

TEXAS STATE SOIL AND WATER CONSERVATION BOARD

AGENCY STRATEGIC PLAN

Fiscal Years 2023-2027



Protecting and Enhancing the Natural Resources of Texas

AGENCY STRATEGIC PLAN

FISCAL YEARS 2023-2027

BY

TEXAS STATE SOIL AND WATER CONSERVATION BOARD

BOARD MEMBER	DATES OF TERM	HOMETOWN
Barry Mahler, Member	May 4, 2021 - May 9, 2023	Iowa Park
Marty H. Graham, Chairman	May 3, 2022 - May 7, 2024	Rocksprings
Scott Buckles, Member	May 4, 2021 - May 9, 2023	Stratford
José Dodier, Jr., Member	May 4, 2021 - May 9, 2023	Zapata
David Basinger, Vice-Chairman	May 3, 2022 - May 7, 2024	Deport
Tina Y. Buford, Member	April 20, 2022 - February 1, 2024	Harlingen
Carl Ray Polk, Jr., Member	May 21, 2021 - February 1, 2023	Lufkin

June 1, 2022

SIGNED: 
Charles "Rex" Isom, Executive Director

APPROVED: 
Marty H. Graham, Chairman

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LIST OF ACRONYMS

ATSWCD	Association of Texas Soil and Water Conservation Districts	RFP	Request for Proposals
BMP	Best Management Practice	SAO	State Auditor's Office
CCAC	Coastal Coordination Advisory Committee	SB	Senate Bill
CCC	Coastal Coordination Council	SOP	Standard Operating Procedure
CCEP	Carrizo Cane Eradication Program	SRM	Statewide Resource Management
CMP	Coastal Management Program	SWCD	Soil and Water Conservation District
CWA	Clean Water Act	TCEQ	Texas Commission on Environmental Quality
CZARA	Coastal Zone Act Reauthorization Amendments	TFS	Texas A&M Forest Service
CZMA	Coastal Zone Management Act	TGPC	Texas Groundwater Protection Committee
DQO	Data Quality Objective	TISCC	Texas Invasive Species Coordinating Committee
EPA	United States Environmental Protection Agency	TMDL	Total Maximum Daily Load
FOTG	Field Office Technical Guide	TPWD	Texas Parks and Wildlife Department
GLO	General Land Office	TSSWCB	Texas State Soil and Water Conservation Board
HB	House Bill	TWDB	Texas Water Development Board
HUB	Historically Underutilized Business	TXDOT	Texas Department of Transportation
I-PLAN	Implementation Plan	USDA-NRCS	United States Department of Agriculture – Natural Resources Conservation Service
IT	Information Technology	WPP	Watershed Protection Plan
MOA	Memorandum of Agreement	WQMP	Water Quality Management Plan
MOU	Memorandum of Understanding	WSEP	Water Supply Enhancement Program
NOAA	National Oceanic and Atmospheric Administration		
NPS	Nonpoint Source		
O&M	Operation and Maintenance		
QA	Quality Assurance		
QAPP	Quality Assurance Project Plan		
QMP	Quality Management Plan		

TSSWCB MISSION AND PHILOSOPHY

Agency Mission

It is the mission of the Texas State Soil and Water Conservation Board (TSSWCB), working in conjunction with local soil and water conservation districts (SWCDs), to encourage the wise and productive use of natural resources. It is our goal to ensure the availability of those resources for future generations so that all Texans' present and future needs can be met in a manner that promotes a clean, healthy environment and strong economic growth.

Agency Philosophy

The TSSWCB will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. We affirm that the conservation of our natural resources is both a public and a private benefit, and we approach our activities with a deep sense of purpose and responsibility. We believe the existing unique organizational structure of SWCDs, whereby owners and operators of the state's farm and grazing lands organize and govern themselves through a program of voluntary participation, is the most realistic and cost-effective means of achieving the State's goals for the conservation and wise use of its natural resources.

