CALL TO ORDER – 6:08 PM

Budget Committee Members Present: Commissioner Bernice Bagnall; Commissioner Jim Doane, PE; Commissioner Jim Duggan, PE; Carl Fisher; Craig Hopkins; Marilyn McWilliams; Commissioner Todd Sanders; Commissioner Dick Schmidt; John Velehradsky, PE (retired); Mike Whiteley, PE

Budget Committee Member Absent: Commissioner Todd Sanders

Staff Present: Tom Hickmann, PE, Chief Executive Officer; Paul Matthews, Chief Financial Officer; Joe Healy, Senior Management Analyst; Shital Patel, CPA, Technical Services Accountant; Carrie Pak, PE, Chief Engineer; Amy Blue, Human Resources Director; Mike Jacobs, Risk Management Coordinator; Clark Balfour, General Counsel; Dave Kraska, PE, Water Supply Program Director; Joelle Bennett, PE, Water Supply Program Assistant Director; Lisa Houghton, CPA, WWSP Finance Manager; Andrew Carlstrom, Customer Service Manager; Andrea Watson, Communications and Public Affairs Supervisor; Frank Reed, Communication/Youth Education Coordinator; Justin Dyke, Outreach and Engagement Coordinator; Tim Boylan, IT Services Director; Debbie Carper, District Recorder

AGENDA

A. Introductions and Budget Committee Orientation – Paul Matthews, Budget Officer

Mr. Matthews thanked Budget Committee members for their service and gave an overview of dates of upcoming Budget Committee workshops and meetings (see attached presentation). He provided a reminder of Oregon local budget law and the budget adoption process.

B. Presentation by the Chief Executive Officer – Tom Hickmann, PE, CEO

Mr. Hickmann reviewed highlights of his professional background and the District’s financial situation. He listed the District’s recent and ongoing successes and current challenges before identifying the five major themes for the next budget biennium.

C. Presentations by Departments/Divisions:
   - Administrative Services – Tom Hickmann, PE, CEO

Mr. Hickmann gave an overview of Administrative Services staff (not including Human Resources/Risk Management). He reviewed the difference between appropriations and
projected spend for the 2019-21 budget and said the difference is largely due to not filling Willamette Water Supply System-related vacant positions. He described key accomplishments, current challenges and goals for the coming biennium for this workgroup.

- Human Resources – Amy Blue, Human Resources Director

Ms. Blue gave an overview of Human Resources/Risk Management staff. She reviewed the appropriations and projected spend for the 2019-21 budget and described key accomplishments, current challenges and goals for the coming biennium for this workgroup.

- Customer Services – Andrew Carlstrom, Customer Service Manager

Mr. Carlstrom gave an overview of Customer Services staff. He reviewed appropriations and projected spend for the 2019-21 budget and said the difference is largely due to savings in personnel services: there was turnover in two divisions and two temporary positions started working later than anticipated. There were also miscellaneous savings in areas such as printing/postage, training and leak adjustments. He described key accomplishments, current challenges and goals for the coming biennium for the department.

In response to a question, Mr. Carlstrom said there will still be live Customer Service agents taking phone calls after the new Customer Information System implementation is complete.

- Engineering and Operations – Carrie Pak, PE, Chief Engineer

Ms. Pak gave an overview of Engineering and Operations staff. She reviewed appropriations and projected spend for the 2019-21 budget and said the difference is primarily due to strategically deferred maintenance activities and unfilled vacancies. Ms. Pak said the mission of Engineering and Operations is “reliable delivery of safe drinking water” and described how staff plans, designs, constructs, operates and maintains District assets to accomplish that mission. She went into greater depth in describing the four divisions within her department before listing key accomplishments, current challenges and goals for the coming biennium.

In response to a comment, Ms. Pak said staff responded thoroughly to recent power outages, allowing the distribution system to provide water with no interruption.

