted, or transferred
 DS: Digital Solutions department
 EAC: Employee Advisory Council
 FO: Field Operations
 FTE: full-time equivalent or full-time employee
 GIS: geographic information system
 HR: Human Resources department







IT: information technology
 JSA: job safety analysis
 MS4: Municipal Separate Storm Sewer System
 NPDES: National Pollutant Discharge Elimination System
 NSES: Natural Systems Enhancement & Stewardship department
 SOP: standard operating procedure
 UOPS: Utility Operations & Services department
 WRRD: Water Resource Recovery Operations & Services department

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Routine sanitary line cleaning (feet)	930,000	917,000	920,000	930,000
Routine sanitary line TV inspection (feet)	515,000	509,000	510,000	515,000
Routine street sweeping (miles)	11,550	12,000	11,500	11,550

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
DART score	<1.0			
Number of sanitary sewer overflows per 100 miles of collection system (per calendar year)	<2.0	<2	<2	<2
Response to customer service request	100%	100%	100%	100%

Objectives	Initiative Statements	KSO
ADMINISTRATION		
Ensure crew safety	UOPS Administration program supports FO to construct, maintain, repair & rehabilitate the public storm & sanitary sewer collection systems	
	Maintain low level DART due to on-the-job injuries	
Strengthen operations collaboration	Continue collaborating & making connections between work done in the four Operations groups (WRRD, NSES, Reuse & FO)	
Improve talent retainment	Increase career progression opportunities & capacity to accomplish work	
	Work with HR & CEL – EAC to align employee input with workplace offerings (e.g., generational work styles)	
	Develop & finalize long-term operations staffing plan	
Improve workflow planning & management	Monitor FO internal work request system & make adjustments as needed	
	Build capacity & connections across CWS to improve continuity & integration of work	
Ensure Crew safety	Implement & manage programs to ensure the health, safety & well-being of division staff	
	Partner with Safety to develop additional JSA, safety training & create safety-related SOPs	
	Work with field staff & Safety staff to increase understanding of safety aspects of routine maintenance & construction tasks	

Objectives	Initiative Statements	KSO
Improve technical support	Partner with GIS (Development Services & DS) to increase reliability of tablets & Lucity data in the field	
	Partner with DS on FO's technology BPI list (create primary list to retain items)	
	Contract IT/Lucity support to fill service level gap	
	Manage partnership between DS & FO to improve collaboration, service & workflow for both groups	
Enhance employee engagement	Develop & implement Gallup action plans to improve employee engagement	
ASSET MANAGEMENT		
Maintain high level of service & optimize performance	Implement methods for using data (TV inspection, flow monitoring data & visual inspection) to go from maintenance that is prescriptive to focus on areas of highest priority	
	Implement methods for using data (TV inspection & visual inspection) to prioritize repair & replacement work	
	Develop CMOM document	
FLEET MANAGEMENT		
Fleet operations	Implement high priority recommendations from Mercury's Fleet Optimization Study	
	Develop alternative fuels vehicle policy	
Fleet maintenance, repair & replacement	Conduct 10-year CIP replacement forecasting	
	Monitor annual CIP planning process (October – April) based on rating tool & supply network	
	Monitor fleet rating report process	

Objectives	Initiative Statements	KSO
OPERATIONS		
Prepare maintenance programs for the future	Integrate FO's maintenance programs for increased connectivity across programs & cross-training	
Maintenance program BPI	Identify & implement BPIs to the maintenance program's workflow to increase efficiency & effectiveness	
Asset management approach to maintaining conveyance systems assets memorialized in a CWS CMOM document	Refine & further develop an asset management approach to maintaining conveyance systems assets including changes to the Performance Standards & collaboration with city partners	
Prepare construction programs for the future	Complete planning & design of new FO construction programs facility	
Repair & rehabilitation workflow BPI (AM approach)	Identify BPIs to the construction repair & rehabilitation workflow to increase identification & planning for needed conveyance system repairs	
Support CWS in-house construction needs	Support all CWS departments with construction services when the work is appropriate to be performed in-house	

UTILITY OPERATIONS & SERVICES: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	6,705,966	7,223,672	7,783,900	7,970,900	2%	187,000
Temporary	51130	123,745	264,048	171,000	85,000	-50%	(86,000)
Overtime	51140	139,924	386,652	152,000	202,000	33%	50,000
Out of Class Straight Time	51170	0	0	0	0	0%	0
Other Personnel Expenses	51600	2,987,189	3,520,242	3,863,400	4,221,300	9%	357,900
Tuition Reimbursement	51761	0	0	0	0	0%	0
Other Employee Allowances	51900	18,475	22,875	22,600	22,900	1%	300
Auto Allowance	51910	0	1,550	0	0	0%	0
Mobile Computing Allowance	51915	13,557	14,568	9,900	9,100	-8%	(800)
PERSONNEL EXPENSE SUBTOTAL		9,988,856	11,433,607	12,002,800	12,511,200	4%	508,400
Electricity	52110	12,994	13,890	13,500	13,500	0%	0
Water	52120	10,228	19,535	16,000	16,000	0%	0
Garbage	52140	140,203	162,267	162,000	159,500	-2%	(2,500)
Other Utility Services	52160	0	1,289	0	0	0%	0
Contracted Services	52205	577,884	750,612	740,000	520,000	-30%	(220,000)
Engineering Services	52210	0	4,555	0	0	0%	0
Legal Services	52230	22	107	0	0	0%	0
Professional Services	52240	20,198	142,482	225,000	100,000	-56%	(125,000)
Laundry	52260	37,538	42,352	45,100	45,100	0%	0
Other Government Services	52270	627	0	0	0	0%	0
Office Supplies	52305	2,130	1,269	5,300	1,800	-66%	(3,500)
Operating Supplies	52310	87,348	84,213	102,700	92,700	-10%	(10,000)
Gas, Oil, Lubrication	52315	30,783	26,586	31,500	33,000	5%	1,500
Tech & Scientific Supplies	52325	151	0	0	0	0%	0
Repair & Maintenance Supplies	52330	363,963	392,520	395,500	400,500	1%	5,000
Construction & Building Supplies	52335	132,570	130,461	140,500	135,000	-4%	(5,500)
Small Tools	52350	28,726	42,580	44,100	42,100	-5%	(2,000)
Safety Equipment	52360	43,039	68,773	44,500	44,500	0%	0
Uniforms	52365	0	8,411	3,000	3,000	0%	0
Postage & Freight	52375	1,147	1,449	1,300	1,300	0%	0
Computer Equipment Expensed	52385	92	1,195	1,000	1,000	0%	0
Dues & Memberships	52405	9,666	7,934	3,800	4,700	24%	900
Books, Subscriptions & Publications	52410	644	634	800	800	0%	0
Publication Notices	52430	2,261	6,834	0	0	0%	0
Printing	52435	2,735	444	3,000	2,000	-33%	(1,000)
Telephone Services	52445	60	0	0	0	0%	0
Fueling Contract	52475	345,778	280,810	310,000	300,000	-3%	(10,000)
Training & Education	52480	31,222	40,920	22,900	23,400	2%	500
Travel Expense	52485	18,852	22,052	16,500	20,900	27%	4,400
Fleet Charges	52486	435,585	521,015	525,500	532,500	1%	7,000
Private Mileage	52487	3,316	6,228	1,500	1,500	0%	0
Other Materials & Services	52495	12,806	14,174	12,300	6,600	-46%	(5,700)
Permits, Licenses & Fees	52500	2,247	6,168	5,800	5,800	0%	0
Taxes, Assessments & Liens	52510	297	297	200	200	0%	0
Equipment Rental	52605	10,560	134,049	89,000	53,000	-40%	(36,000)
Repair & Maintenance Services	52610	61,882	64,176	74,100	72,600	-2%	(1,500)
Sulfuric Acid	52860	20,228	0	0	0	0%	0
Other Chemicals	52890	81,900	25,532	100,000	125,000	25%	25,000
MATERIALS & SERVICES SUBTOTAL		2,529,683	3,025,813	3,136,400	2,758,000	-12%	(378,400)
TOTAL EXPENDITURE		12,518,539	14,459,420	15,139,200	15,269,200	1%	130,000

UOPS POSITION AND SALARY EXPENSE: Local Repair & Construction | 8380

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
9.00	7.00	6.00	6.00	Field Construction/Maintenance Tech 2	Yes
0.00	2.00	4.00	4.00	Field Construction/Maintenance Tech 3	Yes
0.00	2.00	2.00	2.00	Field Construction/Maintenance Tech Trainee	Yes
1.00	1.00	1.00	1.00	Field Construction/Maint Supervisor	No
1.00	1.00	0.00	0.00	Senior Field Construction Technician	Yes
11.00	13.00	13.00	13.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
9.00	7.00	6.00	6.00	Field Construction/Maintenance Tech 2	Yes
0.00	2.00	4.00	4.00	Field Construction/Maintenance Tech 3	Yes
0.00	2.00	2.00	2.00	Field Construction/Maintenance Tech Trainee	Yes
1.00	1.00	1.00	1.00	Field Construction/Maint Supervisor	No
1.00	1.00	0.00	0.00	Senior Field Construction Technician	Yes
11.00	13.00	13.00	13.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Field Construction/Maintenance Tech 2	Yes
0.00	0.00	0.00	0.00	Field Construction/Maintenance Tech 3	Yes
0.00	0.00	0.00	0.00	Field Construction/Maintenance Tech Trainee	Yes
0.00	0.00	0.00	0.00	Field Construction/Maint Supervisor	No
0.00	0.00	0.00	0.00	Senior Field Construction Technician	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

UOPS EXPENDITURE SUMMARY: Local Repair & Construction | 8380

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
841,848	1,032,602	1,271,100	Wages & Other Pay	51100	1,220,300	1,220,300	1,220,300
35,262	32,638	0	Temporary	51130	0	0	0
26,688	87,803	20,000	Overtime	51140	30,000	30,000	30,000
0	0	0	Out of Class Straight Time	51170	0	0	0
404,568	528,259	635,200	Other Personnel Expenses	51600	645,300	645,300	645,300
0	0	0	Tuition Reimbursement	51761	0	0	0
2,400	3,000	3,900	Other Employee Allowances	51900	3,900	3,900	3,900
0	0	0	Auto Allowance	51910	0	0	0
875	840	800	Mobile Computing Allowance	51915	800	800	800
1,311,642	1,685,143	1,931,000	PERSONNEL EXPENSE SUBTOTAL		1,900,300	1,900,300	1,900,300
17,979	15,609	20,000	Garbage	52140	20,000	20,000	20,000
79,632	96,098	50,000	Contracted Services	52205	50,000	50,000	50,000
22	35	0	Legal Services	52230	0	0	0
5,256	6,290	5,300	Laundry	52260	5,300	5,300	5,300
60	355	200	Office Supplies	52305	200	200	200
284	829	1,000	Operating Supplies	52310	1,000	1,000	1,000
1,935	3,856	3,500	Gas, Oil, Lubrication	52315	4,500	4,500	4,500
214,465	225,042	227,000	Repair & Maintenance Supplies	52330	225,000	225,000	225,000
0	0	500	Construction & Building Supplies	52335	0	0	0
1,560	9,261	9,200	Small Tools	52350	9,200	9,200	9,200
8,381	14,348	8,000	Safety Equipment	52360	8,000	8,000	8,000
0	197	0	Uniforms	52365	0	0	0
160	607	400	Dues & Memberships	52405	400	400	400
42,668	38,727	40,000	Fueling Contract	52475	40,000	40,000	40,000
3,384	3,853	2,300	Training & Education	52480	3,000	3,000	3,000
812	1,835	1,900	Travel Expense	52485	3,400	3,400	3,400
57,478	51,655	62,500	Fleet Charges	52486	62,500	62,500	62,500
203	628	0	Private Mileage	52487	0	0	0
658	518	1,000	Other Materials & Services	52495	1,000	1,000	1,000
980	1,220	2,000	Permits, Licenses & Fees	52500	2,000	2,000	2,000
7,077	6,774	10,000	Equipment Rental	52605	10,000	10,000	10,000
0	340	0	Repair & Maintenance Services	52610	0	0	0
442,994	478,077	444,800	MATERIALS & SERVICES SUBTOTAL		445,500	445,500	445,500
1,754,636	2,163,220	2,375,800	TOTAL EXPENDITURE		2,345,800	2,345,800	2,345,800

UOPS POSITION AND SALARY EXPENSE: Stormwater / Surface Facility Maintenance | 8383

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
14.00	12.00	12.00	12.00	Field Construction/Maintenance Tech 2	Yes
0.00	2.00	3.00	3.00	Field Construction/Maintenance Tech 3	Yes
1.00	1.00	1.00	1.00	Field Construction/Maint Supervisor	No
1.00	1.00	0.00	0.00	Senior Field Maintenance Technician	Yes
16.00	16.00	16.00	16.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
14.00	12.00	12.00	12.00	Field Construction/Maintenance Tech 2	Yes
0.00	2.00	3.00	3.00	Field Construction/Maintenance Tech 3	Yes
1.00	1.00	1.00	1.00	Field Construction/Maint Supervisor	No
1.00	1.00	0.00	0.00	Senior Field Maintenance Technician	Yes
16.00	16.00	16.00	16.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Field Construction/Maintenance Tech 2	Yes
0.00	0.00	0.00	0.00	Field Construction/Maintenance Tech 3	Yes
0.00	0.00	0.00	0.00	Field Construction/Maint Supervisor	No
0.00	0.00	0.00	0.00	Senior Field Maintenance Technician	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

UOPS EXPENDITURE SUMMARY: Stormwater / Surface Facility Maintenance | 8383

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,295,462	1,472,689	1,618,800	Wages & Other Pay	51100	1,683,600	1,683,600	1,683,600
0	0	58,000	Temporary	51130	0	0	0
34,756	125,104	35,000	Overtime	51140	60,000	60,000	60,000
0	0	0	Out of Class Straight Time	51170	0	0	0
616,909	781,050	822,100	Other Personnel Expenses	51600	912,900	912,900	912,900
0	0	0	Tuition Reimbursement	51761	0	0	0
3,975	4,000	4,800	Other Employee Allowances	51900	4,800	4,800	4,800
0	0	0	Auto Allowance	51910	0	0	0
875	840	800	Mobile Computing Allowance	51915	800	800	800
1,951,977	2,383,682	2,539,500	PERSONNEL EXPENSE SUBTOTAL		2,662,100	2,662,100	2,662,100
28,620	35,803	40,000	Garbage	52140	37,500	37,500	37,500
54,141	30,210	55,000	Contracted Services	52205	55,000	55,000	55,000
7,836	8,124	9,000	Laundry	52260	9,000	9,000	9,000
309	0	0	Office Supplies	52305	0	0	0
15,637	15,940	20,000	Operating Supplies	52310	20,000	20,000	20,000
7,122	5,064	6,500	Gas, Oil, Lubrication	52315	6,500	6,500	6,500
1,930	5,641	5,000	Repair & Maintenance Supplies	52330	5,000	5,000	5,000
25,035	31,234	40,000	Construction & Building Supplies	52335	35,000	35,000	35,000
4,243	6,327	12,000	Small Tools	52350	10,000	10,000	10,000
0	284	2,000	Safety Equipment	52360	1,000	1,000	1,000
14	8	0	Postage & Freight	52375	0	0	0
320	475	300	Dues & Memberships	52405	300	300	300
529	207	0	Printing	52435	0	0	0
105,678	82,758	90,000	Fueling Contract	52475	90,000	90,000	90,000
520	396	2,500	Training & Education	52480	1,000	1,000	1,000
3,150	0	1,300	Travel Expense	52485	0	0	0
108,942	156,947	150,000	Fleet Charges	52486	150,000	150,000	150,000
142	0	0	Private Mileage	52487	0	0	0
1,728	287	1,000	Other Materials & Services	52495	1,000	1,000	1,000
261	0	300	Permits, Licenses & Fees	52500	300	300	300
0	0	3,000	Repair & Maintenance Services	52610	1,500	1,500	1,500
366,156	379,705	437,900	MATERIALS & SERVICES SUBTOTAL		423,100	423,100	423,100
2,318,133	2,763,387	2,977,400	TOTAL EXPENDITURE		3,085,200	3,085,200	3,085,200

UOPS POSITION AND SALARY EXPENSE: System Maintenance | 8373

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
13.00	11.00	11.00	11.00	Field Construction/Maintenance Tech 2	Yes
0.00	3.00	3.00	3.00	Field Construction/Maintenance Tech 3	Yes
1.00	1.00	1.00	1.00	Field Constr/Maint Supervisor	No
1.00	0.00	0.00	0.00	Senior Field Maintenance Technician	Yes
15.00	15.00	15.00	15.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
13.00	11.00	11.00	11.00	Field Construction/Maintenance Tech 2	Yes
0.00	3.00	3.00	3.00	Field Construction/Maintenance Tech 3	Yes
1.00	1.00	1.00	1.00	Field Constr/Maint Supervisor	No
1.00	0.00	0.00	0.00	Senior Field Maintenance Technician	Yes
15.00	15.00	15.00	15.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Field Construction/Maintenance Tech 2	Yes
0.00	0.00	0.00	0.00	Field Construction/Maintenance Tech 3	Yes
0.00	0.00	0.00	0.00	Field Constr/Maint Supervisor	No
0.00	0.00	0.00	0.00	Senior Field Maintenance Technician	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

UOPS EXPENDITURE SUMMARY: System Maintenance | 8373

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,281,502	1,186,638	1,523,500	Wages & Other Pay	51100	1,571,700	1,571,700	1,571,700
48,567	57,153	87,000	Temporary	51130	85,000	85,000	85,000
39,472	100,174	50,000	Overtime	51140	50,000	50,000	50,000
0	0	0	Out of Class Straight Time	51170	0	0	0
621,972	680,480	777,400	Other Personnel Expenses	51600	838,100	838,100	838,100
0	0	0	Tuition Reimbursement	51761	0	0	0
3,650	5,375	4,500	Other Employee Allowances	51900	4,500	4,500	4,500
0	0	0	Auto Allowance	51910	0	0	0
875	840	800	Mobile Computing Allowance	51915	800	800	800
1,996,038	2,030,660	2,443,200	PERSONNEL EXPENSE SUBTOTAL		2,550,100	2,550,100	2,550,100
10,228	19,535	16,000	Water	52120	16,000	16,000	16,000
92,462	110,855	100,000	Garbage	52140	100,000	100,000	100,000
0	1,289	0	Other Utility Services	52160	0	0	0
201,769	397,556	175,000	Contracted Services	52205	175,000	175,000	175,000
0	72	0	Legal Services	52230	0	0	0
8,153	9,111	9,500	Laundry	52260	9,500	9,500	9,500
70	200	0	Office Supplies	52305	0	0	0
3,433	91	700	Operating Supplies	52310	700	700	700
2,463	1,568	1,000	Gas, Oil, Lubrication	52315	1,500	1,500	1,500
78,464	86,439	90,000	Repair & Maintenance Supplies	52330	90,000	90,000	90,000
2,374	4,627	3,500	Small Tools	52350	3,500	3,500	3,500
27,875	22,153	10,000	Safety Equipment	52360	10,000	10,000	10,000
102	0	0	Postage & Freight	52375	0	0	0
92	875	0	Computer Equipment Expensed	52385	0	0	0
160	947	500	Dues & Memberships	52405	1,000	1,000	1,000
98,985	86,625	90,000	Fueling Contract	52475	80,000	80,000	80,000
5,487	2,913	3,000	Training & Education	52480	6,500	6,500	6,500
0	2,885	5,300	Travel Expense	52485	5,800	5,800	5,800
116,397	163,638	175,000	Fleet Charges	52486	175,000	175,000	175,000
0	278	0	Private Mileage	52487	0	0	0
1,009	3,138	1,000	Other Materials & Services	52495	1,000	1,000	1,000
0	100	2,500	Permits, Licenses & Fees	52500	2,500	2,500	2,500
0	121,194	50,000	Equipment Rental	52605	10,000	10,000	10,000
1,978	493	1,100	Repair & Maintenance Services	52610	1,100	1,100	1,100
20,228	0	0	Sulfuric Acid	52860	0	0	0
81,900	25,532	100,000	Other Chemicals	52890	125,000	125,000	125,000
753,629	1,062,112	834,100	MATERIALS & SERVICES SUBTOTAL		814,100	814,100	814,100
2,749,667	3,092,772	3,277,300	TOTAL EXPENDITURE		3,364,200	3,364,200	3,364,200

UOPS POSITION AND SALARY EXPENSE: System Repair | 8371

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
12.00	9.00	9.00	9.00	Field Construction/Maintenance Tech 2	Yes
0.00	3.00	4.00	4.00	Field Construction/Maintenance Tech 3	Yes
1.00	1.00	1.00	1.00	Field Constr/Maint Supervisor	No
1.00	0.00	0.00	0.00	Field Construction/Maint Superintendent	No
1.00	1.00	0.00	0.00	Senior Field Construction Tech	Yes
15.00	14.00	14.00	14.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
6.00	5.00	5.00	5.00	Field Construction/Maintenance Tech 2	Yes
0.00	2.00	2.00	2.00	Field Construction/Maintenance Tech 3	Yes
0.80	0.80	0.80	0.80	Field Constr/Maint Supervisor	No
1.00	0.00	0.00	0.00	Field Construction/Maint Superintendent	No
0.50	0.50	0.00	0.00	Senior Field Construction Tech	Yes
8.30	8.30	7.80	7.80	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
6.00	4.00	4.00	4.00	Field Construction/Maintenance Tech 2	Yes
0.00	1.00	2.00	2.00	Field Construction/Maintenance Tech 3	Yes
0.20	0.20	0.20	0.20	Field Constr/Maint Supervisor	No
0.00	0.00	0.00	0.00	Field Construction/Maint Superintendent	No
0.50	0.50	0.00	0.00	Senior Field Construction Tech	Yes
6.70	5.70	6.20	6.20	TOTAL PERSONNEL	

UOPS EXPENDITURE SUMMARY: System Repair | 8371

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
849,862	800,775	959,500	Wages & Other Pay	51100	909,200	909,200	909,200
4,097	16,033	26,000	Temporary	51130	0	0	0
15,188	26,077	25,000	Overtime	51140	40,000	40,000	40,000
0	0	0	Out of Class Straight Time	51170	0	0	0
331,140	329,365	412,800	Other Personnel Expenses	51600	420,800	420,800	420,800
0	0	0	Tuition Reimbursement	51761	0	0	0
3,400	4,250	4,200	Other Employee Allowances	51900	4,200	4,200	4,200
0	0	0	Auto Allowance	51910	0	0	0
980	840	800	Mobile Computing Allowance	51915	800	800	800
1,204,667	1,177,340	1,428,300	PERSONNEL EXPENSE SUBTOTAL		1,375,000	1,375,000	1,375,000
1,142	0	2,000	Garbage	52140	2,000	2,000	2,000
16,701	10,850	10,000	Contracted Services	52205	10,000	10,000	10,000
8,517	9,677	10,700	Laundry	52260	10,700	10,700	10,700
793	96	400	Office Supplies	52305	400	400	400
3,492	1,636	500	Operating Supplies	52310	500	500	500
13,691	10,772	15,000	Gas, Oil, Lubrication	52315	15,000	15,000	15,000
48,873	46,810	50,000	Repair & Maintenance Supplies	52330	50,000	50,000	50,000
100,370	99,227	100,000	Construction & Building Supplies	52335	100,000	100,000	100,000
9,071	12,129	9,200	Small Tools	52350	9,200	9,200	9,200
3,712	6,942	2,000	Safety Equipment	52360	2,000	2,000	2,000
26	137	0	Postage & Freight	52375	0	0	0
414	160	300	Dues & Memberships	52405	300	300	300
139	0	0	Books, Subscriptions & Publications	52410	0	0	0
63,965	47,438	65,000	Fueling Contract	52475	65,000	65,000	65,000
5,860	7,614	2,700	Training & Education	52480	2,200	2,200	2,200
0	667	2,000	Travel Expense	52485	1,500	1,500	1,500
123,798	113,150	110,000	Fleet Charges	52486	120,000	120,000	120,000
0	244	500	Private Mileage	52487	500	500	500
1,572	3,057	1,000	Other Materials & Services	52495	1,000	1,000	1,000
269	265	500	Permits, Licenses & Fees	52500	500	500	500
3,483	6,081	5,000	Equipment Rental	52605	5,000	5,000	5,000
405,887	376,953	386,800	MATERIALS & SERVICES SUBTOTAL		395,800	395,800	395,800
1,610,554	1,554,293	1,815,100	TOTAL EXPENDITURE		1,770,800	1,770,800	1,770,800