Agency Responsibilities

The TSSWCB is the state agency that administers Texas' soil and water conservation law and coordinates voluntary natural resource conservation and nonpoint source (NPS) water pollution abatement programs throughout the state. The TSSWCB is charged with offering technical assistance to the state's 216 SWCDs. The TSSWCB continues to promote the stewardship of soil and water resources during the production of food and fiber, while remaining the sentinel Texas agency that protects the rights to such actions against the ever-increasing efforts to regulate common everyday aspects of farming and ranching. A seven-member State Board governs the TSSWCB, which is composed of two members appointed by the Governor and five members elected from across Texas by more than 1,000 local SWCD directors through state district conventions; SWCD directors are elected to their positions by agricultural producers and rural landowners within the geographic boundaries of each SWCD.

The TSSWCB's existing authorities include the ability to offer technical conservation planning assistance, financial incentives for installing needed conservation practices on private property, and accepting contributions from private entities, nongovernmental organizations, and the federal government to enhance and leverage state dollars. The TSSWCB's role in state government is on the ground implementation of conservation practices, which could be very beneficial in addressing a number of natural resource concerns that continue to persist even with the existing programs offered by numerous state and federal agencies. Concerns such as feral hog control, management of timberland underbrush, streamside management, soil erosion prevention above flood control dams, animal mortality and debris disposal after natural disasters, noxious brush management for water supply enhancement, invasive species control, oil field remediation, and endangered species habitat protection are all problems that persist which could be addressed by the TSSWCB given the proper financial resources and direction.

The TSSWCB currently receives appropriations to conduct programs and activities to:

- administer Texas' soil and water conservation law;
- deliver coordinated natural resource conservation programs to agricultural producers through local SWCDs;
- administer grant programs to SWCDs to ensure the State's network of 2,000 flood control dams are protecting lives, private property, and public infrastructure from flood damage;
- plan, implement, and manage programs for preventing and abating agricultural and silvicultural (forestry related) NPS water pollution, including assisting the Texas poultry industry with water quality management plans (WQMPs);
- work to improve border security along the Rio Grande through control of Carrizo cane; and,
- facilitate the Texas Invasive Species Coordinating Committee.

The TSSWCB maintains regional program offices in strategic locations in the state to help carry out the agency's responsibilities.

The TSSWCB was created in 1939 by the Texas Legislature to organize the state into SWCDs and to serve as a centralized agency for communicating with the Texas Legislature as well as other state and federal entities. Each SWCD is an independent political subdivision of state government. Today, Texas has 216 local SWCDs that encompass 100% of the state. Local SWCDs are actively involved throughout the state in soil and water conservation activities such as operation and maintenance of flood control structures, developing voluntary conservation plans for landowners, sponsoring pesticide workshops, producer field days, land and range judging contests and scholarships, and securing money for the construction of outdoor classrooms.

The TSSWCB works to ensure SWCDs and local landowners are adequately represented in matters that could have a significant impact on future conservation and utilization of natural resources. A part of this representation is accomplished through the many committees, councils, and task forces that TSSWCB participates in as listed below.

Statutory Responsibilities to Committees, Councils, and Task Forces

The TSSWCB is a statutorily mandated member of:

- the Texas Groundwater Protection Committee,
- Participate in the Statewide Regional Water Planning Group Process
- Participate in Statewide Regional Flood Planning Groups
- the Texas Invasive Species Coordinating Committee, which is administratively attached to the TSSWCB,
- the Interagency Task Force on Economic Growth and Endangered Species
- the Coastal Coordination Advisory Committee,
- the Water Conservation Advisory Council,
- the Texas Farm and Ranch Lands Conservation Program Advisory Council,
- the Texas Drought Preparedness Council, and
- the Texas Prescribed Burning Board.

The services and programs provided by the TSSWCB target rural Texas farmers and ranchers, but the results of these services provide benefits to all Texans. For example, flood control structures maintained by SWCDs serve to protect human lives and property, protect heavily populated areas from flood damage, as well as prevent sediment from depositing in suburban drinking water supplies. These dams provide \$151 million of average annual benefits to the people of Texas.

