Clean Water Services

Questions from the Clean Water Services Budget Committee
FY 2026-27 Proposed Budget

All page references are from the FY 2026-27 Proposed Budget.

Submitted by Dir. Willey

1. **This is from last year's org structure (Exhibit A). Other than name changes, is this year basically the same? I am using the info on page 31 of the budget to fill in some info. Thoughts?**

   From a budget perspective, the department structure is the same as FY 2025-26. We made changes to the functional reporting structure because of departures at the leadership level. The main change is the reallocation of the former Chief Business Operations Officer's departments. The functional reporting of those departments and programs is as follows:

   - Human Resources: CEO/GM
   - Digital Solutions: Chief of Staff
   - Programs in the Business Operations department
     - Culture & Development: Chief of Staff
     - Administrative Services: CEO/GM
     - Safety: General Counsel & Chief Compliance Officer
     - Risk & Insurance: General Counsel & Chief Compliance Officer
     - Facilities: Utility Operations Interim Director for the Chief Engineer & Water Technology Officer
     - Strategy: Program is no longer active; staff reallocated across several departments

   We also reassigned the four departments reporting to the Chief Engineer & Water Technology Officer, who was named the Chief Executive Officer/General Manager in acting and interim capacities:

   - Utility Operations & Services: Utility Operations Interim Director
   - Water Resource Recovery Operations & Services: Utility Operations Interim Director
   - Water & Engineering Technology: WET Interim Director
   - Natural Systems Enhancement & Stewardship: Chief of Utility Relations

2. **Any further discussions regarding the sale of Jackson Bottom facility? Budget info is fairly general about plans or timelines.**

   CWS continues to work with the City of Hillsboro on a property exchange. The City is interested in the Administrative Building Complex property, which is adjacent to the Jackson Bottom Wetlands, while CWS is interested in the property underneath the Hillsboro

treatment facility and former Hillsboro Public Works facility on Maple Street. Initial appraisal information for these properties would indicate that the City of Hillsboro would be responsible for compensating CWS financially if a property exchange is finalized, but discussions between CWS and the City of Hillsboro continue. We are currently targeting the exchange to happen after July 1, 2027.

3. **How much is budgeted for goal share?**

   $4,700 per FTE is proposed in FY 2026-27, based on a three-year average payout.

4. **Is there a fund for delinquent accounts? How much was written off currently as uncollectible?**

   General Fund 101 and Surface Water Operating Fund 201 have budgets for bad debt. FY 2025-26 has not been processed, but in FY 2024-25, $133,036 was written off as bad debt.

5. **Page 119 – Board travel. This is a new budget amount. None for current budget?**

   In the FY 2025-26 budget, the Government Affairs program has $24,000 budgeted for Board travel under object code 52485 travel expense. In FY 2026-27, we added a new object code, 52481 board travel and training, specifically to track Board expenses. This includes funding for possible Board member travel to Washington, DC, for federal advocacy and participation in the Water Week Policy Fly-In; the WEFTEC conference in New Orleans; and the International Water Association's biennial water congress meeting in Glasgow, Scotland.

6. **Is there any budget for anticipated new billing software?**

   Finance & Accounting proposed $125,000 in the FY 2026-27 budget for professional services for the billing feasibility study. This study is looking at various options, including taking over billing for regional services currently handled by cities, as well as emergency and ongoing assistance programs. The results of this study will inform how CWS moves forward with utility billing operations.

7. **What is the percent of cola and/or wage increases in this budget? Page 52 overall shows 4.4% for "personnel services" but this is the average. Many of the functional services are higher while others much lower.**

   The FY 2026-27 proposed budget includes 2.8% for cost-of-living adjustments (COLA) and 3% for performance-based pay. Personnel services also include temporary, medical benefits, and overtime, so the overall personnel services change is not a direct reflection of wage increases alone.