- Finance – Paul Matthews, Chief Financial Officer

Mr. Matthews gave an overview of Finance staff. He reviewed appropriations and projected spend for the 2019-21 budget and said the difference is largely due to savings in personnel services by holding a position vacant, insurance cost savings. He said these savings were offset in part by an accounting requirement to fund an allowance for doubtful accounts; the District’s financial statements need to reflect the fact that some of the money the District bills customers may not be received. During the current biennium, the bad debt expense was increased to $500,000. Next, Mr. Matthews described items that fall under the non-departmental department
category such as purchased water and pumping power, special payments (such as the PERS side account and right-of-way fees the District collects from customers located in certain cities that are passed through to those cities). Finally, he listed key accomplishments, current challenges and goals for the coming biennium for the department.

- Water Supply – David Kraska, PE, Water Supply Program Director

Mr. Kraska gave an overview of Willamette Water Supply Program (WWSP) staff. He reviewed appropriations and projected spend for the WWSP materials and services portion of the 2019-21 budget and said the difference is largely due to the decision not to fill three positions. He gave an overview of the Willamette Water Supply System (WWSS) and highlighted the elements of overall management and coordination in completing the WWSS. He listed key accomplishments (including accompanying construction photos), current challenges and goals for the coming biennium for the department. Mr. Kraska concluded by describing efforts made to support the local economy by spending directed to local workers, goods and services.

- Information Technology (IT) Services – Tim Boylan, IT Services Director

Mr. Boylan gave an overview of IT staff. He reviewed appropriations and projected spend for the 2019-21 budget and said the difference was largely due to the deferral of technology refreshing projects, some of which was offset by additional, unplanned spending on tools and technology to allow District staff to work remotely during the pandemic. He listed key accomplishments, current challenges and goals for the coming biennium for the department.

D. Closing Remarks – Paul Matthews, Budget Officer

NEXT STEPS AND ADJOURNMENT

Mr. Matthews reiterated the dates of the upcoming workshops and meetings for the budget adoption cycle this year.

There being no further business, President Bagnall adjourned the workshop at 8:17 p.m.

__________________________________________  ______________________________________
Bernice Bagnall, President                     Todd Sanders, Secretary
2021-23 Biennial Budget Committee Workshop

- Workshop #1: March 23, 2021
- Workshop #2: April 8, 2021
- Workshop #3: April 22, 2021

Budget Committee Meeting and Public Hearing: May 25, 2021

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**Budget Committee Workshop #1 Agenda**

- Introductions
- Budget Committee Orientation
- Presentation by the Chief Executive Officer
- Presentations by Departments/Divisions
- Closing Remarks
- Next Steps and Adjournment
Budget Committee Workshop #1

Oregon Local Budget Law

- Oregon Revised Statutes 294
- Standardizes Procedures
- Provides Opportunities for Public Input
- Budget Committee members should not deliberate outside of the formal meeting(s)
- Compliance is Mandatory
Oregon Local Budget Process

Requested Budget
- Management develops department-level requests

Proposed Budget
- Budget officer prepares Proposed Budget for Budget Committee Action

Approved Budget
- Budget Committee approves budget in for consideration for Adoption

Adopted Budget
- Board of Commissioners adopts budget and sets appropriations

TVWD Chief Executive Officer

Municipal Water
- TVWD since August 1, 2019
- City of Bend – 14 years

Engineering Consultant
- David Evans and Associates
- MBK Engineers

Tom Hickmann, PE
District’s Unfamiliar Financial Situation

Unfavorable Developments
- Water sales are down
- Revenues are down
- SDCs are down
- Collection problems are increasing

Favorable Developments
- Operating expenses are lower
- Partnerships are improving
- Staff morale continues to be strong

State of the District

Successes
- Implemented new governance for WWSS
- WIFIA loan re-execution
- Operating under a pandemic
- Progress on DEI Initiative
- Development of the Leadership Team

Challenges
- Pandemic
- Revenue shortfalls
- Partnerships
- Implementing CIS
- Project risk and uncertainties
Five Major Themes for the Coming Biennium

- **Human Investment**: Prepare employees to be successful in meeting the future requirements of the District.
- **Intergovernmental Relations**: Improve relationships with local governments and neighboring utilities to solidify TVWD as a necessary and desired regional resource.
- **Business Intelligence**: Improve planning and the District’s ability to respond by developing actionable information from disparate sources of data.
- **Efficiency Through Modernization**: Improve the service levels provided to our customers and find long-term strategies to lower the cost of doing so.
- **Current Initiatives**: Successfully execute and complete the initiatives currently underway.

