



Adopted Budget

2023-2025



TUALATIN VALLEY
WATER DISTRICT

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OUR MISSION

Reliable, resilient, and safe water

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1 Introduction and User's Guide

The Tualatin Valley Water District (TVWD or the District) is the second largest water provider in the State of Oregon and is located in suburban Washington County, west of Portland. As a special district, TVWD is organized as a domestic water supply district under Oregon Revised Statutes (ORS) 264, and subject to Oregon Local Budget Law (ORS 294). TVWD is governed by a five-member Board of Commissioners, elected to four-year terms by the District's voters. The Board of Commissioners, with help from management, sets our policies and procedures.

This **User's Guide** provides a brief outline to the District's Adopted Budget for the 2023-25 biennium (2023-25 Budget). The budget document contains a variety of information in narrative, table, and graphic form. This guide describing the general layout of the budget is offered to assist the reader in finding specific information throughout the document.

The "flow" of the budget document begins in Section 2 with the **Budget Message**. The Budget Message includes an overview of vital statistics and areas of responsibility. Following that information is a map, and an organizational chart. The Budget Message also highlights key elements of the budget and identifies significant changes from prior years. At its core, the Budget Message is simply a written explanation of the budget and its priorities. The Budget Message is prepared by the Chief Financial Officer/Budget Officer and presented in a public hearing to the Budget Committee as part of the Adopted Budget.

Section 3, **Budget Process and Financial Policies**, describes the budget process that is designed to maintain compliance with the law and provide the District's customers opportunities to provide input. A summary of TVWD's Financial Policies is included, as well as a discussion of the District's debt limitations.

Section 4 outlines the District's **Strategic Planning** efforts covering the status and progress towards the 2021-23 District Initiatives and initiatives that are included in the 2023-25 Budget. Section 4 also outlines the Performance Measures designed to track progress towards key initiatives adopted by the Board of Commissioners and/or management.

Section 5 provides information on the District's **Multi-Year Financial Outlook**. Following established public financial management best practices and guidance from the Government Finance Officers Association (GFOA), the District is engaged in continual long-range financial planning and forecasting.

Long-range planning is essential in the utility business. Water supply, transmission, and distribution infrastructure is long-lived in nature, and system improvements often require many years of advanced planning and permitting before construction can begin. A 30-year financial forecasting model is used as the framework within which revenues, reserves, operating costs, and capital costs are projected and analyzed. The forecast is updated periodically (generally about every six months) and is used to run alternative scenarios to project the financial effects of various courses of action, determine District revenue requirements and cash flow needs, test the affordability and timing of debt issuance, and confirm the feasibility of the District's financial strategy against certain benchmarks such as required reserve levels and debt service coverage targets.

Section 6, **Fund Summary**, describes the District's fund structure and provides a consolidated summary of the budget for all the District's funds. The summary budget forms required by the state for each individual fund is provided in sections 7 through 10. Most of the budget centers around the General

Fund, where much of the District’s financial activity takes place and where all staff positions are located. The other eight funds exist to account for capital improvements, capital reserves, debt proceeds, debt service, customer emergency assistance, and partnership funds that the District manages on behalf of its partners.¹

Section 7 deals specifically with the **General Fund**. This section outlines General Fund resources and expenditures, and provides a summary of department expenditures. Because of the central role of the General Fund, additional detail is provided in Sections 7.5.1 through 7.5.7.

Section 7.5.1 includes non-departmental expenditures and highlights TVWD’s largest single operating expense – Purchased Water. The subsequent sections describe the District’s staffing and expenditure activity of the six **individual departments** housed within the General Fund.

- Section 7.5.2 – Administrative Services Department
- Section 7.5.3 – Customer Service Department
- Section 7.5.4 – Engineering & Operations Department
- Section 7.5.5 – Finance Department
- Section 7.5.6 – Water Supply Program Department
- Section 7.5.7 – Information Technology Services Department

Section 8 covers TVWD’s six-year **Capital-related Funds** including both in-District capital improvement plan (CIP) projects and the District’s investments in joint ventures that fund projects for the Joint Water Commission (JWC), Willamette Water Supply System Commission (WWSS) and Willamette Intake Facilities Commission (WIF). A discussion of the assumptions underlying the CIP is provided with anticipated funding sources and summary descriptions. The first two years of the CIP are included in the appropriations for the budget as capital outlay.

Section 9 presents information on the District’s **Debt-related Funds**. This section shows current and future debt service requirements, the comparison of statutory debt limitations, and debt service schedules.

Section 10 addresses the joint ventures that the District manages on its behalf and on behalf of its partners. The District established four **Partnership Funds** within the District’s fund structure for these joint ventures.¹

Willamette Water Supply System Fund (WWSS), in Section 10.1, is a fund established as part of the Adopted 2019-21 Budget. This fund accounts for the resources and expenditures of the WWSS. Currently the infrastructure for the WWSS is under construction. When complete, the WWSS will include a new water treatment plant, terminal storage reservoirs, and more than twenty-six miles of large-diameter pipeline. Partners in the WWSS include the District and the cities of Hillsboro and Beaverton. TVWD serves as the managing agency of the WWSS – consequently, all appropriations for the WWSS, primarily capital expenditures, are included in the District’s budget.

The **Willamette Intake Facilities Fund (WIF)** in Section 10.2 was established by the Board of Commissioners during the 2017-19 biennium. This fund accounts for the resources and expenditures of the WIF Commission. The primary facilities of the WIF are the intake facilities located at the Willamette River Water Treatment Plant in Wilsonville. WIF members include the cities of Beaverton, Hillsboro,

¹ The District is the managing agency for four partnership funds – the Willamette Water Supply System, the Willamette Intake Facilities, the Willamette River Water Coalition, and the Customer Emergency Assistance fund.

Sherwood, Tigard, Wilsonville, and TVWD. The cities of Wilsonville and Sherwood receive water from the existing water treatment plant in Wilsonville. TVWD, Hillsboro and Beaverton will be served by the future WWSS, and Tigard is investing in the WIF as a potential future water source. TVWD serves as the managing agency of the WIF. As with the WWSS, all appropriations for the WIF are included in the District's budget.

Section 10.3, **Willamette River Water Coalition Fund (WRWC)**, accounts for the activities of the four-member agency that includes TVWD and the cities of Sherwood, Tigard, and Tualatin. TVWD serves as the managing agency for the WRWC. This intergovernmental entity was created to develop and maintain water rights on the Willamette River for regional needs.

Section 10.4, **Customer Emergency Assistance Fund**, accounts for the resources, administration, and customer payments for those customers who qualify for emergency assistance.

Section 11 includes a glossary explaining terminology and acronyms used throughout this document, as well as other **supplemental information** about the District.

We hope this guide will be helpful to the reader and we welcome suggestions for improvement.

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2 Budget Message

We are pleased to present the 2023-25 Budget for the Tualatin Valley Water District (District or TVWD). The budget message is organized by the following topics:

- TVWD Description and Background Information
- District Goals and Initiatives
- 2023-25 Biennium Budget Summary
- Capital improvements plan for the District and the Willamette Water Supply Program²
- Concluding Thoughts and Future Planning
- Acknowledgements and Submission
- Distinguished Budget Award

2.1 Tualatin Valley Water District

2.1.1 Overview of the District

As a special district and a water utility, TVWD's focus is providing high-quality water on demand to its customers. This 2023-25 Budget aligns with the District's strategic objective of building a new reliable and resilient water supply to meet the water demands of both current and future TVWD customers. Consistent with the District's strategic objective, this budget continues the partnerships with neighboring utilities that are critical to the overall success of acquiring the new water supply.

To deliver water to TVWD customers, the District maintains approximately 759 miles of pipe, ranging in size from 2 to 60 inches. Fourteen pumping stations are on-line to move water throughout the District. There are 23 finished water reservoirs with a combined storage capacity of 67 million gallons (MG). TVWD's pump stations and reservoirs have full telemetry control systems. The District's water system is monitored 24 hours a day, seven days a week. In addition to monitoring water flows and pressure, the District's state-of-the-art Supervisory Control and Data Acquisition (SCADA) system monitors several water-quality parameters and security systems.

The District's Board has long recognized the need to access water supplies from multiple sources. Currently, the District purchases about 77% of its water through a wholesale contract with the City of Portland. The remainder of the water needed by the District (about 23%) comes from the District's ownership share in the Joint Water Commission (JWC) and Barney Reservoir Joint Operating Commission (BRJOC), and the District's aquifer storage and recovery (ASR) facility.

Maintaining a reliable and efficient water system is a major focus at TVWD. Capital improvement projects are planned and constructed throughout the biennium to meet current and future water needs, maintain a resilient infrastructure, and provide reliability by maintaining backup systems to reduce the risk of service interruptions. At any time, the District has a variety of these projects underway.

² The Willamette Water Supply Program (WWSP) is a program management office (PMO) created by the District and its partners to deliver the Willamette Intake Facilities (WIF) and the Willamette Water Supply System (WWSS). The WIF and WWSS are joint ventures that will deliver treated drinking water to the District and its partners. The District is the managing agency for both joint ventures. More information on these joint ventures is included below in this budget message.

In addition to the types of capital activities noted above, the District is engaged in a major infrastructure project to develop a new water source on the mid-Willamette River for the Tualatin Valley. This regional project is commonly referred to as the Willamette Water Supply Program (WWSP) and includes significant capital investments that are part of two new regional water entities.

1. Willamette Water Supply System (WWSS) Commission – The WWSS is a joint venture of the District and the cities of Beaverton and Hillsboro to construct and operate supply facilities that convey raw water from the intake facility on the Willamette River, treat the raw water to potable standards, and convey the potable water to each partner’s distribution system. The District serves as the managing agency for the WWSS.
2. Willamette Intake Facilities (WIF) Commission – The WIF is a joint venture of the District and the cities of Beaverton, Hillsboro, Sherwood, Tigard, and Wilsonville to jointly own, operate, and construct improvements at the raw water intake facility located at the existing Willamette River Water Treatment Plant in Wilsonville. The District serves as the managing agency for the WIF.

The District also serves as the managing agency for another joint venture, the Willamette River Water Coalition (WRWC). The WRWC’s partners include TVWD, and the cities of Sherwood, Tigard, and Tualatin. The primary charge of the WRWC is to develop and maintain water rights on the Willamette River for regional needs.

Taken together these three entities form the foundation of regional partnerships to build and maintain a long-term water supply. As TVWD’s most important priority, the 2023-25 Budget includes resources to continue implementation of the Board’s direction to develop the District’s next increment of water supply on the Willamette River. With operations planned to begin in 2026, the WWSP continues to be a key theme for this and future budgets.

2.1.2 District at a Glance

Listed below are some key District statistics:

General Statistics:

- Service territory: 41 square miles
- Estimated population: 224,600
- Service connections: 60,665
- Customer base: approximately 95% single-family & multifamily residential; 5% commercial/industrial/fireline/irrigation
- Water sales (volume): 68% residential & multifamily; 30% commercial/industrial/government; 2% wholesale/wheeled water
- Percent of total water sales (volume) by ten largest customers: 14.5%
- Number of District employees: 133 full time as of July 2022

Water System:

- Average daily demand: 21.16 million gallons/day; 7.7 billion gallons/year in FY2022³
- Peak consumption: 40.38 million gallons/day in FY2022
- 23 finished water reservoirs

³ FY2022 refers to the fiscal year beginning July 1, 2021 and ending June 30, 2022; commonly known as fiscal year ending 2022, or FY2022.

- Capacity of reservoirs: 67 million gallons
- 14 pump stations
- Miles of pipeline: 759
- Sources of supply include water purchased from the Portland Water Bureau using the Bull Run Watershed & Columbia South Shore Wellfield, and from Barney Reservoir via the JWC's Hagg Lake and Tualatin River.
- Aquifer Storage & Recovery: 300 million gallons storage; 2.5 million gallons/day for peak-summer use

TVWD also:

- Provides billing services to Clean Water Services, including sewer-only accounts (approximately 72,000 accounts)
- Provides meter reading (approximately 21,600 accounts) and billing services (approximately 1,000 accounts) to the City of Beaverton

2.1.3 District Profile

The District serves a significant portion of Washington County, Oregon. The county is the second largest county by population in Oregon with an estimated 2022 population of 606,378, which represents an increase of approximately 10.1% over the past ten years. *Figure 2-1* (next page) presents the District's service area. As indicated in the legend, the map also presents areas where the District provides interim service and wheeled water service to customers located within the City of Beaverton's water service area. The District has an intergovernmental agreement with the City where the District provides water services to some of Beaverton's customers.

Customers (meter installations) for the District have grown from 59,110 in 2013 to 60,665 in 2022, or about 0.3% annually over the same ten-year period. The number of meters served by the District was reduced in 2019 after the withdrawal of approximately 3,398 meters by the City of Beaverton. Without the withdrawals by Beaverton, the number of meters served by the District has grown at approximately 1% per year historically.

As of 2021, Washington County had the highest median household income in Oregon – \$92,025, compared to \$70,084 for Oregon and \$69,021 nationally. The District's service area is largely single-family, and multifamily residential, and is home to several large high-tech and food processing businesses, which have contributed significantly to the economy of the county. Other principal industries are agriculture, trade, healthcare, and business services. Nike's World Headquarters is located in the District, as are Reser's Fine Foods, Maxim Integrated Products, and an Intel facility. A light rail corridor runs through the District with a special zoning overlay for high-density use. Future growth potential for TVWD's service area is expected to be in single-family housing, apartments, condominiums, and commercial development.

Figure 2-1: Tualatin Valley Water District Service Area

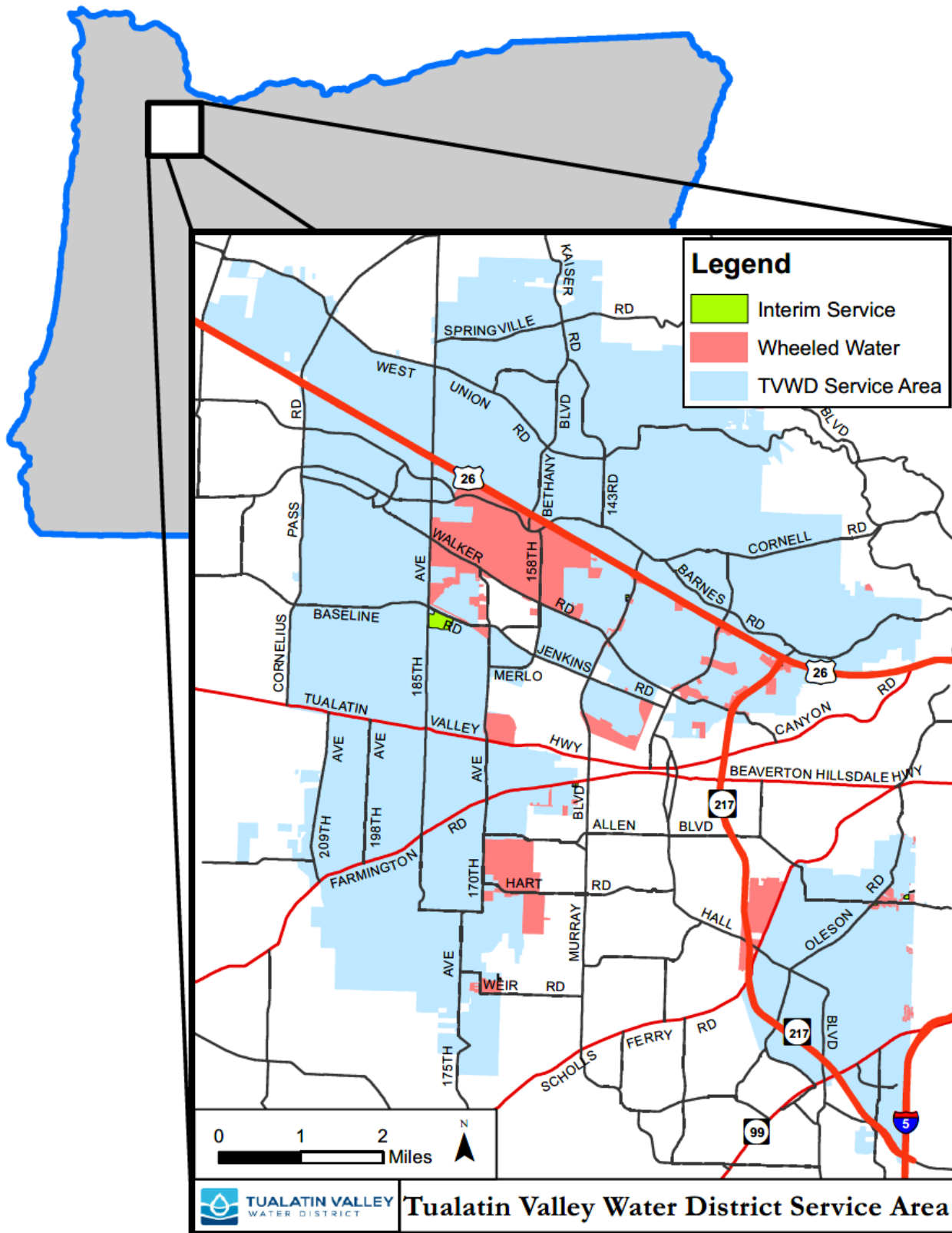
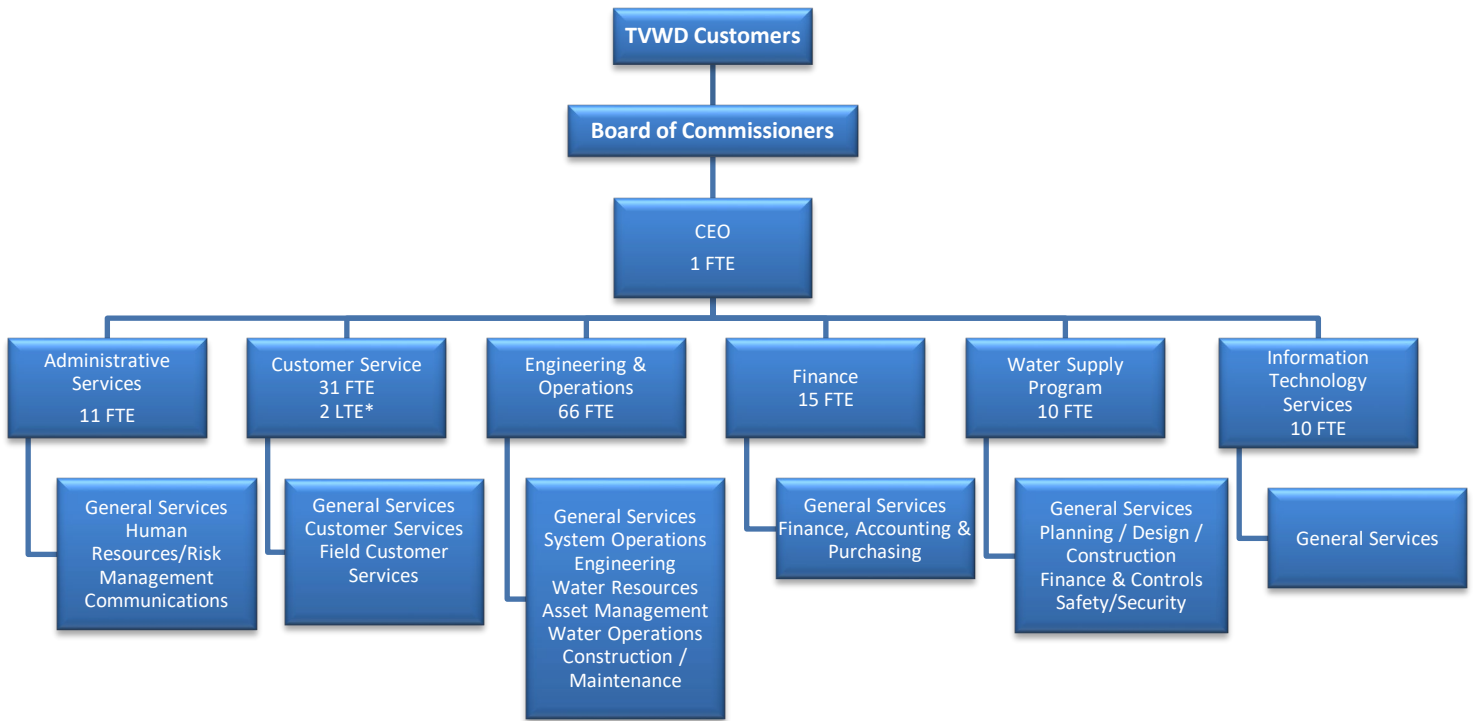


Figure 2-2: Tualatin Valley Water District Organizational Chart



* LTE – Limited-Term Employee

2.1.4 Contact Information

For additional information, please contact:

Paul Matthews, Chief Financial Officer/Budget Officer
 Tualatin Valley Water District
 1850 SW 170th Ave
 Beaverton, OR 97003

2.2 Principal Issues Facing the District

TVWD is facing four principal issues during the 2023-25 biennium. These include:

1. Delivering the Willamette Water Supply System (WWSS)
2. Managing critical partnerships
3. Securing the financial resources to fund its investment in infrastructure, including the WWSS.
4. Assisting customers with the affordability of water and helping those customers eliminate past-due balances.

Each of these principal issues is discussed below.

2.2.1 Delivering the Willamette Water Supply System

TVWD continues to face several issues as it completes its major investment in the WWSS. These issues include:

1. The general inflationary environment. The increase in the rate of general inflation has raised the cost of constructing the WWSS project by about \$300 million. Of that, approximately \$200 million will be funded by the District with the remaining \$100 million being funded by the District's partners.
2. Interest rates. The inflationary environment has also affected interest rates that the District will likely face as it finances the planned capital expenditures.
3. Supply chain issues. Recently TVWD has experienced increasing difficulty in procuring some of the materials necessary to complete its investment in the WWSS project. These difficulties are often associated with the global supply chain issues that resulted from the COVID-19 pandemic. The WWSS has very specific material needs that are vulnerable to supply chain interruptions. Examples include ductile iron pipe, large water system valves, and some electrical supplies. Currently, these supply chain issues are complicating the operations of some of our contractors, which leads to increased costs. But at this time, on-time completion of the WWSS is not threatened by these supply chain issues.
4. Shortages of labor in key trades. Some of the increased costs of the WWSS is the result of a relatively tight labor market for skilled trades. This tight labor market has been identified as one of the causes of the increased the bids for the WWSS.
5. Federal fiscal policy. The District is relying in part on continuing to draw funds from its Water Infrastructure Finance and Innovation Act (WIFIA) loan. As this budget was being prepared, the negotiations at the federal level on the nation's debt limit have not been resolved. It is possible that an interruption of the WIFIA draws could result if the nation's debt limit ceiling is not increased in a timely manner.

To address these issues, the District has taken the following actions:

1. Incorporated increased expectations of the rate of general inflation and interest rates in its approved financial strategy. These expectations are included in the 2023-25 biennial budget.

2. Adjusted the requested increase in water rates. The financial strategy presented to, and approved by the Board includes planned increases in water rates of 22% effective November 1, 2023, and 17.5% effective November 1, 2024.
3. Planned to close on its *Water Revenue Bonds, Series 2023 (2023 Bonds)* on May 31, 2023. Issuing 2023 Bonds this year will increase the District's access to cash by about \$81.9 million. This increase in liquidity will help mitigate cashflow risks should draws on the District's WIFIA loan be interrupted.
4. Maintained the program controls to aggressively manage project schedules. The District, through its WWSP staff, aggressively manages the schedules of the WWSS projects and attempts to secure materials with long lead times well in advance, or to switch to materials that are more readily available. The WWSP maintains various systems to provide controls that manage the complex schedule that is inherent with major infrastructure projects.

2.2.2 Managing Critical Partnerships

To accomplish more for its customers in a more cost-effective manner, the District relies on critical partnerships with neighboring utilities. Maintaining the viability of these partnerships is critical to the overall success of achieving the District's objectives.

The District's partnerships in the WWSS, WIF, WRWC, Joint Water Commission, and Barney Reservoir Joint Operating Commission focus on achieving economies of scale and scope in the delivery of water supplies. These partnerships require attention to ensure that the communities involved are well served.

The District also maintains a decades-long relationships with the Portland Water Bureau (Portland). Not only is Portland currently an essential partner for the delivery of much of the District's water, but the District and Portland are partners on other initiatives that serve the broader water utility community. Although the District plans to transition from purchasing water from Portland to using water from its investment in the WWSS on July 1, 2026, the important relationship between the District and Portland will continue to provide customers of both utilities with enhanced reliability of water service through interconnections and other joint planning exercises.

In addition to the water supply partnerships, the District improves economies of scale and scope by providing the following services to neighboring utilities and agencies:

1. Joint billing of water, wastewater, and stormwater management services with Clean Water Services and the City of Beaverton.
2. Meter reading services for the City of Beaverton.
3. Wheeling water delivery services for the cities of Beaverton and Hillsboro.
4. Promotion of conservation and sustainability practices within the region through the Regional Water Providers Consortium.
5. Joint fueling facility with the Tualatin Hills Parks and Recreation District (THPRD).
6. Joint use of facilities with THPRD. Through these partnerships, THPRD provides public access for park benefits at some of the District's facilities. These partnerships allow the public to receive multiple benefits from the land – recreation and water services. An example is the District's Ridgewood View Reservoir Site which is integrated with a THPRD park facility that includes tennis courts on the top of the reservoir.

A significant amount of General Fund support is received for these and other similar services. In the 2023-25 biennium, projected revenue from these partnerships includes \$4.8 million, which represents about 4.1% of the General Fund operating budget.

TVWD's active involvement with organizations such as the American Water Works Association (AWWA) and its Pacific Northwest Section creates opportunities for the District to share its leadership and knowledge, while learning from others on matters important to the industry.

2.2.3 Accessing Long-term Debt

In May 2023, the District sold the *Water Revenue Bonds, 2023 Series*, to generate approximately \$81.9 million in cash to fund infrastructure projects. The District will need at least one additional bond sale during the 2023-25 biennium. Depending on market conditions, the District will consider issuing another series of revenue bonds or an additional WIFIA loan. This budget includes the resources required to secure additional financing and the appropriations required to transfer the proceeds as needed. The District has sufficient capacity to issue additional revenue bonds under its existing Bond Ordinance and Master Declaration. For more information on the District's financing plans see *Section 5 - Multi-Year Financial Outlook*.

2.2.4 Affordability of Water and Customer Collections

The District continues to face collection issues from customers resulting from the COVID-19 pandemic (Pandemic) and the District's implementation of its new customer information system (CIS). The new CIS replaced the District's aging Utility Billing system which was used to bill customers. The District began billing its customers using the new CIS in July 2022.

Although the Pandemic's effect on the District's water sales has largely subsided, many of the District's customers still have unusually high level of arrearages. Many of these arrearages may be challenging for the District to collect. During the unprecedented times of the Pandemic, the District suspended its long-held practice of shutting off water service to customers who fail to pay their water bills. This suspension increased the arrearages for many customers. In addition, in preparation for its go-live with the new CIS, the District once again suspended shutoffs for non-payment of water bills. Suspending shutoffs is a well-established practice that utilities implement when deploying a new CIS. In fact, the District's suspension of shutoffs was recommended by the District's CIS consultants.

As a result of suspending shutoffs, the District mitigated its collections risks by increasing its allowance for doubtful accounts during the 2019-21 biennium from approximately \$250,000 to \$750,000. The District also increased its accrual of bad debt expense in the 2021-23 biennium from approximately 0.15% of water sales revenue to 0.85%. This budget maintains the District's estimate of bad debt expense to account for the final resolution of customer arrearages. This increase in bad debt expense is estimated to maintain an adequate allowance for doubtful accounts as the District and its customers adjust to economic consequences of the Pandemic.

As the District's water rates continue to increase to fund its investment in infrastructure, the inability of some of the District's customers to pay their water bills is expected to increase. The District retained a consultant to measure the challenges with affordability of water for its customers. The consultant's analysis indicates that the District has a relatively small number of customers that require assistance.

Considering that finding, the District's Rate Advisory Committee (RAC) recommended that the District implement a new Customer Assistance Program (CAP) that would provide relief to single-family

residential customers who meet certain income standards.⁴ This assistance program would complement the District's existing Customer Emergency Assistance Program (CEAP) which is designed to help customers experiencing unusual financial circumstances. Funding for the newly proposed CAP is included in this 2023-25 biennium budget.

2.3 Strategic Planning and Key Initiatives

Prior to developing its biennial budget, the District engages a strategic planning effort that aligns the District's proposed actions with its mission, vision, and values, and with the needs of its customers. *Section 4, Strategic Planning*, provides a detailed description of the District's strategic plan and strategic planning process. Presented below are the key elements of the District's strategic plan that directly affect the 2023-25 biennial budget.

2.3.1 Highlights of the Strategic Planning Process

The District's strategic planning process includes 7 specific steps. These steps are:

1. Prepare bottom-up SWOT analyses. The bottom-up SWOT (i.e., strengths, weaknesses, opportunities, and threats) analyses are conducted on a department-by-department basis to solicit the observations and ideas of all the employees of the District. These bottom-up SWOT analyses provide context for the department managers to develop their proposed plans and initiatives.
2. Leadership Team Review of bottom-up SWOT analyses. Once the bottom-up SWOT analyses are complete, the department managers present the findings for their departments to the Leadership Team. The ensuing discussion provides context for the Leadership Team to consider as it prepares proposed plans and initiatives.
3. Prepare Top-Down SWOT analysis. Based on the discussion of the bottom-up SWOT analyses, and the specific needs of each department and the District as a whole, the Leadership Team prepares a Top-Down SWOT analysis to provide context for the strategic planning process.
4. Identify Major Themes. Leveraging the Leadership Team's understanding of the District's needs, including the understanding gleaned from the bottom-up and top-down SWOT analyses, the Leadership Team identifies major themes that shape the District's plans and initiatives. This step serves to focus the District's efforts on issues confronting the District. The Major Themes identified for the upcoming biennium are unchanged from the last biennium. These themes are human investment, intergovernmental relations, business intelligence, efficiency through modernization, and current initiatives. More information on the Major Themes is presented in *Section 4.2.2, SWOT Analysis and Major Themes*, on page 40.
5. Propose Specific Initiatives. Based on the major themes and SWOT analyses, each department proposes enterprise-level initiatives for consideration by the District' executive management.

⁴ The proposed CAP would provide a 20% discount on customers' bills for those customers who earn less than 60% of the median household income in Oregon. This is the same income-eligibility standard used in Oregon by the *Low Income Home Energy Assistance Program* (LIHEAP). The proposed CAP includes \$1.7 million in this 2023-25 biennium budget. Of that, approximately \$175 thousands is estimated for the 2023-25 biennium to establish and promote the new CAP and \$1.52 million is expected to fund customer assistance.

Each proposing department works with other departments and stakeholders to develop proposed plans for implementing the specific initiatives.

6. The District’s Chief Executive Officer and Leadership Team evaluate the proposed initiatives and plans for alignment with the District’s Desired Results. (More information on the District’s Desired Results is available in *Section 4.2.3*).
7. Presentation to the Board of Commissioners. The final step of the strategic planning process is the approval of the initiatives and plans by the Board of Commissioners. The initiatives and plans that are the basis of this 2023-25 biennial budget were approved by the Board of Commissioners by Resolution 04-23 on March 15, 2023.

Section 4.2 provides more detailed information on the District’s strategic planning process.

2.3.2 District’s Mission, Vision, and Values

The District’s entire strategic planning process occurs within the context of the District’s mission, vision, and value statements.

During the 2021-23 biennium, the District updated its mission, vision, and values statements to better align with the needs and expectations of the community. On December 21, 2022, the Board adopted Resolution 15-22 which revised District’s vision statement. And then at its April 19, 2023 meeting, the Board adopted Resolution 05-23 which revised the District’s mission and values statements. Table 2-1 presents a comparison of the District’s current and previous mission, vision, and values statements.

Table 2-1: Comparison of District Mission, Vision, and Values Statements

	Previous	Current
Mission	To Provide Our Community Quality Water and Customer Service	Reliable, resilient, and safe water
Vision	Delivering the Best Water, Service, Value	Our water sustains thriving communities —every day for everyone.
Values	Reliability, Integrity, Stewardship, Excellence, Safety	Respect, Integrity, Service, Equity

2.4 2023-25 Biennial Budget Summary

The Sources & Uses of Funds table on the following page presents summary data comparing the resources and requirements of the 2023-25 Budget to the 2021-23 Budget.

The funds summarized on this table are of five types: General, Capital Projects, Reserves, Debt Service, and Agency. All funds work together to support the water utility and manage the District’s partnerships. Total budgeted FTE positions increased to 146 from 142 in the prior biennium. Specific budget detail for each fund can be found in *Section 6 Fund Summary*.

	2021-23 Biennial Adopted Budget	2023-25 Biennial Adopted Budget	% Change from Revised 2021-23 Biennial
SOURCES OF FUNDS			
Operating Revenue			
Water Service Charges and Fees	\$158,826,968	\$216,517,532	36.3%
Right of Way Fee collections	\$1,625,000	\$2,035,000	25.2%
Contract Reimbursements	\$6,178,325	\$4,843,050	-21.6%
Other Fees & Revenues	\$3,142,698	\$9,763,748	210.7%
Construction Revenue from Other Funds	\$10,722,620	\$10,722,620	0.0%
Non-Operating Revenue			
System Development Charges	\$9,574,073	\$8,906,616	-7.0%
Contrib. & Assessments	\$462,143,386	\$654,737,029	41.7%
Interest Earnings	\$869,427	\$7,205,944	728.8%
Total Revenues:	\$653,082,497	\$914,731,538	40.1%
Transfers In From Other Funds	\$686,262,670	\$961,867,993	40.2%
Debt Resources	\$226,500,000	\$264,106,518	16.6%
Combined Beginning Fund Balance:	\$93,893,898	\$259,873,626	176.8%
TOTAL RESOURCES & TRANSFERS	\$1,659,739,065	\$2,400,579,675	44.6%
USES OF FUNDS			
Operating Expenses			
Personnel Services	\$42,330,036	\$50,095,791	18.3%
Materials and Services	\$51,686,496	\$70,445,325	36.3%
Total Operating Budget	\$94,016,532	\$120,541,116	28.2%
Capital Budget			
Capital Outlay	\$839,112,006	\$1,177,626,187	40.3%
Debt Service	\$0	\$7,290,612	0.0%
Total Capital Budget	\$839,112,006	\$1,184,916,799	41.2%
Special Payments	\$1,625,000	\$2,035,000	25.2%
Total Expenditures:	\$934,753,538	\$1,307,492,916	39.9%
Contingency	\$20,353,650	\$20,397,900	0.2%
Total Expenditures & Contingency:	\$955,107,188	\$1,327,890,816	39.0%
Transfers Out To Other Funds	\$686,262,670	\$961,867,993	40.2%
Total Budget Appropriations:	\$1,641,369,858	\$2,289,758,809	39.5%
Ending Fund Balance *	\$18,369,207	\$110,820,866	503.3%
TOTAL USES, TRANSFERS, CONTINGENCY	\$1,659,739,065	\$2,400,579,675	44.6%
TOTAL FTE's	142.0	146.0	2.8%

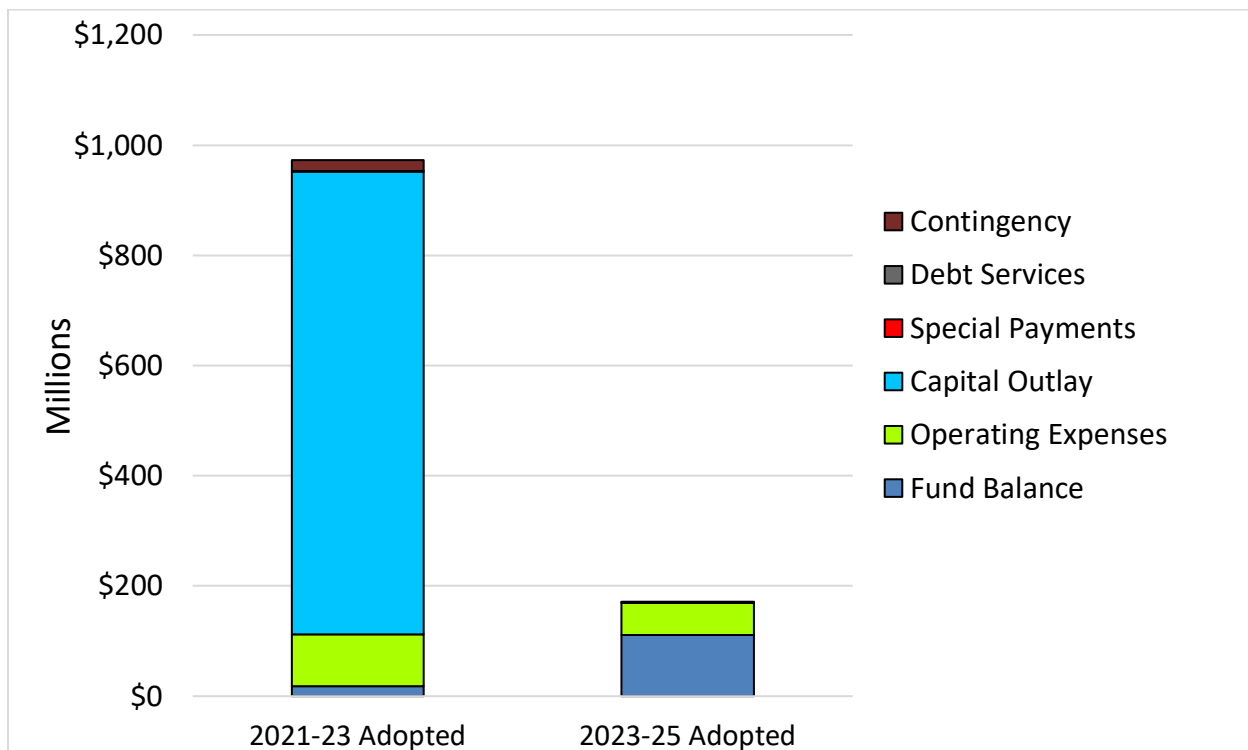
In accordance with Oregon budget law, total budget appropriations must include Interfund Transfers and exclude ending fund balances. Total appropriations for the 2023-25 Budget are \$2.29 billion, a 39.5% or \$648.4 million increase from the 2021-23 Budget. The key appropriation category that contributes to this increase is Capital Outlay, particularly for projects in the WWSS and WIF, as well as the District’s share of Capital Outlay for those projects, which are budgeted in its Capital Improvements Fund. As the managing agency for the WWSS and the WIF, the District appropriates the total expenditures in those respective funds, while the District’s share of the partnerships is appropriated in either the Capital Improvement Plan Fund or General Fund, depending on the expenditure.

The projected unappropriated ending fund balance of \$110.8 million will be available for future use. This fund balance represents the combined assets that exceed projected 2023-25 revenues less all appropriations, including Contingency, which can be transferred to an appropriations category by resolution of the Board of Commissioners.

2.4.1 District Expenditures Excluding Transfers

District operating expenditures consist of Personnel Services, and Materials & Services, including purchased water. As a utility, capital construction is also significant as the District maintains its infrastructure, improves service reliability, and plans for its future water supply, through participation in the WWSP. The 2023-25 Budget continues this work as illustrated on the chart below.

Figure 2-3: Comparison of Total Biennial Budget Requirements Excluding Transfers



2.4.2 Operating Expenditures

- The 2023-25 Budget for operating expenditures for all funds (including Personnel Services, and Materials & Services) increased 28.2% for the biennium or about 13.2% annually. The primary driver for the increase is Materials & Services expenditures in the General Fund, which increased \$18.5 million. This increase in Materials & Services includes purchased water, the District's share of WWSS and WIF partnerships, professional services for the District to perform additional condition assessments of key infrastructure and update its long-term facilities plan, as well as services focusing on the District's transitioning role as a regional water provider and key strategic partner with neighboring entities.
- General Fund 2023-25 Budget for Personnel Services increased \$7.8 million, an 18.3% increase from the prior biennium or 8.8% on an annualized basis. The District is proposing to add four additional staff in the 2023-25 in preparation for its role in managing the distribution system for the new regional Willamette supply.

All District staff positions are budgeted in the General Fund. Labor and overhead for staff working on in-District CIP, WWSS, and WIF projects are reimbursed to the General Fund. In addition, the other WWSS and WIF partners are invoiced for their share of the District's labor and overhead for the water supply projects.

- Purchased water, and associated power for pumping, is the largest Materials & Services expenditure representing about 26.4% of the District's total General Fund operating budget. Based on projected water demand, the District has budgeted purchased water and power at \$30.7 million, a 25% increase from 2021-23.

Portland Water Bureau (Portland) wholesale contract rates were provided by Portland. Beginning with a significant increase of 26.1% in FY2024, annual increases in the wholesale water rate is projected to decline to 5.5% in FY2025, and then to 0.2% in FY2026. Staff will closely monitor Portland's wholesale rate increases.

The JWC also provided rate estimates for the next two years, with the FY2024 rate representing a 10.8% increase over the current rate and an additional 8.3% increase in FY2025. Beyond the biennial budget period, JWC rates are projected to increase 4.5% annually in the District's approved Financial Strategy.

The District is also planning for power rate increases of approximately 10% in FY2024 and 14% in FY2025. The appropriations in the 2023-25 Budget include a \$59,000 increase in costs for electrical power to pump water within the distribution system and an additional \$6,000 increase in costs for the operations of the Grabhorn Aquifer Storage and Recovery (ASR) facility.

2.4.3 Capital Expenditures, Special Payments Contingency, Debt Service

- Appropriation in the 2023-25 Budget for in-District capital construction is \$133.5 million, 12.4% higher than 2021-23 as the District has entered an intensive investment cycle for water system infrastructure investments. *Section 8.1* provides an overview of the District's six-year capital program including planned expenditures for each project. *Section 8.1* also includes the District's share of joint venture costs in the WWSS (\$385.3 million) and JWC (\$2.8 million) for the 2023-25 biennium.

Both the District's and its partners' shares of WWSS and WIF expenditures are recognized in the WWSS and WIF Funds as contributed capital. These funds are described in *Section 10.1* and in *Section 10.2*, respectively.

- General Fund equipment Capital Outlay varies each budget period based on scheduled replacements. The 2023-25 Budget for Capital Outlay of \$2.8 million represents a 297% increase from 2021-23 driven primarily by the planned normal replacement cycle of major IT hardware during the biennium.
- Special Payments in the 2023-25 Budget are approximately \$2.0 million. This appropriation is for right-of-way (ROW) fees paid to the cities of Beaverton, Hillsboro, and Tigard on behalf of TVWD's customers who live within the cities' boundaries.
- The 2023-25 Budget includes a General Fund General Operating Contingency of \$20 million. Smaller General Operating Contingencies of \$269,000 in the WWSS Fund, \$101,000 in the WIF Fund, and \$27,900 in the WRWC Fund are also budgeted. General Operating Contingencies can only be accessed for expenditure or appropriated as a fund transfer with approval by the TVWD Board. Use of any WWSS, WIF, and WRWC contingencies must also be approved by their respective governing bodies.
- The District recently issued its *Water Revenue Bonds, Series 2023* and has budgeted debt service of \$7.3 million for the 2023-25 biennium. The District also plans to continue drawing funds from its WIFIA loan during the biennium. Interest on the WIFIA loan will be capitalized for future debt payments as allowed by the District's WIFIA loan agreement.

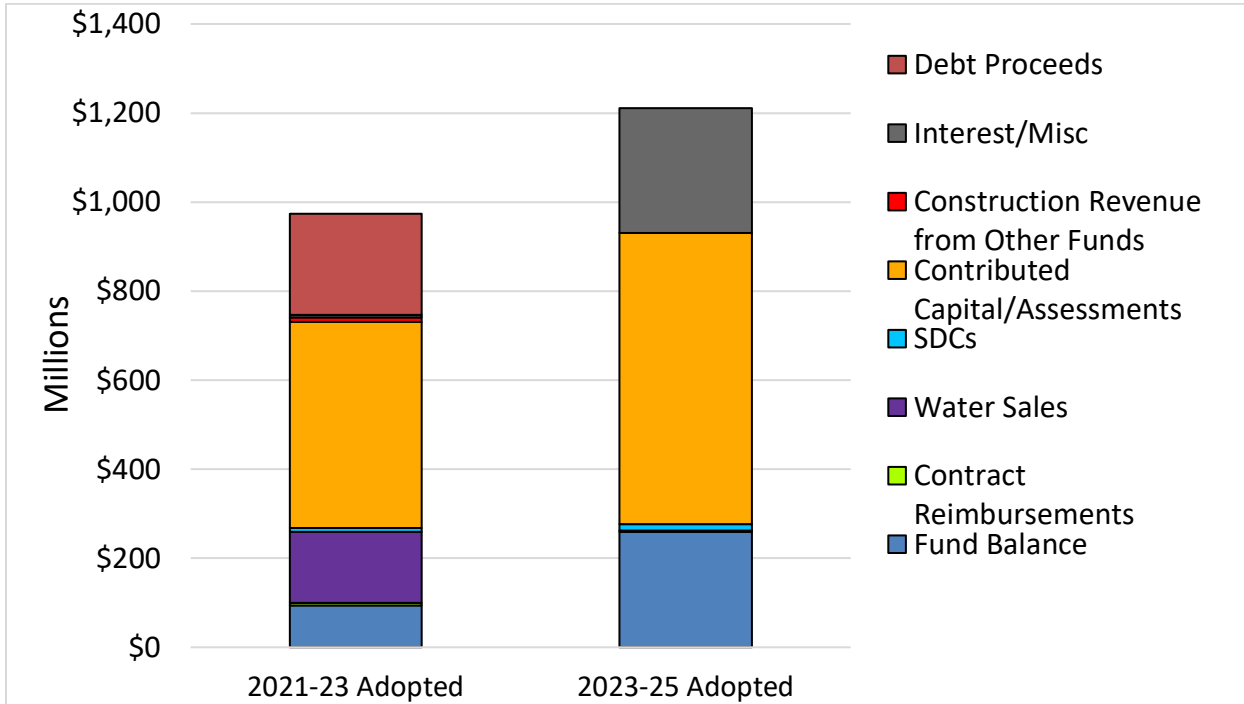
2.4.4 District Resources Excluding Transfers

Resources for District operations and capital investment come primarily from sales of water to TVWD's customers. These revenues are supplemented by system development charges (SDCs), interest earnings, debt proceeds, and fund balances.

In addition, with the District serving as the managing agency for the WWSS and WIF, a significant resource to the 2023-25 Budget is Contributed Capital representing both the District's and its partners' shares of expenditures for the water supply project.

As the chart below shows, overall District resources (net of Transfers) are projected to increase about 34.0% for the upcoming biennium. The largest increase is for Contributed Capital, a non-operating revenue budgeted at \$654.7 million, an increase of \$192.6 million from the prior biennium.

Figure 2-4: Comparison of Total Biennial Budget Resources Excluding Transfers



The combined *Fund Balance* shown above includes the beginning fund balances of the District’s General, Capital Reserve, WRWC, and Customer Emergency Assistance funds. The District’s other funds are not expected to have beginning balances in either biennium. During the 2023-25 biennium, the Capital Reserve Fund will serve as the primary fund for holding the District’s current reserves and unappropriated fund balance for future use. It is anticipated the District may establish additional reserve funds depending on the timing and requirements of the next revenue bond debt issuance. WIFIA draws will be held in the Debt Proceeds Fund until transferred to the Capital Reserve Fund to reimburse the District for expenditures on the WWSP.

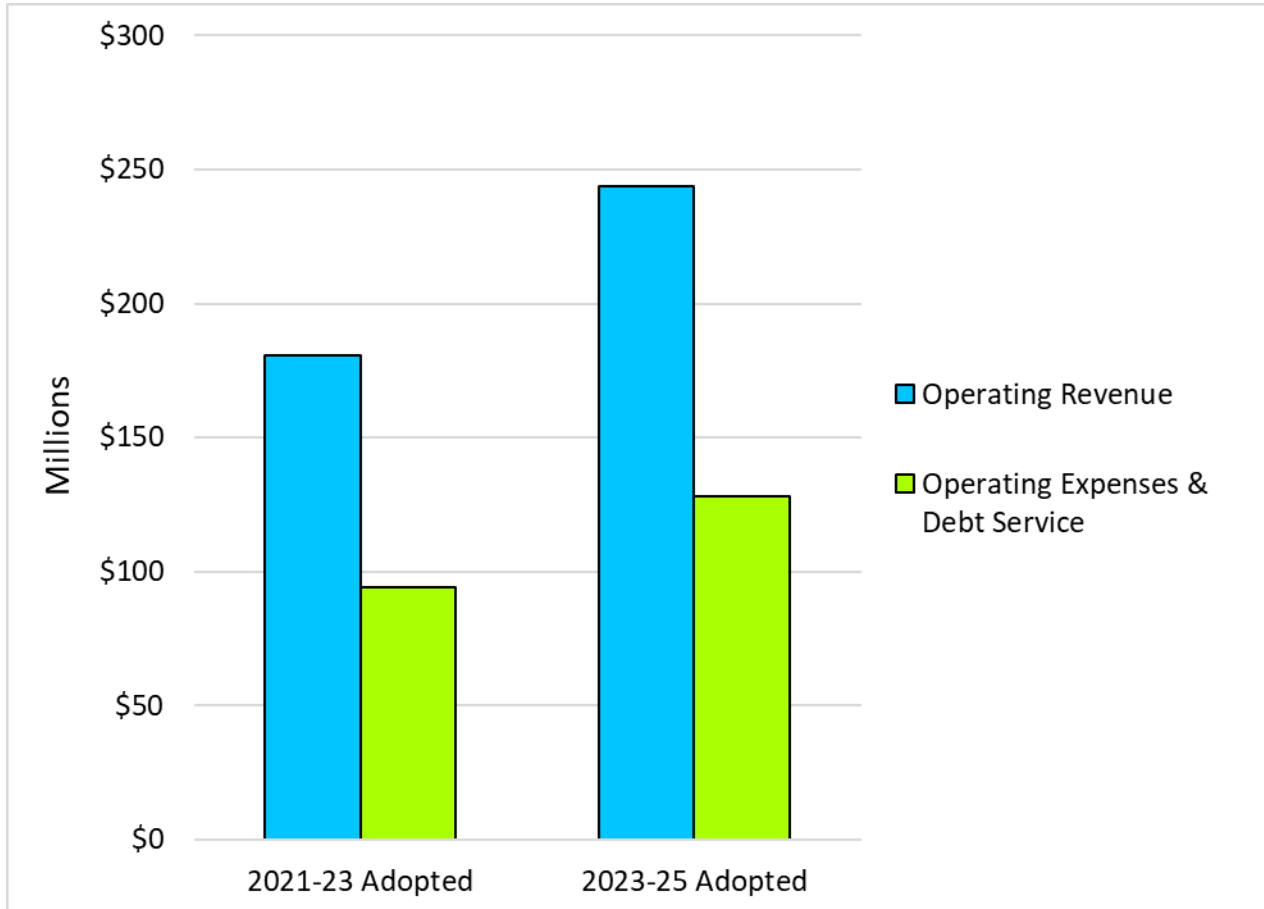
2.4.5 Operating Revenue

- 2023-25 water service revenue and fees are projected at \$216.5 million, 36.3% higher than 2021-23. This increase is due to the District’s plans for annual rate increases consistent with the Financial Strategy approved by the Board on March 15, 2023. Changes to water rates and charges is a separate Board-driven process. TVWD will continue with its financial planning discipline articulated by the District’s financial management policies: maintaining its long-term financial forecast to anticipate funding needs and adjust for changes to its operating and capital improvement plans; setting rates regularly to meet revenue requirements; and recommending rate changes that are predictable and stable to avoid sudden or unexpected increases.
- Other sources of operating revenue include contract reimbursements, miscellaneous revenue for services, and receipts for right-of-way fees that are passed through to three cities imposing these fees. Contract reimbursements are projected at \$4.8 million. These reimbursements are for utility billing and meter reading services provided to Clean Water Services and the City of Beaverton and reimbursements for operating the joint fueling facility with the Tualatin Hills Parks and Recreation District.

- Labor and overhead charged to other funds at \$10.7 million represents reimbursements to the General Fund for labor, equipment, and overhead for in-District CIP projects, the WWSP, and staff time associated with management of the WWSS and WIF Commissions.

As illustrated on the graph below, operating revenues, continue to cover operating expenditures. Water sales and miscellaneous revenue also contribute to ongoing capital improvement and replacement costs. Net revenues also meet the coverage requirements for debt service. Resources in excess of requirements is maintained as fund balance or reserves available for future appropriation.

Figure 2-5: Comparison of Total Biennial Revenue vs. Operating Expenses & Debt Service



2.4.6 Other Non-Operating Revenue

- In anticipation of slower growth, SDC revenue is projected to be lower this biennium at about \$8.9 million which is a reduction from \$9.6 million estimated for the 2021-23 Biennial Budget. Revenue from SDCs is based on projected future growth from the District’s Water System Master Plan and updated financial plans, as well as annual increases to SDC fees indexed to inflationary changes of construction costs.
- Interest earnings are expected to increase 728.8% to \$7.2 million. The District is benefiting from the current interest rate environment and investing its reserves in high yielding short-term U.S. Treasury instruments. These investments allow the District to earn a substantial return on its

reserves while maintaining liquidity to fund its investments in the WWSS and other critical infrastructure projects.

2.4.7 Willamette Water Supply & the Six-Year Capital Improvement Plan

The District's participation in the WWSS is the primary driver for TVWD's capital requirements during the 2023-25 biennium. During 2023-25, work on the future water supply will continue with major construction projects underway. For more information, see *Section 8.1 Capital Improvement Fund (Fund 11)* and *Section 10.1 Willamette Water Supply System Fund (Fund 45)*.

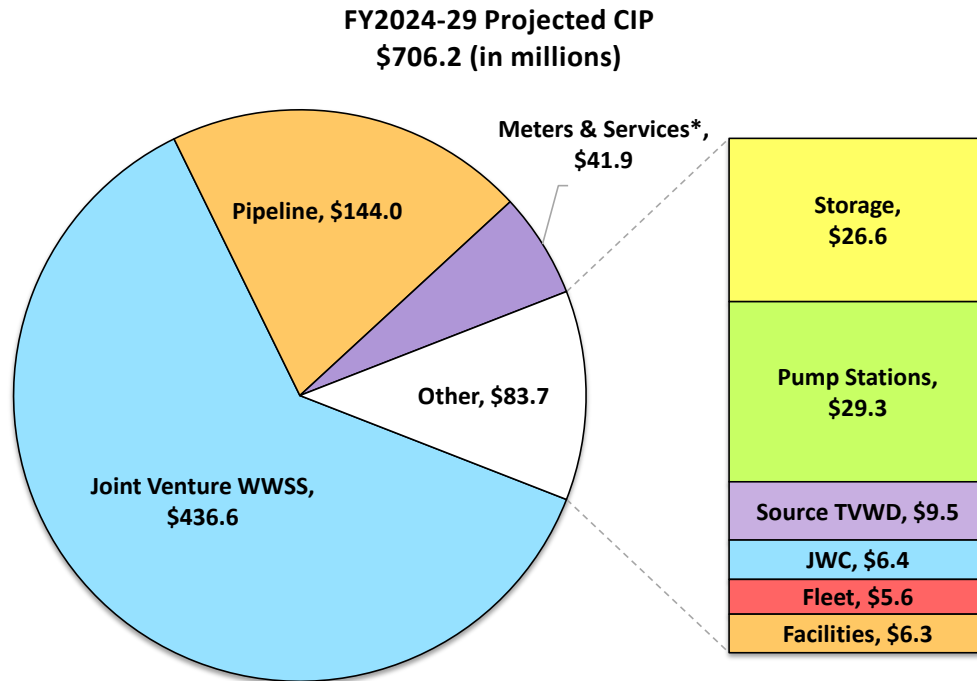
Moreover, each biennium the District updates its six-year Capital Improvement Plan (CIP) for in-District projects, which is presented in detail in *Section 8 Capital-related Funds*. New project requests and status updates on existing projects, including those under construction, are prepared by the Engineering and Operations Department and presented for review by the Chief Executive Officer and Chief Financial Officer/Budget Officer prior to being included in the budget.

The in-District CIP planned for the next six years emphasizes upgrading and replacing critical reservoirs, pump stations, and water distribution system pipelines, strengthening seismic resiliency, addressing fire-flow demands, and enhancing the reliability of service. In addition, the District will prepare for the WWSS by constructing a pipeline to serve the eastside of TVWD's service area (including the Metzger area), and by constructing other turnouts from the main WWSS supply line to serve the District's customers.

Fleet replacements and several facility and security improvements are also included in the adopted CIP.

Finally, the District's participation in JWC projects and financial participation in the WWSS are reflected in the CIP. Figure 2-6 summarizes the District's six-year CIP included in the 2023-25 Budget. As illustrated in the chart, the investments in the WWSS dominate the District's expenditures for Capital Outlay over the next six-year cycle.

Figure 2-6: 6-year Capital Improvements Plan



*Note: Meters & Services includes Advanced Metering Infrastructure (AMI).

2.4.8 Capital Improvement Plan and Relationship to the 2023-25 Budget

Appropriations for the first two years of the in-District CIP are incorporated in the 2023-25 Budget and reflected as Capital Outlay in the Capital Improvement Fund. JWC joint venture projects are recorded by the City of Hillsboro in its role as the JWC managing agency. The District records all joint venture activity for the WWSS and WIF as the managing agency for those joint ventures.

The 2023-25 Budget includes appropriations of \$523.6 million in the District's Capital Improvement Fund which includes \$388.1 million in capital contributions to joint ventures. Key projects for the biennium include:

A. Source (TVWD)

- \$2.3 million – Farmington Fluoride & Flow Control Facility

B. Storage

- \$20.2 million – Taylors Ferry Reservoirs & Site Seismic Improvements

C. Pump Stations

- \$3.1 million – Florence Pump Station & Piping Upgrades
- \$1.9 million – SCADA / PLC / ShakeAlert Upgrades
- \$9.8 million – 189th Pump Station & Pipeline

D. Pipeline

- Mains Replacement Program
 - \$3.6 million – 2023-25 portion of ongoing program
- Agency-Driven Upgrades and Renewals
 - \$3.7 million – Murray & Walker 42-inch Relocation
 - \$1.0 million – TV Hwy at 209th Main Relocation
- Other Pipeline
 - \$2.0 million – Kemmer Rd 24-inch Connection to Beaverton
 - \$49.3 million – Metzger Pipeline East (2023-25 portion of \$149.7 million total project cost)

E. Facilities

- \$527 thousand – Headquarters Space Planning & Implementation
- \$1.07 million – Property Purchase for future storage and pumping facility

F. Fleet Replacements

- \$1.9 million – 2023-25 portion of ongoing replacements program

G. Meters and Services

- \$3.25 million – 2023-25 portion of ongoing program for service installations for new and existing residential and commercial customers
- \$14.0 million – 2023-25 portion of \$29.8 million total project cost

H. Joint Ventures:

WWSS

- \$385 million – District’s share of WWSS costs for design and construction of the WWSS projects, real estate and easements, permitting and mitigation, legal expenses, program management services, and management reserves. (2023-25 portion of \$436.6 million total District share in six-year CIP)

JWC:

- \$2.84 million – District’s share of JWC costs for various capital repairs and replacements. (2023-25 portion of \$6.4 million total District share in six-year CIP)

2.5 Concluding Thoughts and Future Planning

The District presents a 2023-25 Budget that reflects the direction provided by the Board of Commissioners, aligns with the District’s strategic priorities and financial management policies, and continues to deliver key initiatives such as long-term water supply development and infrastructure improvements for reliability and seismic resiliency. Ongoing system maintenance, customer support, asset management, sustainability, and conservation also remain important priorities with programmatic efforts in these areas included in the department budgets.

In a broader sense, the District continues its transition from being a suburban water distribution agency in the past, to its current role of managing the design, construction, and delivery of a \$1.6 billion regional water supply. During the coming 2023-25 Budget period, the District will focus on building new

capabilities to operate the new regional water supply system for the benefit of its customers and partners. Preparing to make this next transition a success is reflected in the District's strategic plans, initiatives, and capital improvements. The 2023-25 Budget was developed to provide the staff and other resources necessary for this vital transformation.

The District's credit rating of AA+ from both Standard & Poor's and Fitch Ratings serves as an indicator of the strong financial position of the District and its capable management.

TVWD will continue to use its financial planning to prepare for future opportunities, trends, and challenges. As the District continues developing an additional water supply through participation in the WWSP and continued investment in the JWC, management will monitor capital and operating expenditures, debt levels, and investment balances to minimize purchase water costs and limit unexpected water rate increases.

The District's continuing emphasis on cost-effective operations and comprehensive long-range planning will be essential to enable TVWD to meet its mission of sustaining thriving communities – every day for everyone.

2.6 Acknowledgements and Submission

We want to acknowledge the creative energy of staff and their dedication to the customers of the Tualatin Valley Water District. This document represents the expertise and resourcefulness of the department managers, supervisors, and staff. We also want to thank the members of the Board of Commissioners and Budget Committee for your continuing support and thoughtful analysis of the issues facing the District. It is with your help that we can face challenges and maintain a strong financial position.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**Tualatin Valley Water District
Oregon**

For the Biennium Beginning

July 01, 2021

Christopher P. Morill

Executive Director

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3 Budget Process and Financial Policies

3.1 The Budget Process, Format, and Basis

3.1.1 Overview

The District prepares a biennial budget as allowed by Oregon Local Budget Law described in Oregon Revised Statutes (ORS), Chapter 294. This budget covers the period from July 1, 2023 to June 30, 2025. The general format is to present the actual history for the last two completed biennial budgets and the 2023-25 Budget for the current biennium.

In accordance with Oregon Local Budget Law, the resolution authorizing budget appropriations is adopted by fund for the budget period in the categories of:

- Personnel Services
- Materials & Services
- Capital Outlay
- Debt Service
- Special Payments
- Interfund Transfers
- General Operating Contingency

The District reports costs as a single enterprise. For financial reporting purposes, financial statements are presented on a full accrual basis of accounting. In this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred regardless of the timing of related cash inflows and outflows.

The District's budget is prepared using the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available. Measurable means the amount of the transaction can be determined and revenues are considered available when they are collected within the current period or expected to be collected soon enough thereafter to be used to pay liabilities of the current period. Expenses are recognized when the liability is incurred. An exception to this rule on recognizing expenses is debt service. Debt service is budgeted on a cash basis and is recognized when payments are due to provide the reader complete information pertaining to the District's outstanding long-term debt obligations. Other accounting treatments under generally accepted accounting principles (GAAP) such as depreciation, are not considered expenses under the District's budgetary basis.

Under the definition of Oregon Local Budget Law, the 2023-25 Budget is balanced, meaning the resources in each fund are equal to the expenditures and other requirements in that fund.

The 2023-25 Budget has the same fund structure as the District's 2021-23 Budget. This fund structure reflects the District's role as a service provider to TVWD's customers and as the managing agency for the various partnership funds related to the Willamette water supply. The fund structure for the 2023-25 Budget is presented in Table 3-1 below.

Table 3-1: TVWD Fund Structure

Five Funds Directly Support the Water Utility	
General Fund (01)	Administration, operations, and maintenance activity. All District staff are budgeted in this fund. This fund is appropriated in this biennial budget.
Capital Improvement Fund (11)	Accounts for the resources and expenditures used for acquisition or construction of major capital facilities. This fund is appropriated in this biennial budget.
Capital Reserve Fund (18)	Holds resources for current and future capital improvement and water supply projects. This fund is appropriated in this biennial budget.
Debt Proceeds Fund (22)	Holds proceeds from the District's debt portfolio including the revenue bonds, WIFIA loan proceeds, and other types of borrowings. This fund is appropriated in this biennial budget.
Revenue Bond Debt Service Fund (31)	Accounts for repayment of principal and interest on the District's revenue bonds. This fund is appropriated in this biennial budget.
Four Funds Manage Partnerships	
Willamette Water Supply System Fund - WWSS (45)	An ORS chapter 190 Joint Venture with the cities of Beaverton, Hillsboro, and TVWD. TVWD serves as the managing agency providing administration, operations, project management and accounting services. This fund is appropriated in this biennial budget.
Willamette Intake Facilities Fund - WIF (44)	An ORS chapter 190 Joint Venture with the cities of Beaverton, Hillsboro, Sherwood, Tigard, Wilsonville, and TVWD. TVWD serves as the managing agency providing general administration, project management, and accounting services. This fund is appropriated in this biennial budget.
Willamette River Water Coalition Fund - WRWC (41)	An ORS chapter 190 Joint Venture with the cities of Sherwood, Tigard, Tualatin, and TVWD. TVWD serves as the managing agency providing general administration and accounting services. This fund is appropriated in this biennial budget.
Customer Emergency Assistance Fund (43)	Accounts for the resources, administration, and customer payments for those who qualify for emergency assistance. This fund is appropriated in this biennial budget.

More information about the District’s funds and fund structure can be found in *Section 6*.

3.1.2 Strategic Planning

Periodically, but at least annually, the District conducts a goal/strategic planning session to discuss progress on existing goals and develop new key strategic initiatives. The strategic initiatives are divided into broad subject areas. Most initiatives represent major multi-year efforts, but initiatives can also include incremental improvements to the day-to-day operations of the District. A summary of the District’s Strategic Planning is presented in *Section 4*.

This goal-setting session provides overall direction to management and staff, and the long-range financial plan (*Section 5*) and capital plans (*Section 8*) are the expressions of that direction over a 6- to 30-year period. The biennial budget defines the needs and allocations of available resources to implement the first two years of the long-range plans.

3.1.3 Biennial Budget Process

The District's budget process is consistent with Oregon Local Budget Law. Further details about these requirements can be found in ORS 294. Figure 3-1 on page 30 presents the District's long-range planning and budget process schedule. The phases of the budget process are:

Requested (December-March): The initial development of the departmental budgets begins in the late fall/early winter. Each department develops a preliminary requested budget which is used to update the financial forecast. The financial forecast is used to provide information about the impact that departmental budgets and strategic initiatives are likely to have on the District's financial results. Alternative assumptions for key expenditures and revenue adjustments are presented to the Board in March as financial strategies that the District can use to prioritize initiatives and programs. Development of the District's capital improvement plan and the budgets for the WWSS and WIF starts earlier in the fall consistent with requirements of the individual intergovernmental agreements (IGAs) that form the partnerships and the engineering analyses required to support the partnership funds and the in-District CIP.

The District's executive leadership conducts extensive review of the operating and capital plans prior to including them in the proposed budget presented to the Budget Committee. The operating and capital plans for the District and the partnerships are presented to the Budget Committee in workshops to highlight key efforts planned for the upcoming biennium and to show significant changes from the current budget period. The results of the financial plan, including assumptions and risks, are also presented to the Board and the Budget Committee. A key objective of this phase of budget development is to solicit input by the Budget Committee early in the process.

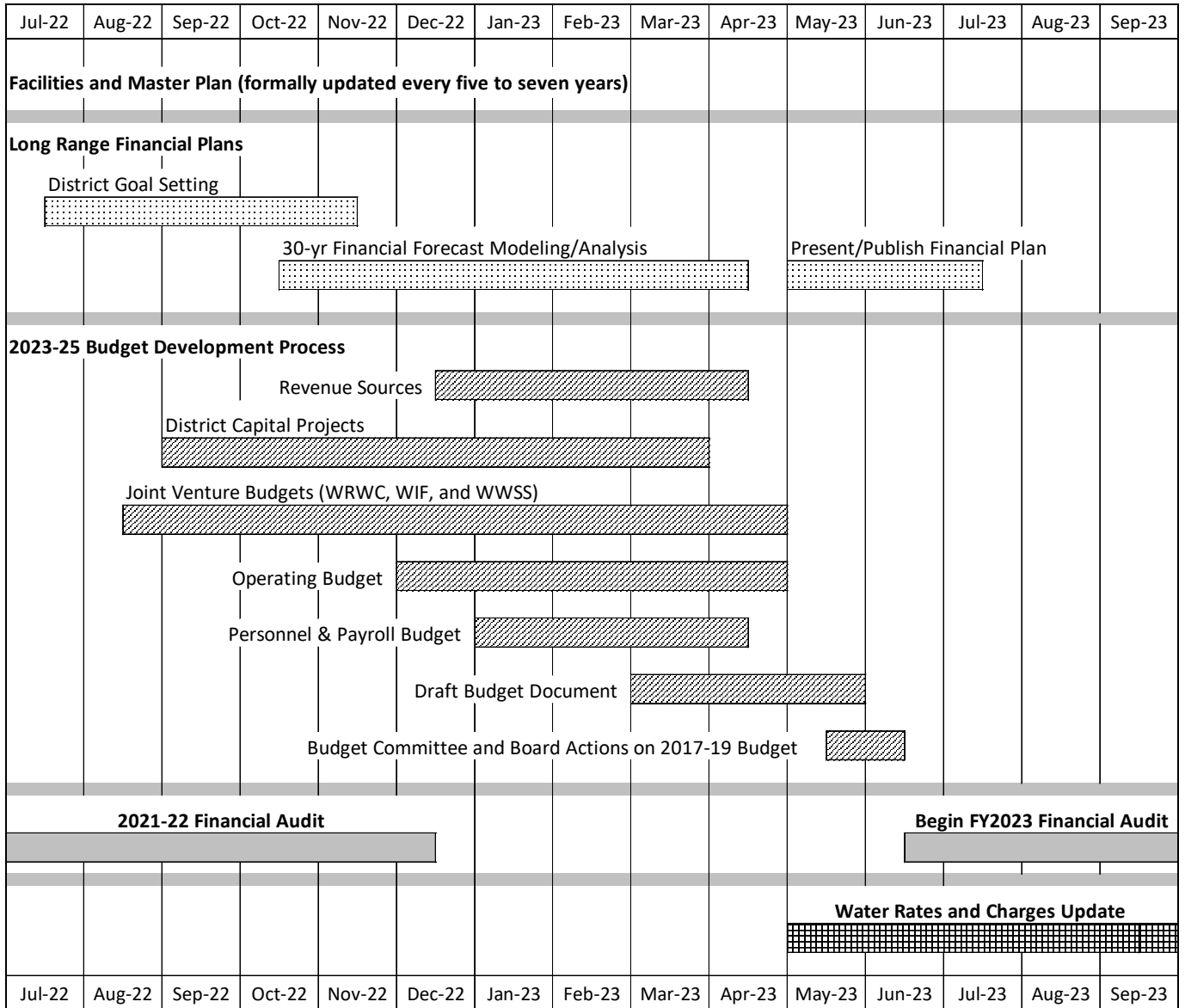
Proposed (April/May): The Proposed Budget is prepared and published by the Budget Officer using the results from the District's internal review process and discussions occurring within the Budget Committee workshops. The Proposed Budget includes the budget message, which explains the budget and discloses significant changes in the District's financial position. The Proposed Budget is presented to the Budget Committee in a specially noticed public meeting. The Budget Committee receives the document, takes public testimony, holds discussions and deliberations, and amends the Proposed Budget, as necessary. If more meetings are required, the Budget Committee schedules them at this time. When deliberations and amendments are complete, the Budget Committee votes to approve the Proposed Budget and recommend it to the Board for adoption. A budget is "Approved" only once by the Budget Committee and this approved budget becomes the District's Approved Budget.

Approved (May/June): Once the budget has moved to approved status it can only be amended by the Board. If amendments by the Board exceed \$10,000 (for biennial budgets) or 10 percent (whichever is greater) in any fund, they must publish a financial summary and hold a separate public hearings process.

Adopted (June): In this final phase of the budget process a financial summary of the approved budget is published. The Board holds a public hearing to take testimony, make amendments as necessary, and formally adopt the budget. The appropriations resolution then is filed with the Oregon Department of Revenue.

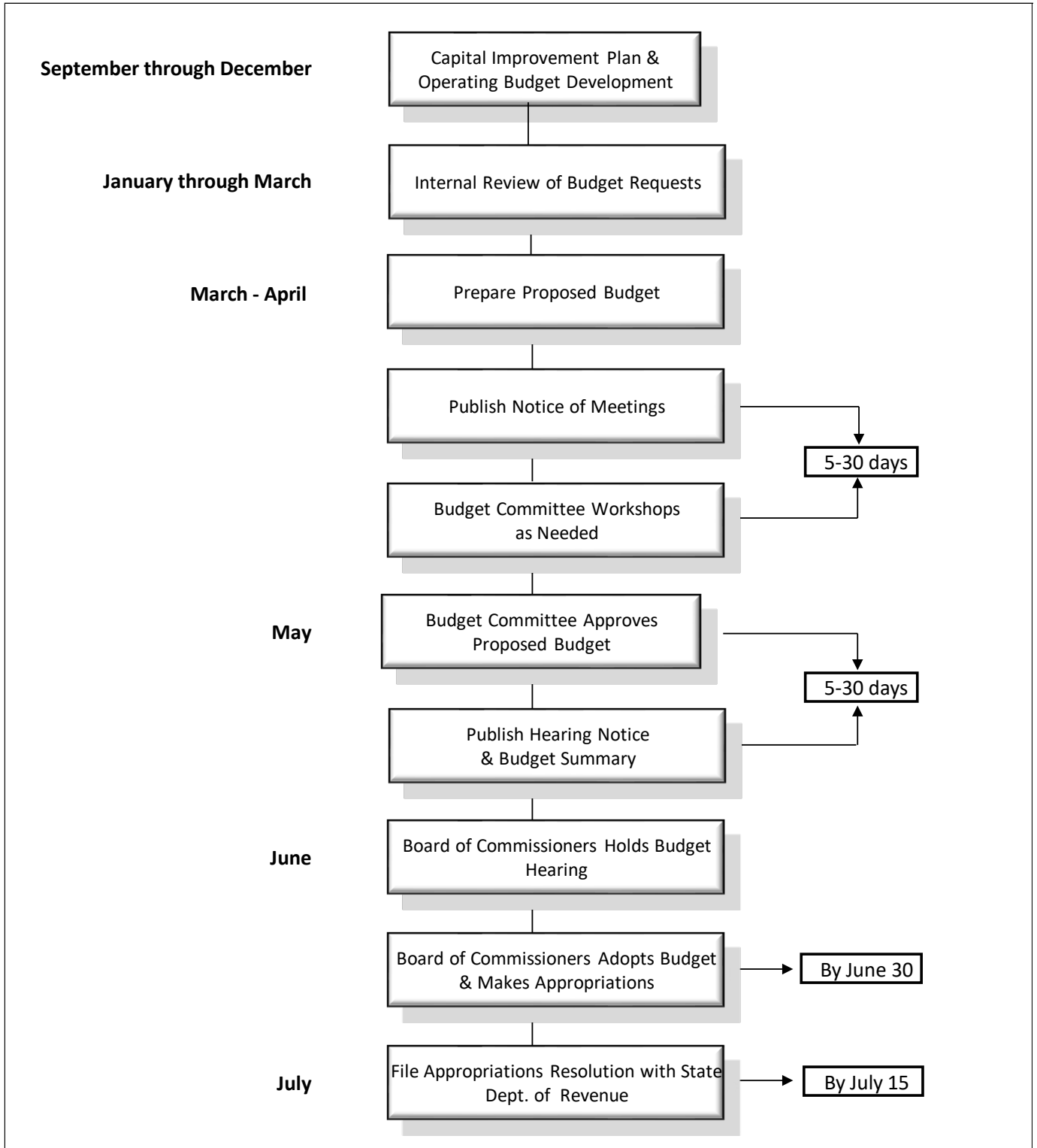
Amended: Oregon Local Budget Law allows amendments to the budget after adoption. Budgets can be amended to address new or unforeseen needs that arise during the biennium. The District's Board may adopt resolution that decrease one appropriation and increase another. Changes over 10% to any fund or transfers from contingency of more than 15% of fund appropriations require a supplemental budget process which is similar to the biennial budget process, including a public hearing.

Figure 3-1: Schedule for Long-Range Planning and Budget Process



On the next page, Figure 3-2 presents a schematic of the District’s budget process.

Figure 3-2: Schematic of Budget Process



3.2 Financial Management Policies and Long-Term Planning

On March 20, 2019, the TVWD Board of Commissioners adopted resolution 08-19, a resolution adopting the District's Financial Management Policies.⁵ The purpose of the Financial Management Policies is to guide the management of the District's financial affairs, including policies related to financial planning, budgeting, debt management, accounting and reporting, business case evaluations, and other related matters. These policies provided specific guidance to the District's management and affirms the Board's commitment to the practices of sound financial management.

These policies follow GFOA best practices to institutionalize good financial management practice, manage risks to the District's financial condition, and support good bond ratings. This budget, and the District's Financial Plan presented in *Section 5* comply with the relevant financial policies. The following section summarizes the purpose, goals, and requirements of the District financial policies.

3.2.1 Policy Purposes and Goals

The following subsections summarize the purposes, goals, and District requirements that are outlined in the financial management policies document.

3.2.1.1 Financial Plan

Purpose: Long-term financial planning is the process of aligning financial capacity with long-term service objectives. This policy provides guidance on conducting the District's long-range financial plan.

Goals: This Policy is intended to assist the District in the following:

- Setting water rates over long term.
- Providing insight into the District's long-term financial needs.
- Promoting sound financial management.
- Contributing to the preservation or enhancement of the District's credit ratings.
- Informing the biennial operating and capital budget development process.

Requirements:

1. Biennial preparation or more frequent updates of the Financial Plan.
2. Consider new and updated information contained in other planning documents (e.g., Water Master Plan, Capital Improvement Plans, Biennial Budget).
3. Forecast sources and uses of funds, capital expenditures, cash and debt usage, compliance with debt covenants, designated levels of cash reserves, revenue requirements, and growth in customers and demand.

3.2.1.2 District Budget

Purpose: The District makes program and service decisions to allocate scarce resources for operational or capital needs through its budget process.

Goals: The District's budget provides guidance to District management by:

- Establishing priorities for work during the budget period.
- Establishing the legal spending limits for achieving those priorities.

⁵The District's adopted Financial Management Policies are available at: <https://www.tvwd.org/finance>.

Requirements:

1. Biennial budget process.
2. Compliance with Oregon Local Budget Law.
3. Citizens’ Budget Committee.
4. Modified accrual as the basis of budgeting.
5. Sufficiency of operating revenues.
6. Capital Improvement Plan.
7. Supplemental budgets, when necessary.

3.2.1.3 Water Rates, Fees, & Charges

Purpose: This Policy describes the Board’s general rate-setting goals and directives.

Goals: The goal of this policy is to provide the District’s management guidance in setting rates, fees, and charges consistent with the Board’s policy direction.

Requirements:

1. Cost-of-service framework.
2. Water rates adjusted annually.
3. System development charges.
4. Cost recovery for services provided to other entities.
5. Miscellaneous fees and charges.

3.2.1.4 Minimum Fund Balances and Reserves

Purpose: This policy guides the development of minimum cash balances that directly affect the District’s Financial Plan, rates and charges, and budget.

Goals: The decision to retain financial resources in fund balance or reserve directly affects:

- Financial risks to the District from unexpected disruptions to revenue or unexpected expenditures.
- Water rates required in current and future years.
- The District’s credit ratings.
- Other financial related matters.

Requirements: The District shall manage the following consistent with financial goals:

1. Working capital – shall be as least two months’ operations and maintenance expense.
2. Capital reserves – as identified in the District’s Financial Plan.
3. Debt service reserves – as required for debt issuance.

3.2.1.5 Debt Financing

Purpose: This policy provides guidance on the issuance, structure, and management of the District’s long- and short-term debt.

Goals: This policy is intended to assist the District in the following:

- Evaluating available debt issuance options.
- Maintaining appropriate capital assets for present and future needs.
- Promoting sound financial management through timely information and disclosure.
- Protecting and enhancing the District’s credit ratings.
- Safeguarding the legal use of the District’s financing authority.

Requirements: The District shall consider the following and comply with all related policies in managing debt financing:

1. Type and use of debt.
2. Federal, state, or other loan programs.
3. Debt refinancing.
4. Debt structure considerations.
5. Method of sale.
6. Investment of proceeds.
7. Credit ratings objectives.
8. Investor relations.
9. Tax and arbitrage rebate compliance.
10. Post-issuance disclosure.
11. Consultants, advisors, and underwriters.

3.2.1.6 Accounting Standards & Financial Reporting

Purpose: This policy provides guidance to management on the accounting standards to be used by the District and expectations of financial reporting.

Goals: To provide management guidance to produce and disseminate timely financial statements to meet the needs of the public, investors, and other District stakeholders.

- Providing accurate, transparent, and reliable accounting of the District’s financial performance.
- Timely disclosure of the District’s financial performance.

Requirements: The District shall comply with the following accounting and reporting policies:

1. Basis of accounting – compliance with GAAP and GASB.
2. Reporting entity.
3. Capitalization standards.
4. Depreciable lives and depreciation rates.
5. Accounting for joint ventures.
6. Valuation of inventory.
7. Indirect cost allocation plan.
8. Reporting including monthly reporting and annual preparation of an Annual Comprehensive Financial Report (ACFR).

3.2.1.7 Internal Controls

Purpose: Internal controls are used by management to mitigate the risk that the District’s resources are not properly used.

Goals: Internal controls focus on operational effectiveness and efficiency, fraud prevention, reliable financial reporting, and compliance with laws, regulations, and policies to meet the following goals:

- Managing the risk of financial transactions.
- Establishing the legal authority of the procurement function.
- Building public confidence in the District’s stewardship of its economic resources and management of its risks.
- Safeguarding the integrity of the District’s procurement and accounting systems and protect against corruption, fraud, waste, and abuse.

Requirements:

1. Compliance with formal procurement rules.
2. Purchasing Limits.
3. Approval requirements for payments.
4. Obligations (Contracts, Leases, etc.).

3.2.1.8 Business Case Evaluations

Purpose: Business case evaluations are used to guide the expenditure of resources by capturing the rationale for undertaking a specific project or task.

Goals: The goal of these policies is to promote efficient resource allocation through well-informed decision making by the District. The policies are intended to:

- Protect the District’s economic resources by forecasting the expected returns from the District’s efforts and investments.
- Provide a common framework for evaluating business decisions throughout the District.

Requirements:

1. The CFO shall periodically publish guidance for the conduct of business case evaluations, including appropriate discount rates.
2. The District shall evaluate alternatives that meet the service level at the least cost.

3.2.1.9 Other Board Financial Goals & Objectives

Purpose: The Board has adopted other financial goals and objectives that do not fall within one of the above categories.

Goals: To provide additional guidance to management on other Board financial goals and objectives.

Requirements:

1. The District shall purchase water for distribution to balance the need to minimize cost and maximize water quality and reliability for its customers.
2. The District will have access to multiple sources of supply with the goal to provide redundant supplies to all customers.
3. The District shall maintain an Asset Management Plan that protects the value of the District’s infrastructure and maximizes the value of the District’s expenditures on operations and maintenance.

3.2.2 Policy Specifics regarding the 2023-25 Budget

The tables below highlight some of the important financial management policies that drive the preparation of the 2023-25 Budget.

District Budget
<p>Basis of Budgeting</p> <p>The District prepares its budget on a modified accrual basis. For budget purposes, the District recognizes revenues when they are both measurable and available. Measurable means the amount of the transaction can be determined and revenues are considered available when they are collected within the current period or expected to be collected soon enough thereafter to be used to pay liabilities of</p>

the current period. Expenses are recognized when the liability is incurred. An exception to this rule on recognizing expenses is debt service. The payment of debt service is recognized when payments are due. Other accounting treatments under generally accepted accounting principles (GAAP) such as depreciation, are not considered expenses under the District's budgetary basis.

Sufficiency of Operating Revenues

The District's budget shall require that operating revenues be sufficient to at least cover operating expenses (excluding depreciation), and that net revenues are sufficient to comply with bond covenant requirements each year. Sufficiency of operating revenues shall be included in determining water rates, fees, and charges.

Capital Planning

Each biennium, the District shall develop and adopt a six-year Capital Improvement Plan (CIP) that details capital projects and fixed asset acquisitions for the District consistent with its current Water System Master Plan, Financial Plan, fleet and facility plans, asset management plan and capital plans prepared by other agencies with whom the District has contractual or other legal obligations (e.g., the District's partnerships). The District's Chief Operations Officer will prioritize proposed projects based on criteria reflecting the direction and policies established by the Board and needs of the District. The District's Chief Operations Officer will identify significant operating expenses associated with each project that will be required when the asset is placed into service.

Water Rates, Fees, & Charges

Cost-of-Service Framework

The District's water rates, fees, and charges should reflect the costs of providing the various services to the District's customers, following generally accepted ratemaking methodologies. The cost of service should include operating and capacity costs and send appropriate price signals to customers to encourage the wise use of water.

Water Rates

Water rates should be adjusted annually, with those annual adjustments adopted on a biennial or annual basis depending on financial planning needs.

Minimum Fund Balances & Reserves

Working Capital

Working capital shall be at least equal to two months' operations and maintenance expenses (i.e., 60 days cash on hand).

Capital Reserves

The District's rate setting goals include a preference to avoid sudden and/or unexpected rate increases for customers. Capital reserves are one mechanism the District can use to lower the overall costs of acquiring capital assets by saving money early in the planning process. Capital reserve levels shall be determined through the financial planning process and identified in the District's Financial Plan.

3.2.3 Financial Plan

One of the keystones of the District's financial management policies is the development and ongoing maintenance of the District's Financial Plan. The District's financial planning process is intended to stimulate discussion and create a long-range perspective for the Board and other decision makers.

The Financial Plan assists in avoiding financial challenges; stimulating long-term and strategic thinking; creating a consensus on long-term financial direction; and communicating with internal and external stakeholders. Specifically, the Financial Plan is intended to assist the District with the following:

- Setting water rates over the long term, thereby avoiding unnecessary and/or unexpected large increases in rates and customer bills
- Providing the Board, customers, and the debt market insight into the District's long-term financial needs
- Promoting sound financial management through long-range planning
- Contributing to the preservation or enhancement of the District's credit ratings
- Informing the biennial operating and capital budget development process by identifying current budgetary needs and considering the phasing of changes to service levels, particularly capital improvement projects.

Among its many components, the District's Financial Plan includes long-term forecasts for growth of customers and water demands, sources and uses of funds, operating expenditures, capital expenditures, use of cash and proceeds from borrowing, and compliance with debt covenants.

The District's most recent update of the Financial Plan was approved by the TVWD Board at its May 18, 2022 regular meeting. Typically, the District would publish a new financial plan prior to completing the biennial budget process. However, due to time constraints and other commitments, this year's update will be published in July 2023.

More detailed information on the District's financial planning process can be found in Section 5 Multi-Year Financial Outlook. A complete version of the Financial Plan can be found on the District's website at <https://www.tvwd.org/finance>.

3.2.4 District Debt Limitation and Capacity

Consistent with the District's Financial Management Policies, the District plans to use revenue bonds and other rate-supported debt instruments.

The District's authority to issue revenue bonds is contained in the Oregon State Uniform Revenue Bond Act (ORS 288.805 – 288.945). There is no explicit limitation on the amount of revenue debt that may be issued, but as a practical matter debt issuance is limited by available revenues and customer affordability concerns.

The District accessed its WIFIA loan proceeds during the 2021-23 biennium for the Willamette Water Supply Program. The District has authority to issue revenue bonds under its existing Bond Ordinance and Master Declaration and will close on its new revenue bond issuance on May 31, 2023.

The closing for the District's *Water Revenue Bonds, Series 2023* sale is scheduled for May 31, 2023. Tax-exempt bonds totaling \$73.3 million with maturities spanning 30 years will be sold, with the proceeds being spent to construct the Willamette Water Supply System and other water system improvements. The District expects to receive approximately \$81.8 million in net proceeds.