8. **Page 103 – insurance reimbursement $150K?**

   This is for claim reimbursements from Clean Water Insurance Company.

9. **Page 110 – "board services" $124,300, what is this for? "legal services" up $320,000 from current year.**

   Board services is a new object code in FY 2026-27. It includes $91,300 for Board compensation, which is the maximum amount allowable under Oregon as an ORS 451 county service district (technically $91,250, but our system rounds up to the closest hundred). We are in active review of CWS Board compensation practices. In FY 2025-26, we paid Washington County 8.3% of the Board of Commissioners' salary toward CWS Board compensation. For FY 2026-27, 8.3% of the Commissioners' salary would be $58,322. Board services also include $33,000 to reimburse Washington County for staff services related to Board support, including the Board clerks, IT support, and staff assistants.

   The $320,000 increase for legal services in the Business Services functional area is offset in the Legal Services program by a $340,000 reduction for professional services. This transfer is to better track legal-specific costs. This adjustment is detailed on page 183.

10. **When do we pay overtime? Who qualifies?**

    Some departments, such as Utility Operations & Services and Natural Systems Enhancement & Stewardship, require seasonal assistance. Some groups require staff to work overtime in case of emergencies or staff shortages, such as treatment plant staff, Field Operations, Digital Solutions, or Payroll. Staff classified as nonexempt are eligible to receive overtime pay.

11. **Need example of "contracted services" vs "professional services"**

    Contracted services are for work performed onsite, such as flagging and landscaping. Professional services generally result in a report, such as consulting for a feasibility study.

12. **Page 210 (Engineering Services Functional Area) - Personnel expense down but no mention of reduction in FTE. Contracted services down $245K, Landscaping up $545K, travel expense up $43K. no explanation provided.**

    As part of organizational structural changes, we are closing the Capital Planning program and reallocating the work to other programs and departments. Eight FTE will transfer out of the department to the new Infrastructure Asset Management program in Water Resource Recovery Operations & Services (page 281-282). Other FTE in the Capital Planning program are transferring to the Conveyance Engineering and Treatment Plan Services Engineering programs in Water Engineering & Technology, which does not affect the department's overall FTE count (see pages 211-212).

    Contracted services are down for two primary reasons. Research & Innovation transferred $150,000 from contracted services into engineering services to more accurately track costs. Treatment Plant Services Engineering was reduced by $92,500 because some costs moved to WRRD's new Infrastructure Asset Management program and because of an overall reduction in budget.

Landscaping services are up in Reuse due to the centralization of costs previously budgeted in capital projects and contracted services.

Travel increased in the FY 2026-27 proposed budget primarily to cover costs associated with attending the Pacific Northwest Clean Water Association conference in Spokane. In FY 2025-26, the conference was in Portland; the FY 2025-26 budget reflected the minimal travel costs.

13. Page 230 – No FTE increase but 12% increase in wages. Lots of changes in chemical cost, change if procedure?

Eight FTE will transfer into the Water Resource Recovery Operations & Services department as part of the new Infrastructure Asset Management program (see pages 281-282). The proposed budget also reflects 15 midyear redesignations for career advancement.

There are no changes in procedures related to chemicals. The fluctuation in chemical budgets is a result of annual contract adjustments.

Submitted by Dir. Treece

14. Could you elaborate further on the interdependency of our rates and the NPDES as mentioned on page 25?

We operate in a unique environment. Washington County has a dense urban population, lots of industries, sensitive fish species – and a very small river. As such, CWS operates with some of the most stringent water quality standards and innovative management techniques in the nation to ensure the protection of the Tualatin River. Those standards are set in our watershed-based National Pollutant Discharge Elimination System (NPDES) permit.

Our permit is complex, more so than permits to discharge to the Columbia or Willamette rivers. Rates help cover the costs of sewer pipes, maintenance and construction, stormwater management, and water resource recovery facility operations that allow us to meet these stringent standards. Innovation; planning for long-term financial, infrastructure, and regulatory needs; and regular incremental rate increases have helped us avoid large rate spikes and helped keep our rates lower than many other utilities that aren't required to meet the same strict standards.

