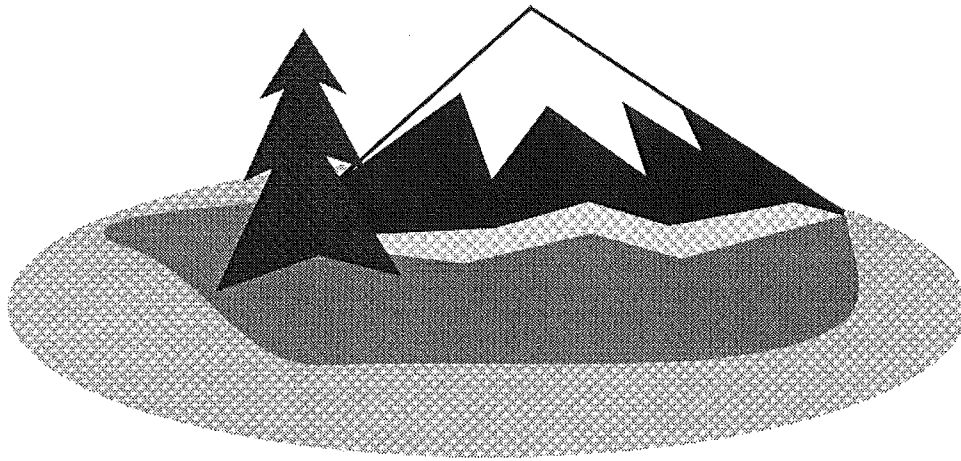


BUDGET DOCUMENT FY 2011-2012



Clackamas River Water

Prepared by:

Clackamas River Water Staff

Lee E. Moore, Sr., General Manager

Carol Bryck, Chief Financial Officer/Budget Officer

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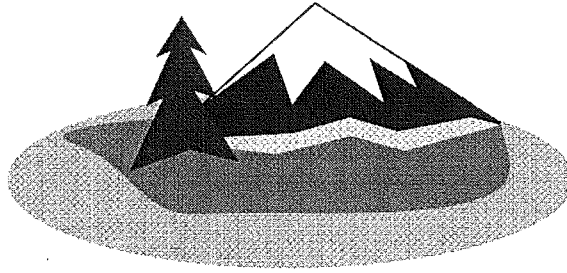
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Clackamas River Water

BUDGET MESSAGE 2011-2012

"If there is magic on this planet it is contained in water"
Loren Eiseley, The Immense Journey, 1957

April 18, 2011

To: The Clackamas River Water Budget Committee

"Only 2.5 percent of the world's water is fresh and 70 percent of that is locked into glacial ice" (EPA Water Facts). Our critical need for water makes the availability of safe, fresh water a major issue. We are fortunate in the Clackamas River basin to have a supply of excellent water, but we must not take it for granted and as such must remain good stewards of this valued resource.

We are pleased to present the Clackamas River Water (CRW or District) budget for fiscal year 2011-2012. This budget message provides background information and highlights portions of the document to aid your review of the budget. As a special district and a water utility, the District's costs and planning efforts revolve around providing the highest quality water and service at the right time, right place, and right price. This is our number one priority.

This budget message is organized into the following categories:

- Background
- General Information
- Overview of 2012 Budget
- Budget Highlights
- Financial Summary - Opportunities
- Financial Summary – Challenges
- Financial Condition
- The Capital Improvement Plan and Its Relationship to the Budget
- Other Funds
- Future Activities
- Acknowledgements

Background:

The CRW Board of Commissioners has declined a proposed rate increase for the upcoming fiscal year, understanding the challenges faced by many of our ratepayers due to the difficult economic environment. The District has not had a rate increase in the last three years. With constrained revenues, the District is working very hard to control expenses while still providing the expected level of customer service.

The District's revenue is directly impacted by the economics of the region. First, there are many foreclosed homes that are currently vacant. Until we have customers living in those homes our revenue will be down. Second, budget issues faced by other jurisdictions within our District, such as the North Clackamas County school district, may also have an impact on District revenues depending on which schools may be closed in the coming year. Third, business closures will continue to have an impact as the locations remain vacant. The majority of our neighboring water suppliers have increased rates significantly to accommodate the increased costs of providing water combined with reduction in consumption; however the District has held rates steady.

While the District recognizes that our bills to our customers are just one small piece of their cost of living, it is prudent for us to ensure that our rate structure covers the cost of production and delivery of water to the tap. Prices signal value and the price of water should reflect the increasing scarcity of the resource. When the cost of water is compared with almost any other utility it is evident that the cost of your water is low. The District implemented increasing block rates many years ago, significantly ahead of other water providers. This pricing practice charges the highest users the most, while maintaining affordable rates for "lifeline" usage. The rate structure encourages conservation, because customer's rates increase when they exceed certain consumption thresholds.

In lieu of a rate increase to balance this budget, staff proposes a \$471,000 transfer from the Rate Stabilization fund to the General fund. The Rate Stabilization fund was created when the District issued revenue bonds in 1999 and the balance was increased over a multi-year period. The purpose of a Rate Stabilization fund is to ensure the ability to make bonded debt payments in the event of a revenue shortfall. Without rate increases over the last three years the District's revenue has not kept pace with increased costs.

The Rate Stabilization fund will continue to have sufficient resources to provide coverage per the debt covenants for the Series 2009 Water Revenue Bonds. For fiscal year 2009-2010 the debt coverage ratio was 1.71 and 1.48 with and without SDC revenue. The bonded debt covenants require ratios of 1.25 and 1.00, respectively. Utilization of the Rate Stabilization fund to offset the revenue shortfall this year will not jeopardize our ability to maintain our debt covenants.

The Board directs District activity at the fund level and has left operational details to staff and management. Historically, management and staff have developed

conservative projections for both revenue and expenditures while ensuring sufficient resources to maintain the level of service our customers have come to expect.

The Budget Message and the attached budget document are submitted for consideration under the Oregon Revised Statutes Chapter 294. The budget estimates for the General Fund have been prepared on a cash basis. The budget is prepared by staff and management considering necessary costs to produce and distribute potable water to each District customer. Costs are also budgeted for administrative functions required to bill for water delivered, collect the funds due the District, coordinate all operational aspects, and perform the required long-term planning and engineering.

General Information:

CRW is organized as a domestic water supply district under the provisions of Oregon Revised Statutes Chapter 264.

CRW was created in July 1995 by the consolidation of the Clackamas Water District and the Clairmont Water District. Clackamas Water District was originally formed in 1926. It absorbed the former Stanley Water District in 1979 and merged with Barwell Park Water District in 1991. Clairmont was originally formed in 1959 and was merged with the Redland and Holcomb-Outlook Water Districts in 1983.

In addition to providing retail service within its jurisdictional boundaries, CRW also serves Sunrise Water Authority on a wholesale basis, plus Johnson City as a commercial customer. A population of about 55,000 is served directly, and up to 80,000 people are served when the populations of wholesale customers are included.

All program estimates in this proposed budget were prepared to meet the needs of the District within the context of the organization's purpose, values, mission and vision. These are contained in CRW's "CORE" statement which was revised and adopted by the Board in June 2003.

CRW has a 40-year history of successful water treatment plant operation. There have been no water quality violations since the plant began operation in 1964. The establishment of organizational treatment goals that meet or exceed regulations ensures that water quality is never compromised.

Overview of 2012 Budget:

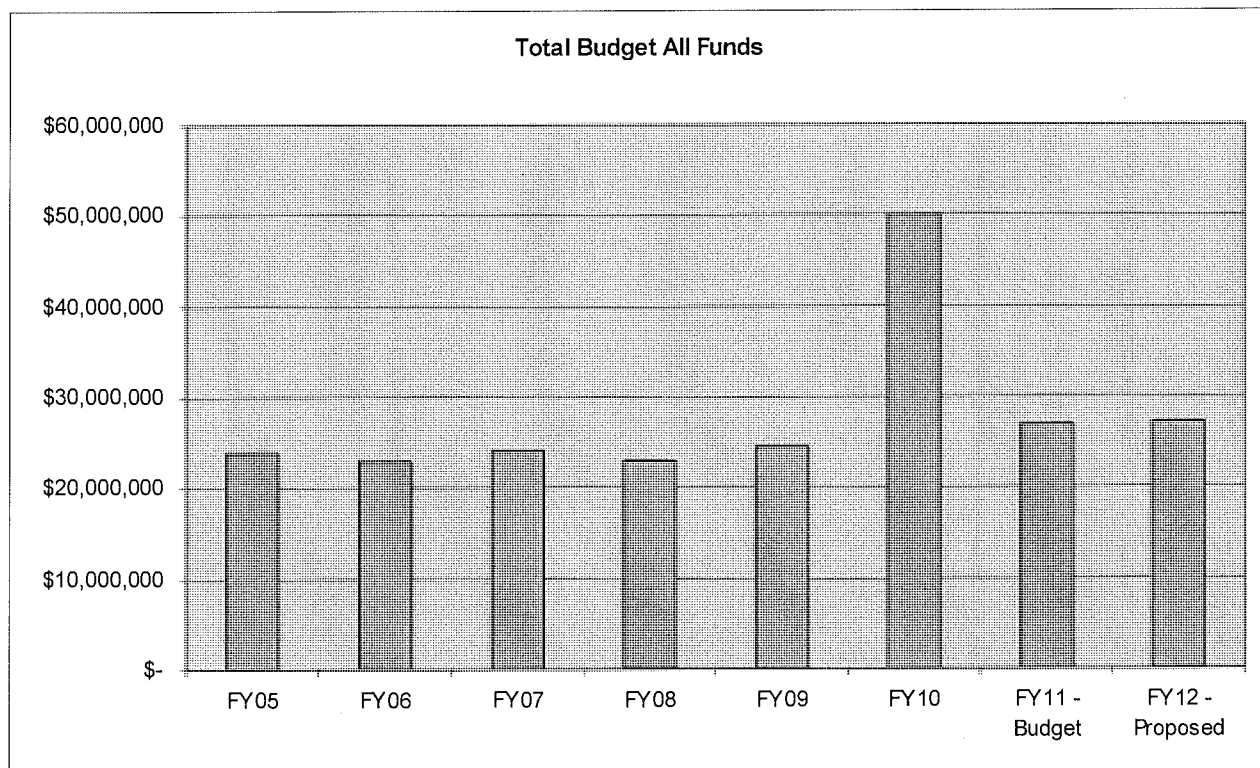
The CRW budget is compiled of all the funds of the District. The General fund budget is an assembly of the budgets for six departments; Board of Commissioners, Water Resources, System Operations, Finance, Accounting and Customer Service (FACS), Administration, and Engineering, and was prepared by their respective managers and staff. Additionally, we have the Capital Improvement Projects (CIP) fund, the Capital Reserve fund, the Federal Grant fund, the Revenue Bond fund, the Rate Stabilization fund and the System Development Charges (SDC) fund.

BUDGET MESSAGE

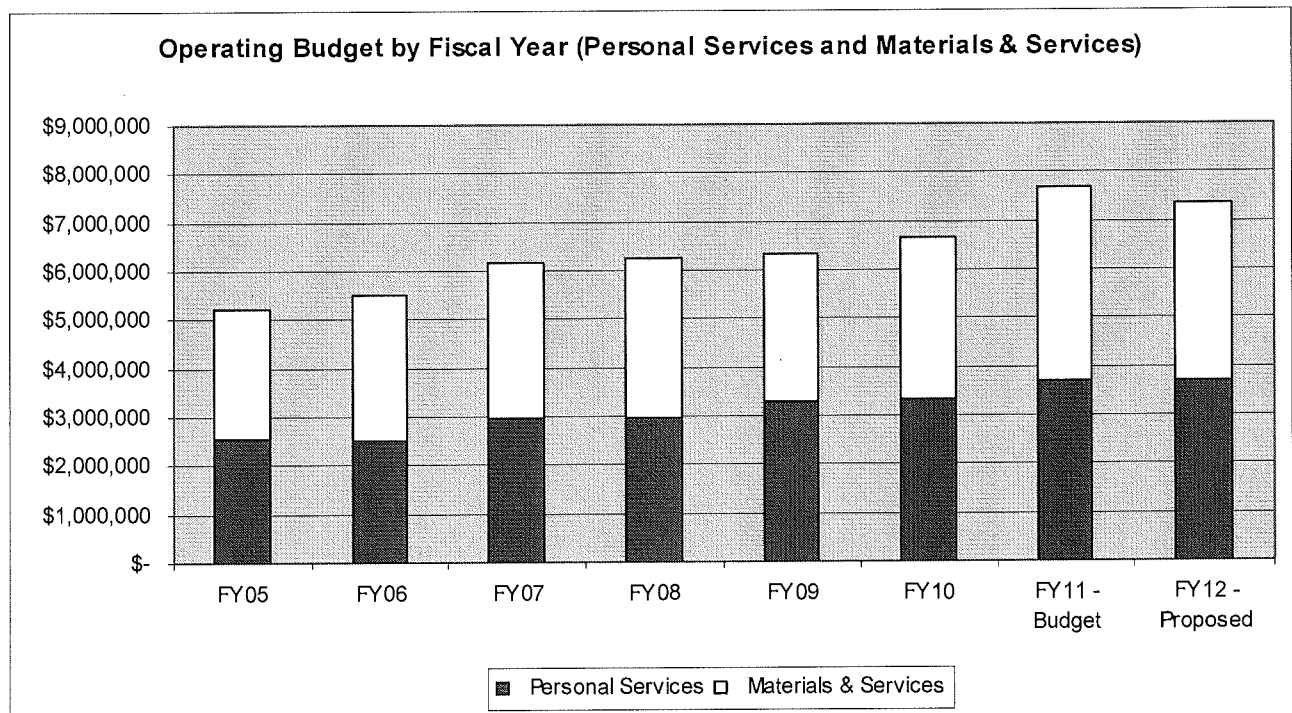
Summary of Total Budget - All Funds (in thousands)

	<u>FY11-12</u>	<u>FY10-11</u>	<u>Difference</u>	<u>% Change</u>
General Fund	\$ 10,214	\$ 10,544	\$ (330)	-3.13%
CIP Fund	2,959	3,080	(121)	-3.93%
Capital Reserve	3,977	3,460	517	14.94%
Rate Stabilization	2,268	2,259	9	0.40%
SDC Reserve	6,652	6,435	217	3.37%
Revenue Bond	1,119	1,127	(8)	-0.71%
Total Budget	<u>\$ 27,189</u>	<u>\$ 26,905</u>	<u>\$ 284</u>	<u>1.06%</u>

The graph below shows a comparison of total budgeted dollars over the past several years. The increase in the fiscal year 2010 budget was due to closing the CRW Reserve fund and creating three new reserve funds.



The following chart presents the General Fund operating budget broken out by Personal Services and Materials and Services. The final two columns present the current year (2010-2011) budgeted numbers as adopted in May 2010 and the proposed budget for fiscal year 2011-2012.



Currently the District has 38 employees and one vacancy. The following table accounts for the actual positions as of April 11, 2011 and positions in the proposed budget:

Department	Budget 2010-11	Budget 2011-12
Water Resources	10	10
System Operations	11	12
Engineering	5	6
Finance, Accounting & Customer Service	8	7
Administration	5	6
	<u>39</u>	<u>41</u>

The proposed budget addresses short term staffing requirements with two seasonal employees in System Operations department and one limited duration employee in the Engineering department to assist with special projects related to boundary protection and long range capital planning. These positions are temporary in nature and not intended to increase permanent head count. The change in employee count from FACS to Administration is due to a transfer of the Records Management position to Administration.

BUDGET MESSAGE

When the budget is approved by the Budget Committee and adopted by the Board of Commissioners, the General Manager will have the authority and responsibility to make budget expenditures and ensure conformance with requirements of the Oregon Revised Statutes and of the District's Local Contract Review Board Rules. Individual department managers have responsibility for the expenditures within their respective departments and programs.

Budget Highlights:

- No rate increase for our commercial or residential customers;
- Funding is maintained to provide a consistent service level for our customers;
- Projected operating revenue reduction of 4.41% due to reduced consumption;
- Increase in non-operating revenue of 18.75% primarily due to grant funds related to the Carbon Study;
- General fund personal services expenditure net reduction of less than 1%, increases due to step increases for eligible employees, PERS rate increases, increases in health insurance all offset by a greater percentage of costs allocated to CIP fund projects;
- General fund personal services includes two seasonal employees in System Operations to cover the busy construction season and one additional employee in Engineering to work on annexation/withdrawal issues related to CRW boundary protection, as well as assisting with long range planning for future CIP;
- PERS increases effective this year increased from 12.64% to 16.39% for Tier 1 and Tier 2, and increased from 12.36% to 13.92% for OPSRP. This is a range of 12.62% to 29.67% increase. PERS rates are effective for a two year period. Total cost is estimated to go from \$343,021 to \$427,180;
- General fund Materials and Services reduction by 8.79% due to a reduction in Engineering Services (bringing activity in-house with additional staffing for limited duration), reduction in legal expense budget for boundary protection, reduction in security costs from consolidation of services, telecommunications eliminates the office phone system upgrade (one time expense accomplished in 2011). Certain areas of Materials and Services have increased budgets such as Watershed Management, and Water Purchases, specifically for corrosion control efforts on the ASR well;
- Capital Outlay shows a reduction of 5.29% due to the selected projects;
- Increased in-house activity for CIP, reduces personal services costs in the General fund as dollars are allocated to CIP for capital infrastructure;
- CIP fund projects were selected from the 2005 Water Master Plan and current needs of the District, the projects for fiscal year 2012 show a reduction of 3.9%. The listing of projects is available within the CIP budget;
- Transfer of \$471,068 from Rate Stabilization fund to the General fund to offset the Revenue shortfall. The balance in the Rate Stabilization fund will remain more than sufficient to ensure compliance with the debt covenant coverage requirements.