The District currently has authority under Ordinance 01-19 and 01-22 to issue revenue bonds to provide a combined \$700 million in net proceeds. The District estimates its remaining revenue bond debt capacity under these ordinances is approximately \$230.4 million of net proceeds. For more information on the District's financing plans see *Section 5 - Multi-Year Financial Outlook*. For more detail on the District's debt limit, see *Section 9.1.1 – Authority to Issue Debt*.

4 Strategic Planning

The Tualatin Valley Water District (District) updates its strategic plan biennially as part of its biennial budget development process. Updating the District’s strategic plan is a multidisciplinary effort that includes participation by the entire District – the governing body, management staff, and employees.

4.1 Mission, Vision, and Values

The District develops its strategic plan to align with its newly adopted mission, vision, and values statements. During the 2021-23 biennium, the District conducted a comprehensive process to update its mission, vision, and value statements.⁶ These statements provide the District a common “North Star” on which to align its plans and initiatives.

As a natural next step in developing new mission, vision, and values statements, the District plans to update its strategic planning process to ensure the strategic planning process reflects the District’s evolving role as a regional water provider and aligns with its new mission, vision, and values statements. As an interim measure, for the 2023-25 Budget the District continued to use its current strategic planning process and aligned the resulting strategic plan with the District’s newly adopted mission, vision, and values statements.

The District’s newly adopted mission, vision, and values statements are the foundation for the organization, providing a clear direction and helping each employee and work group make appropriate decisions on a day-to-day basis. These statements are presented in Table 4-1.

Table 4-1: TVWD Mission, Vision, Values

Mission
<i>Reliable, resilient, and safe water</i>
Vision
<i>Our water sustains thriving communities—every day for everyone.</i>
Values
<i>Respect, Integrity, Service, Equity</i>

Table 2-1 on page 14 presents a comparison of the District’s new and previous mission, vision, and values statements.

⁶ On December 21, 2022, the Board adopted Resolution 15-22 which revised District’s vision statement. At its April 19, 2023 meeting, the Board adopted Resolution 05-23 which revised the District’s mission and values statements.

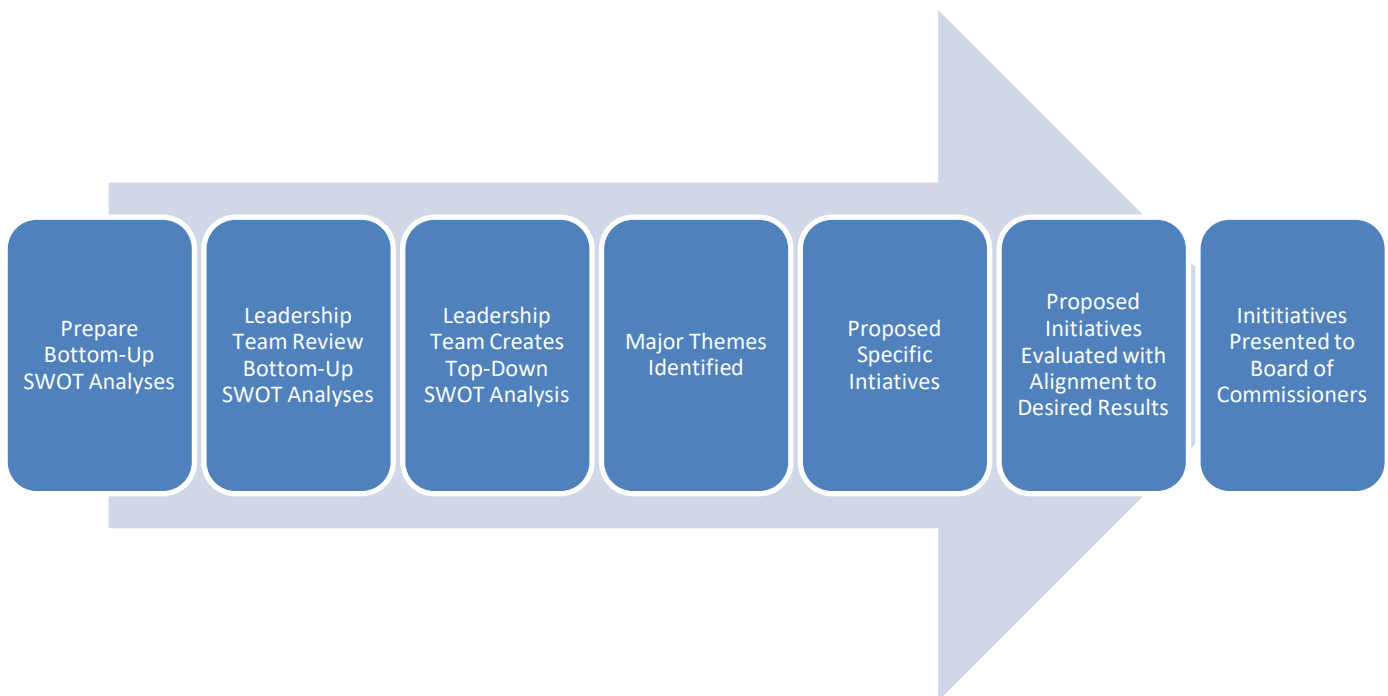
4.2 Strategic Planning Process

4.2.1 Development of the Strategic Plan

The District continued to use its strategic planning process that it modified slightly during the 2021-23 Budget preparation for this 2023-25 Budget. As part of the 2023-25 Budget, the District plans to update its strategic planning process to better align with its newly adopted mission, vision, and values statements. The current strategic planning process includes using the District’s leadership team to validate major themes and develop the initiatives that support the District’s strategic plan. Once constructed, the strategic plan along with its major themes and initiatives were presented to the District’s governing body, the Board of Commissioners, for review and discussion. The Board of Commissioners adopted the 2023-25 Strategic Initiative at its March 15, 2022 meeting by adopting Resolution 04-23. Those strategic initiatives provide the basis for the District’s 2023-25 Budget

Figure 4-1 graphically depicts the steps used for the District’s strategic planning process.

Figure 4-1: Graphic Depiction of the District’s Strategic Planning Process



4.2.2 SWOT Analysis and Major Themes

The District’s 2023-25 strategic planning process started with a detailed Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The SWOT analysis was conducted from both a “bottom-up” and “top-down” perspective. As part of the bottom-up analysis, each working group prepared a SWOT analysis which was then presented by each department manager to the District’s Leadership Team. These comprehensive bottom-up SWOT analyses included input from all employees within the District.

After considering the District’s bottom-up SWOT analyses (i.e., one SWOT analysis from each work group), the District’s Leadership Team created a consolidated top-down SWOT analysis. The consolidated SWOT analysis was not merely a collection of the elements identified by each work group.

Rather, the bottom-up SWOT analysis was used to provide context for the District’s consolidated analysis. This process of both a bottom-up and top-down analysis provided a broad view of the District’s strengths, weaknesses, opportunities, and threats. The Leadership Team then used the consolidated SWOT analysis to guide its development of the District’s strategic plan. Each work group used its bottom-up analysis, and the District’s top-down analysis, to align their overall work plan and budget request for the biennium.

In reviewing the consolidated SWOT analysis, the Leadership Team identified five major themes that guided the development of the actionable components (i.e., initiatives) of the District’s strategic plan. These major themes remained the same as the 2021-23 biennium. Considering the focus of the District in meeting the demands of its new role constructing and managing the WWSS, this consistency of major themes across the biennia is not unexpected. The major themes include:

1. Human investment. Prepare employees to be successful in meeting the future requirements of the District.
2. Intergovernmental relations. Maintain and/or improve relationships with local governments and neighboring utilities to solidify TVWD as a necessary and desired regional resource.
3. Business intelligence. Improve planning and the District’s ability to respond by developing actionable information from disparate sources of data.
4. Efficiency through modernization. Improve the service levels provided to the District’s customers and find long-term strategies to lower the cost of doing so.
5. Current initiatives. Successfully execute and complete the initiatives currently underway.

4.2.3 Strategic Plan Aligns with Desired Results

The District’s strategic plan was created in a manner that aligns with its adopted *desired results*. TVWD’s desired results are what many other organizations might call organizational goals. The District refers to them as desired results to emphasize the District’s focus on the results of actions more than the actions themselves.

The District developed its current desired results to align with its recently replaced mission, vision, and values statements. For the 2023-25 strategic planning effort, the District continued to use the previously adopted desired results. The District intends to replace the desired results as part of its strategic planning framework project in the 2023-25 biennium.

The desired results identify what District staff, programs, and policies seek to accomplish. Table 4-2 presents the District’s desired results which were adopted by the Board of Commissioners in December 2012.

Table 4-2: District’s Desired Results

1. The water supply meets community needs and expectations.
2. The community is confident in our water, service and employees.
3. We are good stewards of our financial resources.
4. We are good stewards of our natural resources.
5. We are good stewards of our own assets and resources (people & physical assets).

4.2.4 Monitoring Progress and Reporting

The District tracks progress on the selected initiatives and reports that progress periodically to management and the Board of Commissioners. These periodic reports continue until the initiatives are complete.

4.3 Status of the 2021-23 Strategic Initiatives

The District identified initiatives for its 2021-23 strategic plan. Table 4-3 presents the 2021-23 initiatives and how these initiatives align with the District’s desired results.

Table 4-3: Alignment of 2021-23 Initiatives with Desired Results

#	Strategic Initiatives	Desired Results				
		Water Needs & Expectations	Community Confidence in TVWD	Stewards of Financial Resources	Stewards of Natural Resources	Stewards of People and Systems
1	Mission, Vision, and Values		✓	✓	✓	✓
2	Conduct Classification / Compensation Study			✓		✓
3	Government Affairs	✓	✓			✓
4	Business Decision Data	✓	✓	✓	✓	✓
5	Modernization	✓		✓	✓	✓
6	Existing Initiatives	✓	✓	✓	✓	✓

Within each of the initiatives listed above, there are one or more key projects that align with the strategic intent of each initiative. Below is a list of the initiatives and the projects that support them.

1. Mission, Vision, and Values

- 1.1. Refine/update mission, vision, and values
- 1.2. Integrate DiSC training into District’s culture
- 1.3. Implement DEI Initiative

2. Conduct Classification/Compensation Study

3. Governmental Affairs

- 3.1. Implement Governmental Affairs strategy
- 3.2. Reorganize Communications
- 3.3. Implement new survey protocols

4. Business Decision Data

- 4.1. Develop data warehouse
- 4.2. Implement dashboarding
- 4.3. Develop data-informed processes

5. Modernization

- 5.1. AMI Strategy and Implementation
- 5.2. Develop/Implement Project Management Center
- 5.3. Develop/mature asset management

6. Existing Initiatives

- 6.1. Implement WWSS and WIF
- 6.2. Develop plan for the wind-down of the program management office (PMO)
- 6.3. Implement CIS
- 6.4. Invest in critical infrastructure
- 6.5. Complete TVWD branding strategy
- 6.6. Decommission on-premises SharePoint

The District has made significant progress on these initiatives and key project during the 2021-23 biennium. Table 4-4 below presents the status of the projects within the 2021-23 initiatives.

Table 4-4: Status of Key Projects for the 2021-23 Initiatives

#	Description	Status	Status
1.1	Refine/Update Mission, Vision, and Values	C	✓
1.2	Integrate DiSC Training into District's Culture	C	✓
1.3	Implement DEI Initiative	G	●
2.0	Conduct Class/Comp Strategy	G	●
3.1	Implement Governmental Affairs Strategy	C	✓
3.2	Reorganize Communications	C	✓
3.3	Implement New Survey Protocols	C	✓
4.1	Develop Data Warehouse	R	●
4.2	Implement Dashboarding	B	●
4.3	Develop Data-Informed Processes	B	●
5.1	AMI Strategy and Implementation	G	●
5.2	Develop/Implement Project Management Ctr.	Y	●
5.3	Develop/Mature Asset Management	G	●
6.1	Implement WWSS and WIF	G	●
6.2	Develop Plan for the Wind-Down of the PMO	G	●
6.3	Implement CIS	G	●
6.4	Invest in Critical Infrastructure	G	●
6.5	Complete TVWD Branding Strategy	C	✓
6.6	Decommission On-Premises Sharepoint	C	✓

KEY:			
	On Schedule	G	●
	Some issues slowing this down	Y	●
	Significantly off schedule	R	●
	Not yet begun / not yet reported	B	●
	Completed	C	✓

A few of the projects above have not yet begun or have been reorganized into other, broader projects for the next biennium. For example, *Implementing Dashboarding* (project 4.2) is dependent on the

development of a data warehouse. The data warehouse was delayed allowing for the successful completion of the CIS implementation. As such, this project has not started and is not expected to start until the planning of the data warehouse is more mature.

4.4 2023-25 Strategic Initiatives

4.4.1 Introduction of Strategic Initiatives

The strategic initiatives for the 2023-25 biennium are based on the SWOT analysis and major themes prepared by the Leadership Team under the direction of the CEO. As described in *Section 4.2.2, SWOT Analysis and Major Themes* on page 40, the Leadership Team used the District's SWOT analysis and major themes to recommend initiatives to the CEO. After finalizing a draft list of strategic initiatives, the CEO presented these initiatives to the Board of Commissioner for its approval and adoption.⁷ The District's strategic initiatives for the 2023-25 biennium are:

1. Implement monthly billing,
2. Design and implement AMI program,
3. Develop and implement business intelligence strategy, and
4. Complete existing initiatives.

4.4.2 Implement Monthly Billing.

In 2016, the District convened a Rate Advisory Committee (RAC) to advise the Board on matters related to the affordability of water for customers with limited economic means. Among several recommendations, the District's 2016 RAC recommended the District provide an option to bill customers with limited economic means monthly instead of bimonthly. The RAC felt that monthly billing would reduce the difficulties these customers experience caused by the irregular cashflow requirements of bimonthly billing cycles.

Moving to a monthly billing option for these customers was scheduled to begin after the District's new customer information system (CIS) project stabilization was complete. However, the CIS project was implemented during the COVID-19 pandemic. As a result, the stabilization and normalization phase of the CIS project was complicated by high levels of arrearages for customers, especially those customers of limited economic means. As a result, the District's Customer Service Department is simultaneously working to reduce these arrearages, normalize CIS, and implement other recommendations of a new RAC convened in 2022.

As a result of these workload challenges, and to better manage costs, the implementation of monthly billing will be phased as a pilot study during the 2023-25 biennium. This initiative includes development of a coherent strategy to implement monthly billing and undertake a pilot study to better assess the costs and resource impacts on the Customer Service Department. As a pilot study, the District will be able to maintain a high level of customer service while expanding its reach of monthly billing in a coordinated, intentional way.

Also, the pilot study is intended to coincide with the implementation phase of the District's AMI initiative. The AMI initiative (see *Section 4.4.3, Design and Implement Advanced Metering Infrastructure*

⁷ The Board of Commissioners established the Districts strategic initiatives for the 2023-25 biennium by adopting Resolution 04-23 on March 15, 2023.

Program below) is intended to reduce the number of meters required to be read manually, thereby increasing the overall ability of the meter reading staff to increase the reading frequency for those customers within the pilot test.

4.4.3 Design and Implement Advanced Metering Infrastructure Program

The District continues to embrace technology as a way of reducing costs and/or enhancing service levels for customers. Implementing the recently completed strategy for Advanced Metering Infrastructure (AMI) is intended to do both. AMI will allow the District to reduce its operating expenses while enhancing the service level to customers.

AMI is a technology-based system that uses a network of radios to provide real-time meter reading information from each customer's water meter. Using the radio network and data technology, the information from water meters can be read on demand at very little incremental costs. In addition to providing meter reads for customer billing, AMI systems are typically joined with a customer portal that allows customers to see their real-time water use. These portals and data systems can be used to warn customers of leaks or other unusual water demands being recorded at their meters. Depending on the selected technology, AMI systems can remotely turn-on and shutoff water service to a customer's premise. This feature would allow the District to ensure it receives updated customer information when new customers move into a premise.

Over time, as the AMI system accumulates more data, and those data are available for analyses, AMI systems can assist with:

- Water system master planning,
- Water conservation programs,
- Affordability analyses,
- Wastewater system master planning,
- Wastewater inflow/infiltration studies,
- Alarming utilities of a backflow incident, and
- Water system emergency management. AMI systems can be configured to provide pressure information throughout the water system. These pressure readings can provide the District information to deploy its resources to problem areas quickly.

AMI systems for water meters are generally powered by long-lived batteries that typically are estimated to have lives of between 15 to 20 years. Modern AMI systems allow the battery or register to be replaced rather than requiring the replacement of the entire meter body.

The 2023-25 Budget includes the latest information provided by the District's consultants. Also, the 2023-25 Budget assumes the District (along with its partner CWS) will receive a US Bureau of Reclamation (Reclamation) grant of \$5 million to offset the cost of the AMI program. The Reclamation grant is intended to encourage water conserving technology which includes AMI.

The information on the AMI program will continue to develop as the details from the District's consultants and the financial commitments by both Reclamation and CWS are finalized. However, the current best understanding of the likely cost of the AMI program is presented in Appendix C, page C-83.

The Customer Service department will lead the development of the District's AMI program.

4.4.4 Develop and Implement Business Intelligence Strategy

Like many organizations, the District's data resources are growing as technology allows. This accumulation of data, often from disparate data sources, can be a source of incredible information. This initiative strives to enhance the District's ability to use disparate sources of data to inform business decisions. The overall goal is to increase the quality and availability of data to support data-informed decision making. The initiative includes the further deployment of the District's data warehousing capabilities and implementation of a District-wide strategy to make the data available in relevant dashboards. The overall goal is to help the District make data-informed decisions and have more efficient business processes.

Every department within the District is expected to participate in the Business Intelligence initiative. The IT Services Department is the lead, and its budget includes resources to complete the initiative. See *Section 7.3.6, Information Technology Services*, on page 70 for more information.

4.4.5 Complete Existing Initiatives

The District is in mid-execution of several initiatives that must be continued in the coming biennium. The first of these initiatives is the completion of the WWSS and the WIF. This long-term project will continue through the end of FY2026 and will require significant financial and managerial resources to be successful. The Water Supply Program Department was created in the 2015-17 biennial budget to execute this initiative (see Sections 7.3.5, 10.1, and 10.2 for more information on the Water Supply Program Department, the WWSS, and the WIF, respectively).

The normalization of the District's new CIS will carry over into the 2023-25 biennium. CIS projects require a normalization period during which the utility's business processes and the configuration of the CIS are fine-tuned to meet the unique needs of the utility. The District's CIS is no exception. Many of the long-term benefits of the new CIS depend on a successful normalization process. The Customer Service Department is leading the effort on the CIS.

There are four other efforts that are of lower profile than the WWSS/WIF and CIS efforts. These lower profile efforts include:

1. Completing the classification/compensation study
2. Developing and implementing the District's diversity, equity, and inclusion strategy
3. Continuing the government affairs efforts to maintain relationships with neighboring utilities and seek federal and state financial assistance, and
4. Revise the District's strategic planning framework consistent with the District's new mission, vision, and values statements.

4.4.6 Department Involvement in Strategic Initiatives

As described above, each strategic initiative has one or more leaders. Table 4-5 presents the involvement of each department and the HR division in the strategic initiatives.

Table 4-5: Department Involvement in Strategic Initiatives

#	Strategic Initiatives	Admin Services	Human Resources	Customer Service	Engineering & Operations	Finance	Water Supply Program	IT Services
1	Implement Monthly Billing	Support		Lead	Support	Support		Support
2	AMI Program	Support		Lead	Support	Support		Lead
3	Business Intelligence	Support	Support	Support	Support	Support	Support	Lead
4	Existing Initiatives	Lead	Lead	Lead	Support	Support	Lead	Support

4.4.7 Alignment of Strategic Initiatives with Desired Results

Table 4-6 presents the alignment of each strategic initiative with the District’s adopted Desired Results.

Table 4-6: Alignment of Strategic Initiatives with Adopted Desired Results

#	Strategic Initiatives	Desired Results				
		Water Needs & Expectations	Community Confidence in TVWD	Stewards of Financial Resources	Stewards of Natural Resources	Stewards of People and Systems
1	Implement Monthly Billing		✓	✓		✓
2	AMI Program	✓	✓	✓	✓	✓
3	Business Intelligence		✓	✓		✓
4	Existing Initiatives	✓	✓	✓	✓	✓

The District continues to review and update its initiatives with each biennium cycle. Management provides periodic progress reports to the District’s Board, customers, and stakeholders as part of the ongoing effort to achieve the Desired Results listed above.

4.5 Summary of District Performance Measures

TVWD measures performance in areas that move the organization closer to its mission, vision, and values. The strategic planning process emphasizes the results of staff actions and District policies. The District uses its adopted performance measures to monitor the results of the District’s efforts. Measures are summarized below under the appropriate Desired Result with responsible department. More information on the performance measures for each department, including the historical values of the performance measures, are available in the individual department discussions presented in Section 7.5, General Fund Resources and Expenditures.

DESIRED RESULT 1: The water supply meets community needs and expectations.

DESIRED RESULT 1 PERFORMANCE MEASURES	Department responsible
No violations of National Primary Drinking Water Regulations. Zero violations - Target met.	Engineering & Operations
≥ 90% of unplanned service outages responded to within 4 hours. 42 of 42 unplanned service outages responded to within 4 hours - Target met.	Engineering & Operations

DESIRED RESULT 2: The community is confident in our water, service and employees.

DESIRED RESULT 2 PERFORMANCE MEASURES	Department responsible
TVWD maintains a leadership role in ≥50% of IGAs, partnerships, etc. TVWD maintains a leadership role in 18 out of 25 current IGAs = 72% - Target met.	Administrative Services
≥15% of District employees actively participate in water industry related organizations. 48 out of 142 (34%) active permanent employees participate in water industry related organizations - Target met.	District

DESIRED RESULT 3: We are good stewards of our financial resources.

DESIRED RESULT 3 PERFORMANCE MEASURES	Department responsible
Number of unscheduled maintenance events is ≤ 60. Number of unscheduled maintenance events was 71 - Target not met.	Engineering & Operations
District bond rating is AA+ equivalent or better. Most recent bond rating is AA+ - Target met.	Finance
Regular hours worked per workable hours available is ≥ 85%. Regular hours worked over total hours available was 95% - Target met.	Finance

DESIRED RESULT 4: We are good stewards of natural resources.

DESIRED RESULT 4 PERFORMANCE MEASURES	Department responsible
District implements no Stage 3 (mandatory usage reduction) or greater measures in curtailment plan. Zero Stage 3 or greater measures implemented - Target met.	Engineering & Operations
Average water usage in gallons per capita per day for single-family and multifamily accounts is 100 or less. Average water usage in gallons per capita per day for single-family and multifamily accounts = 62.33 gallons - Target met.	Customer Service
Number of water efficiency fixture rebates provided is $\geq 1,200$. 274 rebates paid in last two fiscal years - Target not met.	Customer Service

DESIRED RESULT 5. We are good stewards of our own assets and resources (people and assets).

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DESIRED RESULT 5 PERFORMANCE MEASURES	Department responsible
No incidents of vandalism reported that exceed insurance deductible (\$1,000). Zero incidents - Target met.	Admin
90%+ of our #1 hiring choices accept a position offer. 97.3% of #1 hiring choices accepted offers - Target met.	Admin
90%+ of employees with last performance review of 3.0 or better (excluding retirements) stay at the District. 95.3% of employees with last performance review of 3.0 or better (excluding retirements) stayed at the District - Target met.	Admin
85% safety corrective actions completed on schedule (with Safety Committee recommendations). 95% of Safety corrective actions completed on schedule - Target met.	Admin

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5 Multi-Year Financial Outlook

The District uses a 30-year financial forecast model (Forecast) to analyze future revenue needs, cash reserves, operating expenditures, and capital expenditures. The 30-year timeframe allows the District to plan for the financial impacts of a planned new water supply, the in-District capital expenditures, potential changes in customers and demands, and other important factors.

Although the Forecast is an indispensable management tool to assess the feasibility and effects of future capital and operating plans, it does not establish future rate strategies. Establishing those rate strategies is the prerogative of the Board and undertaken separately as part of the District's rate-setting process.

During the development of this budget, the District developed and adopted a *Financial Strategy* for the 2023-25 biennium. This strategy both originated from and helped shape the budget presented here. The current Forecast and Financial Strategy are based on the District's latest data and assumptions from the 2023-25 Budget, including capital improvement plan (CIP) costs, operations and maintenance (O&M) costs, rate and non-rate revenues, and system development charge (SDC) collections. More detail on these and other assumptions used in the Forecast model will be described in the District's *2023-2025 Financial Plan*, which will be published and available online in July 2023.⁸

5.1 Major Issues Affecting the Financial Forecast

5.1.1 Willamette Water Supply Program

In 2013, the District's Board voted to expand the District's portfolio of water sources and develop a new water supply on the mid-Willamette River near Wilsonville. As a result of the Board's decision, the District established the Willamette Water Supply Program (WWSP) to manage the development of this new supply. The District worked with neighboring water utilities to develop partnerships to reduce the overall cost and risks of the new supply. Those new partnerships resulted in the creation of the Willamette Intake Facilities (WIF) Commission and the Willamette Water Supply System (WWSS) Commission. More information on these new entities is provided below.

In addition to creating a more reliable and resilient system, the District will replace its Portland purchased water with this newly created water source. The new supply is scheduled to be available to the District by July 1, 2026, at which time the District will replace its water purchased from Portland with this new source.

The District is using regional partnerships to implement the new water supply. TVWD serves as the Managing Agency for the new regional water entities:

1. WIF Commission – The WIF is a joint venture of the District and the cities of Beaverton, Hillsboro, Sherwood, Tigard, and Wilsonville to jointly own and operate a raw water intake facility located at the current Willamette River Water Treatment Plant in Wilsonville, Oregon.
2. WWSS Commission – The WWSS is a joint venture of the District and the cities of Beaverton and Hillsboro to construct and operate supply facilities that convey raw water from the WIF, treat the

⁸ The financial plan is available on the District's website at <https://www.tvwd.org/finance/page/financial-plan-0>.

raw water to potable standards, and convey the potable water to each partner's distribution systems.⁹

5.1.2 WIFIA

The total cost of the WIF and WWSS infrastructure (including inflation) is approximately \$1.6 billion. Until 2018, the District had assumed that it would fund its projected share (approximately \$729 million at the time) with cash and revenue bond proceeds.¹⁰ In 2019, the District and its WWSS partner, the City of Hillsboro, applied for loans through the Water Infrastructure Finance and Innovation Act (WIFIA) program, a federal loan and guarantee program administered by the U.S. Environmental Protection Agency (EPA). The District closed its original WIFIA loan on August 2, 2019, and Hillsboro closed its loan shortly thereafter. The interest rate for the District's original loan, which would fund up to 49% of the District's share of WIFIA-eligible project costs was 2.39%. The District and the EPA estimated that this WIFIA loan would save the District's customers approximately \$138.4 million.

In the spring of 2020, the District requested the EPA amend the District's draw schedule under its existing WIFIA loan. This requested amendment better aligned the District's WIFIA draws with its new projected cash flow requirements. The EPA approved the revised draw schedule, allowing the District to make more of its total WIFIA funding (i.e., \$387.75 million) available earlier in the WIF's and WWSS's construction phase.

After the District closed its WIFIA loan, market conditions changed, and interest rates declined. To achieve greater interest rate savings, the District requested that its WIFIA loan be re-executed. The EPA allowed this re-execution, and the District closed its re-executed WIFIA loan on September 15, 2020 at a lower interest rate of 1.35%. Under the new terms (i.e., revised draw schedule and lower interest rate), the District and the EPA estimated additional savings of approximately \$122 million for the District's customers. As of June 2023, the District's WIFIA draws will exceed \$243 million.

5.1.3 Revenue Bond Issuance

The District funds investment in infrastructure from a combination of sources. These sources include capital reserves, system development charges, water rates, and proceeds from long-term debt. As part of its financial strategy, the District issued revenue bonds that will provide approximately \$81.8 million to pay for its investment in capital projects including its investment in the WWSS, and to pay for the cost of issuing the bonds.

The District anticipates the need for one additional debt issuance to fund its share of expenditures to complete the WWSS. It is not yet known whether that final issuance, with proceeds estimated at approximately \$120 million, will be with WIFIA or another revenue bond. Staff will continue to work closely with the District's financial advisors to determine the optimal debt strategy as we forge ahead through the 2023-25 biennium and towards completion of the WWSS.

⁹ The WWSP website (<http://www.ourreliablewater.org/>) provides additional information including activities-to-date, maps, and other related information for all WIF and WWSS projects.

¹⁰ WWSP partner costs will be funded individually by the District's partners, with payments made through the District as Managing Agency of the WWSP.

5.2 Key Policies Guiding the Forecast

- Until the WWSS is available in FY2027,¹¹ water purchases will continue to be balanced between the Portland and Joint Water Commission (JWC) sources.
- Capital costs will be funded with a blend of cash and debt, with the cash portion coming from water rate revenue, SDCs, and capital reserve fund balances.
- Related to debt financing (WIFIA and revenue bonds) capital expenditures, the District will manage its finances to:
 - Meet/exceed a combined debt service coverage (DSC) ratio of 2.0 times annual debt service, and
 - Avoid net leverage greater than 8.0 times adjusted annual net revenue in all future years.
- The District anticipates funding debt service reserves with each future revenue bond issue.
- The District will maintain its combined year-end cash balances at 250 days (or more) of operating expenditures.
- Other key policies guiding the Forecast are defined in the District’s Financial Management Policies,¹² adopted by the Board of Commissioners on March 20, 2019 (Resolution 08-19) and updated regularly, as required, with the last re-issuance on August 1, 2022.

5.3 Projecting Customers, Water Demands, and Related Assumptions

5.3.1 Customer Withdrawals, Water Demands, and Revenue Impacts

In February 2018, the District and the City of Beaverton entered into a service area agreement (Beaverton Service Area Agreement). This service area agreement provided a framework for the District and Beaverton to plan for serving customers within Beaverton’s corporate jurisdiction in places where it overlaps with the District’s boundaries. The agreement provided Beaverton an opportunity to withdraw a limited number of customers from the District, thereby making them Beaverton customers. Since then, Beaverton has withdrawn approximately 4,670 water services from the District.

The water demand forecast underlying the District’s Financial Plan incorporates Beaverton’s withdrawals. Related reductions in the District’s service accounts and associated water consumption are embedded in the projected source water purchases and rate revenue (fixed charges and water sales) included in the Forecast model.

At this time, the District is aware of limited additional areas from which Beaverton could withdraw customers in the future.¹³ Regardless of the ultimate number of services that Beaverton withdraws, the probability is low that future withdrawals would occur all at once. Rather, a series of withdrawals with subsequent transfer activities over multiple years may impact the District’s finances in a gradual way.

Given the staggered timing of customer transfers to wheeling status and then separated status (i.e., served directly by Beaverton), the impact to the District’s finances has been gradual. Should Beaverton

¹¹ FY2027 refers to the fiscal year beginning July 1, 2026 and ending June 30, 2027; commonly known as fiscal year ending 2027, or FY2027.

¹² Available under “Supporting Documents” on the District’s Finance Dept. page (<https://www.tvwd.org/finance>).

¹³ Section 3.7 of the Beaverton Service Area Agreement defines the obligations of Beaverton to assume a proportionate share of the District’s outstanding debt for all withdrawals effective after July 2, 2020.

pursue additional transfers in the future as the implementation of the agreement proceeds, the District will refine the projected revenue impacts in the Forecast.

5.3.2 Other Demographic Assumptions Underlying the Revenue Forecast

- **Customer Growth** – Before factoring in assumed withdrawals by Beaverton, the assumed annual customer growth rate begins at 0.60% in FY2024 and then declines by 0.05% annually until it reaches zero in FY2036. These reductions in growth recognize the anticipation of slowing of development as the District approaches its build-out capacity. Expansions of the region’s urban growth boundary on the northern edge of the District’s current service area may increase these assumed growth rates for future years.
- **Water Sales** – In recent years, the District has seen fluctuations in water demand. In the summer of 2019, consumption per capita declined 8% but then stabilized until the COVID-19 pandemic hit in 2020. The District saw further declines in the summer of 2020, likely due to the economic impacts of the pandemic. From May 2021 to March 2022, it appeared that water usage per customer had rebounded somewhat. Then in late spring of 2022, demand dropped again due to significant rainfall that lasted into July 2022. Since then, usage per customer has again increased gradually, though it is still below historical averages.

In its Forecast modeling, the District assumes that these past conservation savings and declines in system demands are permanent and forecasts sales growth at approximately two-thirds the rate of customer growth in FY2024 (i.e., 0.37%). This assumption is related to a combination of factors including the potential for mild weather, a successful conservation program that has depressed summer water demands, and the District’s similar experience to the nation-wide trends towards higher density developments, smaller family sizes, and widespread assimilation of water-efficient appliances. The Forecast uses the assumed 0.37% annual sales growth rate through FY2028. After FY2028, the District assumes that sales growth will align with customer growth, ultimately becoming zero by FY2036.

5.4 Key Economic Assumptions Included in the Forecast

- **Operations and Maintenance (O&M) Costs** – Most O&M costs (i.e., Personnel Services and Materials and Services costs) were projected to escalate from FY2025 budget data at 4.5% annually.
- **Wholesale Water Rates** – Portland Water Bureau (Portland) wholesale contract rates were provided by Portland. Beginning with a significant increase of 26.1% in FY2024, annual changes are projected to decline to 5.5% in FY2025 and then 0.2% in FY2026. Staff will closely monitor PWB wholesale rate increases and adjust the Forecast accordingly.

The JWC also provided rate estimates for the next two years, with the FY2024 rate representing a 10.8% increase over the current rate and an additional 8.3% increase in FY2025. Beyond the biennial budget period, JWC rates are projected to increase 4.5% annually in the Forecast.

- **WIFIA** – Currently, the District estimates that the total WIFIA loan amount will include \$25.5 million of accumulated (capitalized) interest, based on projected WIFIA funds drawn from FY2022 to FY2024 and the 1.35% interest rate from the re-executed WIFIA loan. The total

projected WIFIA loan amount of \$413.2 million¹⁴ is expected to be repaid over 33 years, beginning in FY2028.¹⁵

- **Revenue Bonds** – Key revenue bond assumptions include the following:
 - Revenue bond issuance costs are estimated at 0.75% of the par amount for each issuance through FY2025 and 1.50% of the par amount for each issuance thereafter, with the costs included in the total issuance amount.
 - The District’s FY2023 bond issue did not require the funding of a debt service reserve. However, future bond issues are projected to include a debt service reserve requirement, funded from the proceeds of the issuance. Reserve requirements are estimated based on the maximum annual debt service (MADS) of each issuance.
 - Revenue bond debt repayments were projected for all bond issuances using a 30-year term.
 - In the Forecast, interest rates vary by year of issuance. For the FY2023 issuance, the District’s rate came in at approximately 4.03%. The assumed interest rate for future revenue bonds is 5.5% for issuances in FY2024 and beyond.

Additional details on the Forecast’s economic assumptions are available in the *2022-23 Financial Plan*.

5.5 Other Financial Assumptions and Projected Results

5.5.1 Planned Capital Expenditures, Financing, and District Reserves

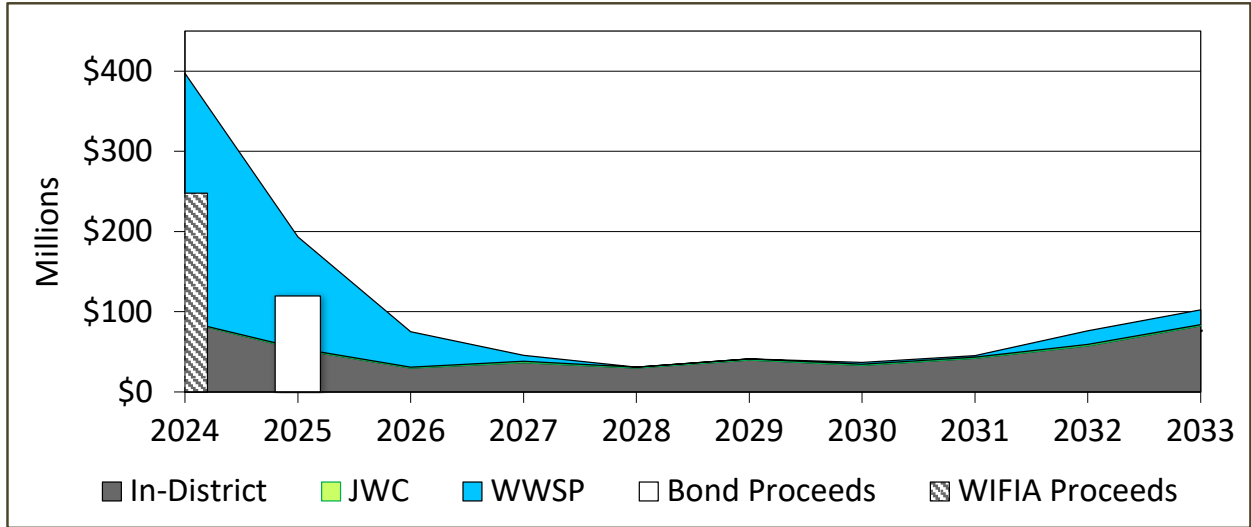
Over the next ten years, the forecast results are driven largely by anticipated capital spending on the WWSS. As discussed above, the District will require outside debt financing throughout the WWSS construction period. In addition to assumed WIFIA draws from FY2022 through FY2024 and the 2023 revenue bonds, the District’s capital investments may require an additional revenue bond sale in FY2025. The District may accelerate its bonding strategy should WWSS cashflow requirements change or if other conditions exist that make entering the debt market sooner a more favorable option. In any event, the exact amount and timing of bond sales will be determined as future CIP expenditures and cash flow requirements are refined.

Investments in future supply projects and the financing considerations for those projects dominate TVWD’s cash-flow forecast through FY2033 as shown in the *CIP and Financing* graph below.

¹⁴ The total WIFIA loan amount is a projection that includes estimates of capitalized interest.

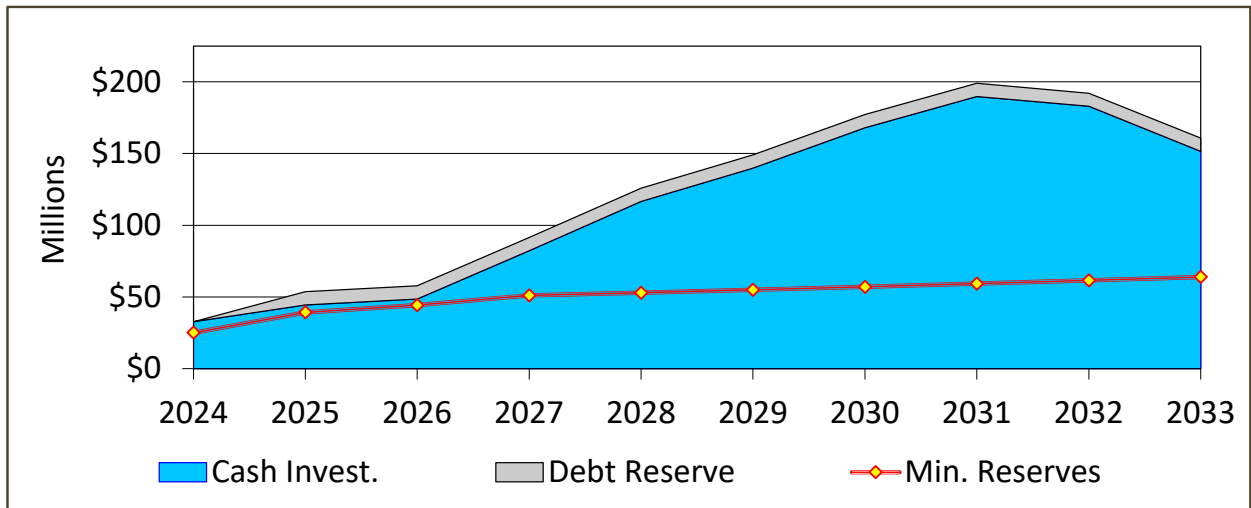
¹⁵ The terms of the WIFIA loan agreement allow the District to delay loan repayments until after substantial completion of the WWSS.

Figure 5-1: CIP and Financing by Fiscal Year



In addition to the debt proceeds presented in the *CIP and Financing* graph above, cash reserves will be used¹⁶ for capital expenditures. Based on the assumptions of this analysis, the District projects that it will meet or exceed its minimum reserves balance targets in each year during the planning period, as shown on the graph below.

Figure 5-2: Year-End Reserves by Fiscal Year



In the *Reserves* graph above, *Cash & Investments* includes General Fund and Capital Reserve Fund balances. The *Debt Reserve* includes funds from revenue bond proceeds that are required to be held in lieu of bond insurance. The *Minimum (Total) Reserves* target is included for reference.

5.5.2 Projected Sources of Funds

The next graph presents a summary of the District’s projected sources of funds over the next ten years.

¹⁶ Cash reserves (i.e., greater than minimum fund balance requirements) may be used for capital expenditures.

Figure 5-3: Projected Sources of Funds by Fiscal Year

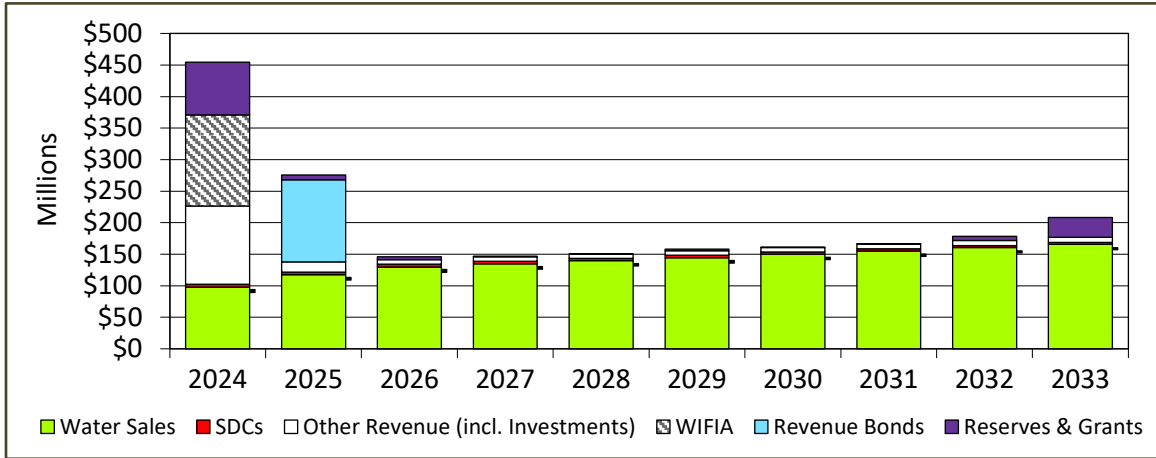


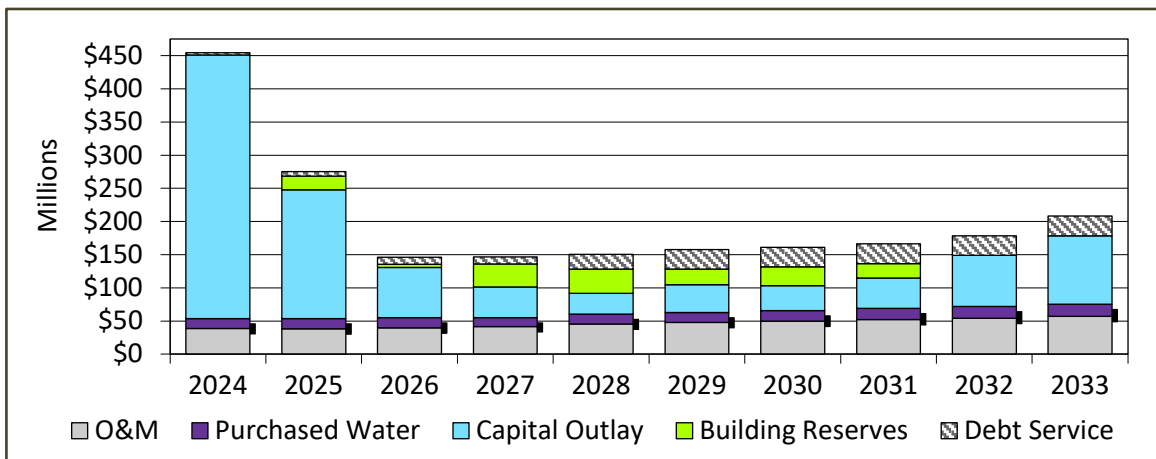
Table 5-1: Revenues and Other Funding Sources by Fiscal Year (\$ Millions)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Totals
Water Sales	\$97.7	\$117.4	\$130.0	\$134.7	\$139.6	\$144.7	\$149.8	\$155.1	\$160.4	\$165.9	\$1395.4
SDCs	4.5	4.4	4.3	4.2	4.0	3.8	3.6	3.4	3.2	3.0	38.4
Other Revenue	124.2	16.1	7.0	7.2	6.2	6.8	7.3	7.8	8.1	8.0	198.8
WIFIA	144.4	-	-	-	-	-	-	-	-	-	144.4
Revenue Bonds	-	130.0	-	-	-	-	-	-	-	-	130.0
Reserves & Grants	83.8	7.6	4.9	0.6	0.6	2.5	0.5	0.0	6.9	31.3	138.7
Totals	\$454.6	\$275.5	\$146.2	\$146.7	\$150.5	\$157.8	\$161.2	\$166.3	\$178.6	\$208.2	\$2045.7

5.5.3 Projected Uses of Funds

This graph presents a summary of the District’s projected uses of funds through FY2033.

Figure 5-4: Projected Uses of Funds by Fiscal Year



The table below presents a tabular detail of the projected uses of funds over the next ten years.

Table 5-2: Annual Expenditures and Increases in Reserves by Fiscal Year (\$ Millions)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Totals
O&M Costs [1]	\$38.6	\$38.1	\$39.9	\$41.5	\$45.6	\$47.7	\$49.8	\$52.1	\$54.4	\$56.8	\$464.5
Purchased Water [2]	15.0	15.7	15.2	13.8	14.5	15.3	16.0	16.8	17.6	18.5	158.5
Capital Outlay	397.8	193.9	76.5	47.2	31.5	41.9	37.4	45.9	76.8	103.1	1052.1
Building Reserves	0.0	20.9	4.1	33.7	36.7	23.3	28.2	21.7	0.0	0.0	168.6
Debt Service	3.3	6.9	10.5	10.5	22.1	29.7	29.7	29.7	29.7	29.7	202.0
Totals	\$454.6	\$275.5	\$146.2	\$146.7	\$150.5	\$157.8	\$161.2	\$166.3	\$178.6	\$208.2	\$2045.7

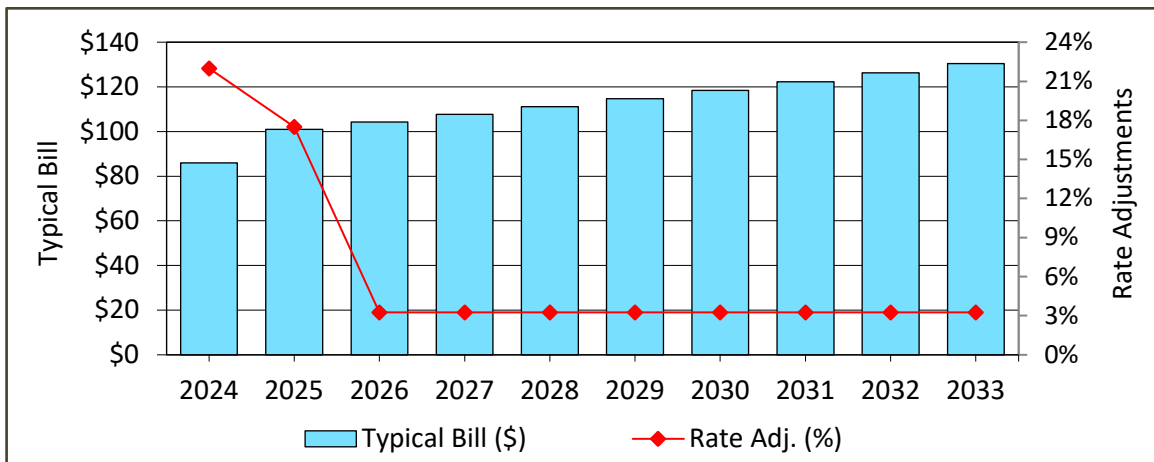
[1] O&M costs shown include debt issuance costs.

[2] Consistent with past reporting, Purchased Water includes pumping power costs.

5.5.4 Projected Customer Impacts

Based on the assumptions and results of this analysis, the District pursued a strategy to meet its financial targets with rate revenue adjustments of 22.0% in FY2024 and 17.5% in FY2025 in the next biennium. Future rate adjustments may be significantly lower, depending on many external factors. Currently, the Forecast results include annual increases of 3.25% beginning in FY2026. The graph below presents the Forecast customer impacts, including annual rate revenue adjustments and typical monthly bills.¹⁷

Figure 5-5: Annual Rate Adjustments and Typical Monthly Bill by Fiscal Year



Many assumptions are employed in an analysis like this. For that reason, results are not concrete in nature but are planning estimates. In the future, the actual rate adjustments required to fund revenue requirements may vary from the estimates presented here. Future capital requirements, O&M costs, customer demands, and other assumptions will influence the accuracy of the estimates as current projections become future realities.

¹⁷ Typical monthly bill includes monthly fixed charge plus 7 hundred cubic feet (CCF) of water multiplied by the volumetric rate (\$/CCF).

5.5.5 District Credit Ratings

Though high underlying credit ratings are not an end in-and-of themselves, they are one of the best measures of success in creating a financially sustainable enterprise. For several years, the District has worked with its professional advisers to develop a targeted credit rating for its long-term debt. Based on the District’s alignment with the rating criteria of the various rating agencies and considering the effect on the District’s cost of capital, the District targeted financial performance that would result in a credit rating of at least AA+/Aa1. The District believes its financial performance may support a rating of AAA.

As part of the application process for the WIFIA loan program, the District was required to get credit ratings from two national rating agencies. The District selected Standard & Poor’s and Fitch Ratings for its ratings and achieved its minimum targeted rating from each agency. More recently, as part of its 2023 revenue bond issuance, the District again engaged Standard & Poor’s and Fitch Ratings for new ratings analyses and both agencies confirmed their prior analyses.

Table 5-3 provides a scale comparison for investment grade securities for three national rating agencies. The District’s ratings are shaded.

Table 5-3: Rating Scales by Agency

Standard & Poor's	Fitch Ratings	Moody's Investor's Service
AAA	AAA	Aaa
AA+	AA+	Aa1
AA	AA	Aa2
AA-	AA-	Aa3
A+	A+	A1
A	A	A2
A-	A-	A3
BBB+	BBB+	Baa1
BBB	BBB	Baa2
BBB-	BBB-	Baa3

5.6 Risks to the Forecast

Specific risks that the District will be monitoring include the following:

- Projected purchased water rate increases from Portland which may be impacted by:
 - Costs of future treatment facilities in the Portland system
 - Changes to peaking factors
 - Contract difficulties
 - Other Portland O&M and CIP
- Interest rates that may be impacted by:
 - Loss of tax-exempt bonds
 - Reduction in the District’s credit rating
 - General increase in interest rates as the economy recovers

- WWSP
 - Timing of program expenditures
 - Changes to the project definition
 - Fluctuations in construction costs
 - Loss of a partner
- Others
 - Economic conditions (general downturn, changes in inflation)
 - Changes in water demands
 - Loss of customers through annexations with withdrawals
 - Curtailment of water sales

Although risks are generally thought of as negative, the District may also realize positive risks (opportunities) as it pushes ahead with the WWSS, completes its debt program, and works towards partnerships with neighboring cities. Specific opportunities that the District will be monitoring include:

- WWSP
 - Cost savings through value engineering
 - Refinement of project definition
 - Favorable bid environment and resulting construction costs
 - Gaining partners
- Others
 - Economic growth within the service area
 - Favorable financing programs
 - Other unplanned savings

5.7 Conclusion

The District will continue to take great care to manage risk by following prudent management practices. This includes frequent updates to its 30-year financial forecast and reviewing rates and revenues annually to see if additional adjustments are necessary. However, establishing rate strategies remains a prerogative of the Board and is undertaken as a separate process.

Setting water rates involves a series of policy decisions that the Board will develop over time. Historically, the Board considered these policies and specific water rate adjustments each July through September period, with the effective date of new water rates in November (after the summer watering season). Beginning with the 2017 rate adoption process, the Board now considers policies and water rate adjustments for a two-year period, with annual water rate changes effective each November.

6 Fund Summary

6.1 Fund Structure

The Tualatin Valley Water District is a water utility enterprise currently consisting of nine funds. On a day-to-day basis, all administration, operations, and maintenance activities are accounted for in the General Fund. Construction and capital improvement activities are accounted for in the Capital Improvement Fund. District financial reserves are held in the Capital Reserve Fund. The Debt Proceeds Fund accounts for the District's draws of its WIFIA loan and its revenue bond debt issues. The Revenue Bond Debt Service Fund accounts for the District's debt service obligations.

The District is a member of and provides management services for the Willamette Water Supply System (WWSS) Commission, the Willamette Intake Facilities (WIF) Commission, the Willamette River Water Coalition (WRWC), and the Customer Emergency Assistance Fund (CEAF). The District budgets and accounts for the activities of each of these joint ventures and the CEA partnership in separate funds.

Table 6-1: TVWD Fund Structure

Five Funds Directly Support the Water Utility	
General Fund (01)	Administration, operations, and maintenance activity. All District staff are budgeted in this fund. This fund is appropriated in this biennial budget.
Capital Improvement Fund (11)	Accounts for the resources and expenditures used for acquisition or construction of major capital facilities. This fund is appropriated in this biennial budget.
Capital Reserve Fund (18)	Holds resources for current and future capital improvement and water supply projects. This fund is appropriated in this biennial budget.
Debt Proceeds Fund (22)	Holds proceeds from the District's debt portfolio including the revenue bonds, WIFIA loan proceeds, and other types of borrowings. This fund is appropriated in this biennial budget.
Revenue Bond Debt Service Fund (31)	Accounts for repayment of principal and interest on the District's revenue bonds. This fund is appropriated in this biennial budget.
Four Funds Manage Partnerships	
Willamette Water Supply System Fund - WWSS (45)	An ORS chapter 190 Joint Venture with the cities of Beaverton, Hillsboro, and TVWD. TVWD serves as the managing agency providing administration, operations, project management and accounting services. This fund is appropriated in this biennial budget.
Willamette Intake Facilities Fund - WIF (44)	An ORS chapter 190 Joint Venture with the cities of Beaverton, Hillsboro, Sherwood, Tigard, Wilsonville, and TVWD. TVWD serves as the managing agency providing general administration, project management, and accounting services. This fund is appropriated in this biennial budget.
Willamette River Water Coalition Fund - WRWC (41)	An ORS chapter 190 Joint Venture with the cities of Sherwood, Tigard, Tualatin, and TVWD. TVWD serves as the managing agency providing general administration and accounting services. This fund is appropriated in this biennial budget.
Customer Emergency Assistance Fund (43)	Accounts for the resources, administration, and customer payments for those who qualify for emergency assistance. This fund is appropriated in this biennial budget.

6.2 Financial Position and Fund Balances

The District is beginning the 2023-25 biennium in a strong financial position. Combined projected beginning fund balances total \$259.9 million. These strong balances allow the District to continue to fund planned capital expenditures while executing its comprehensive debt management strategy.

The District's large fund balances are primarily the result of a recent revenue bond issue, draws on the WIFIA loan to reimburse the District for eligible project costs for the WWSP, and reserves. The combined 2023-25 ending fund balance will primarily be held in the Capital Reserve Fund and held for future capital expenditures. As part of the District's long-term financial plan, reserves will be drawn down to pay for the investments in the WWSP and other capital improvement projects this biennium.

The tables on pages 63 and 64 of this section display a combined summary of all funds for the 2023-25 Budget in comparison to the current 2021-23 Budget and the actual results for the 2019-21 biennium. Appendix A and Appendix B provide fund-by-fund detail for the Resources and Requirements in the 2023-25 Budget.

The sections that follow (i.e., Sections 7 through 10) provide detailed information on all the District funds.

The 2023-25 Budget anticipates combined ending fund balances of \$110.8 million. These reserves will be held for future capital investments as described in Section 8.1. Additionally, the District anticipates the need for addition debt issuance through either revenue bonds or a second WIFIA loan. While it is planned for in FY 2025, the actual timing of the capital expenditures in the 2023-25 Biennium will affect when the District needs to borrow additional money, and as such, ending fund balances may differ from projections. See Section 5.5 for a more detailed discussion on the District's capital needs and financing strategy.

Table 6-2: All Funds Resources

	1st Preceding Biennium Actual	Prior Biennial	Biennial Adopted
RESOURCES	2019-2021	2021-2023	2023-2025
Beginning Fund Balance	\$144,358,124	\$93,893,898	\$259,873,626
Tot. Beg. Fund Bal & Reserves:	\$144,358,124	\$93,893,898	\$259,873,626
Water Service Charges	\$140,386,415	\$158,826,968	\$216,517,532
Right of way fee collections	\$1,187,839	\$1,625,000	\$2,035,000
Admin. Fees	\$2,922,878	\$751,303	\$4,911,103
Other Revenues	\$2,470,979	\$1,240,385	\$1,275,895
Contract Reimbursements	\$3,188,947	\$6,178,325	\$4,843,050
Overhead Charges to Other Funds	\$10,494,576	\$10,722,620	\$10,722,620
Total Misc. Revenues:	\$20,265,219	\$20,517,633	\$23,787,668
Meter/Service Installations	\$1,029,579	\$1,151,010	\$3,576,750
System Development Charges	\$12,968,218	\$9,574,073	\$8,906,616
Contributed Capital	\$164,040,806	\$462,143,386	\$654,737,029
Interest Earnings	\$4,306,664	\$869,427	\$7,205,944
Tot. Operating Resources	\$342,996,901	\$653,082,497	\$914,731,538
Tot. Resources before trans.	\$487,355,025	\$746,976,395	\$1,174,605,164
Debt Resources			
Revenue Bond Sale	\$0	\$0	\$120,000,000
WIFIA Draw	\$0	\$226,500,000	\$144,106,518
Total Debt Resources	\$0	\$226,500,000	\$264,106,518
TRANSFERS IN FROM:			
General Fund	\$78,457,822	\$83,500,000	\$127,341,737
Capital Improvement Fund	\$0	\$0	\$0
Water Supply Fund	\$0	\$0	\$0
Revenue Bond Fund	\$0	\$0	\$0
Capital Reserve Fund	\$131,209,082	\$376,262,670	\$471,065,937
Debt Proceeds Fund	\$0	\$226,500,000	\$363,460,319
WRWC	\$0	\$0	\$0
Cust. Emergency Asst. Fund	\$33,400	\$0	\$0
Total Transfers In:	\$209,700,304	\$686,262,670	\$961,867,993
TOTAL RESOURCES	\$697,055,329	\$1,659,739,065	\$2,400,579,675

Table 6-3: All Funds Requirements

	1st Preceding Biennium Actual	Prior Biennial	Biennial Adopted
REQUIREMENTS	<u>2019-2021</u>	<u>2021-2023</u>	<u>2023-2025</u>
Operating Expenditures:			
Personnel Services	\$38,068,691	\$42,330,036	\$50,095,791
Materials & Services	\$38,041,702	\$51,686,496	\$70,445,325
Total Operating Expenditures:	\$76,110,392	\$94,016,532	\$120,541,116
			\$0
Capital Expenditures:			\$0
Capital Outlay	\$295,468,607	\$839,112,006	\$1,177,626,187
Debt Service	\$0	\$0	\$7,290,612
Total Capital Expenditures:	\$295,468,607	\$839,112,006	\$1,184,916,799
Special Payments			
ROW Fees	\$1,186,142	\$1,625,000	\$2,035,000
PERS Side Account	\$10,000,000	\$0	\$0
Tot. Expend. before trans.	\$382,765,142	\$934,753,538	\$1,307,492,916
TRANSFERS OUT TO:			
General Fund	\$0	\$0	\$0
Capital Improvements Fund	\$131,209,082	\$376,262,670	\$520,089,659
Water Supply Fund	\$0	\$0	\$0
Revenue Bond Fund	\$0	\$0	\$7,290,612
Capital Reserve Fund	\$78,457,822	\$309,500,000	\$434,436,597
WRWC	\$0	\$0	\$0
Customer Emergency Assistance Fund	\$33,400	\$500,000	\$51,125
Total Transfers Out:	\$209,700,304	\$686,262,670	\$961,867,993
Contingency	\$0	\$20,353,650	\$20,397,900
TOTAL APPROPRIATIONS	\$592,465,446	\$1,641,369,858	\$2,289,758,809

7 General Fund (Fund 01)

7.1 Introduction

The General Fund accounts for nearly all the operating costs of the District, and over \$289 million, or 12.1% of all District budgetary requirements. On a day-to-day basis, all administration, operations, and maintenance activities are accounted for in the General Fund.

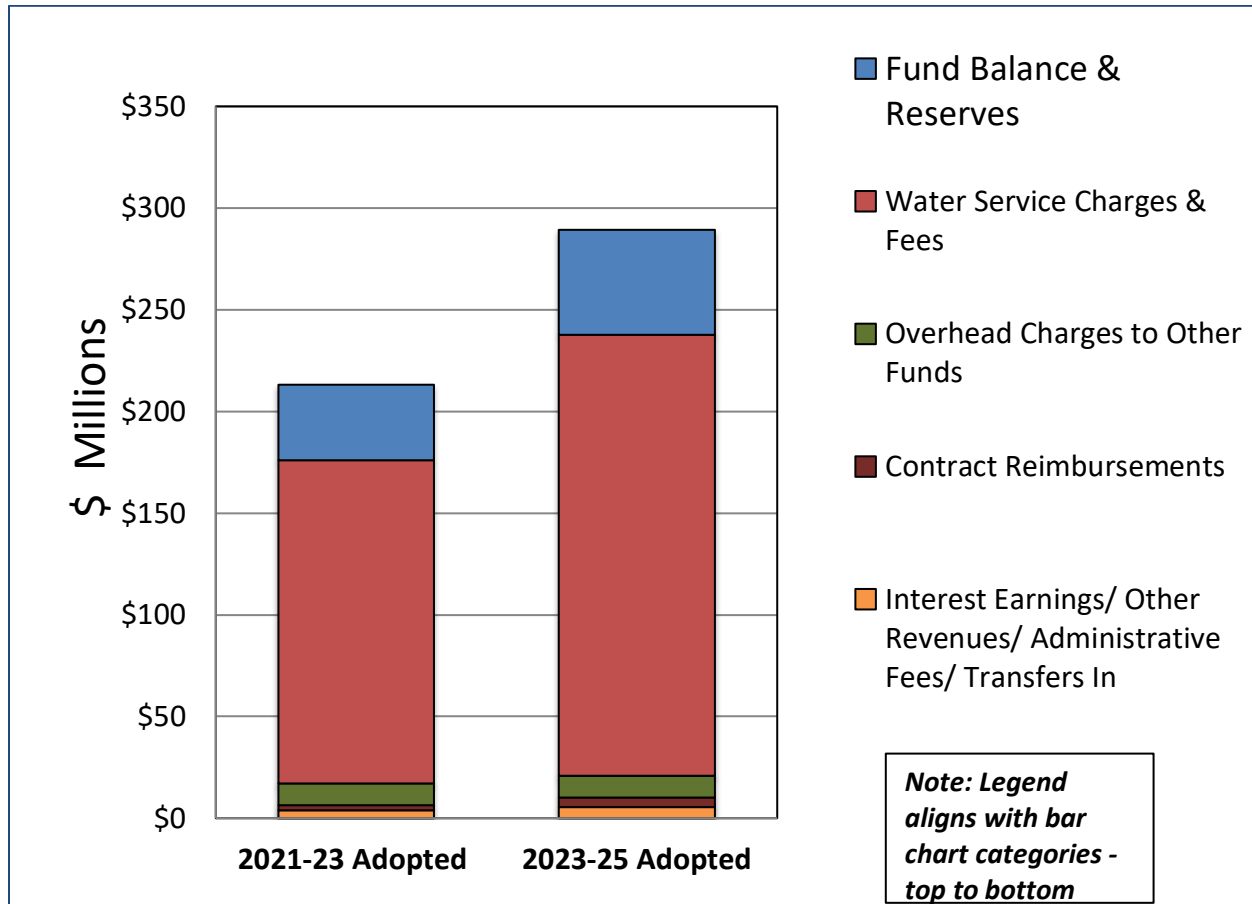
Resources for the General Fund include fund balances, contract reimbursements from partner agencies, interest earnings, and most significantly water service charges, which is the largest revenue source to the General Fund. Water service charges in the 2023-25 Budget are estimated at \$216.5 million. Water sales revenue is based on projected demands and the revenue requirements for the District's operating and capital expenditure needs.

The District's significant planned investments in the WWSP serve as the primary driver for developing water revenue increase projections. The water sales revenue in the 2023-25 Budget are based on rate revenue adjustments of 22.0% in FY2024 and 17.5% in FY2025 (see *Section 5.5.4 Projected Customer Impacts*). Approval of water rates and all other adjustments to the District's rates and charges are subject to a separate Board action.

The General Fund also receives resources from the other funds. Overhead charges to other funds represent reimbursements made to the General Fund from the Capital Improvement Fund, the Willamette Water Supply System Fund, and the Willamette Intake Facilities Fund for labor, overhead, and the use of District equipment constructing capital assets and providing services the WWSS and WIF joint ventures. These resources are estimated to be \$10.7 million in the 2023-25 Budget.

As the graphic below shows, water sales revenue continues to be the General Fund's key resource.

Figure 7-1: General Fund Resources



The requirements for the General Fund include Personnel Services (\$50.1 million) for the District’s labor-related costs; Materials and Services (\$66.1 million) for purchased water and general operations and maintenance; Capital Outlay for equipment (\$2.8 million); Special Payments for utility right-of-way fees; Transfers to other funds to be held as reserves for capital expenditures; and a General Operating Contingency. More detail on the 2023-25 Budget for Personnel Services, Material and Services and Capital Outlay expenses can be found in Sections 7.5.1 through 7.5.7 for the Non-Departmental budget and the six district departments.

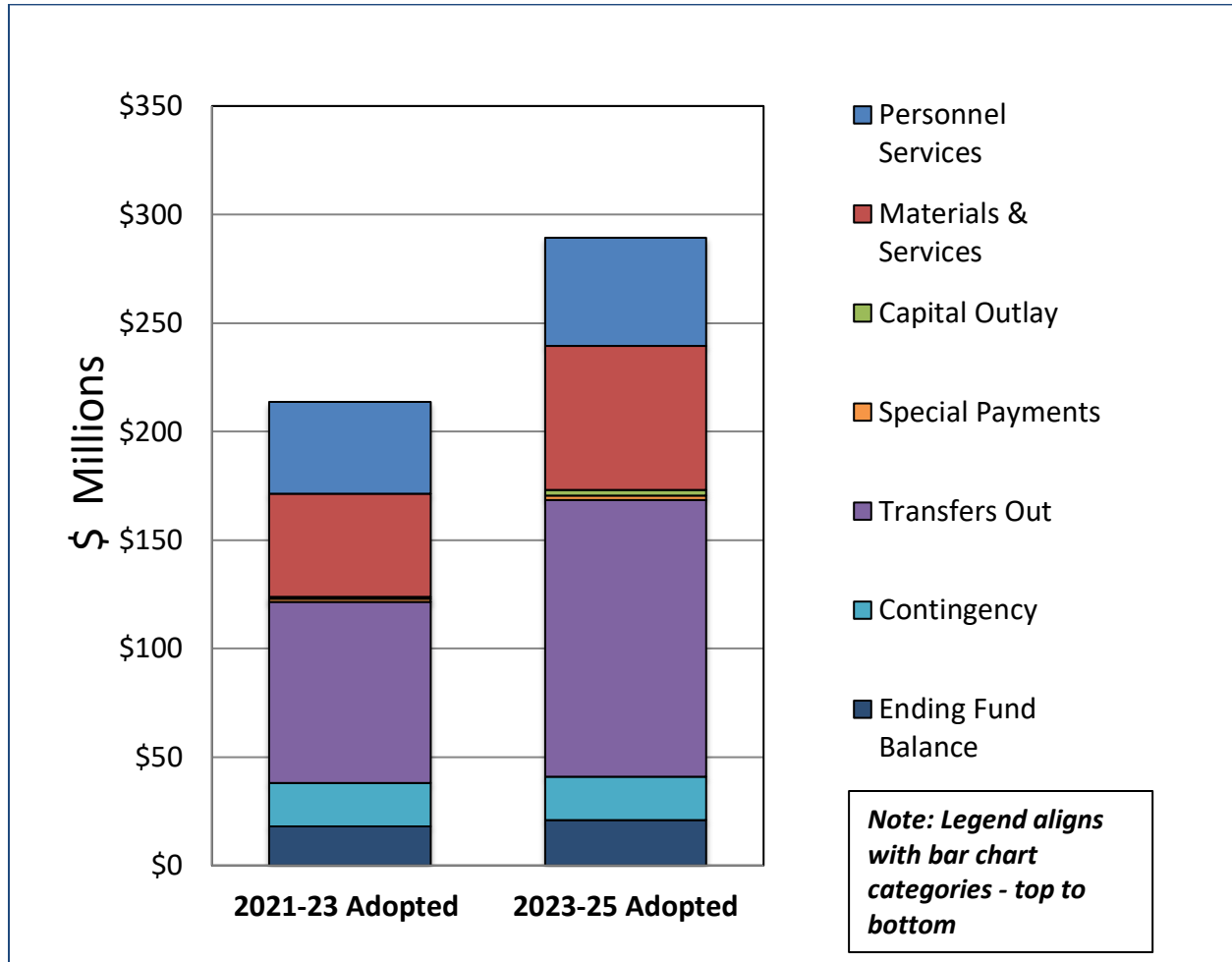
The Special Payments appropriation category in the General Fund is used to pay utility right-of-way fees imposed by the cities of Beaverton, Hillsboro, and Tigard. For the 2023-25 Budget the appropriation for right-of-way fees is \$2.0 million. For customers who reside in the city limits for those three cities, a charge is applied to their bill and passed on to the cities.

The 2023-25 Budget for Transfers is \$127.3 million, representing the largest appropriation category in the General Fund. The transfer to the Capital Reserve Fund for current and future capital requirements is \$120.0 million. The remaining transfers include \$7.3 million for debt service payments and \$51,125 for the Customer Emergency Assistance (CEA) Fund. The CEA Fund provides limited emergency assistance to qualified customers in need. See Section 10.4 for additional information on the CEA Fund.

General Operating Contingency is budgeted at \$20 million. Under Oregon Local Budget Law, General Operating Contingency may be appropriated for unanticipated expenditures, which requires Board

approval. Unappropriated ending fund balance in the General Fund is estimated in the 2023-25 Budget at \$21.0 million for future use.

Figure 7-2: General Fund Requirements



7.2 Financial Position

The General Fund budget is developed by organizational units referred to as divisions within the District, then aggregated per object classification, i.e., Personnel Services, Materials and Services, and Capital Outlay, for appropriation. All operating departments and District staff are accounted for in the General Fund. There are six departments, ranging in size from 10 to 66 staff members. The departments are:

1. Administrative Services
2. Customer Service
3. Engineering and Operations
4. Finance
5. Water Supply Program
6. Information Technology Services

Additionally, the budget for purchased water and pumping power is in the General Fund as a non-departmental expenditure. Purchased water represents the District's single largest Materials and Services (M&S) expenditure and staff from Administrative Services, Engineering and Operations, and Finance play a role in its management and administration. In addition to purchased water and pumping power, the District also passes revenue from right-of-way (ROW) fees from customers to the cities of Beaverton, Hillsboro, and Tigard. The ROW fees are assessed by the cities based on the amount of the water bill for the customers within their jurisdictions. The ROW fee rate and the billing items subject to the ROW fee vary by jurisdiction. As a pass-through revenue, the District treats the ROW fees as a Special Payment and budgets it as a non-departmental appropriation. Detailed information on Purchased Water and each of the departmental budgets is contained in 7.5 of this document.

The major source of revenue for the General Fund is water sales. Approximately 80% of water sales revenue is based on volume rates per hundred cubic feet (CCF, or 748 gallons) of water used. The remainder of water sales revenue is received from fixed charges based on meter size. Since water volume usage varies from one year to another depending on weather and other factors, significant fluctuations are possible in end-of-year fund balances.

PERSONNEL SERVICES: The 2023-25 Budget for Personnel Services increased \$7.7 million, an 18.3% from the 2021-23 Budget or 8.8% on an annualized basis. The increase is the result of a combination factors including four additional FTE and continued market pressure on wages for hard-to-fill positions.

MATERIALS AND SERVICES (M&S): General Fund M&S expenditures are up \$18.5 million, a 38.8% increase over the prior biennium, 17.8% on an annualized basis. Key drivers for this increase include an estimated 25% increase in purchased water, which is the largest M&S item in the District's budget. Other factors impacting the M&S budget include ongoing software licensing fees resulting from the migration to off-the-shelf applications from legacy software that was maintained by district staff and the implementation of a low-income assistance program to address affordability issues affecting the District's economically vulnerable customers.

CAPITAL OUTLAY FOR EQUIPMENT: The District capitalizes equipment acquisitions that meet a threshold of \$7,500 and estimated useful life of more than one year. Requests for capital equipment purchases in the 2023-25 Budget are \$2.8 million, a three-fold increase from the prior biennium driven primarily by information technology infrastructure life cycle replacements and upgrades to support the District's enterprise applications and ongoing data management needs.

Fleet replacements continue to be budgeted in the Capital Improvement Fund, rather than the General Fund, allowing the District to efficiently capitalize internal labor and overhead costs associated with the required customizations for vehicles to be placed into service.

For Departments requesting capital purchases in the 2023-25 biennium (e.g., Engineering and Operations, IT Services), the 2023-25 Budget includes summary tables at the end of the departmental sections. A schedule of fleet replacements is included on page C-80 in Appendix C.

SPECIAL PAYMENTS: Special Payments include right-of-way (ROW) fees paid to neighboring cities where TVWD's customers live within the cities' boundaries. Cities impose a fee based on a percentage of the gross revenue from water sales for those customers and the District passes the fee through on the customer's water bill. ROW fees are budgeted at approximately \$2.0 million for the 2023-25 biennium.

TRANSFERS: At \$127.3 million, Transfers to Other Funds are \$43.8 million higher than the 2021-23 biennium. Nearly all this appropriation (\$120 million) is for transfers from the General Fund to the

Capital Reserve Fund for current and future capital related expenditures. The 2023-25 Budget also includes a \$7.3 million transfer to the Revenue Bond Debt Service Fund for debt service payments related to the District's series 2023 revenue bonds, and a \$51,125 transfer to the Customer Emergency Assistance Fund for the District's share of that program's expenditures.

CONTINGENCY: The General Operating Contingency is reserved for unanticipated but well-defined needs. The 2023-25 Budget includes \$20.0 million in contingency, representing 17.2% of the General Fund operating budget excluding Capital Outlay and Special Payments. Use of General Operating Contingency requires action by the Board of Commissioners. In addition, Oregon Local Budget Law specifies certain public hearing and notice requirements depending on the size and scope of a budget adjustment involving Contingency.

The District's biennial budget anticipates an increase in the General Fund ending fund balance of 20.2%. This increase is in alignment with the increase in the District's operating expenditures and represents an appropriate level of reserves for ongoing operations net of debt-service obligations. Additional reserves are available in the Capital Reserve Fund.

7.3 General Fund Departments and Divisions

General Fund expenditures are distributed among the District's six departments and Purchased Water non-departmental program. Each department has a General Services Division and, as applicable, other divisions grouped by core functions. Each General Services Division represents the management of that department and the activities that are in support of the department, such as training and education. Smaller departments are limited to just the General Services Division. Due to its size and significance, the Water Purchases Program is budgeted as a non-departmental expenditure and is not part of any specific departmental budget (See *Section 7.5.1 Non-Departmental*). The District's departments and divisions are outlined below.

7.3.1 Administrative Services

Responsible for leadership, administration, and oversight of the District; provides direct support to the TVWD Board of Commissioners; conducts legal services; manages District records; administers human resources and risk management; and communications and public outreach efforts.

Administrative Services Divisions

- 10-01 General Services
- 10-11 Human Resources
- 10-12 Risk Management
- 10-13 Communications

7.3.2 Customer Service

Manages customer billing and payment; provides visitor reception and telephone call routing; reads and maintains water meters; turns accounts on and off; investigates customer matters; and administers the District's conservation and key customer contact programs.

Customer Service Divisions

- 20-01 General Services

- 20-21 Customer Service & Utility Billing
- 20-22 Field Customer Service

7.3.3 Engineering & Operations

Develops and implements Capital Improvement Plan; determines and monitors compliance with water system design and construction standards; reviews developer and construction projects; operates and maintains storage, transmission, and distribution; controls compliance with backflow regulations; performs locates to protect system from damage; ensures compliance with State and Federal water quality regulations. Conducts installations, relocates, repair, and maintenance for District mainlines, hydrants, valves, services, and vaults; manages mainline flushing program; maintains geographic information system (GIS), field mapping and asset documentation; manages District vehicle fleet and fueling facility; maintains all District facilities.

Engineering & Operations Divisions

- 35-01 General Services
- 35-31 System Operations
- 35-32 Engineering
- 35-33 Water Resources
- 35-34 Asset Management
- 35-35 Water Operations
- 35-36 Construction & Maintenance

7.3.4 Finance

Responsible for all financial operations in the District including treasury, financial planning, and budget development; administers fiscal responsibilities, accounting, and payroll; manages debt issuance program; analyzes rates and charges; prepares financial forecasting; and coordinates purchasing and contracts.

Finance Divisions

- 50-01 General Services
- 50-51 Accounting & Finance

7.3.5 Water Supply Program

Provides administration of the Willamette Water Supply Program (WSSP) partnership; oversees planning, design, and construction of assets associated with Willamette Water Supply System and Willamette Intake Facilities commissions; provides financial oversight and reporting for the WWSP.

Water Supply Program Division

- 60-01 General Services

7.3.6 Information Technology Services

Responsible for the management and support of all aspects of the District's information technology (IT) systems, including all computer networks, major server environments, data and voice communications, and hardware and software; implements the District's strategic IT initiatives; provides offsite recovery of

critical systems; maintains suite of enterprise applications; supports office and mobile work force; and develops the District's overall IT strategy.

Information Technology Services Division

- 70-01 General Services

7.4 Non-Departmental Appropriation Categories

7.4.1 Materials and Services – Water Purchases Program

Purchases water for the District through wholesale agreements with the City of Portland and an ownership share with the Joint Water Commission. As a district-wide expenditure, it is considered a separate program in the General Fund and not associated with any specific department. The Finance Department is the primary group that budgets and manages the wholesale relationship with the Portland Water Bureau. The Engineering and Operations Department manages the distribution of the water purchases.

7.4.2 Special Payments – Rights-of-Way Payments

The cities of Hillsboro, Beaverton, and Tigard implemented right-of-way fees on water bills of customers of the District located within their city limits. The amount of the right-of-way fees are determined by the cities. Currently the cities set their right-of-way fees as a percentage of the retail bill.¹⁸ Payments to the cities by the District constitute a Special Payment under Oregon Local Budget Law. The Board of Commissioners has implemented a right-a-way fees recovery strategy to generate sufficient resources to fund the Special Payments appropriation category. The Finance Department is the primary group that budgets and manages the right-of-way fees.

The table on the next page provides a summary of all the General Fund expenditures and appropriations for the 2023-25 Budget.

¹⁸ The right-of-way fees by jurisdiction are: Hillsboro, 3.5%; Beaverton, 5%; and Tigard, 5.26%.

Table 7-1: Total District Expenditures and Other Appropriations – General Fund

HISTORICAL DATA			TUALATIN VALLEY WATER DISTRICT PERSONNEL SERVICES EXPENDITURE TOTALS BY DEPARTMENT				
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23	DEPARTMENT/PROGRAM	PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET	% CHG FROM 21-23
\$4,069,934	\$4,298,960	\$4,525,651	ADMINISTRATIVE SERVICES DEPARTMENT	\$5,033,057	\$5,033,057	\$5,033,057	11.2%
\$6,465,072	\$7,166,882	\$8,042,503	CUSTOMER SERVICES DEPARTMENT	\$8,799,684	\$8,799,684	\$8,799,684	9.4%
\$15,550,317	\$15,785,704	\$18,258,218	ENGINEERING AND OPERATIONS DEPARTMENT	\$23,049,798	\$23,049,798	\$23,049,798	26.2%
\$3,728,313	\$4,052,555	\$4,119,842	FINANCIAL SERVICES DEPARTMENT	\$5,138,683	\$5,138,683	\$5,138,683	24.7%
\$2,928,105	\$3,689,145	\$4,007,052	WATER SUPPLY PROGRAM	\$4,142,977	\$4,142,977	\$4,142,977	3.4%
\$2,751,547	\$3,075,444	\$3,376,770	INFORMATION TECHNOLOGY SERVICES DEPARTMENT	\$3,931,592	\$3,931,592	\$3,931,592	16.4%
\$35,493,288	\$38,068,691	\$42,330,036	TOTAL PERSONNEL SERVICES	\$50,095,791	\$50,095,791	\$50,095,791	18.3%

HISTORICAL DATA			TUALATIN VALLEY WATER DISTRICT MATERIALS & SERVICES EXPENDITURE TOTALS BY DEPARTMENT				
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23	DEPARTMENT/PROGRAM	PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET	% CHG FROM 21-23
\$20,212,227	\$20,945,016	\$24,522,925	GENERAL FUND M&S PURCHASES: WATER	\$30,650,700	\$30,650,700	\$30,650,700	25.0%
\$492,704	\$2,687,305	\$5,074,020	ADMINISTRATIVE SERVICES DEPARTMENT	\$5,956,004	\$5,956,004	\$5,956,004	17.4%
\$2,045,185	\$2,175,591	\$2,352,471	CUSTOMER SERVICES DEPARTMENT	\$4,869,007	\$4,869,007	\$4,869,007	107.0%
\$5,168,621	\$6,031,359	\$8,346,277	ENGINEERING AND OPERATIONS DEPARTMENT	\$12,160,693	\$12,160,693	\$12,160,693	45.7%
\$3,744,872	\$2,839,411	\$4,425,503	FINANCIAL SERVICES DEPARTMENT	\$5,985,958	\$5,985,958	\$5,985,958	35.3%
\$43,310	\$18,571	\$76,990	WATER SUPPLY PROGRAM	\$90,437	\$90,437	\$90,437	17.5%
\$1,584,809	\$1,775,650	\$2,842,650	INFORMATION TECHNOLOGY SERVICES DEPARTMENT	\$6,421,756	\$6,421,756	\$6,421,756	125.9%
\$33,291,727	\$36,472,903	\$47,640,836	TOTAL MATERIALS & SERVICES	\$66,134,555	\$66,134,555	\$66,134,555	38.8%

HISTORICAL DATA			TUALATIN VALLEY WATER DISTRICT CAPITAL OUTLAY EXPENDITURE TOTALS BY DEPARTMENT				
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23	DEPARTMENT/PROGRAM	PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET	% CHG FROM 21-23
\$24,054	\$11,089	\$0	ADMINISTRATIVE SERVICES DEPARTMENT	\$0	\$0	\$0	0.0%
\$0	\$0	\$0	CUSTOMER SERVICES DEPARTMENT	\$0	\$0	\$0	0.0%
\$59,840	\$9,032	\$434,000	ENGINEERING AND OPERATIONS DEPARTMENT	\$522,500	\$522,500	\$522,500	20.4%
\$0	\$0	\$0	FINANCIAL SERVICES DEPARTMENT	\$0	\$0	\$0	0.0%
\$0	\$0	\$0	WATER SUPPLY PROGRAM	\$0	\$0	\$0	0.0%
\$198,654	\$103,167	\$271,950	INFORMATION TECHNOLOGY SERVICES DEPARTMENT	\$2,277,000	\$2,277,000	\$2,277,000	737.3%
\$282,549	\$123,288	\$705,950	TOTAL CAPITAL OUTLAY	\$2,799,500	\$2,799,500	\$2,799,500	296.6%

HISTORICAL DATA			SPECIAL PAYMENTS, TRANSFERS, CONTINGENCY & RESERVES				
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23	DEPARTMENT/PROGRAM	PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET	% CHG FROM 21-23
\$39,733,590	\$84,850,750	\$78,482,822	TRANSFERS	\$127,341,737	\$127,341,737	\$127,341,737	62.3%
\$0	\$336,823	\$21,446,000	SPECIAL PAYMENTS	\$2,035,000	\$2,035,000	\$2,035,000	-90.5%
\$0	\$0	\$15,000,000	GENERAL OPERATING CONTINGENCY	\$20,000,000	\$20,000,000	\$20,000,000	33.3%
\$39,733,590	\$85,187,573	\$114,928,822	TOTAL TRANSFERS AND CONTINGENCY	\$149,376,737	\$149,376,737	\$149,376,737	30.0%

HISTORICAL DATA			TOTAL EXPENDITURES				
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23	DEPARTMENT/PROGRAM	PROPOSED BUDGET	APPROVED BUDGET	ADOPTED BUDGET	% CHG FROM 21-23
\$108,801,153	\$159,852,454	\$205,605,644	TOTAL DISTRICT EXPENDITURES	\$268,406,583	\$268,406,583	\$268,406,583	30.5%

Below is a table listing all the positions in the District by grade, which includes the salary range and total Personnel Services costs.

Table 7-2: Personnel Services – General Fund (p. 1 of 4)

--- HISTORICAL DATA ---					CLASSIFICATION TITLE	BIENNIUM BUDGET FOR 2023-25		
ACTUAL (AT JUNE 30)		BUDGET				CLASS RANGE		ADOPTED
2021	2022	22-23	23-24	24-25		FROM	TO	TOTAL
					BY CONTRACT	N/A	N/A	\$555,175
1	1	1	1	1	1 CHIEF EXECUTIVE OFFICER			
					GRADE 13	\$159,445	\$251,113	\$2,430,314
1	1	1	1	1	1 CHIEF ENGINEER/CHIEF OPERATING OFFICER			
1	1	1	1	1	1 CHIEF FINANCIAL OFFICER			
1	1	1	1	1	1 GENERAL COUNSEL			
1	1	1	1	1	1 WATER SUPPLY PROGRAM DIRECTOR			
1	1	1	1	1	1 INFORMATION TECHNOLOGY SERVICES DIRECTOR			
					GRADE 12	\$143,384	\$181,667	\$403,008
				1	1 CUSTOMER SERVICE MANAGER			
					GRADE 11	\$128,932	\$203,081	\$1,082,928
1	1	1	1	1	1 HUMAN RESOURCES DIRECTOR			
1	1	1	1	1	1 PRINCIPAL ENGINEER			
1	1	1	1	1	1 CUSTOMER SERVICE MANAGER			
1	1	1	1	1	1 WATER SUPPLY ASSISTANT PROGRAM DIRECTOR			
					GRADE 10	\$115,947	\$182,641	\$1,521,537
1	1	1	1	1	1 ENGINEERING DIVISION MANAGER			
1		1	1	1	1 WATER OPERATIONS DIVISION MANAGER			
1	1	1	1	1	1 CONTROLLER			
1	1	1	1	1	1 FINANCIAL OPERATIONS MANAGER			
				1	1 CAPITAL PROGRAM MANAGER			
					GRADE 9	\$104,286	\$164,238	\$3,736,056
1	1	1	1	1	1 CONSTRUCTION/MAINTENANCE SUPERVISOR			
1	1	1	1	1	1 SYSTEMS OPERATIONS SUPERVISOR			
1	1	1	1	1	1 WATER RESOURCES DIVISION MANAGER			
1	1	1	1	1	1 ASSET MANAGEMENT DIVISION MANAGER			
1	1	1	1	1	1 BUILDINGS & GROUNDS SUPERVISOR			
2	2	1	1	1	1 FIELD CUSTOMER SERVICE SUPERVISOR			
1		1			1 PURCHASING AGENT/CONTRACTS COORDINATOR			
		1			1 INFORMATION TECHNOLOGY ARCHITECT			
1	1	1	1	1	1 IT DEVELOPMENT COORD & PROGRAMMER			
23	21	23	22	22	SUBTOTAL FORWARD TO PAGE 2			\$9,729,018

Note: Personnel Services by position include salary ranges only, and exclude other allowances, payroll taxes and benefits. These costs are totaled for the entire 2023-25 Budget at the bottom of the table on page 76.

