





# Strategic Plan

Fiscal Years 2025–2029



# Texas Water Development Board Strategic Plan

*Fiscal Years 2025 to 2029*

Board Member	Dates of Term	Hometown
 BROOKE T. PAUP, CHAIRWOMAN	February 1, 2025	Austin
 GEORGE B. PEYTON, V, MEMBER	February 1, 2027	Canadian
 L'OREAL STEPNEY, MEMBER	February 1, 2029	Dallas
 BRYAN MCMATH, INTERIM EXECUTIVE ADMINISTRATOR		

June 1, 2024

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- 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.

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, and to meet the state's continuing needs for water supply, wastewater, and stormwater infrastructure.

To further our mission, the TWDB collects, analyzes, distributes, and presents 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. And as a result of the 86th Legislative Session (2019), the agency is now responsible for the state's first regional and state flood planning process.

Since its creation in 1957, the TWDB has been charged with addressing the state's water needs through planning supported by sound science 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. Since the passage of landmark flood legislation in 2019, 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 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 further economic growth and provide sufficient water for future needs. Inadequate water supplies can curtail economic activity for businesses and industries heavily reliant on water, which can result in job 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 underpinned by the best available science becomes even more critical, along with understanding water use trends in the state and 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 and Foundational Principles

### Core Values

In addition to our mission statement, the TWDB has 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.

### Foundational Principles

The TWDB's foundational principles serve as a touchstone and guide decision making at all levels of the agency, including our full-time governing Board, which has the directive to make policy recommendations to the Texas Legislature in the state water plan, the state flood plan, and the agency's biennial report.



As foundational principles, the TWDB does the following:

1. Serves as the unbiased source of best available data, science, and information through continuous improvement and refinement of our methods.
2. Promotes sharing and dissemination of data, science, and information, including the advancement of FAIR (Findable, Accessible, Interoperable, and Reusable) data principles.
3. Promotes the value of better data for better science for better planning for better policy.
4. Engages with stakeholders through multiple modes of communication to be responsive to the needs of Texans.
5. Supports and incentivizes cooperative long-term planning at local, regional, and state levels.
6. Ensures, to the best of our ability, that all Texans have access to clean and safe drinking water.
7. Provides affordable financial assistance for Texas communities to meet needs for growth, rehabilitate existing systems, ensure regulatory compliance with public health standards, and identify and mitigate flood risks.
8. Supports and incentivizes effective regionalization of infrastructure whenever feasible.
9. Protects the credit rating of the agency's portfolios and serves as fiduciary of the state's financial resources.
10. Fosters responsible economic development, prosperity, and stewardship of the state's water resources.

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

The TWDB has experienced a significant increase in statutory and operational responsibilities in recent years due to the success of the State Water Implementation Fund for Texas (SWIFT)<sup>1</sup> program; increases in funding through the state revolving fund programs; and the addition of new flood science, planning, and financing programs. Since 2013 (considered as a reference year due to legislation that created the SWIFT program), the agency has seen a significant increase in key performance metrics. Total assets managed over that timeframe have increased three-fold from \$6.9 billion to \$20.9 billion, and the number of construction contracts managed has nearly doubled (an increase from 257 to 507). And from 2016 to 2023, the TWDB has delivered on average more than \$1.8 billion per year in financial assistance, a many-fold increase in the average annual amount compared with years past. Of the \$35.6 billion in financial assistance commitments since the agency's inception in 1957, nearly \$20 billion has been committed since 2013.

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<sup>1</sup> The SWIFT program includes two funds, the State Water Implementation Fund for Texas (SWIFT) and the State Water Implementation Revenue Fund for Texas (SWIRFT). Revenue bonds for the program are issued through SWIRFT.



This growth brought both challenges and opportunities. For the past several years, the TWDB has been actively addressing workload and customer service challenges that are largely due to the significant increases in demand for our financial assistance programs. These challenges have been exacerbated by difficulties in hiring and retaining skilled staff in current economic conditions.

The following sections highlight recent accomplishments and initiatives as well as challenges and opportunities that the agency may face in the next five years, including implementation of recommendations from the Sunset review process.

### Texas Water Fund Implementation

In 2023, the 88th Texas Legislature passed Senate Bill (SB) 28 and Senate Joint Resolution (SJR) 75 providing for the creation of the Texas Water Fund, a special fund in the state treasury outside the general revenue fund to be administered by the TWDB. In addition, SB 30 authorized a one-time, \$1 billion supplemental appropriation of general revenue to the Texas Water Fund, contingent on enactment of SB 28 and approval of SJR 75 by voters. Proposition 6 (the proposition for SJR 75), creating the Texas Water Fund to assist in financing water projects in Texas, passed on November 7, 2023, with more than 77 percent in favor.

The Texas Water Fund is not a new financial assistance program itself; rather, it allows the TWDB to provide funding through certain existing financial assistance programs and the newly created New Water Supply Fund for Texas. The TWDB is working to implement the Texas Water Fund and is considering stakeholder feedback to inform funding priorities as well as the administration of the programs to which funds may be transferred.

### Flood Initiatives

In the aftermath of Hurricane Harvey in 2017, the TWDB conducted Texas' first State Flood Assessment, which included an overview of flood-related roles and responsibilities, an estimation of flood mitigation costs, and a synopsis of stakeholder views on the future of flood planning in Texas. Based on findings from that effort, the TWDB recommended that the legislature pursue proactive statewide flood mitigation by developing foundational flood risk management policies and goals to support three key pillars of investment: 1) improved and updated flood mapping and modeling; 2) coordinated watershed-based planning; and 3) mitigation efforts, such as policy enhancements, increased technical assistance, and financial assistance for project implementation.

In response to this assessment and other efforts initiated in the wake of Hurricane Harvey, the 86th Legislature and Governor Abbott greatly expanded the TWDB's role in flood planning, science, and financial assistance via the historic passage of Senate Bill (SB) 7 (which created the Flood Infrastructure Fund and the Texas Infrastructure Resiliency Fund) and SB 8 (which created a new regional and state flood planning process). SB 500 appropriated funding for infrastructure projects related to drainage, flood mitigation, flood

control, regional flood planning activities, and flood science initiatives to support development of the regional and state flood plans.

Significantly, the funding has allowed the TWDB to develop multiple flood hazard data products, including cursory flood hazard data, base level engineering, and a composite flood “quilt” composed of best-available data sets for watersheds across Texas. The data and models created by these processes 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.

In recognition of the need for greater state resources to assist with implementing flood mitigation strategies, the legislature made a one-time transfer of \$793 million from the state's Economic Stabilization or "Rainy Day" Fund via SB 500 to create a new flood financial assistance program to be administered by the TWDB. The Flood Infrastructure Fund (FIF) program is designed to make the implementing drainage and flood projects more affordable for Texas communities and meet immediate needs for funding with grants and low-interest loans. In 2023, the legislature added an additional \$624 million to further support statewide flood mitigation efforts. In addition to FIF-funded projects, the TWDB was successful in assisting National Flood Insurance Program participating communities with securing significant amounts of federal funding through FEMA's Flood Mitigation Assistance program.

The TWDB, in partnership with numerous stakeholders, has made considerable progress in implementing these new flood programs. Of the 208 Hydrologic Unit Code (HUC) 8 watersheds in Texas, 127 have completed base level engineering studies and 81 are planned and in progress; we anticipate full statewide coverage by end of the 2024 calendar year. The cursory flood data set and flood quilt are already available statewide. The regional flood planning groups developed Texas' first 15 regional flood plans that were submitted to the TWDB by January 2023 and approved by the Board; the first state flood plan will be adopted by September 1, 2024. And as of April 2024, the TWDB has committed more than \$640 million for 126 FIF projects, including early warning systems, watershed studies, match for federal programs, and a range of flood control and mitigation strategies.

### State Water Plan Implementation

The agency looks forward to continuing to implement the state water plan. The 2022 State Water Plan projects that Texas' population will increase 73 percent by 2070. The plan recommends more than 5,800 strategies crafted to conserve existing water supplies and create additional supplies to address the needs of our growing population. The estimated capital costs associated with implementing the 2022 State Water Plan are \$80 billion, with water providers estimating they will need about \$47 billion of that amount in state financial assistance. Of the \$80 billion, approximately \$77.1 billion will support strategies associated with municipal water suppliers or wholesale water providers. The TWDB has SWIFT and

other financial assistance programs available to help finance these water management strategies.

The TWDB has committed more than \$11.5 billion for dozens of state water plan projects in Texas through the SWIFT program, resulting in a savings of almost \$1.2 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. The program continues to experience significant demand and may close as much as \$2 billion in new and multiyear funding in fall 2022 based on estimates from abridged applications received in spring 2022.

## Planning Initiatives

### *Water Supply Planning*

For the 2022 State Water Plan, TWDB revised its methodology to specifically plan for smaller entities in the regional and state water plans to be responsive to the need to improve planning information for rural entities. This additional data produced through the planning process was packaged and distributed to planning groups and county officials to support planning groups with enhanced rural outreach during the current planning cycle. The 2022 State Water Plan was also a shift to utility-based planning, which enables the planning groups and public to have a better understanding of water use, needs, and project development. The TWDB has built upon this data reporting during the current planning cycle by making available visualized water use data to the planning groups to support their review of the draft water demand projections and by visualizing conservation plan data to assist with evaluating and recommending demand reduction strategies and projects. We continue to identify data reporting and connectivity enhancements to our Public Water System Boundary Viewer, a tool heavily utilized by local, state, and federal entities.

The TWDB continues its affiliate work with the state demographer, a critical partner for demographic data and projection methodology reviews that are key to the water supply planning process. Another ongoing coordination is with the state climatologist to address a Sunset recommendation to receive information and projections to identify regions of the state likely to experience severe drought or excessive rainfall. To meet our statutory charge to prepare for and respond to drought, we look to continually improve our data collection and analysis methods to support development of the state water plan, as implementing this plan is the state's best preparation for a recurrence of drought.

### *Flood Planning*

With the first regional flood plans now approved and the first state flood plan due on September 1, 2024, the regional flood planning program has already updated its rules for the second five-year planning cycle in response to stakeholder feedback on the inaugural cycle. As the program matures, it will continue to fund and support—through the regional flood planning group grant contracts—increased outreach to flood stakeholders, including those in rural areas.

The upcoming regional and state flood planning cycle will be informed and improved by flood research currently underway, including: to create a Texas Flood Social Vulnerability Index; to improve benefit-cost analyses; via a new tool to improve the collection of data about existing flood infrastructure by local entities; and an assessment of potential changes to future flood risk that will support all 15 regional flood planning groups. We anticipate that there will be multiple amendments to the regional and state flood plans as additional flood mitigation projects are identified within the upcoming planning cycle and subject to additional FIF funds becoming available.

The Flood Planning Division's flood protection study team is expanding in preparation to oversee additional flood protection studies being funded through the 2024 Flood Intended Use Plan. The division is also building up a new flood mitigation evaluation team that will support the regional flood planning groups' efforts to identify additional flood mitigation projects to include in their regional plans. This effort is supported by legislative appropriations that will support a master services contract through which studies will be performed on behalf of the planning groups and the associated smaller and rural communities.

The flood division anticipates enhancing the initial interactive state flood plan application and sharing tools through continued work with the Texas Disaster Information System.

### *Water Science, Data, and Conservation Initiatives*

The Office of Water Science and Conservation provides assistance, information, and education for the conservation, management, and understanding of water in Texas in support of the agency's mission to ensure a secure water future for Texas.

### *Water Data*

Foundational to the agency's mission is the provision of data to support informed decision making. To this end, the TWDB has developed the Texas Water Data Hub, a diverse water data platform featuring a growing catalog of searchable datasets and applications from across the state. The Beta version of the Hub was launched in February 2023, and the platform is designed as an intuitive system to index, document, search, and access Texas water data. The Hub project works to make data more FAIR, thus facilitating connections and insights that can support water resource management throughout the state.

## *Surface Water*

The 88th Texas Legislature charged the TWDB with monitoring hydrometeorological conditions throughout the state and establishing a network to collect and disseminate such data (HB 2759). This legislation provided clearer guidance and authority to the agency, which initiated the TexMesonet hydrometeorological monitoring program and installed its first stations in the Blanco River watershed following the devastating Memorial Day Flood of 2015. To date, the TWDB has installed more than 105 stations and partnered with numerous entities to receive and display data on [Texmesonet.org](http://Texmesonet.org), which can be viewed in both English and Spanish.

Over the past two years, the Surface Water Division has continued to advance scientific progress and stakeholder education related to the concept of Forecast-informed Reservoir Operations (FIRO) for enhancing water resource management ahead of and during times of drought. This work has been supported by partnerships with the University of Texas at Arlington, U.S. Army Corps of Engineers, and Brazos River Authority, as well as federal grant funds from the U.S. Bureau of Reclamation. Through these collaborations, the TWDB participated in a FIRO pilot project for the Little River Basin and hosted panel sessions at two conferences, a collaborative workshop, webinars, and stakeholder discussions that bring greater awareness of the potential for FIRO to extend Texas' water supplies.

The division has also advanced the quality of evaporation datasets available to stakeholders. Through partnerships with Texas A&M University, the U.S. Army Corps of Engineers, the Desert Research Institute, and the Lower Colorado River Authority (LCRA), we published a new evaporation dataset that provides estimates of evaporation on a daily timescale for water supply reservoirs across Texas. Additionally, through a workshop co-hosted with the LCRA in March 2024, staff offered opportunities to stakeholders and practitioners to better understand how we can further improve evaporation estimates, which are critical for water management and state water planning.

The TWDB also participates in the Texas Integrated Flooding Framework (TIFF), a multi-agency (state and federal), collaborative flood risk reduction planning project. Texas Integrated Flooding Framework partners hosted a workshop to identify bathymetry data needs critical to advancing coastal flood modeling and analysis. Twenty high-priority areas were identified along the coast. The TWDB, in collaboration with the Texas Geographic Information Office (formerly named the Texas Natural Resources Information System), has since acquired high-resolution bathymetry for four top priority areas, including portions of the Lower Laguna Madre, Nueces Bay, Houston Ship Channel, lower San Jacinto River, and lower Galveston Bay. Further, the National Oceanic and Atmospheric Administration recognized the TWDB for filling critical data gaps and sharing mutually beneficial data.

## *Flood Science and Community Assistance*

The TWDB has completed several flood science and research initiatives during the preceding two-year period, and many more are currently underway. These projects all aim to improve

our overall understanding of flood impacts and mitigation approaches as well as develop more effective and efficient ways to perform various flood-related activities. Completed efforts include a repetitive loss viewer on the TWDB's website that quickly provides communities with specific information about the amount and cost of their repetitive flood losses, a flood resource guide for flood officials and communities to support effective flood education and outreach, and a guidance document for communities on creating flood early warning systems. Ongoing efforts include, but are not limited to, new guidance on benefit-cost analyses for flood projects, guidance for communities on pursuing nature-based solutions, developing future precipitation estimates, and automating various flood modeling processes.

### *Groundwater*

The Groundwater Division has undertaken a new, more robust approach to soliciting stakeholder input on projects that support our legislatively funded groundwater modeling and brackish groundwater studies. Additionally, the division launched a newsletter, the *Groundwater Gazette*, to provide updates to stakeholders on various projects, tout accomplishments, and introduce staff. While advancing these new initiatives, the division has continued to focus on employee recruitment and retention, stakeholder outreach efforts, and improving groundwater data collection and analysis. The division was provided four additional positions by the 88th Legislature as well as funding to support and expand its Water Quality, Springs Monitoring, and Recorder Wells programs, all of which enhance the state's understanding of groundwater resources.

### *Conservation and Innovative Water Technologies*

The Conservation and Innovative Water Technologies Division works to ensure Texas' future water supplies by advancing conservation and alternative water supplies through education, data, and funding. The Municipal Water Conservation Department expanded its water loss program to include validation of water loss audits to improve data accuracy, updated water loss thresholds to better reflect industry standards and consider connection density, and adopted rules to meet a legislative mandate (SB 28) requiring the TWDB to provide technical assistance to public utilities completing their water loss audits. The department also facilitated the Texas Rain Catcher Award, a rainwater harvesting competition that recognizes rainwater harvesting systems in Texas, by presenting five awards in 2022 and five in 2023. The Agricultural Water Conservation Department provided \$2.7 million in grants to political subdivisions for 18 projects that implement agricultural conservation measures, and staff significantly expanded outreach efforts to increase awareness of the grant program and attract more applicants. They also estimated agricultural irrigation water use, a key input for the state water plan, for every county in the state in 2023. The Innovative Water Technologies Department completed the first two aquifer storage and recovery studies required by legislative mandate, including an aquifer characterization study for the Guadalupe-Blanco River Authority and a groundwater longevity assessment for the City of Bandera. It also submitted the biennial report on desalination to the Texas Legislature in December 2022.



