

Strategic Plan

FISCAL YEARS
2019–2023



Texas Water Development Board

Strategic Plan

Fiscal Years 2019 to 2023

Board Member	Dates of Term	Hometown
 PETER LAKE, CHAIRMAN	February 1, 2021	Tyler
 KATHLEEN JACKSON, MEMBER	February 1, 2023	Beaumont
 BROOKE T. PAUP, MEMBER	February 1, 2019	Austin
 JEFF WALKER, EXECUTIVE ADMINISTRATOR June 8, 2018		

(This page is intentionally blank.)

Table of Contents

I. Strategic Plan

- 1. Agency Mission.....5
- 2. Agency Goals and Action Plan.....10
- 3. Redundancies and Impediments.....14

II. Supplemental Schedules

- A. Budget Structure [pending approval]
Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures
- B. List of Measure Definitions [pending approval]
- C. Historically Underutilized Business Plan
- D. Agency Workforce Plan
- E. Report on Customer Service

(This page is intentionally blank.)

1. Agency Mission

The mission of the Texas Water Development Board (TWDB) is to provide leadership, information, education, and support for planning, financial assistance, and outreach for the conservation and responsible development of water for Texas.

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

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

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

One of the most pressing concerns of policy makers is whether existing water supplies will sustain economic and population growth and provide ample water for future needs. Inadequate water supplies can curtail economic activity for businesses and industries heavily reliant on water, which can result in job losses and monetary losses to the state economy. The implementation of water projects can have a positive impact on the state economy by generating sales revenue in construction, engineering, and supporting businesses; expanding state gross domestic product; adding state and local tax receipts; and creating or supporting jobs. In light of the vital role water plays in our economy, proper regional and state water planning becomes even more critical, along with implementing water supply strategies recommended in the planning process.

The creation of new water supplies and flood mitigation activities are capital-intensive efforts that can take many years of planning and implementation. Even water conservation requires

planning and financial resources to be successful. Balancing the water needs of agriculture, industry, cities, rural areas, and the environment is becoming increasingly challenging, and TWDB data, research, planning, and financial assistance are instrumental in this effort.

Recent Accomplishments and Looking Forward

The following sections highlight recent accomplishments and initiatives that the TWDB intends to pursue in the next five years.

State Water Plan Implementation

The agency looks forward to continuing the implementation of the 2017 State Water Plan. The plan, which projects that Texas' population will increase more than 70 percent 2070, recommends more than 5,500 strategies crafted to conserve existing water supplies and create additional supplies to ensure that the needs of this growing population are addressed. The capital costs associated with implementing the 2017 State Water Plan are predicted to reach \$62.7 billion, with water providers estimating they will need about \$36.2 billion of that amount in state assistance. Of the \$62.7 billion, approximately \$35 billion will support strategies associated with municipal water suppliers or wholesale water providers. The TWDB has the State Water Implementation Fund for Texas (SWIFT) and other financial assistance programs available to help finance these water management strategies.

The TWDB has now committed \$6.2 billion for 48 state water plan projects in Texas through the SWIFT program. In April 2018, the TWDB sold State Water Implementation Revenue Fund for Texas (SWIRFT) bonds to provide approximately \$906.9 million in project funding through the SWIFT program. The proceeds of the bond sale will be used to finance the expansion of the Northeast Water Purification Plant by the City of Houston and the construction of the North Texas Municipal Lake by the North Texas Municipal Water District. The latter, which formerly was known as the Lower Bois D'Arc Creek Reservoir, will be the first major reservoir to be built in Texas in several decades.

The TWDB has been successful in reaching financial transaction goals with all four SWIRFT revenue bond sales. The SWIRFT has achieved the highest AAA/AAA bond ratings for all four issuances, maximizing savings to program participants and the communities they serve. Through early and continued outreach to the investor community, strong benchmark pricing has been established for future bond issuances through the program.

The TWDB estimates project sponsors in the first four rounds of funding will save more than \$525 million in financing costs. The estimated total savings, based on the TWDB's cost of funds, may be even greater for communities whose credit ratings are lower than utilized benchmarks. Also, the savings estimate does not account for open market costs to borrowers or savings from state participation in the project. Projects funded, including transmission pipelines, canal linings,

capacity expansions, leak detection systems, water meter replacements, reservoirs, and other water management strategies, will all help ensure that Texans have sustainable and reliable water sources for decades to come.

Flood Initiatives

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

Other efforts have included enhancements to [TexMesonet.org](https://www.texmesonet.org), the TWDB’s website that reports climatic information from weather stations and weather networks around the state. [TexMesonet](https://www.texmesonet.org) aggregates data from multiple sources and compiles it into one online location, with a focus on filling in gaps where data is not currently being collected. This information helps the National Weather Service make flood predictions and provides valuable data to first responders and citizens.

Following the historic flooding from Hurricane Harvey in 2017, the TWDB made modifications to its existing emergency programs under the Drinking Water State Revolving Fund (DWSRF) and the Clean Water State Revolving Fund (CWSRF) to expedite funding for recovery and resiliency projects. Through the DWSRF Urgent Need program and the CWSRF Emergency Relief program, the TWDB is providing set aside funds for principal forgiveness and low-interest loans for projects that have been impacted by a disaster, including set asides and additional subsidies for disadvantaged, small, and rural communities. The TWDB will also continue to administer other state and federal grant programs for flood mitigation and will continue to perform outreach related to these programs.

Finally, the TWDB is developing the *State Flood Assessment for Texas* in recognition that the next important step to reduce the impacts of flood hazards is a thorough understanding of existing programs, risks, and needs for mitigation measures across the state. Incorporating broad input from a variety of stakeholders, the assessment will be published as a report and provide information and policy recommendations for use in furthering comprehensive flood management in Texas. The final assessment report will be delivered to the Legislature before the 86th legislative session.

Communications

In January 2017, the TWDB hosted the first-ever *Water for Texas* conference. Around 550 registered guests attended general sessions as well as breakout sessions in four concurrent technical tracks: Emergency Management and Flood; Science, Technology, and Conservation; Policy and Law; and Planning and Infrastructure Financing. The conference was widely regarded as a great success, with 76 percent of post-conference survey respondents rating its overall quality as “excellent” and over 84 percent of respondents reporting that they plan to attend the next conference.

The agency will host its second *Water for Texas* conference in January 2019. Panels, workshops, and exhibits will examine the state’s past, present, and future water narrative; topics will include:

- Texas water policy—past and present
- *State Flood Assessment* overview
- Drought and flood resiliency projects
- Conservation and innovative water supply solutions
- Water communications—successes and challenges

In addition to the conference and other outreach efforts, the agency has continuously expanded its communications platforms to reach a greater number of stakeholders as well as the general public, particularly through social media. For state fiscal year 2017, agency social media activities made more than 2.5 million impressions through postings, likes, and retweets. During the *Water for Texas 2017* conference awards banquet, the conference hashtag was the top trending hashtag on Twitter. And the award winning “#Txwindmills and #Txwater towers” Instagram campaign, a partnership with the Texas Parks and Wildlife Department and Texas Historical Commission, reached a broad audience over the summer months. The TWDB plans to continue the campaign for the third year in summer 2018.

Financial Assistance for Economically Disadvantaged Communities

Over the last two decades, the agency has made significant strides in assisting disadvantaged communities through the Economically Distressed Areas Program (EDAP), with significant financial assistance provided for first-time water and wastewater services. EDAP was created in 1989 by the 71st Legislature with two major goals: (1) to provide financial assistance for infrastructure projects in “economically distressed areas” across the state where services either do not exist or existing systems do not meet minimum state standards and (2) to stop the building of substandard subdivisions through development standards. Over the life of the program, the TWDB has made 455 commitments for about \$800 million in grants and loans for the planning, acquisition, design, and construction of projects. And to date, 62 Texas counties have approved model subdivision standards to help prevent sub-standard development.

In 2007, Texas voters approved \$250 million in general obligation bonding authority for EDAP. The 85th Legislature in 2017 appropriated general revenue to support issuance of the remaining EDAP bonds in FY2019; remaining bonding authority was approximately \$53.5 million, as of 2018. Since the current biennium funding will exhaust the remaining constitutional bonding authority for the program, the TWDB would like to maximize the state's current investment and give priority to those entities that are closest to project completion, with highest preference given to entities that have completed project planning, acquisition, and design phases and are ready to proceed with construction. The Board will consider commitments for the last remaining financial assistance by Fall 2018.

