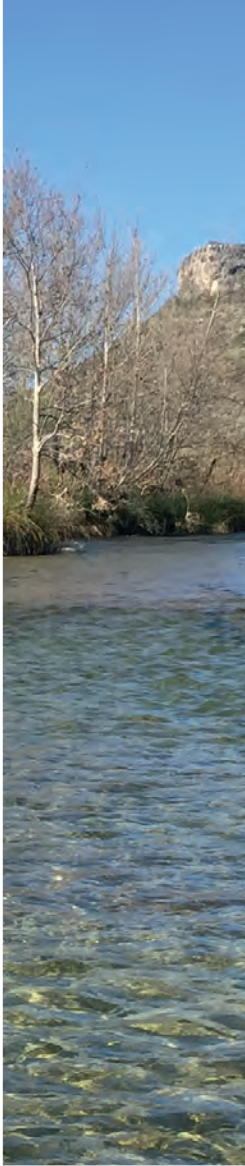
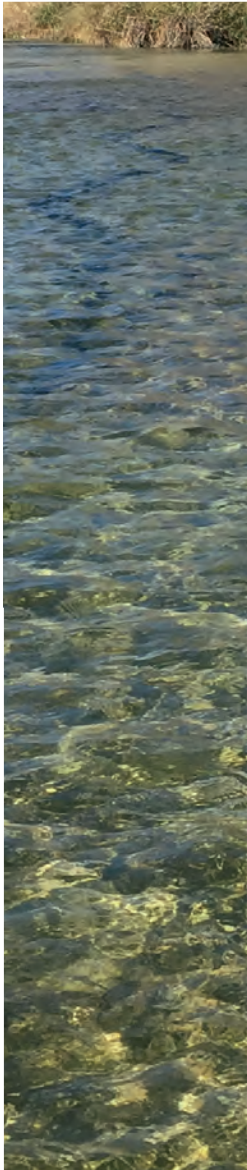
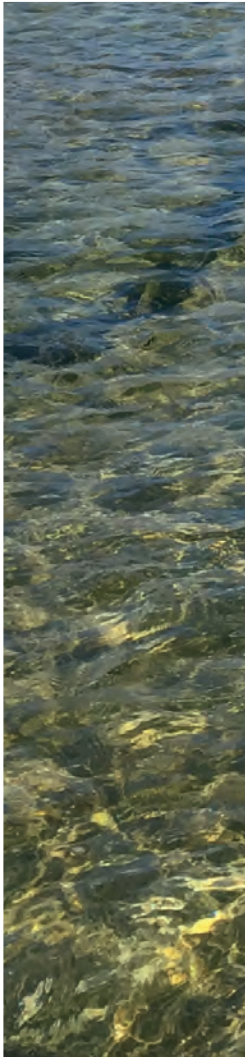
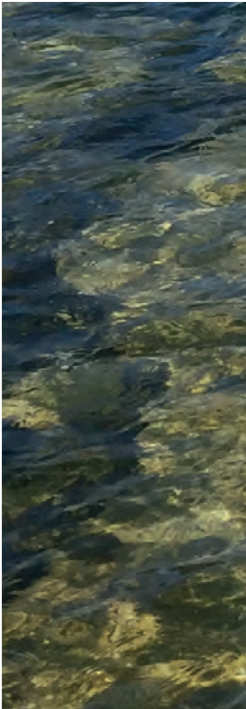


# Strategic Plan

Fiscal Years 2021–2025





# Texas Water Development Board Strategic Plan

*Fiscal Years 2021 to 2025*

<b>Board Member</b>	<b>Dates of Term</b>	<b>Hometown</b>
 PETER LAKE, CHAIRMAN	February 1, 2021	Tyler
 KATHLEEN JACKSON, MEMBER	February 1, 2023	Beaumont
 BROOKE T. PAUP, MEMBER	February 1, 2025	Austin
 JEFF WALKER, EXECUTIVE ADMINISTRATOR June 25, 2020		

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- B. List of Measure Definitions
- C. Historically Underutilized Business Plan
- D. Agency Workforce Plan
- E. Report on Customer Service

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# 1. Agency Mission

## 1.1 Introduction and Mission Statement

The mission of the Texas Water Development Board (TWDB) is to lead the state's efforts in ensuring a secure water future for Texas and its citizens.

The TWDB is the state agency responsible for water supply and flood planning, financing, and research. It is our agency's mission to help ensure Texans plan and prepare for the perpetual threat of water scarcity and water surplus in our vast state.

To further our mission, the TWDB collects, analyzes, and distributes water and geographic data that helps businesses, citizens, local governments, and water providers make informed decisions on their water resources. The agency coordinates regional water planning and prepares the state water plan to show Texans what actions are needed to achieve water security in times of drought. The TWDB also administers cost-effective financial assistance programs for water supply; wastewater treatment, distribution and collection; flood mitigation; and agricultural water conservation projects. Newly added to the agency's responsibilities as a result of the last legislative session is the development and rollout of the state's first regional flood planning process.

Since its creation in 1957, the TWDB has been charged with addressing the state's water needs through planning and financial assistance. Local communities carry out the responsibility for providing water to their residents; however, the TWDB has a leadership and support role through guiding, enabling, and supporting the conservation and responsible development of the state's water resources. After the transfer of the administration of the National Flood Insurance Program in Texas to the TWDB in 2007, the agency has taken on greater flood-related responsibilities, including supporting Texans in preparing for and responding to flood events.

Rapid growth combined with Texas' susceptibility to droughts and floods means that water will always be a crucial issue for our state. Growth brings greater demand for natural resources, particularly water. Water is key in every sector of the Texas economy—agriculture, manufacturing, mining, and power generation, as well as business, tourism, and commerce. And the continued availability of water supplies is imperative to the maintenance of the ecological health and productivity of Texas rivers, streams, reservoirs, bays, and estuaries.

One of the most pressing concerns of policy makers is whether existing water supplies will sustain economic and population growth and provide ample water for future needs. Inadequate water supplies can curtail economic activity for businesses and industries heavily reliant on water, which can result in job losses and monetary losses to the state economy. The implementation of water projects can have a positive impact on the state economy by generating sales revenue in construction, engineering, and supporting businesses; expanding state gross

domestic product; adding state and local tax receipts; and creating or supporting jobs. In light of the vital role water plays in our economy, proper regional and state water planning becomes even more critical, along with implementing water supply strategies recommended in the planning process.

The creation of new water supplies and flood mitigation activities are capital-intensive efforts that can take many years of planning and implementation. Even water conservation requires planning and financial resources to be successful. Balancing the water needs of agriculture, industry, cities, rural areas, and the environment is becoming increasingly challenging, and TWDB data, research, planning, and financial assistance are instrumental in this effort.

Equally of concern to policy makers is the threat of floods throughout the state. In the same way that insufficient water supply can have grave implications for Texas, too much water can also have serious and far-reaching effects.

## **1.2 Agency Core Values**

In addition to our mission statement, the TWDB has developed four core values to convey our identity as an agency:

*Innovation:* We value innovation, whether it is in delivering new services to citizens or developing new or modified ways to be more efficient at work. We strive to go to the next level and not settle for the way things have always been done.

*Impact:* We want to make a positive, ethical difference in our lives and in the lives of those we serve. We want our work to improve everyone's lives and well-being.

*Pride in Public Service:* We value public service as a noble profession and work honorably and with dedication. We are proud to say we work for the State of Texas and every one of its citizens.

*Accountability:* We value holding ourselves to ambitious and objective standards and are willing to take responsibility for our own actions and encourage the same of our co-workers.

## **1.3 Recent Accomplishments and Looking Forward**

The following sections highlight recent accomplishments as well as initiatives that the agency intends to pursue and challenges that we may face in the next five years. The coming years will represent a new era as we expand our workforce to implement new programs to better understand, plan for, and mitigate Texas' flood risks. They also represent a unique opportunity to learn from the COVID-19 pandemic and to pursue new opportunities for growth and change, including expansion of teleworking to improve our employees' quality of life and to foster innovation and efficiencies in our work processes.



## *Flood Initiatives*

Since receiving new funding after the Central Texas floods of 2015, the TWDB has invested in a variety of flood science efforts to increase data collection, data dissemination, and studies to support improved flood forecasting and warning systems throughout Texas. Initial efforts included installation of new flood gages in underserved areas, “flood hardening” of existing gages, and aggregation of data into web resources, including creation of [TexasFlood.org](https://www.texasflood.org), a new website. [TexasFlood.org](https://www.texasflood.org) showcases a map with stream gage data from around the state and allows users to subscribe to gages in their area to receive texts when a location is in flood stage. The TWDB is continuing to work with the U.S. Geological Survey, the National Weather Service, and other stream gage owners to make improvements to this first-ever comprehensive reporting site for river levels across Texas.

Other flood science efforts have included enhancements to the TexMesonet and its accompanying website, [TexMesonet.org](https://www.texmesonet.org). The TexMesonet statewide earth observation data collection network aggregates data into a central location that includes stations maintained by the National Weather Service (NWS) and several other regional and local entities. The TWDB is also continuing to strategically add its own managed stations to improve statewide coverage. [TexMesonet.org](https://www.texmesonet.org) reports information from the network in a central location, which helps the NWS make flood predictions and provides valuable data to first responders and citizens. [Texmesonet.org](https://www.texmesonet.org) has been very well received by the public, averaging over 2,000 visitors each month in 2019.

In response to Texas’ first State Flood Assessment released in January 2019 and other efforts initiated in the wake of Hurricane Harvey, the 86th Texas Legislature and Governor Abbott greatly expanded the TWDB’s role in flood planning, science, and financial assistance. In addition to our existing flood programs, the TWDB will be administering a new state and regional flood planning process with flood planning regions based on river basins. As directed by Senate Bill 8, the TWDB will develop a regional flood planning process and form initial regional flood planning groups, with the first regional flood plans due in 2023 and the first state flood plan due in 2024. The TWDB has adopted rules to implement the new program and is currently soliciting members for the initial 15 planning groups; it is anticipated that those groups will begin meeting regularly in fall 2020.

Senate Bill 500 appropriated funding for both regional flood planning activities as well as flood science initiatives that will support development of the regional and state flood plans. This funding will allow the TWDB to continue the agency’s efforts to

- update flood risk maps;
- collect more flood-related data;
- advance its river and coastal modeling capabilities; and
- distribute critical flood information through an online dashboard.

Most significantly, the funding will allow the TWDB to contract for Base Level Engineering studies for watersheds across Texas. The data and models created by this process empower community officials and the public by providing flood hazard information needed to make informed mitigation decisions. Further, these projects can be used as leverage for additional federal funding to complete additional mapping activities. During the coming five years, the TWDB will continue to place a high priority on enhancing the abilities of communities and the new flood planning groups to plan for and respond to floods with the best available science, data, and maps.

As part of that effort, the TWDB is working to create a “next generation” Texasflood.org website. The new site, currently in development, will be designed to serve an array of audiences, to be capable of expanding with the agency’s growing set of flood resources, and to make statewide flood information quickly accessible without navigating through the agency’s main website.

In recognition of the need for greater state resources to assist with implementation of flood mitigation strategies, the legislature made a one-time transfer of \$793 million from the state's Economic Stabilization or "Rainy Day" Fund via Senate Bill 500 to create a new flood financial assistance program to be administered by the TWDB. The Flood Infrastructure Fund (FIF) program, directed by Senate Bill 7, will be designed to make the implementation of drainage and flood projects more affordable for Texas communities and to meet immediate needs for funding with grants and low-interest loans. The TWDB has adopted rules to implement the new program, and the first round of abridged applications for the FIF program were due to the TWDB in June 2020; the first financial assistance commitments are expected in the fall of 2020.

Finally, to implement a provision in Senate Bill 7, the TWDB, along with the General Land Office and Texas Division of Emergency Management, have created the Texas Flood Information Clearinghouse website as the first "one-stop-shop" for information on flood mitigation funding opportunities for Texas' communities. The goal of the site and its accompanying interagency committee is to help communities navigate state and federal programs that have differing eligibility and other requirements, as well as variable funding streams and application due dates. The site includes an online Request for Information Form that entities can submit to get feedback on what state and federal financial assistance programs could be the best fit for their flood mitigation needs. It also includes information on current funding opportunities, general project and entity eligibility by program, upcoming events related to flood mitigation financial assistance, and other resources. In the coming years, the TWDB will continue to work with state and federal partners to improve the site and the process that entities use to seek financial assistance for flood mitigation projects.

### *State Water Plan Implementation*

The agency looks forward to continuing the implementation of the 2017 State Water Plan and the subsequent 2022 State Water Plan, to be adopted by January 2022. The 2017 plan, which projects that Texas’ population will increase more than 70 percent by 2070, recommends more

than 5,500 strategies crafted to conserve existing water supplies and create additional supplies to ensure that the needs of this growing population are addressed. The capital costs associated with implementing the 2017 State Water Plan, as amended, are predicted to reach \$62.8 billion, with water providers estimating they will need about \$36.2 billion of that amount in state assistance. Of the \$62.8 billion, approximately \$35 billion will support strategies associated with municipal water suppliers or wholesale water providers. The TWDB has the State Water Implementation Fund for Texas (SWIFT) and other financial assistance programs available to help finance these water management strategies. Revenue bonds for the SWIFT program are issued through the State Water Implementation Revenue Fund for Texas, or the SWIRFT.

The TWDB has committed over \$8 billion for dozens of state water plan projects in Texas through the SWIFT program, resulting in a savings of over \$1 billion for Texas water providers since the first funding cycle in 2015. Projects funded through SWIFT—transmission pipelines, major reservoirs, aquifer storage and recovery, canal linings, capacity expansions, groundwater wells, leak detection systems, water meter replacements, and wastewater reuse—will all help ensure that Texans have sustainable and reliable water sources for decades to come. Projects range greatly in both size and scope and serve a number of geographic areas around the state (Figure 1).

The TWDB has been successful in reaching financial transaction goals with each SWIRFT revenue bond sale. SWIRFT has received AAA bond ratings for all issuances to date, maximizing potential savings to program participants and the communities they serve. Through continued outreach to the investor community, strong benchmark pricing has been established for future revenue bond issuances. Future issuances will support implementation of projects in the current and future water plans.

### *State Water Planning Initiatives*

In November 2019, the TWDB made available the socioeconomic impact analyses of not meeting water needs for the regional water planning groups for inclusion in their draft regional water plans. This was the first time these analyses have been completed for inclusion in the draft plans for their associated public comment period, and an accompanying data dashboard was developed to help planning group members and the public consume the results. In March 2020, following submittal of the draft regional water plans, the TWDB made available an interactive site of the draft regional water planning data to greatly simplify the review of the documents during the public comment period. These initiatives and others, including data displays of needs and surpluses to coordinate on regional projects as well as historical water use by sector transposed on planning horizon water demand projections, have greatly improved the TWDB's support of its planning stakeholders and public understanding of the state water planning process.

In January 2019, a Public Water System Boundary Viewer was launched with the opening of the 2018 Water Use Survey. This application provides the best available service area information to

more accurately project utility-based populations and water demands for the state's water planning. It also facilitates the reporting of agency-developed data for utilities to better assist our customers pursuing TWDB financial assistance programs. Additional initiatives will be pursued as identified by the Interregional Planning Council, which was established by House Bill 807 of the 86th Legislative Session.

### *Communications*

In January 2019, the TWDB hosted the agency's second Water for Texas conference. Like the first conference hosted two years before, it was widely regarded as a great success. Around 650 registered guests attended general sessions as well as breakout sessions in several water-related technical tracks. Approximately 90 percent of post-conference survey respondents reported that they would recommend the conference.

Due to the uncertainties surrounding the COVID-19 pandemic, the Water for Texas 2020 conference has been postponed to September 2021.

In addition to the conference and other outreach efforts, the agency has continuously expanded its communications platforms to reach a greater number of stakeholders as well as the general public. For state fiscal year 2019, agency social media activities generated more than 2.8 million impressions through postings, likes, and retweets. In June 2020, the agency launched the Texas Water Newsroom, an online platform for members of the media and other stakeholders to source stories and content about Texas water. The Newsroom features TWDB-produced videos, articles, press releases, and more that can be reproduced in part or in full for educational purposes. Content will be regularly updated and shared via social media and an e-newsletter to alert stakeholders of new stories.

### *Groundwater Science Initiatives*

Groundwater is a major source of water supply in Texas and understanding where it's located and how much can be used is an important initiative of the TWDB. The 86th Legislature appropriated funding, as requested in the TWDB's 2018 Legislative Appropriations Request, to accelerate the mapping and characterization of brackish aquifers, those groundwater resources that are "salty" relative to typical freshwater because of higher dissolved mineral content. This important task may lead to the designation of brackish groundwater production zones in areas of the state with moderate to high availability and possible productivity of brackish groundwater for the purposes of providing additional water supplies and reducing the use of fresh groundwater. The funding will also be used to update the agency's Groundwater Availability Models from outdated, unsupported software and code to current best practice standards. Both of these activities will develop and refine critical inputs for the state water planning process and for managing groundwater resources.

The agency is also working to implement two groundwater related bills passed in 2019, House Bills 722 and 721, that will further the TWDB's groundwater science initiatives. House Bill 722 requires the TWDB to evaluate district permit applications and provide a report with findings

regarding the compatibility of the proposed well field design with the designated brackish groundwater production zone and recommendations for the monitoring system. The bill also requires that the TWDB report on the impacts of brackish groundwater production in designated zones at the request of groundwater conservation districts. Reports will address whether brackish groundwater withdrawals from the designated zone are causing significant, unanticipated aquifer level declines in the same or an adjacent aquifer, subdivision of an aquifer, or geologic stratum or are negatively impacting water quality in an aquifer.

House Bill 721 directs the TWDB to conduct studies of aquifer storage and recovery projects or aquifer recharge projects in the state water plan or identified by interested persons. The bill also directs the agency to conduct a statewide survey of various major and minor aquifers to identify the relative suitability of aquifers for use in aquifer storage and recovery projects and aquifer recharge projects and submit a report that summarizes the survey to state leadership by December 15, 2020.

### *Financial Assistance for Economically Disadvantaged Communities*

Over the last three decades, the agency has made great strides in assisting disadvantaged communities through the Economically Distressed Areas Program (EDAP), with significant financial assistance provided for first-time water and wastewater services. EDAP was created in 1989 by the 71st Legislature with two major goals: (1) to provide financial assistance for infrastructure projects in “economically distressed areas” across the state where services either do not exist or existing systems do not meet minimum state standards and (2) to stop the building of substandard subdivisions through development standards. Over the life of the program, the TWDB has funded over \$839 million in grants and loans for the planning, acquisition, design, and construction of projects by leveraging a cumulative \$500 million in EDAP bond sales. And to date, 62 of Texas counties, in addition to 70 cities, have approved model subdivision standards to help prevent sub-standard development.

In November 2019, Texas voters approved \$200 million in general obligation bonding authority for EDAP. For additional program funding to be available, the legislature would also need to appropriate general revenue to support debt service payments on the bonds once they are issued. Should additional authority and funding not be available, projects in economically distressed areas could be delayed or not funded. Projects that previously received TWDB planning, acquisition, and design funding would not have EDAP grant and/or loan funding available to them to begin and complete construction.

### *Mobility*

Like many state agencies in the downtown Austin area, the TWDB has faced substantial mobility challenges in the last few years. A recent survey of TWDB employees, in which 170 out of approximately 290 responded, indicated that the average one-way commute for a TWDB employee is 26 miles, with over 80 percent of employees spending more than 30 minutes driving home at the end of each day. These factors—coupled with a state parking garage that is often

filled to capacity by 10 a.m. on weekdays and that has frequent delays of up to 45 minutes to merely exit—provide a glimpse into the declining overall quality of life that many employees have faced in continuing their service to the state of Texas in the Capital Complex.

The TWDB’s 2019 Strategic Mobility Plan, which includes the full results of the survey, identifies four goals to help address these challenges. The plan’s top action item is to raise the awareness of current telework and flexible schedule policies among managers and employees to allow employees to achieve better work/life balance while maintaining high productivity.

In response to the COVID-19 pandemic, in mid-March 2020 the TWDB quickly moved to agency-wide teleworking, with the exception of a few essential employees that have continued to work on site. This effort was largely successful, with employees taking on the challenge of transitioning previously paper-based processes to electronic processes virtually overnight. The agency’s Information Technology and Human Resources teams provided full support to sustain continuous agency operations, and the majority of the agency’s employees were able to work from home while balancing personal and family responsibilities.

Lessons learned from the “work from home” experience during the pandemic will no doubt contribute to the long-term success of the teleworking and flexible schedule action item identified in the Mobility Plan. To assess the communication and collaboration impacts of the telework experience, the agency conducted a brief employee survey in late May 2020. Results were largely positive, with 90 percent of respondents agreeing that

- they have felt genuinely appreciated,
- teams and departments are working well together,
- the agency supports social interaction for those working remotely, and
- they are receiving sufficient communication from leadership.

Most strikingly, more than 90 percent of respondents agreed that we have lived the TWDB’s core values—innovation, impact, pride in public service, and accountability—during this time. These results demonstrate the success of teleworking and its ability to mitigate our mobility challenges as the Austin area continues to experience rapid growth and development.

### *Cybersecurity*

The TWDB is highly aware that state government faces a continuous stream of unknown threats on a daily basis that target IT infrastructure, users, and agency data. In 2019, the TWDB hired the agency’s first 100 percent dedicated Information Security Officer who reports to executive management. To mitigate cybersecurity risks, the TWDB

- submits a biennial security plan to the Department of Information Resources;
- engages a third-party risk assessment of agency information resources;
- ensures agency IT security policies are reviewed and acknowledged by agency employees on an annual basis;

- performs external and internal vulnerability assessments against the TWDB IT infrastructure, applications, and systems;
- conducts regular phishing exercises to train employees on how to detect phishing emails;
- performs regular disaster recovery exercises to ensure integrity of data and systems; and
- maintains a multilayered approach to protecting the IT infrastructure, including firewalls, intrusion detection and prevention systems, and effective spam and malware filtering.

In particular, the Information Security Officer’s regular phishing exercises have been highly effective since they are crafted to “hook” individual employees with personal relevance. The exercises have been very successful in making our employees far more vigilant to outside threats.

### *Customer Service and Employee Job Satisfaction*

The TWDB continues to monitor customer service feedback and appreciates the responses to the FY 2019–2020 Customer Service Survey. Staff have worked to address all responses that included negative comments and concerns. The agency will also work in the next year to develop a customer service philosophy that encompasses a goal of addressing low scoring survey items regarding the agency’s complaint handling process and service time, while balancing staff workload and the need to comply with state and federal statutes and regulations as well as general program limitations.

Over the last year, the TWDB has taken several steps to address the delays in financial assistance project review, including contracting with the University of Texas at Arlington to assist with plans and specification review, inspections, project prioritization scoring, and external program guidance development. The TWDB has increased starting salaries of engineers and is currently offering a recruitment bonus for licensed professional engineers. Additional efforts include the development of a management tool to track project status, enabling managers to identify potential delays in a timely fashion, and a review of current TWDB engineering processes to identify potential efficiencies is being developed.

In recognition that employees are the TWDB’s greatest assets, the agency’s Executive Administration in the last three years has pursued a number of initiatives to promote employee engagement, wellness, and work/life balance. Some of these include the following:

- Employee newsletter
- Annual summer family picnic
- Board Employee Engagement Team
- State Employee Charitable Campaign events and fundraisers
- Wellness activities, both at the office and teleworking
- *Austin American-Statesman’s* Top Workplace program, including its employee survey
- Employee recognition awards tied to core values

Additionally, the TWDB's Chairman regularly hosts "Chat with the Chairman" as an opportunity to have informal conversations with staff.

Many of these initiatives have continued online as staff work from home during the COVID-19 pandemic. We look forward to bettering them in the long-term to not only continuously improve, but to maintain improvements that have been demonstrated in the Survey of Employee Engagement over the last few biennia.

### *Risk Management*

In May 2020, the TWDB's leadership team met to consider organizational risks that the agency faces going forward, particularly considering our increasing level of statutory and operational responsibilities. Since 2013, the agency has seen a significant increase in key performance metrics, including the following:

- An increase in total assets managed from \$6.8 billion in 2013 to \$15.6 billion in fiscal year 2019, a 128 percent increase
- An increase in new financial assistance funds delivered from about \$500 million in fiscal year 2013 to nearly \$2.5 billion in 2019, a 400 percent increase
- An increase in par value of bonds issued from \$386 million in fiscal year 2013 to \$2.2 billion in fiscal year 2019, a 465 percent increase

Over the same timeframe, the agency's cap on full-time equivalent employees declined 11 percent. Because of these and other considerations, the leadership team identified several risks that the agency could face in the future, including but not limited to the following:

- Strategic risks such as challenges in managing competing state and agency priorities
- Financial risks related to cybersecurity threats
- Financial risks due to loan defaults from revenue-stressed entities as a result of the COVID-19 pandemic
- Occupational risks such as the ability to recruit and retain qualified employees because of mobility challenges and difficulties offering market-competitive salaries
- Compliance risks related to management of contracts in compliance with statute
- Reputational risks such as our ability to quickly respond to customers on social media; our ability to adequately maintain the quality and integrity of scientific data that we collect and maintain; and our capacity to satisfy the needs of our customers while meeting state and federal statutory and regulatory requirements

Considering ongoing risks and possible forthcoming state budget shortfalls resulting from the COVID-19 pandemic, the leadership team is working to develop potential legislative recommendations and other mitigation strategies to address the key risks identified. The considerations of some of these risks are also included in the action plans below.



## 2. Agency Goals and Action Plan

This plan identifies one new operational goal (Goal 5) and it also incorporates risk management considerations mentioned previously. In addition to the goals outlined below, the TWDB will continue to implement its goals in the agency's budget, including planning and guiding the conservation and management of the state's water resources.

AGENCY OPERATIONAL GOAL AND ACTION PLAN
Goal 1: Continue to evaluate and make improvements to the TWDB's suite of financial assistance programs to best meet the needs of Texas communities.
<p style="text-align: center;">SPECIFIC ACTION ITEMS TO ACHIEVE GOAL</p> <ol style="list-style-type: none"><li>1. Continue to evaluate synergies between financial assistance programs so that needs are met and resources are allocated in the most efficient possible manner</li><li>2. Continue active management of the SWIFT program to implement the state water plan</li><li>3. Explore and implement strategies to mitigate financial, cybersecurity, and other risks</li><li>4. Explore and implement strategies to increase efficiencies and mitigate compliance risks associated with contract management</li></ol>
<p style="text-align: center;">DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE</p> <ol style="list-style-type: none"><li>1. Accountable to tax and fee payers of Texas</li><li>2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions</li><li>3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve</li><li>4. Attentive to providing excellent customer service</li><li>5. Transparent such that agency actions can be understood by any Texan</li></ol> <p>This goal is entirely consistent with the statewide objectives of being accountable and efficient with state resources as well as continuous improvement in the delivery of services. It also furthers the agency's mission and core function of providing cost-effective financial assistance for water-related projects.</p>

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal 2: Become the state leader in collection and dissemination of flood-related data, science, and information.

### SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

#### 1. Data dissemination

- Coordinate with Interagency Flood Risk Management federal partners to
  - provide and display Base Level Engineering products on the Base Flood Elevation viewer; and
  - enhance the Flood Decision Support Toolbox to become the state's go-to resource for flood inundation information.
- Continue successful collaborations with state and local partners to improve access to flood data
- Complete transition of TexasFlood.org from agency website to ancillary site to increase visibility and improve functionality
- Collaborate on data initiatives across the state, including development of the Texas Disaster Information System and the Texas Integrated Flooding Framework, to facilitate seamless access to data and information
- Continue to support Texas Division of Emergency Management by streamlining dissemination of data during emergencies

#### 2. Data collection

- Continue acquisition of Lidar data through the Strategic Mapping program to support flood mapping and modeling
- Continue to develop residual data products such as statewide address points, land parcel data, and building data to support response to floods and other emergency events
- Initiate bathymetric data collection in the coastal zone
- Continue development of and support for statewide flood gage network, including reevaluation of target number of gages
- Continue development of and support for TexMesonet, including efforts to link local and regional weather station networks with TexMesonet via regional partnerships

#### 3. Mapping and modeling

- Prioritize statewide data, mapping, and modeling needs
- Evaluate the need for statewide standards for mapping and modeling efforts
- Develop and execute plan to create flood risk information for watersheds in Texas
- Develop and enhance coupling of storm surge models with inland flood models to support flood planning in the coastal zone through the Texas Integrated Flooding Framework
- Pursue federal funding to support ongoing mapping and modeling activities by leveraging efforts through the Cooperative Technical Partners program
- Continue to support model calibration of National Weather Service flood prediction points

#### 4. Enhance existing public outreach activities

- Identify opportunities to inform the public of improved flood-related data, science, and information
  - Deliver consistent communication and outreach to actively engage communities through expanded avenues
5. Form new group to coordinate state, federal, and academic partners on the implementation of large-scale flood-related data and science efforts to leverage resources and avoid duplication of efforts
  6. Explore and implement strategies to mitigate operational and reputational risks associated with our ability to adequately maintain the quality and integrity of flood-related scientific data that we collect and maintain

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve
4. Attentive to providing excellent customer service
5. Transparent such that agency actions can be understood by any Texan

This goal seeks to protect the lives, livelihoods, and property of Texans through the collection and dissemination of data and information, a core function of the TWDB. The agency is continually seeking to improve customer service, particularly through user-friendly internet applications that meet the needs of local decision-makers, emergency responders, and the general public regarding flood hazards.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal 3: Become the leader in providing state financial assistance for flood mitigation projects.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

1. Implement the new FIF Fund program; identify future improvements based on the success of the first round in 2020
2. Identify financial assistance needs through the regional and state flood planning process
3. Make continuous improvement to the Flood Information Clearinghouse website
4. Work with state partners in the Flood Information Clearinghouse Committee to coordinate the use of state and federal funding for flood mitigation projects
5. Continue administration of federal Flood Mitigation Assistance and Clean Water State Revolving Fund programs in complement to the FIF program
6. Continue improved coordination between financial assistance program outreach efforts and flood community outreach initiatives
7. Explore and implement strategies to mitigate risks, including the absence of additional appropriations aimed at supporting the Flood Infrastructure Fund program

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve
4. Attentive to providing excellent customer service
5. Transparent such that agency actions can be understood by any Texan

This goal is accountable to Texans by continuing and expanding cost-effective financial assistance options for flood mitigation projects through existing state and federal programs including the newly created FIF program. These programs leverage local, state, and federal resources for the benefit of taxpayers. Agency staff and Board members routinely perform outreach through these programs so that communities across the state are aware of the various options for financial assistance and the potential for cost savings for their customers.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal 4: Support local and regional flood planning and collaboration efforts.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

1. Implement the state's first regional flood planning process; identify improvements in the process that can be implemented in subsequent planning cycles
2. Coordinate with state, federal, and academic partners on the implementation of large-scale flood-related planning efforts to leverage resources and avoid duplication of efforts
3. Explore and implement strategies to minimize reputational and other risks associated with the amount of time it will take to plan and implement strategies to mitigate flooding

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.
4. Attentive to providing excellent customer service.
5. Transparent such that agency actions can be understood by any Texan.

This goal seeks to support local and regional decision-makers in flood planning activities through technical and financial assistance, leveraging local, state, and federal dollars for the benefit of taxpayers. It will also guide the development of the state's first-ever state flood plan through the new regional flood planning process.

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal 5: Modernize and refine quantification of the state's water resources, including enhancement of data dissemination networks, products, and technical services.

1. Modernize the TWDB water science and planning data and networks by
  - improving accuracy and availability of reservoir evaporation data;
  - developing capacity to use remotely sensed data for monitoring and modeling agricultural water use, groundwater recharge, and soil moisture;
  - facilitating access to and enabling use of Texas water resource data through the development of the Texas water data hub;
  - promoting understanding of planning information and facilitating statewide coordination on project considerations to address identified water supply needs;
  - integrating data collected across multiple platforms and delivering scalable information on multiple water resource topics; and
  - developing data products and web-based services and dissemination applications that add value and provide access to raw data.
2. Refine understanding of groundwater and surface water resources by
  - improving accuracy and confidence in groundwater availability estimates using emerging practices and software;
  - developing an approach to quantifying groundwater-surface water interactions that can be used to calibrate groundwater availability models;
  - aligning methods for estimating groundwater availability for fresh and brackish groundwater resources;
  - developing updated rainfall-runoff models to estimate streamflow in ungauged watersheds; and
  - developing a suite of hydraulic river models and updated coastal hydrodynamic (circulation) models to better evaluate environmental flow needs and assist flood mapping and modeling.
3. Advance understanding of
  - groundwater-surface water interaction by evaluating and making accessible integrated data sources and establishing a dedicated monitoring network to characterize springs; and
  - hydro-climatological variability to better support water supply and flood planning.
4. Expand and enhance capacity to support
  - development of innovative water supply strategies, including aquifer storage and recovery, reuse, and desalination;
  - improvement of groundwater modeling services to address evolving technical water resource management and planning needs;

- enhancement and further development of water planning tools to inform the state’s planning stakeholders and support their mandates to develop regional water plans; and
  - water conservation outreach and technical assistance programs for improved water loss audit validation and evaluation of water loss reduction strategies.
5. Explore and implement strategies to mitigate operational and reputational risks associated with our ability to adequately maintain the quality and integrity of water data and technical services.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve
4. Attentive to providing excellent customer service
5. Transparent such that agency actions can be understood by any Texan

This goal seeks to maintain the TWDB’s status as Texas’ essential resource for water science data and to continuously improve our understanding of water science in support of the state’s public health, safety, welfare, and economic development. This goal represents our mantra: “Better Data => Better Science => Better Policy.”

### 3. Redundancies and Impediments

<b>SERVICE, STATUTE, RULE, OR REGULATION</b>	Texas Water Code §16.403
<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	Texas Water Code §16.403 requires the TWDB to submit to the legislature a biennial report that includes the most recent data relating to statewide water usage in the residential, industrial, agricultural, commercial, and institutional sectors along with information on the related data collection and reporting program developed in coordination with the Texas Commission on Environmental Quality.
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	The TWDB recommends that the formal report requirement be eliminated because the information is included in regular reporting on the agency's Water Use Survey program's website.
<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	Elimination of the report would conserve agency resources. Like other legislative reports, considerable staff time is required to draft, review, edit, publish, and deliver a formal legislative report; the TWDB believes that the necessary data and program transparency can be achieved by posting the information online with less expense of agency resources.



## Supplemental Schedule A

Goals, Objectives and Outcome  
Measures, Strategies and Output,  
Efficiency and Explanatory Measures

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Agency: **580 Water Development Board**

GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE
------------------	-----------------------	----------------------

1

SHORT NAME: WATER RESOURCE PLANNING  
 FULL NAME: Plan and Guide Conservation & Management of State's Water Resources  
 DESCRIPTION: Plan and guide the conservation, orderly and cost-effective development, and best management of the state's water resources for the benefit of all Texans.

1

SHORT NAME: DATA COLLECTION AND DISSEMINATION  
 FULL NAME: Statewide Programs to Collect & Disseminate Water-Related Data & Info  
 DESCRIPTION: Operate statewide, water-related data collection, integration, dissemination, and evaluation programs that provide public access to adequate information to conduct planning of water resources projects.

1

SHORT NAME: ENVIRONMENTAL IMPACT INFORMATION  
 FULL NAME: Collection, Analysis and Reporting of Environmental Impact Information  
 DESCRIPTION: Collect, receive, analyze, process, and facilitate access to basic data and summary information to support a sound ecological environment in the state's streams, rivers, bays and estuaries.

2

SHORT NAME: WATER RESOURCES DATA  
 FULL NAME: Water Resources Data  
 DESCRIPTION: Collect, receive, analyze, process and facilitate access to basic and summary information to support planning, conservation, and responsible development of surface water and groundwater for Texas and studies to determine the quantity and quality of water available and environmental flow needs.

3

SHORT NAME: AUTO INFO COLLECT., MAINT. & DISSEM  
 FULL NAME: Automated Information Collection, Maintenance, and Dissemination  
 DESCRIPTION: Operate statewide program to provide training and to produce, maintain, and disseminate public domain geographic data in support of the state's water planning programs and related activities.

2

SHORT NAME: WATER PLANNING  
 FULL NAME: Water Planning and Financial Assistance Activities  
 DESCRIPTION: Conduct water planning and financial assistance activities to ensure adequate long-term water supplies, wastewater treatment and flood protection.

Agency: **580 Water Development Board**

GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE
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- |          |              |   |
|----------|--------------|---|
| <u>1</u> | SHORT NAME:  | TECHNICAL ASSISTANCE & MODELING   |
|          | FULL NAME:   | Technical Assistance and Modeling   |
|          | DESCRIPTION: | Conduct studies on groundwater resources; provide technical information and assistance to citizens, groundwater conservation districts, river authorities, water utilities and regional water planning groups; and develop, maintain, and adapt groundwater availability models to support planning, conservation, and responsible development of water in Texas. |
| <u>2</u> | SHORT NAME:  | WATER RESOURCES PLANNING  |
|          | FULL NAME:   | Water Resources Planning  |
|          | DESCRIPTION: | Assist in the development and implementation of regional and state water plans and floodwater protection measures, including managing contracts, providing technical assistance to regional water planning groups and political subdivisions in the development and implementation of the state water plan.   |
| <u>3</u> | SHORT NAME:  | PROVIDE TECH ASST FOR CONSERVATION  |
|          | FULL NAME:   | Provide Technical and/or Financial Assistance for Water Conservation  |
|          | DESCRIPTION: | Provide eligible political subdivisions with technical and/or financial assistance for water conservation to support planning, conservation, and responsible development of water supplies to meet future demands for water as identified in the regional and state water plans.  |
| <u>1</u> | SHORT NAME:  | WATER CONSERVATION EDUCATION & ASST   |
|          | FULL NAME:   | Water Conservation Education and Assistance   |
|          | DESCRIPTION: | Provide water conservation information, data and other technical assistance and services to promote increased water-use efficiency through statewide water conservation activities and as included in the regional and state water plans.   |
| <u>4</u> | SHORT NAME:  | ADMINISTER STATE/FED FLOOD PROGRAMS   |
|          | FULL NAME:   | Administer State and Federal Flood Programs   |
|          | DESCRIPTION: | Administer state and federal flood programs.  |
| <u>1</u> | SHORT NAME:  | STATE AND FEDERAL FLOOD PROGRAMS  |
|          | FULL NAME:   | State and Federal Flood Programs  |
|          | DESCRIPTION: | State and federal flood programs.   |

Agency: **580 Water Development Board**

GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE
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2

SHORT NAME: WATER PROJECT FINANCING  
 FULL NAME: Provide Financing for the Development of Water-related Projects  
 DESCRIPTION: Provide cost-effective financing for the development of water supply, water quality protection, and other water-related projects.

1

SHORT NAME: COST-EFFECTIVE FINANCIAL ASSISTANCE  
 FULL NAME: Provide Savings Through Cost-effective Financial Assistance  
 DESCRIPTION: Provide savings to Texas communities by making cost-effective financial assistance available for water supply, water quality protection, and other water-related infrastructure needs.

1

SHORT NAME: STATE & FEDERAL FIN ASSIST PROGRAM  
 FULL NAME: State and Federal Financial Assistance Programs  
 DESCRIPTION: Provide financial assistance through state and federal programs to save money for Texas communities for water supply, water quality protection, and other water-related projects.

2

SHORT NAME: ECONOMICALLY DISTRESSED AREAS  
 FULL NAME: Economically Distressed Areas Program  
 DESCRIPTION: Provide economically distressed areas access and connections to adequate water supply and/or wastewater treatment systems and/or indoor plumbing improvements.

3

SHORT NAME: NON-SELF SUPPORTING G O DEBT SVC  
 FULL NAME: Fulfill All G O Bond Debt Svc Commitments for Non-self Supp G O Bonds  
 DESCRIPTION: Fulfill all general obligation bond debt service payments for the Economically Distressed Areas Program (EDAP), and Water Infrastructure Fund Debt Service.

1

SHORT NAME: MONITOR BOND PROCEEDS  
 FULL NAME: Monitor Bond Proceeds and Pay Debt Service on Time  
 DESCRIPTION: Monitor bond proceeds and pay debt service on time.

Agency: **580 Water Development Board**

GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE
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<u>1</u>	SHORT NAME:	EDAP DEBT SERVICE
	FULL NAME:	General Obligation Bond Debt Service Payments for EDAP
	DESCRIPTION:	Make general obligation bond debt service payments for the Economically Distressed Areas Program.

<u>2</u>	SHORT NAME:	WIF DEBT SERVICE
	FULL NAME:	G.O. Bond Debt Service Payments for the Water Infrastructure Fund Pgm.
	DESCRIPTION:	General Obligation Bond Debt Service Payments for the Water Infrastructure Fund Program.

<u>4</u>	SHORT NAME:	INDIRECT ADMINISTRATION
	FULL NAME:	Indirect Administration
	DESCRIPTION:	Indirect administration.

<u>1</u>	SHORT NAME:	INDIRECT ADMINISTRATION
	FULL NAME:	Indirect Administration
	DESCRIPTION:	Indirect administration.

<u>1</u>	SHORT NAME:	CENTRAL ADMINISTRATION
	FULL NAME:	Central Administration
	DESCRIPTION:	Central administration.

<u>2</u>	SHORT NAME:	INFORMATION RESOURCES
	FULL NAME:	Information Resources
	DESCRIPTION:	Information resources.

<u>3</u>	SHORT NAME:	OTHER SUPPORT SERVICES
	FULL NAME:	Other Support Services
	DESCRIPTION:	Other support services.

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OUTCOME	TITLE	DESCRIPTION	Key	New	%	Calc. Method	Priority	Range
Goal.: <b>1</b> <u>Plan and Guide Conservation &amp; Management of State's Water Resources</u>								
Objective.: <b>1</b> <u>Statewide Programs to Collect &amp; Disseminate Water-Related Data &amp; Info</u>								
<b>1</b>	SHORT NAME:	% INFO AVAIL TO MONITOR WTR SUPPLY	Y	N	Y	N	H	H
	FULL NAME:	% Information Available to Monitor Water Supplies						
	DESCRIPTION:	Percent of Information Available to Adequately Monitor the State's Water Supplies						
Objective.: <b>2</b> <u>Water Planning and Financial Assistance Activities</u>								
<b>1</b>	SHORT NAME:	% KEY PLANNING ACTIVITIES COMPLETED	Y	N	Y	N	H	H
	FULL NAME:	% Key Regional and Statewide Water Planning Activities Completed						
	DESCRIPTION:	Percent of Key Regional and Statewide Water Planning Activities Completed						
Objective.: <b>3</b> <u>Provide Technical and/or Financial Assistance for Water Conservation</u>								
<b>1</b>	SHORT NAME:	% COMMUN REC ASST FOR WATER CONSERV	Y	N	Y	N	H	H
	FULL NAME:	% Communities Receiving Tech/Fin Assistance for Water Conservation						
	DESCRIPTION:	Percent of Eligible Texas Communities and Other Entities Receiving Technical and/or Financial Assistance for Water Conservation						
<b>2</b>	SHORT NAME:	% WATER SAVED WITH FINANCIAL ASSIST	N	N	Y	N	H	H
	FULL NAME:	% Water Saved with Financial Assistance						
	DESCRIPTION:	Percent of Annual Water Use Saved by Recipients of Texas Water Development Board Financial Assistance						
Objective.: <b>4</b> <u>Administer State and Federal Flood Programs</u>								
<b>1</b>	SHORT NAME:	% WATERSHEDS W REFRESHED FLOOD MAPS	Y	Y	Y	N	H	H
	FULL NAME:	% Watersheds with Refreshed Flood Risk Maps						

**Agency Objective Outcome**

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OUTCOME TITLE	DESCRIPTION	Key	New	%	Calc. Method	Priority	Range
DESCRIPTION: Percent of Texas Watersheds with Refreshed Flood Maps							
Goal.: <b>2</b> <u>Provide Financing for the Development of Water-related Projects</u>							
Objective.: <b>1</b> <u>Provide Savings Through Cost-effective Financial Assistance</u>							
<b>1</b>	SHORT NAME: DOLLARS SAVED WITH TWDB FIN ASST	N	N	N	N	M	H
	FULL NAME: Dollars Saved with TWDB Financial Assistance						
	DESCRIPTION: Gross Dollar Savings at the Local Level Versus Alternative Financing Methods Resulting from Texas Water Development Board Financial Assistance Commitments						



**Agency Strategy Related Measure**  
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MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
Goal: <u>1</u> Plan and Guide Conservation & Management of State's Water Resources								
Objective: <u>1</u> Statewide Programs to Collect & Disseminate Water-Related Data & Info								
Strategy: <u>1</u> Collection, Analysis and Reporting of Environmental Impact Information								
<b>MEASURE TYPE: OP Output Measures</b>								
<u>1</u>	SHORT NAME:	# INSTREAM STUDY ELEMENTS COMPLETED	Y	N	N	C	H	H
	FULL NAME:	Number of Estuary and Instream Study Elements Completed						
	DESCRIPTION:	Number of Estuary and Instream Study Elements Completed						
Strategy: <u>2</u> Water Resources Data								
<b>MEASURE TYPE: OP Output Measures</b>								
<u>1</u>	SHORT NAME:	# DATA UNITS PROCESSED	N	N	N	C	L	L
	FULL NAME:	# Data Units Collected/Processed by TWDB Staff						
	DESCRIPTION:	Number of Data Units Collected and/or Processed by Texas Water Development Board Staff in Support of Monitoring, Investigating, and Defining the State's Surface Water and Groundwater Resources						
Strategy: <u>3</u> Automated Information Collection, Maintenance, and Dissemination								
<b>MEASURE TYPE: OP Output Measures</b>								
<u>1</u>	SHORT NAME:	PERSON-HRS IN TNRIS SPONS TRAINING	N	N	N	C	L	H
	FULL NAME:	Person-hours in Training and Conferences Sponsored by TNRIS						
	DESCRIPTION:	Number of Person-hours in Training Classes and Conferences Sponsored by TNRIS						
<u>2</u>	SHORT NAME:	# STRAT MAP UNITS AVAILABLE	N	N	N	N	H	H
	FULL NAME:	Number of Strat Map Digital Base Map Data Units Available						
	DESCRIPTION:	Number of Strategic Mapping Digital Base Map Data Units Available						
<u>3</u>	SHORT NAME:	# RESPONSES FOR TNRIS INFO	Y	Y	N	C	H	H
	FULL NAME:	Number of Responses to Requests for TNRIS Information						

Agency Code: **580** Agency: **Water Development Board**

MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
		DESCRIPTION: Number of Responses to Requests for TNRIS Information						
	Objective: <u>2</u> Water Planning and Financial Assistance Activities							
	Strategy: <u>1</u> Technical Assistance and Modeling							
	<b>MEASURE TYPE: OP Output Measures</b>							
<u>1</u>	SHORT NAME: # RESPONSE FOR GROUNDWATER RES INFO		Y	N	N	C	H	H
	FULL NAME: Number of Responses to Requests for Groundwater Resources Information							
	DESCRIPTION: Number of Responses to Requests for Groundwater Resources Information							
	Objective: <u>3</u> Provide Technical and/or Financial Assistance for Water Conservation							
	Strategy: <u>1</u> Water Conservation Education and Assistance							
	<b>MEASURE TYPE: OP Output Measures</b>							
<u>1</u>	SHORT NAME: # RESPONSES FOR WATER CONSERV INFO		Y	N	N	C	H	H
	FULL NAME: Number of Responses to Requests for Water Conservation Info							
	DESCRIPTION: Number of Responses to Requests for Water Conservation Information, Literature, Data, Technical Assistance and Educational Activities Provided by the Texas Water Development Board Staff							
	Objective: <u>4</u> Administer State and Federal Flood Programs							
	Strategy: <u>1</u> State and Federal Flood Programs							
	<b>MEASURE TYPE: OP Output Measures</b>							
<u>1</u>	SHORT NAME: # COMMUNITY ASST CONTACTS & VISITS		N	N	N	C	M	H
	FULL NAME: Number of Community Assistance Contacts & Visits							
	DESCRIPTION: Number Community Assistance Contacts (CACs) and Community Assistance Visits (CAVs)							
<u>2</u>	SHORT NAME: # NEW FINANCIAL COMMITMENTS - FLOOD		Y	Y	N	C	M	H
	FULL NAME: # of New Financial Commitments - Flood							
	DESCRIPTION: # of New Financial Commitments - Flood							

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MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
<u>3</u>	SHORT NAME: \$ NEW FINANCIAL COMMITMENTS - FLOOD		Y	Y	N	C	M	H
	FULL NAME: Dollars of New Financial Commitments - Flood							
	DESCRIPTION: Dollars of New Financial Commitments - Flood							
Goal: <u>2</u> Provide Financing for the Development of Water-related Projects								
Objective: <u>1</u> Provide Savings Through Cost-effective Financial Assistance								
Strategy: <u>1</u> State and Federal Financial Assistance Programs								
<b>MEASURE TYPE: OP Output Measures</b>								
<u>1</u>	SHORT NAME: \$ NEW FIN COMMIT – STATE WATER PLAN		Y	N	N	C	M	H
	FULL NAME: Dollars of New Financial Commitments – State Water Plan							
	DESCRIPTION: Dollars of New Financial Commitments – State Water Plan							
<u>2</u>	SHORT NAME: # NEW FIN COMMIT – STATE WATER PLAN		Y	N	N	C	M	H
	FULL NAME: Number of New Financial Commitments-State Water Plan							
	DESCRIPTION: Number of New Financial Commitments-State Water Plan Projects							
<u>3</u>	SHORT NAME: # NEW FIN COMMIT – ALL PROGRAMS		N	N	N	C	H	H
	FULL NAME: # of New Financial Commitments - All Programs							
	DESCRIPTION: Number of New Financial Assistance/Loan Commitments - All Programs							
<u>4</u>	SHORT NAME: # NEW FIN COMMIT-RURAL/DISADV COMM		N	N	N	C	M	H
	FULL NAME: Number of New Financial Commitments-Rural or Disadvantaged Communities							
	DESCRIPTION: Number of New Financial Commitments-Rural or Disadvantaged Communities							
<u>5</u>	SHORT NAME: \$ NEW FIN COMMIT – ALL PROGRAMS		N	N	N	C	H	H
	FULL NAME: Dollars of New Financial Commitments-All Programs							
	DESCRIPTION: Dollars of New Financial Commitments-All Programs							

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MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
<u>6</u>	SHORT NAME: \$ NEW FIN COMMIT-RURAL/DISADV COMM		N	N	N	C	M	H
	FULL NAME: Dollars of New Financial Commitments-Rural or Disadvantaged Comm							
	DESCRIPTION: New Dollars Committed to Rural or Disadvantaged							
<u>7</u>	SHORT NAME: # COMMUNITIES W/FIN ASST AGREEMENT		Y	N	N	N	H	H
	FULL NAME: Number of Communities with Active Fin Asst Agreements							
	DESCRIPTION: Number of Communities Having Active Financial Assistance Agreements							
<u>8</u>	SHORT NAME: # NEW FIN AGMTS CLOSED-ALL PROGRAMS		N	N	N	C	M	H
	FULL NAME: # New Financial Assistance Agreements Closed/Executed – All Programs							
	DESCRIPTION: Number of New Financial Assistance Agreements Closed/Executed-All Programs							
<u>9</u>	SHORT NAME: # NEW FINANCIAL COMMITMENTS-SWIFT		N	N	N	C	M	H
	FULL NAME: # of New Financial Commitments-SWIFT							
	DESCRIPTION: Number of New Financial Assistance Commitments Approved for SWIFT							
<u>10</u>	SHORT NAME: \$ NEW FINANCIAL COMMITMENTS-SWIFT		Y	N	N	N	M	H
	FULL NAME: Dollars of New Financial Commitments-SWIFT							
	DESCRIPTION: Dollars of New Financial Assistance Commitments for SWIFT							
<u>11</u>	SHORT NAME: # NEW FIN COMMITMENTS-STATE OWNRSHP		N	Y	N	C	M	H
	FULL NAME: # of New Financial Commitments - State Ownership							
	DESCRIPTION: # of New Commitments for Water or Wastewater Service with State Ownership Investment							
<u>12</u>	SHORT NAME: \$ NEW FIN COMMITMENTS-STATE OWNRSHP		N	Y	N	C	M	H
	FULL NAME: Dollars of New Financial Commitments - State Ownership							

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MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
	DESCRIPTION:	Dollars of New Commitments for Water or Wastewater Service with State Ownership Investment						
	Strategy:	<u>2</u> Economically Distressed Areas Program						
	<b>MEASURE TYPE:</b>	<b>OP Output Measures</b>						
<u>1</u>	SHORT NAME:	# NEW FINANCIAL COMMITMENTS-EDAP	N	N	N	C	L	H
	FULL NAME:	Number of New Financial Commitments - EDAP						
	DESCRIPTION:	Number of New Financial Commitments - EDAP						
<u>2</u>	SHORT NAME:	# OF PROJECTS COMPLETED- EDAP	Y	N	N	N	H	H
	FULL NAME:	Number of Projects Completed-EDAP						
	DESCRIPTION:	Number of Projects Completed-EDAP						
<u>3</u>	SHORT NAME:	# PAD ACTIVITIES COMPLETED-EDAP	N	N	N	C	M	H
	FULL NAME:	# of Planning, Acquisition & Design (PAD) Activities Completed-EDAP						
	DESCRIPTION:	Number of economically distressed areas projects that have completed non-construction activities in Planning or Acquisition or Design.						
<u>4</u>	SHORT NAME:	\$ NEW FINANCIAL COMMITMENTS-EDAP	N	Y	N	C	M	H
	FULL NAME:	\$ of New Financial Commitments - EDAP						
	DESCRIPTION:	Dollars of New Financial Commitments - EDAP						
	<b>MEASURE TYPE:</b>	<b>EX Explanatory/Input Measures</b>						
<u>1</u>	SHORT NAME:	# PEOPLE PROVIDED WATER SYSTMS-EDAP	N	N	N	N	H	H
	FULL NAME:	# People Provided Adequate Water/Wastewater Systems-EDAP						
	DESCRIPTION:	Number of People Who Receive Adequate Water or Wastewater Service through EDAP						

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Supplemental Schedule B

# List of Measure Definitions

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**OBJECTIVE OUTCOME DEFINITIONS REPORT**  
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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>
Goal No. 1	Plan and Guide Conservation & Management of State's Water Resources
Objective No. 1	Statewide Programs to Collect & Disseminate Water-Related Data & Info
Outcome No. 1	% Information Available to Monitor Water Supplies

---

**Calculation Method:** N      **Target Attainment:** H      **Priority:** H      **Cross Reference:** Agy 580 086-R-S70-1 01-01 OC 01  
**Key Measure:** Y      **New Measure:** N      **Percent Measure:** Y

BL 2022 Definition

This is the percent of information available to adequately monitor the state's water supplies.

BL 2022 Data Limitations

Some of the information the TWDB uses to determine this measure is received from cooperators. The TWDB may not have control over the amount or availability of this information. This measure is also impacted by the availability of staff and funding to support data collection and processing.

BL 2022 Data Source

Information comes from data that has been directly collected and processed by the TWDB or that has been received from other sources, including paid and non-paid cooperators, or externally published sources. Information includes measurements of reservoir volumes, streamflows, lake evaporation, groundwater levels, groundwater quality, coastal hydrology, coastal water quality, and reservoir volumetric surveys, and is defined specifically in the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff. Information is available when it has been collected by TWDB or other sources and processed for dissemination by TWDB.

BL 2022 Methodology

The availability and adequacy of information is determined separately for each data type (e.g., reservoir volumes, lake evaporation, etc.) and is tracked by designated staff. Generally, for each data type, the amount of information available is divided by the amount of information needed and multiplied by 100. The sum of these individual percentages is then divided by the number of data types to arrive at an average percent.

BL 2022 Purpose

This outcome reflects the percent of information collected, compiled, and made available by the TWDB relative to the amount of information needed to adequately monitor the state's water supplies.

BL 2023 Definition

This is the percent of information available to adequately monitor the state's water supplies.

BL 2023 Data Limitations

Some of the information the TWDB uses to determine this measure is received from cooperators. The TWDB may not have control over the amount or availability of this information. This measure is also impacted by the availability of staff and funding to support data collection and processing.

BL 2023 Data Source

Information comes from data that has been directly collected and processed by the TWDB or that has been received from other sources, including paid and non-paid cooperators, or externally published sources. Information includes measurements of reservoir volumes, streamflows, lake evaporation, groundwater levels, groundwater quality, coastal hydrology, coastal water quality, and reservoir volumetric surveys, and is defined specifically in the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff. Information is available when it has been collected by TWDB or other sources and processed for dissemination by TWDB.

BL 2023 Methodology

## OBJECTIVE OUTCOME DEFINITIONS REPORT

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The availability and adequacy of information is determined separately for each data type (e.g., reservoir volumes, lake evaporation, etc.) and is tracked by designated staff. Generally, for each data type, the amount of information available is divided by the amount of information needed and multiplied by 100. The sum of these individual percentages is then divided by the number of data types to arrive at an average percent.