## Texas Geographic Information Office Initiatives

The Texas Geographic Information Office (TxGIO), recently named by the 88th Texas Legislature, is a reliable and unique state resource that provides high-quality current and historic geospatial data products, education, and training, while advancing the Texas GIS community through collaboration, expertise, cost-sharing initiatives, and exceptional customer service.

TxGIO maintains a robust online resource for statewide geographic data and information. It also provides instruction on the use of TxGIO 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.

TxGIO initiatives include the following:

- Development of premium, subscription-based online mapping and data service products for governmental agencies. These services will allow for immediate access to geospatial data without the need to download, extract, and configure data, saving time and money.
- Development of new partnerships with local governments to help acquire, aggregate, and disseminate important datasets needed for statewide and national use.
- Development of new data technology called “digital twin,” which is a virtual representation of reality, including physical objects, processes, and relationships that provide a new way to access information to quickly understand complex systems and make informed decisions.
- Development of an online store to support educational geospatial activities and events that support the GIS community.
- Acquisition of statewide high-resolution land cover datasets based on current statewide aerial imagery to ensure continuity and compatibility.
- Acquisition of new, statewide elevation-enhanced hydrography datasets that will vastly improve accuracy over the current hydrography data products.
- Continued development of statewide lidar acquisition from a county-based eight-year refresh to a HUC-based five-year refresh.
- Enhanced development of a statewide building database with derived first floor building elevation estimates.
- Development of a marketing strategy to showcase new data products and inform potential partners of data acquisition opportunities and better align products and services with the TxGIO mission and the Texas GIS community.

## Communication Initiatives

In January 2023, the TWDB hosted the agency’s fourth biennial Water for Texas conference. Like previous conferences, it was widely regarded as a great success. Approximately 650



registered guests attended general and breakout sessions in water-related technical tracks. In state fiscal year 2024, the agency conducted traveling Board meetings in Harlingen, Houston, and Lubbock—all three of which also included project site visits.

In addition to the conference and other outreach efforts, the agency has continuously expanded our communications platforms to reach a greater number of stakeholders and the general public. For state fiscal year 2023, agency social media activities generated approximately 2.5 million impressions through postings and other engagement on Facebook, X (Twitter), Instagram, and LinkedIn. The Texas Water Newsroom, an online platform for members of the media and other stakeholders to source stories and content about Texas water, continues to be a successful avenue to share agency news and TWDB-produced videos and articles. Through active media pitching and Newsroom-related email blasts, news media and other organizations regularly pick up content and story ideas to share on their channels, including social media.

In March 2024, the agency introduced a new logo. The fresh and modern design in the shape of Texas represents the unique ways in which water impacts all Texans. The new logo also represents the professional yet approachable team at the agency.

#### Financial Assistance Needs for Small, Rural, and Economically Disadvantaged Communities

Over the last three decades, the TWDB has made significant strides in assisting small, rural, and disadvantaged communities through the state revolving fund (SRF) programs and the Economically Distressed Areas Program (EDAP) so they are able to install first-time systems, replace aging infrastructure, and upgrade water and wastewater treatment plants to meet regulatory standards. In EDAP's 30-plus year history, the TWDB has committed \$571 million to hundreds of planning, acquisition, design, and construction projects in economically distressed areas. Since 2013, 57 percent of TWDB projects, totaling \$1.66 billion through all programs, has been for projects in rural communities with a population of 10,000 or less. And despite a limited number of rural entities that have applied directly for funding through the SWIFT program, many have benefited from SWIFT projects with regional sponsors that provide water supply to many large and small communities over extended geographic areas. For instance, Bois d'Arc Lake, which is being developed by North Texas Municipal Water District, will meet the water needs of 1.8 million people, including two dozen rural communities.

Despite the available financial assistance options, the needs of some Texas communities are not fully met because the capacities of the EDAP and SRF programs are limited, and some communities lack the resources to repay financial assistance in the form of a loan due to aging populations on fixed incomes, limited commercial tax base, and/or limited opportunities for economic development and growth. The SWIFT program and the Texas Water Development Fund are not able to provide grants because of statutory prohibitions, and loans through these programs are often not adequately subsidized to meet the needs of small, rural, and disadvantaged communities. Senate Bills 28 and 30 of the 88th Legislature,

approved by voters, created the Texas Water Fund and authorized a \$1 billion supplemental appropriation of general revenue. As outlined in the legislation, the TWDB must ensure that a portion of the funds is used for water infrastructure projects to rural entities. Stakeholder meetings and surveys also solicited comments on proposed uses of the fund.

Recognizing the need for technical assistance in small, rural and disadvantaged communities, the TWDB has implemented initiatives to provide additional services that could better position entities to evaluate their system needs and financial, managerial, and technical assistance to apply for financial assistance. These initiatives include the Asset Management Program for Small Systems and the Water Utilities Technical Assistance Program.

The TWDB estimates that more than \$400 million in EDAP-type financial assistance is needed for water and wastewater projects that could serve around 370,000 Texans. This estimate is based on entities that have expressed interest in EDAP or submitted project information forms for the SRF programs and qualify as disadvantaged. (Note: These needs should not be considered exhaustive statewide because there may be needs beyond these entities that have been in contact with the TWDB.)

General revenue appropriated by the 87th Legislature will support the issuance of general obligation bonds that will provide financial assistance for up to \$100 million in EDAP projects in the 2023–2024 biennium, and the state fiscal year 2024 SRF programs will be able to provide approximately \$127 million in disadvantaged capacity in total. The TWDB is optimistic that additional federal funding from the Infrastructure Investment and Jobs Act of 2021 will be able to meet at least a portion of these needs in the future.

#### *Infrastructure Investment and Jobs Act of 2021*

Federal House Resolution 3684, the Infrastructure Investment and Jobs Act of 2021—also referred to as the Bipartisan Infrastructure Law—provides nationwide SRF funding of \$43.4 billion over five years to expand SRF funding for all eligible projects, remediate emerging contaminants, and replace lead service lines. As of April 2024, the TWDB has made available funding from this act for the first two years of the five-year authorization. The TWDB continues to award funding to projects that address lead service lines or emerging contaminants or build traditional water and wastewater infrastructure through the Clean Water SRF and Drinking Water SRF base programs.

#### *Staffing Challenges*

The agency continues to face challenges in maintaining staffing levels, particularly in the areas of information technology, contract administration, engineering, and hydrology, but also professionals with specific expertise in Texas' water resources. Because of market challenges and striking disparities between what we are able to pay in comparison with the private sector, the TWDB is often faced with hiring staff at entry- to mid-level positions and providing these individuals with extensive training and development. Based on the highly

specialized work performed and the increased workload on existing staff, this situation is not optimal nor sustainable.

In response to these challenges, we have increased some starting salaries and currently offer both recruitment and retention bonuses for difficult-to-fill positions, including licensed professional engineers. We are continually evaluating methods to address both recruitment and retention, and have onboarded a full-time recruiter and are involving business area staff in recruitment and retention strategies. We continue to evaluate and implement some reassignment of job duties to separate administrative and technical functions, transitioning some positions away from general functions toward a greater focus on specialized tasks.

The TWDB endorses telecommuting as part of a hybrid work model, in addition to other flexible work alternatives such as compressed and staggered work schedules, as powerful tools to promote a positive work culture and assist the agency in both recruiting and maintaining a productive and high-quality workforce. Telecommuting as part of a hybrid work model allows eligible participants the opportunity to balance work and home life demands, improve productivity and morale, and address mobility and commuting challenges. Additionally, the model reinforces the agency's Continuity of Operations Plan, ensuring agency and employee preparedness in the event of threats to business continuity.

### *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. To mitigate cybersecurity risks, the agency's Information Security Officer

- 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 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 and report phishing emails;
- performs regular disaster recovery exercises to ensure integrity of data and systems;
- maintains a multilayered approach to protecting the IT infrastructure, including firewalls, intrusion detection and prevention systems, and effective spam and malware filtering; and
- ensures agency security awareness training is certified by the Department of Information Resources and that all agency information resource users complete the training on an annual basis.

In particular, the Information Security Officer's regular phishing exercises have been highly effective. The varied types of exercises provide broad level, customized strategies and have been very successful in making our employees far more vigilant to outside threats.

### *Customer Service Challenges*

While the previously mentioned increase in workload and hiring difficulties have presented challenges, the TWDB continues to monitor customer feedback and strives to improve customer service while balancing staff workload and the need to comply with state and federal statutes and regulations as well as general program limitations.

Since 2020, the TWDB has taken several steps to improve the timeliness of its engineering-related project reviews, including contracting with the University of Texas at Arlington to assist with plans and specification review, site visits of projects under construction, project prioritization scoring for the Clean Water SRF program, and for assistance with review and processing of certificates of approval required to close out construction contracts and authorize the release of final retainage.

The TWDB completed two separate external consultant reviews targeted at its engineering and environmental processes. These reviews focused on identifying potential efficiencies and recommendations for improvement. As a result of these and other efforts, the TWDB reassigned some project review tasks from engineering staff to separate administrative and technical teams, allowing the engineering staff to focus on the tasks requiring their expertise and background while ensuring all critical review tasks get the attention they require.

The TWDB is in the process of developing a project management platform that will improve project coordination and communication, standardize submittal and tracking of review requests, and introduce transparency via an external facing portal that will provide a location for customers to submit project documents, communicate with the TWDB on project-specific items, and monitor the project schedule and review status.

In response to the Sunset staff report, we have begun a process to develop, collect, and analyze performance metrics that will aid in establishing goals for evaluating our project review process. We developed a plan to prioritize improving our project review process to eliminate inefficiencies and inconsistencies. The plan includes a number of efforts already in place and currently in progress, including restructuring the regional project development area and, as noted above, working to implement a robust project management system. Further, statutory changes made by the 88th Legislature are being implemented and will enhance the review process. Finally, as noted above, enhanced efforts to recruit and retain experienced staff are ongoing, including hiring an agency recruiter, offering recruitment and retention bonuses, and investing in staff development and training.

### *Employee Engagement and Satisfaction*

The TWDB is pleased to report that the Survey of Employee Engagement, conducted by the Institute for Organizational Excellence at the University of Texas every even-numbered year,

found that the agency has shown continuous improvement over the last 20 years and has a highly engaged workforce. Eighty-six percent of survey respondents (TWDB staff) agreed with the statement, “I have a good understanding of our mission, vision, and strategic plan,” and 92 percent agreed with, “I am proud to tell people that I work for this organization.”

The agency recently reintroduced a mentoring program with the following goals:

- To expand and develop professional relationships and networks.
- To promote retention, engagement and empowerment of staff.
- To foster career growth and development.
- To assist in the development and awareness of organizational culture.

The first round has been highly successful, with 39 mentees and 30 mentors participating.

We plan to continue a number of initiatives to promote employee engagement, wellness, and work-life balance, including the following:

- Employee newsletter
- 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
- Hybrid work model

## 2. Agency Goals and Action Plan

This plan carries forward three operational goals and identifies one new operational goal (Goal 4) to capture water supply planning, a core component of the TWDB's mission that is now a stand-alone goal in the agency budget structure. In addition to the goals outlined below, the TWDB will continue to implement our goals and objectives in the agency's budget.

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>SPECIFIC ACTION ITEMS TO ACHIEVE GOAL</p> <ol style="list-style-type: none"><li>1. Evaluate, identify, and implement a project management tracking system that provides efficiencies and transparency to the project review process</li><li>2. Identify community water needs and evaluate whether existing financial assistance programs can meet those needs within existing resources and overall financial health of the program</li><li>3. Evaluate and implement process improvements to ensure needs are met and resources are allocated in the most efficiently possible manner</li><li>4. Continue active management of the SWIFT program to implement the state water plan</li><li>5. Explore and implement strategies to mitigate financial, cybersecurity, and other risks</li><li>6. Explore and implement strategies to increase efficiencies and mitigate compliance risks associated with contract management</li><li>7. Evaluate existing outreach efforts and methods and determine targets and goals; develop outreach and education plan to meet adopted targets and goals</li></ol>
<p>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. This goal represents the TWDB's commitment to continually improve customer service, particularly through personal outreach and user-friendly internet applications.</p>

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal 2: Continue state leadership role in collection and dissemination of flood-related data, science, and information as well as local and regional flood planning and collaboration efforts; and continue to provide flood financial assistance as funds are available.

### SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

1. Continue flood-related research, data collection, dissemination, and mapping and modeling activities
2. Continue acquisition of lidar data through the Strategic Mapping program to support flood mapping and modeling
3. Continue successful collaborations with federal, state, and local partners to improve access to flood data
4. Continue to support the Texas Division of Emergency Management by streamlining dissemination of data during emergencies
5. Continue development of and support for TexMesonet, including efforts to link local and regional weather station networks with TexMesonet via regional partnerships
6. Prioritize statewide research, data, mapping, and modeling needs
7. Continue pursuing federal funding to support ongoing mapping and modeling activities by leveraging efforts through FEMA's Cooperative Technical Partners Program
8. Continue pursuing federal funding to support ongoing flood mitigation activities by leveraging efforts through administration of FEMA's Flood Mitigation Assistance program
9. Enhance existing public outreach activities, including assistance provided to National Flood Insurance Program communities through FEMA's Community Assistance Program
10. Continue implementing the state's first regional flood planning process; identify improvements in the process that can be implemented in subsequent planning cycles; build the flood mitigation evaluation team to support the regional flood planning groups' efforts to identify additional flood mitigation projects to include in their regional plans
11. Coordinate with state, federal, and academic partners on implementing large-scale flood-related planning efforts to leverage resources and avoid duplicating efforts
12. Continue funding through the FIF program and identify future improvements based on the success of the Flood Intended Use Plan
13. Identify financial assistance needs through the regional and state flood planning process
14. Work with state partners in the Flood Information Clearinghouse Committee to coordinate the use of state and federal funding for flood mitigation projects

### 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 collecting and disseminating data and information, a core function of the TWDB. 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 development of Texas' first-ever state flood plan through the new regional flood planning process. 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 FIF program.

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal 3: Modernize and refine quantification of the state's water resources, including enhancement of data dissemination networks, products, and technical services.

1. Modernize 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;
  - advancing the integration of FAIR (Findable, Accessible, Interoperable, and Reusable) data principles;
  - 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, expanding a dedicated monitoring network to characterize springs, and improving models; and
  - hydro-climatological variability to better support water supply and flood planning.
4. Expand and enhance capacity to support
  - developing innovative water supply strategies, including aquifer storage and recovery, reuse, and desalination;
  - improving groundwater modeling services to address evolving technical water resource management and planning needs;
  - enhancing and further developing 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 refine and 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. Work under this goal is accountable to the taxpayers of Texas, achieving efficient and effective use of funding and supporting the mission of the agency through a combination of internal efforts and partnerships with local, state, and federal entities that advance quantification and understanding of the state's water resources. Data visualization and sharing platforms focus on positive user experiences for Texans, providing easy-to-understand information at various geographic scales. This goal represents our mantra: "Better Data => Better Science => Better Policy."

#### AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal 4: Continue leading the state's water supply planning efforts while modernizing the state's water use collection, estimation and projection data and processes.

#### SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

1. Continue to lead the state's water supply planning efforts to ensure a secure water future for Texas and the orderly and responsible development, management, and conservation of the state's water resources.
2. Continue to lead the state's water supply planning-related data collection, analysis, and dissemination activities and stakeholder engagement, including identifying process and data improvements to implement in future planning cycles.
3. Continue to collect water use data and improve these collection efforts to support agency planning, conservation, and modeling activities.
4. Modernize the TWDB water use and planning data and applications by

- a. improving the accuracy and availability of water use data;
  - b. facilitating access to utility water data at a public water system level through the enhancement of the Texas Water Service Boundary Viewer;
  - c. promoting understanding of planning information and facilitating statewide coordination on project considerations to address identified water supply needs;
  - d. integrating water use, conservation, and planning data to facilitate understanding and access to information for the public; and
  - e. developing data products and web-based services and dissemination applications that add value and provide access to raw and analyzed data.
5. Identify and, to the extent practical, quantify short- and long-term sources of uncertainty and risk in the water supply plan and data and explore ways to better acknowledge and manage water supply risks; and, accordingly, seek ways to improve water supplier resiliency in the face of water scarcity or recurrence of drought.

**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 prepare for and respond to drought conditions so that sufficient water will be available to ensure public health, safety, and economic development, and to protect the agricultural and natural resources of the entire state, a core function of the TWDB. This goal is accountable to Texans by continuing and expanding statewide water supply planning efforts, the results of which are eligible for cost-effective financial assistance options, including the SWIFT program.