Financial Summary – Opportunities:

The District has created this Budget with the priority of maintaining current service levels. This means being able to respond to ratepayers in a timely fashion regarding water quality, water pressure, and maintenance and repair of infrastructure.

We have also proposed the addition of staffing to allow us to meet increased activity during the summer construction season, as many of our projects are dictated to us by the work of other agencies, such as Clackamas County and Oregon Department of Transportation (ODOT).

Our CIP fund budget includes activities to upgrade the electrical system at the Water Treatment Plant (WTP) as well as proceed with the WTP emergency power installation. We are also proceeding with the Carver Bridge transmission main which will enable us to provide another source of water to our South side customers. Much of our CIP will utilize internal resources. This means that the cost of labor will be allocated to the CIP fund and capitalized as a part of the generated assets. The allocation also reduces the Personal Services dollars in the General fund budget.

Financial Summary – Challenges:

Water sales make up approximately 93 percent of our total revenues for the District. When consumption is down, revenue is down and is not readily made up from other sources. Despite reduced revenue, certain expenditures are up and we have little ability to control those costs. The rate increase for the Public Employees Retirement System (PERS) is significant. Our total cost increase is estimated to be \$85,000 for the year. The PERS rates will remain the same for fiscal year 2012-2013.

As many of our ratepayers have seen increases in their other utility costs, we too have seen significant increases in our electric utility bills. Producing water at the plant and pumping it to the necessary elevations for distribution to our customers requires substantial amounts of electricity.

We also have capital projects presented to us by other entities. As Clackamas County or ODOT schedule road or sewer work, we shift our priorities to take advantage of the work in a particular area. We have been dealing with various projects in the North Clackamas Revitalization Area (NCRA), so we have included estimated cost for CIP as Phase 2 is being completed and Phase 3 begins. We have also included costs associated with Clackamas County road resurfacing and upgrades for Highway 212 to Lawnfield. The work in these areas is necessary for the District and benefits us by saving overall costs on the projects, but it also redirects our priorities.

Financial Condition:

CRW has no general obligation debt (amounts funded by property tax). Therefore, no property tax levy is included in the proposed budget.

The Board of Commissioners and staff are committed to sustaining a sound financial position that ensures CRW's ability to face the challenges and responsibilities of the future. Part of CRW's ongoing commitment is to adequately fund its operations by maintaining stewardship of financial resources in the long run; however we are not currently collecting enough revenue from water sales to meet our operating costs on a sustained basis.

A Water Master Plan was updated and approved by the Board of Commissioners at the July 2005 meeting. The master plan identified \$42.4 million in capital improvement projects that may be necessary over the next 20 years. To date the District has spent \$9.5 million on capital improvement projects. This leaves a balance of planned projects from the 2005 Water System Master Plan of \$32.9 million. Clearly, this magnitude of capital improvement expense will have an impact on water rates and will be paid for, in the most part, by additional bonded indebtedness.

System Development Charges (SDCs) are charged to new customers to help cover the costs of system improvements and system reimbursements. SDCs reimburse CRW for expenditures on capital facilities for capacity already constructed plus proportionately pay for future improvements needed to serve the additional customers' demand for water. The Board of Commissioners adopted SDCs that took effect on April 1, 1998, and these charges have been adjusted annually. The most recent adjustment was an inflation adjustment with an effective date of July 1, 2011. The Engineering News Record, Seattle index is used to calculate increases in the SDC fees. This index has been relatively flat in the last couple of years due to the slow economy, so SDC rates have not increased significantly. Additionally, the economic environment has significantly slowed new development. For the upcoming fiscal year the SDCs are calculated to include a 1.5 times weighting factor for a full ¾" meter. This will increase the SDC revenue by approximately \$1,300 per single family residence.

Even with new development paying its way, significant maintenance, renovation and rehabilitation costs are required to continue the present levels of reliability of the existing water production and delivery system. Leakage rates in some portions of the system indicate the need to replace distribution piping. Many of these costs need to be paid through water rates. Within the CIP fund we are proposing expenditures of up to \$145,000 to upgrade some of these services.

In November of 2009, CRW issued new bonds to refund the 1999 series revenue bonds outstanding. The total outstanding debt for the 2009 revenue bonds is \$4,300,309. The Board of Commissioners had previously authorized a limit of \$40 million in revenue bonds to aid in funding CRW capital improvements identified in the 1998 Water Master Plan. To date the District has only issued \$7,990,000 in Water Revenue Bonds.

Capital Improvement Plan and Its Relationship to the Budget:

The CIP fund is separate from General fund activities and is generally based upon the Water Master Plan. As you review the list of projects you will see that many of the projects have costs that cross over fiscal years. We have provided estimates of those costs from prior year (for ongoing projects) and into future years to provide total projects costs. The fiscal year 2011-2012 budget includes estimates for this time frame only.

The individual projects are chosen based upon current need or their prerequisite position in the overall plan. The projects are listed in the CIP tab of the budget. Projects sometimes move from one year to another and/or change in cost. Often these changes are dictated to us by construction activities of overlapping jurisdictions. It is necessary, therefore, for the reader of the budget documents to understand that changes are the norm and not capricious in nature.

The most significant project for this year is the Water Treatment Plant emergency power. Additionally we have added Water Treatment Plant electrical upgrades. The necessity of the upgrades was identified during the generator system study completed in fiscal year 2010-2011. These upgrades need to be completed to meet current life, health and safety requirements.

The Carver Bridge waterline has been approved by the Board of Commissioners. This budget includes two phases of construction to complete an intertie with the south side service area. Clackamas County will begin construction of the replacement bridge in the spring of 2011.

We have also included a capital project for corrosion control at Well 1 to comply with an Oregon Health Authority Bi-lateral Compliance Agreement. This project will provide for the design, construction, and installation of a system to treat 1 to 2 million gallons of groundwater a day to effectively control and prevent lead from exceeding the Action Level within the water system.

Other Funds:

This budget document contains summaries of revenues and expenditures for other funds currently maintained. Those funds are the Capital Reserve fund, Rate Stabilization fund, SDC Reserve fund, and Revenue Bond fund. Resources for the Capital Reserve fund comes from the General fund and requirements are transfers to the CIP fund for capital projects. Resources for the Revenue Bond fund are transfers from the General fund and the SDC fund sufficient to cover the annual debt service on the water revenue bonds. Resources for the SDC Reserve fund come from payments by developers for SDCs associated with new services and requirements are transfers to the CIP fund for capital projects and the Revenue Bond fund for debt service payments.

Budgeted transfers from one fund to another are as follows:

BUDGET MESSAGE

Transfers In/(Out)	General	CIP	Capital	Rate Stabiliza tion	SDC	Bond	Totals
General Fund			(500)	471		(276)	(305)
CIP Fund			508		2,450		2,958
Capital Reserve	500	(508)					(8)
Rate Stabilization	(471)						(471)
SDC Reserve		(2,450)				(370)	(2,820)
Revenue Bond	276				370		646
Totals	305	(2,958)	8	471	2,820	(646)	-

The net transfers from the General fund are \$305,000. The General fund supplies \$500,000 to the Capital Reserve fund for future Capital projects, and \$276,000 to the Revenue Bond fund for a portion of the annual debt service. This year we are proposing a transfer into the General fund of \$471,000 from the Rate Stabilization fund to make up for lost revenue.

The transfers into the CIP fund are provided by the Capital Reserve fund and the SDC fund to cover the cost of the CIP plan for the fiscal year. The Capital Reserve fund receives \$500,000 from the General fund and provides \$508,000 to the CIP fund. The Rate Stabilization fund is providing \$471,000 to the General fund. The SDC fund provides nearly two and a half million dollars to the CIP fund and \$370,000 to the Revenue Bond fund for debt service.

Future Activities:

The District continues to work towards protecting its boundaries, and is also talking with our neighboring districts to implement the Joint Operating Plan for efficient use of the regional water resource. Effective implementation has the potential to increase our production and therefore our revenue from wholesale water supply agreements.

The additional staffing in the Engineering department will enable progress on recording annexation and withdrawal of properties within the District. Efforts will also be made to improve the long term planning for CIP and updating the Water Master Plan. This Engineering activity is viewed as a "bubble" of work and should be completed within two years. The position will be reevaluated as part of the budget process next year.

The Conservation Plan is being finalized and is being prepared for submission. This budget includes funding for implementation of activities addressed in the plan. We will continue our membership in the Regional Water Providers Consortium and will provide conservation items to our customers. CRW has a history of fostering water conservation and is dedicated to maximizing the benefits of the water resources.

The District will continue its efforts to ensure watershed management by participation in the activities of the Clackamas River Water Providers.

The District will continue to identify capital projects to maintain and/or improve the water distribution and transmission system. These expenditures will depend heavily on growth and our relationships with other water providers.

Acknowledgments:


The creation of this budget document is an organization-wide effort. Managers and staff provided input and analysis of their departmental needs and will be responsible for the execution of the activities budgeted herein. We want to acknowledge the staff for their resourcefulness and expertise utilized in preparing this budget.

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

Sincerely,



Lee E Moore, Sr.
General Manager



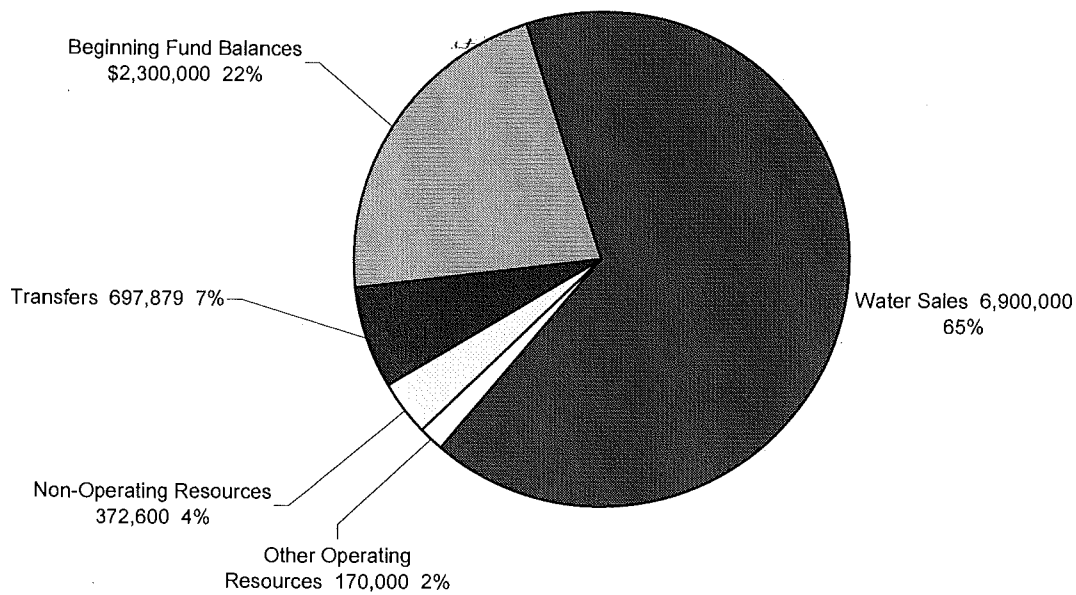
Carol Bryck, CPFO, CTP
Budget Officer
Chief Financial Officer

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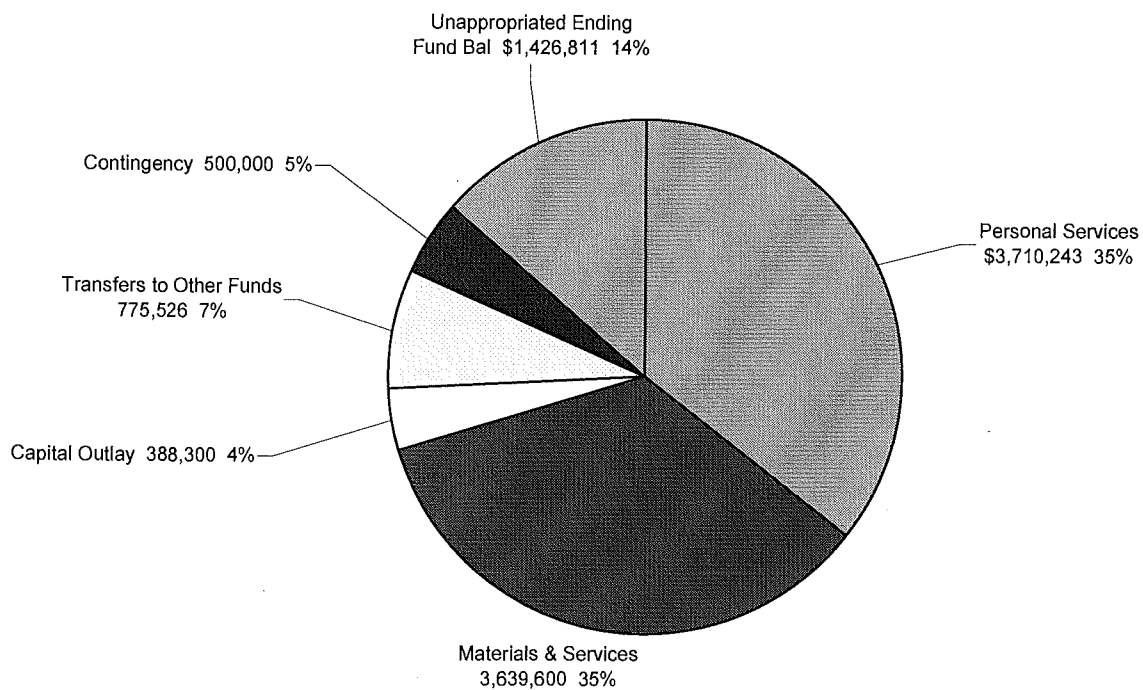
GENERAL FUND

**RESOURCES
AND
EXPENDITURES**

FY 2011-2012 RESOURCES



FY 2011-2012 REQUIREMENTS



General Fund Summary						
Summary	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12
RESOURCES:						
Beginning Fund Balances	\$ 2,407,579	\$ 2,925,586	\$ 2,834,000	\$ 2,300,000	\$ 2,300,000	\$ 2,300,000
Water Sales	7,133,729	6,885,983	7,200,000	6,900,000	6,900,000	6,900,000
Other Operating Resources	329,608	275,749	195,800	170,000	170,000	170,000
Non-Operating Resources	184,538	386,719	313,778	372,600	372,600	372,600
Transfers	-	10,406,624	-	471,068	471,068	697,879
TOTAL RESOURCES	\$ 10,055,454	\$ 20,880,661	\$ 10,543,578	\$ 10,213,668	\$ 10,213,668	\$ 10,440,479
REQUIREMENTS:						
Personal Services	\$ 3,298,763	\$ 3,346,402	\$ 3,689,236	\$ 3,710,243	\$ 3,710,243	\$ 3,710,243
Materials & Services	3,018,737	3,296,508	3,990,450	3,639,600	3,639,600	3,639,600
Capital Outlay	106,596	382,154	410,000	388,300	388,300	388,300
Transfers to Other Funds	705,772	11,130,700	779,892	775,526	775,526	775,526
Contingency	-	-	500,000	500,000	500,000	500,000
Unappropriated Ending Fund Bal	2,925,586	2,724,897	1,174,000	1,200,000	\$ 1,200,000	\$ 1,426,811
TOTAL REQUIREMENTS	\$ 10,055,454	\$ 20,880,661	\$ 10,543,578	\$ 10,213,668	\$ 10,213,668	\$ 10,440,480
Requirements by Dept	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12
REQUIREMENTS:						
Water Resources						
Personal Services	\$ 820,604	\$ 777,666	\$ 981,112	\$ 921,635	\$ 921,635	\$ 921,635
Materials & Services	1,367,870	1,409,001	1,640,400	1,758,500	1,758,500	1,758,500
Capital Outlay	35,879	40,514	124,000	101,800	296,300	296,300
Total Water Resources	2,224,353	2,227,181	2,745,512	2,781,935	2,976,435	2,976,435
System Operations						
Personal Services	871,786	905,926	996,332	990,197	990,197	990,197
Materials & Services	603,120	389,642	313,100	375,600	375,600	375,600
Capital Outlay	-	5,266	66,000	50,000	50,000	50,000
Total System Operations	1,474,906	1,300,834	1,375,432	1,415,797	1,415,797	1,415,797
FACS						
Personal Services	-	638,198	717,205	636,300	636,300	636,300
Materials & Services	-	285,545	279,200	341,700	341,700	341,700
Capital Outlay	-	10,000	-	-	-	-
Total FACS	-	933,743	996,405	978,000	978,000	978,000
Board of Commissioners						
Personal Services	-	89,655	107,322	108,218	108,218	108,218
Materials & Services	-	48,659	60,100	73,800	73,800	73,800
Total Board of Commissioners	-	138,314	167,422	182,018	182,018	182,018
Administration						
Personal Services	1,282,135	563,971	502,625	587,973	587,973	587,973
Materials & Services	1,000,990	1,126,834	1,413,650	1,057,200	1,057,200	1,057,200
Capital Outlay	70,717	316,910	70,000	236,500	42,000	42,000
Total Administration	2,353,842	2,007,715	1,986,275	1,881,673	1,687,173	1,687,173
Engineering						
Personal Services	324,238	370,986	384,640	465,921	465,921	465,921
Materials & Services	46,757	36,827	284,000	32,800	32,800	32,800
Capital Outlay	-	9,464	150,000	-	-	-
Total Engineering	370,995	417,277	818,640	498,721	498,721	498,721
Other Requirements	3,631,358	13,855,597	2,453,892	2,475,524	2,475,524	2,702,335
TOTAL REQUIREMENTS	\$ 10,055,454	\$ 20,880,661	\$ 10,543,578	\$ 10,213,668	\$ 10,213,668	\$ 10,440,480

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PROGRAM DESCRIPTIONS

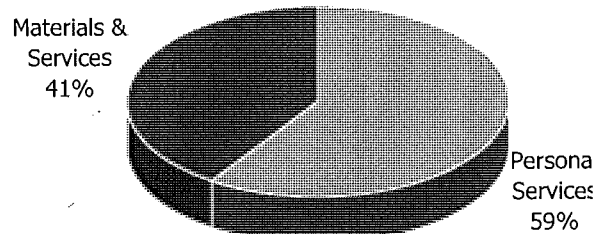
FY 2011-2012

BOARD OF COMMISSIONERS

Board of Commissioners

The Board of Commissioners budget includes the activities related to supporting the Board of Commissioners for the District. These activities include public notices, legal representation, training opportunities for commissioners, stipend, allocated management expenses for personal services, preparation of minutes, agendas, and other information for meetings. Expenditures requested by the Board of Commissioners beyond the normal operations of the district will be included in this category.

