Strategic Plan

Fiscal Years 2023–2027

Texas Water
Development Board

Texas Water Development Board

Strategic Plan

Fiscal Years 2023 to 2027

Board Member	Dates of Term	Hometown
Brooke T. Paup		
BROOKE T. PAUP, CHAIRWOMAN	February 1, 2025	Austin
Kathleen Jackson		
KATHLEEN JACKSON, MEMBER	February 1, 2023	Beaumont
Jeff Walker		
JEFF WALKER, EXECUTIVE ADMINISTRATOR		
June 1, 2022		

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1. Agency Mission

1.1 Introduction and Mission Statement

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

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

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. And as a result of the 86th Legislative Session, the agency is now responsible for the development of the state's first regional flood planning process.

Since its creation in 1957, the TWDB has been charged with addressing the state's water needs though 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. Since the passage of landmark flood legislation in 2019, the agency has taken on greater flood-related responsibilities, including supporting Texans in preparing for and responding to flood events.

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

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

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

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

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

1.2 Agency Core Values

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

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

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

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

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

1.3 Recent Accomplishments and Looking Forward

The TWDB has experienced a significant increase in statutory and operational responsibilities in recent years due to the success of the State Water Implementation Fund for Texas (SWIFT) program, increases in funding through the state revolving fund programs, and the addition of new flood science, planning, and financing programs. Since 2013 (considered as a reference year due to legislation that created the SWIFT program), the agency has seen a significant increase in key performance metrics. Total assets managed over that timeframe have more than doubled from $6.9 billion to $18.1 billion, and the agency has experienced a 2.5-fold increase in the

number of construction contracts managed (an increase from 257 to 657). And from 2016 to 2021, the TWDB has delivered on average almost $2 billion per year in financial assistance, a many-fold increase in the average annual amount compared with years past. Of the $32.5 billion in financial assistance commitments since the agency's inception in 1957, more than $16 billion has been committed since 2013.

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

The Sunset Commission's staff report, released in March 2022 as part of the regular review of the TWDB and other state agencies, addressed these challenges along with other issues. The report identified three key issues:

- Issue 1: TWDB's Inefficient Review Process Contributes to Project Delays and Increased Costs
- Issue 2: A More Strategic, Comprehensive Evaluation of Programs and Outreach Efforts Would Benefit TWDB and Entities Eligible for Financial Assistance
- Issue 3: TWDB's Outdated Statute and Policies Should Be Updated to Eliminate an Unnecessary Advisory Committee and Reflect Some Standard Elements of Sunset Reviews

In general, we agree with all key recommendations in the Sunset staff report regarding the TWDB; however, we do believe that some may require more resources for implementation than what the report has indicated. We are currently working to address those recommendations that do not require additional resources as well as identifying resources that may be requested in the agency's Legislative Appropriations Request for Fiscal Years 2024 and 2025. We are also in the process of evaluating statutory changes that may be requested in our biennial legislative priorities report and look forward to continuing the review process in cooperation with the Sunset Commission and the 88th Texas Legislature.

The following sections highlight recent accomplishments and initiatives as well as challenges and opportunities that the agency may face in the next five years, including implementation of recommendations from the Sunset review process. More details on these and other issues related to the TWDB can be found in our Sunset Self-Evaluation Report, which was prepared at the beginning of the review cycle and submitted to the Sunset Commission on September 1, 2021.

Flood Initiatives
In the aftermath of Hurricane Harvey in 2017, the TWDB conducted Texas' first State Flood Assessment, which included an overview of flood-related roles and responsibilities, an

estimation of flood mitigation costs, and a synopsis of stakeholder views on the future of flood planning in Texas. Based on findings from that effort, the TWDB recommended that the legislature pursue proactive statewide flood mitigation by developing foundational flood risk management policies and goals to support three key pillars of investment: 1) improved and updated flood mapping and modeling; 2) coordinated watershed-based planning; and 3) mitigation efforts, such as policy enhancements, increased technical assistance, and financial assistance for project implementation.

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

Significantly, the funding will allow the TWDB to contract for base level engineering studies for watersheds across Texas. The data and models created by this process empower community officials and the public by providing flood hazard information needed to make informed mitigation decisions. Further, these projects can be used as leverage for additional federal funding to complete additional mapping activities.

In recognition of the need for greater state resources to assist with implementation of flood mitigation strategies, the legislature made a one-time transfer of $793 million from the state's Economic Stabilization or "Rainy Day" Fund via Senate Bill 500 to create a new flood financial assistance program to be administered by the TWDB. The Flood Infrastructure Fund (FIF) program, directed by Senate Bill 7, is designed to make the implementation of drainage and flood projects more affordable for Texas communities and to meet immediate needs for funding with grants and low-interest loans.

To date, the TWDB, in partnership with numerous stakeholders, has made considerable progress in the implementation of these new flood programs. Of the 208 Hydrologic Unit Code 8 watersheds in Texas, 35 have completed base level engineering studies and 66 are in progress; we anticipate full statewide coverage by 2024. Regional flood planning is in full swing, with the 15 regional flood planning groups on track to submit the first regional flood plans by January 2023; the first state flood plan will be adopted by September 1, 2024. And as of April 2022, the TWDB has committed more than $400 million for 126 FIF projects, including early warning systems, watershed studies, match for federal programs, and a range of flood control and mitigation strategies.

State Water Plan Implementation

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

The TWDB has committed more than $9 billion for dozens of state water plan projects in Texas through the SWIFT program, resulting in a savings of almost $1.2 billion for Texas water providers since the first funding cycle in 2015. Projects funded through SWIFT—transmission pipelines, major reservoirs, aquifer storage and recovery, canal linings, capacity expansions, groundwater wells, leak detection systems, water meter replacements, and wastewater reuse— will all help ensure that Texans have sustainable and reliable water sources for decades to come. Projects range greatly in both size and scope and serve a number of geographic areas around the state (Figure 1). The program continues to experience significant demand and may close as much as $2 billion in new and multiyear funding in fall 2022 based on estimates from abridged applications received in spring 2022.

Communication Initiatives

In September 2021, the TWDB hosted the agency's third Water for Texas conference. Like the previous conference hosted two years before, it was widely regarded as a great success. Around 650 registered guests attended general sessions as well as breakout sessions in water-related technical tracks. Approximately 97 percent of post-conference survey respondents rated the conference as good or excellent and reported that it met their expectations.

In addition to the conference and other outreach efforts, the agency has continuously expanded our communications platforms to reach a greater number of stakeholders as well as the general public. For state fiscal year 2021, agency social media activities generated approximately 2.5 million impressions through postings, likes, and retweets. The Texas Water Newsroom, an online platform for members of the media and other stakeholders to source stories and content about Texas water, continues to be a successful avenue to share agency news and TWDB-produced videos and articles. News media and other organizations regularly pick up content to share on their channels, including social media.

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

Over the last three decades, the TWDB has made significant strides in assisting small, rural, and disadvantaged communities through the state revolving fund (SRF) programs and the

Economically Distressed Areas Program (EDAP) so they are able to install first-time systems, replace aging infrastructure, and upgrade water and wastewater treatment plants to meet regulatory standards. In EDAP's 30-year history, the TWDB has committed $511 million to hundreds of planning, acquisition, design, and construction projects in economically distressed areas. Since 2013, 58 percent of TWDB commitments, totaling $1.37 billion through all programs, has been for projects in rural communities with a population of 10,000 or less. And despite a limited number of rural entities that have applied directly for funding through the SWIFT program, many have benefited from SWIFT projects with regional sponsors that provide water supply to many large and small communities over extended geographic areas. For instance, Bois d'Arc Lake, which is being developed by North Texas Municipal Water District, will meet the water needs of 1.8 million people, including two dozen rural communities.

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

The TWDB estimates that more than $400 million in EDAP-type financial assistance is needed for water and wastewater projects that could serve around 370,000 Texans. This estimate is based on entities that have 1) expressed interest in EDAP or 2) submitted project information forms for the SRF programs and qualify as disadvantaged. (Note: These needs should not be considered exhaustive statewide because there may be needs beyond these entities that have been in contact with the TWDB.)

General revenue appropriated by the 87th Legislature will support the issuance of general obligation bonds that will provide financial assistance for up to $100 million in EDAP projects in the next biennium, and the state fiscal year 2022 SRF programs will be able to provide approximately $37 million in disadvantaged capacity in total. The TWDB is optimistic that additional federal funding from the Infrastructure Investment and Jobs Act of 2021 will be able to meet at least a portion of these needs in the near future.

Infrastructure Investment and Jobs Act of 2021
Federal H.R. 3684, the Infrastructure Investment and Jobs Act of 2021, also referred to as the Bipartisan Infrastructure Law, provides nationwide SRF funding of $43.4 billion over five years to expand SRF funding for all eligible projects, remediate emerging contaminants, and replace lead service lines. We are currently evaluating federal guidance and monitoring estimated state allotments and plan to apply for funding in summer 2022.

Staffing Challenges

The agency continues to face challenges in maintaining staffing levels, particularly in the areas of information technology, contract administration, engineering, and flood planning, but also professionals with specific expertise in Texas' water resources, such as flood engineers and modelers, flood grant coordinators, GIS specialists, hydrogeologists, groundwater modelers, surface water engineers, and surface water hydrologists. Because of striking disparities between what we are able to pay in comparison with the private sector, the TWDB is often faced with hiring staff at entry- to mid-level positions and providing these individuals with extensive training and development. Based on the highly specialized work performed and the increased workload on existing staff, this situation is not optimal nor sustainable.

In response to these challenges, we have increased some starting salaries and currently offer both recruitment and retention bonuses for difficult-to-fill positions. We are continually evaluating methods to address both recruitment and retention, including an increased emphasis on our core value of "pride in public service." As the agency continues to take on new responsibilities, we are also evaluating and implementing some reassignment of job duties to separate administrative and technical functions and evaluating the transition of some positions away from general functions toward a greater focus on specialized tasks.

The TWDB endorses telecommuting as part of a hybrid work model, in addition to other flexible work alternatives such as compressed and staggered work schedules, as a powerful tool to promote a positive work culture and assist the agency in both recruiting and maintaining a productive and high-quality workforce. Initiated out of necessity during the Covid-19 pandemic, telecommuting as part of a hybrid work model allows eligible participants the opportunity to balance work and home life demands, improve productivity and morale, and address mobility and commuting challenges. Additionally, the model reinforces the agency's Continuity of Operations Plan, ensuring agency and employee preparedness in the event of threats to business continuity.

And in response to the growing proportion of new and lesser experienced staff, the Executive Administrator has begun a succession planning initiative to help prepare current employees to assume leadership positions in the future.

To supplement these efforts, we may seek additional resources in the agency's Legislative Appropriations Request to further address staffing challenges.

Cybersecurity

The TWDB is highly aware that state government faces a continuous stream of unknown threats on a daily basis that target IT infrastructure, users, and agency data, and this activity has seen a significant increase in 2022. To mitigate cybersecurity risks, the agency's Information Security Officer

- submits a biennial security plan to the Department of Information Resources;

- engages a third-party risk assessment of agency information resources;
- ensures agency IT security policies are reviewed and acknowledged by agency employees on an annual basis;
- performs external and internal vulnerability assessments against the TWDB IT infrastructure, applications, and systems;
- conducts regular phishing exercises to train employees on how to detect and report phishing emails;
- performs regular disaster recovery exercises to ensure integrity of data and systems; and
- maintains a multilayered approach to protecting the IT infrastructure, including firewalls, intrusion detection and prevention systems, and effective spam and malware filtering; and
- ensures agency Security Awareness training is certified by the Department of Information Resources and that all agency information resource users complete the training on an annual basis.

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

Customer Service Challenges

The previously mentioned increase in workload and hiring challenges has resulted in an increase in customer feedback regarding the timeliness of financial assistance project reviews. The TWDB continues to monitor customer feedback and is working to improve customer service while balancing staff workload and the need to comply with state and federal statutes and regulations as well as general program limitations.

Over the last two years, the TWDB has taken several steps to meet expectations for financial assistance project engineering-related reviews, including contracting with the University of Texas at Arlington to assist with plans and specification review, inspections, project prioritization scoring, and developing external program guidance. The TWDB has increased starting salaries of engineers and is currently offering a recruitment bonus for licensed professional engineers.

Additional efforts include the recent hiring of a consulting engineering firm to review TWDB engineering processes to identify potential efficiencies and recommendations for improvement and to assist the TWDB with evaluating potential management tools to track project status.

Ultimately, we envision a project management tool that enables engineering staff and managers to prioritize workload, track document submittals, and manage project correspondence. Automation can be utilized to maintain an updated project schedule and meet estimated review timelines. Additionally, an external facing portal would provide customers a location to access information about review status and program processes and communicate with the TWDB

project manager. These enhancements will help the TWDB identify potential delays in a timely manner.

We have also created a Customer Service Liaison position to serve as intermediary between the TWDB and financial assistance customers, monitor projects, and assist customers in addressing and resolving issues.

In response to Issue 1 in the Sunset staff report, we have begun a process to develop, collect, and analyze performance metrics that will aid in establishing goals for evaluating our project review process. The TWDB is prepared to develop a plan to prioritize improving our project review process to eliminate inefficiencies and inconsistencies. The plan will include a number of efforts already in place and currently in progress, including the recent restructuring of our regional project development area, the creation of new key positions, and our work to implement a robust project management tracking system. We believe that these efforts, along with potential statutory changes, will enhance the review process, help make our processes more efficient, and provide greater consistency for our customers. We are also reevaluating our review process for projects involving alternative delivery methods; this will include clarifying an accompanying guidance document, which will be included in a rulemaking proposal by fall 2022.

We believe that the agency may need financial resources to continue to address these challenges, and our Legislative Appropriations Request may include a related exceptional item request. We anticipate that our biennial report to the Texas Legislature may include specific statutory recommendations to allow the agency to use a risk-based approach to project review, where appropriate.

Employee Satisfaction

The TWDB is pleased to report that the Survey of Employee Engagement, conducted by the Institute for Organizational Excellence at the University of Texas every even-numbered year, found that the agency has shown continuous improvement over the last 20 years and has a highly engaged workforce. Ninety-eight percent of survey respondents agreed with the statement, "I understand the overall mission of the agency," and 97 percent agreed with, "I am proud to tell people that I work for this organization."