For additional EDAP funding to be available, a constitutional amendment with voter approval would be needed to authorize additional bonding authority for the program; in addition, general revenue appropriations would be necessary to support debt service payments on the bonds once they are issued. Should additional authority and funding not be available, projects in economically distressed areas could be delayed or not funded. Projects that previously received TWDB planning, acquisition, and design funding would not have EDAP grant and/or loan funding available to them to begin and complete construction.

2. Agency Goals and Action Plan

In addition to the goals outlined below, the TWDB will continue to implement its core operational goals in the agency’s budget, including planning and guiding the conservation and management of the state’s water resources.

AGENCY OPERATIONAL GOAL AND ACTION PLAN
<p>Goal 1: Continue to evaluate and make improvements to TWDB’s suite of financial assistance programs to best meet the needs of Texas communities.</p>
SPECIFIC ACTION ITEMS TO ACHIEVE GOAL
<ol style="list-style-type: none"> 1. Continue to evaluate synergies between financial assistance programs so that needs are met and resources are allocated in the most efficient possible manner 2. Continue active management of the SWIFT program to implement the state water plan
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE
<ol style="list-style-type: none"> 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. <p>This goal is entirely consistent with the statewide objectives of being accountable and efficient with state resources as well as continuous improvement in the delivery of services. It also furthers the agency’s mission and core function of providing cost-effective financial assistance for water-related projects.</p>

AGENCY OPERATIONAL GOAL AND ACTION PLAN
<p>Goal 2: Become the state leader in collection and dissemination of flood-related data, science, and information.</p>
SPECIFIC ACTION ITEMS TO ACHIEVE GOAL
<ol style="list-style-type: none"> 1. Data dissemination <ul style="list-style-type: none"> • Transition TexasFlood.org from agency website to new ancillary site to increase visibility and functionality • Continue to host TWDB Flood Viewer and make enhancements, as necessary

- Continue successful partnerships with the U.S. Geological Survey and the National Weather Service
 - Determine target goal for number of flood gages and develop plan for reaching goal and maintaining existing gage network
 - Continue installation of new flood gages and Mesonet stations
 - Continue maintenance and operation of existing flood gages and Mesonet stations
 - Continue to work with regional partners to link local and regional weather station networks with Mesonet
 - Continue to support Texas Department of Emergency Management emergency management responsibilities and assist TDEM in streamlining dissemination of data during emergencies
2. Data collection
 - Continue acquisition of Lidar data through the Strategic Mapping program to support flood mapping and modeling
 3. Mapping and modeling
 - Prioritize statewide data, mapping, and modeling needs
 - Work toward establishing the TWDB as the leader of Cooperating Technical Partners program in Texas
 - Seek federal funding to support mapping and modeling activities
 - Continue flood modeling for prediction points
 4. Enhance existing public outreach activities
 5. Revise TWDB budget Goal 1, Objective 1 to reflect TWDB's statewide programs to collect and disseminate data to support flood and other programs beyond the state water plan

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

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

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

AGENCY OPERATIONAL GOAL AND ACTION PLAN

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

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

1. Continue administration of federal Flood Mitigation Assistance and National Flood Insurance programs
2. Continue funding of recovery and resiliency projects through TWDB programs
3. Work with federal partners to support funding for resiliency projects
4. Continue outreach on existing programs with flood options

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

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

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

AGENCY OPERATIONAL GOAL AND ACTION PLAN

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

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

1. Identify potential benchmarks for flood planning
2. Report to the Legislature on outcomes of the *State Flood Assessment*, including stakeholder recommendations

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

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

This goal seeks to support local and regional decision-makers in flood planning activities through technical and financial assistance, leveraging local, state, and federal dollars for the benefit of taxpayers. The *State Flood Assessment* will communicate feedback received from stakeholders on a number of flood-related issues in a transparent fashion; it will be distributed to the Legislature and will be posted on the agency's website for the benefit of stakeholders and the general public.

3. Redundancies and Impediments

SERVICE, STATUTE, RULE, OR REGULATION	Texas Water Code §16.022
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Texas Water Code §16.022 requires the TWDB and the Texas State Soil and Water Conservation Board to jointly conduct and report to the Legislature on ways to improve or expand water conservation efforts. Texas Water Code §10.011 requires the Water Conservation Advisory Council (which includes one representative from the TWDB and one from the Texas State Soil and Water Conservation Board) to submit a report to the Legislature detailing the progress of water conservation in the state every two years. With the addition of the Council being able to make recommendations (SB 551, 84 th Session), the two efforts overlap even more now than they did in previous iterations.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	As the two reports are duplicative in nature and content, the TWDB recommends that Texas Water Code §16.022 be stricken.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Elimination of the joint report would reduce redundancy in resources from staff working on two duplicative efforts that often overlap in both scope and timing.

Supplemental Schedule C

**Historically Underutilized
Business Plan**

HUB Strategic Plan – Fiscal Years 2019 – 2021

Historically Underutilized Businesses

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

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

HUB Initiatives

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

Examples of the TWDB's initiatives include:

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

Continued on next page

HUB Strategic Plan – Fiscal Years 2019 – 2021, Continued

HUB Initiatives,
continued

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

HUB Goal

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

First Objective	To make a good faith effort to meet or exceed the statewide HUB goals in all applicable procurement categories.
------------------------	---

Strategy	Implement good faith efforts to identify, solicit, and utilize qualified HUBs in all applicable TWDB procurement and contracting opportunities.
Output Measure	Percent (%) of total combined dollar value of procurements, contracts, and subcontracts awarded to HUBs reflected in the semiannual and annual HUB reports.

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

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

Continued on next page

HUB Strategic Plan – Fiscal Years 2019 – 2021, Continued

HUB Activity by Fiscal Year	Total TWDB Expenditures	Total Expenditures with HUBs	HUB Expenditure Percentage
FY 2016	\$8,232,989	\$2,561,115	31.11%
FY 2017	\$8,571,829	\$951,4660	11.10%
FY 2018*	\$3,196,957	\$493,476	15.44%

**as of April 2018*

Supplemental Schedule F

Agency Workforce Plan

Texas Water Development Board

Workforce Plan

Overview of Operations

Agency Vision and Mission

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

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

Agency Vision: Sustainable and affordable water for Texas.

Agency Mission: To provide leadership, information, education, and support for planning, financial assistance and outreach for the conservation and responsible development of water for Texas.

Business Functions and Area Missions

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

Board

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

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

Internal Audit

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

Executive Administration

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

Office of General Counsel

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

Governmental Relations

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

Agency Communications

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

Operations and Administration

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

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

Support Services and Contract Administration

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

Human Resources

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

Information Technology

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

Texas Natural Resources Information System

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

Finance

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

Accounting

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

Budget

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

Debt and Portfolio Management

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

Financial Compliance

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

Water Supply and Infrastructure

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

Regional Water Project and Development

Regional Water Project and Development (RWPD) is responsible for working with communities as they develop their projects from early conception through the procurement of funding and ultimately through the completion of construction. The division provides on-site assistance and guidance to the project owners throughout all phases. This is accomplished through a director and six teams divided by geographical areas. The six geographical teams consist of a team manager, engineer, environmental reviewer, financial analyst, project manager and administrative support. An attorney and a regional planner also work closely with each team. The Outreach department serves as a liaison between entities and the TWDB and is responsible for the coordination and facilitation of marketing TWDB programs to local communities, cities, counties, districts, authorities, and water supply corporations and.

Program Administration and Reporting

Program Administration and Reporting consists of three sections: Program Administration, Outlays and Escrows, and Reporting. This division develops policies to facilitate the management of the financial assistance programs. Division staff monitor and ensure agency compliance with state and federal laws, policies, and standards as it relates to administering TWDB financial assistance programs and also process financial assistance disbursements through outlays and escrows.