Requirements



Requirements	ACTUAL 2008-09 (1)	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED BUDGET	ADOPTED BUDGET
Personal Services	\$ -	\$ 89,655	\$ 107,322	\$ 108,218	\$ 108,218	\$ 108,218
TOTAL PERSONAL SERVICES	\$ -	\$ 89,655	\$107,322	\$108,218	\$108,218	\$ 108,218
MATERIALS & SERVICES:						
Commissioner	-	18,597	-	-	-	-
Customer Services	-	1,271	7,000	7,200	7,200	7,200
Employee Costs	-	-	4,900	4,600	4,600	4,600
Office	-	2,164	11,200	3,900	3,900	3,900
Professional & Contracted Services	-	25,252	35,000	52,000	52,000	52,000
Equipment	-	-	500	4,500	4,500	4,500
Utilities	-	1,374	1,500	1,600	1,600	1,600
MATERIALS & SERVICES TOTAL	\$ -	\$ 48,659	\$ 60,100	\$ 73,800	\$ 73,800	\$ 73,800
DEPARTMENT TOTAL	\$ -	\$138,314	\$167,422	\$182,018	\$182,018	\$ 182,018

Budget Notes:

(1) Requirements for this department were budgeted and accounted for within the Administration Department for FY09.

Summary of Department's Adopted Budget

The adopted budget for the Board of Commissioners totals \$182,018, an increase of \$14,596 (8.7%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Personal Services includes Commissioner stipends plus allocation of payroll from General Administration for activities to support the Board of Commissioners.
- Materials and Services increase \$13,700 (22.8%) due primarily to an increase in legal services, books and educational materials, and computer expenses partially offset by a decrease in local travel expenses.

Materials & Services object code descriptions see page GF14.

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

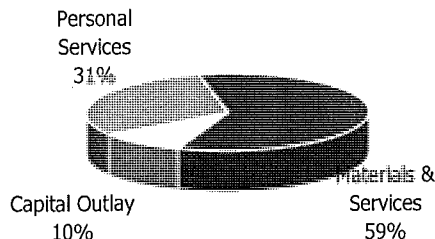
PROGRAM DESCRIPTIONS FY 2011-2012

WATER RESOURCES

Overview

Water Resources is responsible for the District's water sources including treating, filtering and pumping water from the treatment plant or buying water from agencies.

Requirements



Water Production

Water Production includes activities that directly pertain to the diversion, pumping, treatment and filtration of about 3 billion gallons of water from the Clackamas River for sale to wholesale and retail customers. Other activities include maintenance at the low-lift pump station, treatment plant and the clear well. Requirements include personal services, chemicals, computer software and supplies, contract work, engineering services, electric power, personal protective equipment, small tools and equipment, training, telemetry, instrument repair, safety equipment and training programs, and associated recordkeeping.

Summary

FTE's	10
Total Requirements	\$2,976,435

Water Quality

The Water Quality program provides for maintaining water quality in the distribution system and watershed. Areas in the distribution system are flushed on a rotating schedule to maintain water quality. Water samples are collected at the Clackamas River Water Treatment Plant and from the distribution system. Samples are analyzed for bacterial and chemical compounds to meet the compliance requirements of the Safe Drinking Water Act (SDWA). Watershed management collects samples from the Clackamas River. Requirements include personal services for flushing and sample collection, costs for sample analysis, responding to customer service requests, reagents, and quality control methods to maintain the laboratory accreditation for the CRW Drinking Water Quality Laboratory.

Pump Stations and Reservoirs

The Pump Stations and Reservoirs program encompasses the maintenance and operation of the pump stations and reservoirs that serve the district. Requirements include buildings and grounds maintenance, contract work, maintenance, supplies, small tools and equipment, Supervisory Control and Data Acquisition (SCADA) system and utility expenses. The cost of purchasing wholesale water from the South Fork Water Board (SFWB) is included here. The General Manager is currently working with the General Manager of the SFWB to establish a new and improved water supply agreement.

PROGRAM DESCRIPTIONS FY 2011-2012

WATER RESOURCES

Requirements	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED BUDGET	ADOPTED BUDGET
PERSONAL SERVICES:						
FTE Positions	8	8	10	10	10	10
Salary	\$ 562,884	\$ 536,198	\$ 652,763	\$ 612,127	\$ 612,127	\$ 612,127
Benefits and Taxes	257,720	241,468	328,349	309,508	309,508	309,508
TOTAL PERSONAL SERVICES	\$ 820,604	\$ 777,666	\$ 981,112	\$ 921,635	\$ 921,635	\$ 921,635
MATERIALS & SERVICES:						
Customer Services	-	-	2,000	1,000	1,000	1,000
Employee Costs	22,737	6,047	25,900	33,700	33,700	33,700
Facilities & Security	28,987	22,518	79,600	113,300	113,300	113,300
General Administration	40,607	2,281	2,300	2,300	2,300	2,300
Materials	122	64	200	-	-	-
Office	5,926	4,081	6,300	6,800	6,800	6,800
Professional & Contracted Service	58,886	39,040	45,700	99,600	99,600	99,600
Equipment	26,974	32,912	44,700	52,500	52,500	52,500
Utilities	533,033	492,589	551,000	517,700	517,700	517,700
Water Purchases & Treatment	650,597	809,468	882,700	931,600	931,600	931,600
MATERIALS & SERVICES TOTAL	\$ 1,367,869	\$ 1,409,000	\$ 1,640,400	\$ 1,758,500	\$ 1,758,500	\$ 1,758,500
CAPITAL OUTLAY:						
Improvements	30,867	34,702	116,000	91,800	286,300	286,300
General Equipment & Tools	5,012	-	-	-	-	-
Computer Equipment	-	5,812	8,000	10,000	10,000	10,000
CAPITAL OUTLAY TOTAL	\$ 35,879	\$ 40,514	\$ 124,000	\$ 101,800	\$ 296,300	\$ 296,300
DEPARTMENT TOTAL	\$ 2,224,352	\$ 2,227,180	\$ 2,745,512	\$ 2,781,935	\$ 2,976,435	\$ 2,976,435

Summary of Department's Adopted Budget

The adopted budget for Water Resources totals \$2,976,435, an increase of \$230,923 (8.4%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Personal Services decrease \$59,477 (6.1%) due primarily to labor allocations to capital improvement projects at the water treatment plant, which was partially offset by increases in health insurance and PERS rates.
- Materials and Services increase \$118,100 (7.2%) due primarily to increased water purchased from SFWB for the purpose of implementing corrosion control activities to improve water quality from the ASR well.
- Capital Outlay increases \$172,300 (139.0%) for the Water Treatment Plant Elevator Retrofit, moved from Administrative Services Capital Outlay per Budget Committee.

Materials & Services object code descriptions see page GF14.

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

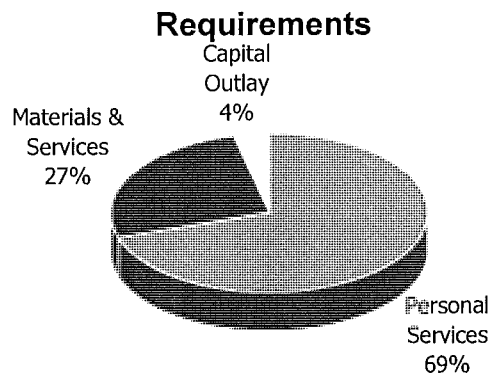
PROGRAM DESCRIPTIONS

FY 2011-2012

SYSTEM OPERATIONS

Overview

The System Operations department has stewardship responsibilities for the water distribution system. Those responsibilities require that specific activities occur, including system repair, preventative maintenance to prolong asset life, and taking steps to ensure the effective operation of the distribution system.



Department Support

All departments at Clackamas River Water provide support for one another in an effort to meet the needs of internal and external customers. The System Operations department budget includes labor, equipment, and materials required to support Engineering, Water Quality, Water Production, Administration, and Finance, Accounting and Customer Service.

System Maintenance

System maintenance provides for the labor, equipment, materials, and contract services to operate and maintain the distribution system. Construction activities include leak repairs, installation and replacement of service lines, main lines, fire hydrants and water system control valves. Preventative maintenance activities such as leak detection, valve maintenance and mapping, fire hydrants, and air-relief valve maintenance are included. The following information is an overview of preventative maintenance projects.

Leak Detection

The purpose of leak detection is to reduce water loss in the distribution system. The primary requirement for this program is labor and equipment. The American Water Works Association (AWWA) standard for leak detection is a full system survey once a year.

Summary

FTE's	12
Total Requirements	\$1,415,797

Meter Reading, Replacement and Maintenance

The meter reading and maintenance provides labor, materials, and services required to install, repair, or replace residential and commercial meters. Considerable effort is required to ensure that all meters are operating at maximum efficiency. The primary standards for this program are large meter testing on an annual basis and residential meter replacement every 20 years or as needed.

Valve Maintenance

The purpose of valve maintenance is to ensure that system control valves can be located, accessed, and operated when required. There are over 4,000 valves in the distribution system. AWWA standard is to operate and maintain each valve once a year.

Hydrant Maintenance

Hydrant maintenance is conducted to ensure that all hydrants in the CRW distribution system are properly maintained and functional when needed by the fire department. The AWWA standard is to inspect and maintain all hydrants annually.

Air Relief Maintenance

The purpose of this activity is to ensure that system air relief valves are working properly. Air relief valves are checked in late fall to ensure they are working properly and protect them from freezing during the winter. This activity requires minimal hours to check and maintain air relief valves located throughout the system.

Cross Connection Control

The purpose of cross connection control is to protect water quality by preventing the backflow of non-potable water into the District's distribution system. Backflow could occur from residential or commercial plumbing, sprinkler systems, fire systems, and other sources.

Cross connection control activities include water system inspections, program activity reporting to the State of Oregon, customer mailing and notifications, and community education. Other activities include on-site inspections of facilities and backflow installations, the monitoring of accounts for annual backflow device testing, and data entry.

PROGRAM DESCRIPTIONS FY 2011-2012

SYSTEM OPERATIONS

Requirements	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED BUDGET	ADOPTED BUDGET
PERSONAL SERVICES:						
FTE Positions	11	11	11	12	12	12
Salary	\$ 585,382	\$ 603,759	\$ 655,447	\$ 607,969	607,969	607,969
Benefits and Taxes	286,404	302,167	340,885	382,228	\$ 382,228	\$ 382,228
TOTAL PERSONAL SERVICES	\$ 871,786	\$ 905,926	\$ 996,332	\$ 990,197	\$ 990,197	\$ 990,197
MATERIALS & SERVICES:						
Employee Costs	26,590	14,575	16,400	30,100	30,100	30,100
Facilities & Security	131,373	102,968	53,000	41,000	41,000	41,000
General Administration	99,118	8,703	5,700	5,700	5,700	5,700
Materials	113,735	134,771	84,800	96,000	96,000	96,000
Office	578	4,829	4,700	7,200	7,200	7,200
Professional & Contracted Services	84,295	50,756	91,500	90,500	90,500	90,500
Equipment	106,927	72,654	54,000	104,100	104,100	104,100
Utilities	40,504	-	-	-	-	-
Water Purchases & Treatment	-	450	3,000	1,000	1,000	1,000
MATERIALS & SERVICES TOTAL	\$ 603,120	\$ 389,706	\$ 313,100	\$ 375,600	\$ 375,600	\$ 375,600
CAPITAL OUTLAY:						
General Equipment & Tools	-	-	-	8,000	8,000	8,000
Other	-	5,266	66,000	42,000	42,000	42,000
CAPITAL OUTLAY TOTAL	\$ -	\$ 5,266	\$ 66,000	\$ 50,000	\$ 50,000	\$ 50,000
DEPARTMENT TOTAL	\$ 1,474,906	\$ 1,300,898	\$ 1,375,432	\$ 1,415,797	\$ 1,415,797	\$ 1,415,797

Summary of Department's Adopted Budget

The adopted budget for System Operations totals \$1,415,797, an increase of \$40,365 (2.9%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Personal Services headcount increased 1 FTE due to two limited duration (i.e. half year) positions created to supplement existing staff in order to meet the required levels of service. The increase in personal services costs as a result of these positions is offset by an increase in the amount of labor allocated to CIP projects.
- Materials and Services increase \$62,500 (20.0%) due primarily to small tools and equipment and miscellaneous maintenance materials expenses.
- Capital Outlay decreases \$16,000 due to a number of projects as described in the Supplement.

Materials & Services object code descriptions see page GF14.

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

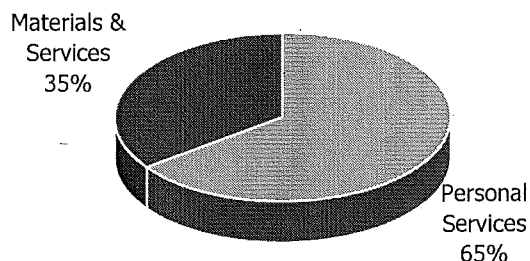
PROGRAM DESCRIPTIONS FY 2011-2012

FINANCE, ACCOUNTING & CUSTOMER SERVICE

Overview

The Finance, Accounting & Customer Service (FACS) department manages the accounting system and financial records, reports on fiscal activities, provides advice and assistance to operating departments and programs on financial and budget administration matters, and provides customer service to the public including customer billing and collections.

Requirements



Summary

FTE's	7
Total Requirements	\$978,000

Utility Billing and Customer Service

The Utility Billing / Customer Service program represents the water utility services provided to the public by the District. Major activities under this program include customer billing and collections, answering customer inquiries and providing general district information. The billing operation is the final third of the water production and distribution cycle. The information generated and revenues gathered within this program provide the basis for the other District programs.

Finance and Accounting

The Finance and Accounting program encompasses forecasting financial needs and reporting historical sources of revenue and expenditures. Accounting encompasses all financial recording activities related to the general ledger including the interface with revenues, general expenses, payroll, capital projects, assessments and debt service. Its focus is to provide the accounting methods and controls necessary to safeguard assets and provide meaningful and timely reporting to effectively measure and manage District performance. CRW receives an annual independent audit required by Oregon Revised Statutes (ORS) and completes an Annual Financial Report. Finance is to ensure that adequate funds are available to accomplish the short and long-term goals of the District. Forecasting and projection of financial needs of the District are included, as well as planning for appropriate cash levels, flows, reserves and debt financing. Also required is integration of capital and operational needs in the water rate model, as well as budgeting and balancing the use of various sources and types of funds. The investment program is a component of this program.