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

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

- Hybrid work model

2. Agency Goals and Action Plan

This plan identifies one new operational goal (Goal 4) and consolidates three flood-related operational goals that were included in the previous plan. In addition to the goals outlined below, the TWDB will continue to implement our goals and objectives in the agency's budget.

AGENCY OPERATIONAL GOAL AND ACTION PLAN
Goal 1: Continue to evaluate and make improvements to the TWDB's suite of financial assistance programs to best meet the needs of Texas communities.
SPECIFIC ACTION ITEMS TO ACHIEVE GOAL 1. Evaluate, identify, and implement a project management tracking system that provides efficiencies and transparency to the project review process 2. Identify community water needs and evaluate whether existing financial assistance programs can meet those needs within existing resources and overall financial health of the program 3. Evaluate and implement process improvements to ensure needs are met and resources are allocated in the most efficiently possible manner 4. Continue active management of the SWIFT program to implement the state water plan 5. Explore and implement strategies to mitigate financial, cybersecurity, and other risks 6. Explore and implement strategies to increase efficiencies and mitigate compliance risks associated with contract management 7. Evaluate existing outreach efforts and methods and determine targets and goals; develop outreach and education plan to meet adopted targets and goals
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE 1. Accountable to tax and fee payers of Texas 2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve 4. Attentive to providing excellent customer service 5. Transparent such that agency actions can be understood by any Texan This goal is entirely consistent with the statewide objectives of being accountable and efficient with state resources as well as continuous improvement in the delivery of services. It also furthers the agency's mission and core function of providing cost-effective financial assistance for water-related projects. This goal represents the TWDB's commitment to continually improve customer service, particularly through personal outreach and user-friendly internet applications.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

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

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

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

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

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

This goal seeks to protect the lives, livelihoods, and property of Texans through the collection and dissemination of data and information, a core function of the TWDB. This goal seeks to support local and regional decision-makers in flood planning activities through technical and financial assistance, leveraging local, state, and federal dollars for the benefit of taxpayers. It

will also guide the development of the state's first-ever state flood plan through the new regional flood planning process. This goal is accountable to Texans by continuing and expanding cost-effective financial assistance options for flood mitigation projects through existing state and federal programs including the FIF program.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

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

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

- water conservation outreach and technical assistance programs for improved water loss audit validation and evaluation of water loss reduction strategies.
5. Explore and implement strategies to mitigate operational and reputational risks associated with our ability to adequately maintain the quality and integrity of water data and technical services.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

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

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

3. Redundancies and Impediments

SERVICE, STATUTE, RULE, OR REGULATION	Texas Open Meetings Act § 551.127(k)
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	During the Covid-19 pandemic, members of the public became accustomed to remote participation in TWDB and other open stakeholder meetings by telephone or audio (without videoconferencing), but they are no longer able participate in this manner after suspension of Texas Open Meetings Act requirements expired in September 2021. Those most affected by this change are those stakeholders who do not have the necessary broadcast equipment or sufficient broadband service to participate in virtual meetings via videoconference. These individuals could again potentially face long and costly travel to participate in Board meetings held at the TWDB's headquarters in Austin or regional water planning group, regional flood planning group, or other stakeholder meetings held around the state.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Public access to open meetings by telephone could be addressed by a change to the Texas Open Meetings Act that allows telephonic participation by members of the public and members of the volunteer stakeholder groups affiliated with the TWDB.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	A permanent allowance for participation via telephone for in-person and hybrid meetings could lower barriers to public participation and attendance, prevent volunteer fatigue, and save planning group member and TWDB travel costs.

Supplemental Schedule A

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

(See placeholder: Requested Changes to Agency Budget Structure Elements)

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS
(GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS)
FOR THE 2024–25 BIENNIUM

AGENCY NAME: Texas Water Development Board Agency - 580

ELEMENT **Identify** the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS

Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select *Actual Performance Measures,* then *Reports* from 87R to obtain the appropriate text.
Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure, and desired performance).

ELEMENT	REQUESTED CHANGE	JUSTIFICATION FOR REQUESTED CHANGE	LBB AND/OR OOG APPROVED CHANGE	LBB / OOG COMMENTS	STATUS
Goal A	~~Water Resource Planning~~ Water Science, Conservation, and Data	The staff developing the State Water Plan and overseeing the regional water planning grants are part of Goal A. With the addition of new staff responsible for the new objective of developing the State Flood Plan, TWDB leadership is seeking approval to create a new Goal B that is specific to statewide water planning, both future water supply and flood mitigation. This change would result in the remaining Goal A strategies being specific to science, conservation, and data.			
Strategy A.2.2	~~Water Resource Planning~~ Water Conservation, Modeling, and Innovative Technologies	Strategy A.2.2 includes five LBB programs. They are Water Conservation and Education, Groundwater Availability Modeling, Innovative Water Strategies, Regional Water Planning, and Regional Water and Wastewater Facility Planning Grants. TWDB is proposing to move the Regional Water Planning and Regional Water and Wastewater Facility Planning Grants to a new Goal B, Strategy B.1.1 which will be proposed to be Statewide Water Planning.			

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS
(GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS)
FOR THE 2024–25 BIENNIUM

AGENCY NAME: Texas Water Development Board Agency - 580

ELEMENT **Identify** the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
Strategy A.4.1	State and Federal Flood Programs	Strategy A.4.1 includes four programs. They are State Flood Planning, Information, and Response, Floodplain Mapping, NFIP CAPSEE, and NFIP FMA. TWDB is proposing to take the planning portion of the first program that would include the staff supporting the statewide flood plan and the flood planning grants and move them to new Goal B, Strategy B.1.2 which is proposed to be Statewide Flood Planning. The name of the existing strategy will not need to be changed or update.			
Goal B	~~Water Project Financing~~ <u>Statewide Water and Flood Planning</u>	A new Goal B is being proposed that will include two strategies. One for water planning and a second for flood planning. The goal that was previously Goal B is proposed to become Goal C.			
Strategy B.1.1	~~State & Federal Fin Assist Program~~ <u>Statewide Water Planning</u>	A new Strategy B.1.1 is being proposed to isolate the objective of water planning. The current Strategy B.1.1 will be proposed to become Strategy C.1.1.			
Strategy B.1.2	~~Economically Distressed Areas~~ <u>Statewide Flood Planning</u>	A new Strategy B.1.2 is being proposed to isolate the objective of flood planning. The current Strategy B.1.2 will be proposed to become Strategy C.1.2.			
Goal C	~~Non-Self Supporting GO Debt SVC~~ <u>Water Project Financing</u>	This proposed change moves the current Goal B to Goal C.			
Strategy C.1.1	~~EDAP Debt Service~~ <u>State & Federal Fin Assist Program</u>	This proposed change moves the current Strategy B.1.1 to Strategy C.1.1			
Strategy C.1.2	~~WIF Debt Service~~ <u>Economically Distressed Areas</u>	This proposed change moves the current Strategy B.1.2 to Strategy C.1.2			
Goal D	~~Indirect Administration~~ <u>Non-Self Supporting GO Debt Svc</u>	This proposed change moves the current Goal C to Goal D.			
Strategy D.1.1	~~Central Administration~~ <u>EDAP Debt Service</u>	This proposed change moves the current Strategy C.1.1 to Strategy D.1.1			
Strategy D.1.2	~~Information Resources~~ <u>WIF Debt Service</u>	This proposed change moves the current Strategy C.1.2 to Strategy D.1.2			
Strategy D.1.3	~~Other Support Services~~	This proposed change moves the current Strategy D.1.3 to Strategy E.1.3			

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS
(GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS)
FOR THE 2024–25 BIENNIUM

AGENCY NAME: Texas Water Development Board Agency - 580

ELEMENT **Identify** the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
Goal E	Indirect Administration	This creates a new Goal E to capture what was previously in Goal D.			
Strategy E.1.1	Central Administration	This creates a new Strategy E.1.1 to capture what was previously in Goal D.1.1			
Strategy E.1.2	Information Resources	This creates a new Strategy E.1.2 to capture what was previously in Goal D.1.2			
Strategy E.1.3	Other Support Services	This creates a new Strategy E.1.3 to capture what was previously in Goal D.1.3			
Goal A - Outcome Measure	Percent of Key Regional and Statewide Water Planning Activities Completed	This measure would need to move to the new Goal B.			
Strategy A.4.1 - Output measure	# of New (FIF) Financial Commitments - Flood	This measure would need to move to the new Strategy C.1.1.			
Strategy A.4.1 - Output measure	Dollars of New (FIF) Financial Commitments - Flood	This measure would need to move to the new Strategy C.1.1.			
Strategy B.1.1 - Output measure	Dollars of New Financial Commitments - State Water Plan	This measure would need to move to the new Strategy C.1.1.			
Strategy B.1.1 - Output measure	Number of New Financial Commitments - State Water Plan Projects	This measure would need to move to the new Strategy C.1.1.			
Strategy B.1.1 - Output measure	Number of Communities with Active Financial Assistance Agreements	This measure would need to move to the new Strategy C.1.1.			
Strategy B.1.1 - Output measure	Dollars of New Financial Assistance Commitments for SWIFT	This measure would need to move to the new Strategy C.1.1.			
Strategy B.1.2 - Output Measure	Number of Projects Completed - EDAP	This measure would need to move to the new Strategy C.1.2.			
Strategy B.1.1 - Output measure	Number of New Financial Commitments-Rural ~~or Disadvantaged~~ Communities	Split existing measure into two measures, one counting number of commitments to rural communities and the other counting number of commitments to disadvantaged communiites, so that the number of each type of commitment is reported independently; the new measure would need to move to the new Strategy C.1.1.			

REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS
(GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS)
FOR THE 2024–25 BIENNIUM

AGENCY NAME: Texas Water Development Board Agency - 580

ELEMENT **Identify** the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
Strategy B.1.1 - Output measure	Number of New Financial Commitments Rural or Disadvantaged Communities	Split existing measure into two measures, one counting number of commitments to rural communities and the other counting number of commitments to disadvantaged communiites, so that the number of each type of commitment is reported independently; the new measure would need to move to the new Strategy C.1.1.			
Strategy B.1.1 - Output measure	Dollars of New Financial Commitments-Rural or Disadvantaged Communities	Split existing measure into two parts, one counting dollars of new commitments to rural communities and one counting dollars of commitments to disadvantaged communiites, so that the dollars of each type of commitment are reported independently; the new measure would need to move to the new Strategy C.1.1.			
Strategy B.1.1 - Output measure	Dollars of New Financial Commitments Rural or Disadvantaged Communities	Split existing measure into two parts, one counting dollars of new commitments to rural communities and one counting dollars of commitments to disadvantaged communiites, so that the dollars of each type of commitment are reported independently; the new measure would need to move to the new Strategy C.1.1.			

Supplemental Schedule B

List of Measure Definitions

(Pending approval of Requested Changes to Agency Budget Structure Elements)

Supplemental Schedule C

Historically Underutilized Business Plan

In accordance with Texas Government Code § 2161.123, the Texas Water Development Board submits the following Historically Underutilized Business (HUB) Program Strategic Plan.[1]

Policy

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

Mission

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

Goals and Performance

The following table illustrates TWDB performance against established state and revised agency HUB Program procurement goals. The TWDB proposes the revised agency-specific goals consistent with past performance an applicability to agency programs.[2]

Table 1. TWDB HUB goals and performance, by procurement category

Categories	State goals (percent)	Revised TWDB goals	TWDB performance, FY 2018–FY 2021[3] (percent)
Heavy construction	11.2	NA	NA
Building construction	21.1	NA	NA
Special trades	32.9	0.0	0.0
Professional services	23.7	10.0	0.0
Other services	26.0	10.0	7.29
Commodity purchases	21.1	35.0	35.53

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[1] The State Water Implementation Fund for Texas (SWIFT) Program includes separate HUB reporting requirements to the SWIFT Advisory Board, as defined in Texas Water Code § 15.435 (h) and § 15.435 (n).

[2] TWDB does not fund construction projects through the Procurement and Contract Services Division, which administers the agency HUB Program. Staff in Water Supply and Infrastructure administer construction projects through other agency financial assistance programs and report through the federal Disadvantaged Business Enterprise Program.

[3] TWDB supplemental HUB data was not reported during fiscal year 2021, resulting in the reported performance being lower than actual performance. The TWDB seeks to improve reporting in future years with the hiring an assistant HUB coordinator and by utilizing reporting and control functionality with the CAPPS Financials deployment in fiscal year 2023.

Programs, Projects, and Initiatives

1. Rulemaking

Pursue rulemaking changes to update TWDB HUB Program rules in 10 TAC § 353.41.

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

2. Mentor-Protégé Program

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

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

3. Staffing and Training

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

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

4. Outreach

Continue and expand TWDB participation in HUB-related events and activities.

a) Attend and participate in events, such as the annual "Doing Business Texas Style" Spot Bid Fair
b) Host virtual TWDB HUB forums to educate vendors on agency purchasing and contracting opportunities
c) Assist interested HUB vendors with the state's HUB certification process
d) Partner with the TWDB Disadvantaged Business Enterprise (DBE) Coordinator in Water Supply and Infrastructure to improve agency HUB reporting, outreach, and cooperation opportunities that overlap with federal DBE requirements governing other TWDB financial assistance programs not currently captured by the HUB Program within the Procurement and Contract Services Division[4]

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[4] www.twdb.texas.gov/financial/instructions/doc/TWDB-0210.pdf

Supplemental Schedule D

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

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

Business Functions and Area Missions

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

Board

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

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

Internal Audit

The Internal Audit Division reports directly to the Board, and is a function required by the Texas Internal Auditing Act (Chapter 2102) of the Texas Government Code, with Internal Auditors governed by Government Auditing Standards and Standards for Professional Practice of Internal Auditing of the Institute of Internal Auditors. The Internal Audit Division is independent of management and provides objective assurance and consulting services designed to add value and improve the operations of the TWDB. The Division assists the TWDB in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate, and improve the effectiveness of, the organization's governance, risk management, and internal controls.