Table 7-3: Personnel Services – General Fund (p. 2 of 4)

--- HISTORICAL DATA ---					CLASSIFICATION TITLE	BIENNIUM BUDGET FOR 2023-25		
ACTUAL (AT JUNE 30)		BUDGET				CLASS RANGE		ADOPTED
2021	2022	22-23	23-24	24-25		FROM	TO	TOTAL
23	21	23	23	23	BALANCE FORWARD			\$9,729,018
					GRADE 9 CONTINUED			
1	1	1	1	1	1 RISK MANAGEMENT COORDINATOR			
1		1	1	1	1 SENIOR PROJECT ENGINEER			
1	1	1	1	1	1 COMMUNICATIONS & PUBLIC AFFAIRS SUPERVISOR			
1	1	1	1	1	1 WWSP FINANCE MANAGER			
1	1	1	1	1	1 WWSP SENIOR ENGINEER			
1	1	1	1	1	1 PERMITTING & OUTREACH MANAGER			
					GRADE 8	\$93,784	\$147,697	\$7,241,300
2	2	3	2	2	2 CONSTRUCTION & MAINTENANCE LEAD			
	1		1	1	1 ASSISTANT CONTROLLER			
	1		1	1	1 PROCUREMENT AND CONTRACTS ADMINISTRATOR			
			3	3	3 CONSTRUCTION INSPECTOR III			
	1		1	1	1 DEVELOPMENT SERVICES ENGINEER			
1	1	1	2	2	2 DISTRIBUTION CREW LEAD			
1	1	1	1	1	1 VALVE CREW LEAD			
		1	1	1	1 FIELD CUSTOMER SERVICE LEAD			
2	2	1	2	2	2 CUSTOMER SERVICE & BILLING SUPERVISOR			
			2	2	2 ENGINEERING ASSOCIATE			
1	1	1	1	1	1 FLEET COORDINATOR			
1	1	1			1 MAINTENANCE ENGINEERING SUPERVISOR			
1	1	1	1	1	1 SENIOR MANAGEMENT ANALYST			
2	2	2	2	2	2 GIS ANALYST			
1	1	1	1	1	1 WWSP COMMUNICATIONS SUPERVISOR			
1	1	1	1	1	1 SENIOR NETWORK ADMINISTRATOR			
1	1	1	1	1	1 SENIOR SYSTEMS ADMINISTRATOR			
1	1	1	2	2	2 DATA ANALYST/ETL DEVELOPER			
1	2	1	2	2	2 SCADA TECHNICIAN			
1	1	1	1	1	1 PROGRAMMER SYSTEM ANALYST			
					GRADE 7	\$84,323	\$132,796	\$3,012,609
2	2	2			2 CONSTRUCTION INSPECTOR III			
1	1	1	1	1	1 COMMUNICATIONS /YOUTH EDUCATION COORDINATOR			
			1	1	1 OUTREACH & ENGAGEMENT COORDINATOR			
1	1	1	1	1	1 EMERGENCY PROGRAM COORDINATOR			
1	1	1	1	1	1 CONSERVATION TECHNICIAN			
1	1	1	1	1	1 SENIOR WQ INSPECTOR			
1	1	1	1	1	1 SENIOR WQ SPECIALIST			
53	54	54	63	63	SUBTOTAL FORWARD TO PAGE 3			\$19,982,927

Note: Personnel Services by position include salary ranges only, and exclude other allowances, payroll taxes and benefits. These costs are totaled for the entire 2023-25 Budget at the bottom of the table on page 76.

Table 7-4: Personnel Services – General Fund (p. 3 of 4)

--- HISTORICAL DATA ---					CLASSIFICATION TITLE	BIENNIUM BUDGET FOR 2023-25		
ACTUAL (AT JUNE 30)		BUDGET				CLASS RANGE		ADOPTED
2021	2022	22-23	23-24	24-25		FROM	TO	TOTAL
53	54	54	63	63	BALANCE FORWARD			\$19,982,927
					GRADE 7 CONTINUED			
1	1	1	1	1	1 INVENTORY CONTROLLER & INDUSTRIAL BUYER			
1	1	1	1	1	1 FLD SVC OPERATION SPECIALIST			
				1	1 WATER RESOURCES SPECIALIST			
3	2	3			ENGINEERING ASSOCIATE			
1	1	1	1	1	1 FLEET MECHANIC			
2	2	2	2	2	2 BUSINESS ANALYST			
1		1			TECHNICAL SERVICES ACCOUNTANT			
1	1	1	1	1	1 PROJECT DELIVERY COORDINATOR			
					GRADE 6	\$75,831	\$119,459	\$7,895,776
5	5	5	5	5	5 FIELD SERVICE REPRESENTATIVE			
6	6	7	8	8	8 WATER WORKS OPERATOR-DISTRIBUTION			
10	10	11	10	10	10 WATER WORKS OPERATOR CONST/MAINT			
6	6	6	10	10	10 WATER WORKS OPERATOR-VALVE			
1	1	1			ENGINEERING TECHNICIAN II			
2	2	2	2	2	2 ACCOUNTANT			
1	2	1	2	2	2 HUMAN RESOURCES ANALYST			
1	1	1	1	1	1 DISTRICT RECORDER			
1	1	1	1	1	1 SYSTEMS ADMINISTRATOR			
1	2	1	2	2	2 CUSTOMER SERVICE & BILLING LEAD			
		1			SCADA STAFF			
	1	1	1	1	1 MANAGEMENT ANALYST			
					GRADE 5	\$68,192	\$107,414	\$1,709,911
1	1	1	1	1	1 COMPUTER SUPPORT & SYSTEMS TECHNICIAN			
2	2	1	2	2	2 EXECUTIVE ASSISTANT			
					CUSTOMER SERVICE & BILLING LEAD			
1	1	1	1	1	1 PAYROLL SPECIALIST			
2	2	2	2	2	2 FACILITIES MAINTENANCE II			
1		1			HUMAN RESOURCES SPECIALIST			
1	1	1			OUTREACH & ENGAGEMENT COORDINATOR			
		1			WWSP OUTREACH COORDINATOR			
1	1		1	1	1 DOCUMENT AND CONTROLS COORDINATOR			
1	1	1	1	1	1 GIS TECHNICIAN			
1	1	1	1	1	1 WATER QUALITY INSPECTOR			
1	1	1	1	1	1 WATER QUALITY SPECIALIST			
109	110	113	122	122	SUBTOTAL FORWARD TO PAGE 4			\$29,588,614

Note: Personnel Services by position include salary ranges only, and exclude other allowances, payroll taxes and benefits. These costs are totaled for the entire 2023-25 Budget at the bottom of the table on page 76.

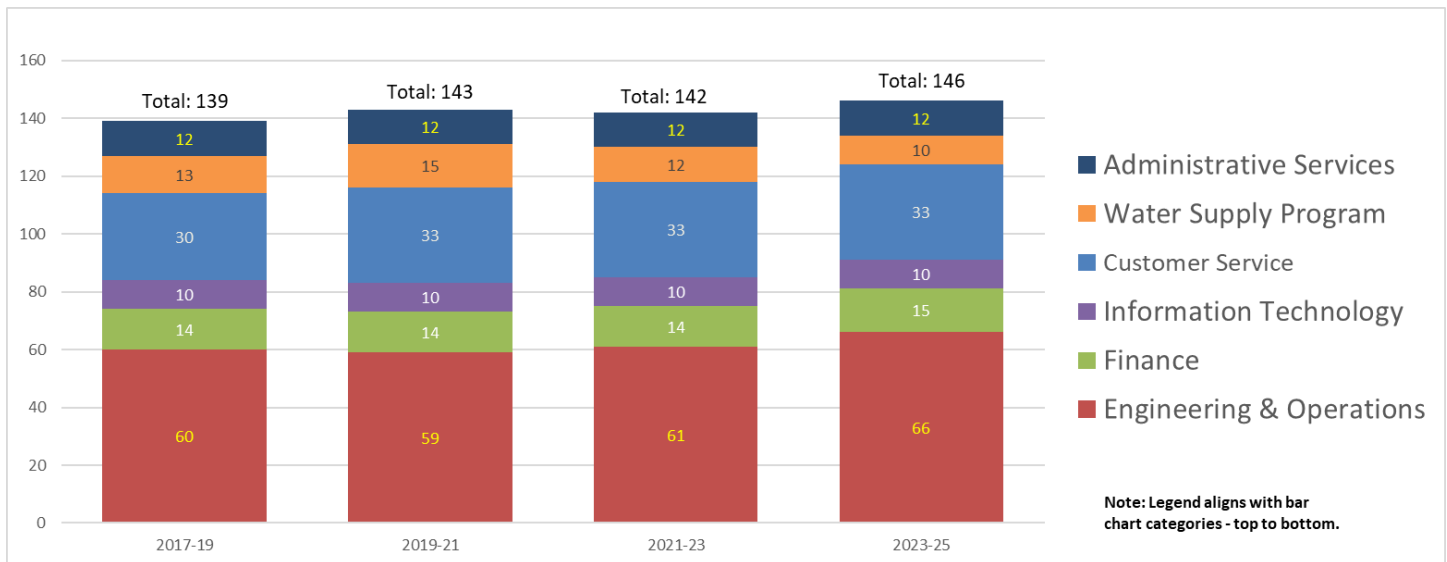
Table 7-5: Personnel Services – General Fund (p. 4 of 4)

--- HISTORICAL DATA ---					CLASSIFICATION TITLE	BIENNIUM BUDGET FOR 2023-25		
ACTUAL (AT JUNE 30)		BUDGET				CLASS RANGE		ADOPTED
2021	2022	22-23	23-24	24-25		FROM	TO	TOTAL
109	110	113	122	122	BALANCE FORWARD			\$29,588,614
					GRADE 4	\$61,332	\$96,586	\$1,775,584
6	6	6	7	7	METER READERS			
					DOCUMENT & CONTROLS SPECIALIST			
					EXECUTIVE ASSISTANT			
2	2	2	2	2	SENIOR BILLING SPECIALIST			
	1	1	1	1	ACCOUNTING SPECIALIST			
		1			ENGINEERING TECHNICIAN 1			
					PROPOSED CIS IMPLEMENT SCHEDULER LTD DUR			
					GRADE 3	\$55,159	\$86,875	\$1,916,550
					ADMINISTRATION CLERICAL SUPPORT			
3	4	6	4	4	ADMINISTRATIVE ASSISTANT			
8	9	9	7	7	CUSTOMER SERVICE REPRESENTATIVE			
	3	3	2	2	CSR - LIMITED DURATION DURING CIS IMPLEMENTATION			
					BILLING SPECIALIST			
					ENGINEERING CLERICAL SUPPORT			
					CROSS CONNECTION SUPPORT			
					FIELD OPERATIONS CLERICAL SUPPORT			
1	1	1	1	1	ACCOUNTING TECHNICIAN			
					GRADE 2	\$49,600	\$78,108	\$0
					GRADE 1	\$44,610	\$69,566	\$0
					TOTAL SALARY & WAGES			\$33,280,748
					ALLOWANCE FOR PART-TIME, OVERTIME, AND WEEKEND DUTY			\$1,422,897
					PAYROLL TAXES AND BENEFITS			\$15,392,146
129	136	142	146	146	TOTAL PERSONNEL SERVICES			\$50,095,791

Note: Personnel Services by position include salary ranges only, and exclude other allowances, payroll taxes and benefits. Total 2023-25 Budget allowance, payroll and benefit related costs shown separately at the bottom of the table above.

The Water Supply Program Department eliminated one position and transferred a position to the Finance Department. The Engineering and Operations Department is proposing 5 additional positions in preparation for the additional requirements of operating the WWSS in 2026.

Figure 7-3: Budgeted TVWD Staff Count



7.5 General Fund Resources and Expenditures

7.5.1 Non-Departmental

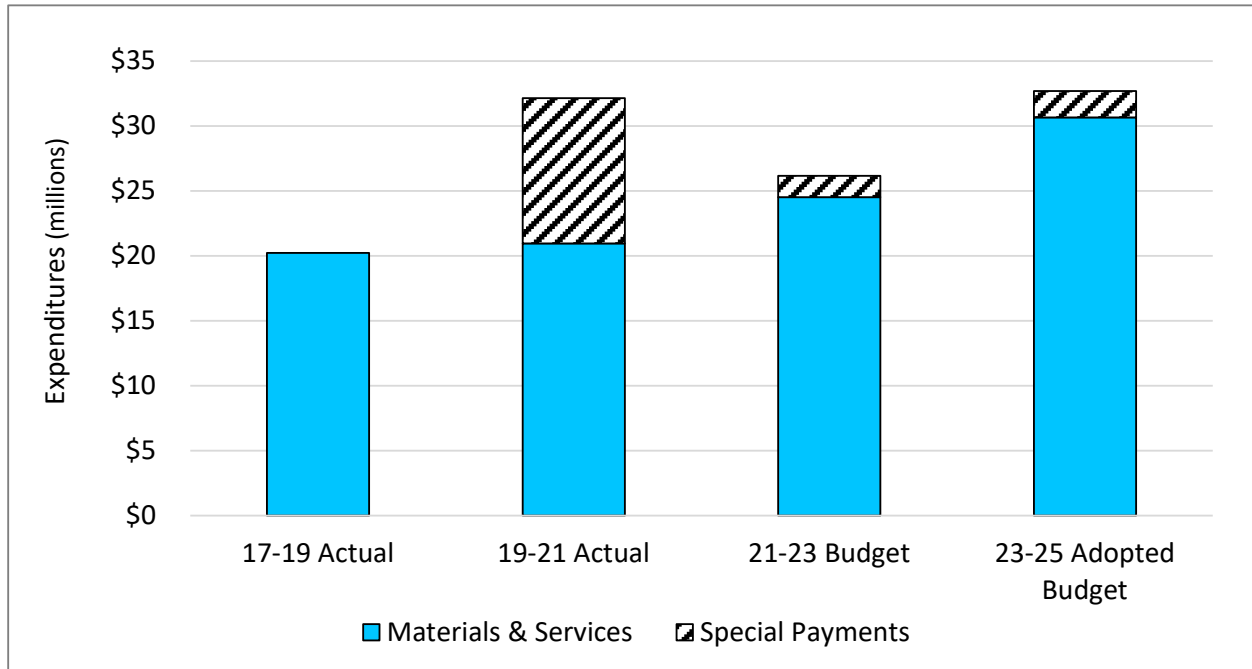
Non-departmental expenditures include purchased water, pumping power, and special payments. The District purchases its water from both the City of Portland and the Joint Water Commission (JWC).

MAJOR BUDGET CHANGES FOR 2023-25

- Materials & Services budget in the Non-Departmental expenses include purchased water and pumping power.
- The budget for purchased water increased by 25.5% this biennium. Wholesale rates from the City of Portland, the District’s primary source of water, include an inflationary adjustment which significantly impacted the District’s budget for purchased water this biennium.
- Pumping power expenditures reflect an estimated 15% annual increase in electricity rates. Pumping power expenditures also include electricity to operate both the Grabhorn and the Miller Hill Road Aquifer Storage & Recovery (ASR) wells.
- For this biennium, special payments only include right-of-way fees collected by the District in compliance with the requirements of the cities of Beaverton, Hillsboro, and Tigard. The fees collected are passed through to the respective cities. In an effort to reduce its long-term pension costs, the District made a \$10 million contribution to fund a PERS side account in the 2019-21

biennium. There are no current plans to make additional contributions to a PERS side account at this time.

Figure 7-4: Non-Departmental Biennial Expenditures – Historical and Adopted



Non-Departmental – Budget Summary

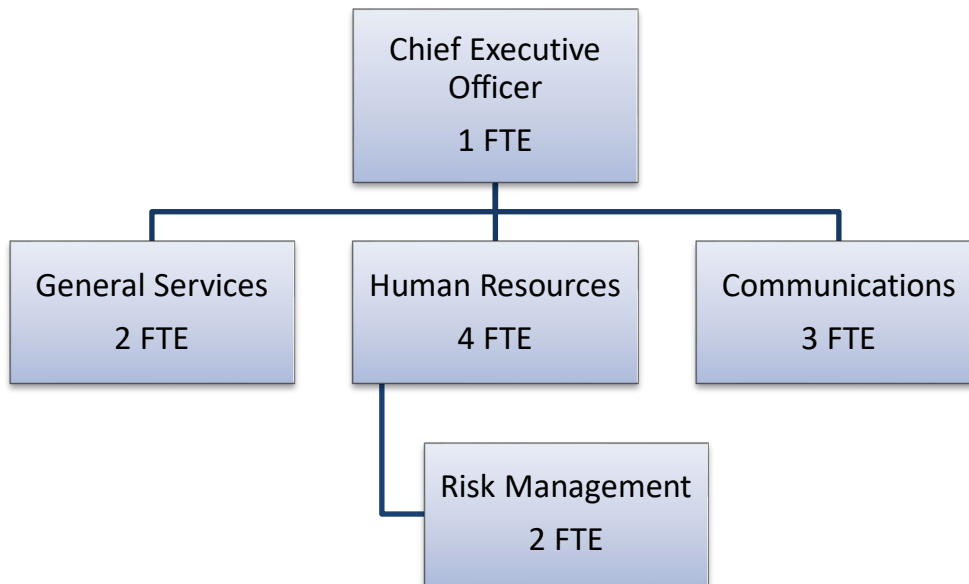
Historical Data			MATERIALS & SERVICES	Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$19,315,833	\$20,213,674	\$23,533,600	Water Purchased	\$29,523,700	\$29,523,700	\$29,523,700	25.5%
\$896,394	\$731,342	\$989,325	Pumping Power	\$1,127,000	\$1,127,000	\$1,127,000	13.9%
\$20,212,227	\$20,945,016	\$24,522,925	Total Materials & Services	\$30,650,700	\$30,650,700	\$30,650,700	25.0%

Historical Data			SPECIAL PAYMENTS		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$0	\$1,186,142	\$1,625,000	Right-of-Way Fees	01-00-01-9350	\$2,035,000	\$2,035,000	\$2,035,000	25.2%
\$0	\$10,000,000	\$0	Other Special Payments	01-00-01-9355	\$0	\$0	\$0	N/A
\$0	\$11,186,142	\$1,625,000	Total Special Payments		\$2,035,000	\$2,035,000	\$2,035,000	25.2%

Historical Data			TOTAL DEPARTMENT BUDGET		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description		Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$20,212,227	\$20,945,016	\$24,522,925	Materials & Services		\$30,650,700	\$30,650,700	\$30,650,700	25.0%
\$0	\$11,186,142	\$1,625,000	Special Payments		\$2,035,000	\$2,035,000	\$2,035,000	25.2%
\$20,212,227	\$32,131,159	\$26,147,925	Total Department Budget		\$32,685,700	\$32,685,700	\$32,685,700	25.0%

7.5.2 Administrative Services Department

Figure 7-5: Administrative Services Organizational Chart for the 2023-25 Budget



The Administrative Services Department is responsible for the overall administration of the District including direct support to the Board of Commissioners. In addition, this department is responsible for District legal services, human resources, risk management, and communications. During the 2023-25 biennium, Administrative Services will continue to lead District efforts pertaining to oversight and coordination with regional partners, negotiation and monitoring of intergovernmental agreements, records management, and workforce development.

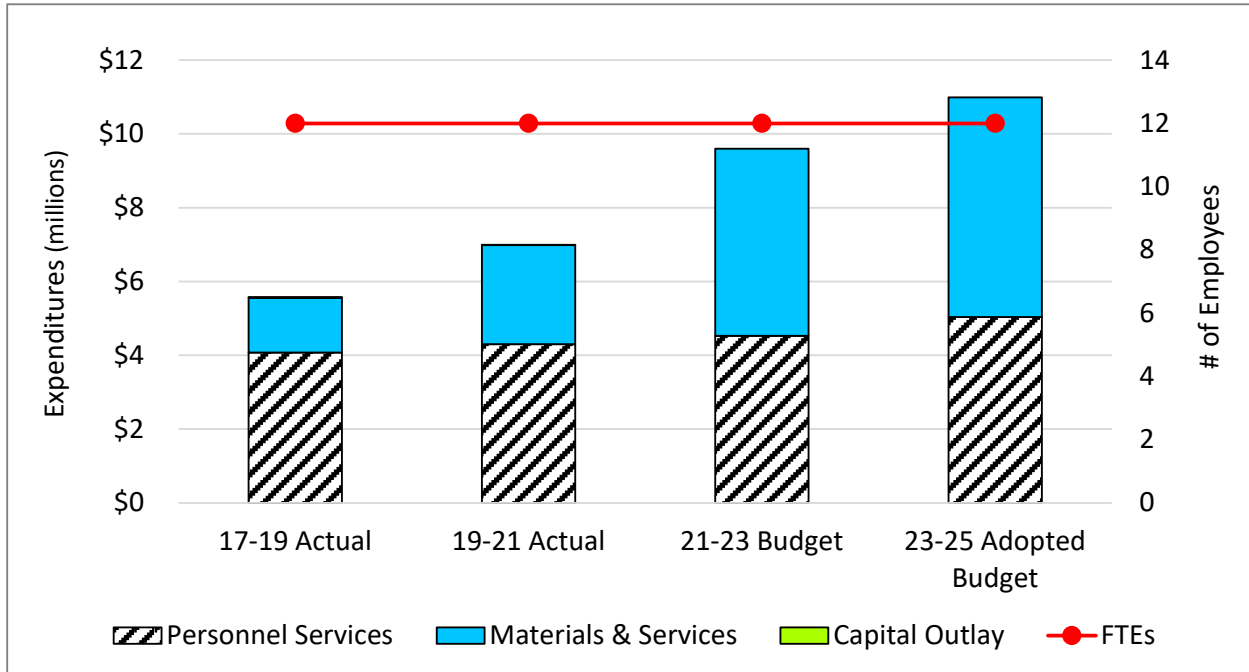
The Communications division leads the District's publications, branding, external communications, social media outreach, and media relations. This Division also manages the District's Key Customer Program, the focus of which is to maintain contact with key commercial, industrial, and institutional customers and provide information in respect to the District's current operations, emergency planning, water rates and charges, and capital improvement plans.

MAJOR BUDGET CHANGES FOR 2023-25

- Professional services for the General Services and Communications divisions increased to support the assessment and update to the District's emergency response plan in compliance with the America's Water Infrastructure Act of 2018 and develop an enhanced customer experience program.
- The insurance expense budget increased 62.8% from the 2021-23 biennium. The increase is based on continued global supply chain issues driving up materials costs, rising property values, and increases in liability verdicts.

- Training and education costs have increased in part due to the addition of the Communications division transferring to the department¹⁹, and general inflationary pressures on travel expenses and conference registration fees.

Figure 7-6: Administrative Services Biennial Expenditures and Performance Measures



Administrative Services Department Performance Measures

	Actuals					Targets
	17-18	18-19	19-20	20-21	21-22	
% of our #1 hiring choices that accept a position offer.	94%	95%	93%	100%	97%	≥90%
% of employees with last performance review (excluding retirements) of 3.0 or better that stay at the District.	93%	96%	99%	99%	95%	≥90%
% of IGAs, partnerships, etc. in which TVWD maintains a leadership role.	65%	70%	33%	75%	72%	≥50%
# of incidents of vandalism reported that exceed insurance deductible (\$1000).	0	0	0	0	0	0
% of safety corrective actions completed on schedule (Safety Committee recommendations).	83%	85%	85%	85%	95%	85%

¹⁹ The Communications division transferred from the Customer Service department to the Administration department in the 2023-25 biennium. For comparative purposes, the divisions historical information was also moved.

Administrative Services Department – Budget Summary

Historical Data			PERSONNEL SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$1,458,004	\$1,463,749	\$1,483,428	General Services	10-01	\$1,707,589	\$1,707,589	\$1,707,589	15.1%
\$1,183,947	\$1,220,710	\$1,319,051	Human Resources	10-11	\$1,356,410	\$1,356,410	\$1,356,410	2.8%
\$622,873	\$680,005	\$727,111	Risk Management	10-12	\$800,729	\$800,729	\$800,729	10.1%
\$805,110	\$934,496	\$996,061	Communications	10-13	\$1,168,329	\$1,168,329	\$1,168,329	17.3%
\$4,069,934	\$4,298,960	\$4,525,651	Department Totals		\$5,033,057	\$5,033,057	\$5,033,057	11.2%

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$492,704	\$1,594,136	\$3,403,494	General Services	10-01	\$3,533,326	\$3,533,326	\$3,533,326	3.8%
\$201,062	\$352,636	\$652,606	Human Resources	10-11	\$562,258	\$562,258	\$562,258	-13.8%
\$637,134	\$667,277	\$796,820	Risk Management	10-12	\$1,200,820	\$1,200,820	\$1,200,820	50.7%
\$152,773	\$73,256	\$221,100	Communications	10-13	\$659,600	\$659,600	\$659,600	198.3%
\$1,483,672	\$2,687,305	\$5,074,020	Department Totals		\$5,956,004	\$5,956,004	\$5,956,004	17.4%

Historical Data			CAPITAL OUTLAY		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$24,054	\$11,089	\$0	General Services	10-01	\$0	\$0	\$0	N/A
\$24,054	\$11,089	\$0	Department Totals		\$0	\$0	\$0	N/A

Historical Data			TOTAL DEPARTMENT BUDGET		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$1,974,762	\$3,068,974	\$4,886,922	General Services	10-01	\$5,240,915	\$5,240,915	\$5,240,915	7.2%
\$1,385,009	\$1,573,346	\$1,971,657	Human Resources	10-11	\$1,918,668	\$1,918,668	\$1,918,668	-2.7%
\$1,260,007	\$1,347,282	\$1,523,931	Risk Management	10-12	\$2,001,549	\$2,001,549	\$2,001,549	31.3%
\$957,883	\$1,007,752	\$1,217,161	Communications	10-13	\$1,827,929	\$1,827,929	\$1,827,929	50.2%
\$5,577,660	\$6,997,354	\$9,599,671	Department Totals		\$10,989,062	\$10,989,062	\$10,989,062	14.5%

Administrative Services Department
General Services Division (10-01) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$45,995	\$367,456	\$400,000	Legal Fees	01-10-01-7300	\$400,000	\$400,000	\$400,000	0.0%
\$50,607	\$301,542	\$463,600	Professional Services Expense	01-10-01-7310	\$632,970	\$632,970	\$632,970	36.5%
\$41,245	\$18,163	\$54,953	Business Expense	01-10-01-7330	\$147,312	\$147,312	\$147,312	168.1%
\$45,836	\$29,129	\$135,545	Training & Education	01-10-01-7340	\$205,300	\$205,300	\$205,300	51.5%
\$56,604	\$62,811	\$84,464	Dues & Subscriptions	01-10-01-7350	\$98,395	\$98,395	\$98,395	16.5%
\$5,212	\$4,414	\$10,400	Other Sundry	01-10-01-7360	\$7,800	\$7,800	\$7,800	-25.0%
\$22,200	\$23,600	\$30,000	Commissioner Fees	01-10-01-7370	\$46,800	\$46,800	\$46,800	56.0%
\$33,755	\$43,960	\$40,000	Election Expense	01-10-01-7390	\$60,000	\$60,000	\$60,000	50.0%
\$246	\$0	\$0	Miscellaneous	01-10-01-7410	\$0	\$0	\$0	N/A
\$145,511	\$726,952	\$2,137,169	Regional Partnerships	01-10-01-7425	\$1,897,123	\$1,897,123	\$1,897,123	-11.2%
\$0	\$0	\$0	Public Information	01-10-01-7450	\$0	\$0	\$0	N/A
\$16,199	\$0	\$20,000	Temporary Help	01-10-01-7525	\$20,000	\$20,000	\$20,000	0.0%
\$29,293	\$16,109	\$27,363	Office Equipment Maintenance	01-10-01-7550	\$17,628	\$17,628	\$17,628	-35.6%
\$492,704	\$1,594,136	\$3,403,494	Division Totals		\$3,533,326	\$3,533,326	\$3,533,326	3.8%

**Administrative Services Department
General Services Division (10-01) – Staffing**

Senior manager: Chief Executive Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	N/A	Chief Executive Officer	N/A	1	1	1	
1	1	1	13	General Counsel	13	1	1	1	
1	1	1	5	Executive Assistant	5	1	1	1	
<u>3</u>	<u>3</u>	<u>3</u>		Total Staff		<u>3</u>	<u>3</u>	<u>3</u>	

<p>Functions:</p> <ul style="list-style-type: none"> • Overall administration of the District • Board of Commissioners support • Provide in-house legal services • Administrative support
--

Personnel Services Hours: Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	
0	0	0	0			0	0	0	
44	60	64	70	Overtime		35	35	70	
0	0	0	0		7	0	0	0	
44	60	64	70		5	35	35	70	
0	0	0	0		3	0	0	0	
0	0	0	0	Callback		0	0	0	
0	0	0	0			0	0	0	
462	545	0	0	Part-Time Interns		0	0	0	
462	545	0	0		3	0	0	0	

Administrative Services Department
Human Resources Division (10-11) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$27,854	\$54,766	\$43,000	Legal Fees	01-10-11-7300	\$43,000	\$43,000	\$43,000	0.0%
\$95,635	\$243,875	\$466,500	Professional Services Expense	01-10-11-7310	\$344,500	\$344,500	\$344,500	-26.2%
\$24,544	\$6,641	\$17,690	Business Expense	01-10-11-7330	\$20,890	\$20,890	\$20,890	18.1%
\$17,231	\$16,314	\$48,170	Training & Education	01-10-11-7340	\$81,260	\$81,260	\$81,260	68.7%
\$7,317	\$7,334	\$36,276	Dues & Subscriptions	01-10-11-7350	\$15,688	\$15,688	\$15,688	-56.8%
\$28,482	\$23,706	\$40,970	Miscellaneous	01-10-11-7410	\$56,920	\$56,920	\$56,920	38.9%
\$201,062	\$352,636	\$652,606	Division Totals		\$562,258	\$562,258	\$562,258	-13.8%

**Administrative Services Department
Human Resources Division (10-11) – Staffing**

Senior manager: Chief Executive Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	11	Human Resources Director	11	1	1	1	
1	1	1	6	Human Resources Analyst	6	2	2	2	
1	1	1	5	Human Resources Specialist	5	0	0	0	
1	1	1	6	District Recorder	6	1	1	1	
<u>4</u>	<u>4</u>	<u>4</u>		Total Staff		<u>4</u>	<u>4</u>	<u>4</u>	

<p>Functions:</p> <ul style="list-style-type: none"> • Develop, maintain, interpret and enforce personnel policies • Coordinate staff recruitment and selection; annual performance reviews • District benefits administration • Assist managers and supervisors on personnel issues; coordinate District-wide and supervisory training
--

Personnel Services Hours: Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	
0	0	0	0			0	0	0	
153	67	51	128	Overtime		40	40	80	
109	52	47	80		6	40	40	80	
44	16	4	48		5	0	0	0	
0	0	0	0	Callback		0	0	0	
0	0	0	0			0	0	0	
108	0	0	0	Part-Time		0	0	0	
108	0	0	0			0	0	0	

Administrative Services Department
Risk Management Division (10-12) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$436,802	\$496,947	\$616,940	Insurance Expense	01-10-12-7320	\$1,004,650	\$1,004,650	\$1,004,650	62.8%
\$9,986	\$19,218	\$23,000	Self-Insurance	01-10-12-7325	\$21,500	\$21,500	\$21,500	-6.5%
\$17,975	\$12,983	\$23,900	Health Services	01-10-12-7415	\$27,500	\$27,500	\$27,500	15.1%
\$80,133	\$63,415	\$50,000	Safety Expense & Supplies	01-10-12-7420	\$53,170	\$53,170	\$53,170	6.3%
\$73,528	\$71,817	\$79,480	Security	01-10-12-7455	\$82,500	\$82,500	\$82,500	3.8%
\$18,710	\$2,898	\$3,500	Emergency Planning	01-10-12-7460	\$11,500	\$11,500	\$11,500	228.6%
\$0	\$0	\$0	Mobile Communications	01-10-12-7795	\$0	\$0	\$0	N/A
\$637,134	\$667,277	\$796,820	Division Totals		\$1,200,820	\$1,200,820	\$1,200,820	50.7%

**Administrative Services Department
Risk Management Division (10-12) – Staffing**

Senior manager: Chief Executive Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	9	Risk Management Coordinator	9	1	1	1	
1	1	1	7	Emergency Program Coordinator	7	1	1	1	
<u>2</u>	<u>2</u>	<u>2</u>		Total Staff		<u>2</u>	<u>2</u>	<u>2</u>	

<p>Functions:</p> <ul style="list-style-type: none"> • Provide a safe working environment for District employees • Ensure compliance with State and Federally mandated health and safety laws and regulations • Manage Worker Compensation Program • Handle District matters related to emergency planning, security, insurance and risk

Personnel Services Hours:									
Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	
0	0	0	0			0	0	0	
0	0	0	0	Overtime		0	0	0	Both positions exempt
0	0	0	0			0	0	0	
0	0	0	0	Callback		0	0	0	
0	0	0	0			0	0	0	
0	0	0	0	Part-Time		0	0	0	
0	0	0	0			0	0	0	

Administrative Services Department
Communications Division (10-13) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$66,661	\$9,982	\$102,000	Professional Services Expense	01-10-13-7310	\$482,000	\$482,000	\$482,000	372.5%
\$86,111	\$63,273	\$119,100	Public Information	01-10-13-7450	\$177,600	\$177,600	\$177,600	49.1%
\$152,773	\$73,256	\$221,100	Division Totals		\$659,600	\$659,600	\$659,600	198.3%

**Administrative Services Department
Communications Division (10-13) – Staffing**

Senior manager: Customer Service Manager									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	9	Communications & Public Affairs Supervisor	9	1	1	1	Communications moving to Admin Svcs. 7/1/2023
1	1	1	7	Community & Youth Ed Coordinator	7	1	1	1	
-	-	-	-	Outreach & Engagement Specialist	7	1	1	1	
1	1	1	5	Outreach & Engagement Coordinator	5	0	0	0	
<u>3</u>	<u>3</u>	<u>3</u>		Total Staff		<u>3</u>	<u>3</u>	<u>3</u>	

Functions:

- Manage District publications, utility bill inserts, and internal and external communications, including the District's website and social media outreach.
- Coordinate customer outreach, feedback, and responses to questions.
- Leadership and support for District customer affordability issues, measures, and projects.
- Coordinate community/stakeholder outreach and events, including in support of in-District Capital Improvement Plan (CIP) projects.
- Coordinate District media relations.
- Communications support for modernization efforts: Customer Information System (CIS) and Automated Metering Infrastructure (AMI) projects.

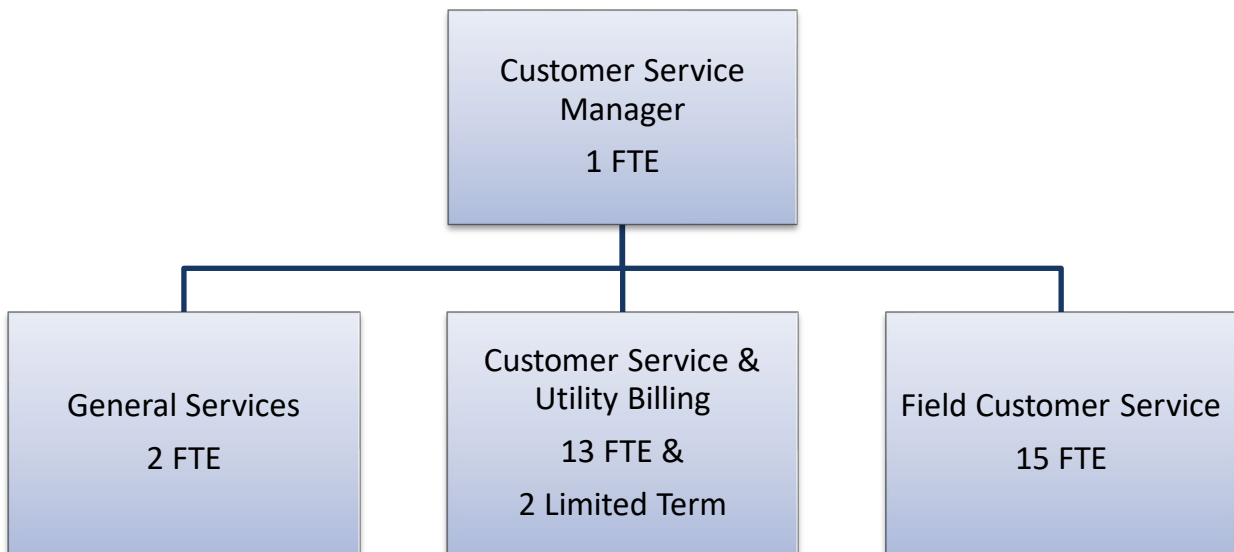
Personnel Services Hours:

Hours, by grade, required for each type of staffing need.

Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty					
0	0	0	0			0	0	0	
83	46	42	96	Overtime					
40	12	10	48		7	48	48	96	
44	34	32	48		5	0	0	0	
11	9	6	0	Callback					
11	0	0	0		7	10	10	20	
0	9	6	0		5	0	0	0	
0	0	0	0	Part-Time					
0	0	0	0			0	0	0	

7.5.3 Customer Service Department

Figure 7-7: Customer Service Organizational Chart for the 2023-25 Budget



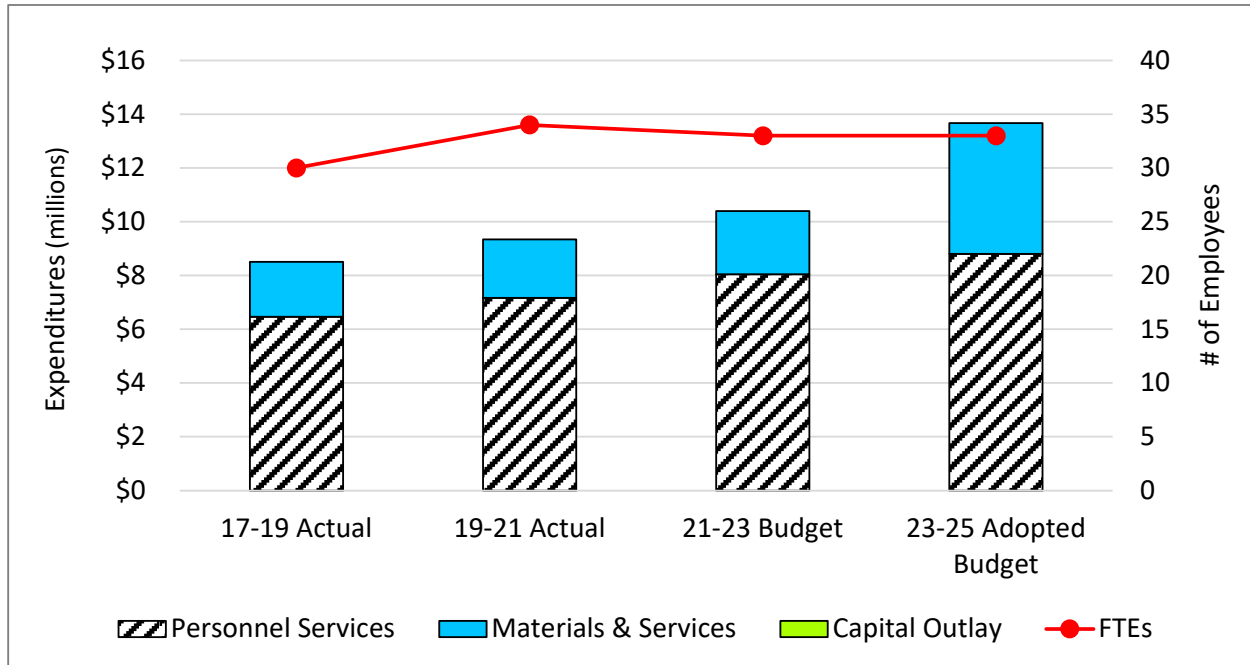
The Customer Service Department consists of the General Services, Customer Service/Utility Billing (CS/UB), and Field Customer Service (FCS) Divisions. Included in the General Services Division is the Conservation program and a business analyst serving the ongoing system support of a new Customer Information System (CIS). The CS/UB and FCS Divisions provide account and meter maintenance for over 60,000 water service connections. This includes all web, phone and field customer service responses, utility billing, and meter reading. Additionally, these divisions provide contracted support to other entities including meter reading for the City of Beaverton and billing services for both Clean Water Services and the City of Beaverton.

Conservation Program staff (in the General Services Division) administers the District's water conservation programs that are consistent with regional and state requirements, as well as administer residential and commercial customer rebate programs for high-efficiency toilets and irrigation systems.

MAJOR BUDGET CHANGES FOR 2023-25

- Implement customer assistance program for qualifying low-income customers.
- Lead the District's initiation of a project to implement Advanced Metering Infrastructure (AMI).
- Implement monthly utility billing as an affordability strategy.
- Assess call center needs and prepare for supporting customers in the transition to a new regional water supply.
- Implement improvements, with partner Clean Water Services, to the new CIS.

Figure 7-8: Customer Service Biennial Expenditures and Performance Measures



Customer Service Department Performance Measures

	Actuals					Targets
	17-18	18-19	19-20	20-21	21-22	
Number of times District goes to mandatory curtailment plan.	0	0	0	0	0	0
# of water efficiency rebates. (Fewer rebate programs offered in later years).	1300	1200	840	970	274	≥ 1200

Customer Service Department – Budget Summary

Historical Data			PERSONNEL SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Division	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$824,025	\$970,942	\$1,085,748	General Services	20-01	\$1,232,918	\$1,232,918	\$1,232,918	13.6%
\$2,499,080	\$2,867,424	\$3,389,109	Customer Service & Utility Billing	20-21	\$3,697,979	\$3,697,979	\$3,697,979	9.1%
\$3,141,967	\$3,328,516	\$3,567,646	Field Customer Service	20-22	\$3,868,787	\$3,868,787	\$3,868,787	8.4%
\$6,465,072	\$7,166,882	\$8,042,503	Department Totals		\$8,799,684	\$8,799,684	\$8,799,684	9.4%

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Division	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$490,497	\$639,317	\$592,371	General Services	20-01	\$1,017,988	\$1,017,988	\$1,017,988	71.8%
\$1,378,124	\$1,273,293	\$1,497,452	Customer Service & Utility Billing	20-21	\$3,622,844	\$3,622,844	\$3,622,844	141.9%
\$176,563	\$262,981	\$262,647	Field Customer Service	20-22	\$228,175	\$228,175	\$228,175	-13.1%
\$2,045,185	\$2,175,591	\$2,352,470	Department Totals		\$4,869,007	\$4,869,007	\$4,869,007	107.0%

Historical Data			CAPITAL OUTLAY		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Division	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$0	\$0	\$0	General Services	20-01	\$0	\$0	\$0	N/A
\$0	\$0	\$0	Department Totals		\$0	\$0	\$0	N/A

Historical Data			TOTAL DEPARTMENT BUDGET		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Division	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$1,314,522	\$1,610,259	\$1,678,119	General Services	20-01	\$2,250,906	\$2,250,906	\$2,250,906	34.1%
\$3,877,204	\$4,140,717	\$4,886,561	Customer Service & Utility Billing	20-21	\$7,320,823	\$7,320,823	\$7,320,823	49.8%
\$3,318,530	\$3,591,497	\$3,830,293	Field Customer Service	20-22	\$4,096,962	\$4,096,962	\$4,096,962	7.0%
\$8,510,257	\$9,342,473	\$10,394,973	Department Totals		\$13,668,691	\$13,668,691	\$13,668,691	31.5%

Customer Service Department
General Services Division (20-01) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$195,704	\$416,087	\$230,000	Professional Services Expense	01-20-01-7310	\$730,000	\$730,000	\$730,000	217.4%
\$4,836	\$10,330	\$12,440	Business Expense	01-20-01-7330	\$15,450	\$15,450	\$15,450	24.2%
\$49,646	\$15,783	\$96,050	Training & Education	01-20-01-7340	\$127,540	\$127,540	\$127,540	32.8%
\$4,342	\$4,942	\$115,981	Dues & Subscriptions	01-20-01-7350	\$10,672	\$10,672	\$10,672	-90.8%
\$27,319	\$49,367	\$3,575	Sundry Expense	01-20-01-7360	\$0	\$0	\$0	-100.0%
\$0	\$22,627	\$0	Temporary Help	01-20-01-7525	\$0	\$0	\$0	N/A
\$208,651	\$120,183	\$134,325	Conservation	01-20-01-7785	\$134,326	\$134,326	\$134,326	0.0%
\$490,497	\$639,317	\$592,371	Division Totals		\$1,017,988	\$1,017,988	\$1,017,988	71.8%

Customer Service Department
General Services Division (20-01) – Staffing

Senior manager: Customer Service Manager									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	11	Customer Service Manager	12	1	1	1	
0	1	1	7	Business Analyst	7	1	1	1	
1	1	1	7	Conservation Technician	7	1	1	1	
1	0	0	3	Conservation Assistant	3	0	0	0	
<u>3</u>	<u>3</u>	<u>3</u>		Total Staff		<u>3</u>	<u>3</u>	<u>3</u>	

<p>Functions:</p> <ul style="list-style-type: none"> • Provide overall Department direction. • Leadership and support for modernization efforts: Customer Information System (CIS) and Automated Metering Infrastructure (AMI) projects. • Manage District conservation programs.

Personnel Services Hours:									
Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	
0	0	0	0			0	0	0	
29	7	4	30	Overtime		15	15	30	
29	7	4	30		7	15	15	30	Conservation Technician
0	0	0	0	Callback		0	0	0	
0	0	0	0			0	0	0	
0	0	0	0	Part-Time		0	0	0	
0	0	0	0			0	0	0	

Customer Service Department
Customer Service & Utility Billing Division (20-21) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$0	\$0	\$0	Business Services	01-20-21-7335	\$175,000	\$175,000	\$175,000	N/A
\$422,724	\$340,704	\$454,343	Postage Expense	01-20-21-7600	\$533,120	\$533,120	\$533,120	17.3%
\$1,045	\$788	\$10,000	Billing Adjustments	01-20-21-7610	\$10,000	\$10,000	\$10,000	0.0%
\$0	\$0	\$0	Customer Assistance	01-20-21-7615	\$1,520,000	\$1,520,000	\$1,520,000	N/A
\$655,184	\$683,833	\$787,140	Leak Adjustments	01-20-21-7620	\$1,157,310	\$1,157,310	\$1,157,310	47.0%
\$76,097	\$4,275	\$14,900	Cash Remittance Expense	01-20-21-7645	\$12,660	\$12,660	\$12,660	-15.0%
(\$10)	\$20	\$200	Cash Overs/Shorts	01-20-21-7650	\$200	\$200	\$200	0.0%
\$223,083	\$243,673	\$230,869	Bill Printing & Mailing	01-20-21-7665	\$214,554	\$214,554	\$214,554	-7.1%
\$1,378,124	\$1,273,293	\$1,497,452	Division Totals		\$3,622,844	\$3,622,844	\$3,622,844	141.9%

Customer Service Department
Customer Service & Utility Billing Division (20-21) – Staffing

Senior manager: Customer Service Manager									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	8	Customer Service & Billing Supervisor	8	2	2	2	
0	1	1	6	Customer Service & Billing Lead	6	2	2	2	
0	1	2	4	Senior Billing Specialist	4	2	2	2	
10	10	9	3	Customer Service Representative	3	7	7	7	
0	0	0	3	Billing Specialist	3	0	0	0	
0	1	0	3	CIS Project Scheduler (Limited Duration)	3	0	0	0	
0	3	3	3	Customer Service Representative (Limited Duration)	3	2	2	2	
2	0	0	5	Customer Service Lead	5	0	0	0	
<u>13</u>	<u>17</u>	<u>16</u>		Total Staff		<u>15</u>	<u>15</u>	<u>15</u>	

Functions:

- Utility billing and customer payment processing.
- Leadership and support for modernization efforts: Customer Information System (CIS) and Automated Metering Infrastructure (AMI) projects.
- Customer care and contact center.
- Visitor reception and District call routing.
- Customer inquiries and issues requiring field customer service dispatch.

Personnel Services Hours:

Hours, by grade, required for each type of staffing need.

Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	
0	0	0	0			0	0	0	
412	308	600	272	Overtime		185	185	370	
66	0	0	0		6	0	0	0	
20	0	0	72		4	35	35	70	
326	308	600	200		3	150	150	300	
0	0	0	0	Callback		0	0	0	
0	0	0	0			0	0	0	
739	0	420	0	Part-Time		0	0	0	
739	0	420	0		3	0	0	0	

Customer Service Department
Field Customer Service Division (20-22) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$175,089	\$216,250	\$258,547	Meter Maintenance	01-20-22-7660	\$221,575	\$221,575	\$221,575	-14.3%
\$1,474	\$46,731	\$4,100	Small Tools & Supplies	01-20-22-7790	\$6,600	\$6,600	\$6,600	61.0%
\$176,563	\$262,981	\$262,647	Division Totals		\$228,175	\$228,175	\$228,175	-13.1%

Customer Service Department
Field Customer Service Division (20-22) – Staffing

Senior manager: Customer Service Manager									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	9	Field Customer Service Supervisor	9	1	1	1	
1	1	1	8	Field Customer Service Lead	8	1	1	1	
1	1	1	7	Field Service Operation Specialist	7	1	1	1	
5	5	5	6	Field Service Representative	6	5	5	5	
6	6	6	4	Meter Reader	4	7	7	7	
<u>14</u>	<u>14</u>	<u>14</u>		Total Staff		<u>15</u>	<u>15</u>	<u>15</u>	

Functions:

- Leadership and support for modernization efforts: Customer Information System (CIS) and Automated Metering Infrastructure (AMI) projects.
- Investigating customer requests and assisting customers with leaks and other needs.
- Reading and maintenance of meters; installing meters in pre-set services; turning on and turning off of service connections.

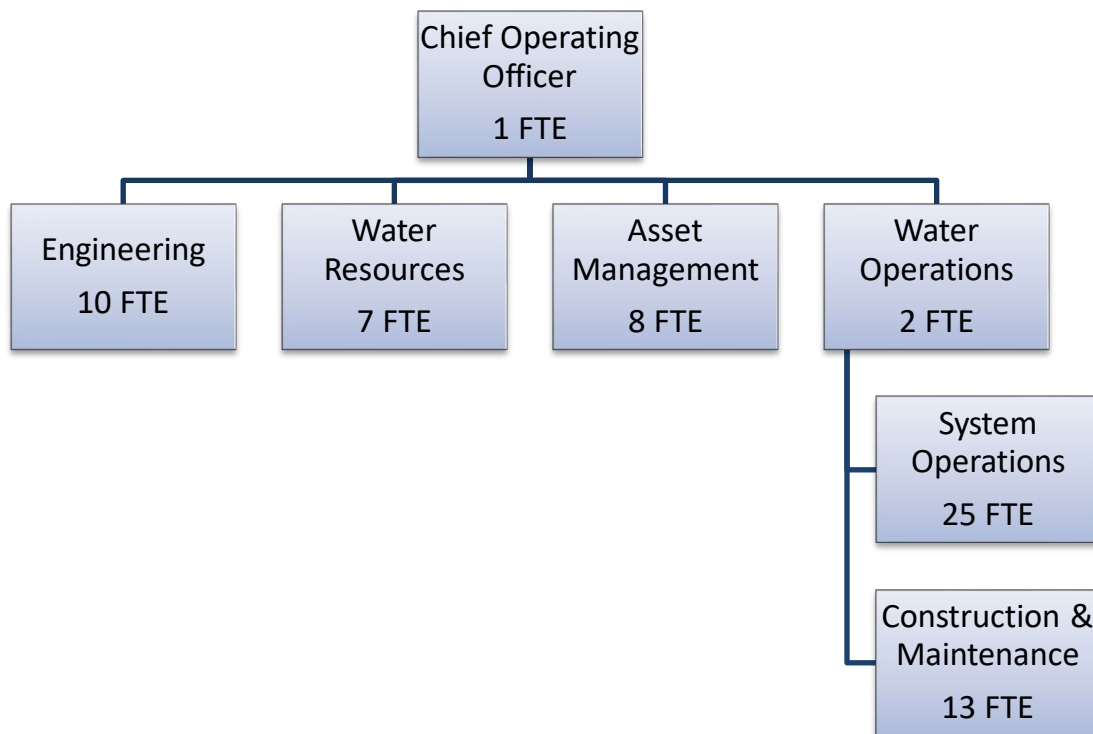
Personnel Services Hours:

Hours, by grade, required for each type of staffing need.

Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
168	390	311	294	After-Hours Duty		147	147	294	
2	0	0	0		9	0	0	0	
68	230	154	98		8	49	49	98	
0	80	70	84		7	42	42	84	
78	0	0	84		6	42	42	84	
20	80	87	28		4	14	14	28	
238	424	477	258	Overtime		252	252	504	
24	26	16	20		9	10	10	20	
47	31	42	30		8	15	15	30	
0	28	38	34		7	17	17	34	
109	140	53	120		6	60	60	120	
58	199	330	54		4	150	150	300	
282	487	505	380	Callback		190	190	380	
7	1	10	0	TVWD	9	0	0	0	
125	139	92	130	TVWD	8	65	65	130	
0	173	162	150	TVWD	7	75	75	150	
118	62	95	80	TVWD	6	40	40	80	
32	113	146	20	TVWD	4	10	10	20	
0	767	421	0	Part-Time		0	0	0	
0	767	421	0		3	0	0	0	

7.5.4 Engineering & Operations Department

Figure 7-9: Engineering & Operations Organizational Chart for the 2023-25 Budget



Led by the District's Chief Operating Officer, the Engineering and Operations Department contains four divisions: Engineering, Water Resources, Asset Management, and Water Operations. The department is responsible for development and implementation of the District's Capital Improvement Plan (CIP) and works in close coordination with the Willamette Water Supply Program.

The Engineering Division is responsible for development services; specifically providing development plan review, inspection services, water service/meter sales, fire flow testing, and maintaining the District's design and construction standards. The Engineering Division is also responsible for Capital Project delivery and providing engineering support for miscellaneous other maintenance projects throughout the District.

The Water Resources Division includes regulatory compliance, water quality monitoring and reporting, water rights management, source water protection planning and engagement, and system water quality protection through the cross-connection control and inspection program.

The Asset Management Division maintains the District's structures, grounds, vehicles, equipment, and GIS data with staff in the following teams: Facilities, Fleet, and Geographic Information System (GIS) services. The Division is also responsible for the District's Asset Management Program.

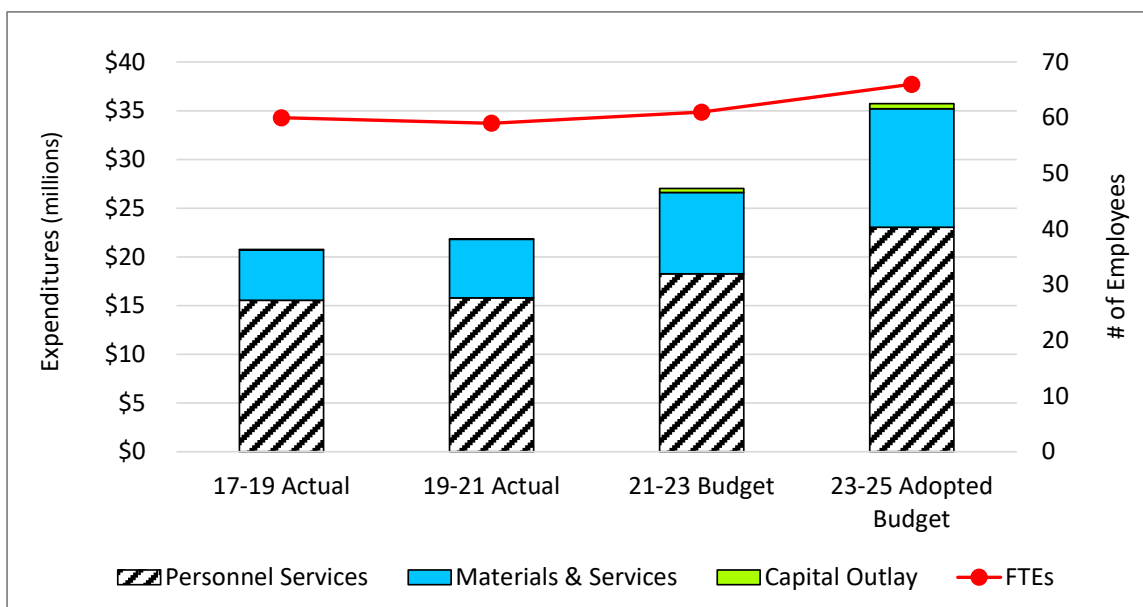
The Water Operations Division performs day-to-day operations and maintenance of the water distribution system including pump stations, reservoirs, hydrants, valves, and other assets. The division also provides locating services for the District's underground assets, coordinates distribution of water purchased from the Portland Water Bureau and Joint Water Commission and manages the District's

supervisory control and data acquisition (SCADA) system. Construction and maintenance crews perform water system maintenance activities, undertake capital improvement upgrades and replacements, and respond to water system leaks and other service needs.

MAJOR BUDGET CHANGES FOR 2023-25

- Continue to improve system resiliency and reliability by maintaining and replacing aging infrastructure.
- Expand the Asset Management Program to understand the condition of District assets and manage their condition to maintain reliable water delivery and minimize service disruptions.
- Continue delivery of projects shown in the Capital Improvement Plan. Major projects include the Taylors Ferry Reservoirs and Pump Station, mains replacements, and other projects specific to WWSS integration.
- Undertake security improvements at the District's main office and other facilities.
- Continue to collaborate for successful completion of the Willamette Water Supply System (WWSS) including preparation for water supply integration, WWSS operations and maintenance planning, source water protection planning, and commissioning.
- Continued water quality and regulatory compliance, including work to meet new requirements of the Lead and Copper Rule Revisions.

Figure 7-10: Engineering & Operations Biennial Expenditures and Performance Measures



Engineering and Operations Department Performance Measures

	Actuals					Targets
	17-18	18-19	19-20	20-21	21-22	
Gallons per capita per day demand.	95.6	98.4	88.5	90.5	89.5	≤ 100
# of violations of National Primary Drinking Water Regulations.	0	0	0	0	0	0

Engineering and Operations Department – Budget Summary

Historical Data			PERSONNEL SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Division	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$486,426	\$535,419	\$572,291	General Services	35-01	\$557,104	\$557,104	\$557,104	-2.7%
\$4,394,411	\$4,864,863	\$5,789,431	System Operations	35-31	\$8,765,889	\$8,765,889	\$8,765,889	51.4%
\$2,642,943	\$2,664,808	\$3,142,702	Engineering	35-32	\$3,699,046	\$3,699,046	\$3,699,046	17.7%
\$1,380,525	\$1,360,552	\$1,519,250	Water Resources	35-33	\$2,104,052	\$2,104,052	\$2,104,052	38.5%
\$2,299,701	\$2,298,289	\$2,504,877	Asset Management	35-34	\$2,893,046	\$2,893,046	\$2,893,046	15.5%
\$673,514	\$525,344	\$573,517	Water Operations	35-35	\$676,033	\$676,033	\$676,033	17.9%
\$3,672,797	\$3,536,429	\$4,156,152	Construction & Maint.	35-36	\$4,354,628	\$4,354,628	\$4,354,628	4.8%
\$15,550,317	\$15,785,704	\$18,258,220	Department Totals		\$23,049,798	\$23,049,798	\$23,049,798	26.2%

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Division	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$523,411	\$734,797	\$1,985,581	General Services	35-01	\$3,650,952	\$3,650,952	\$3,650,952	83.9%
\$680,130	\$539,631	\$955,150	System Operations	35-31	\$1,350,900	\$1,350,900	\$1,350,900	41.4%
\$23,081	\$12,190	\$15,500	Engineering	35-32	\$23,900	\$23,900	\$23,900	54.2%
\$880,965	\$1,142,403	\$1,363,301	Water Resources	35-33	\$2,283,342	\$2,283,342	\$2,283,342	67.5%
\$1,760,192	\$2,157,879	\$2,424,246	Asset Management	35-34	\$2,644,649	\$2,644,649	\$2,644,649	9.1%
\$146,134	\$189,109	\$181,500	Water Operations	35-35	\$200,950	\$200,950	\$200,950	10.7%
\$1,154,708	\$1,255,351	\$1,421,000	Construction & Maint.	35-36	\$2,006,000	\$2,006,000	\$2,006,000	41.2%
\$5,168,621	\$6,031,359	\$8,346,278	Department Totals		\$12,160,693	\$12,160,693	\$12,160,693	45.7%

Historical Data			CAPITAL OUTLAY		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Division	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$59,840	\$9,032	\$434,000	General Services	35-01	\$522,500	\$522,500	\$522,500	20.4%
\$59,840	\$9,032	\$434,000	Department Totals		\$522,500	\$522,500	\$522,500	20.4%

Historical Data			TOTAL DEPARTMENT BUDGET		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Division	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$1,069,677	\$1,279,248	\$2,991,872	General Services	35-01	\$4,730,556	\$4,730,556	\$4,730,556	58.1%
\$5,074,541	\$5,404,494	\$6,744,581	System Operations	35-31	\$10,116,789	\$10,116,789	\$10,116,789	50.0%
\$2,666,024	\$2,676,998	\$3,158,202	Engineering	35-32	\$3,722,946	\$3,722,946	\$3,722,946	17.9%
\$2,261,490	\$2,502,955	\$2,882,551	Water Resources	35-33	\$4,387,394	\$4,387,394	\$4,387,394	52.2%
\$4,059,893	\$4,456,168	\$4,929,123	Asset Management	35-34	\$5,537,695	\$5,537,695	\$5,537,695	12.3%
\$819,648	\$714,453	\$755,017	Water Operations	35-35	\$876,983	\$876,983	\$876,983	16.2%
\$4,827,505	\$4,791,780	\$5,577,152	Construction & Maint.	35-36	\$6,360,628	\$6,360,628	\$6,360,628	14.0%
\$20,778,778	\$21,826,095	\$27,038,498	Department Totals		\$35,732,990	\$35,732,990	\$35,732,990	32.2%

Engineering and Operations Department
General Services Division (35-01) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$318,190	\$657,214	\$1,754,000	Professional Services Expense	01-35-01-7310	\$3,296,100	\$3,296,100	\$3,296,100	87.9%
\$9,195	\$7,950	\$24,200	Business Expense	01-35-01-7330	\$29,350	\$29,350	\$29,350	21.3%
\$86,043	\$39,384	\$128,725	Training & Education	01-35-01-7340	\$234,560	\$234,560	\$234,560	82.2%
\$28,572	\$29,563	\$77,656	Dues & Subscriptions	01-35-01-7350	\$89,442	\$89,442	\$89,442	15.2%
\$81,305	\$686	\$1,000	Sundry Expense	01-35-01-7360	\$1,500	\$1,500	\$1,500	50.0%
\$106	\$0	\$0	Small Tools & Shop Supplies	01-35-01-7790	\$0	\$0	\$0	N/A
\$0	\$0	\$0	Dispatch	N/A	\$0	\$0	\$0	N/A
\$523,411	\$734,797	\$1,985,581	Division Totals		\$3,650,952	\$3,650,952	\$3,650,952	83.9%

**Engineering and Operations Department
General Services Division (35-01) – Staffing**

Senior manager: Chief Operating Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	–	Chief Operating Officer	13	1	1	1	
1	1	1	13	Chief Engineer	–	0	0	0	
<u>1</u>	<u>1</u>	<u>1</u>		Total Staff		<u>1</u>	<u>1</u>	<u>1</u>	

<p>Functions:</p> <ul style="list-style-type: none"> • Overall management for the department. • Overall management of the Capital Improvement Plan.
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Personnel Services Hours: Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	
0	0	0	0			0	0	0	
0	0	0	0	Overtime		0	0	0	
0	0	0	0			0	0	0	
0	0	0	0	Callback		0	0	0	
0	0	0	0			0	0	0	
0	0	0	0	Part-Time		0	0	0	
0	0	0	0			0	0	0	

Engineering and Operations Department
System Operations Division (35-31) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$57,516	\$64,126	\$66,000	Utilities	01-35-31-7560	\$120,000	\$120,000	\$120,000	81.8%
\$46,942	\$50,522	\$68,400	Locates	01-35-31-7678	\$72,400	\$72,400	\$72,400	5.8%
\$83,861	\$72,709	\$119,000	Pump Station Maintenance	01-35-31-7690	\$98,000	\$98,000	\$98,000	-17.6%
\$75,986	\$32,168	\$64,500	Reservoir Maintenance	01-35-31-7700	\$311,000	\$311,000	\$311,000	382.2%
\$48,731	\$37,981	\$170,000	Mainline Valve Maintenance	01-35-31-7710	\$170,000	\$170,000	\$170,000	0.0%
\$59,385	\$39,707	\$95,000	Automatic Valves Maintenance	01-35-31-7715	\$162,500	\$162,500	\$162,500	71.1%
\$140,459	\$37,044	\$55,000	SCADA Expense	01-35-31-7720	\$90,000	\$90,000	\$90,000	63.6%
\$167,057	\$205,329	\$316,250	Fluoride & Chlorine	01-35-31-7730	\$326,000	\$326,000	\$326,000	3.1%
\$193	\$45	\$1,000	Cathodic Protection	01-35-31-7735	\$1,000	\$1,000	\$1,000	0.0%
\$680,130	\$539,631	\$955,150	Division Totals		\$1,350,900	\$1,350,900	\$1,350,900	41.4%

**Engineering and Operations Department
System Operations Division (35-31) – Staffing**

Senior manager: Chief Operating Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	9	System Operations Supervisor	9	2	2	2	
1	1	1	8	WWO Distribution Crew Lead	8	2	2	2	
1	1	1	8	WWO Valve Crew Lead	8	1	1	1	
1	1	1	8	SCADA Technician	8	2	2	2	
6	6	7	6	WWO Distribution Crew	6	8	8	8	
6	6	6	6	WWO Valve Crew	6	10	10	10	
-	-	1	6	SCADA Staff	6	0	0	0	
<u>16</u>	<u>16</u>	<u>18</u>		Total Staff		<u>25</u>	<u>25</u>	<u>25</u>	

Functions:

- Operate and maintain the water distribution system; 24/7 monitoring and problem response.
- Monitor and maintain pumps, reservoirs, valves and related distribution system equipment.
- Manage the Supervisory Control and Data Acquisition (SCADA) system.
- Perform locates to protect the system from excavation activity.
- Monitor cathodic protection stations to evaluate potential system deterioration from electrolysis.

Personnel Services Hours:

Hours, by grade, required for each type of staffing need.

Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
2076	1860	1502	1712	After-Hours Duty		952	952	1904	
206	177	147	168		9	84	84	168	
434	57	26	382		8	287	287	574	
1436	1626	1329	1162		6	581	581	1162	
501	381	206	480	Overtime		240	240	480	
21	6	1	80		9	40	40	80	
104	91	40	160		8	80	80	160	
376	284	166	240		6	120	120	240	
1836	1748	1557	1920	Callback		960	960	1920	
102	107	81	160		9	80	80	160	
288	33	13	360		8	270	270	540	
1446	1607	1464	1400		6	610	610	1220	
873	873	27	3360	Part-Time		1680	1680	3360	
873	873	27	3360		3	1680	1680	3360	

Engineering and Operations Department
Engineering Division (35-32) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$23,081	\$12,190	\$15,500	Engineering Supplies	01-35-32-7740	\$23,900	\$23,900	\$23,900	54.2%
\$23,081	\$12,190	\$15,500	Division Totals		\$23,900	\$23,900	\$23,900	54.2%

**Engineering and Operations Department
Engineering Division (35-32) – Staffing**

Senior manager: Chief Operating Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	10	Engineering Manager	10	1	1	1	
-	-	-	-	Capital Program Manager	10	1	1	1	
1	1	1	9	Senior Project Engineer	9	1	1	1	
-	-	-	-	Development Services Engineer	8	1	1	1	
2	1	2	7	Construction Inspector III	8	3	3	3	
1	1	1	8	Maint. Engineering Supervisor	-	-	-	-	
3	3	3	7	Engineering Associate	8	2	2	2	
1	1	1	6	Engineering Technician II	6	0	0	0	
0	1	0	6	Construction Inspector II	6	0	0	0	
1	1	1	4	Engineering Technician I	4	0	0	0	
1	1	1	3	Administrative Assistant	3	1	1	1	
11	11	11		Total Staff		10	10	10	

- Functions:**
- Plan, design, and construct capital improvements.
 - Implement the mains replacement program.
 - Long-range planning - seismic resiliency, master planning, and water supply planning.
 - Development services including design and construction standards, plan review, construction inspection, and meter sales.
 - Provide engineering support for various construction and maintenance activities.

Personnel Services Hours:									
Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
52	6	0	40	After-Hours Duty		20	20	40	
49	0	0	0		8	0	0	0	
3	0	0	40		7	20	20	40	
0	6	0	0		6	0	0	0	
172	236	97	270	Overtime		115	115	230	
0	0	0	0		10	0	0	0	
18	0	0	0		9	0	0	0	
89	0	0	0		8	0	0	0	
59	160	67	230		7	115	115	230	
0	64	8	0		6	0	0	0	
8	12	23	40		3	0	0	0	
15	17	0	40	Callback		20	20	40	
0	0	0	0		9	0	0	0	
9	0	0	0		8	0	0	0	
6	0	0	40		7	20	20	40	
0	17	0	0		6	0	0	0	
2601	2425	0	2080	Part-Time		0	2080	2080	
2601	7 - General Fund (Fund 2080)	0	2080		3	0	2080	2080	Includes 2 P/T engr. interns (6 months ea.)

Engineering and Operations Department
Water Resources Division (35-33) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$121,426	\$217,431	\$305,426	Professional Services Expense	01-35-33-7310	\$753,260	\$753,260	\$753,260	146.6%
\$89,510	\$195,974	\$259,015	Water Quality Expense & Supplies	01-35-33-7430	\$575,062	\$575,062	\$575,062	122.0%
\$670,029	\$728,998	\$798,860	Backflow Contract Testing	01-35-33-7435	\$955,020	\$955,020	\$955,020	19.5%
\$880,965	\$1,142,403	\$1,363,301	Division Totals		\$2,283,342	\$2,283,342	\$2,283,342	67.5%

**Engineering and Operations Department
Water Resources Division (35-33) – Staffing**

Senior manager: Chief Operating Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	9	Water Resources Div. Manager	9	1	1	1	
1	1	1	7	Sr Water Quality Specialist	7	1	1	1	
1	1	1	7	Sr Water Quality Inspector	7	1	1	1	
1	1	1	5	Water Quality Specialist	5	1	1	1	
1	1	1	5	Water Quality Inspector	5	1	1	1	
1	1	1	3	Administrative Assistant	3	1	1	1	
				Water Resources Specialist	7	1	1	1	
6	6	6		Total Staff		7	7	7	

Functions:
<ul style="list-style-type: none"> • Maintain compliance with state and federal water quality regulations; review proposed rules and implement adopted revisions. • Monitor and report on District owned water rights permits; engagement and planning for watershed and other water resources related activities. • Collect and analyze water quality samples from distribution system; calibrate, maintain, and deploy routine testing equipment for Department staff. • Respond to water quality, water resources, and backflow inquiries from customers; perform non-routine, special water quality assessments to support system operations and customers. • Administer Cross Connection Control Program; provide notices and enforce program; complete commercial and residential site inspections to determine hazards and degree of protection needed. This includes management of the hydrant meter and bulk water program.

Personnel Services Hours:									
Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty	9	0	0	0	
0	0	0	0		7	0	0	0	
0	0	0	0		6	0	0	0	
0	0	0	0		5	0	0	0	
39	51	16	54		Overtime	7	27	27	54
2	2	14	18	7		9	9	18	
37	9	0	18	5		9	9	18	
0	0	0	0	4		0	0	0	
0	40	2	18	3		9	9	18	
6	0	5	36	Callback	7	18	18	36	
0	0	0	18		7	9	9	18	
6	0	0	18		5	9	9	18	
0	0	5	0		3	0	0	0	
0	0	0	0	Part-Time	3	0	0	0	
0	0	0	0		3	0	0	0	

Engineering and Operations Department
Asset Management Division (35-34) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$83,458	\$144,017	\$134,450	Property Maintenance	01-35-34-7400	\$110,700	\$110,700	\$110,700	-17.7%
\$676,936	\$969,255	\$979,305	Facilities Maintenance	01-35-34-7405	\$1,037,950	\$1,037,950	\$1,037,950	6.0%
\$229,539	\$234,535	\$290,460	Utilities	01-35-34-7560	\$309,000	\$309,000	\$309,000	6.4%
\$367,584	\$469,136	\$545,725	Vehicle Maintenance	01-35-34-7760	\$512,800	\$512,800	\$512,800	-6.0%
\$382,914	\$291,593	\$418,766	Gas & Diesel	01-35-34-7780	\$596,738	\$596,738	\$596,738	42.5%
\$19,761	\$22,109	\$30,690	Oil, Propane & Misc Fluids	01-35-34-7782	\$32,461	\$32,461	\$32,461	5.8%
\$0	\$27,233	\$24,850	Small Tools & Supplies	01-35-34-7790	\$45,000	\$45,000	\$45,000	81.1%
\$1,760,192	\$2,157,879	\$2,424,246	Division Totals		\$2,644,649	\$2,644,649	\$2,644,649	9.1%

**Engineering and Operations Department
Asset Management Division (35-34) – Staffing**

Senior manager: Chief Operating Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	9	Asset Mgmt Division Manager	9	1	1	1	
1	1	1	9	Facilities Supervisor	9	1	1	1	
1	1	1	8	GIS Analyst	8	1	1	1	
1	1	1	8	Fleet Coordinator	8	1	1	1	
1	1	1	7	Fleet Mechanic	7	1	1	1	
1	0	0	7	Field Operations Analyst	-	-	-	-	
1	1	1	5	GIS Technician	5	1	1	1	
2	2	2	5	Facilities Maintenance II	5	2	2	2	
9	8	8		Total Staff		8	8	8	

<p>Functions:</p> <ul style="list-style-type: none"> • Asset management program administration. • Geographic information system (GIS) mapping. • Facilities - landscaping, building maintenance, custodial services, security and space planning. • Fleet maintenance, replacement - vehicles, heavy equipment, power tools. • Fuel purchasing and operation of the joint fueling facility.

Personnel Services Hours:									
Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
88	57	13	80	After-Hours Duty		40	40	80	
28	0	0	0		9	0	0	0	
60	57	13	80		5	40	40	80	
239	208	127	240	Overtime		170	170	340	
85	74	35	80		9	40	40	80	
85	74	72	60		8	40	40	80	
1	0	1	20		7	40	40	80	
0	11	0	0		6	10	10	20	
68	49	19	80	5	40	40	80		
89	142	85	420	Callback		110	110	220	
5	7	7	10		9	5	5	10	
9	50	30	80		8	40	40	80	
1	0	0	10		7	5	5	10	
0	1	0	160		6	0	0	0	
74	84	47	160		5	60	60	120	
5072	4007	1647	5600	Part-Time		2800	2800	5600	
5072	4007	1647	5600		3	2800	2800	5600	5 Seasonal (3.5 mos.)

Engineering and Operations Department
Water Operations Division (35-35) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$146,134	\$189,109	\$181,500	Small Tools & Supplies	01-35-35-7790	\$200,950	\$200,950	\$200,950	10.7%
\$146,134	\$189,109	\$181,500	Division Totals		\$200,950	\$200,950	\$200,950	10.7%

**Engineering and Operations Department
Water Operations Division (35-35) – Staffing**

Senior manager: Chief Operating Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	1	1	10	Water Operations Manager	10	1	1	1	
1	1	1	3	Administrative Assistant	3	1	1	1	
<u>2</u>	<u>2</u>	<u>2</u>		Total Staff		<u>2</u>	<u>2</u>	<u>2</u>	

<p>Functions:</p> <ul style="list-style-type: none"> • Manage system operations, construction and maintenance. • Division administrative support.
--

Personnel Services Hours:									
Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	
0	0	0	0			0	0	0	
41	13	0	80	Overtime		40	40	80	
0	0	0	0		10	0	0	0	
41	13	0	80		3	40	40	80	
0	0	0	0	Callback		0	0	0	
0	0	0	0			0	0	0	
0	0	0	0	Part-Time		0	0	0	
0	0	0	0			0	0	0	

Engineering and Operations Department
Construction & Maintenance Division (35-36) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$1,154,708	\$1,255,351	\$1,421,000	General System Maintenance	01-35-36-7670	\$2,006,000	\$2,006,000	\$2,006,000	41.2%
\$1,154,708	\$1,255,351	\$1,421,000	Division Totals		\$2,006,000	\$2,006,000	\$2,006,000	41.2%

**Engineering and Operations Department
Construction & Maintenance Division (35-36) – Staffing**

Senior manager: Chief Operating Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	9	Construction & Maintenance Supervisor	9	1	1	1	
3	3	3	8	Construction & Maint. Lead	8	2	2	2	
11	11	11	6	Water Works Operator	6	10	10	10	
<u>15</u>	<u>15</u>	<u>15</u>		Total Staff		<u>13</u>	<u>13</u>	<u>13</u>	

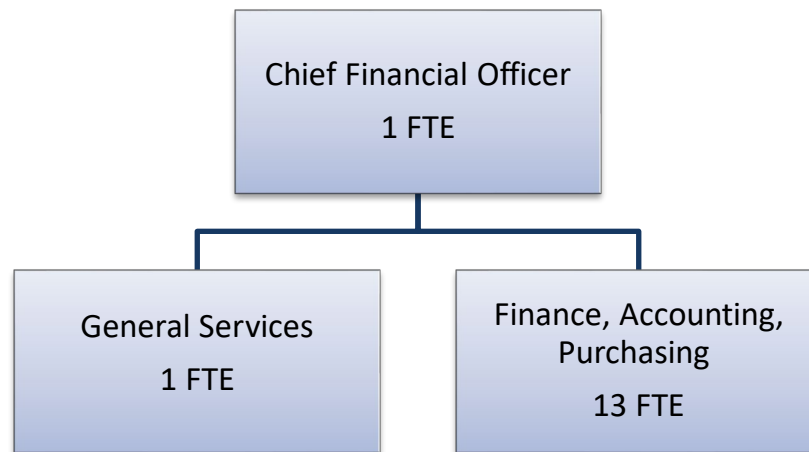
<p>Functions:</p> <ul style="list-style-type: none"> • Construct, repair, and replace water system assets. • Respond to system leaks and other emergency needs.
--

<p>Personnel Services Hours: Hours, by grade, required for each type of staffing need.</p>

Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
490	743	459	912	After-Hours Duty		456	456	912	
145	0	0	176		9	88	88	176	
191	75	3	492		8	246	246	492	
118	371	180	244		6	122	122	244	
36	297	276	0		4	0	0	0	
936	727	447	816	Overtime		408	408	816	
135	0	0	96		9	48	48	96	
198	51	17	320		8	160	160	320	
604	259	138	400		6	200	200	400	
0	416	292	0		4	0	0	0	
745	1028	1045	1080	Callback		540	540	1080	
116	0	0	120		9	60	60	120	
153	31	35	240		8	120	120	240	
359	244	195	720		6	360	360	720	
118	754	815	0		4	0	0	0	
0	0	0	0	Part-Time		0	0	0	
0	0	0	0			0	0	0	

7.5.5 Finance Department

Figure 7-11: Finance Department Organizational Chart for the 2023-25 Budget



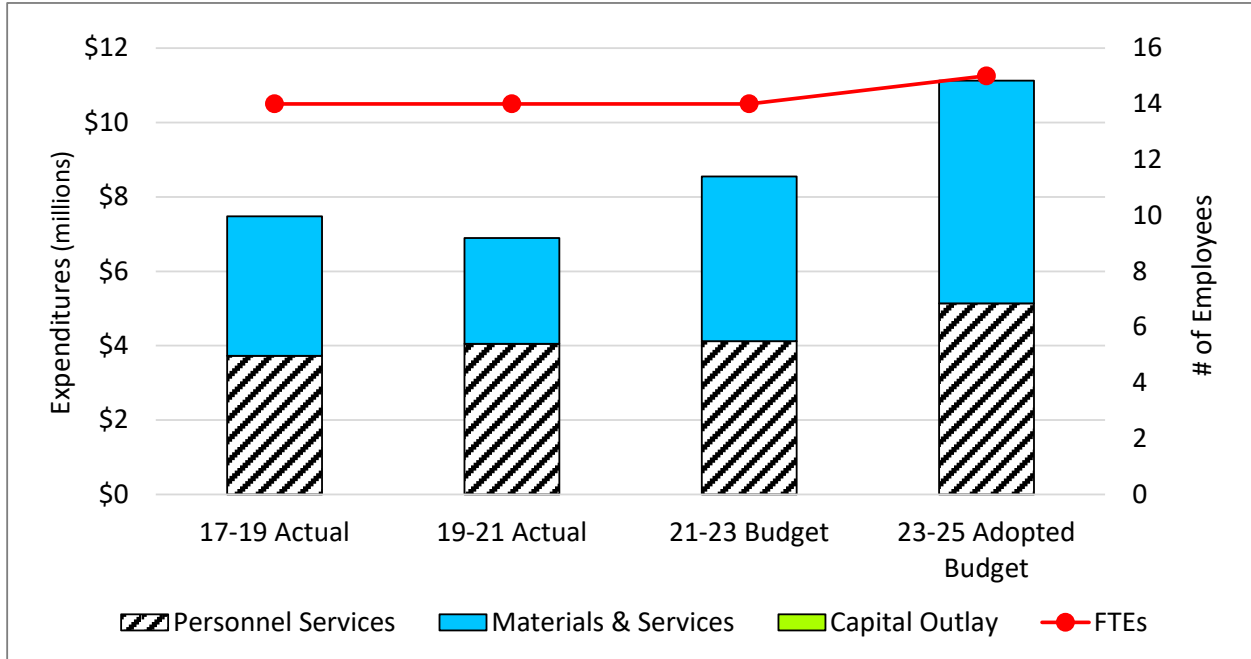
The Finance Department is responsible for all financial operations of the District. These operations include accounting and reporting for the District and its joint ventures (e.g., WRWC, WIF, and WWSS), treasury, investments, financial planning, budget development and monitoring, financial forecasting, debt management, water rates and charges, including charges for the District's various partnerships (e.g., wheeling rates, meter reading charges). In addition, the Finance Department oversees the District's purchasing and contracting functions, and warehouse inventory control, strategic planning, and coordination of the District's wholesale water contracts.

MAJOR BUDGET CHANGES FOR 2023-25

Major focus for the coming two years includes preparing the District to support the financial administration of the WWSS and WIF. Additionally, Finance will continue to secure long-term borrowings to support the District's infrastructure investments. Finance will also monitor federal funding incentives for both capital improvements and operations. As the District begins to pursue collections of its large outstanding arrearages from customers, the Finance Department budget includes the required bad debt expense to manage the District's allowance for doubtful accounts.

- Execute the District's long-term debt program including monitoring low-cost funding alternatives.
- Update and maintain accounting procedures and reporting for accounting for District's joint ventures including the Willamette Intake Facilities (WIF) and Willamette Water Supply System (WWSS).
- Manage the development of the District's future wholesale relationship with the Portland Water Bureau
- Update the District's current strategic planning framework.
- Improve the District's business intelligence systems by supporting the development of the District's data warehouse.