We have a robust network of infrastructure, such as wastewater treatment facilities, pump stations, and sanitary and stormwater conveyance lines. We developed master plans for the East Basin and West Basin that include recommendations for necessary improvements to the collection and treatment system assets to accommodate residential and industrial growth; anticipate and adapt to meet regulatory requirements; upgrade, replace, or restore aging infrastructure; and provide resilience for seismic events and climate change. The Board adopted the East Basin Master Plan on April 5, 2022, by Resolution and Order 22-6 and the West Basin Master Plan on November 4, 2025, by Resolution and Order 25-18.

Maintaining the full operation of the infrastructure needed to convey and treat wastewater and stormwater is core to meeting our permit requirements.

The master plans forecast the infrastructure needs for the next 20 years, and we reevaluate the plans every year. Two notable projects in our Capital Improvements Program included in the FY 2026-27 proposed budget are a new digester at the Durham Water Resource Recovery Facility to handle increased treatment demands and replacing the undersized Metzger sanitary trunk line, which was built in 1966, to meet current and future capacity needs.

Another example of work that requires investment and innovation is the testing done in the CWS Water Quality Lab. To ensure permit compliance, our chemists perform over 100,000 water quality analyses a year for various water quality parameters, including bacteria, nutrients, toxins, metals, and more. Our testing provides important data that helps us make informed decisions to protect the Tualatin River for the people, farms, industries, and fish and wildlife that depend on the river.

Keeping testing in-house helps us control costs because outsourcing lab testing is expensive. When we outsource, we must pay not only the costs of sample analysis but also expedited shipping and transportation costs, because many of the required analyses are time sensitive. Using a commercial lab to analyze the suite of chemicals required by our permit would cost about $6.5 million. Doing the work in-house costs about $3.5 million annually. It's not an option to use a commercial lab for some analyses because of short turnaround times, or the labs aren't available 24 hours a day, seven days a week for emergency services. We also monitor and analyze constituents that are not required in our permit as part of our long-term compliance planning. For example, analysis of PFAS by a commercial lab costs roughly $550 per sample. CWS invested in bringing this analysis in-house, which will provide a return on investment in two to three years.

Our existing laboratory is no longer adequate to do these required tests. The facility is 30 years old and has had system failures with hoods; uninterruptible power supply; heating, ventilation, air conditioning; and corroded ductwork that create safety hazards and impact our ability to do our work. As the analytical demands continue to grow to meet permit requirements, we are running out of room for our people and our equipment. We also need to improve security measures for sample drop-offs and chain-of-custody samples. We took advantage of an opportunity to build a new laboratory facility in an existing structure in Forest Grove.

Our permit requires that we meet temperature standards in the Tualatin River. We could put in chillers or cooling towers, which are exceedingly expensive to install and operate. Instead, we draw from a suite of innovative strategies that cost less and provide environmental and community benefits. For example, we implement a water quality credit trading program for temperature to cool the water in the Tualatin River and its tributaries. Under this program, we plant vegetation along the mainstem and tributaries to provide shade, and we release cool stored water from Hagg Lake and Barney Reservoir during our

hot, dry summers to enhance flow in the river. We also reuse water treated at our water resource recovery facilities, applying Class A recycled water to golf courses, school athletic fields, natural areas, and a private farm instead of discharging it to the river.

These examples from investments in innovation, planning, and timely repair and restoration activities illustrate where and how rates support affordable and successful implementation of our unique and complex NPDES permit.

15. What impact did the decision to reduce the rate structure in the last budget cycle from 4% to 3% have on the current proposed rate increases?