Executive Administration

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

Governmental Relations

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

Agency Communications

Agency Communications provides innovative, multimedia communications to share the story of Texas's evolving water needs through various marketing materials, newsletters, publications, and videos. Agency Communications is the TWDB's direct contact with the public and media, handling all media inquiries and responses.

Operations and Administration

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

Operations and Administration consist of the Information Technology Division and the Human Resources and Support Services Departments.

Support Services

The Support Services Department within Operations and Administration provides mail services, fleet management, staff support, and facility support such as office space management, lease management, building safety, telecommunications, and other support functions of the agency as needed. The division also provides Board meeting and special event coordination.

Human Resources

The Human Resources Department is an essential and indispensable force in facilitating the accomplishment of the TWDB's mission by providing services and administering benefits that promote the security and well-being of the TWDB's most important resource: its employees. This department is committed to providing administrative services to the employees of the TWDB in the areas of employee benefits, salary administration, recruitment, human resources development, personnel records, and employee relations. HR staff additionally provide file room and record maintenance services on all TWDB loans, 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 digital transformation process for the TWDB, manages the agency's Shared Technology 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; oversee information security programs, oversee data management programs, and create specialized systems as requested by the Texas Legislature, various governmental entities, and the public. Web Administration staff administer the TWDB's internet and intranet websites, ensuring the public effective and quick access to the latest TWDB information.

Texas Natural Resources Information System

The Texas Natural Resources Information System (TNRIS) was originally 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. Today, TNRIS provides high quality historic and current geospatial data products, education and training to state agencies and the GIS community through collaboration, expertise, cost-sharing

initiatives, and exceptional customer service. Through the Strategic Mapping program, TNRIS continues to acquire and maintain critical statewide datasets such as the digital orthoimagery program, elevation program, and Address and Land Parcel collection program.   TNRIS also provides information and support 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. Additionally Finance staff oversees contract development, compliance, monitoring and related payment authorization services, and procurement functions to acquire materials, equipment, and services in accordance with state and federal rules and regulations. Finance comprises six divisions: Accounting, Budget, Debt and Portfolio Management, Financial Compliance, Financial Operations and Procurement and Contract Services.

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

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

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

Financial Compliance

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

Financial Operations

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

Procurement and Contract Services

Procurement and Contract Services provides contract development, contract compliance, contract monitoring, and related payment authorization services. Contracting also provides procurement functions to acquire materials, equipment, and services in accordance with state and federal rules and regulations.

Water Supply and Infrastructure

Water Supply and Infrastructure is composed of the Regional Water Project Development and Program Administration and Reporting Divisions.

Regional Water Project and Development

Regional Water Project and Development (RWPD) is responsible for working with communities as they develop their projects from conception through the procurement of funding and ultimately, the completion of construction. The division provides assistance and guidance to the project owners throughout all phases. This is accomplished through a director, an administrative team, an application and closing team to process financial assistance applications and closings, and a disbursement and review team, responsible for programmatic approvals of payment requests. The seven project management teams are divided by geographical areas and oversee projects from concept to the end of construction. Each team consists of a team manager, engineer, environmental reviewer, and project manager. An attorney and a regional planner also work closely with each team.

Program Administration and Reporting

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

Office of Planning

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

Water Supply Planning

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

Flood Planning

The Flood Planning Division was established in 2019 greatly expanding the TWDB's role in state and regional flood planning. The regional flood planning process was rapidly developed with initial regional flood planning groups formation in mid-2020. The first regional flood plans will be due in 2023, and the first state flood plan will be due September 1, 2024. The division provides ongoing technical assistance and administrative support to 15 regional flood planning groups and manage and provide oversight of a number of flood protection planning studies. Staff in this division also prepare the state flood plan every five years. Flood Planning is also responsible for regional and state flood planning data dissemination, collection, and data management. The flood planning division also oversees the management of Flood Infrastructure Fund watershed protection planning grants.

Water Science and Conservation

Water Science and Conservation is composed of the Conservation and Innovative Water Technologies, Flood Science and Community Assistance, Surface Water, and Groundwater Divisions.

Conservation and Innovative Water Technologies

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 at minimal cost to utilities and government entities. This division also provides agricultural conservation grants to political subdivisions to implement conservation measures and utilizes either local districts or local lending institutions to provide loans for individual farmers to install more efficient irrigation equipment. The Water Conservation program also provides irrigation water use estimates by county or regional planning groups and conducts agricultural water conservation outreach at agricultural trade shows and other related events. The Innovative Water Technologies program works to extend the state's water resources through investigation of desalination, rainwater harvesting, water reuse, aquifer recharge (AR),

and aquifer storage and recovery (ASR). The program conducts studies of AR and ASR projects in the state water plan, among other activities. The mission of this division is to explore potential sources of water supply outside of the traditional areas of surface water and groundwater that could be made available for use within the state.

Surface Water

The Surface Water Division provides scientific and engineering expertise associated with data collection, analysis, and modeling of surface waters in Texas to ensure the continued availability of water supplies and the maintenance of the ecological health and productivity of Texas rivers, streams, reservoirs, bays, and estuaries. Division activities include 1) data collection, evaluation, and dissemination; 2) model development and interpretation; 3) performance of investigations, surveys, and research studies; 4) preparation of reports; 5) administration of contracts with private firms, government agencies, and universities; and 6) technical evaluation and review of reports and applications for financial assistance.

Groundwater

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

Flood Science and Community Assistance

The Flood Science and Community Assistance Division administers the agency's flood modeling, flood mapping, grant coordination, and community assistance programs. This area develops and disseminates flood risk data and research to the public and is a participant in the Cooperating Technical Partners program with the Federal Emergency Management Agency (FEMA). The division also participates in management of state grants to political subdivisions to conduct flood studies and mitigation projects and supports the regional and state flood planning processes. Division staff administers FEMA's Flood Mitigation Assistance grant program, is responsible for the National Flood Insurance Program (NFIP) in Texas, conducts State Coordinating Agency functions for the NFIP, assists communities in enrolling in the NFIP, conducts training related to floodplain management, and provides technical assistance and compliance reviews for participating communities with ordinance, floodplain management, and other NFIP issues.

Current Workforce Profile - Supply Analysis

Full-time Equivalents

In FY 2021 the agency had 395.1 full-time-equivalent employees (FTE). For FY 2022, 406.1 FTEs are appropriated.

Management-to-staff Ratio

The management-to-staff ratio at the agency (as of the FY 2022 second quarter [February 2022] 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.

Job category:	Male	Female	African-American	Hispanic	Total Employees
Officials/Administrators (A)	19	21	1	8	40
Administrative Support (C)	1	27	2	8	28
Service Maintenance (M)	0	0	0	0	0
Professional (P)	177	162	32	68	339
Protective Services (R)	0	0	0	0	0
Skilled Craft (S)	0	0	0	0	0
Technical (T)	0	0	0	0	0
Agency Grand Totals (#)	197	210	35	84	407
Agency Grand Totals (%'s)	48.40	51.60	8.60	20.64	100.00

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 2022 indicated underutilization in its workforce. The following tables summarize the results of the utilization analysis.

Job Category - Officials/Administrators (A)		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	52.50%	41.71%
African American	2.50%	8.54%
Hispanic	20.00%	24.74%
Job Category - Administrative Support (C)		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	96.43%	74.74%
African American	7.14%	14.60%
Hispanic	28.57%	36.53%
Job Category - Professionals (P)		
Represented Group	TWDB Percentage in Job Category	Statewide Civilian Workforce Percentage in Job Category
Female	47.79%	54.13%
African American	9.44%	10.90%
Hispanic	20.06%	21.77%

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 2021 was at 21.5 percent, based on a total of voluntary and involuntary separations, excluding interagency transfers. The 21.5 percent turnover rate is an increase from that of FY 2020 (20.4 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 turnovers will always occur and is normal for any organization. Turnover can create positive outcomes for employers because they can replace low-performing employees with high-performing employees. There is often a financial benefit gained as a result of the difference in the salary paid to an experienced employee who separates from an agency versus the salary paid to a new employee who takes the departing employee's position. However, when organizations start losing their high-performing, highly skilled, and experienced employees, turnover may begin to negatively affect the organization's business operations. This holds true for many of the professional positions held in the agency.

Employee Turnover at the TWDB during Fiscal Year 2021								
Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
7	2.0%	39	11.4%	13	3.8%	343	59	16.0%
Data compiled from the State Auditor's Office Annual Report on Classified Employee Turnover for FY 2021. Report includes interagency transfers.								

Staff and Workforce Skills

Executive Administration

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

- An Executive Administrator with extensive institutional knowledge of complex state and federal financial programs, knowledge of planning activities, managerial skills, and the ability to work with state leadership and bring their requests and visions to fruition
- An Assistant Executive Administrator with extensive knowledge and experience in the day-to-day operations of the TWDB
- A General Counsel that possesses recognized legal expertise in water resources, including water rights, water resources planning, and the TWDB's financial programs
- Staff attorneys with core skills through continuing education, institutional knowledge in planning and program activities, human resources, contracts, and open records matters
- Staff with knowledge of the State Records Retention Schedule, Texas State Libraries and Archives Commission rules and regulations, and working knowledge of electronic document management systems

The active involvement and professional familiarity with the complexity of the TWDB's public financing programs provides the members of the governing Board with the judgment necessary

to assess the specialized professional skills necessary and appropriate for the Executive Administrator position and the salary necessary to attract and retain qualified individuals.

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

- The ability to maintain effective relationships with all levels of individuals and possess excellent communication skills
- The ability to analyze, interpret, and react to information in an efficient and effective manner
- Familiarity with all the TWDB's programs
- Active involvement in print/broadcast media and social media
- Active involvement with the members of all government levels, which 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:

- Experienced Human Resources personnel familiar with the state of Texas' rules, regulations, and benefits including recruitment, retention, compensation, classification.
- Staff with performance measurement, strategic planning, and management system analysis skills to review and implement policies and procedures
- Project Managers with experience in IT resource and software application development methodologies
- Business and Systems Analysts with strong facilitation and documentation skills
- Software Developers and Database Administrators with experience in standard software development techniques, web development tools, and deployment of web services
- Network administration and security professionals with knowledge of local, wide area network and cloud platform administration, security protocols and threat protection, identity management, standard computer hardware, software support and troubleshooting
- Programmers with multiple-level web architect skills that can initiate the development, implementation, and maintenance of the internal and external web resources, including updating web content, monitoring web resources and services, analysis of hardware and software, and evaluation of potential enhancements
- Staff with facility management, fleet, and asset management skills

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

Texas Natural Resources Information System

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

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

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

Finance

TWDB's total assets managed as of August 31, 2021, were $18.1 billon. The assets are comprised of various investments, private municipal debt placements, loans, and ownership interests in water projects. Finance staff are responsible for registering securities, servicing loans, and monitoring the financial stability in each of the 580 or so entities in its various financial assistance portfolios. In addition to servicing its holdings, TWDB financial staff issue public securities to raise the capital needed in each of the programs. As of August 31, 2021, the total outstanding debt was $9.1 billion. Finance staff are also responsible for establishing and monitoring budgets, making timely payments to employees, vendors, and independent contractors, processing revenue, maintaining the general ledger, and producing numerous financial reports for both internal and external users.

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

- Financial Analysts with expertise in the issuance of public tax-exempt debt, the ability to communicate specific financing goals to financial advisors and underwriters, the ability to ensure compliance with public disclosure requirements, and the ability to manage the debt once is it issued; Financial Analysts must be highly proficient in Excel with the ability to develop and maintain financing models and cashflow analysis
- Financial Examiners with the ability to review audited financial statements and assess the financial stability of program participants, to identify lack of covenant compliance, to develop corrective action plans and to monitor progress against such plans when necessary; Financial Examiners must have the ability to interpret complex financial information and bond covenants, including the specifics of repayment pledges and contracts related to the sale of water
- Accountants with expertise in traditional governmental accounting functions including administering federal funds as well as expertise in accounting for investments, public debt, loans, and grants

- Budget Analysts with expertise in traditional governmental budgeting practices as well as budgeting for local funds outside of the traditional appropriations process
- Business Analyst knowledgeable in all statewide financial systems as well as external banking and underwriting systems to ensure compliance with financial reporting requirements; this role is critical to ensuring strategic success and mitigating financial system risks including cybersecurity issues
- Certified State of Texas Purchasers
- Qualified Contract Specialists to effectively administer and manage state and federal programs

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

Water Supply and Infrastructure

Infrastructure projects identified in the state water and the soon to be issued flood plan are funded through the various financial programs is supported by Water Supply and Infrastructure (WSI) staff. Existing programs pose challenges such as increases in federal appropriations for the State Revolving Fund programs, including the recent passage of the Infrastructure Investment and Jobs Act, balancing U.S. Environmental Protection Agency requests for information and reporting requirements with other workload requirements, potential project delays due to 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, credit analysis and municipal finance
- Administrative assistants with experience in TWDB financial assistance programs and related requirements and procedures

- Division directors with significant experience in TWDB financial assistance programs and policy development
- Managers with significant experience in TWDB financial assistance programs
- Staff with performance measurement, planning, and management system analysis skills to review and implement policies and procedures to increase efficiency and effectiveness of workload flow
- Licensed Professional engineers and non-licensed engineering staff with the ability to complete technical reviews and evaluations of engineering related financial assistance documents, including plans and specifications
- Environmental review staff with significant experience in environmental regulations and associated natural and cultural resources

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

Office of Planning

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

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

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

- A wide variety of administrative and technical staff, including licensed civil engineers and professional geologists, many of whom must also develop and manage professional contracts and develop, monitor, and oversee a variety of technical studies, including:
  - Administrative and executive assistants
  - Demographers

- o Data analysts/specialists
- o Research specialists
- o Economists
- o Program specialists
- o Water planners
- o Flood planners
- o Flood engineers
- o GIS specialists
- o Project managers
- Managers with significant experience in water planning, flood planning, data analysis and management, engineering, and communication skills to interact with the media and public.
- Division directors with significant experience in water planning and flood planning programs, policy development, and communication skills to interact with the public, media, and legislature.

The workforce skill needs are anticipated to shift as the new flood planning program grows and begins to mature but is not expected to change significantly in the future. Retaining and recruiting staff with appropriate skills is key to the successful management of these public-facing programs with disparate technical requirements.