Figure 7-12: Finance Department Biennial Expenditures and Performance Measures



Finance Department Performance Measures

	Actuals					Targets
	17-18	18-19	19-20	20-21	21-22	
Minimum District bond rating (S&P/Fitch).	N/A	N/A	N/A	AA+	AA+	AA+
Regular hours worked per workable hours available (2080 hrs. x # of staff).	85%	87%	88%	88%	95%	≥85%

Finance Department – Budget Summary

Historical Data			PERSONNEL SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$714,256	\$748,342	\$786,370	General Services	50-01	\$918,569	\$918,569	\$918,569	16.8%
\$3,014,057	\$3,304,213	\$3,333,472	Accounting & Finance	50-51	\$4,220,114	\$4,220,114	\$4,220,114	26.6%
\$3,728,313	\$4,052,555	\$4,119,842	Department Totals		\$5,138,683	\$5,138,683	\$5,138,683	24.7%

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$277,310	\$170,950	\$694,763	General Services	50-01	\$948,913	\$948,913	\$948,913	36.6%
\$3,467,562	\$2,668,461	\$3,730,740	Accounting & Finance	50-51	\$5,037,045	\$5,037,045	\$5,037,045	35.0%
\$3,744,872	\$2,839,411	\$4,425,503	Department Totals		\$5,985,958	\$5,985,958	\$5,985,958	35.3%

Historical Data			CAPITAL OUTLAY		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$0	\$0	\$0	General Services	50-01	\$0	\$0	\$0	N/A
\$0	\$0	\$0	Department Totals		\$0	\$0	\$0	N/A

Historical Data			TOTAL DEPARTMENT BUDGET		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$991,566	\$919,291	\$1,481,133	General Services	50-01	\$1,867,483	\$1,867,483	\$1,867,483	26.1%
\$6,481,619	\$5,972,674	\$7,064,212	Accounting & Finance	50-51	\$9,257,159	\$9,257,159	\$9,257,159	31.0%
\$7,473,185	\$6,891,966	\$8,545,345	Department Totals		\$11,124,641	\$11,124,641	\$11,124,641	30.2%

Finance Department
General Services Division (50-01) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$32,991	\$40,192	\$20,000	Legal Fees	01-50-01-7300	\$222,500	\$222,500	\$222,500	1012.5%
\$194,631	\$104,417	\$552,000	Professional Services Expense	01-50-01-7310	\$627,800	\$627,800	\$627,800	13.7%
\$3,608	\$2,070	\$5,500	Business Expense	01-50-01-7330	\$6,200	\$6,200	\$6,200	12.7%
\$0	\$51	\$42,000	Business Services	01-50-01-7335	\$13,900	\$13,900	\$13,900	-66.9%
\$30,149	\$8,932	\$53,673	Training & Education	01-50-01-7340	\$59,770	\$59,770	\$59,770	11.4%
\$15,931	\$15,238	\$21,190	Dues & Subscriptions	01-50-01-7350	\$16,843	\$16,843	\$16,843	-20.5%
\$0	\$50	\$400	Sundry Expense	01-50-01-7360	\$1,900	\$1,900	\$1,900	375.0%
\$277,310	\$170,950	\$694,763	Division Totals		\$948,913	\$948,913	\$948,913	36.6%

Finance Department
General Services Division (50-01) – Staffing

Senior manager: Chief Financial Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	13	Chief Financial Officer	13	1	1	1	
1	1	1	3	Administrative Assistant	3	1	1	1	
<u>2</u>	<u>2</u>	<u>2</u>		Total Staff		<u>2</u>	<u>2</u>	<u>2</u>	

<p>Functions:</p> <ul style="list-style-type: none"> • Overall management for the department. • Specific emphasis on financial forecasting, debt planning, audit services, special studies, intergovernmental agreements. • Department administrative support.
--

Personnel Services Hours:									
Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	
0	0	0	0			0	0	0	
23	5	3	50	Overtime	3	25	25	50	
23	5	3	50			25	25	50	
0	0	0	0	Callback		0	0	0	
0	0	0	0			0	0	0	
0	0	0	0	Part-Time		0	0	0	
0	0	0	0			0	0	0	

Finance Department
Accounting & Finance Division (50-51) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$1,569,468	\$0	\$0	Misc. Taxes & Licenses	01-50-51-7380	\$60	\$60	\$60	N/A
\$91,986	\$106,813	\$200,820	Audit Fees	01-50-51-7490	\$133,925	\$133,925	\$133,925	-33.3%
\$1,271,262	\$1,337,811	\$1,648,320	Banking & Treasury Services	01-50-51-7500	\$1,781,760	\$1,781,760	\$1,781,760	8.1%
\$100,000	\$419,645	\$38,000	Bond Sale Expenses	01-50-51-7505	\$613,000	\$613,000	\$613,000	1513.2%
\$3,172	\$382	\$6,000	Interest Expense	01-50-51-7510	\$7,000	\$7,000	\$7,000	16.7%
\$115,909	\$52,286	\$131,400	Office Expense	01-50-51-7530	\$112,300	\$112,300	\$112,300	-14.5%
\$181,467	\$145,576	\$350,000	Collection Expense	01-50-51-7630	\$550,000	\$550,000	\$550,000	57.1%
\$137,444	\$648,380	\$1,336,200	Bad Debt Expense	01-50-51-7640	\$1,819,000	\$1,819,000	\$1,819,000	36.1%
(\$3,147)	(\$42,432)	\$20,000	Inventory Adjustment	01-50-51-7770	\$20,000	\$20,000	\$20,000	0.0%
\$3,467,562	\$2,668,461	\$3,730,740	Division Totals		\$5,037,045	\$5,037,045	\$5,037,045	35.0%

Finance Department
Accounting & Finance Division (50-51) – Staffing

Senior manager: Chief Financial Officer									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	0	-	10	Finance and Accounting Supervisor	-	-	-	-	
0	1	1	10	Controller	10	1	1	1	
0	0	1	10	Financial Operations Manager	10	1	1	1	
1	1	-	9	Financial Planning & Debt Project Mgr.	-	-	-	-	
1	1	1	9	Purchasing Agent/ Contracts Coord.	-	-	-	-	
-	-	-	-	Procurement & Contracts Admin.	8	1	1	1	
-	-	-	-	Assistant Controller	8	1	1	1	
1	1	1	8	Senior Management Analyst	8	1	1	1	
1	1	1	7	Inventory Controller & Industrial Buyer	7	1	1	1	
1	1	1	7	Technical Services Accountant	7	0	0	0	
2	2	2	6	Accountant	6	2	2	2	
-	-	1	TBD	Management Analyst	6	1	1	1	
1	1	1	5	Payroll Specialist	5	1	1	1	
1	1	1	4	Accounting Specialist	4	1	1	1	
2	2	1	3	Accounting Technician	3	1	1	1	
-	-	-	-	Transfer WWSS Finance Manager	TBD	1	1	1	
12	12	12		Total Staff		13	13	13	

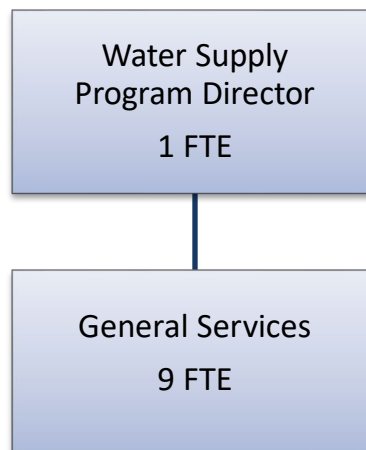
- Functions:**
- Prepare financial statements for annual audit and accounting of joint ventures
 - Provide full service accounting services including accounts payable, accounts receivable and payroll
 - Administer procurement cards.
 - Oversee and maintain internal control systems.
 - Update and monitor the financial contract and intergovernmental agreement costs.
 - Provide financial and cost accounting and reporting for internal use and to meet state and federal requirements.
 - Prepare biennial budget and six-year capital improvement plan; update and report on financial plan
 - Manage District investments and debt management program.
 - Update cost-of-service studies; conduct annual water rates, fees and charges review
 - Issues solicitations, negotiate contract terms, issue contracts and purchase orders; maintain TVWD's Local Contract Review Board Rules.
 - Provide warehouse staffing support; perform buying functions and inventory control

Personnel Services Hours:
Hours, by grade, required for each type of staffing need.

Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	18	0	After-Hours Duty	7	10	10	20	
0	0	18	0			10	10	20	
157	166	572	180	Overtime	7	150	150	300	
44	18	46	20		7	10	10	20	
20	22	364	40		6	80	80	160	
79	47	71	80		5	40	40	80	
5	69	91	20		4	10	10	20	
10	11	0	20		3	10	10	20	
0	0	82	0	Callback	7	0	0	0	
0	0	82	0			0	0	0	
621	418	459	0	Part-Time		0	0	0	
621	418	459	0	Accounting Transition		0	0	0	

7.5.6 Water Supply Program Department

Figure 7-13: Water Supply Program Organizational Chart for the 2023-25 Budget



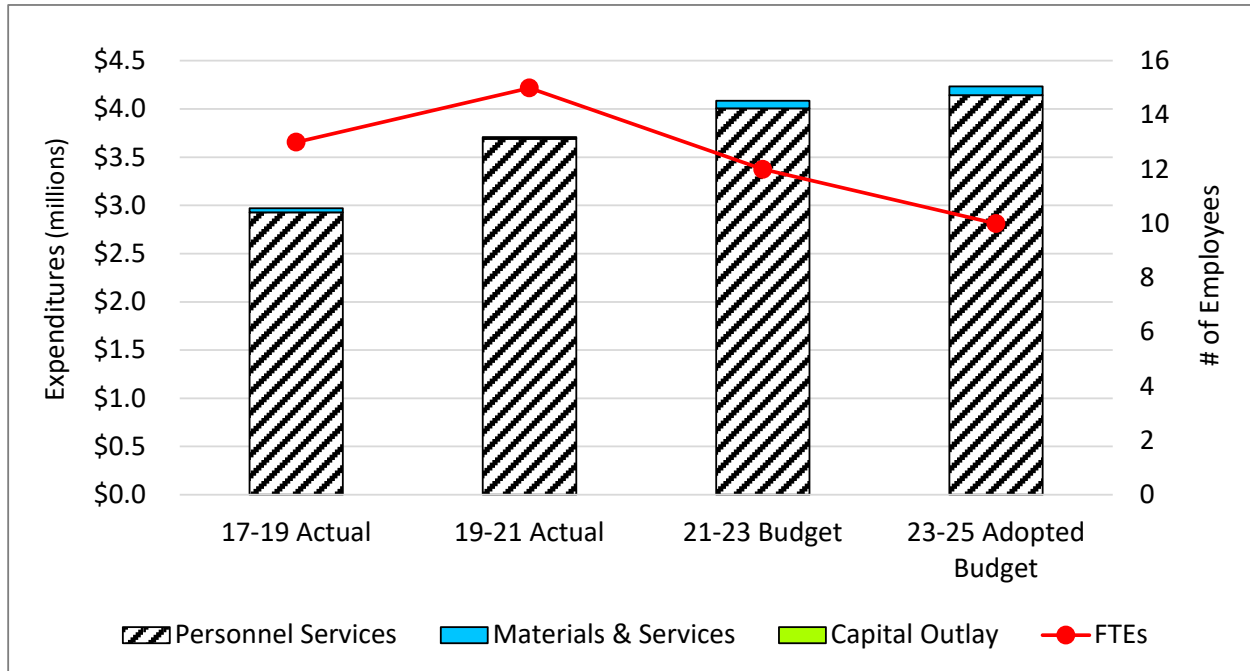
The Water Supply Program Department (WSP) is responsible for managing the planning, design, and construction of the Willamette supply system, as well as managing administration, communication, and coordination with the Willamette Water Supply System (WWSS) partners. Additionally, the WSP serves as the primary group overseeing the District's managing agency responsibilities for the WWSS partnership and the Willamette Intake Facilities (WIF) Commission.

The WSP houses the TVWD staff responsible for the WWSS and WIF, although other District staff may support the partnerships as needed. Budgeted expenditures include Personnel Services for ten staff, and Materials & Services associated with staff support costs. Expenditures directly associated with WWSS and the WIF are appropriated in their respective funds. WSP labor and overhead expenditures are reimbursed to the General Fund by the WWSS and WIF Funds as staff charges their time to capital and expense projects associated with the different partnerships.

MAJOR BUDGET CHANGES FOR 2023-25

- Continued management of the WWSS and WIF programs including significant capital improvement plans. All WWSS projects are in construction and staff will be fully vested in their successful completion.
- FTEs are reduced from the prior biennium to better align with current forecasts of project and operational functions. FTEs included in the biennium will provide the administrative and operational leadership necessary for the WWSS and WIF partnerships.
- Materials & Services expenditures are for staff support costs such as membership dues for professional associations and training and education. All partnership related costs are appropriated directly in the WWSS (Fund 45) and WIF (Fund 44) Funds.

Figure 7-14: Water Supply Department Biennial Expenditures and Performance Measures



Water Supply Program Performance Measures

	Actual Data (Program totals) through:					Targets (based on total costs to date.)
	17-18	18-19	19-20	20-21	21-22	
% change in total program costs (actuals plus budget through June 2026), in comparison to Baseline 7.1 total budget (through June 2026). ^{1,2}	-	-	-	-	0%	≤15%
% of cumulative program dollars spent in the local economy to date.	96%	95%	95%	92%	85%	≥67%
% of cumulative program dollars spent in the local and regional economy to date.	97%	97%	97%	97%	89%	≥75%

¹ Program budget Baseline 7.1 (adopted in fiscal year 2021-22). This will be the basis for measuring Program budget performance in future periods, beginning with the 2021-23 biennium reported in the District's 2023-25 biennial budget. If there are substantive additions or removals of Program scope, the Baseline 7.1 budget may be adjusted to reflect the approximate value of the scope change.

² Target set as a maximum increase from budget with the metric based on the Cost Estimate Classification System standards of the Association for the Advancement of Cost Engineering (AACE).

Water Supply Program – Budget Summary

Historical Data			PERSONNEL SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$2,928,105	\$3,689,145	\$4,007,052	General Services	60-01	\$4,142,977	\$4,142,977	\$4,142,977	3.4%
<u>\$2,928,105</u>	<u>\$3,689,145</u>	<u>\$4,007,052</u>	Department Totals		<u>\$4,142,977</u>	<u>\$4,142,977</u>	<u>\$4,142,977</u>	<u>3.4%</u>

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$43,310	\$18,571	\$76,990	General Services	60-01	\$90,437	\$90,437	\$90,437	17.5%
<u>\$43,310</u>	<u>\$18,571</u>	<u>\$76,990</u>	Department Totals		<u>\$90,437</u>	<u>\$90,437</u>	<u>\$90,437</u>	<u>17.5%</u>

Historical Data			CAPITAL OUTLAY		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$0	\$0	\$0	General Services	60-01	\$0	\$0	\$0	N/A
<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	Department Totals		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>N/A</u>

Historical Data			TOTAL DEPARTMENT BUDGET		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$2,971,415	\$3,707,716	\$4,084,042	General Services	60-01	\$4,233,414	\$4,233,414	\$4,233,414	3.7%
<u>\$2,971,415</u>	<u>\$3,707,716</u>	<u>\$4,084,042</u>	Department Totals		<u>\$4,233,414</u>	<u>\$4,233,414</u>	<u>\$4,233,414</u>	<u>3.7%</u>

Water Supply Program
General Services Division (60-01) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$0	\$0	\$0	Professional Services Expense	01-60-01-7310	\$0	\$0	\$0	N/A
\$4,402	\$268	\$2,755	Business Expense	01-60-01-7330	\$1,550	\$1,550	\$1,550	-43.7%
\$35,063	\$13,667	\$64,790	Training & Education	01-60-01-7340	\$80,925	\$80,925	\$80,925	24.9%
\$3,457	\$4,636	\$8,245	Dues & Subscriptions	01-60-01-7350	\$7,562	\$7,562	\$7,562	-8.3%
\$388	\$0	\$1,200	Other Sundry	01-60-01-7360	\$400	\$400	\$400	-66.7%
\$0	\$0	\$0	Public Information	01-60-01-7450	\$0	\$0	\$0	N/A
\$0	\$0	\$0	Conservation	01-60-01-7785	\$0	\$0	\$0	N/A
\$43,310	\$18,571	\$76,990	Division Totals		\$90,437	\$90,437	\$90,437	17.5%

Water Supply Program
General Services Division (60-01) – Staffing

Senior manager: Water Supply Program Director									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	13	Water Supply Program Director	13	1	1	1	
0	1	0	12	Willamette Supply Manager	12	0	0	0	
1	1	1	11	Water Supply Assistant Program Director	11	1	1	1	
2	1	1	11	Principal Engineer	11	1	1	1	
0	1	0	10	Willamette Supply Operations Supervisor	10	0	0	0	
1	1	1	9	Senior Engineer	9	1	1	1	
1	1	1	9	Finance Manager	9	0	0	0	
1	1	1	9	Permitting & Outreach Manager	9	1	1	1	
1	1	1	8	GIS Analyst	8	1	1	1	
1	1	1	8	Communications Supervisor	8	1	1	1	
1	1	1	7	Project Delivery Coordinator	7	1	1	1	
0	1	0	5	Outreach Coordinator	5	0	0	0	
1	1	1	5	Document & Controls Specialist	5	1	1	1	
2	2	2	3	Executive Assistant	5	1	1	1	
13	15	12		Total Staff		10	10	10	

Functions:

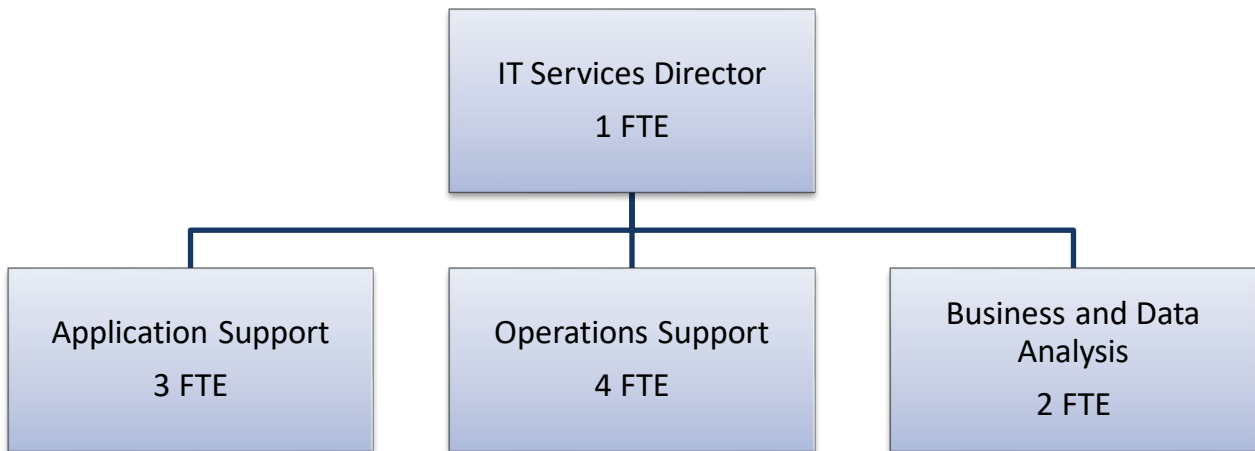
- Oversees the administration of the Willamette Water Supply Program.
- Oversees planning, design, construction, and operational readiness for the Willamette Water Supply System (WWSS) and Willamette Intake Facilities (WIF).
- Provides managing agency duties for the WWSS and WIF commissions including financial oversight and reporting, and administration of related committee and Board meetings.

Personnel Services Hours:
Hours, by grade, required for each type of staffing need.

Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	
0	0	0	0		6	0	0	0	
225	112	46	200	Overtime		40	40	80	
6	0	0	0		8	0	0	0	
31	0	0	40		5	40	40	80	
0	50	20	0		4	0	0	0	
189	62	26	160		3	0	0	0	
1	0	5	0	Callback		0	0	0	
1	0	5	0		8	0	0	0	
924	0	35	0	Part-Time		0	0	0	
924	0	35	0	Engineering Intern	3	0	0	0	

7.5.7 Information Technology Services Department

Figure 7-15: IT Services Organizational Chart for the 2023-25 Budget



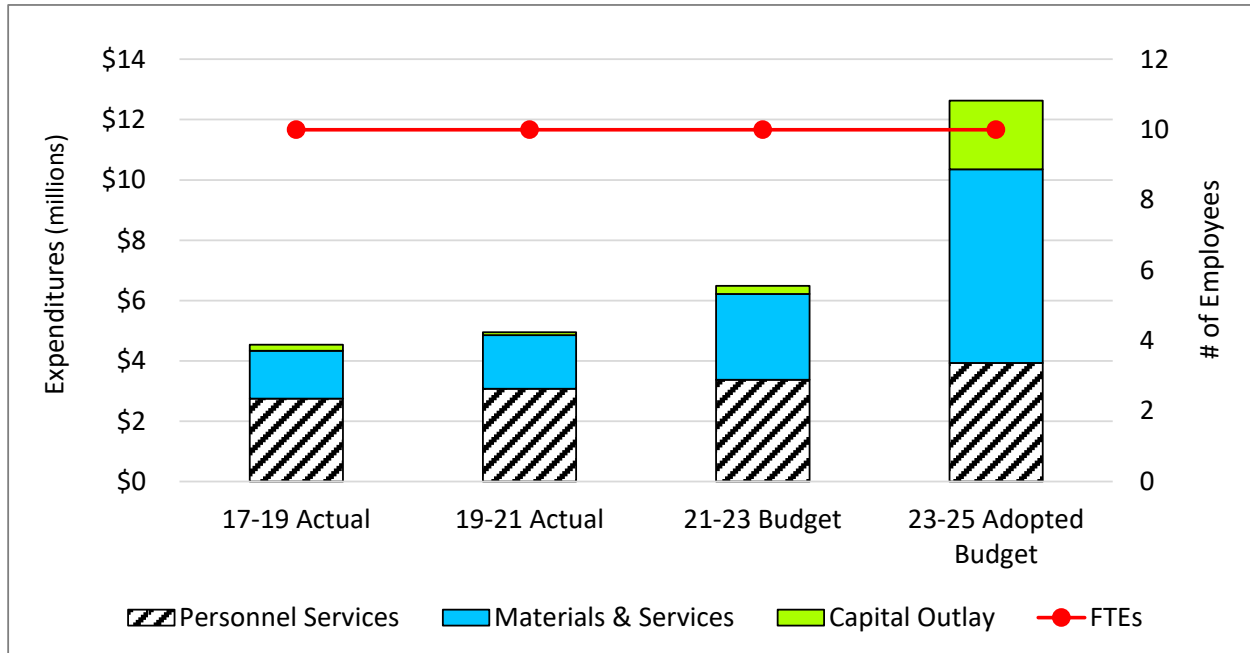
The Information Technology Services Department is responsible for the District's technology roadmap, services, and support. IT's service catalog includes the management and support of the District's systems, applications, cloud services, telecommunications, and cybersecurity infrastructure.

MAJOR BUDGET CHANGES FOR 2023-25

Major initiatives for the coming two years include refreshing infrastructure technologies, updating cybersecurity systems and processes, and expanding data management and business intelligence capabilities.

- Refresh the District server, storage, network, and cybersecurity hardware and software that was deferred in the previous biennium in support of the CIS implementation.
- Invest in a data warehouse to aggregate information from multiple systems in order to provide access to business intelligence reports and dashboards.
- Retire legacy applications while leveraging new and existing cloud-based alternatives that provide more utility, resiliency, and security.
- Enhance the District's cybersecurity posture and execute projects to streamline employee access to data and applications.

Figure 7-16: Finance Department Biennial Expenditures and Performance Measures



Information Technology Services Performance Measures

	Actuals					Targets
	17-18	18-19	19-20	20-21	21-22	
Local Area Network Availability	NA	NA	99.75%	99.88%	99.88%	≥99%
Internet Availability	NA	NA	99.80%	99.99%	99.99%	≥99%
Server / Application Availability	NA	NA	99.92%	99.99%	99.99%	≥99%

Information Technology Services Department – Budget Summary

Historical Data			PERSONNEL SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$2,751,547	\$3,075,444	\$3,376,770	General Services	70-01	\$3,931,592	\$3,931,592	\$3,931,592	16.4%
\$2,751,547	\$3,075,444	\$3,376,770	Department Totals		\$3,931,592	\$3,931,592	\$3,931,592	16.4%

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$1,584,809	\$1,775,650	\$2,842,650	General Services	70-01	\$6,421,756	\$6,421,756	\$6,421,756	125.9%
\$1,584,809	\$1,775,650	\$2,842,650	Department Totals		\$6,421,756	\$6,421,756	\$6,421,756	125.9%

Historical Data			CAPITAL OUTLAY		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$198,654	\$103,167	\$271,950	General Services	70-01	\$2,277,000	\$2,277,000	\$2,277,000	737.3%
\$198,654	\$103,167	\$271,950	Department Totals		\$2,277,000	\$2,277,000	\$2,277,000	737.3%

Historical Data			TOTAL DEPARTMENT BUDGET		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Totals by Divison	Division #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$4,535,010	\$4,954,261	\$6,491,370	General Services	70-01	\$12,630,348	\$12,630,348	\$12,630,348	94.6%
\$4,535,010	\$4,954,261	\$6,491,370	Department Totals		\$12,630,348	\$12,630,348	\$12,630,348	94.6%

Information Technology Services Department
General Services Division (70-01) – Materials & Services Summary

Historical Data			MATERIALS & SERVICES		Total Budget for 2023-25			
Actual 17-19	Actual 19-21	Budget 21-23	Description	GL #	Proposed Budget	Approved Budget	Adopted Budget	% Change 21-23
\$180,425	\$22,771	\$430,550	Professional Services Expense	01-70-01-7310	\$1,213,000	\$1,213,000	\$1,213,000	181.7%
\$3,116	\$352	\$1,300	Business Expense	01-70-01-7330	\$1,400	\$1,400	\$1,400	7.7%
\$8,935	\$10,202	\$51,000	Training & Education	01-70-01-7340	\$92,905	\$92,905	\$92,905	82.2%
\$3,575	\$27,541	\$2,300	Dues & Subscriptions	01-70-01-7350	\$3,000	\$3,000	\$3,000	30.4%
\$230,513	\$154,871	\$303,200	Computer Hardware/Maint.	01-70-01-7575	\$452,729	\$452,729	\$452,729	49.3%
\$469,330	\$565,942	\$672,368	Computer Software/Maint.	01-70-01-7576	\$816,665	\$816,665	\$816,665	21.5%
\$514,135	\$553,222	\$786,937	Computer Subscription Services	01-70-01-7577	\$3,067,323	\$3,067,323	\$3,067,323	289.8%
\$165,850	\$389,089	\$552,995	Communication Services	01-70-01-7590	\$751,533	\$751,533	\$751,533	35.9%
\$8,929	\$51,660	\$42,000	Communication Hardware	01-70-01-7591	\$23,200	\$23,200	\$23,200	-44.8%
\$1,584,809	\$1,775,650	\$2,842,650	Division Totals		\$6,421,756	\$6,421,756	\$6,421,756	125.9%

**Information Technology Services Department
General Services Division (70-01) – Staffing**

Senior manager: Information Technology Services Director									
Historical Data				Job Title	Adopted Budget 2021-23				Comments
17-19	19-21	21-23	21-23 Grade		23-25 Grade	23-24 Adopted	24-25 Adopted	23-25 Adopted	
1	1	1	13	Information Technology Services Director	13	1	1	1	
1	1	1	9	Information Technology Architect	9	0	0	0	
1	1	1	9	Development Coordinator/Programmer	9	1	1	1	
1	1	1	8	Data Analyst/ETL Developer	8	1	1	1	
1	1	1	8	Programmer System Analyst	8	1	1	1	
1	1	1	8	Senior Network Administrator	8	1	1	1	
1	1	1	8	Senior Systems Administrator	8	1	1	1	
0	1	1	7	Business Analyst	7	1	1	1	
1	1	1	6	Systems Administrator	6	1	1	1	
1	1	1	5	Computer Support & Systems Technician	5	1	1	1	
1	0	0	9	Senior Systems Administrator (Limited Duration)	9	0	0	0	
-	-	-	-	Data Analyst	8	1	1	1	
10	10	10		Total Staff		10	10	10	

- Functions:**
- Provide IT strategic planning and facilitate IT governance.
 - Coordinate information and telecommunications systems.
 - Provide deployment support and integration services for major applications (e.g. Logos, CIS, GIS, Cityworks).
 - Provide planning and stewardship for district software purchases and software licensing; coordinate software contract reviews.
 - Support end-user, desktop and mobile computing needs throughout the District.
 - Support and enhance the network and server infrastructure to meet the district's computing needs and reliability expectations.
 - Manage information security across all networks.
 - Manage databases and data storage needs, including database integrity and system recoverability.

Personnel Services Hours:									
Hours, by grade, required for each type of staffing need.									
Historical Data				Description	Grade	Adopted Budget 2021-23			Comments
17-19	19-21	21-23 thru 12/22	21-23 Budget			23-24 Adopted	24-25 Adopted	23-25 Adopted	
0	0	0	0	After-Hours Duty		0	0	0	Not in current model
0	0	0	0			0	0	0	
334	443	621	330	Overtime		220	220	440	Carry forward
38	33	172	80		9	0	0	0	
117	221	395	120		8	100	100	200	
0	0	0	0		7	0	0	0	
114	71	25	50		6	80	80	160	
65	118	29	80	5	40	40	80		
4	1	0	20	Callback		10	10	20	Carry forward
4	1	0	20		8	10	10	20	
0	0	0	0	Part-Time		0	0	0	
0	0	0	0			0	0	0	

7.6 General Fund Financial Position and Fund Balance Detail

Table 7-6: General Fund – Financial Resources Summary (Form LB-20)

FORM LB-20			GENERAL FUND Fund 01		TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025			
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED	
\$31,369,807	\$43,559,365	\$37,376,582	BEGINNING FUND BALANCE	\$51,840,357	\$51,840,357	\$51,840,357	
\$133,180,525	\$140,386,415	\$158,826,968	WATER SALES	\$216,517,532	\$216,517,532	\$216,517,532	
\$1,575,115	\$1,187,839	\$1,625,000	RIGHT OF WAY FEE COLLECTIONS	\$2,035,000	\$2,035,000	\$2,035,000	
\$1,389,766	\$1,385,477	\$751,303	ADMINISTRATIVE FEES	\$1,153,106	\$1,153,106	\$1,153,106	
\$5,779,199	\$2,397,497	\$1,088,435	OTHER REVENUES	\$630,097	\$630,097	\$630,097	
\$1,389,766	\$851,231	\$438,200	INTEREST EARNINGS	\$1,649,620	\$1,649,620	\$1,649,620	
\$3,083,495	\$3,188,947	\$2,436,000	CONTRACT REIMBURSEMENTS	\$4,843,050	\$4,843,050	\$4,843,050	
\$8,970,461	\$10,494,576	\$10,722,620	OVERHEAD CHARGES TO CONSTRUCTION AND JOINT VENTURES	\$10,722,620	\$10,722,620	\$10,722,620	
(\$5,483,759)	\$0	\$0	LOSS IN JOINT VENTURES	\$0	\$0	\$0	
\$181,254,375	\$203,451,347	\$213,265,108	TOTAL RESOURCES	\$289,391,383	\$289,391,383	\$289,391,383	

Table 7-7: General Fund – Financial Requirements Summary (Form LB-30)

FORM LB-30			GENERAL FUND Fund 01		TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025			
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED	
\$35,493,288	\$38,068,691	\$42,330,036	PERSONNEL SERVICES	\$50,095,791	\$50,095,791	\$50,095,791	
\$34,599,174	\$36,472,903	\$47,640,836	MATERIALS & SERVICES	\$66,134,555	\$66,134,555	\$66,134,555	
\$282,549	\$123,288	\$705,950	CAPITAL OUTLAY	\$2,799,500	\$2,799,500	\$2,799,500	
\$0	\$1,186,142	\$1,625,000	SPECIAL PAYMENTS, ROW FEES	\$2,035,000	\$2,035,000	\$2,035,000	
\$0	\$10,000,000	\$0	SPECIAL PAYMENTS, PERS SIDE ACCOUNT CONTRIBUTIONS	\$0	\$0	\$0	
			TRANSFERS TO OTHER FUNDS				
\$67,300,000	\$78,457,822	\$83,000,000	TO CAPITAL IMPROVEMENT/RESERVE FUNDS	\$120,000,000	\$120,000,000	\$120,000,000	
\$0		\$0	TO WILLAMETTE WATER SUPPLY FUND	\$0	\$0	\$0	
\$20,000	\$33,400	\$500,000	TO CUSTOMER EMERGENCY ASSISTANCE FUND	51,125	51,125	51,125	
\$0	\$0	\$0	TO REVENUE BOND DEBT SERVICE FUND	\$7,290,612	\$7,290,612	\$7,290,612	
\$67,320,000	\$78,491,222	\$83,500,000	TOTAL TRANSFERS	\$127,341,737	\$127,341,737	\$127,341,737	
		\$20,000,000	GENERAL OPERATING CONTINGENCY	\$20,000,000	\$20,000,000	\$20,000,000	
\$67,320,000	\$89,677,364	\$105,125,000	TOTAL SPECIAL PAYMENTS, TRANSFERS & CONTINGENCY	\$149,376,737	\$149,376,737	\$149,376,737	
\$137,695,010	\$164,342,246	\$195,801,822	TOTAL EXPENDITURES	\$268,406,583	\$268,406,583	\$268,406,583	
\$43,559,365	\$39,109,101	\$17,463,286	UNAPPROPRIATED FUND BALANCE	\$20,984,799	\$20,984,799	\$20,984,799	
\$181,254,375	\$203,451,347	\$213,265,108	TOTAL REQUIREMENTS	\$289,391,383	\$289,391,383	\$289,391,383	

Table 7-8: General Fund – Financial Requirements Detail (Form LB-31) (p. 1 of 3)

FORM LB-31			GENERAL FUND Fund 01		TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025			
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED	
			PERSONNEL SERVICES				
			ADMINISTRATIVE SERVICES DEPARTMENT				
\$1,458,004	\$1,463,749	\$1,483,428	General Services	\$1,707,589	\$1,707,589	\$1,707,589	
\$1,183,947	\$1,220,710	\$1,319,051	Human Resources	\$1,356,410	\$1,356,410	\$1,356,410	
\$622,873	\$680,005	\$727,111	Risk Management	\$800,729	\$800,729	\$800,729	
\$805,110	\$934,496	\$996,061	Communications	\$1,168,329	\$1,168,329	\$1,168,329	
\$4,069,934	\$4,298,960	\$4,525,651	ADMINISTRATIVE SERVICES DEPARTMENT SUBTOTAL	\$5,033,057	\$5,033,057	\$5,033,057	
			CUSTOMER SERVICE DEPARTMENT				
\$824,025	\$970,942	\$1,085,748	General Services	\$1,232,918	\$1,232,918	\$1,232,918	
\$2,499,080	\$2,867,424	\$3,389,109	Customer Service & Utility Billing	\$3,697,979	\$3,697,979	\$3,697,979	
\$3,141,967	\$3,328,516	\$3,567,646	Field Customer Service	\$3,868,787	\$3,868,787	\$3,868,787	
\$6,465,072	\$7,166,882	\$8,042,503	CUSTOMER SERVICE DEPARTMENT SUBTOTAL	\$8,799,684	\$8,799,684	\$8,799,684	
			ENGINEERING AND OPERATIONS DEPARTMENT				
\$486,426	\$535,419	\$572,291	General Services	\$557,104	\$557,104	\$557,104	
\$4,394,411	\$4,864,863	\$5,789,431	System Operations	\$8,765,889	\$8,765,889	\$8,765,889	
\$2,642,943	\$2,664,808	\$3,142,702	Engineering	\$3,699,046	\$3,699,046	\$3,699,046	
\$1,380,525	\$1,360,552	\$1,519,248	Water Resources	\$2,104,052	\$2,104,052	\$2,104,052	
\$2,299,701	\$2,298,289	\$2,504,877	Asset Management	\$2,893,046	\$2,893,046	\$2,893,046	
\$673,514	\$525,344	\$573,517	Water Operations	\$676,033	\$676,033	\$676,033	
\$3,672,797	\$3,536,429	\$4,156,152	Construction And Maintenance	\$4,354,628	\$4,354,628	\$4,354,628	
\$15,550,317	\$15,785,704	\$18,258,218	ENGINEERING AND OPERATIONS DEPARTMENT SUBTOTAL	\$23,049,798	\$23,049,798	\$23,049,798	
			FINANCIAL SERVICES DEPARTMENT				
\$714,256	\$748,342	\$786,370	General Services	\$918,569	\$918,569	\$918,569	
\$3,014,057	\$3,304,213	\$3,333,472	Finance And Accounting	\$4,220,114	\$4,220,114	\$4,220,114	
\$0	\$0	\$0	Information Technology	\$0	\$0	\$0	
\$3,728,313	\$4,052,555	\$4,119,842	FINANCIAL SERVICES DEPARTMENT SUBTOTAL	\$5,138,683	\$5,138,683	\$5,138,683	
\$2,928,105	\$3,689,145	\$4,007,052	WATER SUPPLY PROGRAM SUBTOTAL	\$4,142,977	\$4,142,977	\$4,142,977	
\$2,751,547	\$3,075,444	\$3,376,770	INFORMATION TECHNOLOGY DEPARTMENT SUBTOTAL	\$3,931,592	\$3,931,592	\$3,931,592	
\$35,493,288	\$38,068,691	\$42,330,036	TOTAL PERSONNEL SERVICES	\$50,095,791	\$50,095,791	\$50,095,791	

Table 7-9: General Fund – Financial Requirements Detail (Form LB-31) (p. 2 of 3)

MATERIALS & SERVICES

GENERAL FUND
Fund 01

TUALATIN VALLEY WATER DISTRICT

FORM LB-31

HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025		
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED
			MATERIALS & SERVICES			
\$20,212,227	\$20,945,016	\$24,522,925	OTHER GENERAL FUND M&S: WATER PURCHASES	\$30,650,700	\$30,650,700	\$30,650,700
			ADMINISTRATIVE SERVICES DEPARTMENT			
\$492,704	\$1,594,136	\$3,403,494	General Services	\$3,533,326	\$3,533,326	\$3,533,326
\$201,062	\$352,636	\$652,606	Human Resources	\$562,258	\$562,258	\$562,258
\$637,134	\$667,277	\$796,820	Risk Management	\$1,200,820	\$1,200,820	\$1,200,820
\$152,773	\$73,256	\$221,100	Communications	\$659,600	\$659,600	\$659,600
\$1,483,672	\$2,687,305	\$5,074,020	ADMINISTRATIVE SERVICES DEPARTMENT SUBTOTAL	\$5,956,004	\$5,956,004	\$5,956,004
			CUSTOMER SERVICE DEPARTMENT			
\$490,497	\$639,317	\$592,371	General Services	\$1,017,988	\$1,017,988	\$1,017,988
\$1,378,124	\$1,273,293	\$1,497,453	Customer Service & Utility Billing	\$3,622,844	\$3,622,844	\$3,622,844
\$176,563	\$262,981	\$262,647	Field Customer Service	\$228,175	\$228,175	\$228,175
\$2,045,185	\$2,175,591	\$2,352,471	CUSTOMER SERVICE DEPARTMENT SUBTOTAL	\$4,869,007	\$4,869,007	\$4,869,007
			ENGINEERING AND OPERATIONS DEPARTMENT			
\$523,411	\$734,797	\$1,985,581	General Services	\$3,650,952	\$3,650,952	\$3,650,952
\$680,130	\$539,631	\$955,150	System Operations	\$1,350,900	\$1,350,900	\$1,350,900
\$23,081	\$12,190	\$15,500	Engineering	\$23,900	\$23,900	\$23,900
\$880,965	\$1,142,403	\$1,363,301	Water Resources	\$2,283,342	\$2,283,342	\$2,283,342
\$1,760,192	\$2,157,879	\$2,424,245	Asset Management	\$2,644,649	\$2,644,649	\$2,644,649
\$146,134	\$189,109	\$181,500	Water Operations	\$200,950	\$200,950	\$200,950
\$1,154,708	\$1,255,351	\$1,421,000	Construction And Maintenance	\$2,006,000	\$2,006,000	\$2,006,000
\$5,485,104	\$6,031,359	\$8,346,277	ENGINEERING AND OPERATIONS DEPARTMENT SUBTOTAL	\$12,160,693	\$12,160,693	\$12,160,693
			FINANCIAL SERVICES DEPARTMENT			
\$277,310	\$170,950	\$694,763	General Services	\$948,913	\$948,913	\$948,913
\$3,467,562	\$2,668,461	\$3,730,740	Finance And Accounting	\$5,037,045	\$5,037,045	\$5,037,045
\$0	\$0	\$0	Information Technology	\$0	\$0	\$0
\$3,744,872	\$2,839,411	\$4,425,503	FINANCIAL SERVICES DEPARTMENT SUBTOTAL	\$5,985,958	\$5,985,958	\$5,985,958
\$43,310	\$18,571	\$76,990	WATER SUPPLY PROGRAM SUBTOTAL	\$90,437	\$90,437	\$90,437
\$1,584,809	\$1,775,650	\$2,842,650	INFORMATION TECHNOLOGY DEPARTMENT SUBTOTAL	\$6,421,756	\$6,421,756	\$6,421,756
\$34,599,178	\$36,472,903	\$47,640,836	TOTAL MATERIALS & SERVICES	\$66,134,555	\$66,134,555	\$66,134,555

Table 7-10: General Fund – Financial Requirements Detail (Form LB-31) (p. 3 of 3)

CAPITAL OUTLAY
CAPITAL OUTLAY, TRANSFERS & CONTINGENCY
GENERAL FUND

FORM LB-31			Fund 01			TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025				
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED		
			CAPITAL OUTLAY					
\$0	\$0	\$0	LAND	\$0	\$0	\$0		
\$0	\$0	\$0	BUILDINGS	\$0	\$0	\$0		
\$0	\$0	\$0	OTHER IMPROVEMENTS	\$0	\$0	\$0		
\$282,549	\$123,288	\$705,950	EQUIPMENT	\$2,799,500	\$2,799,500	\$2,799,500		
\$282,549	\$123,288	\$705,950	TOTAL CAPITAL OUTLAY	\$2,799,500	\$2,799,500	\$2,799,500		
\$0	\$1,186,142	\$1,625,000	SPECIAL PAYMENTS (ROW FEES)	\$2,035,000	\$2,035,000	\$2,035,000		
\$0	\$10,000,000	\$0	SPECIAL PAYMENTS (PERS SIDE ACCOUNTS)	\$0	\$0	\$0		
			TRANSFERS TO OTHER FUNDS					
\$67,300,000	\$78,457,822	\$83,000,000	TO CAPITAL IMPROVEMENT/RESERVE FUNDS	\$120,000,000	\$120,000,000	\$120,000,000		
\$0	\$0	\$0	TO WILLAMETTE WATER SUPPLY FUND	\$0	\$0	\$0		
\$20,000	\$33,400	\$500,000	TO CUSTOMER EMERGENCY ASSISTANCE FUND	\$51,125	\$51,125	\$51,125		
\$0	\$0	\$0	TO REVENUE BOND DEBT SERVICE FUND	\$7,290,612	\$7,290,612	\$7,290,612		
\$67,320,000	\$78,491,222	\$83,500,000	TOTAL TRANSFERS	\$127,341,737	\$127,341,737	\$127,341,737		
\$0	\$0	\$20,000,000	OPERATING CONTINGENCY	\$20,000,000	\$20,000,000	\$20,000,000		
\$137,695,014	\$164,342,246	\$195,801,822	TOTAL EXPENDITURES	\$268,406,583	\$268,406,583	\$268,406,583		
<u>\$43,559,361</u>	<u>\$39,109,101</u>	<u>\$17,463,276</u>	UNAPPROPRIATED ENDING FUND BALANCE	<u>\$20,984,799</u>	<u>\$20,984,799</u>	<u>\$20,984,799</u>		
\$181,254,375	\$203,451,347	\$213,265,098	TOTAL REQUIREMENTS	\$289,391,383	\$289,391,383	\$289,391,383		

8 Capital-related Funds

8.1 Capital Improvement Fund (Fund 11)

The Capital Improvement Fund does not maintain a fund balance. All reserves for current and future capital investments are held in the Capital Reserve Fund and transferred as needed. The 2023-25 Budget includes expenditures of \$135.5 million for the District's capital improvements and \$388.1 million to fund joint venture capital improvements at the Joint Water Commission and continuing the development of the Willamette Water Supply System.

For a complete listing of District's capital projects in the 2023-25 Budget please see Section 8.1.5 for *CIP Appropriations in the 2023-25 Budget*.

8.1.1 Capital Improvement Plan (CIP) Overview

Each biennium the District updates its capital improvement plan, which includes expenditures for the Willamette Water Supply Program, Joint Water Commission, and in-District projects.

The WWSP was established to develop and deliver the Willamette Intake Facilities (WIF), Willamette Water Supply System (WWSS), and Metzger Pipeline East (MPE) to the District and its partners by July 2026. Once complete, the WWSS will be a seismically hardened water supply system designed to meet the long-term needs of the District's residential, commercial, and industrial customers. The District serves as managing agency to both the WIF and WWSS, which are set up as commissions governed by TVWD and its partners. More information on the WWSP and its projects is provided in Section 10.1 *Willamette Water Supply System* and Section 10.2 *Willamette Intake Facilities*.

The JWC is a partnership including the District and the cities of Hillsboro, Beaverton, and Forest Grove. The JWC operates a treatment plant and related storage and transmission facilities. As a member of the Joint Water Commission, the District owns capacity rights in JWC facilities. TVWD's capacity share of the JWC water treatment plant is 14.5 MGD, and the District owns rights to Barney Reservoir that provide 5,789 acre-feet²⁰ of stored water capacity. Barney Reservoir is one of the two primary impoundments that provide stored raw surface water supply to the JWC (the other is Hagg Lake).

For capital asset accounting and financial reporting purposes, the JWC and Barney Reservoir operate as joint ventures with assets being held by the JWC, and each member entity reflecting their respective ownership shares as investments in joint ventures. JWC members share actual operating and maintenance costs in proportion to their water usage and ownership shares. As a member of the JWC, the District also participates in the development of its budget.

For in-District projects, status updates on current projects and new project requests are prepared by the Engineering and Operations Department. The 2023-25 Budget and six-year CIP include in-District capital projects and the District's share of the WIF, WWSS, and JWC projects, all appropriated as capital outlay in the Capital Improvement Fund.

As managing agency, TVWD also incorporates the budgets adopted by the WWSS and WIF Board of Commissioners into the District's biennial budget, which are recorded as investment in joint ventures.

²⁰ 5,789 acre-feet is equivalent to 14.5 million gallons per day (MGD) for approximately 130 days.

The District budgets for minor capital outlay items such as security and field equipment, heating/cooling/air conditioning, and certain information technology hardware and software in the General Fund. In accordance with its policies, the District uses a capitalization threshold²¹ for machinery, furniture, and equipment. CIP projects in the Capital Improvement Fund are generally reserved for water system infrastructure, fleet, large facilities projects, and large information technology projects that require a significant amount of internal labor and overhead that can be capitalized with the projects.

The in-District CIP may also include WWSP-related water supply and major conveyance projects. One such project is Metzger Pipeline East, which will deliver WWSS water to the District’s Metzger service area by 2026.

8.1.2 CIP Projected Expenditures, Categories, and Sources of Funding

The table below presents a summary of the six-year CIP for the 2023-25 Budget.²²

Table 8-1: Six-Year CIP FY2024-FY2029 (\$ millions)

Project Category	Proposed Budget		Projected				Totals
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	
Source (TVWD)	\$2.8	\$1.8	\$0.5	\$4.3	-	-	\$9.5
Storage	12.4	8.5	-	-	1.8	3.9	26.6
Pump Stations	4.4	11.6	1.6	1.2	1.7	8.9	29.3
Pipeline	53.6	17.5	15.1	17.8	19.1	20.8	144.0
Facilities	0.9	2.2	0.6	0.6	1.7	0.4	6.3
Fleet Replacements	1.5	0.4	0.9	0.9	1.0	1.0	5.6
Meters & Services	8.9	8.9	9.7	10.1	2.1	2.2	41.9
Joint Venture: WWSS	246.1	139.2	44.1	7.3	-	-	436.6
Joint Venture: JWC	1.1	1.7	1.3	1.4	0.6	0.3	6.4
Totals	\$331.8	\$191.8	\$73.6	\$43.6	\$28.0	\$37.4	\$706.2

The District categorizes capital improvement projects into eleven categories, nine of which are listed above. These project categories improve the tracking and transparency of CIP projects. Each of the eleven categories is described below:

- A. Source (TVWD):** Includes the development, upgrade or expansion of infrastructure related to water supply resources.
- B. Storage:** Upgrades, expansion, replacement, and repairs of reservoirs and related infrastructure.
- C. Pump Stations:** Upgrades, expansion, replacement, and repairs of pump stations and related equipment (e.g., motors and monitoring systems).
- D. Pipeline:** Upgrades, expansion, replacement, and repairs of water transmission mains and distribution lines.

²¹ An asset will be capitalized if the expenditure exceeds \$7,500 and it has a useful life greater than one year.

²² All costs presented in this section (Section 8.1) include assumed inflation or construction cost escalation.

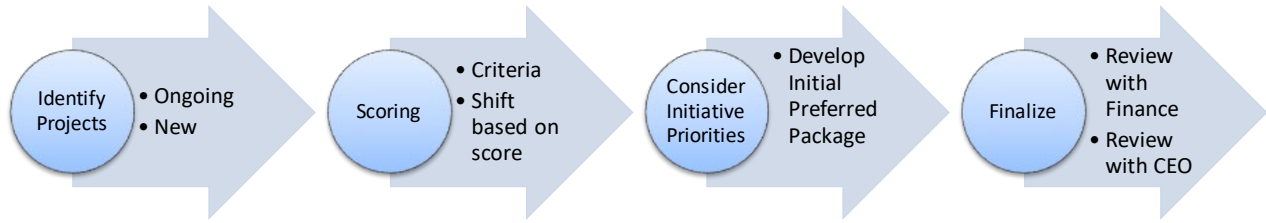
- E. Facilities:** Includes equipment replacements and improvements at District facilities for seismic upgrades, space planning, and safety/security.
- F. Fleet Replacements:** Scheduled replacements and new vehicles serving District operating, maintenance and capital construction needs.
- G. Information Technology:** The six-year CIP does not include any projects in this category. When budgeted, this category includes upgrades, expansion, and replacement of computer hardware and software requiring a significant amount of internal staff labor and overhead. All other information technology expenditures are budgeted in Section 7.5.7 *Information Technology Services Department* as either capital outlay or materials & services, depending on whether the expenditure will be capitalized or expensed.
- H. Meters and Services:** Includes new and replacement water meters and service installations. New services are paid from separate fees and developer contributions. For the 2023-25 Budget and six-year CIP, this category also includes the projected cost of the Advanced Metering Infrastructure project, or AMI.
- I. Joint Venture: WIF** – Includes the District’s share of a raw water intake facility located at the current Willamette River Water Treatment Plant in Wilsonville, Oregon. For the 2023-25 Budget and six-year CIP, only about \$11,000 in expenditures are projected for FY2024, so this category does not appear in Table 8-1 above.
- J. Joint Venture: WWSS** – Includes District’s share of Willamette Water Supply System resources, including supply facilities that convey raw water from the WIF, treat the raw water to potable standards, and convey the potable water to each partner’s distribution systems.
- K. Joint Venture: JWC** – Includes the District’s share of developments, upgrades, and expansions of water supply resources funded through TVWD’s joint venture partnership in the JWC.

Funding for the District’s CIP generally comes from water rates, system development charges (SDCs), separate fees paid by customers and developers, and available fund balance. However, the District will issue significant amounts of outside debt financing over the next several years to help fund its CIP, particularly its investments in the WWSP. For more discussion on the District’s CIP and financing plans (including WIFIA and revenue bonds), see Section 5 – *The Multi-Year Financial Outlook*.

8.1.3 CIP Development Process, Prioritization, & Individual Project Pages

As investments in the District’s water system infrastructure and future water supply take on increasing importance in terms of their financial requirements, the District continues to refine and enhance its CIP development process. The Engineering and Operations Department leads a cross-departmental team to develop the CIP using a deliberate approach to select and prioritize projects and confirm the financial feasibility of the CIP with available and projected resources. The following graphic illustrates the basics of the District’s CIP development process.

Figure 8-1: 4-step CIP Development Process



1. Identify Projects

Project identification involved selecting both:

- Ongoing CIP projects funded but not completed during the 2019-21 biennium, and
- New projects determined as critical to the District’s water system.

Project identification also considered the seismic vulnerability and reliability of other critical water system assets, mains replacement needs, and projects performed by in-house District staff such as smaller pipeline projects, meter installations based on projected customer growth.

Balancing in-District capital improvements with WWSP requirements was key financial consideration for the development of the District’s six-year CIP. Details on the District’s financial planning assumptions for the capital needs of the WWSP are outlined in Section 5 – *Multi-Year Financial Outlook*.

2. Scoring and Ranking Criteria

Each CIP project was scored and ranked in accordance with the criteria shown in Table 8-2 below. Higher scored projects were prioritized as either critical or near-term, mid-term, or long-term. All projects were placed on a long-term CIP schedule with cost estimates corresponding to their place on the schedule.

Table 8-2: Project Scoring Criteria

#	Criteria	Description
1	Impact on Economically Disadvantaged Communities	The degree to which the project improves or maintains equitable access to potable drinking water.
2	Seismic Resiliency	Measures the project’s ability to meet the Oregon Resilience Plan (ORP) goals by 2064.
3	Improvements to Meet Water System Standards	The degree to which the project addresses water system standards including water quality regulations, safety and security, customer demands, and Water System Master Plan criteria.
4	Criticality	The ability of the project to address potential system failures where the likelihood and consequence of failure is critical to maintaining the water system.
5	Required by Outside Agency	The degree to which the project meets external demands and expectations as it relates to roadway improvements or other similar improvements which require pipeline relocations or improvements.
6	Regional Partnerships	Measures the ability to meet requirements related to regional partnerships.
7	Environmental Benefits	Measures the ability to address environmental impacts (e.g., reducing long-term climate impacts, reduction in power usage, addressing water loss).
8	Financial & Economic Benefits	The degree to which the project is being funded by outside resources, or the degree to which the project achieves other economic savings.

Beginning on page C-9 in Appendix C, the project information sheets provide the weighted scoring and ranking of each project based on each criterion and overall.

3. Consider District Initiatives and Ongoing Programs

This step involved developing a prioritized CIP that considered the District’s Initiatives and ongoing programs that pertain to capital projects.

These programs and underlying goals are not new to the District. TVWD has actively sought to modernize many of its processes and procedures in recent biennia, and critical infrastructure has been identified as an initiative and key project in at least the last two budget cycles (i.e., since the District’s 2017-19 Biennial Budget). The preferred CIP package included in this 2023-25 Budget was developed, in part, with these programs in mind.

4. Internal Review and Proposed CIP

The CEO and CFO also reviewed the preferred CIP using the following means:

- Analysis in the District’s financial model while considering other requirements including:
 - Projected WWSP cash flow requirements, and
 - Preliminary 2023-25 operating budget estimates.
- Updates and revisions in accordance with direction provided by the CEO.

Finally, the CIP was then reviewed by the Budget Committee and Board of Commissioners as part of the regular budget development and public review process.²³

The projects with costs in the 2023-25 biennium are presented in Section 8.1.5. All projects in the six-year CIP are presented in Appendix C. Each project information sheet includes a map or picture, a detailed project description,²⁴ additional information including category and project manager, funding sources, an assessment of future operating cost impacts, and budget information. Project budget information is listed for the 2021-23 biennium, the 2023-25 Budget, the following four-year timeframe, and future year requirements if needed for projects that extend beyond the six-year CIP.

8.1.4 Six-Year CIP

The projected total cost of the six-year CIP is \$706.2 million. The largest components of TVWD's capital program over the next several years include infrastructure improvements to replace aging infrastructure, enhance service reliability, protect critical facilities, and implement the WWSS.

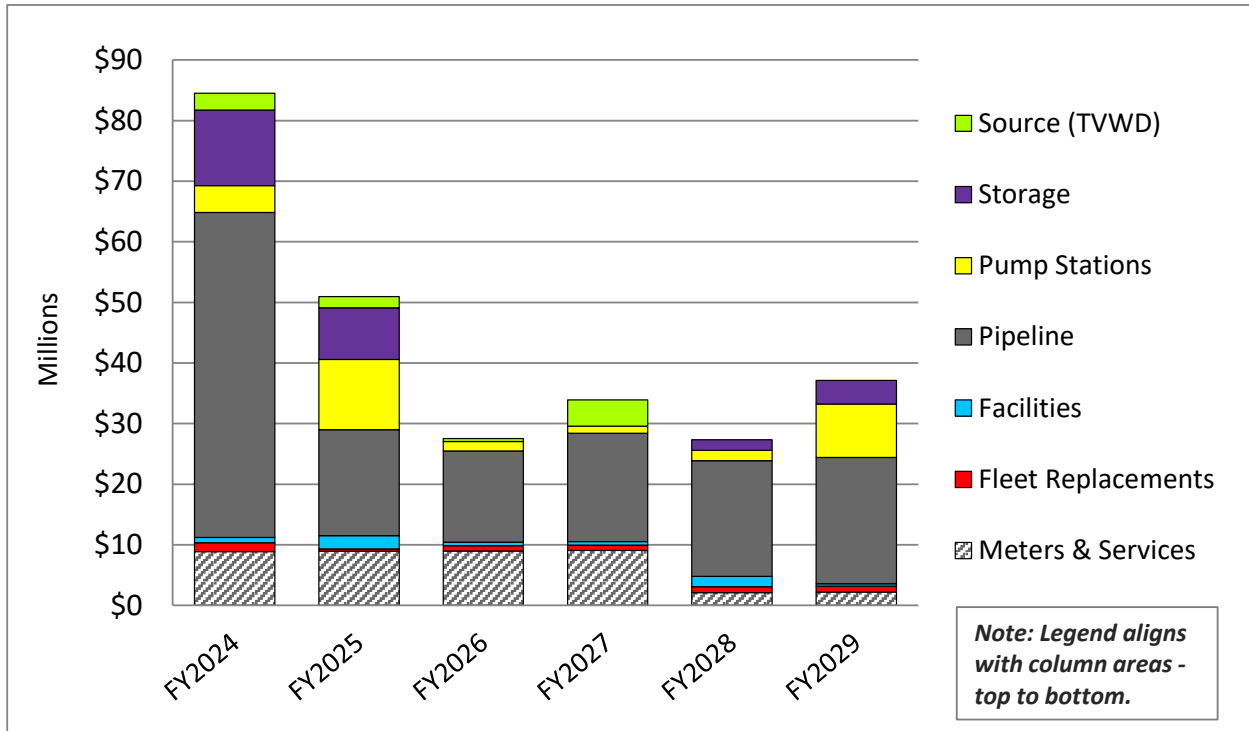
The largest group of *in-District* CIP expenditures is in the pipeline category (\$143.9 million), including the District's ongoing mains replacement program (\$48.9 million), agency-driven upgrades and renewals (\$13.9 million), and Metzger Pipeline East (\$51.9 million). Other significant expenditures in the six-year CIP include source improvements (\$9.5 million), storage projects (\$26.6 million), pump stations (\$29.3 million), and AMI (\$28.0 million).

Figure 8-2 below presents projected six-year costs for *in-District* projects by category.

²³ The CIP was presented at the first 2023-25 Budget Committee Workshop on April 18, 2023.

²⁴ As applicable, project descriptions also include a discussion on environmental/sustainability elements that will be incorporated into design and construction.

Figure 8-2: Six-Year Capital Improvement Plan Projects by Category (In-District only)



Joint Venture costs represent the bulk of the District’s six-year CIP, particularly those related to the WWSS, which is responsible for \$436.6 million. The JVC has also requested approximately \$6.4 million for the District’s share of project costs through FY2029. The next graph shows the District’s share of projected six-year costs for joint venture projects.

Figure 8-3: Six-Year Capital Improvement Plan Joint Venture Project Costs

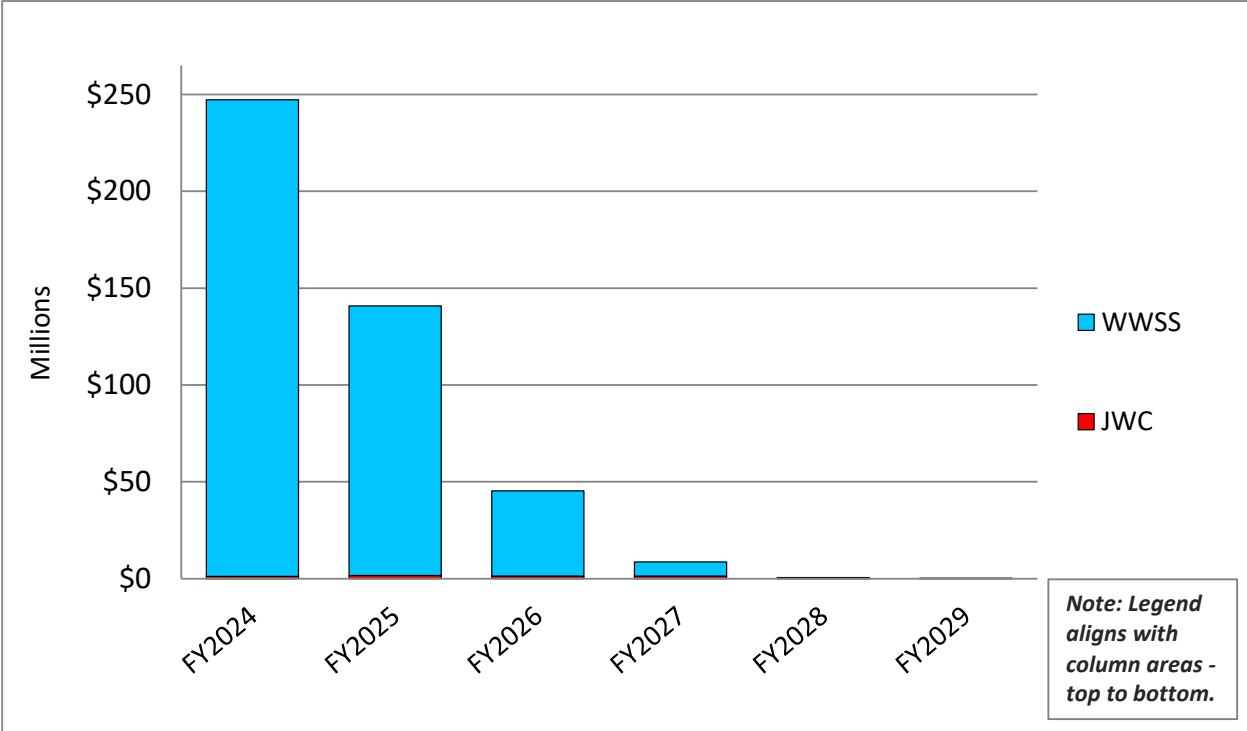
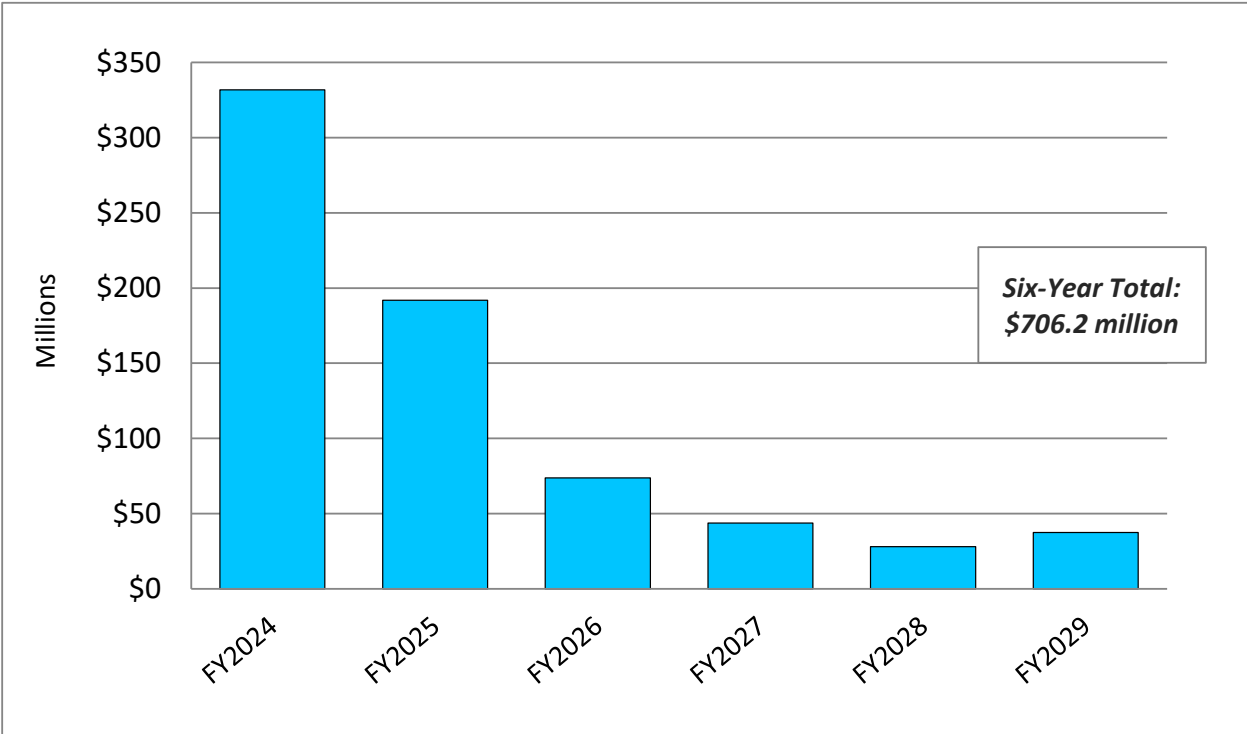


Figure 8-4 presents total projected costs for the six-year CIP.

Figure 8-4: Total Six-Year Capital Improvement Plan Costs (incl. District shares of Joint Ventures)



8.1.5 CIP Appropriations in the 2023-25 Budget

Appropriations for the first two years of the CIP (including in-District projects and the District's share of joint ventures) are incorporated in the 2023-25 Budget as capital outlay in the Capital Improvement Fund. The budget includes expenditures of \$135.5 million for the District's capital improvements (including fleet) and \$388.1 million to fund joint venture capital improvements at the WWSS, WIF, and JWC. Key projects for the biennium include:

A. Source (TVWD)

- \$2.3 million – Farmington Fluoride & Flow Control Facility

B. Storage

- \$20.2 million – Taylors Ferry Reservoirs & Site Seismic Improvements

C. Pump Stations

- \$3.1 million – Florence Pump Station & Piping Upgrades
- \$1.9 million – SCADA / PLC / ShakeAlert Upgrades
- \$9.8 million – 189th Pump Station & Pipeline

D. Pipeline

- Mains Replacement Program
 - \$3.6 million – 2023-25 portion of ongoing program
- Agency-Driven Upgrades and Renewals
 - \$3.7 million – Murray & Walker 42-inch Relocation
 - \$1.0 million – TV Hwy at 209th Main Relocation
- Other Pipeline
 - \$2.0 million – Kemmer Rd 24-inch Connection to Beaverton
 - \$49.3 million – Metzger Pipeline East (2023-25 portion of \$149.7 million total project cost)

E. Facilities

- \$527 thousand – Headquarters Space Planning & Implementation
- \$1.07 million – Property Purchase for future storage and pumping facility

F. Fleet Replacements

- \$1.9 million – 2023-25 portion of ongoing replacements program

G. Meters and Services

- \$3.25 million – 2023-25 portion of ongoing program for service installations for new and existing residential and commercial customers
- \$14.0 million – 2023-25 portion of \$29.8 million total project cost

H. Joint Ventures:

WWSS

- \$385 million – District's share of WWSS costs for design and construction of the WWSS projects, real estate and easements, permitting and mitigation, legal expenses, program management services, and management reserves. (2023-25 portion of \$436.6 million total District share in six-year CIP)

JWC

- \$2.84 million – District’s share of JWC costs for various capital repairs and replacements.
(2023-25 portion of \$6.4 million total District share in six-year CIP)

The table below (and on following pages) provides a summary of the District’s 2023-25 CIP Budget. Note the project page number in the Page column. These page numbers are included in Appendix C to this report. Appendix C includes the following information:

- The 2023-25 biennial summary presented below.
- A summary of the six-year CIP (i.e., FY2024 through FY2029).
- A summary of the criteria weighting system used to evaluate projects.
- Detailed project pages for each project included in the District’s six-year CIP.

Table 8-3: Capital Improvements in the 2023-25 Biennium (p. 1 of 3)

**TUALATIN VALLEY WATER DISTRICT
2023-2025 BIENNIAL BUDGET
Capital Improvement Plan by Project Category
Capital Improvements Fund (Fund 11)**

Category / Project	Value	Page
A. Source		
Center St Facility Seismic Roof & Piping Improvements	\$107,000	C - 9
Cornelius Pass Pipeline Rehabilitation	31,100	C - 11
Water Quality Integration Projects	463,000	C - 12
Booster Chlorination	1,764,000	C - 13
Farmington Fluoride & Flow Control Facility	2,300,000	C - 14
Total Source	\$4,665,100	
B. Storage		
Taylor's Ferry Reservoirs & Site Seismic Improvements	\$20,160,000	C - 15
Florence Lane Reservoir Coatings	813,900	C - 16
Total Storage	\$20,973,900	
C. Pump Stations		
Cooper Mountain Booster Pump Station Replacement	\$535,500	C - 19
Ridgewood View Surge Protection	214,000	C - 20
Florence Pump Station & Piping Upgrades	3,110,000	C - 21
SCADA / PLC / Shakealert Upgrades	1,894,000	C - 23
Pump Station Electrical Equipment Upgrade Program	105,400	C - 24
189th Pump Station & Pipeline	9,815,000	C - 25
Pump Replacement Program	316,000	C - 26
Total Pump Stations	\$15,989,900	

Table 8-4: Capital Improvements in the 2023-25 Biennium (p. 2 of 3)

TUALATIN VALLEY WATER DISTRICT
2023-2025 BIENNIAL BUDGET
 Capital Improvement Plan by Project Category

Capital Improvements Fund (Fund 11)

Category / Project	Value	Page
D. Pipeline		
Mains Replacement Program - Unidentified Projects	\$3,580,000	C - 27
Alfred St Main Replacement and Upgrade	466,000	C - 30
Multnomah Blvd 12-inch Connection	871,500	C - 31
Stoddard Dr Main Replacement	1,688,500	C - 37
Pipeline Upgrades and Renewals - Agency Driven		
Unidentified Agency-Driven Pipeline Upgrade & Renewal Projects	1,954,500	C - 38
Walker Rd 12-inch Replacement - 185th Ave to 174th Ave	703,500	C - 39
Murray Blvd & Walker Rd 42-inch Relocation	3,675,000	C - 40
TV Hwy at 209th Ave Main Relocation	987,000	C - 41
Hall Blvd over Hwy 217	31,100	C - 42
Thompson Rd at Tustin Ranch Dr	475,000	C - 43
Springville Rd - Joss Ave to PCC	673,000	C - 44
Development Opportunity & Reimbursement Projects		
Unidentified Development Opportunity & Reimbursement Projects	564,000	C - 45
Other Pipeline		
St. Vincent Emergency Supply Line	535,500	C - 54
Thompson 575 Connection	61,100	C - 55
Barnes Rd & Viewmont Dr Piping Improvements	766,000	C - 56
Minor System Improvements	226,000	C - 57
Metzger Pipeline East	46,069,338	C - 58
Metzger Pipeline East Real Estate	82,860	C - 59
Metzger Pipeline East System-Wide Costs	3,118,606	C - 60
Hydrant Replacements	316,000	C - 61
Kemmer Rd 24-inch Connection to Beaverton	2,000,000	C - 62
PRV / Vault Replacements & Upgrades: Unidentified Projects	1,262,000	C - 65
Transmission Mains CARV Rehabilitation	225,000	C - 66
Walker Rd & Meadow Dr PRV & Vault Replacement	792,500	C - 67
Total Pipeline	\$71,124,004	

Table 8-5: Capital Improvements in the 2023-25 Biennium (p. 3 of 3)

TUALATIN VALLEY WATER DISTRICT
2023-2025 BIENNIAL BUDGET
 Capital Improvement Plan by Project Category
 Capital Improvements Fund (Fund 11)

Category / Project	Value	Page
E. Facilities		
Headquarters Space Planning and Implementation	\$527,000	C - 69
HVAC Replacement Program	399,100	C - 70
Headquarters Yard Modifications	158,800	C - 71
Safety and Security Improvements	421,000	C - 72
Fuel Dispenser Replacement	62,100	C - 73
Headquarters Generator Tapbox Modification	155,500	C - 74
Mobile Office Trailer (CUBE)	82,800	C - 75
Vault - Dewatering Facility	26,800	C - 76
West Gate Motor Replacement	12,900	C - 77
Property Purchase for Future Storage and Pumping Facility	1,070,000	C - 78
Electric Vehicle Charging Infrastructure	160,500	C - 79
Total Facilities	\$3,076,500	
F. Fleet		
Fleet Replacements (per schedule)	\$1,888,500	C - 80
Total Fleet	\$1,888,500	
G. Meter and Service Installations		
Service Installations	\$3,245,000	C - 81
Customer Service: Meter Installations	520,000	C - 82
AMI Implementation	14,000,000	C - 83
Total Meter & Service Installations	\$17,765,000	
H. Joint Venture (TVWD Share of Total Project Costs)		
Joint Venture: WIF	\$4,334	C - 84
Joint Venture: WWSS	385,262,720	C - 85
JWC Capital Repair / Replacement	1,370,000	C - 86
JWC Misc. Minor capital / Non-CIP capital	208,200	C - 87
JWC New / Expansion Projects	264,900	C - 88
JWC Disinfection Mitigation - FEMA HMGP-DR-4599-OR	720,300	C - 89
JWC Disinfection Mitigation - Partner Match	80,000	C - 90
BRJOC Capital & Improvements	196,300	C - 91
Total Joint Venture	\$388,106,754	
Total 2023-25 Construction Fund Expenditures and Transfers	\$135,482,904	
Total 2023-25 Expenditures and Transfers including Joint Ventures	\$523,589,659	

8.1.6 Capital Improvement Fund Financial Position and Fund Balance Detail

Table 8-6: Capital Improvement Fund –Resources and Requirements Summary (Form LB-10)

FORM LB-10			Fund 11	TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025		
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED
			RESOURCES			
\$0	\$0	\$0	BEGINNING FUND BALANCE	\$0	\$0	\$0
\$7,304	\$46,641	\$0	INTEREST INCOME	\$0	\$0	\$0
\$0	\$833,523	\$3,320,000	CONTRIBUTED CAPITAL	\$3,500,000	\$3,500,000	\$3,500,000
			TRANSFERS IN:			
\$29,859,477	\$131,209,082	\$376,262,670	FROM CAPITAL RESERVE FUND	\$471,065,937	\$471,065,937	\$471,065,937
			FROM DEBT PROCEEDS FUND	\$49,023,722	\$49,023,722	\$49,023,722
\$29,866,781	\$132,089,246	\$379,582,670	TOTAL RESOURCES	\$523,589,659	\$523,589,659	\$523,589,659
			REQUIREMENTS			
			CAPITAL OUTLAY:			
\$151,959	\$688,672	\$7,785,100	SOURCE PROJECTS, TVWD	\$4,665,100	\$4,665,100	\$4,665,100
\$14,565,440	\$1,919,767	\$8,412,300	STORAGE (RESERVOIR) PROJECTS	\$20,973,900	\$20,973,900	\$20,973,900
\$138,991	\$2,611,092	\$2,000,800	PUMP STATIONS	\$15,989,900	\$15,989,900	\$15,989,900
0	0	\$0	VALVES & VAULTS & OTHER EQUIPMENT	\$0	\$0	\$0
\$6,013,364	\$26,851,695	\$101,746,362	PIPELINE	\$71,124,004	\$71,124,004	\$71,124,004
\$1,072,025	\$4,062,129	\$9,904,400	FACILITIES, FLEET & IT	\$4,965,000	\$4,965,000	\$4,965,000
\$620,921	\$411,131	\$0	LAND	\$0	\$0	\$0
\$2,131,609	\$1,204,399	\$3,637,500	METERS & SERVICES	\$17,765,000	\$17,765,000	\$17,765,000
\$0	<u>\$94,340,361</u>	<u>\$246,096,208</u>	JOINT VENTURE PROJECTS	<u>\$388,106,754</u>	<u>\$388,106,754</u>	<u>\$388,106,754</u>
\$24,694,309	\$132,089,246	\$379,582,670	TOTAL CAPITAL OUTLAY	\$523,589,659	\$523,589,659	\$523,589,659
			TRANSFERS OUT:			
\$5,172,472	\$0	\$0	TO GENERAL FUND			
\$0	\$0	\$0	UNAPPROPRIATED ENDING FUND BALANCE	\$0	\$0	\$0
\$29,866,781	\$132,089,246	\$379,582,670	TOTAL REQUIREMENTS	\$523,589,659	\$523,589,659	\$523,589,659

8.2 Capital Reserve Fund (Fund 18)

The Capital Reserve Fund is used to hold resources available for current and future capital investments for the District. Prior to FY2016, the District held reserves in the General and the Capital Improvement Funds. The use of the Capital Reserve Fund allows the flow of funds for current and future uses to be managed in a more transparent manner consistent with budgeting best practices. In anticipation of the significant costs associated with WWSS, the District has increased its reserves deliberately. These reserves are easily monitored in a single fund.

Resources for the fund include an anticipated beginning fund balance in the amount of \$108.8 million, system development charges, meter install fees and interest earnings totaling an additional \$17.7 million, and transfers in from the General Fund and Debt Proceeds Fund in the amount of \$434.4 million. The Capital Reserve Fund requirements include transfers out to the Capital Improvement Fund in the amount of \$471.1 million.

The ending balance of the Capital Reserve Fund is anticipated to decline by \$18.9 million as the District uses its reserves to fund its major investment in the WIF and WWSS. The District plans to use its existing capital reserves to fund its capital outlays in addition to the WIFIA loan and other long-term debt.

Table 8-7: Capital Reserve Fund – Financial Resources and Requirements Summary (Form LB-11)

FORM LB-11			Fund 18	TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025		
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED
RESOURCES						
\$77,107,239	\$100,771,833	\$56,508,462	BEGINNING FUND BALANCE	\$108,757,547	108,757,547	108,757,547
\$3,215,059	\$3,407,791	\$431,000	INTEREST INCOME	\$5,221,939	5,221,939	5,221,939
\$1,812,717	\$1,029,579	\$1,151,010	SALES OF METERS & SERVICES	\$3,576,750	3,576,750	3,576,750
\$12,488,955	\$12,968,218	\$9,574,073	SYSTEM DEVELOPMENT CHARGES	\$8,906,616	8,906,616	8,906,616
\$84,816,731	\$78,457,822	\$83,000,000	TRANSFERS IN: FROM GENERAL FUND	\$120,000,000	\$120,000,000	\$120,000,000
		<u>\$226,500,000</u>	FROM DEBT PROCEEDS FUND	<u>\$314,436,597</u>	<u>\$314,436,597</u>	<u>\$314,436,597</u>
		\$309,500,000	TOTAL TRANSFERS IN	\$434,436,597	\$434,436,597	\$434,436,597
\$179,440,701	\$196,635,243	\$377,164,545	TOTAL RESOURCES	\$560,899,449	\$560,899,449	\$560,899,449
REQUIREMENTS						
\$29,859,476	\$131,209,082	\$376,262,670	TRANSFERS OUT: TO CAPITAL IMPROVEMENT FUND	\$471,065,937	471,065,937	471,065,937
<u>\$48,809,392</u>	<u>\$0</u>	<u>\$0</u>	TO WATER SUPPLY FUND	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
\$78,668,868	\$131,209,082	\$376,262,670	TOTAL TRANSFERS OUT	\$471,065,937	471,065,937	471,065,937
\$100,771,833	\$65,426,161	\$901,875	RESERVED FOR FUTURE EXPENDITURE	\$89,833,512	\$89,833,512	\$89,833,512
\$179,440,701	\$196,635,243	\$377,164,545	TOTAL REQUIREMENTS	\$560,899,449	560,899,449	560,899,449

8.3 Willamette Water Supply Program Fund (Fund 15) – Retired

The Willamette Water Supply Program (WWSP) Fund was established in 2014 to track resources and expenditures associated with the development of the Willamette Water Supply System. Under the terms of an interim design and construction agreement with the City of Hillsboro, TVWD was the managing partner and appropriated all the costs while receiving reimbursements from Hillsboro. Effective July 1, 2019, the WWSS Commission joint venture superseded the interim design and construction agreement, and therefore the WWSP Fund was retired with the 2019-21 biennium and is only shown in the fund summaries for historical comparison.

Table 8-8: WWSP Fund – Financial Resources and Requirements Summary (Form LB-10)

FORM LB-10			Fund 15	TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025		
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED
RESOURCES						
\$0	\$0	\$0	BEGINNING FUND BALANCE	\$0	\$0	\$0
\$284,828	\$0	\$0	CONTRACT REIMBURSEMENTS	\$0	\$0	\$0
\$30,813,857	\$0	\$0	CONTRIBUTED CAPITAL	\$0	\$0	\$0
\$48,809,392	\$0	\$0	INTERFUND TRANSFERS	\$0	\$0	\$0
\$51,155	\$0	\$0	MISCELLANEOUS INCOME	\$0	\$0	\$0
\$79,959,232	\$0	\$0	TOTAL RESOURCES	\$0	\$0	\$0
REQUIREMENTS						
\$0	\$0	\$0	PERSONNEL SERVICES	\$0	\$0	\$0
\$622,090	\$0	\$0	MATERIALS & SERVICES	\$0	\$0	\$0
\$79,337,142	\$0	\$0	CAPITAL OUTLAY	\$0	\$0	\$0
	\$0	\$0	OPERATING CONTINGENCY	\$0	\$0	\$0
\$79,959,232	\$0	\$0	TOTAL EXPENDITURES	\$0	\$0	\$0
\$0	\$0	\$0	UNAPPROPRIATED ENDING FUND BALANCE	\$0	\$0	\$0
\$79,959,232	\$0	\$0	TOTAL REQUIREMENTS	\$0	\$0	\$0

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9 Debt-related Funds

9.1 Overview

The two funds described in this section are related to the District's capital financing plan and the issuance of debt. The capital financing plan considers the District's financial objectives and the mix of current and future funds available for capital investment to determine the optimal funding sources for the projected CIP expenditures. The optimal funding mix will be achieved by balancing the use of cash funding and debt proceeds to fund the CIP while minimizing increases to customers' rates.

9.1.1 Authority to Issue Debt

The District has authority under state law to enter into financial obligations for the borrowing options described above. Below are descriptions of the actions the District has taken to obtain the authority to issue debt.

ORDINANCES. At its April 17, 2019 regular meeting, the Board of Commissioners adopted Ordinance 01-19 (2019 Ordinance) authorizing the issuance of debt. The 2019 Ordinance authorizes \$600 million in net bond proceeds to fund capital expenditures, identifies an estimated additional \$80 million to fund debt service reserves and issuance costs, authorizes the District's participation in the WIFIA loan program as well as additional revenue bond issuances, and identifies the types of capital expenditures that may be funded by the borrowings.²⁵ The 2019 Ordinance also delegates to the District's CFO, Chief Executive Officer (CEO), or other designated employees of the District to issue the revenue bonds authorized by the 2019 Ordinance.

At its July 20, 2022 regular meeting, the Board adopted Ordinance 01-22 (2022 Ordinance) authorizing the issuance and sale of water revenue bonds in an amount sufficient to produce net proceeds of up to \$100 million for costs of system improvements, bringing the total amount authorized by these two ordinances to \$700 million. The 2022 Ordinance also authorized the issuance to refund water revenue bonds that are issued to provide interim financing and to refund water revenue bonds that produce debt service savings or achieve a favorable reorganization of outstanding bonds.

MASTER DECLARATION. On August 2, 2019, the District executed its master revenue bond declaration (Master Declaration). The Master Declaration establishes the terms under which the District's long-term borrowings are incurred and the terms under which future obligations may be issued on a parity. On September 15, 2020, the Master Declaration was supplemented as part of the WIFIA loan re-execution. Under certain future circumstances, the Master Declaration may be supplemented or amended further by Supplemental Declaration.

9.1.2 Other Debt Considerations

DEBT REFINANCING. Refunding obligations may be issued to retire all or a portion of an outstanding debt issue. Economic refundings may refinance high-coupon debt at lower interest rates to realize debt service savings. Alternatively, the District may conduct a refunding for reasons other than cost savings,

²⁵ The authorized capital expenditures include all system improvements of the District, including investments in the District's joint ventures such as the Willamette Water Supply System.

such as to restructure debt service payments, to change the type of debt instruments, to release restricted revenues, to ease administrative requirements, or to remove undesirable covenants.

REIMBURSEMENT DECLARATION. The District’s Board of Commissioners authorized the District’s Chief Executive Officer to declare official intent on behalf of the District to reimburse the District’s cash reserves for capital expenditures with the proceeds from tax-advantaged obligations. This authorization was approved by Resolution No. 08-13, adopted on June 19, 2013. In addition to this reimbursement declaration, the District’s Board further declared its intent as part of the Ordinance.

9.1.3 Schedule of Debt Issuance

Projected debt issuances are presented in Table 9-1 below. For WIFIA and each revenue bond issuance, the table includes the proceeds available for capital expenditures, estimated issuance costs, capitalized interest (WIFIA loan only), reserve requirements (revenue bonds only), and total issue amounts.

Table 9-1: Projected WIFIA Funding and Revenue Bond Issuances (\$ Millions)

	Proceeds for CIP	Premium	Issuance Costs [1]	Reserve Req. [2]	Capitalized Interest	Net Financed
Projected Debt Issuances						
WIFIA	\$387.7	\$0.0	\$0.0	\$0.0	\$25.5	\$413.2
FY2023 Revenue Bonds	81.9	(9.7)	0.6	0.0	0.0	72.8
FY2025 Revenue Bonds	119.8	0.0	1.0	9.2	0.0	130.0
Totals	\$589.4	(9.7)	\$1.6	\$9.2	\$25.5	\$616.0

[1] Revenue bond issuance costs assumed at 0.75% of the total amounts financed per year.

[2] Revenue bond reserve requirement assumed at maximum annual debt service (MADS) per issuance.

9.2 Debt Proceeds Fund (Fund 22)

The Debt Proceeds Fund was established in 2019-21 biennium. It tracks the proceeds received by the District from United States Environmental Protections Agency’s Water Infrastructure Finance and Innovation Act (WIFIA) loan program, revenue bonds, and other types of borrowings. The 2023-25 Budget includes resources and requirements of \$363.5 million. The resources are draws from the District’s WIFIA loan and revenue bond issues, and the requirements are transfers to the CIP Fund to pay for capital expenditures directly or the Capital Reserve Fund to reimburse the District for capital outlays in the WIF, WWSS, and other district capital expenditures. The District issued revenue bonds in May 2023 and may issue additional bonds in the 2023-25 biennium.

Table 9-2: Debt Proceeds Fund – Financial Resources and Requirements Summary (Form LB-10)

FORM LB-10		Fund 22		TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			ITEM	BIENNIAL BUDGET FOR 2023-2025		
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED
			RESOURCES			
	\$0	\$0	BEGINNING FUND BALANCE	\$99,023,722	\$99,023,722	\$99,023,722
	\$0	\$0	INTEREST INCOME	\$330,079	\$330,079	\$330,079
	\$0	\$226,500,000	DEBT PROCEEDS	\$264,106,518	\$264,106,518	\$264,106,518
	\$0	\$226,500,000	TOTAL RESOURCES	\$363,460,319	363,460,319	363,460,319
			REQUIREMENTS			
			TRANSFERS OUT OF FUND:			
	\$0	\$0	TRANSFERS TO CAPITAL IMPROVEMENT FUND	\$49,023,722	\$49,023,722	\$49,023,722
	\$0	\$226,500,000	TRANSFERS TO CAPITAL RESERVE FUND	\$314,436,597	\$314,436,597	\$314,436,597
	\$0	\$226,500,000	TOTAL TRANSFERS OUT OF FUND	\$363,460,319	\$363,460,319	\$363,460,319
	\$0	\$0	UNAPPROPRIATED ENDING FUND BALANCE	\$0	\$0	\$0
	\$0	\$226,500,000	TOTAL REQUIREMENTS	\$363,460,319	\$363,460,319	\$363,460,319

9.3 Revenue Bond Debt Service Fund (Fund 31)

The Revenue Bond Debt Service Fund accounts for the District’s obligations for principal and interest payments on its outstanding revenue bonds. The District closed on its series 2023 revenue bonds on May 31, 2023. For the 2023-25 biennium, the District debt service schedule includes interest only payments on the series 2023 revenue bonds. Principal payments will begin in 2028.

The District has executed a WIFIA loan agreement to assist with the funding of the WWSS. In general, WIFIA loan terms allow for deferred repayment, beginning up to five years after completion of the WIFIA-funded project. The District’s WIFIA loan calls for repayment beginning in 2028. The District’s WIFIA loan is a revenue bond, and the repayment of the loan will be accounted for in this fund.

For detailed schedules of the District’s projected debt repayments, see Appendix D.