### BL 2023 Purpose

This outcome reflects the percent of information collected, compiled, and made available by the TWDB relative to the amount of information needed to adequately monitor the state's water supplies.

**OBJECTIVE OUTCOME DEFINITIONS REPORT**  
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Automated Budget and Evaluation System of Texas (ABEST)

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.                    1            Plan and Guide Conservation & Management of State's Water Resources

Objective No.            2            Water Planning and Financial Assistance Activities

Outcome No.            1            % Key Regional and Statewide Water Planning Activities Completed

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**Calculation Method: N**            **Target Attainment: H**            **Priority: H**            **Cross Reference: Agy 580 086-R-S70-1 01-02 OC 01**

**Key Measure: Y**            **New Measure: N**            **Percent Measure: Y**

BL 2022 Definition

This is the percent of key regional and statewide water planning activities completed during the reporting period.

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

Data used for this measure includes an annual assessment of three activities that are consistently required each year throughout the five-year water planning cycle:

1. Contract management: the number of total payment requests from the planning group political subdivisions (contractors) that are paid within the contract specifications
2. Project management: the number of all scheduled planning group meetings that are supported by the presence and participation of a TWDB representative
3. Database management and technical assistance: the number of total requests for database information or assistance with database use that are fulfilled within the agreed period

BL 2022 Methodology

The measure is calculated by summing the contract management, project management, and database management and technical assistance activities completed and dividing by the total number of those activities required to be completed during the reporting period. The result is multiplied by 100.

BL 2022 Purpose

This measure indicates the degree to which scheduled activities are completed as part of the TWDB's five-year water planning cycle. These activities are critical to the development of Regional and State Water Plans to meet future water supply needs in Texas.

BL 2023 Definition

This is the percent of key regional and statewide water planning activities completed during the reporting period.

BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

Data used for this measure includes an annual assessment of three activities that are consistently required each year throughout the five-year water planning cycle:

1. Contract management: the number of total payment requests from the planning group political subdivisions (contractors) that are paid within the contract specifications
2. Project management: the number of all scheduled planning group meetings that are supported by the presence and participation of a TWDB representative
3. Database management and technical assistance: the number of total requests for database information or assistance with database use that are fulfilled within the agreed period

BL 2023 Methodology

The measure is calculated by summing the contract management, project management, and database management and technical assistance activities completed and dividing by the total number of those activities required to be completed during the reporting period. The result is multiplied by 100.

BL 2023 Purpose

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This measure indicates the degree to which scheduled activities are completed as part of the TWDB's five-year water planning cycle. These activities are critical to the development of Regional and State Water Plans to meet future water supply needs in Texas.

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>
Goal No. 1	Plan and Guide Conservation & Management of State's Water Resources
Objective No. 3	Provide Technical and/or Financial Assistance for Water Conservation
Outcome No. 1	% Communities Receiving Tech/Fin Assistance for Water Conservation

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**Calculation Method: N**      **Target Attainment: H**      **Priority: H**      **Cross Reference: Agy 580 086-R-S70-1 01-03 OC 01**  
**Key Measure: Y**      **New Measure: N**      **Percent Measure: Y**

BL 2022 Definition

This is the percent of communities receiving technical and/or financial assistance for water conservation. In addition to political subdivisions, the term “communities” may include water supply corporations, municipal utility districts and other entities served by the TWDB.

BL 2022 Data Limitations

Technical assistance may be provided to individuals or organizations that do not indicate they are associated with an eligible community and, thus, that particular community is not identified and counted in this measure.

BL 2022 Data Source

The total number of Texas communities eligible for assistance is included in the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff. Records of communities assisted with technical and data issues or financial resources related to water conservation during each fiscal year are maintained in a database by designated staff. A particular community is counted only once during each fiscal year, regardless of the number of times that community receives technical or financial assistance from TWDB related to water conservation.

BL 2022 Methodology

The measure is calculated by dividing the total number of communities that are provided with technical and/or financial assistance related to water conservation by the total number of Texas communities eligible for assistance and multiplying by 100.

BL 2022 Purpose

This measure indicates the extent to which the TWDB is able to reach eligible communities with information related to water conservation.

BL 2023 Definition

This is the percent of communities receiving technical and/or financial assistance for water conservation. In addition to political subdivisions, the term “communities” may include water supply corporations, municipal utility districts and other entities served by the TWDB.

BL 2023 Data Limitations

Technical assistance may be provided to individuals or organizations that do not indicate they are associated with an eligible community and, thus, that particular community is not identified and counted in this measure.

BL 2023 Data Source

The total number of Texas communities eligible for assistance is included in the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff. Records of communities assisted with technical and data issues or financial resources related to water conservation during each fiscal year are maintained in a database by designated staff. A particular community is counted only once during each fiscal year, regardless of the number of times that community receives technical or financial assistance from TWDB related to water conservation.

BL 2023 Methodology

The measure is calculated by dividing the total number of communities that are provided with technical and/or financial assistance related to water conservation by the total number of Texas communities eligible for assistance and multiplying by 100.

BL 2023 Purpose

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This measure indicates the extent to which the TWDB is able to reach eligible communities with information related to water conservation.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.                    1            Plan and Guide Conservation & Management of State's Water Resources

Objective No.            3            Provide Technical and/or Financial Assistance for Water Conservation

Outcome No.            2            % Water Saved with Financial Assistance

---

**Calculation Method:** N            **Target Attainment:** H            **Priority:** H            **Cross Reference:** Agy 580 086-R-S70-1 01-03 OC 02

**Key Measure:** N            **New Measure:** N            **Percent Measure:** Y

BL 2022 Definition

This is the percent of annual water use saved by recipients of TWDB financial assistance.

BL 2022 Data Limitations

Data used for this measure is self-reported by financial assistance recipients. To the extent the data is not verified by the reporting entity, it may be inaccurate or incomplete. Reported data may be adjusted by the TWDB based on the professional judgment of staff to account for abnormal weather conditions or other mitigating factors.

BL 2022 Data Source

Recipients of TWDB financial assistance are required to submit an annual report that includes estimates of water savings. Reported water savings are entered into a database by designated staff and may be adjusted based on professional judgment to account for abnormal weather conditions or other mitigating factors. Water savings are calculated for as long as a financial obligation to TWDB exists.

BL 2022 Methodology

This measure counts the annual water savings in acre-feet resulting from: (1) conservation improvements made through TWDB agricultural water conservation grants or loans, or (2) implementation of water conservation programs required as a condition of receiving TWDB financial assistance for water supply or wastewater projects. The measure is calculated by dividing the amount of water reported as saved for all recipients of financial assistance by the total amount of water used by these communities during the reporting period and multiplying by 100.

BL 2022 Purpose

This outcome provides information on the amount of water saved due to conservation efforts by recipients of TWDB financial assistance.

BL 2023 Definition

This is the percent of annual water use saved by recipients of TWDB financial assistance.

BL 2023 Data Limitations

Data used for this measure is self-reported by financial assistance recipients. To the extent the data is not verified by the reporting entity, it may be inaccurate or incomplete. Reported data may be adjusted by the TWDB based on the professional judgment of staff to account for abnormal weather conditions or other mitigating factors.

BL 2023 Data Source

Recipients of TWDB financial assistance are required to submit an annual report that includes estimates of water savings. Reported water savings are entered into a database by designated staff and may be adjusted based on professional judgment to account for abnormal weather conditions or other mitigating factors. Water savings are calculated for as long as a financial obligation to TWDB exists.

BL 2023 Methodology

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This measure counts the annual water savings in acre-feet resulting from: (1) conservation improvements made through TWDB agricultural water conservation grants or loans, or (2) implementation of water conservation programs required as a condition of receiving TWDB financial assistance for water supply or wastewater projects. The measure is calculated by dividing the amount of water reported as saved for all recipients of financial assistance by the total amount of water used by these communities during the reporting period and multiplying by 100.

BL 2023 Purpose

This outcome provides information on the amount of water saved due to conservation efforts by recipients of TWDB financial assistance.



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Agency Code: 580	Agency: Water Development Board
Goal No. 1	Plan and Guide Conservation & Management of State's Water Resources
Objective No. 4	Administer State and Federal Flood Programs
Outcome No. 1	% Watersheds with Refreshed Flood Risk Maps

---

**Calculation Method: N**      **Target Attainment: H**      **Priority: H**      **Cross Reference:**  
**Key Measure: Y**      **New Measure: Y**      **Percent Measure: Y**

BL 2022 Definition

This is the percent of Texas watersheds with refreshed flood risk information as provided by TWDB.

BL 2022 Data Limitations

For the purposes of this performance measure, a watershed is equivalent to an 8-digit Hydrologic Unit Code, or HUC-8, as designated by the United States Geological Survey. The TWDB does not have total control over the creation of data needed to refresh flood risk information, and updated data may not coincide with watershed boundaries. This measure is also impacted by the availability of staff and funding to support data collection and processing.

BL 2022 Data Source

Data to refresh flood risk information is sourced from the TWDB and other entities, including the Federal Emergency Management Agency and the United States Geological Survey. The number of watersheds with refreshed flood risk information is maintained by designated staff in spreadsheets and databases in accordance with the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff. Information is considered available when it has been collected by the TWDB and used to assess the status of a watershed's flood risk information.

BL 2022 Methodology

The measure is calculated by dividing the total number of watersheds with flood risk information refreshed by the TWDB during the reporting period by the total number of watersheds in Texas and multiplying by 100.

BL 2022 Purpose

This measure provides an assessment of modeling and mapping performed to update flood risk maps and related flood hazard information that is provided to regional flood planning groups, local decision makers, and the general public at the watershed level.

BL 2023 Definition

This is the percent of Texas watersheds with refreshed flood risk information as provided by TWDB.

BL 2023 Data Limitations

For the purposes of this performance measure, a watershed is equivalent to an 8-digit Hydrologic Unit Code, or HUC-8, as designated by the United States Geological Survey. The TWDB does not have total control over the creation of data needed to refresh flood risk information, and updated data may not coincide with watershed boundaries. This measure is also impacted by the availability of staff and funding to support data collection and processing.

BL 2023 Data Source

Data to refresh flood risk information is sourced from the TWDB and other entities, including the Federal Emergency Management Agency and the United States Geological Survey. The number of watersheds with refreshed flood risk information is maintained by designated staff in spreadsheets and databases in accordance with the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff. Information is considered available when it has been collected by the TWDB and used to assess the status of a watershed's flood risk information.

BL 2023 Methodology

The measure is calculated by dividing the total number of watersheds with flood risk information refreshed by the TWDB during the reporting period by the total number of watersheds in Texas and multiplying by 100.

BL 2023 Purpose

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This measure provides an assessment of modeling and mapping performed to update flood risk maps and related flood hazard information that is provided to regional flood planning groups, local decision makers, and the general public at the watershed level.

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>
Goal No. 2	Provide Financing for the Development of Water-related Projects
Objective No. 1	Provide Savings Through Cost-effective Financial Assistance
Outcome No. 1	Dollars Saved with TWDB Financial Assistance

---

**Calculation Method: N**      **Target Attainment: H**      **Priority: M**      **Cross Reference: Agy 580 086-R-S70-1 02-01 OC 01**

**Key Measure: N**      **New Measure: N**      **Percent Measure: N**

BL 2022 Definition

This is the projected financial savings to local governments resulting from TWDB financial assistance commitments approved during the reporting period for all TWDB financial assistance programs. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWAF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure also includes financial assistance programs reported under other objectives and strategies, including Ag grants (Strategy 01-03-01), State/Federal Flood Programs (Strategy 01-04-01), and EDAP (Strategy 02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

The gross dollar savings resulting from TWDB financial assistance can be limited by highly competitive interest rates and is dependent on the total dollar amount of funds available, as well as the funding needs of eligible entities. Recipients may withdraw from the financial assistance commitments without taking any funds. The amount of dollars saved is not adjusted for such withdrawals.

BL 2022 Data Source

This information is maintained in the Board's TxWISE and CAS databases or subsequent systems. Current commitment amounts, financing terms, and market rates are used to determine cost savings at the time of commitment.

BL 2022 Methodology

The measure is calculated by subtracting the total loan amount financed by TWDB (including principal and interest) from the amount that would have been financed through a market loan. The principal amount of the market loan is reduced by the amount of TWDB's origination fee. If TWDB includes a principal forgiveness agreement in the borrower's financing package, the principal forgiveness savings is calculated separately from the TWDB loan and added to the dollars saved. The principal forgiveness savings includes both principal and interest the borrower would have to pay on a market loan since the borrower does not have to repay the principal forgiveness amount. For SWIFT loans, staff use an interest rate scale based on the most current projection of interest rates at the time of closing per the TWDB's financial advisor estimates. The net interest cost, which is a weighted average of the interest rates of an interest rate scale, is given following a debt service schedule calculation.

BL 2022 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance to Texas communities.

BL 2023 Definition

## OBJECTIVE OUTCOME DEFINITIONS REPORT

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This is the projected financial savings to local governments resulting from TWDB financial assistance commitments approved during the reporting period for all TWDB financial assistance programs. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWAFF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure also includes financial assistance programs reported under other objectives and strategies, including Ag grants (Strategy 01-03-01), State/Federal Flood Programs (Strategy 01-04-01), and EDAP (Strategy 02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

### BL 2023 Data Limitations

The gross dollar savings resulting from TWDB financial assistance can be limited by highly competitive interest rates and is dependent on the total dollar amount of funds available, as well as the funding needs of eligible entities. Recipients may withdraw from the financial assistance commitments without taking any funds. The amount of dollars saved is not adjusted for such withdrawals.

### BL 2023 Data Source

This information is maintained in the Board's TxWISE and CAS databases or subsequent systems. Current commitment amounts, financing terms, and market rates are used to determine cost savings at the time of commitment.

### BL 2023 Methodology

The measure is calculated by subtracting the total loan amount financed by TWDB (including principal and interest) from the amount that would have been financed through a market loan. The principal amount of the market loan is reduced by the amount of TWDB's origination fee. If TWDB includes a principal forgiveness agreement in the borrower's financing package, the principal forgiveness savings is calculated separately from the TWDB loan and added to the dollars saved. The principal forgiveness savings includes both principal and interest the borrower would have to pay on a market loan since the borrower does not have to repay the principal forgiveness amount. For SWIFT loans, staff use an interest rate scale based on the most current projection of interest rates at the time of closing per the TWDB's financial advisor estimates. The net interest cost, which is a weighted average of the interest rates of an interest rate scale, is given following a debt service schedule calculation.

### BL 2023 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance to Texas communities.

**Strategy-Related Measures Definitions**  
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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources
Objective No.	1	Statewide Programs to Collect & Disseminate Water-Related Data & Info
Strategy No.	1	Collection, Analysis and Reporting of Environmental Impact Information
Measure Type	OP	
Measure No.	1	Number of Estuary and Instream Study Elements Completed

**Calculation Method: C**      **Target Attainment: H**      **Priority: H**      Cross Reference: Agy 580 086-R-S70-1 01-01-01 OP 01  
**Key Measure: Y**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of estuary and instream study elements completed.

BL 2022 Data Limitations

The number of study elements completed is dependent on the definition of study elements, which may be revised as necessary to fit the specific environment being studied. Some of the information the TWDB uses to determine this measure is received from external sources over which the TWDB may not have total control. This measure is also impacted by staffing and funding to support data collection and processing.

BL 2022 Data Source

Study elements are comprised of data (water quality, tide monitoring, geomorphic, and freshwater inflow estimates), models (hydrodynamic and salinity), and analyses (hydrologic, hydraulic, and geomorphic). A study element is considered complete when designated staff have approved the study element. All elements are defined in the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff and tracked by designated staff.

BL 2022 Methodology

The measure is calculated by summing the number of data, models, and analyses completed during the reporting period.

BL 2022 Purpose

This measure quantifies the number of estuary and instream flow study elements completed during the reporting period in accordance with statutes governing these programs. The measure also indicates progress of environmental flow studies which are used for planning, management, and availability modeling of the state's surface water as defined in the Texas Water Code.

BL 2023 Definition

This is the number of estuary and instream study elements completed.

BL 2023 Data Limitations

The number of study elements completed is dependent on the definition of study elements, which may be revised as necessary to fit the specific environment being studied. Some of the information the TWDB uses to determine this measure is received from external sources over which the TWDB may not have total control. This measure is also impacted by staffing and funding to support data collection and processing.

BL 2023 Data Source

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Study elements are comprised of data (water quality, tide monitoring, geomorphic, and freshwater inflow estimates), models (hydrodynamic and salinity), and analyses (hydrologic, hydraulic, and geomorphic). A study element is considered complete when designated staff have approved the study element. All elements are defined in the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff and tracked by designated staff.

**BL 2023 Methodology**

The measure is calculated by summing the number of data, models, and analyses completed during the reporting period.

**BL 2023 Purpose**

This measure quantifies the number of estuary and instream flow study elements completed during the reporting period in accordance with statutes governing these programs. The measure also indicates progress of environmental flow studies which are used for planning, management, and availability modeling of the state's surface water as defined in the Texas Water Code.

**Strategy-Related Measures Definitions**  
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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources
Objective No.	1	Statewide Programs to Collect & Disseminate Water-Related Data & Info
Strategy No.	2	Water Resources Data
Measure Type	OP	
Measure No.	1	# Data Units Collected/Processed by TWDB Staff

**Calculation Method: C**      **Target Attainment: L**      **Priority: L**      Cross Reference: Agy 580 086-R-S70-1 01-01-02 OP 01  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of data units collected or processed by TWDB staff in support of monitoring, investigating, and defining the state's surface water and groundwater resources.

BL 2022 Data Limitations

Some of the information the TWDB uses to determine this measure is received from cooperators. The TWDB may not have total control over the amount or availability of this information. This measure is also impacted by the availability of staff and funding to support data collection and processing.

BL 2022 Data Source

Information for collection and analysis of groundwater and surface water data comes from TWDB monitoring programs. Data units include measurements of reservoir volumes, reservoir surface acres surveyed, streamflows, lake evaporation, groundwater levels, and groundwater quality. Data units are defined in the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff and are tracked by designated staff. Measurements include data from cooperators if the TWDB has paid for or assisted in the collection or processing of that data. Data units are counted in the measure once they have been quality checked and processed for dissemination.

BL 2022 Methodology

The measure is calculated by summing the number of data units collected and processed by TWDB staff during the reporting period.

BL 2022 Purpose

This measure quantifies the role the TWDB plays in the dissemination of water supply planning data collected and processed by the TWDB and made available to stakeholders.

BL 2023 Definition

This is the number of data units collected or processed by TWDB staff in support of monitoring, investigating, and defining the state's surface water and groundwater resources.

BL 2023 Data Limitations

Some of the information the TWDB uses to determine this measure is received from cooperators. The TWDB may not have total control over the amount or availability of this information. This measure is also impacted by the availability of staff and funding to support data collection and processing.

**Strategy-Related Measures Definitions**  
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BL 2023 Data Source

Information for collection and analysis of groundwater and surface water data comes from TWDB monitoring programs. Data units include measurements of reservoir volumes, reservoir surface acres surveyed, streamflows, lake evaporation, groundwater levels, and groundwater quality. Data units are defined in the Water Science and Conservation Performance Measures and Definitions document maintained by TWDB staff and are tracked by designated staff. Measurements include data from cooperators if the TWDB has paid for or assisted in the collection or processing of that data. Data units are counted in the measure once they have been quality checked and processed for dissemination.

BL 2023 Methodology

The measure is calculated by summing the number of data units collected and processed by TWDB staff during the reporting period.

BL 2023 Purpose

This measure quantifies the role the TWDB plays in the dissemination of water supply planning data collected and processed by the TWDB and made available to stakeholders.



**Strategy-Related Measures Definitions**  
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Agency Code:	<b>580</b>	Agency:	<b>Water Development Board</b>
Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources	
Objective No.	1	Statewide Programs to Collect & Disseminate Water-Related Data & Info	
Strategy No.	3	Automated Information Collection, Maintenance, and Dissemination	
Measure Type	OP		
Measure No.	1	Person-hours in Training and Conferences Sponsored by TNRIS	

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**Calculation Method: C**      **Target Attainment: H**      **Priority: L**      Cross Reference: Agy 580 086-R-S70-1 01-01-03 OP 01  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of person-hours spent in classes and conferences sponsored by TNRIS.

BL 2022 Data Limitations

No material data limitations.

BL 2022 Data Source

TNRIS training classes include meetings, workshops, and short courses presented or sponsored by TNRIS. Outside experts may be hired by TNRIS on a consulting basis to provide instruction in the use of TNRIS information or technologies. To be included, conferences must be sponsored or co-sponsored by TNRIS and relate to geographic information and technologies. The data for this measure is collected through registration records for each event to provide a total number of participants and the hours per event.

BL 2022 Methodology

The measure is calculated by multiplying the number of participants by the number of hours spent per participant in each class or conference. The number of person-hours for all events are then added together to provide a total number of person-hours in training and conferences sponsored by TNRIS during the reporting period.

BL 2022 Purpose

This measure quantifies the impact of TNRIS in providing technical training related to geographic information and technology.

BL 2023 Definition

This is the number of person-hours spent in classes and conferences sponsored by TNRIS.

BL 2023 Data Limitations

No material data limitations.

BL 2023 Data Source

**Strategy-Related Measures Definitions**

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TNRIS training classes include meetings, workshops, and short courses presented or sponsored by TNRIS. Outside experts may be hired by TNRIS on a consulting basis to provide instruction in the use of TNRIS information or technologies. To be included, conferences must be sponsored or co-sponsored by TNRIS and relate to geographic information and technologies. The data for this measure is collected through registration records for each event to provide a total number of participants and the hours per event.

**BL 2023 Methodology**

The measure is calculated by multiplying the number of participants by the number of hours spent per participant in each class or conference. The number of person-hours for all events are then added together to provide a total number of person-hours in training and conferences sponsored by TNRIS during the reporting period.

**BL 2023 Purpose**

This measure quantifies the impact of TNRIS in providing technical training related to geographic information and technology.

**Strategy-Related Measures Definitions**  
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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources
Objective No.	1	Statewide Programs to Collect & Disseminate Water-Related Data & Info
Strategy No.	3	Automated Information Collection, Maintenance, and Dissemination
Measure Type	OP	
Measure No.	2	Number of Strat Map Digital Base Map Data Units Available

**Calculation Method: N**      **Target Attainment: H**      **Priority: H**      Cross Reference: Agy 580 086-R-S70-1 01-01-03 OP 02  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of StratMap digital map units produced during the reporting period as a result of updates, maintenance, enhancement, and production of critical base map layers.

BL 2022 Data Limitations

TWDB collects updated information of varied scale, quality, and format from other entities. Thus, data collected may not be standardized until processed by TWDB. Data updates may be submitted to TWDB at irregular intervals.

BL 2022 Data Source

Strategic Mapping (StratMap) digital basemap information is collected and maintained in the Texas Natural Resources Information System (TNRIS) division of the TWDB. There are 4,376 quadrangle map units covering Texas. The StratMap digital basemap can be classified in two categories: basemap vector layers (land, parcels, address points) and basemap raster themes (elevation, imagery, land cover). Updates to these digital layers are recorded in the TNRIS division after they are received and processed by TWDB staff.

BL 2022 Methodology

The measure is calculated by summing the total number of mapping units received, inventoried and integrated into the existing basemap digital databases (both raster and vector) during the reporting period.

BL 2022 Purpose

This measure indicates the degree to which the state receives, inventories, and integrates changes in the basemap digital datasets so that Texas imagery, elevation models, land parcels, address points, and land cover remain useful for state and public planning purposes.

BL 2023 Definition

This is the number of StratMap digital map units produced during the reporting period as a result of updates, maintenance, enhancement, and production of critical base map layers.

BL 2023 Data Limitations

TWDB collects updated information of varied scale, quality, and format from other entities. Thus, data collected may not be standardized until processed by TWDB. Data updates may be submitted to TWDB at irregular intervals.

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BL 2023 Data Source

Strategic Mapping (StratMap) digital basemap information is collected and maintained in the Texas Natural Resources Information System (TNRIS) division of the TWDB. There are 4,376 quadrangle map units covering Texas. The StratMap digital basemap can be classified in two categories: basemap vector layers (land, parcels, address points) and basemap raster themes (elevation, imagery, land cover). Updates to these digital layers are recorded in the TNRIS division after they are received and processed by TWDB staff.

BL 2023 Methodology

The measure is calculated by summing the total number of mapping units received, inventoried and integrated into the existing basemap digital databases (both raster and vector) during the reporting period.

BL 2023 Purpose

This measure indicates the degree to which the state receives, inventories, and integrates changes in the basemap digital datasets so that Texas imagery, elevation models, land parcels, address points, and land cover remain useful for state and public planning purposes.

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Agency Code: **580** Agency: **Water Development Board**

Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources
Objective No.	1	Statewide Programs to Collect & Disseminate Water-Related Data & Info
Strategy No.	3	Automated Information Collection, Maintenance, and Dissemination
Measure Type	OP	
Measure No.	3	Number of Responses to Requests for TNRIS Information

**Calculation Method: C**      **Target Attainment: H**      **Priority: H**      Cross Reference:  
**Key Measure: Y**      **New Measure: Y**      **Percentage Measure: N**

BL 2022 Definition

This is the number of responses to requests from public or private entities for information collected and stored in the Texas Natural Resources Information System (TNRIS), which may include statewide geographic data, natural resource data, census data, data related to emergency management, and other socioeconomic data.

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

- Quick Responses: Requests answered quickly (approximately five minutes or less), refer the person to the correct location to obtain information, and do not require a product delivery. These may be provided in person, by phone, or by email. The number is tallied on a notepad and exported from the online ticketing system, then transferred to an Excel spreadsheet.
- Data Delivery: Pre-packaged products delivered to a customer in the form of maps, digital data, handouts, and publications. This includes two delivery methods: A) Internet: Web tracking software tracks individual clicks on data download hyperlinks on the TNRIS website, as well as individual visits; and B) Sales: TNRIS tracks the number of "orders" that have been placed into the accounting database for the reporting period.
- Professional Services: Compilations, searches, or analyses performed of available geographic or historical data within the archive that is not pre-packaged. The number is tracked in an Excel spreadsheet.

BL 2022 Methodology

The measure is calculated by summing the number of Quick Responses, Data Delivery responses, and Professional Services responses for the reporting period.

BL 2022 Purpose

This measure quantifies the role that TNRIS plays as the central repository and access point for geographic information utilized by governmental and private sector agencies in Texas.

BL 2023 Definition

This is the number of responses to requests from public or private entities for information collected and stored in the Texas Natural Resources Information System (TNRIS), which may include statewide geographic data, natural resource data, census data, data related to emergency management, and other socioeconomic data.

BL 2023 Data Limitations

No data limitations.

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BL 2023 Data Source

- Quick Responses: Requests answered quickly (approximately five minutes or less), refer the person to the correct location to obtain information, and do not require a product delivery. These may be provided in person, by phone, or by email. The number is tallied on a notepad and exported from the online ticketing system, then transferred to an Excel spreadsheet.
- Data Delivery: Pre-packaged products delivered to a customer in the form of maps, digital data, handouts, and publications. This includes two delivery methods: A) Internet: Web tracking software tracks individual clicks on data download hyperlinks on the TNRIS website, as well as individual visits; and B) Sales: TNRIS tracks the number of "orders" that have been placed into the accounting database for the reporting period.
- Professional Services: Compilations, searches, or analyses performed of available geographic or historical data within the archive that is not pre-packaged. The number is tracked in an Excel spreadsheet.

BL 2023 Methodology

The measure is calculated by summing the number of Quick Responses, Data Delivery responses, and Professional Services responses for the reporting period.

BL 2023 Purpose

This measure quantifies the role that TNRIS plays as the central repository and access point for geographic information utilized by governmental and private sector agencies in Texas.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources
Objective No.	2	Water Planning and Financial Assistance Activities
Strategy No.	1	Technical Assistance and Modeling
Measure Type	OP	
Measure No.	1	Number of Responses to Requests for Groundwater Resources Information

**Calculation Method: C**      **Target Attainment: H**      **Priority: H**      Cross Reference: Agy 580 086-R-S70-1 01-02-01 OP 01  
**Key Measure: Y**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of responses to requests for groundwater information.

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

This measure is calculated by summing data requests in the following categories:

- o Quick Response requests (QRs): Requests for information that are answered quickly (approximately five minutes or less), refer the person to the correct location to obtain information, and do not require delivery of a product. QRs may be provided verbally (in person or phone), through emails, or via fax.
- o Data Delivery requests (DDs): Pre-packaged products delivered to a customer in person or via mail, email, or fax in the form of maps, digital data, handouts, or publications; and pre-packaged products delivered via data download hyperlinks on groundwater-related webpages.
- o Professional Services requests: Compilations, searches, or analyses performed of available water resources data that is not prepackaged.