Water Use, Projections and Planning

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

Water Science and Conservation

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

Conservation and Innovative Water Technologies

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

Surface Water

The Surface Water division administers the Instream Flows program and works in cooperation with the Texas Commission on Environmental Quality and the Texas Parks and Wildlife Department as mandated by the legislature. This division also administers the Bays and Estuaries program, the Hydrographic Survey program, all state surface water monitoring, and Flood Mitigation Planning. The Flood Mitigation Planning department maintains TexasFlood.org, a portal for flood-related data and information; manages state grants to political subdivisions to conduct flood protection planning studies; and administers the federal Flood Mitigation Assistance grant program. This area also serves as the State Coordinating Agency responsible for administering the National Flood Insurance Program (NFIP) in Texas, assisting communities in enrolling in the NFIP, conducting training related to floodplain management, and providing technical assistance and compliance reviews for participating communities with ordinance, floodplain management, and other NFIP issues.

Groundwater

The mission of the TWDB's Groundwater division is to collect, interpret, and provide accurate, objective information on the groundwater resources of Texas. The Groundwater division is responsible for all aspects of groundwater studies in the state. The division monitors water levels and quality in the state's aquifers, conducts regional-scale aquifer modeling, and houses and maintains water well records. This division also approves groundwater districts' management plans and provides groundwater information to Texas citizens and lawmakers.

Current Workforce Profile - Supply Analysis

Full-time Equivalent

In FY 2017 the agency had 280.6 full-time-equivalent employees (FTE). For FY 2018, 329.1 FTEs are appropriated.

Management-to-staff Ratio

The management-to-staff ratio at the agency (as of the FY 2018 second quarter [February 2018] 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.

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 2017 indicated underutilization in its workforce. The following tables summarize the results of the utilization analysis.

Job category:	Male	Female	White	African-American	Hispanic	Total Employees
Officials/Administrators (A)	18	18	29	1	4	36
Administrative Support (C)	1	25	12	4	8	26
Professional (P)	134	109	162	22	46	243
Agency Grand Totals (#)	153	152	203	27	58	305
Agency Grand Totals (%'s)	50.16	49.84	66.56	8.85	19.02	100.00

TWDB Workforce Plan

Job Category - Officials/Administrators (A)		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	50%	37.40%
African-American	2.78% (potential underutilization)	7.40%
Hispanic	11.11% (potential underutilization)	22.10%
Job Category - Administrative Support (C)		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	96.15%	72.10%
African-American	15.38%	14.80%
Hispanic	30.77%	34.80%
Job Category - Professionals (P)		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	44.86%	55.30%
African-American	9.05%	10.40%
Hispanic	18.93%	19.30%

* A state-wide hiring freeze at the direction of the Governor took place from January 31, 2017 through August 31, 2017 allowing for limited recruitment opportunities during that period.

** TWDB data was extrapolated from the FY17 Equal Employment Opportunity Report - Statewide Agencies Workforce Summary

*** State civilian workforce data is taken from the TWC 2015-2016 Equal Employment Opportunity and Minority Hiring Practices Report.

**** Para Professionals are grouped in with Administrative Support/ Civilian data does not reflect Para Professionals

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 2017 was 18.6 percent, based on a total of voluntary and involuntary separations, excluding interagency transfers. The 18.6 percent turnover rate is an increase from that of FY 2016 (17.6 percent). Excluding involuntary separations and retirements, the statewide turnover rate increased by 1 percent. This rate is often considered a true turnover rate because it reflects preventable turnover. Employee turnover can be both negative and positive. Negatives include the associated costs of turnover, such as training and orientation of new employees, recruitment and selection of new employees, leave payout to departing employees, and lower productivity in the workplace during the time that a position is vacant and during the time that a new employee is learning the job.

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

Employee Turnover at the TWDB during Fiscal Year 2017								
Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
5	1.8%	22	7.8%	9	3.2%	280.75	36	12.8%
Data compiled from the State Auditor's Office Annual Report on Classified Employee Turnover for FY 2017. 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
- 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

TWDB Workforce Plan

- Staff with knowledge of the State Records Retention Schedule, Texas State Libraries and Archives Commission rules and regulations, and working knowledge of electronic document management systems

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

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

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

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

Operations and Administration

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

- Human Resources personnel familiar with the state of Texas' rules, regulations, and benefits including recruitment, retention, compensation, classification, and one or more certified as Professionals in Human Resources
- Certified State of Texas Purchasers
- Qualified Contract Administrators to effectively maintain all reporting requirements for state and federal programs
- Staff with performance measurement, strategic planning, and management system analysis skills to review and implement policies and procedures
- Project Managers with experience in IT resource and software application development methodologies
- Business and Systems Analysts with strong facilitation and documentation skills
- Software Engineers and Database Administrators with experience in standard software development techniques, web development tools, and deployment of web services
- Network administration and security professionals with knowledge of local and wide area network administration, security protocols and threat protection, identity management, standard computer hardware, software support and troubleshooting

TWDB Workforce Plan

- Programmers with multiple-level web architect skills that can initiate the development, implementation, and maintenance of the internal and external web resources, including updating web content, monitoring web resources and services, analysis of hardware and software, and evaluation of potential enhancements

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

Texas Natural Resources Information System

The need for staff with diverse Geographical Information Systems GIS and IT backgrounds and improved knowledge of business processes and relationships will become more important, along with external customer service.

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

- Staff with skills combining practical applications of GIS and industry knowledge
- Systems Analysts with technical skills revolving around geographic mapping
- Staff trained in the natural, computer, and library sciences

Finance

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

- Accountants familiar with governmental accounting, as well as bond debt accounting
- Budget Analysts familiar with complex funding structures and state governmental budgeting practices
- Financial Analysts familiar with state requirements for investments and with spreadsheet and database skill sets for preparing cash flow modeling

These skill sets have remained constant; however, maintaining staff with these skill sets is a challenge. Retaining experienced and skilled staff is imperative to supporting the needs of the agency. Critical functions of the Finance office include the ability to provide sound financial advice and opinions to Board members and staff, accurate and timely financial reporting, and maintenance of sound accounting records. Specialized knowledge and skills needed include municipal bond knowledge, negotiation skills, portfolio management knowledge, advanced spreadsheet and database skills, and agency program knowledge. The development and maintenance of staff in the financial areas is imperative.

Water Supply and Infrastructure

The large amount of state water plan funding through the various financial programs is supported by Water Supply and Infrastructure (WSI) staff. Existing programs pose challenges such as

TWDB Workforce Plan

decreases in federal appropriations for the State Revolving Fund programs, balancing U.S. Environmental Protection Agency requests for information and reporting requirements with other workload requirements, potential project delays due to approval backlogs at the U.S. Army Corps of Engineers, and the challenges associated with the continued growth of the financial assets owned and managed by the TWDB. WSI is often called on to provide input on draft legislation and appropriations related to water resources policy and funding.

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

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

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

Water Science and Conservation

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

- Hydrogeologists, hydrologists, and geologists knowledgeable about Texas water and geologic resources
- Other environmental scientists and/or professionals knowledgeable about Texas environmental regulations, research issues, and programs covering a wide spectrum of activities such as conservation and biology
- Licensed professional engineers with significant TWDB financial and technical assistance program experience
- Individuals with solid contract management skills and the ability to maintain effective working relationships with their customers
- Professionals involved in floodplain management, flood hazard mitigation, the National Flood Insurance Program (NFIP), flood preparedness, warning and disaster recovery
- Individuals who possess strong written and verbal communication skills

TWDB Workforce Plan

- Administrative assistants with experience in TWDB programs and Board procedures
- Division directors with significant TWDB program and policy development expertise

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

Future Workforce Profile

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

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

WSI is constantly affected by the population growth of the state of Texas, which leads to greater demands on the few knowledgeable regional water planners in the state. Additional training and expertise will be needed in the coming years.

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

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

Contract Administration needs contracting and state-certified procurement specialists that are trained in the state of Texas' rules and regulations.

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 knowledge and resources are shared amongst staff and appropriate training is conducted.

In the office of Operations and Administration, there is currently a need for additional IT staff. It is crucial to retain staff with vast institutional and technical knowledge.

The Finance office may face challenges in recruiting qualified staff to work in certain professions.

An issue unique to both of these offices is the availability of General Revenue funding. If a shortfall continues to exist in this source of revenue, the agency will be faced with a shortage of workers who perform work related to projects dependent on General Revenue funding.