UOPS POSITION AND SALARY EXPENSE: TV/Flow Monitoring | 8375

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
10.00	9.00	8.00	9.00	Field Construction/Maintenance Tech 2	Yes
0.00	1.00	4.00	4.00	Field Construction/Maintenance Tech 3	Yes
1.00	1.00	1.00	1.00	Field Construction/Maint Supervisor	No
2.00	2.00	0.00	0.00	Senior Field Maintenance Technician	Yes
13.00	13.00	13.00	14.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
10.00	9.00	8.00	9.00	Field Construction/Maintenance Tech 2	Yes
0.00	1.00	4.00	4.00	Field Construction/Maintenance Tech 3	Yes
1.00	1.00	1.00	1.00	Field Construction/Maint Supervisor	No
2.00	2.00	0.00	0.00	Senior Field Maintenance Technician	Yes
13.00	13.00	13.00	14.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Field Construction/Maintenance Tech 2	Yes
0.00	0.00	0.00	0.00	Field Construction/Maintenance Tech 3	Yes
0.00	0.00	0.00	0.00	Field Construction/Maint Supervisor	No
0.00	0.00	0.00	0.00	Senior Field Maintenance Technician	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

UOPS EXPENDITURE SUMMARY: TV/Flow Monitoring | 8375

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,050,168	1,116,198	1,318,400	Wages & Other Pay	51100	1,457,800	1,457,800	1,457,800
31,763	0	0	Temporary	51130	0	0	0
9,272	39,450	20,000	Overtime	51140	20,000	20,000	20,000
0	0	0	Out of Class Straight Time	51170	0	0	0
522,670	568,813	662,800	Other Personnel Expenses	51600	791,000	791,000	791,000
0	0	0	Tuition Reimbursement	51761	0	0	0
2,900	3,000	3,900	Other Employee Allowances	51900	4,200	4,200	4,200
0	0	0	Auto Allowance	51910	0	0	0
770	665	800	Mobile Computing Allowance	51915	800	800	800
1,617,542	1,728,126	2,005,900	PERSONNEL EXPENSE SUBTOTAL		2,273,800	2,273,800	2,273,800
11,714	12,561	12,500	Electricity	52110	12,500	12,500	12,500
30,351	21,653	250,000	Contracted Services	52205	30,000	30,000	30,000
4,338	5,025	5,300	Laundry	52260	5,300	5,300	5,300
129	36	200	Office Supplies	52305	200	200	200
741	57	500	Operating Supplies	52310	500	500	500
18,770	22,285	22,500	Repair & Maintenance Supplies	52330	22,500	22,500	22,500
5,491	5,205	5,200	Small Tools	52350	5,200	5,200	5,200
0	1,152	2,500	Safety Equipment	52360	1,500	1,500	1,500
816	1,274	1,300	Postage & Freight	52375	1,300	1,300	1,300
0	320	1,000	Computer Equipment Expensed	52385	1,000	1,000	1,000
160	312	500	Dues & Memberships	52405	900	900	900
21,837	17,181	23,000	Fueling Contract	52475	23,000	23,000	23,000
325	3,770	7,500	Training & Education	52480	5,300	5,300	5,300
314	0	1,500	Travel Expense	52485	6,000	6,000	6,000
8,169	24,269	20,000	Fleet Charges	52486	20,000	20,000	20,000
69	0	0	Private Mileage	52487	0	0	0
0	(124)	1,000	Other Materials & Services	52495	1,000	1,000	1,000
59,904	63,342	70,000	Repair & Maintenance Services	52610	70,000	70,000	70,000
163,127	178,318	424,500	MATERIALS & SERVICES SUBTOTAL		206,200	206,200	206,200
1,780,669	1,906,444	2,430,400	TOTAL EXPENDITURE		2,480,000	2,480,000	2,480,000

UOPS POSITION AND SALARY EXPENSE: Administration | 8370

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Field Operations Division Manager	No
1.00	1.00	0.00	0.00	Fleet Maintenance Technician 2	Yes
0.00	0.00	1.00	1.00	Fleet Maintenance Technician 3	Yes
1.00	1.00	1.00	1.00	Operations Analyst 1	No
1.00	1.00	1.00	1.00	Sr Management Analyst	No
1.00	1.00	0.00	0.00	Utility Operations & Services Manager	No
1.00	1.00	0.00	0.00	Engineering Division Manager	No
1.00	0.00	0.00	0.00	Field Construction/Maintenance Supervisor	No
1.00	1.00	1.00	1.00	Fleet Supervisor	No
1.00	1.00	1.00	1.00	Sr Operations Coordinator	No
0.00	2.00	2.00	2.00	Field Construction/Maintenance Superintendent	No
0.00	0.00	1.00	1.00	Field Operations Services Manager	No
9.00	10.00	8.00	8.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Field Operations Division Manager	No
1.00	1.00	0.00	0.00	Fleet Maintenance Technician 2	Yes
0.00	0.00	1.00	1.00	Fleet Maintenance Technician 3	Yes
1.00	1.00	1.00	1.00	Operations Analyst 1	No
1.00	1.00	1.00	1.00	Sr Management Analyst	No
1.00	1.00	0.00	0.00	Utility Operations & Services Manager	No
1.00	1.00	0.00	0.00	Engineering Division Manager	No
1.00	0.00	0.00	0.00	Field Construction/Maintenance Supervisor	No
1.00	1.00	1.00	1.00	Fleet Supervisor	No
1.00	1.00	1.00	1.00	Sr Operations Coordinator	No
0.00	2.00	2.00	2.00	Field Construction/Maintenance Superintendent	No
0.00	0.00	1.00	1.00	Field Operations Services Manager	No
9.00	10.00	8.00	8.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Field Operations Division Manager	No
0.00	0.00	0.00	0.00	Fleet Maintenance Technician 2	Yes
0.00	0.00	0.00	0.00	Fleet Maintenance Technician 3	Yes
0.00	0.00	0.00	0.00	Operations Analyst 1	No
0.00	0.00	0.00	0.00	Sr Management Analyst	No
0.00	0.00	0.00	0.00	Utility Operations & Services Manager	No
0.00	0.00	0.00	0.00	Engineering Division Manager	No
0.00	0.00	0.00	0.00	Field Construction/Maintenance Supervisor	No
0.00	0.00	0.00	0.00	Fleet Supervisor	No
0.00	0.00	0.00	0.00	Sr Operations Coordinator	No
0.00	0.00	0.00	0.00	Field Construction/Maintenance Superintendent	No
0.00	0.00	0.00	0.00	Field Operations Services Manager	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

UOPS EXPENDITURE SUMMARY: Administration | 8370

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
768,992	1,012,977	1,092,600	Wages & Other Pay	51100	1,128,300	1,128,300	1,128,300
617	875	0	Temporary	51130	0	0	0
3,217	1,505	2,000	Overtime	51140	2,000	2,000	2,000
0	0	0	Out of Class Straight Time	51170	0	0	0
358,459	451,111	553,100	Other Personnel Expenses	51600	613,200	613,200	613,200
0	0	0	Tuition Reimbursement	51761	0	0	0
550	1,000	1,300	Other Employee Allowances	51900	1,300	1,300	1,300
0	1,550	0	Auto Allowance	51910	0	0	0
4,557	5,145	5,900	Mobile Computing Allowance	51915	5,100	5,100	5,100
1,136,392	1,474,164	1,654,900	PERSONNEL EXPENSE SUBTOTAL		1,749,900	1,749,900	1,749,900
969	1,005	1,000	Electricity	52110	1,000	1,000	1,000
195,290	194,245	200,000	Contracted Services	52205	200,000	200,000	200,000
6,410	141,037	225,000	Professional Services	52240	100,000	100,000	100,000
3,437	4,126	5,300	Laundry	52260	5,300	5,300	5,300
526	247	4,500	Office Supplies	52305	1,000	1,000	1,000
63,743	65,477	80,000	Operating Supplies	52310	70,000	70,000	70,000
5,571	5,326	5,500	Gas, Oil, Lubrication	52315	5,500	5,500	5,500
872	6,244	1,000	Repair & Maintenance Supplies	52330	8,000	8,000	8,000
7,165	0	0	Construction & Building Supplies	52335	0	0	0
5,887	3,225	5,000	Small Tools	52350	5,000	5,000	5,000
3,071	23,894	20,000	Safety Equipment	52360	22,000	22,000	22,000
0	8,214	3,000	Uniforms	52365	3,000	3,000	3,000
189	0	0	Postage & Freight	52375	0	0	0
2,807	1,558	1,800	Dues & Memberships	52405	1,800	1,800	1,800
206	147	800	Books, Subscriptions & Publications	52410	800	800	800
2,186	236	3,000	Printing	52435	2,000	2,000	2,000
60	0	0	Telephone Services	52445	0	0	0
3,105	1,680	2,000	Fueling Contract	52475	2,000	2,000	2,000
3,741	2,729	4,900	Training & Education	52480	5,400	5,400	5,400
3,513	1,245	4,500	Travel Expense	52485	4,200	4,200	4,200
12,057	9,779	8,000	Fleet Charges	52486	5,000	5,000	5,000
562	1,159	1,000	Private Mileage	52487	1,000	1,000	1,000
6,156	5,633	7,300	Other Materials & Services	52495	1,600	1,600	1,600
738	487	500	Permits, Licenses & Fees	52500	500	500	500
297	297	200	Taxes, Assessments & Liens	52510	200	200	200
0	0	24,000	Equipment Rental	52605	28,000	28,000	28,000
328,558	477,990	608,300	MATERIALS & SERVICES SUBTOTAL		473,300	473,300	473,300
1,464,950	1,952,155	2,263,200	TOTAL EXPENDITURE		2,223,200	2,223,200	2,223,200

UOPS POSITION AND SALARY EXPENSE: Conveyance Engineering Services | 8224

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	2.00	0.00	0.00	Construction Inspector 3	Yes
1.00	1.00	0.00	0.00	Construction Coordinator	No
1.00	0.00	0.00	0.00	Easement Acquisition Specialist	No
0.00	1.00	0.00	0.00	Easement Acquisition Manager	No
1.00	1.00	0.00	0.00	Engineer	No
1.00	1.00	0.00	0.00	Engineering Project Coordinator	No
1.00	1.00	0.00	0.00	Engineering Technician 3	Yes
3.00	3.00	0.00	0.00	Principal Engineer	No
3.00	3.00	0.00	0.00	Senior Engineer	No
1.00	1.00	0.00	0.00	Water Resources Program Manager	No
14.00	14.00	0.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Construction Inspector 3	Yes
0.50	0.50	0.00	0.00	Construction Coordinator	No
0.25	0.00	0.00	0.00	Easement Acquisition Specialist	No
0.00	0.50	0.00	0.00	Easement Acquisition Manager	No
0.60	0.60	0.00	0.00	Engineer	No
0.50	0.50	0.00	0.00	Engineering Project Coordinator	No
0.60	0.60	0.00	0.00	Engineering Technician 3	Yes
0.75	0.75	0.00	0.00	Principal Engineer	No
1.00	1.00	0.00	0.00	Senior Engineer	No
0.25	0.25	0.00	0.00	Water Resources Program Manager	No
5.45	5.70	0.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Construction Inspector 3	Yes
0.50	0.50	0.00	0.00	Construction Coordinator	No
0.75	0.00	0.00	0.00	Easement Acquisition Specialist	No
0.00	0.50	0.00	0.00	Easement Acquisition Manager	No
0.40	0.40	0.00	0.00	Engineer	No
0.50	0.50	0.00	0.00	Engineering Project Coordinator	No
0.40	0.40	0.00	0.00	Engineering Technician 3	Yes
2.25	2.25	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Program Support Specialist	No
2.00	2.00	0.00	0.00	Senior Engineer	No
0.75	0.75	0.00	0.00	Water Resources Program Manager	No
8.55	8.30	0.00	0.00	TOTAL PERSONNEL	

UOPS EXPENDITURE SUMMARY: Conveyance Engineering Services | 8224

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
618,132	725,691		0 Wages & Other Pay	51100	0	0	0
3,439	33,450		0 Temporary	51130	0	0	0
11,331	6,538		0 Overtime	51140	0	0	0
0	0		0 Out of Class Straight Time	51170	0	0	0
131,470	181,164		0 Other Personnel Expenses	51600	0	0	0
0	0		0 Tuition Reimbursement	51761	0	0	0
1,600	2,250		0 Other Employee Allowances	51900	0	0	0
0	0		0 Auto Allowance	51910	0	0	0
4,625	5,398		0 Mobile Computing Allowance	51915	0	0	0
770,598	954,491	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
311	324		0 Electricity	52110	0	0	0
0	4,555		0 Engineering Services	52210	0	0	0
13,788	1,445		0 Professional Services	52240	0	0	0
627	0		0 Other Government Services	52270	0	0	0
244	336		0 Office Supplies	52305	0	0	0
17	184		0 Operating Supplies	52310	0	0	0
151	0		0 Tech & Scientific Supplies	52325	0	0	0
590	60		0 Repair & Maintenance Supplies	52330	0	0	0
102	1,806		0 Small Tools	52350	0	0	0
0	30		0 Postage & Freight	52375	0	0	0
5,644	3,875		0 Dues & Memberships	52405	0	0	0
299	487		0 Books, Subscriptions & Publications	52410	0	0	0
2,261	6,834		0 Publication Notices	52430	0	0	0
20	0		0 Printing	52435	0	0	0
9,541	6,400		0 Fueling Contract	52475	0	0	0
11,905	19,645		0 Training & Education	52480	0	0	0
11,063	15,420		0 Travel Expense	52485	0	0	0
8,745	1,577		0 Fleet Charges	52486	0	0	0
2,342	3,919		0 Private Mileage	52487	0	0	0
1,682	1,664		0 Other Materials & Services	52495	0	0	0
0	4,096		0 Permits, Licenses & Fees	52500	0	0	0
69,332	72,657	0	MATERIALS & SERVICES SUBTOTAL		0	0	0
839,929	1,027,148	0	TOTAL EXPENDITURE		0	0	0





Water Resource Recovery Operations & Services

Water Resource Recovery Facilities Operations & Services (WRRD) is committed to protecting public health and the environment by conveying and treating wastewater efficiently and cost-effectively, given the resources available. The WRRD professionals provide operations, maintenance, and engineering services for four water resource recovery facilities and 44 pump stations, enabling CWS to treat over 66 million gallons of water per day. This water is either returned to the Tualatin River or used for irrigation on golf courses, parks, and sports fields. The solids removed during treatment are processed and used as soil amendments on farmland, while the recovered nutrients are sold as a premium fertilizer. Additionally, the digester gas produced when solids are processed is used as fuel for cogeneration systems that offset approximately 20% of the electrical energy and 70% of the natural gas energy used by our facilities. The department is organized into



four operating groups that deliver on the core functions of conveying and treating wastewater: Durham; Rock Creek; Hillsboro/Forest Grove; and Pump Stations. The Administration program supports the operating groups.

In Fiscal Year 2025-26, Biosolids, Reuse & Fernhill transfers to the Water & Engineering Technology (WET) department as Reuse.

There is a reduction of four FTE in Water Resource Recovery Operations & Services in FY 2025-26 as compared to the FY 2024-25 Revised Budget. Changes include:

Existing FTE transferring into WRRD:

- One Chief Utility Operations Officer FTE is transferring to Administration from the Office of the CEO as part of organizational structural changes and being redesignated Utility Operations Director.
- Two FTE, a Program Support Specialist and a Senior Operations Analyst, are transferring to Administration from Enterprise Asset & Technical Services.

Existing FTE transferring out of WRRD:

- One Reuse Manager is transferring out of Administration to the new Reuse program in WET.
- Five FTE are transferring with the Reuse program to WET.
- One Landscape Program Supervisor is transferring out of Pump Stations to Facilities Maintenance in Business Operations & Strategy.

Durham

Durham is a tertiary wastewater treatment plant that treats an average annual flow of 25.0 MGD (million gallons per day). This program is responsible for the day-to-day operation of the Durham Water Resource Recovery Facility, including process control, and mechanical, electrical, and instrumentation maintenance.

Rock Creek

Rock Creek is a tertiary wastewater treatment plant that treats an average annual flow of 40.6 MGD. This program is responsible for the day-to-day operation of the Rock Creek Water Resource Recovery Facility, including process control, and mechanical, electrical, and instrumentation maintenance.

Hillsboro and Forest Grove

Hillsboro and Forest Grove are secondary treatment plants that treat an average of 5.0 MGD and 5.4 MGD, respectively. These programs are responsible for the day-to-day operation of the Hillsboro and Forest Grove water resource recovery facilities, including process control, and mechanical, electrical, and instrumentation maintenance.

Pump Stations

Most of the flow to the water resource recovery facilities is conveyed by gravity pipelines. However, due to topography or distance, pump stations are needed to lift the flow to gravity lines that can transport flow to the water resource recovery facilities or directly feed gravity lines via force mains. This program is responsible for the day-to-day operation of the pump stations, including mechanical, electrical, and instrumentation maintenance.

Administration

This program includes senior management who provide policy and strategic planning for growth and regulatory compliance, and technical and fiscal management of the department's operating programs.



Water Resource Recovery Operations & Services

2025-26 full-time equivalent: 99

2025-26 departmental operating budget: \$33,460,200

Key Strategic Outcomes (KSO)



Abbreviations

CIP: Capital Improvement Program

CMMS: computerized maintenance management system

DART: days away, restricted, or transferred

FOG: fats, oils, and grease

FTE: full-time equivalent or full-time employee

GHG: greenhouse gas

KWh: kilowatt hours

MG: million gallons

O&M: operations and maintenance

PE: Performance Excellence











PLC: programmable logic controllers

PMT2: plant maintenance technician 2

WRRD: Water Resources Recovery Operations & Services department

Department Service Levels	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
SAFETY				
DART score	<1	0.7	0	0
DEPARTMENT OPERATING BUDGET STATISTICS				
Million gallons treated per WRRD O&M staff	300	346	350	350
Cost per million gallons treated	\$1000	\$1007	\$1000	\$1000
Power produced in \$ at 7 cents per KWh	\$800,000	\$838,041	\$800,000	\$800,000
Phosphorus recovered (tons)	600	573	650	650
Biogas flared (GHG equivalent in million cubic feet)	100	101	120	120
Natural gas consumed (million therms)	20	25.6	25	25
Chemical costs per million gallons treated (\$ per million gallons)	\$200	\$221	\$200	\$200
FOG revenue	\$950,000	\$948,000	\$970,000	\$950,000
Septic haulers revenue	\$2.5 million	\$2.1 million	\$2.7 million	\$2.7 million
Struvite recovery revenue	\$250,000	\$253,000	\$250,000	\$250,000
Pieces of equipment maintained	14,020	14,062	14,150	14,150
Equipment outages (priority 1&2 work orders)	320	318	400	400
Total gallons used for irrigation (MG)	125	75	112.5	125

Effectiveness & Efficiency Measures	Target	FY 24 Actuals	FY 25 Estimated	FY 26 Estimated
Energy neutral (electricity) cogen + solar	40%	20%	30%	40%
Energy produced/million gallons processed (KWh/MG)	400	333	400	400
Phosphorus recovered Crystal Green (tons)	600	573	650	650
Number of sewer overflows at pump station or force main	0	0	4	0

Objectives	Initiative Statements	KSO
ADMINISTRATION		
Improve safety	Focus to drive DART score to less than 1.0 addresses PE Opportunity for Improvement 6.2(1) on having a systematic process to measure success in safety	
Program management	Provide general & fiscal management of programs.	
Stabilize staffing levels & planning	Develop Operations staffing plan to predict & improve staffing levels.	
Employee engagement	Use Gallup to gauge & demonstrate employee engagement with a continual improvement focus.	
Interdepartmental collaboration	Foster cross-departmental teamwork & financial benefit/cost reduction	
TREATMENT FACILITIES O&M		
Enhance succession planning, workforce development & career path development	Implement an electrical & instrumentation apprenticeship program to enhance succession planning, workforce development & career path development for positions requiring specialized skills	
	Develop internship from trainee to career programs for the PMT2 & Operator 2 program	
	Develop staff for leadership roles & career development at CWS	
Increase plant reliability	Revisit CMMS data structure to enhance asset management & CIP reference data	
ASSET MANAGEMENT		
Identify & replace aging equipment	Evaluate & replace critical equipment related to operating technology for regulatory compliance (i.e., PLCs)	