Table 9-3: Revenue Bond DS Fund – Financial Resources and Requirements Summary (Form LB-35)

FORM LB-35			Fund 31	TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025		
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED
			RESOURCES			
\$0	\$0	\$0	CASH ON HAND FOR REVENUE BONDS	\$0	\$0	\$0
\$0	\$0	\$0	TRANSFERS FROM GENERAL FUND	\$7,290,612	\$7,290,612	\$7,290,612
\$0	\$0	\$0	MISCELLANEOUS REVENUE - REV. BONDS	\$0	\$0	\$0
\$0	\$0	\$0	INTEREST ON INVESTMENTS	\$0	\$0	\$0
\$0	\$0	\$0	TOTAL RESOURCES	\$7,290,612	\$7,290,612	\$7,290,612
			REQUIREMENTS			
\$0	\$0	\$0	EXPENDITURE FOR BOND PRINCIPAL	\$0	\$0	\$0
\$0	\$0	\$0	EXPENDITURES FOR INTEREST			
			2023 Revenue Bonds (12/01/2023)	\$1,830,237	\$1,830,237	\$3,660,474
			2023 Revenue Bonds (06/01/2024)	\$1,820,125	\$1,820,125	\$3,640,250
			2023 Revenue Bonds (12/01/2024)	\$1,820,125	\$3,640,250	\$5,460,375
			2023 Revenue Bonds (06/01/2025)	<u>\$1,820,125</u>	<u>\$3,640,250</u>	<u>\$5,460,375</u>
\$0	\$0	\$0	TOTAL EXPENDITURES - REVENUE BONDS	\$7,290,612	\$7,290,612	\$7,290,612
\$0	\$0	\$0	REVENUE BOND RESERVE	\$0	\$0	\$0
\$0	\$0	\$0	ENDING FUND BALANCE	\$0	\$0	\$0
\$0	\$0	\$0	TOTAL REQUIREMENTS	\$0	\$0	\$0

10 Partnership Funds

10.1 Willamette Water Supply System Fund (Fund 45)

The Willamette Water Supply System (WWSS) Fund was established in the 2019-21 biennium to account for the activities of the WWSS Commission. The WWSS Commission is a joint venture formed by an intergovernmental agreement with the cities of Beaverton, Hillsboro, and the District. The WWSS Commission is established to design, construct, and operate the WWSS for the mutual benefit of the partners. The system is scheduled to be operational by July 2026.

Prior to establishing the WWSS Commission, TVWD and Hillsboro began the design and construct of the WWSS infrastructure under an interim design and construction agreement. TVWD served as the managing partner for that agreement and accounted for the resources and requirements of those activities in a separate WWSP Fund. With the establishment of the WWSS Commission, the assets and liabilities were transferred to the new joint venture. The District serves as the managing agency for the WWSS, and as such, appropriates the full costs for operations and capital in the WWSS Fund, while the District's share of the operational and capital costs of the WWSS are budgeted in the General Fund and Capital Improvement Fund respectively. Additionally, the District's labor and overhead costs are reimbursed by the WWSS Fund to the General Fund. The WWSS is audited separately, and the fund is not included as part of TVWD's audited financial statements.

The 2023-25 Budget for the WWSS Commission includes \$3.0 million in M&S and \$651.2 million in Capital Outlays. The fund also has a General Operating Contingency of \$269,000.

Table 10-1: WWSS Fund – Financial Resources and Requirements Summary (Form LB-10)

FORM LB-10			Fund 45	TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			ITEM	BIENNIAL BUDGET FOR 2023-2025		
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED
RESOURCES						
	\$0	\$0	BEGINNING FUND BALANCE	\$0	\$0	\$0
	\$1,182,583	\$2,578,405	ADMINISTRATIVE FEES	\$2,967,100	\$2,967,100	\$2,967,100
	\$48,791	\$0	OTHER REVENUES	\$0	\$0	\$0
	\$156,484,456	\$452,289,650	CONTRIBUTED CAPITAL	\$651,226,029	\$651,226,029	\$651,226,029
	\$157,715,830	\$454,868,055	TOTAL RESOURCES	\$654,193,129	\$654,193,129	\$654,193,129
REQUIREMENTS						
	\$0	\$0	PERSONNEL SERVICES	\$0	\$0	\$0
	\$1,182,583	\$2,343,405	MATERIALS & SERVICES	\$2,698,100	\$2,698,100	\$2,698,100
	\$156,533,247	\$452,289,650	CAPITAL OUTLAY	\$651,226,029	\$651,226,029	\$651,226,029
	\$0	\$235,000	OPERATING CONTINGENCY	\$269,000	\$269,000	\$269,000
	\$157,715,830	\$454,868,055	TOTAL EXPENDITURES	\$654,193,129	\$654,193,129	\$654,193,129
	\$0	\$0	UNAPPROPRIATED ENDING BALANCE	\$0	\$0	\$0
	\$157,715,830	\$455,103,055	TOTAL REQUIREMENTS	\$654,193,129	\$654,193,129	\$654,193,129

10.2 Willamette Intake Facilities Fund (Fund 44)

The Willamette Intake Facilities (WIF) Fund was established in April 2018, when the District entered into an intergovernmental agreement with cities of Beaverton, Hillsboro, Sherwood, Tigard, and Wilsonville to create the WIF Commission. The WIF Commission’s purpose is to own, operate, and maintain the assets of the WIF, which are used to draw and distribute water to the existing Willamette River Water Treatment Plant serving the cities of Sherwood and Wilsonville, and to the future Willamette Water Supply System (WWSS) Treatment Plant being constructed to serve the WWSS members which include Beaverton, Hillsboro, and TVWD.

The District serves as the managing agency of the WIF and is responsible for planning, budgeting, administration, accounting, and capital project management. The budget is set by the WIF governing body and administered by the District. Resources are funded through member dues for operations and capital contributions (which fund the capital expenditures). The 2023-25 Budget includes \$1.0 million in M&S appropriations, \$11,000 in Capital Outlay, and \$101,000 for General Operating Contingency. The WIF is audited separately, and the fund is not included as part of TVWD’s audited financial statements.

Table 10-2: WIF Fund – Financial Resources and Requirements Summary (Form LB-10)

FORM LB-10			Fund 44	TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			ITEM	BIENNIAL BUDGET FOR 2023-2025		
ACTUAL 17-19	ACTUAL 19-21	AMENDED BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED
RESOURCES						
\$0	\$9,658	\$0	BEGINNING FUND BALANCE	\$0	\$0	\$0
\$73,092	\$229,818	\$1,163,920	ADMINISTRATIVE FEES	\$1,114,495	\$1,114,495	\$1,114,495
\$0	\$0	\$0	INTEREST EARNINGS	\$0	\$0	\$0
\$2,372,148	\$6,722,827	\$6,533,736	CAPITAL CONTRIBUTIONS	\$11,000	\$11,000	\$11,000
\$2,445,240	\$6,962,303	\$9,880,250	TOTAL RESOURCES	\$1,125,495	\$1,125,495	\$1,125,495
REQUIREMENTS						
\$0	\$0	\$0	PERSONNEL SERVICES	\$0	\$0	\$0
\$63,434	\$239,476	\$1,056,920	MATERIALS & SERVICES	\$1,013,495	\$1,013,495	\$1,013,495
\$2,372,148	\$6,722,827	\$6,533,736	CAPITAL OUTLAY	\$11,000	\$11,000	\$11,000
\$0	\$0	\$107,000	OPERATING CONTINGENCY	\$101,000	\$101,000	\$101,000
\$2,435,582	\$6,962,303	\$7,697,656	TOTAL EXPENDITURES	\$1,125,495	\$1,125,495	\$1,125,495
\$9,658	\$0	\$0	UNAPPROPRIATED ENDING BALANCE	\$0	\$0	\$0
\$2,445,240	\$6,962,303	\$7,697,656	TOTAL REQUIREMENTS	\$1,125,495	\$1,125,495	\$1,125,495

10.3 Willamette River Water Coalition Fund (Fund 41)

This fund accounts for the activities of the Willamette River Water Coalition (WRWC), a coalition of four local governments of which the District is a member. The organization’s purpose is to preserve water rights to the Willamette River for municipal and industrial uses. An annual work plan and budget is adopted by the WRWC governing body and administered by the District. Resources for the WRWC Fund come from member agency dues based on a formula agreed to in the intergovernmental agreement. The balance on July 1, 2023, is projected at \$2,000. The 2023-25 Budget includes M&S expenditures of \$279,300 and General Operating Contingency \$27,900. There is no planned Capital Outlay for the WRWC. The WRWC is audited separately, and the fund is not included as part of TVWD’s audited financial statements.

Table 10-3: WRWC Fund – Financial Resources and Requirements Summary (Form LB-10)

FORM LB-10			Fund 41	TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			ITEM	BIENNIAL BUDGET FOR 2023-2025		
ACTUAL 17-19	ACTUAL 19-21	AMENDED BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED
RESOURCES						
\$24,074	\$8,110	\$3,853	BEGINNING FUND BALANCE	\$2,000	\$2,000	\$2,000
\$400	\$285	\$192	INTEREST INCOME	\$555	\$555	\$555
\$91,000	\$125,000	\$125,950	ADMINISTRATIVE FEES	\$307,200	\$307,200	\$307,200
\$115,474	\$133,395	\$129,995	TOTAL RESOURCES	\$309,755	\$309,755	\$309,755
REQUIREMENTS						
\$0	\$0	\$0	PERSONNEL SERVICES	\$0	\$0	\$0
\$107,364	\$112,978	\$114,300	MATERIALS & SERVICES	\$279,300	\$279,300	\$279,300
\$0	\$0	\$0	CAPITAL OUTLAY	\$0	\$0	\$0
\$0	\$0	\$11,650	OPERATING CONTINGENCY	\$27,900	\$27,900	\$27,900
\$107,364	\$112,978	\$125,950	TOTAL EXPENDITURES	\$307,200	\$307,200	\$307,200
\$8,110	\$133,395	\$118,345	UNAPPROPRIATED ENDING FUND BALANCE	\$2,555	\$2,555	\$2,555
\$115,474	\$133,395	\$129,995	TOTAL REQUIREMENTS	\$309,755	\$309,755	\$309,755

10.4 Customer Emergency Assistance Fund (Fund 43)

The Customer Emergency Assistance (CEA) Fund’s purpose is to account for the resources and requirements used to provide emergency bill assistance to qualified District customers. A third-party administrator reviews and qualifies requests from customers facing temporary financial hardships.

The resources for the CEA Fund include funds transferred from the General Fund and funds donated directly from customers, District staff, and members of the Board of Commissioners. The 2023-25 Budget includes resources for the CEA Fund totaling \$286,250. The 2023-25 Budget appropriates \$267,550 for customer assistance and \$18,700 for third-party administrative costs. The District appropriates all the resources of the CEA Fund to assist customers. As a result, the ending balance of the CEA Fund is budgeted to be zero. However, depending on the donations received and the needs of the District’s customers, the actual ending fund balance for the CEA Fund may exceed budget. Regardless of ending fund balances, the District anticipates continued funding of transfers to the CEA Fund in future years to assist customers.

Table 10-4: CEA Fund – Financial Resources and Requirements Summary (Form LB-10)

FORM LB-10			Fund 43				TUALATIN VALLEY WATER DISTRICT		
HISTORICAL DATA			I T E M	BIENNIAL BUDGET FOR 2023-2025					
ACTUAL 17-19	ACTUAL 19-21	BUDGET 21-23		2023-25 PROPOSED	2023-25 APPROVED	2023-25 ADOPTED			
R E S O U R C E S									
6608	\$9,158	\$5,000	BEGINNING FUND BALANCE	\$250,000	\$250,000	\$250,000			
\$11,307	\$24,691	\$26,000	OTHER REVENUES	\$15,000	\$15,000	\$15,000			
\$146	\$716	\$35	INTEREST EARNINGS	\$3,750	\$3,750	\$3,750			
\$20,000	\$33,400	\$500,000	TRANSFERS FROM GENERAL FUND	\$51,125	\$51,125	\$51,125			
\$38,061	\$67,965	\$531,035	TOTAL RESOURCES	\$319,875	\$319,875	\$319,875			
R E Q U I R E M E N T S									
\$6,708	\$3,792	\$34,700	MATERIALS & SERVICES						
\$22,195	\$29,970	\$496,335	Payments to servicing agent	\$20,900	\$20,900	\$20,900			
			Payments to customers	\$298,975	\$298,975	\$298,975			
\$0	\$0	\$0	OPERATING CONTINGENCY	\$0	\$0	\$0			
\$28,903	\$33,762	\$531,035	TOTAL EXPENDITURES	\$319,875	\$319,875	\$319,875			
\$9,158	\$34,203	\$0	UNAPPROPRIATED ENDING BALANCE	\$0	\$0	\$0			
\$38,061	\$67,965	\$531,035	TOTAL REQUIREMENTS	\$319,875	\$319,875	\$319,875			

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11 Supplemental Information

11.1 Description of the Tualatin Valley Water District²⁶

Tualatin Valley Water District (TVWD or District) is a domestic water supply district operating as authorized by Oregon Revised Statutes (ORS), chapter 264. The District is not a component unit of any other entity, as defined by the Governmental Accounting Standards Board. It is governed by a five-member Board of Commissioners (Board) that sets policy and appoints a Chief Executive Officer, who is charged with management of the District.

TVWD is organized into six departments. The six departments are Administrative Services, Customer Service, Engineering & Operations, Finance, Water Supply Program, and Information Technology Services. The 2023-25 Budget includes a total of 146 full-time employee positions, a net increase of four positions from the 2021-23 biennium.

Table 11-1: TVWD Board of Commissioners as of June 30, 2023

<i>Name, Board Position</i>	<i>Four-Year Terms Ending</i>
Todd Sanders, Ph.D., President	June 30, 2027
Jim Duggan, P.E., Vice President	June 30, 2025
Carl Fisher, Treasurer	June 30, 2025
Jim Doane, P.E., Secretary	June 30, 2027
Elliot Lisac, Acting Secretary	June 30, 2025

Chief Executive Officer

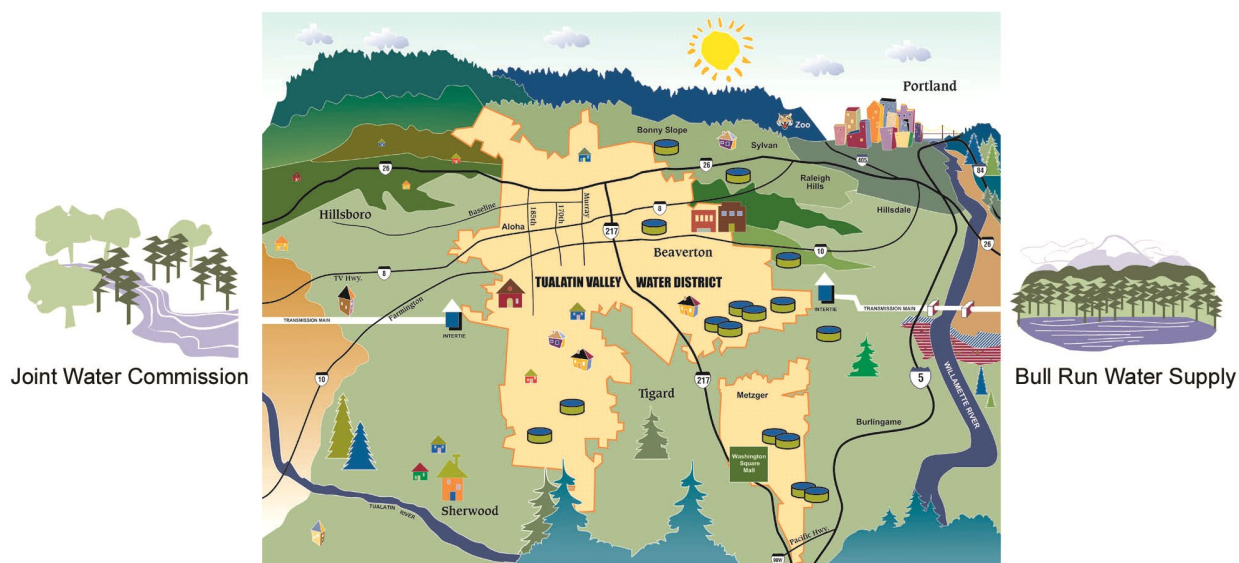
Tom Hickmann, P.E.

TVWD is located west of the City of Portland, in suburban Washington County, Oregon. Currently, TVWD has approximately 61,000 service connections and serves about 224,600 people in portions of the cities of Beaverton, Hillsboro, Tigard, and unincorporated Washington County.

Located in northwestern Oregon, Washington County is one of the counties that comprise the Portland Metropolitan Statistical Area. The early economy of the Washington County area grew because of fertile agricultural and timberlands, and its access to the Willamette and Columbia rivers. The area began developing as a suburb of Portland, but has since developed its own economic base, which includes high technology, retail trade, and distribution. Large employers include Intel, Nike, Maxim Integrated Products, Reser's Fine Foods, and Providence Health Systems.

²⁶ TVWD website: www.tvwd.org; Finance Department home page: <https://www.tvwd.org/finance>.

11.2 Water System



TVWD currently purchases all its water supply from two sources: The City of Portland and the Joint Water Commission (JWC). Together, these two sources provide the District with 7.82 billion gallons of water annually.

The City of Portland water system consists of the Bull Run watershed and Columbia South Shore wellfield. In 2006, TVWD entered into an Intergovernmental Agreement with Portland that provides water supplies for an initial 10-year term. The contract is renewable for additional terms. During FY2022, the District purchased an average of 74.5% of its supply from Portland through this agreement.

The Joint Water Commission (JWC) source obtains supplies from the Tualatin and Trask River watersheds with impoundments at Hagg Lake/Scoggins Dam and Barney Reservoir. The JWC is a partnership of TVWD and the cities of Hillsboro, Forest Grove, and Beaverton. The JWC partnership owns and operates water supply, treatment, and transmission facilities. TVWD currently owns 14.5 million gallons per day (MGD) of capacity in the JWC treatment plant and similar capacity in the other JWC assets. The District also has a 35% ownership position in Barney Reservoir. In FY2020, about 25.5% of the District's water supply came from the JWC.

In addition to these two primary sources, TVWD has an aquifer storage and recovery (ASR) well at its Grabhorn reservoir site. The Grabhorn ASR facility provides approximately 300 million gallons of treated water storage and can deliver up to 2.5 MGD of water for summer peak-season supply and emergency use.

Finally, the WRWC, in which TVWD is a member, has a 130 MGD permitted water right on the Willamette River as a future source. TVWD also owns a portion of the Willamette River Water Treatment Plant (WRWTP) located in Wilsonville. In 2007, TVWD assigned its water right to the WRWC, and the Oregon Water Resources Department issued the Final Order extending WRWC's Willamette River Water Right Permit until October 1, 2047.

These water rights will be used in conjunction with the District's development of the Willamette Water Supply Program (WWSP) over the next decade. The WWSP is a key theme for this 2023-25 Budget and

future budgets. See Section 2, Section 7.5.6, Section 8.1, and Section 10 for more information. The WWSP website www.ourreliablewater.org provides additional detail.

The District’s transmission and distribution system totals 752 miles in length, with pipelines ranging from 2 to 60 inches in diameter. The District has a total of 23 reservoirs (covered tanks) in service with a combined storage capacity of 67 million gallons (MG) as well as 14 pump stations. All major pump stations and reservoirs are equipped with Supervisory Control and Data Acquisition (SCADA) equipment to monitor and control system operations.

11.3 Customer Base and Economic Profile

Substantially all TVWD operating revenues are derived from the sale of water to residential, commercial, and industrial customers. The District is 95% residential & multifamily, with the remaining 5% of customers classified as commercial, production and irrigation customers. Water is sold wholesale to other neighboring water providers through wheeling arrangements.

The table below provides a listing of the District’s ten largest customers in FY2022, their water usage in CCF during FY2020 and their water usage as a percent of total customer usage in the District. The District is proud to be home to the Nike World Headquarters, two large high technology manufacturing facilities, a food processing firm, and a major regional hospital.

Table 11-2: Largest TVWD Customers

Customer	Consumption (CCF)	Percent
Intel Oregon	388,648	4.13%
Maxim Integrated Products	352,033	3.74%
Nike INC	146,269	1.56%
Resers Fine Foods	115,739	1.23%
US Golf Services	72,088	0.77%
Providence Health Systems	60,845	0.65%
Panzer Nursery Inc	59,966	0.64%
Heritage Village Mobile Park	57,825	0.61%
Stack Infrastructure	57,307	0.61%
OHSU West Campus	53,547	0.57%
Top Ten:	1,364,267	14.51%
All Other Consumers:	8,039,160	85.49%
Total All Customers	9,403,427	100%

The region the District serves continues to fare better as a whole than the state of Oregon for employment and income, although all sectors were drastically affected by the COVID-19 Crises. Unemployment statistics are unavailable for the District, however, as of March 2021, the unemployment rate for Washington County stood at 5.2% compared to 6.0% for the state. Business services, manufacturing, trade, and transportation showed the most growth during the past year. Employment in construction and leisure/hospitality services also have seen improvements while government and education have remained relatively flat.

Washington County also enjoys the highest median household income in Oregon. Based on the most recent data available (2019), the county’s per capita income ranked first at \$64,043 and is about 23% higher the state-wide per capita income of \$53,191. The District is fortunate to serve one of the most economically viable areas of the state.

11.4 Water Rates and Typical Bills

The District’s water rate structure is based on a two-tier inclining block, which is common in the industry. Single-family residential customers are charged the higher block two rate after the first 14 CCF within a billing cycle. (1 CCF or hundred cubic feet = 748 gallons). All other customers classes, including multifamily and commercial, are assessed the higher block two rate for any water use more than 140% of their water volume based on a 12-month moving average calculated for each customer.

The District’s Board of Commissioners adjusts water annually following a public notification process and after conducting a public hearing. More recently, the Board has adopted annual rate increases for a two-year period to match its biennial budget cycle. Revised water rates go into effect each November 1st following the summer watering season. More information on the District’s water rates – including current rates in effect can be found on the District’s website:

- Single-Family Residential rates:
<https://www.tvwd.org/customer-services/residential-water-rates.aspx>
- Commercial rates and all other customer classes:
<https://www.tvwd.org/district/page/commercial-water-rates>

The table below illustrates a typical monthly bill over the past seven years for a single-family residential customer, which represent about 93% of the District’s customer base. All water purchased in the table below is billed at the block one rate. Seasonal summer bills may be higher based on the water use for each customer.

Table 11-3: Typical Single Family Residential Customer Bill*

Effective Nov 1	Fixed Charge	Volume Charge	Total Monthly Bill	Monthly Increase
2016	\$12.29	\$4.06	\$40.71	-
2017	\$13.95	\$4.61	\$46.22	\$5.51
2018	\$15.83	\$5.23	\$52.44	\$6.22
2019	\$16.40	\$5.42	\$54.34	\$1.90
2020	\$16.99	\$5.62	\$56.33	\$1.99
2021	\$18.60	\$6.15	\$61.65	\$5.32
2022	\$21.25	\$7.03	\$70.46	\$8.81

*Based on 5/8-inch meter and 7 CCF of water volume per month. Most District customers are billed on a bi-monthly basis. The charges are shown as a monthly cost for ease of comparison to other utility services.

More information on the District's financial reporting can be found on the District's website:

1. **Biennial Budget** <https://www.tvwd.org/finance/page/budget>
2. **Annual Comprehensive Financial Reports** <https://www.tvwd.org/finance/page/annual-comprehensive-financial-report>
3. **Long-Term Financial Plan** <https://www.tvwd.org/finance/page/financial-plan-0>
4. **Financial Management Policies** https://www.tvwd.org/sites/default/files/fileattachments/finance/page/92/2022_tvwd_financial_management_policies.pdf

11.5 Glossary

Adopted Budget: See Budget Phases.

Appropriation: The legal authorization to spend funds. The Board of Commissioners adopts a Resolution setting budget appropriation for the ensuing biennium. Expenditures cannot legally exceed appropriations, and appropriations lapse at the end of the biennium.

Approved Budget: See Budget Phases.

Aquifer Storage and Recovery (ASR): Pumping of winter water into an aquifer for recovery during summer peak season.

Assessed Value (AV): The value of a property, as determined by the Department of Assessment and Taxation. AV is used to compute the rate per \$1,000 needed to pay the District's General Obligation Debt. (Note: TVWD has no General Obligation Debt outstanding)

Asset Management: Maintaining data about equipment and property including maintenance activities, specifications, purchase date, expected lifetime, warranty information, service contracts, service history, spare parts, criticality (risk of failure), life cycle costs, and other information.

Average Daily Flow: The average flow in a system during a 24-hour period, expressed in million gallons per day (MGD), and determined for a multiple day period (i.e., month, quarter, year).

Audit: The annual review and report of the financial status and procedures of the District, performed by an outside auditor. The report addresses the financial condition of each fund and compares actual expenditure and revenues to budgeted amounts. The audit also reviews procedures for compliance with statutes.

Balanced Budget: Under Oregon Local Budget Law to be in balance, the resources in each fund must be equal to the expenditures and other requirements in that fund. OAR 150-294.352(1)(B).

Basis of Accounting and Budgeting: The District's financial statements and budget (except for debt service for the budget) are prepared using the accrual basis of accounting. Revenues are recorded at the time they are earned, and expenses are recorded at the time liabilities are incurred. Accounting records are maintained on a governmental fund accounting basis, and the resolution authorizing appropriations is adopted by fund each year in the categories of operating expenses, debt service, capital outlay, contingency, and operating transfers for each fund. Debt service is budgeted on a cash basis for the purpose of fully disclosing the annual debt obligations of the District. Depreciation and amortization are not budgeted.

Benchmarking: A systematic process of searching for best practices, innovative ideas, and highly effective operating procedures that leads to superior performance – and then adapting those practices, ideas, and procedures to improve the performance of one's own organization.

Biennial Budget Period: A two-year budget period. For this budget, the period begins at 12:01 am July 1, 2023, and ends at midnight June 30, 2025.

Board of Commissioners: The five-member policy board for the District, elected by the District's residents to staggered four-year terms.

Bond Coverage: Bond covenant to maintain coverage of 1.25 times Annual Debt Service of Net Revenues after payment of Revenue Bond Debt Service.

Bonded Debt: Debt that is in the form of Revenue Bonds. Repayment is made by operating revenues and/or capital contributions.

Bond Rating: A rating based on the issuer's perceived ability to repay a bond debt. The District is currently debt freed, however, has an indicative bond rating with Standard and Poor's (S&P) of AA+ as part of the application process for the District's Water Infrastructure Financing & Innovation Act (WIFIA) loan. The District will be required to obtain bond ratings from two nationally recognized rating agencies prior to closing the WIFIA loan.

Budget: A written report showing the local government's comprehensive financial plan for one budget period. It must include a balanced statement of actual revenues and expenditures during each of the last two budget periods, and estimated revenues and expenditures for the current and upcoming budget periods.

Budget Committee: The Board of Commissioners and five citizens (appointed by the Board to two and four-year terms), who review the Proposed Budget. Their action on the Proposed Budget results in the Approved Budget.

Budget Message: Explanation of the budget and the District's financial priorities prepared by the Budget Officer.

Budget Officer: The person appointed by the Board of Directors to assemble budget material and information and to prepare the proposed budget.

Budget Period: A budget may be prepared for 12 months (a fiscal year) or 24 months. TVWD budgets over a 24-month (biennial budget) period.

Budget Phases: Local budget law and District procedures require that the adopted budget for each fiscal year or biennium be the result of a process that requires input by the Board of Commissioners, management, and citizens before final appropriations are authorized. These steps include:

Requested Budget – The initial “in-house” development of the budget components. The requested budget is usually presented to the budget committee in workshops to solicit its input.

Proposed Budget – The document developed by District management based on the results of the internal review process and input from the budget committee members. The Proposed Budget is reviewed by the Budget Committee in a public hearing, where they take testimony, deliberate, and make amendments if necessary. When deliberations and amendments are complete, the committee votes to approve the budget and recommend it to the Board for adoption.

Approved Budget – Once the budget has moved to approved status it can only be amended by the Board. A financial summary is published, and the Approved Budget is submitted to the Board of Commissioners for adoption.

Adopted Budget – In this final phase of the budget process the Board holds a public hearing to take testimony and hold deliberations. Amendments at this point are limited to \$10,000 or 10 percent (whichever is greater) per fund. The Board adopts a budget resolution to authorize appropriations.

Budget Resolution: The Resolution adopted by the Board of Commissioners that sets appropriations for the ensuing biennium. Expenditures cannot legally exceed appropriations, and appropriations lapse at the end of the biennium.

Budgetary Fund Balance: For a fund, the accumulation of resources net of other requirements.

CCF: One hundred cubic feet. Equal to 748 gallons. A measure of volume commonly used by the water industry.

Capital Improvement Plan (CIP): Detailed description of projects and capital expenditures used to plan for financial requirements and construction needs over a six-year period. The District's CIP includes projects needed for additional source development, expanded storage facilities, distribution systems, & capital replacement projects.

Capitalization: The accumulation of costs to acquire or construct a fixed asset.

Capital Outlay: Items that generally have a useful life of one or more years, such as machinery, land, furniture, equipment, or buildings. Items must exceed the District's capitalization threshold of \$7,500 and a life in excess of one year.

Chart of Accounts: A coding structure that defines all financial transactions of the District. The Chart is sufficiently detailed to track individual revenues and expenditures for any given program, department, or fund.

Commodity Charge: The portion of a customer's water bill based on their usage and measured by each account's water meter.

Computerized Maintenance Management System (CMMS): A CMMS software package maintains a database of information about an organization's maintenance operations. Typical functionality includes a work order system, asset management, and inventory control. Overall goals of CMMS are to improve efficiency and asset lives. The District's CMMS will be integrated with other systems including GIS, utility billing and the financial system.

Contingency: An appropriated amount in a given fund that can be used for the purchase of Personal Services, Materials and Services, or Capital Outlay. Expenditure of the contingency fund does not require a supplemental budget or public hearing but does require Board action to transfer the contingency to line-item appropriations(s).

Coverage Ratios: See Bond Coverage.

Customer Information System (CIS): An application providing utilities an integrated environment to perform functions of the meter to cash cycle, (i.e., manage customer account information, generate billings, track consumption information, provide call center support, and handle customer inquiries.

Department: An administrative subdivision of the District charged with carrying on one or more major services or functions. TVWD's departments include Office of the Chief Executive, the Office of Community and Intergovernmental Relations, Finance and Information Technology, Engineering Services, Field Operations, and Customer and Support Services.

Division: An area of District activity organized as an administrative or functional unit. Each TVWD department includes a general services division, which includes overall department management and administrative support, departmental-wide material & services such as travel/training and business expense, and capital outlay. Most TVWD departments also have one or more additional divisions to track specific functional activities within the department.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner like private business enterprises. Enterprise utilities are usually self-supporting.

Environmental Protection Agency (EPA): An independent agency in the Executive branch of the federal government charged with protecting the natural environment. Primary functions are to abate and control pollution, conduct research, monitor, set standards and enforce pollution control, and support research and antipollution activities by other governmental, private, and public entities. The EPA also manages the Water Infrastructure Finance & Innovation Act (WIFIA).

Equivalent Residential Unit (ERU): A 5/8" x 3/4" meter used as the basis for calculating the greater demand from larger meter sizes.

Fiscal Year: The period from 12:01 am July 1 to midnight the following June 30.

Fixed Charge: The portion of a customer's bill that is constant each month, based on meter size.

Fund: An independent budgetary, fiscal, and accounting entity used to track the expenditure and collection of appropriations for a specific purpose. The District has six budgetary funds for operations, reserves, debt management and construction.

Fund Balance: Unless otherwise stated, fund balances presented in this document are budgetary fund balances as defined above.

General Obligation Debt: Long-term debt backed by the full faith and credit of the District's ratepayers based on assessed value of real property. The District has not issued any G.O. debt since 1993 and has paid off all outstanding issues.

Geographic Information System (GIS): is a system that captures, stores, analyzes, manages, and presents data with reference to geographic location data.

Gravity Flow: Water flowing by gravity from a higher to a lower elevation.

Line-item budget: The traditional form of budgeting, where proposed expenditures are based on individual objects of expense within a department.

Master Plan: The Water Master Plan adopted December 2018 to evaluate the District's water system and capital improvement needs on a long-term basis.

Oregon Administrative Rule (OAR): Written to clarify Oregon law and has the authority of law.

Oregon Local Budget Law (ORS 294.305 – 294.565): State statutory provisions that require local governments and most special districts, including the District, to prepare and adopt annual or biennial budgets following a very specific process. Establishes standardized procedures for budget preparation and public notices; encourages citizen involvement before formal adoption including use of Budget

Committees; and specifies procedures for amending a budget after adoption (Supplemental Budgets). Requirements of Oregon Local Budget Law are further specified in OAR 150-294.

Oregon Revised Statute (ORS): Oregon laws established by the legislature.

Oregon Department of Human Service's Drinking Water Program: A state department that administers and enforces drinking water quality standards for public water systems in the State of Oregon.

Peaking Rate: The rate charged for water used more than the normal allowable bi-monthly amount.

Project: A budget unit relating to a defined set of improvements or a study.

Property taxes: Ad valorem property tax imposed by a local government. In the past, TVWD levied ad valorem property taxes to repay General Obligation bonded debt. TVWD came off the tax rolls in 2005.

Proposed Budget: See Budget Phases.

Pump Station: A pumping facility that lifts water to a high enough elevation that it can flow by gravity.

Rate Stabilization Account: Account established for Revenue Bond Debt Service coverage purposes. Transfers to or from this account may be used to maintain bond covenant coverage ratios.

Requested Budget: See Budget Phases.

Reserve Fund: Established to accumulate money from one budget period to another for a specific purpose.

Resolution: An order of the Board of Commissioners. A resolution is required to formally adopt the budget.

Resources: Estimated beginning fund balances on hand at the beginning of the budget period, plus all anticipated revenues during the budget period.

Revenues: Revenues of the District available for expenditure in programs and projects.

Revenue Bond: Long-term debt paid by revenues generated from water rates, system development charges and other available and authorized enterprise resources.

Safe Drinking Water Act (SDWA): The Act is the main federal law that ensures the quality of Americans' drinking water. Under SDWA, EPA sets standards for drinking water quality and oversees the states, localities, and water suppliers who implement those standards.

Service connections: The physical connection of plumbing appurtenances, connecting the water main to the property line of the account being served.

Supplemental budget: Prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted.

System Development Charge (SDC): A one-time fee charged by the District for new connections to the water system to cover the cost of developing new sources of supply, and storage and transmission

facilities. This fee is charged to new customers to help mitigate the cost of financing new facilities, and to buy into the excess capacity paid for by existing ratepayers.

Transfers: Amounts distributed from one fund to finance activities in another fund. Shown as a requirement in the originating fund and a resource in the receiving fund.

Unappropriated Ending Fund Balance: Amount set aside in the budget to be used as a cash carryover to the next period's budget, to provide the local government with a needed cash flow until other money is received. This amount cannot be transferred by resolution or used through a supplemental budget during the period in which it is budgeted unless there is a significant calamity or natural disaster.

Water Infrastructure Finance and Innovation Act (WIFIA): A federal loan program administered by Environmental Protection Agency. Provides long-term, low-cost supplemental credit assistance under customized terms to creditworthy water and wastewater projects of national and regional significance. The District and City of Hillsboro successfully applied for a WIFIA loan for the Willamette Water Supply System.

Willamette Intake Facilities (WIF): an intergovernmental agreement whose members include the cities of Beaverton, Hillsboro, Sherwood, Tigard, Tualatin, Wilsonville, and TVWD. The WIF owns, operates, and maintains the intake facilities at the Willamette River Water Treatment Plant in Wilsonville for the benefit of its members. As the managing agency, TVWD incorporates the budget adopted by the WIF Board of Commissioners into the District's biennial budget.

Willamette Water Supply System (WWSS): an intergovernmental agreement among the cities of Beaverton, Hillsboro, and TVWD. The WWSS Commission was established to design and construct the Willamette Water Supply System by 2026, and will own, operate, and maintain the assets that make up the system for the benefit of the partners. As the managing agency, TVWD incorporates the budget adopted by the WWSS Board of Commissioners into the District's biennial budget.

11.6 Acronyms and Abbreviations

Acre-ft	Acre feet
ACFR	Annual Comprehensive Financial Report
AMI	Advanced Metering Infrastructure
AMR	Automated Meter Reading
ASCE	American Society of Civil Engineers
ASR	Aquifer Storage and Recovery
AWWA	American Water Works Association
BMP	Best Management Practice
BRJOC	Barney Reservoir Joint Ownership Commission
CAFR	Comprehensive Annual Financial Report
CAP	Customer Assistance Program
CARV	Combination Air Vacuum Relief Valve
CCF	One hundred cubic feet (one CCF equals 748 gallons of water)
CEAP	Customer Emergency Assistance Program
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIP	Capital Improvement Plan
CMMS	Computerized Maintenance Management System
CPI	Consumer Price Index (Inflationary Measurement)
CWA	(Federal) Clean Water Act
CWS	Clean Water Services
ENG	Engineering Services Department

EPA	(United States) Environmental Protection Agency
ERU	Equivalent Residential Unit
ETO	Energy Trust of Oregon
FIN	Finance and Information Technology Department
FTE	Full Time Equivalent
FY	Fiscal Year
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
OGFOA	Oregon Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information System
GO	General Obligation (as in General Obligation Bonds)
GPD	Gallons per Day (unit of flow measurement)
GPCPD	Gallons per Capita per Day
GPM	Gallons per Minute (unit of flow measurement)
HRA	Health Reimbursement Account
HVAC	Heating, Ventilation, Air Conditioning
IAP	Individual Retirement Account Plan (part of Public Employees Retirement System)
IGA	Intergovernmental Agreement
IT	Information Technology
IWRM	Integrated Water Resources Management
JWC	Joint Water Commission

LIHEAP	Low Income Home Energy Assistance Program
Logos	Name of the District's financial software system provided by New World Systems
M&S	Materials and Services
MG	Million Gallons
MGD	Million Gallons per Day
N/A	Not available or does not apply
OAR	Oregon Administrative Rules
ORS	Oregon Revised Statutes
OSHA	Occupational Safety & Health Administration
PCI	Purchasing Card Industry
PERS	Public Employee Retirement System
PPO	Preferred Provider Organization
PRV	Pressure Reducing (or Relief or Regulating) Valve
PSWCC	Partners for a Sustainable Washington County Community
PWB	(City of) Portland Water Bureau
RAC	Rate Advisory Committee
S&P	Standard & Poor's
SAS	Statement of Auditing Standards
SCADA	Supervisory Control and Data Acquisition
SDC	System Development Charge
SWM	Surface Water Management
THPRD	Tualatin Hills Park and Recreation District
TVID	Tualatin Valley Irrigation District

TVWD	Tualatin Valley Water District
UGB	Urban Growth Boundary
VFD	Variable Frequency Drive
WCSL	Washington County Supply Line
WIF	Willamette Intake Facilities
WIFIA	Water Infrastructure Finance and Innovation Act
WRWC	Willamette River Water Coalition
WWSP	Willamette Water Supply Program
WWSS	Willamette Water Supply System

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Appendices

The following subsections contain supporting documents and other related materials including:

- A. Resources by Fund
- B. Requirements by Fund
- C. FY2024-29 Six-year Capital Improvement Plan
- D. Debt Service Schedules

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A. Resources by Fund

RESOURCES	TOTAL										
	General Fund	Capital Improvements	Capital Reserve	Debt Proceeds	Debt Service	WRWC	Customer Emergency Assistance	Water Intake Facilities	Water Supply System	Williamette Water Supply System	ALL FUNDS
Beginning Fund Balance	\$51,840,357	\$0	\$108,757,547	\$99,023,722	\$0	\$2,000	\$250,000	\$0	\$0	\$0	\$259,873,626
Tot. Beg. Fd. Bal & Reserves:	\$51,840,357	\$0	\$108,757,547	\$99,023,722	\$0	\$2,000	\$250,000	\$0	\$0	\$0	\$259,873,626
Water Service Charges	\$216,517,532	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$216,517,532
Right of way fee collections	\$2,035,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,035,000
Admin. Fees	\$522,308	\$0	\$0	\$0	\$0	\$307,200	\$0	\$1,114,495	\$2,967,100	\$0	\$4,911,103
Other Revenues	\$1,260,895	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$1,275,895
Contract Reimbursements	\$4,843,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,843,050
Overhead Charges to Other Funds	\$10,722,620	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,722,620
Total Misc. Revenues:	\$19,383,873	\$0	\$0	\$0	\$0	\$307,200	\$15,000	\$1,114,495	\$2,967,100	\$0	\$23,787,668
Meter/Service Installations	\$0	\$0	\$3,576,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,576,750
System Development Charges	\$0	\$0	\$8,906,616	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,906,616
Contributed Capital	\$0	\$3,500,000	\$0	\$0	\$0	\$0	\$0	\$11,000	\$651,226,029	\$0	\$654,737,029
Interest Earnings	\$1,649,620	\$0	\$5,221,939	\$330,079	\$0	\$555	\$3,750	\$0	\$0	\$0	\$7,205,944
Tot. Operating Resources	\$237,551,026	\$3,500,000	\$17,705,305	\$330,079	\$0	\$307,755	\$18,750	\$1,125,495	\$654,193,129	\$0	\$914,731,538
Tot. Resources before trans.	\$289,391,383	\$3,500,000	\$126,462,852	\$99,353,801	\$0	\$309,755	\$268,750	\$1,125,495	\$654,193,129	\$0	\$1,174,605,164
Debt Resources	\$0	\$0	\$0	\$120,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000,000
Revenue Bond Sale	\$0	\$0	\$0	\$144,106,518	\$0	\$0	\$0	\$0	\$0	\$0	\$144,106,518
WiFi Draw	\$0	\$0	\$0	\$264,106,518	\$0	\$0	\$0	\$0	\$0	\$0	\$264,106,518
Total Debt Resources	\$0	\$0	\$0	\$7,290,612	\$0	\$0	\$51,125	\$0	\$0	\$0	\$127,341,737
TRANSFERS IN FROM:	\$0	\$0	\$120,000,000	\$0	\$7,290,612	\$0	\$51,125	\$0	\$0	\$0	\$127,341,737
Capital Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Supply Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Reserve Fund	\$0	\$471,065,937	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$471,065,937
Debt Proceeds Fund	\$0	\$49,023,722	\$314,436,597	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$368,460,319
WRWC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cust. Emergency Asst. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Transfers In:	\$0	\$520,089,659	\$434,436,597	\$0	\$7,290,612	\$0	\$51,125	\$0	\$0	\$0	\$961,867,993
TOTAL RESOURCES	\$289,391,383	\$523,589,659	\$560,899,449	\$363,460,319	\$7,290,612	\$309,755	\$319,875	\$1,125,495	\$654,193,129	\$0	\$2,400,579,675

B. Requirements by Fund

REQUIREMENTS	TOTAL					
	General Fund	Capital Improvements	Revenue Bonds	Customer Emergency Assistance	Water Intake Facilities	Williamette Water Supply System
Operating Expenditures:						
Personnel Services	\$50,095,791	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$66,134,555	\$0	\$0	\$319,875	\$1,013,495	\$2,698,100
Total Operating Expenditures:	\$116,230,346	\$0	\$0	\$319,875	\$1,013,495	\$2,698,100
Capital Expenditures:						
Capital Outlay	\$2,799,500	\$523,589,659	\$0	\$0	\$11,000	\$651,226,029
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditures:	\$2,799,500	\$523,589,659	\$0	\$0	\$11,000	\$651,226,029
Special Payments:						
ROW Fees	\$2,035,000	\$0	\$0	\$0	\$0	\$0
PERSide Account	\$0	\$0	\$0	\$0	\$0	\$0
Tot. Expend. before trans.	\$121,064,846	\$523,589,659	\$0	\$319,875	\$1,024,495	\$653,924,129
TRANSFERS OUT TO:						
General Fund	\$0	\$0	\$0	\$0	\$0	\$0
Capital Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Water Supply Fund	\$0	\$471,065,937	\$49,023,722	\$0	\$0	\$0
Revenue Bond Fund	\$7,290,612	\$0	\$0	\$0	\$0	\$0
Capital Reserve Fund	\$120,000,000	\$0	\$0	\$0	\$0	\$0
WRWC	\$0	\$0	\$314,436,597	\$0	\$0	\$0
Customer Emergency Assistance Fund	\$51,125	\$0	\$0	\$0	\$0	\$0
Total Transfers Out:	\$127,341,737	\$0	\$363,460,319	\$0	\$0	\$0
Contingency	\$20,000,000	\$0	\$0	\$0	\$101,000	\$269,000
TOTAL APPROPRIATIONS	\$268,406,583	\$523,589,659	\$363,460,319	\$319,875	\$1,125,495	\$654,193,129
(Expend.+Trans+Conting.)						
Ending Fund Balance:	\$20,984,799	\$0	\$0	\$0	\$0	\$0
TOTAL REQUIREMENTS	\$289,391,383	\$523,589,659	\$363,460,319	\$319,875	\$1,125,495	\$654,193,129
						\$2,400,579,675

C. FY2024-29 Six-year Capital Improvement Plan

TUALATIN VALLEY WATER DISTRICT
2023-2025 BIENNIAL BUDGET
Capital Improvement Plan by Project Category
Capital Improvements Fund (Fund 11)

Category / Project	Value	Page
A. Source		
Center St Facility Seismic Roof & Piping Improvements	\$107,000	C - 9
Cornelius Pass Pipeline Rehabilitation	31,100	C - 11
Water Quality Integration Projects	463,000	C - 12
Booster Chlorination	1,764,000	C - 13
Farmington Fluoride & Flow Control Facility	2,300,000	C - 14
Total Source	<u>\$4,665,100</u>	
B. Storage		
Taylor's Ferry Reservoirs & Site Seismic Improvements	\$20,160,000	C - 15
Florence Lane Reservoir Coatings	813,900	C - 16
Total Storage	<u>\$20,973,900</u>	
C. Pump Stations		
Cooper Mountain Booster Pump Station Replacement	\$535,500	C - 19
Ridgewood View Surge Protection	214,000	C - 20
Florence Pump Station & Piping Upgrades	3,110,000	C - 21
SCADA / PLC / Shakealert Upgrades	1,894,000	C - 23
Pump Station Electrical Equipment Upgrade Program	105,400	C - 24
189th Pump Station & Pipeline	9,815,000	C - 25
Pump Replacement Program	316,000	C - 26
Total Pump Stations	<u>\$15,989,900</u>	

TUALATIN VALLEY WATER DISTRICT
2023-2025 BIENNIAL BUDGET
Capital Improvement Plan by Project Category
Capital Improvements Fund (Fund 11)

Category / Project	Value	Page
D. Pipeline		
Mains Replacement Program - Unidentified Projects	\$3,580,000	C - 27
Alfred St Main Replacement and Upgrade	466,000	C - 30
Multnomah Blvd 12-inch Connection	871,500	C - 31
Stoddard Dr Main Replacement	1,688,500	C - 37
Pipeline Upgrades and Renewals - Agency Driven		
Unidentified Agency-Driven Pipeline Upgrade & Renewal Projects	1,954,500	C - 38
Walker Rd 12-inch Replacement - 185th Ave to 174th Ave	703,500	C - 39
Murray Blvd & Walker Rd 42-inch Relocation	3,675,000	C - 40
TV Hwy at 209th Ave Main Relocation	987,000	C - 41
Hall Blvd over Hwy 217	31,100	C - 42
Thompson Rd at Tustin Ranch Dr	475,000	C - 43
Springville Rd - Joss Ave to PCC	673,000	C - 44
Development Opportunity & Reimbursement Projects		
Unidentified Development Opportunity & Reimbursement Projects	564,000	C - 45
Other Pipeline		
St. Vincent Emergency Supply Line	535,500	C - 54
Thompson 575 Connection	61,100	C - 55
Barnes Rd & Viewmont Dr Piping Improvements	766,000	C - 56
Minor System Improvements	226,000	C - 57
Metzger Pipeline East	46,069,338	C - 58
Metzger Pipeline East Real Estate	82,860	C - 59
Metzger Pipeline East System-Wide Costs	3,118,606	C - 60
Hydrant Replacements	316,000	C - 61
Kemmer Rd 24-inch Connection to Beaverton	2,000,000	C - 62
PRV / Vault Replacements & Upgrades: Unidentified Projects	1,262,000	C - 65
Transmission Mains CARV Rehabilitation	225,000	C - 66
Walker Rd & Meadow Dr PRV & Vault Replacement	792,500	C - 67
Total Pipeline	\$71,124,004	

TUALATIN VALLEY WATER DISTRICT
2023-2025 BIENNIAL BUDGET
Capital Improvement Plan by Project Category
Capital Improvements Fund (Fund 11)

Category / Project	Value	Page
E. Facilities		
Headquarters Space Planning and Implementation	\$527,000	C - 69
HVAC Replacement Program	399,100	C - 70
Headquarters Yard Modifications	158,800	C - 71
Safety and Security Improvements	421,000	C - 72
Fuel Dispenser Replacement	62,100	C - 73
Headquarters Generator Tapbox Modification	155,500	C - 74
Mobile Office Trailer (CUBE)	82,800	C - 75
Vault - Dewatering Facility	26,800	C - 76
West Gate Motor Replacement	12,900	C - 77
Property Purchase for Future Storage and Pumping Facility	1,070,000	C - 78
Electric Vehicle Charging Infrastructure	160,500	C - 79
Total Facilities	<u>\$3,076,500</u>	
F. Fleet		
Fleet Replacements (per schedule)	\$1,888,500	C - 80
Total Fleet	<u>\$1,888,500</u>	
G. Meter and Service Installations		
Service Installations	\$3,245,000	C - 81
Customer Service: Meter Installations	520,000	C - 82
AMI Implementation	14,000,000	C - 83
Total Meter & Service Installations	<u>\$17,765,000</u>	
H. Joint Venture (TVWD Share of Total Project Costs)		
Joint Venture: WIF	\$4,334	C - 84
Joint Venture: WWSS	385,262,720	C - 85
JWC Capital Repair / Replacement	1,370,000	C - 86
JWC Misc. Minor capital / Non-CIP capital	208,200	C - 87
JWC New / Expansion Projects	264,900	C - 88
JWC Disinfection Mitigation - FEMA HMGP-DR-4599-OR	720,300	C - 89
JWC Disinfection Mitigation - Partner Match	80,000	C - 90
BRJOC Capital & Improvements	196,300	C - 91
Total Joint Venture	<u>\$388,106,754</u>	
Total 2023-25 Construction Fund Expenditures and Transfers	<u>\$135,482,904</u>	
Total 2023-25 Expenditures and Transfers including Joint Ventures	<u>\$523,589,659</u>	

Tualatin Valley Water District Six-Year CIP Planned Expenditures (FY2024-29)

Category / Project Description	Page	2021-2023 Summary		2023-25 Biennium Budget and 6-Year CIP						Totals	
		Adopted Budget	2021-23 Projected	FY2024 Budget	FY2025 Budget	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	Eight-Year FY2022-29	Six-Year FY2024-29
SOURCE											
Center St Facility Seismic Roof & Piping Improvements	C - 9	\$ 1,035,000	\$ 279,276	\$ -	\$ 107,000	\$ 277,000	\$ 2,240,000	\$ -	\$ -	\$ 2,903,276	\$ 2,624,000
Miller Hill ASR Well & Piping	C - 10	-	39,250	-	-	221,500	2,065,000	-	-	2,325,750	2,286,500
Cornelius Pass Pipeline Rehabilitation	C - 11	103,500	83,986	31,100	-	-	-	-	-	115,086	31,100
Water Quality Integration Projects	C - 12	463,000	-	227,500	235,500	-	-	-	-	463,000	463,000
Booster Chlorination	C - 13	-	-	264,000	1,500,000	-	-	-	-	1,764,000	1,764,000
Farmington Fluoride & Flow Control Facility	C - 14	6,130,000	5,350,000	2,300,000	-	-	-	-	-	7,650,000	2,300,000
TOTAL SOURCE		\$ 7,731,500	\$ 5,752,512	\$ 2,822,600	\$ 1,842,500	\$ 498,500	\$ 4,305,000	\$ -	\$ -	\$ 15,221,112	\$ 9,468,600
STORAGE											
Taylor's Ferry Reservoirs & Site Seismic Improvements	C - 15	\$ 7,151,100	\$ 1,425,784	\$ 12,420,000	\$ 7,740,000	\$ -	\$ -	\$ -	\$ -	\$ 21,585,784	\$ 20,160,000
Florence Lane Reservoir Coatings	C - 16	714,000	9,076	10,400	803,500	-	-	-	-	822,976	813,900
ST-1 Rosander 2 Reservoir	C - 17	-	-	-	-	-	-	1,685,000	3,785,000	5,470,000	5,470,000
ST-8 Reservoir Isolation Valve Program	C - 18	-	-	-	-	-	-	70,000	72,400	142,400	142,400
TOTAL STORAGE		\$ 7,865,100	\$ 1,434,860	\$ 12,430,400	\$ 8,543,500	\$ -	\$ -	\$ 1,755,000	\$ 3,857,400	\$ 28,021,160	\$ 26,586,300
PUMP STATIONS											
Cooper Mountain Booster Pump Station Replacement	C - 19	\$ -	\$ 60,000	\$ -	\$ 535,500	\$ 1,330,000	\$ 860,500	\$ -	\$ -	\$ 2,786,000	\$ 2,726,000
Ridgewood View Surge Protection	C - 20	-	-	-	214,000	-	-	-	-	214,000	214,000
Florence Pump Station & Piping Upgrades	C - 21	-	-	595,000	2,515,000	-	-	-	-	3,110,000	3,110,000
Rosander Booster Pump Station	C - 22	-	-	-	-	-	115,000	1,495,000	8,605,000	10,215,000	10,215,000
SCADA / PLC / Shakealert Upgrades	C - 23	841,000	88,711	983,500	910,500	-	-	-	-	1,982,711	1,894,000
Pump Station Electrical Equipment Upgrade Program	C - 24	-	-	51,800	53,600	55,400	57,400	59,400	61,500	339,100	339,100
189th Pump Station & Pipeline	C - 25	32,100	388,513	2,640,000	7,175,000	-	-	-	-	10,203,513	9,815,000
Pump Replacement Program	C - 26	270,500	5,000	155,500	160,500	166,500	172,000	178,000	184,500	1,022,000	1,017,000
TOTAL PUMP STATIONS		\$ 1,143,600	\$ 542,224	\$ 4,425,800	\$ 11,564,100	\$ 1,551,900	\$ 1,204,900	\$ 1,732,400	\$ 8,851,000	\$ 29,872,324	\$ 29,330,100

Tualatin Valley Water District Six-Year CIP Planned Expenditures (FY2024-29)

Category / Project Description	Page	2021-2023 Summary		2023-25 Biennium Budget and 6-Year CIP						Totals	
		Adopted Budget	2021-23 Projected	FY2024 Budget	FY2025 Budget	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	Eight-Year FY2022-29	Six-Year FY2024-29
PIPELINE											
Mains Replacement Program - Unidentified Projects	C - 27	\$ 3,707,200	\$ 3,557,864	\$ 1,760,000	\$ 1,820,000	\$ 1,885,000	\$ 1,950,000	\$ 4,200,000	\$ 2,090,000	\$ 17,262,864	\$ 13,705,000
Barcelona Way Main Replacement	C - 28	-	-	-	-	-	1,065,000	-	-	1,065,000	1,065,000
Cascade Ave - Greenburg Rd to Scholls Ferry Rd	C - 29	-	-	-	-	-	-	-	3,050,000	3,050,000	3,050,000
Alfred St Main Replacement and Upgrade	C - 30	416,000	10,585	466,000	-	-	-	-	-	476,585	466,000
Multnomah Blvd 12-inch Connection	C - 31	-	-	103,500	768,000	-	-	-	-	871,500	871,500
Williams Dr & Rita Dr Area - Mains Replacement	C - 32	-	-	-	-	-	3,800,000	-	-	3,800,000	3,800,000
Tremont Dr & Huntington Dr Area - Mains Replacement	C - 33	-	-	-	-	-	3,885,000	8,660,000	6,975,000	19,520,000	19,520,000
Tualatin Valley Hwy - 185th Ave to Elliott Pl	C - 34	-	-	-	-	-	-	1,445,000	-	1,445,000	1,445,000
Todd St & Linda Ln Area - Mainline Replacement & Upgrad	C - 35	1,408,000	40,162	-	-	1,675,000	-	-	-	1,715,162	1,675,000
Murray Blvd Main Replacement - Downing St to Mill Creek	C - 36	-	-	-	-	1,660,000	-	-	-	1,660,000	1,660,000
Stoddard Dr Main Replacement	C - 37	-	190,677	103,500	1,585,000	-	-	-	-	1,879,177	1,688,500
Pipeline Upgrades and Renewals - Agency Driven											
Unidentified Agency-Driven Pipeline Upgrade & Renewal Projects	C - 38	650,000	-	724,500	1,230,000	1,275,000	1,320,000	1,365,000	1,415,000	7,329,500	7,329,500
Walker Rd 12-inch Replacement - 185th Ave to 174th Ave	C - 39	650,000	7,040	489,500	214,000	-	-	-	-	710,540	703,500
Murray Blvd & Walker Rd 42-inch Relocation	C - 40	3,300,000	2,906	1,610,000	2,065,000	-	-	-	-	3,677,906	3,675,000
TV Hwy at 209th Ave Main Relocation	C - 41	1,025,000	1,040,000	880,000	107,000	-	-	-	-	2,027,000	987,000
Hall Blvd over Hwy 217	C - 42	240,000	363,865	31,100	-	-	-	-	-	394,965	31,100
Thompson Rd at Tustin Ranch Dr	C - 43	-	50,000	200,000	275,000	-	-	-	-	525,000	475,000
Springville Rd - Joss Ave to PCC	C - 44	-	-	175,000	498,000	-	-	-	-	673,000	673,000
Development Opportunity & Reimbursement Projects											
Unidentified Development Opportunity & Reimbursement Project	C - 45	535,600	239,376	277,000	287,000	297,000	307,500	318,000	329,000	2,054,876	1,815,500

Tualatin Valley Water District Six-Year CIP Planned Expenditures (FY2024-29)

Category / Project Description	Page	2021-2023 Summary		2023-25 Biennium Budget and 6-Year CIP						Totals	
		Adopted Budget	2021-23 Projected	FY2024 Budget	FY2025 Budget	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	Eight-Year FY2022-29	Six-Year FY2024-29
PIPELINE (continued)											
Fire Flow Improvements											
P-161 - Pacific Hwy from Hwy 217 to 71st Ave	C - 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000
P-165 - 72nd Ave from Cherry Dr to Hunziker St	C - 47	-	-	-	-	-	-	318,000	1,525,000	1,843,000	1,843,000
P-99 - Polsky Rd / Hawthorne Ln / to Scenic Dr	C - 48	-	-	-	-	423,500	3,565,000	-	-	3,988,500	3,988,500
P-175 - 175th Ave and Kemmer Rd	C - 49	-	-	-	-	-	-	379,000	914,000	1,293,000	1,293,000
P-70 - Downing St - Commonwealth Dr to 141st Ave	NA	-	-	-	-	-	-	-	-	-	-
P-125 - Hart Dr - 182nd Ave to 179th Ave	C - 50	-	-	-	-	-	102,000	253,500	-	355,500	355,500
P-21 - 185th Ave Crossing Hwy 26	C - 51	-	-	-	-	-	277,000	694,000	-	971,000	971,000
Westlawn Ter. Waterline & PRV	C - 52	400,000	-	-	-	475,000	-	-	-	475,000	475,000
Future Fire Flow Improvements	C - 53	-	-	-	-	-	-	-	-	-	-
Other Pipeline											
St. Vincent Emergency Supply Line	C - 54	-	-	-	535,500	3,325,000	-	-	-	3,860,500	3,860,500
Thompson 575 Connection	C - 55	-	-	-	61,100	-	-	-	-	61,100	61,100
Barnes Rd & Viewmont Dr Piping Improvements	C - 56	576,000	-	766,000	-	-	-	-	-	766,000	766,000
Minor System Improvements	C - 57	214,560	-	111,000	115,000	111,000	115,000	119,000	123,000	694,000	694,000
Metzger Pipeline East	C - 58	78,758,446	45,132,683	40,982,950	5,086,388	-	-	-	-	91,202,021	46,069,338
Metzger Pipeline East Real Estate	C - 59	869,980	1,475,669	82,860	-	-	-	-	-	1,558,529	82,860
Metzger Pipeline East System-Wide Costs	C - 60	3,119,435	2,783,531	1,632,338	1,486,268	1,643,768	995,830	-	-	8,541,735	5,758,205
Hydrant Replacements	C - 61	300,000	182,796	155,500	160,500	166,500	172,000	178,000	184,500	1,199,796	1,017,000
Kemmer Rd 24-inch Connection to Beaverton	C - 62	2,000,000	101,534	2,000,000	-	-	-	-	-	2,101,534	2,000,000
Kemmer Rd 12-inch, Beaverton Intertie to 175th Ave	C - 63	-	-	-	-	-	-	297,000	1,985,000	2,282,000	2,282,000
Ridgewood View - Inglewood St to Melnore St Main Improvemen	C - 64	-	-	-	-	-	-	450,000	-	450,000	450,000
PRV / Vault Replacements & Upgrades: Unidentified Projects	C - 65	450,500	369,021	673,000	589,000	554,500	172,000	272,000	799,000	3,428,521	3,059,500
Transmission Mains CARV Rehabilitation	C - 66	210,500	-	110,500	114,500	118,500	123,000	127,000	131,500	725,000	725,000
Walker Rd & Meadow Dr PRV & Vault Replacement	C - 67	-	75,880	310,500	482,000	1,460,000	-	-	-	2,328,380	2,252,500
TOTAL PIPELINE		\$ 98,831,221	\$ 55,623,589	\$ 53,644,748	\$ 17,479,256	\$ 15,069,768	\$ 17,849,330	\$ 19,075,500	\$ 20,841,000	\$ 199,583,191	\$ 143,959,603

Tualatin Valley Water District Six-Year CIP Planned Expenditures (FY2024-29)

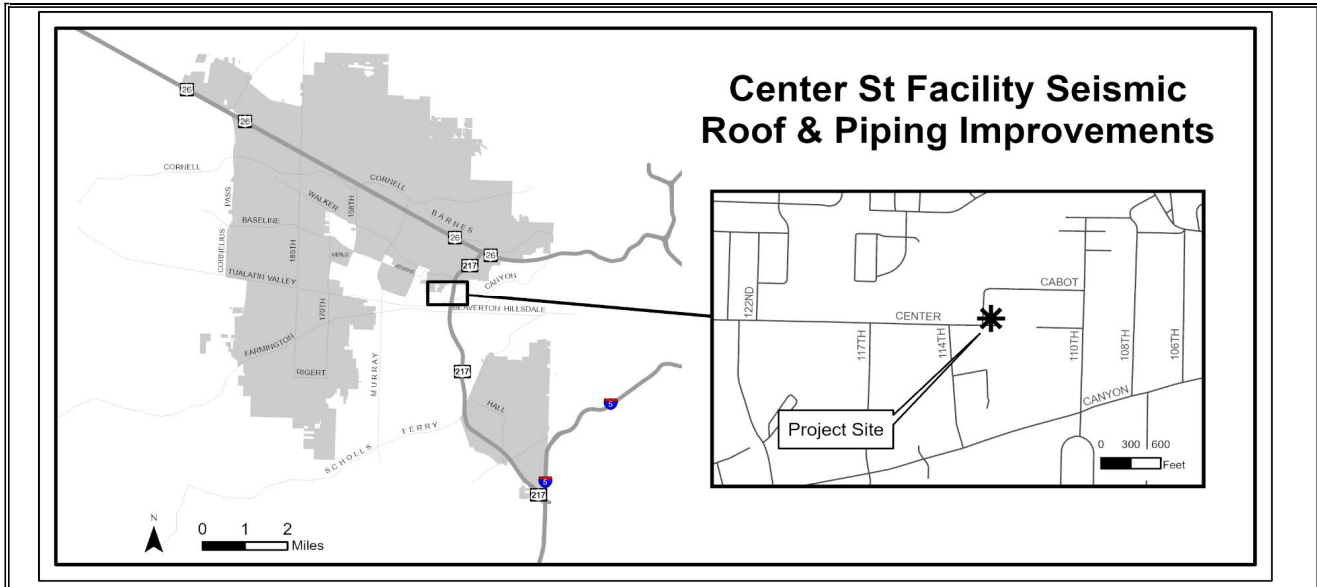
Category / Project Description	Page	2021-2023 Summary		2023-25 Biennium Budget and 6-Year CIP						Totals	
		Adopted Budget	2021-23 Projected	FY2024 Budget	FY2025 Budget	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	Eight-Year FY2022-29	Six-Year FY2024-29
FACILITIES											
Seismic Upgrades District Headquarters	C - 68	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,360,000	\$ -	\$ 1,360,000	\$ 1,360,000
Headquarters Space Planning and Implementation	C - 69	-	-	259,000	268,000	-	-	-	-	527,000	527,000
HVAC Replacement Program	C - 70	-	-	77,600	321,500	111,000	115,000	119,000	123,000	867,100	867,100
Headquarters Yard Modifications	C - 71	-	318,695	51,800	107,000	221,500	229,500	237,500	246,000	1,411,995	1,093,300
Safety and Security Improvements	C - 72	-	396,500	207,000	214,000	221,500	229,500	-	-	1,268,500	872,000
Fuel Dispenser Replacement	C - 73	-	-	62,100	-	-	-	-	-	62,100	62,100
Headquarters Generator Tapbox Modification	C - 74	-	-	155,500	-	-	-	-	-	155,500	155,500
Mobile Office Trailer (CUBE)	C - 75	-	-	82,800	-	-	-	-	-	82,800	82,800
Vault - Dewatering Facility	C - 76	-	-	-	26,800	-	-	-	-	26,800	26,800
West Gate Motor Replacement	C - 77	-	-	-	12,900	-	-	-	-	12,900	12,900
Property Purchase for Future Storage and Pumping Facility	C - 78	-	-	-	1,070,000	-	-	-	-	1,070,000	1,070,000
Electric Vehicle Charging Infrastructure	C - 79	-	-	-	160,500	-	-	-	-	160,500	160,500
TOTAL FACILITIES		\$ -	\$ 715,195	\$ 895,800	\$ 2,180,700	\$ 554,000	\$ 574,000	\$ 1,716,500	\$ 369,000	\$ 7,005,195	\$ 6,290,000
FLEET											
Fleet Replacements (per schedule)	C - 80	\$ 1,469,000	\$ 1,447,173	\$ 1,466,500	\$ 422,000	\$ 887,000	\$ 918,000	\$ 950,000	\$ 983,500	\$ 7,074,173	\$ 5,627,000
TOTAL FLEET		\$ 1,469,000	\$ 1,447,173	\$ 1,466,500	\$ 422,000	\$ 887,000	\$ 918,000	\$ 950,000	\$ 983,500	\$ 7,074,173	\$ 5,627,000
METERS AND SERVICES											
Service Installations	C - 81	\$ 2,980,000	\$ 3,135,000	\$ 1,595,000	\$ 1,650,000	\$ 1,705,000	\$ 1,765,000	\$ 1,830,000	\$ 1,895,000	\$ 13,575,000	\$ 10,440,000
Customer Service: Meter Installations	C - 82	477,000	502,500	255,500	264,500	274,000	283,500	293,500	303,500	2,177,000	1,674,500
AMI Implementation	C - 83	-	-	7,000,000	7,000,000	7,760,000	8,035,000	-	-	29,795,000	29,795,000
TOTAL METERS AND SERVICES		\$ 3,457,000	\$ 3,637,500	\$ 8,850,500	\$ 8,914,500	\$ 9,739,000	\$ 10,083,500	\$ 2,123,500	\$ 2,198,500	\$ 45,547,000	\$ 41,909,500
JOINT VENTURES											
Joint Venture: WIF	C - 84	\$ 3,131,620	\$ 1,876,143	\$ 4,334	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,880,477	\$ 4,334
Joint Venture: WWSS	C - 85	241,923,889	228,134,783	246,106,620	139,156,101	44,065,014	7,314,796	-	-	664,777,314	436,642,530
JWC Capital Repair / Replacement	C - 86	-	-	581,000	789,000	450,500	1,255,000	521,500	231,500	3,828,500	3,828,500
JWC Misc. Minor capital / Non-CIP capital	C - 87	184,800	65,300	148,500	59,700	59,700	59,700	59,700	59,700	512,300	447,000
JWC New / Expansion Projects	C - 88	-	-	224,500	40,400	40,400	40,400	40,400	40,400	426,500	426,500
JWC Disinfection Mitigation - FEMA HMGP-DR-4599-OR	C - 89	-	-	76,800	643,500	643,500	-	-	-	1,363,800	1,363,800
JWC Disinfection Mitigation - Partner Match	C - 90	-	-	8,500	71,500	71,500	-	-	-	151,500	151,500
BRJOC Capital & Improvements	C - 91	85,500	85,500	100,000	96,300	-	-	-	-	281,800	196,300
TOTAL JOINT VENTURES		\$ 245,325,808	\$ 230,161,726	\$ 247,250,254	\$ 140,856,501	\$ 45,330,614	\$ 8,669,896	\$ 621,600	\$ 331,600	\$ 673,222,190	\$ 443,060,464
TOTAL CIP		\$ 365,823,230	\$ 299,314,778	\$ 331,786,602	\$ 191,803,057	\$ 73,630,782	\$ 43,604,626	\$ 27,974,500	\$ 37,432,000	\$1,005,546,346	\$ 706,231,567
TOTAL CIP less JOINT VENTURES		\$ 120,497,421	\$ 69,153,053	\$ 84,536,348	\$ 50,946,556	\$ 28,300,168	\$ 34,934,730	\$ 27,352,900	\$ 37,100,400	\$ 332,324,155	\$ 263,171,103

Criteria Overview

Criteria	Description	Scoring	Criteria Weighting
Impact on Economically Disadvantaged Communities	The degree to which the project improves or maintains equitable access to potable drinking water which includes addressing downtime to water service in areas of varying levels of income.	Low (1-4): Project serves customers predominantly with higher income. Med (5-7): Project serves customers in areas within a medium household income. High (8-10): Project serves customers in economically disadvantaged areas, below medium income.	8.4%
Seismic Resiliency	Measures the project's ability to meet the Oregon Resilience Plan (ORP) goals by 2064.	Low (1-4): Project not associated with meeting the ORP goals. Med (5-7): Project takes steps to meet the ORP goals. High (8-10): Project is essential to progress towards the ORP goals.	10.7%
Improvements to Meet Water System Standards	The degree to which the project addresses water system standards including water quality regulations, safety and security, customer demands, and Water System Master Plan criteria (i.e., fire flow, pipe velocity, storage capacity, pumping capacities, and minimum and maximum pressure).	Low (1-4): Project has little to no impact on addressing system standards. Med (5-7): Project has an impact on making improvements to meet system standards. High (8-10): Project focuses on system improvements essential to meeting levels of service.	18.2%
Criticality	The ability of the project to address potential system failures where the likelihood and consequence of failure is critical to maintaining the water system.	Low (1-4): Project does not address potential system failures or consequence of failure is low. Med (5-7): Project mitigates potential failure points where failure may result in some minor outages. High (8-10): Project addresses areas of immediate risk of failure impacting the reliability of the system and consequence of failure is high. Multiple failures have occurred at the same location.	31.6%
Required by Outside Agency	The degree to which the project meets external demands and expectations as it relates to roadway improvements or other similar improvements which require pipeline relocations or improvements.	Low (1-4): No real driver from 3rd-party organizations or other external demands. Med (5-7): Some impact to meeting 3rd-party requirements or other external demands. High (8-10): External demands or 3rd-party require the project to be done within a certain timeframe.	13.3%
Regional Partnerships	Measures the ability to meet requirements related to regional partnerships.	Low (1-4): Project has little to no regional benefit and no other regional partnership demands. Med (5-7): Some regional benefit or a regional partnership may address project requirements or costs. High (8-10): District has entered into agreements or established regional partnerships to complete work which will benefit the entire community, or which have specific, agreed-upon deadlines.	6.2%
Environmental Benefits	Measures the ability to address environmental impacts such as reducing greenhouse gas emissions, reducing long-term climate impacts, reduction in power usage, addressing water loss, or improving pump performance.	Low (1-4): Project has little to no impact on addressing environmental concerns. Med (5-7): Addresses environmental concerns (e.g., stops minor water leaks, improves pump performance). High (8-10): Project substantially improves the District's overall environmental footprint and significantly reduces water loss.	4.3%
Financial & Economic Benefits	The degree to which the project is being funded by outside resources, or the degree to which the project achieves other economic savings such as reduction in operational or maintenance costs, including improvements to operational efficiencies.	Low (1-4): Project does not improve operational efficiencies. Project has no outside funding. Med (5-7): Project has some outside funding or is able to achieve some future cost reduction. High (8-10): Project has received funding from outside resources to cover a large portion of the expense, or the project reduces future operational and maintenance costs.	7.4%

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Center St Facility Seismic Roof & Piping Improvements



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	8	4	9	1	1	1	6	NA
Weighted Score:	0.420	0.856	0.728	2.844	0.133	0.062	0.043	0.444	5.530
Rank (of 75):	22	19	53	8	18	14	31	5	24

PROJECT DESCRIPTION

The fluoride facility at Center Street is aging and is in need of improvements due to seismic and other concerns. As work began on the facility to replace limited mechanical piping and equipment, it was determined that the existing interior mechanical piping was in poor condition and a larger project would be needed to replace or rehabilitate all interior piping. The improvements associated with this project include the following major items: replacement of the existing roof which is over 40-yr old, seismic improvements for the above-grade structure, mechanical piping replacement including mechanical piping seismic improvements, replacement of control valves in anticipation of the WWSS, power generator improvements, backup power to allow for better control of the water system during power outages, and site security improvements including fencing. Improvements will allow for reliable service from the WWSS, and the mechanical piping improvements will be done during off-peak demand season.

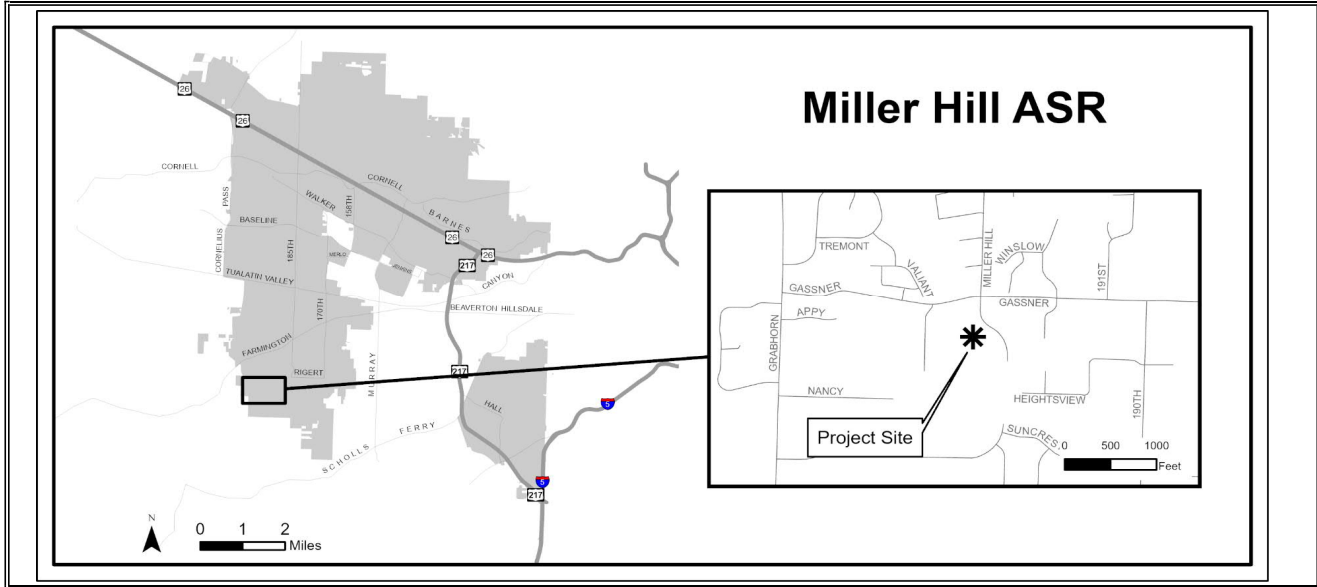
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Source	Water Rates:	Yes	Some additional costs related to maintenance of the backup power system. Future cost of repairs is reduced as equipment is replaced.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
1,035,000	279,276	-	107,000	277,000	2,240,000	-	-	2,624,000	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Miller Hill ASR Well & Piping



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	10	6	7	5	1	1	1	NA
Weighted Score:	0.084	1.070	1.092	2.212	0.665	0.062	0.043	0.074	5.302
Rank (of 75):	57	1	38	26	12	14	31	42	27

PROJECT DESCRIPTION

This project includes a new two million gallons-per-day (MGD) ASR well located on Cooper Mountain to provide additional storage and supply to meet peak summer demands. It is the second TVWD ASR facility, joining the Grabhorn ASR that has been in operation for 15 years. This project includes development of a well on the neighboring property, and piping between the new well and the control building which was installed as part of the initial well installation.

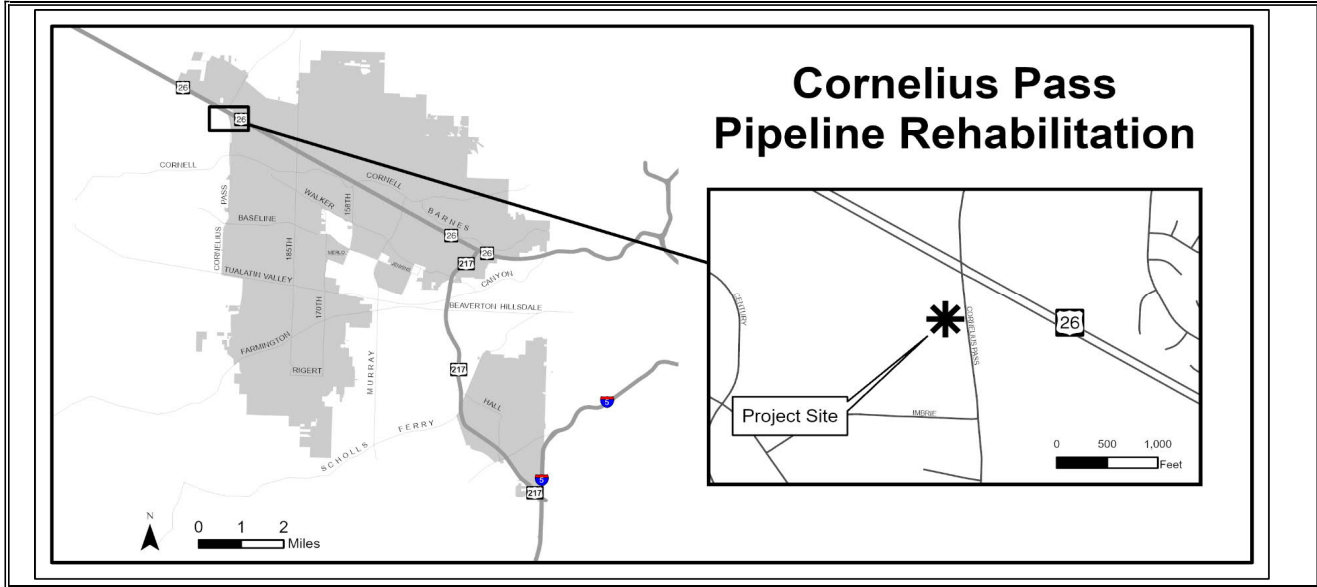
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Source	Water Rates:	Yes	Operating costs will increase when this project is completed and placed into service.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	85%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	39,250	-	-	221,500	2,065,000	-	-	2,286,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Cornelius Pass Pipeline Rehabilitation



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	5	4	5	1	1	1	3	NA
Weighted Score:	0.420	0.535	0.728	1.580	0.133	0.062	0.043	0.222	3.723
Rank (of 75):	22	47	53	46	18	14	31	30	61

PROJECT DESCRIPTION

Improvements are needed at the fluoride and flow control facility due to the condition of the existing piping. Work was advanced quickly in the previous biennium due to a leak on the existing piping which included interior piping replacement. Due to material supply issues, the final exterior pipe coating has been delayed, but will be done in the upcoming biennium. Additional improvements at this site are anticipated in the future when the WWSS connects at this location.

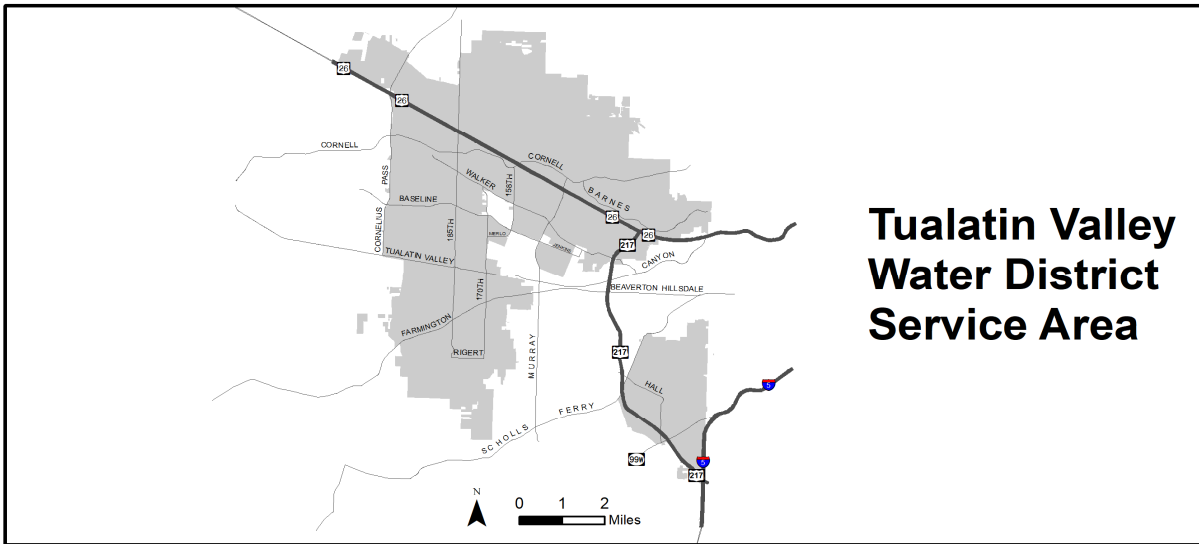
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Source	Water Rates:	Yes	No additional operating costs are anticipated.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
103,500	83,986	31,100	-	-	-	-	-	31,100	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Water Quality Integration Projects



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	3	8	6	1	10	1	3	NA
Weighted Score:	0.420	0.321	1.456	1.896	0.133	0.620	0.043	0.222	5.111
Rank (of 75):	22	60	14	38	18	1	31	30	33

PROJECT DESCRIPTION

These projects will be done in collaboration with the water system integration study and recommendations proposed as part of the WWSS. A Water Quality Integration firm has been hired as part of the WWSS and will be developing recommendations in collaboration with District personnel. Projects identified as part of that study will be implemented under this line item. These projects could include removing existing piping and other activities to study the future impact of changing water sources.

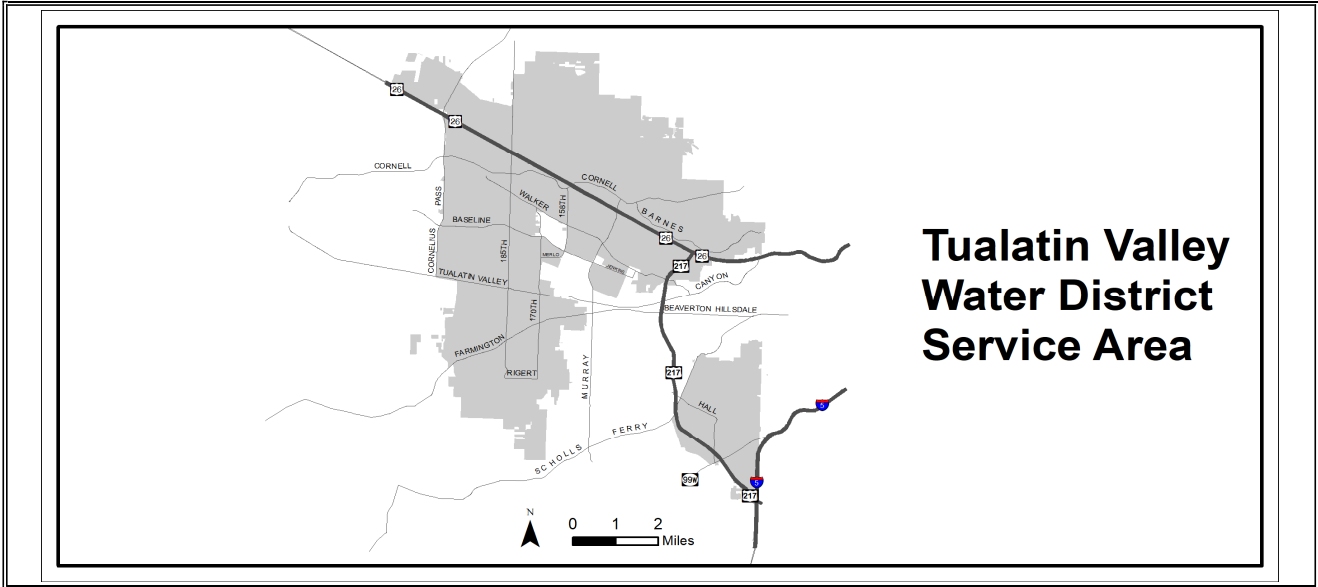
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Source	Water Rates:	Yes	No anticipated impact on District operating costs.	
Project Manager:	Joel Cary	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	61%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
463,000	-	227,500	235,500	-	-	-	-	463,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: **Booster Chlorination**



**Tualatin Valley
 Water District
 Service Area**

RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	5	9	8	1	1	1	3	NA
Weighted Score:	0.336	0.535	1.638	2.528	0.133	0.062	0.043	0.222	5.497
Rank (of 75):	37	47	10	11	18	14	31	30	26

PROJECT DESCRIPTION

This project (including evaluation and implementation) is for a booster chlorination system that is planned to be online when the District switches to the WWSS. Due to the switch from chloramines to free chlorine, the District may need a booster chlorination system to help manage residual chlorine and control water quality. This could include multiple locations as deemed necessary during the planning phase.

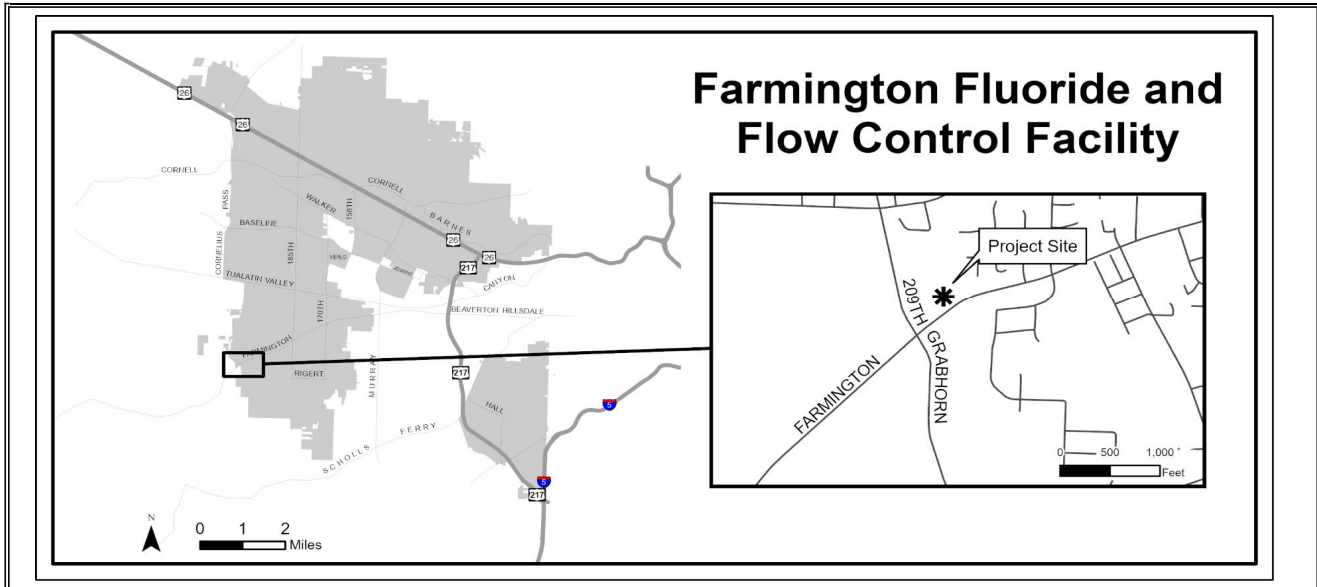
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Source	Water Rates:	Yes	A slight increase in operating cost to maintain the new booster chlorination system will be necessary.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	61%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	264,000	1,500,000	-	-	-	-	1,764,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Farmington Fluoride & Flow Control Facility



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	7	10	8	7	4	7	1	1	NA
Weighted Score:	0.588	1.070	1.456	2.212	0.532	0.434	0.043	0.074	6.409
Rank (of 75):	8	1	14	26	14	7	31	42	11

PROJECT DESCRIPTION

The Farmington Fluoride and PRV Facility will control flows from the WWSS, add fluoride to the incoming supply, and be a seismically resilient connection to the WWSS. The facility will be designed to accommodate future expansion of the facility, and will allow the District to utilize the WWSS to recharge the ASR well at Grabhorn with water from the WWSS. The facility will be designed initially for 6.5 mgd flow capacity, expandable to 17 mgd in future years. The project is currently in construction, with anticipated completion in 2023.