Although WSC has done its best to maintain staffing levels, there are shortages for individuals with overall expertise in state of Texas water resources, hydrogeologists, groundwater modelers, surface water engineers, and surface water hydrologists. WSC is faced with hiring staff at entry-to mid-level positions and providing these individuals with extensive training and development (internally and externally). In effect, WSC serves as a training ground. 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 the tremendous increase in the demand for water resources needed to sustain the Texas economy, the demand for water resource expertise in science and engineering is simply not being met by higher education.

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.

Open vacancies should be marketed in an effort to maintain a qualified applicant pool. The TWDB must continue to work with universities and professional organizations to ensure that we have a varied and diverse workforce. In addition to the diversity and composition of the future TWDB workforce, competitive pay will continue to impact recruitment and retention. Retention and recruitment bonuses should be utilized for hard-to-fill positions. The TWDB and state agencies in general currently cannot compete with other organizations in terms of compensating its employees. Many existing staff continue to serve the agency because they value its mission or enjoy the work-life balance that may be lacking in a for-profit company or firm. The TWDB must continue to foster an environment that offers not only fair compensation but also other incentives that attract and retain staff. Understanding the importance of the state's most precious resource is the first step in ensuring that the agency continues its role in serving the water needs of Texas.

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

Leadership Development

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

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

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

TWDB Workforce Plan

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 addition, the agency is currently working on developing an all-inclusive training program to include more technical, soft, and managerial skills offerings for current TWDB employees.

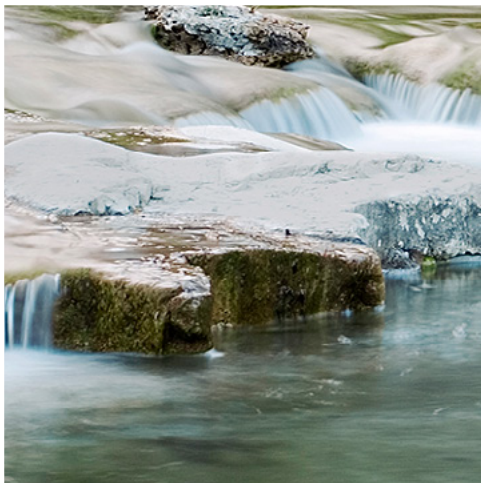
Supplemental Schedule G

**Report on Customer
Service**

Report on Customer Service



FISCAL YEARS 2017–2018



Report on Customer Service

Texas Water Development Board

FY 2017–2018

In conjunction with the 2019–2023 Strategic Plan

Texas Water Development Board

BOARD MEMBER

TERM EXPIRES

Peter Lake, Chairman
Kathleen Jackson
Brooke T. Paup

02/01/21
02/01/23
02/01/19

Jeff Walker
Executive Administrator

This page is intentionally blank.

Table of Contents

I. Compact with Texans	5
II. TWDB Mission.....	5
III. TWDB Customers.....	7
IV. TWDB Programs and Services.....	9
V. Data Collection Methods.....	11
VI. Analysis of Findings.....	15
VII. Performance Measure Information for Customer Service Standards.....	17
Attachment A: Customer Satisfaction Survey Executive Summary Results	

This page is intentionally blank.

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 through a regional water supply planning process.

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 Programs and Services
- Complaint Handling Process
- Information Request Process
- Open Records Request Process
- TWDB Website Accessibility

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

II. TWDB Mission

The TWDB's mission is to provide leadership, information, education, and support for planning, financial assistance, and outreach for the conservation and responsible development of water for Texas.

In performing these responsibilities, the TWDB strives to achieve excellence in meeting and exceeding customer expectations and to provide information and services in a highly professional and timely manner. To attain these goals, the TWDB is committed to encouraging 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 will continue to focus on these core values:

COMMUNICATION: Our standard is effective communication through education and outreach to ensure openness, accuracy, and accountability.

CUSTOMER SERVICE: We respect and value customers' needs and interests in everything we do.

EXCELLENCE: We strive to achieve excellence in everything we do.

GOVERNANCE: Accountability, transparency, responsiveness, and integrity are the cornerstones of the agency's governing framework, guided by policies set by the Board that are carried out by the executive administrator.

INNOVATION: We seek innovation by encouraging fresh perspectives and divergent voices. We strive to be at the forefront of the water arena.

INTEGRITY: Our foremost responsibility is to the people of Texas. We expect all employees to perform their duties with integrity.

TALENT: We recruit the best employees and appreciate those with diverse talents and backgrounds who are passionate about our work. We diligently work to increase our capacity to learn, collaborate, and lead.

STEWARDSHIP: We recognize that great responsibility comes along with the trust placed in our agency by the citizens of Texas and our legislature. We administer our debt and loan portfolios with fiscal prudence, and we produce and manage robust technical information to safeguard the state's health, safety, and natural resources.

III. TWDB Customers

In April 2018, the University of Texas at Austin Institute for Organizational Excellence launched TWDB's online Customer Service Excellence Survey, designed to provide input from our customers in a quick and easy-to-use format. Survey participants were asked to indicate if they represented the following categories:

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

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

- Regional water planning assistance, including historical water use and projected water needs data;
- Groundwater data, including reports, groundwater availability modeling, and well sampling data;
- Surface water data, including lake hydrographic survey information, bays and estuaries, and instream flow data;
- Flood-related information, including National Flood Insurance Program assistance and

the TWDB Flood Viewer, which provides information on flood gages, radar, lake conditions, weather alerts, as well as alert notifications to subscribers;

- Geographic information system (GIS) mapping data;
- Financial assistance for water, wastewater, flood, and conservation projects;
- Conservation assistance, including municipal and individual literature and data;
- Innovative water management information, including desalination and rainwater harvesting; and
- General water-related information.

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

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

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 2018–2019 General Appropriations Act outline the core of the services provided by our agency. The TWDB currently provides the following programs and services to customers:

- **Environmental Studies:**
 - Collects data and conducts studies concerning the freshwater needs of the state’s bays and estuaries.
 - These services align with the A.1.1 Strategy—Environmental Impact Information.
- **Data Collection:**
 - Collects data on the occurrence, quality, and availability of fresh waters in Texas.
 - These services align with the A.1.2 Strategy—Water Resources Data.
- **Texas Natural Resources Information System (TNRIS):**
 - Maintains a centralized data bank of information on the state’s natural resources and manages the Strategic Mapping Initiative, a Texas-based, public and private sector cost-sharing program that produces large-scale computerized base maps describing basic geographic features of Texas.
 - These services align with the A.2.1 Strategy—Technical Assistance and Modeling.
- **Regional & State Water Planning:**
 - Guides the development of regional water plans; conducts studies and creates models of Texas’ surface-water and groundwater resources; projects future water availability; incorporates regional water plans into a statewide water plan for the orderly development, management, and conservation of the state’s water resources.
 - These services align with the A.2.2 Strategy—Water Resources Planning.
- **Water Conservation Assistance:**
 - Provides services to help cities, utilities, and districts establish effective water-wise conservation programs by lending out and providing training for leak detection and meter testing equipment, and assisting with water audits. Provides

water conservation brochures and educational materials for schools at no cost and at minimal cost to utilities and government entities.

- These services align with the A.3.1 Strategy—Water Conservation Education and Assistance.

- **National Flood Insurance Program (NFIP):**

- The TWDB administers this program in coordination with the Federal Emergency Management Agency (FEMA). The NFIP is designed so that floodplain management and flood insurance complement and reinforce each other. The partnership is established on the provision that FEMA will make flood insurance available, provided that a community implements adequate floodplain management regulations that mitigate flood risk.
- These services align with the A.4.1 Strategy—Perform Community Assistance Pursuant to the NFIP.

- **State Financial Assistance:**

- Provides loans to local governments for water supply and water quality projects, including wastewater treatment and nonpoint source pollution control; state water plan projects (through the State Water Implementation Fund for Texas program); flood control projects; agricultural water conservation projects. Also provides temporary ownership interest in a regional water, wastewater, or flood control project when the local sponsors are unable to assume debt for an optimally sized facility.
- These services align with the B.1.1 Strategy—State & Federal Financial Assistance Programs

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

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

- **Federal Financial Assistance:**

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

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

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

Online Customer Service Excellence Survey

In April 2018, the TWDB, working with the University of Texas Institute for Organizational Excellence, launched a customer satisfaction survey to provide customers with a method of providing customer satisfaction input. An invitation to take the survey was sent through e-mail by the Institute for Organizational Excellence to approximately 8,800 TWDB customers.