PROGRAM DESCRIPTIONS FY 2011-2012

FINANCE, ACCOUNTING & CUSTOMER SERVICE

Requirements	ACTUAL 2008-09 (1)	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED BUDGET	ADOPTED BUDGET
PERSONAL SERVICES:						
FTE Positions	-	8	8	7	7	7
Salary		\$ 457,406	\$ 493,802	\$ 446,182	\$ 446,182	\$ 446,182
Benefit and Taxes	-	180,792	223,403	190,118	190,118	190,118
TOTAL PERSONAL SERVICES	-	638,198	717,205	636,300	636,300	636,300
MATERIALS & SERVICES:						
Customer Services	-	47,093	78,300	98,000	98,000	98,000
Employee Costs	-	14,161	22,900	31,300	31,300	31,300
General Administration	-	32,921	36,300	32,300	32,300	32,300
Office	-	32,156	41,700	48,300	48,300	48,300
Professional & Contracted Services	-	142,522	76,600	108,200	108,200	108,200
Equipment	-	16,691	23,400	23,600	23,600	23,600
MATERIALS & SERVICES TOTAL	-	285,544	279,200	341,700	341,700	341,700
CAPITAL OUTLAY:						
Computer Equipment	-	10,000	-	-	-	-
CAPITAL OUTLAY TOTAL	-	10,000	-	-	-	-
DEPARTMENT TOTAL	\$ -	\$ 933,742	\$ 996,405	\$ 978,000	978,000	978,000

Budget Notes:

(1) Requirements for this department were budgeted and accounted for within the Administration Department for

Summary of Department's Adopted Budget

The adopted budget for Finance, Accounting & Customer Service totals \$978,000, a decrease of \$18,405 (1.85%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Personal Services decrease \$80,905 (11.3%) due primarily to one position moving to the Administration department.
- Materials and Services increase \$62,500 (22.4%) due primarily to a increase in auditing services and leak relief adjustments for customers.

Materials & Services object code descriptions see page GF14.

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

PROGRAM DESCRIPTIONS FY 2011-2012

ADMINISTRATION

Overview

The Administration department provides administrative services and support to the district as a whole. These support functions include Administrative Services, Central Services, Human Resources, Information Technology, Procurement and Conservation.

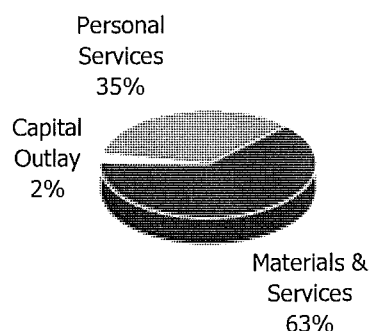
Administrative Services

The Administrative Services program includes activities for the general administrative support of the District. Examples are administrative operational costs such as project specific legal expenses, management studies, risk management, and records management expenses, and costs to guide the direction and activities of the District to achieve the long term strategic objectives.

Central Services

Central Services program includes activities to support the District's general operations not charged directly to other programs. Costs managed centrally or not directly allocated to other programs are budgeted here. Examples are buildings and grounds maintenance, employee relations, medical exams, janitorial services and supplies, utility expenses, insurance, telecommunications, safety, postage, office supplies and copier rental. This program also includes costs associated with the coordination of security activities to safeguard District assets, employees, guests, and others on District property. Costs are allocated to water production to capture the "cost of water".

Requirements



Summary

FTE's	6
Total Requirements	\$1,687,173

Human Resources

The Human Resources program provides employment and personnel services to the District's management and employees as well as providing information and assistance to external customers and job applicants. Major activities under this program include benefits administration, classification and compensation assistance, recruitment and selection, labor relations, training, safety and health, worker's compensation, performance management, and conflict resolution.

Information Technology

The Information Technology and Security program addresses technology and security requirements for the District by providing computer, software, telephone, electronic data storage and network services to the District's departments.

Procurement

The Procurement program of the Administration department provides centralized purchasing services for the District's departments. The program coordinates district-wide purchasing functions (bids, quotations, contracts) and provides training to department staff. Purchasing also reviews contracts and administers purchasing/contracting policies and procedures.

Conservation

The Conservation program includes activities that promote the efficient use of water by customers. Water conservation activities promote responsible use of water resulting in less impact on the natural environment and other resources as well as reducing and/or delaying requirements for new water supply facilities. Examples of requirements for this program include education, education materials and personnel to implement the program, including participation in the Pacific Northwest Section-AWWA Conservation Committee.

PROGRAM DESCRIPTIONS

FY 2011-2012

ADMINISTRATION

Requirements	ACTUAL 2008-09 (1)	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED BUDGET	ADOPTED BUDGET
PERSONAL SERVICES:						
FTE Positions	12	5	5	6	6	6
Salary	\$ 963,709	\$ 381,747	\$ 346,874	\$ 383,723	\$ 383,723	\$ 383,723
Benefits and Taxes	318,426	182,224	155,751	204,250	204,250	204,250
TOTAL PERSONAL SERVICES	1,282,135	563,971	502,625	587,973	587,973	587,973
MATERIALS & SERVICES:						
Commissioner	16,934	-	-	-	-	-
Customer Services	65,093	75,473	7,500	19,300	19,300	19,300
Employee Costs	47,670	35,772	95,600	80,900	80,900	80,900
Facilities & Security	81,609	156,762	214,600	193,600	193,600	193,600
General Administration	53,251	159,334	167,300	168,500	168,500	168,500
Materials	-	-	500	100	100	100
Office	60,033	26,494	37,200	26,300	26,300	26,300
Professional & Contracted Services	575,387	632,278	782,200	567,800	567,800	567,800
Overhead Reimbursement	-	(147,025)	(171,650)	(213,800)	(213,800)	(213,800)
Equipment	39,406	115,491	142,500	93,900	93,900	93,900
Utilities	61,257	128,753	137,200	119,800	119,800	119,800
Water Purchases & Treatment	350	97	700	800	800	800
MATERIALS & SERVICES TOTAL	1,000,990	1,183,429	1,413,650	1,057,200	1,057,200	1,057,200
CAPITAL OUTLAY:						
Improvements	59,954	278,856	40,000	236,500	42,000	42,000
General Equipment & Tools	-	13,500	-	-	-	-
Computer Equipment	-	22,060	30,000	-	-	-
Office Equipment	10,763	2,494	-	-	-	-
CAPITAL OUTLAY TOTAL	70,717	316,910	70,000	236,500	42,000	42,000
DEPARTMENT TOTAL	\$ 2,353,842	\$ 2,064,310	\$ 1,986,275	\$ 1,881,673	1,687,173	1,687,173

Budget Notes:

- (1) Requirements for the Board of Commissioners and FACS departments were budgeted and accounted for within this department in FY09.

Summary of Department's Adopted Budget

The adopted budget for Administration totals \$1,687,173, a decrease of \$299,101 (15.1%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Personal Services increase \$85,348 (17.0%) due primarily to one position moved from FACS department and increase in the PERS rate.
- Materials and Services decrease \$356,450 (25.2%) due primarily to an decrease in computers, peripherals, and software, contract work, legal, postage, office supplies, and training.
- Capital Outlay decreases \$28,000 (40.0%) due to a number of projects as described in the Supplement.

Materials & Services object code descriptions see page GF14.

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

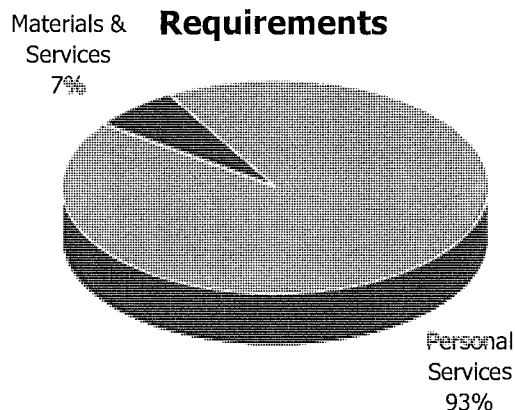
PROGRAM DESCRIPTIONS FY 2011-2012

ENGINEERING

Engineering

The Engineering program provides technical support to District customers, developers, consulting engineers, surveyors, other governmental agencies and staff as it relates to the District's water system.

Activities include the development, design, management and construction oversight of the Capital Improvement Program, district engineering technical support and assistance, guidance and oversight, safety officer duties, maintaining the engineering standards for design of water facilities, review of private and commercial development, review requests for new services and new fire services, and provide data regarding infrastructure to the community.



Summary

FTE's	6
Total Requirements	\$498,721

Engineering also includes long-term planning to help the District to specifically prepare above and beyond routine planning in other programs, such as hydraulic modeling and maintaining a water master plan for capital improvements. Engineering coordinates our strategic plan through active involvement in regionalization, coordination with other agencies and entities, and building working relationships for the future of the District. This entails being active with community leaders and groups that play significant roles in preparing for the future.

Engineering maintains the geographic information system (GIS) and water system mapping / inventory, the database for an in-house GIS web-based interactive map application. Also, engineering coordinates the inclusion of other database information from other entities such as the City of Oregon City, Metro's Data Resource Center, and the Clackamas County GIS Department.

The in-house GIS web-based interactive map application called Available In Map (AIM) allows staff to access water system geographic information and limited customer service information from desktop computers. Field staff can access AIM using wireless laptop computers for simplifying data, correlation and mapping information requests.

PROGRAM DESCRIPTIONS FY 2011-2012

ENGINEERING

Requirements	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED BUDGET	ADOPTED BUDGET
PERSONAL SERVICES:						
FTE Positions	5	5	5	6	6	6
Salary	\$ 187,935	\$ 226,373	\$ 275,615	\$ 265,385	\$ 265,385	\$ 265,385
Benefit and Taxes	136,303	144,613	109,025	200,536	200,536	200,536
TOTAL PERSONAL SERVICES	324,238	370,986	384,640	465,921	465,921	465,921
MATERIALS & SERVICES:						
Customer Services	-	-	2,100	2,100	2,100	2,100
Employee Costs	6,136	4,019	8,700	9,200	9,200	9,200
Facilities & Security	12,366	-	-	-	-	-
General Administration	-	1,711	-	-	-	-
Office	6,000	251	-	-	-	-
Professional & Contracted Services	3,902	8,370	513,000	11,000	11,000	11,000
Overhead Reimbursement	-	4,059	-	-	-	-
Equipment	14,297	17,517	10,200	10,500	10,500	10,500
Utilities	4,055	-	-	-	-	-
Water Purchases & Treatment	-	900	-	-	-	-
MATERIALS & SERVICES TOTAL	46,756	36,827	534,000	32,800	32,800	32,800
CAPITAL OUTLAY:						
Improvements	-	-	150,000	-	-	-
Computer Equipment	-	9,464	-	-	-	-
CAPITAL OUTLAY TOTAL	-	9,464	150,000	-	-	-
DEPARTMENT TOTAL	\$ 370,994	\$ 417,277	\$ 1,068,640	\$ 498,721	498,721	498,721

Summary of Department's Adopted Budget

The adopted budget for Engineering totals \$498,721, a decrease of \$569,969 (53.3%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Personal Services increase \$81,281 (21.1%) due primarily to one position for boundary protection, annexation review, and long range capital planning. These activities have previously been budgeted in Materials and Services, but can be more cost effective if brought in house.
- Materials and Services decreases \$501,200 (93.8%) due primarily to an decrease in professional and contracted services related to various engineering projects planned. At the June 9, 2011 Regular Board meeting, the Board of Commissioners adopted Resolution 12-2011 Holly Lane culvert replacement transferring \$250,000 into Professional & Contracted Services from Contingency for FY 2010-11.
- Capital Outlay decreases \$150,000 (100%) due to no capital outlay expenses for this department.

Materials & Services object code descriptions see page GF14.

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

GENERAL FUND

EXPENDITURE ACCOUNTS INCLUDED IN SUMMARIZED GROUPINGS

Customer Services – All items related to billing and collections

- Bad Debt
- Credit Card Processing Fees
- Collection Expenses
- Customer Credit Allowance
- Customer Statement Processing
- Promotional Items
- Public Notices

Employee Costs – Costs related to employees not including employee fringe benefits

- Books & Publications
- Certifications
- Dues & Memberships
- Employee Relations
- Medical Exams
- Payroll Processing Fees
- Protective Clothing
- Safety & Health
- Training
- Travel – Local

Facilities & Security – All property maintenance and security plus taxes on private use

- Assessments & Taxes
- Building & Grounds Maintenance
- Emergency Preparedness
- Security

General Administration

- Bank Charges
- Insurance

Materials

- Inventory
- Miscellaneous
- Maintenance Supplies

Office

- Office Supplies
- Postage
- Printing
- Miscellaneous

Professional & Contracted Services

- Audit
- Contract Work
- Engineer Service
- Legal
- Maps

Equipment

- Computers, Peripherals & Software
- Equipment Maintenance
- Equipment Rental
- Maintenance Agreements
- Small Tools & Equipment
- Vehicle Maintenance

Utilities

- Telecommunications
- Utilities

Water Purchases & Treatment

- Permits
- Telemetry
- Water Purchased
- Watershed Management
- Water Treatment & Analysis

CAPITAL IMPROVEMENT PROJECTS FUND

FY 2011-2012

Capital Improvement Projects (CIP) Fund accounts for construction activity of the District. Construction activity includes additions, replacements, and improvements for storage, transmission, distribution, supply, and treatment facilities of the District. Major projects to be included are staged from the District's master plan.

The primary resources for these projects are transfers from the SDC Reserve Fund, the Federal Grant Fund, the General Fund and Capital Reserve Fund, and interest earnings.

Requirements for the CIP Fund are shown by personal services, materials and services, and transfers categories.

- CRW personal services are those costs associated with project management, design review, construction inspection, and project administration. These costs represent expenditures that, unless assigned to these projects, would normally be additional costs in the General Fund Engineering department.
- Materials and services costs are for contract work, engineering, public notices, printing and supplies that are directly associated with each of the capital projects.
- Transfers are to reimburse the General Fund for indirect costs and overhead allocations that are not directly charged to the capital project but are incurred as part of General Fund operations.

CIP for years after fiscal year ending June 30, 2012, are contained in the master plan and other district documents.

CIP projects that cannot be bonded are maintenance or replacing in-kind distribution and transmission lines and other similar projects. These types of projects require full funding by accumulating funds through current and future rates, system development charges when appropriate, until they are actually constructed. Some accumulated reserves may be used to pay for part of these projects, but current accumulations are not sufficient to meet these needs in perpetuity.

Thus rate monies required to build the reserves to meet these needs are accumulated over a period of one or more years.

CAPITAL IMPROVEMENT PROJECTS FUND

Summary	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12
RESOURCES:						
Beginning Fund Balances	\$ 890,826	\$ 315,923	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Non-Operating Resources	133,438	4,548	-	-	-	-
Transfers	1,188,521	1,071,734	3,079,000	2,958,000	2,958,000	2,958,000
TOTAL RESOURCES	\$ 2,212,785	\$ 1,392,205	\$ 3,080,000	\$ 2,959,000	\$ 2,959,000	\$ 2,959,000
REQUIREMENTS:						
Personal Services	\$ 253,316	\$ 214,838	\$ 285,350	\$ 329,525	\$ 329,525	\$ -
Materials & Services	1,643,546	1,094,950	2,794,650	2,629,475	2,629,475	-
Capital Outlay						2,959,000
Reserved for Future Expenditure	315,923	82,416	-	-	-	-
TOTAL REQUIREMENTS	\$ 2,212,785	\$ 1,392,205	\$ 3,080,000	\$ 2,959,000	\$ 2,959,000	\$ 2,959,000

Summary of Fund's Adopted Budget

The adopted budget for the Capital Projects Fund totals \$2,959,000, a decrease of \$121,000 (3.9%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Transfers In decrease \$121,000 (3.9%) due to a decrease in planned projects for FY 2011-12 compared with those of FY 2010-11. See Projects Listing for breakdown of projects planned. Transfers from SDC Fund are restricted for projects that qualify for system development charges funding. Transfers from Capital Reserve fund are not restricted and are used to fund projects as needed.
- Capital Outlay replaces Personal Services of \$329,525 and Materials & Services of \$2,629,475 as requirements.

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

**CAPITAL IMPROVEMENT PROJECTS FUND
PROJECTS LISTING
FY 2011-2012**

Project Description	Assigned Project Number	FY 2011-12 Budget
ODOT and Clackamas County DTD Adjustments	TBD	\$ 125,000
Water Treatment Plant Electrical Upgrades	TBD	335,000
Water Treatment Plant Emergency Power	5096	821,000
King Road Waterline Repair	5109	60,000
Henrici-Glen Oak Transmission Main Replacement	04-0125	470,000
North Clackamas County Revitalization Area	5074	75,000
Hwy 212-Lawnfield Relocations Phase 2	5107	35,000
Well No. 1 - Chemical Feed System for Corrosion Control	TBD	650,000
Carver Bridge North Transmission Intertie - Phase 1	5108	78,000
Carver Bridge Transmission Main: Bridge Waterline - Phase 2	5072	165,000
Water Service Upgrades	TBD	145,000
TOTAL CAPITAL IMPROVEMENT PROJECTS		\$ 2,959,000

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

Contingency Projects:

ODOT and Clackamas DTD Adjustments

Purpose: To provide resources to make adjustments to water mains and services necessitated by Oregon Department of Transportation (ODOT) or Clackamas County Department of Transportation and Development (DTD) projects.

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

There are potential projects slated for completion by these governmental entities in the next 3-7 years. The District will need to expend funds to ensure that an adequate response can be made to this development and so that its future needs are met.

FY 2011-12 Budget: \$125,000

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

Water Treatment Plant Electrical Upgrades (Phase 1)

Purpose: To design and construct upgrades to the existing electrical system at the Water Treatment Plant (WTP). Upgrades are due for electrical control equipment that is past its useful life and in need of upgrade to maintain functionality, health, life and safety requirements.