BL 2022 Methodology

This measure is calculated by summing the number of responses to requests during the reporting period.

BL 2022 Purpose

This measure quantifies the role that the TWDB plays in the dissemination of groundwater resource data collected and processed by the TWDB and made available to stakeholders.

BL 2023 Definition

This is the number of responses to requests for groundwater information.

BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

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This measure is calculated by summing data requests in the following categories:

- o Quick Response requests (QRs): Requests for information that are answered quickly (approximately five minutes or less), refer the person to the correct location to obtain information, and do not require delivery of a product. QRs may be provided verbally (in person or phone), through emails, or via fax.
- o Data Delivery requests (DDs): Pre-packaged products delivered to a customer in person or via mail, email, or fax in the form of maps, digital data, handouts, or publications; and pre-packaged products delivered via data download hyperlinks on groundwater-related webpages.
- o Professional Services requests: Compilations, searches, or analyses performed of available water resources data that is not prepackaged.

**BL 2023 Methodology**

This measure is calculated by summing the number of responses to requests during the reporting period.

**BL 2023 Purpose**

This measure quantifies the role that the TWDB plays in the dissemination of groundwater resource data collected and processed by the TWDB and made available to stakeholders.



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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources
Objective No.	3	Provide Technical and/or Financial Assistance for Water Conservation
Strategy No.	1	Water Conservation Education and Assistance
Measure Type	OP	
Measure No.	1	Number of Responses to Requests for Water Conservation Info

**Calculation Method: C**      **Target Attainment: H**      **Priority: H**      Cross Reference: Agy 580 086-R-S70-1 01-03-01 OP 01  
**Key Measure: Y**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of requests from public and private entities and individuals for water conservation information, literature, data, technical assistance, and educational opportunities provided by TWDB staff.

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

The number of responses to requests for water conservation information, literature, data, technical assistance, and educational activities provided by Conservation staff are collected, entered, and maintained in a database by designated staff.

BL 2022 Methodology

This measure is calculated by summing the number of responses to requests during the reporting period.

BL 2022 Purpose

This measure quantifies the role that the TWDB plays in the dissemination of water conservation information to interested entities and individuals.

BL 2023 Definition

This is the number of requests from public and private entities and individuals for water conservation information, literature, data, technical assistance, and educational opportunities provided by TWDB staff.

BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

The number of responses to requests for water conservation information, literature, data, technical assistance, and educational activities provided by Conservation staff are collected, entered, and maintained in a database by designated staff.

BL 2023 Methodology

This measure is calculated by summing the number of responses to requests during the reporting period.

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BL 2023 Purpose

This measure quantifies the role that the TWDB plays in the dissemination of water conservation information to interested entities and individuals.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources
Objective No.	4	Administer State and Federal Flood Programs
Strategy No.	1	State and Federal Flood Programs
Measure Type	OP	
Measure No.	1	Number of Community Assistance Contacts & Visits

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference: Agy 580 086-R-S70-1 01-04-01 OP 01  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This measure reports the number of Community Assistance Contacts (CACs) made and the number of Community Assistance Visits (CAVs) conducted. The term community refers to a political subdivision in Texas as defined by Texas Water Code § 16.315. Community Assistance Contacts provide an opportunity to establish or re-establish contact with a community for the purpose of determining if any problems or issues exist and to offer assistance, if necessary. Community Assistance Contacts may include telephone or personal contact with a community. Community Assistance Visits are on-site assessments of compliance with federal regulations by communities that participate in the National Flood Insurance Program (NFIP), including a comprehensive assessment of the community's floodplain management program and its knowledge and understanding of the floodplain management requirements of the NFIP.

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

The source of information is the Federal Emergency Management Agency's (FEMA) Community Information System (CIS) database and Risk Prioritization Tool provided by FEMA. The number of CACs and CAVs are entered by TWDB staff into the FEMA CIS database after completion of a contact or visit.

BL 2022 Methodology

The number of CACs and CAVs is tracked by TWDB staff by running a report in the FEMA CIS database.

BL 2022 Purpose

The measure reflects the combined workload of agency staff associated with ensuring that communities receive sufficient technical assistance and are compliant with floodplain management regulations. Failure to be compliant could result in the community being suspended from the program and its citizens losing the ability to obtain federal flood insurance.

BL 2023 Definition

This measure reports the number of Community Assistance Contacts (CACs) made and the number of Community Assistance Visits (CAVs) conducted. The term community refers to a political subdivision in Texas as defined by Texas Water Code § 16.315. Community Assistance Contacts provide an opportunity to establish or re-establish contact with a community for the purpose of determining if any problems or issues exist and to offer assistance, if necessary. Community Assistance Contacts may include telephone or personal contact with a community. Community Assistance Visits are on-site assessments of compliance with federal regulations by communities that participate in the National Flood Insurance Program (NFIP), including a comprehensive assessment of the community's floodplain management program and its knowledge and understanding of the floodplain management requirements of the NFIP.

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BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

The source of information is the Federal Emergency Management Agency's (FEMA) Community Information System (CIS) database and Risk Prioritization Tool provided by FEMA. The number of CACs and CAVs are entered by TWDB staff into the FEMA CIS database after completion of a contact or visit.

BL 2023 Methodology

The number of CACs and CAVs is tracked by TWDB staff by running a report in the FEMA CIS database.

BL 2023 Purpose

The measure reflects the combined workload of agency staff associated with ensuring that communities receive sufficient technical assistance and are compliant with floodplain management regulations. Failure to be compliant could result in the community being suspended from the program and its citizens losing the ability to obtain federal flood insurance.

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Agency Code:	<b>580</b>	Agency:	<b>Water Development Board</b>
Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources	
Objective No.	4	Administer State and Federal Flood Programs	
Strategy No.	1	State and Federal Flood Programs	
Measure Type	OP		
Measure No.	2	# of New Financial Commitments - Flood	

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**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference:

**Key Measure: Y**      **New Measure: Y**      **Percentage Measure: N**

BL 2022 Definition

This is the number of new financial assistance commitments approved during the reporting period for flood programs administered by the TWDB. Projects may be funded through the Flood Infrastructure Fund (FIF) and the Texas Infrastructure Resiliency Fund (TIRF). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2022 Data Source

The number of commitments comes from the Board's TxWISE and CAS databases or subsequent systems.

BL 2022 Methodology

The measure is calculated by summing the number of new financial assistance commitments approved during the reporting period for the TWDB flood programs.

BL 2022 Purpose

This measure reflects the Board's financial commitment to the implementation of flood planning and mitigation strategies.

BL 2023 Definition

This is the number of new financial assistance commitments approved during the reporting period for flood programs administered by the TWDB. Projects may be funded through the Flood Infrastructure Fund (FIF) and the Texas Infrastructure Resiliency Fund (TIRF). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2023 Data Source

The number of commitments comes from the Board's TxWISE and CAS databases or subsequent systems.

BL 2023 Methodology

The measure is calculated by summing the number of new financial assistance commitments approved during the reporting period for the TWDB flood programs.

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BL 2023 Purpose

This measure reflects the Board's financial commitment to the implementation of flood planning and mitigation strategies.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	1	Plan and Guide Conservation & Management of State's Water Resources
Objective No.	4	Administer State and Federal Flood Programs
Strategy No.	1	State and Federal Flood Programs
Measure Type	OP	
Measure No.	3	Dollars of New Financial Commitments - Flood

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference:  
**Key Measure: Y**      **New Measure: Y**      **Percentage Measure: N**

BL 2022 Definition

This is the dollar amount of new financial assistance commitments approved during the reporting period for flood programs administered by the TWDB. Projects may be funded through the Flood Infrastructure Fund (FIF) and the Texas Infrastructure Resiliency Fund (TIRF). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The dollar amount committed is not adjusted for such withdrawals.

BL 2022 Data Source

The dollar amount of commitments comes from the Board's TxWISE and CAS databases or subsequent systems.

BL 2022 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period for the TWDB flood programs.

BL 2022 Purpose

This measure reflects the Board's financial commitment to the implementation of flood planning and mitigation strategies.

BL 2023 Definition

This is the dollar amount of new financial assistance commitments approved during the reporting period for flood programs administered by the TWDB. Projects may be funded through the Flood Infrastructure Fund (FIF) and the Texas Infrastructure Resiliency Fund (TIRF). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The dollar amount committed is not adjusted for such withdrawals.

BL 2023 Data Source

The dollar amount of commitments comes from the Board's TxWISE and CAS databases or subsequent systems.

BL 2023 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period for the TWDB flood programs.

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BL 2023 Purpose

This measure reflects the Board's financial commitment to the implementation of flood planning and mitigation strategies.



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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	1	Dollars of New Financial Commitments – State Water Plan

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 02  
**Key Measure: Y**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the total dollar amount of new financial assistance commitments approved during the reporting period for projects identified in the State Water Plan (SWP). Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWAFF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The dollar amount committed is not adjusted for such withdrawals.

BL 2022 Data Source

The information for this measure is maintained in the Board's TxWISE database or subsequent system.

BL 2022 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period for the State Water Plan.

BL 2022 Purpose

This measure reflects the Board's financial commitment to the implementation of water management strategies in the State Water Plan.

BL 2023 Definition

This is the total dollar amount of new financial assistance commitments approved during the reporting period for projects identified in the State Water Plan (SWP). Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWAFF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The dollar amount committed is not adjusted for such withdrawals.

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BL 2023 Data Source

The information for this measure is maintained in the Board's TxWISE database or subsequent system.

BL 2023 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period for the State Water Plan.

BL 2023 Purpose

This measure reflects the Board's financial commitment to the implementation of water management strategies in the State Water Plan.

**Strategy-Related Measures Definitions**  
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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	2	Number of New Financial Commitments-State Water Plan

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 03  
**Key Measure: Y**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of new financial assistance commitments approved during the reporting period for projects identified in the State Water Plan (SWP) Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2022 Data Source

The number of commitments comes from the Board's TxWISE database or subsequent system.

BL 2022 Methodology

The measure is calculated by summing the number of new financial assistance commitments approved during the reporting period for the State Water Plan.

BL 2022 Purpose

This measure reflects the Board's financial commitment to the implementation of water management strategies in the State Water Plan.

BL 2023 Definition

This is the number of new financial assistance commitments approved during the reporting period for projects identified in the State Water Plan (SWP) Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

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BL 2023 Data Source

The number of commitments comes from the Board's TxWISE database or subsequent system.

BL 2023 Methodology

The measure is calculated by summing the number of new financial assistance commitments approved during the reporting period for the State Water Plan.

BL 2023 Purpose

This measure reflects the Board's financial commitment to the implementation of water management strategies in the State Water Plan.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	3	# of New Financial Commitments - All Programs

**Calculation Method: C**      **Target Attainment: H**      **Priority: H**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 04  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of new financial assistance commitments approved during the reporting period for all TWDB financial assistance programs in Strategy 02-01-01. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2022 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

BL 2022 Methodology

The measure is calculated by summing the number of financial assistance commitments approved during the reporting period for all programs in Strategy 02-01-01.

BL 2022 Purpose

This measure indicates the extent to which TWDB financial assistance programs are utilized by eligible communities.

BL 2023 Definition

This is the number of new financial assistance commitments approved during the reporting period for all TWDB financial assistance programs in Strategy 02-01-01. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

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BL 2023 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

BL 2023 Methodology

The measure is calculated by summing the number of financial assistance commitments approved during the reporting period for all programs in Strategy 02-01-01.

BL 2023 Purpose

This measure indicates the extent to which TWDB financial assistance programs are utilized by eligible communities.

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Agency Code: **580** Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	4	Number of New Financial Commitments-Rural or Disadvantaged Communities

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 05  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of new financial assistance commitments approved during the reporting period for rural or disadvantaged communities. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), Agricultural Water Conservation Fund (Ag loans), and the Economically Distressed Areas Program (EDAP). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2022 Data Source

This information is maintained in the Board’s TxWISE database or subsequent system. A rural community is defined as a community with a population of fewer than 10,000 persons. This information is captured in population data verified by the U.S. Census Bureau. A disadvantaged project is defined as those having been identified as such following program specific criteria.

BL 2022 Methodology

The measure is calculated by summing the number of new financial commitments approved during the reporting period for rural or disadvantaged communities.

BL 2022 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance to rural or disadvantaged communities.

BL 2023 Definition

This is the number of new financial assistance commitments approved during the reporting period for rural or disadvantaged communities. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), Agricultural Water Conservation Fund (Ag loans), and the Economically Distressed Areas Program (EDAP). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

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BL 2023 Data Source

This information is maintained in the Board's TxWISE database or subsequent system. A rural community is defined as a community with a population of fewer than 10,000 persons. This information is captured in population data verified by the U.S. Census Bureau. A disadvantaged project is defined as those having been identified as such following program specific criteria.

BL 2023 Methodology

The measure is calculated by summing the number of new financial commitments approved during the reporting period for rural or disadvantaged communities.

BL 2023 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance to rural or disadvantaged communities.



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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	5	Dollars of New Financial Commitments-All Programs

**Calculation Method: C**      **Target Attainment: H**      **Priority: H**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 06  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the total dollar amount of new financial assistance commitments approved during the reporting period for all TWDB financial assistance programs in Strategy 02-01-01. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2022 Data Source

This information is maintained in the Board's TxWISE database or a subsequent database system.

BL 2022 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period.

BL 2022 Purpose

This measure indicates the extent to which TWDB financial assistance programs are utilized by eligible communities.

BL 2023 Definition

This is the total dollar amount of new financial assistance commitments approved during the reporting period for all TWDB financial assistance programs in Strategy 02-01-01. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

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BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2023 Data Source

This information is maintained in the Board's TxWISE database or a subsequent database system.

BL 2023 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period.

BL 2023 Purpose

This measure indicates the extent to which TWDB financial assistance programs are utilized by eligible communities.

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Agency Code: **580** Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	6	Dollars of New Financial Commitments-Rural or Disadvantaged Comm

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 07  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the total dollar amount of new financial assistance commitments approved during the reporting period for rural or disadvantaged communities. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), Agricultural Water Conservation Fund (Ag loans), and the Economically Distressed Areas Program (EDAP). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The dollars are not adjusted for such withdrawals.

BL 2022 Data Source

This information is maintained in the Board's TxWISE database or subsequent system. A rural community is defined as a community with a population of fewer than 10,000 persons. This information is captured in population data verified by the U.S. Census Bureau. A disadvantaged project is defined as those having been identified as such following program specific criteria.

BL 2022 Methodology

The measure is calculated by summing the dollar amount of new financial commitments approved during the reporting period for rural or disadvantaged communities.

BL 2022 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance to rural or disadvantaged communities.

BL 2023 Definition

This is the total dollar amount of new financial assistance commitments approved during the reporting period for rural or disadvantaged communities. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), Agricultural Water Conservation Fund (Ag loans), and the Economically Distressed Areas Program (EDAP). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

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BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The dollars are not adjusted for such withdrawals.

BL 2023 Data Source

This information is maintained in the Board's TxWISE database or subsequent system. A rural community is defined as a community with a population of fewer than 10,000 persons. This information is captured in population data verified by the U.S. Census Bureau. A disadvantaged project is defined as those having been identified as such following program specific criteria.

BL 2023 Methodology

The measure is calculated by summing the dollar amount of new financial commitments approved during the reporting period for rural or disadvantaged communities.

BL 2023 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance to rural or disadvantaged communities.

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Agency Code: **580** Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	7	Number of Communities with Active Fin Asst Agreements

**Calculation Method: N**      **Target Attainment: H**      **Priority: H**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 08  
**Key Measure: Y**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of communities that have active loan or grant agreements requiring financial compliance, monitoring, and day-to-day portfolio and contract administration for all TWDB financial assistance programs in Strategies 02-01-01 and 02-01-02. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWAF), State Ownership programs, Water Assistance Fund (WAF), Agricultural Water Conservation Fund (Ag loans), and Economically Distressed Areas Program (EDAP). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01) and State/Federal Flood Programs (01-04-01).

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

This information is maintained in the Board's TxWISE database or a subsequent system.

BL 2022 Methodology

The measure is calculated by summing the number of communities that have active financial assistance agreements during the reporting period. If a community has more than one active financial assistance agreement with TWDB during the reporting period, the community is counted only once.

BL 2022 Purpose

This measure provides a gauge of how many communities the TWDB serves through its financial assistance programs.

BL 2023 Definition

This is the number of communities that have active loan or grant agreements requiring financial compliance, monitoring, and day-to-day portfolio and contract administration for all TWDB financial assistance programs in Strategies 02-01-01 and 02-01-02. Projects may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWAF), State Ownership programs, Water Assistance Fund (WAF), Agricultural Water Conservation Fund (Ag loans), and Economically Distressed Areas Program (EDAP). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01) and State/Federal Flood Programs (01-04-01).

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BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

This information is maintained in the Board's TxWISE database or a subsequent system.

BL 2023 Methodology

The measure is calculated by summing the number of communities that have active financial assistance agreements during the reporting period. If a community has more than one active financial assistance agreement with TWDB during the reporting period, the community is counted only once.

BL 2023 Purpose

This measure provides a gauge of how many communities the TWDB serves through its financial assistance programs.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	8	# New Financial Assistance Agreements Closed/Executed – All Programs

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 10  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of new financial assistance agreement closed or executed during the reporting period for all TWDB financial assistance programs in Strategy 02-01-01. These agreements may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Agreements include both loans and grants, as authorized for each program.

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

This information is maintained in the Board’s TxWISE database or subsequent database system.

BL 2022 Methodology

This measure is calculated by summing the number of financial assistance agreements closed or executed during the reporting period for all programs in Strategy 02-01-01.

BL 2022 Purpose

This measure indicates how many of the TWDB approved commitments in Strategy 02-01-01 have moved forward to closing or execution during the reporting period.

BL 2023 Definition

This is the number of new financial assistance agreement closed or executed during the reporting period for all TWDB financial assistance programs in Strategy 02-01-01. These agreements may be funded through the Texas Water Development Fund II (DFund), the State Water Implementation Fund for Texas (SWIFT) program, the Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), Rural Water Assistance Fund (RWF), State Ownership programs, Water Assistance Fund (WAF), and Agricultural Water Conservation Fund (Ag loans). This measure does not include financial assistance programs reported under other strategies, including Ag grants (01-03-01), State/Federal Flood Programs (01-04-01), and EDAP (02-01-02). Agreements include both loans and grants, as authorized for each program.

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BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

This information is maintained in the Board's TxWISE database or subsequent database system.

BL 2023 Methodology

This measure is calculated by summing the number of financial assistance agreements closed or executed during the reporting period for all programs in Strategy 02-01-01.

BL 2023 Purpose

This measure indicates how many of the TWDB approved commitments in Strategy 02-01-01 have moved forward to closing or execution during the reporting period.



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Agency Code: **580** Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	9	# of New Financial Commitments-SWIFT

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 11  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of new financial assistance commitments approved during the reporting period for the State Water Implementation Fund for Texas (SWIFT) program. Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2022 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

BL 2022 Methodology

The measure is calculated by summing the number of financial assistance commitments approved during the reporting period for projects funded through the SWIFT program.

BL 2022 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance through the SWIFT program.

BL 2023 Definition

This is the number of new financial assistance commitments approved during the reporting period for the State Water Implementation Fund for Texas (SWIFT) program. Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2023 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

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BL 2023 Methodology

The measure is calculated by summing the number of financial assistance commitments approved during the reporting period for projects funded through the SWIFT program.

BL 2023 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance through the SWIFT program.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	10	Dollars of New Financial Commitments-SWIFT

**Calculation Method: N**      **Target Attainment: H**      **Priority: M**      Cross Reference: Agy 580 086-R-S70-1 02-01-01 OP 12  
**Key Measure: Y**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the total dollar amount of new financial assistance commitments approved during the reporting period for the State Water Implementation Fund for Texas (SWIFT) program. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The amount is not adjusted for such withdrawals.

BL 2022 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

BL 2022 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period.

BL 2022 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance through the SWIFT program.

BL 2023 Definition

This is the total dollar amount of new financial assistance commitments approved during the reporting period for the State Water Implementation Fund for Texas (SWIFT) program. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The amount is not adjusted for such withdrawals.

BL 2023 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

BL 2023 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period.

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BL 2023 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance through the SWIFT program.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	11	# of New Financial Commitments - State Ownership

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference:  
**Key Measure: N**      **New Measure: Y**      **Percentage Measure: N**

BL 2022 Definition

This is the number of new commitments approved during the reporting period for water or wastewater service with state ownership investment. State ownership includes the State Participation program and the Board Participation component of the SWIFT program.

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

The information for this measure is maintained in the Board's TxWISE database or subsequent system.

BL 2022 Methodology

The measure is calculated by summing the number of new financial assistance commitments approved during the reporting period through the State Participation program and the Board Participation component of the SWIFT program.

BL 2022 Purpose

This measure indicates the extent to which State or Board participation is utilized by eligible communities.

BL 2023 Definition

This is the number of new commitments approved during the reporting period for water or wastewater service with state ownership investment. State ownership includes the State Participation program and the Board Participation component of the SWIFT program.

BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

The information for this measure is maintained in the Board's TxWISE database or subsequent system.

BL 2023 Methodology

The measure is calculated by summing the number of new financial assistance commitments approved during the reporting period through the State Participation program and the Board Participation component of the SWIFT program.

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BL 2023 Purpose

This measure indicates the extent to which State or Board participation is utilized by eligible communities.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	1	State and Federal Financial Assistance Programs
Measure Type	OP	
Measure No.	12	Dollars of New Financial Commitments - State Ownership

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference:  
**Key Measure: N**      **New Measure: Y**      **Percentage Measure: N**

BL 2022 Definition

This is the total dollar amount of new commitments approved during the reporting period for water or wastewater service with state ownership investment. State ownership includes the State Participation program and the Board Participation component of the SWIFT program.

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

The information for this measure is maintained in the Board's TxWISE database or subsequent system.

BL 2022 Methodology

This measure is calculated by summing the dollar amounts of financial assistance commitments approved during the reporting period through the State Participation program or the Board Participation component of the SWIFT program.

BL 2022 Purpose

This measure indicates the extent to which State or Board participation is utilized by eligible communities.

BL 2023 Definition

This is the total dollar amount of new commitments approved during the reporting period for water or wastewater service with state ownership investment. State ownership includes the State Participation program and the Board Participation component of the SWIFT program.

BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

The information for this measure is maintained in the Board's TxWISE database or subsequent system.

BL 2023 Methodology

This measure is calculated by summing the dollar amounts of financial assistance commitments approved during the reporting period through the State Participation program or the Board Participation component of the SWIFT program.

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BL 2023 Purpose

This measure indicates the extent to which State or Board participation is utilized by eligible communities.



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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	2	Economically Distressed Areas Program
Measure Type	EX	
Measure No.	1	# People Provided Adequate Water/Wastewater Systems-EDAP

**Calculation Method: N**      **Target Attainment: H**      **Priority: H**      Cross Reference: Agy 580 086-R-S70-1 02-01-02 EX 01  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of people who are able to receive adequate water or wastewater service through the Economically Distressed Areas Program (EDAP).

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

BL 2022 Methodology

The number of people that can be served by a completed construction project is reported in the Board write-up, engineering feasibility data, or survey conducted by the applicant. TWDB staff verify the number of people that may benefit from each EDAP project. The measure is calculated by summing the number of people that can be served by all projects completed during the reporting period.

BL 2022 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance for improved access to safe drinking water and increased protection of public health.

BL 2023 Definition

This is the number of people who are able to receive adequate water or wastewater service through the Economically Distressed Areas Program (EDAP).

BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

BL 2023 Methodology

The number of people that can be served by a completed construction project is reported in the Board write-up, engineering feasibility data, or survey conducted by the applicant. TWDB staff verify the number of people that may benefit from each EDAP project. The measure is calculated by summing the number of people that can be served by all projects completed during the reporting period.

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BL 2023 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance for improved access to safe drinking water and increased protection of public health.

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Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	2	Economically Distressed Areas Program
Measure Type	OP	
Measure No.	1	Number of New Financial Commitments - EDAP

**Calculation Method: C**      **Target Attainment: H**      **Priority: L**      Cross Reference: Agy 580 086-R-S70-1 02-01-02 OP 01  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of new financial assistance commitments approved during the reporting period for the Economically Distressed Areas Program (EDAP). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2022 Data Source

The number of commitments comes from the Board’s TxWISE database or subsequent system.

BL 2022 Methodology

The measure is calculated by summing the number of new financial assistance commitments approved during the reporting period for the EDAP program.

BL 2022 Purpose

This measure reflects the Board’s financial commitment to the implementation of cost-effective water and wastewater systems in economically distressed areas of the state.

BL 2023 Definition

This is the number of new financial assistance commitments approved during the reporting period for the Economically Distressed Areas Program (EDAP). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The count is not adjusted for such withdrawals.

BL 2023 Data Source

The number of commitments comes from the Board’s TxWISE database or subsequent system.

BL 2023 Methodology

The measure is calculated by summing the number of new financial assistance commitments approved during the reporting period for the EDAP program.

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BL 2023 Purpose

This measure reflects the Board's financial commitment to the implementation of cost-effective water and wastewater systems in economically distressed areas of the state.

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Agency Code:	<b>580</b>	Agency:	<b>Water Development Board</b>
Goal No.	2	Provide Financing for the Development of Water-related Projects	
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance	
Strategy No.	2	Economically Distressed Areas Program	
Measure Type	OP		
Measure No.	2	Number of Projects Completed-EDAP	

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**Calculation Method: N**      **Target Attainment: H**      **Priority: H**      Cross Reference: Agy 580 086-R-S70-1 02-01-02 OP 02  
**Key Measure: Y**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of projects completed in the Economically Distressed Areas Program (EDAP).

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

BL 2022 Methodology

The measure is calculated by summing the number of EDAP projects completed.

BL 2022 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance to economically distressed areas.

BL 2023 Definition

This is the number of projects completed in the Economically Distressed Areas Program (EDAP).

BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

This information is maintained in the Board's TxWISE database or subsequent system.

BL 2023 Methodology

The measure is calculated by summing the number of EDAP projects completed.

BL 2023 Purpose

This measure indicates the extent to which TWDB is able to provide cost-effective financial assistance to economically distressed areas.

**Strategy-Related Measures Definitions**  
 87th Regular Session, Base Recon, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

Agency Code: **580** Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	2	Economically Distressed Areas Program
Measure Type	OP	
Measure No.	3	# of Planning, Acquisition & Design (PAD) Activities Completed-EDAP

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference: Agy 580 086-R-S70-1 02-01-02 OP 04  
**Key Measure: N**      **New Measure: N**      **Percentage Measure: N**

BL 2022 Definition

This is the number of planning, acquisition, and design activities completed during the reporting period in the Economically Distressed Areas Program (EDAP). Activities may include planning, acquisition, or design, or any combination thereof.

BL 2022 Data Limitations

No data limitations.

BL 2022 Data Source

The information is maintained in the Board's TxWISE database or subsequent system.

BL 2022 Methodology

The measure is calculated by summing the number of planning, acquisition, and design activities completed during the reporting period.

BL 2022 Purpose

This measure indicates the progress made towards construction of water infrastructure projects in economically distressed areas.

BL 2023 Definition

This is the number of planning, acquisition, and design activities completed during the reporting period in the Economically Distressed Areas Program (EDAP). Activities may include planning, acquisition, or design, or any combination thereof.

BL 2023 Data Limitations

No data limitations.

BL 2023 Data Source

The information is maintained in the Board's TxWISE database or subsequent system.

BL 2023 Methodology

The measure is calculated by summing the number of planning, acquisition, and design activities completed during the reporting period.

**Strategy-Related Measures Definitions**  
87th Regular Session, Base Recon, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

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BL 2023 Purpose

This measure indicates the progress made towards construction of water infrastructure projects in economically distressed areas.

**Strategy-Related Measures Definitions**  
 87th Regular Session, Base Recon, Version 1  
 Automated Budget and Evaluation System of Texas (ABEST)

Agency Code: **580**      Agency: **Water Development Board**

Goal No.	2	Provide Financing for the Development of Water-related Projects
Objective No.	1	Provide Savings Through Cost-effective Financial Assistance
Strategy No.	2	Economically Distressed Areas Program
Measure Type	OP	
Measure No.	4	\$ of New Financial Commitments - EDAP

**Calculation Method: C**      **Target Attainment: H**      **Priority: M**      Cross Reference:  
**Key Measure: N**      **New Measure: Y**      **Percentage Measure: N**

BL 2022 Definition

This is the dollar amount of new financial assistance commitments approved during the reporting period for the Economically Distressed Areas Program (EDAP). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2022 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The dollar amount committed is not adjusted for such withdrawals.