Analysis shows that the decision to reduce the overall rate increase for FY 2025-26 primarily impacted reserves. Our recent cost of services study revealed that rates have not been covering the costs of our local programs, particularly for sanitary sewer services. The shift from a 4% rate increase to 3% in FY 2025-26 had little impact on the self-sufficiency of the regional and local programs.

As part of the cost of services study, we evaluated the cost allocation methodology for regional and local services across the sanitary sewer and surface water management utilities. The study established the cost basis for long-term planning and rate setting so we can ensure that rates are fair and proportional to the services customers receive, that we can recover the costs of providing service, and that we can support long-term operational and financial stability. The Board unanimously voted to adopt the cost of services allocation methodology on April 14, 2026, by Resolution and Order 26-11.

The proposed rates for FY 2026-27 were developed using this cost allocation methodology and are based on funding the cost of regional and local programs for sanitary and surface water management.

With our forecasted rate increases, local rates are projected to continue to run a deficit through FY 2029-30. Surpluses in later years will help rebuild our reserves to cover expenses in earlier years.

On April 14, 2026, the Board adopted an updated Budget Contingency and Reserve Policy by Resolution and Order 26-10. The policy provides guidance on the appropriate annual budget contingency and target level of reserves. Adequate reserves provide reliable service to customers, finance long-term capital projects, and fund emergencies, including maintaining AAA and Aa1 credit ratings. Spending down our reserves could impact our credit rating. A lower credit rating means we'll have to pay higher interest rates if we have to issue debt. A lower credit rating would also violate our reserve policy.

If we don't plan for and implement incremental rate increases, we'll continue to spend down our reserves and eventually compromise our ability to fund operations, maintenance, debt service, and capital needs.

16. What would be the effects of a low-income rate structure on the overall rate structure? Is it possible to use emergency assistance?

A feasibility study is underway, with the final report expected by November 2026. Part of this study is to assess alternatives for implementing income assistance and emergency assistance programs.

17. Do we have a plan to review the process for setting SDCs charges? Do other utilities include a tiered structure for small and new businesses?

An initiative for the Finance & Accounting department is to begin a System Development Charge (SDC) methodology update in FY 2026-27.

According to our preliminary research, the cities of Portland, Bend, and Milwaukie use a tiered SDC structure, and several other cities are considering reviewing their methodologies and using a tiered or scaling approach.

18. Will you walk through the "All Funds Summary" chart on page 51?

The All Funds Summary chart summarizes annual fund activity. It shows balances for beginning fund balance (beginning reserves), total annual revenue, total annual expenditures, and the ending fund balance and contingency (ending reserves). The net result of operations (annual revenues less annual expenditures) either increases or decreases the ending fund balance as compared to the beginning fund balance. The chart reports fund balance actuals for FY 2023-24 and FY 2024-25, along with estimates for FY 2025-26 and proposed for FY 2026-27. For FY 2023-24 and FY 2024-25, annual revenues exceeded annual expenditures, and the ending fund reserves increased above the beginning fund reserves. The FY 2025-26 and FY 2026-27 projections show annual revenues less than annual expenditures, and the ending reserves will decrease below the beginning fund reserves.

19. Is it correct that the total employee count remained the same from the last fiscal year?

That is correct. There are no additional FTE requested in the FY 2026-27 proposed budget. The summary of FTE by functional area is below, and the detailed FTE by program and department is attached as Exhibit B and on pages 64-66.

FUNCTIONAL AREA	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 BUDGET
Business Services	205	196	214	214
Engineering Services	0	54	80	72
Utility Operations	278	245	206	214
TOTAL FTE	**483**	**495**	**500**	**500**

20. Are the projections for contract negotiations with the Teamsters included in this budget?

We prepared the FY 2026-27 budget before we started negotiations for a new collective bargaining agreement, so we factored in status quo cost-of-living and performance-based pay increases consistent with nonrepresented staff.