Department Presentations
Administrative Services
(Excluding HR/Risk)

Chief Executive Officer
1 FTE

Legal Services
1 FTE

General Services
1 FTE

Administrative Services Budget and Staffing
(Excluding HR/Risk)

2019-2021 Budget in Millions

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Administrative Services (Excluding HR/Risk)

Key Accomplishments During Biennium

- Completed CEO Transition
  - Built and strengthened relationships with Partners and staff
  - Engaged professional services consultant for government affairs

- Adapted Business Practices to Meet COVID-19 Challenges
  - Emergency declaration and establishment of Emergency Operations Center
  - Oversight and implementation of TVWD's COVID response
  - Collaborated with Partners and other agencies regarding best practices

Current Challenges

- COVID-19
  - Emphasis on collections plan and ongoing financial constraints resulting from COVID-19
  - Return to work planning and considering long-term, alternate work arrangements for eligible staff

- Additional Challenges
  - TVWD and partner financial constraints
Administrative Services (Excluding HR/Risk)
Goals for Coming Biennium

Refine TVWD’s Mission, Vision and Values Statements

- Engage professional consultants
- Integrate into the District's culture and set our future course

Implement Governmental Affairs Strategy Initiative

- Define public affairs program
- Continued improvement of internal and external communications
- Consolidate communications and government affairs programs

Questions and Answers
Human Resources and Risk Management

HR Director
1 FTE

Risk
2 FTE

HR
2 FTE

District Recorder
1 FTE

Human Resources/Risk Management Budget and Staffing

2019-2021 Budget in Millions

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Human Resources/Risk Management
Key Accomplishments During Biennium

COVID-19

- Incident Command Coordination
- Developed Exposure Control Plan
- Developed temporary personnel policies

NEOGOV

- Implemented NEOGOV Insight for Recruitment and Perform for Performance Management
- Implemented new Performance Standards for all positions

Training, Events & Programs

- 2019 Preparedness Fair
- Safety Trainings
  - Regional/national exercises
  - ALICE (active shooter) Training Program Implementation
- Diversity, Equity and Inclusion training
- DiSC Training
- Completed AWIA Risk & Resiliency Analysis
Human Resources/Risk Management

Key Accomplishments for Current Biennium

**Insurance**

• Saved 10% on Property/Casualty insurance premiums by completing best practices
• Employee Health Benefit Rate Reduction

**Records**

• Created IGA oversight process
• Digitization of all historical records

Human Resources/Risk Management

Goals for Coming Biennium

**Diversity, Equity and Inclusion**

• Seek consulting services to aid in next steps
• Bilingual Pay Program

**Training**

• 10-hour OSHA training for all field staff
• Continue with ALICE training
• SafePersonnel training
Human Resources/Risk Management
Goals for Coming Biennium

Safety
- Emergency "go-bag" initiative
- Assist with transition to post-COVID operations

Records
- Microsoft 365 settings assessment and developing records management recommendation

Questions and Answers
Customer Service

Customer Service Manager
1 FTE

General Services
2 FTE

Customer Service & Utility Billing
13 FTE & 4 Limited Term (CIS)

Field Customer Service
14 FTE

Communications
3 FTE

Customer Service Budget and Staffing

2019-2021 Budget in Millions

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Customer Service
Key Accomplishments During Biennium

Operations During COVID
• Adapted office and field operations for continued support of District customers under drastically changing conditions
• Amazing staff committed to serving customers with excellence despite challenges