Survey users had the option of directing their comments to specific areas of the agency, as follows:

-
- Human Resources
 - Water Supply and Infrastructure (including Regional Water Planning & Development; Program Administration & Reporting; and Water Use, Projections & Planning)
 - Water Science and Conservation (including Groundwater Resources; Surface Water Resources; Flood Mitigation Planning; and Conservation & Innovative Water Technologies)
 - Texas Natural Resources Information System
 - Executive Administration
 - Legal Services/Office of General Counsel
 - Finance/Financial Compliance
 - Governmental Relations and Agency Communications
 - Contract Administration
 - Water for Texas conference
 - General/Unsure

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

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

-
- Printed materials contained clear and thorough information.
 - Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.
 - Overall, I was satisfied with the amount of time it took to get a loan/grant closed.
 - I am interested in attending the Water for Texas 2019 conference January 23-25, 2019, in Austin.
 - The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.
 - Overall, I am satisfied with my experience with the TWDB.

Utilizing the identification methods noted above, the survey collected responses on each statutorily required customer service quality elements:

- General/overall
- Staff
- Communications
- Internet sites
- Complaint handling process
- Service timeliness
- Printed information

(Note: The facilities element was not deemed relevant to the TWDB and was excluded from the survey).

Survey users were also provided an opportunity to submit suggestions for improvement, compliments, complaints, and requests for information. The TWDB received seven comments through the survey, and input was monitored by staff through the Thought Bubble comment handling system, administered by the Institute for Organizational Excellence.

A summary of item score averages for the survey is presented in the following chart:

Statement	Average Score
Staff members were helpful.	4.42
I received the information I needed in a timely manner.	4.27
The information was straightforward and easy to understand.	4.14
My phone call, email, or letter was routed to the proper person.	4.35
The website was easy to use and contained helpful information.	4.05
If I had a concern or complaint, it was addressed in a reasonable manner.	4.13
If I had a concern or complaint, it was addressed in a timely manner.	4.09
Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.	4.17
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.	3.84
Overall, I was satisfied with the amount of time it took to get a loan/grant closed.	3.85
I am interested in attending the Water for Texas 2019 conference January 23-25, 2019, in Austin.	3.80
The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.	4.06
Overall, I am satisfied with my experience with the TWDB.	4.29

Scores are based on a scale of 1-5, with 1 meaning “strongly disagree” and 5 meaning “strongly agree”

agree.” Complete details of the online survey are attached in chart/tabular form as Attachment A to this report.

VI. Analysis of Findings

With the exception of one item regarding correspondence, every item received a higher score than the previous survey conducted in 2016 (the correspondence item scored 0.05 points lower than the previous survey). As indicated in Attachment A to this report, the highest scoring online survey areas were as follows:

Staff member helpfulness:	4.42
Effective response handling:	4.35
Information provided in timely manner:	4.27
Overall satisfaction:	4.29

These scores indicate that the single most important resource of the agency is our employees and their ability to assist and respond with the correct information within a satisfactory time frame. In several cases, individual staff members were lauded through comments on the online survey. The TWDB was often complimented on its ability to serve its customers, as indicated by the comments received below:

- “We work with Luis Farias and his team, and the whole team is always very helpful and responds to any questions or inquiries regarding our projects in a timely manner.”
- “I work in regional water planning as an administrative agent. I have been extremely impressed with the TWDB regional water planning staff. It is the best customer service I have seen from a government agency. Federal or State. The folks I have worked with are professional, polite and work very hard to provide timely and accurate information and resolutions. I particularly want to recognize Tom Barnett, RWP Project Manager. He has been outstanding in providing support to our region.”
- “Thank you for all the amazing work you are doing here in Central Texas.”

The TWDB will continue to emphasize to its staff that high-quality customer service is a top priority of the agency. Customer satisfaction will remain an agency core value and will continue to guide decisions made by TWDB leadership.

As in the past, the following areas are still among the lowest scoring items, but both have seen continuous improvements from previous surveys:

- Satisfaction with the amount of time to process a loan/grant: 3.84
- Satisfaction with the amount of time to close a loan/grant: 3.85

These results are encouraging since TWDB is always seeking to improve both the application review and closing processes so that any delays can be reduced to the extent possible while still meeting our statutory and fiduciary responsibilities.

The agency scored 4.05 on the statement, “The website was easy to use and contained helpful information.” The TWDB seeks to provide information to customers in an accessible and easy-to-use format and is constantly adding new features to make our large amounts of data easily available to the public, with a focus on development of map-based interactive websites for state water plan, groundwater, flood, and other data. To create an even better experience for users of our website, the TWDB will continue to make the usefulness of our website and the electronic availability of our data and information a priority. In the current biennium, TexasFlood.org, the states’ premier site for flood-related information, will transition to a new ancillary site to increase its visibility and functionality.

The survey also collected valuable feedback on topics for the upcoming *Water for Texas 2019* conference and future *Water for Texas* conferences, with “water policy and law,” “conservation and innovative technologies,” and “drought and flood issues,” receiving the most interest from respondents.

VII. Performance Measure Information for Customer Service Standards

The measures detailed below are based on the statistics provided from the online customer survey.

Outcome Measures

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services

90% (367 out of 413 respondents) indicated they strongly agree or agree with the statement, “Overall, I am satisfied with my experience with the TWDB.”

Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

One customer (<1%) submitted the following suggestion:

“Telephone Directory – can only be seen by staff. Need to include it on the website. Also, need to include the Current EPA Waivers for AIS on AIS portion of website.”

Output Measures

Total Customers Surveyed

Approximately 8,800 were sent a targeted e-mail from the Institute for Organizational Excellence.

Total Customers Served

Unable to determine.

Efficiency Measures

Cost Per Customer Surveyed

\$6.49 (\$2,679 for renewal of maintenance for online survey /413 respondents)

Explanatory Measures

Total Customers Identified

413 Respondents

Total Customer Groups Inventoried

Respondents identified themselves from approximately 30 different groups/types.

Attachment A:

**Customer Satisfaction Survey
Executive Summary Results**

Survey Results for

Customer Satisfaction Survey

for

580 - Texas Water Development Board

**April 16, 2018
Through
April 30, 2018**

Survey Items

580 - Texas Water Development Board

Survey Respondents

Total Number of Respondents: 413

Survey Items

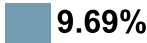

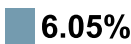




580 - Texas Water Development Board

How would you describe yourself? Check all that apply.

Number of Respondents: 413

Item Response	Count	Pct.
General Public	40	9.69%
Political Subdivision of the state (city, county, river authority, council of government, etc.)	196	47.46%
Water Supply Corporation	25	6.05%
Regional Water Planning Group member	38	9.20%
Consultant	69	16.71%
Governmental Agency (state or federal)	51	12.35%
Other (please specify)	55	13.32%

Frequency Distribution

General Public	 9.69%
Political Subdivision of the state (city, county, river	 47.46%
Water Supply Corporation	 6.05%
Regional Water Planning Group member	 9.2%
Consultant	 16.71%
Governmental Agency (state or federal)	 12.35%
Other (please specify)	 13.32%

Survey Items

580 - Texas Water Development Board

How would you describe yourself? Check all that apply.