Water Science and Conservation

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

- Hydrologists and geoscientists knowledgeable about Texas water and geologic resources
- Hydrogeologists, geoscientists, and groundwater modelers with experience with groundwater models and interpretation of geophysical data
- Other environmental scientists and/or professionals knowledgeable about Texas environmental regulations, research issues, and programs covering a wide spectrum of activities such as conservation, biology, and innovative water strategies
- Licensed professional engineers with significant experience with flood modeling and mapping including knowledge of hydrologic, hydraulic, and hydrodynamic models or other computations/numerical models
- Individuals with significant experience in data analytics, programming, data visualization, database management, and web development
- Individuals with significant experience with GIS technology and the evaluation and presentation of geospatial data
- Individuals with solid contract management skills and the ability to maintain effective working relationships with their customers

- Professionals involved in floodplain management, flood hazard mitigation, the National Flood Insurance Program (NFIP), flood preparedness, warning and disaster recovery Individuals who possess strong written and verbal communication skills
- Administrative professionals with experience in state government, TWDB programs, and Board procedures
- Division directors with significant knowledge of TWDB programs and expertise related to programmatic development

Retaining senior and highly skilled staff is of paramount importance for the Office of Water Science & Conservation to provide program continuity while assimilating new technological advances in engineering, innovative water strategies, water/flood modeling, geographic information systems, water supply monitoring, data analytics, terrain mapping, planning, and research. This situation requires that the office be given enough latitude in salary adjustments and competitive salary offers to be able to retain and recruit skilled, experienced workers and to provide sufficient training to all staff.

Future Workforce Profile

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

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

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

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

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

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

Gap Analysis

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

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

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

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

Strategic Development

Strategic Development

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

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

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

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

Leadership Development

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

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

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

As part of this process, the TWDB implemented an Aspiring Leaders Program (ALP) in 2015 to provide non-supervisory staff with access to training and development opportunities to prepare them for leadership positions. Graduates receive one year of management/supervisory experience credit with regard to TWDB job posting qualifications. In 2020, the TWDB implemented a mandatory Leadership Exploration and Development (LEAD) management-focused training program for current TWDB managers and directors. This program provided management with access to trainings focusing on leadership development, policy, procedures and laws, communication, emotional intelligence, and change management. Due to COVID, the agency's training and leadership programs reduced drastically. The TWDB had to revamp their staff training program to provide online remote learning opportunities focusing on soft skills, internal policies and procedures and employment law. With the recent hire of a Training and Organizational Development FTE, the individual will be charged with revamping the agency's training and leadership programs for FY23.

Supplemental Schedule E Report on Customer Service

Texas Water Development Board

FY 2021–2022

In conjunction with the 2023–2027 Strategic Plan

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Texas Water Development Board

BOARD MEMBER	TERM EXPIRES
Brooke Paup, Chairwoman	02/01/25
Kathleen Jackson	02/01/23

Jeff Walker
Executive Administrator

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I. Compact with Texans

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

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

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

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

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

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

II. TWDB Mission

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

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

Agency Core Values

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

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

III. TWDB Customers

In March 2022, the University of Texas at Austin Institute for Organizational Excellence launched TWDB's Customer Service Survey, designed to solicit input from our customers in a quick and easy-to-use format. Survey participants were asked to indicate if they represented the following categories:
- General public
- Political subdivision of the state (city, county, river authority, council of government, etc.)
- Water supply corporation
- Regional Water Planning Group member
- Regional Flood Planning Group member
- Consultant
- Governmental agency (state or federal)

- Other

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

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

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

- Citizens
- Political subdivisions
- Water providers
- Texas Legislature
- Regional water planning groups
- Regional flood planning groups

- Consultants
- Floodplain administrators

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

IV. TWDB Programs and Services

The strategies listed in the 2022–2023 General Appropriations Act outline core services provided by our agency. The TWDB currently provides the following programs and services to customers:

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

- o Analyzes groundwater data and responds to requests for information, data delivery, or professional services.
  - o These services align with the A.2.1 Strategy – Technical Assistance and Modeling
- **Regional & State Water Planning:**
  - o 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.
  - o These services align with the A.2.2 Strategy—Water Resources Planning.
- **Water Conservation Assistance:**
  - o 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.
  - o These services align with the A.3.1 Strategy—Water Conservation Education and Assistance.
- **National Flood Insurance Program (NFIP):**
  - o 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.
  - o These services align with the A.4.1 Strategy—State and Federal Flood Programs
- **State Financial Assistance:**
  - o 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.

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

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

- **Federal Financial Assistance:**
  - o **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.
  - o **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

In March 2022, the TWDB, working with the University of Texas Institute for Organizational Excellence, launched a customer survey to seek customer input on their level of satisfaction with TWDB programs and services.

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

(1) <u>**TWDB Customer Service Excellence Survey**</u>

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

- Human Resources
- Water Supply and Infrastructure (including Regional Water Project Development and Program Administration & Reporting)
- Water Science and Conservation (including Groundwater; Surface Water; Flood Science & Community Assistance; and Conservation & Innovative Water Technologies)
- Texas Natural Resources Information System
- Office of Planning (including Water Supply Planning and Flood Planning)
- 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.

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

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

Survey users could also choose to submit suggestions for improvement, compliments, complaints, and requests for information. The TWDB received 12 comments through the survey's Thought Bubble Comment Handling System administered by the Institute for Organizational Excellence, and input was monitored by staff. A summary of item score averages for the TWDB Customer Service Excellence Survey is presented in the following chart:

Statement	Average Score
Staff members were helpful.	4.37
I received the information I needed in a timely manner.	4.07
The information was straightforward and easy to understand.	4.12
My phone call, email, or letter was routed to the proper person.	4.26
The website was easy to use and contained helpful information.	4.11
If I had a concern or complaint, it was addressed in a timely and reasonable manner.	3.87
Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.	4.00
Printed materials contained clear and thorough information.	4.16
Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.	3.54
Overall, I was satisfied with the amount of time it took to get a loan/grant closed.	3.49
The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.	4.13
Overall, I am satisfied with my experience with the TWDB.	4.20

Scores are based on a scale of 1-5, with 1 meaning "strongly disagree" and 5 meaning "strongly agree." Complete details of the online survey, including additional questions not scored on the 1-5 scale, are attached in chart/tabular form as Attachment A to this report.

(2) <u>Standardized Customer Service Survey</u>

To comply with requirements in Texas Government Code Chapter 2114, the TWDB's survey included an additional set of questions regarding the customer service quality elements specified by the Governor's Office of Budget and Policy and the Legislative Budget Board. This portion of the survey asked TWDB customers to rate their satisfaction related to the elements listed in Appendix 8 of the Legislative Budget Board's Instructions for Preparing and Submitting Agency Strategic Plans for Fiscal Years 2023 to 2027.

The Institute for Organizational Excellence designed a survey process to reach a sample of TWDB customers, including a population of approximately 1,000 individuals. This process included the stratification and randomization of TWDB's customer list to produce a representative sample of TWDB external customers. 54 participants responded to the survey, resulting in a 0.05 percent rate of response.

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

Question	Average Score	Percent Satisfied
If you visit or have visited a TWDB facility, how satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	4.19	87.5
If you interact or have interacted with TWDB staff, how satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of name plates or tags for accountability?	4.36	90.9

If you communicate or have communicated with TWDB, how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?	4.05	78.6
If you interact or have interacted with TWDB's website (twdb.texas.gov), how satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?	4.30	94.0
If you have filed a formal complaint, how satisfied were you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?	3.50	50.0
If you waited to receive a service from TWDB, how satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person?	3.48	63.0
If you receive or have received printed information from TWDB, how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?	4.28	93.8
Please rate your overall satisfaction with TWDB.	4.20	88.9

VI. Analysis of Findings

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

(1) TWDB Customer Service Excellence Survey

This portion of the survey included questions that were identical to TWDB's previous survey conducted in 2020, with a few additions. The 2022 survey received a lower number of responses (494 customers) compared to the 2020 survey (623 customers). Scores tracked extremely closely

to the 2020 results, with the largest variation (an improvement of 0.38 points) on the question regarding the clarity and thoroughness of printed materials.

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

Staff member helpfulness:	4.37
Effective response handling:	4.26
Overall satisfaction:	4.20
Clear and thorough printed materials:	4.16

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

- *"I had interacted with a number of employees over the last few years. Dr. Nelun Fernando in the Water Availability Program stood out for her professional integrity, insightfulness, and enthusiasm. I hope her contributions are duly recognized by the agency."*

- *"Paul Gutierrez has been very responsive with solid information and resources. His interaction with our office gives us confidence we have found a reliable, dependable source of information. Paul's work with us has been great."*

- *"In the 20 years that I have worked with the TWDB, I have received valuable guidance and assistance, which has helped our community with over $50 million in funding opportunities to improve the standard of living for many residents in the Brownsville, Cameron County Community."*

The following areas are among the lowest scoring survey items:

- Satisfaction with the amount of time to process a loan/grant: 3.54
- Satisfaction with the amount of time to close a loan/grant: 3.49

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

- *"Amanda Lavin and Jeff Walker are always helpful with getting things moving. One of the things that has been a problem is getting loans closed after approval...the last project took 6 months to close. When you call staff it is sometimes a lot more productive to talk through an issue versus sending an email and it can take some staff a while to return a call in a timely manner."*

- *"Our issue is the review and approval process affected mainly by the many staff changes. Our project was funded mid-2017. It's taken 4 years to get full reviews and approvals. We get close then they change project managers. The new staff pretty much start all over. Now that we're getting the project going, the prices have increased so much that we do not have sufficient funds to accomplish what was approved in 2017! We have to acquire additional funds...or wait for prices to come down. Surely there is a way to speed up the process."*

TWDB has experienced a significant increase in workload accompanied by hiring challenges, which have resulted in an increased level of customer feedback regarding the timeliness of financial assistance project reviews. To gather additional data, the TWDB chose to add two new questions to the 2022 survey. Customers were asked to express whether they were satisfied with the support received throughout each phase of a TWDB financial assistance project. A subsequent question asked unsatisfied customers to specify in which phase(s) staff support could have been improved (options included planning – engineering feasibility, planning – environmental determination, acquisition, design, construction, and/or "other"). Overall, 82.14 percent of respondents expressed satisfaction. Of the customers who were not satisfied, 7.49 percent indicated a need for additional support in the planning – environmental determination phase, and 8.5 percent selected the "other" category. Examples of items specified in the "other" category include the release of funds, the application process, project close out, funding availability, and alternative procurement.

The TWDB is always seeking to improve processes so that any delays can be reduced to the extent possible while still meeting our statutory and fiduciary responsibilities. As stated in the agency's 2023-2027 Strategic Plan, the TWDB has taken several steps over the last biennium to address delays and meet expectations for project reviews. These include contracting with The University of Texas at Arlington to assist with plans and specifications review, inspections,

project prioritization scoring, and external program guidance development; increasing starting salaries of engineers and offering a recruitment bonus for licensed professional engineers; hiring a consulting engineering firm to provide a review of current TWDB engineering processes and to evaluate potential management tools to track project status; restructuring our regional water project development area; creating new key positions, including a Customer Service Liaison to serve as an intermediary between the TWDB and financial assistance customers; reevaluating the review process for projects involving alternative delivery methods; and working to develop and implement a robust project management tracking system. Ultimately, staff envision a project management tracking system that enables engineering staff and managers to prioritize workload, track document submittals, and manage project correspondence. Automation can be utilized to maintain an updated project schedule and meet estimate review timelines. Additionally, an external facing portal would provide customers a location to access information about review status, program processes, and communicate with the TWDB project manager. These enhancements will help the TWDB identify potential delays in a timely manner.

In response to Issue 1 in the Sunset staff report, TWDB has begun a process to develop, collect, and analyze performance metrics that will aid in establishing goals for evaluating our project review process. The TWDB is prepared to develop and submit a plan to prioritize improving its project review process to eliminate inefficiencies and inconsistencies to the Sunset Commission by December 31, 2022.

(2) **Standardized Customer Service Survey**

This portion of the survey included questions that were identical to TWDB's previous standardized Customer Service Survey, conducted for the first time in 2020. The 2022 survey received a much lower response rate (0.05 percent) compared to the 2020 survey (9.40 percent). TWDB worked with the Institute for Organizational Excellence to monitor the response rate, send additional reminder emails to customers, and extend the survey length by an extra week. Average scores were lower on the 2022 survey for all but two questions related to the TWDB website and the agency's complaint handling process. The percent of customers satisfied with the

agency website saw the largest increase, from 85.4 percent to 94.0 percent.

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

Staff:	4.36
Website:	4.30
Printed Information:	4.28
Overall satisfaction:	4.20

TWDB employees are the agency's greatest asset. Staff offer an extremely diverse set of highly specialized skills in the areas of water science, planning, and financing, all united in a single organization. These scores reflect the work of a highly engaged group (as evidenced in the results of the agency's 2022 Survey of Employee Engagement) that takes pride in serving our fellow Texans.

The lowest scoring items on this portion of the survey included the agency's complaint handling process (3.50) and service time (3.48). Though these two topics had the lowest percentages of "satisfied" scores on the survey, they also saw the highest percentages of respondents in the "neutral" category. This presents an opportunity where, through focused efforts to address complaint handling processes and service time, TWDB could increase satisfaction for a large portion of the agency's customer base. The TWDB strives to continually improve our ability to address requests or concerns in a timely manner and will work in the next year to develop a "customer service mantra" that addresses these low scores.

VII. Performance Measure Information for Customer Service Standards

The measures detailed below are based on the statistics provided from the TWDB Customer

Excellence Survey and/or the Standardized Customer Service Survey questions.

Outcome Measures

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services
88.9 percent of respondents expressed overall satisfaction. (This percentage is based on responses to question 8 of the Standardized customer service survey as directed in the strategic planning instructions.)

Output Measures

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

Response Rate
0.05 percent (494/9,000) of total customers responded.

Total Customers Served
Unable to determine.

Efficiency Measures

Cost Per Customer Surveyed
$6.44 ($3,179 survey cost /(494 respondents)

Explanatory Measures

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

Total Customer Groups Inventoried
Respondents identified themselves from approximately 30 different groups/types.