Administration and Outreach of CARES Relief to Customers
• Concerted effort to reach customers in need within fixed deadlines

Progress Towards New Customer Information System
• Completed selection, contracting; started implementation

Customer Service
Current Challenges

COVID-19
• Remote and physically distanced model has been challenging for both office and field staff
• CIS progress under same conditions has complicated an already-complex initiative with an aggressive implementation schedule

Additional Challenges
• Longstanding modernization needs beyond CIS, including AMI
• Increasing customer expectations and needs
• Customer affordability concerns
Customer Service
Goals for Coming Biennium

- Implement Customer Information System (CIS)
  - Complete implementation, including go-live and stabilization
  - Continuous improvement roadmap

- Develop AMI Strategy
  - Initiate lengthy project to implement automated metering infrastructure
  - Seek opportunities for partnerships, federal funding

- Implement New Survey Tools
  - Design and delivery of customer surveys
  - Support other District departments with employee surveys

Questions and Answers
Engineering & Operations

- Plan
- Design
- Construct
- Operate
- Maintain

*Reliable delivery of safe drinking water*

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Engineering & Operations

Engineering Division Responsibilities

- Plan, design, and construct capital improvements
- Development services
  - Design and construction standards
  - Plan review and construction inspection
  - Meter sales
- Long range planning
  - Seismic resiliency planning
  - Water supply planning
  - Master planning
  - Mains replacement program
  - WWSS Involvement
Engineering & Operations
Water Resources Division Responsibilities

- **Water quality monitoring** – sampling, analysis, system optimization, and regulatory compliance
- **Water quality protection** – cross connection control, backflow prevention, bulk water permitting, and hydrant meters
- **Source water management** – watershed protection, planning, and water rights management

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Engineering & Operations
Asset Management Division Responsibilities

- **Asset management program**
  - WWSS Involvement
- **GIS mapping**
- **Fleet and equipment services**
- **Fuel management**
- **Facilities management**
  - Landscaping
  - Security
  - Space planning
  - Building maintenance
Engineering & Operations
Water Operations Division Responsibilities

• 24/7 operation of the water distribution system
• Construct, maintain, repair, and replace system assets
• Manage water supply
• Emergency responses
• Prepare for WWSS ops

Engineering & Operations
Key Accomplishments During Biennium

COVID Responses

• Operational changes to keep staff safe while maintaining productivity and keeping everyone actively working.
• Improvements in water quality – Increased chlorine residual monitoring & mapping. Data driven, targeted flushing.
• Primarily single worker tasks, some multi-unit projects with appropriate precautions in place

Capital Improvement

• Metzger Fireflow Improvements and Mains Replacement – Multiple projects
• Mains Replacements – Pettygrove, Oak Hills, and others
• Grabhorn Reservoir Final Completion
• TVWD Lobby Improvements
• North Road Stabilization Project
• Misc other repairs and relocation projects

WWSS

• Water Supply Integration
• Continued collaboration with WWSP projects
• Operational planning for WWSS, leading the WWSS Operations Committee
• O&M tasks on completed assets (locating, valve exercising, etc.)
Engineering & Operations
Current Challenges

COVID-19
• Continuing to meet distancing in field construction
• Collaboration / Productivity

Additional Challenges
• Continued with WWSS
• Budget / Cost increases
• Aging infrastructure
• Growing workload
• Emergency and Recovery Planning

Engineering & Operations
Goals for Coming Biennium

Asset Management Program
• Establish an Asset Management Program using industry best practices
• Developing Lead Service Line inventory as required under revised EPA rule

Critical Capital Improvements
• Continued mains replacements
• Cooper Mountain pumping improvements (189th and Goyak)
• Taylors Ferry Reservoirs and Pump Station
• Barnes Rd Pump Station and associated piping
• Reservoir maintenance and repairs – Somerset & Florence Lane
• Preparing the TVWD system and staff for WWSS
• Implement SCADA Master Plan including Shakealert