21. Are there any lines of business that can be moved to CWIC to save money? Is that possibility reviewed?

CWS periodically engages a third party to conduct a strategic review of Clean Water Insurance Company (CWIC), identifying potential new lines of coverage and evaluating domicile options. This effort was paused when focus shifted to domicile considerations and the redomestication to Arizona, and no new lines are currently under actuarial review for evaluation. However, the discussion will resume at the CWIC Board's annual meeting in FY 2026-27, including a review of the strategic assessment proposal, as well as continued evaluation of potential new coverage lines. For instance, at the December 2025 CWIC Board meeting, an actuary presented findings on the potential addition of unemployment coverage. After reviewing the actuarial analysis, the CWIC Board ultimately decided not to pursue this option due to unfavorable financial implications and the level of staff resources required.

Submitted by Elaine Stewart

22. Is there a tiered rate structure? For example, in my water bill, the first unit is most expensive and subsequent consumption is billed at a lower rate. What kind of rate structure are industries paying?

Clean Water Services' sanitary sewer rate structure is not tiered. Residential and commercial customers pay a base rate per Equivalent Dwelling Unit and a usage rate based on the average amount of water used per month from November to April. For surface water management, customers pay a base rate per Equivalent Service Unit. See the response to Question 23 for more information regarding the rate structure for industrial customers.

23. CWS recently completed a cost of service study comparing residential sewer and stormwater rates across regional and local customers. Is there a similar study comparing the cost of treatment for industrial vs residential customers? I saw that the rates are based on volume, BOD (biological oxygen demand), suspended solids and customer service. I am interested in whether and how the cost of treating industrial wastewater (especially tech businesses) varies from other customers, whether individuals or cities. Just as cities paying regional rates were concerned about subsidizing other jurisdictions, I am concerned whether industries are being subsidized by other ratepayers. Are there expensive treatments conducted for industrial wastewater that are not done for other ratepayers?

CWS' wastewater treatment plants are designed to treat domestic wastewater. The industries are required to pretreat their wastewater discharges so it is closer to the quality

of domestic wastewater, which makes the discharge more treatable at the wastewater treatment plants. Industrial dischargers are regulated via permit by CWS' Environmental Services team to ensure compliance with water quality requirements.

Industrial customers are charged industrial rates, which are different than those customers designated as residential. Initial industrial permittees are required to purchase capacity in the sanitary system for the volume of industrial wastewater they plan to discharge to the system. The industries are then billed monthly based on the actual amount of industrial wastewater that is discharged to the sanitary system and the strength of the discharge as reported to CWS via their self-monitoring report. Strength refers to how much total suspended solids (TSS) or chemical oxygen demand (COD) the wastewater contains. Wastewater with more TSS or COD has a higher strength and costs more to treat.

24. Can there be a brief update on the ratepayer assistance program progress? It's been a year now and I haven't heard anything.

Clean Water Services has contracted with EMA, Inc, for a utility billing feasibility study. Included in this study is the evaluation of alternatives for implementing income assistance and emergency assistance programs. The final report from EMA is expected by November 2026.

EXHIBIT A

SAGE Portfolios: Departments

SAGE — the Strategic Advisory Group to the Executive — is the CWS leadership group that sets policy and overall direction. Each SAGE member is responsible for a portfolio of initiatives, programs, and, in most cases, departments. This diagram highlights the relationship between departments and SAGE members.