Description: Through an electrical system study conducted in 2010-11 associated with the WTP Emergency Power project (see "Generator System Study", February 2011, by Cundiff Engineering), a number of deficiencies were identified with the existing electrical system at the plant. These include outdated and under-rated breakers and motor starters for various pieces of equipment at the WTP and Low Lift pump station.

This electrical work is required to provide optimal, uninterrupted service of WTP electrical equipment and pumping systems, all critical to feeding the north service area. Additionally, outdated and under-rated 1960s-era electrical equipment poses a life, health, and safety risk due to short-circuiting potential and possible fire hazard. Replacement of this equipment is an immediate need to provide continued reliable performance of the WTP.

In FY 2010-11 Staff and consultants completed a preliminary design study of existing electrical system deficiencies at the WTP. It is anticipated that this project will be designed and constructed in FY 2011-12.

FY 2011-12 Budget: **\$335,000**

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

Water Treatment Plant Emergency Power (3-year Project)

Purpose: Design and construct an emergency power generation system at the Water Treatment Plant (WTP) consisting of a single 2,000 kilowatt diesel generator facility.

Description: The District purchased a Caterpillar 2 MW diesel generator in 2007 for \$273,000. Since that time, the District has examined costs and options for connecting the generator to the WTP. In FY 2010-11, an electrical engineering consultant conducted a generator system study for an in-depth analysis of the existing electrical system at the WTP, and its ability to meet demands with the future additional load of the generator system.

The generator system study reached the following conclusions: 1) The existing WTP electrical system requires immediate upgrades to meet current life, health and safety requirements; 2) The existing 2 MW generator is capable of meeting average maximum daily demands; 3) The PGE Dispatchable Standby Generator program is a viable and recommended option to connecting the generator system; 4) Other upgrades to the existing WTP electrical system are required prior to installing the generator system. (For more information see "Generator System Study", February 2011 by Cundiff Engineering).

Based on the results of the generator system study, design options and recommendations will have been presented to the Board by the end of FY 2010-11, for approval. Once approved, design work is estimated to begin in the summer of 2011, with construction beginning by Spring 2012. Total project design and construction costs are estimated at \$2,881,000 with final completion in fiscal year 2013-14.

Est. Costs through FY 2010-11: \$ 146,000

FY 2011-12 Budget: **\$ 821,000**

Projected FY 2012-13 Budget: \$1,627,000

Projected FY 2013-14 Budget: \$ 287,000

Total Project Cost: \$2,881,000

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

King Road Waterline Repair

Purpose: To design and construct 50 feet of 18-inch ductile iron transmission main to replace an existing 18-inch CCP/OD steel transmission main which sustained a major break in Spring 2010. Temporary repair bands were installed to stop the leak, but significant leakage is still evident.

Description: The transmission main feeds the Otty Reservoirs and Otty Pressure Zone on the north side of the District. The waterline is a critical part of the northern distribution system and requires repair to avoid future line breaks. The age of the line and type of material (OD steel) likely contributed to the break in Spring 2010.

This section of 18-inch transmission main is located along King Road between 82nd Avenue and I-205. Design and construction will need to consider work around and under an existing concrete box culvert, power pole(s), and other utilities. The repair will need to consider special connections between the new ductile iron segment and existing CCP/OD steel water main.

Preliminary design work will be completed in FY 2010-11, with the majority of design and construction carrying over into FY 2011-12.

Est. Costs through FY 2010-11: \$ 4,000

FY 2011-12 Budget: **\$ 60,000**

Total Project Cost: \$ 64,000

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

Henrici-Glen Oak Transmission Main Replacement

Purpose: To design and construct 3,500 feet of 16-inch ductile iron transmission main to replace an existing 12-inch steel transmission main which has been identified by the water system master plan as hydraulically deficient and in need of upgrade. The segment proposed for replacement also has a significant number of leaks causing ongoing maintenance issues.

Description: The transmission main connects the Glen Oak pump station to the Henrici Reservoirs. The Reservoirs are fed by the Holly Lane pump station, and the Glen Oak pump station draws water from the Reservoirs to feed the Beavercreek pressure zone. The existing 12-inch transmission main follows a circuitous route from the Glen Oak pump station, west along Glen Oak Road, south through neighborhood streets and private lots, and turns east along Henrici Road to the Henrici Reservoirs.

The existing transmission main is 1960's-era OD steel which has experienced a number of leaks which have been costly and complex to repair, due to the locality of much of the line in private backyards. Over the past 15 years, the district has expended a significant amount of funds in leak repair for this line, and there is a present risk of increased liability should the line sustain a major failure. Additionally, the 12-inch line represents an area of restricted flow wherein the Holly Lane pump station experiences difficulties in feeding the Henrici Reservoirs while meeting localized demands during high use periods year-round.

The proposed waterline project will replace approximately 6,100 feet of deteriorated 12-inch steel water main with new 16-inch ductile iron water main. The proposed route of the replacement main includes approximately 3,500 feet of ductile iron waterline, running south from the Glen Oak pump station through neighborhood streets and along one lot boundary to its terminus at the Henrici Reservoir Site.

In FY 2009-10 Staff completed a preliminary design study of previously-proposed routes. Project design was completed in Spring 2011, with the majority of construction completed in FY 2010-11. This project will carry over into FY 2011-12 with completion of construction and closeout work.

Est. Costs through FY 2010-11: \$ 540,000

FY 2011-12 Budget: **\$ 470,000**

Total Project Cost: \$1,010,000

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

North Clackamas County Revitalization Area

Purpose: Coordination with Clackamas County Revitalization Area water needs, monitor and protect the District's pump stations, storage reservoirs, and transmission lines through future planned sanitary sewer development in this area.

Description: Clackamas County Water Environmental Services is in the process of completing the third phase of the sanitary sewer system. The District staff continues to coordinate with the County (design engineer & construction crews) during design and construction of remaining phases to ensure accurate and timely coordination of the Districts existing water related infrastructure with the new/proposed sewer system.

A general overview of the ongoing construction and coordination is as follows:

- i. Milwaukie Phase: Construction Start – January 2010
Completed – July 2010
- ii. Phase 1: Construction Start – January 2010
Phase 1 – Completed – July 2010
- iii. Phase 2: Final Design Completed – July 2010
Estimated Construction Completion – July 2011
- iv. Phase 3: Estimated Design Complete - July 2011
Estimated Construction Start – August 2011
Estimated Construction Completion – July 2012

Final designs have identified areas where proposed sewer conflicts with existing District facilities and designs reflect coordinated efforts to relocate or protect water lines in conjunction with the sewer work.

The proposed budget will cover the District's cost for field investigation for conflicts that staff determines require possible relocations, resizing upgrades or completion of short waterline loops for service continuity. This project is to be completed in fiscal year 2011-12 for a total estimated cost of \$75,000 for the fiscal year.

FY 2009-10 Budget: \$ 50,000

FY 2010-11 Budget: \$ 76,000

FY 2011-12 Budget: \$ 75,000

Total Project Cost: \$201,000

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

Highway 212- Lawnfield Waterline Relocations (2-year Project)

Purpose: The County planned road resurfacing and upgrades on various sections of roadway between Highway 212 and Lawnfield Road. As a result, the District needs to relocate certain facilities such as transmission mains, vaults, valves, and appurtenances to accommodate County's modifications to roadway and storm drainage layouts.

Description: The County is conducting roadway upgrades in two phases. Phase 1, completed in November 2010, provided roadway resurfacing and widening activities (102nd Avenue, Clackamas Road, Industrial Way, & Mather Road) between Highway 212 and Mather Road, while Phase 2 (estimated construction start May 2011) will upgrade roadway (Mather Road & 98th Court) between Mather Road and Lawnfield Road.

In FY 2009-10, the County presented a late design change which proposed a 36-inch storm drain alignment within the resurfacing project. This change prompted the District to re-evaluate the proposed County layout with potholing data, and request the County to provide a survey and revised design. The County resurveyed the project and adjusted proposed storm drain locations to better accommodate existing District transmission mains. The District's component of the project will be strictly responding to final County design layout during construction to ensure protection of existing mains and valves, and to relocate District facilities where needed.

This project was categorized under the "DTD" projects in FY 2009-10, and the project budget will include construction inspection, administration, and management to coordinate District facility relocates/upgrades as needed based on County's construction. It is estimated that main construction work will be completed in FY 2010-11, but the project will carry over into fiscal year 2011-12 as the County's construction schedule for both phases continues to be revised. Anticipated construction completion is in calendar year 2012.

Est. Costs through FY 2010-11: \$162,000

FY 2011-12 Budget: **\$ 35,000**

Total Project Cost: \$197,000

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

Well No. 1 - Chemical Feed System for Corrosion Control

Purpose: To comply with an Oregon Health Authority Bilateral Compliance Agreement (OHA-BCA) and install optimal corrosion control at Well 1 and comply with the Action Level (AL) for lead at the tap of affected households.

Description: Since Well 1 was put into production on July 11, 2007 an increasing number of homes have had lead levels detected above the Action Level. Clackamas River Water and the Oregon Health Authority have agreed to construct and install an optimal corrosion treatment system at Well 1 located at 13771 South Redland Road in the Clackamas River Water – Clairmont water system by September 30, 2012. This will provide for the design, construction, and installation of a 30 foot lined silo with a batch mixer, pumps, injectors, etc for treating 1 to 2 million gallons of groundwater per day and effectively control and prevent lead from exceeding the Action Level within the water system.

FY 2011-12 Budget: **\$650,000**

CAPITAL IMPROVEMENT PROJECTS
DESCRIPTIONS
FY 2011-2012

Carver Bridge North Transmission Intertie - Phase 1

Purpose: To coordinate the design and construction of approximately 165 feet of 12-inch waterline from Highway 224 south along Springwater Road. This phase provides source water from Sunrise Water Authority's distribution system to feed the CRW system.

Description: Clackamas County proposes to replace the existing Carver Bridge, which crosses the Clackamas River on Springwater Road in Carver. The total bridge replacement construction process is scheduled for a three year period. The bridge construction contract was bid in March 2011 with construction starting in the spring of 2011. (In September 2009, the County delayed bidding/construction start by one year from the original proposed date of January 2010.)

The bridge replacement offers an opportunity for the District to consider adopting a possible alignment to complete a District intertie with the south side service area, as outlined in the 1998 Water Master Plan and the 2005 Water Master Plan Update.

The total project cost is estimated at \$88,000.

Forecasted FY 2010-11 Budget: \$10,000

Projected FY 2011-12 Budget: \$78,000

Total Project Cost: \$88,000

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

Carver Bridge Transmission Main: Bridge Waterline – Phase 2

Purpose: To design and construct an 18-inch waterline within the limits of the new Carver Bridge project. The work consists of approximately 1,120 feet of 18-inch ductile iron waterline.

Description: Clackamas County proposes to replace the existing Carver Bridge, which crosses the Clackamas River on Springwater Road in Carver. The total bridge replacement construction process is scheduled for a three year period. The bridge construction contract was bid in March 2011 with construction starting in the spring of 2011. (In September 2009, the County delayed bidding/construction start by one year from the original proposed date of January 2010.)

The bridge replacement offers an opportunity for the District to consider adopting a possible alignment to complete a District intertie with the south side service area, as outlined in the 1998 Water Master Plan and the 2005 Water Master Plan Update.

The District anticipates completing agreements and construction IGAs for the Phase 2 waterline by the end of fiscal year 2010-11. The total project cost is estimated at \$500,000.

Forecasted FY 2010-11 Budget: \$85,000

Projected FY 2011-12 Budget: \$165,000

Projected FY 2012-13 Budget: \$250,000

Total Project Cost: \$500,000

CAPITAL IMPROVEMENT PROJECTS

DESCRIPTIONS

FY 2011-2012

Water Services Upgrades

Purpose: To design and construct upgrades to existing deficient plastic water services at various locations in the north service area.

Description: The work consists of upgrading approximately 40 failing and undersized plastic domestic service lines. All work shall be per the District standard specifications, Section 15150- Water Service Connections.

FY 2011-12 Budget: **\$145,000**

Capital Reserve Fund Summary

Summary	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12
RESOURCES:						
Beginning Fund Balance	\$ -	\$ -	\$ 2,944,200	\$ 3,459,700	\$ 3,459,700	\$ 3,118,700
Non-Operating Resources	-	12,121	15,500	17,300	17,300	17,300
Transfers	-	2,454,428	500,000	500,000	500,000	500,000
TOTAL RESOURCES	\$ -	\$ 2,466,549	\$ 3,459,700	\$ 3,977,000	\$ 3,977,000	\$ 3,636,000
REQUIREMENTS:						
Transfers to Other Funds	\$ -	\$ 468,000	\$ 341,000	\$ 508,000	\$ 508,000	\$ 508,000
Reserved for Future Expenditure	-	1,998,549	3,118,700	3,469,000	3,469,000	3,128,000
TOTAL REQUIREMENTS	\$ -	\$ 2,466,549	\$ 3,459,700	\$ 3,977,000	\$ 3,977,000	\$ 3,636,000

Purpose Statement

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

Summary of Fund's Adopted Budget

The adopted budget for the Capital Reserve Fund totals \$3,636,000, an increase of \$176,300 (5.1%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Beginning Fund Balance increases \$174,500 (5.9%) when compared to FY 2010-11.
- Non-Operating Resources increases \$1,800 (11.6%) due to interest earning on fund balance.
- Transfer to Other Funds increase \$167,000 (49.0%) as required to complete the planned capital projects for FY 2011-12.
- Reserve for Future Expenditure increases \$9,300 (0.3%) when compared to FY 2010-11.

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

Rate Stabilization Reserve Fund Summary

Summary	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12
RESOURCES:						
Beginning Fund Balance	\$ -	\$ -	\$ 2,248,010	\$ 2,259,210	\$ 2,259,210	\$ 2,259,210
Non-Operating Resources	-	15,138	11,200	8,900	8,900	8,900
Transfers	-	2,229,788	-	-	-	-
TOTAL RESOURCES	\$ -	\$ 2,244,926	\$ 2,259,210	\$ 2,268,110	\$ 2,268,110	\$ 2,268,110
REQUIREMENTS:						
Transfers to Other Funds	\$ -	\$ -	\$ -	\$ 471,068	\$ 471,068	\$ 697,879
Reserved for Rate Stabilization	-	2,244,926	2,259,210	1,797,042	1,797,042	1,570,231
TOTAL REQUIREMENTS	\$ -	\$ 2,244,926	\$ 2,259,210	\$ 2,268,110	\$ 2,268,110	\$ 2,268,110

Purpose Statement

The Rate Stabilization Reserve Fund accounts for funds reserved for stabilizing the revenues of the district to maintain the bond covenants on the 2009 revenue bond issue. The primary resources are interest earned on investments and transfers from the General Fund.

Summary of Fund's Adopted Budget

The adopted budget for the Rate Stabilization Reserve Fund totals \$2,268,110, an increase of \$8,900 (0.3%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Beginning Fund Balance increases \$11,200 (0.5%) when compared to FY 2010-11.
- Non-Operating Resources decreases \$2,300 (20.5%) due to interest rate remaining low.
- Transfer to Other Funds increase \$697,879 to fund General Fund activities. The transfer is for use of rate stabilization monies for bond debt coverage.
- Reserve for Rate Stabilization decreases \$688,879 (30.5%) when compared to FY 2010-11.

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

SDC Reserve Fund Summary

Summary	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12
RESOURCES:						
Beginning Fund Balances	\$ -	\$ -	\$ 6,259,540	\$ 6,435,000	\$ 6,435,000	\$ 5,059,407
SDC Reimbursement/Improvements		107,380	159,760	199,100	199,100	199,100
Non-Operating Resources	-	38,265	15,700	18,100	18,100	18,100
Transfers	-	6,170,302	-	-	-	-
TOTAL RESOURCES	\$ -	\$ 6,315,947	\$ 6,435,000	\$ 6,652,200	\$ 6,652,200	\$ 5,276,607
REQUIREMENTS:						
Transfers to Other Funds	\$ -	\$ 904,607	\$ 3,113,593	\$ 2,819,734	\$ 2,819,734	\$ 2,819,734
Reserved for Future Expenditure	-	5,411,340	3,321,407	3,832,466	3,832,466	2,456,873
TOTAL REQUIREMENTS	\$ -	\$ 6,315,947	\$ 6,435,000	\$ 6,652,200	\$ 6,652,200	\$ 5,276,607

Purpose Statement

The SDC Reserve Fund accounts for funds reserved for future expansion and improvements to the system. The primary resources are interest earned on investments and system development charges on new service applications.

Summary of Fund's Adopted Budget

The adopted budget for the SDC Reserve Fund totals \$5,276,607, an decrease of \$1,158,393 (18.0%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Beginning Fund Balance decreases \$1,200,133 (19.2%) when compared to FY 2010-11.
- SDC Reimbursement/Improvements increases \$39,340 (24.6%) due to anticipated new service requests.
- Non-Operating Resources increases \$2,400 (15.3%) due to interest rate remaining low.
- Transfer to Other Funds decrease \$293,859 as required to complete the planned capital projects for FY 2011-12.
- Reserve for Future Expenditure decreases \$864,534 (26.0%) due to utilization of reserves for planned capital projects when compared to FY 2010-11.