WATER RESOURCE RECOVERY OPERATIONS & SERVICES: Department Expenditure Summary

OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 BUDGET	FY 2026 ADOPTED	Change from FY25 Budget	Change from FY25 Budget
Wages & Other Pay	51100	9,537,506	9,579,518	11,416,400	11,719,000	3%	302,600
Temporary	51130	221,387	238,612	236,200	225,000	-5%	(11,200)
Overtime	51140	299,778	338,155	305,000	311,000	2%	6,000
Out of Class Straight Time	51170	0	0	0	0	0%	-
Other Personnel Expenses	51600	3,793,178	4,253,584	5,482,600	6,097,900	11%	615,300
Tuition Reimbursement	51761	1,056	2,134	7,000	3,000	-57%	(4,000)
Other Employee Allowances	51900	24,600	25,550	27,000	26,400	-2%	(600)
Auto Allowance	51910	8,840	1,860	0	0	0%	-
Mobile Computing Allowance	51915	42,102	31,305	24,800	21,600	-13%	(3,200)
PERSONNEL EXPENSE SUBTOTAL		13,928,448	14,470,719	17,499,000	18,403,900	5%	904,900
Electricity	52110	3,739,483	4,484,892	4,568,000	4,796,800	5%	228,800
Water	52120	191,043	207,433	190,000	290,000	53%	100,000
Natural Gas	52130	286,524	252,574	215,000	241,000	12%	26,000
Garbage	52140	469,758	435,639	490,000	483,000	-1%	(7,000)
Surface Water Management Charge	52150	29,579	33,636	28,700	28,700	0%	-
Other Utility Services	52160	2,931	3,082	3,200	3,200	0%	-
Sewer Charges	52170	27,462	19,569	20,000	18,000	-10%	(2,000)
Contracted Services	52205	1,867,171	2,462,086	1,963,500	1,757,500	-10%	(206,000)
Engineering Services	52210	0	4,758	0	0	0%	-
Landscape Services	52215	640,266	684,852	1,011,000	0	-100%	(1,011,000)
Professional Services	52240	83,630	58,144	80,000	30,000	-63%	(50,000)
Laundry	52260	0	0	65,000	65,000	0%	-
Office Supplies	52305	11,269	5,562	4,200	3,700	-12%	(500)
Operating Supplies	52310	266,354	272,287	221,800	229,500	3%	7,700
Gas, Oil, Lubrication	52315	82,177	80,289	114,300	108,300	-5%	(6,000)
Tech & Scientific Supplies	52325	11,964	501	0	0	0%	-
Repair & Maintenance Supplies	52330	1,740,211	1,956,085	1,763,500	1,809,500	3%	46,000
Construction & Building Supplies	52335	1,727	5,751	10,000	0	-100%	(10,000)
Parts & Equipment	52340	1,411	0	0	0	0%	-
Small Tools	52350	56,667	77,766	68,900	78,900	15%	10,000
Safety Equipment	52360	18,031	20,529	0	34,000	0%	34,000
Uniforms	52365	0	11,562	2,500	8,000	220%	5,500
Postage & Freight	52375	3,382	2,425	5,300	5,300	0%	-
Software Expensed	52380	149	0	0	0	0%	-
Computer Equipment Expensed	52385	0	0	2,500	1,000	-60%	(1,500)
Inventory Adjustments	52395	84,752	69,988	0	0	0%	-
Dues & Memberships	52405	13,692	15,804	14,100	14,300	1%	200
Books, Subscriptions & Publications	52410	10,700	6,196	2,300	5,300	130%	3,000
Software Licenses & Support	52425	21,206	25,254	0	0	0%	-
Publication Notices	52430	589	0	0	0	0%	-
Printing	52435	1,622	0	500	0	-100%	(500)
Telecom Internal	52440	0	42	0	0	0%	-
Fueling Contract	52475	425,527	431,997	424,000	28,000	-93%	(396,000)
Training & Education	52480	48,359	57,015	80,500	42,400	-47%	(38,100)
Travel Expense	52485	49,707	49,313	77,900	23,500	-70%	(54,400)
Fleet Charges	52486	38,006	35,399	34,300	31,200	-9%	(3,100)
Private Mileage	52487	19,721	20,496	20,600	9,600	-53%	(11,000)
Other Materials & Services	52495	41,905	31,048	39,500	6,400	-84%	(33,100)
Permits, Licenses & Fees	52500	6,219	7,874	9,300	18,200	96%	8,900
Public Information	52505	1,199	0	0	0	0%	-
Taxes, Assessments & Liens	52510	3,296	3,427	3,100	4,100	32%	1,000
Bank Service Charge	52515	2,310	2,819	4,000	2,000	-50%	(2,000)
Equipment Rental	52605	37,811	40,424	60,300	52,800	-12%	(7,500)
Repair & Maintenance Services	52610	4,300	2,202	4,000	55,000	1275%	51,000
Polymers - Dewatering	52810	1,613,175	1,495,068	1,182,600	1,182,600	0%	-
Polymers - Tertiary	52815	(12,222)	105	40,000	40,000	0%	-
Ferric Chloride	52820	258,126	286,624	315,000	363,000	15%	48,000
Alum	52825	786,708	740,661	1,043,000	1,025,000	-2%	(18,000)
Sodium Hydroxide	52835	495,960	293,400	332,000	314,000	-5%	(18,000)
Sodium Hypochlorite	52840	1,111,446	1,293,092	1,168,000	1,304,000	12%	136,000
Lime	52845	554,985	755,110	780,000	945,000	21%	165,000
Sodium Bisulfite	52850	449,332	443,788	389,000	416,000	7%	27,000
Liquid Ammonium Sulfate	52855	67,375	88,400	110,000	106,000	-4%	(4,000)
Sulfuric Acid	52860	52,680	70,017	70,000	65,000	-7%	(5,000)
Magnesium Chloride	52865	192,099	204,026	295,000	245,000	-17%	(50,000)
Carbon Dioxide	52870	0	0	0	15,000	0%	15,000
Other Chemicals	52890	84,060	132,172	181,500	156,500	-14%	(25,000)
MATERIALS & SERVICES SUBTOTAL		15,995,837	17,681,181	17,357,900	16,461,300	-5%	(896,600)
TOTAL EXPENDITURE		29,924,285	32,151,900	34,856,900	34,865,200	0%	8,300

WRRD POSITION AND SALARY EXPENSE: Durham Operations | 8311

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Operations Analyst 2	No
1.00	1.00	1.00	1.00	Operations Supervisor	No
1.00	1.00	1.00	1.00	Sr Operations Analyst	No
1.00	1.00	1.00	1.00	Senior Wastewater Plant Operator	Yes
13.00	13.00	13.00	7.00	Wastewater Plant Operator 2	Yes
1.00	1.00	1.00	1.00	Utility Worker	Yes
0.00	0.00	0.00	6.00	Wastewater Plant Operator 3	Yes
18.00	18.00	18.00	17.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Operations Analyst 2	No
1.00	1.00	1.00	1.00	Operations Supervisor	No
1.00	1.00	1.00	1.00	Sr Operations Analyst	No
1.00	1.00	1.00	1.00	Senior Wastewater Plant Operator	Yes
13.00	13.00	13.00	7.00	Wastewater Plant Operator 2	Yes
1.00	1.00	1.00	1.00	Utility Worker	Yes
0.00	0.00	0.00	6.00	Wastewater Plant Operator 3	Yes
18.00	18.00	18.00	17.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Operations Analyst 2	No
0.00	0.00	0.00	0.00	Operations Supervisor	No
0.00	0.00	0.00	0.00	Sr Operations Analyst	No
0.00	0.00	0.00	0.00	Senior Wastewater Plant Operator	Yes
0.00	0.00	0.00	0.00	Wastewater Plant Operator 2	Yes
0.00	0.00	0.00	0.00	Utility Worker	Yes
0.00	0.00	0.00	0.00	Wastewater Plant Operator 3	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Durham Operations | 8311

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,555,310	1,704,733	1,899,400	Wages & Other Pay	51100	1,946,300	1,946,300	1,946,300
4,916	19,081	93,100	Temporary	51130	75,000	75,000	75,000
52,409	40,073	50,000	Overtime	51140	50,000	50,000	50,000
0	0	0	Out of Class Straight Time	51170	0	0	0
733,541	841,340	981,500	Other Personnel Expenses	51600	1,033,000	1,033,000	1,033,000
0	0	0	Tuition Reimbursement	51761	0	0	0
3,750	4,050	5,100	Other Employee Allowances	51900	5,100	5,100	5,100
0	0	0	Auto Allowance	51910	0	0	0
3,500	3,115	2,400	Mobile Computing Allowance	51915	3,200	3,200	3,200
2,353,426	2,612,392	3,031,500	PERSONNEL EXPENSE SUBTOTAL		3,112,600	3,112,600	3,112,600
1,053,366	1,285,420	1,250,000	Electricity	52110	1,250,000	1,250,000	1,250,000
44,101	33,351	40,000	Water	52120	40,000	40,000	40,000
129,806	85,971	75,000	Natural Gas	52130	90,000	90,000	90,000
198,898	170,222	150,000	Garbage	52140	165,000	165,000	165,000
18,249	21,802	18,000	Surface Water Management Charge	52150	18,000	18,000	18,000
1,593	1,681	1,500	Other Utility Services	52160	1,500	1,500	1,500
24,933	17,141	15,000	Sewer Charges	52170	15,000	15,000	15,000
102,115	130,094	124,000	Contracted Services	52205	150,000	150,000	150,000
253	0	5,000	Professional Services	52240	20,000	20,000	20,000
56	2,111	500	Office Supplies	52305	500	500	500
78,577	78,506	70,000	Operating Supplies	52310	70,000	70,000	70,000
556	337	300	Gas, Oil, Lubrication	52315	300	300	300
323	0	0	Repair & Maintenance Supplies	52330	0	0	0
0	32	0	Construction & Building Supplies	52335	0	0	0
73	746	1,500	Small Tools	52350	1,500	1,500	1,500
519	4,623	0	Safety Equipment	52360	4,000	4,000	4,000
0	665	0	Uniforms	52365	0	0	0
24	0	0	Postage & Freight	52375	0	0	0
754	290	0	Inventory Adjustments	52395	0	0	0
1,006	1,653	3,000	Dues & Memberships	52405	2,000	2,000	2,000
0	1,494	0	Books, Subscriptions & Publications	52410	0	0	0
6,442	0	0	Software Licenses & Support	52425	0	0	0
1,087	0	0	Printing	52435	0	0	0
72	519	0	Fueling Contract	52475	500	500	500
4,190	10,636	18,000	Training & Education	52480	1,800	1,800	1,800
5,418	12,997	18,000	Travel Expense	52485	3,600	3,600	3,600
65	863	1,300	Fleet Charges	52486	500	500	500
713	1,807	3,000	Private Mileage	52487	2,000	2,000	2,000
2,085	4,525	2,500	Other Materials & Services	52495	2,500	2,500	2,500
0	0	0	Permits, Licenses & Fees	52500	2,500	2,500	2,500
1,429	1,753	2,000	Bank Service Charge	52515	0	0	0
3,040	3,000	3,000	Equipment Rental	52605	3,000	3,000	3,000
679,923	622,922	505,000	Polymers - Dewatering	52810	505,000	505,000	505,000
106,998	122,131	153,000	Ferric Chloride	52820	157,000	157,000	157,000
484,303	367,313	522,000	Alum	52825	503,000	503,000	503,000
144,584	91,308	109,000	Sodium Hydroxide	52835	92,000	92,000	92,000
582,024	616,802	564,000	Sodium Hypochlorite	52840	539,000	539,000	539,000
240,275	296,582	400,000	Lime	52845	360,000	360,000	360,000
147,671	107,528	114,000	Sodium Bisulfite	52850	114,000	114,000	114,000
22,926	33,986	30,000	Liquid Ammonium Sulfate	52855	47,000	47,000	47,000
20,257	12,467	0	Sulfuric Acid	52860	0	0	0
79,729	98,766	95,000	Magnesium Chloride	52865	84,000	84,000	84,000
0	0	0	Carbon Dioxide	52870	15,000	15,000	15,000
6,666	7,496	15,000	Other Chemicals	52890	15,000	15,000	15,000
4,195,098	4,249,541	4,308,600	MATERIALS & SERVICES SUBTOTAL		4,275,200	4,275,200	4,275,200
6,548,523	6,861,933	7,340,100	TOTAL EXPENDITURE		7,387,800	7,387,800	7,387,800

WRRD POSITION AND SALARY EXPENSE: Durham E&I Maintenance | 8351

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
3.00	3.00	3.00	2.00	Electrician 2	Yes
3.00	2.00	2.00	0.00	Instrument Technician 2	Yes
0.00	0.00	0.00	0.00	Instrument Technician Trainee	Yes
1.00	1.00	1.00	1.00	Electrical & Instrumentation Supervisor	No
1.00	1.00	1.00	1.00	Instrumentation Technician Apprentice	Yes
0.00	1.00	1.00	1.00	Sr Electrician & Instrumentation Tech	Yes
8.00	8.00	8.00	5.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
3.00	3.00	3.00	2.00	Electrician 2	Yes
3.00	2.00	2.00	0.00	Instrument Technician 2	Yes
0.00	0.00	0.00	0.00	Instrument Technician Trainee	Yes
1.00	1.00	1.00	1.00	Electrical & Instrumentation Supervisor	No
1.00	1.00	1.00	1.00	Instrumentation Technician Apprentice	Yes
0.00	1.00	1.00	1.00	Sr Electrician & Instrumentation Tech	Yes
8.00	8.00	8.00	5.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Electrician 2	Yes
0.00	0.00	0.00	0.00	Instrument Technician 2	Yes
0.00	0.00	0.00	0.00	Instrument Technician Trainee	Yes
0.00	0.00	0.00	0.00	Electrical & Instrumentation Supervisor	No
0.00	0.00	0.00	0.00	Field Engineer - Electrical	No
0.00	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Instrumentation Technician Apprentice	Yes
0.00	0.00	0.00	0.00	Sr Electrician & Instrumentation Tech	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Durham E&I Maintenance | 8351

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
598,987	639,765	860,800	Wages & Other Pay	51100	875,800	875,800	875,800
0	0	0	Temporary	51130	0	0	0
48,634	31,023	45,000	Overtime	51140	45,000	45,000	45,000
0	0	0	Out of Class Straight Time	51170	0	0	0
233,132	280,311	343,400	Other Personnel Expenses	51600	440,900	440,900	440,900
0	1,082	0	Tuition Reimbursement	51761	0	0	0
1,650	1,750	2,400	Other Employee Allowances	51900	2,100	2,100	2,100
0	0	0	Auto Allowance	51910	0	0	0
875	560	800	Mobile Computing Allowance	51915	800	800	800
883,277	954,491	1,252,400	PERSONNEL EXPENSE SUBTOTAL		1,364,600	1,364,600	1,364,600
31,992	37,790	34,500	Contracted Services	52205	34,500	34,500	34,500
253	0	0	Professional Services	52240	0	0	0
28	349	500	Office Supplies	52305	500	500	500
5,829	5,411	5,000	Operating Supplies	52310	5,000	5,000	5,000
0	98	0	Gas, Oil, Lubrication	52315	0	0	0
198,508	257,890	205,000	Repair & Maintenance Supplies	52330	205,000	205,000	205,000
0	15	0	Construction & Building Supplies	52335	0	0	0
8,742	8,483	7,500	Small Tools	52350	25,500	25,500	25,500
1,508	695	0	Safety Equipment	52360	13,500	13,500	13,500
0	49	0	Postage & Freight	52375	0	0	0
300	485	500	Dues & Memberships	52405	500	500	500
2,046	527	500	Books, Subscriptions & Publications	52410	500	500	500
589	0	0	Publication Notices	52430	0	0	0
273	316	500	Fueling Contract	52475	500	500	500
0	875	7,000	Training & Education	52480	7,000	7,000	7,000
0	2,521	7,000	Travel Expense	52485	7,000	7,000	7,000
0	0	500	Fleet Charges	52486	500	500	500
113	707	500	Private Mileage	52487	500	500	500
97	124	500	Other Materials & Services	52495	500	500	500
717	3,935	2,500	Equipment Rental	52605	2,500	2,500	2,500
125	0	0	Repair & Maintenance Services	52610	50,000	50,000	50,000
251,121	320,268	272,000	MATERIALS & SERVICES SUBTOTAL		353,500	353,500	353,500
1,134,398	1,274,760	1,524,400	TOTAL EXPENDITURE		1,718,100	1,718,100	1,718,100

WRRD POSITION AND SALARY EXPENSE: Durham Mechanical Maintenance | 8361

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Mechanical Maint Supervisor	No
8.00	8.00	8.00	0.00	Plant Maintenance Technician 2	Yes
1.00	1.00	1.00	1.00	Plant Maintenance Technician Trainee	Yes
1.00	1.00	1.00	1.00	Sr Plant Maintenance Technician	Yes
0.00	0.00	0.00	4.00	Plant Maintenance Technician 3	Yes
11.00	11.00	11.00	6.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	0.00	Mechanical Maint Supervisor	No
8.00	8.00	8.00	0.00	Plant Maintenance Technician 2	Yes
1.00	1.00	1.00	1.00	Plant Maintenance Technician Trainee	Yes
1.00	1.00	1.00	1.00	Sr Plant Maintenance Technician	Yes
0.00	0.00	0.00	4.00	Plant Maintenance Technician 3	Yes
11.00	11.00	11.00	6.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Mechanical Maint Supervisor	No
0.00	0.00	0.00	0.00	Plant Maintenance Technician 2	Yes
0.00	0.00	0.00	0.00	Plant Maintenance Technician Trainee	Yes
0.00	0.00	0.00	0.00	Sr Plant Maintenance Technician	Yes
0.00	0.00	0.00	0.00	Plant Maintenance Technician 3	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Durham Mechanical Maintenance | 8361

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
863,805	881,375	1,217,000	Wages & Other Pay	51100	1,140,900	1,140,900	1,140,900
2,817	0	0	Temporary	51130	0	0	0
46,806	54,818	35,000	Overtime	51140	35,000	35,000	35,000
0	0	0	Out of Class Straight Time	51170	0	0	0
391,332	402,878	589,400	Other Personnel Expenses	51600	592,600	592,600	592,600
0	0	0	Tuition Reimbursement	51761	0	0	0
2,400	3,000	3,000	Other Employee Allowances	51900	2,700	2,700	2,700
0	0	0	Auto Allowance	51910	0	0	0
1,750	2,660	3,200	Mobile Computing Allowance	51915	3,200	3,200	3,200
1,308,911	1,344,731	1,847,600	PERSONNEL EXPENSE SUBTOTAL		1,774,400	1,774,400	1,774,400
93,632	74,216	90,000	Contracted Services	52205	90,000	90,000	90,000
253	0	0	Professional Services	52240	0	0	0
12	0	0	Office Supplies	52305	0	0	0
4,220	44	1,000	Operating Supplies	52310	1,000	1,000	1,000
46,252	51,089	54,000	Gas, Oil, Lubrication	52315	54,000	54,000	54,000
561,404	720,272	525,000	Repair & Maintenance Supplies	52330	525,000	525,000	525,000
7,756	15,887	20,000	Small Tools	52350	20,000	20,000	20,000
3,340	2,960	0	Safety Equipment	52360	3,000	3,000	3,000
0	260	0	Uniforms	52365	0	0	0
150	1,327	2,000	Postage & Freight	52375	2,000	2,000	2,000
0	0	1,000	Computer Equipment Expensed	52385	1,000	1,000	1,000
0	0	0	Dues & Memberships	52405	200	200	200
296	83	500	Fueling Contract	52475	500	500	500
5,000	5,009	5,000	Training & Education	52480	8,000	8,000	8,000
0	0	1,200	Travel Expense	52485	1,200	1,200	1,200
232	696	800	Fleet Charges	52486	500	500	500
0	83	1,000	Private Mileage	52487	500	500	500
8,304	465	0	Other Materials & Services	52495	300	300	300
6,508	0	5,500	Equipment Rental	52605	5,500	5,500	5,500
0	0	1,000	Repair & Maintenance Services	52610	0	0	0
737,359	872,390	708,000	MATERIALS & SERVICES SUBTOTAL		712,700	712,700	712,700
2,046,269	2,217,121	2,555,600	TOTAL EXPENDITURE		2,487,100	2,487,100	2,487,100

WRRD POSITION AND SALARY EXPENSE: Forest Grove Operations & Maintenance | 8315

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Electrical & Instrumentation Tech	Yes
0.50	0.50	0.50	0.50	Operations Analyst 2	No
0.00	0.00	0.00	1.00	Operations Coordinator	No
2.00	2.00	2.00	1.00	Plant Maintenance Technician 2	Yes
0.50	0.50	0.50	0.50	Senior Wastewater Plant Operator	Yes
2.50	2.50	2.50	1.50	Wastewater Plant Operator 2	Yes
1.00	1.00	1.00	0.00	Planner/Scheduler	No
0.00	1.50	1.00	1.00	Sr Electrician & Instrumentation Tech	Yes
0.00	0.00	0.00	1.00	Wastewater Plant Operator 3	Yes
0.00	0.00	0.00	1.00	Senior Plant Maintenance Technician	Yes
7.50	8.00	7.50	7.50	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Electrical & Instrumentation Tech	Yes
0.50	0.50	0.50	0.50	Operations Analyst 2	No
0.00	0.00	0.00	1.00	Operations Coordinator	No
2.00	2.00	2.00	1.00	Plant Maintenance Technician 2	Yes
0.50	0.50	0.50	0.50	Senior Wastewater Plant Operator	Yes
2.50	2.50	2.50	1.50	Wastewater Plant Operator 2	Yes
1.00	1.00	1.00	0.00	Planner/Scheduler	No
0.00	1.50	1.00	1.00	Sr Electrician & Instrumentation Tech	Yes
0.00	0.00	0.00	1.00	Wastewater Plant Operator 3	Yes
0.00	0.00	0.00	1.00	Senior Plant Maintenance Technician	Yes
7.50	8.00	7.50	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Electrical & Instrumentation Tech	Yes
0.00	0.00	0.00	0.00	Operations Analyst 2	No
0.00	0.00	0.00	0.00	Operations Coordinator	No
0.00	0.00	0.00	0.00	Plant Maintenance Technician 2	Yes
0.00	0.00	0.00	0.00	Senior Wastewater Plant Operator	Yes
0.00	0.00	0.00	0.00	Wastewater Plant Operator 2	Yes
0.00	0.00	0.00	0.00	Planner/Scheduler	No
0.00	0.00	0.00	0.00	Sr Electrician & Instrumentation Tech	Yes
0.00	0.00	0.00	0.00	Wastewater Plant Operator 3	Yes
0.00	0.00	0.00	0.00	Senior Plant Maintenance Technician	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Forest Grove Operations & Maintenance | 8315

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
573,204	764,046	846,600	Wages & Other Pay	51100	848,600	848,600	848,600
8,722	0	50,000	Temporary	51130	50,000	50,000	50,000
10,730	20,886	17,000	Overtime	51140	20,000	20,000	20,000
0	0	0	Out of Class Straight Time	51170	0	0	0
275,340	361,383	430,000	Other Personnel Expenses	51600	460,200	460,200	460,200
0	0	0	Tuition Reimbursement	51761	0	0	0
1,575	1,875	1,700	Other Employee Allowances	51900	1,700	1,700	1,700
0	0	0	Auto Allowance	51910	0	0	0
973	1,645	2,400	Mobile Computing Allowance	51915	1,600	1,600	1,600
870,543	1,149,835	1,347,700	PERSONNEL EXPENSE SUBTOTAL		1,382,100	1,382,100	1,382,100
359,011	303,648	387,000	Electricity	52110	352,500	352,500	352,500
27,150	20,852	30,000	Water	52120	50,000	50,000	50,000
16,947	16,335	9,000	Natural Gas	52130	20,000	20,000	20,000
19,141	18,325	17,000	Garbage	52140	20,000	20,000	20,000
2,338	2,245	2,200	Surface Water Management Charge	52150	2,200	2,200	2,200
449	414	400	Other Utility Services	52160	400	400	400
2,529	2,429	5,000	Sewer Charges	52170	3,000	3,000	3,000
95,273	39,606	50,000	Contracted Services	52205	40,000	40,000	40,000
0	196	500	Office Supplies	52305	500	500	500
21,643	32,391	30,100	Operating Supplies	52310	35,000	35,000	35,000
5,132	2,717	5,500	Gas, Oil, Lubrication	52315	5,500	5,500	5,500
170,910	84,532	150,000	Repair & Maintenance Supplies	52330	175,000	175,000	175,000
0	11	0	Construction & Building Supplies	52335	0	0	0
976	4,939	1,500	Small Tools	52350	2,500	2,500	2,500
0	2,228	0	Safety Equipment	52360	2,500	2,500	2,500
0	98	0	Uniforms	52365	0	0	0
785	113	500	Postage & Freight	52375	500	500	500
280	1,130	1,000	Dues & Memberships	52405	1,000	1,000	1,000
953	574	0	Books, Subscriptions & Publications	52410	0	0	0
2,017	2,057	1,800	Fueling Contract	52475	1,800	1,800	1,800
2,342	1,018	2,500	Training & Education	52480	3,400	3,400	3,400
200	3,524	8,000	Travel Expense	52485	2,000	2,000	2,000
2,079	3,753	1,700	Fleet Charges	52486	1,700	1,700	1,700
474	660	3,500	Private Mileage	52487	1,000	1,000	1,000
732	928	2,500	Other Materials & Services	52495	700	700	700
0	45	1,000	Permits, Licenses & Fees	52500	3,000	3,000	3,000
4,660	324	5,000	Equipment Rental	52605	5,000	5,000	5,000
0	191	0	Repair & Maintenance Services	52610	5,000	5,000	5,000
65,523	41,515	35,000	Sodium Hydroxide	52835	40,000	40,000	40,000
(150)	1,017	10,000	Sodium Hypochlorite	52840	5,000	5,000	5,000
0	0	5,000	Other Chemicals	52890	5,000	5,000	5,000
801,392	587,814	765,700	MATERIALS & SERVICES SUBTOTAL		784,200	784,200	784,200
1,671,936	1,737,648	2,113,400	TOTAL EXPENDITURE		2,166,300	2,166,300	2,166,300