BL 2022 Data Source

The dollar amount of commitments comes from the Board's TxWISE database or subsequent systems.

BL 2022 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period for the EDAP program.

BL 2022 Purpose

This measure reflects the Board's financial commitment to the implementation of cost-effective water and wastewater systems in economically distressed areas of the state.

BL 2023 Definition

This is the dollar amount of new financial assistance commitments approved during the reporting period for the Economically Distressed Areas Program (EDAP). Commitments are Board approved dedications of funds for projects and are counted at the time of the Board action. Board actions to increase the amount of grants and loans are also counted as a commitment.

BL 2023 Data Limitations

Recipients may withdraw from the financial assistance commitments without taking any funds. The dollar amount committed is not adjusted for such withdrawals.

BL 2023 Data Source

The dollar amount of commitments comes from the Board's TxWISE database or subsequent systems.

BL 2023 Methodology

The measure is calculated by summing the dollar amount of new financial assistance commitments approved during the reporting period for the EDAP program.



**Strategy-Related Measures Definitions**  
87th Regular Session, Base Recon, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

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BL 2023 Purpose

This measure reflects the Board's financial commitment to the implementation of cost-effective water and wastewater systems in economically distressed areas of the state.

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Supplemental Schedule C

Historically Underutilized  
Business Plan

## HUB Strategic Plan – Fiscal Years 2021 – 2023

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### **Historically Underutilized Businesses**

A Historically Underutilized Business (HUB) is generally defined as a for profit business enterprise (sole proprietorship, partnership, joint venture, corporation, limited partnership or company) with its principal place of business located in the State of Texas. Such businesses must have at least 51 percent of the assets and interests of all classes of stock and equitable securities owned by one or more persons who are members of the following groups that have been identified as economically disadvantaged: Asian Pacific Americans, Black Americans, Hispanic Americans, Native Americans, American women and/or Service Disabled Veteran. HUB owners must be active participants in the day-to-day operations of the business and must also be citizens of the United States and residents of the State of Texas.

The State of Texas HUB Program is designed to facilitate the participation of minority, service disabled veteran and women-owned businesses in state agency procurement opportunities. All state agencies are required to make a good-faith effort to include HUBs in their procurement opportunities. The program is composed of various initiatives designed to produce full and equal participation by minority and women-owned businesses in the state's procurement process.

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### **HUB Initiatives**

The Texas Water Development Board (TWDB) fully understands the goals of the statewide HUB program and is committed to providing increased opportunities for HUB participation in all TWDB expenditures. The TWDB has been successful in exceeding and/or improving HUB participation in three of the four applicable procurement categories where expenditures have occurred. The TWDB's executives, managers, and staff will continue current efforts that have proven successful in meeting the statewide goals, and will explore new opportunities to improve and increase HUB participation, wherever possible.

Examples of the TWDB's initiatives include:

- Continued assessment of internal policies and procedures to improve the TWDB's HUB program;
  - Participation and attendance at Economic Opportunity Forums, where economically feasible;
  - Collaboration and communication among the TWDB's staff involved with procurements and contract awards;
  - Improvements to the TWDB's website to provide notification of current procurement opportunities and updated links to HUB search resources;
- 

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## HUB Strategic Plan – Fiscal Years 2021 – 2023, Continued

**HUB Initiatives,**  
continued

- Increasing the utilization of the HUB and Centralized Master Bidder's List in TWDB procurement activities;
- Emphasizing and increasing outreach and marketing efforts to educate current HUB vendors on specific TWDB procurement opportunities;
- Assisting interested HUB vendors with the state's HUB certification process, and with the processes of other recognized certification programs;
- Increasing emphasis on spot bid opportunities at HUB vendor fairs to encourage HUB participation and engage new vendors

**HUB Goal**

To establish procurement and contracting policies and procedures that support the identification, promotion, and utilization of qualified HUBs in all applicable procurements, contracts, and subcontracts awarded by the TWDB.

<b>First Objective</b>	To make a good faith effort to meet or exceed the statewide HUB goals in all applicable procurement categories.
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<b>Strategy</b>	Implement good faith efforts to identify, solicit, and utilize qualified HUBs in all applicable TWDB procurement and contracting opportunities.
<b>Output Measure</b>	Percent (%) of total combined dollar value of procurements, contracts, and subcontracts awarded to HUBs reflected in the semiannual and annual HUB reports.

<b>Strategy</b>	Participate in economic opportunity forums and other outreach/educational efforts to inform the public about contracting opportunities with the TWDB.
<b>Output Measure</b>	Number of forums attended and number of direct contacts made with HUBs.

<b>Strategy</b>	Identify subcontracting opportunities in all TWDB procurements that meet the established criteria for requiring HUB subcontracting plans.
<b>Output Measure</b>	Percent (%) of TWDB contracts that equal or exceed \$100,000 that have documented compliance with the state's HUB subcontracting plan requirements.

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## HUB Strategic Plan – Fiscal Years 2021 – 2023, Continued

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<b>HUB Activity by Fiscal Year</b>	<b>Total TWDB Expenditures</b>	<b>Total Expenditures with HUBs</b>	<b>HUB Expenditure Percentage</b>	<b>Statewide HUB Expenditure Percentage</b>
<b>FY 2018</b>	\$5,540,519	\$940,212	<b>16.97%</b>	13.08%
<b>FY 2019</b>	\$6,540,356	\$976,988	<b>14.94%</b>	12.77%
<b>FY 2020*</b>	\$3,029,201	\$502,526	<b>16.59%</b>	12.18%

*\*As of April 2020*

## HUB Strategic Plan – Fiscal Years 2021 – 2023, Continued

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### Notable Activities

Recent HUB Events for the TWDB

- **2019 Doing Business Texas Style Spot Bid Fair – Irving Convention Center, Irving TX**  
HUB Spot Bid Fair  
May 2019  
Dallas Fort Worth Minority Supplier Development Council
- **2019 HMSDC Business Expo – George R Brown Convention Center, Houston TX**  
HUB Spot Bid Fair  
September 2019  
Houston Minority Supplier Development Council
- **2020 GTMBC Statewide Expo and Spot Bid Fair – Compro Event Center, Beaumont, TX**  
HUB Spot Bid Fair  
March 2020  
Golden Triangle Minority Business Council

### Other Notes

- For each of the Spot Bid fairs, the TWDB was acknowledged for providing some of the highest volume of bid opportunities for conference attendees.
  - The overall percentage of expenditures with HUBs in each fiscal year has exceeded the statewide averages for all state agencies.
    - The percentage of expenditures with HUBs for the current fiscal year in Commodities is 41.98% - almost double the stated goal.
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Supplemental Schedule D

# Agency Workforce Plan

# Texas Water Development Board

# Workforce Plan

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## Overview of Operations

### Agency Vision and Mission

The Texas Water Development Board (TWDB) is the state's water planning and water project financing agency. The TWDB's main responsibilities are threefold: collecting and disseminating water-related data; assisting with regional water planning and preparing the state water plan for the development of the state's water resources; and administering cost-effective financial programs for the construction of water supply, wastewater treatment, flood control, and agricultural water conservation projects.

Since 1957, the TWDB has been charged with addressing the state's water needs. With the passage of Senate Bill 1 by the 75th Texas Legislature, federal and state organizations, political subdivisions, and regional water planning groups have assumed increased responsibility for ensuring sufficient water supplies for the state. The TWDB has a leadership and support role through guiding, enabling, and supporting the responsible development of the state's water resources to ensure that sufficient water will be available at a reasonable cost while protecting the agricultural and natural resources of the state.

*Agency Vision:* Sustainable and affordable water for Texas.

*Agency Mission:* The mission of the TWDB is to lead the state's efforts in ensuring a secure water future for Texas and its citizens.

*Agency Values:* Innovation, Impact, Pride in Public Service, and Accountability

### Business Functions and Area Missions

The following is an account of the core business functions and missions of each area in the agency.

#### Board

TWDB is governed by a three-member Board appointed by the governor with the advice and consent of the Texas Senate. One member must have experience in the field of engineering, one member must have experience in the field of public or private finance, and one member must have experience in the field of law or business. The board has general jurisdiction over the development and implementation of a statewide water plan; the administration of the state's various water assistance and financing programs including those created by the constitution; the

administration of the National Flood Insurance Program; and other areas specifically assigned to the Board by law.

### ***Internal Audit***

The TWDB division of Internal Audit reports directly to the Board. Internal Audit is a function required by the Texas Internal Auditing Act (Chapter 2102) of the Texas Government Code, with Internal Auditors governed by Government Auditing Standards and Standards for Professional Practice of Internal Auditing of the Institute of Internal Auditors. The objectives of the division are to assist TWDB management and Board members in the effective discharge of responsibilities, present to management the determinations of adequacy/effectiveness of internal controls, and provide objective reports.

### ***Executive Administration***

Executive Administration houses the Offices of the Executive and Assistant Executive Administrators and support staff, the Office of General Counsel, Governmental Relations, and Agency Communications.

### ***Office of General Counsel***

The Office of General Counsel is composed of the agency's General Counsel, six staff attorneys, one program specialist, and one executive assistant. The General Counsel represents the agency in all hearings and negotiations. The Office of General Counsel is responsible for providing legal advice and representation to agency Board members and staff in the areas of financial assistance, water planning, water policy, natural resources, environmental compliance, legislation, tort claims, human resources, contracting and purchasing, real estate, ethics, open records, open meetings, and rulemaking. This includes, but is not limited to, preparing and reviewing documents, researching and preparing formal and informal legal opinions, representing the agency on interagency working groups, drafting and reviewing regulations and policies, and working with the Office of the Attorney General regarding agency litigation and contested matters.

### ***Governmental Relations***

The TWDB Governmental Relations office works with state governmental entities and representatives to help carry out the mission of the agency. Before each legislative session, the office compiles a biennial report to the legislature that details activities of the Board and its recommendation for necessary and desirable legislation.

### ***Agency Communications***

Agency Communications provides an innovative stream of communications that respond to Texas and its evolving water needs. The office handles media inquiries and responses and develops various marketing materials, newsletters and publications. Agency Communications is the TWDB's direct contact with the media and public.

## **Operations and Administration**

Operations and Administration strives to provide professional, constructive, and formidable support to all areas in the agency in order to ensure delivery of an effective and efficient system of services for the employees and stakeholders of the TWDB.

Operations and Administration has three separate divisions: Support Services and Contract Administration, Human Resources, and Information Technology.

### ***Support Services and Contract Administration***

The Support Services division of Operations and Administration provides mail services, fleet management, staff support, and facility support such as office space management, lease management, building safety, telecommunications, and other support functions of the agency as needed. The division also provides Board meeting and special event coordination. Within this division, Contract Administration provides contract development, contract compliance, contract monitoring, and related payment authorization services. Contracting also provides procurement functions to acquire materials, equipment, and services in accordance with state and federal rules and regulations.

### ***Human Resources***

The Human Resources division is an essential and indispensable force in facilitating the accomplishment of the TWDB's mission by providing services and administering benefits that promote the security and well-being of the TWDB's most important resource: its employees. This division is committed to providing administrative services to the employees of the TWDB in the areas of employee benefits, salary administration, human resources development, personnel records, employment, and employee relations. Central Records provides file room and record maintenance services on all TWDB loans and grants and assists General Counsel staff with open records requests and records management functions.

### ***Information Technology***

Information Technology (IT) serves as the Information Resources Liaison to internal and external stakeholders. IT oversees the implementation of new technology for the TWDB, manages the agency's Data Center Services contract, trains new employees on agency procedures, ensures technology standards are published and followed, and resolves user requests and reported computer problems. IT staff develop and maintain agency systems, databases, and applications; serve as the project managers for various enterprise systems; and create specialized systems as requested by the Texas Legislature, various governmental entities, and the public. The Web Administration section administers the TWDB's internet and intranet websites, ensuring the public effective and quick access to the latest TWDB information.

### **Texas Natural Resources Information System**

The Texas Natural Resources Information System (TNRIS) was established to serve Texas agencies and citizens as a centralized clearinghouse and referral center for natural resource data, census data, data related to emergency management, and other socioeconomic data. TNRIS continues data maintenance and upgrades for the National Hydrography Dataset (NHD), transportation, political boundaries, and Digital Orthoimagery; increases participation of local and federal partners in the National Map of Texas; and coordinates data production efforts among governmental entities. TNRIS also administers StratMap and the Texas/Mexico Borderlands information system. TNRIS developed the GeoSpatial Emergency Management Support System (GEMSS) to provide information to the public and emergency personnel during emergency events.

### **Finance**

The mission of Finance is to provide customers with centralized, timely, meaningful, and high-quality financial services and to ensure fiscal integrity by investing and protecting the Board's assets. The primary responsibilities of Finance are to oversee day-to-day financial activities, provide support to the agency through the timely and accurate processing of payroll and financial transactions, formulate and monitor the agency budget, report financial and budget information, coordinate all activities related to issuance of bonds, invest funds in compliance with the Public Funds Investment Act, prepare cash flow and loan analyses and interest rate calculations, and provide financial stability reviews of borrowers. Finance comprises four areas: Accounting, Budget, Debt and Portfolio Management, and Financial Compliance.

#### ***Accounting***

Accounting maintains the general ledger, prepares timely and accurate financial reports for internal and external recipients, processes all payments to vendors, loan recipients, grantees, and employees, processes all receipts and loan repayments, and processes employee payroll.

#### ***Budget***

Budget manages the development, preparation, and maintenance of the TWDB's operating budget and position control; prepares budget-related financial data and reports for the Board, staff, and oversight agencies; prepares the Legislative Appropriation Request; and prepares fiscal notes, briefing documents, and responses to budget-related issues during the legislative session.

#### ***Debt and Portfolio Management***

Debt and Portfolio Management provides comprehensive financial analysis for the management of the Board's portfolio; issues bonds to obtain money at the most economical cost to the Board to fund loan and grant programs; prepares cash flow analyses, loan analyses, and interest rate calculations; and invests funds in compliance with the Public Funds Investment Act.

### ***Financial Compliance***

The Financial Compliance division monitors the loan portfolio to ensure the prevention of loan defaults through financial stability reviews of its borrowers and monitors financial assistance program requirements to ensure finance-related and contractual compliance by borrowers and grantees.

### ***Water Supply and Infrastructure***

Water Supply and Infrastructure is composed of the Regional Water Project and Development, Program Administration and Reporting, and Water Use, Projections, and Planning divisions.

### ***Regional Water Project and Development***

Regional Water Project and Development (RWPD) is responsible for working with communities as they develop their projects from early conception through the procurement of funding and ultimately through the completion of construction. The division provides on-site assistance and guidance to the project owners throughout all phases. This is accomplished through a director, six teams divided by geographical areas, and one state-wide team focusing on flood funding. Each team consist of a team manager, engineer, environmental reviewer, financial analyst, project manager and administrative support. An attorney and a regional planner also work closely with each team.

### ***Program Administration and Reporting***

Program Administration and Reporting consists of three sections: Program Administration, Outlays and Escrows, and Reporting. This division develops policies to facilitate the management of the financial assistance programs. Division staff monitor and ensure agency compliance with state and federal laws, policies, and standards as it relates to administering TWDB financial assistance programs in addition to processing financial assistance disbursements through outlays and escrows. The Outreach department serves as a liaison between entities and the TWDB and is responsible for the coordination and facilitation of marketing TWDB programs to local communities, cities, counties, districts, authorities, and water supply corporations and.

### ***Water Use, Projections and Planning***

Water Use, Projections and Planning provides ongoing technical assistance and administrative support to 16 regional water planning groups to assist in updating regional water plans and conducting regional water and wastewater facility planning feasibility studies. Staff in this division also prepare the state water plan every five years and provide economic and demographic technical support to regional and state water planning processes. They develop water demand projections for municipal, manufacturing, mining, steam-electric power generation, irrigation, and livestock water users; conduct water and wastewater needs assessments and projections for two federally funded programs; and handle all annual and interim reports.

### ***Flood Planning***

The Flood Planning division was established due to the 2019 Texas Legislature and Governor Abbott greatly expanding the TWDB's role in state and regional flood planning. The regional flood planning process will be developed, and initial regional flood planning groups formed by mid-2020; the first regional flood plans will be due in 2023, and the first state flood plan will be due September 1, 2024. Flood Planning is also responsible for regional and state flood planning data collection and data management.

### ***Water Science and Conservation***

Water Science and Conservation is composed of the Conservation and Innovative Water Technologies, Surface Water and Groundwater divisions.

#### ***Conservation and Innovative Water Technologies***

The TWDB's Water Conservation staff assists cities, utilities, and districts in establishing effective water-wise conservation programs. They lend out and provide training for leak detection and meter testing equipment, assist with water audits, and provide water conservation brochures and educational materials for schools for free or minimal cost to utilities and government entities. This area also provides grants to political subdivisions to implement conservation programs and utilizes either local districts or local lending institutions to provide loans for individual farmers to install more efficient irrigation equipment. The Water Conservation division provides irrigation water use estimates by county or regional planning groups and provides agricultural water conservation educational activities to agricultural trade shows and other related events. The Innovative Water Technologies division works to extend the state's water resources through desalination, rainwater harvesting, and water reuse. The mission of this division is to explore potential sources of water supply outside of the traditional areas of surface water and groundwater that could be made available for use within the state.

#### ***Surface Water***

The Surface Water Division provides scientific and engineering expertise associated with data collection, analysis and modeling of surface waters in Texas to ensure the continued availability of water supplies and the maintenance of the ecological health and productivity of Texas rivers, streams, reservoirs, bays and estuaries. Division activities include data collection, evaluation and dissemination, model development and interpretation, performance of investigations, research studies and reports, administration of contracts, and technical evaluation and review of reports and applications for financial assistance.

#### ***Groundwater***

The mission of the TWDB's Groundwater division is to collect, interpret, and provide accurate, objective information on the groundwater resources of Texas. The Groundwater division is responsible for all aspects of groundwater studies in the state. The division monitors water levels and quality in the state's aquifers, conducts regional-scale aquifer modeling, and houses and

maintains water well records. This division also approves groundwater districts’ management plans and provides groundwater information to Texas citizens and lawmakers.

***Flood Science and Community Assistance***

The Flood Science and Community Assistance division administers flood modeling and mapping, grant coordination and community assistance programs. This area develops and disseminates flood risk data and research to the public and is a participant in the Cooperating Technical Partner program with FEMA. This area participates in management of state grants to political subdivisions to conduct flood studies and mitigation projects. It also administers the federal Flood Mitigation Assistance and Severe Repetitive Loss grant programs. This area is also responsible for the National Flood Insurance Program (NFIP) and conducts State Coordinating Agency functions for the NFIP, assists communities in enrolling in the NFIP, conducts training related to floodplain management, and provides technical assistance and compliance reviews for participating communities with ordinance, floodplain management, and other NFIP issues.

**Current Workforce Profile - Supply Analysis**

**Full-time Equivalents**

In FY 2019 the agency had 287 full-time-equivalent employees (FTE). For FY 2020, 370.1 FTEs are appropriated.

**Management-to-staff Ratio**

The management-to-staff ratio at the agency (as of the FY 2020 third quarter [May 2020] Management-to-staff Ratio Report) was 1:10. The agency continues to evaluate its current structure to ensure maximum efficiency regarding staff and management alignment.

**Race/Gender**

In determining statistically under-represented Equal Employment Opportunity (EEO) groups, the TWDB uses the Equal Employment Opportunity Commission’s (EEOC) Rule of 80. A utilization analysis was conducted for the TWDB using the 80% Rule. This rule compares the actual number of employees to the expected number of employees based on the available state Civilian Labor Force (CLF) data for African American, Hispanic and female employees.

<b>Job category:</b>	<b>Male</b>	<b>Female</b>	<b>African-American</b>	<b>Hispanic</b>	<b>Total Employees</b>
Officials/Administrators (A)	16	16	1	5	32
Administrative Support (C)	0	26	3	7	26
Professional (P)	147	129	31	56	276
<b>Agency Grand Totals (#)</b>	163	171	35	68	334
<b>Agency Grand Totals (%'s)</b>	48.80	51.20	10.48	20.36	100.00



TWDB Workforce Plan

For the purpose of this analysis, a group is considered underutilized when the actual representation in the workforce is less than 80% of what the expected number would be based on the CLF.

The TWDB reviewed and conducted analysis to determine where underutilization was identified. The utilization analysis of the TWDB for fiscal year 2019 indicated underutilization in its workforce. The following tables summarize the results of the utilization analysis.

<b>Job Category - Officials/Administrators (A)</b>		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	50.00%	38.80%
African American	3.13%	8.10%
Hispanic	15.63%	22.40%
<b>Job Category - Administrative Support (C)</b>		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	100.00%	71.60%
African American	11.54%	14.30%
Hispanic	26.92%	36.40%
<b>Job Category - Professionals (P)</b>		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	46.74%	54.50%
African American	11.23%	10.90%
Hispanic	20.29%	20.30%

## Turnover Rate

According to the State Auditor’s Office, the statewide turnover rate for full-time and part-time classified employees at state agencies in FY 2019 was at a 10-year high at 20.3 percent, based on a total of voluntary and involuntary separations, excluding interagency transfers. The 20.3 percent turnover rate is an increase from that of FY 2018 (19.3 percent). This rate is often considered a true turnover rate because it reflects preventable turnover. Employee turnover can be both negative and positive. Negatives include the associated costs of turnover, such as training and orientation of new employees, recruitment and selection of new employees, leave payout to departing employees, and lower productivity in the workplace during the time that a position is vacant and during the time that a new employee is learning the job.

Some turnover will always occur and is normal for any organization. Turnover can create positive outcomes for employers because they can replace low-performing employees with high-performing employees. There is often a financial benefit gained as a result of the difference in the salary paid to an experienced employee who separates from an agency versus the salary paid to a new employee who takes the departing employee’s position. However, when organizations start losing their high-performing, highly skilled, and experienced employees, turnover may begin to negatively affect the organization’s business operations. This holds true for many of the professional positions held in the agency.

Employee Turnover at the TWDB during Fiscal Year 2019								
Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
8	2.7%	31	10.6%	12	4.1%	292	51	17.5%
Data compiled from the State Auditor's Office Annual Report on Classified Employee Turnover for FY 2019. Report includes interagency transfers.								

## Staff and Workforce Skills

### Executive Administration

Staff and workforce skills critical to the mission and goals of Executive Administration include, but are not limited to, the following:

- An Executive Administrator with extensive institutional knowledge of complex state and federal financial programs, knowledge of planning activities, managerial skills, and the ability to work with state leadership and bring their requests and visions to fruition
- An Assistant Executive Administrator with extensive knowledge and experience in the day to day operations of the TWDB
- A General Counsel that possesses recognized legal expertise in water resources, including water rights, water resources planning, and the TWDB’s financial programs

## TWDB Workforce Plan

- Staff attorneys with core skills through continuing education, institutional knowledge in planning and program activities, human resources, contracts, and open records matters
- Staff with knowledge of the State Records Retention Schedule, Texas State Libraries and Archives Commission rules and regulations, and working knowledge of electronic document management systems

The active involvement and professional familiarity with the complexity of the TWDB's public financing programs provides the members of the governing Board with the judgment necessary to assess the specialized professional skills necessary and appropriate for the Executive Administrator position and the salary necessary to attract and retain qualified individuals.

Staff and workforce skills critical to the mission and goals of Governmental Relations and Agency Communications include, but are not limited to the following:

- The ability to maintain effective relationships with all levels of individuals and possess excellent communication skills
- The ability to analyze, interpret, and react to information in an efficient and effective manner

A familiarity with all the TWDB's programs, active involvement in traditional and social media, and an active involvement with the members of all levels of government is critical to the success of Governmental Relations and Agency Communications.

### **Operations and Administration**

Staff and workforce skills critical to the mission and goals of Operations and Administration include, but are not limited to, the following:

- Human Resources personnel familiar with the state of Texas' rules, regulations, and benefits including recruitment, retention, compensation, classification, and one or more certified as Professionals in Human Resources
- Certified State of Texas Purchasers
- Qualified Contract Specialists to effectively administer and manage state and federal programs
- Staff with performance measurement, strategic planning, and management system analysis skills to review and implement policies and procedures
- Project Managers with experience in IT resource and software application development methodologies
- Business and Systems Analysts with strong facilitation and documentation skills
- Software Developers and Database Administrators with experience in standard software development techniques, web development tools, and deployment of web services

## TWDB Workforce Plan

- Network administration and security professionals with knowledge of local, wide area network and cloud platform administration, security protocols and threat protection, identity management, standard computer hardware, software support and troubleshooting
- Programmers with multiple-level web architect skills that can initiate the development, implementation, and maintenance of the internal and external web resources, including updating web content, monitoring web resources and services, analysis of hardware and software, and evaluation of potential enhancements

Operations and Administration staff must maintain knowledge and expertise in a fast-paced environment while also demonstrating essential skills needed to effectively communicate with customers, understand critical business drivers for the agency, and determine business case justifications and return on investment. Staff must foster solid partnerships among all stakeholders.

### **Texas Natural Resources Information System**

The need for staff with diverse Geographical Information Systems (GIS) and IT backgrounds, knowledge of business improvement processes, and customer service skills are vital to delivering informed data services to emergency managers and the public.

Staff critical to the mission and goals of TNRIS include, but are not limited to, the following:

- Professional GIS and IT practitioners with skills in combining practical applications of GIS with contrasting sources of data
- Systems Analysts with strong technical skills in GIS data and mapping
- Staff trained in the computer, data, and library sciences

### **Finance**

TWDB's total assets managed as of August 31, 2019 were \$15.6 billion. The assets are comprised of various investments, private municipal debt placements, loans, and ownership interests in water projects. Finance staff are responsible for registering securities, servicing loans, and monitoring the financial stability in each of the 500 or so entities in its various financial assistance portfolios. In addition to servicing its holdings, TWDB financial staff issue public securities to raise the capital needed in each of the programs. As of August 31, 2019, the outstanding debt was \$2.2 billion. Finance staff are also responsible for establishing and monitoring budgets, making timely payments to employees, vendors and independent contractors, processing revenue, maintaining the general ledger and producing numerous financial reports for both internal and external users.

Staff critical to the mission and goals of providing public financial assistance include, but are not limited to, the following:

- Financial Analysts with expertise in the issuance of public tax-exempt debt, the ability to communicate specific financing goals to financial advisors and underwriters, the ability to ensure compliance with public disclosure requirements, and the ability to manage the

debt once is it issued; Financial Analysts must be highly proficient in Excel with the ability to develop and maintain financing models and cashflow analysis

- Financial Examiners with the ability to review audited financial statements and assess the financial stability of program participants, to identify lack of covenant compliance, to develop corrective action plans and to monitor progress against such plans when necessary; Financial Examiners must have the ability to interpret complex financial information and bond covenants, including the specifics of repayment pledges and contracts related to the sale of water
- Accountants with expertise in traditional governmental accounting functions including administering federal funds as well as expertise in accounting for investments, public debt, loans and grants
- Budget Analysts with expertise in traditional governmental budgeting practices as well as budgeting for local funds outside of the traditional appropriations process
- Business Analyst knowledgeable in all statewide financial systems as well as external banking and underwriting systems to ensure compliance with financial reporting requirements; this role is critical to ensuring strategic success and mitigating financial system risks including cybersecurity issues

These skill sets have remained constant; however, maintaining staff with these skill sets is a challenge due to the demands, the number of responsibilities, and the urgency with which any responsibility must be successfully completed. Retaining experienced and skilled staff is imperative to the success of the agency due to the complexity of its many programs. Critical functions of the Finance office include the ability to maintain accurate and sound accounting records, consistently provide accurate and timely financial information, and interpret tremendous amounts of financial data in order to provide sound financial information to Board members, legislative members, auditors, investors and staff. Specialized knowledge and skills needed by Finance staff include knowledge of the municipal bond market and agency programs, the ability to manage and negotiate contracts, the ability to manage multiple investments portfolios, and the ability to create and maintain highly complex spreadsheet and databases.

### **Water Supply and Infrastructure**

The large amount of state water and flood plan funding through the various financial programs is supported by Water Supply and Infrastructure (WSI) staff. Existing programs pose challenges such as decreases in federal appropriations for the State Revolving Fund programs, balancing U.S. Environmental Protection Agency requests for information and reporting requirements with other workload requirements, potential project delays due to approval backlogs at the U.S. Army Corps of Engineers, and the challenges associated with the continued growth of the financial assets owned and managed by the TWDB. WSI is often called on to provide input on draft legislation and appropriations related to water resources policy and funding.