Attachment A:

Customer Service Survey Results

Survey Results for

Customer Satisfaction Survey

for

580 - Texas Water Development Board

March 20, 2022
Through
May 03, 2022

Survey Items

Survey Respondents

Total Number of Respondents: 494

Survey Items

580 - Texas Water Development Board

How would you describe yourself? Check all that apply.
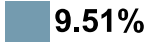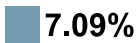
Number of Respondents: 494

Item Response	Count	Pct.
General Public	47	9.51%
Political Subdivision of the state (city, county, river authority, council of government, etc.)	214	43.32%
Water Supply Corporation	35	7.09%
Regional Flood Planning Group member	41	8.30%
Regional Water Planning Group member	50	10.12%
Consultant	102	20.65%
Governmental Agency (state or federal)	74	14.98%
Other (please specify)	60	12.15%

Survey Items

580 - Texas Water Development Board

Frequency Distribution

General Public	9.51%
Political Subdivision of the state (city, county, river	43.32%
Water Supply Corporation	7.09%
Regional Flood Planning Group member	8.3%
Regional Water Planning Group member	10.12%
Consultant	20.65%
Governmental Agency (state or federal)	14.98%
Other (please specify)	12.15%

Survey Items

How would you describe yourself? Check all that apply.

Verbatim Responses: 62

- City Secretary
- vendor
- Geologist
- Drainage District
- Attorney
- State University
- Past Manager of a Underground Water District
- County government
- Municipality
- Local Government
- University
- Academic
- Academia
- Water non-profit director
- Floodplain Manager
- Local Groundwater Conservation District member
- Local utility
- CL-BBASC Member
- concerned rural citizen
- Technical Assistance Provider
- Local utility
- OEM city
- Industrial Water User and Water Supplier

Survey Items

Verbatim Responses: (Cont.)   62

- Master Naturalist 2002, Hays County
- Master Naturalist 2002, Hays County
- concerned rural citizen
- Non profit executive
- business association
- Contractor
- Agriculture Industry Participant
- Kerr County Paleozoic Study Group
- SUPPLIER
- Industrial User
- Stakeholder/Association
- Retired
- CBBEP
- Municipality
- Technical Assistance Provider
- Municipal owned utility
- former government employee
- Business Association
- city manager
- Geoscientist
- Contractor/Vendor
- Floodplain Manager
- Groundwater District
- Valley Mud #2 board member

Survey Items

Verbatim Responses: (Cont.)   62

- Municipal Utility District for Water, Waste Water and Solid Waste Services
- Water Specialist - Retired
- Research scientist
- Engineer
- Stakeholder Organization
- non-profit
- Municipal
- Non-profit association
- CoCoRaHS Citizen science organization with thousands of volunteers measuring and reporting daily precipitation across the USA and Canada.
- Researcher
- agriculture commodity association
- Financial Advisor
- GIS Higher Ed, Former Federal
- NGO
- Municipality

Survey Items

Are you a first-time TWDB customer?

Number of Respondents: 481

Item Response	Count	Pct.
Yes	53	11.02%
No	428	88.98%

Frequency Distribution

Yes	11.02%
No	88.98%
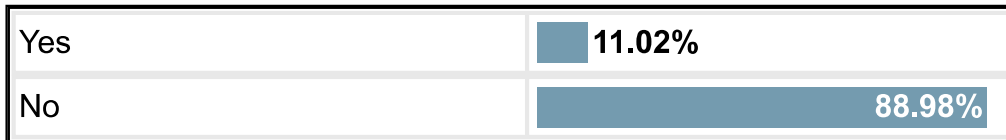
Survey Items

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

Number of Respondents: 443

Item Response	Count	Pct.
Less than 2 years	30	6.77%
2-5 years	68	15.35%
More than 5 years	345	77.88%

Frequency Distribution

Less than 2 years	6.77%
2-5 years	15.35%
More than 5 years	77.88%
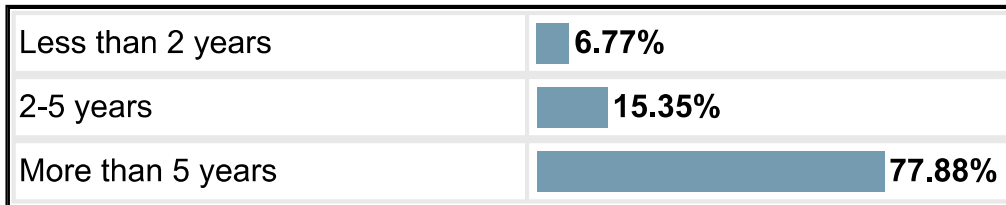
Survey Items

Times in contact with TWDB in the last 12 months:

Number of Respondents: 475

Item Response	Count	Pct.
1 time	81	17.05%
2-3 times	98	20.63%
More than 3 times	296	62.32%

Frequency Distribution

1 time	17.05%
2-3 times	20.63%
More than 3 times	62.32%

Survey Items

Agency area you last had contact with:

Number of Respondents: 476

Item Response	Count	Pct.
Human Resources	1	0.21%
Water Supply and Infrastructure (including Regional Water Project Development and Program Administration & Reporting)	128	26.89%
Water Science and Conservation (including Groundwater; Surface Water; Flood Science and Community Assistance; and Conservation & Innovative Water Technologies)	95	19.96%
Texas Natural Resources Information System	25	5.25%
Executive Administration	16	3.36%
Legal Services/Office of General Counsel	0	0.00%
Finance/Financial Compliance	40	8.40%
Governmental Relations and Agency Communications	14	2.94%
Contract Administration	22	4.62%
Water for Texas conference	6	1.26%
Office of Planning (including Water Supply Planning and Flood Planning)	76	15.97%
General/Unsure	53	11.13%

Survey Items

Frequency Distribution

Human Resources	0.21%
Water Supply and Infrastructure (including Regional Wat	26.89%
Water Science and Conservation (including Groundwater;	19.96%
Texas Natural Resources Information System	5.25%
Executive Administration	3.36%
Legal Services/Office of General Counsel	0%
Finance/Financial Compliance	8.4%
Governmental Relations and Agency Communications	2.94%
Contract Administration	4.62%
Water for Texas conference	1.26%
Office of Planning (including Water Supply Planning and	15.97%
General/Unsure	11.13%

Survey Items

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

Number of Respondents: 494

Item Response	Count	Pct.
I called the TWDB's main phone line with my request.	28	5.67%
I utilized the general email addresses listed on the "Contact Us" section of the TWDB website (customer service, accounts payable, human resources, etc.).	73	14.78%
I contacted an individual staff person by locating their name, email, and/or phone number on the TWDB website.	108	21.86%
I contacted staff I have worked with previously.	247	50.00%
Other (please specify)	99	20.04%

Frequency Distribution

I called the TWDB's main phone line with my request.	5.67%
I utilized the general email addresses listed on the "C	14.78%
I contacted an individual staff person by locating thei	21.86%
I contacted staff I have worked with previously.	50%
Other (please specify)	20.04%

Survey Items

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

Verbatim Responses: 103

- They contacted me
- They contacted me
- Well location maps
- Letter I received had contact information.
- Conference.
- consultants
- Website
- COG
- Project engineer
- Referral from resident/activist
- Had phone numbers
- Emails from TWDB
- website
- Responded with the planning representative
- i contacted the person identified on the TWDB contract
- Have contacted TWDB online, and some staff, many times over the past 20 years.
- Used client TWDB correspondences
- tnris.org
- Continuing education
- They contacted me.
- OLA
- Engineers and Grand Admin. Spoke on our behalf

Survey Items

Verbatim Responses: (Cont.)   103

- webinar
- TWDB employees contact me
- REPLY TO EMAIL
- pushed to me via Region L
- TWDB emailed me
- Rep is present at meetings
- at RPWG meeting
- Zoom/Planning Group Meeting
- Contact by TNRIS GIS Forum webpage
- downloaded GIS data - did not contact a person
- website
- I am working with TWDB staff on a multiagency study of water resources.
- social media
- TNRIS website
- TWICC
- Their presentation on the last day of the conference.
- TWDB Representatives at Water Planning and Flood Planning Groups
- ongoing projects
- Dripping Springs Water Supply Corporation
- Dripping Springs Water Supply Corporation
- at RPWG meeting
- Engineering Firm helped direct

Survey Items

Verbatim Responses: (Cont.)   103

- They Contacted Me
- Board member for river drainage
- ongoing email communications
- Website query on reports and other information
- on a council
- Community unlimited
- Region O contact
- Through Flood Planning Group
- Website
- Website
- engineer initiated contact
- DIDN'T
- At a conference
- our engineer
- contract
- Engineering Firm
- Contact with Staff identified in project kick-off meeting
- Public Management
- I found info online
- I contacted who my engineers said to contact.
- Contact by TNRIS GIS Forum webpage
- Contrator
- Annual report on website

Survey Items

Verbatim Responses: (Cont.)   103

- I have found it nearly impossible to get in contact with any area of the TWDB, Calls and emails are not returned.
- TWICC
- TWICC
- website use
- Flood planning meeting
- Information sheets from pre application calls
- website search/ TNRIS
- from other city managers
- Contacted staff i work with
- Staff contacted me
- TWDB personnel assigned to regional planning
- e-mail
- utilized email listed on webpage for Water Conservation
- TWDB website
- contact cited in letters
- contact cited in letters
- Regional Water Planning
- TWDB website
- floodplain managers
- Email Newsletters
- Conference
- spoke with staff our consultant had worked with previously

Survey Items

Verbatim Responses: (Cont.)   103

- email regarding flood plain
- My engineer provided the contact
- Project Manager contacted me
- Lower Brazos Regional Flood Plan
- We have a contractor that help us navigate the TWDB funding opportunities.
- via consultant
- Obtained data online
- Through our engineers
- Regional Water Planning
- contact info on financial assistance programs
- Internet
- follow up after training events
- Org Chart Online
- through the Regional water planning group

Survey Items

My interaction with TWDB related to:

Number of Respondents: 476

Item Response	Count	Pct.
Financial assistance	139	29.20%
Technical assistance	75	15.76%
Conservation or other water-related education or communications	76	15.97%
Planning or stakeholder process	114	23.95%
Staff or board outreach	12	2.52%
Other	60	12.61%

Frequency Distribution

Financial assistance	29.2%
Technical assistance	15.76%
Conservation or other water-related education or commun	15.97%
Planning or stakeholder process	23.95%
Staff or board outreach	2.52%
Other	12.61%

Survey Items

Staff members were helpful.

Score: 4.37
Std. Dev.: 0.838
Number of Respondents: 471

Item Response	Count	Pct.
Strongly Agree	237	50.32%
Agree	168	35.67%
Neutral	27	5.73%
Disagree	8	1.70%
Strongly Disagree	9	1.91%
Not Applicable	22	4.67%

Frequency Distribution

Strongly Agree	50.32%
Agree	35.67%
Neutral	5.73%
Disagree	1.7%
Strongly Disagree	1.91%
Not Applicable	4.67%

Survey Items

I received the information I needed in a timely manner.

Score:	4.07
Std. Dev.:	1.112
Number of Respondents:	470

Item Response	Count	Pct.
Strongly Agree	197	41.91%
Agree	172	36.60%
Neutral	35	7.45%
Disagree	27	5.74%
Strongly Disagree	25	5.32%
Not Applicable	14	2.98%

Frequency Distribution

Strongly Agree	41.91%
Agree	36.6%
Neutral	7.45%
Disagree	5.74%
Strongly Disagree	5.32%
Not Applicable	2.98%

Survey Items

The information was straightforward and easy to understand.

Score:	4.12
Std. Dev.:	0.963
Number of Respondents:	471

Item Response	Count	Pct.
Strongly Agree	188	39.92%
Agree	184	39.07%
Neutral	53	11.25%
Disagree	23	4.88%
Strongly Disagree	11	2.34%
Not Applicable	12	2.55%

Frequency Distribution

Strongly Agree		**39.92%**
Agree		**39.07%**
Neutral		**11.25%**
Disagree		**4.88%**
Strongly Disagree		**2.34%**
Not Applicable		**2.55%**

Survey Items

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

Score: 4.26
Std. Dev.: 0.856
Number of Respondents: 470

Item Response	Count	Pct.
Strongly Agree	173	36.81%
Agree	149	31.70%
Neutral	41	8.72%
Disagree	6	1.28%
Strongly Disagree	7	1.49%
Not Applicable	94	20.00%

Frequency Distribution

Strongly Agree		36.81%
Agree		31.7%
Neutral		8.72%
Disagree		1.28%
Strongly Disagree		1.49%
Not Applicable		20%

Survey Items

The website was easy to use and contained helpful information.