### 3. Redundancies and Impediments

<b>SERVICE, STATUTE, RULE, OR REGULATION</b>	16.051(d) and 16.061(c); 16.053 and 16.062
<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	The current state flood plan and state water plan statutes specify a five-year rule review cycle for the relevant guidance principles, which is aligned with the five-year planning cycles. However, that statutory language is only in the statutes for the state guidance principles. It would be helpful if the regional planning statutes also included a five-year rule review cycle and specifically mentioned this instead of the standard Government Code four-year cycle.
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	Modify statute cited above to allow for five-year rule review.
<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	None

## 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
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1

SHORT NAME: WATER SCIENCE, CONSERVATION, & DATA

FULL NAME: Guide Conserv & Mgmt of State's Water Resources Using Science & Data

DESCRIPTION: Guide the conservation, orderly and cost-effective development, and best management of the state's water resources based on current science and data 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 SCIENCE & MODELING

FULL NAME: Water Science and Modeling

DESCRIPTION: Maintain data for water planning, financial assistance activities, wastewater treatment, flood protection efforts, and develop innovative water strategies.

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GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE
		<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: INNOVATIVE WATER TECHNOLOGIES FULL NAME: Innovative Water Technologies DESCRIPTION: Participate or conduct research regarding alternative water supplies including but not limited to aquifer storage and recovery, desalination, rainwater harvesting, and water reuse.
	<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.

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GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE	
<u>2</u>		SHORT NAME:	STATEWIDE WATER AND FLOOD PLANNING
		FULL NAME:	Statewide Water and Flood Planning
		DESCRIPTION:	Coordinate and provide technical assistance in the development of regional water and flood plans and compile the state water plan and the state flood plan.
	<u>1</u>	SHORT NAME:	WATER SPLY AND FLOOD MIT PLANNING
		FULL NAME:	Water Supply and Flood Mitigation Planning
		DESCRIPTION:	Long-term planning to account for shifts in population, water supplies, technological improvements, economic shifts and to protect against loss of life or property due to flooding.
		<u>1</u>	SHORT NAME:
			FULL NAME:
			DESCRIPTION:
			STATEWIDE WATER PLANNING
			Statewide Water Planning
			Assist in the development and implementation of regional and state water plans, including managing grants, providing technical assistance to regional water planning groups and political subdivisions in the development and implementation of the state water plan.
		<u>2</u>	SHORT NAME:
			FULL NAME:
			DESCRIPTION:
			STATEWIDE FLOOD PLANNING
			Statewide Flood Planning
			Assist in the development and implementation of regional and state flood plans, including managing grants, providing technical assistance to regional flood planning groups and political subdivisions in the development and implementation of the state flood plan.
<u>3</u>		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.
	<u>1</u>	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.

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GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE	
		<u>1</u>	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.
		<u>2</u>	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.
<u>4</u>			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.
	<u>1</u>		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.
		<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.

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GOAL SEQUENCE	OBJECTIVE SEQUENCE	STRATEGY SEQUENCE
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5

SHORT NAME: INDIRECT ADMINISTRATION  
FULL NAME: Indirect Administration  
DESCRIPTION: Indirect administration.

1

SHORT NAME: INDIRECT ADMINISTRATION  
FULL NAME: Indirect Administration  
DESCRIPTION: Indirect administration.

1

SHORT NAME: CENTRAL ADMINISTRATION  
FULL NAME: Central Administration  
DESCRIPTION: Central administration.

2

SHORT NAME: INFORMATION RESOURCES  
FULL NAME: Information Resources  
DESCRIPTION: Information resources.

3

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><u>1</u></b> <u>Guide Conserv &amp; Mgmt of State's Water Resources Using Science &amp; Data</u>								
Objective.: <b><u>1</u></b> <u>Statewide Programs to Collect &amp; Disseminate Water-Related Data &amp; Info</u>								
<b><u>1</u></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><u>3</u></b> <u>Provide Technical and/or Financial Assistance for Water Conservation</u>								
<b><u>1</u></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><u>2</u></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><u>4</u></b> <u>Administer State and Federal Flood Programs</u>								
<b><u>1</u></b>	SHORT NAME:	% WATERSHEDS W REFRESHED FLOOD MAPS	Y	N	Y	N	H	H
	FULL NAME:	% Watersheds with Refreshed Flood Risk Maps						
	DESCRIPTION:	Percent of Texas Watersheds with Refreshed Flood Maps						
Goal.: <b><u>2</u></b> <u>Statewide Water and Flood Planning</u>								
Objective.: <b><u>1</u></b> <u>Water Supply and Flood Mitigation Planning</u>								
<b><u>1</u></b>	SHORT NAME:	% KEY WTR PLAN ACTIV COMP	Y	Y	N	N	H	H

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OUTCOME	TITLE	DESCRIPTION	Key	New	%	Calc. Method	Priority	Range
	FULL NAME:	% Key Regional & Statewide Water Planning Activities Completed						
	DESCRIPTION:	Percent of Key Regional and Statewide Water Planning Activities Completed						
<u>2</u>	SHORT NAME:	% KEY FLOOD PLAN ACTIV COMP	Y	Y	N	N	H	H
	FULL NAME:	% Key Regional & Statewide Flood Planning Activities Completed						
	DESCRIPTION:	Percent of Key Regional and Statewide Flood Planning Activities Completed						
Goal.: <u>3</u> <u>Provide Financing for the Development of Water-related Projects</u>								
Objective.: <u>1</u> <u>Provide Savings Through Cost-effective Financial Assistance</u>								
<u>1</u>	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						



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MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
Goal: <u>1</u> Guide Conserv & Mgmt of State's Water Resources Using Science & Data								
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	N	N	C	H	H
	FULL NAME:	Number of Responses to Requests for TNRIS Information						

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MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
DESCRIPTION: Number of Responses to Requests for TNRIS Information								
Objective: <u>2</u> Water Science and Modeling								
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)								
Goal: <u>3</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>								

**Agency Strategy Related Measure**  
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MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
<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 FIF FINANCIAL COMMITMENTS	Y	N	N	C	H	H
	FULL NAME:	Dollars of New Financial Commitments - FIF						
	DESCRIPTION:	Dollars of New Financial Commitments - FIF						
<u>4</u>	SHORT NAME:	# NEW FIF FINANCIAL COMMITMENTS	Y	N	N	C	H	H
	FULL NAME:	Number of New Financial Commitments - FIF						
	DESCRIPTION:	Number of New Financial Commitments - FIF						
<u>5</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>6</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						
<u>7</u>	SHORT NAME:	# NEW FIN COMMIT - RURAL COMM	Y	Y	N	C	H	H
	FULL NAME:	Number of New Financial Commitments - Rural Communities						
	DESCRIPTION:	Number of New Financial Commitments - Rural Communities						

**Agency Strategy Related Measure**  
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MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
<u><b>8</b></u>	SHORT NAME:	\$ NEW FIN COMMIT - RURAL COMM	N	Y	N	C	H	H
	FULL NAME:	Dollars of New Financial Commitments - Rural Communities						
	DESCRIPTION:	Dollars of New Financial Commitments - Rural Communities						
<u><b>9</b></u>	SHORT NAME:	# NEW FIN COMMIT - DISADV COMM	N	Y	N	C	H	H
	FULL NAME:	Number of New Financial Commitments - Disadvantaged Communities						
	DESCRIPTION:	Number of New Financial Commitments - Disadvantaged Communities						
<u><b>10</b></u>	SHORT NAME:	\$ NEW FIN COMMIT - DISADV COMM	N	Y	N	C	H	H
	FULL NAME:	Dollars of New Financial Commitments - Disadvantaged Communities						
	DESCRIPTION:	Dollars of New Financial Commitments - Disadvantaged Communities						
<u><b>11</b></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><b>12</b></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><b>13</b></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><b>14</b></u>	SHORT NAME:	# NEW FIN COMMITMENTS-STATE OWNERSHP	N	N	N	C	M	H
	FULL NAME:	# of New Financial Commitments - State Ownership						

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

MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
	DESCRIPTION:	# of New Commitments for Water or Wastewater Service with State Ownership Investment						
<b>15</b>	SHORT NAME:	\$ NEW FIN COMMITMENTS-STATE OWNRSHP	N	N	N	C	M	H
	FULL NAME:	Dollars of New Financial Commitments - State Ownership						
	DESCRIPTION:	Dollars of New Commitments for Water or Wastewater Service with State Ownership Investment						
<b>16</b>	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						
	Strategy:	<b>2</b> Economically Distressed Areas Program						
<b>MEASURE TYPE: OP Output Measures</b>								
<b>1</b>	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						
<b>2</b>	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						
<b>3</b>	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.						
<b>4</b>	SHORT NAME:	\$ NEW FINANCIAL COMMITMENTS-EDAP	N	N	N	C	M	H
	FULL NAME:	\$ of New Financial Commitments - EDAP						

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

MEASURE	TITLE	DESCRIPTION	Key	New	%	Calc Method	Priority	Range
	DESCRIPTION:	Dollars of New Financial Commitments - EDAP						
	<b>MEASURE TYPE:</b>	<b>EX      Explanatory/Input Measures</b>						
	<b>1</b> 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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Agency Code: **580** Agency: **Water Development Board**

Goal No. 1 Guide Conserv & Mgmt of State's Water Resources Using Science & Data

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 580 087-R-S70-1 01-01 OC 01

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

### BL 2024 Definition

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

### BL 2024 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 2024 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 2024 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 2024 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 2025 Definition

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

### BL 2025 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 2025 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 2025 Methodology

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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 2025 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.

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

Goal No. 1 Guide Conserv & Mgmt of State's Water Resources Using Science & Data

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

Outcome No. 1 % Communities Receiving Tech/Fin Assistance for Water Conservation

**Calculation Method:** N **Target Attainment:** H **Priority:** H **Cross Reference:** Agy 580 087-R-S70-1 01-03 OC 01

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

### BL 2024 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 2024 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 2024 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 2024 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 2024 Purpose

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

### BL 2025 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 2025 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 2025 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 2025 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 2025 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 Guide Conserv & Mgmt of State's Water Resources Using Science & Data

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 580 087-R-S70-1 01-03 OC 02

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

### BL 2024 Definition

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

### BL 2024 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 2024 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 2024 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 2024 Purpose

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

### BL 2025 Definition

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

### BL 2025 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 2025 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 2025 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 2025 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: <b>580</b>	Agency: <b>Water Development Board</b>
Goal No. 1	Guide Conserv & Mgmt of State's Water Resources Using Science & Data
Objective No. 4	Administer State and Federal Flood Programs
Outcome No. 1	% Watersheds with Refreshed Flood Risk Maps

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<b>Calculation Method: N</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	<b>Cross Reference: Agy 580 087-R-S70-1 01-04 OC 01</b>
<b>Key Measure: Y</b>	<b>New Measure: N</b>	<b>Percent Measure: Y</b>	

BL 2024 Definition

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

BL 2024 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 2024 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 2024 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 2024 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 2025 Definition

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

BL 2025 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 2025 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 2025 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 2025 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: **580** Agency: **Water Development Board**

Goal No. 2 Statewide Water and Flood Planning

Objective No. 1 Water Supply and Flood Mitigation Planning

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

**Calculation Method: N Target Attainment: H Priority: H Cross Reference:**

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

### BL 2024 Definition

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

### BL 2024 Data Limitations

No data limitations.

### BL 2024 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 regional water planning group meetings that are supported by the presence and participation of a TWDB representative; and, (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 2024 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 2024 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 2025 Definition

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

### BL 2025 Data Limitations

No data limitations.

### BL 2025 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 regional water planning group meetings that are supported by the presence and participation of a TWDB representative; and, (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 2025 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 2025 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. 2	Statewide Water and Flood Planning
Objective No. 1	Water Supply and Flood Mitigation Planning
Outcome No. 2	% Key Regional & Statewide Flood Planning Activities Completed

---

<b>Calculation Method: N</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	<b>Cross Reference:</b>
<b>Key Measure: Y</b>	<b>New Measure: Y</b>	<b>Percent Measure: N</b>	

BL 2024 Definition

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

BL 2024 Data Limitations

No data limitations.

BL 2024 Data Source

Data used for this measure includes an annual assessment of two activities: one that is consistently required each year throughout the five-year flood planning cycle and another that is associated with the regional flood planning grant contracts and the flood protection planning grant agreements but that are not all associated with five-year planning cycles: (1) project management: the number of all scheduled regional flood planning group meetings that are supported by the presence and participation of a TWDB representative; and (2) number of grant deliverables received on time.

BL 2024 Methodology

The measure is calculated by separately summing the project management and grant deliverables completed and dividing each by the total number of those activities required to be completed during the reporting period. The results are multiplied by 100 and the overall performance is then calculated as an average of those two separate calculations.

BL 2024 Purpose

This measure indicates the degree to which scheduled activities are completed as part of the TWDB's five-year flood planning cycle and as required for flood planning protection studies. These activities are critical to the development of Regional and State Flood Plans to evaluate and mitigate flood risks in Texas.

BL 2025 Definition

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

BL 2025 Data Limitations

No data limitations.

BL 2025 Data Source

Data used for this measure includes an annual assessment of two activities: one that is consistently required each year throughout the five-year flood planning cycle and another that is associated with the regional flood planning grant contracts and the flood protection planning grant agreements but that are not all associated with five-year planning cycles: (1) project management: the number of all scheduled regional flood planning group meetings that are supported by the presence and participation of a TWDB representative; and (2) number of grant deliverables received on time.

BL 2025 Methodology

The measure is calculated by separately summing the project management and grant deliverables completed and dividing each by the total number of those activities required to be completed during the reporting period. The results are multiplied by 100 and the overall performance is then calculated as an average of those two separate calculations.

BL 2025 Purpose

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This measure indicates the degree to which scheduled activities are completed as part of the TWDB's five-year flood planning cycle and as required for flood planning protection studies. These activities are critical to the development of Regional and State Flood Plans to evaluate and mitigate flood risks in Texas.

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>
Goal No. 3	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

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<b>Calculation Method: N</b>	<b>Target Attainment: H</b>	<b>Priority: M</b>	<b>Cross Reference: Agy 580 087-R-S52-1 02-01 OC 01</b>
<b>Key Measure: N</b>	<b>New Measure: N</b>	<b>Percent Measure: N</b>	

**BL 2024 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 2024 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 2024 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 2024 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 2024 Purpose**

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

**BL 2025 Definition**

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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 2025 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 2025 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 2025 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 2025 Purpose

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

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Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	580	Agency:	Water Development Board
Goal No.	1	Guide Conserv & Mgmt of State's Water Resources Using Science & Data	
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 580 087-R-S70-1 01-01-01 OP 01
Key Measure: Y	New Measure: N	Percentage Measure: N	

**BL 2024 Definition**

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

**BL 2024 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 2024 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 2024 Methodology**

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

**BL 2024 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 2025 Definition**

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

**BL 2025 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 2025 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 2025 Methodology**

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

**BL 2025 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	Guide Conserv & Mgmt of State's Water Resources Using Science & Data	
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 580 087-R-S70-1 01-01-02 OP 01
Key Measure: N	New Measure: N	Percentage Measure: N	

**BL 2024 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 2024 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 2024 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 2024 Methodology**

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

**BL 2024 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 2025 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 2025 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.

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**BL 2025 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 2025 Methodology**

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

**BL 2025 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**  
88th Regular Session, Base Recon, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code:	580	Agency:	Water Development Board
Goal No.	1	Guide Conserv & Mgmt of State's Water Resources Using Science & Data	
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	
Calculation Method: C	Target Attainment: H	Priority: L	Cross Reference: Agy 580 087-R-S70-1 01-01-03 OP 01
Key Measure: N	New Measure: N	Percentage Measure: N	

**BL 2024 Definition**

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

**BL 2024 Data Limitations**

No material data limitations.

**BL 2024 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 2024 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 2024 Purpose**

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

**BL 2025 Definition**

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

**BL 2025 Data Limitations**

No material data limitations.

**BL 2025 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 2025 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 2025 Purpose**

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

**Strategy-Related Measures Definitions**  
88th Regular Session, Base Recon, Version 1  
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Agency Code:	580	Agency:	Water Development Board
Goal No.	1	Guide Conserv & Mgmt of State's Water Resources Using Science & Data	
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 580 087-R-S70-1 01-01-03 OP 02
Key Measure: N	New Measure: N	Percentage Measure: N	

**BL 2024 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 2024 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 2024 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 2024 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 2024 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 2025 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 2025 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 2025 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 2025 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 2025 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	Guide Conserv & Mgmt of State's Water Resources Using Science & Data	
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: Agy 580 087-R-S70-1 01-01-03 OP 03
Key Measure: Y	New Measure: N	Percentage Measure: N	

**BL 2024 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 2024 Data Limitations**

No data limitations.