## TWDB Workforce Plan

Staff and workforce skills critical to the mission and goals of WSI include, but are not limited to, the following:

- Financial Analysts with significant experience in TWDB financial assistance programs
- Administrative assistants with experience in TWDB financial assistance programs and Board procedures
- Division directors with significant experience in TWDB financial assistance programs and policy development
- Managers with significant experience in TWDB financial assistance programs
- Staff with performance measurement, planning, and management system analysis skills to review and implement policies and procedures to increase efficiency and effectiveness of workload flow
- Engineers with the ability to complete technical reviews and evaluations of engineering related financial assistance documents

The workforce skill needs should not change significantly in the future, though retaining and recruiting staff with appropriate skills is key to the successful management of the large number of complex financial assistance programs.

### **Water Science and Conservation**

Staff and workforce skills critical to the mission and goals of Water Science and Conservation (WSC) include, but are not limited to, the following:

- Hydrologists and geoscientists knowledgeable about Texas water and geologic resources
- Hydrogeologists, geoscientists, and groundwater modelers with experience with groundwater availability models and interpretation of geophysical data
- Other environmental scientists and/or professionals knowledgeable about Texas environmental regulations, research issues, and programs covering a wide spectrum of activities such as conservation, biology, and innovative water strategies
- Licensed professional engineers with significant experience with flood modeling and mapping including knowledge of hydrologic, hydraulic, and hydrodynamic models or other computations/numerical models
- Individuals with significant experience with GIS technology and the evaluation and presentation of geospatial data
- Individuals with solid contract management skills and the ability to maintain effective working relationships with their customers
- Professionals involved in floodplain management, flood hazard mitigation, the National Flood Insurance Program (NFIP), flood preparedness, warning and disaster recovery  
Individuals who possess strong written and verbal communication skills
- Administrative Assistants with experience in TWDB programs and Board procedures
- Division directors with significant TWDB program and policy development expertise

Retaining senior and highly skilled staff is of paramount importance for the office to provide program continuity while assimilating new technological advances in water/flood modeling, terrain mapping, planning, and research. This situation requires that the office be given enough latitude in salary adjustments and competitive salary offers to be able to retain and recruit skilled, experienced workers and provide sufficient training to all staff.

### **Future Workforce Profile**

The TWDB will need to retain staff having the same or similar work skills that are currently present and be able to provide training to set new employees up for success.

Because of the evolving nature of the Texas Legislature, the agency must ensure that staff continue to have strong interpersonal skills, project management skills, legislative process knowledge, and policy development skills. As state water resource issues become more and complex, it is important that staff continue to be able to interact with individuals who represent the broad diversity of the state of Texas.

Water Use, Projections and Planning and Flood Planning is constantly affected by the population growth of the state of Texas. In regional water and flood planning and the NFIP, population growth leads to greater demand on the few knowledgeable regional-planners in the state. Additional training and expertise will be needed in the coming years.

The anticipated workload brought on by legislative changes to develop new flood science programs to support the new and unprecedented statewide flood planning process while maintain existing water science programs to support state water planning will require WSC to maintain and enhance its current level of skills and provide training of both new and existing staff to stay ahead of the competition for scientists and engineers from the private sector. Staff will need to continue to expand their expertise in specific technical knowledge, project management skills, new technology knowledge, and communication skills.

The rapidly changing technology industry impacts the office of Operations and Administration's efforts to facilitate data dissemination. While current staffing levels are projected to essentially remain unchanged, the office workforce profile will continue to evolve. The need for staff with diverse IT backgrounds, including strong web-based programming, database management, Internet-based GIS programming, network management, project/program management expertise, and strong contract management skills will increase.

Future needs throughout the agency include building a strong customer-focused workforce with skill sets needed to successfully serve agency stakeholders.

## Gap Analysis

As the economy becomes more competitive, the agency will face greater challenges, given the salary levels it can support. The potential retirement of employees in all areas of the TWDB in the immediate future can have the effect of creating a shortage of expertise. It is crucial to ensure institutional and technical knowledge and resources are shared amongst staff and appropriate cross-training is conducted.

The agency continues to face challenges in maintaining staffing levels in the areas IT, contract administration, engineering, flood planning, and those who have expertise in state of Texas water resources. Specifically, flood engineers and modelers, flood grant coordinators, GIS specialists, hydrogeologists, groundwater modelers, surface water engineers, and surface water hydrologists. TWDB is faced with hiring staff at entry-to mid-level positions and providing these individuals with extensive training and development (internally and externally).

The TWDB is often unable to fill key positions at competitive salaries for two primary reasons: first is simply a matter of inadequate resources and pay scales that are competitive with private enterprise; second, because of continued increase in water demands for the state and the new emphasis on the need for improved flood risk information, the demand for water resource and flood science expertise in science and engineering is simply not being met by higher education.

An issue unique to the agency is the availability of General Revenue funding. If a shortfall continues to exist in this source of revenue, the agency will be faced with a shortage of workers who perform work related to projects dependent on General Revenue funding. The TWDB is also challenged with filling positions requiring experience and knowledge of state and federal flood regulations and financial assistance programs due the influx of state and federal flood mitigation funding in response to recent extreme flooding events.

## Strategic Development

### Strategic Development

The workplace has always consisted of many generations working at one time. However, today's age-diverse workforce is working past retirement age, which has led to a generation gap of more than 40 years between the oldest and youngest workers. As a result, a one-size-fits-all approach is not appropriate in an age-diverse workforce that may have four generations of workers at one time. The TWDB must be prepared to work with the communication styles of each generation and determine what motivates each generation in order to bridge the generation gap. This approach is key in developing both succession planning and knowledge transfer for future generations. Furthermore, as society in general becomes more diverse, the TWDB workforce must mirror this diversity, thereby meeting both the needs and the expectations of the population it serves. The agency continues offering trainings to staff on an ongoing basis such as Diversity and Respect and Managing Generations in the Workplace.



Open vacancies should be marketed to maintain a diverse and qualified applicant pool. The TWDB must continue to work with universities and professional organizations to ensure that we have a varied and diverse workforce. In addition to the diversity and composition of the future TWDB workforce, competitive pay will continue to impact recruitment and retention. In 2019-2020, the agency conducted an intensive agency-wide classification and salary review. The purpose of the review is to ensure proper classification and desirable salary relationships in comparison to employees in similar positions and in relevant job markets, retain key staff in critical positions and provide competitive salaries for recruitment and retention purposes. Retention and recruitment bonuses should be utilized for hard-to-fill positions.

The TWDB and state agencies in general currently cannot compete with other organizations in terms of compensating its employees for all positions. Many existing staff continue to serve the agency because they value its mission or enjoy the work-life balance that may be lacking in a for-profit company or firm. The TWDB must continue to foster an environment that offers not only fair compensation but also other incentives that attract and retain staff. Understanding the importance of the state's most precious resource is the first step in ensuring that the agency continues its role in serving the water needs of Texas.

The TWDB must focus on ensuring employees maintain the skills needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other program areas in the agency. Recently there has been an increased emphasis on the use of technology to serve customers and to revise and streamline work processes to make them more efficient and paperless. Employees need the technology skills to develop, maintain, and fully utilize the agency's continually advancing computer systems.

### **Leadership Development**

Throughout the year, the TWDB Human Resources division continues to conduct training courses developed for both managerial and non-managerial staff. Training programs such as Performance Management, Managing for Success/Leadership Skills, Family Medical Leave, New Hire Training for Managers, and Other Leave Guidelines and soft skills trainings are part of a continued process for staff development. These training courses focus on defining clear job responsibilities, performance management; discussing performance issues on an ongoing basis; the need for regular documentation; and the role of the supervisor in the development of staff. In addition to "in-house" training, TWDB Human Resources works with outside vendors and consultants to provide customized training on topics such as public speaking, dealing with the press/media, and providing effective presentations.

Contacts at relevant colleges, universities, and schools are established to assist with recruiting (regular hires as well as student volunteers and interns). Student volunteers and interns are afforded opportunities to interact with and learn from agency management while working closely with subject-matter-experts in their intended field. Externship programs are offered to provide students with opportunities to engage in career exploration.

## TWDB Workforce Plan

The TWDB developed a succession planning process in order to maintain an effective workforce. Succession planning prepares the agency for the risks associated with the loss of knowledge that is critical to achieve its mission. The agency must identify, develop, and transfer knowledge to employees who become highly qualified and capable of filling key positions or performing crucial functions as individuals leave the agency.

As part of this process, the TWDB implemented an Aspiring Leaders Program (ALP) in 2015 to provide non-supervisory staff with access to training and development opportunities to prepare them for leadership positions. Graduates receive one year of management/supervisory experience credit with regard to TWDB job posting qualifications. In 2020, the TWDB implemented a mandatory Leadership Exploration and Development (LEAD) management-focused training program for current TWDB managers and directors. This program provided management with access to trainings focusing on leadership development, policy, procedures and laws, communication, emotional intelligence, and change management. The TWDB is revamping their staff training program to provide more remote learning opportunities focusing on soft skills, internal policies and procedures and employment law.

Supplemental Schedule E

# Report on Customer Service

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# **Report on Customer Service**

Texas Water Development Board

FY 2019–2020

In conjunction with the 2021–2025 Strategic Plan

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## Texas Water Development Board

### BOARD MEMBER

### TERM EXPIRES

Peter Lake, Chairman  
Kathleen Jackson  
Brooke Paup

02/01/21  
02/01/23  
02/01/25

Jeff Walker  
Executive Administrator

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## **I. Compact with Texans**

The Texas Water Development Board (TWDB) is the state's primary water planning and financing agency, whose main responsibilities are threefold:

- Collect and disseminate water-related data
- Plan for the development of the state's water resources
- Administer cost-effective financing programs.

Since 1957, the agency has been charged with planning for the state's water needs. With the passage of Senate Bill 1 by the 75th Texas Legislature, the TWDB stepped into an even greater leadership role: guiding, enabling, and supporting the state's water resources development.

To provide clear communication channels with the public and our agency, we have posted our Compact with Texans on our website. The compact outlines the following items:

- TWDB Mission
- TWDB's Program and Service Offering
- Complaint Handling Process
- Information Request Process
- Open Records Request Process
- TWDB Website Accessibility

The TWDB pledges to put forth its best efforts to abide by high-quality service principles in order to provide customers a pleasant service experience with the agency.

## **II. TWDB Mission**

The TWDB's mission is to lead the state's efforts in ensuring a secure water future for Texas and its citizens. In performing this responsibility, the TWDB strives to achieve excellence in meeting and exceeding customer expectations and to provide information and services in a highly professional and timely manner. To attain these goals, the TWDB is committed to encouraging

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customer feedback on products and services provided and to the continual evaluation of our programs to ensure they meet the needs of our customers.

## **Agency Core Values**

To accomplish our mission, the TWDB focuses on these core values:

- *INNOVATION*: We challenge the status quo by seeking new, creative, and adaptable solutions to the services we deliver.
- *IMPACT*: We believe that the work we perform daily makes a positive difference in the lives of Texans.
- *PRIDE IN PUBLIC SERVICE*: We work honorably, conscientiously, and with dedication to support current and future water needs of all Texans.
- *ACCOUNTABILITY*: We take responsibility for our actions and ensure that our behavior and work product meet intended goals and services.

## **III. TWDB Customers**

In April 2020, the University of Texas at Austin Institute for Organizational Excellence launched TWDB's Customer Service Survey, designed to solicit input from our customers in a quick and easy-to-use format. Survey participants were asked to indicate if they represented the following categories:

- General public
- Political subdivision of the state (city, county, river authority, council of government, etc.)
- Water supply corporation
- Regional Water Planning Group member
- Consultant
- Governmental agency (state or federal)
- Other (please specify)

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The above-referenced groups of external customers receive a wide variety of services from the TWDB, including:

- Regional water planning assistance, including historical water use and projected water needs data;
- Groundwater data, including reports, groundwater availability modeling, and well sampling data;
- Surface water data, including lake hydrographic survey information, bays and estuaries, and instream flow data;
- Flood-related information, including National Flood Insurance Program assistance and the TWDB Flood Viewer, which provides information on flood gages, radar, lake conditions, weather alerts, as well as alert notifications to subscribers;
- Geographic information system (GIS) mapping data;
- Financial assistance for water, wastewater, flood, and conservation projects;
- Conservation assistance, including municipal and individual literature and data;
- Innovative water management information, including desalination and rainwater harvesting; and
- General water-related information.

In fulfilling the agency's mission, the TWDB serves a wide array of customers in all areas of the state. The list below comprises some of the groups to whom the TWDB offers its services:

- Citizens
- Political subdivisions
- Water providers
- Texas Legislature
- Regional water planning groups
- Consultants
- Floodplain administrators

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However, as water is a basic necessity, ultimately the agency's customers are all of the individuals of the state of Texas.

#### **IV. TWDB Programs and Services**

The strategies listed in the 2020–2021 General Appropriations Act outline core services provided by our agency. The TWDB currently provides the following programs and services to customers:

- **Environmental Studies:**
  - Collects data, models, and analysis concerning the state's bay and instream freshwater needs.
  - These services align with the A.1.1 Strategy—Environmental Impact Information.
- **Data Collection:**
  - Collects data on the occurrence, quality, and availability of the state's surface water and groundwater resources.
  - These services align with the A.1.2 Strategy—Water Resources Data.
- **Texas Natural Resources Information System (TNRIS):**
  - Maintains a centralized data bank of information on the state's natural resources, provides instruction on the use of TNRIS information and technologies, provides responses to requests for information, and manages the Strategic Mapping (StratMap) initiative, a Texas-based, public and private sector cost-sharing program that produces large-scale computerized base maps describing basic geographic features of Texas.
  - These services align with the A.1.3 Strategy—Automated Information Collection, Maintenance, and Dissemination
- **Data requests:**
  - Analyzes groundwater data and responds to requests for information, data delivery, or professional services.
  - These services align with the A.2.1 Strategy – Technical Assistance and Modeling
- **Regional & State Water Planning:**

- 
- Guides the development of regional water plans; conducts studies and creates models of Texas' surface-water and groundwater resources; projects future water availability; incorporates regional water plans into a statewide water plan for the orderly development, management, and conservation of the state's water resources.
  - These services align with the A.2.2 Strategy—Water Resources Planning.
  - **Water Conservation Assistance:**
    - Provides services to help cities, utilities, and districts establish effective water-wise conservation programs by lending out and providing training for leak detection and meter testing equipment and assisting with water audits. Provides water conservation brochures and educational materials for schools at no cost and at minimal cost to utilities and government entities.
    - These services align with the A.3.1 Strategy—Water Conservation Education and Assistance.
  - **National Flood Insurance Program (NFIP):**
    - The TWDB administers this program in coordination with the Federal Emergency Management Agency (FEMA). The NFIP is designed so that floodplain management and flood insurance complement and reinforce each other. The partnership is established on the provision that FEMA will make flood insurance available, provided that a community implements adequate floodplain management regulations that mitigate flood risk.
    - These services align with the A.4.1 Strategy—Administer State and Federal Flood Programs
  - **State Financial Assistance:**
    - Provides loans to local governments for water supply and water quality projects, including wastewater treatment and nonpoint source pollution control; state water plan projects (through the State Water Implementation Fund for Texas program); flood control projects; agricultural water conservation projects. Also provides temporary ownership interest in a regional water, wastewater, or flood control

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project when the local sponsors are unable to assume debt for an optimally sized facility.

- These services align with the B.1.1 Strategy—State & Federal Financial Assistance Programs

- **Economically Distressed Areas Program (EDAP):**

- Provides grants and loans for the water and wastewater needs of the state's economically distressed areas that lack adequate water or wastewater service.
- These services align with the B.1.2 Strategy—Economically Distressed Areas Program.

- **Federal Financial Assistance:**

- **Clean Water State Revolving Fund (CWSRF):**

- Provides loans at interest rates lower than the market to political subdivisions with the authority to own and operate a wastewater system. Loan forgiveness is available on a limited basis to eligible disadvantaged communities and green projects.
- These services align with the B.1.1. Strategy—State and Federal Financial Assistance Programs.

- **Drinking Water State Revolving Fund (DWSRF):**

- Provides loans at interest rates lower than the market offers to finance projects for public drinking water systems that facilitate compliance with primary drinking water regulations or otherwise significantly further the health protection objectives of the federal Safe Drinking Water Act (SDWA). Projects must also be consistent with the current State Water Plan. Loan forgiveness is available on a limited basis to eligible disadvantaged communities, very small systems, green projects, and urgent need projects.
- These services align with the B.1.1. Strategy—State and Federal Financial Assistance Programs.



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These programs are not a complete listing of all those offered by the TWDB, but they are meant to serve as examples of major services the agency provides for each of our strategies.

## **V. Data Collection Methods**

In April 2020, the TWDB, working with the University of Texas Institute for Organizational Excellence, launched a customer survey to seek customer input on their level of satisfaction with TWDB programs and services.

This survey effort included two separate sets of questions: (1) specific questions from the TWDB regarding customer experience with specific agency offerings, and (2) an additional set of standardized survey questions in accordance with Texas Government Code Chapter 2114.002.

### **(1) TWDB Customer Service Excellence Survey**

The Institute for Organizational Excellence sent an invitation to take the TWDB's Customer Service Excellence Survey through e-mail to approximately 9,000 TWDB customers. Survey participants had the option of directing their comments to specific areas of the agency, as follows:

- Human Resources
- Water Supply and Infrastructure (including Regional Water Planning & Development; Program Administration & Reporting; Water Use, Projections & Planning; and Flood Planning)
- Water Science and Conservation (including Groundwater; Surface Water; Flood Science & Community Assistance; and Conservation & Innovative Water Technologies)
- Texas Natural Resources Information System
- Executive Administration
- Legal Services/Office of General Counsel
- Finance/Financial Compliance

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- Governmental Relations and Agency Communications
  - Contract Administration
  - Water for Texas conference
  - General/Unsure

Using numerical scoring options ranging from “Strongly Agree” (5) to “Strongly Disagree” (1), survey participants provided input on the following statements:

- Staff members were helpful.
- I received the information I needed in a timely manner.
- The information was straightforward and easy to understand.
- My phone call, email, or letter was routed to the proper person.
- The website was easy to use and contained helpful information.
- If I had a concern or complaint, it was addressed in a timely and reasonable manner.
- Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.
- Printed materials contained clear and thorough information.
- Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.
- Overall, I was satisfied with the amount of time it took to get a loan/grant closed.
- I am interested in attending the Water for Texas 2020 conference on September 28-30, 2020, in Austin.
- The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.
- Overall, I am satisfied with my experience with the TWDB.

Survey users could also choose to submit suggestions for improvement, compliments, complaints, and requests for information. The TWDB received 16 comments through the survey’s Thought Bubble comment handling system administered by the Institute for Organizational Excellence, and input was monitored by staff. A summary of item score averages for the TWDB Customer Service Excellence Survey is presented in the following chart:

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Statement	Average Score
Staff members were helpful.	4.32
I received the information I needed in a timely manner.	4.16
The information was straightforward and easy to understand.	4.07
My phone call, email, or letter was routed to the proper person.	4.25
The website was easy to use and contained helpful information.	4.01
If I had a concern or complaint, it was addressed in a reasonable manner.	3.99
If I had a concern or complaint, it was addressed in a timely manner.	4.04
Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.	4.08
Printed materials contained clear and thorough information.	3.78
Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.	3.72
Overall, I was satisfied with the amount of time it took to get a loan/grant closed.	3.85
I am interested in attending the Water for Texas 2019 conference January 23-25, 2019, in Austin.	3.75
The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.	4.13
Overall, I am satisfied with my experience with the TWDB.	4.18

Scores are based on a scale of 1-5, with 1 meaning “strongly disagree” and 5 meaning “strongly agree.” Complete details of the online survey are attached in chart/tabular form as Attachment A

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to this report.

**(2) Standardized Customer Service Survey**

To comply with requirements in Texas Government Code Chapter 2114.002, the TWDB’s FY 2019-2020 survey included an additional set of questions regarding the customer service quality elements specified by the Governor’s Office of Budget and Policy and the Legislative Budget Board. This portion of the survey asked TWDB customers to rate their satisfaction related to the elements listed in Appendix 8 of the Legislative Budget Board’s Instructions for Preparing and Submitting Agency Strategic Plans for Fiscal Years 2021 to 2025.

The Institute for Organizational Excellence designed a survey process to reach a sample of TWDB customers, including a population of approximately 2,000 individuals. This process included the stratification and randomization of TWDB’s customer list in order to produce a representative sample of TWDB external customers. 188 participants responded to the survey, resulting in a 9.4 percent rate of response.

Using numerical scoring options ranging from “Strongly Satisfied” (5) to “Strongly Unsatisfied” (1), survey participants provided input on TWDB’s facilities, staff interaction, communication, internet website, formal complaint handling process, timeliness of service, and printed information, as well as their overall satisfaction with TWDB. A summary of average scores and percent satisfaction for each question in this survey is presented in the following chart:

Question	Average Score	Percent Satisfied
If you visit or have visited a TWDB facility, how satisfied are/were you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?	4.20	87.5
If you interact or have interacted with TWDB staff, how satisfied are/were you with the agency’s staff, including employee courtesy, friendliness, and knowledgeability, and	4.41	92.3

whether staff members adequately identify themselves by name, including the use of name plates or tags for accountability?		
If you communicate or have communicated with TWDB, how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?	4.28	92.1
If you interact or have interacted with TWDB's website (twdb.texas.gov), how satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?	4.11	85.4
If you have filed a formal complaint, how satisfied were you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?	3.42	52.6
If you waited to receive a service from TWDB, how satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person?	3.93	75.2
If you receive or have received printed information from TWDB, how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?	4.32	94.3
Please rate your overall satisfaction with TWDB.	4.27	88.1

## VI. Analysis of Findings

Analysis of findings for both sets of questions included in this survey effort is presented below.

### (1) TWDB Customer Service Excellence Survey

This portion of the survey included questions that were identical to TWDB's previous survey

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conducted in 2018. The 2020 survey received a higher number of responses (623 customers) compared to the 2018 survey (413 customers). Scores tracked extremely closely to the 2018 results, though with a slightly lower score on all but one question (the correspondence item scored 0.07 points higher than the previous survey).

As indicated in Attachment A to this report, the highest scoring survey areas were as follows:

Staff member helpfulness:	4.32
Effective response handling:	4.25
Overall satisfaction:	4.18
Information provided in timely manner:	4.16

These scores indicate that the single most important resource of the agency is our employees and their ability to assist and respond with the correct information. In several cases, individual staff members or portions of the agency were lauded through comments on the survey:

- *“I want to give particularly high marks to Nancy Richards and all of her Regional Water Project Development Team 4 members that have worked with my clients in securing and funding multi-year commitments for financing regional projects through the SWIFT and SWIRFT. We have worked together for many years now and they have played an extremely important and valuable role in assisting the major water suppliers in the Houston area undertake one of the largest long-term water supply projects in the country. We consider them to be an integral and essential part of the team and they have been excellent to deal with in all respects.”*
- *“The folks at TNRIS have always bent over backward to assist me whenever I needed it. I've had a great relationship with them over the last 20 years and can say the work they do there is vital to the state of Texas. Kudos to TNRIS!”*

As in the past, the following areas are still among the lowest scoring survey items:

- Satisfaction with the amount of time to process a loan/grant: 3.78
- Satisfaction with the amount of time to close a loan/grant: 3.72

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Both of these scores reflect a downward trend that TWDB intends to monitor. Certain comments received on the survey reflect a need for improvement in this area:

- *“We have had a loan from TWDB for at least 5 years. Between TWDB and TCEQ, we are unable to expend the funds that we were granted to complete our project. This is costing us well over 300k per year in bulk water purchases with no well revenue in return, PLUS having to pay on the loan. Offering loans at a great rate is a good thing. Not being able to utilize the funds you borrowed is ridiculous after all of this time. If I had to do it over again, I'd have used a conventional issuance of debt and gladly 'eaten' the interest.”*
- *“Project review is so slow that the infrastructure needing to be replaced is being replaced by the city and later being reimbursed by TWDB because we just couldn't wait any longer. Infrastructure is crumbling around us and we already have the loan in place to do the work. We have had three case managers this year alone. Due to non payment we have had two contractors walk off jobs. They have said they may not ever bid another job of ours due to the lack of payment or very late payment from TWDB. Due to the projects being so slow and drawn out the citizens and city council have lost confidence in the public works director and city manager. The public works director is taking early retirement due to the scrutiny. TWDB needs to spend extra money hiring staff to run programs and projects before they lend out another dime!”*

The TWDB is always seeking to improve both the application review and closing processes so that any delays can be reduced to the extent possible while still meeting our statutory and fiduciary responsibilities. Over the last year, the agency has taken several steps to address delays in project review. These include contracting with The University of Texas at Arlington to assist with plans and specification review, inspections, project information form scoring, and external program guidance development. The TWDB has also increased starting salaries of engineers and is developing a tool for project managers to track project status and identify potential delays early in the process.

The agency scored 4.01 on the statement, “The website was easy to use and contained helpful information.” The TWDB seeks to provide information to customers in an accessible and easy-to-use format and is constantly adding new features to make our large amounts of data easily available to the public, with a focus on development of map-based interactive websites for state water plan, groundwater, flood, and other data. To create an even better experience for users of

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our website, the TWDB will continue to make the usefulness of our website and the electronic availability of our data and information a priority.

The survey also collected valuable feedback on topics for the Water for Texas 2020 conference and future Water for Texas conferences, with “water policy and law,” “conservation and innovative technologies,” and “drought and flood issues,” receiving the most interest from respondents. Following completion of this survey, the Water for Texas 2020 conference was postponed due to COVID-19. Staff will continue to develop content that is reflective of customer interests and preferences for the rescheduled event which will take place in September 2021.

## **(2) Standardized Customer Service Survey**

This portion of the survey included a new set of questions in a new format, thus staff ability to compare outcomes directly with past results is limited. However, highest scoring items are generally consistent with longstanding agency strengths; top scores highlight the importance of TWDB employees and their ability to assist and respond with correct information:

Staff:	4.41
Printed Information:	4.32
Communication:	4.28
Overall satisfaction:	4.27

TWDB employees are the agency’s greatest asset. Staff offer an extremely diverse set of highly specialized skills in the areas of water science, planning, and financing, all united in a single organization. These scores reflect the work of a highly engaged group (as evidenced in the results of the agency’s 2020 Survey of Employee Engagement) that takes pride in serving our fellow Texans.

The lowest scoring items on this portion of the survey included the agency’s complaint handling process (3.42) and service time (3.93). Though these two topics had the lowest percentages of



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“satisfied” scores on the survey, they also saw the highest percentages of respondents in the “neutral” category. This presents an opportunity where, through focused efforts to address complaint handling processes and service time, TWDB could increase satisfaction for a large portion of the agency’s customer base. The TWDB strives to continually improve our ability to address requests or concerns in a timely manner and will work in the next year to develop a “customer service mantra” that addresses these low scores.

## **VII. Performance Measure Information for Customer Service Standards**

The measures detailed below are based on the statistics provided from the TWDB Customer Excellence Survey and/or the Standardized Customer Service Survey questions.

### **Outcome Measures**

#### *Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services*

88.1 percent of respondents expressed overall satisfaction. (This percentage is based on responses to question 8 of the Standardized customer service survey as directed in the strategic planning instructions.)

### **Output Measures**

#### *Total Customers Surveyed*

Approximately 9,000 received access to the survey via a targeted e-mail from the Institute for Organizational Excellence.

#### *Response Rate*

6.9 percent (623/9,000) of total customers responded.

#### *Total Customers Served*

Unable to determine.

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**Efficiency Measures***Cost Per Customer Surveyed*

\$7.78 (\$2,979 survey cost /623 respondents)

**Explanatory Measures***Total Customers Identified*

Approximately 9,000 customers were identified across unique customer groups.

*Total Customer Groups Inventoried*

Respondents identified themselves from approximately 30 different groups/types.

**Attachment A:**

**Customer Service Survey  
Results**

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## Survey Items

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580 - Texas Water Development Board

Survey Respondents

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**Total Number of Respondents: 623**

# Survey Items








580 - Texas Water Development Board

How would you describe yourself? Check all that apply.

**Number of Respondents:** 623

Item Response	Count	Pct.
General Public	49	7.87%
Political Subdivision of the state (city, county, river authority, council of government, etc.)	276	44.30%
Water Supply Corporation	43	6.90%
Regional Water Planning Group member	42	6.74%
Consultant	129	20.71%
Governmental Agency (state or federal)	65	10.43%
Other (please specify)	76	12.20%

## Frequency Distribution

General Public	 <b>7.87%</b>
Political Subdivision of the state (city, county, river)	 <b>44.3%</b>
Water Supply Corporation	 <b>6.9%</b>
Regional Water Planning Group member	 <b>6.74%</b>
Consultant	 <b>20.71%</b>
Governmental Agency (state or federal)	 <b>10.43%</b>
Other (please specify)	 <b>12.2%</b>

## Survey Items

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580 - Texas Water Development Board

How would you describe yourself? Check all that apply.