WRRD POSITION AND SALARY EXPENSE: Hillsboro Operations & Maintenance | 8314

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Electrical & Instrumentation Tech	Yes
0.50	0.50	0.50	0.00	Operations Analyst 2	No
1.00	1.00	1.00	0.00	Plant Maintenance Technician 2	Yes
0.50	0.00	0.50	0.00	Senior Operator	Yes
2.50	2.50	2.00	2.50	Wastewater Plant Operator 2	Yes
0.00	0.50	0.50	0.50	Sr Wastewater Plant Operator	Yes
0.00	0.50	1.00	1.00	Sr Electrician & Instrumentation Tech	Yes
5.50	5.00	5.50	4.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Electrical & Instrumentation Tech	Yes
0.50	0.50	0.50	0.00	Operations Analyst 2	No
1.00	1.00	1.00	0.00	Plant Maintenance Technician 2	Yes
0.50	0.00	0.50	0.00	Senior Operator	Yes
2.50	2.50	2.00	2.50	Wastewater Plant Operator 2	Yes
0.00	0.50	0.50	0.50	Sr Wastewater Plant Operator	Yes
0.00	0.50	1.00	1.00	Sr Electrician & Instrumentation Tech	Yes
5.50	5.00	5.50	4.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Electrical & Instrumentation Tech	Yes
0.00	0.00	0.00	0.00	Operations Analyst 2	No
0.00	0.00	0.00	0.00	Plant Maintenance Technician 2	Yes
0.00	0.00	0.00	0.00	Senior Operator	Yes
0.00	0.00	0.00	0.00	Wastewater Plant Operator 2	Yes
0.00	0.00	0.00	0.00	Sr Wastewater Plant Operator	Yes
0.00	0.00	0.00	0.00	Sr Electrician & Instrumentation Tech	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Hillsboro Operations & Maintenance | 8314

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
537,720	490,711	611,300	Wages & Other Pay	51100	633,800	633,800	633,800
0	0	0	Temporary	51130	0	0	0
14,171	19,136	20,000	Overtime	51140	20,000	20,000	20,000
0	0	0	Out of Class Straight Time	51170	0	0	0
237,101	233,489	288,300	Other Personnel Expenses	51600	334,900	334,900	334,900
0	0	0	Tuition Reimbursement	51761	0	0	0
1,325	1,375	1,300	Other Employee Allowances	51900	1,300	1,300	1,300
0	0	0	Auto Allowance	51910	0	0	0
973	840	800	Mobile Computing Allowance	51915	800	800	800
791,290	745,551	921,700	PERSONNEL EXPENSE SUBTOTAL		990,800	990,800	990,800
193,264	228,686	259,000	Electricity	52110	261,000	261,000	261,000
64,034	69,211	135,000	Water	52120	70,000	70,000	70,000
4,434	11,574	6,000	Natural Gas	52130	6,000	6,000	6,000
27,178	25,214	30,000	Garbage	52140	30,000	30,000	30,000
6,644	7,105	7,000	Surface Water Management Charge	52150	7,000	7,000	7,000
235	235	300	Other Utility Services	52160	300	300	300
10,117	17,203	25,000	Contracted Services	52205	42,000	42,000	42,000
0	100	0	Office Supplies	52305	0	0	0
5,155	12,924	7,000	Operating Supplies	52310	30,000	30,000	30,000
925	992	1,500	Gas, Oil, Lubrication	52315	1,500	1,500	1,500
69,404	72,967	84,000	Repair & Maintenance Supplies	52330	84,000	84,000	84,000
492	1,597	1,500	Small Tools	52350	2,000	2,000	2,000
0	1,707	0	Safety Equipment	52360	2,500	2,500	2,500
58	40	0	Postage & Freight	52375	0	0	0
280	329	500	Dues & Memberships	52405	500	500	500
2,313	2,476	1,800	Fueling Contract	52475	1,800	1,800	1,800
75	729	1,000	Training & Education	52480	1,000	1,000	1,000
0	0	1,000	Travel Expense	52485	1,000	1,000	1,000
560	1,736	1,500	Fleet Charges	52486	1,500	1,500	1,500
0	88	1,000	Private Mileage	52487	500	500	500
0	21	0	Other Materials & Services	52495	200	200	200
65	0	0	Permits, Licenses & Fees	52500	0	0	0
6,687	0	5,000	Equipment Rental	52605	5,000	5,000	5,000
44,327	17,290	25,000	Sodium Hydroxide	52835	27,000	27,000	27,000
0	0	2,000	Sodium Hypochlorite	52840	2,000	2,000	2,000
436,247	472,225	595,100	MATERIALS & SERVICES SUBTOTAL		576,800	576,800	576,800
1,227,536	1,217,776	1,516,800	TOTAL EXPENDITURE		1,567,600	1,567,600	1,567,600

WRRD POSITION AND SALARY EXPENSE: Rock Creek Operations | 8312

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Operations Analyst 2	No
1.00	1.00	1.00	1.00	Operations Supervisor	No
1.00	1.00	1.00	0.00	Senior Operator	Yes
0.00	0.00	0.00	1.00	Senior Wastewater Plant Operator	Yes
14.00	14.00	14.00	12.00	Wastewater Plant Operator 2	Yes
0.00	0.00	0.00	2.00	Wastewater Plant Operator 3	Yes
17.00	17.00	17.00	17.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Operations Analyst 2	No
1.00	1.00	1.00	1.00	Operations Supervisor	No
1.00	1.00	1.00	0.00	Senior Operator	Yes
0.00	0.00	0.00	1.00	Senior Wastewater Plant Operator	Yes
14.00	14.00	14.00	12.00	Wastewater Plant Operator 2	Yes
0.00	0.00	0.00	2.00	Wastewater Plant Operator 3	Yes
17.00	17.00	17.00	17.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Operations Analyst 2	No
0.00	0.00	0.00	0.00	Operations Supervisor	No
0.00	0.00	0.00	0.00	Senior Operator	Yes
0.00	0.00	0.00	0.00	Senior Wastewater Plant Operator	Yes
0.00	0.00	0.00	0.00	Wastewater Plant Operator 2	Yes
0.00	0.00	0.00	0.00	Wastewater Plant Operator 3	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Rock Creek Operations | 8312

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,411,365	1,447,885	1,725,800	Wages & Other Pay	51100	1,790,700	1,790,700	1,790,700
11,693	18,239	93,100	Temporary	51130	100,000	100,000	100,000
83,210	103,764	70,000	Overtime	51140	70,000	70,000	70,000
0	0	0	Out of Class Straight Time	51170	0	0	0
663,671	749,876	893,700	Other Personnel Expenses	51600	968,300	968,300	968,300
0	384	4,000	Tuition Reimbursement	51761	0	0	0
4,400	3,500	4,800	Other Employee Allowances	51900	4,800	4,800	4,800
0	0	0	Auto Allowance	51910	0	0	0
1,750	1,470	1,600	Mobile Computing Allowance	51915	1,600	1,600	1,600
2,176,089	2,325,118	2,793,000	PERSONNEL EXPENSE SUBTOTAL		2,935,400	2,935,400	2,935,400
1,734,965	2,193,671	2,200,000	Electricity	52110	2,423,300	2,423,300	2,423,300
25,038	49,590	25,000	Water	52120	20,000	20,000	20,000
132,480	136,415	125,000	Natural Gas	52130	125,000	125,000	125,000
224,541	221,878	293,000	Garbage	52140	268,000	268,000	268,000
7,652	36,243	5,000	Contracted Services	52205	66,000	66,000	66,000
27	302	0	Office Supplies	52305	0	0	0
93,304	103,367	77,000	Operating Supplies	52310	77,000	77,000	77,000
3,057	3,148	5,000	Repair & Maintenance Supplies	52330	5,000	5,000	5,000
0	0	1,000	Small Tools	52350	0	0	0
395	1,551	0	Safety Equipment	52360	2,000	2,000	2,000
15	0	0	Postage & Freight	52375	0	0	0
85,773	69,945	0	Inventory Adjustments	52395	0	0	0
1,117	1,340	1,600	Dues & Memberships	52405	1,600	1,600	1,600
0	0	500	Books, Subscriptions & Publications	52410	3,500	3,500	3,500
409	0	0	Printing	52435	0	0	0
0	42	0	Telecom Internal	52440	0	0	0
2,728	12,618	17,000	Training & Education	52480	2,500	2,500	2,500
0	8,793	20,000	Travel Expense	52485	400	400	400
0	551	1,000	Fleet Charges	52486	500	500	500
0	935	600	Private Mileage	52487	600	600	600
450	2,982	500	Other Materials & Services	52495	500	500	500
65	839	1,000	Permits, Licenses & Fees	52500	6,100	6,100	6,100
881	1,066	2,000	Bank Service Charge	52515	2,000	2,000	2,000
2,337	1,880	1,800	Equipment Rental	52605	1,800	1,800	1,800
933,252	872,146	677,600	Polymers - Dewatering	52810	677,600	677,600	677,600
(12,222)	105	40,000	Polymers - Tertiary	52815	40,000	40,000	40,000
151,128	164,493	162,000	Ferric Chloride	52820	206,000	206,000	206,000
302,405	373,348	521,000	Alum	52825	522,000	522,000	522,000
241,526	143,287	163,000	Sodium Hydroxide	52835	155,000	155,000	155,000
529,573	675,274	672,000	Sodium Hypochlorite	52840	678,000	678,000	678,000
314,710	458,528	530,000	Lime	52845	435,000	435,000	435,000
301,662	336,260	275,000	Sodium Bisulfite	52850	302,000	302,000	302,000
44,449	54,414	80,000	Liquid Ammonium Sulfate	52855	59,000	59,000	59,000
32,423	57,550	70,000	Sulfuric Acid	52860	65,000	65,000	65,000
112,370	105,260	200,000	Magnesium Chloride	52865	161,000	161,000	161,000
5,440	2,587	16,500	Other Chemicals	52890	11,500	11,500	11,500
5,271,949	6,090,406	6,189,100	MATERIALS & SERVICES SUBTOTAL		6,317,900	6,317,900	6,317,900
7,448,038	8,415,523	8,982,100	TOTAL EXPENDITURE		9,253,300	9,253,300	9,253,300

WRRD POSITION AND SALARY EXPENSE: Rock Creek E&I Maintenance | 8352

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
3.00	3.00	3.00	0.00	Electrician 2	Yes
3.00	2.00	2.00	0.00	Instrument Technician 2	Yes
1.00	1.00	1.00	1.00	Electrical & Instrumentation Supervisor	No
1.00	1.00	1.00	0.00	Instrument Technician Apprentice	Yes
0.00	1.00	1.00	0.00	Sr Electrician & Instrumentation Tech	Yes
8.00	8.00	8.00	1.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	
3.00	3.00	3.00	0.00	Electrician 2	Yes
3.00	2.00	2.00	0.00	Instrument Technician 2	Yes
1.00	1.00	1.00	1.00	Electrical & Instrumentation Supervisor	No
1.00	1.00	1.00	0.00	Instrument Technician Apprentice	Yes
0.00	1.00	1.00	0.00	Sr Electrician & Instrumentation Tech	Yes
8.00	8.00	8.00	1.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Electrician 2	Yes
0.00	0.00	0.00	0.00	Instrument Technician 2	Yes
0.00	0.00	0.00	0.00	Electrical & Instrumentation Supervisor	No
0.00	0.00	0.00	0.00	Instrument Technician Apprentice	Yes
0.00	0.00	0.00	0.00	Sr Electrician & Instrumentation Tech	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Rock Creek E&I Maintenance | 8352

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
652,307	598,453	955,000	Wages & Other Pay	51100	1,095,400	1,095,400	1,095,400
0	0	0	Temporary	51130	0	0	0
5,080	23,294	16,000	Overtime	51140	16,000	16,000	16,000
0	0	0	Out of Class Straight Time	51170	0	0	0
267,849	268,882	445,700	Other Personnel Expenses	51600	533,800	533,800	533,800
1,056	668	3,000	Tuition Reimbursement	51761	3,000	3,000	3,000
1,400	1,500	2,400	Other Employee Allowances	51900	2,700	2,700	2,700
0	0	0	Auto Allowance	51910	0	0	0
4,550	3,780	3,200	Mobile Computing Allowance	51915	4,000	4,000	4,000
932,243	896,577	1,425,300	PERSONNEL EXPENSE SUBTOTAL		1,654,900	1,654,900	1,654,900
14,531	16,610	15,000	Contracted Services	52205	35,000	35,000	35,000
0	211	0	Office Supplies	52305	0	0	0
3,900	5,282	3,500	Operating Supplies	52310	3,500	3,500	3,500
0	129	0	Gas, Oil, Lubrication	52315	0	0	0
173,978	206,613	200,000	Repair & Maintenance Supplies	52330	200,000	200,000	200,000
5,289	12,631	5,000	Small Tools	52350	5,000	5,000	5,000
326	1,075	0	Safety Equipment	52360	3,000	3,000	3,000
146	155	0	Postage & Freight	52375	0	0	0
100	250	500	Dues & Memberships	52405	500	500	500
0	850	300	Books, Subscriptions & Publications	52410	300	300	300
239	537	900	Fueling Contract	52475	900	900	900
851	1,732	2,900	Training & Education	52480	500	500	500
0	1,180	3,000	Travel Expense	52485	0	0	0
180	0	500	Fleet Charges	52486	500	500	500
79	211	500	Private Mileage	52487	500	500	500
0	154	500	Other Materials & Services	52495	500	500	500
878	3,846	5,000	Equipment Rental	52605	5,000	5,000	5,000
0	1,900	0	Repair & Maintenance Services	52610	0	0	0
200,495	253,365	237,600	MATERIALS & SERVICES SUBTOTAL		255,200	255,200	255,200
1,132,738	1,149,942	1,662,900	TOTAL EXPENDITURE		1,910,100	1,910,100	1,910,100

WRRD POSITION AND SALARY EXPENSE: Rock Creek Mechanical Maintenance | 8344

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Mechanical Maint Supervisor	No
8.00	6.00	6.00	4.00	Plant Maintenance Technician 2	Yes
1.00	1.00	1.00	1.00	Plant Maintenance Technician Trainee	Yes
1.00	1.00	1.00	1.00	Sr Plant Maintenance Technician	Yes
0.00	0.00	0.00	3.00	Plant Maintenance Technician 3	Yes
11.00	9.00	9.00	10.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	1.00	1.00	Mechanical Maint Supervisor	No
8.00	6.00	6.00	4.00	Plant Maintenance Technician 2	Yes
1.00	1.00	1.00	1.00	Plant Maintenance Technician Trainee	Yes
1.00	1.00	1.00	1.00	Sr Plant Maintenance Technician	Yes
0.00	0.00	0.00	3.00	Plant Maintenance Technician 3	Yes
11.00	9.00	9.00	10.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Mechanical Maint Supervisor	No
0.00	0.00	0.00	0.00	Plant Maintenance Technician 2	Yes
0.00	0.00	0.00	0.00	Plant Maintenance Technician Trainee	Yes
0.00	0.00	0.00	0.00	Sr Plant Maintenance Technician	Yes
0.00	0.00	0.00	0.00	Plant Maintenance Technician 3	Yes
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Rock Creek Mechanical Maintenance | 8344

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
801,362	755,705	989,700	Wages & Other Pay	51100	1,120,100	1,120,100	1,120,100
0	0	0	Temporary	51130	0	0	0
11,682	16,077	10,000	Overtime	51140	15,000	15,000	15,000
0	0	0	Out of Class Straight Time	51170	0	0	0
352,374	370,070	490,300	Other Personnel Expenses	51600	578,800	578,800	578,800
0	0	0	Tuition Reimbursement	51761	0	0	0
2,400	2,000	2,400	Other Employee Allowances	51900	2,700	2,700	2,700
0	0	0	Auto Allowance	51910	0	0	0
2,380	1,505	1,600	Mobile Computing Allowance	51915	1,600	1,600	1,600
1,170,198	1,145,358	1,494,000	PERSONNEL EXPENSE SUBTOTAL		1,718,200	1,718,200	1,718,200
116,104	117,349	100,000	Contracted Services	52205	80,000	80,000	80,000
9,867	0	0	Professional Services	52240	0	0	0
949	0	0	Office Supplies	52305	0	0	0
1,660	1,481	200	Operating Supplies	52310	0	0	0
13,111	14,659	36,000	Gas, Oil, Lubrication	52315	30,000	30,000	30,000
169	0	0	Tech & Scientific Supplies	52325	0	0	0
445,436	469,000	450,000	Repair & Maintenance Supplies	52330	450,000	450,000	450,000
1,411	0	0	Parts & Equipment	52340	0	0	0
16,704	23,305	17,900	Small Tools	52350	15,400	15,400	15,400
241	528	0	Safety Equipment	52360	2,000	2,000	2,000
0	242	0	Uniforms	52365	0	0	0
1,163	691	2,000	Postage & Freight	52375	2,000	2,000	2,000
475	195	0	Dues & Memberships	52405	4,000	4,000	4,000
482	475	500	Fueling Contract	52475	2,000	2,000	2,000
1,319	4,830	4,500	Training & Education	52480	6,000	6,000	6,000
812	0	1,500	Travel Expense	52485	0	0	0
1,759	123	500	Fleet Charges	52486	500	500	500
49	16	1,000	Private Mileage	52487	500	500	500
0	0	500	Other Materials & Services	52495	500	500	500
85	85	800	Permits, Licenses & Fees	52500	800	800	800
1,199	0	0	Public Information	52505	0	0	0
6,739	1,259	10,000	Equipment Rental	52605	10,000	10,000	10,000
(83)	0	3,000	Repair & Maintenance Services	52610	0	0	0
619,649	634,237	628,400	MATERIALS & SERVICES SUBTOTAL		603,700	603,700	603,700
1,789,847	1,779,596	2,122,400	TOTAL EXPENDITURE		2,321,900	2,321,900	2,321,900

WRRD POSITION AND SALARY EXPENSE: Pump Stations | 8343

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Electrical & Instrumentation Tech	Yes
0.00	0.00	1.00	1.00	Sr Electrician & Instrumentation Tech	Yes
1.00	1.00	1.00	0.00	Landscape Program Supervisor	No
1.00	1.00	1.00	1.00	Mechanical Maint Supervisor	No
4.00	4.00	4.00	2.00	Plant Maintenance Technician 2	Yes
1.00	1.00	1.00	1.00	Sr Plant Maintenance Technician	Yes
0.00	0.00	0.00	2.00	Plant Maintenance Technician 3	Yes
8.00	8.00	8.00	7.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Electrical & Instrumentation Tech	Yes
0.00	0.00	1.00	1.00	Sr Electrician & Instrumentation Tech	Yes
0.50	0.50	0.50	0.00	Landscape Program Supervisor	No
1.00	1.00	1.00	1.00	Mechanical Maint Supervisor	No
4.00	4.00	4.00	2.00	Plant Maintenance Technician 2	Yes
1.00	1.00	1.00	1.00	Sr Plant Maintenance Technician	Yes
0.00	0.00	0.00	2.00	Plant Maintenance Technician 3	Yes
7.50	7.50	7.50	7.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Electrical & Instrumentation Tech	Yes
0.00	0.00	0.00	0.00	Sr Electrician & Instrumentation Tech	Yes
0.50	0.50	0.50	0.00	Landscape Program Supervisor	No
0.00	0.00	0.00	0.00	Mechanical Maint Supervisor	No
0.00	0.00	0.00	0.00	Plant Maintenance Technician 2	Yes
0.00	0.00	0.00	0.00	Sr Plant Maintenance Technician	Yes
0.00	0.00	0.00	0.00	Plant Maintenance Technician 3	Yes
0.50	0.50	0.50	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Pump Stations | 8343

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
689,669	747,444	911,300	Wages & Other Pay	51100	858,800	858,800	858,800
35,325	14,090	0	Temporary	51130	0	0	0
25,050	28,117	40,000	Overtime	51140	40,000	40,000	40,000
0	0	0	Out of Class Straight Time	51170	0	0	0
311,025	374,058	432,200	Other Personnel Expenses	51600	438,700	438,700	438,700
0	0	0	Tuition Reimbursement	51761	0	0	0
1,400	2,000	2,400	Other Employee Allowances	51900	2,100	2,100	2,100
0	0	0	Auto Allowance	51910	0	0	0
2,625	2,205	1,600	Mobile Computing Allowance	51915	800	800	800
1,065,095	1,167,914	1,387,500	PERSONNEL EXPENSE SUBTOTAL		1,340,400	1,340,400	1,340,400
384,756	453,462	472,000	Electricity	52110	510,000	510,000	510,000
30,721	34,429	35,000	Water	52120	35,000	35,000	35,000
2,348	2,483	1,500	Surface Water Management Charge	52150	1,500	1,500	1,500
654	752	1,000	Other Utility Services	52160	1,000	1,000	1,000
46,499	141,382	120,000	Contracted Services	52205	120,000	120,000	120,000
0	4,758	0	Engineering Services	52210	0	0	0
560,150	666,188	936,000	Landscape Services	52215	0	0	0
7,800	0	0	Professional Services	52240	0	0	0
0	0	200	Office Supplies	52305	200	200	200
8,329	457	1,000	Operating Supplies	52310	1,000	1,000	1,000
14,919	10,220	17,000	Gas, Oil, Lubrication	52315	17,000	17,000	17,000
108,135	133,838	140,000	Repair & Maintenance Supplies	52330	165,000	165,000	165,000
2,889	4,486	7,000	Small Tools	52350	7,000	7,000	7,000
3,159	677	0	Safety Equipment	52360	1,500	1,500	1,500
0	197	0	Uniforms	52365	0	0	0
375	41	500	Postage & Freight	52375	500	500	500
305	150	800	Dues & Memberships	52405	800	800	800
0	436	0	Books, Subscriptions & Publications	52410	0	0	0
13,922	24,854	0	Software Licenses & Support	52425	0	0	0
19,395	17,367	18,000	Fueling Contract	52475	20,000	20,000	20,000
1,903	4,800	4,000	Training & Education	52480	1,600	1,600	1,600
0	0	200	Travel Expense	52485	300	300	300
18,455	12,553	20,000	Fleet Charges	52486	25,000	25,000	25,000
0	0	1,500	Private Mileage	52487	500	500	500
110	98	500	Other Materials & Services	52495	500	500	500
5,774	5,717	5,500	Permits, Licenses & Fees	52500	5,800	5,800	5,800
77	108	100	Taxes, Assessments & Liens	52510	100	100	100
0	17,180	15,000	Equipment Rental	52605	15,000	15,000	15,000
2,001	111	0	Repair & Maintenance Services	52610	0	0	0
71,953	122,089	145,000	Other Chemicals	52890	125,000	125,000	125,000
1,304,628	1,658,833	1,941,800	MATERIALS & SERVICES SUBTOTAL		1,054,300	1,054,300	1,054,300
2,369,723	2,826,748	3,329,300	TOTAL EXPENDITURE		2,394,700	2,394,700	2,394,700

