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
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

Customer Service
Engineering & Operations
Finance
Water Supply Program
Information Technology Services
Administrative Services Budget and Staffing
(Excluding HR/Risk)

2019-2021 Budget in Millions

<table>
<thead>
<tr>
<th>Appropriations</th>
<th>Projected</th>
<th>Difference</th>
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Full-Time Equivalents

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12
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
Administrative Services (Excluding HR/Risk)

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

Administrative

Customer Service

Engineering & Operations

Finance

Water Supply Program

Information Technology Services
Human Resources/Risk Management
Budget and Staffing

2019-2021 Budget in Millions

- Appropriations: $3.4
- Projected: $2.9
- Difference: $0.5

Full-Time Equivalents

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$0.0 $0.5 $1.0 $1.5 $2.0 $2.5 $3.0 $3.5 $4.0

In Millions
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
Human Resources/Risk Management
Key Accomplishments During Biennium

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

Administrative Services

Customer Service

Engineering & Operations

Finance

Water Supply Program

Information Technology Services
Customer Service
Budget and Staffing

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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

<table>
<thead>
<tr>
<th>Implement Customer Information System (CIS)</th>
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<tbody>
<tr>
<td>• Complete implementation, including go-live and stabilization</td>
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<td>• Continuous improvement roadmap</td>
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<table>
<thead>
<tr>
<th>Develop AMI Strategy</th>
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<tr>
<td>• Initiate lengthy project to implement automated metering infrastructure</td>
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<td>• Seek opportunities for partnerships, federal funding</td>
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<table>
<thead>
<tr>
<th>Implement New Survey Tools</th>
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<tr>
<td>• Design and delivery of customer surveys</td>
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<td>• Support other District departments with employee surveys</td>
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Questions and Answers
## Engineering/Operations
### Budget and Staffing

#### 2019-2021 Budget in Millions

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</table>
Engineering & Operations

- Plan
- Design
- Construct
- Operate
- Maintain

**Reliable delivery of safe drinking water**
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
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**

<table>
<thead>
<tr>
<th>COVID Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Operational changes to keep staff safe while maintaining productivity and keeping everyone actively working.</td>
</tr>
<tr>
<td>• Improvements in water quality – increased chlorine residual monitoring &amp; mapping. Data driven, targeted flushing.</td>
</tr>
<tr>
<td>• Primarily single worker tasks, some multi-unit projects with appropriate precautions in place</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Capital Improvement</th>
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<tbody>
<tr>
<td>• Metzger Fireflow Improvements and Mains Replacement – Multiple projects</td>
</tr>
<tr>
<td>• Mains Replacements – Pettygrove, Oak Hills, and others</td>
</tr>
<tr>
<td>• Grabhorn Reservoir Final Completion</td>
</tr>
<tr>
<td>• TVWD Lobby Improvements</td>
</tr>
<tr>
<td>• North Road Stabilization Project</td>
</tr>
<tr>
<td>• Misc other repairs and relocation projects</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WWSS</th>
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<tbody>
<tr>
<td>• Water Supply Integration</td>
</tr>
<tr>
<td>• Continued collaboration with WWSP projects</td>
</tr>
<tr>
<td>• Operational planning for WWSS, leading the WWSS Operations Committee</td>
</tr>
<tr>
<td>• O&amp;M tasks on completed assets (locating, valve exercising, etc.)</td>
</tr>
</tbody>
</table>
### 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

<table>
<thead>
<tr>
<th>Asset Management Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish an Asset Management Program using industry best practices</td>
</tr>
<tr>
<td>• Developing Lead Service Line inventory as required under revised EPA rule</td>
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<table>
<thead>
<tr>
<th>Critical Capital Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continued mains replacements</td>
</tr>
<tr>
<td>• Cooper Mountain pumping improvements (189th and Goyak)</td>
</tr>
<tr>
<td>• Taylors Ferry Reservoirs and Pump Station</td>
</tr>
<tr>
<td>• Barnes Rd Pump Station and associated piping</td>
</tr>
<tr>
<td>• Reservoir maintenance and repairs – Somerset &amp; Florence Lane</td>
</tr>
<tr>
<td>• Preparing the TVWD system and staff for WWSS</td>
</tr>
<tr>
<td>• Implement SCADA Master Plan including Shakealert</td>
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<table>
<thead>
<tr>
<th>WWSS Integration</th>
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</thead>
<tbody>
<tr>
<td>• Continue active involvement with design and construction</td>
</tr>
<tr>
<td>• Staffing Plan – development and implementation</td>
</tr>
<tr>
<td>• Commissioning plan</td>
</tr>
<tr>
<td>• Water Supply Integration</td>
</tr>
</tbody>
</table>
Questions and Answers
Maintains 752 miles of pipe
Finance

Chief Financial Officer
1 FTE

General Services
1 FTE

Finance, Accounting, Purchasing
12 FTE

Administrative Services

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

2019-2021 Budget in Millions

Appropriations: $7.1
Projected: $6.4
Difference: $0.7

Full-Time Equivalents

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Program Appropriations
Projected 2019-2021 Budget
in Millions
## Non-Departmental Budget and Staffing

### 2019-2021 Budget in Millions

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### Full-Time Equivalents

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</table>
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

Administrative Services

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

**2019-2021 Budget in Millions**

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**Full-Time Equivalents**

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**2019-2021 Budget in Millions**

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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
- Anticipate and Avoid or Manage Risks
- Overall Management and Coordination
- Control Finances and Schedule
Water Supply Program

Key Accomplishments During Biennium

<table>
<thead>
<tr>
<th>Permitting, Planning, Real Estate, Design</th>
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<tbody>
<tr>
<td>• Obtained 214 permits and other approvals</td>
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<tr>
<td>• Negotiated acquisition of 75 properties and easements</td>
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<tr>
<td>• Progressed design of 12 pipeline projects</td>
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<tr>
<td>• Progressed design of the Raw Water Facilities, the Water Treatment Plant, and the Reservoir projects</td>
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<table>
<thead>
<tr>
<th>Construction</th>
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<tbody>
<tr>
<td>• Bid 4 Major Construction Projects</td>
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<tr>
<td>• Completed Construction of 26,560-feet of Pipelines</td>
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<table>
<thead>
<tr>
<th>Intergovernmental Commissions</th>
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<tbody>
<tr>
<td>• Continued Operations of the Willamette River Water Coalition</td>
</tr>
<tr>
<td>• Initiated Operations of the Willamette Water Supply Commission</td>
</tr>
<tr>
<td>• Continued Operations of the Willamette Intake Facilities Commission</td>
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</table>
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
Coffee Lake Creek Crossing and Industrial Way shoo-fly traffic diversion
Construction Photos – PLM_1.1

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
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.

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
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Information Technology Services
Budget and Staffing

2019-2021 Budget in Millions

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Appropriations

Projected

Difference
Information Technology Services

Key Accomplishments During Biennium

- 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

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

IT Maturity and Resiliency

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

Simplification and Customer Service
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