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

Revenue Bond Fund Summary

Summary	ACTUAL 2008-09	ACTUAL 2009-10	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12
RESOURCES:						
Beginning Fund Balance	\$ -	\$ -	\$ 469,000	\$ 471,300	\$ 471,300	\$ 471,300
Non-Operating Resources	48	4,860,540	2,300	2,300	2,300	2,300
Transfers	705,772	1,114,789	655,485	645,260	645,260	645,260
TOTAL RESOURCES	\$ 705,820	\$ 5,975,329	\$ 1,126,785	\$ 1,118,860	\$ 1,118,860	\$ 1,118,860
REQUIREMENTS:						
Debt Service	\$ 705,820	\$ 5,406,639	\$ 655,485	\$ 645,260	\$ 645,260	\$ 645,260
Transfers to General Fund	-	52,107	-	-	-	-
Unappropriated and Reserved	-	516,583	471,300	473,600	473,600	473,600
TOTAL REQUIREMENTS	\$ 705,820	\$ 5,975,329	\$ 1,126,785	\$ 1,118,860	\$ 1,118,860	\$ 1,118,860

Purpose Statement

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

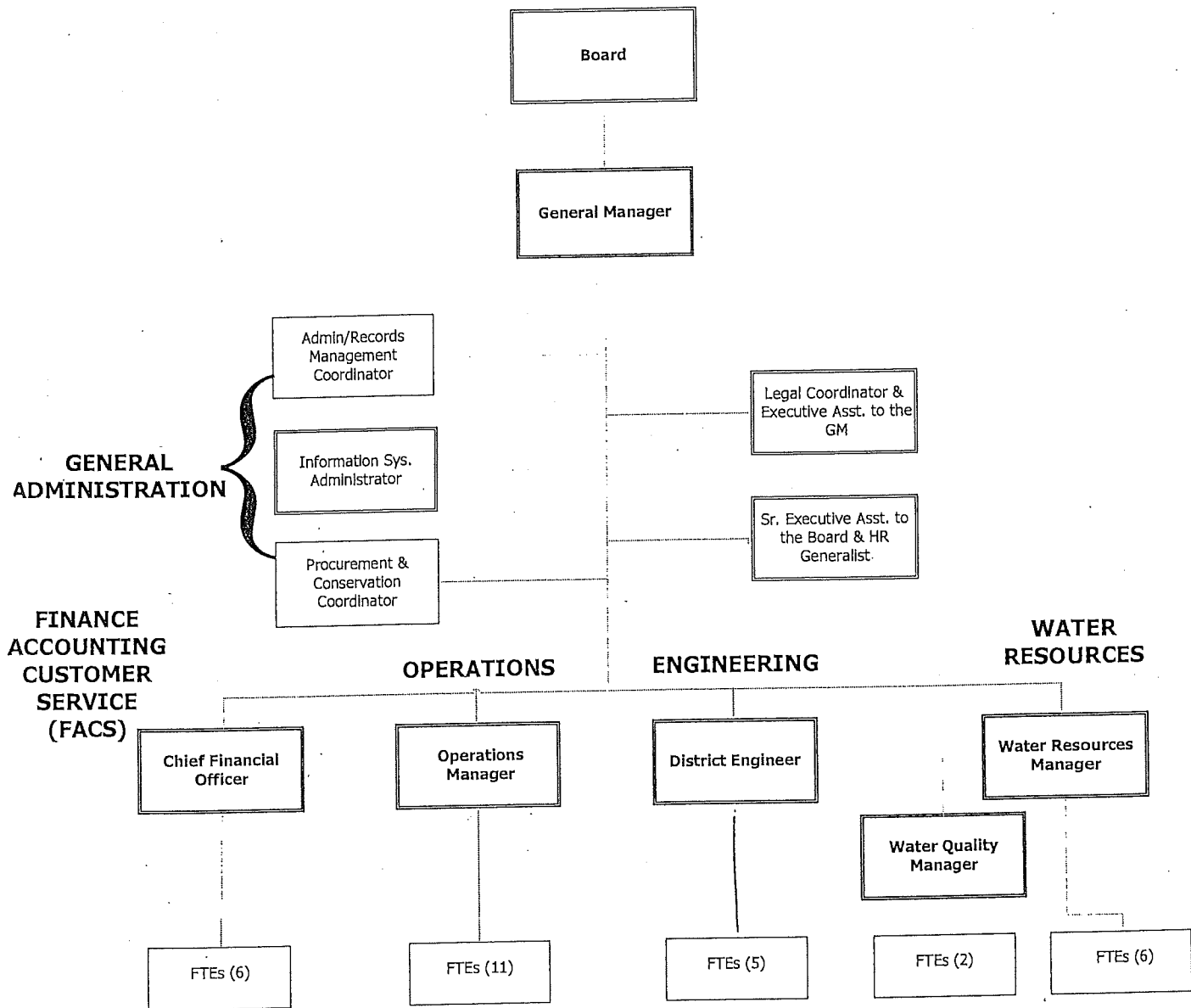
Summary of Fund's Adopted Budget

The adopted budget for the Revenue Bond Fund totals \$1,118,860, a decrease of \$7,925 (.7%) as compared to the 2010-11 adopted budget. Highlights of the requested budget include:

- Beginning Fund Balance increases \$2,300 (.5%) when compared to FY 2010-11.
- Transfers decreases \$10,225 (1.6%) due to a decrease in the amount of funds required to make principal and interest payments in FY 2012-13.

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

Organizational Structure



Double Lines = Non-Represented Employees

Bold Double Lines = Managers

CAPITAL OUTLAY DESCRIPTIONS FY 2011-2012

System Operations

Commercial/Industrial Meter Replacements 3" or Larger

Purpose: Replace and upgrade industrial/commercial meters.

Description: Several commercial/industrial meters have been identified that are over 30 years old and are ready for replacement. New meters maintain a higher level of reliability, reducing maintenance costs, meter reading costs, and increase revenue through improved accuracies at higher and lower flows.

During fiscal year 2011-12, two commercial/industrial meters will be replaced. The vaults containing the meters do not require an upgrade or replacement. The estimated project cost includes labor, equipment and materials as follows:

System Operations labor	\$ 6,000
Capital Outlay Materials	15,000
Equipment	4,000
Engineering labor	<u>2,000</u>
Anticipated project cost	\$ 27,000

Capital outlay expenditure is for materials only.

Budget: \$15,000

CAPITAL OUTLAY DESCRIPTIONS FY 2011-2012

System Operations

Commercial/Industrial Meter and Vault Replacements 3" or Larger

Purpose: Replace two vaults and two industrial/commercial meters.

Description: Several vaults and their commercial/industrial meters have reached the point that they require replacement. New meters maintain a higher level of reliability, maintenance costs are reduced, and revenue is increased due to improved accuracies at higher and lower flows. Meter vaults need replaced due to non-compliance with existing standards; and life, health & safety concerns due to confined space entry. Replacing meters and vaults is an ongoing activity and will be a reoccurring item in future budgets.

During fiscal year 2011-12, two vaults and their commercial/ industrial meters will be replaced. The estimated project cost includes labor, equipment, and materials as follows:

System Operations labor	\$ 18,000
Capital outlay materials	27,000
Equipment	18,000
Engineering labor	<u>6,000</u>
Anticipated project cost	\$ 69,000

Capital outlay expenditure is for materials only.

Budget: \$27,000

CAPITAL OUTLAY DESCRIPTIONS FY 2011-2012

System Operations

Valve Maintenance Program-Equipment Replacement

Purpose: Replace the existing electric valve turning equipment that is over 20 years old and overdue for replacement.

Description: Electric Powered - Portable & Reversible Valve Operator.
0 – 10 RPM with maximum torque of 800 ft/lbs.

The system comes with 110 Volt Electric Drive with LCD Revolution Counter w/push button reset. Torque Arm Extension and Steel Storage Case. The Telescopic Valve Key is manufactured from high-strength steel, adjustable from 4ft to 9ft and has a spring loaded pin to lock the wrench in place and is rated to 800 lb.

CRW has over 5500 valves in the distribution system. The purpose of the valve maintenance program is to locate, access, exercise, and map each of those valves. The goal is to ensure those valves are ready when needed to control the distribution system for construction activities or repairs.

The number of turns required to properly exercise or operate a valve varies from 10 to 200 turns, depending on the size of the valve. The process is easier, faster, and safer when valve turning equipment is used, especially on larger valves.

Budget: \$8,000

CAPITAL OUTLAY DESCRIPTIONS FY 2011-2012

Administrative Services

Water Treatment Plant Elevator Retrofit:

Purpose: Retrofit the water treatment plant to comply with the American Disability Act (ADA) by installation of an elevator system to the second floor and a redesign of the existing locker room.

Description: The main water treatment plant building is a three story concrete building constructed in 1964. The first floor contains the locker room, main electrical rooms, high lift pump station, motor control center, miscellaneous mechanical components, repair/maintenance shop, chemical feed systems and the main entrance/lobby. The second floor consists of the chemical feed room, filter beds/ mixing chamber walkways, water quality laboratory, several offices and the main control room. The third floor contains general storage, chemical feed storage and a chemical feed system. The plant has seen three major upgrades during its years of service, but has not included upgrades to work areas as required by the ADA. The proposed project will provide an elevator system to the second floor for both employees and visitors. Included in the retrofit will be the redesign of the existing locker room to meet ADA requirements.

This task will include the design and construction of an elevator to provide access to the second floor work area. It is anticipated that an elevator/enclosed vertical platform lift can be installed near the plant's front door to provide access from the parking lot to the second floor main control room and offices. Also, the locker room is in need of an upgrade to meet ADA access and use requirements.

This capital outlay item was in the FY 2010-11 Budget.

Budget: \$194,300

CAPITAL OUTLAY DESCRIPTIONS FY 2011-2012

Administrative Services

Riverside Park – Restroom

Purpose: Improve the existing structure to meet current code requirements and reduce maintenance.

Description: Riverside Park restrooms are in extremely poor condition due to the age of the structure and vandalism.

This project would include interior & exterior painting, ADA structural changes, heating system, plumbing fixtures, and vandalism resistant upgrades.

This capital outlay item was in the FY 2010-11 Budget.

Budget: \$42,000

Clackamas River Water

5-YEAR CAPITAL OUTLAY PLAN

ITEM	Department	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
6300 IMPROVEMENTS						
Filter Media Replacement	Water Resources		\$ 8,000			\$ 12,000
Programmable Logic Control (PLC) Upgrades	Water Resources			\$ 30,000		16,000
Filter Valve & Surface Wash Replacements	Water Resources				\$ 22,000	
1) Filter Cell Paint & 2) Plant Exterior Paint	Water Resources	\$ 36,750	55,000			
Heating, Vent. and Cooling (HVAC) - Replace	Water Resources			35,000		25,000
Chemical Feeder Replacements	Water Resources			5,000	25,000	
Seal Coat Parking Lot	Water Resources	8,000				
1) Pump Station Roofing & 2) Plant Roofing	Water Resources		25,000		30,000	
Replace counter top - Main Laboratory	Water Resources			15,000		
ADA Elevator and other improvements at WTF	Water Resources	194,300				
Improvements to Park Restrooms	Administrative Services	42,000				
WTP Office Space	Water Resources	15,750				
Water Plant Chemical Room Flooring	Water Resources	31,500				
6410 VEHICLES						
Maintenance-Service Truck - Chassis Only	System Operations					44,000
Maintenance-Service Truck - with Utility Box	System Operations				70,000	
Construction & Repair Truck - with Utility Box	System Operations		140,000			
Service Pickups - 3/4 ton	System Operations				35,000	35,000
Dump Truck - 5 yard Dump Box	System Operations					80,000
6420 GENERAL EQUIPMENT AND TOOLS:						
Process Analyzer Replacements	Water Resources		5,000	5,000	5,000	
Zeta Metering - Optimized Water Treatment	Water Resources		14,000			
Autoclave	Water Resources		10,000			
Valve Maintenance Equipment Trailer	System Operations				40,000	
Valve Operating Equipment	System Operations	8,000				
VAC Truck /Excavator	System Operations			250,000		
6460 COMPUTER EQUIPMENT:						
Hardware/Software	Water Resources					15,000
SCADA Server Replacements & Programing	Water Resources	10,000		12,000		13,000
Hardware/Software	Engineering			7,500		7,500
6480 FURNITURE:						
Other (Bookshelves, Work Stations, etc.)	Engineering			3,500		
6490 OTHER:						
Commercial Industrial Meters -Materials Only						
Replacement Meters - 3" and Larger	System Operations	15,000	5,000	8,000	8,000	8,000
Meter Vault Rebuild & Meter Replacement	System Operations	27,000	15,000	15,000	15,000	
TOTAL		\$ 388,300	\$ 277,000	\$ 386,000	\$ 250,000	\$ 255,500

GENERAL FUND RESOURCES

LB 20

FY 08-09	FY 09-10	FY 10-11		FY 11-12	FY 11-12	FY 11-12
ACTUAL	ACTUAL	ADOPTED BUDGET	RESOURCE DESCRIPTION	PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET
BEGINNING FUND BALANCE:						
\$ 2,407,579	\$ 2,925,586	\$ 1,634,000	Net Working Capital (Budget)	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
Carried forward:						
-	-	700,000	Unspent appropriations	500,000	500,000	500,000
-	-	500,000	Unspent contingency appropriation	200,000	200,000	200,000
OTHER RESOURCES:						
7,133,729	6,885,983	7,200,000	Water Sales	6,900,000	6,900,000	6,900,000
79,540	41,371	45,800	Service Connection Fees	60,000	60,000	60,000
155,470	183,232	110,000	Service Charges	60,000	60,000	60,000
94,598	51,146	40,000	Miscellaneous - Operating	50,000	50,000	50,000
7,463,337	7,161,732	7,395,800	Subtotal - Operating resources	7,070,000	7,070,000	7,070,000
68,697	110,436	111,000	Rental Income	123,500	123,500	123,500
28,647	9,274	10,000	Earnings from Investments	5,500	5,500	5,500
87,194	267,008	131,888	Miscellaneous - Non-Operating	48,600	48,600	48,600
-	-	55,890	Grant Funds	190,000	190,000	190,000
-	-	5,000	Surplus Property Sale	5,000	5,000	5,000
184,538	386,718	313,778	Subtotal - Non operating resources	372,600	372,600	372,600
Transfer From CRW Reserve Fund						
-	2,410,753	-	Reimbursement SDC	-	-	-
-	3,759,549	-	Improvement SDC	-	-	-
-	2,229,788	-	Rate Stabilization Reserves	-	-	-
-	1,954,428	-	Other Reserves	-	-	-
-	-	-	Transfer From Rate Stabilization Reser	471,068	471,068	697,879
-	52,107	-	Transfer From Revenue Bond Fund	-	-	-
\$ 10,055,454	\$ 20,880,661	\$ 10,543,578	TOTAL RESOURCES	\$ 10,213,668	\$ 10,213,668	\$ 10,440,479

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

FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ADOPTED BUDGET	EXPENDITURE DESCRIPTION	FY 11-12 PROPOSED BUDGET	FY 11-12 APPROVED BUDGET	FY 11-12 ADOPTED BUDGET
PERSONAL SERVICES						
\$ 820,604	\$ 777,666	\$ 981,112	Water Resources	\$ 921,635	\$ 921,635	\$ 921,635
871,786	905,926	996,332	System Operations	990,197	990,197	990,197
-	638,198	717,205	FACS	636,300	636,300	636,300
-	89,655	107,322	Board	108,218	108,218	108,218
1,282,135	563,971	502,625	Administration	587,973	587,973	587,973
324,238	370,986	384,640	Engineering	465,921	465,921	465,921
3,298,763	3,346,402	3,689,236	TOTAL PERSONAL SERVICES	3,710,243	3,710,243	3,710,243
MATERIALS & SERVICES						
1,367,870	1,409,001	1,640,400	Water Resources	1,758,500	1,758,500	1,758,500
603,120	389,642	313,100	System Operations	375,600	375,600	375,600
-	285,545	279,200	FACS	341,700	341,700	341,700
-	48,659	60,100	Board	73,800	73,800	73,800
1,000,990	1,126,834	1,413,650	Administration	1,057,200	1,057,200	1,057,200
46,757	36,827	534,000	Engineering	32,800	32,800	32,800
3,018,737	3,296,508	4,240,450	TOTAL MATERIALS & SERVICES	3,639,600	3,639,600	3,639,600
CAPITAL OUTLAY						
35,879	40,514	124,000	Water Resources	101,800	296,300	296,300
-	5,266	66,000	System Operations	50,000	50,000	50,000
-	10,000	-	FACS	-	-	-
70,717	316,910	70,000	Administration	236,500	42,000	42,000
-	9,464	150,000	Engineering	-	-	-
106,596	382,154	410,000	TOTAL CAPITAL OUTLAY	388,300	388,300	388,300
6,424,096	7,025,064	8,339,686	TOTAL DEPARTMENT EXPENDITURES	7,738,143	7,738,143	7,738,143
TRANSFERS						
705,772	276,182	279,892	To Revenue Bond Fund	275,526	275,526	275,526
-	-	-	To Capital Reserve Fund	-	-	-
-	500,000	500,000	Future Reserves	500,000	500,000	500,000
-	1,954,428	-	Other Reserves	-	-	-
-	2,229,788	-	To Rate Stabilization Reserve Fund	-	-	-
-	-	-	To SDC Reserve Fund	-	-	-
-	2,410,753	-	Reimbursement SDC	-	-	-
-	3,759,549	-	Improvement SDC	-	-	-
705,772	11,130,700	779,892	TOTAL TRANSFERS TO OTHER FUNDS	775,526	775,526	775,526
-	-	250,000	General Operating Contingency	500,000	500,000	500,000
705,772	11,130,700	1,029,892	TOTAL TRANSFERS & CONTINGENCY	1,275,526	1,275,526	1,275,526
7,129,868	18,155,763	9,369,578	TOTAL EXPENDITURES	9,013,669	9,013,669	9,013,669
2,925,586	2,724,898	1,174,000	UNAPPROPRIATED FUND BALANCE	1,200,000	1,200,000	1,426,811
\$ 10,055,454	\$ 20,880,661	\$ 10,543,578	TOTAL	\$ 10,213,668	\$ 10,213,668	\$ 10,440,479