**BL 2024 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 2024 Methodology**

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

**BL 2024 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 2025 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 2025 Data Limitations**

No data limitations.



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**BL 2025 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 2025 Methodology**

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

**BL 2025 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.

**Strategy-Related Measures Definitions**  
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Agency Code:	580	Agency:	Water Development Board
Goal No.	1	Guide Conserv & Mgmt of State's Water Resources Using Science & Data	
Objective No.	2	Water Science and Modeling	
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 580 087-R-S70-1 01-02-01 OP 01
Key Measure: Y	New Measure: N	Percentage Measure: N	

**BL 2024 Definition**

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

**BL 2024 Data Limitations**

No data limitations.

**BL 2024 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 2024 Methodology**

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

**BL 2024 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 2025 Definition**

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

**BL 2025 Data Limitations**

No data limitations.

**BL 2025 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 2025 Methodology**

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

**BL 2025 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.

**Strategy-Related Measures Definitions**  
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Agency Code:	580	Agency:	Water Development Board
Goal No.	1	Guide Conserv & Mgmt of State's Water Resources Using Science & Data	
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 580 087-R-S70-1 01-03-01 OP 01
Key Measure: Y	New Measure: N	Percentage Measure: N	

**BL 2024 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 2024 Data Limitations**

No data limitations.

**BL 2024 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 2024 Methodology**

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

**BL 2024 Purpose**

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

**BL 2025 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 2025 Data Limitations**

No data limitations.

**BL 2025 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 2025 Methodology**

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

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BL 2025 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	Guide Conserv & Mgmt of State's Water Resources Using Science & Data	
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 580 087-R-S70-1 01-04-01 OP 01
Key Measure: N	New Measure: N	Percentage Measure: N	

**BL 2024 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 2024 Data Limitations**

No data limitations.

**BL 2024 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 2024 Methodology**

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

**BL 2024 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 2025 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 2025 Data Limitations**

No data limitations.

**BL 2025 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 2025 Methodology**

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

**BL 2025 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.	3	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	

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<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: M</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 01
<b>Key Measure: Y</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 2024 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 2024 Data Source**

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

**BL 2024 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 2024 Purpose**

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

**BL 2025 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 2025 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 2025 Data Source**

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

**BL 2025 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 2025 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: <b>580</b>	Agency: <b>Water Development Board</b>	
Goal No.	3	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
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<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: M</b>
Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 02		
<b>Key Measure: Y</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>

**BL 2024 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 (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 2024 Data Limitations**

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

**BL 2024 Data Source**

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

**BL 2024 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 2024 Purpose**

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

**BL 2025 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 (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 2025 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 2025 Data Source

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

BL 2025 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 2025 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: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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	Dollars of New Financial Commitments - FIF	
<hr/>			
<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	Cross Reference: Agy 580 087-R-S70-1 01-04-01 OP 03
<b>Key Measure: Y</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 Definition**

This is the dollar amount of new financial assistance commitments approved during the reporting period for flood programs funded through the Flood Infrastructure Fund (FIF). 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 2024 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 2024 Data Source**

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

**BL 2024 Methodology**

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

**BL 2024 Purpose**

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

**BL 2025 Definition**

This is the dollar amount of new financial assistance commitments approved during the reporting period for flood programs funded through the Flood Infrastructure Fund (FIF). 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 2025 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 2025 Data Source**

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

**BL 2025 Methodology**

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

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BL 2025 Purpose

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

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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 - FIF	
<hr/>			
<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	Cross Reference: Agy 580 087-R-S70-1 01-04-01 OP 02
<b>Key Measure: Y</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 Definition**

This is the number of new financial assistance commitments approved during the reporting period for flood funded through the Flood Infrastructure Fund (FIF). 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 2024 Data Limitations**

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

**BL 2024 Data Source**

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

**BL 2024 Methodology**

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

**BL 2024 Purpose**

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

**BL 2025 Definition**

This is the number of new financial assistance commitments approved during the reporting period for flood funded through the Flood Infrastructure Fund (FIF). 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 2025 Data Limitations**

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

**BL 2025 Data Source**

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

**BL 2025 Methodology**

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

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BL 2025 Purpose

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

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Agency Code:	<b>580</b>	Agency:	<b>Water Development Board</b>
Goal No.	3	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	# of New Financial Commitments - All Programs	

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<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 03
<b>Key Measure: N</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 (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 2024 Data Limitations**

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

**BL 2024 Data Source**

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

**BL 2024 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 2024 Purpose**

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

**BL 2025 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 (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 2025 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 2025 Data Source

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

BL 2025 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 2025 Purpose

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

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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-All Programs	
<hr/>			
<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 05
<b>Key Measure: N</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 (RWAf), 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 2024 Data Limitations**

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

**BL 2024 Data Source**

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

**BL 2024 Methodology**

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

**BL 2024 Purpose**

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

**BL 2025 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 (RWAf), 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 2025 Data Limitations

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

BL 2025 Data Source

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

BL 2025 Methodology

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

BL 2025 Purpose

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

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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 New Financial Commitments - Rural Communities	
<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	Cross Reference:
<b>Key Measure: Y</b>	<b>New Measure: Y</b>	<b>Percentage Measure: N</b>	

**BL 2024 Definition**

This is the number of new financial assistance commitments approved during the reporting period for rural 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 2024 Data Limitations**

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

**BL 2024 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.

**BL 2024 Methodology**

The measure is calculated by summing the number of new financial commitments approved during the reporting period for rural communities. TWDB makes commitments to entities that are considered both rural and disadvantaged. Therefore, the entity's commitment is counted here and in the disadvantaged measure as well.

**BL 2024 Purpose**

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

**BL 2025 Definition**

This is the number of new financial assistance commitments approved during the reporting period for rural 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 2025 Data Limitations**

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

**BL 2025 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.

**BL 2025 Methodology**

The measure is calculated by summing the number of new financial commitments approved during the reporting period for rural communities. TWDB makes commitments to entities that are considered both rural and disadvantaged. Therefore, the entity's commitment is counted here and in the disadvantaged measure as well.

**BL 2025 Purpose**

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

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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	Dollars of New Financial Commitments - Rural Communities	

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<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	Cross Reference:
<b>Key Measure: N</b>	<b>New Measure: Y</b>	<b>Percentage Measure: N</b>	

**BL 2024 Definition**

This is the dollar value of new financial assistance commitments approved during the reporting period for rural 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 (RWAF), 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 2024 Data Limitations**

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

**BL 2024 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.

**BL 2024 Methodology**

The measure is calculated by summing the dollar value of new financial commitments approved during the reporting period for rural communities. TWDB makes commitments to entities that are considered both rural and disadvantaged. Therefore, the value of the entity's commitment is counted here and in the disadvantaged measure as well.

**BL 2024 Purpose**

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

**BL 2025 Definition**

This is the dollar value of new financial assistance commitments approved during the reporting period for rural 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 (RWAF), 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 2025 Data Limitations

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

BL 2025 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.

BL 2025 Methodology

The measure is calculated by summing the dollar value of new financial commitments approved during the reporting period for rural communities. TWDB makes commitments to entities that are considered both rural and disadvantaged. Therefore, the value of the entity's commitment is counted here and in the disadvantaged measure as well.

BL 2025 Purpose

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

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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	Number of New Financial Commitments - Disadvantaged Communities	
<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	Cross Reference:
<b>Key Measure: N</b>	<b>New Measure: Y</b>	<b>Percentage Measure: N</b>	

**BL 2024 Definition**

This is the count of new financial assistance commitments approved during the reporting period for 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 (RWAF), 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 2024 Data Limitations**

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

**BL 2024 Data Source**

This information is maintained in the Board's TxWISE database or subsequent system. A disadvantaged project is defined as those having been identified as such following program specific criteria.

**BL 2024 Methodology**

The measure is calculated by summing the count of new financial assistance commitments approved during the reporting period for disadvantaged communities. TWDB makes commitments to entities that are considered both rural and disadvantaged. Therefore, the entity's commitment is counted here and in the rural measure as well.

**BL 2024 Purpose**

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

**BL 2025 Definition**

This is the count of new financial assistance commitments approved during the reporting period for 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 (RWAF), 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 2025 Data Limitations

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

BL 2025 Data Source

This information is maintained in the Board's TxWISE database or subsequent system. A disadvantaged project is defined as those having been identified as such following program specific criteria.

BL 2025 Methodology

The measure is calculated by summing the count of new financial assistance commitments approved during the reporting period for disadvantaged communities. TWDB makes commitments to entities that are considered both rural and disadvantaged. Therefore, the entity's commitment is counted here and in the rural measure as well.

BL 2025 Purpose

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

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Agency Code:	580	Agency:	Water Development Board
Goal No.	3	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 - Disadvantaged Communities	
Calculation Method: C	Target Attainment: H	Priority: H	Cross Reference:
Key Measure: N	New Measure: Y	Percentage Measure: N	

**BL 2024 Definition**

This is the total dollar value of new financial assistance commitments approved during the reporting period for 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 (RWAF), 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 2024 Data Limitations**

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

**BL 2024 Data Source**

This information is maintained in the Board's TxWISE database or subsequent system. A disadvantaged project is defined as those having been identified as such following program specific criteria.

**BL 2024 Methodology**

The measure is calculated by summing the dollar value of new financial commitments approved during the reporting period for disadvantaged communities. TWDB makes commitments to entities that are considered both rural and disadvantaged. Therefore, the value of the entity's commitment is counted here and in the rural measure as well.

**BL 2024 Purpose**

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

**BL 2025 Definition**

This is the total dollar value of new financial assistance commitments approved during the reporting period for 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 (RWAF), 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 2025 Data Limitations

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

BL 2025 Data Source

This information is maintained in the Board's TxWISE database or subsequent system. A disadvantaged project is defined as those having been identified as such following program specific criteria.

BL 2025 Methodology

The measure is calculated by summing the dollar value of new financial commitments approved during the reporting period for disadvantaged communities. TWDB makes commitments to entities that are considered both rural and disadvantaged. Therefore, the value of the entity's commitment is counted here and in the rural measure as well.

BL 2025 Purpose

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

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Agency Code:	<b>580</b>	Agency:	<b>Water Development Board</b>
Goal No.	3	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	Number of Communities with Active Fin Asst Agreements	

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<b>Calculation Method: N</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 07
<b>Key Measure: Y</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 2024 Data Limitations**

No data limitations.

**BL 2024 Data Source**

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

**BL 2024 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 2024 Purpose**

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

**BL 2025 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 2025 Data Limitations**

No data limitations.

**BL 2025 Data Source**

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

**BL 2025 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 2025 Purpose**

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

**Strategy-Related Measures Definitions**  
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Agency Code:	<b>580</b>	Agency:	<b>Water Development Board</b>
Goal No.	3	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	# of New Financial Commitments-SWIFT	

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<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: M</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 09
<b>Key Measure: N</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 2024 Data Limitations**

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

**BL 2024 Data Source**

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

**BL 2024 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 2024 Purpose**

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

**BL 2025 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 2025 Data Limitations**

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

**BL 2025 Data Source**

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

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**BL 2025 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 2025 Purpose**

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

**Strategy-Related Measures Definitions**  
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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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.	13	Dollars of New Financial Commitments-SWIFT	

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<b>Calculation Method: N</b>	<b>Target Attainment: H</b>	<b>Priority: M</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 10
<b>Key Measure: Y</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 2024 Data Limitations**

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

**BL 2024 Data Source**

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

**BL 2024 Methodology**

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

**BL 2024 Purpose**

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

**BL 2025 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 2025 Data Limitations**

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

**BL 2025 Data Source**

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

**BL 2025 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 2025 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.	3	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.	14	# of New Financial Commitments - State Ownership		
Calculation Method: C	Target Attainment: H	Priority: M	Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 11	
Key Measure: N	New Measure: N	Percentage Measure: N		

**BL 2024 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 2024 Data Limitations**

No data limitations.

**BL 2024 Data Source**

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

**BL 2024 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 2024 Purpose**

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

**BL 2025 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 2025 Data Limitations**

No data limitations.

**BL 2025 Data Source**

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

**BL 2025 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.

**Strategy-Related Measures Definitions**  
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BL 2025 Purpose

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

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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.	15	Dollars of New Financial Commitments - State Ownership	

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<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: M</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 12
<b>Key Measure: N</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 2024 Data Limitations**

No data limitations.

**BL 2024 Data Source**

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

**BL 2024 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 2024 Purpose**

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

**BL 2025 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 2025 Data Limitations**

No data limitations.

**BL 2025 Data Source**

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

**BL 2025 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 2025 Purpose

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

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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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.	16	# New Financial Assistance Agreements Closed/Executed – All Programs	

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<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: M</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-01 OP 08
<b>Key Measure: N</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 (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). Agreements include both loans and grants, as authorized for each program.

**BL 2024 Data Limitations**

No data limitations.

**BL 2024 Data Source**

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

**BL 2024 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 2024 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 2025 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 (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). Agreements include both loans and grants, as authorized for each program.

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**BL 2025 Data Limitations**

No data limitations.

**BL 2025 Data Source**

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

**BL 2025 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 2025 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.

**Strategy-Related Measures Definitions**  
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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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	
<hr/>			
<b>Calculation Method: N</b>	<b>Target Attainment: H</b>	<b>Priority: H</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-02 EX 01
<b>Key Measure: N</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 2024 Data Limitations**

No data limitations.

**BL 2024 Data Source**

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

**BL 2024 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 2024 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 2025 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 2025 Data Limitations**

No data limitations.

**BL 2025 Data Source**

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

**BL 2025 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 2025 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: <b>580</b>	Agency: <b>Water Development Board</b>			
Goal No.	3	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		
<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: L</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-02 OP 01	
<b>Key Measure: N</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>		

**BL 2024 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 2024 Data Limitations**

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

**BL 2024 Data Source**

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

**BL 2024 Methodology**

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

**BL 2024 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 2025 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 2025 Data Limitations**

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

**BL 2025 Data Source**

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

**BL 2025 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 2025 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:	580	Agency:	Water Development Board
Goal No.	3	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	
Calculation Method: N	Target Attainment: H	Priority: H	Cross Reference: Agy 580 087-R-S52-1 02-01-02 OP 02
Key Measure: Y	New Measure: N	Percentage Measure: N	

**BL 2024 Definition**

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

**BL 2024 Data Limitations**

No data limitations.

**BL 2024 Data Source**

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

**BL 2024 Methodology**

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

**BL 2024 Purpose**

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

**BL 2025 Definition**

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

**BL 2025 Data Limitations**

No data limitations.

**BL 2025 Data Source**

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

**BL 2025 Methodology**

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

**BL 2025 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**  
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Agency Code:	580	Agency:	Water Development Board
Goal No.	3	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 580 087-R-S52-1 02-01-02 OP 03
Key Measure: N	New Measure: N	Percentage Measure: N	

**BL 2024 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 2024 Data Limitations**

No data limitations.

**BL 2024 Data Source**

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

**BL 2024 Methodology**

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

**BL 2024 Purpose**

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

**BL 2025 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 2025 Data Limitations**

No data limitations.

**BL 2025 Data Source**

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

**BL 2025 Methodology**

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

**Strategy-Related Measures Definitions**  
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BL 2025 Purpose

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

**Strategy-Related Measures Definitions**  
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Agency Code: <b>580</b>	Agency: <b>Water Development Board</b>		
Goal No.	3	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	

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<b>Calculation Method: C</b>	<b>Target Attainment: H</b>	<b>Priority: M</b>	Cross Reference: Agy 580 087-R-S52-1 02-01-02 OP 04
<b>Key Measure: N</b>	<b>New Measure: N</b>	<b>Percentage Measure: N</b>	

**BL 2024 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 2024 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 2024 Data Source**

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

**BL 2024 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 2024 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 2025 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 2025 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 2025 Data Source**

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

**BL 2025 Methodology**

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

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BL 2025 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.



Supplemental Schedule C

# Historically Underutilized Business Plan

In accordance with Texas Government Code 2161.123, the Texas Water Development Board submits the following Historically Underutilized Business (HUB) Program Strategic Plan.

## **Policy**

Increase the agency's use of historically underutilized businesses in purchasing and contracting opportunities.

## **Mission**

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.

## **Goals**

The following table reflects the TWDB adoption of the established state HUB Program procurement goals.