WRRD POSITION AND SALARY EXPENSE: Administration | 8301

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Plant Superintendent 2	No
3.00	3.00	0.00	0.00	Plant Superintendent 3	No
0.00	0.00	4.00	4.00	Sr Plant Superintendent	No
0.20	0.20	0.00	0.00	Treatment Plant Services Manager	No
1.00	1.00	1.00	1.00	Water Resource Recovery Services Manager	No
1.00	1.00	1.00	0.00	Reuse Manager	No
0.00	1.00	0.00	0.00	Construction Division Manager	No
0.00	0.00	0.00	1.00	Program Support Specialist	No
0.00	0.00	0.00	1.00	Senior Operations Analyst	No
0.00	0.00	0.00	1.00	Utility Operations Director	No
6.20	7.20	6.00	8.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	1.00	0.00	0.00	Plant Superintendent 2	No
3.00	3.00	0.00	0.00	Plant Superintendent 3	No
0.00	0.00	4.00	4.00	Sr Plant Superintendent	No
0.20	0.20	0.00	0.00	Treatment Plant Services Manager	No
1.00	1.00	1.00	1.00	Water Resource Recovery Services Manager	No
1.00	1.00	1.00	0.00	Reuse Manager	No
0.00	1.00	0.00	0.00	Construction Division Manager	No
0.00	0.00	0.00	1.00	Program Support Specialist	No
0.00	0.00	0.00	1.00	Senior Operations Analyst	No
0.00	0.00	0.00	1.00	Utility Operations Director	No
6.20	7.20	6.00	8.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Plant Superintendent 2	No
0.00	0.00	0.00	0.00	Plant Superintendent 3	No
0.00	0.00	0.00	0.00	Sr Plant Superintendent	No
0.80	0.80	0.00	0.00	Treatment Plant Services Manager	No
0.00	0.00	0.00	0.00	Water Resource Recovery Services Manager	No
0.00	0.00	0.00	0.00	Reuse Manager	No
0.00	0.00	0.00	0.00	Construction Division Manager	No
0.00	0.00	0.00	0.00	Program Support Specialist	No
0.00	0.00	0.00	0.00	Senior Operations Analyst	No
0.00	0.00	0.00	0.00	Utility Operations Director	No
0.80	0.80	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Administration | 8301

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
1,031,297	891,788	987,200	Wages & Other Pay	51100	1,408,600	1,408,600	1,408,600
8,814	0	0	Temporary	51130	0	0	0
0	0	0	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
390,094	372,768	416,900	Other Personnel Expenses	51600	716,700	716,700	716,700
0	0	0	Tuition Reimbursement	51761	0	0	0
750	250	600	Other Employee Allowances	51900	1,200	1,200	1,200
8,840	1,860	0	Auto Allowance	51910	0	0	0
5,478	4,865	4,800	Mobile Computing Allowance	51915	4,000	4,000	4,000
1,445,272	1,271,531	1,409,500	PERSONNEL EXPENSE SUBTOTAL		2,130,500	2,130,500	2,130,500
0	1,550	0	Contracted Services	52205	0	0	0
7,780	9,831	10,000	Professional Services	52240	10,000	10,000	10,000
0	0	65,000	Laundry	52260	65,000	65,000	65,000
8,257	1,518	2,000	Office Supplies	52305	2,000	2,000	2,000
10,455	13,798	7,000	Operating Supplies	52310	7,000	7,000	7,000
2,649	109	500	Repair & Maintenance Supplies	52330	500	500	500
226	173	0	Small Tools	52350	0	0	0
7,812	564	0	Safety Equipment	52360	0	0	0
0	9,665	2,500	Uniforms	52365	8,000	8,000	8,000
628	10	300	Postage & Freight	52375	300	300	300
2,143	3,181	3,200	Dues & Memberships	52405	3,200	3,200	3,200
1,293	1,601	1,000	Books, Subscriptions & Publications	52410	1,000	1,000	1,000
95	0	0	Software Licenses & Support	52425	0	0	0
126	0	500	Printing	52435	0	0	0
8,105	3,641	10,600	Training & Education	52480	10,600	10,600	10,600
5,593	54	8,000	Travel Expense	52485	8,000	8,000	8,000
2,777	1,211	3,000	Private Mileage	52487	3,000	3,000	3,000
15,988	13,782	27,000	Other Materials & Services	52495	200	200	200
0	0	1,000	Permits, Licenses & Fees	52500	0	0	0
3,219	3,318	3,000	Taxes, Assessments & Liens	52510	4,000	4,000	4,000
188	0	0	Repair & Maintenance Services	52610	0	0	0
77,334	64,007	146,100	MATERIALS & SERVICES SUBTOTAL		122,800	122,800	122,800
1,522,606	1,335,538	1,555,600	TOTAL EXPENDITURE		2,253,300	2,253,300	2,253,300

WRRD POSITION AND SALARY EXPENSE: Biosolids, Reuse & Fernhill | 8331

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	0.00	0.00	0.00	Landscape Specialist	Yes
0.00	2.00	2.00	0.00	Landscape Specialist 2	Yes
1.00	1.00	1.00	0.00	Operations Analyst 2	No
1.00	1.00	1.00	0.00	Sr Landscape Specialist	Yes
1.00	1.00	1.00	0.00	Water Resource Analyst	No
5.00	5.00	5.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	0.00	0.00	0.00	Landscape Specialist	Yes
0.00	2.00	2.00	0.00	Landscape Specialist 2	Yes
1.00	1.00	1.00	0.00	Operations Analyst 2	No
1.00	1.00	1.00	0.00	Sr Landscape Specialist	Yes
1.00	1.00	1.00	0.00	Water Resource Analyst	No
5.00	5.00	5.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Landscape Specialist	Yes
0.00	0.00	0.00	0.00	Landscape Specialist 2	Yes
0.00	0.00	0.00	0.00	Operations Analyst 2	No
0.00	0.00	0.00	0.00	Sr Landscape Specialist	Yes
0.00	0.00	0.00	0.00	Water Resource Analyst	No
0.00	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Biosolids, Reuse & Fernhill | 8331

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
271,117	381,320	412,300	Wages & Other Pay	51100	0	0	0
0	0	0	Temporary	51130	0	0	0
1,104	698	2,000	Overtime	51140	0	0	0
0	0	0	Out of Class Straight Time	51170	0	0	0
111,720	143,912	171,200	Other Personnel Expenses	51600	0	0	0
0	0	0	Tuition Reimbursement	51761	0	0	0
900	1,000	900	Other Employee Allowances	51900	0	0	0
0	0	0	Auto Allowance	51910	0	0	0
2,185	2,385	2,400	Mobile Computing Allowance	51915	0	0	0
387,026	529,315	588,800	PERSONNEL EXPENSE SUBTOTAL		0	0	0
1,349,257	1,850,043	3,600,000	Contracted Services	52205	0	0	0
80,116	18,664	75,000	Landscape Services	52215	0	0	0
54,700	48,313	60,000	Professional Services	52240	0	0	0
1,529	774	500	Office Supplies	52305	0	0	0
18,462	17,052	20,000	Operating Supplies	52310	0	0	0
1,284	48	0	Gas, Oil, Lubrication	52315	0	0	0
0	501	0	Tech & Scientific Supplies	52325	0	0	0
5,992	7,716	4,000	Repair & Maintenance Supplies	52330	0	0	0
1,727	5,635	10,000	Construction & Building Supplies	52335	0	0	0
13,520	5,518	6,000	Small Tools	52350	0	0	0
646	3,921	0	Safety Equipment	52360	0	0	0
0	435	0	Uniforms	52365	0	0	0
3,340	3,961	3,000	Dues & Memberships	52405	0	0	0
556	135	0	Books, Subscriptions & Publications	52410	0	0	0
747	400	0	Software Licenses & Support	52425	0	0	0
399,920	407,878	400,000	Fueling Contract	52475	0	0	0
3,712	5,273	8,000	Training & Education	52480	0	0	0
7,060	11,549	10,000	Travel Expense	52485	0	0	0
13,752	12,764	6,500	Fleet Charges	52486	0	0	0
3,469	5,411	5,000	Private Mileage	52487	0	0	0
11,892	6,461	5,000	Other Materials & Services	52495	0	0	0
0	1,188	0	Permits, Licenses & Fees	52500	0	0	0
6,245	9,001	7,500	Equipment Rental	52605	0	0	0
2,069	0	0	Repair & Maintenance Services	52610	0	0	0
1,979,994	2,422,640	4,220,500	MATERIALS & SERVICES SUBTOTAL		0	0	0
2,367,021	2,951,955	4,809,300	TOTAL EXPENDITURE		0	0	0

WRRD POSITION AND SALARY EXPENSE: Technology Development & Research | 8316

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
1.00	0.00	0.00	0.00	Operations Analyst 1	No
1.00	0.00	0.00	0.00	Operations Analyst 2	No
2.00	0.00	0.00	0.00	Operations Specialist	No
2.00	0.00	0.00	0.00	Principal Engineer	No
1.00	0.00	0.00	0.00	Sr Operations Analyst	No
1.00	0.00	0.00	0.00	Water Resources Analyst	No
8.00	0.00	0.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET		REPRESENTED
0.75	0.00	0.00		Operations Analyst 1	No
0.90	0.00	0.00	0.00	Operations Analyst 2	No
1.00	0.00	0.00	0.00	Operations Specialist	No
0.70	0.00	0.00	0.00	Principal Engineer	No
1.00	0.00	0.00	0.00	Sr Operations Analyst	No
1.00	0.00	0.00	0.00	Water Resources Analyst	No
5.35	0.00	0.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.25	0.00	0.00	0.00	Operations Analyst 1	No
0.10	0.00	0.00	0.00	Operations Analyst 2	No
1.00	0.00	0.00	0.00	Operations Specialist	No
1.30	0.00	0.00	0.00	Principal Engineer	No
0.00	0.00	0.00	0.00	Sr Operations Analyst	No
0.00	0.00	0.00	0.00	Water Resources Analyst	No
2.65	0.00	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Technology Development & Research | 8316

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
133,023	0	0	0 Wages & Other Pay	51100	0	0	0
149,101	0	0	0 Temporary	51130	0	0	0
210	0	0	0 Overtime	51140	0	0	0
0	0	0	0 Out of Class Straight Time	51170	0	0	0
(42,695)	0	0	0 Other Personnel Expenses	51600	0	0	0
0	0	0	0 Tuition Reimbursement	51761	0	0	0
750	0	0	0 Other Employee Allowances	51900	0	0	0
0	0	0	0 Auto Allowance	51910	0	0	0
7,140	0	0	0 Mobile Computing Allowance	51915	0	0	0
247,530	0	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
2,725	0	0	0 Professional Services	52240	0	0	0
12,930	0	0	0 Operating Supplies	52310	0	0	0
11,795	0	0	0 Tech & Scientific Supplies	52325	0	0	0
415	0	0	0 Repair & Maintenance Supplies	52330	0	0	0
16	0	0	0 Postage & Freight	52375	0	0	0
2,415	0	0	0 Dues & Memberships	52405	0	0	0
5,600	0	0	0 Books, Subscriptions & Publications	52410	0	0	0
12,016	0	0	0 Training & Education	52480	0	0	0
17,214	0	0	0 Travel Expense	52485	0	0	0
2,798	0	0	0 Private Mileage	52487	0	0	0
395	0	0	0 Other Materials & Services	52495	0	0	0
68,318	0	0	MATERIALS & SERVICES SUBTOTAL		0	0	0
315,848	0	0	TOTAL EXPENDITURE		0	0	0

WRRD POSITION AND SALARY EXPENSE: Treatment Plant Services Engineering | 8211

Total					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	2.00	0.00	0.00	Construction Coordinator	No
3.00	3.00	0.00	0.00	Engineer	No
1.00	1.00	0.00	0.00	Engineering Technician 3	Yes
1.00	1.00	0.00	0.00	Engineering Project Coordinator	No
6.00	6.00	0.00	0.00	Principal Engineer	No
1.00	1.00	0.00	0.00	Senior Engineer	No
14.00	14.00	0.00	0.00	TOTAL PERSONNEL	
Operating					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
0.00	0.00	0.00	0.00	Administrative Assistant	Non
0.00	2.00	0.00	0.00	Construction Coordinator	No
2.00	2.00	0.00	0.00	Engineer	No
0.50	0.50	0.00	0.00	Engineering Technician 3	Yes
0.00	0.20	0.00	0.00	Engineering Project Coordinator	No
1.00	1.00	0.00	0.00	Principal Engineer	No
0.00	0.20	0.00	0.00	Senior Engineer	No
3.50	5.90	0.00	0.00	TOTAL PERSONNEL	
Capital					
FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	FY 2026 BUDGET	CLASSIFICATION TITLE	REPRESENTED
2.00	0.00	0.00	0.00	Construction Coordinator	No
1.00	1.00	0.00	0.00	Engineer	No
0.50	0.50	0.00	0.00	Engineering Technician 3	Yes
1.00	0.80	0.00	0.00	Engineering Project Coordinator	No
5.00	5.00	0.00	0.00	Principal Engineer	No
1.00	0.80	0.00	0.00	Senior Engineer	No
10.50	8.10	0.00	0.00	TOTAL PERSONNEL	

WRRD EXPENDITURE SUMMARY: Treatment Plant Services Engineering | 8211

FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 REVISED	OBJECT CODE DESCRIPTION	OBJECT CODE	FY 2026 PROPOSED	FY 2026 APPROVED	FY 2026 ADOPTED
418,341	463,493		0 Wages & Other Pay	51100	0	0	0
0	0		0 Temporary	51130	0	0	0
690	268		0 Overtime	51140	0	0	0
0	0		0 Out of Class Straight Time	51170	0	0	0
(131,307)	(145,382)		0 Other Personnel Expenses	51600	0	0	0
0	0		0 Tuition Reimbursement	51761	0	0	0
1,900	3,250		0 Other Employee Allowances	51900	0	0	0
0	0		0 Auto Allowance	51910	0	0	0
7,925	6,275		0 Mobile Computing Allowance	51915	0	0	0
297,549	327,904	0	PERSONNEL EXPENSE SUBTOTAL		0	0	0
14,121	20,005		0 Electricity	52110	0	0	0
2,857	2,279		0 Natural Gas	52130	0	0	0
411	0		0 Office Supplies	52305	0	0	0
1,891	1,574		0 Operating Supplies	52310	0	0	0
0	58		0 Construction & Building Supplies	52335	0	0	0
86	0		0 Safety Equipment	52360	0	0	0
22	0		0 Postage & Freight	52375	0	0	0
149	0		0 Software Expensed	52380	0	0	0
1,930	3,130		0 Dues & Memberships	52405	0	0	0
251	580		0 Books, Subscriptions & Publications	52410	0	0	0
520	291		0 Fueling Contract	52475	0	0	0
6,119	5,854		0 Training & Education	52480	0	0	0
13,410	8,696		0 Travel Expense	52485	0	0	0
925	2,359		0 Fleet Charges	52486	0	0	0
9,251	9,367		0 Private Mileage	52487	0	0	0
1,853	1,509		0 Other Materials & Services	52495	0	0	0
230	0		0 Permits, Licenses & Fees	52500	0	0	0
54,025	55,702	0	MATERIALS & SERVICES SUBTOTAL		0	0	0
351,574	383,606	0	TOTAL EXPENDITURE		0	0	0





Capital Improvement Projects

SANITARY SEWER CAPITAL PROJECT LIST

Fund 101												
Project Name	Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY 2026-30 Total		
Fleet/Vehicles Projects												
SANITARY HEAVY DUTY TRUCK/EQUIPMENT ADDITIONS	6303	101	210,000	175,500	1,005,000	125,000	-	-	-	-	-	1,130,000
SANITARY LIGHT & MEDIUM DUTY VEHICLE ADDITIONS	6221	101	110,000	103,200	75,000	-	-	-	-	-	-	75,000
Fleet/Vehicles Projects Total			320,000	278,700	1,080,000	125,000	-	-	-	-	-	1,205,000
Technology Projects												
CAPITAL OUTLAY FY 2025-26												
CONFERENCE ROOM AV EQUIPMENT - UMBRELLA	7121	101	25,000	25,000	30,000	30,000	60,000	60,000	60,000	60,000	60,000	362,100
LABORATORY INFORMATION MANAGEMENT SYSTEM (LIMS)	101	101	250,000	-	250,000	-	-	-	-	-	-	150,000
PLAN REVIEW APPLICANT PORTAL	7227	101	72,000	8,000	10,000	-	-	-	-	-	-	250,000
SUPPLIER DIVERSITY MANAGEMENT SOFTWARE	101	101	-	-	70,000	-	-	-	-	-	-	10,000
Technology Projects Total			347,000	33,000	482,100	90,000	90,000	90,000	90,000	90,000	90,000	842,100
Fund 101 Total	101		667,000	311,700	1,562,100	215,000	90,000	90,000	90,000	90,000	90,000	2,047,100
Fund 106												
Conveyance Field Operations Projects												
FIELD OPERATIONS EQUIPMENT REPLACEMENTS	7113	106	53,000	75,000	110,000	85,000	90,000	90,000	95,000	100,000	100,000	480,000
FIELD OPERATIONS MERLO GENERATOR REPLACEMENT	106	106	240,000	40,000	70,000	-	-	-	-	-	-	70,000
FLOW MONITORING EQUIPMENT RENEWAL	106	106	-	-	142,000	150,000	157,500	165,000	173,300	173,300	173,300	787,800
SANITARY SEWER MANHOLE REHABILITATION	106	106	-	-	150,000	150,000	150,000	150,000	-	-	-	450,000
SANITARY SEWER R&R - UMBRELLA	106	106	-	-	200,000	200,000	200,000	-	-	-	-	600,000
Conveyance Field Operations Projects Total	106		293,000	115,000	672,000	585,000	597,500	260,000	273,300	273,300	273,300	2,387,800
Conveyance Rehabilitation Projects												
8215 SW FAIRWAY DRIVE EXPOSED SEWER REMEDIATION	7287	106	24,000	20,600	103,000	7,000	-	-	-	-	-	110,000
BANKS I&I ABATEMENT	106	106	-	-	-	500,000	-	-	-	-	-	500,000
BECKER DRIVE REHABILITATION	7304	106	50,000	60,800	20,000	880,000	-	-	-	-	-	900,000
BOHMANN EXPOSED SEWER REHABILITATION	7305	106	50,000	50,000	2,000,000	-	-	-	-	-	-	2,000,000
EXPOSED MAINS & LATERALS PROGRAM	106	106	75,000	-	-	-	125,000	450,000	630,000	1,205,000	1,205,000	1,205,000
EXPOSED SANI SEWER MULTI-SITE REPAIRS - CEDAR MILL CREEK AND GOLF CREEK	106	106	-	-	32,000	173,000	360,000	-	-	-	-	565,000
FANNO CREEK AT WOODARD PARK SANITARY SEWER STABILIZATION	7286	106	30,000	18,000	4,000	4,000	4,000	4,000	-	-	-	16,000
FANNO CREEK INTERCEPTOR REHAB	7181	106	100,000	50,000	550,000	1,250,000	1,250,000	-	4,560,000	7,610,000	-	7,610,000
HALL CREEK SW GRACE LANE TO CANYON DRIVE EXPOSED SANI SEWER STABILIZATION	106	106	-	-	140,000	113,000	480,000	-	-	-	-	733,000
SPRINGVILLE CREEK TRIB AT 6029 NW ALFALFA DR EXPOSED SEWER STABILIZATION	7288	106	108,000	71,000	399,000	-	-	-	-	-	-	434,000
TRIBUTARY TO SYLVAN CREEK EXPOSED SANI SEWER STABILIZATION	106	106	-	-	-	33,000	65,000	195,000	-	-	-	293,000
Conveyance Rehabilitation Projects Total	106		437,000	270,400	3,248,000	2,995,000	2,284,000	649,000	5,190,000	14,366,000	14,366,000	14,366,000
Building Facilities Projects												
CENTRAL FACILITY R&R - UMBRELLA	7303	106	-	362,586	200,000	50,000	50,000	50,000	50,000	400,000	400,000	400,000
DURHAM FACILITY R&R - UMBRELLA	7162	106	155,000	112,000	140,000	60,000	60,000	60,000	60,000	380,000	380,000	380,000
DURHAM IPS HVAC REPAIRS	106	106	-	-	-	250,000	-	-	-	-	-	250,000
FIELD OPERATIONS MERLO FACILITY R&R - UMBRELLA	7214	106	25,000	154,900	50,000	50,000	50,000	50,000	50,000	250,000	250,000	250,000
FOREST GROVE ADMIN HVAC REPLACEMENT	106	106	210,000	-	-	-	-	-	-	210,000	210,000	210,000
FOREST GROVE FACILITY R&R - UMBRELLA	7164	106	60,000	30,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000	110,000
HILLSBORO FACILITY R&R - UMBRELLA	7163	106	50,000	15,000	25,000	50,000	25,000	25,000	25,000	150,000	150,000	150,000
HVAC REPLACEMENTS - UMBRELLA	106	106	-	-	210,000	100,000	95,000	100,000	100,000	505,000	505,000	505,000
PUMP STATION FACILITY R&R - UMBRELLA	7165	106	20,000	-	30,000	20,000	20,000	20,000	20,000	110,000	110,000	110,000
RIPL FACILITY R&R - UMBRELLA	7213	106	-	-	-	10,000	10,000	10,000	10,000	40,000	40,000	40,000
ROCK CREEK CHEMICAL BUILDING MAU REPLACEMENT	106	106	50,000	-	-	300,000	-	-	-	-	-	300,000
ROCK CREEK EAST RAS/WAS & AB'S MAU REPLACEMENTS	106	106	-	-	50,000	325,000	-	-	-	-	-	375,000
ROCK CREEK FACILITY R&R - UMBRELLA	7161	106	25,000	23,000	25,000	25,000	25,000	25,000	25,000	125,000	125,000	125,000
ROCK CREEK UPPER TERTIARY MAU REPLACEMENTS	106	106	-	-	-	210,000	150,000	-	-	360,000	360,000	360,000
SPRINGER FACILITY R&R - UMBRELLA	7211	106	-	-	-	-	25,000	-	-	-	-	25,000
TRF FACILITY R&R - UMBRELLA	7210	106	-	-	25,000	20,000	20,000	20,000	20,000	105,000	105,000	105,000
Building Facilities Projects Total	106		595,000	697,486	785,000	1,700,000	550,000	380,000	280,000	3,695,000	3,695,000	3,695,000