Clean Water Services

Updated 02/25

Business Services	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 BUDGET	FY 2027 PERSONNEL SERVICES
Office of the CEO					
District Administration (FKA Office of the CEO) - 8101	9.00	11.00	3.00	6.00	$ 915,000
Administrative Services - 8116	14.00	0.00	0.00	0.00	-
Communications & Community Engagement - 8112	12.00	13.00	0.00	0.00	-
Culture, Equity & Learning - 8114	3.00	0.00	0.00	0.00	-
Government Affairs - 8110	1.00	1.00	3.00	3.00	841,500
Emergency Management - 8117	0.00	0.00	1.00	1.00	222,200
	39.00	**25.00**	**7.00**	**10.00**	**$1,978,700**
Business Operations					
Business Opportunities & Operations - 8503	8.00	8.00	0.00	0.00	$ -
Administrative Services - 8116	0.00	14.00	15.00	14.00	2,030,200
Culture & Development (fka Culture, Equity & Learning) - 8114	0.00	4.00	3.00	5.00	1,253,600
Risk & Insurance Management - 8502	3.00	3.00	3.00	3.00	669,300
Strategy Dev & Enterprise Performance Mgmt- 8500	10.00	9.00	9.00	0.00	-
Safety Program - 8121	0.00	0.00	4.00	4.00	724,200
Facilities Maintenance - 8513	0.00	0.00	10.00	12.00	2,271,500
	21.00	**38.00**	**44.00**	**38.00**	**$6,948,800**
Digital Solutions					
IT Business Applications - 8306	9.50	11.00	8.00	9.00	$ 2,178,400
IT Infrastructure (FKA Infrastructure & Digital Security) - 8305	10.50	12.00	7.00	8.00	1,984,700
IT Client Services - 8122	0.00	0.00	7.00	6.00	1,101,000
Geographic Information Systems - 8118	0.00	0.00	6.00	6.00	1,153,000
	20.00	**23.00**	**28.00**	**29.00**	**$6,417,100**
Finance & Accounting					
Finance & Accounting - 8504	16.00	18.00	19.00	21.00	$ 3,872,000
	16.00	**18.00**	**19.00**	**21.00**	**$3,872,000**
Human Resources					
Human Resources - 8501	10.00	10.00	10.00	10.00	$ 2,286,800
	10.00	**10.00**	**10.00**	**10.00**	**$2,286,800**
Legal Services					
Legal Services - 8102	3.00	4.00	7.00	7.00	$ 1,859,500
Internal Compliance & Cybersecurity - 8119	0.00	0.00	3.00	4.00	$ 936,400
Procurement (FKA Business Opportunities & Operations) - 8503	0.00	0.00	9.00	9.00	$ 1,485,100
	3.00	**4.00**	**19.00**	**20.00**	**$4,281,000**
Regional Utility Services					
Administration - 8201	3.00	2.00	3.00	3.00	$ 1,031,100
Planning & Development Services (FKA Development Services) - 8225	27.00	27.00	30.00	30.00	5,797,900
Systems Planning - 8226	5.00	5.00	0.00	0.00	-
Communications & Community Engagement - 8120	0.00	0.00	11.00	10.00	1,936,800
	35.00	**34.00**	**44.00**	**43.00**	**$8,765,800**
Regulatory Affairs					
Compliance Services (FKA Administration) - 8210	10.00	9.00	8.00	7.00	$ 1,686,100
Environmental Services - 8212	11.00	11.00	11.00	11.00	1,997,000
Laboratory Services - 8232	24.00	24.00	24.00	25.00	4,436,200
	45.00	**44.00**	**43.00**	**43.00**	**$8,119,300**
Research and Innovation					
Integrated Water Resource Technology Research (FKA R&I) - 8113	8.00	0.00	0.00	0.00	$ -
Technology Development & Research (Previously in WRRD) - 8316	8.00	0.00	0.00	0.00	-
	16.00	**0.00**	**0.00**	**0.00**	**$0**
Total Business Services	**205.00**	**196.00**	**214.00**	**214.00**	**$42,669,500**