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<b>Verbatim Responses:</b>	79
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- research community
  - Non Profite
  - attorney
  - university
  - Community HOA/Investor Owned Corp
  - MUD director
  - Academic
  - IOU Investor owned Utility
  - NGO focused on water
  - water district board member
  - Plummer
  - CL BBASC Member
  - Water & Wastewater Utility
  - Farmer
  - Non-profit Association
  - Municipality
  - City Government
  - NGO
  - city hall
  - MUD Director
  - Local Municipality
  - Local government utility
  - GCD
  - University
-

## Survey Items

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580 - Texas Water Development Board

**Verbatim Responses: (Cont.)** 79

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- NGO
  - Public library
  - University researcher
  - Manufacturer
  - nonprofit organization
  - reg. water district board
  - Major Supplier of PVF
  - weather geek
  - Local Government; Water Conservation District
  - Financial Adviser
  - Municipal Advisor
  - State University
  - Local Government
  - small water operation
  - extension agent through university
  - Bond Underwriter
  - Legal Counsel for WSC
  - Special Utility District
  - water nonprofit
  - Higher Education
  - industry
  - PhD Research
  - Local stakeholder NGO community partner
  - water district regulated by Texas
-



## Survey Items

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580 - Texas Water Development Board

**Verbatim Responses: (Cont.)** 79

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- Non profit
  - Energy Industry
  - Academic
  - Bond underwriters
  - Municipal Water District
  - Banker to the TWDB
  - Scientist
  - researcher
  - University
  - Provider of technology and service,
  - Association
  - Higher Education
  - Steam Electric Power
  - researcher
  - Groundwater District
  - Municipal Utility District
  - Local Government
  - GCD
  - MUD Director
  - IOU water Company sole proprietor
  - Manufacturer
  - Non-Profit - Planning
  - Major Supplier of PVF
  - Newspaper
  - Candidate for a job
-

# Survey Items

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580 - Texas Water Development Board

Verbatim Responses: (Cont.)	79
<ul style="list-style-type: none"><li>• University faculty</li><li>• wholesale water</li><li>• Municipal - City</li><li>• Newspaper</li><li>• retail water utility</li><li>• SWCD</li></ul>	

## Survey Items

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580 - Texas Water Development Board

Are you a first-time TWDB customer?

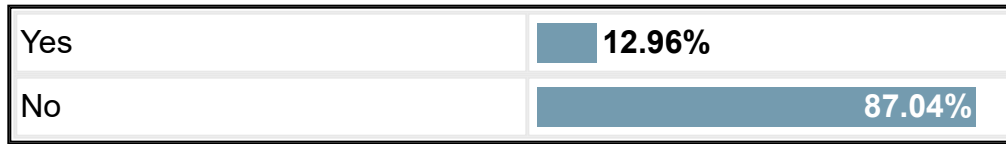
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**Number of Respondents:** 602

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Item Response	Count	Pct.
Yes	78	12.96%
No	524	87.04%

### Frequency Distribution



## Survey Items

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580 - Texas Water Development Board

If you are a repeat customer, number of years you have been interacting with TWDB:




---

**Number of Respondents:** 550

---

Item Response	Count	Pct.
Less than 2 years	41	7.45%
2-5 years	77	14.00%
More than 5 years	432	78.55%

### Frequency Distribution

Less than 2 years	 <b>7.45%</b>
2-5 years	 <b>14%</b>
More than 5 years	 <b>78.55%</b>

## Survey Items

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580 - Texas Water Development Board

Times in contact with TWDB in the last 12 months:




---

**Number of Respondents:** 597

---

Item Response	Count	Pct.
1 time	100	16.75%
2-3 times	172	28.81%
More than 3 times	325	54.44%

### Frequency Distribution

1 time	 16.75%
2-3 times	 28.81%
More than 3 times	 54.44%

## Survey Items

580 - Texas Water Development Board

Agency area you last had contact with:

**Number of Respondents:** 606

Item Response	Count	Pct.
Human Resources	3	0.50%
Water Supply and Infrastructure (including Regional Water Planning & Development; Program Administration & Reporting; Water Use, Projections & Planning; and Flood Planning)	283	46.70%
Water Science and Conservation (including Groundwater; Surface Water; Flood Science and Community Assistance; and Conservation & Innovative Water Technologies)	125	20.63%
Texas Natural Resources Information System	35	5.78%
Executive Administration	13	2.15%
Legal Services/Office of General Counsel	3	0.50%
Finance/Financial Compliance	43	7.10%
Governmental Relations and Agency Communications	13	2.15%
Contract Administration	25	4.13%
Water for Texas conference	9	1.49%
General/Unsure	54	8.91%

# Survey Items

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580 - Texas Water Development Board

## Frequency Distribution

Human Resources	0.5%
Water Supply and Infrastructure (including Regional Wat	46.7%
Water Science and Conservation (including Groundwater;	20.63%
Texas Natural Resources Information System	5.78%
Executive Administration	2.15%
Legal Services/Office of General Counsel	0.5%
Finance/Financial Compliance	7.1%
Governmental Relations and Agency Communications	2.15%
Contract Administration	4.13%
Water for Texas conference	1.49%
General/Unsure	8.91%

## Survey Items







580 - Texas Water Development Board

My interaction with TWDB related to:

**Number of Respondents:** 600

Item Response	Count	Pct.
Financial assistance	170	28.33%
Technical assistance	102	17.00%
Conservation or other water-related education or communications	104	17.33%
Planning or stakeholder process	110	18.33%
Staff or board outreach	27	4.50%
Other	87	14.50%

### Frequency Distribution

Financial assistance	 <b>28.33%</b>
Technical assistance	 <b>17%</b>
Conservation or other water-related education or commun	 <b>17.33%</b>
Planning or stakeholder process	 <b>18.33%</b>
Staff or board outreach	 <b>4.5%</b>
Other	 <b>14.5%</b>



# Survey Items

580 - Texas Water Development Board

Staff members were helpful.

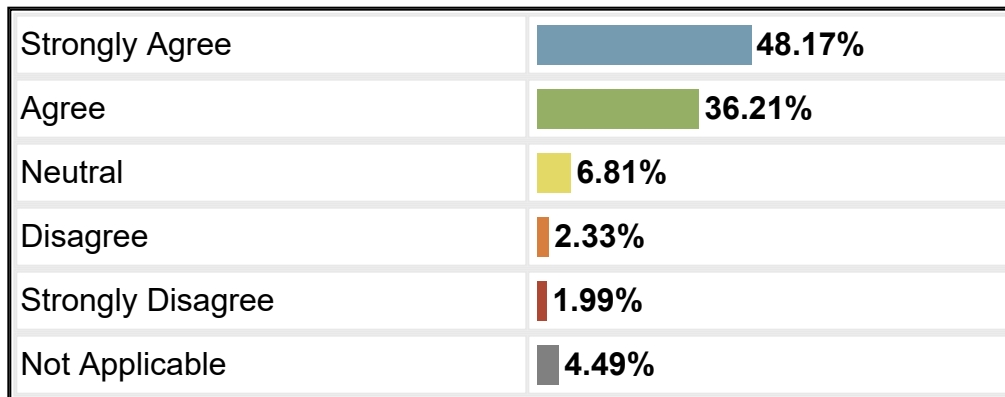
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**Score:** 4.32  
**Std. Dev.:** 0.871  
**Number of Respondents:** 602

---

Item Response	Count	Pct.
Strongly Agree	290	48.17%
Agree	218	36.21%
Neutral	41	6.81%
Disagree	14	2.33%
Strongly Disagree	12	1.99%
Not Applicable	27	4.49%

## Frequency Distribution



# Survey Items

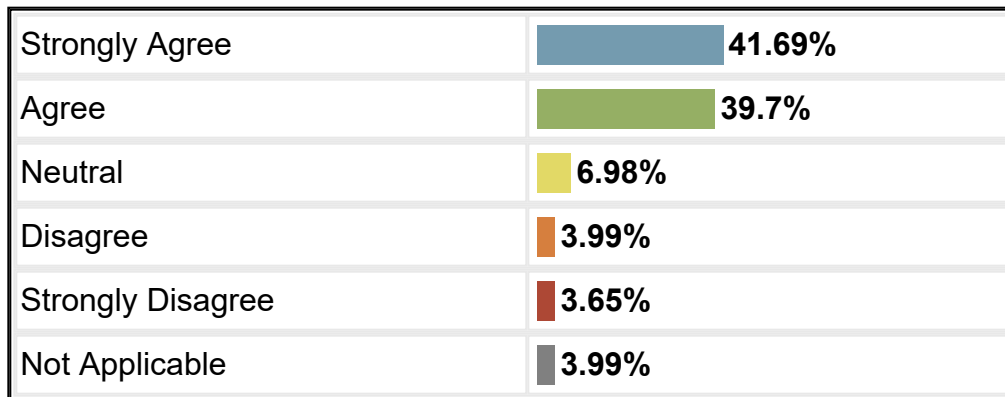
580 - Texas Water Development Board

I received the information I needed in a timely manner.

**Score:** 4.16  
**Std. Dev.:** 0.995  
**Number of Respondents:** 602

Item Response	Count	Pct.
Strongly Agree	251	41.69%
Agree	239	39.70%
Neutral	42	6.98%
Disagree	24	3.99%
Strongly Disagree	22	3.65%
Not Applicable	24	3.99%

## Frequency Distribution



# Survey Items

580 - Texas Water Development Board

The information was straightforward and easy to understand.

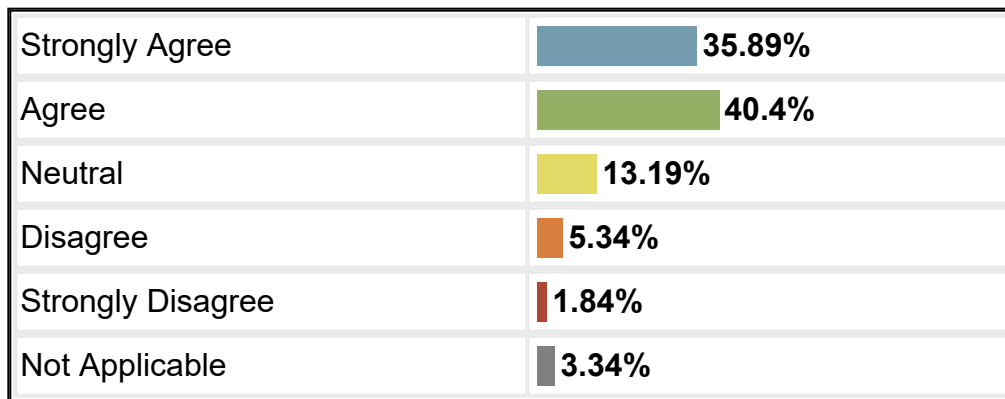
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**Score:** 4.07  
**Std. Dev.:** 0.947  
**Number of Respondents:** 599

---

Item Response	Count	Pct.
Strongly Agree	215	35.89%
Agree	242	40.40%
Neutral	79	13.19%
Disagree	32	5.34%
Strongly Disagree	11	1.84%
Not Applicable	20	3.34%

## Frequency Distribution



## Survey Items







580 - Texas Water Development Board

My phone call, email, or letter was routed to the proper person.

**Score:** 4.25  
**Std. Dev.:** 0.849  
**Number of Respondents:** 600

Item Response	Count	Pct.
Strongly Agree	229	38.17%
Agree	228	38.00%
Neutral	43	7.17%
Disagree	14	2.33%
Strongly Disagree	9	1.50%
Not Applicable	77	12.83%

### Frequency Distribution

Strongly Agree	 38.17%
Agree	 38%
Neutral	 7.17%
Disagree	 2.33%
Strongly Disagree	 1.5%
Not Applicable	 12.83%

## Survey Items







580 - Texas Water Development Board

The website was easy to use and contained helpful information.

**Score:** 4.01  
**Std. Dev.:** 0.878  
**Number of Respondents:** 596

Item Response	Count	Pct.
Strongly Agree	162	27.18%
Agree	249	41.78%
Neutral	89	14.93%
Disagree	21	3.52%
Strongly Disagree	8	1.34%
Not Applicable	67	11.24%

### Frequency Distribution

Strongly Agree	 27.18%
Agree	 41.78%
Neutral	 14.93%
Disagree	 3.52%
Strongly Disagree	 1.34%
Not Applicable	 11.24%

## Survey Items







580 - Texas Water Development Board

If I had a concern or complaint, it was addressed in a timely and reasonable manner.

**Score:** 3.99  
**Std. Dev.:** 1.032  
**Number of Respondents:** 597

Item Response	Count	Pct.
Strongly Agree	137	22.95%
Agree	148	24.79%
Neutral	60	10.05%
Disagree	20	3.35%
Strongly Disagree	14	2.35%
Not Applicable	218	36.52%

### Frequency Distribution

Strongly Agree	 <b>22.95%</b>
Agree	 <b>24.79%</b>
Neutral	 <b>10.05%</b>
Disagree	 <b>3.35%</b>
Strongly Disagree	 <b>2.35%</b>
Not Applicable	 <b>36.52%</b>

## Survey Items

580 - Texas Water Development Board

Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.







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**Score:** 4.04  
**Std. Dev.:** 1.043  
**Number of Respondents:** 599

---

Item Response	Count	Pct.
Strongly Agree	207	34.56%
Agree	236	39.40%
Neutral	59	9.85%
Disagree	20	3.34%
Strongly Disagree	28	4.67%
Not Applicable	49	8.18%

### Frequency Distribution

Strongly Agree	 <b>34.56%</b>
Agree	 <b>39.4%</b>
Neutral	 <b>9.85%</b>
Disagree	 <b>3.34%</b>
Strongly Disagree	 <b>4.67%</b>
Not Applicable	 <b>8.18%</b>

## Survey Items

580 - Texas Water Development Board

Printed materials contained clear and thorough information.







---

**Score:** 4.08  
**Std. Dev.:** 0.816  
**Number of Respondents:** 593

---

Item Response	Count	Pct.
Strongly Agree	157	26.48%
Agree	246	41.48%
Neutral	71	11.97%
Disagree	17	2.87%
Strongly Disagree	4	0.67%
Not Applicable	98	16.53%

### Frequency Distribution

Strongly Agree	 <b>26.48%</b>
Agree	 <b>41.48%</b>
Neutral	 <b>11.97%</b>
Disagree	 <b>2.87%</b>
Strongly Disagree	 <b>0.67%</b>
Not Applicable	 <b>16.53%</b>



## Survey Items







580 - Texas Water Development Board

Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.

**Score:** 3.78  
**Std. Dev.:** 1.152  
**Number of Respondents:** 594

Item Response	Count	Pct.
Strongly Agree	87	14.65%
Agree	129	21.72%
Neutral	44	7.41%
Disagree	22	3.70%
Strongly Disagree	22	3.70%
Not Applicable	290	48.82%

### Frequency Distribution

Strongly Agree	 <b>14.65%</b>
Agree	 <b>21.72%</b>
Neutral	 <b>7.41%</b>
Disagree	 <b>3.7%</b>
Strongly Disagree	 <b>3.7%</b>
Not Applicable	 <b>48.82%</b>

## Survey Items

580 - Texas Water Development Board

Overall, I was satisfied with the amount of time it took to get a loan/grant closed.







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**Score:** 3.72  
**Std. Dev.:** 1.165  
**Number of Respondents:** 591

---

Item Response	Count	Pct.
Strongly Agree	76	12.86%
Agree	113	19.12%
Neutral	45	7.61%
Disagree	24	4.06%
Strongly Disagree	20	3.38%
Not Applicable	313	52.96%

### Frequency Distribution

Strongly Agree	 <b>12.86%</b>
Agree	 <b>19.12%</b>
Neutral	 <b>7.61%</b>
Disagree	 <b>4.06%</b>
Strongly Disagree	 <b>3.38%</b>
Not Applicable	 <b>52.96%</b>

## Survey Items

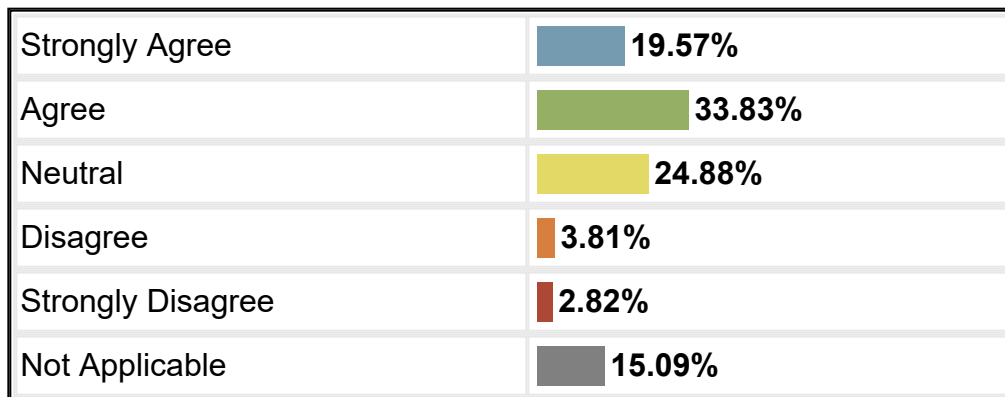
580 - Texas Water Development Board

I am interested in attending the Water for Texas 2020 conference September 28-30 2020, in Austin.

**Score:** 3.75  
**Std. Dev.:** 0.970  
**Number of Respondents:** 603

Item Response	Count	Pct.
Strongly Agree	118	19.57%
Agree	204	33.83%
Neutral	150	24.88%
Disagree	23	3.81%
Strongly Disagree	17	2.82%
Not Applicable	91	15.09%

### Frequency Distribution



## Survey Items








580 - Texas Water Development Board

If answer to previous question was yes, I am interested in the following topics at the conference (choose all that apply):

**Number of Respondents:** 623

Item Response	Count	Pct.
Drought and flood issues	235	37.72%
Project financing	168	26.97%
Conservation and innovative technologies (reuse, desalination, rainwater harvesting, etc.)	238	38.20%
Water communications	143	22.95%
Water policy and law	235	37.72%
Not Applicable	44	7.06%
Other (please specify)	20	3.21%

### Frequency Distribution

Drought and flood issues	 <b>37.72%</b>
Project financing	 <b>26.97%</b>
Conservation and innovative technologies (reuse, desali	 <b>38.2%</b>
Water communications	 <b>22.95%</b>
Water policy and law	 <b>37.72%</b>
Not Applicable	 <b>7.06%</b>
Other (please specify)	 <b>3.21%</b>

## Survey Items

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580 - Texas Water Development Board

I receive regular correspondence from the TWDB through direct mail, email, or social media.


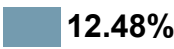
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**Number of Respondents:** 601

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Item Response	Count	Pct.
Yes	526	87.52%
No	75	12.48%

### Frequency Distribution

Yes	 87.52%
No	 12.48%

## Survey Items







580 - Texas Water Development Board

The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.

**Score:** 4.13  
**Std. Dev.:** 0.726  
**Number of Respondents:** 590

Item Response	Count	Pct.
Strongly Agree	174	29.49%
Agree	274	46.44%
Neutral	88	14.92%
Disagree	6	1.02%
Strongly Disagree	1	0.17%
Not Applicable	47	7.97%

### Frequency Distribution

Strongly Agree	 <b>29.49%</b>
Agree	 <b>46.44%</b>
Neutral	 <b>14.92%</b>
Disagree	 <b>1.02%</b>
Strongly Disagree	 <b>0.17%</b>
Not Applicable	 <b>7.97%</b>

## Survey Items

580 - Texas Water Development Board

What is your preferred method of receiving regular communications from TWDB?

**Number of Respondents:** 600

Item Response	Count	Pct.
Press releases	13	2.17%
Social media (Facebook, Twitter, YouTube)	10	1.67%
Newsletter	29	4.83%
Email	523	87.17%
I prefer to not receive regular communications	23	3.83%
(Please specify other preference)	2	0.33%

### Frequency Distribution

Press releases	2.17%
Social media (Facebook, Twitter, YouTube)	1.67%
Newsletter	4.83%
Email	87.17%
I prefer to not receive regular communications	3.83%
(Please specify other preference)	0.33%

## Survey Items

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580 - Texas Water Development Board

What is your preferred method of receiving regular communications from TWDB?

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**Verbatim Responses:** 3

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- LinkedIn
  - Correspondence as required
  - conference information
-



## Survey Items

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580 - Texas Water Development Board

I would like regular information updates about (Please specify)

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<b>Verbatim Responses:</b>	122
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- Policy changes regarding Water Supply Corporations
  - ground water
  - Upcoming meetings and conferences Technical resources available Water issues (emerging issues, water rights/policy, etc.)
  - Flood funding and Planning Opportunities to apply for green infrastructure and nature-based projects
  - The progress of work in the 16 Regional Water Planning Groups, including their hiring of consultants to write each Regional Plan; whether they have submitted their IPPs and final Plans; when and where they will hold their public hearings; when the RWPG Chairs meet with TWDB staff; and when the TWDB issues guidance to the RWPGs. Perhaps TWDB could have a listserv for all activities related to Regional and State Water Planning, including rulemaking? That way it wouldn't have to filter through each RWPG to get to people who are interested in this topic, and we wouldn't have to check the TWDB website in order to figure it out. ALSO, please clarify to the RWPGs whether their selection of a consultant for the next Planning Cycle is subject to State Procurement procedures, or whether they can do this by acclamation at a RWPG meeting.
  - The status of our project.
  - changes in water law water projects throughout the state
  - Flood planning and mitigation
  - Grants
-

## Survey Items

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580 - Texas Water Development Board

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**Verbatim Responses: (Cont.)** 122

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- TNRIS
  - Water conservation in rural areas & how correlate to urban areas
  - Studies & reports on aquifers and groundwater resources
  - Webinars conducted by TWDB regarding financial assistance programs.
  - Agriculture Conservation Irrigation Financing
  - Groundwater district information. Grants for conservation.
  - Regional Water Planning Process & DFC Process in each GMA
  - funding assistance available, regardless of use (ie. water conservation, groundwater, flood mitigation, water utility, wastewater systems, etc.)
  - water policy ,law,drought
  - Grants / Timing of pre-loan events ( IUP )
  - Aging pipeline
  - Regional Water Planning
  - Planning and funding opportunities related to research/environmental flows
  - flood legislation implementation water conservation groundwater and surface water science drought management environmental flows
  - groundwater
  - Water supply and demand data.
  - Upcoming or recently advertised RFQs.
-

## Survey Items

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580 - Texas Water Development Board

### Verbatim Responses: (Cont.) 122

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- Water Conservation
  - Water/wastewater Technology and Financial planning
  - Water and Groundwater
  - I have indicated previously that I would like updates, but sometimes it seems I do not receive them. Especially when regarding financial assistance and funding opportunities.
  - Water conservation
  - Scientific and Believable Reports on actual and documented water savings/conservation using TWDB funding expenditures; not just claims! Information on the makeup and qualifications of divisional members. Accountability by qualified personnel should also be addressed.
  - I am generally very well informed but have no idea who TWDB is, what it does, or how you expect to inform citizens of Texas why your organization even exists. Good luck.
  - Flood control
  - Water programs and educational resources for public libraries
  - Drought and Project financing
  - Environmental flows
  - Groundwater quality and quantity. Groundwater recharge. Models looking at a water recharge and use in balance over time.
  - Conservation and innovative technologies (reuse, desalination, rainwater harvesting, etc
  - I am a landowner with an agreement with TWDB for a Mesonet, the staff have been very helpful in establishing the agreement and with the operations, much appreciated to the staff at TWDB.
-

## Survey Items

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580 - Texas Water Development Board

### Verbatim Responses: (Cont.) 122

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- Grants
  - flood issues
  - Models and geological data and interpretation
  - Water Conservation (Meter opportunities) and funding of projects. Leading area of leaks in the water systems and greatest are of revenue generation for the owners to cover cost and expansion of systems. Very little info provided by TWDB on this topic.
  - loans and grants on water and wastewater projects
  - na
  - Discretionary Funds available to struggling communities.
  - State Flood Planning and Grants
  - Water Conservation Surveys, Audits and funding opportunities
  - Water Conservation and Water reclamation emerging technology
  - We have had a loan from TWDB for at least 5 years. Between TWDB and TCEQ, we are unable to expend the funds that we were granted to complete our project. This is costing us well over 300k per year in bulk water purchases with no well revenue in return, PLUS having to pay on the loan. Offering loans at a great rate is a good thing. Not being able to utilize the funds you borrowed is ridiculous after all of this time. If I had to do it over again, I'd have used a conventional issuance of debt and gladly 'eaten' the interest.
  - Financial Assistance Programs
-

## Survey Items

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580 - Texas Water Development Board

### Verbatim Responses: (Cont.) 122

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- water
  - Flood and drainage issues. Funding availability for projects. Availability of forgiveness funds. Particularly for those of us that are small cities with limited budgets.
  - Water policy and law; TNRIS GIS related topics
  - Loans and Grants available for Water Districts.
  - Aquifer models
  - I recommend a written area where 'Improvements' for TWDB can be provided in your next survey. Auditors at TWDB really need to check contract agreements made in relation to expenditures. Long delays in feedback and high level of rejections on expenditures already made that are in line with project approved objectives occurs repetitively. Expense auditors for TWDB seem to not understand grants or loans well and the agreement contracts approved before the grants were provided.
  - flood planning, environmental flows studies, water planning
  - Groundwater management and conservation.
  - Commenting on 18 above - Broader range of information on Water and Climate Change: How to Plant Smart in a dry/wet zone. Where to access water conservation items, i.e., rain barrels, composters, etc Also, educational materials on Fats, Oil and Grease - in the sanitary sewer pipes and how to avoid clogs from occurring. Thanks!
  - ASR, aquifer recharge (AR), TWDB projects on ASR and AR, Texas Water Plan
-

## Survey Items

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580 - Texas Water Development Board

### Verbatim Responses: (Cont.) 122

---

- water law, technical reports, technical services, map updates
  - I prefer email because it's easier to return to than social media. I also like the brief descriptions and links to more information. I am most interested in FLOOD related information, especially since TWDB is in charge of the new state wide flood planning. Although sometimes my organization uses other water-related DATA from TWDB.
  - Financial help to make up shortfall in City revenues, in Water and Sewer Billing in the COVID 19 Crisis. Thanks Brad Newton City of Presidio, Texas 432 229 3199
  - Rules and regulations wsc
  - drought and flooding and climate
  - generally the State Water plans per region and how they will be funded.
  - Changes to the Economically Disadvantaged Area Program (EDAP) and renewal of funding.
  - Grants
  - Grants, Water Audits, Water conservation, Board Meetings,
  - Water Conferences in my area.
  - Processing Outlay request for contract funds.
  - Flood policy and associated studies
  - improving water flow infrastructure educational materials for primary grade and secondary grade students {conservation as well as water quality}
-

## Survey Items

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580 - Texas Water Development Board

### Verbatim Responses: (Cont.) 122

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- Flood Infrastructure Financing and Planning Coordination with Water Quality Efforts
  - Grants
  - Water Loss Control / Non-Revenue Water
  - brackish water program studies
  - Water Conservation, law and project financing projects
  - Funding opportunities, policy revisions, and drought/flood issues
  - 
  - funding application changes and requirements
  - infrastructure grant opportunities
  - Latest water policy and project funding availability
  - Flooding, Rio Grande water resources issues, Coastal issues, and Water quality
  - Nothing specific.
  - Portable water supply delivery system with reversible flow connecting all water sources of south Texas with private resources and finances
  - State flood planning (SB 8)
  - Groundwater studies, conservation, GAM, issues, and monitoring.
  - Flooding Funding
  - Flood mitigation and planning
  - GIS data and layers hosted by TNRIS/TWDB, and changes to online access and/or download process for those data.
-

## Survey Items

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580 - Texas Water Development Board

### Verbatim Responses: (Cont.) 122

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- Not applicable
  - Freshwater inflow and maintaining the ecological health of estuaries. Also, hydrodynamic modelling of estuary circulation patterns.
  - I receive regular communication per newsletter and email.
  - 
  - flood control program and funding
  - N/A
  - conservation and innovative technologies; water policy and law
  - Escrow releases....
  - FIF Regional Flood Planning Process: a)Organization schedule for Implementation, b)Specific Milestones for process.
  - n/a
  - NA
  - Water education, workshops, conservation
  - in the future
  - Much of my intersections deal with floodplain issues. It seems there is not sufficient staff to respond to inquiries in a timely manner.
  - Aquifer Storage for water.
  - Alternative sources or treatment methods for well water contaminated with radionuclides.
  - flood regulations
  - Flooding & flood mitigation Water supply
-



## Survey Items

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580 - Texas Water Development Board

### Verbatim Responses: (Cont.) 122

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- Grant funding opportunities - More funding is needed for the Ag Water Conservation Program. \$600K/yr is not enough for the state of TX!
  - New Technologies and R&D for water desalinization and purification.
  - Project review is so slow that the infrastructure needing to be replaced is being replaced by the city and later being reimbursed by TWDB because we just couldn't wait any longer. Infrastructure is crumbling around us and we already have the loan in place to do the work. We have had three case managers this year alone. Due to non payment we have had two contractors walk off jobs. They have said they may not ever bid another job of ours due to the lack of payment or very late payment from TWDB. Due to the projects being so slow and drawn out the citizens and city council have lost confidence in the public works director and city manager. The public works director is taking early retirement due to the scrutiny. TWDB needs to spend extra money hiring staff to run programs and projects before they lend out another dime!
  - Who you are. No information on this organization or what it does.
  - water programs and monies or matching monies available
  - Water & Waste Water projects.
  - The grant for Hurricane repairs toke more that three months for the engineering firm to process and then another two months to get it approved. In the mean time we had people moving back into their homes and need sewer service restored. The delay means that the District had to take out a loan or use reserves to make it happen.
-

## Survey Items

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580 - Texas Water Development Board

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**Verbatim Responses: (Cont.)** 122

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- Project financing
  - javanatta@gmail.com
  - Water conservation progress through TWDB staff efforts and the Water Conservation Advisory Council
  - Funding opportunities
-

## Survey Items

580 - Texas Water Development Board

Overall, I am satisfied with my experience with the TWDB.