Fund 106										
Project Name	Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY 2026-30 Total
Fleet/Vehicles Projects										
SANITARY HEAVY DUTY VEHICLE REPLACEMENT	6841	106	1,410,000	875,900	1,860,000	540,000	485,000	770,000	730,000	4,385,000
SANITARY LIGHT & MEDIUM DUTY VEHICLE REPLACEMENT	6840	106	610,000	485,300	357,000	580,000	431,000	545,500	608,800	2,522,300
Fleet/Vehicles Projects Total	106	106	2,020,000	1,361,200	2,217,000	1,120,000	916,000	1,315,500	1,338,800	6,907,300
Natural Systems										
CLIMATE RESILIENT RIPARIAN RENEWAL - UMBRELLA	7339	106	-	348,000	361,000	147,000	130,000	127,000	120,000	885,000
EMERALD ASH BORER BEETLE REMEDIATION PROJECT - UMBRELLA	7306	106	319,000	-	-	-	50,000	-	-	50,000
Natural Systems Total	106	106	319,000	348,000	361,000	147,000	180,000	127,000	120,000	935,000
Technology Projects										
CAPITAL OUTLAY FY 2025-26 REPLACEMENTS	7188	106	-	-	93,000	60,000	60,000	60,000	60,000	333,000
CYBERSECURITY UPGRADES - HARDWARE & SOFTWARE - UMBRELLA	7188	106	200,000	200,000	300,000	50,000	50,000	50,000	50,000	500,000
ERP REPLACEMENT	7027	106	-	-	1,000,000	2,300,000	2,300,000	-	-	5,600,000
IT COMMUNICATIONS ASSET LIFE-CYCLE COSTS - UMBRELLA	7028	106	750,000	300,000	990,000	60,000	60,000	60,000	60,000	1,230,000
IT END USER DEVICE ASSET LIFE CYCLE - UMBRELLA	7029	106	100,000	100,000	170,000	60,000	60,000	-	-	290,000
IT SERVER ASSET LIFE CYCLE COSTS - UMBRELLA	7029	106	250,000	250,000	330,000	140,000	140,000	140,000	140,000	890,000
IT STORAGE ASSET LIFE CYCLE COSTS - UMBRELLA	7030	106	350,000	350,000	150,000	150,000	150,000	150,000	150,000	750,000
Technology Projects Total	106	106	1,650,000	1,200,000	3,033,000	2,820,000	2,820,000	460,000	460,000	9,593,000
Water Resource Recovery Facility Durham Projects										
DURHAM BOILERS 1&2 UPGRADE	7346	106	-	69,000	121,000	-	-	-	-	121,000
DURHAM IPS VFD CONTROLS UPGRADE	7158	106	165,000	160,000	10,000	-	-	-	-	10,000
DURHAM NON-POTABLE WATER REPLACEMENT	7158	106	-	-	300,000	325,000	-	-	-	625,000
DURHAM PLANT ROAD REPAIR & REPLACEMENT	7293	106	610,000	55,000	240,000	1,235,000	-	-	-	1,475,000
DURHAM PLC UPGRADE TO ALLEN-BRADLEY - UMBRELLA	7218	106	250,000	250,000	400,000	400,000	400,000	-	-	1,200,000
DURHAM PRIMARY CLARIFIERS 1-4 REPAIR	7158	106	-	-	150,000	1,675,000	1,675,000	-	-	3,500,000
Water Resource Recovery Facility Durham Projects Total	106	106	1,025,000	534,000	1,221,000	3,635,000	2,075,000	-	-	6,931,000
Water Resource Recovery Facility Forest Grove Projects										
FOREST GROVE FIBER OPTICS NETWORK UPGRADE	7324	106	-	-	-	140,000	-	-	-	140,000
FOREST GROVE NORTH AITS SWITCH REPLACEMENT	7324	106	-	-	-	150,000	-	-	-	150,000
NATURAL TREATMENT SYSTEMS WATERFALL REHAB	7324	106	-	50,000	200,000	-	-	-	-	200,000
Water Resource Recovery Facility Forest Grove Projects Total	106	106	-	50,000	200,000	290,000	-	-	-	490,000
Water Resource Recovery Facility Hillsboro Projects										
HILLSBORO HEADWORKS SYSTEM REHAB	7167	106	-	-	50,000	850,000	-	-	-	900,000
Water Resource Recovery Facility Hillsboro Projects Total	106	106	-	-	50,000	850,000	-	-	-	900,000
Water Resource Recovery Facility Hillsboro Replacement & Renewal Projects										
DURHAM PRIMARY SLUDGE PS REHAB	7281	106	775,000	380,000	1,600,000	2,575,000	775,000	-	-	4,950,000
DURHAM REPLACE BACK-UP AIR COMPRESSOR	7281	106	120,000	80,000	150,000	-	-	-	-	150,000
DURHAM REPLACEMENT & RENEWAL M/E/I/O - UMBRELLA	7144	106	500,000	1,175,000	395,000	400,000	400,000	400,000	400,000	1,995,000
FOREST GROVE REPLACEMENT & RENEWAL M/E/I/O - UMBRELLA	7145	106	250,000	250,000	270,000	270,000	200,000	200,000	200,000	1,140,000
HILLSBORO ELECTRICAL SWITCHGEAR & MOTOR CONTROL CENTER REPLACEMENT	7219	106	300,000	255,000	51,500	-	-	-	-	51,500
HILLSBORO REPLACEMENT & RENEWAL M/E/I/O - UMBRELLA	7146	106	150,000	110,000	165,000	150,000	150,000	150,000	150,000	765,000
PUMP STATION CONTROL PANEL REPLACEMENTS - UMBRELLA	7318	106	300,000	175,000	250,000	325,000	375,000	-	-	950,000
PUMP STATION ONAN GENERATOR REPLACEMENTS - UMBRELLA	7319	106	290,000	250,000	275,000	275,000	275,000	-	-	825,000
PUMP STATIONS REPLACEMENT & RENEWAL M/E/I/O - UMBRELLA	7147	106	250,000	350,000	350,000	275,000	275,000	275,000	275,000	1,450,000
ROCK CREEK DEWATERING CONVEYORS REBUILD	7194	106	70,000	70,000	70,000	-	-	-	-	70,000
ROCK CREEK FILTERS 5-10 VALVE & ACTUATOR REPLACEMENT	7226	106	60,000	65,000	400,000	400,000	400,000	-	-	1,310,000
ROCK CREEK IPS VFD REPLACE	7330	106	-	-	1,200,000	-	-	-	-	1,200,000
ROCK CREEK PLC UPGRADE TO ALLEN-BRADLEY - UMBRELLA	7217	106	50,000	280,000	450,000	450,000	450,000	270,000	-	1,620,000
ROCK CREEK REPLACE BACK-UP AIR COMPRESSOR	7282	106	120,000	50,000	200,000	-	-	-	-	200,000
ROCK CREEK REPLACEMENT & RENEWAL M/E/I/O - UMBRELLA	7136	106	600,000	600,000	435,000	500,000	500,000	500,000	500,000	2,435,000
ROCK CREEK SODIUM HYDROXIDE STORAGE REPLACEMENT	7134	106	450,000	1,150,000	-	-	-	-	-	75,000
ROCK CREEK UPPER TERTIARY SWITCHGEAR S REPLACEMENT	7315	106	197,500	90,000	32,500	350,000	-	-	-	382,500
ROOFING REPLACEMENTS - UMBRELLA	7315	106	751,000	105,000	550,000	550,000	550,000	550,000	-	2,200,000
WRRF Replacement & Renewal Projects Total	106	106	5,233,500	5,435,000	7,029,000	6,520,000	4,350,000	2,345,000	1,525,000	21,769,000
Water Resource Recovery Facility Rock Creek Projects										
ROCK CREEK BOILERS 4 & 5 BURNER REPLACEMENTS	7191	106	-	20,000	400,000	-	-	-	-	400,000
ROCK CREEK DEWATERING SWITCHBOARD 8 BREAKER REHAB	7191	106	-	-	-	670,000	-	-	-	670,000
ROCK CREEK DIGESTER #3 & #4 COVER REHAB	7024	106	50,000	85,000	2,100,000	2,050,000	-	-	-	4,150,000
ROCK CREEK HOT WATER SYSTEM IMPROVEMENTS	7024	106	1,085,000	75,000	1,100,000	1,650,000	-	-	-	2,750,000

Fund 106												
Project Name	Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY 2026-30 Total		
ROCK CREEK PRIMARY CLARIFIERS DRIVE IMPROVEMENTS	7297	106	450,000	230,000	170,000	-	-	-	-	-	-	170,000
Water Resource Recovery Facility Rock Creek Projects Total		106	1,585,000	410,000	3,770,000	4,370,000	-	-	-	-	-	8,140,000
Fund 106 Total			13,157,500	10,421,086	22,586,000	25,032,000	13,772,500	5,536,500	9,187,100	-	-	76,114,100
Fund 108												
Project Name	Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY 2026-30 Total		
Conveyance IUD Projects												
NW 94TH AVE @ CORNELL RD IUD	7276	108	500,000	20,000	530,000	-	-	-	-	-	-	530,000
SW BRENNE LN RD	7277	108	-	50,000	370,000	-	-	-	-	-	-	370,000
Conveyance IUD Projects Total		108	500,000	70,000	900,000	0	0	0	0	0	0	900,000
Fund 108 Total			500,000	70,000	900,000	0	0	0	0	0	0	900,000
Fund 112												
Project Name	Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY 2026-30 Total		
Conveyance City-Managed Projects												
1917/1936 SANITARY SEWER I&I ABATEMENT PROJECT No. 6	7168	112	1,075,000	1,780,000	2,650,000	60,000	-	-	-	-	-	2,710,000
BENDEMEER TRUNK SEWER UPGRADE	7104	112	3,550,000	2,880,000	25,000	-	-	-	-	-	-	25,000
BONITA TRUNK		112	-	-	-	-	-	2,730,000	-	-	-	2,730,000
CEDAR HILLS INTERCEPTOR		112	-	-	-	10,000	290,000	-	-	-	-	690,000
HALL BLVD LATERAL (R-110)	6922	112	-	-	35,000	30,000	-	-	-	-	-	65,000
NORTH MARTINAZZI TRUNK: SEMINOLE TR TO SAGERT ST (PRIORITY 2)	7170	112	1,000,000	-	700,000	-	-	-	-	-	-	700,000
ROCK CREEK SANITARY TRUNKLINE UPGRADE - PHASE 2	7171	112	207,500	-	915,000	2,366,800	-	-	-	-	-	3,281,800
SANITARY SEWER I&I ABATEMENT PROJECT No. 7 - TURNER CREEK		112	-	-	-	300,000	1,750,000	-	-	-	-	3,800,000
SOUTH MARTINAZZI TRUNK: IROQUOIS DR TO CHELAN ST (PRIORITY 4)	7172	112	-	-	137,000	137,000	750,000	1,000,000	-	-	-	2,024,000
SOUTH MARTINAZZI TRUNK: SAJUM CRK TR TO BLAKE ST; MAKAH CT TO IROQUOIS	7173	112	74,000	108,000	1,368,000	-	-	-	-	-	-	2,442,000
SW 103RD SANITARY SEWER UPSIZING (PH1.1)	7174	112	100,000	-	100,000	700,000	-	-	-	-	-	1,500,000
SW 131st, Barlow to Hanson, Sanitary Sewer Inflow and Infiltration Reduction	7169	112	25,000	-	400,000	3,030,000	7,500	-	-	-	-	3,437,500
Tualatin-Sherwood Rd (TSR) Teton SS Trunk		112	-	-	-	-	1,340,000	760,000	-	-	-	2,100,000
Conveyance City-Managed Projects Total		112	6,031,500	4,768,000	6,036,000	8,001,800	4,837,500	6,630,000	-	-	-	25,505,300
Conveyance Field Operations Projects												
COOK PARK SIPHON EASEMENT ACQUISITION		112	70,000	-	70,000	60,000	-	-	-	-	-	130,000
FLOW MONITORING EQUIPMENT ADDITIONS		112	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
MAINTENANCE ACCESS EASEMENT ACQUISITION		112	50,000	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000
MATERIAL YARD DEWATERING EQUIPMENT IMPROVEMENTS		112	-	-	140,000	-	-	-	-	-	-	140,000
RADIO COMMUNICATION UPGRADES AND MODERNIZATION		112	-	-	100,000	-	-	-	-	-	-	100,000
Conveyance Field Operations Projects Total		112	120,000	-	410,000	160,000	100,000	100,000	50,000	50,000	50,000	820,000
Conveyance Pump Station Projects												
ALOHA PUMP STATION UPGRADE AND I/I PROJECT	7255	112	400,000	410,000	250,000	1,100,000	1,600,000	3,000,000	-	-	-	5,950,000
BORLAND PUMP STATION SITE IMPROVEMENTS		112	-	-	-	100,000	550,000	-	-	-	-	650,000
BUTTERNUT CREEK PUMP STATION PHASE 2	7328	112	150,000	270,000	800,000	1,000,000	5,600,000	5,600,000	5,600,000	18,600,000	18,600,000	500,000
CEDAR ST PUMP STATION IMPROVEMENTS	7341	112	-	175,000	500,000	-	-	-	-	-	-	500,000
CHICKEN CREEK PUMP STATION & FORCEMAIN	7229	112	500,000	450,000	300,000	6,700,000	6,150,000	-	-	-	-	13,150,000
COOPER MOUNTAIN/TILE FLAT PUMP STATION & FORCEMAIN	7201	112	475,000	600,000	1,500,000	4,500,000	-	-	-	-	-	6,000,000
CORNELIUS PUMP STATION IMPROVEMENTS PHASE 2		112	-	-	-	75,000	-	-	-	-	-	75,000
COUNCIL (DAIRY) CREEK PUMP STATION & FORCEMAIN		112	150,000	-	100,000	500,000	1,400,000	7,150,000	6,100,000	15,250,000	15,250,000	160,000
DAWSON CREEK PUMP STATION SWITCH GEAR UPGRADE		112	-	-	160,000	-	-	-	-	-	-	160,000
FANNO CREEK WET WEATHER PUMP STATION AND FORCEMAIN	7278	112	300,000	300,000	250,000	1,150,000	5,100,000	20,100,000	20,100,000	46,700,000	46,700,000	500,000
GASTON PUMP STATION UPGRADE AND FORCEMAIN REPLACEMENT		112	50,000	-	-	-	-	400,000	4,050,000	4,450,000	4,450,000	500,000
JACOBSON PUMP STATION & FORCEMAIN	6923	112	300,000	100,000	100,000	1,700,000	2,600,000	550,000	-	-	-	4,950,000
KING CITY RECYCLED PUMP STATION	7204	112	150,000	25,000	-	-	25,000	1,075,000	1,000,000	2,100,000	2,100,000	160,000
NORTH PLAINS PUMP STATION SWITCH GEAR UPGRADE		112	10,000	-	160,000	-	-	-	-	-	-	160,000
NORTH PLAINS PUMP STATION UPGRADE		112	350,000	510,000	200,000	-	150,000	-	-	-	-	200,000
ORCHARD HILLS PUMP STATION IMPROVEMENTS		112	25,000	-	-	-	-	350,000	-	-	-	500,000
PUMP STATION COMBINATION AIR RELEASE VALVE UPGRADES - UMBRELLA	7312	112	50,000	160,000	100,000	116,000	-	-	-	-	-	216,000
QUAIL VALLEY PUMP STATION	7133	112	850,000	650,000	2,100,000	2,350,000	-	-	-	-	-	4,450,000
RIPPL GRAVITY LINE	7268	112	250,000	1,250,000	260,000	-	-	-	-	-	-	260,000
RIVER TERRACE NORTH UPGRADES AND FORCEMAIN EXTENSION		112	-	-	-	-	-	100,000	300,000	300,000	300,000	400,000

Fund 112											
Project Name	Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY 2026-30 Total	
RIVER TERRACE SOUTH DEVELOPER SITE IMPROVEMENTS	112	112	10,000	-	-	25,000	215,000	-	-	-	240,000
ROSDALE CONVENANCE SYSTEM PROJECT	7026	112	1,000,000	1,000,000	550,000	4,287,500	4,187,500	-	-	-	9,025,000
SW TUALATIN PUMP STATION & FORCEMAIN	112	112	-	-	-	-	-	200,000	600,000	-	900,000
TONQUIN PUMP STATION AND FORCEMAIN	7292	112	200,000	410,000	500,000	3,950,000	-	-	-	-	4,450,000
Conveyance Pump Station Projects Total	112	112	5,220,000	6,310,000	7,855,000	27,743,500	27,462,500	38,525,000	37,750,000	139,336,000	
Conveyance Rehabilitation Projects											
ALOHA I/I	6918	112	-	-	-	-	-	1,600,000	-	-	1,600,000
BROADMOOR SANITARY SEWER REPLACEMENT	6767	112	360,000	320,000	1,680,000	-	-	-	-	-	1,680,000
CANYON CREEK SEWER IMPROVEMENTS	6977	112	50,000	20,000	300,000	1,100,000	1,000,000	-	-	-	2,400,000
EAST BASIN I/I ABATEMENT	7178	112	100,000	500,000	500,000	750,000	3,240,000	5,500,000	5,500,000	-	15,490,000
FOREST GROVE I&I ABATEMENT PHASE 3 - PACIFIC AVENUE & E STREET	7153	112	50,000	20,000	1,550,000	500,000	-	-	-	-	2,050,000
MONTCLAIR AREA SEWER REPAIR	6981	112	200,000	20,000	230,000	1,000,000	2,000,000	-	-	-	3,230,000
ROCK CREEK BASIN I/I ABATEMENT PROGRAM	112	112	-	-	-	-	-	6,000,000	6,000,000	-	12,000,000
RYAN STREET SWALE EXPOSED SEWER	6994	112	35,000	10,000	250,000	-	-	-	-	-	250,000
Conveyance Rehabilitation Projects Total	112	112	795,000	890,000	4,510,000	3,350,000	7,840,000	11,500,000	11,500,000	38,700,000	
Conveyance Sanitary Collections Projects											
BEAVERTON TRUNK SANITARY UPGRADE (PH 1 - UPPER)	112	112	300,000	5,000	500,000	1,000,000	1,500,000	4,000,000	10,200,000	-	17,200,000
SW 205TH AVENUE (W BASELINE TO NE QUATAMA ST)	7326	112	-	95,000	1,000,000	-	-	-	-	-	1,000,000
BROOKMAN TRUNK SEWER EXTENSION	6966	112	4,560,000	2,500,000	7,600,000	1,020,000	-	-	-	-	8,620,000
CEDAR MILL TRUNK RELOCATION AT MURRAY/WALKER	6826	112	-	1,000	290,000	-	-	-	-	-	290,000
FOOTHILL DR (COMMONWEALTH LAKE) SANITARY UPGRADE	7207	112	800,000	40,000	750,000	-	-	-	-	-	750,000
METZGER/FANNO INTERCEPTOR UNDER RRX (D-340)	7138	112	500,000	500,000	1,900,000	4,700,000	6,000,000	2,000,000	-	-	14,600,000
SHERWOOD TRUNK (IMP-CHICKEN CK - ROY ROGERS RD TO WASHINGTON ST)	112	112	-	-	333,000	1,000,000	2,200,100	5,300,000	-	-	8,833,100
TURNER CREEK TRUNK PHASE 2 (MIDDLE SECTION)	112	112	-	-	-	-	15,000	600,000	2,150,000	-	2,765,000
TURNER CREEK TRUNK PHASE 1 (LOWER SECTION)	112	112	-	-	10,000	500,000	1,500,000	750,000	5,250,000	-	8,010,000
Conveyance Sanitary Collections Projects Total	112	112	6,160,000	3,141,000	12,383,000	8,220,000	11,215,100	12,650,000	17,600,000	62,068,100	
Building Facilities Projects											
CENTRAL FACILITY UPGRADES	7316	112	2,500,000	325,000	2,500,000	2,500,000	-	-	-	-	5,000,000
DURHAM FACILITY UPGRADES - UMBRELLA	7176	112	25,000	12,800	25,000	25,000	25,000	25,000	25,000	-	125,000
FIELD OPERATIONS MERLO FACILITY UPGRADES - UMBRELLA	6931	112	15,000	-	70,000	100,000	-	-	-	-	170,000
FOREST GROVE FACILITY UPGRADES - UMBRELLA	7185	112	25,000	-	25,000	110,000	25,000	25,000	25,000	-	210,000
GREEN ENERGY TECHNOLOGY	112	112	-	-	-	500,000	750,000	-	-	-	1,250,000
HILLSBORO ADMINISTRATION BUILDING IMPROVEMENTS	112	112	-	-	-	-	-	-	-	-	100,000
HILLSBORO FACILITY UPGRADES - UMBRELLA	7184	112	40,000	-	25,000	25,000	25,000	25,000	25,000	-	125,000
LANDSCAPE IMPROVEMENTS AND UPGRADES - UMBRELLA	7036	112	560,000	372,500	340,000	375,000	375,000	375,000	375,000	-	1,840,000
PUMP STATION FACILITY UPGRADES - UMBRELLA	7183	112	20,000	-	20,000	20,000	20,000	20,000	20,000	-	100,000
RESEARCH INNOVATION PARTNERS LABORATORIES (RIPL)	7018	112	11,200,000	15,800,000	31,000,000	13,500,000	-	-	-	-	44,500,000
RIPL FACILITY UPGRADES - UMBRELLA	7212	112	-	-	-	10,000	10,000	10,000	10,000	-	40,000
ROCK CREEK FACILITY UPGRADES - UMBRELLA	7182	112	25,000	-	50,000	30,000	30,000	30,000	30,000	-	170,000
ROCK CREEK LOWER TERTIARY MAU REPLACEMENT	112	112	-	-	300,000	-	-	-	-	-	300,000
SPRINGER STREET FACILITY IMPROVEMENTS	6965	112	600,000	563,300	900,000	1,300,000	13,700,000	8,700,000	24,600,000	-	24,600,000
TUALATIN RIVER FARM FACILITY UPGRADES - UMBRELLA	7209	112	10,000	-	10,000	50,000	10,000	10,000	10,000	-	90,000
FIELD OPERATIONS MERLO SEISMIC RESILIENCY IMPROVEMENTS	112	112	20,000	0	0	0	40,000	350,000	770,000	-	1,160,000
Building Facilities Projects Total	112	112	15,065,000	17,073,600	35,265,000	18,545,000	15,010,000	9,570,000	1,390,000	79,780,000	
Natural Systems Projects											
BUTTERNUT CREEK - 209TH TO CENTURY	112	112	-	-	78,000	137,500	137,500	137,500	-	-	490,500
VEGETATION MATERIAL HANDLING FACILITY IMPROVEMENTS	7284	112	10,000	150,000	480,000	1,230,000	1,230,000	-	-	-	2,940,000
COLLABORATIVE REGIONAL RESTORATION - UMBRELLA	6530	112	732,600	732,600	680,200	772,100	625,000	572,000	379,000	-	3,028,300
FANNO CREEK ENHANCEMENT AT ELDERBERRY RIDGE	7206	112	233,000	98,000	230,000	199,000	1,435,000	7,000	7,000	-	1,878,000
GALES CREEK - BALM GROVE RESTORATION	7122	112	30,000	38,000	46,000	28,000	28,000	28,000	-	-	130,000
HEDGES CREEK FLOODPLAIN @ TUALATIN SHERWOOD RD	112	112	-	-	90,000	240,000	240,000	240,000	40,000	-	850,000
LOCAL RESTORATION PARTNERSHIPS - UMBRELLA	6855	112	1,299,200	1,303,500	1,060,100	1,015,700	942,500	609,000	276,000	-	3,903,300
LOWER WATERSHED RESTORATION PARTNERSHIPS - UMBRELLA	112	112	-	-	180,000	168,000	168,000	168,000	168,000	-	852,000
MCFEE CREEK ENHANCEMENT	112	112	-	-	12,000	25,000	-	-	-	-	37,000
MIDDLE WATERSHED RESTORATION PARTNERSHIPS - UMBRELLA	112	112	-	-	98,000	167,500	167,500	167,500	167,500	-	768,000
NATURAL SYSTEM IMPROVEMENTS - SANI	112	112	200,000	-	-	-	300,000	300,000	300,000	-	900,000
TUALATIN RIVER REFUGE RESTORATION - UMBRELLA	6856	112	726,000	528,000	982,000	1,027,000	1,027,000	883,000	875,000	-	4,794,000
TUALATIN SOIL AND WATER CONSERVATION DISTRICT URBAN HABITAT	112	112	-	-	-	-	-	-	-	-	-
CONSERVATION AND STEWARDSHIP PROGRAM - UMBRELLA	7329	112	-	39,000	117,000	140,500	-	-	-	-	257,500