**Table 1. TWDB HUB Program Performance and Goals**

<b>Procurement Categories</b>	<b>Actual for FY22</b>	<b>Actual for FY23</b>	<b>Goals for FY24</b>
Heavy Construction	N/A	N/A	11.2%
Building Construction	N/A	N/A	21.1%
Special Trades	N/A	0.0%	32.9%
Professional Services	6.5%	8.6%	23.7%
Other Services	11.3%	12.6%	26.0%
Commodity Purchases	36.1%	24.4%	21.1%

## **Activities**

### **1. Rulemaking**

Pursued rulemaking changes and updated TWDB HUB Program rules in 10 TAC § 353.41.

- a) Corrected outdated and inappropriate references to General Services Commission (now, Texas Facilities Commission) rules (TAC, Title I, Part 5, Chapter 111, Subchapter B) to the proper governing agency, Comptroller of Public Accounts rules (34 TAC Part 1, Chapter 20, Subchapter B)
- b) Formally adopted and defined the aforementioned TWDB HUB Program policy and mission, as required by Texas Government Code § 2161.123

### **2. Mentor-Protégé Program**

Implementing a Mentor-Protégé Program, as required by Texas Government Code §2161.065.

- a) Partnering with other agencies and private companies to coordinate the Mentor-Protégé Program to increase HUB opportunities and participation in agency procurements
- b) Identifying and recruiting mentors from entities that frequently contract with TWDB to assist in expanding upon HUB subcontracting opportunities

### **3. Staffing and Training**

Increased staffing levels within the Procurement and Contract Services (PCS) Division to improve HUB training, outreach, data collection, and reporting.

- a) Hired an additional FTE within PCS as an Assistant HUB Coordinator and Vendor Outreach Specialist
- b) Increasing PCS staffing levels to account for growth in agency programs, procurement, purchasing, and contracting activities
- c) Expanding upon internal contracting and purchasing training activities to increase awareness and importance of the TWDB HUB Program policy, mission, goals, and objectives
- d) Encouraging staff to join and participate in organizations that offer networking and educational training opportunities that support the state HUB Program
- e) Promoting non-competitive “spot-bid” purchasing opportunities of less than \$10,000 to HUB vendors, where possible
- f) Training multiple members of the Procurement and Contract Services Division on the HUB reporting requirements, to prevent the loss of institutional knowledge and missed reporting deadlines due to turnover
- g) Improved upon HUB data collection and reporting, to avoid missed deadlines and inaccurate information

### **4. Outreach**

Expanding upon TWDB participation in HUB-related events and activities.

- a) Attending and participating in events, such as the annual “Doing Business Texas Style” Spot Bid Fair
- b) Hosting virtual TWDB HUB Forums to educate vendors on agency purchasing and contracting opportunities
- c) Assisting interested HUB vendors with the state’s HUB certification process
- d) Partnering with TWDB Disadvantaged Business Enterprise (DBE) Coordinator in the Water Supply and Infrastructure office to improve upon agency HUB reporting, outreach, and cooperation opportunities that overlap with federal DBE requirements governing other TWDB financial assistance programs, not currently captured by the HUB Program within the Procurement and Contract Services Division<sup>1</sup>

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<sup>1</sup> <https://www.twdb.texas.gov/financial/instructions/doc/TWDB-0210.pdf>

**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, supporting regional water and flood planning, and preparing the state water supply and flood plans. The TWDB administers cost-effective financial assistance programs for the construction of water supply, wastewater treatment, flood mitigation, 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.

*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 Internal Audit Division reports directly to the Board, and 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 Internal Audit Division is independent of management and provides objective assurance and consulting services designed to add value and improve the operations of the TWDB. The Division assists the TWDB in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's governance, risk management, and internal controls.

### ***Executive Administration***

Executive Administration includes the Executive Administrator, Assistant Executive Administrator, Associate Executive Administrator, and support staff; the Office of General Counsel; Government Relations; and Agency Communications.

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

The Office of General Counsel is composed of the agency's General Counsel, eight staff attorneys, one program specialist, one legal assistant and one executive assistant. 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.

### ***Government Relations***

The Government 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 innovative, multimedia communications to share agency information, news, and stories, through marketing materials, newsletters,

publications, videos, and social media. The office also coordinates the biennial Water for Texas conference and agency involvement in outside events. Agency Communications is the TWDB's direct contact with the public and media, handling all media inquiries and responses.

### **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 consists of the Information Technology Division and the Human Resources and Support Services Departments.

### **Support Services**

The Support Services Department within 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 Department also provides Board meeting and special event support.

### **Human Resources**

The Human Resources Department 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. The Department is committed to providing administrative services to the employees of the TWDB in the areas of employee benefits, salary administration, recruitment and selection, training and organizational development, personnel records, and employee relations. HR staff additionally provide records maintenance and open records request services on historical TWDB loans and grants.

### **Information Technology**

Information Technology (IT) Division serves as the Information Resources Liaison to internal and external stakeholders. IT oversees the digital transformation process for the TWDB, manages the agency's Shared Technology Services contract, trains new employees on agency technical procedures, ensures technology standards are published and followed, and supports the technology needs of agency employees. IT staff administer, develop, and maintain agency systems, databases, and applications; serve as the project managers for various enterprise systems; oversee information security programs, oversee data management programs, and create specialized systems as requested by the Texas Legislature, various governmental entities, and the

public. Web Administration staff administer the TWDB's internet and intranet websites, ensuring the public's effective and quick access to the latest TWDB information.

### **Texas Geographic Information Office**

The Texas Geographic Information Office (TxGIO) is the state's clearinghouse and referral center for statewide geographic data, including digital orthoimagery, digital elevation data, historical aerial photography, land parcels, address points, and emergency management data. TxGIO produces the TWDB's cartographic maps and works collaboratively with all levels of Texas governmental agencies to acquire, maintain, and distribute comprehensive geographic data to the public and private sectors. As the state's leader for geographic information, data, and Geographic Information Systems (GIS) technology, TxGIO provides the highest level of geographic data services to the people of Texas and acts as a model for other states and a collaborator nationwide.

### **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. Additionally, Finance staff oversees contract development, compliance, monitoring and related payment authorization services, and procurement functions to acquire materials, equipment, and services in accordance with state and federal rules and regulations. Finance comprises six divisions: Accounting, Budget, Debt and Portfolio Management, Financial Compliance, Financial Operations and Procurement and Contract Services.

### **Accounting**

Accounting maintains the general ledger, prepares timely and accurate financial reports for internal and external recipients. This staff is responsible for ensuring the integrity of financial data in multiple systems and is responsible for closing loans and registering all public securities purchased by TWDB.

### **Budget**

Budget manages the development, preparation, and maintenance of the TWDB's operating budget and position control. Budget staff prepares budget-related financial data and reports for the Board, staff, and oversight agencies. Additionally, Budget



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.

### ***Financial Operations***

Financial Operations is responsible for processing all payments to vendors and employees. This team also draws federal funds, processes accounts receivable including loan collections and payments from the maturity of political subdivision obligations. This team also services all TWDB debt.

### ***Procurement and Contract Services***

Procurement and Contract Services 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.

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

Water Supply and Infrastructure supports the agency's mission and Texas communities by assisting in the planning and managing of water resources through the administration of the regional and state water planning processes, offering cost effective financing options while ensuring programmatic compliance to implement water related infrastructure projects. To accomplish these strategies, WSI is comprised of two divisions: Program Administration and Reporting and Regional Water Project Development. Supporting both divisions is the Business Operations Team.

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

The Regional Water Project and Development (RWPD) Division is responsible for working with communities as they develop their projects from conception through commitment of funding and the completion of construction. The Division provides assistance and guidance to the project owners and their consultants throughout all phases. This is accomplished through a director, assistant directors, an administrative

team, an application and closing team to process financial assistance applications and closings, and a disbursement and review team, responsible for programmatic approvals of payment requests. The seven projects implementation teams are divided by geographical areas and oversee projects from concept to the end of construction. Each team consists of a team manager, engineering staff, and an environmental reviewer. An attorney and a regional planner also work closely with each team.

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

The Program Administration and Reporting Division consists of seven departments: Program Administration – Federal Programs, Program Administration – State Programs, Outlays and Escrows, Reporting, Technical Systems Oversight, and Outreach. This Division develops policies to facilitate the management of 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.

### ***Business Operations Team***

The Business Operations Team provides the resources, support and assistance to Water Supply and Infrastructure staff for the successful implementation of agency goals and measures. This team facilitates the development and management of the systems and programs that staff utilize. Its members perform complex analysis, staff training, archival support, and contract management across all functions. The team consists of a manager, a management analyst, a contract specialist, a training and development specialist, and a records specialist.

### ***Office of Planning***

Office of Planning is composed of the Water Supply Planning and Flood Planning Divisions.

### ***Water Supply Planning***

Water Supply Planning provides ongoing data and technical assistance and administrative support to 16 regional water planning groups to assist in updating regional water plans. 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 collect annual water use and service boundary data from the public water systems and industrial facilities across the state. They also develop water use estimates and demand projections for municipal, manufacturing, mining, steam-electric power generation, irrigation, and livestock water users.

### ***Flood Planning***

The Flood Planning Division was established in 2019, expanding the TWDB's role in state and regional flood planning. The first amended, regional flood plans were delivered in 2023, and the first state flood plan will be delivered by September 1, 2024. The Division provides ongoing technical assistance and administrative support to 15 regional flood planning groups. The Division is in the process of establishing a new team that will oversee the performance of RFPG-recommended flood mitigation evaluations on behalf of the 15 regional flood planning groups. Staff in this Division also prepare the state flood plan every five years. Flood Planning is also responsible for regional and state flood planning data dissemination, collection, and data management. The Flood Planning Division includes a team that manages and provides oversight of Flood Infrastructure Fund watershed protection planning grants.

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

The mission of the Office of Water Science and Conservation is to provide assistance, information, and education for the conservation, management, and understanding of water in Texas. The Office is composed of the Conservation and Innovative Water Technologies, Flood Science and Community Assistance, Groundwater, and Surface Water divisions.

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

The Conservation and Innovative Water Technologies Division works to ensure Texas' future water supplies by advancing conservation and alternative water supplies through education, data, and funding. The Municipal Water Conservation Department 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 loss audits, and provide water conservation brochures and educational materials. They also provide administrative support to the state's Water Conservation Advisory Council and promote rainwater harvesting by hosting the Texas Rain Catcher Award. The Agricultural Water Conservation Department provides grants to political subdivisions to implement conservation measures and improve irrigation efficiency, conducts outreach at agricultural events, and annually estimates irrigation water use by county. The Innovative Water Technologies (IWT) Department works to support the implementation of alternative water supplies through the investigation of desalination, water reuse, aquifer recharge (AR), and aquifer storage and recovery (ASR) projects. Staff maintain the desalination database, prepare a biennial report to the legislature on desalination, support indirect and direct reuse projects for both potable and non-potable uses, and conduct studies to advance AR and ASR projects.

### ***Flood Science and Community Assistance***

The Flood Science and Community Assistance Division administers the agency's flood modeling, flood 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 Partners program with the Federal Emergency Management Agency (FEMA). The Division also participates in management of state grants to political subdivisions to conduct flood studies and mitigation projects and supports the regional and state flood planning processes. Division staff administers FEMA's Flood Mitigation Assistance grant program, is responsible for the National Flood Insurance Program (NFIP) in Texas, 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.

### ***Groundwater***

The mission of the Groundwater Division is to collect, interpret, and provide accurate and objective information on the groundwater resources of Texas to citizens, groundwater resource managers, policy makers, and law makers. The Groundwater Division is responsible for all aspects of groundwater studies in the state. The Division monitors groundwater levels and quality in the state's aquifers, conducts regional-scale aquifer modeling, and houses and maintains water well records. The Division's Brackish Resource Aquifer Characterization System, or BRACS program, works to characterize the state's brackish groundwater resources and designate brackish groundwater production zones. Division staff reviews and approves groundwater conservation district management plans and participates in the establishment of desired future conditions for aquifers in the state's groundwater management areas. The Division also provides groundwater information to Texas citizens and lawmakers.

### ***Surface Water***

The Surface Water Division collects, analyzes, and disseminates data related to hydro-meteorological and surface water conditions across the state and provides technical expertise in support of environmental flows, regional water planning, and flood planning and science. Division activities focus on: 1) data collection related to surface water conditions in rivers, lakes, and estuaries, meteorological conditions, bathymetry, and sediments; (2) data dissemination via Water Data for Texas, [Texmesonet.org](http://Texmesonet.org), and other publications; 3) development and application of statistical, hydrologic, hydraulic, and hydrodynamic models; 4) conducting studies and administering contracts with universities, government agencies, and private companies; 5) providing technical reviews of applications for financial assistance; and (6) stakeholder support, including that of the Texas environmental flows process.

## Current Workforce Profile - Supply Analysis

### Full-time Equivalents

In FY 2023, the agency had 401.1 full-time-equivalent employees (FTE) appropriated. For FY 2024, 476.5 FTEs are appropriated.

### Management-to-staff Ratio

The management-to-staff ratio at the agency (as of the FY 2024 second quarter [February 2024] Management-to-staff Ratio Report) was 1:12. 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)	23	22	3	12	45
Administrative Support (C)	2	26	2	9	28
Service Maintenance (M)	0	0	0	0	0
Professional (P)	199	190	36	83	389
Protective Services (R)	0	0	0	0	0
Skilled Craft (S)	0	0	0	0	0
Technical (T)	0	0	0	0	0
<b>Agency Grand Totals (#)</b>	224	238	41	104	462
<b>Agency Grand Totals (%'s)</b>	48.48	51.52	8.87	22.51	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 2023 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	48.89%	40.20%
African American	6.67%	8.60%
Hispanic	26.67%	25.20%
<b>Job Category - Administrative Support (C)</b>		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	92.86%	74.10%
African American	7.14%	15.20%
Hispanic	32.14%	38.30%
<b>Job Category - Professionals (P)</b>		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	48.84%	53.00%
African American	9.25%	10.60%
Hispanic	21.34%	23.00%

## 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 2023 was at 19.6 percent, based on a total of voluntary and involuntary separations, excluding interagency transfers. The statewide turnover rate in FY2022 was 23.3 percent. The statewide turnover rate declined by 3.7 percent between the fiscal years. 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 turnovers 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 2023								
Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
6	1.5%	47	11.8%	6	1.5%	398.5	59	14.8%
Data compiled from the State Auditor's Office Annual Report on Classified Employee Turnover for FY 2023. 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

## TWDB Workforce Plan

- 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
- 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 Government Relations and Agency Communications include, but are not limited to, the following:

- The ability to create and maintain effective relationships with stakeholders and organizations
- Excellent verbal and written communication skills
- The ability to proactively and reactively analyze and interpret information in an efficient and effective manner
- Familiarity with all TWDB programs and business areas
- Deep understanding of traditional and social media, including the ability to recognize and assess stories, trends, and opportunities
- Graphic designers with extensive experience using a variety of programs to create graphics and materials, including long-form documents, and ensure brand consistency
- Expertise in providing print services and utilizing and maintaining large-format printers
- Skills in conference and event management and videography
- Active involvement with the members of all government levels

### **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:



- Experienced Human Resources personnel familiar with agency, state and federal policies, statutes, and regulations, to include benefits, recruitment, retention, compensation, and classification
- 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, Systems, and Data Analysts with strong facilitation, elicitation, and documentation skills
- Software Developers and Database Administrators with experience in standard software development techniques, web development tools, and deployment of web services
- Network administration, security, and systems support 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
- Staff with facility management, fleet, and asset management skills

Operations and Administration staff must maintain knowledge and expertise in a fast-paced workplace 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 and have the ability to further define and develop workplaces conducive to the current hybrid workplace environment.

### **Texas Geographic Information Office (TxGIO)**

The need for staff with diverse Geographic Information Systems (GIS) and Information Technology (IT) backgrounds, knowledge of business improvement processes, user-centric design, outreach, and customer service skills are vital to delivering informed data services to emergency managers, GIS professionals across Texas and the public.

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

- Geographic Information Systems Specialists and Analysts skilled in GIS data knowledge, research, reviews, analysis, and cartographic design, especially on a large scale such as the state of Texas.

- Program Specialists with experience establishing and managing the acquisition and production of complex geographic datasets and government contracts and cooperative agreements.
- User Experience / User Interface professionals trained in human-centered design practices.
- Marketing skills for the promotion of office initiatives and the organization of office events such as a large conference.
- Staff trained in library sciences for the organization, handling and modernization of historic aerial photographs and paper map archive materials.
- Systems Analysts and Administrators with strong analytical and facilitation skills.
- Software Developers and Database Administrators with experience in geospatial software administration and development techniques, web development tools, deployment of web services, and APIs.
- Project Managers with experience managing technology projects and in software application development.
- Managers and Directors with leadership, management, technical and interpersonal skills.
- Administrative professionals skilled in the functions of supporting an office of various skill types and with State agency experience.