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**Score:** 4.18  
**Std. Dev.:** 0.894  
**Number of Respondents:** 603

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Item Response	Count	Pct.
Strongly Agree	245	40.63%
Agree	262	43.45%
Neutral	57	9.45%
Disagree	24	3.98%
Strongly Disagree	11	1.82%
Not Applicable	4	0.66%

### Frequency Distribution

Strongly Agree	 <b>40.63%</b>
Agree	 <b>43.45%</b>
Neutral	 <b>9.45%</b>
Disagree	 <b>3.98%</b>
Strongly Disagree	 <b>1.82%</b>
Not Applicable	 <b>0.66%</b>

## Survey Items

580 - Texas Water Development Board

### Item Score Summary

Item Text	Score	Std. Dev.
Staff members were helpful.	4.32	0.871
I received the information I needed in a timely manner.	4.16	0.995
The information was straightforward and easy to understand.	4.07	0.947
My phone call, email, or letter was routed to the proper person.	4.25	0.849
The website was easy to use and contained helpful information.	4.01	0.878
If I had a concern or complaint, it was addressed in a timely and reasonable manner.	3.99	1.032
Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.	4.04	1.043
Printed materials contained clear and thorough information.	4.08	0.816
Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.	3.78	1.152
Overall, I was satisfied with the amount of time it took to get a loan/grant closed.	3.72	1.165
I am interested in attending the Water for Texas 2020 conference September 28-30 2020, in Austin.	3.75	0.970
The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.	4.13	0.726
Overall, I am satisfied with my experience with the TWDB.	4.18	0.894

**The Texas Water Department Board  
Customer Survey Report**



**May 2020**



**The University of Texas at Austin**

**Institute for Organizational Excellence**

*Steve Hicks School of Social Work*

Prepared by  
The Institute for  
Organizational Excellence  
April 2020

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## 1. INTRODUCTION

### 1.1 Purpose:

The Texas Government Code, Chapter 2114.002, requires all Texas agencies and higher education institutions to provide a report to the Office of the Governor's Budget and Policy team (OOG) and the Legislative Budget Board (LBB). The OOG and LBB are required to jointly create a measure for customer service satisfaction and standardized performance measures for agencies. In an effort to engage, gather the opinions, and measure the perspectives of the customers of the Texas Water Development Board (TWDB), a customer service survey was conducted. TWDB contracted with The University of Texas at Austin's Institute for Organizational Excellence (IOE) to perform this work and serve as an external evaluator. The overall process required outcome was a valid, reliable, and objective report from TWDB customers.

### 1.2 Background: Texas Government Code, Chapter 2114.002

In January 2020, TWDB secured the services of the IOE to formally measure and evaluate customers' perceptions about services provided by TWDB. TWDB is required to provide a bi-annual customer service report to the OOG and LBB. The next report is due in June 2020. As part of the Texas Government Code, Chapter 2114.002 requirements, the IOE conducted customer service surveys for TWDB.

### 1.3 Scope:

The survey process was designed to reach a sample of TWDB customers. This approach provided a formalized mechanism for data collection, analysis, and reporting on customers' responses. In addition to gathering important perception data on TWDB's services, the survey process served as an outreach communication to respondents about how TWDB values its customers' feedback. Moreover, the survey was an educational tool and a method for promoting transparent and inclusive government.

The design of this process was built upon previous opinion gathering methods, findings, and the strategic direction set forth by the OOG, LBB, IOE, and TWDB. The scope of the process and the design of the survey assessment included items to evaluate facilities, interactions with staff, communications, websites, complaint handling processes, the ability to serve customers in a timely fashion, printed information, and general satisfaction with services received from TWDB. This report summarizes the methodology and results of the Customer Service Survey that was conducted. The

TWDB Customer Service Survey was conducted by the IOE April 22, 2020, through May 1, 2020. In order to improve the response rate, reminders were sent on April 27, 28, 29, and May 1, 2020, to the individuals who had yet to respond to the survey.

In addition to creating, administering, collecting, and reporting the information from the survey back to TWDB, the IOE provided supportive data resources. These resources included Excel files on aggregate data based on categorical codes for comparison purposes.

#### **1.4 Institute for Organizational Excellence:**

The Institute for Organizational Excellence (IOE) has experience in providing survey research services to over one hundred state and local government agencies, institutions of higher education, and private and nonprofit organizations since 1979. The overlying goal of the IOE is to promote excellence within organizations by encouraging research and continuing education. The IOE is part of the Steve Hicks School of Social Work at The University of Texas at Austin. The mailing address is 1925 San Jacinto Blvd, Austin, TX 78712. The institute's contact information is [orgexcel@utexas.edu](mailto:orgexcel@utexas.edu) or 512-471-9831, and the website is [www.survey.utexas.edu](http://www.survey.utexas.edu). The project was assigned and co-authored by Venenzia Johnson, a master's student at the Steve Hicks School of Social Work. Dr. Noel Landuyt co-authored this report and had technical and editing assistance from Geoff Treitel and Nicole Duson.

## **2. DESCRIPTION OF STUDY**

### **2.1 Primary Objectives:**

The primary objective for the TWDB customer service survey is to develop, distribute, manage, and prepare a final report on TWDB's customer service and overall customer satisfaction. The first objective was to edit and create a customer service survey that contained all the new requirements from the OOG and LBB. The first step in creating this updated report was to compile an inventory of TWDB customers. From that inventory, individuals were categorized based on customer groups. The second objective was to design a concise yet informative survey instrument and corresponding methodology, which would ensure a valid and reliable result. The methodology included elements such as survey development, instrument design, web-based programming, distribution, and administration of the instrument, collecting and compiling data, and tabulating and preparing data into a final report.



### **2.3 Instrument Design:**

The survey instrument was designed in February 2020. Due to the updated OOG and LBB requirements, new survey questions were asked on various agency services. The OOG and LBB had a total of 8 questions. After the initial draft of the survey and email were developed, the IOE conferred with a TWDB liaison who provided feedback on the survey instrument. Minor changes were made to the instrument based on the liaison's feedback.

The survey instrument had additional features that, depending on the person's response or status, presented them with clarifying or follow-up questions. This process is referred to as "display logic". For example, only those respondents who were not satisfied with their interactions with staff were asked to specify which staff services needed improvement. However, this "display logic" was not asked to those individuals who were satisfied with staff. The survey, along with the display logic used, is included in Appendix 6.1. No qualitative comments were collected.

### **2.4 Sample Population:**

The Texas Water Development Board produced a list of TWDB customers that included different divisions. Due to COVID-19, IOE was not able to create hardcopy surveys. After removing mailing addresses, duplicate emails, and cleaning up the customer list provided by TWDB, there were approximately 2000 individuals selected for this sampled population. The Institute for Organizational Excellence stratified and randomized the customer list in order to produce a representative sample of TWDB external customers.

### **2.5 Survey Administration:**

The survey was created and administered by the IOE. The software and data are held on encrypted and secure servers to ensure data protection. All individual-specific data held by IOE were held on encrypted and secure servers and were fully deleted from servers at the conclusion of this project.

### **2.6 Survey Report:**

The report contains aggregate and frequency data from the survey. For each section, data regarding the response rate are provided. To illustrate how respondents are represented as part of the overall external customers, tables detailing actual

respondents to those sampled are compared. For each survey item, the item text is listed along with the response categories.

In each customer category, the number of individuals included in that selection and the percentage as a portion of the total response rate is calculated. When applicable, a graphical representation is provided. Responses for or scaled items are included. These answers are reported on a scale from a low of 1 (strongly unsatisfied) to a high of 5 (strongly satisfied). Neutral response counts from “Don’t know” and “N/A” are displayed as well.

Detailed tables are presented for various comparisons between groupings. These groupings include, but are not limited to, the different divisions. These tables contain an aggregate score comparison on items and percentage of responses on items, which allowed for optional choices. Items are scaled from a low of 1 to a high of 5. A satisfaction scale is used and has the following choices: Strongly Unsatisfied (1), Unsatisfied (2), Neutral (3), Satisfied (4), and Strongly Satisfied (5). Other choices included Prefer Not to Answer/Don’t Know and Not Applicable (0).

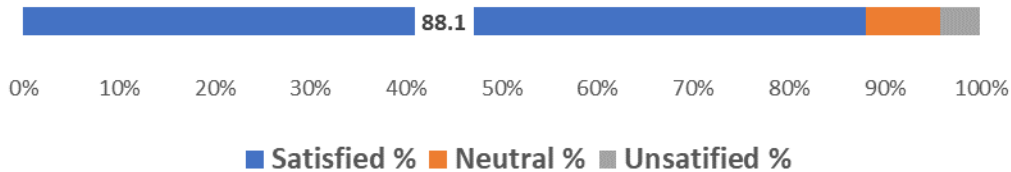
### 3. SUMMARY OF FINDINGS

#### 3.1 TWDB Customer Service Survey

TWDB customers were asked to rate their satisfaction with various services from the agency, including the facilities, staff interaction, communication, TWDB’s website, the formal complaint handling process, timeliness of service, printed information, and overall satisfaction with TWDB. No additional comments were collected.

This administration period corresponded with the COVID-19 crisis in Texas and we are uncertain what these implications (if any) would be to the level of response. For a measure of overall satisfaction with TWDB, the item “Please rate your overall satisfaction with TWDB” was posed to all participants. On this item, 168 responses were recorded. **Table 1** shows the overall satisfaction with TWDB. The table includes the average score on a 5 point scale with a high of 5 (Strongly Satisfied) to a low of 1 (Strongly Unsatisfied), the number of respondents for that customer grouping on this item, the standard deviation, and the percentages of respondents indicating satisfaction, neutrality, and dissatisfaction.

Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
4.27	168	0.82	88.1	7.7	4.2



\*Note only 168 out of the 188 total responses answered this item.

#### 4. FUTURE STUDY RECOMMENDATIONS:

The current survey should be reviewed by relevant parts of the agency to ascertain what actions, if any, are needed to be undertaken based on the customer input. Any actions or discussions regarding the survey should be captured and considered for any modifications for future questionnaires. A customer service survey should be a regularly scheduled activity. A timeline for ongoing assessment processes should be established for this customer service survey. The recommendation is to set up a bi-annual customer service survey, which is mandated by the OOG and LBB in the Texas Government Code, Chapter 2114.002.

Any customer service survey should have elements that are measurable over time as well as containing new elements that may be important to inform the customers about program modifications or enhancements.

An inventory of all customer engagement efforts such as newsletters, announcements, surveys, and communication materials should be inventoried and then coordinated and optimized for clearer, more concise messaging.

Through an analysis of the customer data, additional modalities to engage individuals may be needed, such as paper and pencil instruments or phone surveys, if specific populations are not being reached by the electronic mail method.

#### 5. SURVEY RESULTS

##### 5.1 TWDB Customer Survey Results

**Response Rate:** The overall response rates were within the anticipated range for a voluntary survey. In the experience of the research team, the anticipated response rate was 5% to 15% based on other voluntary surveys conducted using an email

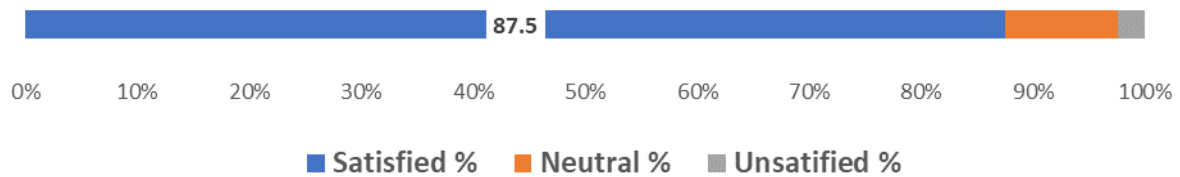
distribution method. On the following pages, a variety of data presentations and representations are made. More details regarding this presentation were made in the Survey Reports section of this document. Out of a sample size of approximately 2000 participants, 188 responded or a 9.4% rate of response.

The following sections include the responses by customer groups for each service area assessed. The number of respondents varies based on whether the customer interacted with the service area. For example, if a customer did not visit a facility, they would not have responded to facility items. Only if the customer indicated dissatisfied would the customer be asked clarifying items.

## Facilities

If you visit or have visited a TWDB facility, **how satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?**

Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
4.20	80	0.72	87.5	10.0	2.5



If you visit or have visited a TWDB facility, **how satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?**

*For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to any respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with the facilities, please help us understand where we can do better. How satisfied are you with the facility's...?

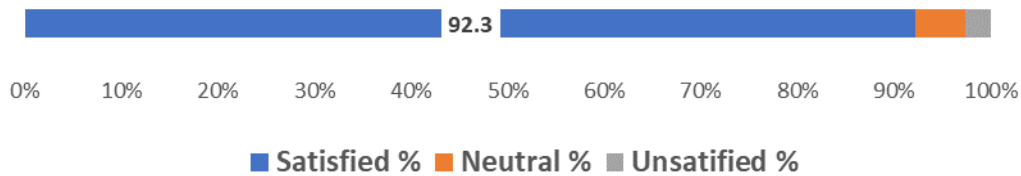
- accessibility (your ability to access the facility)
- location
- signs
- cleanliness

Item	Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
Accessibility	2.40	5	0.55	0.0	40.0	60.0
Location	2.80	5	0.45	0.0	80.0	20.0
Signs	3.40	5	0.89	60.0	20.0	20.0
Cleanliness	4.25	4	0.50	100.0	0.0	0.0

## Staff

If you interact or have interacted with TWDB staff, **how satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of name plates or tags for accountability?**

Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
4.41	155	0.74	92.3	5.2	2.6



If you interact or have interacted with TWDB staff, **how satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of nameplates or tags for accountability?**

*For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with your interactions with TWDB staff, please help us understand where we can do better. How satisfied are you with the staff's...?

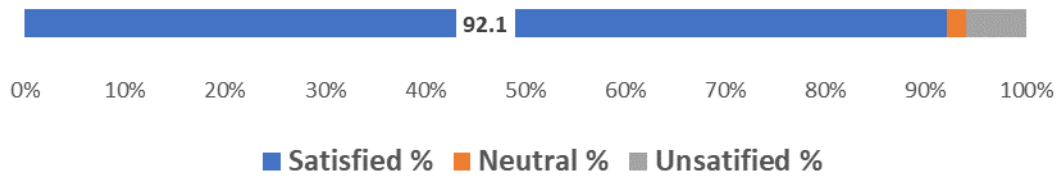
- courtesy or friendliness
- knowledge to address your question
- ability to identify themselves to you

Item	Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
Courtesy	3.75	8	1.04	62.5	25.0	12.5
Knowledgeability	2.88	8	0.83	25.0	37.5	37.5
Identification	3.00	8	1.31	37.5	25.0	37.5

## Communication

If you communicate or have communicated with TWDB, **how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?**

Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
4.28	151	0.80	92.1	2.0	6.0



If you communicate or have communicated with TWDB, **how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?**

*For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with agency communications, please help us understand where we can do better. How satisfied are you with the different types of agency communication?

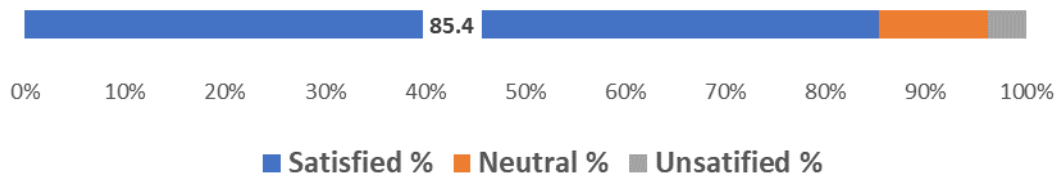
- access to the toll-free telephone
- the time spent holding on the phone
- the number of times being transferred while on the phone
- talking to a person
- written correspondence or letter
- e-mail
- text/chat messages
- mobile application

Item	Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
TF Phone Access	3.40	5	1.34	60.0	0.0	40.0
Time to hold	3.00	7	1.73	42.9	14.3	42.9
# of Transfers	2.86	7	1.46	42.9	0.0	57.1
Talk to a person	2.90	10	1.20	30.0	30.0	40.0
Letter/Written C	3.33	6	0.82	50.0	33.3	16.7
E-mail	2.67	9	0.71	11.1	44.4	44.4
Text/Chat Msgs	2.50	2	0.71	0.0	50.0	50.0
Mobile App	2.00	1	0.00	0.0	0.0	100.0

## Website

If you interact or have interacted with TWDB's website (twdb.texas.gov), **how satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?**

Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
4.11	157	0.76	85.4	10.8	3.8



If you interact or have interacted with TWDB's website (twdb.texas.gov), **how satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?**

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with TWDB's website, please help us understand where we can do better. How satisfied are you with the following related to TWDB's website...?

- ease of navigation
- mobile access
- accuracy of information
- ability to find services/ programs
- ease in finding contact information
- information available to make a complaint

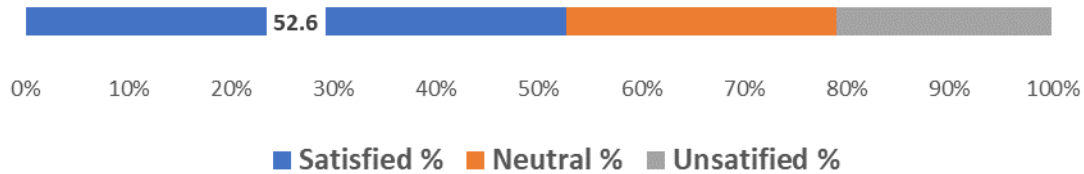
Item	Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
Ease of Navigation	2.37	19	0.76	5.3	36.8	57.9
Mobile Access	2.67	9	0.71	11.1	44.4	44.4
Info Accuracy	3.58	19	1.17	52.6	31.6	15.8
Finding Services	2.53	19	0.70	5.3	47.4	47.4
Finding Contact Info	2.53	17	1.07	11.8	41.2	47.1
Info to Complaint	2.78	9	1.20	22.2	33.3	44.4



## Complaint Handling Process

If you have filed a formal complaint, **how satisfied were you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?**

Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
3.42	19	1.12	52.6	26.3	21.1



If you have filed a formal complaint, **how satisfied were you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?**

*For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's complaint handling process, please help us understand where we can do better. How satisfied are you with the agency's complaint handling process...?

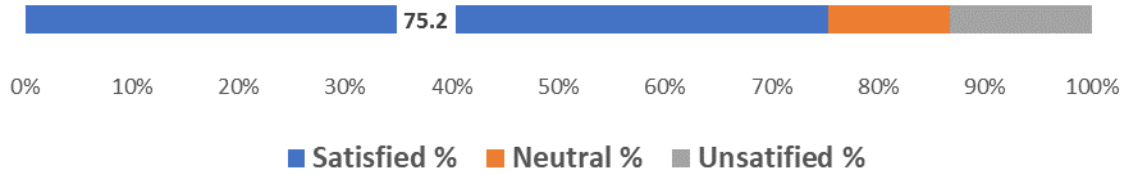
- to easily file a complaint
- to have it handled in a timely manner

Item	Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
Easily File A Complaint	1.75	4	0.96	0.0	25.0	75.0
Timely Manner	1.75	4	0.96	0.0	25.0	75.0

## Service Time

If you waited to receive a service from TWDB, **how satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person?**

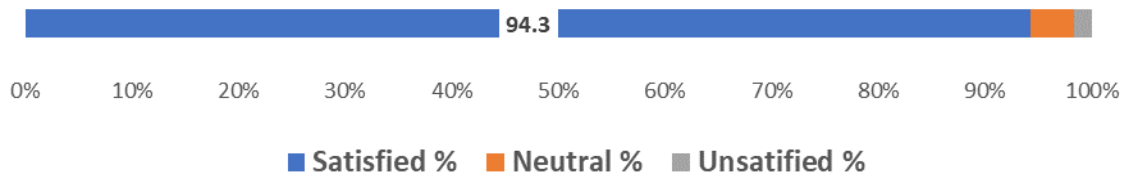
Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
3.93	105	1.09	75.2	11.4	13.3



## Printed Information

If you receive or have received printed information from TWDB, **how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?**

Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
4.32	123	0.63	94.3	4.1	1.6



If you receive or have received printed information from TWDB, **how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?**

*For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's printed information, please help us understand where we can do better. How satisfied are you with the following related to TWDB's printed information...?

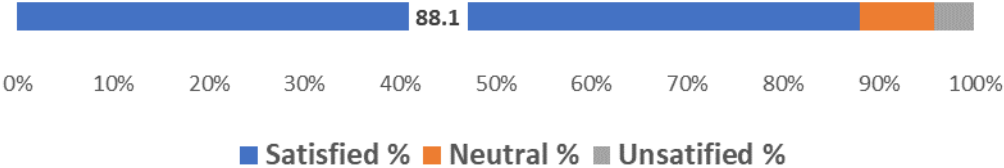
- accuracy
- clarity
- usefulness

Item	Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
Accuracy	2.75	4	0.96	25.0	25.0	50.0
Clarity	2.20	5	0.45	0.0	20.0	80.0
Usefulness	1.80	5	0.84	0.0	20.0	80.0

# Overall Satisfaction

Please rate your overall satisfaction with TWDB:

Average	Total	Std. Dev.	Satisfied %	Neutral %	Unsatisfied %
4.27	168	0.82	88.1	7.7	4.2



## 6. Appendix

### 6.1 TWDB Customer Service Survey

#### INTRODUCTORY PARAGRAPH

On behalf of the Texas Water Development Board (TWDB) and the Institute for Organizational Excellence (IOE), thank you for taking a few minutes to complete this short survey. The survey takes one to three minutes to take and you are not required to answer all items. All of your individual answers will remain confidential. For more information or to contact the IOE, visit [www.survey.utexas.edu](http://www.survey.utexas.edu).

1. If you visit or visited a TWDB facility, how satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

Options:

Strongly Unsatisfied (1)

Unsatisfied (2)

Neutral (3)

Satisfied (4)

Strongly Satisfied (5)

N/A (0)

- 1A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with the facilities, please help us understand where we can do better. How satisfied are you with the facility's...?

- accessibility (your ability to access the facility)
- location
- signs
- cleanliness

Options: (for each above)

Strongly Unsatisfied (1)

Unsatisfied (2)

Neutral (3)

Satisfied (4)

Strongly Satisfied (5)

N/A (0)

2. If you interact or have interacted with TWDB staff, how satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of name plates or tags for accountability?

Options:

Strongly Unsatisfied (1)

Unsatisfied (2)  
Neutral (3)  
Satisfied (4)  
Strongly Satisfied (5)  
N/A (0)

2A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with your interactions with TWDB staff, please help us understand where we can do better. How satisfied are you with the staff's...?

- courtesy or friendliness
- knowledge to address your question
- ability to identify themselves to you

Options: (for each above)  
Strongly Unsatisfied (1)  
Unsatisfied (2)  
Neutral (3)  
Satisfied (4)  
Strongly Satisfied (5)  
N/A (0)

3. If you communicate or have communicated with TWDB, how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

Options: (for each above)  
Strongly Unsatisfied (1)  
Unsatisfied (2)  
Neutral (3)  
Satisfied (4)  
Strongly Satisfied (5)  
N/A (0)

3A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with agency communications, please help us understand where we can do better. How satisfied are you with the different types of agency communication?

- access to the toll-free telephone
- the time spent holding on the phone
- the number of times being transferred while on the phone
- talking to a person
- written correspondence or letter
- e-mail
- text/chat messages
- mobile application

Options: (for each above)  
Strongly Unsatisfied (1)  
Unsatisfied (2)

Neutral (3)  
Satisfied (4)  
Strongly Satisfied (5)  
N/A (0)

4. If you interact or have interacted with TWDB's website (TWDB.gov), how satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?

Strongly Unsatisfied (1)  
Unsatisfied (2)  
Neutral (3)  
Satisfied (4)  
Strongly Satisfied (5)  
N/A (0)

4A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with TWDB's website, please help us understand where we can do better. How satisfied are you with the following related to TWDB's website...?

- ease of navigation
- mobile access
- accuracy of information
- ability to find services/ programs
- ease in finding contact information
- information available to make a complaint

Options: (for each above)  
Strongly Unsatisfied (1)  
Unsatisfied (2)  
Neutral (3)  
Satisfied (4)  
Strongly Satisfied (5)  
N/A (0)

5. If you have filed a formal complaint, how satisfied were you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

Strongly Unsatisfied (1)  
Unsatisfied (2)  
Neutral (3)  
Satisfied (4)  
Strongly Satisfied (5)  
N/A (0)

5A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's complaint handling process, please help us understand where we can do better.

How satisfied are you with the agency's complaint handling process...?

- to easily file a complaint
- to have it handled in a timely manner

Options: (for each above)

Strongly Unsatisfied (1)

Unsatisfied (2)

Neutral (3)

Satisfied (4)

Strongly Satisfied (5)

N/A (0)

6. If you waited to receive a service from TWDB, how satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person?

Strongly Unsatisfied (1)

Unsatisfied (2)

Neutral (3)

Satisfied (4)

Strongly Satisfied (5)

N/A (0)

7. If you receive or have received printed information from TWDB, how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?

Strongly Unsatisfied (1)

Unsatisfied (2)

Neutral (3)

Satisfied (4)

Strongly Satisfied (5)

N/A (0)

7A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's printed information, please help us understand where we can do better.

How satisfied are you with the following related to TWDB's printed information...?

- accuracy
- clarity
- usefulness

Options: (for each above)

Strongly Unsatisfied (1)

Unsatisfied (2)

Neutral (3)

Satisfied (4)

Strongly Satisfied (5)

N/A (0)



8. Please rate your overall satisfaction with TWDB:

Strongly Unsatisfied (1)

Unsatisfied (2)

Neutral (3)

Satisfied (4)

Strongly Satisfied (5)

N/A (0)

## 6.2 About the IOE

The instrument findings were produced by the Institute for Organizational Excellence (IOE). The IOE is a research institute associated with the Center for Social Work Research at the University of Texas at Austin's School of Social Work. The IOE has more than 35 years of experience in providing survey research services to over a hundred state and local agencies and institutions of higher education as well as private and nonprofit organizations.

The overlying goal of the IOE is to promote excellence within organizations by encouraging research and continuing education. We seek to achieve our mission through the following: providing valuable tools for organizational improvement; delivering effective and reliable methods for the assessment of employee perceptions; maintaining useful benchmark data for measuring performance; and fostering an organization's perceptiveness to change, ability to learn, and potential for success.

The IOE director is Dr. Noel Landuyt. The IOE is principally known for conducting employee attitudinal surveys, such as the Survey of Employee Engagement (an employee assessment used for Texas government employees since 1979). The IOE's website is [www.survey.utexas.edu](http://www.survey.utexas.edu). Special appreciation for assistance in preparation, writing, and analysis conducted on this project goes to Venenzia (Veni) Johnson, Graduate Research Assistant, and Nicole Duson, Database Coordinator.

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