Verbatim Responses:	56
----------------------------	----

- Non-profit Association
 - Background in geology/geophysics and an interest in local ground water issues
 - former city council Mayor Pro-Tem
 - academia
 - Legislature
 - Attorney
 - Attorney
 - Env mgr for very large industrial water rights holder
 - Attorney
 - Water Utility that utilizes TWDB funds
 - Kinney Co. Groundwater and surface water rightholder
 - non profit executive and lobbyist
 - Banker
 - GCD
 - Lawyer
 - Groundwater District
 - Private Company
 - Design Build Contractor
 - cattle assoc.
 - Research-University
 - Municipality
 - University
 - NGO
-

Survey Items

580 - Texas Water Development Board

Verbatim Responses: (Cont.) 56

- water specialist - retired
 - Freshwater Ecologist
 - Owner Invested
 - Farmer - Rancher
 - academic institution
 - small water system
 - Rancher, farmer, family
 - attorney
 - Municipal Utility District Engineer
 - Contractor
 - non-profit water advocacy
 - Academic
 - Local GWD, farmer/rancher
 - Retired Texas State Univ. Dept. Geography Grant Coordinator
 - Ag Producer
 - conservation non-profit
 - Save Our Wells
 - Mayor
 - University Researcher
 - samll water system
 - University researcher
 - Academic
 - Private energy company
 - educational
 - water district
 - Edwards Aquifer Authority
-

Survey Items

580 - Texas Water Development Board

Verbatim Responses: (Cont.)	
	56
<ul style="list-style-type: none">• Investor Owned Utility• Non-profit• Investor owned water company• Groundwater conservation District• Municipal Financial Advisor• Legislative staff• non profit	

Survey Items

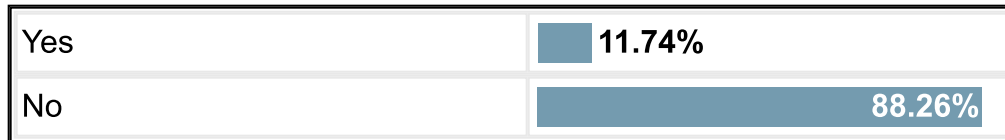
580 - Texas Water Development Board

Are you a first-time TWDB customer?

Number of Respondents: 409

Item Response	Count	Pct.
Yes	48	11.74%
No	361	88.26%

Frequency Distribution



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: 371

Item Response	Count	Pct.
Less than 2 years	31	8.36%
2-5 years	63	16.98%
More than 5 years	277	74.66%

Frequency Distribution

Less than 2 years	 8.36%
2-5 years	 16.98%
More than 5 years	 74.66%

Survey Items




580 - Texas Water Development Board

Times in contact with TWDB in the last 12 months:

Number of Respondents: 398

Item Response	Count	Pct.
1 time	68	17.09%
2-3 times	99	24.87%
More than 3 times	231	58.04%

Frequency Distribution

1 time	 17.09%
2-3 times	 24.87%
More than 3 times	 58.04%

Survey Items

580 - Texas Water Development Board

Agency area you last had contact with:











Number of Respondents: 405

Item Response	Count	Pct.
Human Resources	0	0.00%
Water Supply and Infrastructure (including Regional Water Planning & Development; Program Administration & Reporting; and Water Use, Projections & Planning)	155	38.27%
Water Science and Conservation (including Groundwater Resources; Surface Water Resources; Flood Mitigation Planning; and Conservation & Innovative Water Technologies)	105	25.93%
Texas Natural Resources Information System	9	2.22%
Executive Administration	13	3.21%
Legal Services/Office of General Counsel	5	1.23%
Finance/Financial Compliance	33	8.15%
Governmental Relations and Agency Communications	15	3.70%
Contract Administration	17	4.20%
Water for Texas conference	14	3.46%
General/Unsure	39	9.63%

Survey Items

580 - Texas Water Development Board

Frequency Distribution

Human Resources	0%
Water Supply and Infrastructure (including Regional Wat	 38.27%
Water Science and Conservation (including Groundwater R	 25.93%
Texas Natural Resources Information System	 2.22%
Executive Administration	 3.21%
Legal Services/Office of General Counsel	 1.23%
Finance/Financial Compliance	 8.15%
Governmental Relations and Agency Communications	 3.7%
Contract Administration	 4.2%
Water for Texas conference	 3.46%
General/Unsure	 9.63%

Survey Items







580 - Texas Water Development Board

My interaction with TWDB related to:

Number of Respondents: 403

Item Response	Count	Pct.
Financial assistance	120	29.78%
Technical assistance	58	14.39%
Conservation or other water-related education or communications	88	21.84%
Planning or stakeholder process	76	18.86%
Staff or board outreach	12	2.98%
Other	49	12.16%

Frequency Distribution

Financial assistance	 29.78%
Technical assistance	 14.39%
Conservation or other water-related education or commun	 21.84%
Planning or stakeholder process	 18.86%
Staff or board outreach	 2.98%
Other	 12.16%

Survey Items

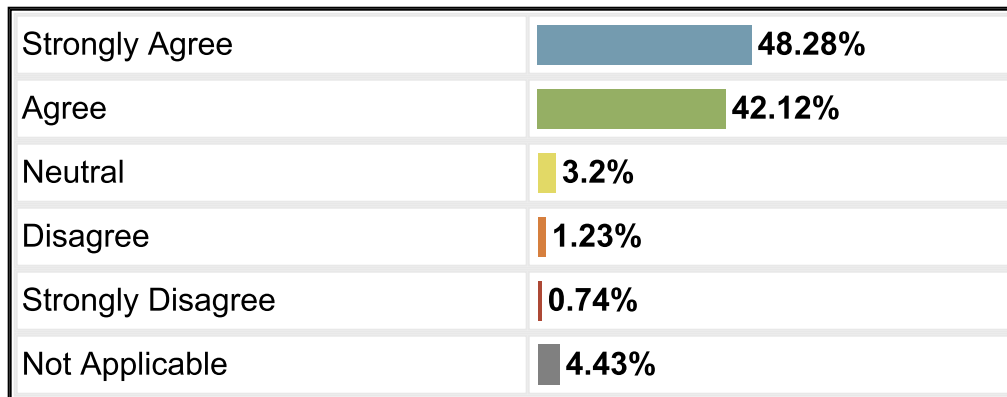
580 - Texas Water Development Board

Staff members were helpful.

Score: 4.42
Std. Dev.: 0.695
Number of Respondents: 406

Item Response	Count	Pct.
Strongly Agree	196	48.28%
Agree	171	42.12%
Neutral	13	3.20%
Disagree	5	1.23%
Strongly Disagree	3	0.74%
Not Applicable	18	4.43%

Frequency Distribution



Survey Items







580 - Texas Water Development Board

I received the information I needed in a timely manner.

Score: 4.27
Std. Dev.: 0.814
Number of Respondents: 403

Item Response	Count	Pct.
Strongly Agree	167	41.44%
Agree	177	43.92%
Neutral	30	7.44%
Disagree	6	1.49%
Strongly Disagree	7	1.74%
Not Applicable	16	3.97%

Frequency Distribution

Strongly Agree	 41.44%
Agree	 43.92%
Neutral	 7.44%
Disagree	 1.49%
Strongly Disagree	 1.74%
Not Applicable	 3.97%

Survey Items

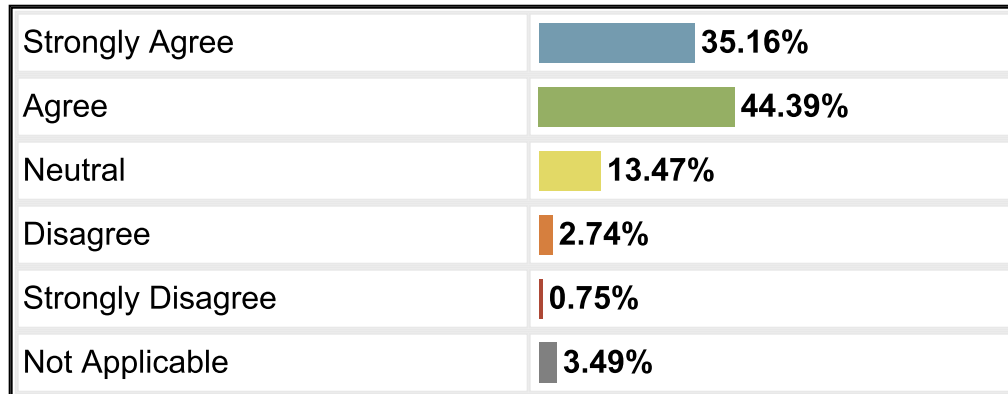
580 - Texas Water Development Board

The information was straightforward and easy to understand.