GENERAL FUND DETAILED REQUIREMENTS

LB-31

FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ADOPTED BUDGET	Expenditure Description	FY 11-12 PROPOSED BUDGET	FY 11-12 APPROVED BUDGET	FY 11-12 ADOPTED BUDGET
Personal Services:						
2,299,910	2,294,635	2,531,024	Salaries	2,394,624	2,394,624	2,394,624
998,852	1,051,767	1,158,212	Benefits and taxes	1,315,619	1,315,619	1,315,619
\$ 3,298,762	\$ 3,346,402	\$ 3,689,236	PERSONAL SERVICES TOTAL	\$ 3,710,243	\$ 3,710,243	3,710,243
Materials & Services:						
17,969	7,103	-	Commissioner	-	-	-
65,093	123,838	96,900	Customer Services	127,600	127,600	127,600
102,098	85,486	174,400	Employee Costs	189,800	189,800	189,800
254,335	282,249	347,200	Facilities & Security	347,900	347,900	347,900
192,976	204,950	211,600	General Administration	208,800	208,800	208,800
113,857	134,771	85,500	Materials	96,100	96,100	96,100
72,537	70,558	101,100	Office	92,500	92,500	92,500
-	(199,562)	(171,650)	Overhead Reimbursement (CIP Fund)	(213,800)	(213,800)	(213,800)
722,471	898,217	1,544,000	Professional & Contracted Services	929,100	929,100	929,100
187,604	255,266	275,300	Equipment	289,100	289,100	289,100
638,850	622,716	689,700	Utilities	639,100	639,100	639,100
650,947	810,915	886,400	Water Purchases & Treatment	933,400	933,400	933,400
3,018,737	3,296,507	4,240,450	MATERIALS & SERVICES TOTAL	3,639,600	3,639,600	3,639,600
Capital Outlay:						
90,821	313,558	306,000	Improvements	328,300	328,300	328,300
-	-	-	Vehicles	-	-	-
5,012	13,500	-	General Equipment & Tools	8,000	8,000	8,000
-	47,336	38,000	Computer Equipment	10,000	10,000	10,000
10,763	2,494	-	Office Equipment	-	-	-
-	5,266	66,000	Other	42,000	42,000	42,000
106,596	382,154	410,000	CAPITAL OUTLAY TOTAL	388,300	388,300	388,300
6,424,095	7,025,063	8,339,686	DEPARTMENT TOTALS	7,738,143	7,738,143	7,738,143
Transfers:						
705,772	276,182	279,892	To Revenue Bond Fund	275,526	275,526	275,526
-	-	-	To Capital Reserve Fund	-	-	-
-	500,000	500,000	Future Reserves	500,000	500,000	500,000
-	1,954,428	-	Other Reserves	-	-	-
-	2,229,788	-	To Rate Stabilization Reserve Fund	-	-	-
-	-	-	To SDC Reserve Fund	-	-	-
-	2,410,753	-	Reimbursement SDC	-	-	-
-	3,759,549	-	Improvement SDC	-	-	-
-	-	250,000	General Operating Contingency	500,000	500,000	500,000
705,772	11,130,700	1,029,892	TRANSFERS & CONTINGENCY TOTAL	1,275,526	1,275,526	1,275,526
2,925,586	2,724,898	1,174,000	UNAPPROPRIATED FUND BALANCE	1,200,000	1,200,000	1,426,811
\$ 10,055,453	\$ 20,880,661	\$ 10,543,578	TOTAL GENERAL FUND BUDGET	\$ 10,213,669	\$ 10,213,669	\$ 10,440,480

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

FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ADOPTED BUDGET	Description of Resources and Requirements	FY 11-12 PROPOSED BUDGET	FY 11-12 APPROVED BUDGET	FY 11-12 ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ 890,826	\$ 315,923	\$ 1,000	Cash on hand (cash basis):	\$ 1,000	\$ 1,000	\$ 1,000
21,161	1,482	-	Earnings from investments	-	-	-
112,277	3,066	-	Trimet	-	-	-
Transferred In:						
375,000	-	-	CRW Reserve Fund	-	-	-
-	534,000	2,738,000	SDC Reserve Fund	2,450,000	2,450,000	2,450,000
813,521	537,734	-	Federal Grant Fund	-	-	-
-	-	341,000	Capital Reserve Fund	508,000	508,000	508,000
-	-	-	General Fund	-	-	-
2,212,785	1,392,205	3,080,000	Resources Without Taxes	2,959,000	2,959,001	2,959,002
\$ 2,212,785	\$ 1,392,205	\$ 3,080,000	TOTAL RESOURCES	\$ 2,959,000	\$ 2,959,001	\$ 2,959,002

REQUIREMENTS												
Personal Services:												
\$	253,316	\$	214,838	\$	285,350	Project Expenses	\$	329,525	\$	329,525		
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	253,316		214,838		285,350	Personal Services Total		329,525		329,525		
Material & Services:												
	1,643,546		1,094,950		2,794,650	Project Expenses		2,629,475		2,629,475		
<hr/>							<hr/>					
	1,643,546		1,094,950		2,794,650	Material & Services Total		2,629,475		2,629,475		
Capital Outlay:												
						Project Expenses	\$ 2,959,000					
						Capital Outlay Total	<hr/> 2,959,000					
Reserved Future Expenditures:												
	315,923		82,416		-	Reserved Future Expenditures		-		-		
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	315,923		82,416		-	Reserved Future Expenditures Total		-		-		
\$	2,212,785	\$	1,392,205	\$	3,080,000	TOTAL REQUIREMENTS	\$	2,959,000	\$	2,959,000	\$	2,959,000
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**FEDERAL GRANT FUND
SPECIAL FUND - LB 10
RESOURCES AND REQUIREMENTS**

FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ADOPTED BUDGET	Description of Resources and Requirements	FY 11-12 PROPOSED BUDGET	FY 11-12 APPROVED BUDGET	FY 11-12 ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ -	\$ -	\$ -	Cash on hand (cash basis):	\$ -	\$ -	\$ -
813,521	537,734	-	Grants - FEMA	-	-	-
813,521	537,734	-	Resources Without Taxes	-	-	-
\$ 813,521	\$ 537,734	\$ -	TOTAL RESOURCES	\$ -	\$ -	\$ -
REQUIREMENTS						
Transfers:						
\$ -	\$ 537,734	\$ -	- To CIP Fund	\$ -	\$ -	\$ -
Reserved Future Expenditures						
\$ -	\$ 537,734	\$ -	TOTAL REQUIREMENTS	\$ -	\$ -	\$ -

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

FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ADOPTED BUDGET	Description of Resources and Requirements	FY 11-12 PROPOSED BUDGET	FY 11-12 APPROVED BUDGET	FY 11-12 ADOPTED BUDGET
RESOURCES						
			BEGINNING FUND BALANCE:			
\$ 10,363,827	\$ 10,354,518	\$ -	Cash on hand (cash basis):	\$ -	\$ -	\$ -
70,505	-	-	SDC Reimbursement	-	-	-
87,453	-	-	SDC Improvement	-	-	-
207,732	-	-	Earnings from investments	-	-	-
10,729,517	10,354,518	-	Resources Without Taxes	-	-	-
\$ 10,729,517	\$ 10,354,518	\$ -	TOTAL RESOURCES	\$ -	\$ -	\$ -
REQUIREMENTS						
\$ -	\$ 10,354,518	\$ -	Transfer to General Fund	\$ -	\$ -	\$ -
375,000	-	-	Transfer to CIP Fund	-	-	-
2,229,788	-	-	Reserved for Rate Stabilization	-	-	-
8,124,729	-	-	Reserved Future Expenditures	-	-	-
\$ 10,729,517	\$ 10,354,518	\$ -	TOTAL REQUIREMENTS	\$ -	\$ -	\$ -

Fund closed 6/30/2010

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

FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ADOPTED BUDGET	Description of Resources and Requirements	FY 10-11 PROPOSED BUDGET	FY 10-11 APPROVED BUDGET	FY 10-11 ADOPTED BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ -	\$ -	\$ 2,944,200	Cash on hand (cash basis):	\$ 3,459,700	\$ 3,459,700	\$ 3,118,700
Transferred From General Fund						
-	1,954,428	-	Other Reserves	-	-	-
-	500,000	500,000	Future Reserves	500,000	500,000	500,000
-	12,121	15,500	Earnings from investments	17,300	17,300	17,300
-	2,466,549	3,459,700	Resources Without Taxes	3,977,000	3,977,000	3,636,000
\$ -	\$ 2,466,549	\$ 3,459,700	TOTAL RESOURCES	\$ 3,977,000	\$ 3,977,000	\$ 3,636,000
REQUIREMENTS						
\$ -	\$ 468,000	\$ 341,000	Transfer to CIP Fund	\$ 508,000	\$ 508,000	\$ 508,000
-	1,998,549	3,118,700	Reserved for Future Expenditures	3,469,000	3,469,000	3,128,000
\$ -	\$ 2,466,549	\$ 3,459,700	TOTAL REQUIREMENTS	\$ 3,977,000	\$ 3,977,000	\$ 3,636,000

New fund established on Res. No. 34-2009

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

FY 08-09	FY 09-10	FY 10-11	Description of	FY 11-12	FY 11-12	FY 11-12
ACTUAL	ACTUAL	ADOPTED	Resources and Requirements	PROPOSED	APPROVED	ADOPTED
		BUDGET		BUDGET	BUDGET	BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ -	\$ -	\$ 2,248,010	Cash on hand (cash basis):	\$ 2,259,210	\$ 2,259,210	\$ 2,259,210
Transferred In:						
-	2,229,788	-	From General Fund	-	-	-
-	15,138	11,200	Earnings from investments	8,900	8,900	8,900
-	2,244,926	2,259,210	Resources Without Taxes	2,268,110	2,268,110	2,268,110
\$ -	\$ 2,244,926	\$ 2,259,210	TOTAL RESOURCES	\$ 2,268,110	\$ 2,268,110	\$ 2,268,110
REQUIREMENTS						
\$ -	\$ -	\$ -	Transfer to General Fund	\$ 471,068	\$ 471,068	\$ 697,879
-	2,244,926	\$ 2,259,210	Reserved for Rate Stabilization	\$ 1,797,042	1,797,042	1,570,231
\$ -	\$ 2,244,926	\$ 2,259,210	TOTAL REQUIREMENTS	\$ 2,268,110	\$ 2,268,110	\$ 2,268,110

New fund established on Res. No. 35-2009

SDC RESERVE FUND
RESERVE FUND - LB 11
RESOURCES AND REQUIREMENTS

FY 08-09	FY 09-10	FY 10-11	Description of	FY 11-12	FY 11-12	FY 11-12
ACTUAL	ACTUAL	ADOPTED	Resources and Requirements	PROPOSED	APPROVED	ADOPTED
		BUDGET		BUDGET	BUDGET	BUDGET
RESOURCES						
BEGINNING FUND BALANCE:						
\$ -	\$ -	\$ 6,259,540	Cash on hand (cash basis):	\$ 6,435,000	\$ 6,435,000	\$ 5,059,407
-	47,930	71,310	SDC Reimbursement	88,900	88,900	88,900
-	59,450	88,450	SDC Improvement	110,200	110,200	110,200
Transfer From General Fund						
-	2,410,753	-	Reimbursement SDC	-	-	-
-	3,759,549	-	Improvement SDC	-	-	-
-	38,265	15,700	Earnings from investments	18,100	18,100	18,100
-	6,315,947	6,435,000	Resources Without Taxes	6,652,200	6,652,200	5,276,607
\$ -	\$ 6,315,947	\$ 6,435,000	TOTAL RESOURCES	\$ 6,652,200	\$ 6,652,200	\$ 5,276,607

REQUIREMENTS						
-	534,000	\$ 2,738,000	Transfer to CIP Fund	\$ 2,450,000	\$ 2,450,000	\$ 2,450,000
-	370,607	375,593	Transfer to Revenue Bond Fund	369,734	369,734	369,734
-	5,411,340	3,321,407	Reserved Future Expenditures	3,832,466	3,832,466	2,456,873
\$ -	\$ 6,315,947	\$ 6,435,000	TOTAL REQUIREMENTS	\$ 6,652,200	\$ 6,652,200	\$ 5,276,607

New fund established Res. No. 36-2009

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

FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ADOPTED BUDGET	Description of Resources and Requirements	FY 11-12 PROPOSED BUDGET	FY 11-12 APPROVED BUDGET	FY 11-12 ADOPTED BUDGET
RESOURCES:						
BEGINNING FUND BALANCE:						
\$ -	\$ -	\$ 469,000	Cash on hand (cash basis)	\$ 471,300	\$ 471,300	\$ 471,300
48	1,842	2,300	Earning From Investments	2,300	2,300	2,300
705,772	30,559	279,892	Transfer From General Fund	275,526	275,526	275,526
-	41,007	375,593	Transfer From SDC Fund	369,734	369,734	369,734
-	1,043,223	-	Transfer From Capital Reserve Fund	-	-	-
-	4,858,698	-	Bond proceeds from Refunding	-	-	-
705,820	5,975,329	1,126,785	Resources Without Taxes	1,118,860	1,118,860	1,118,860
\$ 705,820	\$ 5,975,329	\$ 1,126,785	TOTAL RESOURCES	\$ 1,118,860	\$ 1,118,860	\$ 1,118,860
REQUIREMENTS:						
415,000	435,000	\$ 505,000	Principal	\$ 510,000	\$ 510,000	\$ 510,000
290,820	196,639	150,485	Interest	135,260	135,260	135,260
-	4,775,000	-	Retire Refunded Debt	-	-	-
-	52,107	-	Transfer to General Fund	-	-	-
-	516,583	471,300	Unappropriated and Reserved	473,600	473,600	473,600
\$ 705,820	\$ 5,975,329	\$ 1,126,785	TOTAL REQUIREMENTS	\$ 1,118,860	\$ 1,118,860	\$ 1,118,860

SUPPLEMENT LB-36

FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 ADOPTED BUDGET	Schedule of Payments	FY 11-12 PROPOSED BUDGET	FY 11-12 APPROVED BUDGET	FY 11-12 ADOPTED BUDGET
BOND PRINCIPAL PAYMENTS						
Issue Date - Payment Date						
\$ -	\$ -	\$ 505,000	2009 11/1/10	\$ 510,000	\$ 510,000	\$ 510,000
415,000	5,210,000	-	1999 11/1/09	-	-	-
415,000	5,210,000	505,000	Total Principal Payments	510,000	510,000	510,000
BOND INTEREST PAYMENTS						
Issue Date - Payment Date						
-	-	150,485	2009 11/1/10 & 5/1/11	135,260	135,260	135,260
290,820	196,639	-	1999 11/1/09 & 5/1/10	-	-	-
290,820	196,639	150,485	Total Interest Payments	135,260	135,260	135,260
TRANSFERS						
	52,107		Transfer to General Fund			
UNAPPROPRIATED ENDING FUND						
-	516,583	471,300	Unappropriated Fund Balance	473,600	473,600	473,600
\$ 705,820	\$ 5,975,329	\$ 1,126,785	TOTAL REQUIREMENTS	\$ 1,118,860	\$ 1,118,860	\$ 1,118,860

CLACKAMAS RIVER WATER FY 2011-2012

CHANGES FROM PROPOSED to APPROVED BUDGET

General Fund Expenditures

- ▲ Increase in Capital Outlay – Water Resources from \$101,800 to \$296,300.
(Reflects increase for Water Treatment Plant Elevator Retrofit.)
- ▼ Decrease in Capital Outlay – Administrative Services from \$236,500 to \$42,000. (Reflects decrease for Water Treatment Plant Elevator Retrofit.)

There Were No Changes To The CIP and Other Funds.

CHANGES FROM APPROVED to ADOPTED BUDGET

General Fund

- ▲ Increase in Resources – Transfers from Rate Stabilization Reserve Fund from \$471,068 to \$697,879. (Increase allows General Fund to stabilize revenues for bond debt coverage.)
- ▲ Increase in Unappropriated Fund Balance from \$1,200,000 to \$1,426,811. (Increase will balance General Fund with change noted in Resources - Transfers from Rate Stabilization Reserve Fund.)