WWSS Integration
• Continue active involvement with design and construction
• Staffing Plan – development and implementation
• Commissioning plan
• Water Supply Integration
Questions and Answers

Break

Maintains 752 miles of pipe
Finance

Chief Financial Officer
1 FTE

General Services
1 FTE

Finance, Accounting, Purchasing
12 FTE

Finance Budget and Staffing

2019-2021 Budget in Millions

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Non-Departmental Budget and Staffing

2019-2021 Budget in Millions

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Finance
Key Accomplishments During Biennium

Debt Program
- Adopted Financial Management Policies
- Approved Financial Plan
- Adopted District’s Bond Ordinance
- Prepared Master Revenue Bond Declaration
- Established two Credit Ratings (S&P and Fitch)
- Executed WIFIA Loan and WIFIA Loan Re-execution

Accounting for New Joint Ventures
- Willamette Water Supply System Commission
- Willamette Intake Facilities Commission

Financial Response Team
- Enhanced AR Aging Reports
- Enhanced Collections Monitoring
- Revisions to Customer Emergency Assistance Program
Finance

Current Challenges

COVID-19
- Revenue and collections
- Working remotely
- Maintenance of adequate internal controls for distributed work

Staffing
- Significant retirements at onset of biennium
- Cross training and business process documentation
- Industry- and firm-specific experience
- Team building during COVID

Finance

Goals for the Upcoming Biennium

Continue Reorganization
- Address increased complexity of WWSS, WIF, CIS, and Beaverton IGA
- Build staff capacity after retirements

Address Financial Challenges
- Continue to monitor and address financial challenges related to COVID-19
- Undertake cost-of-service rate study

Manage Debt
- Continue WIFIA compliance
- Prepare for future revenue bond issuances
Questions and Answers

Water Supply Program

- Water Supply Program Director
  - 1 FTE

- General Services
  - 14 FTE
**Water Supply Program**

**Budget and Staffing**

2019-2021 Budget in Millions

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**Full-Time Equivalents**

**WWSS Overview**

1. Willamette River intake, located in Wilsonville
2. New state-of-the-art water treatment plant
3. 30+ miles of large diameter transmission pipeline
4. Water storage tanks
Completing the Program = completing and managing interrelated tasks

- Design and Construct Infrastructure
- Obtain Approvals From Agencies
- Acquire Real Estate
- Control Finances and Schedule
- Overall Management and Coordination
- Anticipate and Avoid or Manage Risks

ORGANIZATIONAL CHART
WWSP
2/1/2021

Office of the Director
(Overseas, Risk, Real Estate, Governance, and Agreements):
- Dave Kranks
- Jennifer Rossen

Management Committee:
Tom Hodkins / Nikki Keveson / Chad Lynn

Permitting & Public Involvement:
- Marlys Mock
- Public & Business Outreach Specialist
- David Marcinski
- Outreach Support TBD

Planning, Design & Construction:
- Scott Gilson
- Andre Tolman
- Mike Britch
- Matt Duffy

Finance, Controls & Administration:
- Lisa Haughton
- Jeremy Taylor

Safety & Security:
- Janet Fledman
- Rich Edwards
- Dan Peterson

One Reliable Water
Water Supply Program
Key Accomplishments During Biennium

Permitting, Planning, Real Estate, Design
• Obtained 214 permits and other approvals
• Negotiated acquisition of 75 properties and easements
• Progressed design of 12 pipeline projects
• Progressed design of the Raw Water Facilities, the Water Treatment Plant, and the Reservoir projects

Construction
• Bid 4 Major Construction Projects
• Completed Construction of 26,560-feet of Pipelines

Intergovernmental Commissions
• Continued Operations of the Willamette River Water Coalition
• Initiated Operations of the Willamette Water Supply Commission
• Continued Operations of the Willamette Intake Facilities Commission

Construction Photos – RWF_1.0
Upper Site looking north.
Sending and receiving shafts in progress.
Construction Photos – RWF_1.0