Fund 112		Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY 2026-30 Total
TUALATIN SOIL AND WATER CONSERVATION PARTNERSHIP - UMBRELLA		7039	112	756,000	312,000	330,000	250,000	250,000	250,000	250,000	1,330,000
VEGETATED CORRIDOR ADVANCE MITIGATION - UMBRELLA			112	-	-	12,000	18,000	18,000	24,000	30,000	96,000
WETLAND MITIGATION MONITORING (SANITARY) - UMBRELLA		4943	112	244,500	244,500	285,000	217,000	175,000	115,000	67,000	859,000
Natural Systems Projects Total			112	4,231,300	3,445,600	4,680,300	5,629,300	6,743,500	3,501,000	2,559,500	23,113,600
Reuse Projects											
DAVIS TOOL SITE IMPROVEMENTS		7037	112	100,000	200,000	100,000	180,000	180,000			460,000
FOREST GROVE PROPERTY ENHANCEMENTS		6465	112	110,000	100,000	75,000	75,000	75,000			225,000
FOREST GROVE WEST AG LANDS DEVELOPMENT			112	-	-	100,000	750,000	1,000,000	-	-	1,850,000
JACKSON BOTTOM - COYOTE HILL WETLANDS & REFUGE SITE IMPROVEMENTS		7129	112	50,000	150,000	50,000	180,000	180,000			410,000
RECYCLED WATER MISCELLANEOUS UPGRADES		7279	112	50,000	180,000	50,000	100,000	100,000	100,000		350,000
Reuse Projects Total			112	310,000	630,000	375,000	1,285,000	1,535,000	100,000	0	3,295,000
Water Resource Recovery Facility Durham Projects											
DURHAM BOILERS 182 CONTROLS UPGRADE			112	-	100,000	90,000	-	-	-	-	90,000
DURHAM BULK HYPO TANK REPLACEMENT			112	-	-	-	175,000	1,540,000	1,020,000	-	2,735,000
DURHAM DISINFECTION BYPRODUCT MITIGATION		7348	112	-	60,000	290,000	-	-	-	-	290,000
DURHAM DISINFECTION REDUNDANCY PROJECT		7331	112	180,000	25,000	-	155,000	-	-	-	155,000
DURHAM DRY AND WET WEATHER OUTFALL REPAIR			112	-	-	-	220,000	-	-	-	220,000
DURHAM GAS TREATMENT STORAGE			112	50,000	-	-	50,000	150,000	-	-	200,000
DURHAM IPS PUMP AND FORCE MAIN ISOLATION GATE REPLACEMENT			112	-	-	-	2,000,000	750,000	-	-	2,750,000
DURHAM MISCELLANEOUS UPGRADES - UMBRELLA		6368	112	250,000	80,000	150,000	250,000	250,000	250,000	-	900,000
DURHAM ODOR CONTROL PHASE 3		7202	112	320,000	377,000	1,500,000	3,700,000	-	-	-	5,200,000
DURHAM PHASE 5C TERTIARY CLARIFIER IMPROVEMENTS		7313	112	300,000	250,000	1,500,000	2,500,000	2,300,000	2,300,000	-	8,600,000
DURHAM PHASE 6B - New Digester		7203	112	1,050,000	1,400,000	4,300,000	10,550,000	5,250,000	-	-	20,100,000
DURHAM PRIMARY BIOFILTER IMPROVEMENTS			112	-	-	-	340,000	1,200,000	-	-	1,540,000
DURHAM ROOF SAFETY IMPROVEMENTS			112	-	-	160,000	-	-	-	-	160,000
DURHAM SCADA NETWORK EVALUATIONS		7233	112	200,000	45,000	220,000	-	-	-	-	220,000
DURHAM SLUDGE LOADING BAY IMPROVEMENTS			112	-	150,000	-	-	-	-	-	150,000
DURHAM THICKENING CENTRIFUGE REPLACEMENT			112	-	-	-	200,000	650,000	2,250,000	2,250,000	5,350,000
DURHAM THICKENING POLYMER MODIFICATIONS			112	180,000	-	40,000	150,000	-	-	-	190,000
DURHAM UFAT EXPANSION		6834	112	4,720,000	3,940,000	50,000	-	-	-	-	50,000
DURHAM UNISON BACK-UP CHILLER			112	-	-	-	315,000	-	-	-	315,000
DURHAM WAREHOUSING BUILDING			112	-	-	-	150,000	800,000	275,000	-	1,225,000
ELECTRICAL MASTER PLAN		7342	112	-	50,000	200,000	200,000	400,000	-	-	800,000
Water Resource Recovery Facility Durham Projects Total			112	7,250,000	6,477,000	8,720,000	20,955,000	13,290,000	6,095,000	2,250,000	51,310,000
Water Resource Recovery Facility Forest Grove Projects											
FERNHILL MISCELLANEOUS IMPROVEMENTS - UMBRELLA		6849	112	50,000	200,000	300,000	300,000				600,000
FERNHILL NORTH		7180	112	50,000	-	-	125,000	2,000,000	2,000,000	-	4,125,000
FOREST GROVE 3RD AERATION BASIN			112	-	-	-	-	-	100,000	750,000	850,000
FOREST GROVE AERATION MODIFICATIONS			112	-	-	75,000	900,000	-	-	-	975,000
FOREST GROVE HHPS ODOR CONTROL			112	90,000	-	185,000	200,000	-	-	-	385,000
FOREST GROVE INFLUENT SCREENINGS IMPROVEMENT			112	100,000	-	-	150,000	1,150,000	1,000,000	-	2,300,000
FOREST GROVE MISCELLANEOUS UPGRADES - UMBRELLA		6374	112	100,000	50,000	95,000	100,000	100,000	100,000	100,000	495,000
FOREST GROVE PLC UPGRADE TO ALLEN-BRADLEY - UMBRELLA			112	-	55,000	250,000	250,000	120,000	-	-	620,000
FOREST GROVE PRIMARY TREATMENT		7190	112	17,800,000	23,050,000	29,600,000	-	-	-	-	29,600,000
FOREST GROVE RECYCLED WATER FACILITY		7275	112	300,000	-	-	250,000	-	-	-	250,000
FOREST GROVE SOLIDS TREATMENT ALTERNATIVES PROJECT			112	-	-	-	-	-	-	-	-
Water Resource Recovery Facility Forest Grove Projects Total		6896	112	18,490,000	23,355,000	30,505,000	2,275,000	3,370,000	4,400,000	1,550,000	42,100,000
Water Resource Recovery Facility Hillsboro Projects											
DAVIS TOOL AND JACKSON BOTTOM IRRIGATION IMPROVEMENTS		7179	112	450,000	23,000	350,000	450,000	-	-	-	800,000
HILLSBORO DISINFECTION IMPROVEMENTS			112	-	-	-	150,000	-	-	-	150,000
HILLSBORO FIBER RING UPGRADE			112	-	-	-	80,000	-	-	-	80,000
HILLSBORO MISCELLANEOUS UPGRADES - UMBRELLA		6373	112	100,000	-	100,000	100,000	100,000	100,000	100,000	500,000
HILLSBORO PLC UPGRADE TO ALLEN-BRADLEY - UMBRELLA			112	-	50,000	230,000	200,000	-	-	-	430,000
Water Resource Recovery Facility Hillsboro Projects Total			112	550,000	73,000	680,000	980,000	100,000	100,000	100,000	1,960,000
Water Resource Recovery Facility Water Rights Projects											
SECURING & MAINTAINING WATER RIGHTS - UMBRELLA		7336	112	-	50,000	100,000	-	-	-	-	100,000
Water Resource Recovery Facility Water Rights Projects Total			112	-	50,000	100,000	-	-	-	-	100,000

Fund 112												
Project Name		Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY 2026-30 Total	
Water Resource Recovery Facility Rock Creek Projects												
ROCK CREEK & WEST BASIN MASTER PLAN		7054	112	945,000	1,777,800	200,000	-	-	-	-	200,000	
ROCK CREEK AERATION BASIN #8			112	-	-	-	-	-	150,000	500,000	650,000	
ROCK CREEK BIOGAS UTILIZATION		7307	112	-	700,000	6,000,000	13,000,000	200,000	-	-	19,200,000	
ROCK CREEK GRIT IMPROVEMENTS			112	50,000	-	-	250,000	2,300,000	1,050,000	-	3,600,000	
ROCK CREEK HEAT RECOVERY HEAT PUMP			112	-	-	-	1,400,000	-	-	-	1,400,000	
ROCK CREEK IPS ODOR CONTROL IMPROVEMENTS			112	-	-	-	-	50,000	-	-	50,000	
ROCK CREEK IPS PUMP CONE VALVE REPLACEMENT			112	-	-	-	100,000	950,000	-	-	1,050,000	
ROCK CREEK LIME SYSTEM IMPROVEMENTS			112	50,000	-	1,000,000	-	-	-	-	1,000,000	
ROCK CREEK MISCELLANEOUS UPGRADES - UMBRELLA		6372	112	225,000	390,000	275,000	325,000	325,000	-	-	925,000	
ROCK CREEK PRIMARY CLARIFIER #4		7012	112	8,260,000	10,150,000	400,000	-	-	-	-	400,000	
ROCK CREEK RECYCLED WATER IMPROVEMENTS		7112	112	-	28,500	150,000	5,750,000	-	-	-	5,900,000	
ROCK CREEK TERTIARY EXPANSION			112	-	-	-	500,000	2,000,000	17,000,000	16,100,000	35,600,000	
ROCK CREEK WASTE ACTIVATED SLUDGE PUMPING SYSTEM IMPROVEMENTS		7108	112	150,000	20,000	-	150,000	-	-	-	150,000	
Water Resource Recovery Facility Rock Creek Projects Total			112	9,680,000	13,066,300	8,025,000	21,475,000	5,825,000	18,200,000	16,600,000	70,125,000	
Fund 112 Total												
			112	73,902,800	79,279,500	119,544,300	118,619,600	97,328,600	111,371,000	91,349,500	538,213,000	
CLOSED Sanitary Projects												
				13,173,500	17,541,322							

TOTAL Sanitary Projects												
			101,400,800	107,623,608	144,592,400	143,866,600	111,191,100	116,997,500	100,626,600	617,274,200		
<div> <div>Building Facilities</div> <div> <div>Conveyance</div> <div>Fleet/Vehicle</div> <div>Natural Systems</div> <div>Reuse</div> <div>Technology</div> <div>WRRF</div> </div> </div>												
			36,050,000	36,014,000	3,297,000	5,041,300	375,000	3,515,100	60,300,000	144,592,400	143,866,600	111,191,100
			20,245,000	51,055,300	1,245,000	5,776,300	1,285,000	2,910,000	61,350,000	143,866,600	143,866,600	111,191,100
			15,560,000	54,336,600	916,000	6,923,500	1,535,000	2,910,000	29,010,000	111,191,100	116,997,500	100,626,600
			9,950,000	70,314,000	1,315,500	3,628,000	100,000	550,000	31,140,000	116,997,500	100,626,600	617,274,200
			83,475,000	284,083,200	8,112,300	24,048,600	3,295,000	10,435,100	203,825,000	617,274,200		
			1,670,000	72,363,300	1,338,800	2,679,500	-	550,000	22,025,000	100,626,600		
			9,950,000	70,314,000	1,315,500	3,628,000	100,000	550,000	31,140,000	116,997,500	100,626,600	617,274,200
			83,475,000	284,083,200	8,112,300	24,048,600	3,295,000	10,435,100	203,825,000	617,274,200		

SURFACE WATER CAPITAL PROJECT LIST

FUND 206											
Project Name											
Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY2026-30 Total		
Gray Infrastructure Projects											
		206	-	350,000	350,000	350,000	350,000	350,000		1,400,000	
	STORM SEWER R&R - UMBRELLA	6839	206	223,000	220,000	210,000	175,000	690,000	220,000	440,000	1,735,000
	SWM HEAVY VEHICLE REPLACEMENT			-	-	-	-	-	-	-	190,000
	SWM LIGHT & MEDIUM DUTY VEHICLE REPLACEMENT	6838	206	-	-	-	25,000	140,000	25,000	440,000	3,325,000
	Fleet/Vehicles Projects Total			223,000	220,000	560,000	550,000	1,180,000	595,000	440,000	3,325,000
	206 SWM Total	206	223,000	220,000	560,000	550,000	1,180,000	595,000	440,000	440,000	3,325,000
FUND 212											
Project Name											
Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY2026-30 Total		
Blue Infrastructure Projects											
	PAYMENT TO PROVIDE PROJECTS - UMBRELLA	6522	212	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000
	PROGRAMMATIC SUBBASIN & SURFACE WATER PLANNING - UMBRELLA	7156	212	300,000	25,000	150,000	150,000	150,000	150,000	150,000	750,000
	VEGETATED CORRIDOR ENHANCEMENT - UMBRELLA	6927	212	241,500	241,500	362,000	239,000	285,500	125,000	136,000	1,147,500
	Blue Infrastructure Projects Total			566,500	291,500	537,000	414,000	460,500	300,000	311,000	2,022,500
Gray Infrastructure Projects											
	177TH & RICHARD CT STORM IMPROVEMENT		212	-	-	-	-	100,000	150,000	-	250,000
	185TH NEAR EWEN DR STORM IMPROVEMENT	7079	212	-	-	250,000	-	-	-	-	250,000
	209TH AND INDUSTRIAL DR STORM IMPROVEMENTS	7078	212	-	-	-	-	150,000	300,000	300,000	450,000
	81ST PLACE & MILLER RD STORM IMPROVEMENT		212	-	-	-	-	25,000	150,000	175,000	225,000
	ABBEY CREEK WEST - REACH C - RTC PROJECT	6911	212	25,000	225,000	-	-	-	-	-	210,000
	ARRANMORE WAY NEAR MONTCLAIR ELEMENTARY STORM IMPROVEMENT		212	-	-	-	-	10,000	100,000	100,000	125,000
	BEEF BEND RD & 146TH AVE STORMWATER IMPROVEMENT		212	25,000	-	25,000	-	100,000	-	-	675,000
	CEDAR HILLS BLVD STORM IMPROVEMENT		212	-	-	-	-	-	25,000	650,000	250,000
	KING CHARLES AND QUEEN MARY STORM IMPROVEMENT		212	-	-	-	50,000	375,000	25,000	450,000	300,000
	MADELINE & 186TH PL STORM IMPROVEMENT		212	-	-	300,000	-	-	-	-	325,000
	MEYERS FARM PS WQF PROJECT		212	-	-	25,000	300,000	-	-	-	250,000
	PETTYGROVE ST NEAR TERRA LINDA ELEMENTARY STORM IMPROVEMENT		212	-	-	250,000	-	600,000	-	-	600,000
	ROSA RD AND FARMINGTON RD STORM IMPROVEMENT		212	-	-	-	-	-	-	-	450,000
	SOUTHWOOD DR STORM IMPROVEMENT		212	-	-	50,000	400,000	-	-	-	450,000
	STORMWATER CONV REAL TIME CONTROL	6806	212	25,000	28,000	-	150,000	150,000	150,000	450,000	135,000
	ARBOR LAKES DECANT VAULT SITE IMPROVEMENT	6975	212	-	-	25,000	110,000	-	-	-	425,000
	SW BOWMONT STORM REHAB		212	-	-	25,000	200,000	-	-	-	90,000
	SWM LIGHT & MEDIUM DUTY VEHICLE ADDITIONS	6222	212	75,000	74,384	-	90,000	-	-	-	250,000
	IOT SENSOR DEPLOYMENT	7022	212	150,000	68,500	50,000	50,000	50,000	50,000	50,000	6,085,000
	Gray Infrastructure Projects Total			300,000	170,884	325,000	1,350,000	1,360,000	1,625,000	1,425,000	6,085,000
Green Infrastructure Projects											
	84TH CT AND COPELAND ST OUTFALL RETROFIT		212	-	-	-	-	-	50,000	400,000	450,000
	BEAVERTON CREEK - 205TH RESILIENT STREAM CORRIDOR APPROACH		212	-	-	82,500	80,000	420,000	60,000	702,500	100,000
	CWS CENTRAL STREAM ENHANCEMENT		212	-	-	20,000	20,000	20,000	20,000	20,000	889,000
	BUTTERNUT CREEK NEAR 209TH STORMWATER MANAGEMENT APPROACH	7130	212	217,000	217,000	220,000	300,000	187,000	96,000	86,000	276,000
	WEST BETHANY CREEK ENHANCEMENT	6706	212	66,000	66,000	89,000	66,000	66,000	55,000	158,000	829,000
	WETLAND MITIGATION MONITORING (SWIM) - UMBRELLA	4944	212	253,000	253,000	160,000	171,000	171,000	169,000	158,000	240,000
	MCKERNAN CREEK STORMWATER IMPLEMENTATION PLAN		212	-	100,000	180,000	60,000	-	-	-	240,000
	KINGSTON TERRACE STORMWATER MANAGEMENT APPROACHES		212	-	-	-	240,000	-	-	-	360,000
	SOUTH BULL MOUNTAIN STORMWATER IMPLEMENTATION PLAN		212	-	-	180,000	-	-	-	-	600,000
	SUBBASIN & SURFACE WATER PLANNING		212	250,000	-	-	200,000	200,000	200,000	200,000	150,000
	SUBBASIN PLANNING PRIORITIZATION METHODOLOGY - UMBRELLA		212	-	-	150,000	-	-	-	-	4,836,500
	Green Infrastructure Projects Total			786,000	636,000	1,081,500	1,117,000	1,064,000	650,000	924,000	12,944,000
	FUND 212 Surface Water Maintenance Total	212	1,652,500	1,098,384	1,943,500	2,881,000	2,884,500	2,575,000	2,660,000	2,660,000	12,944,000

Project Name	Project #	Fund	FY25 Adopted	FY25 Revised	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget	FY30 Budget	FY2026-30 Total
Surface Water Maintenance Closed Projects			1130000	710000	-	-	-	-	-	-
Total Surface Water Maintenance Projects			3,005,500	2,028,384	2,503,500	3,431,000	4,064,500	3,170,000	3,100,000	16,269,000
Blue Projects					537,000	414,000	460,500	300,000	311,000	2,022,500
Gray Projects					885,000	1,900,000	2,540,000	2,220,000	1,865,000	9,410,000
Green Projects					1,081,500	1,117,000	1,064,000	650,000	924,000	4,836,500
Total					2,503,500	3,431,000	4,064,500	3,170,000	3,100,000	16,269,000



Glossary & Abbreviations

GLOSSARY

Accrual basis of accounting: Method of accounting recognizing transactions when they occur without regard to cash flow timing.

Adopted Budget: See “budget phases” on page 389.

appropriation: The legal authorization to spend and collect funds. The Board of Directors adopts a Resolution and Order setting budget appropriations for the ensuing year. Expenditures cannot legally exceed appropriations, and appropriations lapse at the end of the fiscal year.

Approved Budget: See “budget phases” on page 389.

assessed value (AV): The value of a property, as determined by the Department of Assessment and Taxation. AV was used to compute the rate



per \$1,000 needed to pay CWS' general obligation debt until Fiscal Year 1997-98 when CWS chose to come off the tax rolls and retire remaining debt with fund balances and interest earnings.

assessment bond: A funding method that allowed local property owners to finance long-term debt using the credit rating of CWS, most often used for Local Improvement Districts. Formerly called Bancroft Bonds.

audit: The annual review and report of the financial status and procedures of CWS, performed by an outside auditor. The report addresses the financial condition of each fund and compares actual expenditure and revenues to budgeted amounts. The audit also reviews procedures for compliance with statutes.

average daily flow: The average flow in a system during 24 hours, expressed in million gallons per day (mgd) or cubic feet per second (cfs), and determined for a multiple-day period (i.e., month, quarter, year).

balanced budget: A budget in which the resources equal the requirements in every fund.

base charge: The portion of the sanitary sewer service charge based on the fixed costs of service. For an individual account it is calculated by multiplying the number of Equivalent Dwelling Units times the base rate.

basis of accounting and budgeting: For financial reporting purposes the financial statements are presented on a full accrual basis of accounting, where revenues are recorded when they are earned, and expenses are recorded at the time liabilities are incurred regardless of the timing of related cash inflows and outflows.

CWS' budget is prepared on a modified accrual basis of accounting where revenues are recognized as soon as they are both measurable and available. For financial reporting and operating purposes, CWS' activities are considered composed of two enterprise operations, and, as such, those activities are reported in two enterprise funds. However, for legal requirements set forth in Oregon Local Budget Law, CWS is required to prepare and adopt a budget with individual funds.

benchmarking: A systematic process of searching for best practices, innovative ideas, and highly effective operating procedures that leads to superior performance — and then adapting those practices, ideas, and procedures to improve the performance of the organization.

biosolids: The general term for all solid by-products of CWS' treatment processes. The material can be used in composting, as a soil amendment, or applied to farm acreage.

Board of Directors (Board): The five-member policy board for CWS, which is

also the elected Board of Commissioners for Washington County.

bond rating: A rating based on the issuer's perceived ability to repay a bond debt. CWS continues to maintain favorable bond ratings with Standard and Poor's Corporation and Moody's Investors Service, which rated CWS' most recently issued long-term insured revenue bond debt at AAA and Aa1, respectively.

bonded debt: Debt in the form of general obligation or revenue bonds. Repayment is made by revenues from tax collections, operating revenues, and capital contributions.

Budget Committee: The Board of Directors and five community members appointed by the Board to review the Proposed Budget. Their action on the Proposed Budget results in the Approved Budget.

budget phases: Local budget law and CWS procedures require that the Adopted Budget for each fiscal year be the result of a three-step process that requires input by the Board of Directors, Clean Water Services Advisory Commission, CWS management, and community members before final appropriations are authorized. These steps are:

Proposed Budget: The document developed by CWS management is based on requests for programs and appropriations from staff and reviewed by the Budget Committee in a public hearings.

Approved Budget: The Proposed Budget is reviewed, modified, and developed into the Approved Budget, which is submitted to the Board of Directors for adoption following additional public hearings.

Adopted Budget: The acceptance of the Approved Budget authorizes actual appropriations. Rates and charges, staffing levels, and other specific actions are adopted by the Board, in addition to the Budget Resolution.

budget resolution: The Resolution and Order adopted by the Board of Directors that sets appropriations for the ensuing fiscal year. Expenditures cannot legally exceed appropriations, and appropriations lapse at the end of the fiscal year.

Build America Bond (BAB): Taxable municipal bonds that carry special tax credits and federal subsidies for either the bond issuer or bondholder. The program expired in 2010.

Capital Improvement Program (CIP): A detailed description of projects and capital expenditures that is used to plan for financial requirements and construction needs over a five-year period. CWS' CIP includes projects needed for expanded treatment facilities, collection systems, capital replacement, and for surface water management facilities. The complete

five-year CIP is published in a separate document, but the first year is the basis for all construction and capital outlay expenditures included in the budget in funds 106, 108, 206, 208, 112, and 212. Sometimes referred to as Capital Improvement Plan.

capital outlay: Expenditures for equipment that costs between \$5,000 and \$50,000.

chart of accounts: A coding structure that defines all financial transactions of CWS. The chart is sufficiently detailed to track individual revenues and expenditures during the fiscal year for any given project, program, division, department, or fund. (See chart on page 110.)

city rate: See “rates” on page 395.

Clean Water Act: The common name of the Federal Water Pollution Control Act passed in 1972. The major objective of this Act is to restore and maintain the chemical, physical, and biological integrity of the nation’s waters. The Environmental Protection Agency administers this Act.

Clean Water Institute (CWI): Clean Water Institute is a separate legal entity organized as a 501(c)(3) nonprofit. CWI is considered a component unit of Clean Water Services but is not reported in its financial statements because transactions between CWS and CWI are deemed immaterial. CWS provides staff and resources for administrative support to CWI. CWI reimburses for these services under the Operating Agreement. No CWS staff members draw salaries or benefits from CWI.

Clean Water Insurance Company (CWIC or the Captive): On February 16, 2016, the CWS Board instructed CWS to form Clean Water Insurance Company, a wholly owned subsidiary of CWS, domiciled in Hawaii. CWS is the sole member of this captive insurance company. The Captive is a registered limited liability company formed to advance long-term risk management program savings using a formalized self-insurance program that can access the reinsurance markets for additional seismic coverages as well as provide a potential for funding of loss prevention and mitigation projects to further protect CWS assets or recover from a seismic event. Insurance exposures covered by the Captive include the nonrepresented employee self-insurance dental and vision plans, general liability self-insured retention of \$50,000, automobile liability self-insured retention of \$50,000, property damage self-insured retention of \$5 million, cyber self-insured retention of \$100,000, workers’ compensation self-insured claims as part of a retrospective program, and uninsured risk within these categories up to policy limits. The Captive has also implemented an equivalent plan under Paid Leave Oregon to support employees with paid time off in compliance with state law.

Clean Water Services Advisory Commission (CWAC): A 15-member commission appointed by the CWS Board. CWAC provides policy and program analysis

and interpretation to CWS and acts as a point of appeal for CWS policy.