Rate Stabilization Reserve Fund

- ▲ Increase in Requirements – Transfers to General Fund from \$471,068 to \$697,879. (Increase allows General Fund to stabilize revenues for bond debt coverage.)
- ▼ Decrease in Reserve for Rate Stabilization from \$1,797,042 to \$1,570,231.
(Decrease will balance Rate Stabilization Reserve Fund with change noted in Transfers to General Fund.)

**CLACKAMAS RIVER WATER
FY 2011-2012**

**CHANGES FROM APPROVED to ADOPTED BUDGET
(Continued)**

Capital Improvement Projects Fund

- ✔ Decrease in Personal Service from \$329,525 to \$-0-. (Decrease to reclass to Capital Outlay/)
- ✔ Decrease in Materials & Services from \$2,629,475 to \$-0-. (Decrease to reclass to Capital Outlay.)
- ▲ Increase in Capital Outlay from \$-0- to \$2,959,000. (Increase to balance Capital Improvement Projects Fund with changes noted in Personal Services and Materials & Services.)

Capital Reserve Fund

- ✔ Decrease to Beginning Fund Balance from \$3,459,700 to \$3,118,700. (Decrease to reflect updated estimate.)
- ✔ Decrease to Reserved Future Expenditures from \$3,832,466 to \$2,456,873. (Decrease will balance Capital Reserve Fund with change noted in Beginning Fund Balance.)

SDC Reserve Fund

- ✔ Decrease to Beginning Fund Balance from \$6,435,000 to \$5,059,407. (Decrease to reflect updated estimate.)
- ✔ Decrease to Reserved for Future Expenditures from \$3,832,466 to \$2,456,873. (Decrease will balance SDC Reserve Fund with change noted in Beginning Fund Balance.)

There Were No Changes to the Revenue Bond Fund

**CLACKAMAS RIVER WATER
BUDGET COMMITTEE MEMBERS
FY 2011-2012**

District Citizens

Grafton L. Sterling

Richard Reginer

Kellie Harris

Gary Kerr

Pat Russell

Board of Commissioners

Kami Kehoe, President

Cyndi Lewis-Wolfram, Secretary

Barbara L. Kemper, Treasurer

Patricia Holloway

Michael Cardwell

NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the Budget Committee of Clackamas River Water, Clackamas County, State of Oregon, to discuss the budget for the fiscal year July 1, 2011, to June 30, 2012, will be held at 16770 SE 82nd Drive, Clackamas, OR, 97015. The meeting will take place on **Monday, April 18, 2011, at 7:00 p.m.** Additionally, the second and third meetings are scheduled for Monday May 2, 2011 and Monday May 9, 2011, if needed. The purpose of the meeting (s) is to receive the budget message and to receive comment from the public on the budget. A copy of the budget document may be inspected or obtained on April 12, 2011, or anytime thereafter, at 16770 SE 82nd Drive, between the hours of 8:00 a.m. and 4:00 p.m. This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee.

The Oregonian

04/04/2011

04/11/2011

The Oregonian

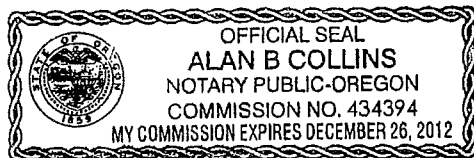
Hillsboro
Argus  **OregonLive.com**

1320 S.W. Broadway, Portland, OR 97201-3499

Affidavit of Publication

I, Jenni Hesse, duly sworn depose and say that I am the Principal Clerk Of The Publisher of The Oregonian, a newspaper of general circulation, as defined by ORS 193.010 and 193.020, published in the city of Portland, in Multnomah County, Oregon; that the advertisement was published without interruption in the entire and regular issue of The Oregonian or the issue on the following date(s):

4/4/2011, 4/11/2011



Jenni Hesse
Principal Clerk of the Publisher:

4-12-11

Subscribed and sworn to before me this date:

Alan B. Collins
Notary:

Ad Order Number: 0003144560

**FORM
LB-1**
NOTICE OF BUDGET HEARING

A meeting of the Clackamas River Water Board of Commissioners (governing body) will be held on June 9, 2011 at 7:30 pm at 16770 SE 82nd Drive, Clackamas, Oregon. The purpose of this meeting will be to discuss the budget for the fiscal year beginning July 1, 2011, as approved by the Clackamas River Water Budget Committee.

A summary of the budget is presented below. A copy of the budget may be inspected or obtained at

16770 SE 82nd Drive between the hours of 8:00 am and 4:00 pm. This budget was prepared on

a basis of accounting that is XX consistent _____ not consistent with the basis of accounting used during the preceding year.

Major changes, if any, and their effect on the budget, are explained below. This budget is for: XX Annual Period _____ 2-Year Period

County	City	Chairperson of Governing Body	Telephone Number
Clackamas	Clackamas	Kami Kehoe	(503) 722-7226

FINANCIAL SUMMARY

<input type="checkbox"/> Check this box if your budget only has one fund		Adopted Budget Current Year 2010-2011	Approved Budget Next Year - 2011-2012
<i>TOTAL OF ALL FUNDS</i>			
Anticipated Requirements	1. Total Personal Services.....	3,974,586	4,039,767
	2. Total Materials and Supplies	6,785,100	6,269,075
	3. Total Capital Outlay	410,000	388,300
	4. Total Debt Service	655,485	645,260
	5. Total Transfers	4,234,485	4,574,328
	6. Total Contingencies	500,000	500,000
	7. Total Special Payments.....	0	0
	8. Total Unappropriated and Reserved for Future Expenditure...	10,344,617	10,772,108
	9. Total Requirements - add Lines 1 through 8	26,904,273	27,188,838
Anticipated Resources	10. Total Resources Except Property Taxes	26,904,273	27,188,838
	11. Total Property Taxes Estimated to be Received	0	0
	12. Total Resources - add Lines 10 and 11	26,904,273	27,188,838
Estimated Ad Valorem Property Taxes	13. Total Property Taxes Estimated to be Received (line 11)	0	0
	14. Plus: Estimated Property Taxes Not To Be Received		
	A. Loss Due to Constitutional Limits	0	0
	B. Discounts Allowed, Other Uncollected Amounts	0	0
	15. Total Tax Levied(add lines 13 and 14 A & B).....	0	0
Tax Levies By Type		Rate or Amount	Rate or Amount
	16. Permanent Rate Limit Levy (rate limit _____)...	0	0
	17. Local Option Taxes.....	0	0
	18. Levy for Bonded Debt or Obligations.....	0	0

STATEMENT OF INDEBTEDNESS

<input type="checkbox"/> None	<input checked="" type="checkbox"/> Debt Outstanding As Summarized Below	<input type="checkbox"/> None	<input checked="" type="checkbox"/> Debt Authorized, Not Incurred As Summarized Below
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PUBLISH BELOW ONLY IF COMPLETED

Long-Term Debt	Estimated Debt Outstanding at the Beginning of the Budget Year (July 1)	Estimated Debt Authorized, Not Incurred at the Beginning of the Budget Year (July 1)
Bonds.....	4,175,000	35,825,000
Interest Bearing Warrants	0	0
Other	0	0
Total Indebtedness	4,175,000	35,825,000

Short-Term Debt

This budget includes the intention to borrow in anticipation of revenue ("Short-Term Borrowing") as summarized below:

Fund Liable	Estimated Amount to be Borrowed	Estimated Interest Rate	Estimated Interest Cost

BUDGET MODIFICATION
FORM
LB-2

FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED

Publish ONLY completed portion of this page. Total Requirements (line 9) must equal Total Resources (line 10)

Name of Fund General Fund	Actual Data Prior Yr 2009-2010	Adopted Budget Current Yr 2010-2011	Approved Budget Next Year 2011-2012
1. Total Personal Services.....	3,346,402	3,689,236	3,710,242
2. Total Materials and Services.....	3,296,508	3,990,450	3,639,600
3. Total Capital Outlay.....	382,154	410,000	388,300
4. Total Debt Service.....	0	0	0
5. Total Transfers.....	11,130,700	779,892	775,526
6. Total Contingencies.....		500,000	500,000
7. Total Special Payments.....	0	0	0
8. Total Unappropriated / Reserved for Future Expenditure	2,724,898	1,174,000	1,200,000
9. Total Requirements (add lines 1 - 8).....	20,880,662	10,543,578	10,213,668
10. Total Resources Except Property Taxes.....	20,880,662	10,543,578	10,213,668

Name of Fund CIP Fund	Actual Data Prior Yr 2009-2010	Adopted Budget Current Yr 2010-2011	Approved Budget Next Year 2011-2012
1. Total Personal Services.....	214,838	285,350	329,525
2. Total Materials and Services.....	1,089,336	2,794,650	2,629,475
3. Total Capital Outlay.....	0	0	0
4. Total Debt Service.....	0	0	0
5. Total Transfers.....	0	0	0
6. Total Contingencies.....		0	0
7. Total Special Payments.....	0	0	0
8. Total Unappropriated / Reserved for Future Expenditure	82,416	0	0
9. Total Requirements (add lines 1 - 8).....	1,386,590	3,080,000	2,959,000
10. Total Resources Except Property Taxes.....	1,386,590	3,080,000	2,959,000

Name of Fund Capital Reserve Fund	Actual Data Prior Yr 2009-2010	Adopted Budget Current Yr 2010-2011	Approved Budget Next Year 2011-2012
1. Total Personal Services.....	0	0	0
2. Total Materials and Services.....	0	0	0
3. Total Capital Outlay.....	0	0	0
4. Total Debt Service.....	0	0	0
5. Total Transfers.....	468,000	341,000	508,000
6. Total Contingencies.....		0	0
7. Total Special Payments.....	0	0	0
8. Total Unappropriated / Reserved for Future Expenditure	1,998,549	3,118,700	3,469,000
9. Total Requirements (add lines 1 - 8).....	2,466,549	3,459,700	3,977,000
10. Total Resources Except Property Taxes.....	2,466,549	2,459,700	3,977,000

Name of Fund Rate Stabilization Reserve Fund	Actual Data Prior Yr 2009-2010	Adopted Budget Current Yr 2010-2011	Approved Budget Next Year 2011-2012
1. Total Personal Services.....	0	0	0
2. Total Materials and Services.....	0	0	0
3. Total Capital Outlay.....	0	0	0
4. Total Debt Service.....	0	0	0
5. Total Transfers.....	0	0	471,068
6. Total Contingencies.....		0	0
7. Total Special Payments.....	0	0	0
8. Total Unappropriated / Reserved for Future Expenditure	2,244,926	2,259,210	1,797,042
9. Total Requirements (add lines 1 - 8).....	2,244,926	2,259,210	2,268,110
10. Total Resources Except Property Taxes.....	2,244,826	2,259,210	2,268,110

**FORM
LB-2**

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

Publish ONLY completed portion of this page. Total Requirements (line 9) must equal Total Resources (line 10)

Name of Fund	Actual Data Prior Yr 2009-2010	Adopted Budget Current Yr 2010-2011	Approved Budget Next Year 2011-2012
SDC Reserve Fund			
1. Total Personal Services.....	0	0	0
2. Total Materials and Services.....	0	0	0
3. Total Capital Outlay.....	0	0	0
4. Total Debt Service.....	0	0	0
5. Total Transfers.....	904,607	3,113,593	2,819,734
6. Total Contingencies.....		0	0
7. Total Special Payments.....	0	0	0
8. Total Unappropriated / Reserved for Future Expenditure	5,411,340	3,321,407	3,832,466
9. Total Requirements (add lines 1 - 8).....	6,315,947	6,435,000	6,652,200
10. Total Resources Except Property Taxes.....	6,315,947	6,435,000	6,652,200
Name of Fund	Actual Data Prior Yr 2009-2010	Adopted Budget Current Yr 2010-2011	Approved Budget Next Year 2011-2012
Revenue Bond Fund			
1. Total Personal Services.....	0	0	0
2. Total Materials and Services.....	0	0	0
3. Total Capital Outlay.....	0	0	0
4. Total Debt Service.....	5,406,639	655,485	645,260
5. Total Transfers.....	52,107	0	0
6. Total Contingencies.....		0	0
7. Total Special Payments.....	0	0	0
8. Total Unappropriated / Reserved for Future Expenditure	516,583	471,300	473,600
9. Total Requirements (add lines 1 - 8).....	5,975,329	1,126,785	1,118,860
10. Total Resources Except Property Taxes.....	5,975,329	1,126,785	1,118,860
Name of Fund	Actual Data Prior Yr 2009-2010	Adopted Budget Current Yr 2010-2011	Approved Budget Next Year 2011-2012
CRW Reserve Fund			
1. Total Personal Services.....	0	0	0
2. Total Materials and Services.....	0	0	0
3. Total Capital Outlay.....	0	0	0
4. Total Debt Service.....	0	0	0
5. Total Transfers.....	10,354,518	0	0
6. Total Contingencies.....		0	0
7. Total Special Payments.....	0	0	0
8. Total Unappropriated / Reserved for Future Expenditure	0	0	0
9. Total Requirements (add lines 1 - 8).....	10,354,518	0	0
10. Total Resources Except Property Taxes.....	10,354,518	0	0
Name of Fund	Actual Data Prior Yr 2009-2010	Adopted Budget Current Yr 2010-2011	Approved Budget Next Year 2011-2012
Federal Grant Fund			
1. Total Personal Services.....	0	0	0
2. Total Materials and Services.....	0	0	0
3. Total Capital Outlay.....	0	0	0
4. Total Debt Service.....	0	0	0
5. Total Transfers.....	532,119	0	0
6. Total Contingencies.....		0	0
7. Total Special Payments.....	0	0	0
8. Total Unappropriated / Reserved for Future Expenditure	0	0	0
9. Total Requirements (add lines 1 - 8).....	532,119	0	0
10. Total Resources Except Property Taxes.....	532,119	0	0

CLACKAMAS RIVER WATER

RESOLUTION No.10-2011

ADOPTING THE BUDGET AND MAKING APPROPRIATIONS FOR
FISCAL YEAR 2011-2012
PER ORS 294.435

WHEREAS, ORS 294.435 provides for adoption of an annual budget by the district's governing body and,

WHEREAS, the budget to be adopted hereby is an asset of Clackamas River Water that will inure to the benefit of Clackamas River Water and by adoption, this Board intends that Clackamas River Water will benefit,

ADOPTING THE BUDGET

NOW, THEREFORE, the Board of Commissioners of Clackamas River Water hereby resolves to adopt the budget approved by the Budget Committee and amended by the Board of Commissioners for FY 2011-2012 in the total sum of \$25,699,056 now on file at the district office.

BE IT FURTHER RESOLVED that this budget is adopted with the intent and understanding that it is for the benefit, and will be an asset, of Clackamas River Water.

MAKING APPROPRIATIONS

BE IT RESOLVED that the amounts for the fiscal year beginning July 1, 2011 and for the purposes shown below are hereby appropriated as follows:

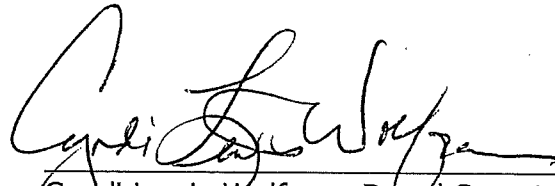
	<u>Appropriations</u>
<u>General Fund</u>	
Personal Services	\$ 3,710,243
Materials & Services	3,639,600
Capital Outlay	388,300
Transfers	775,526
Operating Contingency	500,000

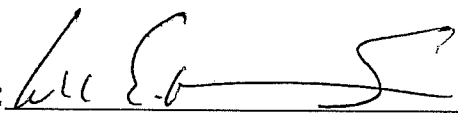
(Continued on next page)

	<u>Appropriations</u>
<u>Capital Reserve Fund</u>	
Transfers	\$508,000
<u>Rate Stabilization Reserve Fund</u>	
Transfers	\$697,879
<u>SDC Reserve Fund</u>	
Transfers	\$2,819,734
<u>Capital Improvement Projects Fund</u>	
Capital Outlay	\$2,959,000
<u>Revenue Bond Fund</u>	
Debt Service	\$645,260
TOTALS	\$16,643,542

ADOPTED by the Clackamas River Water Board of Commissioners this 22nd day of June, 2011.


 Kami Kehoe, Board President


 Cyndi Lewis-Wolfram, Board Secretary

ATTESTED: 
 Lee Moore, Sr., General Manager

BUDGET CALENDAR FY 2011-2012

- | | |
|---|------------------|
| 1. Appoint budget officer | January 14, 2011 |
| 2. Publish first notice of budget committee meeting
in <i>The Oregonian</i> | April 4, 2011 |
| 3. Publish second notice of budget committee meeting
in <i>The Oregonian</i> | April 11, 2011 |
| 4. Hold budget committee meeting | April 18, 2011 |
| 5. Hold budget committee meeting | May 2, 2011 |
| 6. Publish third notice of budget committee meeting
in <i>The Oregonian</i> | May 6, 2011 |
| 7. Hold budget committee meeting | May 9, 2011 |
| 8. Approve budget | May 9, 2011 |
| 9. Publish hearing notice in <i>The Oregonian</i> | June 2, 2011 |
| 10. Hold budget hearing | June 9, 2011 |
| 11. Adopt the budget and make appropriations by
Resolution #10-2011 with no taxes to levy | June 22, 2011 |
| 12. Submit budget to State, County Assessor,
Treasurer and Clerk | July 15, 2011 |