Score: 4.14
Std. Dev.: 0.817
Number of Respondents: 401

Item Response	Count	Pct.
Strongly Agree	141	35.16%
Agree	178	44.39%
Neutral	54	13.47%
Disagree	11	2.74%
Strongly Disagree	3	0.75%
Not Applicable	14	3.49%

Frequency Distribution



Survey Items







580 - Texas Water Development Board

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

Score: 4.35
Std. Dev.: 0.690
Number of Respondents: 400

Item Response	Count	Pct.
Strongly Agree	151	37.75%
Agree	162	40.50%
Neutral	21	5.25%
Disagree	3	0.75%
Strongly Disagree	2	0.50%
Not Applicable	61	15.25%

Frequency Distribution

Strongly Agree	 37.75%
Agree	 40.5%
Neutral	 5.25%
Disagree	 0.75%
Strongly Disagree	 0.5%
Not Applicable	 15.25%

Survey Items







580 - Texas Water Development Board

The website was easy to use and contained helpful information.

Score: 4.05
Std. Dev.: 0.800
Number of Respondents: 403

Item Response	Count	Pct.
Strongly Agree	103	25.56%
Agree	178	44.17%
Neutral	60	14.89%
Disagree	9	2.23%
Strongly Disagree	3	0.74%
Not Applicable	50	12.41%

Frequency Distribution

Strongly Agree	 25.56%
Agree	 44.17%
Neutral	 14.89%
Disagree	 2.23%
Strongly Disagree	 0.74%
Not Applicable	 12.41%

Survey Items







580 - Texas Water Development Board

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

Score: 4.09
Std. Dev.: 0.882
Number of Respondents: 393

Item Response	Count	Pct.
Strongly Agree	87	22.14%
Agree	114	29.01%
Neutral	38	9.67%
Disagree	4	1.02%
Strongly Disagree	6	1.53%
Not Applicable	144	36.64%

Frequency Distribution

Strongly Agree	 22.14%
Agree	 29.01%
Neutral	 9.67%
Disagree	 1.02%
Strongly Disagree	 1.53%
Not Applicable	 36.64%

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: 4.17
Std. Dev.: 0.909
Number of Respondents: 400

Item Response	Count	Pct.
Strongly Agree	149	37.25%
Agree	175	43.75%
Neutral	32	8.00%
Disagree	8	2.00%
Strongly Disagree	12	3.00%
Not Applicable	24	6.00%

Frequency Distribution

Strongly Agree	 37.25%
Agree	 43.75%
Neutral	 8%
Disagree	 2%
Strongly Disagree	 3%
Not Applicable	 6%

Survey Items

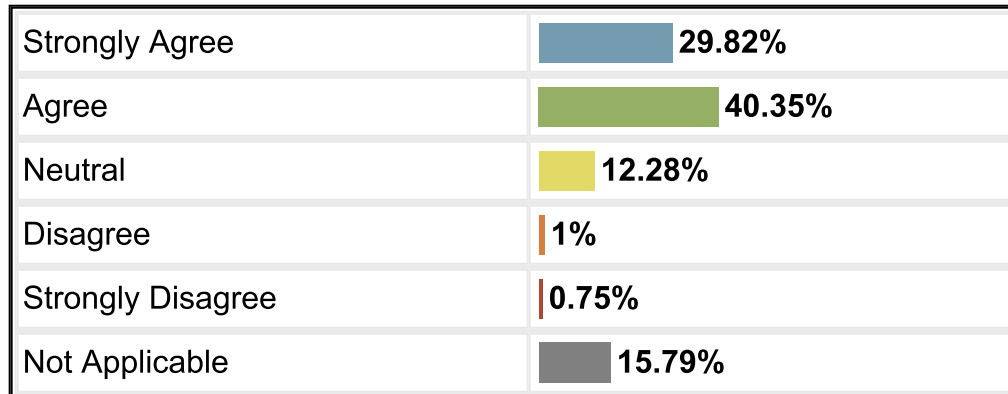
580 - Texas Water Development Board

Printed materials contained clear and thorough information.

Score: 4.16
Std. Dev.: 0.778
Number of Respondents: 399

Item Response	Count	Pct.
Strongly Agree	119	29.82%
Agree	161	40.35%
Neutral	49	12.28%
Disagree	4	1.00%
Strongly Disagree	3	0.75%
Not Applicable	63	15.79%

Frequency Distribution



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: 3.84
Std. Dev.: 1.092
Number of Respondents: 393

Item Response	Count	Pct.
Strongly Agree	59	15.01%
Agree	78	19.85%
Neutral	34	8.65%
Disagree	13	3.31%
Strongly Disagree	10	2.54%
Not Applicable	199	50.64%

Frequency Distribution

Strongly Agree	 15.01%
Agree	 19.85%
Neutral	 8.65%
Disagree	 3.31%
Strongly Disagree	 2.54%
Not Applicable	 50.64%

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: 3.85
Std. Dev.: 1.049
Number of Respondents: 391

Item Response	Count	Pct.
Strongly Agree	50	12.79%
Agree	69	17.65%
Neutral	33	8.44%
Disagree	11	2.81%
Strongly Disagree	7	1.79%
Not Applicable	221	56.52%

Frequency Distribution

Strongly Agree	 12.79%
Agree	 17.65%
Neutral	 8.44%
Disagree	 2.81%
Strongly Disagree	 1.79%
Not Applicable	 56.52%

Survey Items







580 - Texas Water Development Board

I am interested in attending the Water for Texas 2019 conference January 23-25, 2019, in Austin.

Score: 3.80
Std. Dev.: 0.965
Number of Respondents: 396

Item Response	Count	Pct.
Strongly Agree	87	21.97%
Agree	146	36.87%
Neutral	88	22.22%
Disagree	21	5.30%
Strongly Disagree	9	2.27%
Not Applicable	45	11.36%

Frequency Distribution

Strongly Agree	 21.97%
Agree	 36.87%
Neutral	 22.22%
Disagree	 5.3%
Strongly Disagree	 2.27%
Not Applicable	 11.36%

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: 413

Item Response	Count	Pct.
Drought and flood issues	156	37.77%
Project financing	105	25.42%
Conservation and innovative technologies (reuse, desalination, rainwater harvesting, etc.)	168	40.68%
Water communications	87	21.07%
Water policy and law	204	49.39%
Not Applicable	42	10.17%
Other (please specify)	25	6.05%

Frequency Distribution

Drought and flood issues	 37.77%
Project financing	 25.42%
Conservation and innovative technologies (reuse, desali	 40.68%
Water communications	 21.07%
Water policy and law	 49.39%
Not Applicable	 10.17%
Other (please specify)	 6.05%

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):

Verbatim Responses:	31
----------------------------	----

- environmental flows
 - groundwater resources
 - regional planning & strategy
 - Exchange of service areas
 - Environmental, solicitation, and contract phases
 - regulation - lab analysis
 - Environmental Flows
 - floodplain mapping
 - Studies by TWDB
 - groundwater technologies for aquifer levels and water quality
 - groundwater, GIS
 - alternate procurement
 - water rates
 - Ground water protection. Landowner rights. Remedies when groundwater contaminated
 - increasing water rates
 - Construction Contracts
 - ASR
 - We need to help communities secure 150 plus years of water resource.
 - Flood mitigation grants
 - aquifer recharge
 - interbasin transfer of water
 - alternative delivery
-

Survey Items

580 - Texas Water Development Board

Verbatim Responses: (Cont.) 31

- Fair share / property rights
 - Environmental Flows
 - Infrastructure Changes to Aging Distribution Systems
 - planning
 - Environmental flows
 - Coastal Water Levels
 - wastewater finance
 - Instream and Env. Flows/Bay Inflows
 - Regional Planning
-

Survey Items

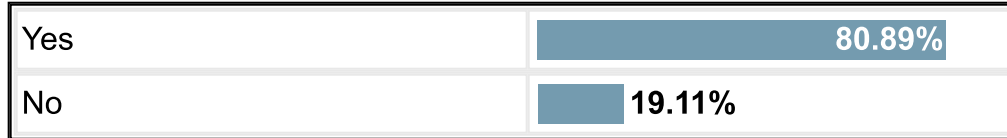
580 - Texas Water Development Board

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

Number of Respondents: 403

Item Response	Count	Pct.
Yes	326	80.89%
No	77	19.11%

Frequency Distribution



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: 4.06
Std. Dev.: 0.744
Number of Respondents: 399