Score: 4.11
Std. Dev.: 0.881
Number of Respondents: 471

Item Response	Count	Pct.
Strongly Agree	154	32.70%
Agree	179	38.00%
Neutral	63	13.38%
Disagree	14	2.97%
Strongly Disagree	6	1.27%
Not Applicable	55	11.68%

Frequency Distribution

Strongly Agree	32.7%
Agree	38%
Neutral	13.38%
Disagree	2.97%
Strongly Disagree	1.27%
Not Applicable	11.68%

Survey Items

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

Score:	3.87
Std. Dev.:	1.130
Number of Respondents:	465

Item Response	Count	Pct.
Strongly Agree	103	22.15%
Agree	99	21.29%
Neutral	52	11.18%
Disagree	24	5.16%
Strongly Disagree	14	3.01%
Not Applicable	173	37.20%

Frequency Distribution
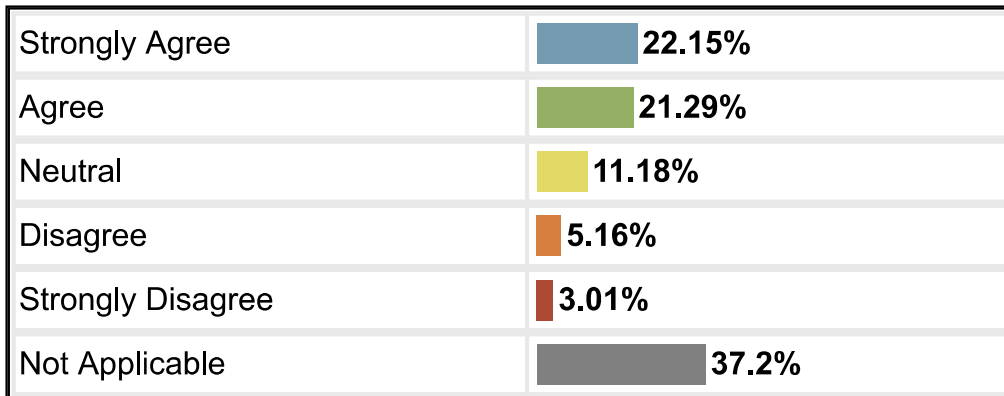
Strongly Agree		22.15%
Agree		21.29%
Neutral		11.18%
Disagree		5.16%
Strongly Disagree		3.01%
Not Applicable		37.2%

Survey Items

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

Score: 4.00
Std. Dev.: 1.139
Number of Respondents: 471

Item Response	Count	Pct.
Strongly Agree	182	38.64%
Agree	162	34.39%
Neutral	39	8.28%
Disagree	36	7.64%
Strongly Disagree	23	4.88%
Not Applicable	29	6.16%

Frequency Distribution

Strongly Agree		**38.64%**
Agree		**34.39%**
Neutral		**8.28%**
Disagree		**7.64%**
Strongly Disagree		**4.88%**
Not Applicable		**6.16%**

Survey Items

Printed materials contained clear and thorough information.

Score:	4.16
Std. Dev.:	0.848
Number of Respondents:	466

Item Response	Count	Pct.
Strongly Agree	139	29.83%
Agree	159	34.12%
Neutral	45	9.66%
Disagree	14	3.00%
Strongly Disagree	3	0.64%
Not Applicable	106	22.75%

Frequency Distribution

Strongly Agree		29.83%
Agree		34.12%
Neutral		9.66%
Disagree		3%
Strongly Disagree		0.64%
Not Applicable		22.75%

Survey Items

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

Score:	3.54
Std. Dev.:	1.311
Number of Respondents:	467

Item Response	Count	Pct.
Strongly Agree	66	14.13%
Agree	73	15.63%
Neutral	46	9.85%
Disagree	22	4.71%
Strongly Disagree	28	6.00%
Not Applicable	232	49.68%

Frequency Distribution

Strongly Agree		14.13%
Agree		15.63%
Neutral		9.85%
Disagree		4.71%
Strongly Disagree		6%
Not Applicable		49.68%

Survey Items

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

Score:	3.49
Std. Dev.:	1.317
Number of Respondents:	465

Item Response	Count	Pct.
Strongly Agree	59	12.69%
Agree	70	15.05%
Neutral	49	10.54%
Disagree	17	3.66%
Strongly Disagree	30	6.45%
Not Applicable	240	51.61%

Frequency Distribution

Strongly Agree		**12.69%**
Agree		**15.05%**
Neutral		**10.54%**
Disagree		**3.66%**
Strongly Disagree		**6.45%**
Not Applicable		**51.61%**

Survey Items

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

Number of Respondents: 392

Item Response	Count	Pct.
Yes	322	82.14%
No	70	17.86%

Frequency Distribution

Yes	82.14%
No	17.86%

Survey Items

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

Number of Respondents: 494

Item Response	Count	Pct.
Planning - Engineering Feasibility	28	5.67%
Planning - Environmental Determination	37	7.49%
Acquisition	8	1.62%
Design	21	4.25%
Construction	28	5.67%
Other (please specify)	42	8.50%

Frequency Distribution

Planning - Engineering Feasibility	5.67%
Planning - Environmental Determination	7.49%
Acquisition	1.62%
Design	4.25%
Construction	5.67%
Other (please specify)	8.5%

Survey Items

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

Verbatim Responses: 44

- Finance - it takes 3 months for checks to be cut. That's too long!
- construction payments
- Flood issues
- Question is not applicable.
- Outlay Requests
- Have never contacted TWDB regarding financial assistance.
- Previous question does not apply
- Funding
- Release approved funding timely not wait for 6 months
- financial application and approval
- Can't find anyone including Ex.Dir. who returns calls.
- n/a
- reporting
- Application Process
- length of time to process construction clearance for grant project
- not applicable
- Environmental Review process is way too long
- n/a
- Didn't have financial assistance.
- Kept getting transferred or referred to another person

Survey Items

Verbatim Responses: (Cont.)   44

- Project close out
- N/A
- funding availability
- Alternate Procurement
- contracts
- Staff reviewing PEFRs seems overworked, long wait times for review
- Responding to requests for assistance
- none
- haven't made contact at this time
- application phase
- FEMA HMG Grant processing
- sorry not applicable to my role
- silly water use surveys
- Not Applicable
- Pay request process
- Not Applicable
- Not Applicable
- There was no financial assistance, but use of the TWDB platform has been acceptable
- The whole process took way too long and too much time expended in waiting for responses from the TWDB for each nuance to be authorized prior to proceeding to the next phase.
- according to FEMA we have not been administering our flood ordinance correctly, but we have always done fine with CAVs done by the TWDB

Survey Items

Verbatim Responses: (Cont.)   44

- Selected "No" bc this was not applicable
- The funding process is lengthy and outside assistant has been necessary to navigate
- I did not request financial assistance.
- Pay request paperwork

Survey Items

I am interested in attending the Water for Texas 2023 conference on January 23-25, 2023 in Austin.

Score:	1.00
Std. Dev.:	0.000
Number of Respondents:	456

Item Response	Count	Pct.
Yes	285	62.50%
No	171	37.50%

Frequency Distribution

Yes	62.5%
No	37.5%

Survey Items

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

Number of Respondents: 494

Item Response	Count	Pct.
Drought and flood issues	188	38.06%
Project financing	140	28.34%
Conservation and innovative technologies (reuse, desalination, rainwater harvesting, etc.)	171	34.62%
Water communications	87	17.61%
Water policy and law	184	37.25%
Not Applicable	10	2.02%
Other (please specify)	15	3.04%

Frequency Distribution

Drought and flood issues	38.06%
Project financing	28.34%
Conservation and innovative technologies (reuse, desali	34.62%
Water communications	17.61%
Water policy and law	37.25%
Not Applicable	2.02%
Other (please specify)	3.04%

Survey Items

> If answer to previous question was yes, I am interested in the following topics at the conference (choose all that apply):
>
> **Verbatim Responses:** 16
>
> - Drought planning
> - All issues pertaining to water
> - helping small water utilities
> - Financial compliance - debt covenants
> - State' mgmt of federal Infrastructure funding
> - Technical info on ASR, MAR, and stormwater harvesting
> - accuracy of water supply estimates
> - Senate Bill 3
> - can not commit at this time
> - Freshwater inflows to the bays
> - all listed
> - floodplain maintenance guidelines as a flood mitigation feature
> - TWDB Training Opportunities in all phases of the application and assistance process
> - Assistance in expanding the CoCoRaHS Rainfall Measuring network across Texas
> - Environmental discussions related to submittals of different TWDB-required environmental documents
> - Climate Change and the State Water Plan's consideration of it as a control on water availability

Survey Items

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

Number of Respondents: 470

Item Response	Count	Pct.
Yes	416	88.51%
No	54	11.49%

Frequency Distribution
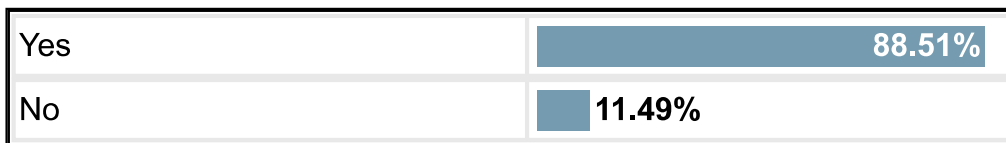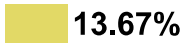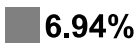
Yes	88.51%
No	11.49%

Survey Items

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

Score:	4.13
Std. Dev.:	0.749
Number of Respondents:	461

Item Response	Count	Pct.
Strongly Agree	138	29.93%
Agree	219	47.51%
Neutral	63	13.67%
Disagree	7	1.52%
Strongly Disagree	2	0.43%
Not Applicable	32	6.94%

Frequency Distribution

Strongly Agree		29.93%
Agree		47.51%
Neutral		13.67%
Disagree		1.52%
Strongly Disagree		0.43%
Not Applicable		6.94%

Survey Items

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

Number of Respondents: 474

Item Response	Count	Pct.
Press releases	3	0.63%
Social media (Facebook, Twitter, Instagram, LinkedIn)	8	1.69%
E-newsletter	57	12.03%
Email	389	82.07%
I prefer to not receive regular communications	14	2.95%
(Please specify other preference)	3	0.63%

Frequency Distribution

Press releases	0.63%
Social media (Facebook, Twitter, Instagram, LinkedIn)	1.69%
E-newsletter	12.03%
Email	82.07%
I prefer to not receive regular communications	2.95%
(Please specify other preference)	0.63%

Survey Items

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

Verbatim Responses: 4

- At this point, any way possible
- Through TWDB representative at Water Planning and Flood Planning Group meetings
- from RFP meetings
- in person

Survey Items

I would like regular information updates about (Please specify)

Verbatim Responses: 94

- Publications and Reports
- How TWDB is going to fix the engineering and payment processing issues...grossly understaffed, payment requests are taking 3-4 months, we had to just pay the contractors and now we, the county, are waiting 3-4 months to get reimbursed.
- Available Grants New requirements State wide projects
- None
- Floodplain management practices. Water supply options, Low impact development
- There is so much information on the TWDB website that most Texans have no idea about. Somehow, this fact needs to be communicated to citizens. One improvement concerns the "monthly" historical data by WUG. First, the data needs to be scrubbed - there are lots of inaccuracies. Next, the data needs to be presented in database format, not just spreadsheet, so the user can create scenarios to see what has been the historical usage by season for areas over the years.
- Conservation, reporting, drought mapping
- Desalination.
- Funding opportunities
- Flood planning
- Drought planning
- Flood Planning in the Lake Houston area
- Flood planning and flood risk data

Survey Items

580 - Texas Water Development Board

Verbatim Responses: (Cont.)   94

- TNRIS GIS news and events
- Groundwater issues, database updates, new hydrogeological reports/studies.
- Drought and water conservation
- Floodplain Management
- Financial assistance for infrastructure upgrades for very small, rural water supply system
- flood related topics
- Water policy and law
- Seminars and classes
- Continued education.
- Grants
- Water policy and law
- Datasets that are added to or updated in the TNRIS GIS Data portal
- Geospatial data production status and availability, training opportunities.
- Innovative water projects selected for funding
- Massive federal funding approved in bipartisan supported infrastructure bill promising increase in grants availability through SRF
- Programs and financial assistance topics
- Groundwater research studies that are ongoing and results of studies.
- Borrowing programs aand related availability.

Survey Items

Verbatim Responses: (Cont.)   94

- Water conservation, coastal research, hydrodynamic modeling.
- TWDB financing opportunities for investor-owned utilities (IOUs)
- GIS data updates and LiDAR data updates.
- Drought and flood issues.
- Financing timelines
- Funding, TAC updates, RWP and RFP
- Grant requirements: I am a grant administrator assisting localities in implementing TWDB grant programs and complying with associated guidelines and regulations. TWDB staff is very friendly, but communications on grant regulations and requirements are incredibly confusing. We receive multiple separate emails from various TWDB contacts with bits and pieces of instructions on how to comply, often AFTER we submit request for payments. It would be great if we had A) a single point of contact to confirm requirements with and B) a compiled resource/grant admin manual that compiles all guidance in one place. Thank you!
- flood and water planning, policy and financing
- The EDAP and CWSRF.
- Nothing at this time
- How to get water districts to move away from planned depletion models to balanced recharge and use models.
- Regional water planning and state water plan activities; joint meetings of RWPG representatives; availability of new research and studies relating to water supplies and water availability in Texas

Survey Items

Verbatim Responses: (Cont.)   94

- Webinars
- Funding opportunities
- Floodplain
- Groundwater
- ASR and Aquifer Recharge projects that TWDB is either funding or otherwise assisting.
- Policies, financial opportunities, and laws affecting the water system
- Mainly Coastal and Flooding information
- funding resources - grants
- Rule changes; financial assistance; changes in staff reviewers
- Financial & Technical Assistant related to Senate Bill 2, EPP, Emergency Generation, connection to electric power transmission system, alternate power sources
- funding resources
- none
- Water conservation Surface Water
- Funding Programs
- Groundwater system modeling
- Reaching the water planning group is nearly impossible. In my 5 years as a General Manager I have had exactly 1 conversation with this group despite State Water Plan planning going on throughout the process. When I reach out it is impossible to actually get anyone on the phone or get at timely call back. The process severly discourages participation.

Survey Items

Verbatim Responses: (Cont.)   94

- Funding opportunities for investor-owned utilities.
- Water Planning and Water Utility topics - ex. Water Loss Control, etc.
- learning opportunities
- NA
- Best practices for floodplain management
- Flood mitigation grants.
- Applications of Funds
- TWDB's plans for making Federal infrastructure funding available given recent federally approved addition to funding amounts
- Education and CE opportunities, seminars and conventions
- water Supply, storm water and drainage
- Water Science and Conservation, TNRIS, Office of Planning and Water Supply and Infrastructure
- Flood issue, dam rehabilitation, FEMA 100-year flood program information/updates
- TNRIS/GIS Data
- Funding opportunities, important changes to programs
- *funding *use of conservation and restoration for flood mitigation *benefit of development regulations to protect property and lives
- Funding opportunities and deadlines
- Statewide Conservation Programs with cities, river authorities and GWCD's - quality and progress reports.