It is critical for TxGIO staff to stay abreast of rapidly changing technologies in the GIS and Information Technology industries. The services TxGIO provides to its customer base, including the public, must be user friendly and accessible to a wide range of GIS professionals. Staff must have an ability to continually innovate on processes and established methods. Further, TxGIO staff must prioritize outreach and education and foster community engagement as the leader in GIS for the state.

## Finance

TWDB's total assets managed as of August 31, 2023, were \$20.9 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 626 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, 2023, the total outstanding debt was \$11.0 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 it is 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
- Certified State of Texas Purchasers
- Qualified Contract Specialists to effectively administer and manage state and federal programs

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 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 complex spreadsheet and databases.

### **Water Supply and Infrastructure**

Infrastructure projects identified in the state water and the soon to be issued flood plan are funded through the various financial programs supported by Water Supply and Infrastructure (WSI) staff. Existing programs pose challenges such as increases in federal appropriations for the State Revolving Fund programs, including the recent

passage of the Infrastructure Investment and Jobs Act, balancing U.S. Environmental Protection Agency requests for information and reporting requirements with other workload requirements, potential project delays due to environmental coordination with regulatory agencies, such as 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.

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, credit analysis and municipal finance
- Administrative assistants with experience in TWDB financial assistance programs and related requirements and 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
- Licensed Professional engineers and non-licensed engineering staff with the ability to complete technical reviews and evaluations of engineering related financial assistance documents, including plans and specifications
- Environmental review staff with significant experience in environmental regulations and associated natural and cultural resources

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

### Office of Planning

The Office of Planning requires a wide variety of technical, project management, contract management, and data management skills to support and implement both the regional water supply planning and regional flood planning programs. Each division has its own unique technical aspects and programmatic mandates and requires maintaining a unique combination of staff to fulfill the numerous aspects of the associated statutory requirements. Both divisions deal with enormous amounts of data ranging from historical data collected by the annual water use survey to the large volume of flood and water supply planning data that is produced within each 5-year regional and state water supply and flood planning cycles. Most of the individual staff in the Office perform a wide range of activities from stakeholder interactions to contract management to highly

technical tasks that will vary in frequency and intensity depending on legislative directives and planning cycles.

The entire Office is involved heavily in supporting a variety of stakeholder-driven activities that vary in nature throughout each planning cycle. These programs require staff who can maintain a proactive, responsive, and forward-looking posture in order to stay ahead of our stakeholders to serve them and to ensure that we meet our contractual obligations and statutory and rule requirements.

Staff and workforce skills critical to meeting the associated mission and goals of the Office of Planning include, but are not limited to, the following:

- A wide variety of administrative and technical staff, including licensed civil engineers and professional geologists, many of whom must also develop and manage professional contracts and develop, monitor, and oversee a variety of technical studies, including:
  - Administrative and executive assistants
  - Data analysts/specialists with significant experience in data analytics, data visualization, and database management
  - Research specialists knowledgeable in data management and research techniques
  - Economists knowledgeable in the principles, methodologies and practices of economic data analysis and modeling
  - Program specialists with significant experience with relational database development and management and business analyst skills
  - Water planners and flood planners with knowledge of Texas' water laws and flood regulations, solid contract management skills, and the ability to maintain effective working relationships with their contractors and stakeholders
  - Licensed professional engineers knowledgeable in flood modeling and mapping, hydrologic, hydraulic, and hydrodynamic models or other computations/numerical models, water availability modeling, and water supply and flood mitigation infrastructure design
  - GIS specialists with significant experience with GIS technology and the evaluation and presentation of geospatial data
  - Project managers with significant experience with managing contracts and supporting technical work along with other program activities
- Managers with significant experience in water planning, flood planning, data analysis and management, engineering, and communication skills to oversee the programs and interact with the media and public.

- Division directors with significant experience in water planning and flood planning program, policy and program development, and communication skills to direct and oversee the division and interact with the public, media, and legislature.

The workforce skill needs are anticipated to continue to shift as the new flood planning program grows and begins to mature but is not expected to change significantly in the near future. Retaining and recruiting staff with appropriate skills is critical to the successful management of these public-facing programs that entail so many disparate technical requirements and datasets. The Office requires latitude in salary adjustments and competitive salary offers to retain and recruit skilled, experienced workers and to provide sufficient training to all staff.

### **Water Science and Conservation**

The diverse technical and programmatic work undertaken in Water Science and Conservation (WSC) provides the foundation for understanding Texas' water resources and supports the state's water supply and flood planning processes. WSC staff are responsible for data collection, dissemination, analysis, visualization, and interpretation; hydrologic, hydraulic, hydrodynamic, and sediment transport modeling; contract development and management; administration of state and federal funding programs; and outreach and education, among other responsibilities. Additionally, WSC staff are frequently called upon to provide testimony to the legislature regarding the state's water resources as well as input on draft legislation.

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

- A wide variety of technical and programmatic staff, including licensed civil engineers and professional geologists, many of whom must develop and manage professional contracts as well as develop, monitor, and oversee a variety of technical studies, including:
  - Hydrologists and geoscientists knowledgeable about Texas water and geologic resources
  - Hydrogeologists, geoscientists, and groundwater modelers with experience with groundwater models and interpretation of geophysical data
  - Licensed professional engineers with significant experience with flood modeling and mapping; knowledge of hydrologic, hydraulic, and hydrodynamic models or other computations/numerical models; water availability modeling; and water supply and flood mitigation infrastructure design
  - Individuals with significant experience in data analytics, programming, data visualization, data standards and governance, database management, and web development
  - Individuals with significant experience with GIS technology and the evaluation and presentation of geospatial 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
- Professionals involved in floodplain management, flood hazard mitigation, the National Flood Insurance Program (NFIP), flood preparedness, warning, and disaster recovery
- Certified Texas Contract Managers who can effectively administer and manage state and federal programs as well as research studies/investigations, including the ability to maintain effective working relationships with their customers
- 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
- Administrative professionals with experience in state government, TWDB programs, and Board procedures
- Managers with significant experience in WSC programs, data analysis and management, programmatic development, and leadership, management, technical, communication, and interpersonal skills needed to guide programs and interact with media and the public
- Directors with significant experience in WSC programs, strategic planning, policy and program development, data interpretation, and strong written and verbal communication skills that support direction and oversight of programs as well as interactions with the public, media, and legislature

Retaining senior and highly skilled staff is of paramount importance for the Office of Water Science & Conservation to provide program continuity while assimilating new technological advances in engineering, innovative water strategies, water/flood modeling, geographic information systems, water supply monitoring, data analytics, terrain mapping, planning, and research into the work of the Office. The diversity and complexity of tasks undertaken by WSC, which underpin the agency's planning efforts and provide foundational information for understanding the state's water resources, are unparalleled. These circumstances require 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 to 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 and developments in technology and planning tools, the agency must ensure that staff continue to have strong interpersonal skills, technical skills, project management skills, legislative



process knowledge, and policy development skills. As state water resource issues become more complex, it is important that staff continue to be able to interact with individuals and stakeholders who represent the broad diversity of the state of Texas.

Water Supply Planning and Flood Planning is constantly affected by the water demands and variable drought and flood conditions of the state of Texas. As state water supply and flooding issues become more complex, and efforts continue to develop more innovative solutions and implement more projects, it is important that staff continue to be able to develop the data and tools necessary to support the programs and interact with individuals who represent the broad diversity of the state of Texas. This requires additional training and increased expertise in the coming years.

Supporting the workload brought on by legislation that led to the development of new flood science programs to support the state's unprecedented flood planning process while maintaining existing water science programs to support state water planning requires WSC to maintain and enhance the skills of its workforce. The Office must provide training for both new and existing staff to compete with the private sector for scientists and engineers, and programs must engage with the latest scientific advances to remain relevant and support the needs of the state. As such, staff will need to continue to expand their expertise in technical knowledge of specific areas, new technologies, project management skills, and communication skills.

The rapidly changing and growing technology landscape impacts the Office of Operations and Administration's efforts to facilitate data dissemination and meet the technological demands of the agency. The need for staff with diverse IT skills and experience will continue to increase with the persistent rise of emerging technologies and agency reliance on digital transformation to remain as efficient and productive as possible.

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 of information technology, geographic information systems, contract administration, law, engineering, and those who have expertise in state of Texas water resources.



Specifically, flood planning, flood engineers and modelers, flood grant coordinators, data analysts, 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. The new emphasis and significant funding from multiple sources being poured into a variety of flood-related efforts in Texas, the need for improved flood risk information, and the demand for water resource and flood science expertise in science and engineering is making it difficult to attract people from a limited pool within Texas and who may have multiple opportunities; and this may be further exacerbated by the demand simply not being met by higher education.

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 extreme flooding events. With an increase in tenured staff retiring, TWDB is working to ensure the impact of institutional knowledge loss is a minimal impact on the agency as we work to hire and train new employees.

## 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 to offer trainings to staff on an ongoing basis such as Emotionally Intelligent Teams, Intentional Inclusion, Recognizing Ageism to Be More Inclusive, Managing Generations in the Workplace, and Diversity and Respect.

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 FY23, the agency hired a Workforce Recruiter. The Workforce Recruiter is responsible for creating and implementing ideas and strategies related to active recruitment that will contribute to the long-range goals of the agency. The Workforce Recruiter actively sources qualified candidates using various methods such as internet databases, social media, job posting boards, career fair attendance targeting interns, recent graduates and specific job industries, employee referrals and other effective methods. In FY24, the agency held its first in-person agency career fair in the SFA building. The event allowed TWDB managers to meet with potential applicants to discuss current or possible future vacancies and allowed applicants the ability to apply onsite to current job opportunities.

In June 2023, the agency transitioned to CAPPS Recruit. The online application and applicant tracking system allows the agency to advertise job opportunities and receive online applications in the statewide system. Since the launch, hiring managers have received an increased number of applications for consideration.

In addition to the diversity and composition of the future TWDB workforce, competitive pay will continue to impact recruitment and retention. In accordance with state statute and agency policy, Human Resources reviews staff classifications and salaries 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. The TWDB continues to utilize alternative compensation strategies such as retention and recruitment bonuses to fill and/or retain staff for hard-to-fill positions.

The TWDB and other state agencies are challenged to compete with private organizations in terms of compensating their employees for all positions. Many existing staff continue to serve the agency because they value its mission, hybrid work schedule or enjoy the work-life balance that may be lacking in for-profit organizations. 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 Human Resources Department has conducted 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, 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.

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. Human Resources provides staff and management trainings online for viewing by staff. With TWDB’s hybrid work environment, the online format allowed for remote learning opportunities focusing on soft skills, internal policies and procedures and employment law. Lastly, in FY23, the

agency hired a Training and Organizational Development (TOD) Specialist. The TOD Specialist is responsible for conducting and facilitating trainings of various topics as detailed in the agency's training and leadership calendar for the fiscal year. Additionally, the TOD Specialist provides consultative assistance to management staff in need of team-building trainings.

**Supplemental Schedule E**

**Report on Customer Service**

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# **Report on Customer Service**

Texas Water Development Board

FY 2023–2024

In conjunction with the 2025–2029 Strategic Plan

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## **Texas Water Development Board**

### **BOARD MEMBER**

### **TERM EXPIRES**

Brooke T. Paup, Chairwoman  
George B. Peyton, V  
L'Oreal Stepney

02/01/25  
02/01/27  
02/01/29

Bryan McMath  
Interim 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 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

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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 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 2024, 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
- Regional Flood Planning Group member

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- Consultant
  - Governmental agency (state or federal)
  - Other

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;
- Regional flood planning assistance and other 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

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- Regional water planning groups
  - Regional flood planning groups
  - Consultants
  - Floodplain administrators

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 2022–2023 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 Geographic Information Office (TxGIO):**
  - Maintains a centralized data bank of information on the state's natural resources, provides instruction on the use of TxGIO 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.

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- 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.



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- These services align with the A.4.1 Strategy—State and Federal Flood Programs
  - **State Financial Assistance:**
    - Provides financial assistance 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 mitigation projects; agricultural water conservation projects. Also provides temporary ownership interest in a regional water, wastewater, or flood control 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

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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.

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 2024, the TWDB, working with the University of Texas at Austin 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 4,700 TWDB

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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 Project Development and Program Administration & Reporting)
- Water Science and Conservation (including Groundwater; Surface Water; Flood Science & Community Assistance; and Conservation & Innovative Water Technologies)
- Texas Geographic Information Office
- Office of Planning (including Water Supply Planning and Flood Planning)
- Executive Administration
- Legal Services/Office of General Counsel
- Finance/Financial Compliance
- Government 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.

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- 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.
  - 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 11 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:

Statement	Average Score
Staff members were helpful.	4.37
I received the information I needed in a timely manner.	4.07
The information was straightforward and easy to understand.	4.12
My phone call, email, or letter was routed to the proper person.	4.26
The website was easy to use and contained helpful information.	4.11
If I had a concern or complaint, it was addressed in a timely and reasonable manner.	3.87
Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.	4.00

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Printed materials contained clear and thorough information.	4.16
Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.	3.54
Overall, I was satisfied with the amount of time it took to get a loan/grant closed.	3.49
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.	4.20

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, including additional questions not scored on the 1-5 scale, are attached in chart/tabular form as Attachment A to this report.

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

To comply with requirements in Texas Government Code Chapter 2114, the TWDB’s 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 2025 to 2029.

The Institute for Organizational Excellence designed a survey process to reach a sample of TWDB customers, including a population of approximately 1,000 individuals. This process included the stratification and randomization of TWDB’s customer list to produce a representative sample of TWDB external customers. Twenty three participants responded to the survey, resulting in a 2.3 percent rate of response.

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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?	4.15	92.3
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?	4.18	88.2
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?	4.00	84.2
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?	3.90	85.0

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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?	4.00	87.5
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?	3.43	57.1
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?	4.00	88.2
Please rate your overall satisfaction with TWDB.	3.76	76.2

## 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 conducted in 2022. The 2024 survey received a lower number of responses (150 customers) compared to the 2022 survey (494 customers). Scores tracked closely to the 2022 results, with the largest variation (a decrease of 0.21 points) on the question regarding the time required to get a loan/grant closed.

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

Staff member helpfulness:	4.24
Effective inquiry routing:	4.28

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Clear and thorough printed materials:	4.10
Response Relevance:	4.08

These scores indicate that the single most important resource of the agency is connecting customers to our employees and their ability to assist and respond with the correct information. In several cases, the agency was lauded through comments on the survey:

- *“Everyone has been so kind, patient, and helpful! Keep up the good work everyone, you have helped me so much.”*
- *“Superb agency. I want the Legislature to support the agency strongly. We need it!”*

The following areas are among the lowest scoring survey items:

- Satisfaction with the amount of time to process a loan/grant: 3.33
- Satisfaction with the amount of time to close a loan/grant: 3.35

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

- *“The TWDB needs to streamline the application process, but mainly the amount of processing needed to make award. It is too long and too cumbersome.”*
- *“TWDB has not adjusted procedures to streamline its financial assistance program for applications, for processing projects, or environmental reviews. The amount of red tape and processing times have both increased significantly over the past 6 years. This increase and delays results in significant increases in project costs.”*

The TWDB is always seeking to improve processes so that any delays can be reduced to the extent possible while still meeting our statutory and fiduciary responsibilities. As stated in the agency’s 2025-2029 Strategic Plan, the TWDB has taken several steps over the last biennium to address delays and meet expectations for project reviews. These include implementing a project management tracking system that provides



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efficiencies and transparency to the project review process; explore and implement strategies to increase efficiencies and mitigate compliance risks associated with contract management; modernize and refine quantification of the state’s water resources, including enhancement of data dissemination networks, products, and technical services; and modernizing the state’s water use collection, estimation, and projection data and processes. Ultimately, staff envision a project management tracking system that enables engineering staff and managers to prioritize workload, track document submittals, and manage project correspondence. Automation can be utilized to maintain an updated project schedule and meet estimate review timelines. Additionally, an external facing portal would provide customers a location to access information about review status, program processes, and communicate with the TWDB project manager. These enhancements will help the TWDB identify potential delays in a timely manner.

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

This portion of the survey included questions that were identical to TWDB’s previous standardized Customer Service Survey, conducted time in 2022. The 2024 survey received a slightly lower response rate (0.03 percent) compared to the 2022 survey (0.05 percent). TWDB worked with the Institute for Organizational Excellence to monitor the response rate and send additional reminder emails to customers. Average scores were lower on the 2024 survey for all but one question related to inquiries being routed to correct staff.

Items with the highest average scores are generally consistent with longstanding agency strengths, and top scores highlight the importance of TWDB employees and their ability to assist and provide correct information:

Inquiry Routing:	4.28
Staff:	4.24

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Printed Information:	4.10
Helpful Correspondence:	4.08

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 2024 Survey of Employee Engagement) that takes pride in serving our fellow Texans.