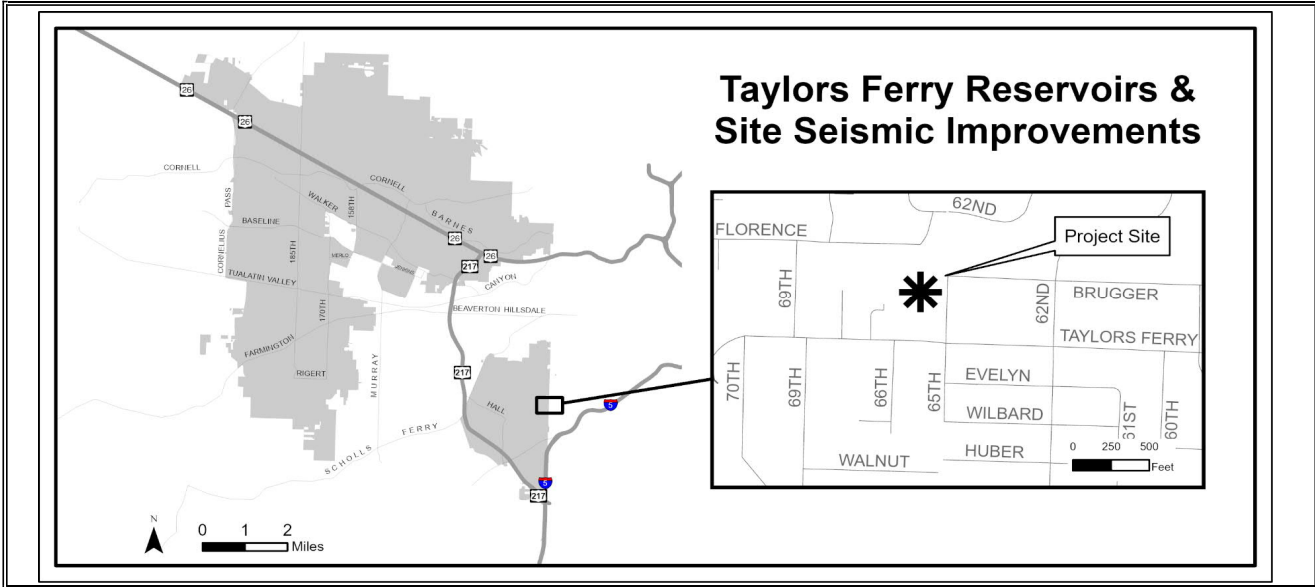
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Source	Water Rates:	Yes	An increase in operating costs will be required to maintain the new facility.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	61%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
6,130,000	5,350,000	2,300,000	-	-	-	-	-	2,300,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: **Taylor's Ferry Reservoirs & Site Seismic Improvements**



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	10	8	10	1	1	1	10	NA
Weighted Score:	0.336	1.070	1.456	3.160	0.133	0.062	0.043	0.740	7.000
Rank (of 75):	37	1	14	1	18	14	31	1	5

PROJECT DESCRIPTION

The existing reservoirs are not seismically resilient and are in need of major upgrades to meet current seismic codes and the District's resilience goals. In addition, the existing maintenance building and the supply to the 643 zone are in need of seismic upgrades. This project includes the installation of two (2) 1.75 million gallon (MG) prestressed concrete reservoirs, installation of a seismically upgraded maintenance building, and installation of a booster pump station to serve the 643 zone, including upgrades to all existing site piping. The design and permitting was completed in the 2021-23 biennium. A hazard mitigation grant was awarded from Federal Emergency Management Agency (FEMA) to help cover costs of the upgraded facility.

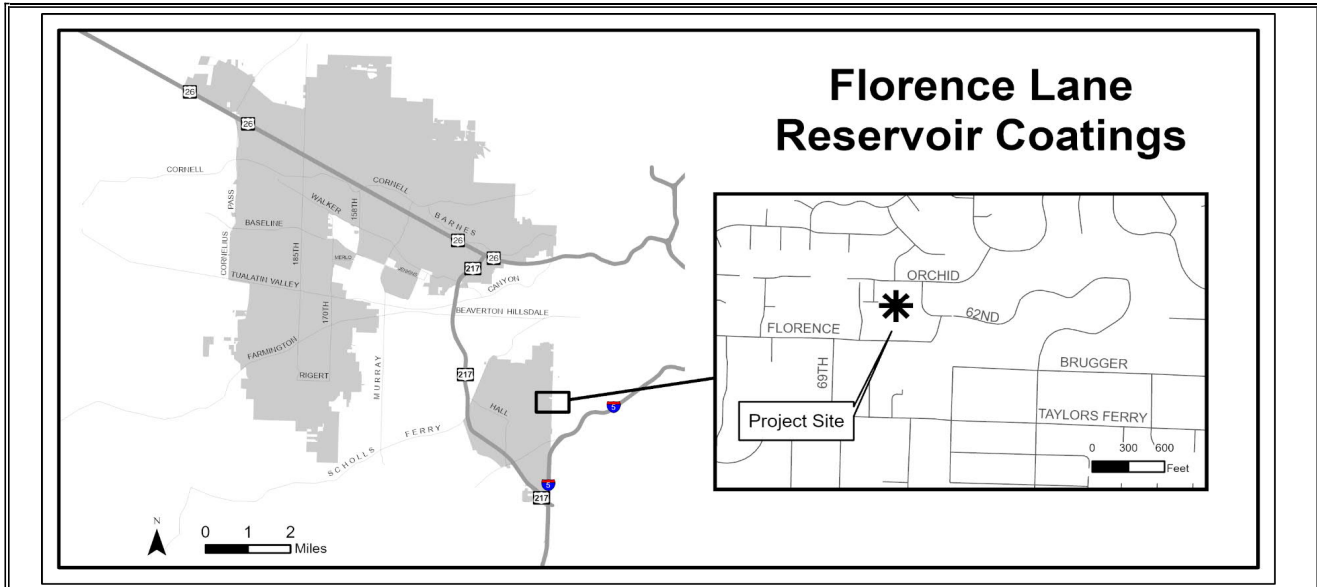
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Storage	Water Rates:	Yes	This project will reduce immediate maintenance costs, and will bring the site facilities up to current seismic standards. On-going maintenance is anticipated.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
7,151,100	1,425,784	12,420,000	7,740,000	-	-	-	-	20,160,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Florence Lane Reservoir Coatings



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	4	1	5	1	1	3	5	NA
Weighted Score:	0.420	0.428	0.182	1.580	0.133	0.062	0.129	0.370	3.304
Rank (of 75):	22	56	66	46	18	14	24	10	64

PROJECT DESCRIPTION

The reservoir coatings are in poor condition and are in need of replacement. This project involves sandblasting and recoating areas of coating failures. Noise abatement and dust containment is required to reduce impact to surrounding properties.

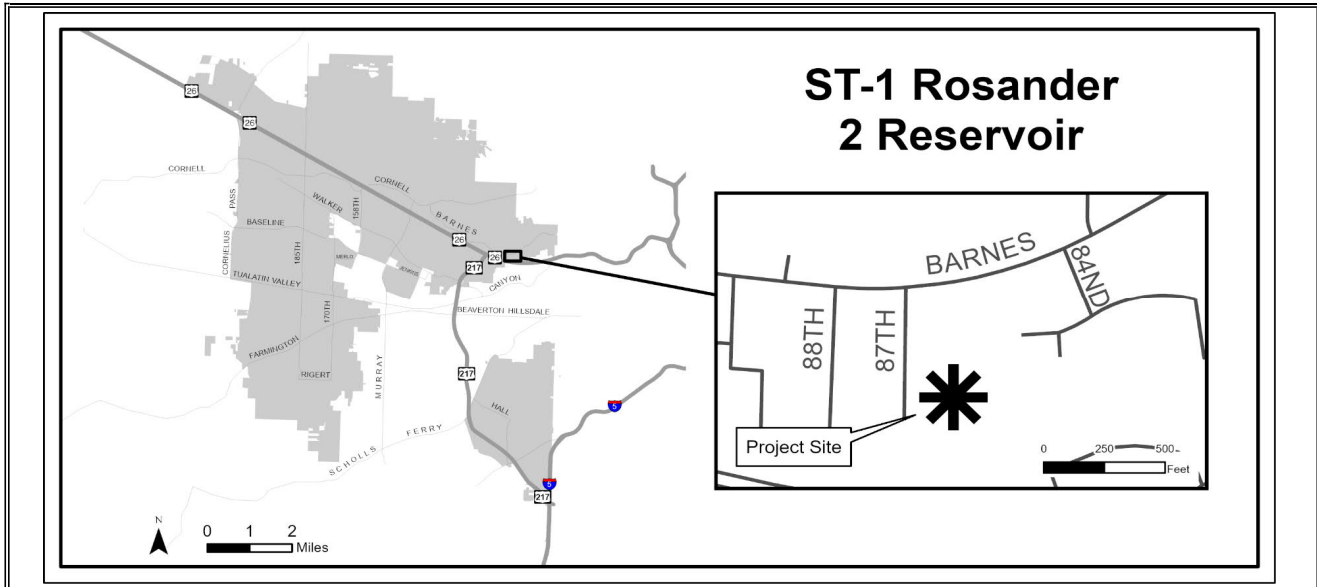
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Storage	Water Rates:	Yes	This project will help to maintain the reservoirs and extend the life of the reservoirs. No operational cost changes are anticipated.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
714,000	9,076	10,400	803,500	-	-	-	-	813,900	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: ST-1 Rosander 2 Reservoir



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	3	10	10	4	1	1	1	1	NA
Weighted Score:	0.252	1.070	1.820	1.264	0.133	0.062	0.043	0.074	4.718
Rank (of 75):	48	1	1	60	18	14	31	42	45

PROJECT DESCRIPTION

The Rosander 2 Reservoir project is recommended to address long-term storage deficiencies in the West Hills 575 Zone and to provide seismically resilient storage. It is assumed that the existing reservoir will remain in service while a new 1.0-MG reservoir is constructed along with the Rosander Pump Station Project (BP-6).

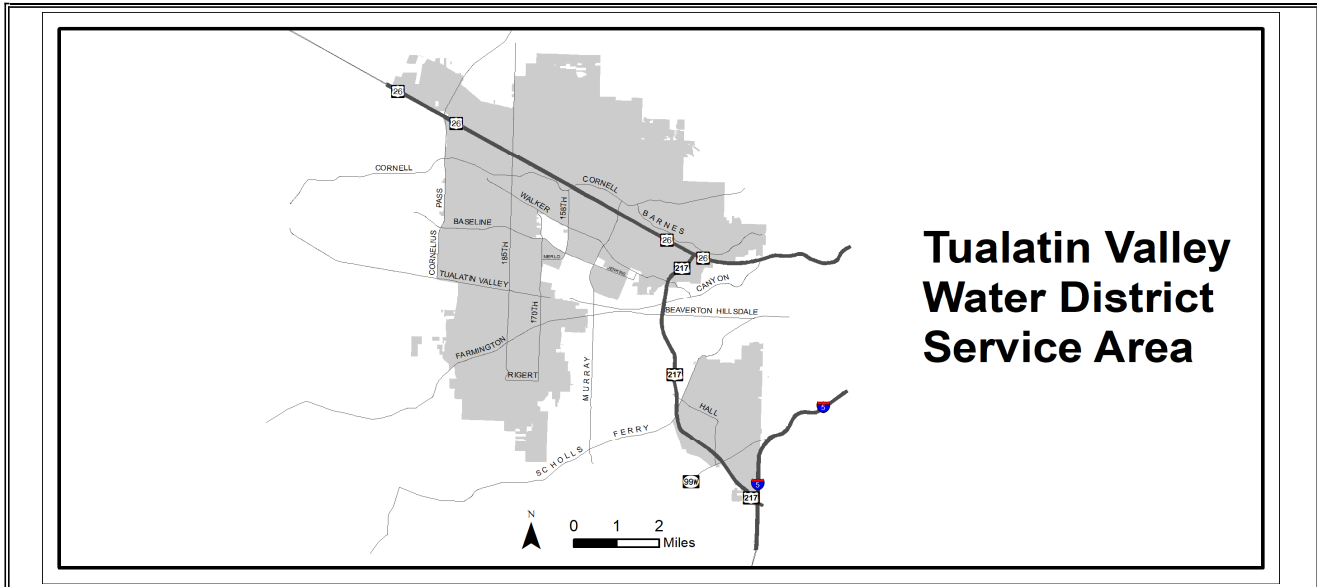
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Storage	Water Rates:	Yes	A slight increase in operating expenses for power and maintenance of the mixer will be necessary.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	1,685,000	3,785,000	5,470,000	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: ST-8 Reservoir Isolation Valve Program



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	3	10	3	5	1	3	2	2	NA
Weighted Score:	0.252	1.070	0.546	1.580	0.133	0.186	0.086	0.148	4.001
Rank (of 75):	48	1	63	46	18	13	30	40	58

PROJECT DESCRIPTION

Seismically-activated isolation valves are recommended where one or more storage facilities are available to a pressure zone or operating area. Facilities with the valves are assumed to be isolated following a seismic event, thereby preventing water from draining into a leaking system. Seismically-actuated isolation valves are recommended for 11 of the District's 26 planned reservoirs for 2064. Each isolation valve will require an electronically actuated valve with control box, flow monitoring, and transmission equipment for SCADA. The District is currently evaluating the Shakealert system being implemented by the USGS. The District anticipates upgrading existing seismic valves to a Shakealert system in the near-term and evaluating other locations for installation in the future.

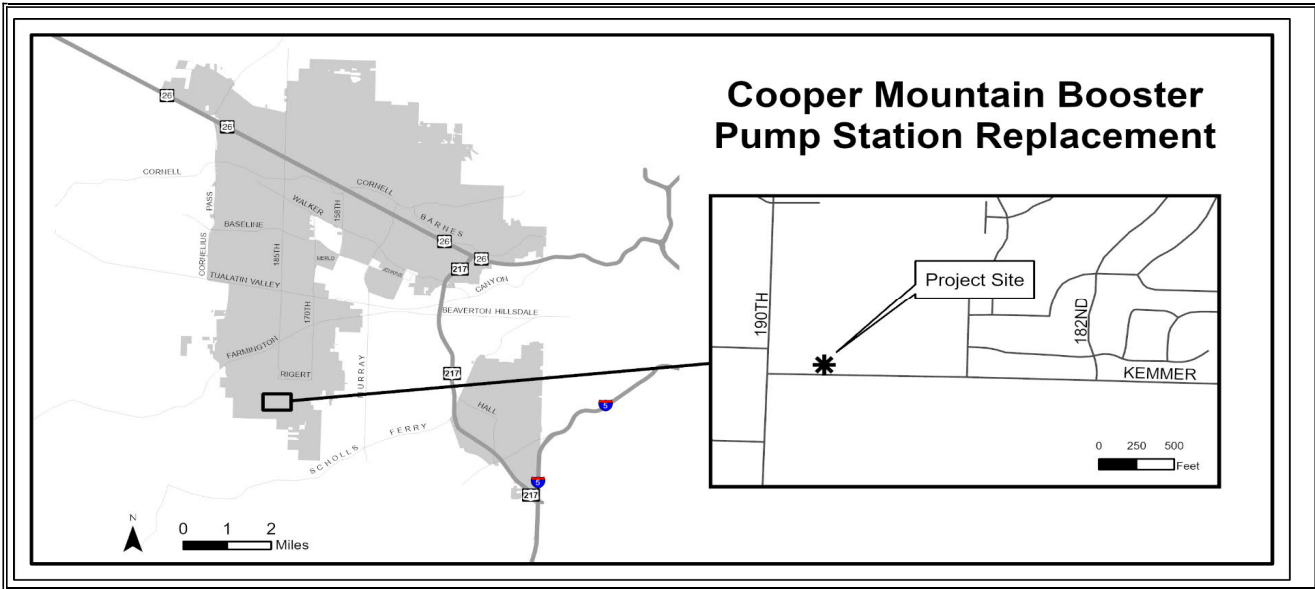
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Storage	Water Rates:	Yes	There will be a minor increase to operating expenses to incorporate and maintain the seismic isolation valves including power and an ethernet connection. Other operating expenses for the Shakealert system are covered under the program.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	70,000	72,400	142,400	1,835,500

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Cooper Mountain Booster Pump Station Replacement



RATING CRITERIA & PROJECT PRIORITY SCORING									
	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	10	10	9	1	5	5	4	NA
Weighted Score:	0.084	1.070	1.820	2.844	0.133	0.310	0.215	0.296	6.772
Rank (of 75):	57	1	1	8	18	10	7	24	8

PROJECT DESCRIPTION

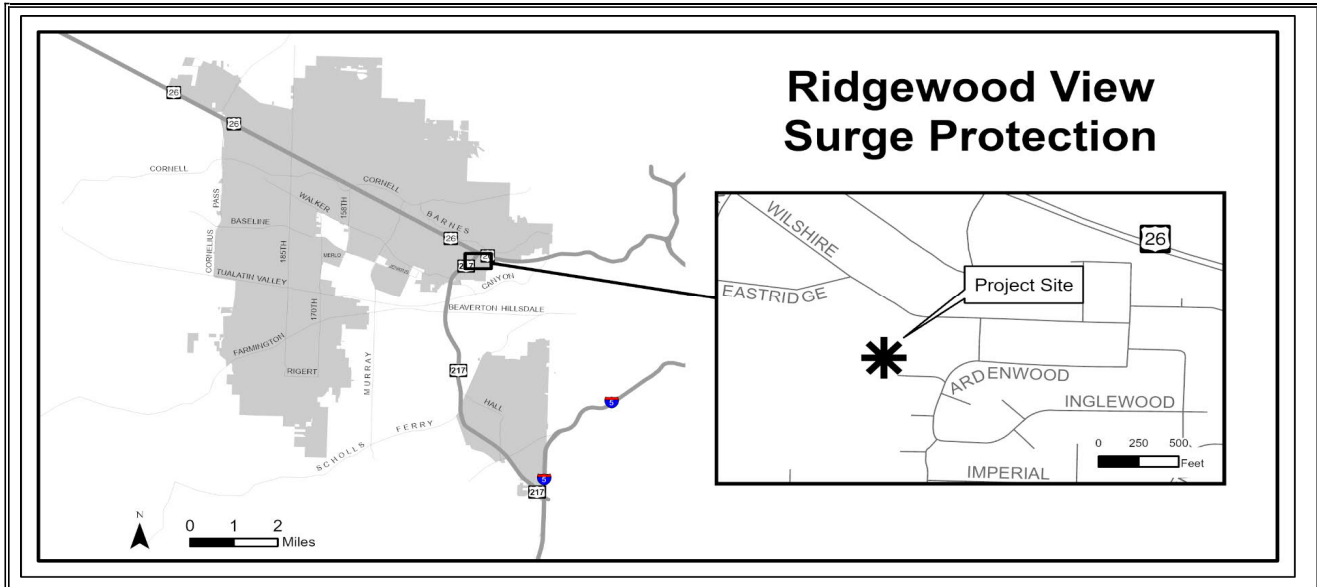
The supply analysis done in the master plan for the area served by the Cooper Mountain Booster Pump Station determined that the existing Cooper Mountain Booster Pump Station (BPS) is deficient under firm and peak supply criteria. It is recommended that the District construct a new pump station or expand the existing Cooper Mountain BPS to correct the deficient flows. In addition to the hydraulic deficiencies, the pump station is aging and is in need of various improvements.

PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pump Station	Water Rates:	Yes	This new pump station would replace the existing Cooper Mountain Pump Station resulting in a net no material impact to operating costs. Power costs may decrease slightly due to increased pumping efficiency.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	13%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS									
FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	60,000	-	535,500	1,330,000	860,500	-	-	2,726,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Ridgewood View Surge Protection



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	4	4	10	1	1	1	1	NA
Weighted Score:	0.084	0.428	0.728	3.160	0.133	0.062	0.043	0.074	4.712
Rank (of 75):	57	56	53	1	18	14	31	42	46

PROJECT DESCRIPTION

The existing surge tank that was installed with the project in 2016 requires an interior bladder to be removed and replaced each year. This is a challenge due to the height of the tank and constraints with the roof. This project will evaluate the surge requirements, and will replace the existing surge tank with a different system that will be more easily maintained.

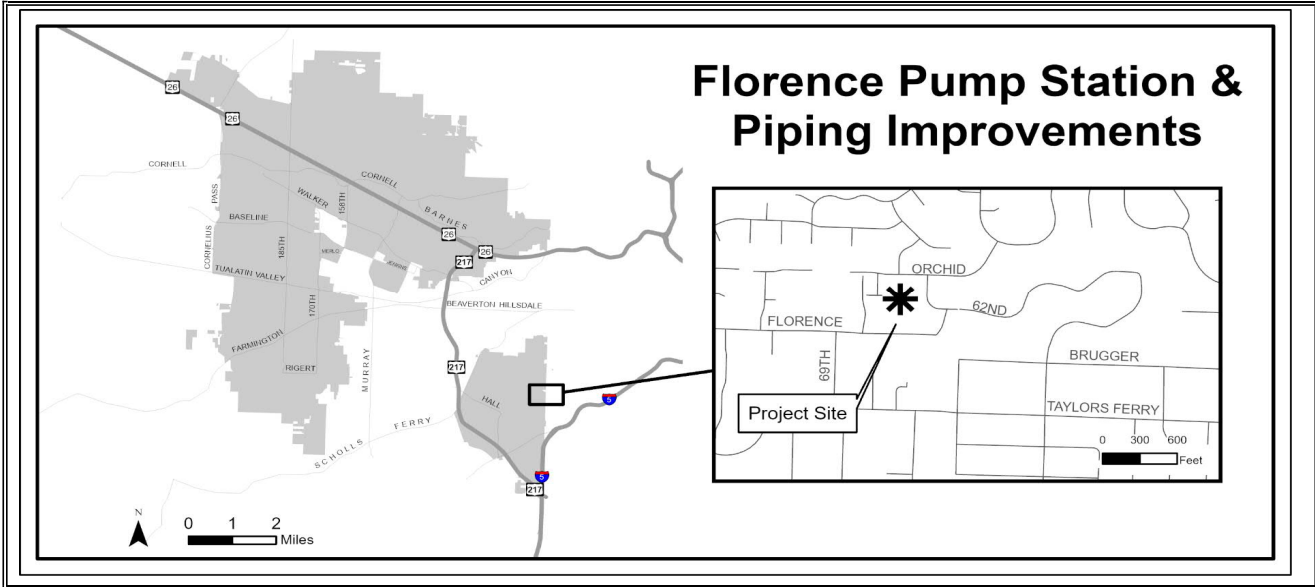
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pump Station	Water Rates:	Yes	No impact to operating costs is anticipated.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	214,000	-	-	-	-	214,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Florence Pump Station & Piping Upgrades



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	3	4	10	8	6	1	4	3	NA
Weighted Score:	0.252	0.428	1.820	2.528	0.798	0.062	0.172	0.222	6.282
Rank (of 75):	48	56	1	11	11	14	18	30	13

PROJECT DESCRIPTION

Florence Pump Station is in need of electrical and valving upgrades prior to the WWSS coming online. This station will be the singular source of supply to the Taylor's Ferry site and currently only a single pump can operate due to the undersized electrical feed. This project will upgrade the incoming electrical feed, convert the backup power from a natural gas power generator to a diesel generator, and will replace pumps and valving as needed to be a resilient supply to the upper Metzger zones. The piping portion of this project will provide piping connections near the Florence Lane Facility with the intent of maintaining a good chlorine residual in the reservoir and force water turnover in the existing pipelines. This includes valving and pipe connections between the existing 36-inch and 24-inch pipelines.

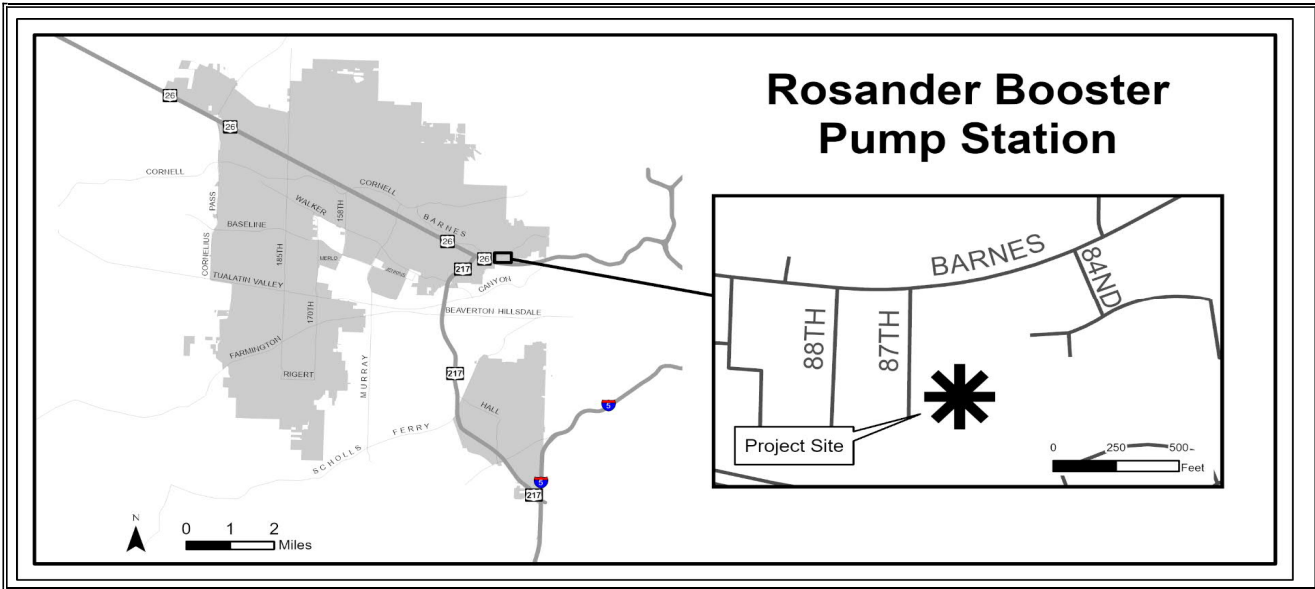
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pump Station	Water Rates:	Yes	The incoming WWSS connection will require that the District utilize the Florence Lane pumps more, resulting in increased operating costs at the facility.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	595,000	2,515,000	-	-	-	-	3,110,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Rosander Booster Pump Station



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	2	10	5	8	1	1	6	5	NA
Weighted Score:	0.168	1.070	0.910	2.528	0.133	0.062	0.258	0.370	5.499
Rank (of 75):	54	1	45	11	18	14	6	10	25

PROJECT DESCRIPTION

This project includes the design and construction of new Rosander Pump Station and 1,400 feet of 24-inch discharge line to connect to the existing 12-inch and 16-inch transmission lines near SW 84th Ave. This project has been postponed until after 2026, and is anticipated to replace the existing Sunset Pump Station. It is intended to be constructed at the same time as the 2nd Rosander Reservoir and will add reliability and resiliency to the West Hills pumping system.

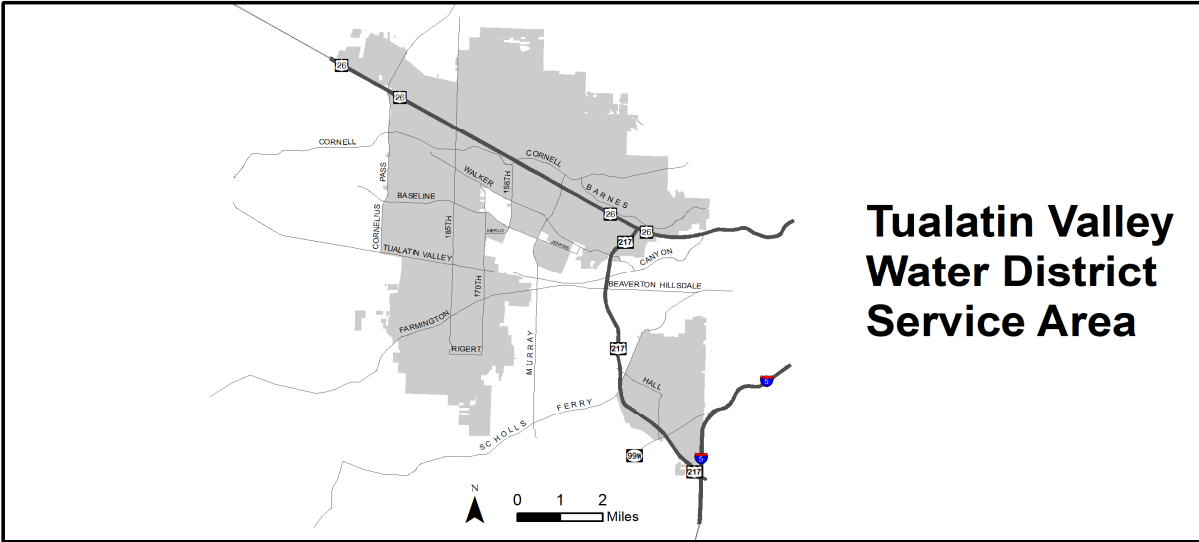
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pump Station	Water Rates:	Yes	The new pump station will replace the Sunset Pump Station and slightly lower the District's maintenance costs in the near-term.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	115,000	1,495,000	8,605,000	10,215,000	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: SCADA / PLC / Shakealert Upgrades



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	10	6	7	5	1	3	6	NA
Weighted Score:	0.420	1.070	1.092	2.212	0.665	0.062	0.129	0.444	6.094
Rank (of 75):	22	1	38	26	12	14	24	5	16

PROJECT DESCRIPTION

The SCADA Master Plan is being done to upgrade and improve the SCADA system which allows operators to control the water system. Included in this are upgrades to programming and implementation of the Shakealert earthquake early warning system. This project will help protect the District from cyber threats as well as improve the District's ability to respond following an earthquake.

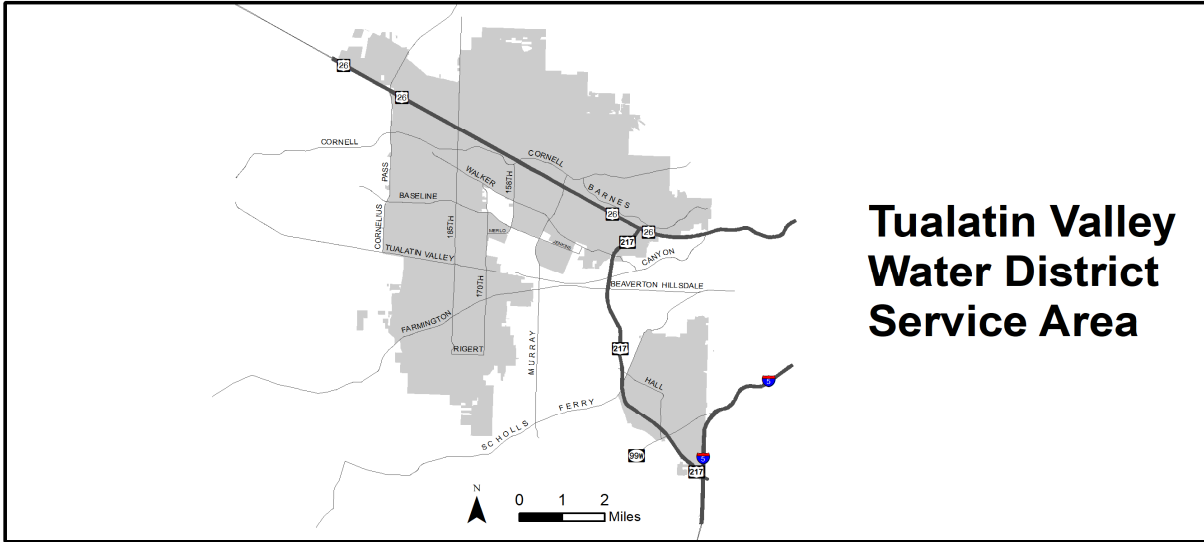
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pump Station	Water Rates:	Yes	Future operating costs include annual fees which are part of the Shakealert earthquake early warning system.	
Project Manager:	Michael Morgan	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
841,000	88,711	983,500	910,500	-	-	-	-	1,894,000	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Pump Station Electrical Equipment Upgrade Program



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	2	5	8	1	1	3	6	NA
Weighted Score:	0.084	0.214	0.910	2.528	0.133	0.062	0.129	0.444	4.504
Rank (of 75):	57	63	45	11	18	14	24	5	50

PROJECT DESCRIPTION

This project includes implementation of capital electrical upgrades at pump stations necessary to keep the pump stations operating effectively and avoid unplanned outages.

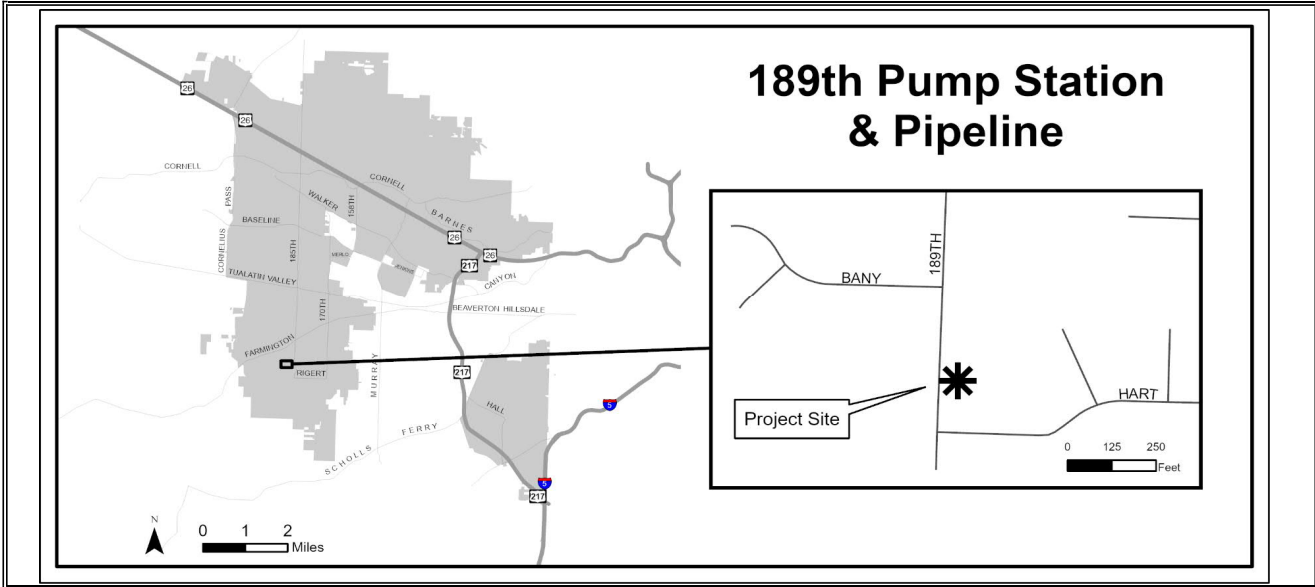
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pump Station	Water Rates:	Yes	No anticipated impact to operating costs. Unplanned outages and potential costs associated with those will be avoided.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	51,800	53,600	55,400	57,400	59,400	61,500	339,100	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: 189th Pump Station & Pipeline



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	10	10	10	1	5	4	6	NA
Weighted Score:	0.084	1.070	1.820	3.160	0.133	0.310	0.172	0.444	7.193
Rank (of 75):	57	1	1	1	18	10	18	5	4

PROJECT DESCRIPTION

The 189th pump station is aging and is in need of seismic and safety upgrades to the pump station, including backup power. The pump station along with the pumped supply and water storage in the Cooper Mountain area were evaluated to determine the optimal solution. This project will include 1,820 feet of 16-inch pipe to the Goyak site, and will effectively replace both pump stations with a single pump station. The Goyak facilities and the existing 189th reservoir and pump station will all be demolished following the completion of the 189th pump station.

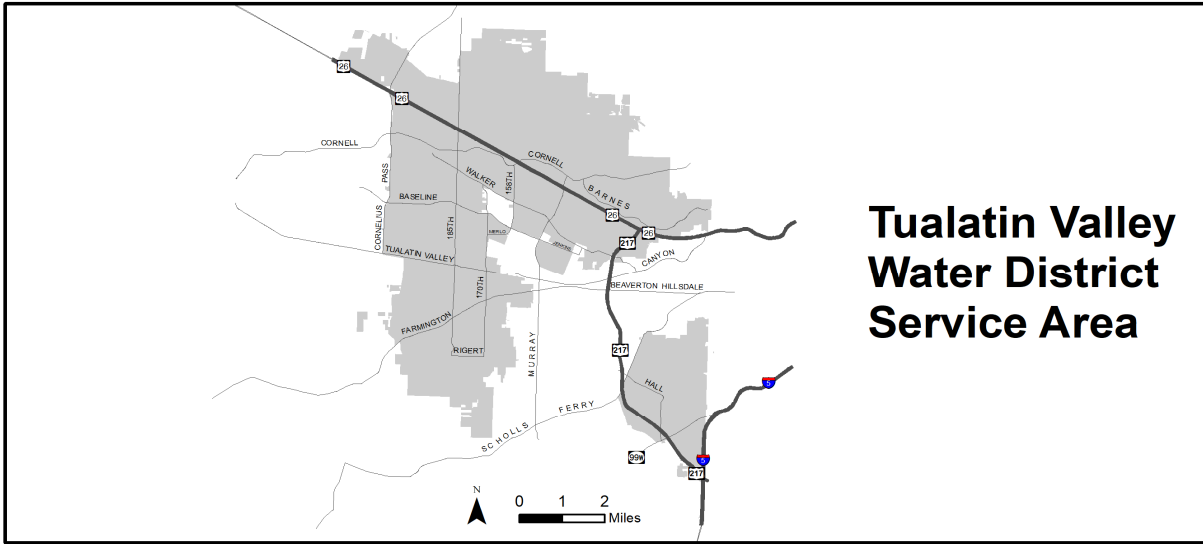
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pump Station	Water Rates:	Yes	No anticipated impact to operating costs.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
32,100	388,513	2,640,000	7,175,000	-	-	-	-	9,815,000	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Pump Replacement Program



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	1	5	5	1	1	4	6	NA
Weighted Score:	0.084	0.107	0.910	1.580	0.133	0.062	0.172	0.444	3.492
Rank (of 75):	57	64	45	46	18	14	18	5	63

PROJECT DESCRIPTION

This program is intended to replace aging existing pumps as they approach the end of their useful life. The budget assumes replacing 2 pumps per year and an average asset life of 30 years.

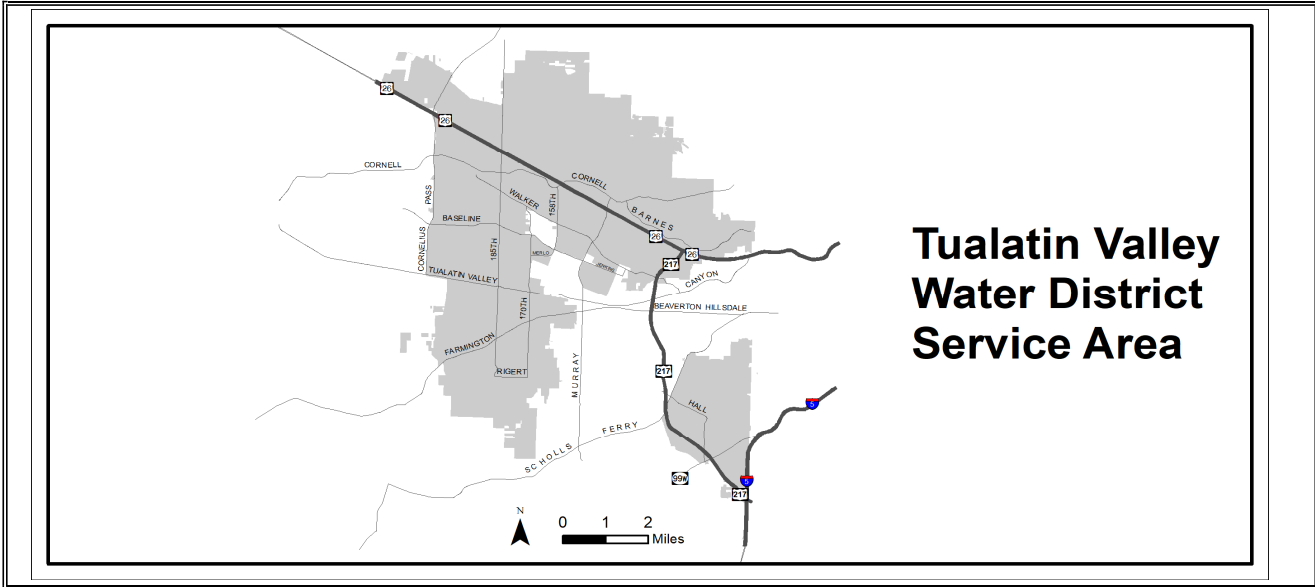
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pump Station	Water Rates:	Yes	Potential for a slight decrease in operating costs due to newer, more efficient pumps.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
270,500	5,000	155,500	160,500	166,500	172,000	178,000	184,500	1,017,000	6,576,500

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Mains Replacement Program - Unidentified Projects



**Tualatin Valley
 Water District
 Service Area**

RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	7	7	8	2	1	7	5	NA
Weighted Score:	0.504	0.749	1.274	2.528	0.266	0.062	0.301	0.370	6.054
Rank (of 75):	10	26	27	11	17	14	2	10	19

PROJECT DESCRIPTION

This work includes projects that are completed as part of the District's Mains Replacement Program. This program is a focused effort to identify, prioritize, design, and replace pipelines based on asset management priorities and recommendations to replace existing failing infrastructure. These projects are water main replacements that are required due to corrosion, or other identified aging condition of the existing water mains. Improvements will result in improved reliability and water quality as well as reduced liability associated with premature pipe failures and leaks.

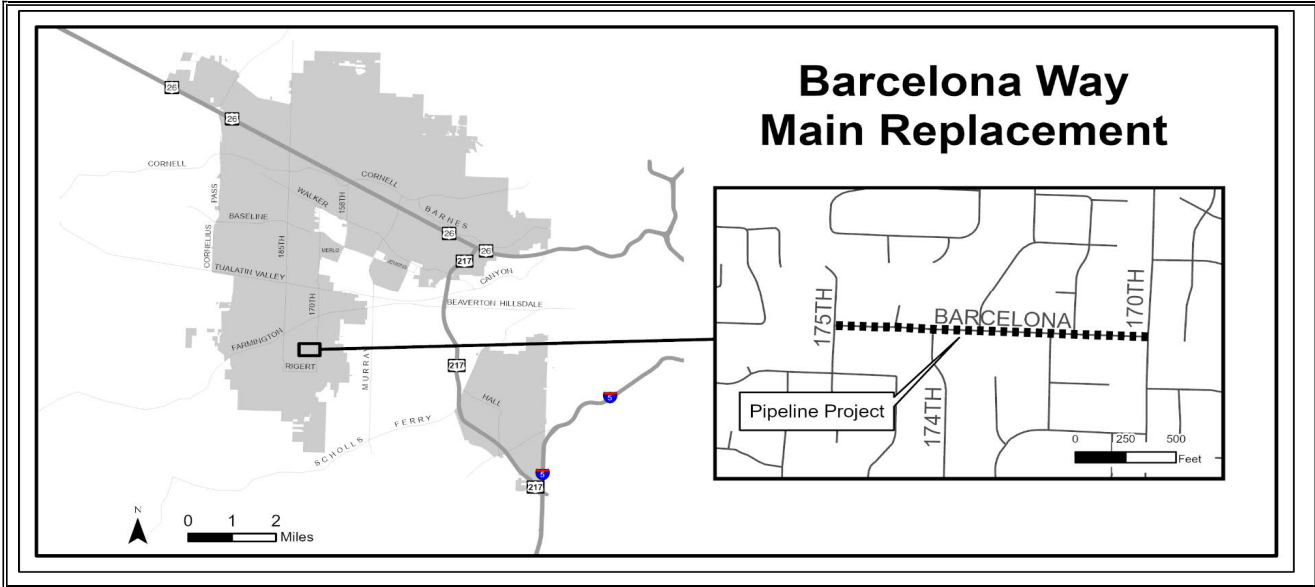
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	There may be a slight reduction in operating costs due to reduced main breaks. Updated standards require a higher level of cathodic protection than previous standards. Site specific corrosion conditions are also evaluated with the intent of extending the life of the new pipeline.	
Project Manager:	Various	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
3,707,200	3,557,864	1,760,000	1,820,000	1,885,000	1,950,000	4,200,000	2,090,000	13,705,000	369,370,000

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Barcelona Way Main Replacement



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	7	7	8	1	1	7	5	NA
Weighted Score:	0.336	0.749	1.274	2.528	0.133	0.062	0.301	0.370	5.753
Rank (of 75):	37	26	27	11	18	14	2	10	21

PROJECT DESCRIPTION

This pipe was identified for replacement as part of the mains replacement program. The pipe was installed in 1977 as Cast Iron pipe with leaks noting rotten pipe and shear breaks. The project includes approximately 2,450 feet of 8-inch pipe and 130 feet of 4-inch pipe. The intent is to replace aging infrastructure and provide new resilient pipelines capable of providing long-term reliable service. This will enhance safety and improve levels of service in areas that experience leaks.

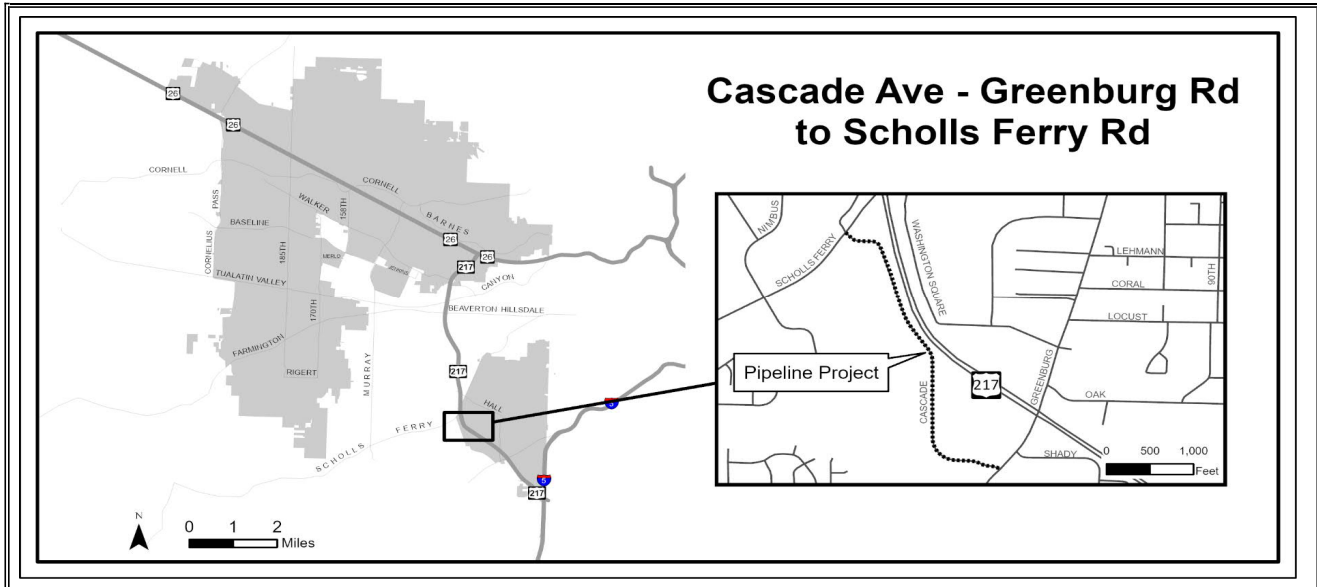
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Mohammad Ahmad	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	1,065,000	-	-	1,065,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Cascade Ave - Greenburg Rd to Scholls Ferry Rd



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	3	7	6	7	1	1	3	3	NA
Weighted Score:	0.252	0.749	1.092	2.212	0.133	0.062	0.129	0.222	4.851
Rank (of 75):	48	26	38	26	18	14	24	30	39

PROJECT DESCRIPTION

This project consists of approximately 4,000 feet of 12-inch pipe. It is ranked high on the priority list due to corrosion leaks observed, and the impact it has in a high traffic, commercial area. Replacement of aging infrastructure allows the District to provide new resilient pipelines capable of providing long-term, reliable service. This also enhances safety and improves the level of service in areas that experience leaks.

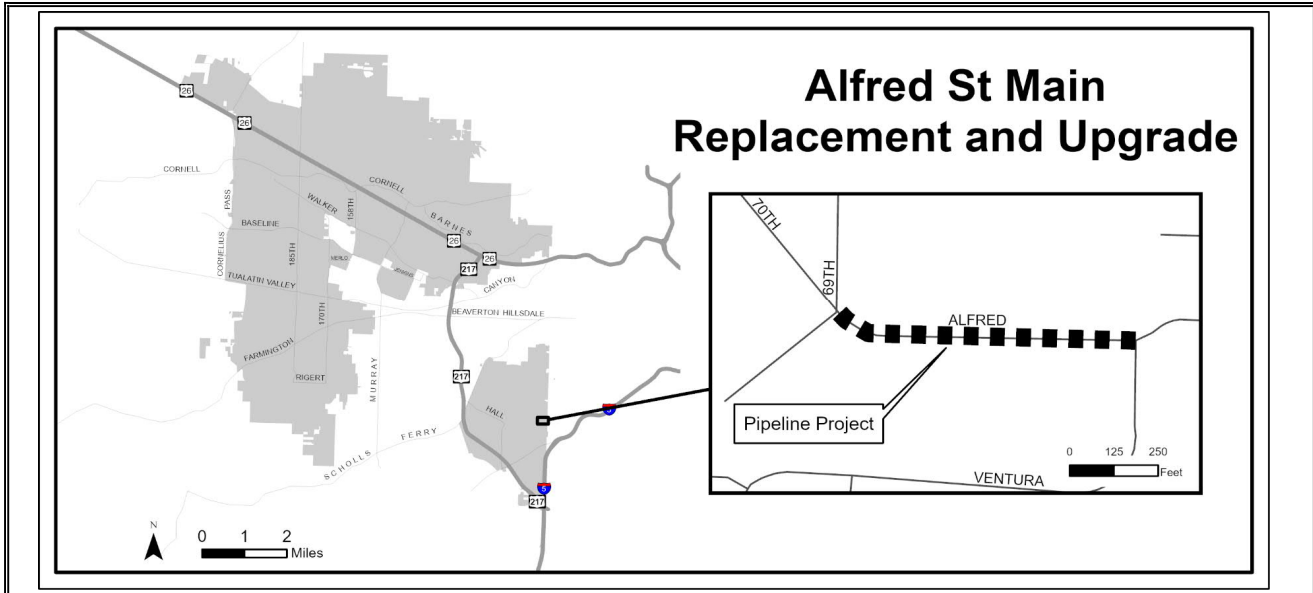
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Mohammad Ahmad	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	-	3,050,000	3,050,000	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Alfred St Main Replacement and Upgrade



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	7	9	7	1	1	5	4	NA
Weighted Score:	0.336	0.749	1.638	2.212	0.133	0.062	0.215	0.296	5.641
Rank (of 75):	37	26	10	26	18	14	7	24	23

PROJECT DESCRIPTION

This main replacement project was identified as part of the fireflow upgrades being done in the Metzger service area. The original intent was to complete this project as part of the Metzger N-S improvements, however, the alignment for that project was evaluated and was moved to the west, making this project less desirable to construct as part of that project. The area along Alfred St currently has lower than desired fireflow. This main replacement is planned to increase the line size to meet current fireflow standards.

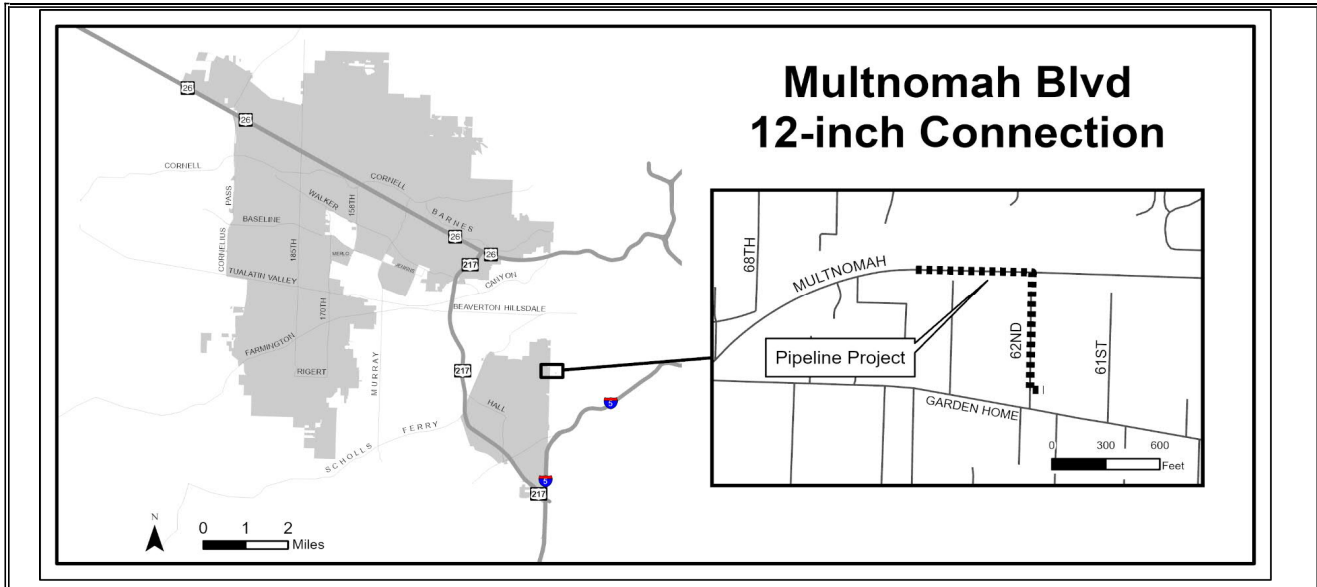
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT
Project Category:	Pipeline	Water Rates:	Yes	Operating costs will be slightly reduced due to new piping and less potential for leak repairs.
Project Manager:	Mohammad Ahmad	Service Fees:	No	
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	25%	
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%	

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
416,000	10,585	466,000	-	-	-	-	-	466,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: **Multnomah Blvd 12-inch Connection**



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	7	9	7	4	6	1	3	NA
Weighted Score:	0.504	0.749	1.638	2.212	0.532	0.372	0.043	0.222	6.272
Rank (of 75):	10	26	10	26	14	8	31	30	14

PROJECT DESCRIPTION

This project is being done in order to move water from the WWSS directly to Garden Home Reservoir to be able to cycle the reservoir with fresh water from the WWSS. The reservoir currently requires a connection to Portland to push water into the reservoir to force reservoir cycling and maintain an acceptable chlorine residual. Once the WWSS is online, the District desires to maintain this type of arrangement with WWSS water, and this project will allow for that connection. The project includes installation of a 12-inch pipeline along Multnomah Blvd, potential replacement of the existing 10-inch Cast Iron pipeline along SW 62nd Pl, installation of a control valve for controlling flows to the reservoir, and may require an additional control valve and vault and a meter to City of Portland for emergency usage.

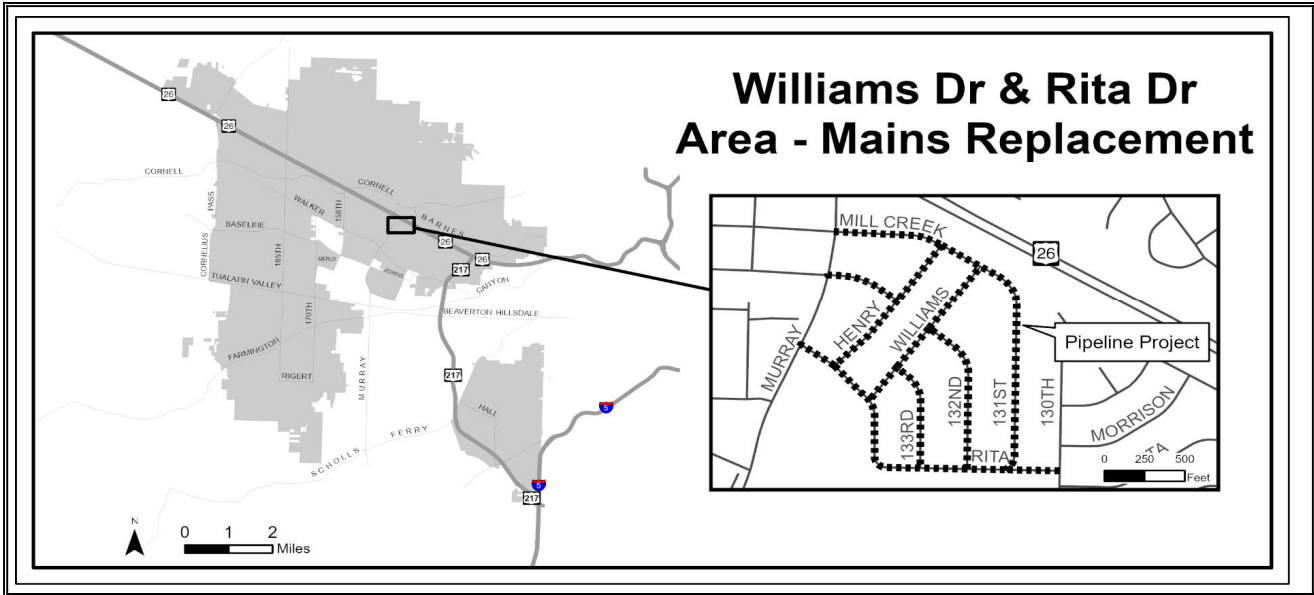
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	Adding piping to the system will slightly increase the operating costs of the system.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	103,500	768,000	-	-	-	-	871,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Williams Dr & Rita Dr Area - Mains Replacement



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	8	6	5	1	1	5	5	NA
Weighted Score:	0.504	0.856	1.092	1.580	0.133	0.062	0.215	0.370	4.812
Rank (of 75):	10	19	38	46	18	14	7	10	41

PROJECT DESCRIPTION

The existing pipe is aging, has lead-joints, and has had several breaks. The existing pipe was installed in 1949. This project consists of a total of approximately 9,200 feet of 8-inch main being upgraded from 6-inch pipe in accordance with updated District standards. This will also increase the seismic resilience of the neighborhood since lead-joints are not good for seismic restraints.

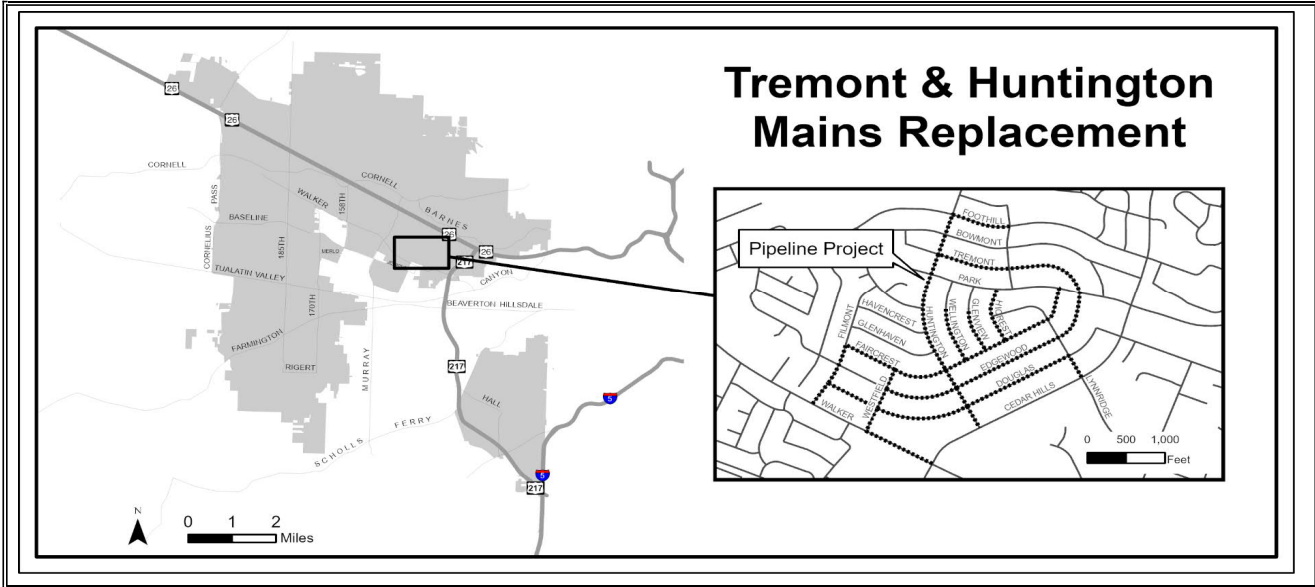
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	3,800,000	-	-	3,800,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Tremont Dr & Huntington Dr Area - Mains Replacement



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	8	6	5	1	1	5	5	NA
Weighted Score:	0.504	0.856	1.092	1.580	0.133	0.062	0.215	0.370	4.812
Rank (of 75):	10	19	38	46	18	14	7	10	41

PROJECT DESCRIPTION

The existing pipe is aging, has lead-joints, and has had several breaks. The existing pipe was installed between 1946 and 1950. This project consists of a total of approximately 3,120 feet of 4-inch main, 38,625 feet of 8-inch main to replace existing 6-inch and 8-inch pipe, and 3,430 feet of 12-inch main to replace existing 10-inch and 12-inch pipe in accordance with District standards. This will also increase the seismic resiliency of the neighborhood since lead-joints are not good for seismic restraints.

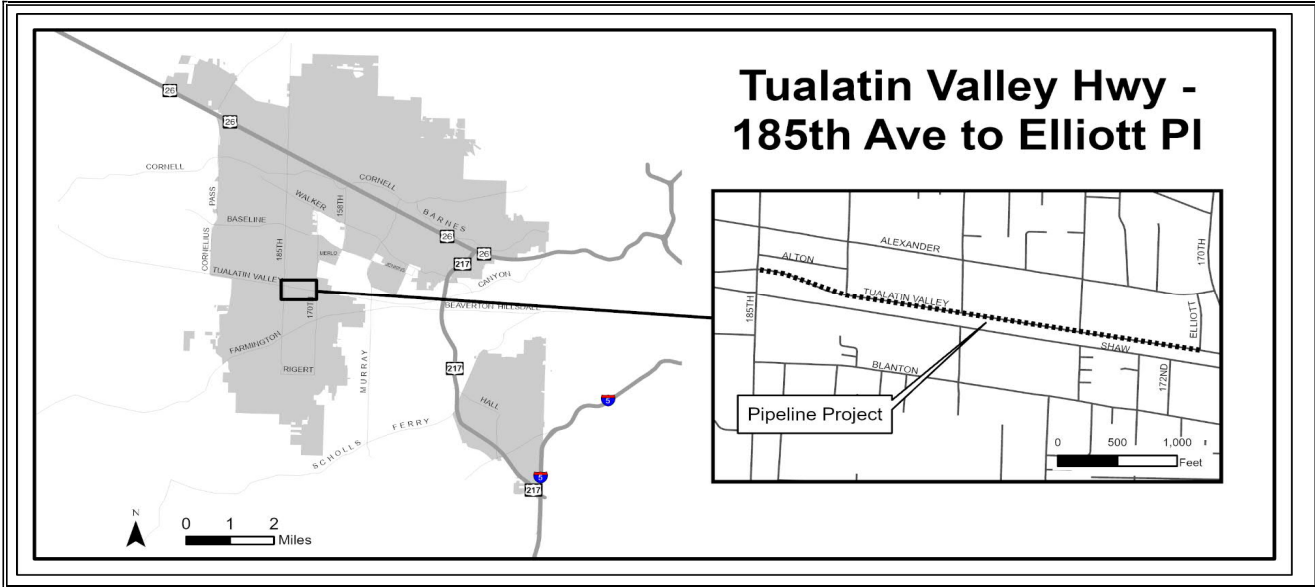
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	3,885,000	8,660,000	6,975,000	19,520,000	6,360,000

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Tualatin Valley Hwy - 185th Ave to Elliott Pl



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	10	9	7	8	1	1	5	5	NA
Weighted Score:	0.840	0.963	1.274	2.528	0.133	0.062	0.215	0.370	6.385
Rank (of 75):	1	16	27	11	18	14	7	10	12

PROJECT DESCRIPTION

This project consists of approximately 3,800 feet of 8-inch and 500 feet of 12-inch pipe. It is ranked high on the priority list due to condition observed at various locations during service installations, and the impact it has in a high traffic, commercial area. Replacement of aging infrastructure allows the District to provide new resilient pipelines capable of providing long-term, reliable service. This also enhances safety and improves the level of service in areas that experience leaks.

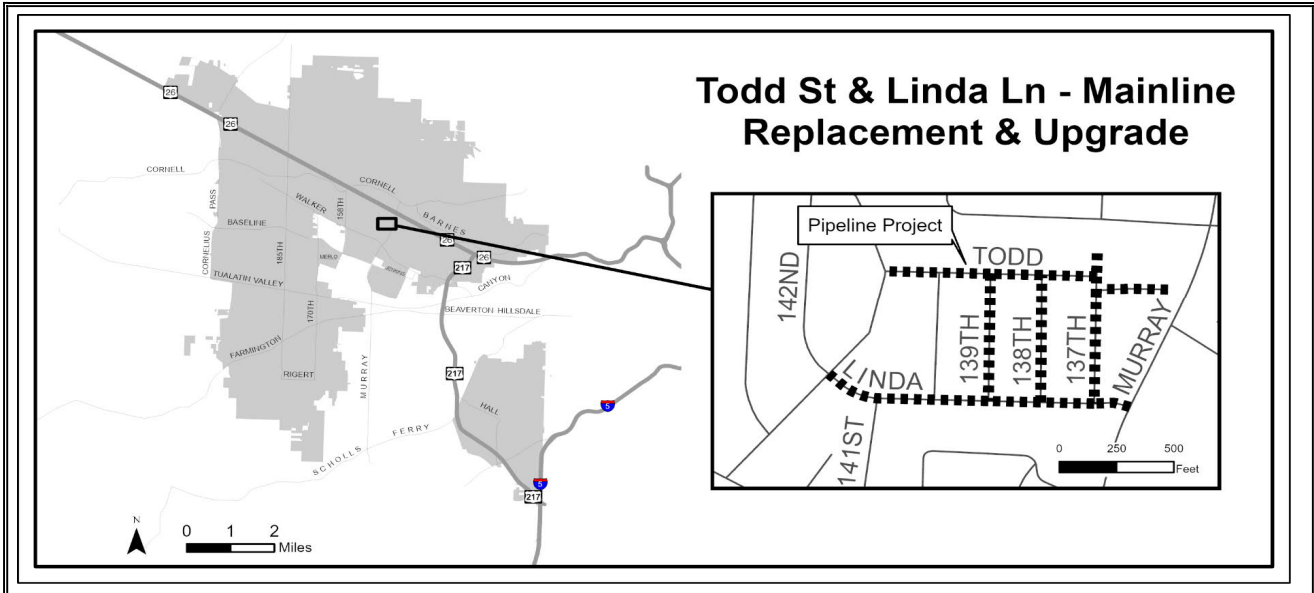
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Heidi Springer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	1,445,000	-	1,445,000	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Todd St & Linda Ln Area - Mainline Replacement & Upgrade



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	8	9	8	7	1	1	5	5	NA
Weighted Score:	0.672	0.963	1.456	2.212	0.133	0.062	0.215	0.370	6.083
Rank (of 75):	4	16	14	26	18	14	7	10	17

PROJECT DESCRIPTION

The existing pipe is lead-jointed, has had several breaks, and is deficient for fire flow. This project consists of a total of approximately 4,400 feet of 8-inch main, 1,650 of which is being upgraded from 4-inch, and the remaining 2,750 being upgraded from 6-inch. This will also increase the seismic resilience of the neighborhood since lead-joints are not good for seismic restraints.

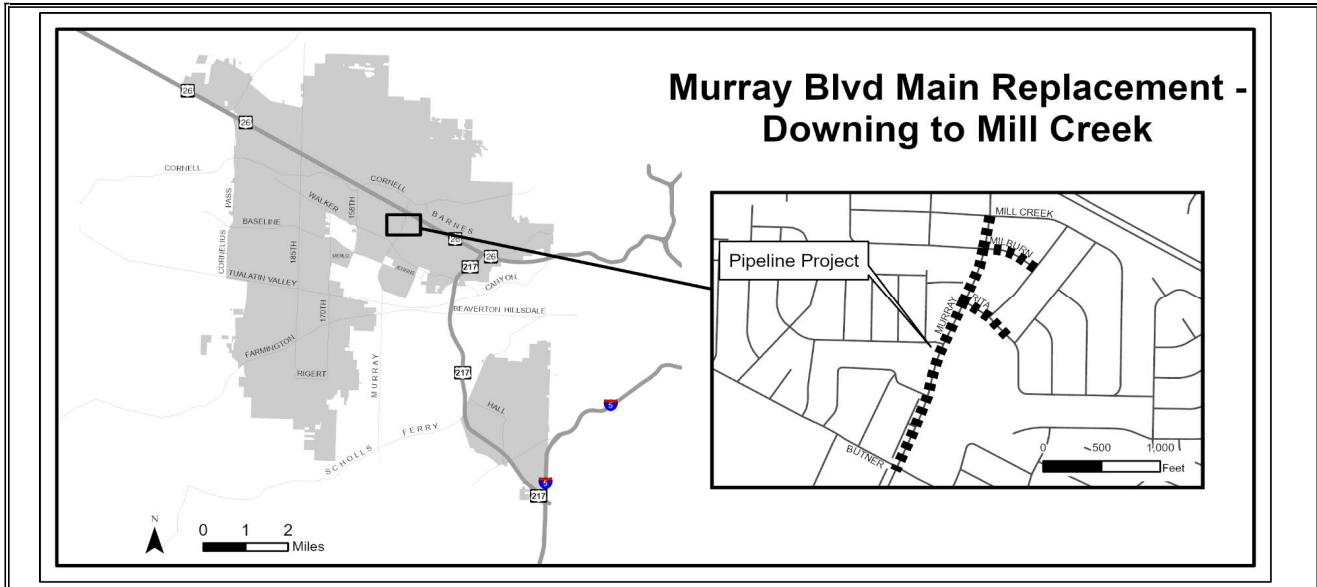
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
1,408,000	40,162	-	-	1,675,000	-	-	-	1,675,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Murray Blvd Main Replacement - Downing St to Mill Creek



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	8	9	8	7	1	1	5	5	NA
Weighted Score:	0.672	0.963	1.456	2.212	0.133	0.062	0.215	0.370	6.083
Rank (of 75):	4	16	14	26	18	14	7	10	17

PROJECT DESCRIPTION

The existing pipe is lead-jointed and was installed in 1949. This project consists of a total of approximately 3,500 feet of 8-inch main to be replaced. The replacement of the existing pipe will also increase the seismic resiliency of the neighborhood since lead-joints are not good for seismic restraints.

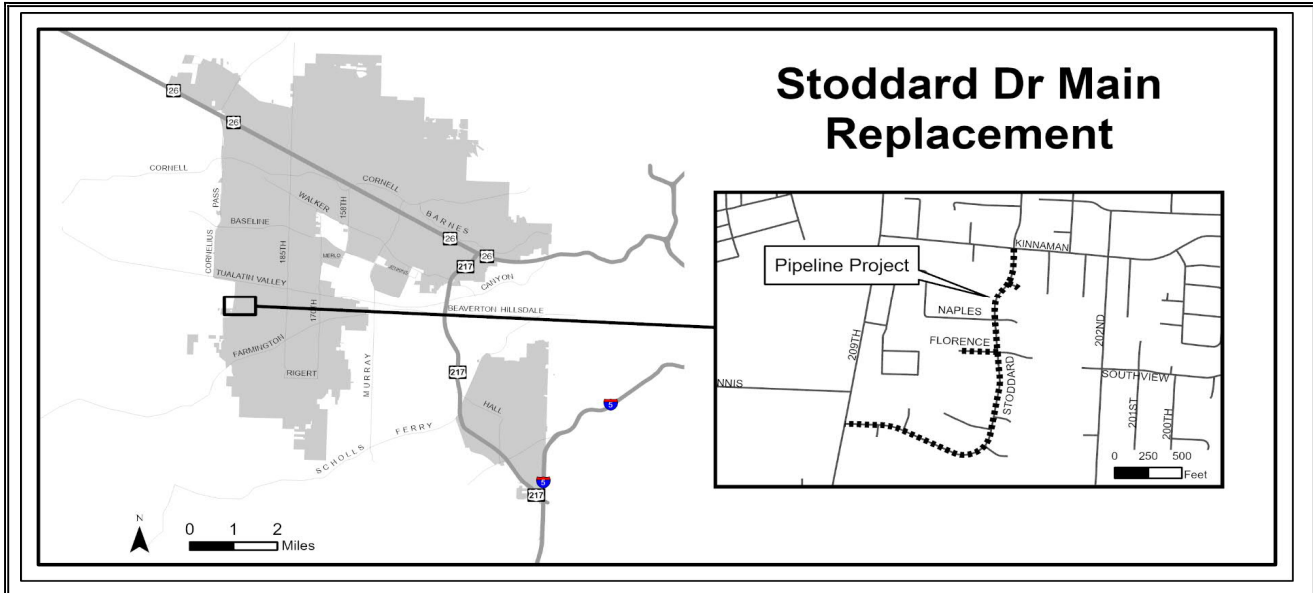
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	1,660,000	-	-	-	1,660,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Stoddard Dr Main Replacement



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	9	8	5	6	1	1	5	5	NA
Weighted Score:	0.756	0.856	0.910	1.896	0.133	0.062	0.215	0.370	5.198
Rank (of 75):	3	19	45	38	18	14	7	10	29

PROJECT DESCRIPTION

This project was identified as a necessary mainline replacement due to history of leaks along the 8-inch Cast Iron waterline on SW Stoddard Dr. between SW Kinnaman & SW 209th Ave. The project scope includes the replacement of approximately 4,200-feet of 8, 6, 4, and 2-inch Cast and Ductile Iron pipe. The replacement of the existing pipe will also add to the seismic resilience of the water system in the area.

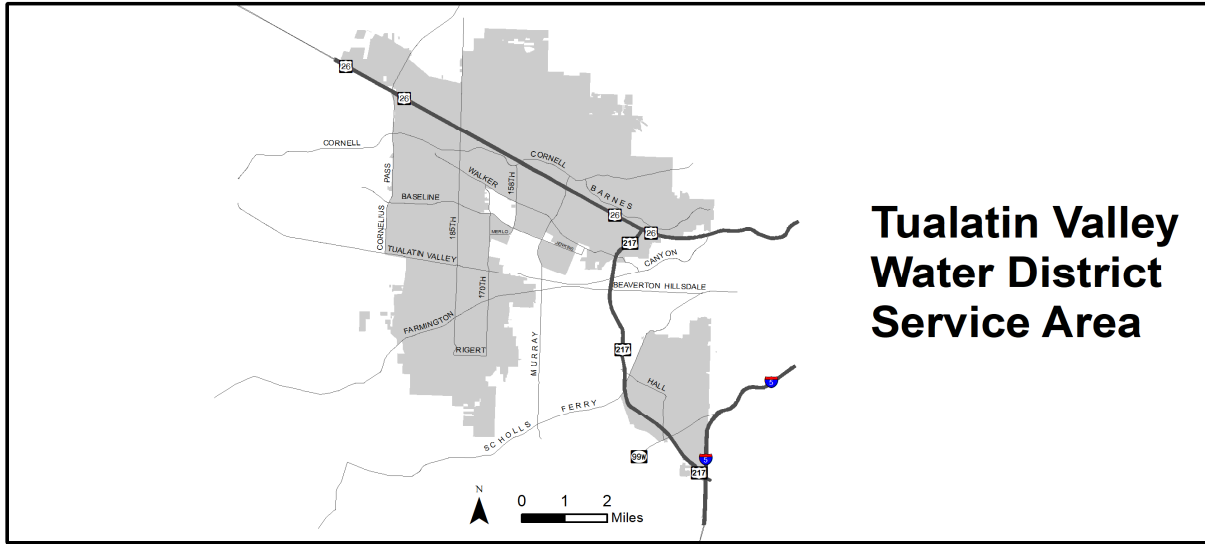
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Matt Palmer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	190,677	103,500	1,585,000	-	-	-	-	1,688,500	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Unidentified Agency-Driven Pipeline Upgrade & Renewal Projects



Tualatin Valley Water District Service Area

RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	5	4	4	10	1	1	1	NA
Weighted Score:	0.420	0.535	0.728	1.264	1.330	0.062	0.043	0.074	4.456
Rank (of 75):	22	47	53	60	1	14	31	42	51

PROJECT DESCRIPTION

This is a general category that allows for various pipeline upgrades, relocations, and replacements typically associated with right-of-way improvements being done by various agencies such as Washington County, ODOT, and the cities of Hillsboro, Beaverton, and Tigard.

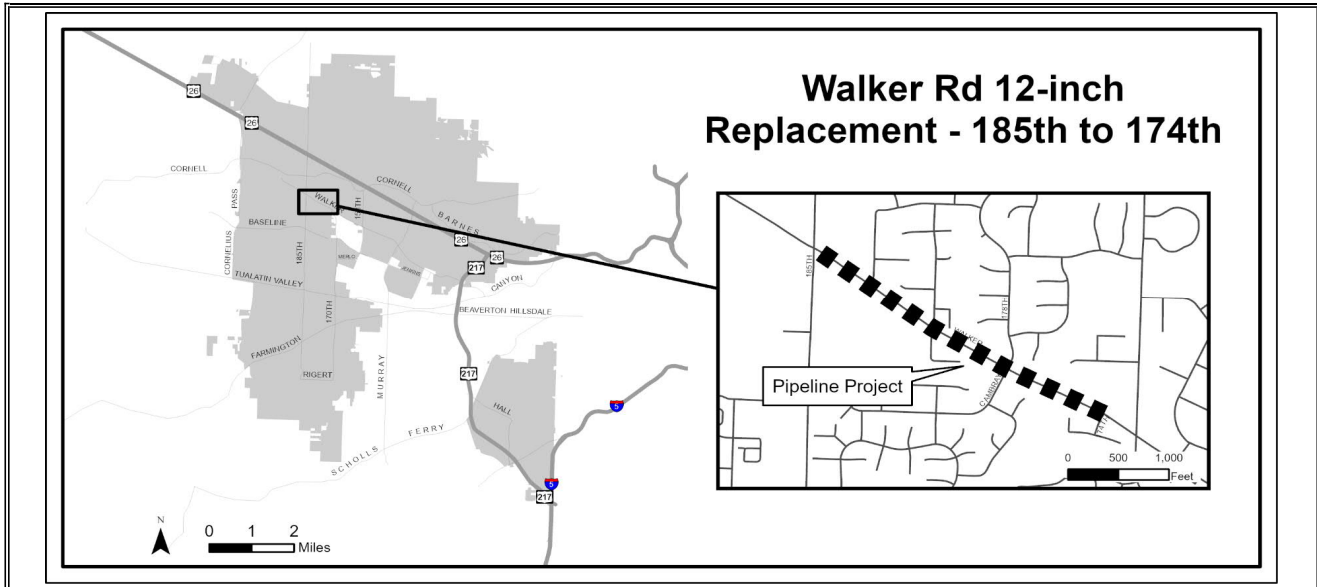
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. New installations designed for site specific corrosion conditions resulting in longer expected design life of pipeline and reduced leakage for system.	
Project Manager:	Heidi Springer	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
650,000	-	724,500	1,230,000	1,275,000	1,320,000	1,365,000	1,415,000	7,329,500	47,817,500

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Walker Rd 12-inch Replacement - 185th Ave to 174th Ave



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	6	1	7	10	1	1	1	NA
Weighted Score:	0.336	0.642	0.182	2.212	1.330	0.062	0.043	0.074	4.881
Rank (of 75):	37	42	66	26	1	14	31	42	38

PROJECT DESCRIPTION

This project is driven by a Washington County project to widen and improve this stretch of roadway. The county's work includes significant lowering of a portion of the roadway, and improvements to an existing culvert where the existing grade will be raised. The waterline relocation is being done as part of the overall road project in order to avoid conflicts with the adjusted roadway grade. Approximately 1,560 LF of 12-inch pipe is being replaced.

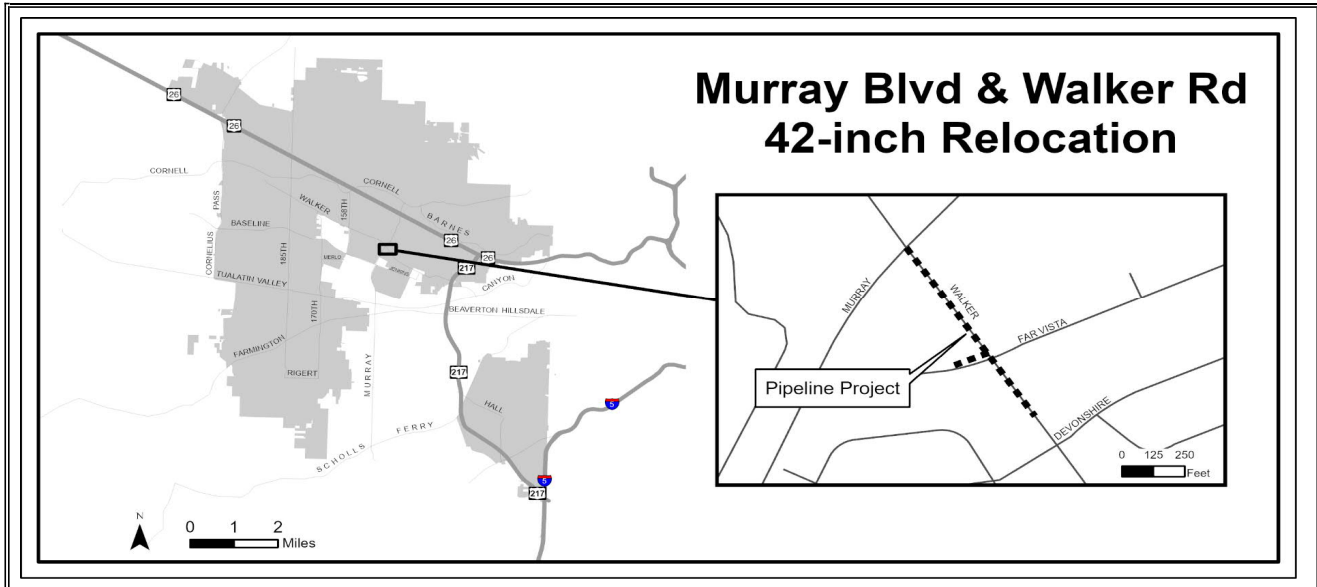
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. New installations designed for site specific corrosion conditions resulting in longer expected design life of pipeline and reduced leakage for system.	
Project Manager:	Heidi Springer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
650,000	7,040	489,500	214,000	-	-	-	-	703,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Murray Blvd & Walker Rd 42-inch Relocation



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	10	4	10	10	1	1	1	NA
Weighted Score:	0.420	1.070	0.728	3.160	1.330	0.062	0.043	0.074	6.887
Rank (of 75):	22	1	53	1	1	14	31	42	6

PROJECT DESCRIPTION

This project is driven by a Washington County project to widen and improve SW Walker Road, east of Murray. The County is replacing a bridge and multiple culverts which requires relocation of multiple pipelines including 8-inch, 12-inch, and 48-inch pipelines. Once complete, this stretch of the District's 48-inch transmission pipeline will be fully resilient and more easily accessible for future maintenance. The length of pipe being relocated includes approximately 295-feet of 8-inch, 845-feet of 12-inch, and 1,177-feet of 42-inch piping. The installation will generally be installed via open-trench methods, but also includes 3 small trenchless sections.

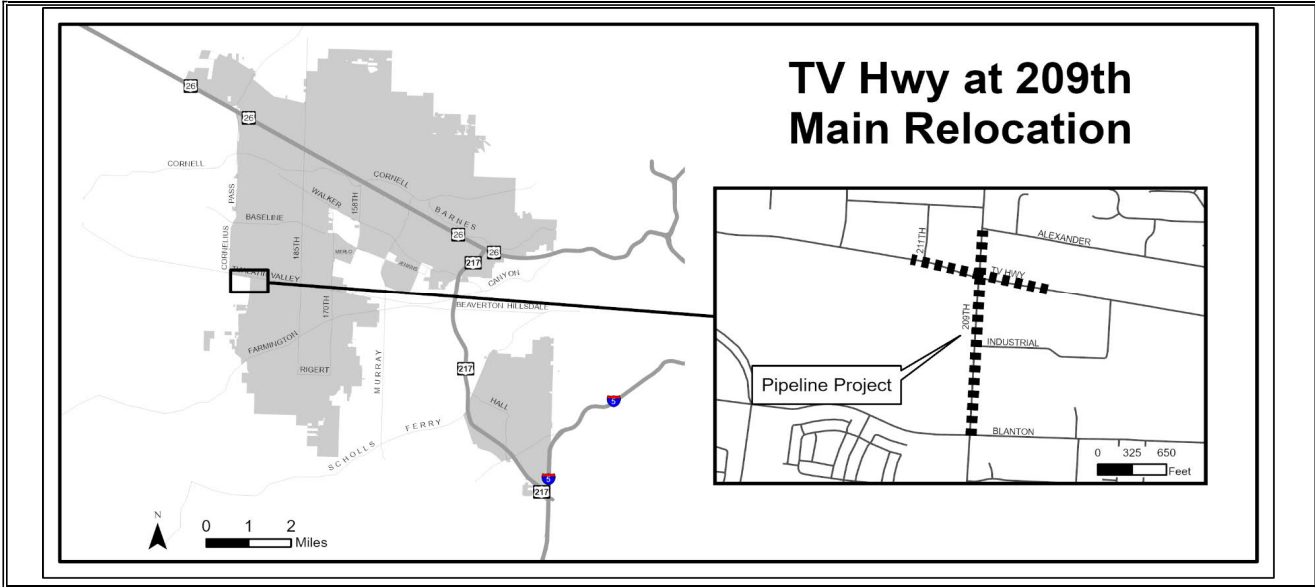
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. New installations designed for site specific corrosion conditions will result in longer expected design life of pipeline and reduced leakage for system.	
Project Manager:	Heidi Springer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
3,300,000	2,906	1,610,000	2,065,000	-	-	-	-	3,675,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: TV Hwy at 209th Ave Main Relocation



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	10	7	7	7	10	1	1	1	NA
Weighted Score:	0.840	0.749	1.274	2.212	1.330	0.062	0.043	0.074	6.584
Rank (of 75):	1	26	27	26	1	14	31	42	9

PROJECT DESCRIPTION

This project is driven by a Washington County project to widen and improve TV Highway and SW 209th Ave. The District's work includes relocation and replacement of an aging 10-inch main along TV Highway and relocation of 12-inch, 18-inch, and 30-inch piping along SW 209th Ave required due to the storm drain improvements. The total length of piping being replaced or relocated is approximately 3,200-feet.