Item Response	Count	Pct.
Strongly Agree	94	23.56%
Agree	188	47.12%
Neutral	56	14.04%
Disagree	6	1.50%
Strongly Disagree	2	0.50%
Not Applicable	53	13.28%

Frequency Distribution

Strongly Agree	 23.56%
Agree	 47.12%
Neutral	 14.04%
Disagree	 1.5%
Strongly Disagree	 0.5%
Not Applicable	 13.28%

Survey Items

580 - Texas Water Development Board

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

Number of Respondents: 402

Item Response	Count	Pct.
Press releases	2	0.50%
Social media (Facebook, Twitter, YouTube)	8	1.99%
Newsletter	28	6.97%
Email	348	86.57%
I prefer to not receive regular communications	16	3.98%
(Please specify other preference)	0	0.00%

Frequency Distribution

Press releases	0.5%
Social media (Facebook, Twitter, YouTube)	1.99%
Newsletter	6.97%
Email	86.57%
I prefer to not receive regular communications	3.98%
(Please specify other preference)	0%

Survey Items

580 - Texas Water Development Board

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

Verbatim Responses: 1

- Mail
-

Survey Items

580 - Texas Water Development Board

I would like regular information updates about (Please specify)

Verbatim Responses:

77

- Grants
- Updates to and participation opportunities for Municipal Best Practices updates. Ability to serve on boards or committee WITHOUT having to attend in person meetings in Austin. I think conference calls should suffice and would enable more utilities around the state to participate.
- Flood mitigation
- Funding opportunities
- Flood Mitigation Planning
- Groundwater resources, studies, and database (WID) updates.
- State Flood Assessment; NFIP regulations;
- something other than loans
- regulation: past, present and future
- How about a Coastal Bend Water Diversity Plan. Using leak free pipe . It's amazing how quick Krah Pipes find its place in the upcoming large diameter piping projects. As a matter of fact, traditional old rigid pipe materials are leaky and causing huge damages to the public money. We're proud that Project Designing Engineers are convinced about the 50 years experience of Krah to implement Krah Pipes incl. integrated Electro Fusion joints in their projects. A complete homogenous pipe system made out high density PE or PP is providing at least 100 years service. Quick and easy installation with simple equipment is saving time and costs. (see maps) https://www.facebook.com/permalink.php?story_fbid=157787235048032&id=132720470888042 Bill Norris NRS Engineering Report: Water offer with no risk cost Third party negotiating team of experts affirmed that the DUWSC proposal: • Was competitive; • Satisfied portions of the City's short and long term needs; • Is a turn-key approach; • Used minimal City resources; • Involved no financial risk to City; • Provided improved water quality; • Provided a drought proof supply of water; • Improved water security for City; *Dose not conflict with any other City water strategies; (Dual Tracking) capable. (Like Desalination or River water) Projects. Because it uses no City credit or funds. Play the 1-minute:30 Second video <https://www.facebook.com/sohtexaswatersharingproject/videos/145689826101519/>

Survey Items

580 - Texas Water Development Board

Verbatim Responses: (Cont.) 77

- Anything related to groundwater.
 - Grant information as they available to apply
 - WHAT ISSUES ARE PRIORITIES AND WHAT ARE THE OPTIONS?
 - New Pilot Program for Asset Management of small Texas Cities. Our city, Blanco was selected for this project and as Mayor, I am highly interested in the program and how it can help benefit the future of Blanco, Texas as we prepare for growth that is speeding up Hwy 281 from San Antonio and also Hwy 290 from Austin.
 - Loan requirements
 - research related studies financial policies, planning issues regional water plans (and state water plan)
 - Funding available for water/wastewater projects.
 - Regional Water Planning
 - Financial assistance; agendas;
 - Floodplain and water conservation.
 - ANY UPDATES ON WATER LAWS
 - Water Conservation
 - Ongoing and upcoming research projects.
 - water planning, conservation, groundwater
 - Status of regional planning activities and DFC/MAG determination
 - Long term planning to insure adequate water supply for the increasing population.
 - SRF Guideline & Changes TWDB/TCEQ Policy revisions/changes
-

Survey Items

580 - Texas Water Development Board

Verbatim Responses: (Cont.) 77

- BRACS Studies, Regional Water Planning, Innovative Water Technologies
 - Flood related topics
 - water planning in my region
 - Drought updates, agriculture efforts, and board activity.
 - Financing and workshops
 - conservation and innovative technology funding opportunities
 - Project Financing Conservation and Technology Communications Policy and Law Construction Contracts/Projects
 - State flood assessment
 - establishment of a water supply corporation for our rural community around Oak Creek Reservoir.
 - Water policy and law
 - Weekly
 - Why SAWS can justify the high rates they charge us.
 - System-wide adaptation of RWH, toilet-to-tap, ASR and brackish desal
 - Water related conferences, including desalination.
 - Texas water policy and law.
 - Water policy and conservation resources.
 - Flood mitigation grants
 - policies, laws, governance
 - Financing and Loan forgiveness
 - Water policy and conservation
-

Survey Items

580 - Texas Water Development Board

Verbatim Responses: (Cont.) 77

- desal,water storage
 - Region F WPG
 - The TWDB already provides all of the information I need.
 - Issues pertinent to a local municipality including technical and legal issues.
 - Financing projects, developing regional solutions to flooding, developing direct potable reuse projects
 - TWDB is a bureaucratic nightmare. I do not believe they function in the best interest of the people of texas. Their loans have the worst structure and most onerous application process for small rural water corporations.
 - How to lease/sell existing excess water resources in east Texas.
 - Any policy announcement regarding water planning and conservation.
 - Telephone Directory - can only be seen by staff. Need to include it on the website. Also, need to include the current EPA Waivers for AIS on the AIS portion of the website.
 - TWDB Planning process Conservation programs
 - Funding opportunitites
 - Grants, water policies, conservation, drainage projects in the Rio Grande Valley.
 - GAM program
 - State-wide groundwater level changes on an annual basis
 - Project financing, conservation trends of Major Water Providers and long range water supply planning efforts
-

Survey Items

580 - Texas Water Development Board

Verbatim Responses: (Cont.) 77

- Water policy and laws
 - The Clean Water SRF SWIRFT
 - Flood mitigation
 - Flood Mitigation Planning and State Flood Assessment
 - Water policy and law; drought issues
 - Grants
 - Latest updates on drought, conservation/innovative technologies, environmental flows, and water policy and law
 - Coastal areas and submerged bottom conditions
 - Every 30 Days
 - Ground Water
 - TWDB events held locally
 - Water reuse for small communities < 5,000 population
 - Harvey related TWDB approved projects and plans.
 - legislature, funding, conservation, regional planning
 - Updates by email ok. Prefer regular mail for information directly regarding current loan/grant.
-

Survey Items







580 - Texas Water Development Board

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

Score: 4.29
Std. Dev.: 0.765
Number of Respondents: 406

Item Response	Count	Pct.
Strongly Agree	170	41.87%
Agree	197	48.52%
Neutral	25	6.16%
Disagree	5	1.23%
Strongly Disagree	6	1.48%
Not Applicable	3	0.74%

Frequency Distribution

Strongly Agree	 41.87%
Agree	 48.52%
Neutral	 6.16%
Disagree	 1.23%
Strongly Disagree	 1.48%
Not Applicable	 0.74%

Survey Items

580 - Texas Water Development Board

Item Score Summary

Item Text	Score	Std. Dev.
Staff members were helpful.	4.42	0.695
I received the information I needed in a timely manner.	4.27	0.814
The information was straightforward and easy to understand.	4.14	0.817
My phone call, email, or letter was routed to the proper person.	4.35	0.690
The website was easy to use and contained helpful information.	4.05	0.800
If I had a concern or complaint, it was addressed in a timely and reasonable manner.	4.09	0.882
Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.	4.17	0.909
Printed materials contained clear and thorough information.	4.16	0.778
Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.	3.84	1.092
Overall, I was satisfied with the amount of time it took to get a loan/grant closed.	3.85	1.049
I am interested in attending the Water for Texas 2019 conference January 23-25, 2019, in Austin.	3.80	0.965
The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.	4.06	0.744
Overall, I am satisfied with my experience with the TWDB.	4.29	0.765