Survey Items

Verbatim Responses: (Cont.)   94

- EDAP, water conservation
- Water resources modeling
- Regional Flood Planning and Water Planning
- Floodplain adminstration
- What projects will receive funding. How federal IIJA money will be disbursed.
- Texas law changes and proposed new updates. Future funding applications.
- Implementation of funding opportunities, particularly new ones like Bipartisan Infrastructure Law funding, and new sources of funding like EDAP. I'm concerned about the TWDB lack of funding for the needs, ability to help rural or smaller systems, the growing funding program requirements, the lack of staffing. All of these make it very hard to use these great programs.
- Just adding that my main preferred method is email but I do also enjoy TWDB's social media presence! An easy way to get important water content in my daily feeds.
- - map change viewer (that works) for my community - private grants for residential flood compliance (home elevation) - Electronic mapping data to identify and document areas of concern for future flooding by address
- ALL GRANT/LOAN OPERTUNITIES
- Groundwater
- Water Planning
- Technical training on how to complete pre-development work necessary to complete applications to the various TWDB programs

Survey Items

Verbatim Responses: (Cont.)   94

- Relevant information should be sent to gboaten@gmail.com
- n/a
- Flood and supply planning. Upcoming contracting opportunities (consulting).
- GIS, data, water conferences
- Funding availability and requirements.

Survey Items

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

Score:	4.20
Std. Dev.:	0.974
Number of Respondents:	473

Item Response	Count	Pct.
Strongly Agree	218	46.09%
Agree	176	37.21%
Neutral	45	9.51%
Disagree	19	4.02%
Strongly Disagree	14	2.96%
Not Applicable	1	0.21%

Frequency Distribution

Strongly Agree	46.09%
Agree	37.21%
Neutral	9.51%
Disagree	4.02%
Strongly Disagree	2.96%
Not Applicable	0.21%

Item Score Summary

Item Text	Score	Std. Dev.
Staff members were helpful.	4.37	0.838
I received the information I needed in a timely manner.	4.07	1.112
The information was straightforward and easy to understand.	4.12	0.963
My phone call, email, or letter was routed to the proper person.	4.26	0.856
The website was easy to use and contained helpful information.	4.11	0.881
If I had a concern or complaint, it was addressed in a timely and reasonable manner.	3.87	1.130
Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.	4.00	1.139
Printed materials contained clear and thorough information.	4.16	0.848
Overall, I was satisfied with the amount of time it took to get a loan/grant application processed.	3.54	1.311
Overall, I was satisfied with the amount of time it took to get a loan/grant closed.	3.49	1.317
I am interested in attending the Water for Texas 2023 conference on January 23-25, 2023 in Austin.	1.00	0.000
The correspondence I receive through direct mail, email, or social media is pertinent to my needs or interests.	4.13	0.749
Overall, I am satisfied with my experience with the TWDB.	4.20	0.974

The Texas Water Department Board Customer Survey Report

April 2022

Prepared by
The Institute for
Organizational Excellence
April 2022

Table of Contents

1. INTRODUCTION

1.1 Purpose:

The Texas Government Code, Chapter 2114.002, requires all Texas agencies and higher education institutions to provide a report to the Office of the Governor's Budget and Policy team (OOG) and the Legislative Budget Board (LBB). The OOG and LBB are required to jointly create a measure for customer service satisfaction and standardized performance measures for agencies. In an effort to engage, gather the opinions, and measure the perspectives of the customers of the Texas Water Development Board (TWDB), a customer service survey was conducted. TWDB contracted with The University of Texas at Austin's Institute for Organizational Excellence (IOE) to perform this work and serve as an external evaluator. The overall process required outcome was a valid, reliable, and objective report from TWDB customers.

1.2 Background: Texas Government Code, Chapter 2114.002

In January 2022, TWDB secured the services of the IOE to formally measure and evaluate customers' perceptions about services provided by TWDB. TWDB is required to provide a bi-annual customer service report to the OOG and LBB. The next report is due in June 2022. As part of the Texas Government Code, Chapter 2114.002 requirements, the IOE conducted customer service surveys for TWDB.

1.3 Scope:

The survey process was designed to reach a sample of TWDB customers. This approach provided a formalized mechanism for data collection, analysis, and reporting on customers' responses. In addition to gathering important perception data on TWDB's services, the survey process served as an outreach communication to respondents about how TWDB values its customers' feedback. Moreover, the survey was an educational tool and a method for promoting transparent and inclusive government.

The design of this process was built upon previous opinion gathering methods, findings, and the strategic direction set forth by the OOG, LBB, IOE, and TWDB. The scope of the process and the design of the survey assessment included items to evaluate facilities, interactions with staff, communications, websites, complaint handling processes, the ability to serve customers in a timely fashion, printed information, and general satisfaction with services received from TWDB. This report summarizes the methodology and results of the Customer Service Survey that was conducted. The

TWDB Customer Service Survey was conducted by the IOE March 21, 2022, through April 15, 2022. In order to improve the response rate, reminders were sent on March 28, 2022 and April 4 and 12, 2022, to the individuals who had yet to respond to the survey.

In addition to creating, administering, collecting, and reporting the information from the survey back to TWDB, the IOE provided supportive data resources. These resources included Excel files on aggregate data based on categorical codes for comparison purposes.

1.4 Institute for Organizational Excellence:

The Institute for Organizational Excellence (IOE) has experience in providing survey research services to over one hundred state and local government agencies, institutions of higher education, and private and nonprofit organizations since 1979. The overlying goal of the IOE is to promote excellence within organizations by encouraging research and continuing education. The IOE is part of the Steve Hicks School of Social Work at The University of Texas at Austin. The mailing address is 1925 San Jacinto Blvd, Austin. TX 78712. The institute's contact information is orgexcel@utexas.edu or 512-471-9831, and the website is www.survey.utexas.edu. The project was assigned and co-authored by Venenzia Johnson, a master's student at the Steve Hicks School of Social Work. Dr. Noel Landuyt co-authored this report and had technical and editing assistance from Geoff Treitel and Nicole Duson.

2. DESCRIPTION OF STUDY

2.1 Primary Objectives:

The primary objective for the TWDB customer service survey is to develop, distribute, manage, and prepare a final report on TWDB's customer service and overall customer satisfaction. The first objective was to edit and create a customer service survey that contained all the new requirements from the OOG and LBB. The first step in creating this updated report was to compile an inventory of TWDB customers. From that inventory, individuals were categorized based on customer groups. The second objective was to design a concise yet informative survey instrument and corresponding methodology, which would ensure a valid and reliable result. The methodology included elements such as survey development, instrument design, web-based programming, distribution, and administration of the instrument, collecting and compiling data, and tabulating and preparing data into a final report.

2.3 Instrument Design:

The survey instrument was designed in January 2022. Due to the updated OOG and LBB requirements, new survey questions were asked on various agency services. The OOG and LBB had a total of 8 questions. After the initial draft of the survey and email were developed, the IOE conferred with a TWDB liaison who provided feedback on the survey instrument. Minor changes were made to the instrument based on the liaison's feedback.

The survey instrument had additional features that, depending on the person's response or status, presented them with clarifying or follow-up questions. This process is referred to as "display logic". For example, only those respondents who were not satisfied with their interactions with staff were asked to specify which staff services needed improvement. However, this "display logic" was not asked to those individuals who were satisfied with staff. The survey, along with the display logic used, is included in Appendix 6.1.   No qualitative comments were collected.

2.4 Sample Population:

The Texas Water Development Board produced a list of TWDB customers that included different divisions. Due to COVID-19, IOE was not able to create hardcopy surveys. After removing mailing addresses, duplicate emails, and cleaning up the customer list provided by TWDB, there were approximately 1000 individuals selected for this sampled population. The Institute for Organizational Excellence stratified and randomized the customer list in order to produce a representative sample of TWDB external customers.

2.5 Survey Administration:

The survey was created and administered by the IOE via Google Forms. The software and data are held on encrypted and secure servers to ensure data protection. All individual-specific data held by IOE were held on encrypted and secure servers and were fully deleted from servers at the conclusion of this project.

2.6 Survey Report:

The report contains aggregate and frequency data from the survey. For each section, data regarding the response rate are provided. To illustrate how respondents

are represented as part of the overall external customers, tables detailing actual respondents to those sampled are compared. For each survey item, the item text is listed along with the response categories.

In each customer category, the number of individuals included in that selection and the percentage as a portion of the total response rate is calculated. When applicable, a graphical representation is provided. Responses for or scaled items are included. These answers are reported on a scale from a low of 1 (strongly unsatisfied) to a high of 5 (strongly satisfied). Neutral response counts from "Don't know" and "N/A" are displayed as well.

Detailed tables are presented for various comparisons between groupings. These groupings include, but are not limited to, the different divisions. These tables contain an aggregate score comparison on items and percentage of responses on items, which allowed for optional choices. Items are scaled from a low of 1 to a high of 5. A satisfaction scale is used and has the following choices: Strongly Unsatisfied (1), Unsatisfied (2), Neutral (3), Satisfied (4), and Strongly Satisfied (5). Other choices included Prefer Not to Answer/Don't Know and Not Applicable (0).

3. SUMMARY OF FINDINGS

3.1 TWDB Customer Service Survey

TWDB customers were asked to rate their satisfaction with various services from the agency, including the facilities, staff interaction, communication, TWDB's website, the formal complaint handling process, timeliness of service, printed information, and overall satisfaction with TWDB. No additional comments were collected.

This administration period corresponded with the COVID-19 crisis in Texas and we are uncertain what these implications (if any) would be to the level of response. For a measure of overall satisfaction with TWDB, the item "Please rate your overall satisfaction with TWDB" was posed to all participants. On this item, 54 responses were recorded. **Table 1** shows the overall satisfaction with TWDB. The table includes the average score on a 5 point scale with a high of 5 (Strongly Satisfied) to a low of 1 (Strongly Unsatisfied), the number of respondents for that customer grouping on this item, the standard deviation, and the percentages of respondents indicating satisfaction, neutrality, and unsatisfaction.

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
4.20	54	0.81	88.9%	7.4%	3.7%

88.9%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Satisfied ■ Neutral ■ Unsatisfied
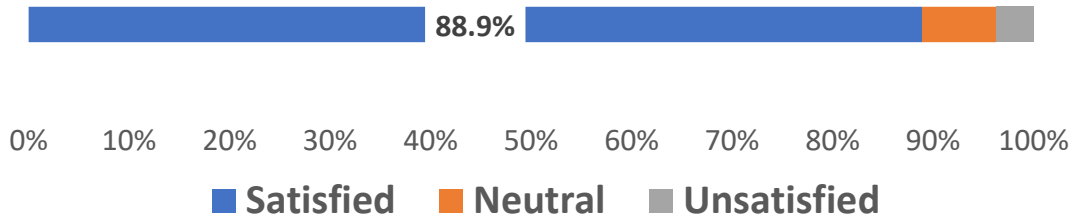
4. FUTURE STUDY RECOMMENDATIONS:

The current survey should be reviewed by relevant parts of the agency to ascertain what actions, if any, are needed to be undertaken based on the customer input. Any actions or discussions regarding the survey should be captured and considered for any modifications for future questionnaires. A customer service survey should be a regularly scheduled activity. A timeline for ongoing assessment processes should be established for this customer service survey. The recommendation is to set up a bi-annual customer service survey, which is mandated by the OOG and LBB in the Texas Government Code, Chapter 2114.002.

Any customer service survey should have elements that are measurable over time as well as containing new elements that may be important to inform the customers about program modifications or enhancements.

An inventory of all customer engagement efforts such as newsletters, announcements, surveys, and communication materials should be inventoried and then coordinated and optimized for clearer, more concise messaging.

Through an analysis of the customer data, additional modalities to engage individuals may be needed, such as paper and pencil instruments or phone surveys, if specific populations are not being reached by the electronic mail method.

5. SURVEY RESULTS

5.1 TWDB Customer Survey Results

Response Rate: On the following pages, a variety of data presentations and representations are made. More details regarding this presentation were made in the Survey Reports section of this document. Out of a sample size of approximately 1,000 participants, 54 responded or a .05% rate of response.

The following sections include the responses by customer groups for each service area assessed. The number of respondents varies based on whether the customer interacted with the service area. For example, if a customer did not visit a facility, they would not have responded to facility items. Only if the customer indicated dissatisfied would the customer be asked clarifying items.

Facilities

If you visit or have visited a TWDB facility*, how satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?*

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
4.19	54	0.66	87.5%	12.5%	0.0%
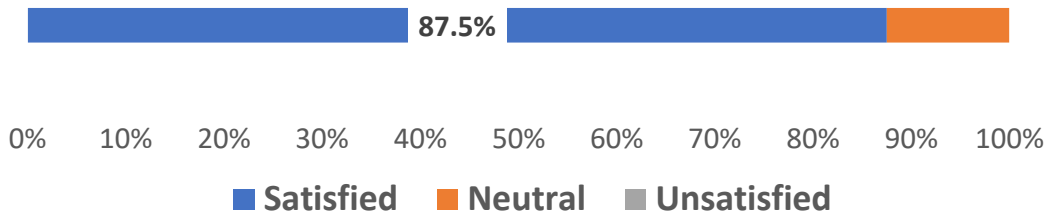
If you visit or have visited a TWDB facility*, how satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?*

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to any respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with the facilities, please help us understand where we can do better. How satisfied are you with the facility's…?