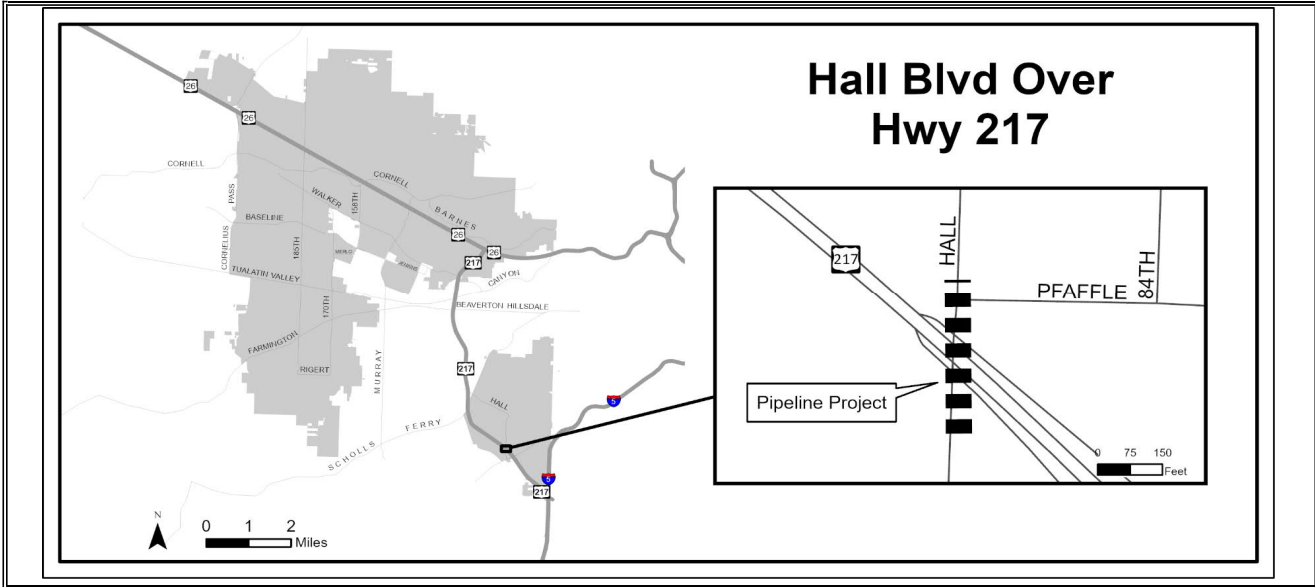
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. New installations designed for site specific corrosion conditions will result in longer expected design life of pipeline and reduced leakage for system.	
Project Manager:	Heidi Springer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
1,025,000	1,040,000	880,000	107,000	-	-	-	-	987,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Hall Blvd over Hwy 217



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	8	8	7	8	10	1	1	1	NA
Weighted Score:	0.672	0.856	1.274	2.528	1.330	0.062	0.043	0.074	6.839
Rank (of 75):	4	19	27	11	1	14	31	42	7

PROJECT DESCRIPTION

This project is driven by ODOT which will be replacing the southern Hall Blvd bridge over Hwy 217. The District's work includes replacing the existing approximately 400-feet of 12-inch waterline across the bridge. This work will be done as part of the bridge work near the end of the upcoming Hwy 217 widening.

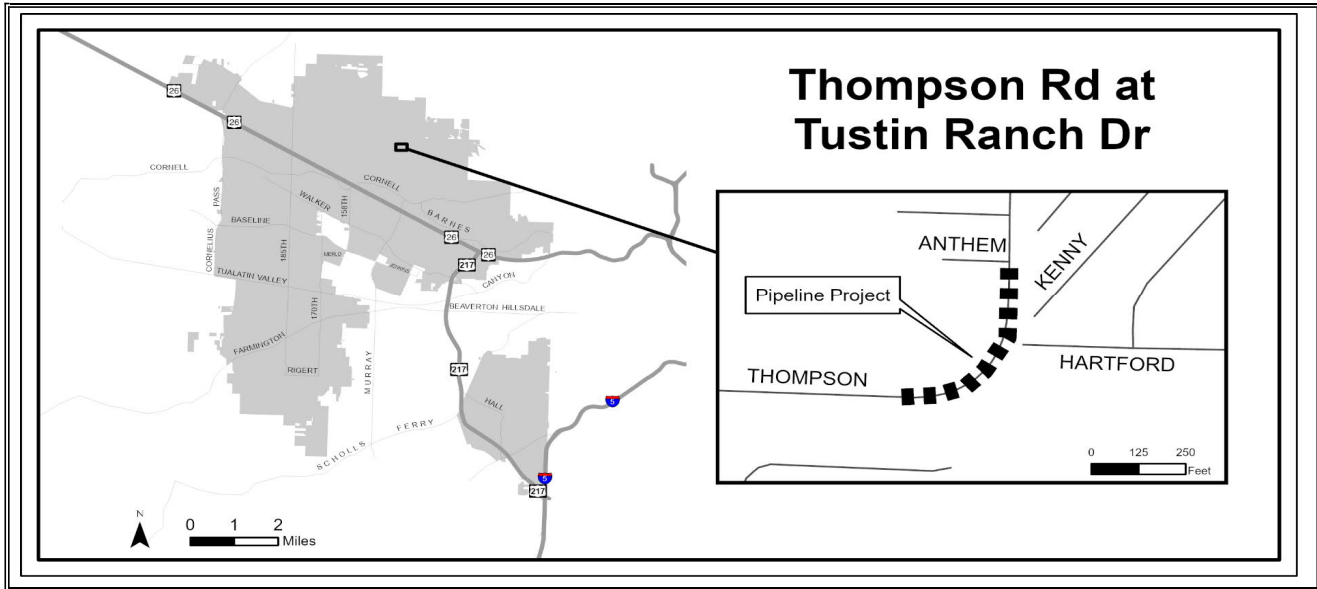
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. New installations designed for site specific corrosion conditions will result in longer expected design life of pipeline and reduced leakage for system.	
Project Manager:	Mohammad Ahmad	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
240,000	363,865	31,100	-	-	-	-	-	31,100	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Thompson Rd at Tustin Ranch Dr



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	7	6	4	7	10	1	1	1	NA
Weighted Score:	0.588	0.642	0.728	2.212	1.330	0.062	0.043	0.074	5.679
Rank (of 75):	8	42	53	26	1	14	31	42	22

PROJECT DESCRIPTION

Washington County is making improvements to the roadway to better align the street and remove a curve from the road. This project requires a detention pond to be built over the top of the District's 18-inch transmission main. The District's scope includes relocation of the 18-inch transmission main and is being done as part of the overall county project.

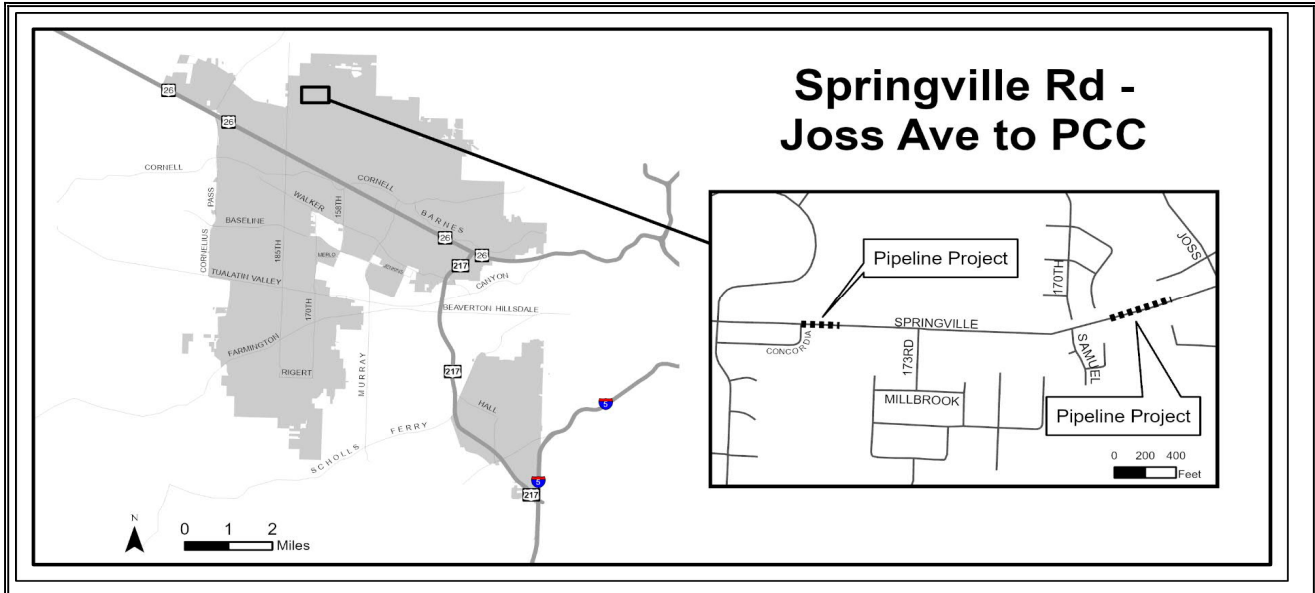
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact. New installations designed for site specific corrosion conditions will result in longer expected design life of pipeline and reduced leakage for system.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	50,000	200,000	275,000	-	-	-	-	475,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Springville Rd - Joss Ave to PCC



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	7	5	8	10	1	1	1	NA
Weighted Score:	0.504	0.749	0.910	2.528	1.330	0.062	0.043	0.074	6.200
Rank (of 75):	10	26	45	11	1	14	31	42	15

PROJECT DESCRIPTION

Washington County is planning to replace two existing culverts along NW Springville Road which will require that the District relocate sections of an existing 24-inch transmission pipeline. To limit customer impacts, the District plans to install additional isolation valves as part of this project. There are substantial settlement concerns with the new roadway fill, thus, the District plans to design the pipeline to allow movement to occur.

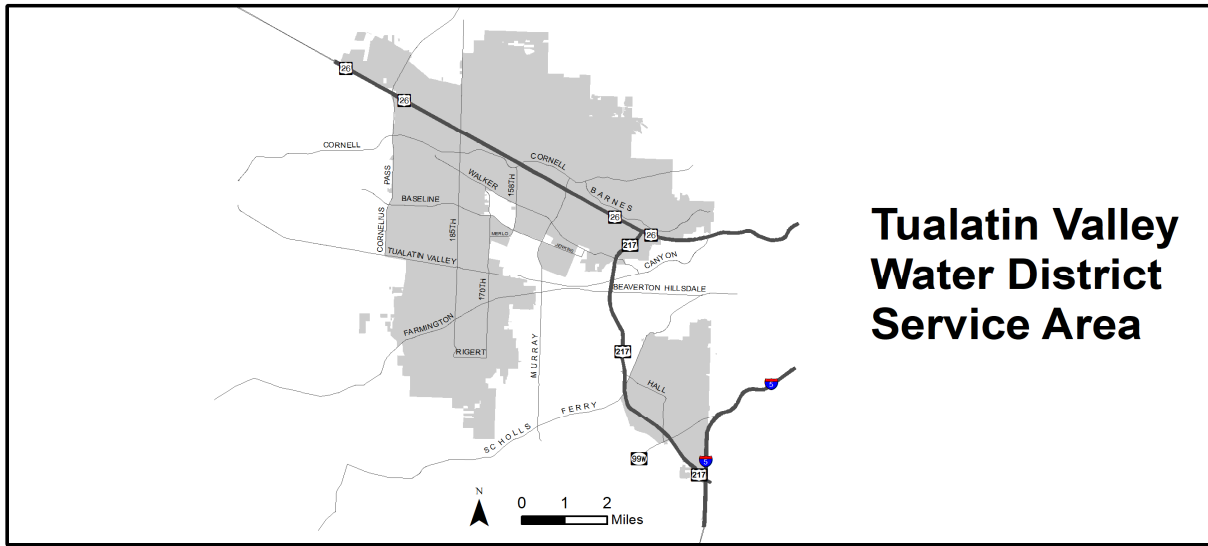
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	0	No material impact. New installations designed for site specific corrosion conditions will result in longer expected design life of pipeline and reduced leakage for system.	
Project Manager:	Heidi Springer	Service Fees:	0		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	175,000	498,000	-	-	-	-	673,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Unidentified Development Opportunity & Reimbursement Projects



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	5	8	4	1	1	1	8	NA
Weighted Score:	0.336	0.535	1.456	1.264	0.133	0.062	0.043	0.592	4.421
Rank (of 75):	37	47	14	60	18	14	31	2	52

PROJECT DESCRIPTION

This is a general project category to implement the 2018 Water Master Plan Update. Specifically, the project will be used to partner with private developers or other entities to install or replace pipelines and other infrastructure as identified in the 2018 Water Master Plan Update. These projects may also be identified through other planning studies to provide fire flow improvements, replace aging infrastructure, or provide resilient backbone piping. By partnering with other projects being constructed, significant cost savings can be realized.

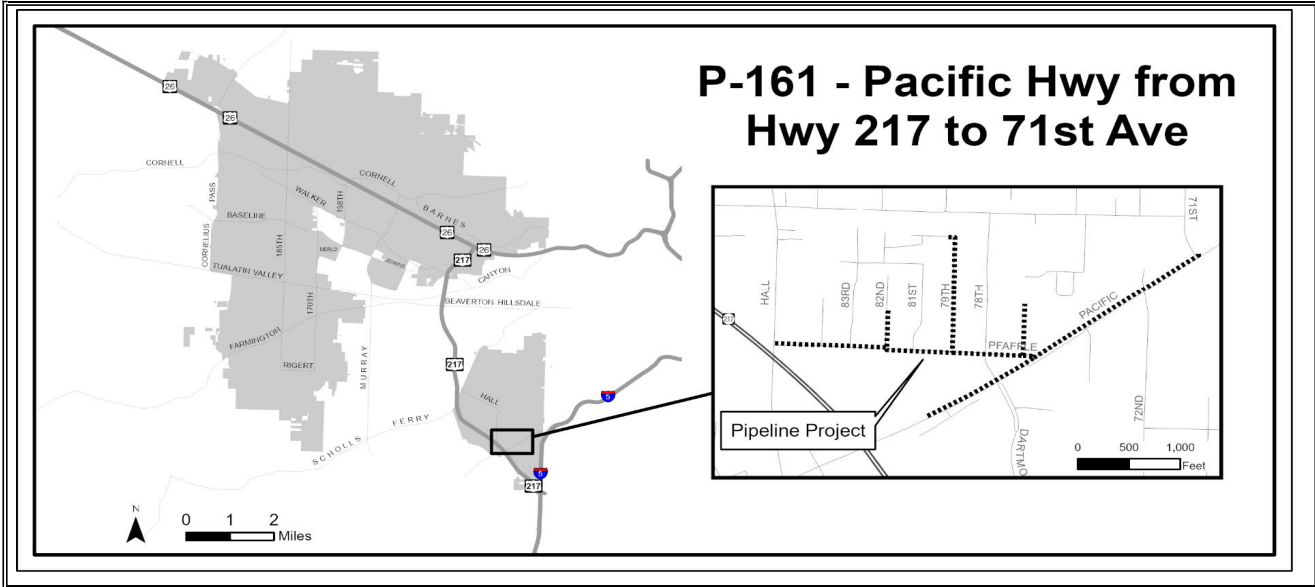
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No anticipated impact on District operating costs.	
Project Manager:	Matt Palmer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	Various		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
535,600	239,376	277,000	287,000	297,000	307,500	318,000	329,000	1,815,500	11,741,500

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: P-161 - Pacific Hwy from Hwy 217 to 71st Ave



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	6	7	6	3	1	3	3	NA
Weighted Score:	0.504	0.642	1.274	1.896	0.399	0.062	0.129	0.222	5.128
Rank (of 75):	10	42	27	38	16	14	24	30	32

PROJECT DESCRIPTION

This project addresses fire flow deficiencies as identified in the master plan in the Metzger area mainly along Pacific Hwy from Hwy 217-Pacific Ramp to 71st Ave and including connecting streets on Pfaffle and 79th Ave. The project consists of approximately 7,200 LF of 8-inch and 6-inch piping being upgraded to 12-inch, and 1,300 LF of 4-inch being upgraded to 8-inch.

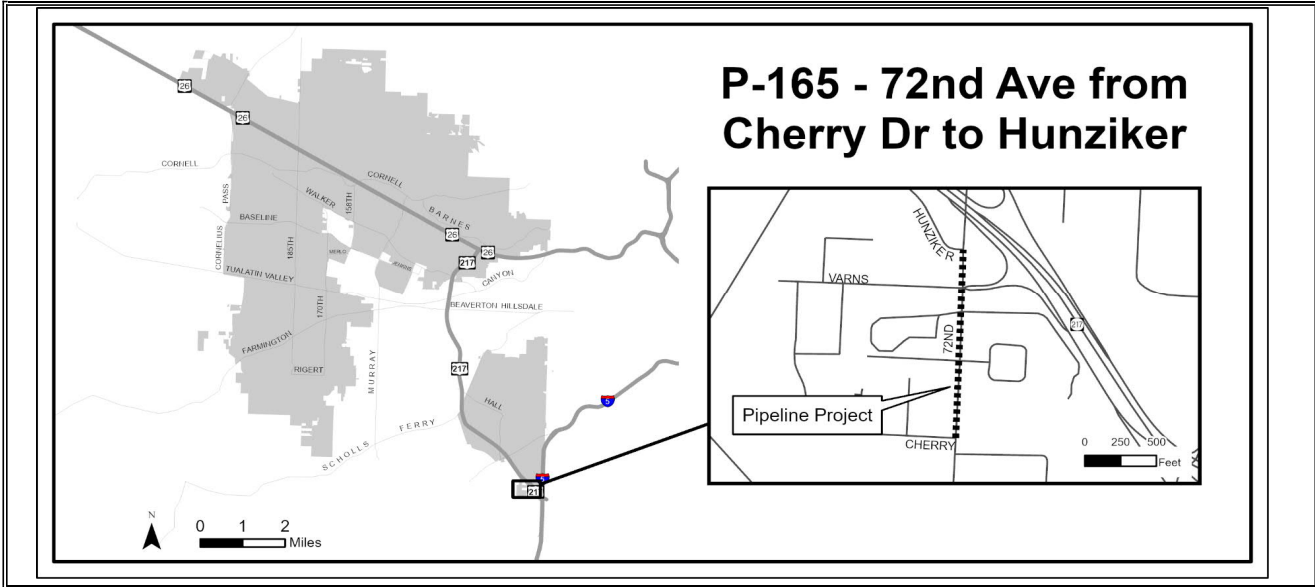
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	As improvements for deficiencies, operating cost impacts are not anticipated. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Mohammad Ahmad	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	33%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	-	1,320,000	1,320,000	2,205,000

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: P-165 - 72nd Ave from Cherry Dr to Hunziker St



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	7	7	5	1	1	1	1	NA
Weighted Score:	0.504	0.749	1.274	1.580	0.133	0.062	0.043	0.074	4.419
Rank (of 75):	10	26	27	46	18	14	31	42	53

PROJECT DESCRIPTION

This project consists of replacing existing piping on 72nd Ave from Cherry Dr to Hunziker Rd and side streets for fire flow only. This includes approximately 1,260 LF of 12-inch pipe, and 2,300 LF of 8-inch pipe. These improvements address fireflow deficiencies as identified in the Master Planning process.

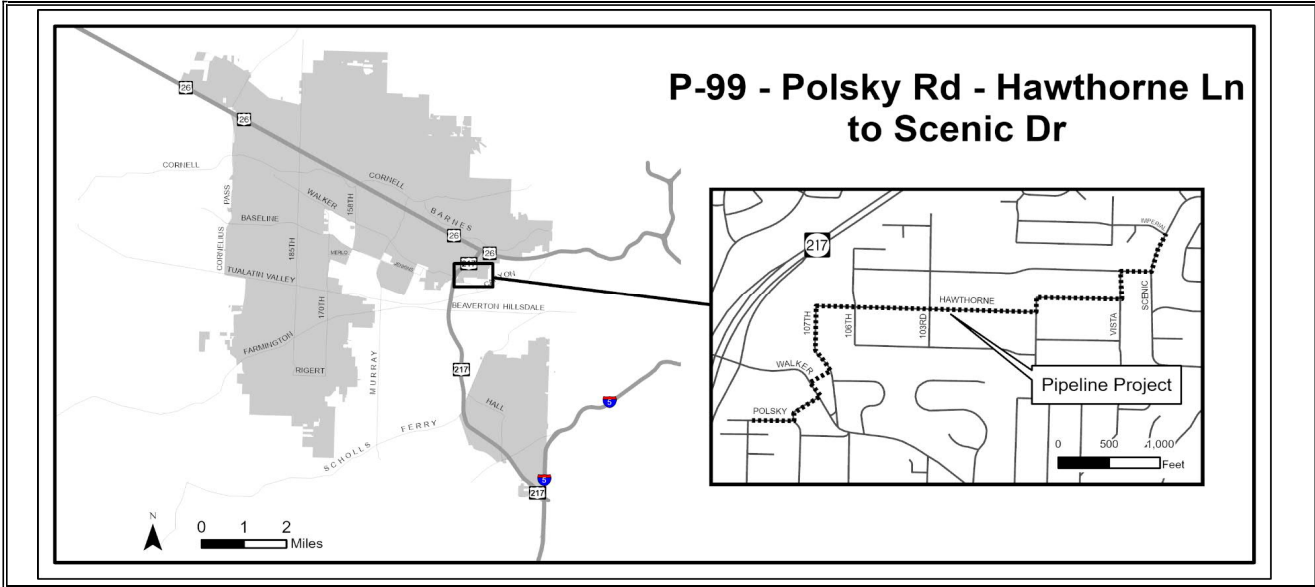
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	As improvements for deficiencies, operating cost impacts are not anticipated. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Heidi Springer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	39%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	318,000	1,525,000	1,843,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: P-99 - Polsky Rd / Hawthorne Ln / to Scenic Dr



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	7	7	6	1	1	5	4	NA
Weighted Score:	0.420	0.749	1.274	1.896	0.133	0.062	0.215	0.296	5.045
Rank (of 75):	22	26	27	38	18	14	7	24	34

PROJECT DESCRIPTION

This project addresses fire flow deficiencies as identified in the master plan and consists of replacing existing pipe at Polsky Rd/110th Ave to 107th Ave, north to Hawthorne Ln, east to SW Scenic Dr for fire flow. This includes approximately 6,100 LF of 8 and 12-inch piping. In addition, the existing piping was installed in the 1950's and is in need of an upgrade.

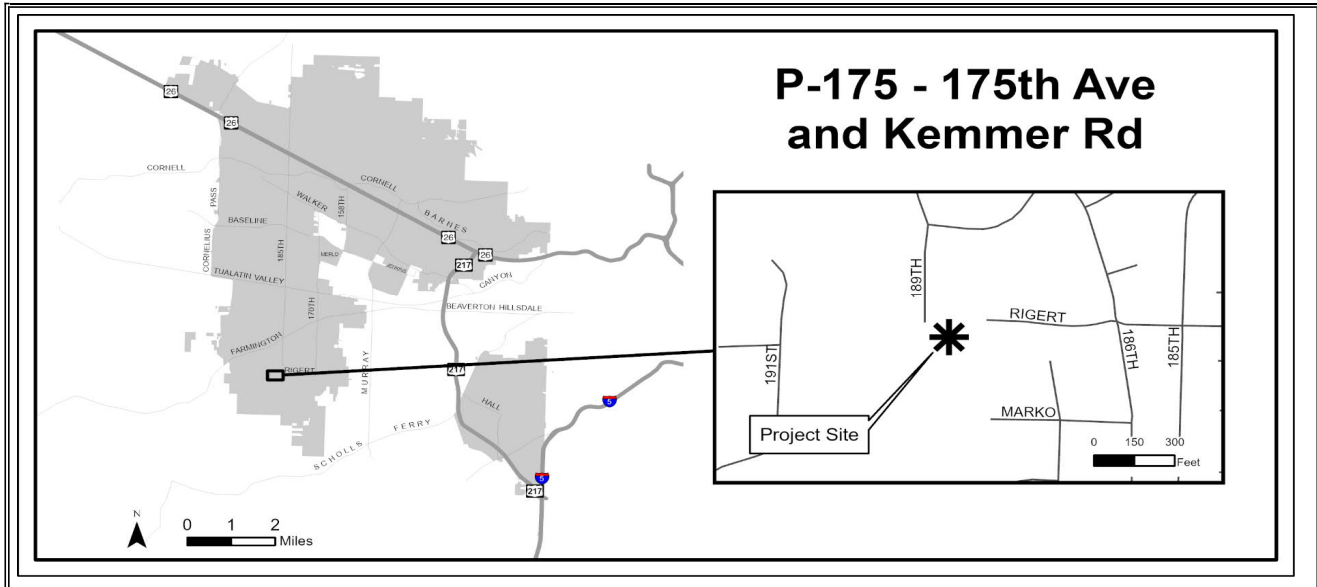
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	As improvements for deficiencies, operating cost impacts are not anticipated. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	8%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	423,500	3,565,000	-	-	3,988,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: P-175 - 175th Ave and Kemmer Rd



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	2	7	10	5	1	1	1	1	NA
Weighted Score:	0.168	0.749	1.820	1.580	0.133	0.062	0.043	0.074	4.629
Rank (of 75):	54	26	1	46	18	14	31	42	48

PROJECT DESCRIPTION

Replace existing pipe at SW 175th Ave and SW Kemmer Rd north of Schell Reservoir for fire flow only. In addition, the pipe is aging and is in need of replacement.

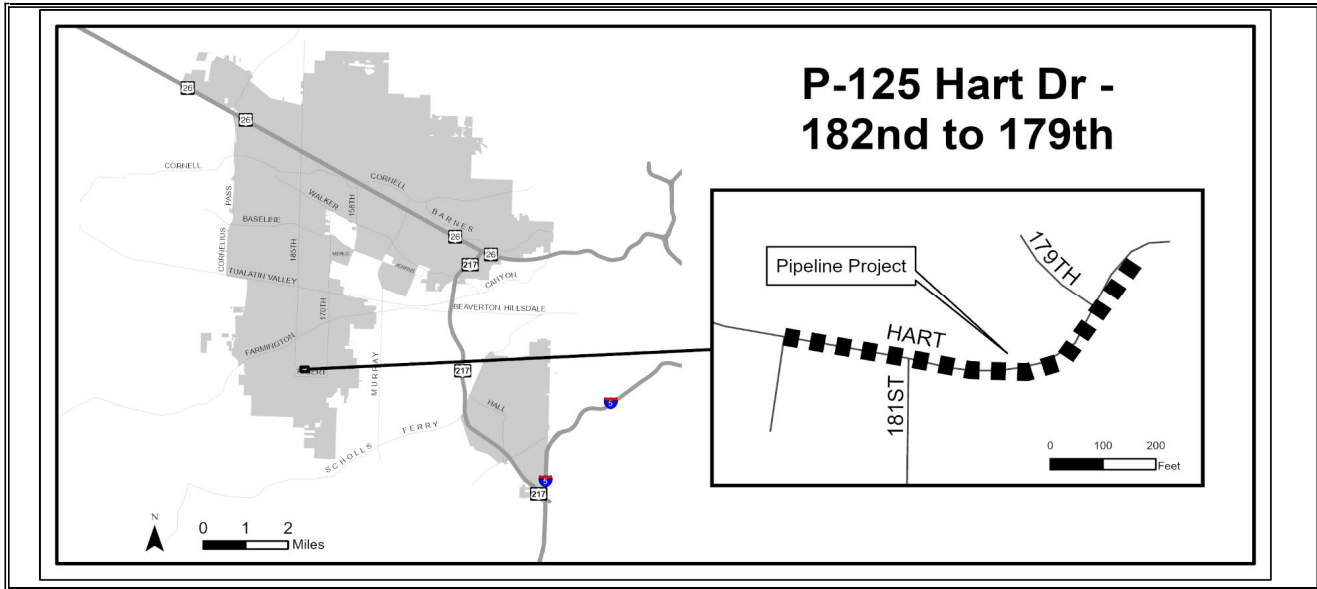
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	As improvements for deficiencies, operating cost impacts are not anticipated. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Mohammad Ahmad	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	100%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	379,000	914,000	1,293,000	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: P-125 - Hart Dr - 182nd Ave to 179th Ave



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	7	10	3	1	1	1	1	NA
Weighted Score:	0.084	0.749	1.820	0.948	0.133	0.062	0.043	0.074	3.913
Rank (of 75):	57	26	1	68	18	14	31	42	59

PROJECT DESCRIPTION

Replace approximately 675-feet of existing pipe at Hart Dr from 182nd PI to 179th PI to meet current fire flow requirements.

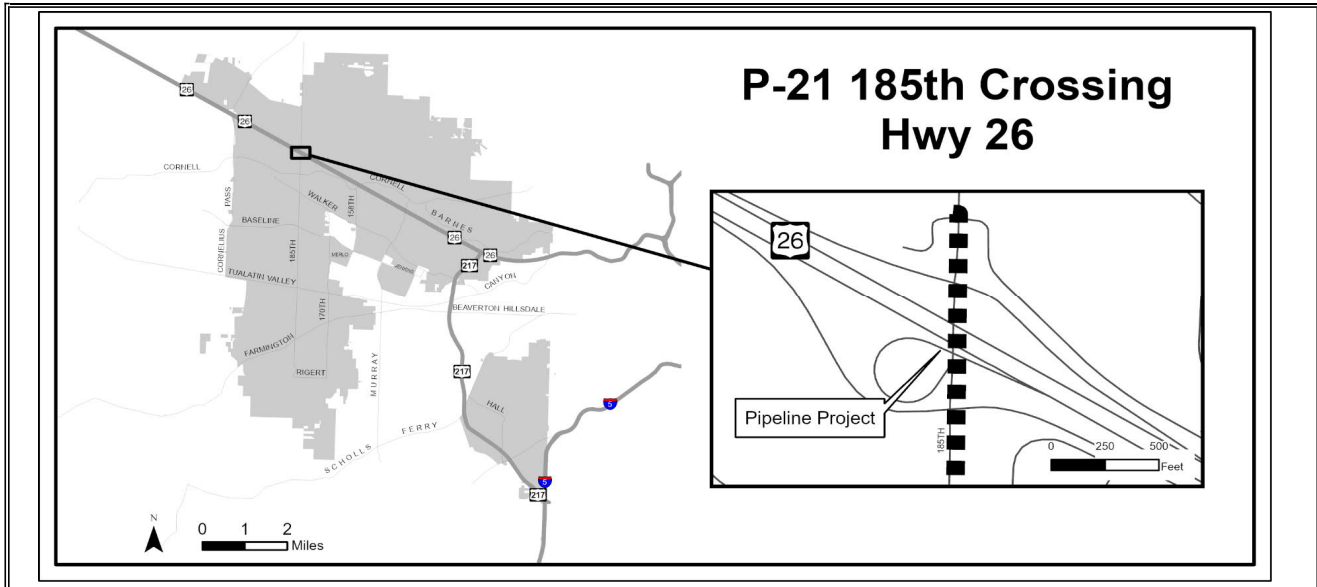
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	As improvements for deficiencies, operating cost impacts are not anticipated. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Mohammad Ahmad	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	9%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	102,000	253,500	-	355,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: P-21 - 185th Ave Crossing Hwy 26



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	7	8	6	1	1	1	1	NA
Weighted Score:	0.420	0.749	1.456	1.896	0.133	0.062	0.043	0.074	4.833
Rank (of 75):	22	26	14	38	18	14	31	42	40

PROJECT DESCRIPTION

Add approximately 1,400-feet of new pipe at 185th Ave from Tanasbourne Dr to Sunset-185th Ramp for fire flow only. This involves a crossing of Hwy 26. Additional planning will need to occur to determine the best option for the crossing.

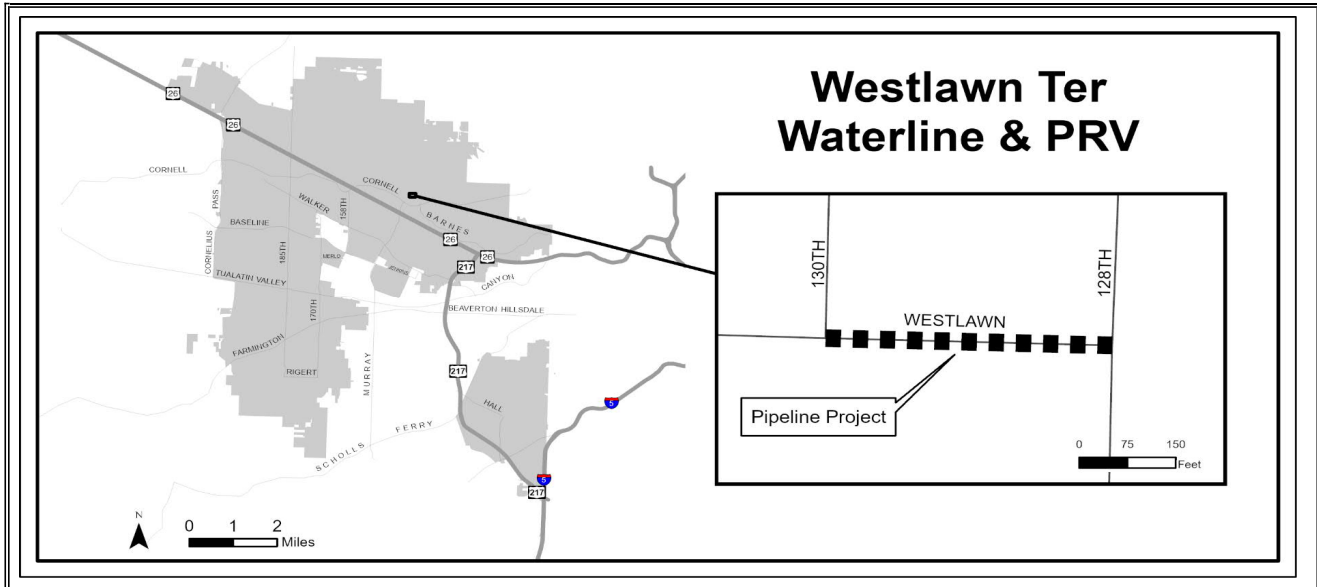
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	As improvements for deficiencies, operating cost impacts are not anticipated. For this new pipe extension, the District estimates additional operating costs at approx. 0.06% of total capital cost (i.e., \$600 per \$1 million in new pipe segments/extensions) for exercising valves and materials for valve maintenance. Marginal costs for mapping and locating new pipes may also be expected.	
Project Manager:	Heidi Springer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	47%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	277,000	694,000	-	971,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Westlawn Ter. Waterline & PRV



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	8	10	5	1	1	1	1	NA
Weighted Score:	0.336	0.856	1.820	1.580	0.133	0.062	0.043	0.074	4.904
Rank (of 75):	37	19	1	46	18	14	31	42	37

PROJECT DESCRIPTION

Replace approximately 450-feet of existing 2-inch and 6-inch pipe with new 8-inch pipe, and install a PRV from the 575 pressure zone to the 513 pressure zone. There have been multiple breaks on the existing piping requiring replacement of the existing pipelines. In addition, by adding a PRV, the District is better able to control the chlorine residual in the area. By adding a PRV in this area, approximately 2,000 feet of 12-inch piping was eliminated from the planned fireflow improvements identified in the Master Plan.

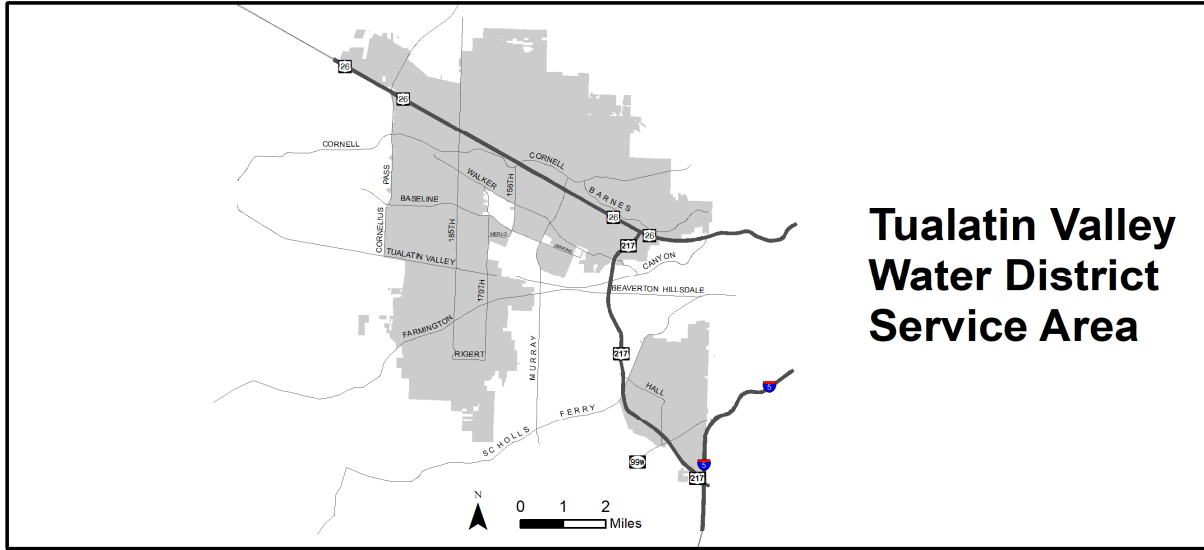
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	A slight increase in operating costs will be necessary to maintain the new PRV and vault. No additional cost impacts are anticipated for the replacement pipe.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
400,000	-	-	-	475,000	-	-	-	475,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Future Fire Flow Improvements



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	6	10	5	1	1	1	1	NA
Weighted Score:	0.420	0.642	1.820	1.580	0.133	0.062	0.043	0.074	4.774
Rank (of 75):	22	42	1	46	18	14	31	42	43

PROJECT DESCRIPTION

The Fire Flow Improvement Program includes recommended pipe improvements that are recommended to address specific fire flow criteria deficiencies. Appendix M of the District's Master Plan (Carollo 2018) provides a detailed list for these projects. The projects in this item are planned for completion in the mid-term time frame.

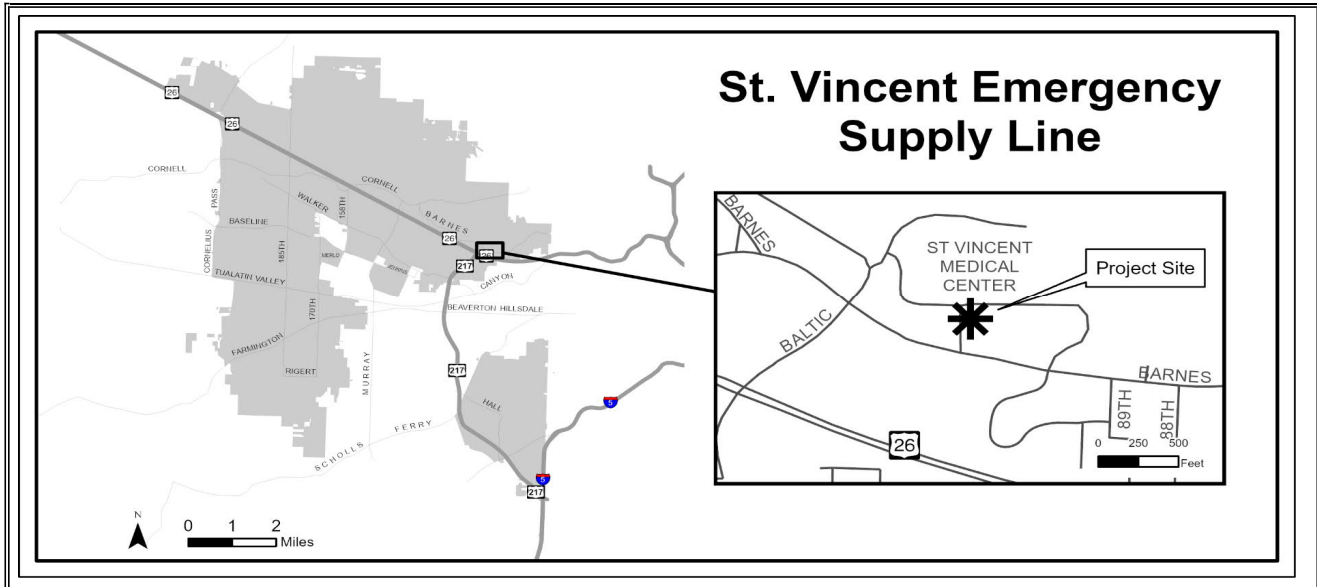
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	As improvements for deficiencies, operating cost impacts are not anticipated. For new pipes and extensions, the District estimates additional operating costs at approx. 0.06% of total capital cost (i.e., \$600 per \$1 million in new pipe segments/extensions) for exercising valves and materials for valve maintenance. Marginal costs for mapping and locating new pipes may also be expected.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	Various		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	-	-	-	66,226,000

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: St. Vincent Emergency Supply Line



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	3	5	5	8	1	5	1	3	NA
Weighted Score:	0.252	0.535	0.910	2.528	0.133	0.310	0.043	0.222	4.933
Rank (of 75):	48	47	45	11	18	10	31	30	36

PROJECT DESCRIPTION

St. Vincent is served from the 820 pressure zone with a single 12-inch pipeline in Barnes Road. There is a backup connection to the 575 pressure zone which would maintain service if the line in Barnes Road were to fail, however, the connecting valve would need to be physically opened, and only provides approximately 35 psi at the meter. This project provides a new connection from a different part of the 820 pressure zone. The 820 transmission main improvements (T-18), once constructed, would serve as a more resilient pipeline connecting multiple reservoirs in the 820 pressure zone.

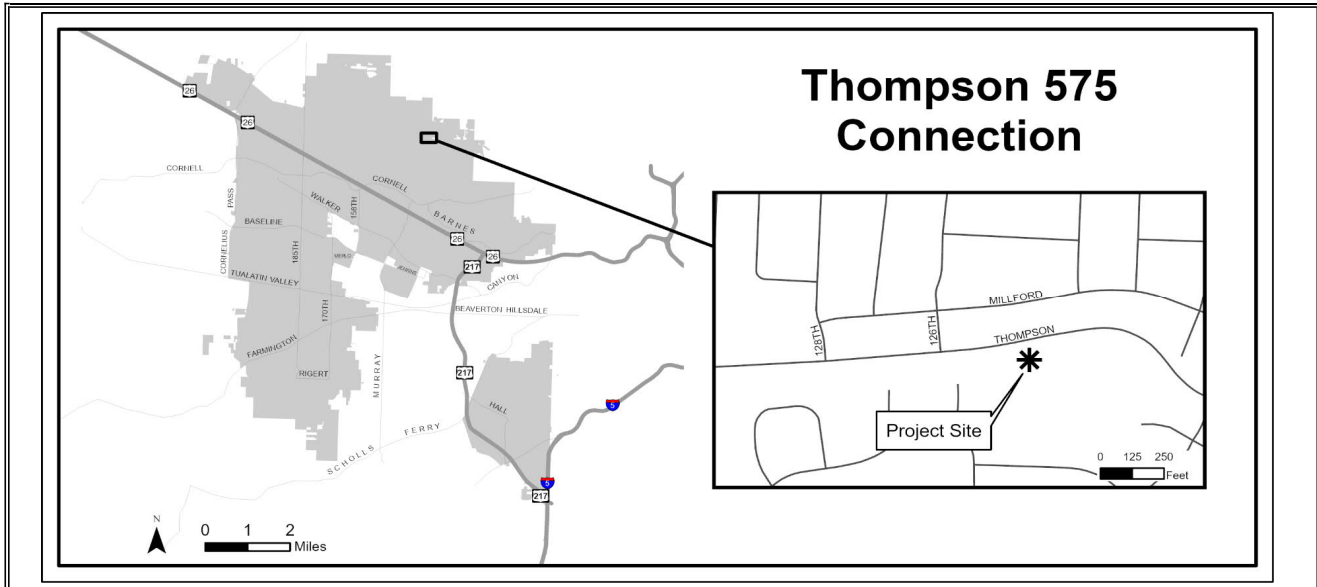
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	For this new pipe extension, the District estimates additional operating costs at approx. 0.06% of total capital cost (i.e., \$600 per \$1 million in new pipe segments/extensions) for exercising valves and materials for valve maintenance. Marginal costs for mapping and locating new pipes may also be expected.	
Project Manager:	Heidi Springer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	535,500	3,325,000	-	-	-	3,860,500	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Thompson 575 Connection



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	7	8	5	1	1	1	4	NA
Weighted Score:	0.420	0.749	1.456	1.580	0.133	0.062	0.043	0.296	4.739
Rank (of 75):	22	26	14	46	18	14	31	24	44

PROJECT DESCRIPTION

This project will connect the 820 pressure zone PRV located in a vault outside the Thompson Pump Station, by constructing approximately 175 feet of 12-inch pipe to the 575 pressure zone. This will allow the existing PRV to provide a backup source of supply either to the 435 pressure zone or the 575 pressure zone in the event of an emergency.

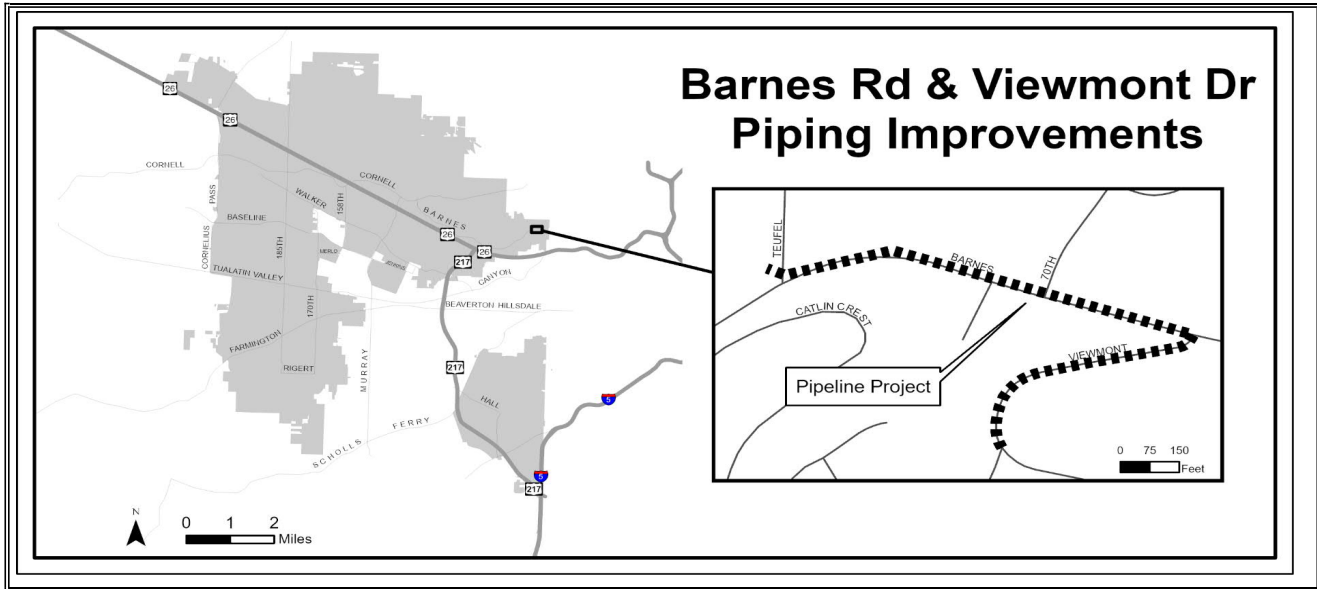
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	For this new pipe extension, the District estimates additional operating costs at approx. 0.06% of total capital cost (i.e., \$600 per \$1 million in new pipe segments/extensions) for exercising valves and materials for valve maintenance. Marginal costs for mapping and locating new pipes may also be expected.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	61,100	-	-	-	-	61,100	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Barnes Rd & Viewmont Dr Piping Improvements



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	2	7	10	7	1	1	1	1	NA
Weighted Score:	0.168	0.749	1.820	2.212	0.133	0.062	0.043	0.074	5.261
Rank (of 75):	54	26	1	26	18	14	31	42	28

PROJECT DESCRIPTION

These fireflow improvements will complete the fireflow improvements to the Viewmont neighborhood and includes 12-inch piping and a Horizontal Directionally Drilled crossing of Barnes Road and replacement of approximately 550-LF of 8-inch piping installed in 1961.

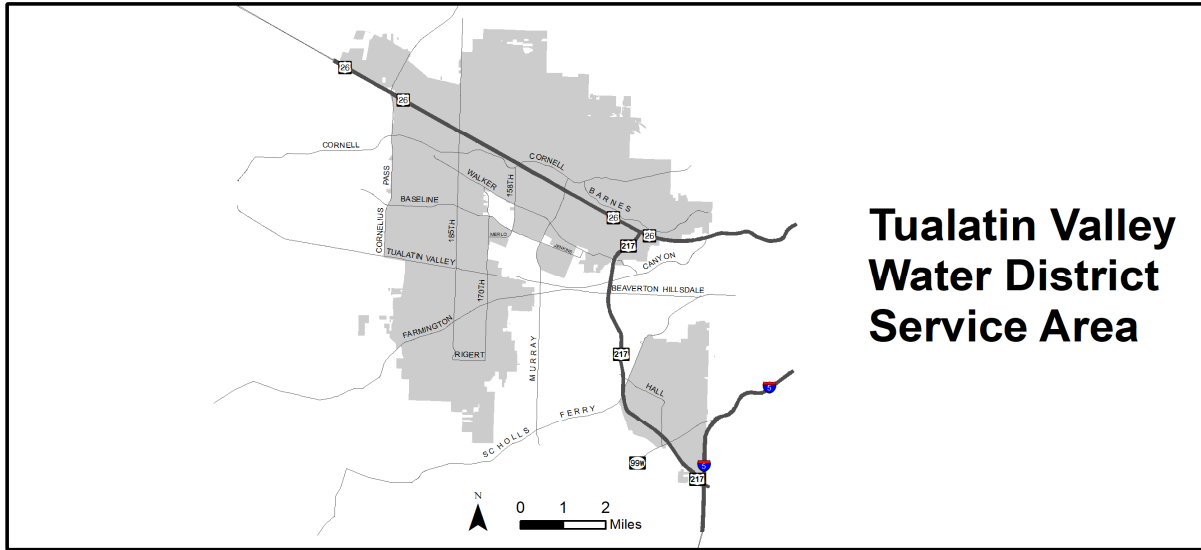
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No additional operating costs are anticipated. Potential for a slight decrease in operating costs due to fewer leak repairs.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
576,000	-	766,000	-	-	-	-	-	766,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Minor System Improvements



**Tualatin Valley
 Water District
 Service Area**

RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	5	7	5	1	1	1	1	NA
Weighted Score:	0.420	0.535	1.274	1.580	0.133	0.062	0.043	0.074	4.121
Rank (of 75):	22	47	27	46	18	14	31	42	57

PROJECT DESCRIPTION

Minor system improvements are necessary to maintain and improve the operations of the system as development and other projects occur. The projects in this line item could include installing new connections (jumpers), cutting in new valves, or other realignments of pipelines. This work has historically been done as part of General System Maintenance, however, where new infrastructure is being added, it will be tracked as a capital project.

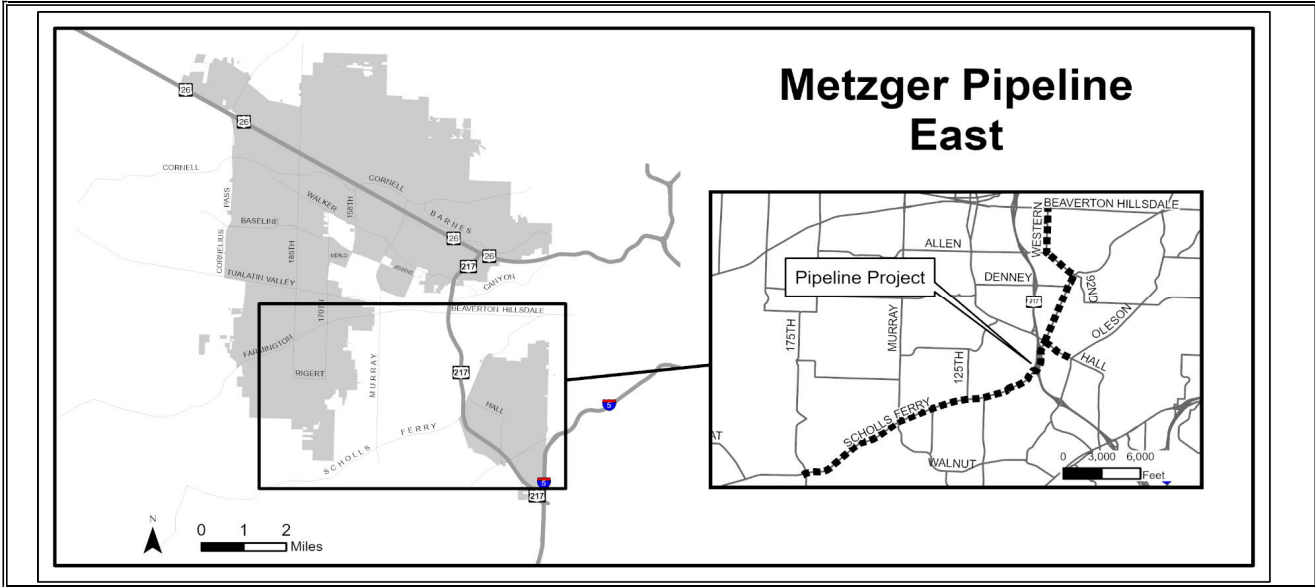
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	Operational costs are negligible with this line item. Potential for a slight decrease in operating costs due to fewer repairs.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
214,560	-	111,000	115,000	111,000	115,000	119,000	123,000	694,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Metzger Pipeline East



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	10	8	10	8	10	1	1	NA
Weighted Score:	0.504	1.070	1.456	3.160	1.064	0.620	0.043	0.074	7.991
Rank (of 75):	10	1	14	1	8	1	31	42	1

PROJECT DESCRIPTION

The Metzger Pipeline East Project (MPE_1.0) is a conveyance pipeline for finished water that consists of 36,000 linear feet (6.8 miles) of 48-inch pipe that will connect to the Washington County Supply Line at SW Beaverton-Hillsdale Highway. This project also includes 2,600 linear feet of 24-inch welded steel pipe and an above grade pressure/flow control facility on SW Hall Blvd. that will serve the existing Metzger service area. Subject to further design and regulatory approvals, MPE_1.0 will replace PLE_1.0. MPE_1.0 is divided into three bid phases (MPE_1.1, MPE_1.2, and MPE_1.3). MPE_1.1 and MPE_1.2 will be constructed with COB_1.0 (COB_1.1 and 1.2, respectively).

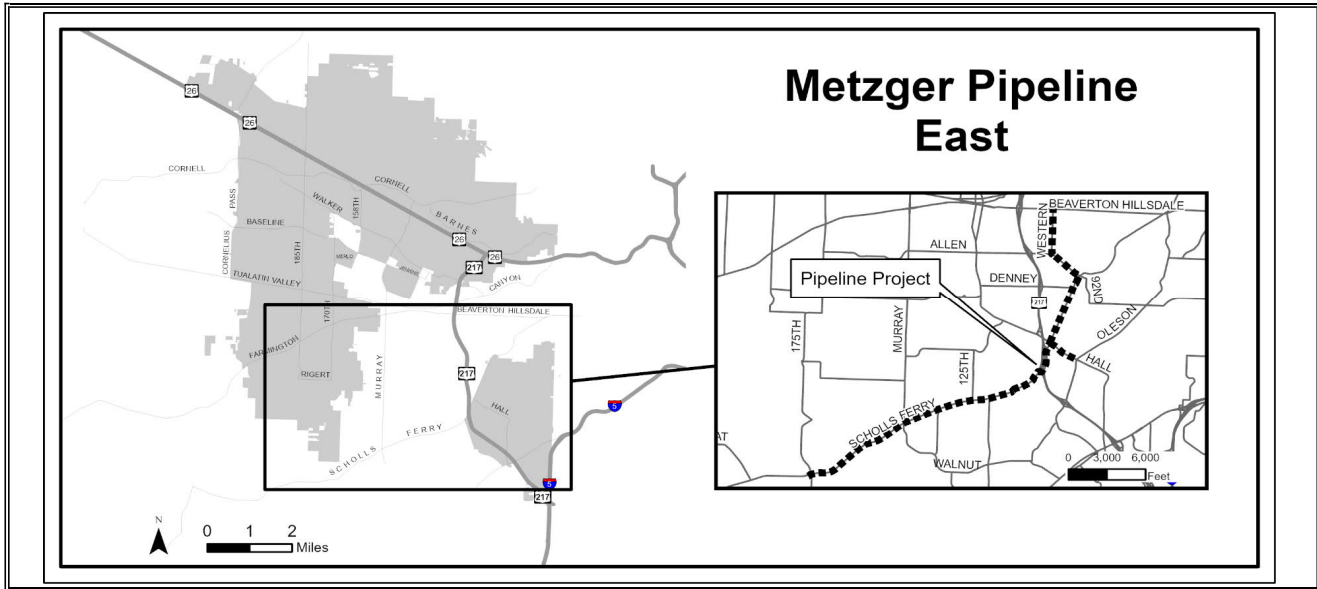
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	This new waterline will add costs for mapping, locating, and operating valves. Based on a WWSS operations cost forecast completed in 2018 and current appurtenance estimates, District staff estimated that the annual cost of exercising valves plus materials for valve maintenance would be approximately \$87,500 in today's dollars.	
Project Manager:	WWSP	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	61%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
78,758,446	45,132,683	40,982,950	5,086,388	-	-	-	-	46,069,338	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Metzger Pipeline East Real Estate



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	10	8	10	8	10	1	1	NA
Weighted Score:	0.504	1.070	1.456	3.160	1.064	0.620	0.043	0.074	7.991
Rank (of 75):	10	1	14	1	8	1	31	42	1

PROJECT DESCRIPTION

The costs shown below represent the current projections for real estate related to Metzger Pipeline East.

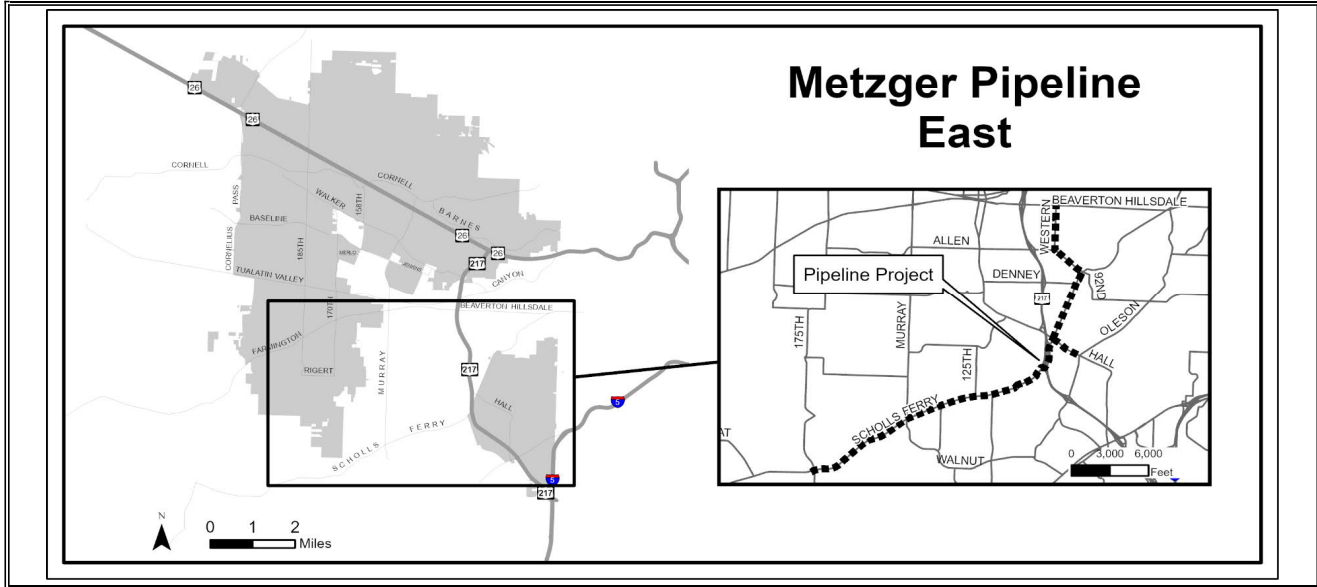
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	There is no anticipated change in operating costs associated with the land for the pipeline.	
Project Manager:	WWSP	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	61%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
869,980	1,475,669	82,860	-	-	-	-	-	82,860	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Metzger Pipeline East System-Wide Costs



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	10	8	10	8	10	1	1	NA
Weighted Score:	0.504	1.070	1.456	3.160	1.064	0.620	0.043	0.074	7.991
Rank (of 75):	10	1	14	1	8	1	31	42	1

PROJECT DESCRIPTION

The costs shown below represent the current projections for WWSP system-wide costs related to Metzger Pipeline East. These program-level costs support the design and construction of the Metzger Pipeline East, including costs for permitting and mitigation, legal expenses, and program management services.

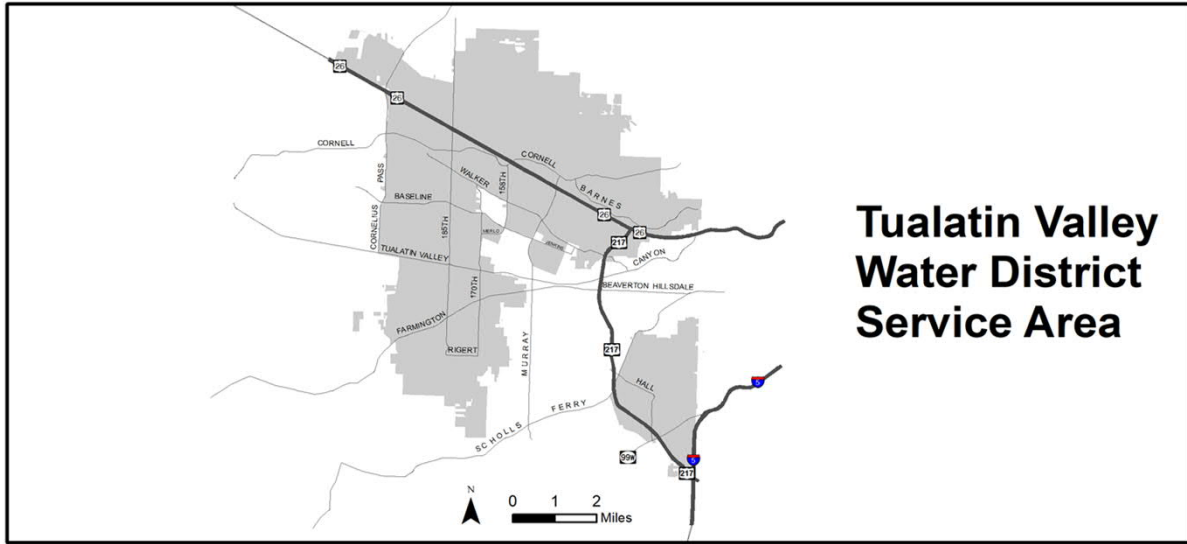
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	There is no anticipated change in operating costs associated with the system-wide costs required for the pipeline.	
Project Manager:	WWSP	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	61%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
3,119,435	2,783,531	1,632,338	1,486,268	1,643,768	995,830	-	-	5,758,205	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Hydrant Replacements



**Tualatin Valley
 Water District
 Service Area**

RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	5	7	8	1	1	1	1	NA
Weighted Score:	0.504	0.535	1.274	2.528	0.133	0.062	0.043	0.074	5.153
Rank (of 75):	10	47	27	11	18	14	31	42	31

PROJECT DESCRIPTION

The District has many hydrants that are outdated and in need of upgrading to current standards. These replacements will be prioritized and completed as part of an overall hydrant replacement program which will help make sure that hydrants are available when needed during emergencies.

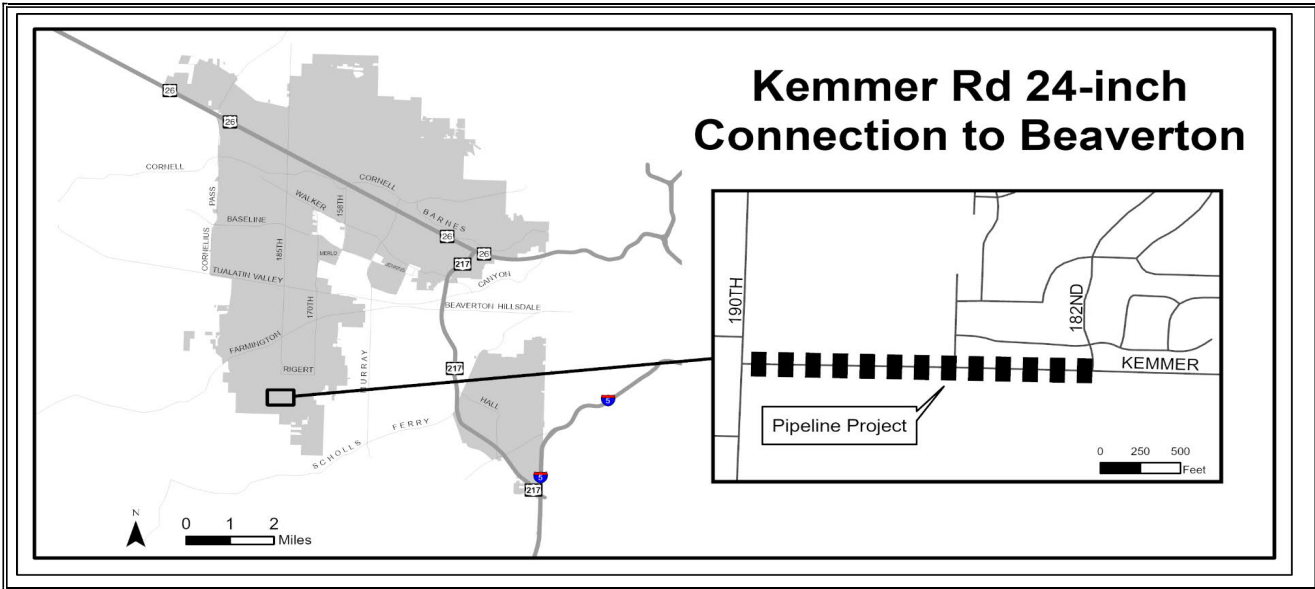
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No anticipated change in operating costs.	
Project Manager:	Mohammad Ahmad	Service Fees:	No		
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
300,000	182,796	155,500	160,500	166,500	172,000	178,000	184,500	1,017,000	388,500

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Kemmer Rd 24-inch Connection to Beaverton



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	10	9	8	1	10	1	1	NA
Weighted Score:	0.336	1.070	1.638	2.528	0.133	0.620	0.043	0.074	6.442
Rank (of 75):	37	1	10	11	18	1	31	42	10

PROJECT DESCRIPTION

This project is being done to provide an additional source of supply to the top of Cooper Mountain. This project is being done in collaboration with the City of Beaverton, and will allow both entities to benefit from the project in the event of an emergency. The project includes a flow meter vault, and 24-inch piping to connect Beaverton's 794 pressure zone to the District's 800 pressure zone. This project will allow the District to delay construction of an additional pump station, and will allow the District to perform needed repairs and upgrades on the Goyak and 189th facilities during low demand periods.

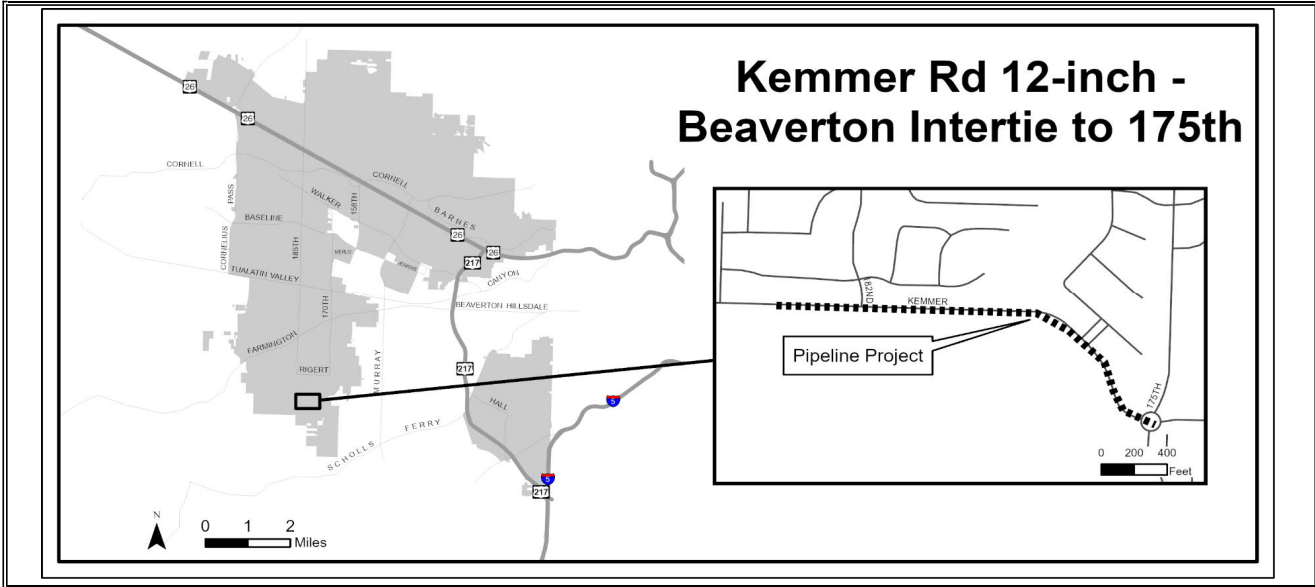
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	Minor additional operating costs are anticipated with the new 24-inch piping.	
Project Manager:	Heidi Springer	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	High Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
2,000,000	101,534	2,000,000	-	-	-	-	-	2,000,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Kemmer Rd 12-inch, Beaverton Intertie to 175th Ave



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	5	6	6	1	1	5	5	NA
Weighted Score:	0.336	0.535	1.092	1.896	0.133	0.062	0.215	0.370	4.639
Rank (of 75):	37	47	38	38	18	14	7	10	47

PROJECT DESCRIPTION

This project will provide a piping connection from the end of the Kemmer Rd Intertie with Beaverton to 175th. The pipe will need to be deep to avoid an intermediate high point, and to allow direct service from the 800 pressure zone to the 750 pressure zone rather than using the current configuration which requires Cooper Mountain Pump Station to pump over the hill and drop back down to the Schell Reservoir. This will also allow the Schell Reservoir to be abandoned in the future.

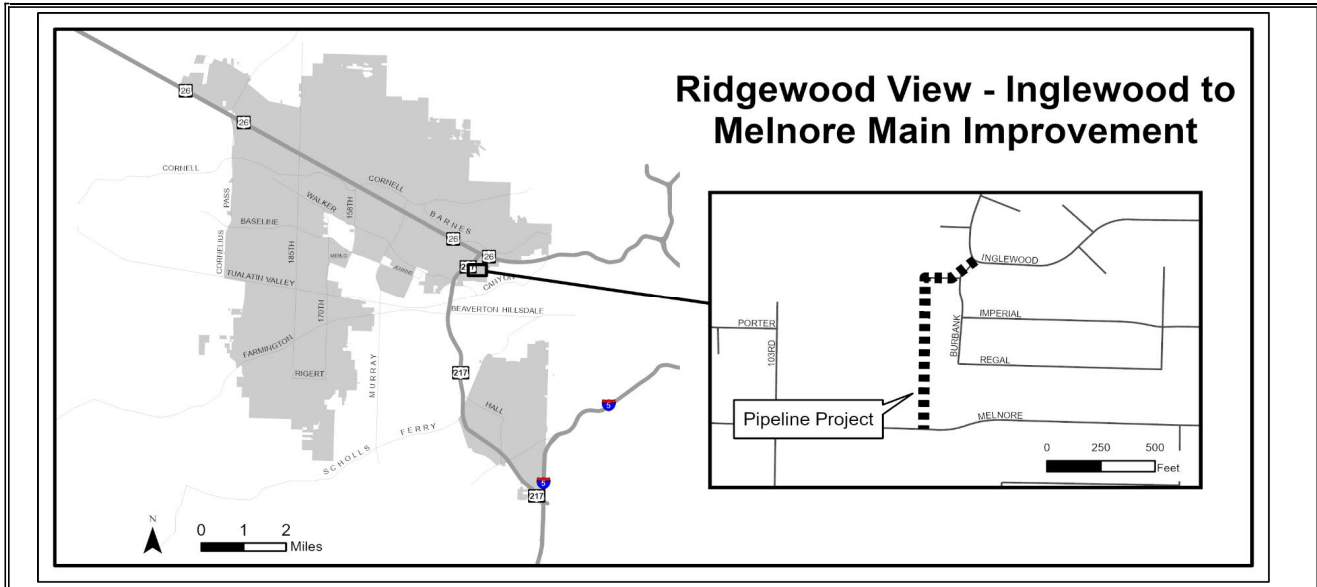
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	TBD	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	297,000	1,985,000	2,282,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Ridgewood View - Inglewood St to Melnore St Main Improvement



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	3	8	5	5	1	1	3	4	NA
Weighted Score:	0.252	0.856	0.910	1.580	0.133	0.062	0.129	0.296	4.218
Rank (of 75):	48	19	45	46	18	14	24	24	56

PROJECT DESCRIPTION

The neighborhood along Melnore and to the south is served by a single pipeline in Scenic Drive that was installed in 1960 and serves over 400 parcels. This project adds 1,150 - LF of 8-inch piping as a second feed to that neighborhood, thus adding resilience. Currently a second feed exists, however, it is off due to the fact that it is located beneath a home and would be of greater risk to operate.

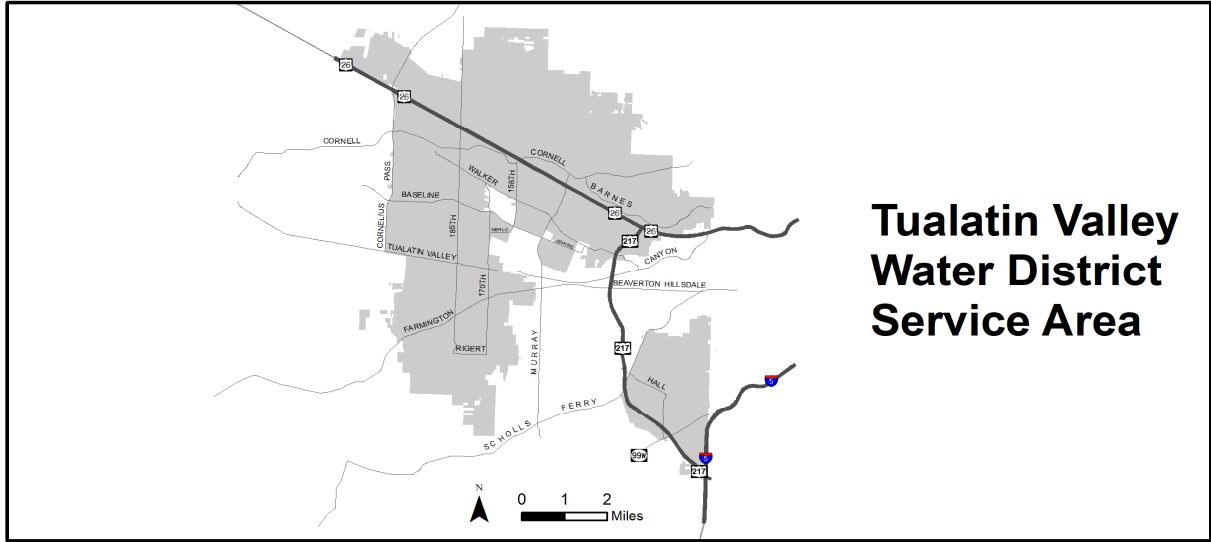
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	Slight impact to operations through the addition of 1,150 feet of pipe.	
Project Manager:	TBD	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	450,000	-	450,000	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: PRV / Vault Replacements & Upgrades: Unidentified Projects



Tualatin Valley Water District Service Area

RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	6	7	8	1	1	1	1	NA
Weighted Score:	0.420	0.642	1.274	2.528	0.133	0.062	0.043	0.074	5.176
Rank (of 75):	22	42	27	11	18	14	31	42	30

PROJECT DESCRIPTION

This line item will include replacements, upgrades, and safety improvements of pressure regulating valve (PRV) vaults. Included in this line item is the 175th Ave. vault, which needs the piping replaced due to corrosion and needs the to be resized and replaced to fit the pressure zone's needs. Representative vaults and PRVs on the list include those that require safety improvements, those with corrosion and age related issues, and those with other drainage issues. These improvements or replacements will extend the life of the PRVs and allow the District to provide reliable service to various pressure zones.

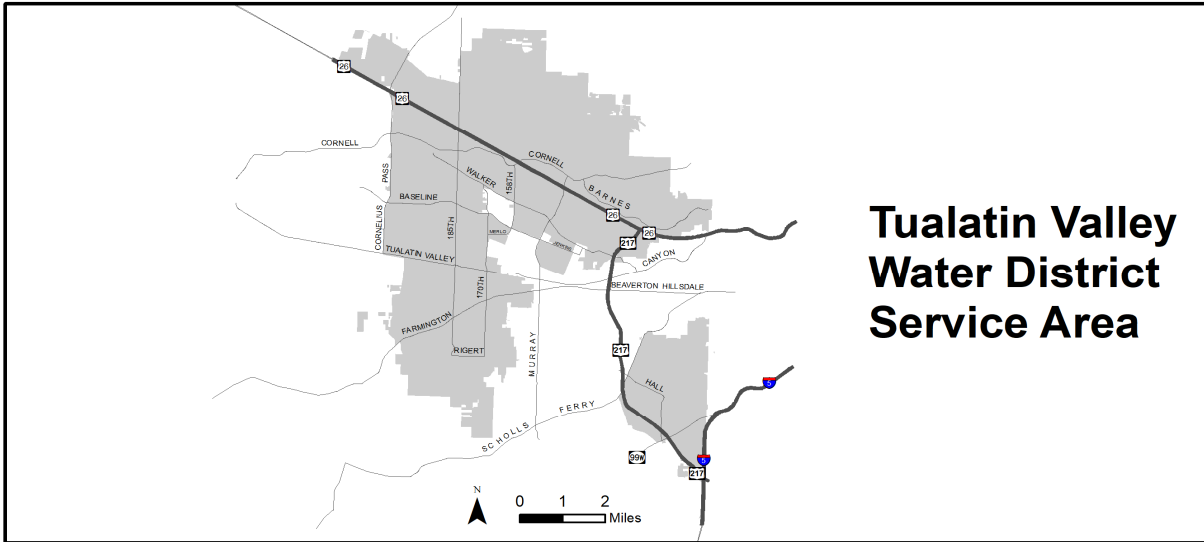
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	The operating costs in general will be the same since valves are being replaced rather than added to the system.	
Project Manager:	Mohammad Ahmad	Service Fees:	No		
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
450,500	369,021	673,000	589,000	554,500	172,000	272,000	799,000	3,059,500	28,497,000

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Transmission Mains CARV Rehabilitation



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	5	4	4	8	1	1	1	1	NA
Weighted Score:	0.420	0.428	0.728	2.528	0.133	0.062	0.043	0.074	4.416
Rank (of 75):	22	56	53	11	18	14	31	42	54

PROJECT DESCRIPTION

This line item will include replacements, upgrades, and safety improvements of CARV valves and vaults. Rehabilitation and proper operation of the CARVs in the system is essential to maintaining pipelines, and avoiding damage to the pipelines.

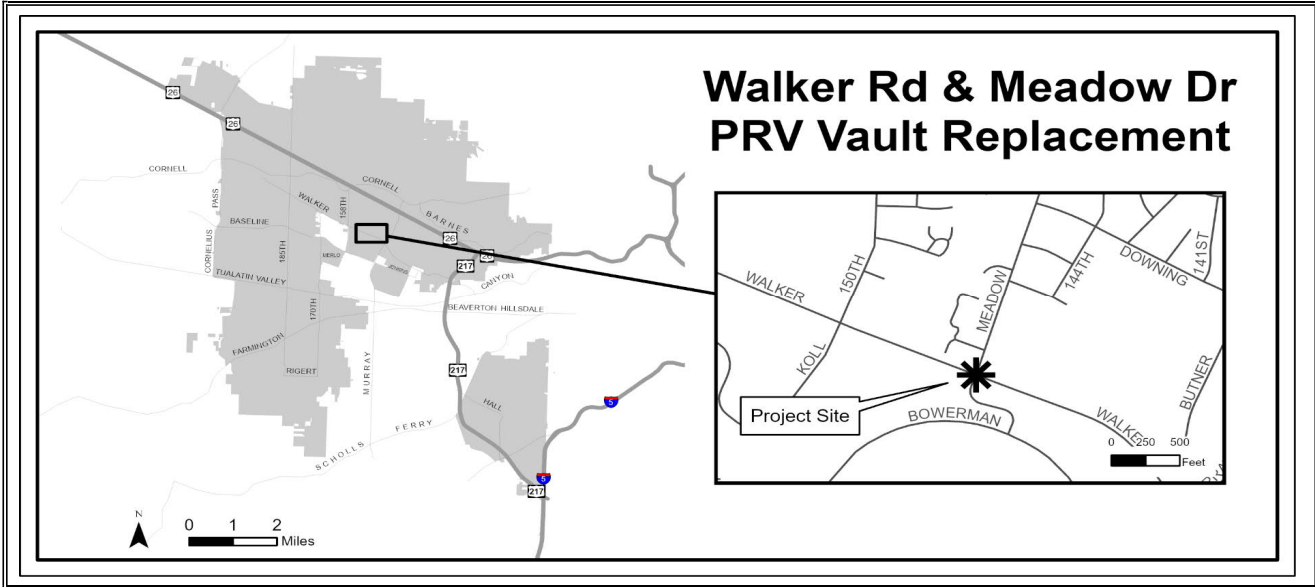
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact to operating expenses.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
210,500	-	110,500	114,500	118,500	123,000	127,000	131,500	725,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Walker Rd & Meadow Dr PRV & Vault Replacement



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	6	7	6	9	1	1	4	5	NA
Weighted Score:	0.504	0.749	1.092	2.844	0.133	0.062	0.172	0.370	5.926
Rank (of 75):	10	26	38	8	18	14	18	10	20

PROJECT DESCRIPTION

The existing vault is located near Walker Road, near the right turn lane which makes traffic control difficult for entering the vault. In addition, access is very challenging, being a confined space with restricted access. A temporary ladder must be used for entering the vault and the existing valves are difficult to maintain. This project will relocate the existing vault and pressure reducing valves to a different space with proper ladders and access for maintenance.

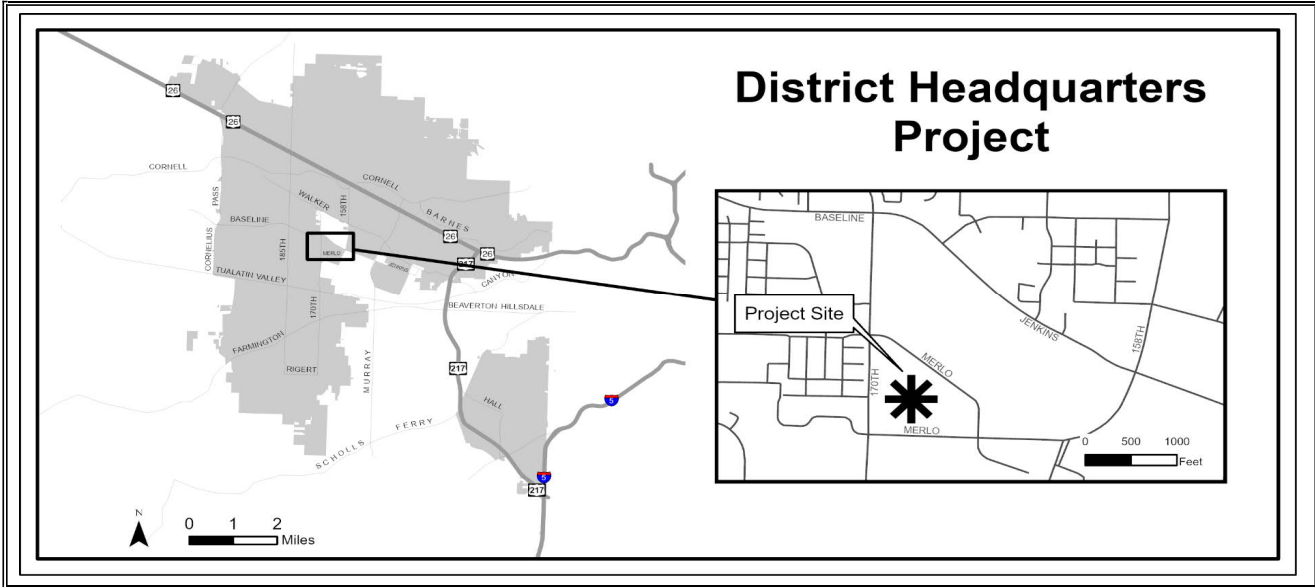
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Pipeline	Water Rates:	Yes	No material impact to operating expenses.	
Project Manager:	Zach Lemberg	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	75,880	310,500	482,000	1,460,000	-	-	-	2,252,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Seismic Upgrades District Headquarters



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	10	1	6	1	1	4	1	NA
Weighted Score:	0.084	1.070	0.182	1.896	0.133	0.062	0.172	0.074	3.673
Rank (of 75):	57	1	66	38	18	14	18	42	62

PROJECT DESCRIPTION

Planning, design, permitting, and construction of seismic, security, and work process improvements of multiple interior and/or exterior areas at the TVWD Headquarters. The improvements will increase life safety, security, and resilience. FY 2028 project will focus improvements for building seismic upgrade.