The lowest scoring items on this portion of the survey included the loan and grant application processing period (3.33) and closing time (3.35). The closing time for loans and grants also saw the highest percentages of respondents in the "neutral" category, along with whether the TWDB website contains easy to use and helpful information. 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 is also currently working to redesign the website to make information easier to find. 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

79.3 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 4,700 received access to the survey via a targeted e-mail from the Institute for Organizational Excellence.

#### Response Rate

0.03 percent (150/4,700) of total customers responded.

#### Total Customers Served

Unable to determine.

### **Efficiency Measures**

#### Cost Per Customer Surveyed

\$24.73 (\$3,709 survey cost /(150 respondents)

### **Explanatory Measures**

#### Total Customers Identified

Approximately 4,700 customers were identified across unique customer groups.

#### Total Customer Groups Inventoried

Respondents identified themselves from approximately 30 different groups/types.

# **Attachment A:**

## **Survey Results for Customer Satisfaction Survey**

Survey Results for

# **Customer Satisfaction Survey**

for

**580 - Texas Water Development Board**

**April 25, 2024  
Through  
May 24, 2024**

## Survey Items

---

580 - Texas Water Development Board

Survey Respondents

---

**Total Number of Respondents: 150**

## Survey Items

580 - Texas Water Development Board

How would you describe yourself? Check all that apply.

**Number of Respondents:** 150









Item Response	Count	Pct.
General Public	11	7.33%
Political Subdivision of the state (city, county, river authority, council of government, etc.)	67	44.67%
Water Supply Corporation	21	14.00%
Regional Flood Planning Group member	9	6.00%
Regional Water Planning Group member	6	4.00%
Consultant	32	21.33%
Governmental Agency (state or federal)	9	6.00%
Other (please specify)	11	7.33%

## Survey Items

---

580 - Texas Water Development Board

### Frequency Distribution

General Public	 <b>7.33%</b>
Political Subdivision of the state (city, county, river	 <b>44.67%</b>
Water Supply Corporation	 <b>14%</b>
Regional Flood Planning Group member	 <b>6%</b>
Regional Water Planning Group member	 <b>4%</b>
Consultant	 <b>21.33%</b>
Governmental Agency (state or federal)	 <b>6%</b>
Other (please specify)	 <b>7.33%</b>



## Survey Items

---

580 - Texas Water Development Board

How would you describe yourself? Check all that apply.

---

**Verbatim Responses:**

9

- 
- Government Agency (county)
  - Fresh Water Supply District
  - GCD past officer and GM
  - water specialist - retired
  - attorney
  - Retired from local government
  - City employee
  - Wholesale water district
  - Water District formed by Legislative Act
-

## Survey Items

---

580 - Texas Water Development Board

Are you a first-time TWDB customer?

---

**Number of Respondents:** 145

---

Item Response	Count	Pct.
Yes	13	8.97%
No	132	91.03%

### Frequency Distribution

Yes	<div><div></div></div> 8.97%
No	<div><div></div></div> 91.03%

## Survey Items




580 - Texas Water Development Board

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

**Number of Respondents:** 135

Item Response	Count	Pct.
Less than 2 years	4	2.96%
2-5 years	16	11.85%
More than 5 years	115	85.19%

### Frequency Distribution

Less than 2 years	 <b>2.96%</b>
2-5 years	 <b>11.85%</b>
More than 5 years	 <b>85.19%</b>

## Survey Items




580 - Texas Water Development Board

Times in contact with TWDB in the last 12 months:

**Number of Respondents:** 145

Item Response	Count	Pct.
1 time	13	8.97%
2-3 times	37	25.52%
More than 3 times	95	65.52%

### Frequency Distribution

1 time	 8.97%
2-3 times	 25.52%
More than 3 times	 65.52%

## Survey Items

580 - Texas Water Development Board

Agency area you last had contact with:

**Number of Respondents:** 145

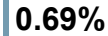











Item Response	Count	Pct.
Human Resources	1	0.69%
Water Supply and Infrastructure (including Regional Water Project Development and Program Administration & Reporting)	55	37.93%
Water Science and Conservation (including Groundwater; Surface Water; Flood Science and Community Assistance; and Conservation & Innovative Water Technologies)	31	21.38%
Texas Geographic Information Office	4	2.76%
Executive Administration	2	1.38%
Legal Services/Office of General Counsel	1	0.69%
Finance/Financial Compliance	11	7.59%
Government Relations and Agency Communications	1	0.69%
Contract Administration	3	2.07%
Water for Texas conference	3	2.07%
Office of Planning (including Water Supply Planning and Flood Planning)	19	13.10%
General/Unsure	14	9.66%

## Survey Items

---

580 - Texas Water Development Board

### Frequency Distribution

Human Resources	 0.69%
Water Supply and Infrastructure (including Regional Wat	 37.93%
Water Science and Conservation (including Groundwater;	 21.38%
Texas Geographic Information Office	 2.76%
Executive Administration	 1.38%
Legal Services/Office of General Counsel	 0.69%
Finance/Financial Compliance	 7.59%
Government Relations and Agency Communications	 0.69%
Contract Administration	 2.07%
Water for Texas conference	 2.07%
Office of Planning (including Water Supply Planning and	 13.1%
General/Unsure	 9.66%

## Survey Items

580 - Texas Water Development Board

How did you find appropriate contact information for the TWDB area(s) you interacted with? Please select all that apply.

**Number of Respondents:** 150

Item Response	Count	Pct.
I called the TWDB's main phone line with my request.	13	8.67%
I utilized the general email addresses listed on the "Contact Us" section of the TWDB website (customer service, accounts payable, human resources, etc.).	20	13.33%
I contacted an individual staff person by locating their name, email, and/or phone number on the TWDB website.	31	20.67%
I contacted staff I have worked with previously.	85	56.67%
Other (please specify)	20	13.33%

### Frequency Distribution

I called the TWDB's main phone line with my request.	8.67%
I utilized the general email addresses listed on the "C	13.33%
I contacted an individual staff person by locating thei	20.67%
I contacted staff I have worked with previously.	56.67%
Other (please specify)	13.33%

## Survey Items

---

580 - Texas Water Development Board

How did you find appropriate contact information for the TWDB area(s) you interacted with? Please select all that apply.

---

**Verbatim Responses:**

17

- 
- The City was contacted by TWDB based on a Project Information Form
  - my engineer did it
  - Interaction at FWTWPG Meetings and at Flood Planning Group Meetings
  - on line
  - I contacted the person I knew through email
  - used TWDB website
  - instructions - statutory filing
  - contact with staff assigned to funding application
  - staff contacted me
  - number provided by consultant
  - Had regional officer's contact info
  - Contact information on email
  - Phone number from email
  - Assigned project manager
  - I hunted through old emails for previous contact
  - search previous emails / ask colleagues
  - Our Engineer
-



## Survey Items







580 - Texas Water Development Board

My interaction with TWDB related to:

**Number of Respondents:** 145

Item Response	Count	Pct.
Financial assistance	54	37.24%
Technical assistance	26	17.93%
Conservation or other water-related education or communications	25	17.24%
Planning or stakeholder process	23	15.86%
Staff or board outreach	3	2.07%
Other	14	9.66%

### Frequency Distribution

Financial assistance	 37.24%
Technical assistance	 17.93%
Conservation or other water-related education or commun	 17.24%
Planning or stakeholder process	 15.86%
Staff or board outreach	 2.07%
Other	 9.66%

## Survey Items

580 - Texas Water Development Board

Staff members were helpful.

---

<b>Score:</b>	4.24
<b>Std. Dev.:</b>	0.955
<b>Number of Respondents:</b>	145

---

Item Response	Count	Pct.
Strongly Agree	67	46.21%
Agree	55	37.93%
Neutral	9	6.21%
Disagree	6	4.14%
Strongly Disagree	4	2.76%
Not Applicable	4	2.76%

### Frequency Distribution

Strongly Agree	<div></div> 46.21%
Agree	<div></div> 37.93%
Neutral	<div></div> 6.21%
Disagree	<div></div> 4.14%
Strongly Disagree	<div></div> 2.76%
Not Applicable	<div></div> 2.76%

## Survey Items







580 - Texas Water Development Board

I received the information I needed in a timely manner.

**Score:** 4.01  
**Std. Dev.:** 1.207  
**Number of Respondents:** 145

Item Response	Count	Pct.
Strongly Agree	63	43.45%
Agree	48	33.10%
Neutral	13	8.97%
Disagree	8	5.52%
Strongly Disagree	11	7.59%
Not Applicable	2	1.38%

### Frequency Distribution

Strongly Agree	 43.45%
Agree	 33.1%
Neutral	 8.97%
Disagree	 5.52%
Strongly Disagree	 7.59%
Not Applicable	 1.38%

## Survey Items







580 - Texas Water Development Board

The information was straightforward and easy to understand.

**Score:** 4.05  
**Std. Dev.:** 1.037  
**Number of Respondents:** 145

Item Response	Count	Pct.
Strongly Agree	57	39.31%
Agree	55	37.93%
Neutral	16	11.03%
Disagree	11	7.59%
Strongly Disagree	4	2.76%
Not Applicable	2	1.38%

### Frequency Distribution

Strongly Agree	 39.31%
Agree	 37.93%
Neutral	 11.03%
Disagree	 7.59%
Strongly Disagree	 2.76%
Not Applicable	 1.38%

## Survey Items






580 - Texas Water Development Board

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

**Score:** 4.28  
**Std. Dev.:** 0.776  
**Number of Respondents:** 142

Item Response	Count	Pct.
Strongly Agree	56	39.44%
Agree	56	39.44%
Neutral	10	7.04%
Disagree	5	3.52%
Strongly Disagree	0	0.00%
Not Applicable	15	10.56%

### Frequency Distribution

Strongly Agree	 39.44%
Agree	 39.44%
Neutral	 7.04%
Disagree	 3.52%
Strongly Disagree	0%
Not Applicable	 10.56%

## Survey Items







580 - Texas Water Development Board

The website was easy to use and contained helpful information.

**Score:** 4.03  
**Std. Dev.:** 0.867  
**Number of Respondents:** 144

Item Response	Count	Pct.
Strongly Agree	41	28.47%
Agree	65	45.14%
Neutral	21	14.58%
Disagree	5	3.47%
Strongly Disagree	2	1.39%
Not Applicable	10	6.94%

### Frequency Distribution

Strongly Agree	 28.47%
Agree	 45.14%
Neutral	 14.58%
Disagree	 3.47%
Strongly Disagree	 1.39%
Not Applicable	 6.94%

# Survey Items







580 - Texas Water Development Board

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

**Score:** 3.79  
**Std. Dev.:** 1.296  
**Number of Respondents:** 141

Item Response	Count	Pct.
Strongly Agree	36	25.53%
Agree	34	24.11%
Neutral	11	7.80%
Disagree	8	5.67%
Strongly Disagree	10	7.09%
Not Applicable	42	29.79%

## Frequency Distribution

Strongly Agree	 <b>25.53%</b>
Agree	 <b>24.11%</b>
Neutral	 <b>7.8%</b>
Disagree	 <b>5.67%</b>
Strongly Disagree	 <b>7.09%</b>
Not Applicable	 <b>29.79%</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.

**Score:** 3.95  
**Std. Dev.:** 1.255  
**Number of Respondents:** 143

Item Response	Count	Pct.
Strongly Agree	60	41.96%
Agree	42	29.37%
Neutral	11	7.69%
Disagree	13	9.09%
Strongly Disagree	10	6.99%
Not Applicable	7	4.90%

### Frequency Distribution

Strongly Agree	 <b>41.96%</b>
Agree	 <b>29.37%</b>
Neutral	 <b>7.69%</b>
Disagree	 <b>9.09%</b>
Strongly Disagree	 <b>6.99%</b>
Not Applicable	 <b>4.9%</b>



## Survey Items






580 - Texas Water Development Board

Printed materials contained clear and thorough information.

**Score:** 4.10  
**Std. Dev.:** 0.865  
**Number of Respondents:** 145

Item Response	Count	Pct.
Strongly Agree	42	28.97%
Agree	53	36.55%
Neutral	14	9.66%
Disagree	8	5.52%
Strongly Disagree	0	0.00%
Not Applicable	28	19.31%

### Frequency Distribution

Strongly Agree	 <b>28.97%</b>
Agree	 <b>36.55%</b>
Neutral	 <b>9.66%</b>
Disagree	 <b>5.52%</b>
Strongly Disagree	<b>0%</b>
Not Applicable	 <b>19.31%</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:** 3.33  
**Std. Dev.:** 1.412  
**Number of Respondents:** 142

Item Response	Count	Pct.
Strongly Agree	24	16.90%
Agree	27	19.01%
Neutral	19	13.38%
Disagree	9	6.34%
Strongly Disagree	17	11.97%
Not Applicable	46	32.39%

### Frequency Distribution

Strongly Agree	 16.9%
Agree	 19.01%
Neutral	 13.38%
Disagree	 6.34%
Strongly Disagree	 11.97%
Not Applicable	 32.39%

## Survey Items







580 - Texas Water Development Board

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

**Score:** 3.35  
**Std. Dev.:** 1.385  
**Number of Respondents:** 143

Item Response	Count	Pct.
Strongly Agree	24	16.78%
Agree	21	14.69%
Neutral	24	16.78%
Disagree	7	4.90%
Strongly Disagree	15	10.49%
Not Applicable	52	36.36%

### Frequency Distribution

Strongly Agree	 16.78%
Agree	 14.69%
Neutral	 16.78%
Disagree	 4.9%
Strongly Disagree	 10.49%
Not Applicable	 36.36%

## Survey Items

---

580 - Texas Water Development Board

Overall, I was satisfied with the support I received from TWDB staff throughout each phase of a financial assistance project.

---

**Number of Respondents:** 123

---

Item Response	Count	Pct.
Yes	100	81.30%
No	23	18.70%

### Frequency Distribution

Yes	<div><div></div></div> 81.3%
No	<div><div></div></div> 18.7%

## Survey Items

580 - Texas Water Development Board

If the answer to the previous question was no, please indicate the phase(s) where additional support was needed:

**Number of Respondents:** 150

Item Response	Count	Pct.
Planning - Engineering Feasibility	10	6.67%
Planning - Environmental Determination	10	6.67%
Acquisition	4	2.67%
Design	8	5.33%
Construction	6	4.00%
Other (please specify)	11	7.33%

### Frequency Distribution

Planning - Engineering Feasibility	■ 6.67%
Planning - Environmental Determination	■ 6.67%
Acquisition	■ 2.67%
Design	■ 5.33%
Construction	■ 4%
Other (please specify)	■ 7.33%

## Survey Items

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580 - Texas Water Development Board

If the answer to the previous question was no, please indicate the phase(s) where additional support was needed:

---

<b>Verbatim Responses:</b>	12
----------------------------	----

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- NA, but these things take waaaay too long from the public's perspective.
  - Planning
  - WSC Manager
  - It seemed like every step encountered lengthy delays
  - not applicable - no funding question
  - Not applicable
  - CWSRF Technical Assistance was severely lacking
  - All Phases are lacking - delays in every area
  - Legal
  - Have received any funding
  - h
  - N/A
-

## Survey Items

---

580 - Texas Water Development Board

I am interested in attending the Water for Texas 2025 conference on January 27-29, 2025 in Austin.