Engineering Services	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 BUDGET	FY 2027 PERSONNEL SERVICES
Water Engineering & Technology					
Administration- 8400	0.00	6.00	7.00	11.00	2,607,300
Research & Innovation- 8401	0.00	17.00	18.00	15.00	1,638,700
Capital Planning- 8403	0.00	8.00	8.00	0.00	-
Construction & Engineering Technical Services- 8404	0.00	10.00	7.00	7.00	799,000
Conveyance Engineering- 8405	0.00	7.00	6.00	9.00	698,200
Treatment Plant Services Engineering- 8406	0.00	6.00	28.00	25.00	4,255,200
Reuse - 8407	0.00	0.00	6.00	5.00	792,300
	0.00	**54.00**	**80.00**	**72.00**	**$10,790,700**
Total Engineering Services	**0.00**	**54.00**	**80.00**	**72.00**	**$10,790,700**

EXHIBIT B

Utility Operations	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 ADOPTED	FY 2027 BUDGET	FY 2027 PERSONNEL SERVICES
Enterprise Asset & Technical Services					
Administration - 8364	5.00	4.00	0.00	0.00	$ -
Asset Management - 8362	11.00	11.00	0.00	0.00	-
Control Systems - 8353	4.00	4.00	0.00	0.00	-
Safety Program - 8365	3.00	4.00	0.00	0.00	-
Technical Support - 8363	6.00	5.00	0.00	0.00	-
Facilities Maintenance - 8513	5.00	6.00	0.00	0.00	-
	34.00	**34.00**	**0.00**	**0.00**	**$0**
Natural Systems Enhancement & Stewardship					
Administration - 8233	5.00	5.00	5.00	5.00	$ 1,459,400
Landscape Strategies - 8236	10.00	7.00	5.00	5.00	1,086,100
Project Delivery - 8237	10.50	11.00	11.00	11.00	1,788,500
Stewardship - 8238	4.50	5.00	6.00	6.00	1,217,700
	30.00	**28.00**	**27.00**	**27.00**	**$5,551,700**
Utility Operations & Services					
Administration - 8370	10.00	8.00	8.00	8.00	$ 1,770,800
Conveyance Engineering - 8224	14.00	0.00	0.00	0.00	-
Field Ops Systems Repair - 8371	14.00	14.00	14.00	14.00	1,578,200
Field Ops Systems Maintenance - 8373	15.00	15.00	15.00	15.00	2,670,300
Field Ops TV/Flow Monitoring - 8375	13.00	14.00	14.00	14.00	2,407,000
Local Repair & Construction - 8380	13.00	13.00	13.00	13.00	1,904,900
SWM Facility Maintenance - 8383	16.00	16.00	16.00	16.00	2,790,100
	95.00	**80.00**	**80.00**	**80.00**	**$13,121,300**
Water Resource Recovery Operations & Services					
Administration - 8301	8.00	6.00	8.00	6.00	$ 1,787,800
Infrastructure Asset Management- 8302	0.00	0.00	0.00	8.00	$ 1,778,200
Biosolids/Reuse/Fernhill - 8331	5.00	5.00	0.00	0.00	-
Durham Operations - 8311	18.00	18.00	18.00	19.00	3,505,200
Durham E&I Maintenance - 8351	8.00	8.00	7.00	8.00	1,634,300
Durham Mechanical Maintenance - 8361	11.00	11.00	10.00	10.00	1,924,100
Forest Grove Operations & Maintenance - 8315	8.00	7.50	7.50	8.50	1,634,200
Hillsboro Operations & Maintenance - 8314	5.00	5.50	5.50	5.50	1,030,200
Pump Stations - 8343	8.00	8.00	7.00	7.00	1,413,800
Rock Creek Operations - 8312	17.00	17.00	17.00	17.00	3,120,400
Rock Creek E&I Maintenance - 8352	8.00	8.00	9.00	8.00	1,586,500
Rock Creek Mechanical Maintenance - 8344	9.00	9.00	10.00	10.00	1,942,100
TPS Engineering - 8211	14.00	0.00	0.00	0.00	-
	119.00	**103.00**	**99.00**	**107.00**	**$21,356,800**
Total Utility Services	**278.00**	**245.00**	**206.00**	**214.00**	**$40,029,800**