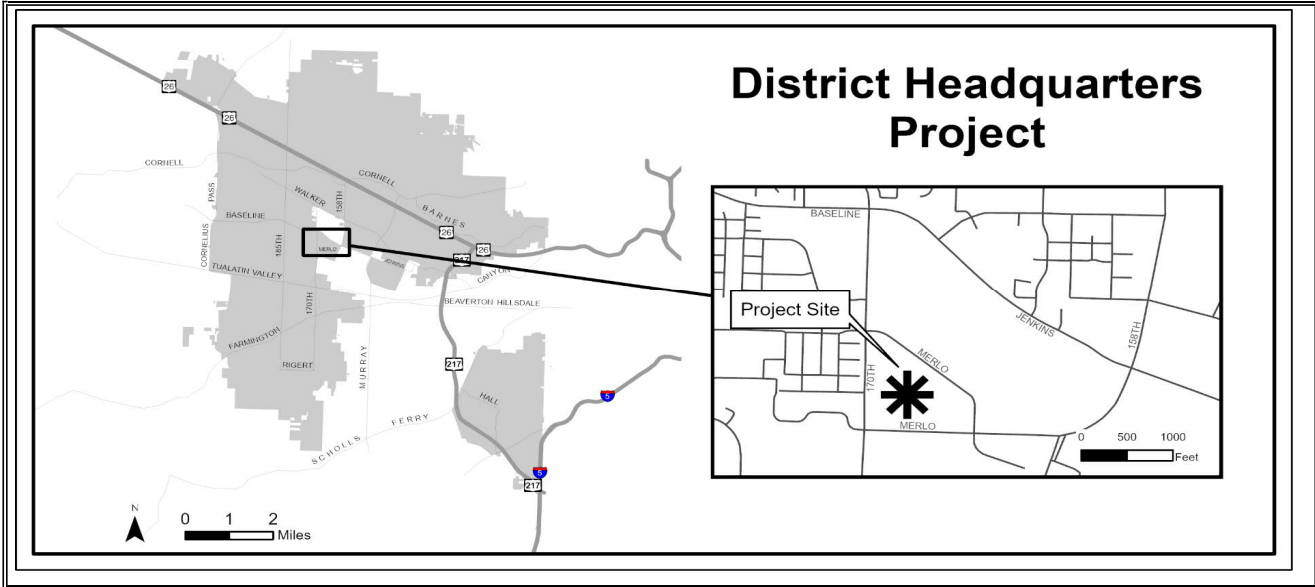
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	No material impact. No expansion is planned and is already part of the routine maintenance performed by the Facility staff. No long term operating cost impact.	
Project Manager:	Matt Oglesby	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	-	-	-	1,360,000	-	1,360,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Headquarters Space Planning and Implementation



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	1	1	4	1	1	1	1	NA
Weighted Score:	0.084	0.107	0.182	1.264	0.133	0.062	0.043	0.074	1.949
Rank (of 75):	57	64	66	60	18	14	31	42	70

PROJECT DESCRIPTION

Planning, design, purchasing and construction/remodel of multiple interior areas at the District Headquarters with guidance from the Facilities Master Plan. Example areas: Engineering, Admin, Customer Service, and Operations. These areas need to be reorganized to increase productivity by consolidating work groups and maximize existing space to accommodate future needs. Included in the scope are opportunity projects like lighting, painting, carpet replacement, and workspace furnishing upgrades at the same time. Work anticipated in FY 2023-24 includes space modifications needed for Engineering and Operations Dept.

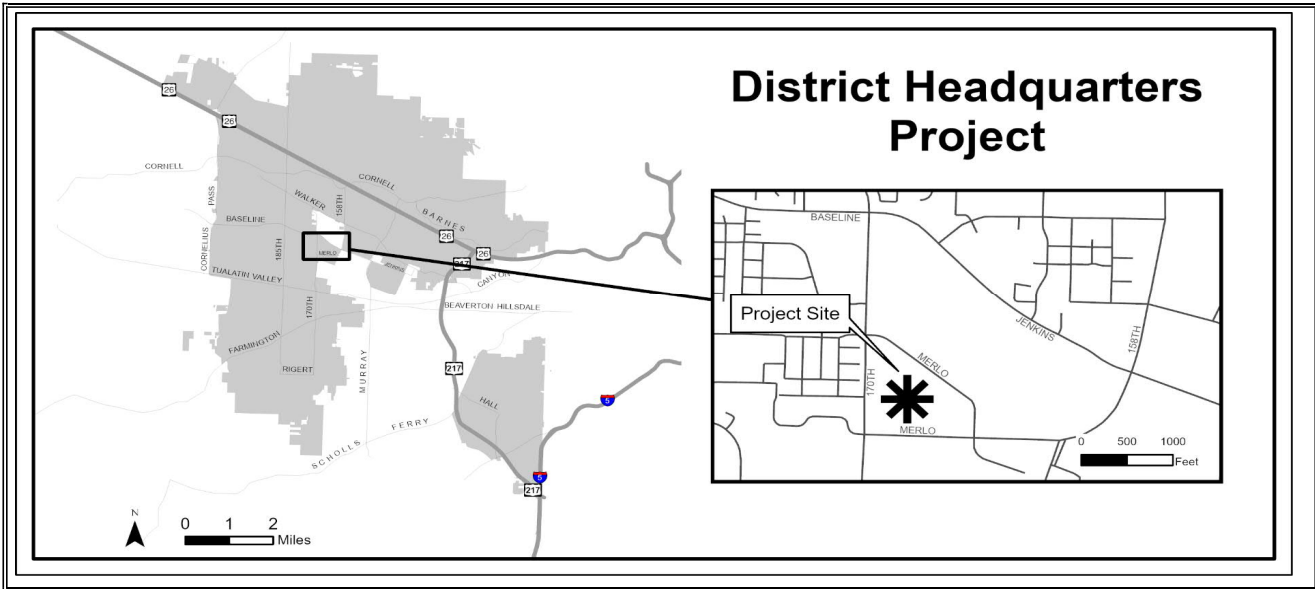
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	No material impact. No expansion is planned and is already part of the routine maintenance performed by the Facility staff. No long term operating cost impact.	
Project Manager:	Collin Fleming	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	259,000	268,000	-	-	-	-	527,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: HVAC Replacement Program



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	5	3	4	1	1	5	5	NA
Weighted Score:	0.084	0.535	0.546	1.264	0.133	0.062	0.215	0.370	3.209
Rank (of 75):	57	47	63	60	18	14	7	10	65

PROJECT DESCRIPTION

Multiple HVAC units located at the District HQ's and some remote sites have or will reach their end of life in the coming years. Redesign, new ducting, and replacement of the original building HVAC unit is a high priority due to the age and the criticality. Replacement of the existing HVAC control system is needed to assist in addressing aging components and increase the consistency of temperatures throughout the existing office spaces.

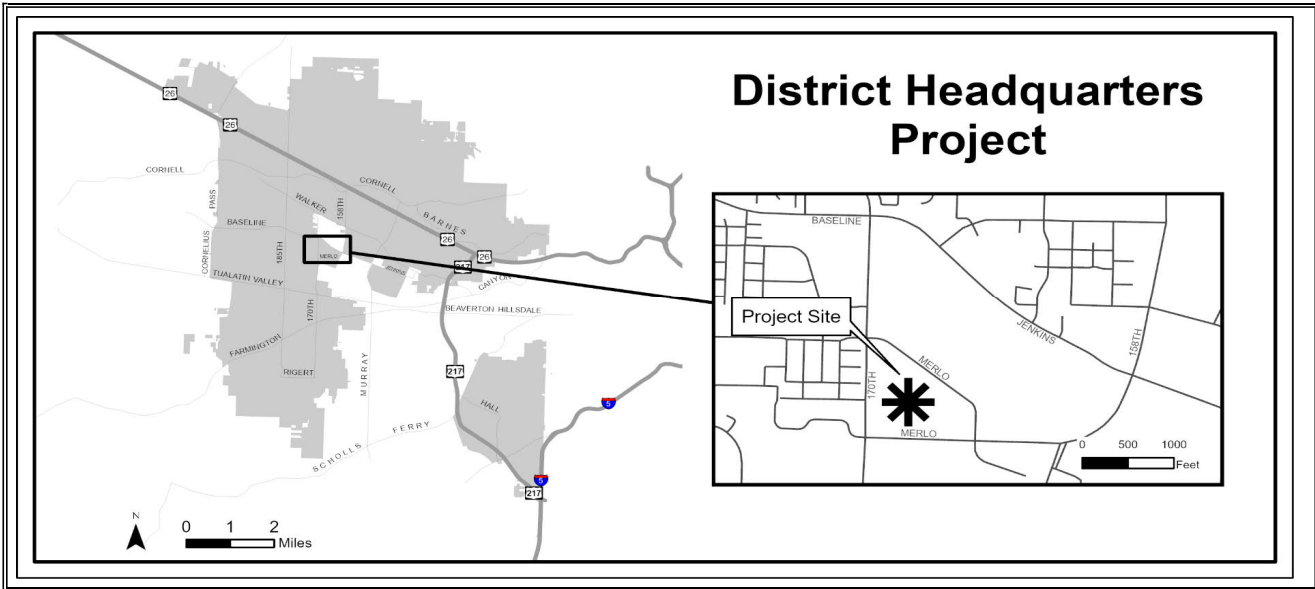
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	Decrease in operating cost is expected due to less repair cost on the existing HVAC system.	
Project Manager:	Collin Fleming	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	77,600	321,500	111,000	115,000	119,000	123,000	867,100	-

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Headquarters Yard Modifications



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	3	8	5	1	1	4	1	NA
Weighted Score:	0.084	0.321	1.456	1.580	0.133	0.062	0.172	0.074	3.882
Rank (of 75):	57	60	14	46	18	14	18	42	60

PROJECT DESCRIPTION

Planning, design, permitting, and construction of multiple improvement projects to increase pedestrian/vehicle flow, storage, and covered parking for TVWD fleet. Evaluate and study an additional entry/exit from south parking lot to Merlo Rd.

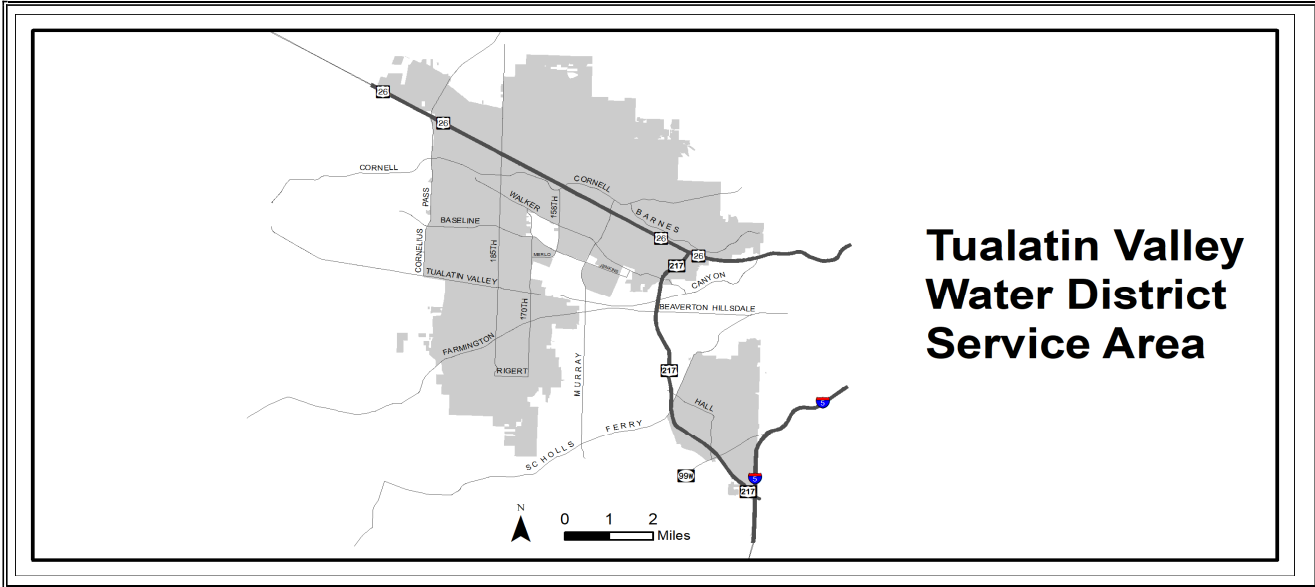
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	Small maintenance impact due to expanded building footprint. Some impact of utilities due to increase in enclosed and heated building. Building will have a low maintenance requirement on the Facility staff due to space being unoccupied.	
Project Manager:	Matt Oglesby	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	318,695	51,800	107,000	221,500	229,500	237,500	246,000	1,093,300	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Safety and Security Improvements



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	3	8	8	1	1	1	5	NA
Weighted Score:	0.084	0.321	1.456	2.528	0.133	0.062	0.043	0.370	4.997
Rank (of 75):	57	60	14	11	18	14	31	10	35

PROJECT DESCRIPTION

Planning, design, purchasing, and installation of critical safety and security hardware. The electronic security equipment is in need of replacement due to equipment being at the end of its life. The new equipment and software may be easily expanded in the future. Examples: Alarm Panel Replacement, CyberLock Phase 2, modernization of the Access Control System, Fire Panel, and Security Cameras.

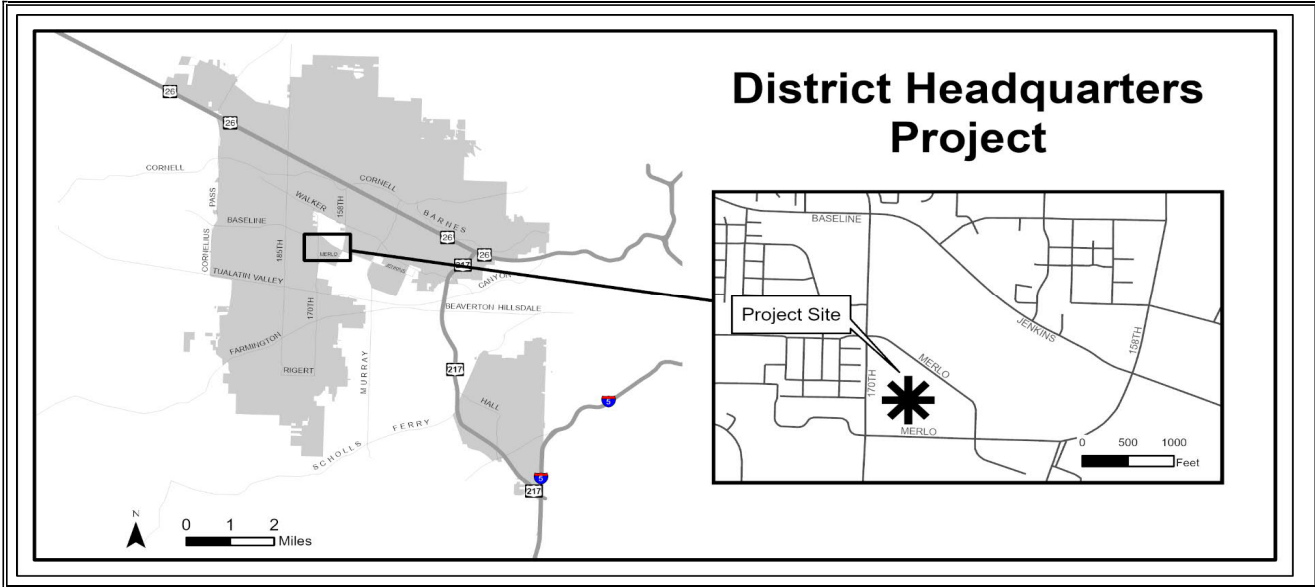
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	Additional operating costs include software subscriptions, and maintenance of additional cameras and related equipment.	
Project Manager:	Collin Fleming	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	396,500	207,000	214,000	221,500	229,500	-	-	872,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Fuel Dispenser Replacement



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	1	1	1	1	1	10	2	NA
Weighted Score:	0.084	0.107	0.182	0.316	0.133	0.062	0.430	0.148	1.462
Rank (of 75):	57	64	66	71	18	14	1	40	71

PROJECT DESCRIPTION

This project will replace four (4) fuel dispensing pumps and related hardware/software on the TVWD operated Tualatin Regional Fueling Facility (TRFF) in partnership with THPRD. The TRFF has been in operation for over 20 years. Some components need to be replaced due to the availability of parts and support.

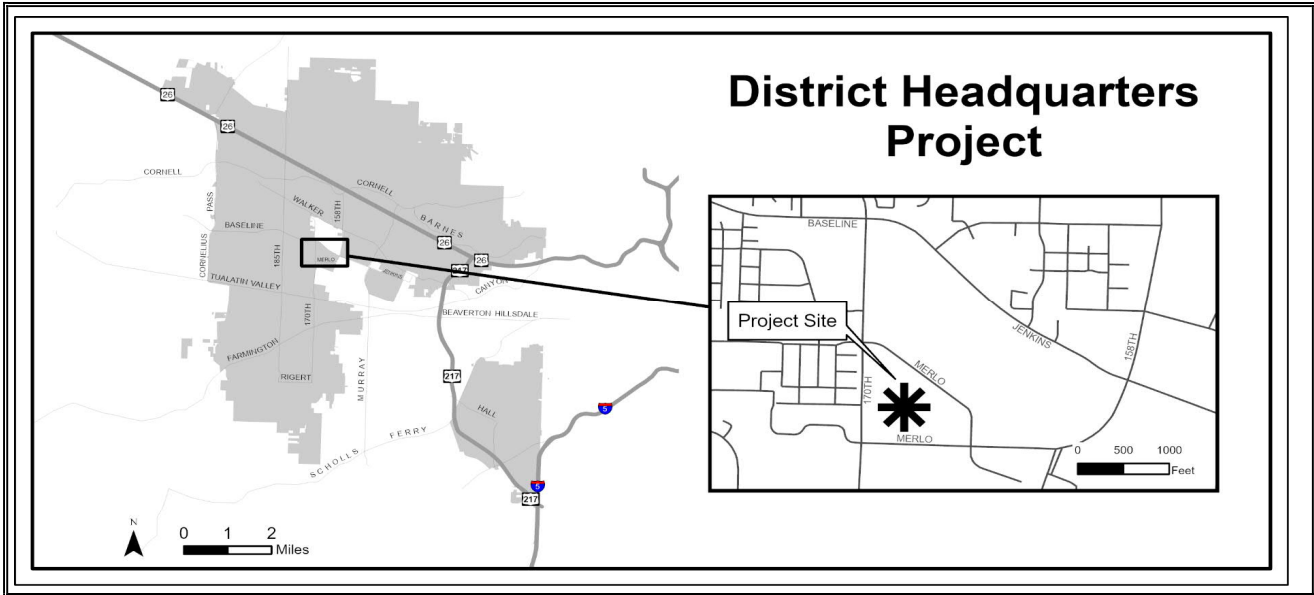
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	Operating cost would decrease due to less maintenance need by the vendor (which has increased the last couple years) as well as less labor used to setup and troubleshoot issues.	
Project Manager:	Jeremy Kind	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	62,100	-	-	-	-	-	62,100	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Headquarters Generator Tapbox Modification



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	1	1	1	1	1	1	1	NA
Weighted Score:	0.084	0.107	0.182	0.316	0.133	0.062	0.043	0.074	1.001
Rank (of 75):	57	64	66	71	18	14	31	42	74

PROJECT DESCRIPTION

Project includes modifications to the existing headquarters generator by installing a "Tapbox" to allow for easier and safer access to load bank the generator. It will also allow for easier and more cost-effective way to install a portable generator when maintenance and repairs are needed. Due to the criticality of the headquarters generator, it needs to be available 100% of the time. There is no way to provide that without a redundant way to supply power.

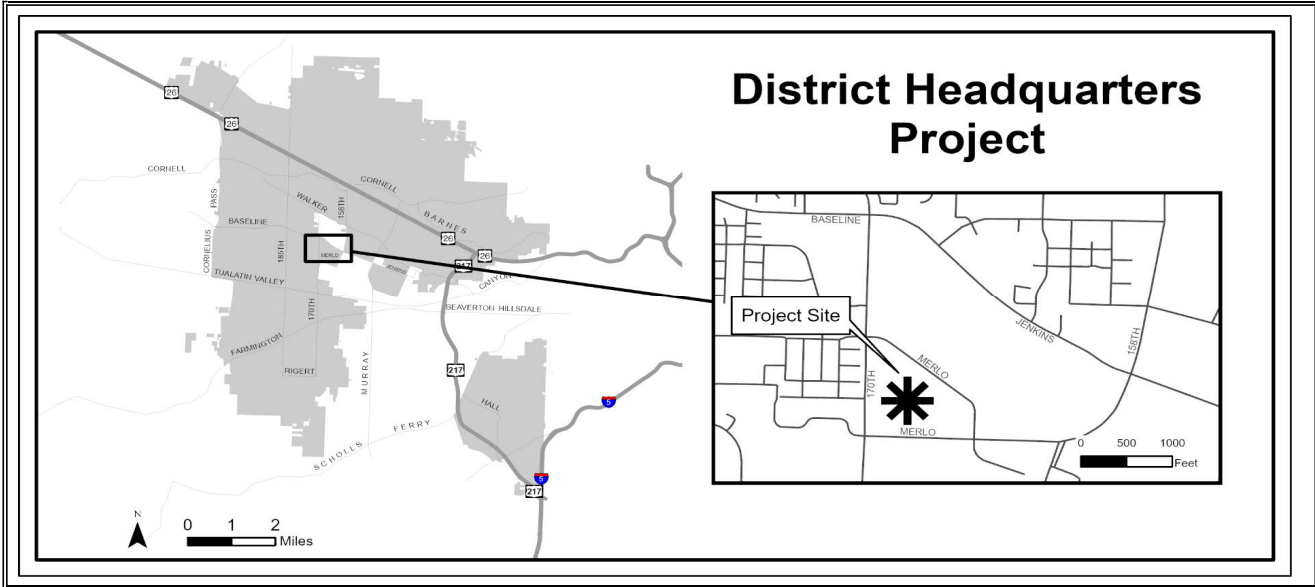
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	No operating cost increase.	
Project Manager:	Collin Fleming	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	155,500	-	-	-	-	-	155,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Mobile Office Trailer (CUBE)



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	1	1	1	1	6	1	1	NA
Weighted Score:	0.084	0.107	0.182	0.316	0.133	0.372	0.043	0.074	1.311
Rank (of 75):	57	64	66	71	18	8	31	42	72

PROJECT DESCRIPTION

The mobile office trailer "The Cube" has become a great addition to the District's space needs temporarily. We would like to purchase the temporary trailer to assist in saving cost due to the duration the extra space is needed.

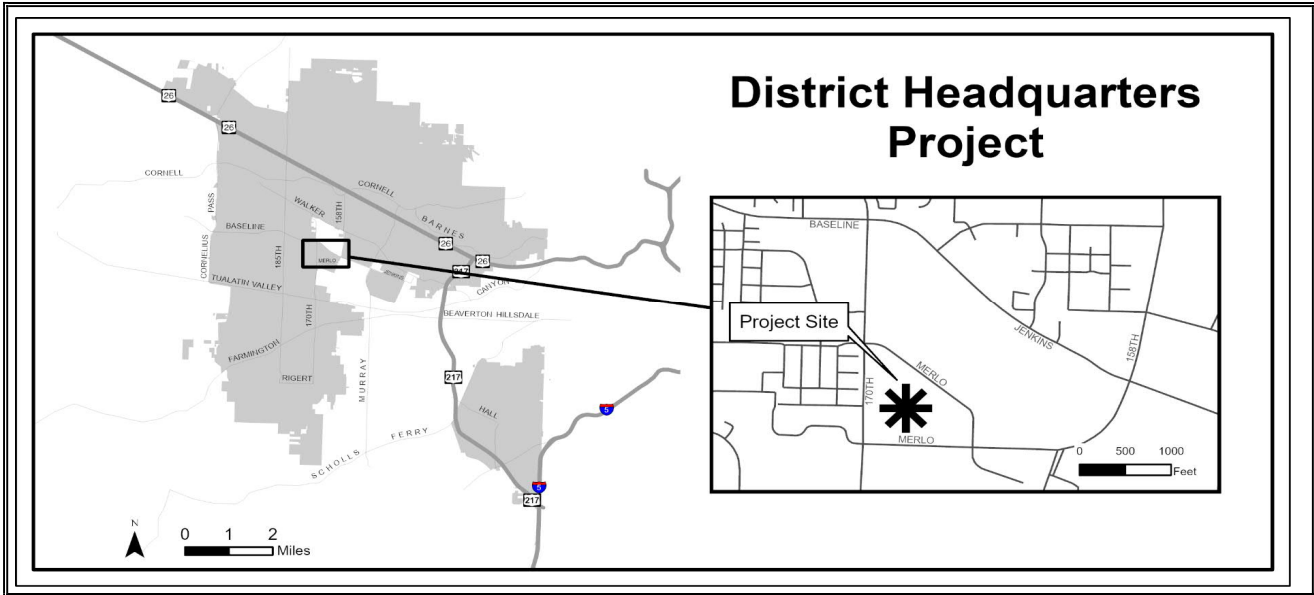
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	Ongoing power cost will be need for the HVAC and lighting. The purchase would not increase what we have already utilize since it is already in use.	
Project Manager:	Matt Oglesby	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	82,800	-	-	-	-	-	82,800	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Vault - Dewatering Facility



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	1	1	4	1	1	1	3	NA
Weighted Score:	0.084	0.107	0.182	1.264	0.133	0.062	0.043	0.222	2.097
Rank (of 75):	57	64	66	60	18	14	31	30	69

PROJECT DESCRIPTION

Need to upsize the vault south of the dewater facility to hold more sediment to reduce maintenance in storm swale. This will help to decrease the storm swale maintenance and long-term costs.

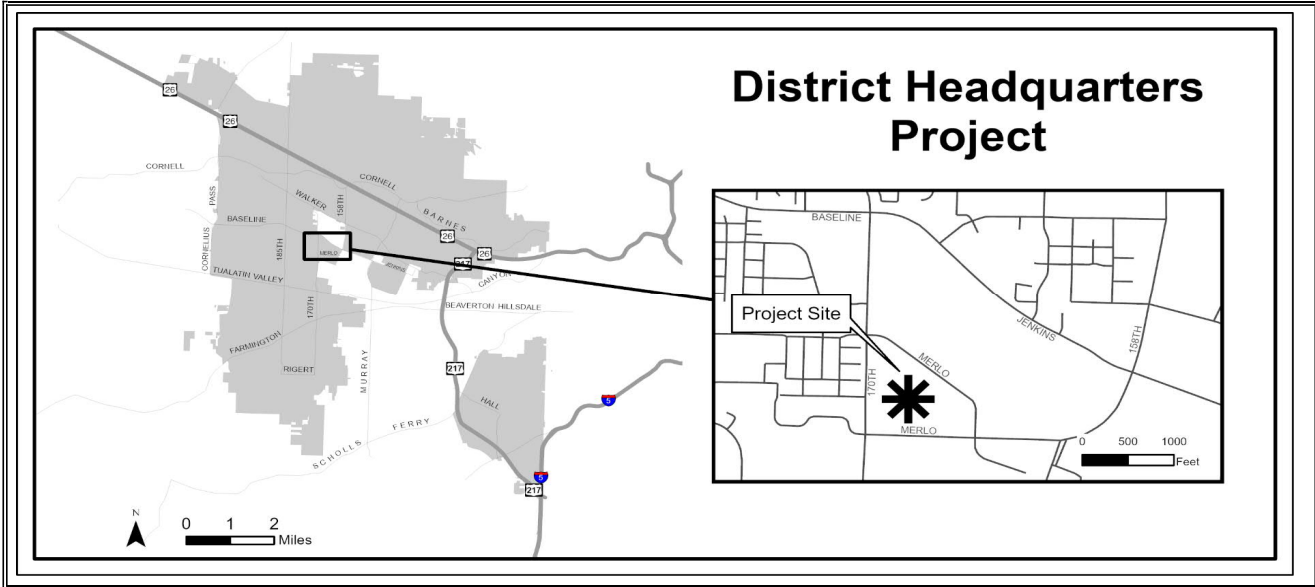
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	Project will decrease operating cost by reducing maintenance on storm swale.	
Project Manager:	Collin Fleming	Service Fees:	No		
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	26,800	-	-	-	-	26,800	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: West Gate Motor Replacement



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	1	4	4	1	1	1	3	NA
Weighted Score:	0.084	0.107	0.728	1.264	0.133	0.062	0.043	0.222	2.643
Rank (of 75):	57	64	53	60	18	14	31	30	66

PROJECT DESCRIPTION

This project replaces the existing motor on the west gate which is at the end of its useful life.

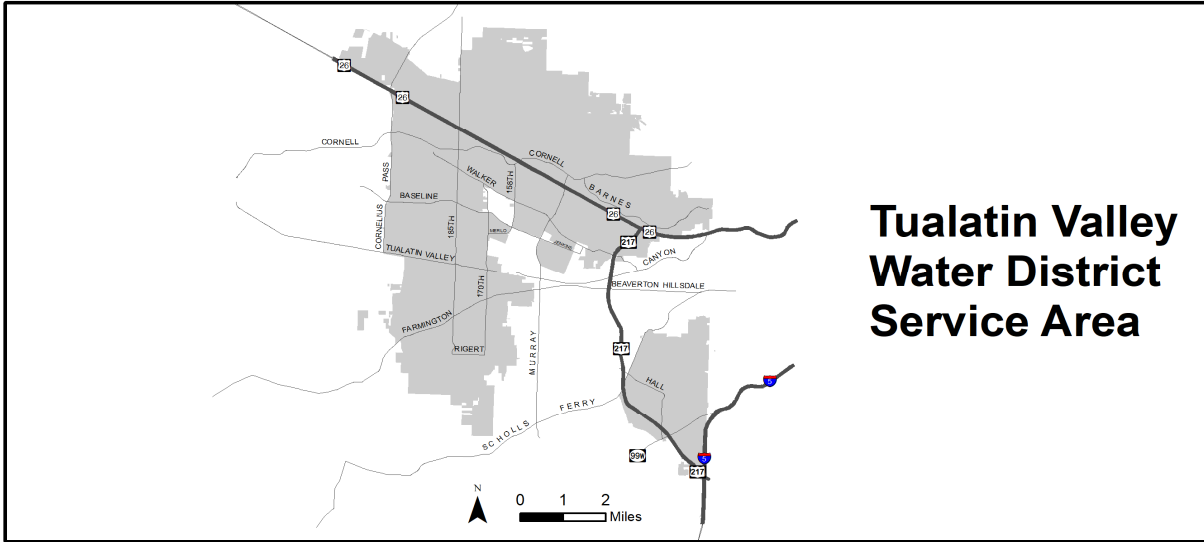
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	Minimal decrease to operating cost for on-going maintenance of aging equipment.	
Project Manager:	Collin Fleming	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	12,900	-	-	-	-	12,900	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Property Purchase for Future Storage and Pumping Facility



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	1	1	1	1	1	1	1	4	NA
Weighted Score:	0.084	0.107	0.182	0.316	0.133	0.062	0.043	0.296	1.223
Rank (of 75):	57	64	66	71	18	14	31	24	73

PROJECT DESCRIPTION

This property may be beneficial for future storage and pumping facilities.

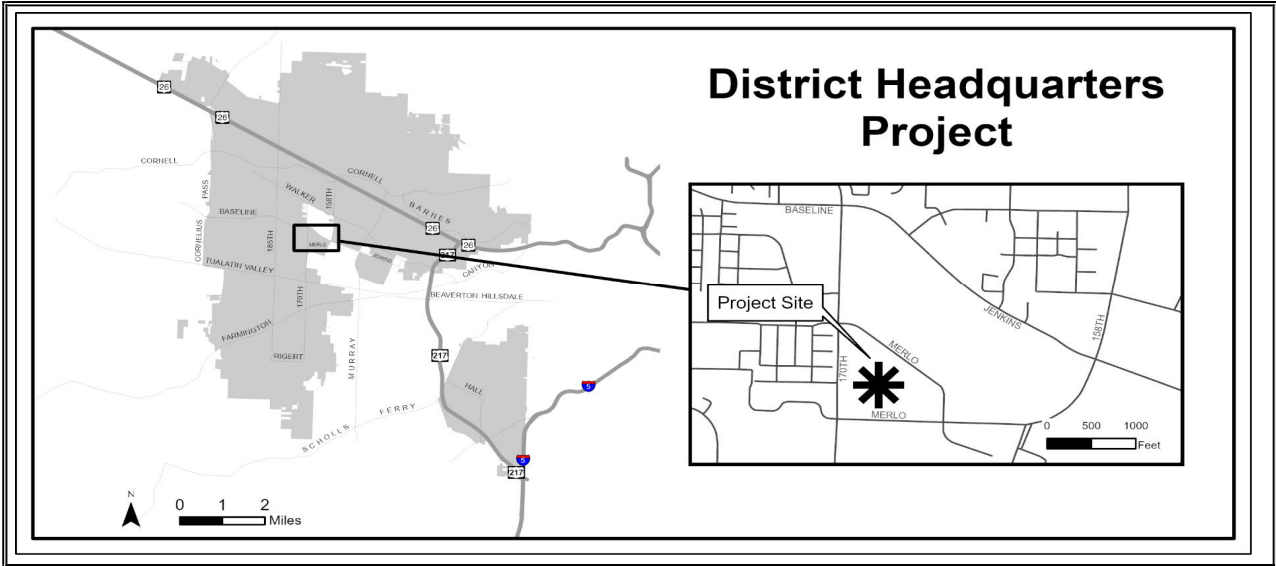
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Land	Water Rates:	Yes	Additional operating costs will be required to maintain the additional property, but these costs may be offset by selling other properties.	
Project Manager:	Matt Oglesby	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	1,070,000	-	-	-	-	1,070,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Electric Vehicle Charging Infrastructure



RATING CRITERIA & PROJECT PRIORITY SCORING									
	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:									NA
Weighted Score:									NA
Rank (of 75):									NA

PROJECT DESCRIPTION

Electric vehicle charging infrastructure. Infrastructure will support upcoming state mandated rules and District's sustainability goals.

PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Facilities	Water Rates:	Yes	Operating cost related to fuel will decrease slightly due to decreased fuel usage and electricity costs will increase as the fleet transitions to more electric powered equipment and vehicles.	
Project Manager:	Matt Oglesby	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	NA	Partner Cost Percentage:	0%		

ACCOUNTING DETAILS: General Ledger Account: 11-35-34-8820 Project Number: TBD

BUDGET INFORMATION & PROJECTED COSTS									
FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	-	160,500	-	-	-	-	160,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 FLEET REPLACEMENT SCHEDULE

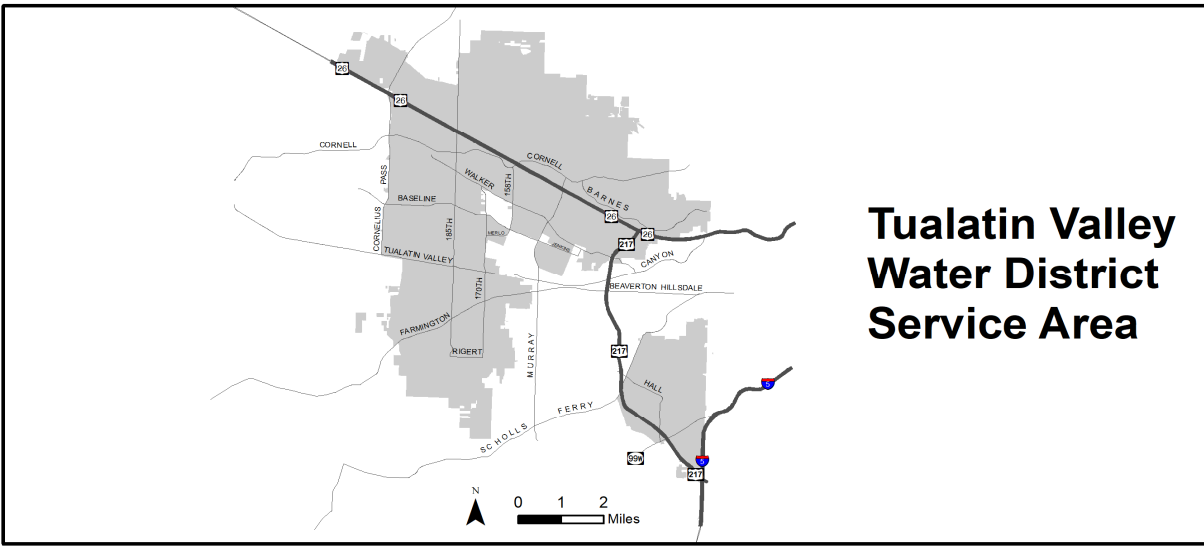
GL 11-35-01-8831

	FY 23-24	FY 24-25	Total
2023-25 Fleet Costs	\$ 1,466,500	\$ 422,000	\$ 1,888,500

DIVISION OR PROGRAM	ITEM	QTY	DESCRIPTIONS & RATIONALE	TOTAL AMT	EST. MONTH NEEDED	EST. YEAR NEEDED
System Ops/Eng./Water Ops/FCS	Full Size Pickup Unit 18, 140, 147, 149	4	Replacement	\$ 260,000	TBD	
District Shared/ FCS	Compact Pickup Unit 101, 102	2	Replacement	\$ 84,000		
District Shared	SUV Unit 75	1	Replacement	\$ 45,000		
Water Op-Const/Maint	Medium Duty Crew Service Truck Unit 81	1	Replacement	\$ 200,000		
				\$ -		
District Shared	Potable Hose Trailer (Carry Over)	1	New	\$ 35,000		
System Ops	Compact Van Unit 76, 78 (Carry Over)	2	Replacement	\$ 80,000		
				\$ -		
				\$ -		
				\$ -		
Water Ops-Const/Maint	Construction Eq. Track Hoe Unit 150	1	Replacement	\$ 100,000		
System Ops-Locators	Locating Cargo Minivan Unit 76	1	Replacement	\$ 35,000		
Water Ops-Const/Maint	Vacuum Excavator Truck Unit 128	1	Replacement	\$ 600,000		
System Ops-Locators (add Package)	Compact Van New (Carry Over Add Pack)	1	New	\$ 35,000		
				\$ -		
District Shared	Forklift 191, 192	2	Replacement	\$ 60,000		
Water Ops	Full Size Pickup Unit 146 (Carry Over)	1	Replacement	\$ 55,000		
				\$ -		
Water Quality	Add Pkg 6 - Escape for WQ Specialist.	1	New	\$ 45,000	TBD	
Water Ops	Add Pkg 10 - various fleet for 4 new staff (of 7 requested)	TBD	New	\$ 254,500	TBD	
				\$ -		
				\$ -		
				\$ -		
				\$ -		
				\$ -		

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Service Installations



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	1	4	3	1	1	1	1	NA
Weighted Score:	0.336	0.107	0.728	0.948	0.133	0.062	0.043	0.074	2.431
Rank (of 75):	37	64	53	68	18	14	31	42	67

PROJECT DESCRIPTION

This category of work involves the various ongoing installation and replacement of service installations and large meters by District crews in support of new development and customer base growth, and to replace aging infrastructure on an as-needed basis. The service and large meter installation work is completed by TVWD Field Operations. Costs for new service installations are paid by separate development fees.

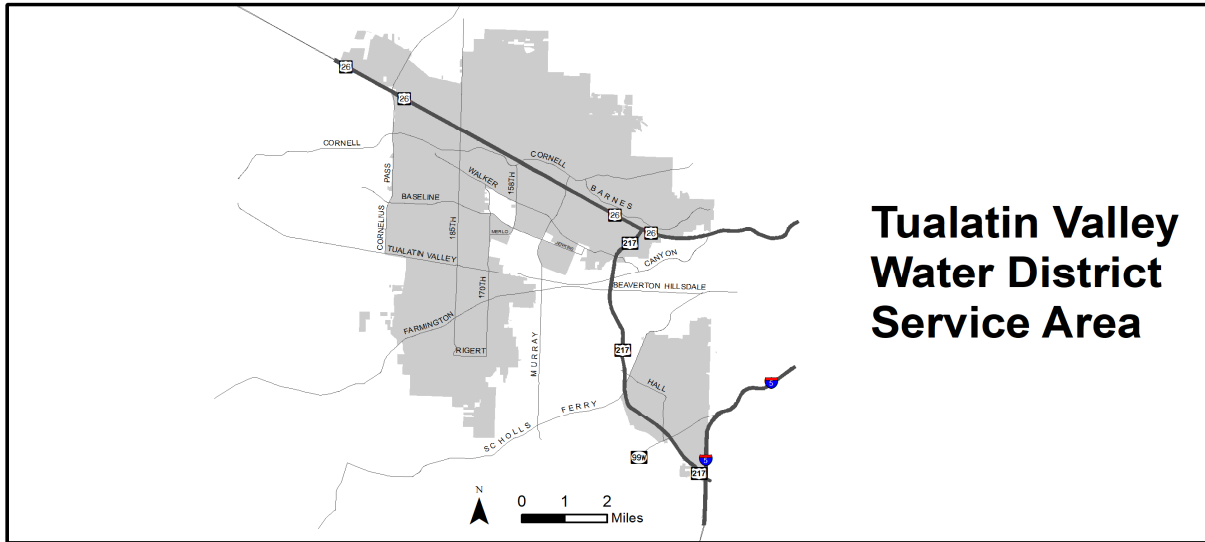
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Meters & Services	Water Rates:	Yes	Meter and service maintenance is an ongoing and routine District activity. Meters and services for new customers are recovered through separate fees.	
Project Manager:	Field Operations	Service Fees:	Yes		
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
2,980,000	3,135,000	1,595,000	1,650,000	1,705,000	1,765,000	1,830,000	1,895,000	10,440,000	65,315,000

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: Customer Service: Meter Installations



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	4	1	4	3	1	1	1	1	NA
Weighted Score:	0.336	0.107	0.728	0.948	0.133	0.062	0.043	0.074	2.431
Rank (of 75):	37	64	53	68	18	14	31	42	67

PROJECT DESCRIPTION

This category of work involves the various ongoing installation and replacement primarily residential meters and services by District crews in support of new development and customer base growth, and to replace aging infrastructure on an as needed basis. The meter installation work is completed by TVWD Field Customer Service. Costs for new meters installations are paid by separate development fees.

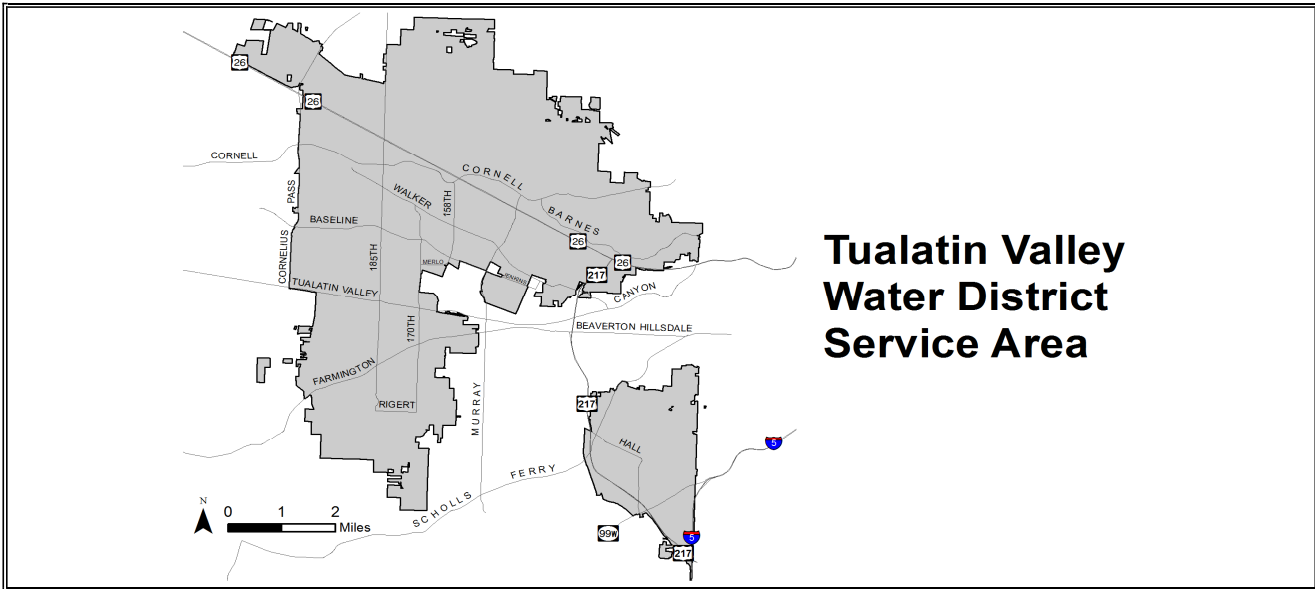
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Meters & Services	Water Rates:	Yes	Meter and service maintenance is an ongoing and routine District activity. Meters and services for new customers are recovered through separate fees.	
Project Manager:	Field Customer Service	Service Fees:	Yes		
Work Performed By:	District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Low Priority	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
477,000	502,500	255,500	264,500	274,000	283,500	293,500	303,500	1,674,500	10,456,500

Tualatin Valley Water District
Capital Improvement Plan
2023-25
(Six-Year Projection)

PROJECT TITLE: **AMI Implementation**



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:	8	7	2	4	1	8	7	8	NA
Weighted Score:	0.672	0.749	0.364	1.264	0.133	0.496	0.301	0.592	4.571
Rank (of 75):	4	26	65	60	18	6	2	2	49

PROJECT DESCRIPTION

AMI is a technology-based system that uses a network of radios to provide real-time meter reading information from each customer's water meter. Using the radio network and data technology, the information from water meters can be read on demand at very little incremental costs. In addition to providing meter reads for customer billing, AMI systems are typically joined with a customer portal that allows customers to see their real-time water use. These portals and data systems can be used to warn customers of leaks or other unusual water demands being recorded at their meters. Depending on the selected technology, AMI systems can remotely turn-on and shutoff water service to a customer's premise. This feature would allow the District to ensure it receives updated customer information when new customers move into a premise.

The information on the AMI program will continue to develop as the details from the District's consultants and the financial commitments by both Reclamation and CWS are finalized.

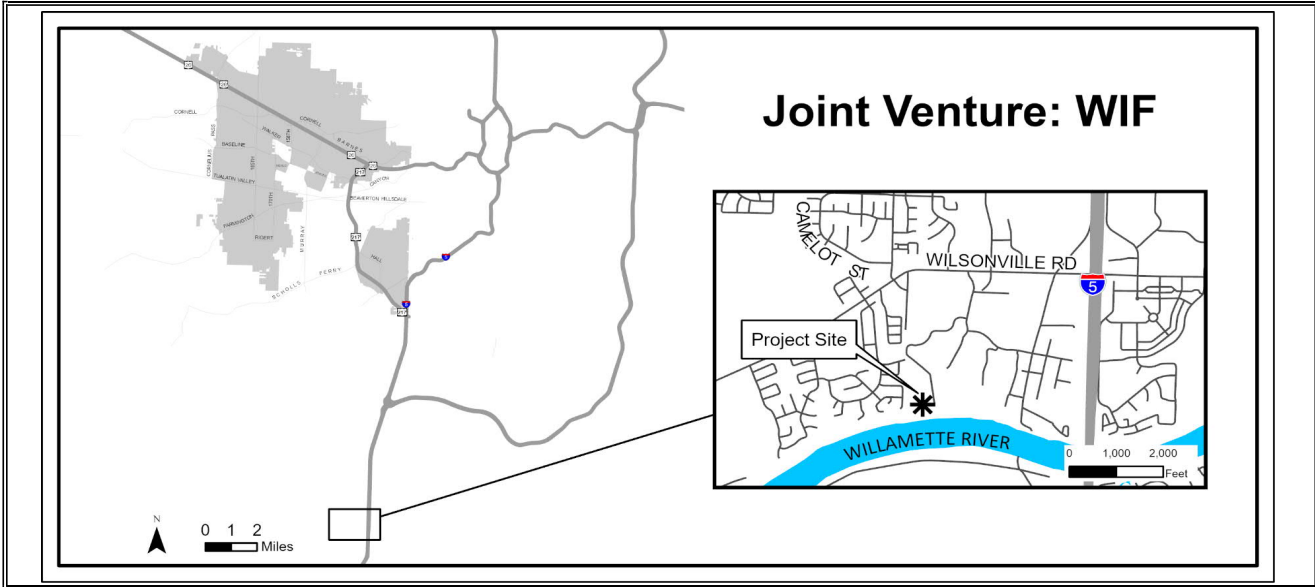
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Meters & Services	Water Rates:	Yes	TBD	
Project Manager:	Steve Carper	Service Fees:	No		
Work Performed By:	Contract & District Staff	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	Medium Priority	Partner Cost Percentage:	25%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	7,000,000	7,000,000	7,760,000	8,035,000	-	-	29,795,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Joint Venture: WIF



RATING CRITERIA & PROJECT PRIORITY SCORING									
	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:									NA
Weighted Score:									NA
Rank (of 75):									NA

PROJECT DESCRIPTION

Program level costs associated with the Willamette Intake Facilities (WIF) Commission, including new fish screens, air burst system improvements, and seismic improvements to the expanded intake within the raw water facility at the Willamette River Water Treatment Plant (WRWTP). For more details on the WWSS raw water facility project (RWF 1.0), please see page F-2 in the budget workbook.

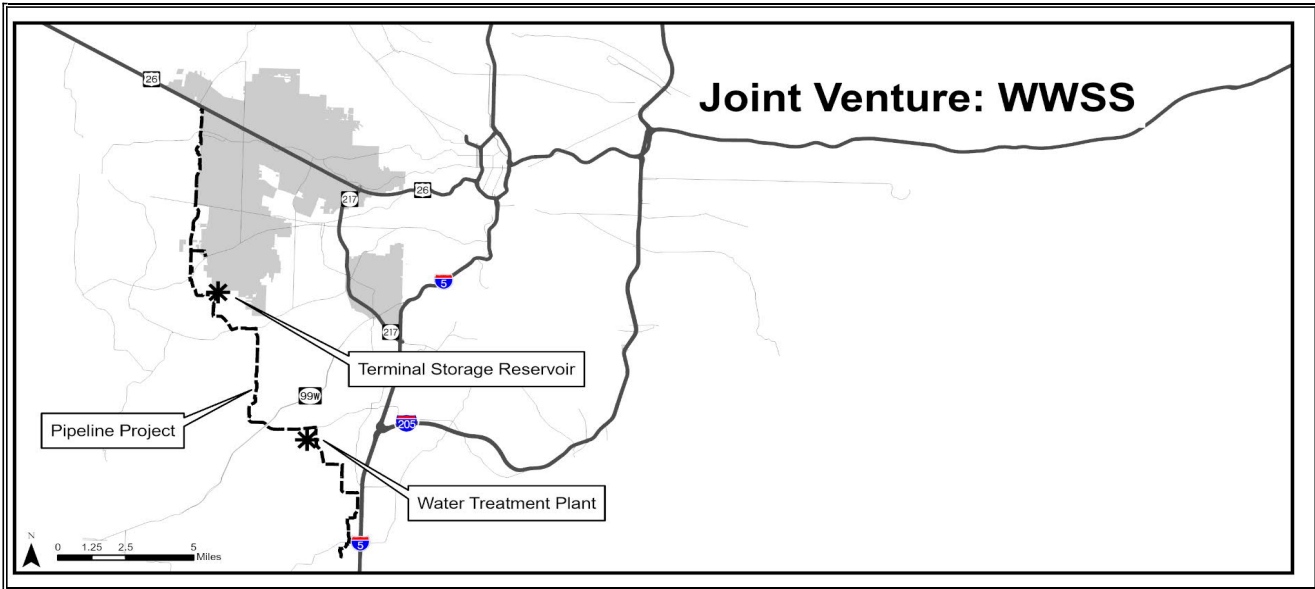
Costs shown below are TVWD's share of projected total project costs. Therefore, under Funding Sources, the partner cost percentage (of the costs shown) is zero (0%).

PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Joint Venture	Water Rates:	Yes	The water intake improvements are either replacements or static in nature, and should not drive material net impacts on future operating costs.	
Project Manager:	David Kraska	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	61%	For details on the estimated cost impact of the future raw water facility (RWF 1.0), please see page F-2 in the budget workbook.	
Weighted Average Project Priority Rating:	NA	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS									
FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
3,131,620	1,876,143	4,334	-	-	-	-	-	4,334	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: Joint Venture: WWSS



RATING CRITERIA & PROJECT PRIORITY SCORING									
	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:									NA
Weighted Score:									NA
Rank (of 75):									NA

PROJECT DESCRIPTION

Program level costs associated with supporting the development and implementation of the Willamette Water Supply System (WWSS), including design and construction of the WWSS projects, costs for real estate and easements, permitting and mitigation, legal expenses, program management services, and management reserves. For more details on individual WWSS projects, please see pages F-1 through F-12 in the budget workbook.

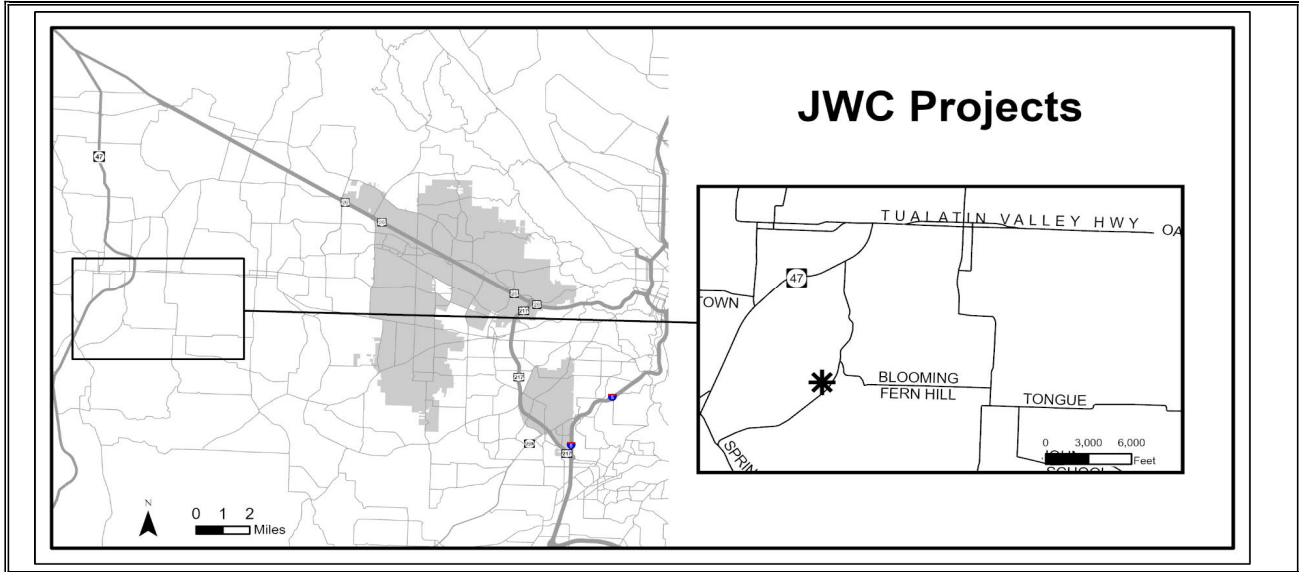
Costs shown below are TVWD's share of projected total project costs. Therefore, under Funding Sources, the partner cost percentage (of the costs shown) is zero (0%).

PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	Joint Venture	Water Rates:	Yes	Overall, the WWSS will result in significant savings by eliminating purchased water costs from Portland. The District is projecting net savings of approximately \$5 million in FY2027 (i.e., a 36% decrease from FY2026), after shifting from 100% purchased water costs to a new balance of JWC water purchases plus the costs of WWSS treatment and pumping power.	
Project Manager:	David Kraska	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	61%		
Weighted Average Project Priority Rating:	NA	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS									
FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future (FY2028-36)
241,923,889	228,134,783	246,106,620	139,156,101	44,065,014	7,314,796	-	-	436,642,530	76,182,591

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: JWC Capital Repair / Replacement



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:									NA
Weighted Score:									NA
Rank (of 75):									NA

PROJECT DESCRIPTION

The last JWC Master plan was published in 2009. Master Plan documents help identify shortcomings and expected needs for infrastructure as well as the organization. This plan will provide the basis for the next 5-yr planning horizon. Master plan will provide year-by-year recommendations for capital improvement projects. The total original engineering estimate was \$630,000 for the Master Plan. The fee estimate from consultant is around \$700,000. Additionally JWC staff time is estimated \$70,000 and the management reserve consideration is \$55,000. The total estimated cost is now \$825K.

This budget also includes potential additional costs for safety upgrades and funding a study to test and assess the South Transmission Line and provide recommendations for repairs, upgrades, and seismic improvements.

Costs shown below are TVWD's share of projected total project costs. Therefore, under Funding Sources, the partner cost percentage (of the costs shown) is zero (0%).

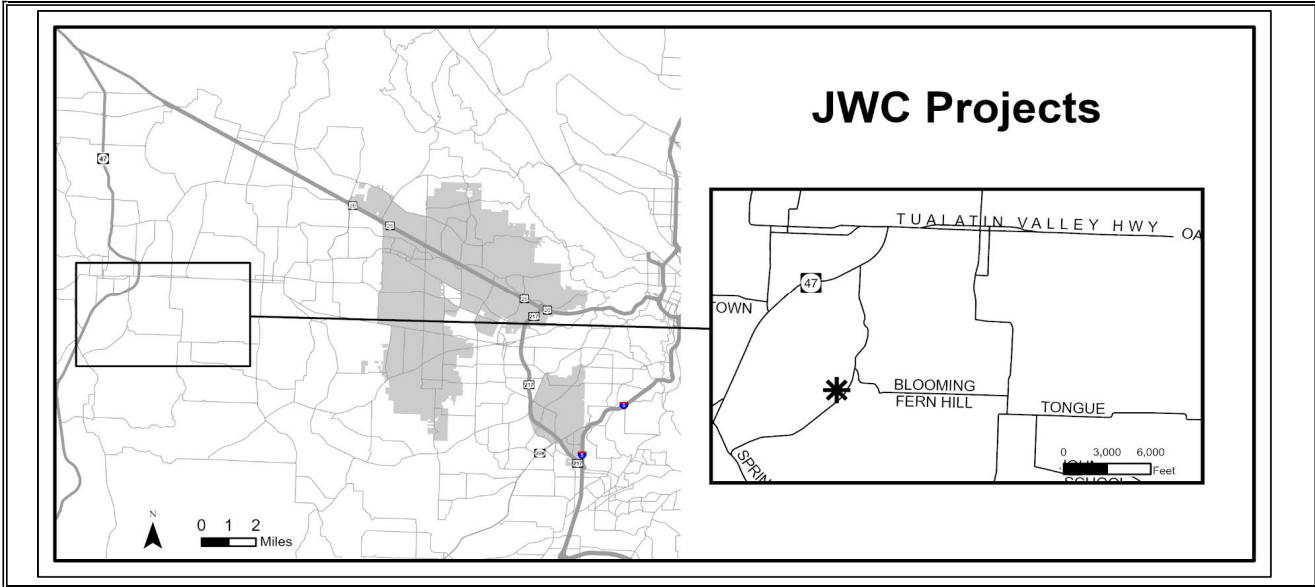
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	JWC	Water Rates:	Yes	No material impact anticipated.	
Project Manager:	Ryan Smith	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	NA	Partner Cost Percentage:	TBD		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	581,000	789,000	450,500	1,255,000	521,500	231,500	3,828,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: JWC Misc. Minor capital / Non-CIP capital



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:									NA
Weighted Score:									NA
Rank (of 75):									NA

PROJECT DESCRIPTION

This collection of projects consists of minor capital repairs, replacements, updates, and unplanned miscellaneous expenses. Included are replacements of finished water and backwash pumps and motors, electrical assessments and improvements, a new FW 10 pump with a variable frequency drive, concrete in sedimentation basins (basins A, B, and C), roof repairs, replacement of the operations and chemical storage buildings, and future annual capital repairs.

Costs shown below are TVWD's share of projected total project costs. Therefore, under Funding Sources, the partner cost percentage (of the costs shown) is zero (0%).

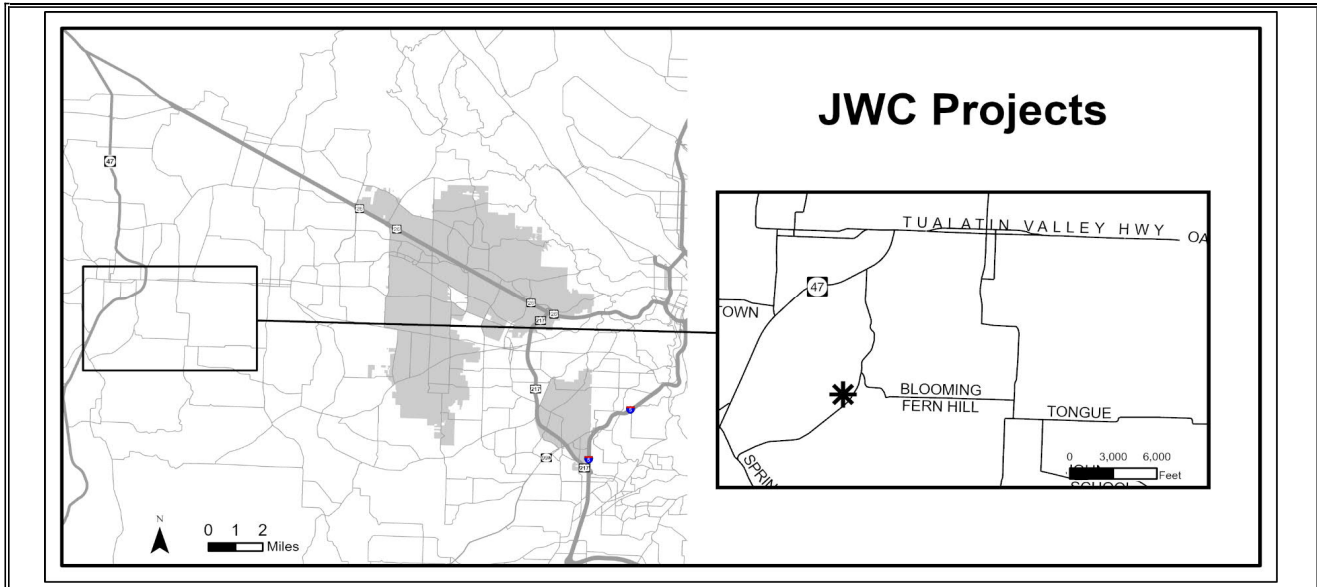
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	JWC	Water Rates:	Yes	Costs for JWC operations are passed through to JWC partners based on ownership shares and water purchases. Most of these capital projects are minor equipment upgrades and replacements, which will not have a significant operating cost impact.	
Project Manager:	Ryan Smith	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	NA	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
184,800	65,300	148,500	59,700	59,700	59,700	59,700	59,700	447,000	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: JWC New / Expansion Projects



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:									NA
Weighted Score:									NA
Rank (of 75):									NA

PROJECT DESCRIPTION

This is a continuation from current fiscal year. The key component of this project is to expand the plant capacity from 75 to 85 MGD. Hillsboro will take 8 MGD of this expansion and TVWD will take 2 MGD. The treatment plant expansion design began in the second half of FY 15-16. Package I WTP improvement started in February 2017. Package II construction started in November of 2017.

Costs shown below are TVWD's share of projected total project costs. Therefore, under Funding Sources, the partner cost percentage (of the costs shown) is zero (0%).

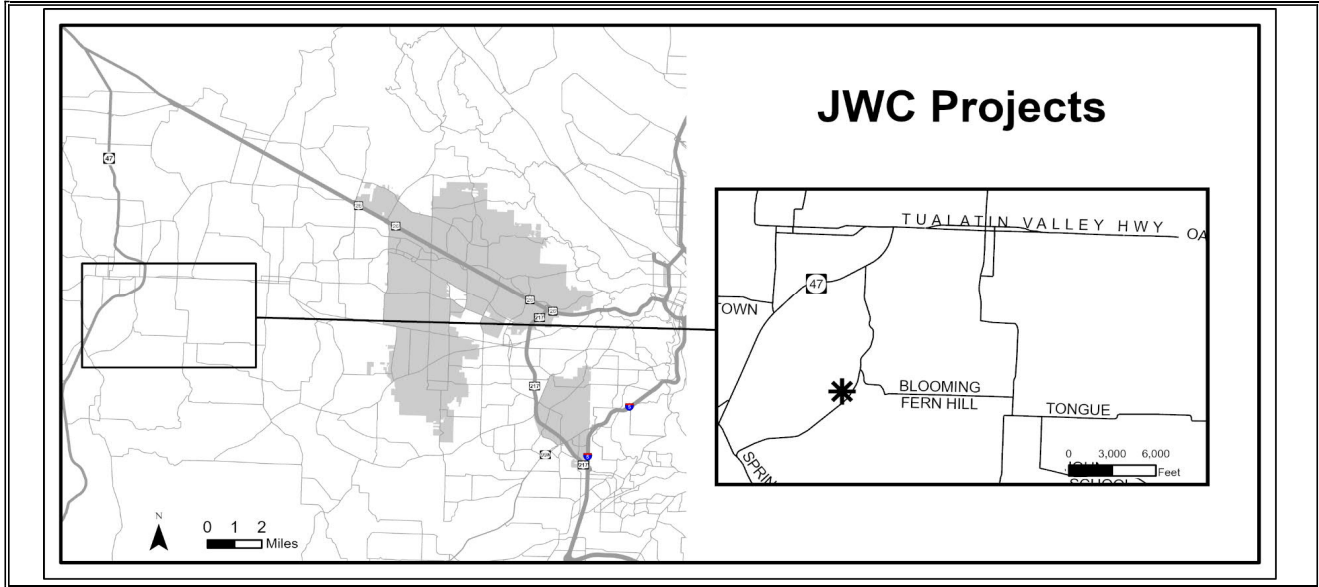
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	JWC	Water Rates:	Yes	A slight decrease in operating cost is anticipated since the District will no longer need to lease capacity.	
Project Manager:	Ryan Smith	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	100%		
Weighted Average Project Priority Rating:	NA	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	224,500	40,400	40,400	40,400	40,400	40,400	426,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: JWC Disinfection Mitigation - FEMA HMGP-DR-4599-OR



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:									NA
Weighted Score:									NA
Rank (of 75):									NA

PROJECT DESCRIPTION

Project will replace the existing gas chlorine disinfection system with safer liquid hypochlorite to be located in a seismically reinforced building. This project is JWC's highest priority. It addresses a high risk due to the potential for chlorine gas leaks that could harm JWC staff and people in the neighboring community. Severe damage to the operations building where chlorine gas system is located is anticipated for the 500/2,500-year seismic events. This project is receiving federal funding through a FEMA hazard mitigation grant.

Costs shown below are TVWD's share of projected total project costs. Therefore, under Funding Sources, the partner cost percentage (of the costs shown) is zero (0%).

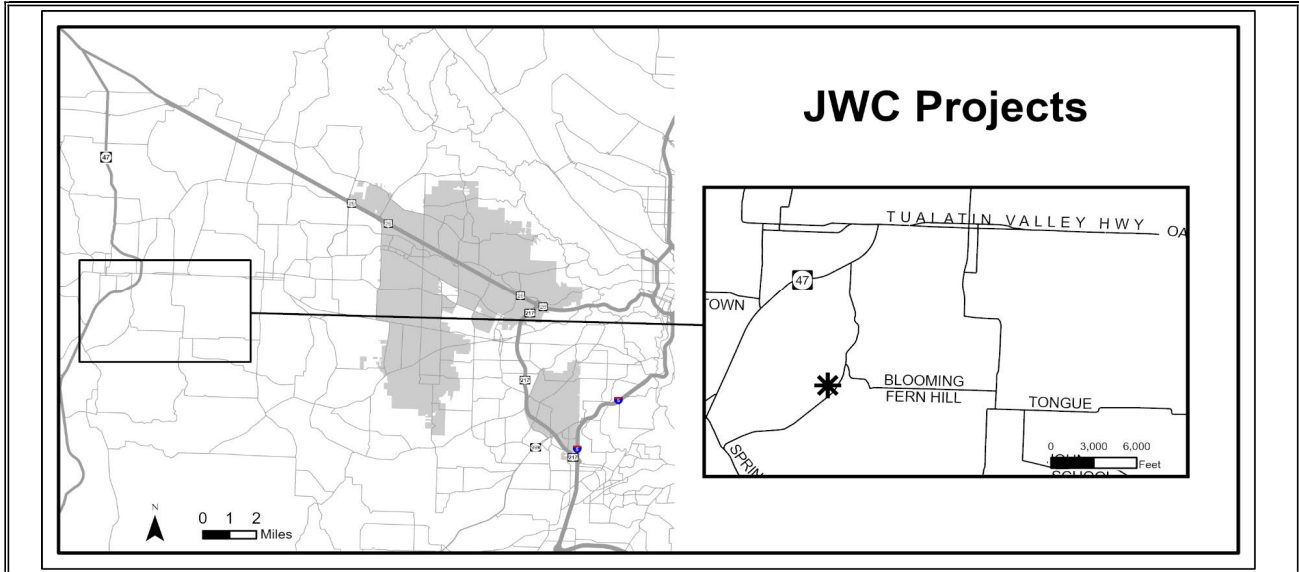
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	JWC	Water Rates:	Yes	TBD	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	NA	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	76,800	643,500	643,500	-	-	-	1,363,800	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: JWC Disinfection Mitigation - Partner Match



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:									NA
Weighted Score:									NA
Rank (of 75):									NA

PROJECT DESCRIPTION

Project will replace the existing gas chlorine disinfection system with safer liquid hypochlorite to be located in a seismically reinforced building. This project is JWC's highest priority. It addresses a high risk due to the potential for chlorine gas leaks that could harm JWC staff and people in the neighboring community. Severe damage to the operations building where chlorine gas system is located is anticipated for the 500/2,500-year seismic events. This portion is the partner match required for the federally funded mitigation project.

Costs shown below are TWWD's share of projected total project costs. Therefore, under Funding Sources, the partner cost percentage (of the costs shown) is zero (0%).

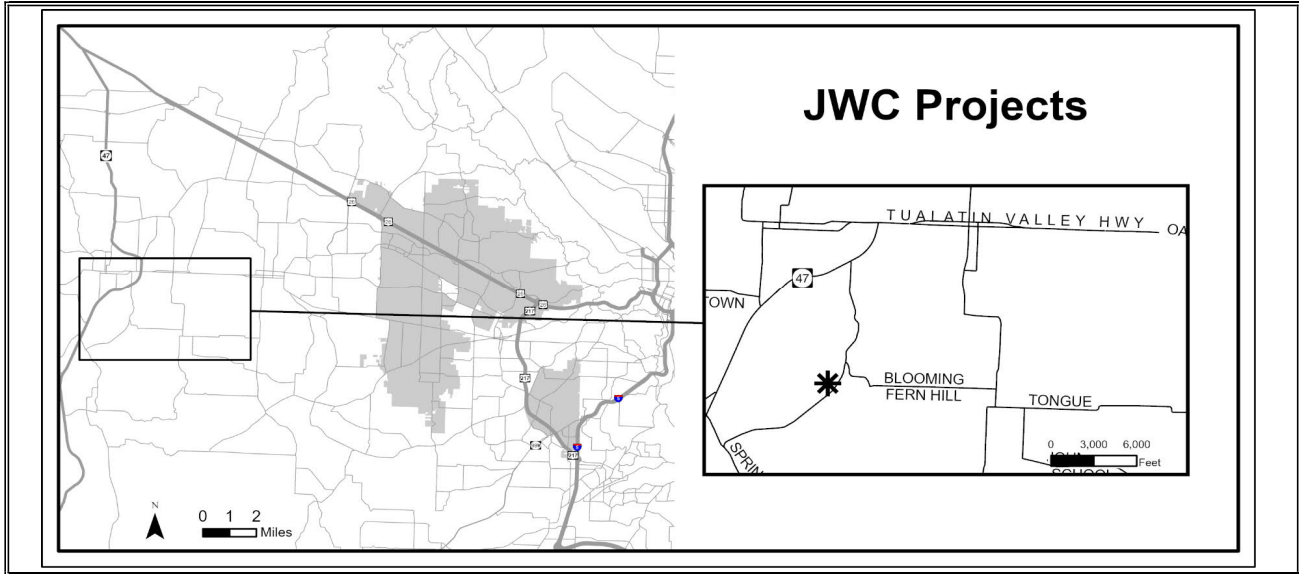
PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	JWC	Water Rates:	Yes	No material net impact is anticipated. There will be new operating costs associated with the facility, however, these costs will be offset by the reduction in costs from safely transporting and storing chlorine gas.	
Project Manager:	Nick Augustus	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	0%		
Weighted Average Project Priority Rating:	NA	Partner Cost Percentage:	0%		

BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
-	-	8,500	71,500	71,500	-	-	-	151,500	-

Tualatin Valley Water District
 Capital Improvement Plan
 2023-25
 (Six-Year Projection)

PROJECT TITLE: BRJOC Capital & Improvements



RATING CRITERIA & PROJECT PRIORITY SCORING

	Impact on Economically Disadvantaged Communities	Seismic Resiliency	Improvements to Meet Water System Standards	Criticality	Required by Outside Agency	Regional Partnerships	Environmental Benefits	Financial & Economic Benefits	Weighted Average Score and Overall Rank
Score:									NA
Weighted Score:									NA
Rank (of 75):									NA

PROJECT DESCRIPTION

This project funds a reserve for unanticipated capital expenses for the Barney Reservoir Joint Ownership Commission (BRJOC) partners. Reserve funds are allocated based on ownership shares of the reservoir facilities, of which the District is a 35% owner. Establishment of the reserve provides resources to the BRJOC in the event of unplanned capital expenditure needs. Use of the reserve requires approval by all BRJOC partners including the District.

Costs shown below are TVWD's share of projected total project costs. Therefore, under Funding Sources, the partner cost percentage (of the costs shown) is zero (0%).

PROJECT INFORMATION		FUNDING SOURCES		FUTURE OPERATING COST IMPACT	
Project Category:	JWC	Water Rates:	Yes	No material impact anticipated.	
Project Manager:	Ryan Smith	Service Fees:	No		
Work Performed By:	Outside Contract	SDC Improvemt. Fee Elg.:	TBD		
Weighted Average Project Priority Rating:	NA	Partner Cost Percentage:	0%		

ACCOUNTING DETAILS:	General Ledger Account: 01-1800.055	Project Number: Joint Venture
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BUDGET INFORMATION & PROJECTED COSTS

FY 21-23 Budget	FY 21-23 Projected	FY 23-24 Projected	FY 24-25 Projected	FY 25-26 Projected	FY 26-27 Projected	FY 27-28 Projected	FY 28-29 Projected	Six-Year (FY2024-29)	Future Years (FY2030-52)
85,500	85,500	100,000	96,300	-	-	-	-	196,300	-

D. Debt Service Schedules

Water Revenue Bonds, Series 2023
Annual Debt Service

#	Beg. Bal. Principal	Total Payment	Int Payment	Principal Payment	End Bal. Principal
2023	\$72,805,000	\$0	\$0	\$0	\$72,805,000
2024	72,805,000	3,650,362	3,650,362	0	72,805,000
2025	72,805,000	3,640,250	3,640,250	0	72,805,000
2026	72,805,000	3,640,250	3,640,250	0	72,805,000
2027	72,805,000	3,640,250	3,640,250	0	72,805,000
2028	72,805,000	5,065,250	3,640,250	1,425,000	71,380,000
2029	71,380,000	5,064,000	3,569,000	1,495,000	69,885,000
2030	69,885,000	5,064,250	3,494,250	1,570,000	68,315,000
2031	68,315,000	5,065,750	3,415,750	1,650,000	66,665,000
2032	66,665,000	5,063,250	3,333,250	1,730,000	64,935,000
2033	64,935,000	5,061,750	3,246,750	1,815,000	63,120,000
2034	63,120,000	5,066,000	3,156,000	1,910,000	61,210,000
2035	61,210,000	5,065,500	3,060,500	2,005,000	59,205,000
2036	59,205,000	5,065,250	2,960,250	2,105,000	57,100,000
2037	57,100,000	5,065,000	2,855,000	2,210,000	54,890,000
2038	54,890,000	5,064,500	2,744,500	2,320,000	52,570,000
2039	52,570,000	5,063,500	2,628,500	2,435,000	50,135,000
2040	50,135,000	5,066,750	2,506,750	2,560,000	47,575,000
2041	47,575,000	5,063,750	2,378,750	2,685,000	44,890,000
2042	44,890,000	5,064,500	2,244,500	2,820,000	42,070,000
2043	42,070,000	5,063,500	2,103,500	2,960,000	39,110,000
2044	39,110,000	5,065,500	1,955,500	3,110,000	36,000,000
2045	36,000,000	5,065,000	1,800,000	3,265,000	32,735,000
2046	32,735,000	5,061,750	1,636,750	3,425,000	29,310,000
2047	29,310,000	5,065,500	1,465,500	3,600,000	25,710,000
2048	25,710,000	5,065,500	1,285,500	3,780,000	21,930,000
2049	21,930,000	5,066,500	1,096,500	3,970,000	17,960,000
2050	17,960,000	5,063,000	898,000	4,165,000	13,795,000
2051	13,795,000	5,064,750	689,750	4,375,000	9,420,000
2052	9,420,000	5,066,000	471,000	4,595,000	4,825,000
2053	4,825,000	5,066,250	241,250	4,825,000	0
2054	0	0	0	0	0
2055	0	0	0	0	0
2056	0	0	0	0	0
2057	0	0	0	0	0
2058	0	0	0	0	0
2059	0	0	0	0	0
2060	0	0	0	0	0
2061	0	0	0	0	0
2062	0	0	0	0	0
Totals		\$146,253,362	\$73,448,362	\$72,805,000	
Max		5,066,750	3,650,362	4,825,000	

FY2025 Projected Revenue Bonds Issuance and Annual Debt Service

Revenue Bonds	FY2025	Debt Issue	\$130,000,000
# of Years (Yrs)	30	Interest Rate	5.50%
Yrs Deferred Payment	0	Issuance Costs	0.75%
Yrs Int. Only Payment	3	Reserve Requirement	7.10%

#	Beg. Bal. Principal	Total Payment	Int Payment	Principal Payment	End Bal. Principal
2023	\$0	\$0	\$0	\$0	\$0
2024	0	0	0	0	0
2025	130,000,000	3,575,000	3,575,000	0	130,000,000
2026	130,000,000	7,150,000	7,150,000	0	130,000,000
2027	130,000,000	7,150,000	7,150,000	0	130,000,000
2028	130,000,000	9,224,677	7,121,473	2,103,204	127,896,796
2029	127,896,796	9,224,677	7,004,206	2,220,471	125,676,326
2030	125,676,326	9,224,677	6,880,401	2,344,276	123,332,050
2031	123,332,050	9,224,677	6,749,693	2,474,984	120,857,066
2032	120,857,066	9,224,677	6,611,697	2,612,979	118,244,087
2033	118,244,087	9,224,677	6,466,008	2,758,669	115,485,417
2034	115,485,417	9,224,677	6,312,194	2,912,482	112,572,935
2035	112,572,935	9,224,677	6,149,805	3,074,872	109,498,063
2036	109,498,063	9,224,677	5,978,362	3,246,315	106,251,749
2037	106,251,749	9,224,677	5,797,360	3,427,317	102,824,431
2038	102,824,431	9,224,677	5,606,265	3,618,412	99,206,020
2039	99,206,020	9,224,677	5,404,516	3,820,161	95,385,859
2040	95,385,859	9,224,677	5,191,518	4,033,158	91,352,701
2041	91,352,701	9,224,677	4,966,645	4,258,032	87,094,668
2042	87,094,668	9,224,677	4,729,233	4,495,444	82,599,224
2043	82,599,224	9,224,677	4,478,584	4,746,093	77,853,131
2044	77,853,131	9,224,677	4,213,959	5,010,718	72,842,413
2045	72,842,413	9,224,677	3,934,580	5,290,096	67,552,317
2046	67,552,317	9,224,677	3,639,625	5,585,052	61,967,264
2047	61,967,264	9,224,677	3,328,223	5,896,454	56,070,810
2048	56,070,810	9,224,677	2,999,459	6,225,218	49,845,592
2049	49,845,592	9,224,677	2,652,364	6,572,313	43,273,279
2050	43,273,279	9,224,677	2,285,916	6,938,761	36,334,519
2051	36,334,519	9,224,677	1,899,037	7,325,640	29,008,879
2052	29,008,879	9,224,677	1,490,587	7,734,090	21,274,789
2053	21,274,789	9,224,677	1,059,363	8,165,314	13,109,475
2054	13,109,475	9,224,677	604,096	8,620,581	4,488,894
2055	4,488,894	4,612,338	123,445	4,488,894	0
2056	0	0	0	0	0
2057	0	0	0	0	0
2058	0	0	0	0	0
2059	0	0	0	0	0
2060	0	0	0	0	0
2061	0	0	0	0	0
2062	0	0	0	0	0
Totals		\$271,553,617	\$141,553,617	\$130,000,000	
Max		9,224,677	7,150,000	8,620,581	

Projected WIFIA Debt Issuance and Annual Debt Service

# of Years (Yrs)	33.5	Debt Issue	\$413,234,354
# of Level Payments	67	Interest Rate	1.35%

#	Beg. Bal. Principal	Total Payment	Int Payment	Principal Payment	End Bal. Principal
2023	\$0	\$0	\$0	\$0	\$0
2024	0	0	0	0	0
2025	0	0	0	0	0
2026	0	0	0	0	0
2027	0	0	0	0	0
2028	413,234,354	7,687,552	2,789,332	4,898,220	408,336,133
2029	408,336,133	15,375,104	5,479,252	9,895,853	398,440,281
2030	398,440,281	15,375,104	5,345,207	10,029,898	388,410,383
2031	388,410,383	15,375,104	5,209,346	10,165,758	378,244,625
2032	378,244,625	15,375,104	5,071,645	10,303,459	367,941,166
2033	367,941,166	15,375,104	4,932,079	10,443,025	357,498,141
2034	357,498,141	15,375,104	4,790,622	10,584,482	346,913,659
2035	346,913,659	15,375,104	4,647,250	10,727,855	336,185,804
2036	336,185,804	15,375,104	4,501,935	10,873,169	325,312,635
2037	325,312,635	15,375,104	4,354,652	11,020,453	314,292,182
2038	314,292,182	15,375,104	4,205,373	11,169,731	303,122,451
2039	303,122,451	15,375,104	4,054,073	11,321,031	291,801,420
2040	291,801,420	15,375,104	3,900,723	11,474,381	280,327,039
2041	280,327,039	15,375,104	3,745,296	11,629,808	268,697,232
2042	268,697,232	15,375,104	3,587,764	11,787,340	256,909,891
2043	256,909,891	15,375,104	3,428,098	11,947,006	244,962,885
2044	244,962,885	15,375,104	3,266,269	12,108,835	232,854,050
2045	232,854,050	15,375,104	3,102,248	12,272,856	220,581,194
2046	220,581,194	15,375,104	2,936,005	12,439,099	208,142,095
2047	208,142,095	15,375,104	2,767,511	12,607,594	195,534,501
2048	195,534,501	15,375,104	2,596,734	12,778,370	182,756,131
2049	182,756,131	15,375,104	2,423,644	12,951,461	169,804,670
2050	169,804,670	15,375,104	2,248,209	13,126,895	156,677,775
2051	156,677,775	15,375,104	2,070,398	13,304,707	143,373,068
2052	143,373,068	15,375,104	1,890,178	13,484,926	129,888,142
2053	129,888,142	15,375,104	1,707,517	13,667,587	116,220,554
2054	116,220,554	15,375,104	1,522,382	13,852,722	102,367,832
2055	102,367,832	15,375,104	1,334,739	14,040,365	88,327,466
2056	88,327,466	15,375,104	1,144,554	14,230,550	74,096,916
2057	74,096,916	15,375,104	951,793	14,423,311	59,673,606
2058	59,673,606	15,375,104	756,422	14,618,683	45,054,923
2059	45,054,923	15,375,104	558,403	14,816,701	30,238,222
2060	30,238,222	15,375,104	357,703	15,017,402	15,220,820
2061	15,220,820	15,375,104	154,284	15,220,821	0
2062	0	0	0	0	0
Totals		\$515,065,994	\$101,831,640	\$413,234,354	
Max		15,375,104	5,479,252	15,220,821	

Total Projected Annual Debt Service

#	Beg. Bal. Principal	Total Payment	Int Payment	Principal Payment	End Bal. Principal
2023	\$72,805,000	\$0	\$0	\$0	\$72,805,000
2024	72,805,000	3,650,362	3,650,362	0	72,805,000
2025	202,805,000	7,215,250	7,215,250	0	202,805,000
2026	202,805,000	10,790,250	10,790,250	0	202,805,000
2027	202,805,000	10,790,250	10,790,250	0	202,805,000
2028	616,039,354	21,977,479	13,551,055	8,426,424	607,612,930
2029	607,612,930	29,663,781	16,052,458	13,611,323	594,001,606
2030	594,001,606	29,664,031	15,719,858	13,944,173	580,057,433
2031	580,057,433	29,665,531	15,374,789	14,290,742	565,766,691
2032	565,766,691	29,663,031	15,016,593	14,646,439	551,120,253
2033	551,120,253	29,661,531	14,644,837	15,016,695	536,103,558
2034	536,103,558	29,665,781	14,258,817	15,406,964	520,696,594
2035	520,696,594	29,665,281	13,857,555	15,807,726	504,888,868
2036	504,888,868	29,665,031	13,440,547	16,224,484	488,664,383
2037	488,664,383	29,664,781	13,007,011	16,657,770	472,006,614
2038	472,006,614	29,664,281	12,556,139	17,108,142	454,898,471
2039	454,898,471	29,663,281	12,087,089	17,576,192	437,322,279
2040	437,322,279	29,666,531	11,598,992	18,067,539	419,254,740
2041	419,254,740	29,663,531	11,090,691	18,572,840	400,681,900
2042	400,681,900	29,664,281	10,561,497	19,102,784	381,579,116
2043	381,579,116	29,663,281	10,010,182	19,653,100	361,926,016
2044	361,926,016	29,665,281	9,435,728	20,229,553	341,696,463
2045	341,696,463	29,664,781	8,836,829	20,827,953	320,868,510
2046	320,868,510	29,661,531	8,212,380	21,449,151	299,419,359
2047	299,419,359	29,665,281	7,561,234	22,104,048	277,315,312
2048	277,315,312	29,665,281	6,881,693	22,783,589	254,531,723
2049	254,531,723	29,666,281	6,172,508	23,493,774	231,037,949
2050	231,037,949	29,662,781	5,432,125	24,230,656	206,807,293
2051	206,807,293	29,664,531	4,659,185	25,005,346	181,801,947
2052	181,801,947	29,665,781	3,851,765	25,814,016	155,987,931
2053	155,987,931	29,666,031	3,008,130	26,657,901	129,330,029
2054	129,330,029	24,599,781	2,126,478	22,473,304	106,856,726
2055	106,856,726	19,987,443	1,458,183	18,529,259	88,327,466
2056	88,327,466	15,375,104	1,144,554	14,230,550	74,096,916
2057	74,096,916	15,375,104	951,793	14,423,311	59,673,606
2058	59,673,606	15,375,104	756,422	14,618,683	45,054,923
2059	45,054,923	15,375,104	558,403	14,816,701	30,238,222
2060	30,238,222	15,375,104	357,703	15,017,402	15,220,820
2061	15,220,820	15,375,104	154,284	15,220,821	0
2062	0	0	0	0	0
Totals		\$932,872,973	\$316,833,619	\$616,039,354	
Max		29,666,531	16,052,458	26,657,901	

Recent financial reports:

2021-2023 Financial Plan (Published May 2021)

Annual Comprehensive Financial Report for the fiscal years ended June 30, 2021 and 2020
(Published December 2021)

2022-23 Financial Plan (Published May 2022)

Annual Comprehensive Financial Report for the fiscal years ended June 30, 2022 and 2021
(Published December 2022)

2023-2025 Adopted Budget (Published June 2023)

2023-2025 Financial Plan (Planned for July 2023)

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