Lower Site Deep Soil Mixing at Caisson Zone

Construction Photos – PLM_1.1

Coffee Lake Creek Crossing and Industrial Way shoo-fly traffic diversion
Coffee Lake Creek crossing facing NW

Breaking out Secant Pile Shoring to begin northern open cut pipe installation along Roy Rogers Rd.
Also, bridge contractor beginning excavation for widened bridge foundation
Construction Photos – PLM_5.1

Transition fitting for vertical pipe sections installed in northern trenchless shaft

Water Supply Program

Current Challenges

COVID-19

- Rapidly changed operations to almost entirely remote
- Evolved our internal Program practices to maintain teamwork and collaboration across projects and functions
- Modified our delivery approach to respond to the financial constraints of our funding agencies
- Enforced social distancing and hygiene requirements including at our construction projects - complex oversight and management

Additional Challenges

- Final push to complete all planning, design, permitting and real estate acquisition is stretching all Program resources
- Partner projects create public benefits but complicate project delivery
Water Supply Program
Goals for Coming Biennium

Permitting, Planning, Real Estate, Design
- Complete all remaining real estate transactions (~100 properties)
- Complete and bid all remaining projects (~12)

Construction
- Progress construction on 12 pipeline projects
- Begin construction of the Water Treatment Plant
- Complete Phase 1 Raw Water Facilities construction
- Begin Phase 2 Raw Water Facilities construction
- Begin construction of the Reservoirs

Intergovernmental Commissions
- Transition management of Willamette River Water Coalition to TVWD
- Continue operations of the Willamette Intake Facilities Commission including implementation of the Mission, Vision, Values and Goals, and development of a source water protection plan
- Continue operations of the Willamette Water Supply System Commission to enable two more years of Program progress

Improving our economy
To date, 95% of money spent has gone to local employees and goods and services.

WWSP ECONOMIC IMPACT

LOCAL
- 95% Businesses: 244
- Spend: $203.9M

REGIONAL
- 2% Businesses: 36
- Spend: $5.2M

OUTSIDE OR/WA
- 3% Businesses: 62
- Spend: $5.4M

Data through Q3 2020
Questions and Answers

Information Technology Services

IT Services Director
1 FTE

Application Support
4 FTE

Operations Support
4 FTE

Business Analysis / Project Management
1 FTE

Administrative Services
Customer Service
Engineering & Operations
Finance
Water Supply Program
Information Technology Services
Information Technology Services
Budget and Staffing

2019-2021 Budget in Millions

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Appropriations Projected Difference

District Resiliency

- Added redundant circuits
- Upgraded firewalls and security systems
- Migrated to FirstNet cellular services
- Implemented new Radio Infrastructure
- Completed AWIA security assessment
Information Technology Services

Key Accomplishments During Biennium

Employee Productivity

• Implemented a self service request portal
• Implemented a portfolio of field mobility projects

COVID Support

• Provisioned remote work technologies and processes
• Procured and implemented a new phone system

Information Technology Services

Current Challenges

Cybersecurity

• Global cybersecurity Incidents increased in 2020
• Employee education and awareness is critical
• Monitoring allow for containment and protection

Deferred Projects and Priorities

• COVID changed the focus and timeline for multiple projects
• IT deferred planned roadmap / refresh activities
• Delayed refresh will increase Capital request in '23-'25 biennium
Information Technology Services
Goals for Coming Biennium

IT Maturity and Resiliency

• Continue to implement best practices and standards
• Develop Cloud Computing and Application Roadmaps
• Increase cybersecurity monitoring and staff training

Simplification and Customer Service

• Retire legacy technologies (e.g., On-premises SharePoint)
• Implement a data warehouse and dashboards
• Define Business Intelligence needs

Questions and Answers
Next Steps

• Future Workshops and Meetings
  • Workshop #2: April 8, 2021
  • Workshop #3: April 22, 2021
  • Budget Committee Meeting and Public Hearing: May 25, 2021

• Questions for the Team