---

**Score:** 1.00  
**Std. Dev.:** 0.000  
**Number of Respondents:** 143

---

Item Response	Count	Pct.
Yes	78	54.55%
No	65	45.45%

### Frequency Distribution

Yes	 <b>54.55%</b>
No	 <b>45.45%</b>

## 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:** 150

Item Response	Count	Pct.
Drought and flood issues	52	34.67%
Project financing	42	28.00%
Conservation and innovative technologies (reuse, desalination, rainwater harvesting, etc.)	50	33.33%
Water communications	28	18.67%
Water policy and law	47	31.33%
Not Applicable	4	2.67%
Other (please specify)	4	2.67%

### Frequency Distribution

Drought and flood issues	 34.67%
Project financing	 28%
Conservation and innovative technologies (reuse, desali	 33.33%
Water communications	 18.67%
Water policy and law	 31.33%
Not Applicable	 2.67%
Other (please specify)	 2.67%



## Survey Items

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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):

---

**Verbatim Responses:**

6

- 
- GIS/hydrology
  - Create a DWSRF checklist for each applicant.
  - Regional water planning process and comparisons between Regions
  - Water For Texas Fund and SWIFT enhancements
  - GIS
  - new water funds distributions
-

## Survey Items

---

580 - Texas Water Development Board

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

---

**Number of Respondents:** 145

---

Item Response	Count	Pct.
Yes	126	86.90%
No	19	13.10%

### Frequency Distribution

Yes	<div><div></div></div> 86.9%
No	<div><div></div></div> 13.1%

## 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:** 4.08  
**Std. Dev.:** 0.710  
**Number of Respondents:** 143

Item Response	Count	Pct.
Strongly Agree	36	25.17%
Agree	74	51.75%
Neutral	19	13.29%
Disagree	3	2.10%
Strongly Disagree	0	0.00%
Not Applicable	11	7.69%

### Frequency Distribution

Strongly Agree	 25.17%
Agree	 51.75%
Neutral	 13.29%
Disagree	 2.1%
Strongly Disagree	0%
Not Applicable	 7.69%

## Survey Items

580 - Texas Water Development Board

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

**Number of Respondents:** 144

Item Response	Count	Pct.
Press releases	0	0.00%
Social media (Facebook, Twitter, Instagram, LinkedIn)	1	0.69%
E-newsletter	16	11.11%
Email	126	87.50%
I prefer to not receive regular communications	1	0.69%
(Please specify other preference)	0	0.00%

### Frequency Distribution

Press releases	0%
Social media (Facebook, Twitter, Instagram, LinkedIn)	0.69%
E-newsletter	11.11%
Email	
I prefer to not receive regular communications	0.69%
(Please specify other preference)	0%

## Survey Items

580 - Texas Water Development Board

I would like regular information updates about (Please specify)

**Verbatim Responses:** 30

- TWDB appears to be overly bureaucratic (true to definition: overly concerned with procedure at the expense of efficiency or common sense.) It shouldn't take months to approve plans, environmental, change orders, notices to proceed. Ridiculous!
- Flood infrastructure fund.
- New financial programs
- Regional planning
- Flood planning
- Water laws
- GCD compliance with state law
- fresh groundwater availability; and detailed geology studies; planning for water supply and flood control; and desalination.
- project financing, legislative issues
- Regional water planning group meetings and progress of Plans
- Annual GIS Forum
- None
- Erosion Control Specifically, any help with Pipe or concrete structures on drainage systems
- drought conditions in the state, funding specific to water supply development, application processing timeline stats from TWDB, and timeline for administering funding for projects.
- Regional Flood Plans

## Survey Items

580 - Texas Water Development Board

### Verbatim Responses: (Cont.) 30

- Wastewater planning and loan programs
- Conferences hosted by TWDB, Financial assistance programs promoting conservation. communications development that is reproducible
- While I am a big supporter of TWDB and its mission, the time and effort it now requires to process a loan is almost unbearable. I feel the staff works hard, is courteous and wants to help, but there are so many programs to administer - they are simply over worked and are having a hard time keeping up.
- Flood Planning, Flood mitigation, grants
- New Water Supply for Texas Fund,
- Need approval on recycling gray water— been waiting almost 10 years,,
- grant opportunities
- I would like regular information for small municipalities water grants
- conservation, drought, workshops, events
- Availability of Grants
- Region H
- Flood Planning, Water Planning, Financial Assistance, and Water Law Changes
- Flood Plain Data Update
- Water policy and law
- Financial

## Survey Items

580 - Texas Water Development Board

Overall, I am satisfied with my experience with the TWDB.

**Score:** 4.06  
**Std. Dev.:** 1.094  
**Number of Respondents:** 145

Item Response	Count	Pct.
Strongly Agree	62	42.76%
Agree	53	36.55%
Neutral	13	8.97%
Disagree	11	7.59%
Strongly Disagree	6	4.14%
Not Applicable	0	0.00%

### Frequency Distribution

Strongly Agree	<b>42.76%</b>
Agree	<b>36.55%</b>
Neutral	<b>8.97%</b>
Disagree	<b>7.59%</b>
Strongly Disagree	<b>4.14%</b>
Not Applicable	<b>0%</b>

## Survey Items

580 - Texas Water Development Board

### Item Score Summary

Item Text	Score	Std. Dev.
Staff members were helpful.	4.24	0.955
I received the information I needed in a timely manner.	4.01	1.207
The information was straightforward and easy to understand.	4.05	1.037
My phone call, email, or letter was routed to the proper person.	4.28	0.776
The website was easy to use and contained helpful information.	4.03	0.867
If I had a concern or complaint, it was addressed in a timely and reasonable manner.	3.79	1.296
Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.	3.95	1.255
Printed materials contained clear and thorough information.	4.10	0.865
Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.	3.33	1.412
Overall, I was satisfied with the amount of time it took to get a loan/grant closed.	3.35	1.385
I am interested in attending the Water for Texas 2025 conference on January 27-29, 2025 in Austin.	1.00	0.000
The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.	4.08	0.710
Overall, I am satisfied with my experience with the TWDB.	4.06	1.094



# **The Texas Water Department Board Customer Survey Report**



**May 2024**



**The University of Texas at Austin**

**Institute for Organizational Excellence**

*Steve Hicks School of Social Work*

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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 March 2024, 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. 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 26, 2024, through May 20, 2024. In order to improve the response rate, reminders were sent on May 6th and May 8th, 2024.

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 Hana Lindsey, 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, Nicole Duson, and Hailey Wetherill.

## **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.

## **2.2 Instrument Design:**

The survey instrument was designed in April 2024. 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.

## **2.3 Sample Population:**

The Texas Water Development Board produced a list of TWDB customers that included different divisions. Some customers who were not selected for this survey from 2022 were included to increase the sample size. After removing mailing addresses, duplicate emails, and cleaning up the customer list provided by TWDB, there were approximately 1000 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.

## **2.4 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.

## **2.5 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.

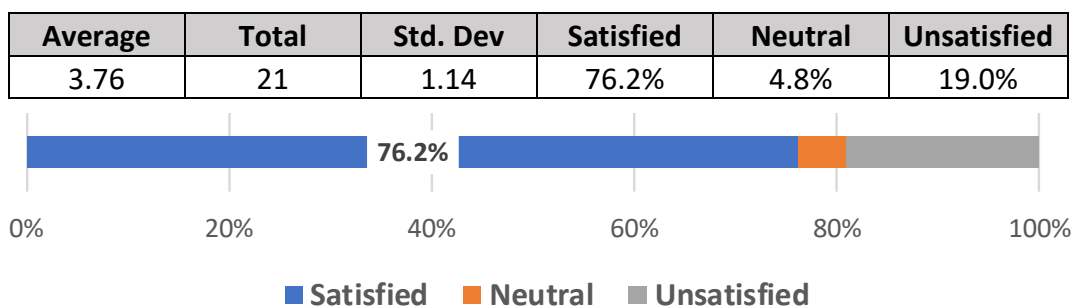
Detailed tables are presented for various comparisons between groupings. These groupings include, but are not limited to, the different divisions. These tables contain an aggregate score comparison on items and percentage of responses on items, which allowed for optional choices. Items are scaled from 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.

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, 21 responses were recorded. The table below 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 unsatisfaction.



## 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

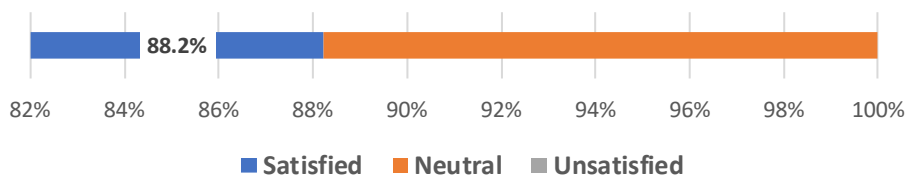
**Response Rate:** On the following pages, a variety of data presentations and representations are made. More details regarding this presentation were made in the Survey Reports section of this document. Out of a sample size of approximately 1,000 participants, 23 responded or a 2.3% rate of response.

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
4.15	13	0.55	92.3%	7.7%	0.0%



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?**

[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

*These items were posed to any respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

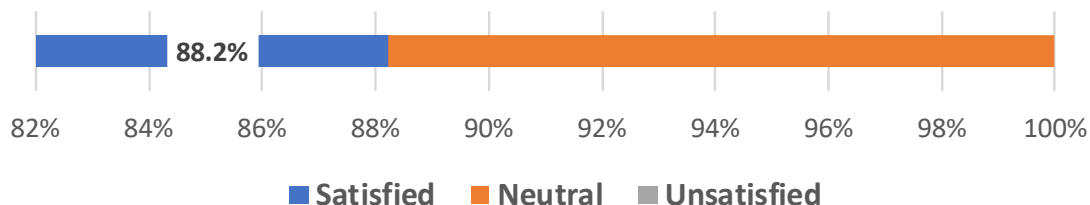
Facilities	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Accessibility	2	1	0	0.0%	0.0%	100.0%
Location	4	1	0	100.0%	0.0%	0.0%
Signs	2	1	0	0.0%	0.0%	100.0%
Cleanliness	4	1	0	100.0%	0.0%	0.0%



## 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
4.18	17	0.64	88.2%	11.8%	0.0%



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?***

[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

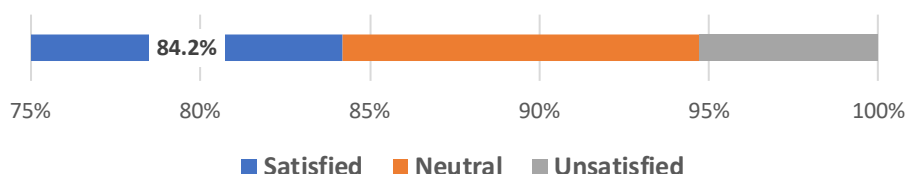
*These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

Staff	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Courtesy	3.5	2	0.71	50.0%	50.0%	0.0%
Knowledgeability	3	2	0.00	0.0%	100.0%	0.0%
Identification	3.5	2	0.71	50.0%	50.0%	0.0%

## 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
4.00	19	0.94	84.2%	10.5%	5.3%



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?**

[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

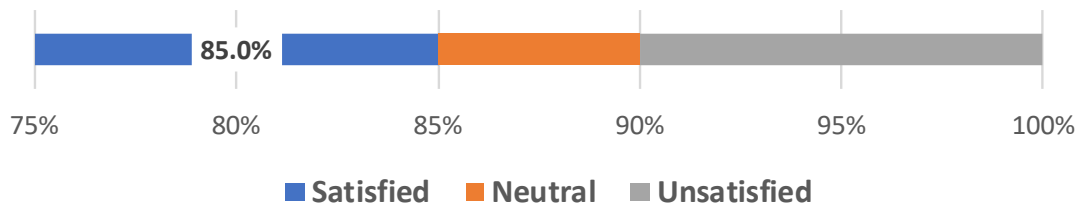
*These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

Communications	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Phone access	3.50	2	0.71	50.0%	50.0%	0.0%
Time on hold	3.00	2	0.00	0.0%	100.0%	0.0%
# of transfers	3.00	2	0.00	0.0%	100.0%	0.0%
Talk to a person	3.00	2	1.41	50.0%	0.0%	50.0%
Letters/Written Com	1.67	3	1.15	0.0%	33.3%	66.7%
Email	1.67	3	1.15	0.0%	33.3%	66.7%
Text/Chat messages	0.00	0	0.00	0.0%	0.0%	0.0%
Mobile App	0.00	0	0.00	0.0%	0.0%	0.0%

## 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
3.9	20	0.79	85.0%	5.0%	10.0%



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?**

[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

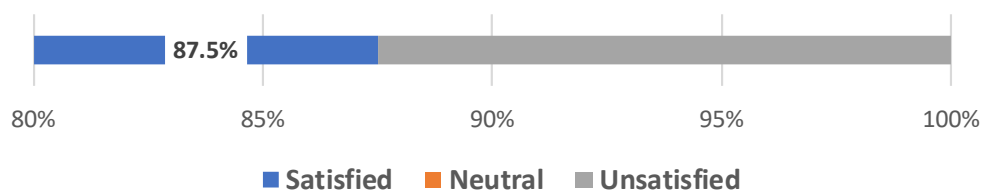
*These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

Website	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Ease of navigation	2.67	3	0.58	0.0%	66.7%	33.3%
Mobile Access	3.00	1	0.00	0.0%	100.0%	0.0%
Info accuracy	3.33	3	1.15	66.7%	0.0%	33.3%
Finding services	2.67	3	1.15	33.3%	0.0%	66.7%
Finding contact info	2.33	3	0.58	0.0%	33.3%	66.7%
Info to complaint	2.67	3	0.00	0.0%	66.7%	33.3%

## 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
4	8	0.93	87.5%	0.0%	12.5%



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?***

[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

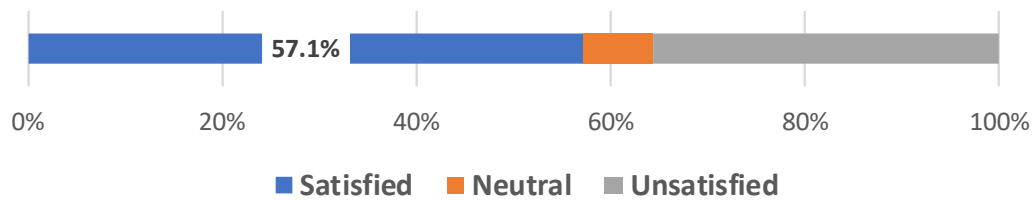
*These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

Complaints	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Easily file a complaint	0	1	0	0	0	1
Timely Manner	0	1	0	0	1	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?***

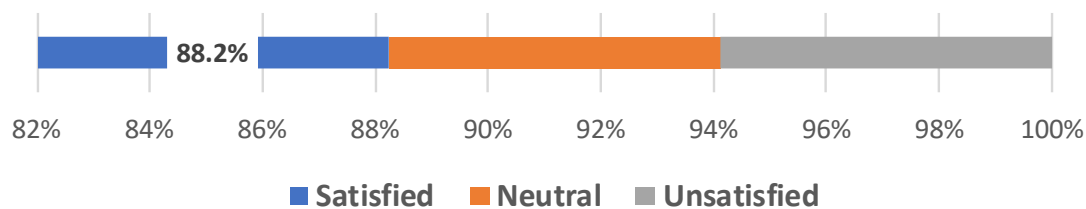
Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
3.43	14	1.40	57.1%	7.1%	35.7%



## 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
4.00	17	0.71	88.2%	5.9%	5.9%



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?***

[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

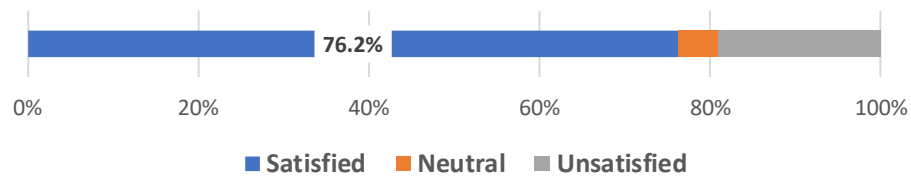
*These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.*

Printed Materials	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Accuracy	2.5	2	0	0.0%	50.0%	50.0%
Clarity	1.5	2	0	0.0%	0.0%	100.0%
Usefulness	2.5	2	0	0.0%	50.0%	50.0%

## Overall Satisfaction

*Please rate your overall satisfaction with TWDB:*

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
3.76	21	1.14	76.2%	4.8%	19.0%



## 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. How satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

- Strongly Unsatisfied (1)
- Unsatisfied (2)
- Neutral (3)
- Satisfied (4)
- Strongly Satisfied (5)
- Not Applicable (0)

1A. [Drilldown on unacceptable responses] 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)
  - Not Applicable (0)

2. 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)

Not Applicable (0)

2A. [Drilldown on unacceptable responses] 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)

Not Applicable (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?

Strongly Unsatisfied (1)

Unsatisfied (2)

Neutral (3)

Satisfied (4)

Strongly Satisfied (5)

Not Applicable (0)

3A. [Drilldown on unacceptable responses] 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)

Not Applicable (0)

4. If you interact or have interacted with TWDB's website (<https://www.twdb.texas.gov/>), how satisfied are/were you with the agency's website, including the ease of use, mobile access, 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)

Not Applicable (0)

4A. [Drilldown on unacceptable responses] 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 agency'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)

Not Applicable (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)
- Not Applicable (0)

5A. [Drilldown on unacceptable responses] 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 on unacceptable responses] 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 the agency:

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 Hana Lindsey, Graduate Research Assistant, and Nicole Duson, Database Coordinator.

The IOE can be contacted by phone at (512) 471-9831, by email to [nlanduyt@austin.utexas.edu](mailto:nlanduyt@austin.utexas.edu) or by mail to IOE, UT Austin, 1925 San Jacinto Blvd, Austin, TX 78712.