- accessibility (your ability to access the facility)
- location
- signs
- cleanliness

Facilities	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Accessibility	3	2	0	0.0%	100.0%	0.0%
Location	3	2	0	0.0%	100.0%	0.0%
Signs	3	**2**	0	0.0%	100.0%	0.0%
Cleanliness	3	2	0	0.0%	100.0%	0.0%

Staff

If you interact or have interacted with TWDB staff, *how satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of name plates or tags for accountability?*

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
4.36	54	0.72	90.9%	6.8%	2.3%
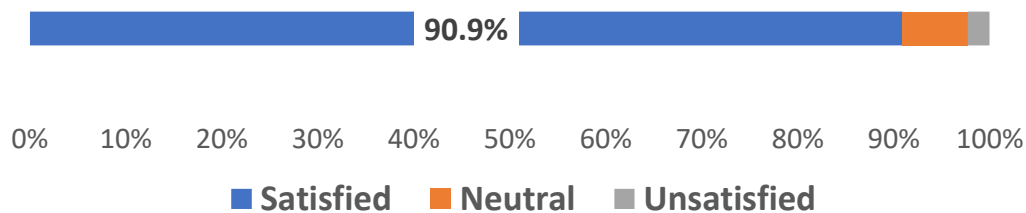
If you interact or have interacted with TWDB staff, *how satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of nameplates or tags for accountability?*

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with your interactions with TWDB staff, please help us understand where we can do better. How satisfied are you with the staff's…?
- courtesy or friendliness
- knowledge to address your question
- ability to identify themselves to you

Staff	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Courtesy	3.5	4	0.58	50.0%	50.0%	0.0%
Knowledgeability	2.75	4	1.26	25.0%	50.0%	25.0%
Identification	3.75	4	0.50	75.0%	25.0%	0.0%

Communication

If you communicate or have communicated with TWDB, *how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?*

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
4.05	54	0.94	78.6%	11.9%	9.5%
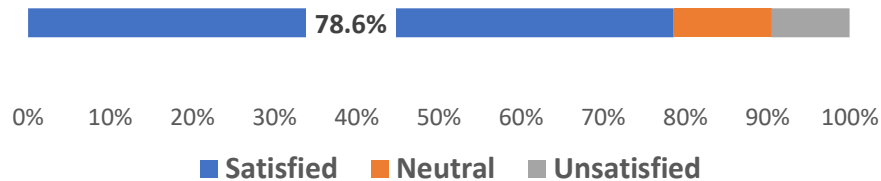
■ Satisfied ■ Neutral ■ Unsatisfied

If you communicate or have communicated with TWDB, *how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?*

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with agency communications, please help us understand where we can do better. How satisfied are you with the different types of agency communication?

- access to the toll-free telephone
- the time spent holding on the phone
- the number of times being transferred while on the phone
- talking to a person
- written correspondence or letter
- e-mail
- text/chat messages
- mobile application

Communications	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Phone access	4.33	9	1.15	66.7%	33.3%	0.0%
Time on hold	4.00	9	1.00	66.7%	33.3%	0.0%
# of transfers	4.00	9	1.00	66.7%	33.3%	0.0%
Talk to a person	4.20	9	0.84	80.0%	20.0%	0.0%
Letters/Written Com	3.00	9	1.83	50.0%	0.0%	50.0%
Email	3.11	9	1.27	33.3%	22.2%	44.4%
Text/Chat messages	4.00	9	1.41	50.0%	50.0%	0.0%
Mobile App	4.00	9	1.41	50.0%	50.0%	0.0%

Website

If you interact or have interacted with TWDB's website (twdb.texas.gov), ***how satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?***

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
4.3	54	0.71	94.0%	2.0%	4.0%
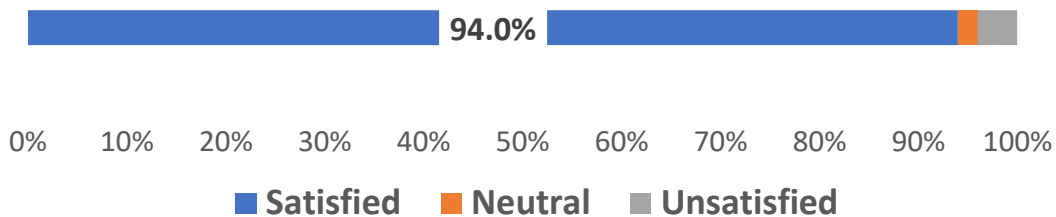
If you interact or have interacted with TWDB's website (twdb.texas.gov), ***how satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?***

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with TWDB's website, please help us understand where we can do better. How satisfied are you with the following related to TWDB's website…?

- ease of navigation
- mobile access
- accuracy of information
- ability to find services/ programs
- ease in finding contact information
- information available to make a complaint

Website	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Ease of navigation	2.00	3	1.00	0.0%	33.3%	66.7%
Mobile Access	4.00	3	0.00	100.0%	0.0%	0.0%
Info accuracy	3.67	3	0.58	66.7%	33.3%	0.0%
Finding services	2.00	3	1.00	0.0%	33.3%	66.7%
Finding contact info	2.33	3	1.53	33.3%	0.0%	66.7%
Info to complaint	1.00	1	0.00	0.0%	0.0%	100.0%

Complaint Handling Process

If you have filed a formal complaint, *how satisfied were you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?*

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
3.5	54	0.71	50.0%	50.0%	0.0%
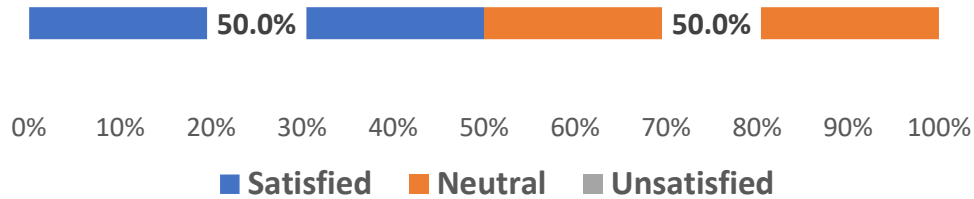
50.0%   50.0%

0%   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ Satisfied   ■ Neutral   ■ Unsatisfied

If you have filed a formal complaint, *how satisfied were you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?*

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's complaint handling process, please help us understand where we can do better. How satisfied are you with the agency's complaint handling process…?

- to easily file a complaint
- to have it handled in a timely manner

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

*Note participants who selected Neutral opted out of answering the drilldown questions.

Service Time

If you waited to receive a service from TWDB, *how satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person?*

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
3.48	54	1.12	63.0%	22.2%	14.8%

63.0%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Satisfied ■ Neutral ■ Unsatisfied
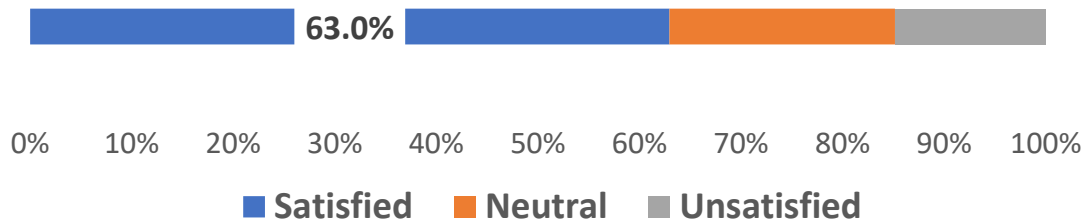
Printed Information

If you receive or have received printed information from TWDB, *how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?*

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
4.28	54	0.58	93.8%	6.3%	0.0%
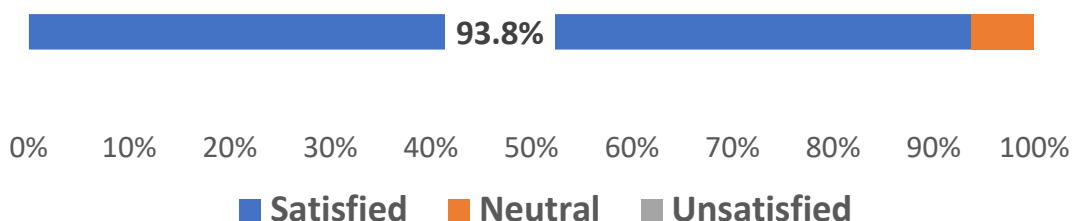
93.8%

0%   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ Satisfied   ■ Neutral   ■ Unsatisfied

If you receive or have received printed information from TWDB, *how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?*

For each of the items above, the average score is provided, and in parentheses is the number of respondents. These items were posed to anyone respondent that indicated a neutral, unsatisfied, or strongly unsatisfied score.

[Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's printed information, please help us understand where we can do better. How satisfied are you with the following related to TWDB's printed information…?

- accuracy
- clarity
- usefulness

Printed Materials	Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
Accuracy	4	2	0	100.0%	0.0%	0.0%
Clarity	4	2	0	100.0%	0.0%	0.0%
Usefulness	3	2	0	0.0%	100.0%	0.0%

Overall Satisfaction

Please rate your overall satisfaction with TWDB:

Average	Total	Std. Dev	Satisfied	Neutral	Unsatisfied
4.20	54	0.81	88.9%	7.4%	3.7%

88.9%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Satisfied ■ Neutral ■ Unsatisfied
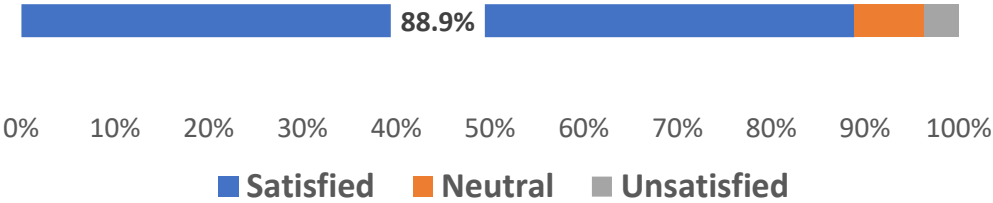
6. Appendix

6.1 TWDB Customer Service Survey

INTRODUCTORY PARAGRAPH
On behalf of the Texas Water Development Board (TWDB) and the Institute for Organizational Excellence (IOE), thank you for taking a few minutes to complete this short survey. The survey takes one to three minutes to take and you are not required to answer all items. All of your individual answers will remain confidential. For more information or to contact the IOE, visit www.survey.utexas.edu.

1. If you visit or visited a TWDB facility, how satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

   Options:
   Strongly Unsatisfied (1)
   Unsatisfied (2)
   Neutral (3)
   Satisfied (4)
   Strongly Satisfied (5)
   N/A (0)

1A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with the facilities, please help us understand where we can do better. How satisfied are you with the facility's…?
- accessibility (your ability to access the facility)
- location
- signs
- cleanliness

   Options: (for each above)
   Strongly Unsatisfied (1)
   Unsatisfied (2)
   Neutral (3)
   Satisfied (4)
   Strongly Satisfied (5)
   N/A (0)

2. If you interact or have interacted with TWDB staff, how satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of name plates or tags for accountability?

   Options:
   Strongly Unsatisfied (1)
   Unsatisfied (2)
   Neutral (3)

Satisfied (4)
Strongly Satisfied (5)
N/A (0)

2A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with your interactions with TWDB staff, please help us understand where we can do better. How satisfied are you with the staff's…?
• courtesy or friendliness
• knowledge to address your question
• ability to identify themselves to you

    Options: (for each above)
    Strongly Unsatisfied (1)
    Unsatisfied (2)
    Neutral (3)
    Satisfied (4)
    Strongly Satisfied (5)
    N/A (0)

3. If you communicate or have communicated with TWDB, how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

    Options: (for each above)
    Strongly Unsatisfied (1)
    Unsatisfied (2)
    Neutral (3)
    Satisfied (4)
    Strongly Satisfied (5)
    N/A (0)

3A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with agency communications, please help us understand where we can do better. How satisfied are you with the different types of agency communication?
• access to the toll-free telephone
• the time spent holding on the phone
• the number of times being transferred while on the phone
• talking to a person
• written correspondence or letter
• e-mail
• text/chat messages
• mobile application

    Options: (for each above)
    Strongly Unsatisfied (1)
    Unsatisfied (2)
    Neutral (3)
    Satisfied (4)

Strongly Satisfied (5)
N/A (0)

4. If you interact or have interacted with TWDB's website (TWDB.gov), how satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?

Strongly Unsatisfied (1)
Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)
N/A (0)

4A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with TWDB's website, please help us understand where we can do better. How satisfied are you with the following related to TWDB's website…?

- ease of navigation
- mobile access
- accuracy of information
- ability to find services/ programs
- ease in finding contact information
- information available to make a complaint

Options: (for each above)
Strongly Unsatisfied (1)
Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)
N/A (0)

5. If you have filed a formal complaint, how satisfied were you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

Strongly Unsatisfied (1)
Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)
N/A (0)

5A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's complaint handling process, please help us understand where we can do better.
How satisfied are you with the agency's complaint handling process…?

- to easily file a complaint
- to have it handled in a timely manner

    Options: (for each above)
    Strongly Unsatisfied (1)
    Unsatisfied (2)
    Neutral (3)
    Satisfied (4)
    Strongly Satisfied (5)
    N/A (0)

6. If you waited to receive a service from TWDB, how satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person?

    Strongly Unsatisfied (1)
    Unsatisfied (2)
    Neutral (3)
    Satisfied (4)
    Strongly Satisfied (5)
    N/A (0)

7. If you receive or have received printed information from TWDB, how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?

    Strongly Unsatisfied (1)
    Unsatisfied (2)
    Neutral (3)
    Satisfied (4)
    Strongly Satisfied (5)
    N/A (0)

7A. [Drilldown for unsatisfactory] We are sorry that you were not satisfied with the agency's printed information, please help us understand where we can do better.

How satisfied are you with the following related to TWDB's printed information…?
- accuracy
- clarity
- usefulness

    Options: (for each above)
    Strongly Unsatisfied (1)
    Unsatisfied (2)
    Neutral (3)
    Satisfied (4)
    Strongly Satisfied (5)
    N/A (0)

8. Please rate your overall satisfaction with TWDB:

    Strongly Unsatisfied (1)

Unsatisfied (2)
Neutral (3)
Satisfied (4)
Strongly Satisfied (5)
N/A (0)

6.2 About the IOE

The instrument findings were produced by the Institute for Organizational Excellence (IOE). The IOE is a research institute associated with the Center for Social Work Research at the University of Texas at Austin's School of Social Work. The IOE has more than 35 years of experience in providing survey research services to over a hundred state and local agencies and institutions of higher education as well as private and nonprofit organizations.

The overlying goal of the IOE is to promote excellence within organizations by encouraging research and continuing education. We seek to achieve our mission through the following: providing valuable tools for organizational improvement; delivering effective and reliable methods for the assessment of employee perceptions; maintaining useful benchmark data for measuring performance; and fostering an organization's perceptiveness to change, ability to learn, and potential for success.

The IOE director is Dr. Noel Landuyt. The IOE is principally known for conducting employee attitudinal surveys, such as the Survey of Employee Engagement (an employee assessment used for Texas government employees since 1979). The IOE's website is www.survey.utexas.edu. Special appreciation for assistance in preparation, writing, and analysis conducted on this project goes to Venenzia (Veni) Johnson, Graduate Research Assistant, and Nicole Duson, Database Coordinator.

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