Community Engagement Liaisons Services: An organization that provides language, cultural contextualization, and interpretation services for government and private entities that help improve communication, understanding, and civic engagement. The program provides underserved communities with consistent training and active involvement with local agencies, associations, and partners. Services include engagement, facilitation, translation, and subject matter resources.

competitiveness: A CWS initiative intended to ensure CWS provides unparalleled value in the services it provides customers.

connection fee:

sanitary connection fee: A fee charged by CWS to recover expenditures for treatment and collection facilities. The funds are placed in the Sanitary Sewer Capital Reserve Fund (107) and transferred to the Sanitary Sewer Construction Fund (112) and other funds to support improvements to the system. Also referred to as a System Development Charge (SDC).

storm and surface water connection fee: Similar to the sanitary fee, the charge supports construction of systems designed to collect surface water runoff (e.g., culverts, detention ponds). Also referred to as fee in lieu of constructing onsite facilities. Also referred to as a System Development Charge (SDC).

consumption-based rates (CBR): The rate structure implemented by CWS on July 1, 1994, that incorporates a customer's preceding winter water consumption into the calculation of sanitary sewer bills on the ensuing fiscal year.

contingency: An estimated appropriation in each fund where operations may necessitate spending during the year on items not specifically identified and included in the current budget. Contingency funds must be transferred to another appropriation category via Board resolution or the supplemental budget process before expending.

cubic feet (ccf): 100 cubic feet equals 748 gallons, a measure of volume commonly used by the water industry.

debt service: The repayment of any loan, bond, or other borrowing.

Department of Environmental Quality (DEQ): A department in Oregon state government under the direction of the Environmental Quality Commission and charged with seeking enforcement of state air and water pollution laws.

discretionary resources: Funds that can be spent for virtually any purpose, unlike a grant that must be spent on a specific project. Discretionary

resources may be appropriated for any purpose within the restrictions set by the Budget Committee, local budget law, and the Board.

District: Acceptable second reference for Clean Water Services, generally in legal documents.

effluent: The cleaned wastewater flowing out of water resource recovery facilities.

Endangered Species Act (ESA): Federal legislation passed in 1973 designed to protect any species in danger of extinction throughout all or significant portion of its range. The U.S. Fish & Wildlife Service and the National Marine Fisheries Service share responsibility for administering the ESA.

enterprise fund: A fund established to account for operations that are financed and operated in a manner like private business enterprises. The fund is usually self-supporting. Examples of enterprise funds are those for swimming pools, airports, and parking garages.

Environmental Protection Agency (EPA): An independent agency in the executive branch of the federal government charged with protecting the environment. Primary functions are to abate and control pollution, conduct research, monitor, set standards and enforce pollution control, and support research and antipollution activities by other governmental, private, and public entities.

Equivalent Dwelling Unit (EDU): An average number of fixtures (e.g., sinks) in a residence, which is used to estimate the strength and flow from any type of customer. EDUs are the basis for the base portion of the sanitary sewer service charge.

Equivalent Service Unit (ESU): The average amount of impervious surface on a single-family residential property (currently equal to 2,640 square feet). Used to calculate the surface water management connection fee and service charge.

expenditure: The cost to CWS of goods or services utilized.

facilities plan: Comprehensive plan that reports technical solutions, public values, and programs for the long-term achievement of CWS' mission.

Fiscal Year (FY): The period from 12:01 a.m. July 1 to midnight the following June 30.

flow: The continuous movement of liquid from one place to another.

flow meter: A device to measure the amount of flow entering or leaving a particular process.

force main: A pipe that carries wastewater under pressure from a pump to a

point of gravity flow downstream.

franchise fee: A fee paid by CWS to cities that receive only regional services to operate within their corporate boundaries.

full-time equivalent (FTE): A unit of measurement equal to the number of hours typically worked by a single full-time employee.

fund: An independent budgetary, fiscal, and accounting entity used to track the expenditure and collection of appropriations for a specified purpose. CWS has 13 budgetary funds for operations, reserves, debt management, and construction. Eight of the funds make up the CWS' sanitary sewer service enterprise operation, while the remaining five funds constitute the surface water management enterprise operation. However, for financial statement reporting purposes, a single unitary disclosure is provided for all budgetary funds.

fund balance: In the case of funds subject to budgetary accounting (which is the case for all the CWS funds), fund balance represents the excess of the fund's assets and estimated revenues over its liabilities, reserves, and appropriations for the period.

General Fund: The main operating fund used to account for all financial resources, except those required to be accounted for in another fund.

general obligation debt: Long-term debt that is backed by credit and can be paid by assessment of property taxes.

geographic information system (GIS): An information management system based on the geography of an area.

gravity flow: Wastewater flowing by gravity from a higher to a lower elevation.

impeller: A rotating set of vanes in a pump that pumps or lifts water.

infiltration: The water entering a sewer system and service connections through defective pipes, pipe joints, connections, manhole walls, etc. Infiltration does not include inflow.

inflow: The water discharged into a sewer system and service connections from roof leaders, cellars, yards and area drains, foundation drains, drains from springs and swampy areas, manhole covers, cross connections, catch basins, stormwaters, surface runoff, etc. Inflow does not include infiltration.

inflow and infiltration (I/I): Inflow and infiltration, where infiltration is when groundwater enters sanitary sewers through defective pipe joints and broken pipes and inflow is when water enters sanitary sewers from inappropriate connections, causes dilution in sanitary sewers, decreases treatment

efficiency, and may cause sewage volumes to exceed design capacity.

influent: Water, wastewater, or other liquid flowing into a reservoir, basin, or water resource recovery facility.

local rate: See “rates” on page 395.

Low Impact Development Approaches (LIDA): A stormwater management approach that seeks to mitigate the impacts of increased runoff using a set of planning, design, and construction approaches, and stormwater management practices that promote the use of natural systems for infiltration, evapotranspiration, and reuse of rainwater, and can occur at a wide range of landscape scales.

manhole: An opening in a sewer provided to allow operators or equipment to enter or leave the sewer.

Master Plan Study: The first Master Plan Study was prepared in 1969 to support CWS’ formation. In general, the term refers to any capital program plans adopted and approved by the Board of Directors.

Materials and Services: Expenditure category including contractual services (such as attorney or accountant fees), materials (such as office supplies, fuel, or repair parts), and other operating expenses (such as utilities, lease payments).

Metro: An elected regional government that provides regionwide planning and coordination to manage growth, infrastructure, and development issues that cross jurisdictional boundaries.

Minute Order (MO): The Board’s approval of Board items that only have a memo and no attached Resolution and Order. It’s called a Minute Order because the action taken is entered into the minutes of the Board.

modified accrual accounting: An alternative bookkeeping method that combines accrual basis accounting with cash basis accounting. It recognizes revenues when they become available and measurable and, with a few exceptions, records expenditures when liabilities are incurred.

municipal separate storm sewer system (MS4): Includes ditches, curbs, gutters, storm sewers, pipes, tunnels, storm drains, and similar means of collecting or conveying runoff that does not connect with a wastewater collection system or water resource recovery facility, discharges into waters of the U.S., and is owned and maintained by a public, “municipal” agency.

National Pollutant Discharge Elimination System (NPDES): Section 402 of the Clean Water Act. The national program for issuing, modifying, revoking, and reissuing, terminating, monitoring, and enforcing permits for discharge of pollutants into waterways. An NPDES permit is issued to all point source

dischargers. The NPDES permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States. Individual homes that are connected to a municipal system, use a septic system, or do not have a surface discharge do not need an NPDES permit; however, industrial, municipal, and other facilities must obtain permits if their discharges go directly to surface waters.

nutrients: A general term for the components of wastewater that contribute to the growth of plants, including algae and agricultural crops.

object code: The accounting category to which an expenditure or revenue should be charged (e.g., Operating Supplies).

Oregon Association of Clean Water Agencies (ACWA): A private, not-for-profit organization that serves Oregon wastewater treatment and stormwater management agencies and their consultants.

Oregon Revised Statutes (ORS): Codified laws of the state of Oregon published every two years. Each edition incorporates all laws, and changes to the laws, enacted by the Legislative Assembly.

Other Personnel Expense (OPE): Includes wage-related taxes and benefits and the cost of medical insurance for employees. The item is included in each program expenditure summary table.

overflow: Leak or spill of sewage out of the sewage collection system.

pay plan: Plan specifying the rate of pay for each job classification and employee.

Personnel Services: Expenses related to the compensation of salaried employees, such as health insurance and Social Security.

potable water: Water that is considered safe for domestic consumption.

project: A budget unit relating to a defined set of improvements or a study.

project number: An identification number assigned to a project.

Proposed Budget: See “budget phases” on page 389.

pump station: A pumping facility that lifts wastewater flow to an elevation high enough that it can flow by gravity.

rates:

regional rate: CWS sets regional rates, which are charged to all customers in the Tualatin River Watershed. The regional sanitary sewer rate supports the operation, maintenance, and investment in pipes, pumps, and water resource recovery facilities. The regional surface water management rate supports watershed restoration, and constructing and

maintaining regional stormwater facilities.

local rate: CWS sets local rates, which are charged to residents of unincorporated Washington County and the cities of Banks, Durham, Gaston, King City, and North Plains that receive both regional and local services. The local sanitary sewer rate supports the operation and maintenance of the local collection system and 24-hour emergency response. The local surface water management rate supports services such as sweeping streets and maintaining water quality facilities.

city rate: Seven cities — Beaverton, Cornelius, Forest Grove, Hillsboro, Sherwood, Tigard, and Tualatin — set their own local rates and fees to deliver local services and meet local needs. These cities receive only regional services from CWS.

reasonable rates: CWS measures reasonable rates when comparing current rates for a household that uses a winter average of 800 cubic feet of water (ccf) to comparable utilities in the region and to the EPA Wastewater Affordability Index. EPA criteria for reasonable rates is based on a Median Household Income Index. A sanitary sewer rate less than 1% of median household income is considered to be a low burden to the ratepayer; less than 2% of median household Income is considered to be a medium burden to the ratepayer.

regional rate: See “rates” on page 395.

representative sample: A sample that is nearly identical in content and consistency to the larger body of material being sampled.

reserves: Refers to the segregation of a portion of a fund balance for specific purposes.

Resolution and Order (R&O): The Board’s approval of the Board item and attached R&O. The R&O sets forth statements of fact that explain the Board’s reasoning supporting the action being taken.

resource: Estimated beginning funds on hand plus anticipated receipts.

restricted fund balance: Any portion of ending fund balance of which the use is subject to externally enforceable legal restrictions imposed by creditors, grantors, contributors, laws, or regulations of other governments.

revenue bond: Long-term debt paid by annual receipts. CWS’ revenue bond is paid with service charge and connection fee revenues.

sample point: A specific point in a stream, creek, or river where consistently representative samples can be taken.

service connections: The physical connection of a customer to the sanitary or surface water management systems by a pipe, culvert, or drainage way.

sewage: The waste and wastewater produced by residential and commercial sources and discharged into sewers.

sewer: A pipe or conduit that carries wastewater or drainage water.

sewerage: The system of sewage collection and treatment works.

sludge: Solid matter that settles to the bottom of sedimentation tanks.

Storm and Surface Water Management Plan (SWMP): The plan unanimously approved on July 27, 1989, by the Portland Metropolitan Area Local Government Boundary Commission designating CWS as the regional stormwater service provider within CWS boundaries. The plan addressed existing and future stormwater quality and quantity issues in CWS' service area. Elements of the plan are:

- A comprehensive maintenance program.
- Watershed planning.
- Engineering.
- Public information.
- Financial management.
- Legal support.

storm sewer: A separate pipe, conduit, or open channel that carries runoff from storms, surface drainage, and street wash.

Strategic Information System Plan (SISP): A master plan for the development and implementation of CWS' information technology system to ensure that the proper systems and support are in place to meet current and future information technology needs. A SISP requires developing the business process models that will define the business information needs. The SISP also includes development of the information technology architecture model, hardware and software standards, and a capital budget and implementation schedule.

Supplemental Budget: A financial plan adopted during a budget period to meet unexpected needs or to appropriate revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax.

System Development Charge (SDC): See "connection fee" on page 391.

Title 3: The Stream and Floodplain Protection Plan, a section of Metro's Urban Growth Management Functional Plan. The plan requires local jurisdictions to meet regional performance standards relating to water quality and floodplain management. Key elements of Title 3 compliance are contained in CWS' Design and Construction Standards.

Total Maximum Daily Load (TMDL): A quantitative expression of the amount of a pollutant that can be present in a water body without causing an impairment of the applicable water quality standard for any portion of that water. TMDL updates are based upon the river meeting water quality standards and the discharges from the water resource recovery facilities as the region grows. The Tualatin River TMDL established requirements for controlling total phosphorus at the Rock Creek, Durham, and Forest Grove facilities to prevent summer algal blooms that caused high pH levels in the lower Tualatin River. The TMDL was initially developed and issued by the Oregon Department of Environmental Quality in 1988. The phosphorus TMDL was updated in 2001 to account for background phosphorus levels in the basin and in 2012 to enable discharge from the Forest Grove water resource recovery facility and the Natural Treatment System. CWS uses a combination of biological treatment processes and chemical addition (alum) to meet the total phosphorus limits.

Treatment:

primary: The treatment process that removes a substantial portion of solids in wastewater in settling basins.

secondary: Treatment after the primary treatment that adds biological processes to reduce the pollution loading. This treatment mixes oxygen with wastewater. Three common types of secondary treatment facilities are trickling filters, activated sludge tanks, and waste stabilization ponds.

tertiary: Treatment after secondary treatment that uses physical, chemical, or biological processes to refine the effluent. The processes may include coagulation and sedimentation, filtration, and other chemical processes to further reduce nutrients in the wastewater.

Tualatin River Farm: Tualatin River Farm is at 4490 SW Minter Bridge Road in Hillsboro. The facility provides space for the core business needs of the Natural Systems Enhancement & Stewardship department — native plant handling and growing facilities, structures, irrigation, storage, propagation, and office spaces.

umbrella: A group of similar CIP projects, or small projects conducted by a department, that are considered “simple” in scope. Typically, these involve replacing or purchasing a new asset. These projects do not require detailed engineering or the purchase of land or easements to implement.

unappropriated ending fund balance: Unappropriated ending fund balances are requirements but are not appropriated expenditures. According to Oregon local budget law, ending fund balances and reserves for future expenditures must be included in the totals for each fund in the publication of the budget’s financial summary. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying

emergency. Estimating an unappropriated fund balance is to provide a cash or working capital balance to begin the following year.

urban unincorporated area (UUA): Areas of the county not governed by a city.

use: The portion of the sanitary sewer charge based on a customer's water consumption.

vertical flow wetlands: CWS is studying vertical flow wetland technology to create an alternative, low-cost treatment system to remove ammonia. Ammonia presents a widespread water quality challenge because it is costly to remove at traditional biological treatment facilities. The technology was developed and is in use full-scale at the Forest Grove Resource Recovery Facility and Fernhill.

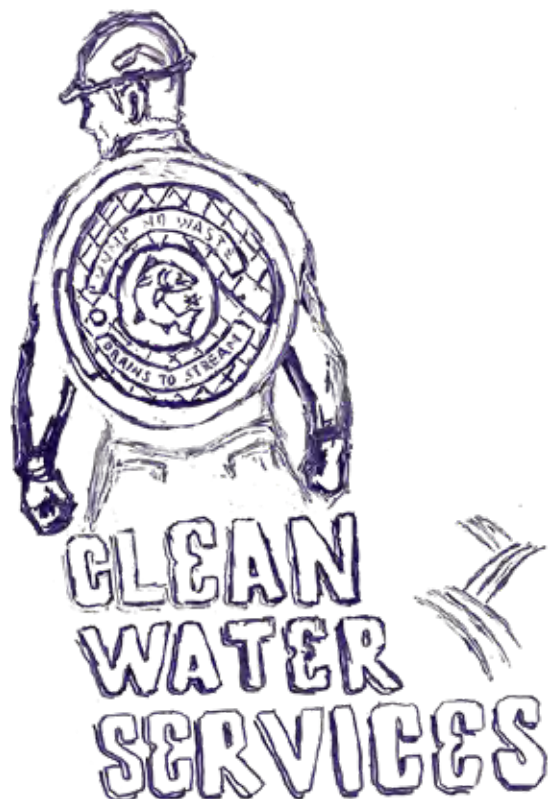
wastewater: The used water and solids from homes and businesses that flow to a water resource recovery facility.

water resource recovery facility: A facility that recovers natural resources and cleans used water before returning it to the Tualatin River.

wet well: A compartment or tank where wastewater is collected. The suction pipe of a pump may be connected to the wet well or a submersible pump may be located in the wet well.

winter period: The period from October 23 through May 7 used to determine winter water use for the consumption-based rate structure. Water consumption during this period is used to calculate the sewer use portion for the following year.

working capital: Funds based on the difference between estimated revenues to be received and the amount expected to be spent.



ABBREVIATIONS

ABC	Administrative Building Complex
ACFR	Annual Comprehensive Financial Report
ACWA	Association of Clean Water Agencies
APWA	American Public Works Association
ASR	aquifer storage and recovery
AV	assessed value
AWWA	American Water Works Association
BAB	Build America Bond
BES	(City of Portland) Bureau of Environmental Services
BIM	building information modeling
BITC	Billing Information Technical Committee
BMP	Best Management Practice
BOD	biological oxygen demand or Board of Directors
BOR	(United States) Bureau of Reclamation
BOS	Business Operations & Strategy department
BP	best practice
BPI	business process improvements
BPR	business process reengineering, also, biological phosphorus removal
BRJOC	Barney Reservoir Joint Ownership Commission
CAD	computer-aided design
CBOD	carbonaceous biological oxygen demand
CB00	Chief Business Operations Officer
CBR	consumption-based rates
CCE	Communications & Community Engagement
ccf	100 cubic feet (unit of volume often used for water)
CEL	Culture, Equity & Learning
CEO	Chief Executive Officer
CFO	Chief Financial Officer

CIP	Capital Improvement Program (or Plan)
CIPP	cured in place pipe
CIU	Categorical Industrial User
CMMS	computer maintenance management system
CMOM	capacity, management, operation, and maintenance
COE	(U.S. Army) Corps of Engineers
COS	Chief of Staff
COSA	Cost of service analysis
CPO	Citizen Participation Organization
CU00	Chief Utility Operations Officer
CURO	Chief Utility Relations Officer
CWAC	Clean Water Services Advisory Commission
CWI	Clean Water Institute
CWIC	Clean Water Insurance Company (or the Captive)
CWS	Clean Water Services
DEQ	(Oregon) Department of Environmental Quality
DM	Durham
DMR	Discharge Monitoring Report
DS	Digital Solutions
DSL	(Oregon) Division of State Lands
E & IC	Electrical and Instrumentation Controls
EATS	Enterprise Asset & Technical Services department
EDI	equity, diversity, and inclusion
EDU	Equivalent Dwelling Unit
EIS	Environmental Impact Study
ELT	Executive Leadership Team
ENR	Engineering News Record
EOM	electronic operations manual
EPA	(United States) Environmental Protection Agency

EQC	(Oregon) Environmental Quality Commission
ERP	Enterprise Resource Planning
ES	Environmental Services
ESA	Endangered Species Act
ESU	Equivalent Service Unit
ETO	Energy Trust of Oregon
FG	Forest Grove
FMIS	financial management information system
FO	Field Operations
FOG	fats, oils, and grease
FOT	Friends of Trees
FSE	food service establishment
FTE	full-time equivalent
FY	fiscal year
GAAP	generally accepted accounting principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GHG	greenhouse gas
GIS	geographic information system
GPD/gpd	unit of flow measurement in gallons per day
GPM/gpm	unit of flow measurement in gallons per minute
GUI	graphical user interface
HB	Hillsboro
HR	Human Resources
HRIS	human resources information systems
HVAC	heating, ventilation, air conditioning
I&I or I/I	inflow and infiltration
IDDE	illicit discharge detection and elimination
IGA	intergovernmental agreement

IoT	Internet of Things
IWRM	Integrated Water Resources Management
IWRTR	Integrated Water Resource Technology Research
JATC	Joint Apprenticeship Training Council
JWC	Joint Water Commission
KOI	Key Outcome Indicator
KPI	Key Performance Indicator
KSO	Key Strategic Outcome
kWh	kilowatt hour
LA	load allocation
LEBO	limited eligibility buyout
LEED	Leadership in Energy and Environmental Design
LID	Local Improvement District
LIDA	Low Impact Development Approaches
LiDAR	light detection and ranging
LIMS	laboratory information management system
LSI	local sewer improvement
M/E/I/O	mechanical, electrical, instrumentation, and operations
MGD/mgd	million gallons per day
MO	Minute Order (Board item)
MOU	memorandum of understanding
MS4	municipal separate storm sewer system
MSDS	material safety data sheet
N/A	not available or does not apply
NACWA	National Association of Clean Water Agencies
NEDC	Northwest Environmental Defense Center
NPDES	National Pollutant Discharge Elimination System
NSES	Natural Systems Enhancement & Stewardship department
NTS	natural treatment system

O&M	operations and maintenance
OAR	Oregon Administrative Rules
OCEO	Office of the Chief Executive Officer
ODFW	Oregon Department of Fish and Wildlife
OGFOA	Oregon Government Finance Officers Association
OPE	Other Personnel Expense
ORS	Oregon Revised Statutes
PE	Performance Excellence or Professional Engineer
PERS	Public Employee Retirement System
PGE	Portland General Electric
PLC	programmable logic controller
PM	project manager
PNCWA	Pacific Northwest Clean Water Association
PNPCA	Pacific Northwest Pollution Control Association
PSI/psi	pounds per square inch
PSU	Portland State University
QA	quality assurance
QC	quality control
R&I	Research & Innovation
R&O	Resolution and Order
RAD	Regulatory Affairs department
RC	Rock Creek
RD	Reimbursement District
RSMC	Regional Stormwater Management Charge
RUSD	Regional Utility Services department
SCADA	supervisory control and data acquisition systems
SDC	System Development Charge
SDS	safety data sheet
SISP	strategic information systems plan

SIU	Significant Industrial User
SOD	soil oxygen demands
SOP	standard operating procedure
SRTC	stormwater real-time control
SS	suspended solids
SSes	sewer system evaluation survey
SSO	sanitary sewer overflow
SWM	Surface Water Management
SWMP	Stormwater Management Plan
TB-PAC	Tualatin Basin Public Awareness Committee
TD&R	Technology Development & Research
TDS	total dissolved solids
TFA	Tree for All
TGAT	Tualatin Geomorphic Assessment Tool
THPRD	Tualatin Hills Park & Recreation District
TMDL	Total Maximum Daily Load
TPS	Treatment Plant Services
TRWC	Tualatin River Watershed Council
TSS	total suspended solids
TSWCD	Tualatin Soil and Water Conservation District
TVID	Tualatin Valley Irrigation District
TVWD	Tualatin Valley Water District
TWC	The Wetlands Conservancy
TWEC	Tualatin Watershed Enhancement Collaborative
UAS	uncrewed aircraft systems, drone
UGB	Urban Growth Boundary
UOPS	Utility Operations & Services department
URMD	Urban Road Maintenance District
USA	Unified Sewerage Agency

USGS	United States Geological Survey
UUA	urban unincorporated area
VFW	vertical flow wetlands
WASSTRIP	Waste Activated Sludge Stripping to Remove Internal Phosphorus
WEF	Water Environment Federation (formerly WPCF or Water Pollution Control Federation)
WES	Water Environment Services (of Clackamas County)
WET	Water Engineering & Technology
WLA	waste load allocation
WQ	water quality
WQL	Water Quality Laboratory
WRD	(Oregon) Water Resources Department
WRI	Willamette Restoration Initiative
WRRD	Water Resources Recovery Operations & Services department
WRRF	water resources recovery facility