Additionally, the WQMP Program, and NPS Management Program works with farmers and ranchers to voluntarily reduce water quality pollutants, resulting in water quality improvements in Texas waterbodies. These improvements benefit wildlife habitat, waters used for recreation, and drinking water sources.

The TSSWCB produces the maximum results with no waste of taxpayer funds by utilizing the effective and proven local conservation delivery system of 216 SWCDs, maximizing relationships with partners, and by leveraging state funds with local, federal, and external funds whenever possible. Additionally, TSSWCB focuses on implementation through delivering conservation on the ground and operating with overhead costs of approximately 2%.

The TSSWCB strives to provide the highest quality of service to all its customers. In a recent customer survey, TSSWCB rated an average of 4.64 out of 5, with 5 being very satisfied, in customer satisfaction. TSSWCB works to track and monitor customer feedback to identify specific needs and potential areas of improvement within the agency. Exceeding the expectations of TSSWCB's customers is of utmost importance. More information on the Customer Service Report can be found in Schedule G.

AGENCY OPERATIONAL GOAL AND ACTION PLAN
<p>Goal A—SOIL AND WATER CONSERVATION ASSISTANCE To protect and enhance Texas’ natural resources by providing education, outreach, and information on water quality improvement, measuring water yield enhancement, soil and water conservation and ensuring that a quality conservation program is available and being applied in all soil and water conservation districts.</p> <p>Provide a level of financial assistance, technical guidance, and administrative support to all districts allowing them to: identify 100 percent of their soil and water resource needs and develop and manage conservation plans and programs to meet district needs.</p>
<p style="text-align: center;">SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</p> <ol style="list-style-type: none"> 1. Provide program management expertise, technical guidance and conservation implementation assistance, and financial assistance on a statewide basis in managing and directing conservation programs. <p><u><i>Conservation Implementation Assistance (Technical Assistance) Grant Program</i></u></p> <p>The Conservation Implementation Assistance Grant Program, commonly referred to as the Technical Assistance Program, was first authorized through an appropriation for the 1984-1985 biennium by the 68th Legislature. The objective of this program is to provide funding to local SWCDs for the purpose of employing soil conservation technicians to provide technical natural resource conservation planning assistance to owners and operators of agricultural or other lands. This work includes gathering planning data and information on the physical features of farms and/or ranches, performing survey and layout work, explaining and/or demonstrating methods of applying conservation practices such as contour cultivation, terracing, tree planting, woodland improvement, seasonal or other irrigation practices, range practices, and fertilizing, seeding and land preparation operations. The technicians are also responsible for follow-up on the application and maintenance of planned conservation practices.</p> <p>Over the years, soil erosion and its effects on productivity have been overshadowed by improved crop varieties, fertilizer use, better control of pests and diseases and improved seeding and land preparation. Technology increases yields despite losses in topsoil, but does not address the permanent effects to our land. Farmers and ranchers are now dependent on increasingly expensive technology advancements to maintain the improved yields. As rising input costs continue to impact the costs of agricultural production in the state, installing and maintaining proper conservation practices becomes increasingly important to ensure that the state’s farm and ranch land remains productive.</p> <p>It is the goal of the TSSWCB to ensure that conservation implementation assistance is available to each agricultural producer in the state, and that through this program each acre of land in Texas is utilized within its capabilities and treated according to its needs. As the state population continues to increase, maintaining the productivity of our farm and ranch land becomes more and more vital in meeting the food and fiber needs of the state.</p> <p>Historically, most of the resources available for use by conservation programs have come from the federal government. Technical assistance to agricultural producers has been</p>

provided through SWCDs primarily through the United States Department of Agriculture-Natural Resource Conservation Service (USDA-NRCS). The agency's delivery of technical assistance has been dramatically reduced over the last 30 years due to reduction in budget and staffing levels, resulting in the need for developing alternative ways to provide technical assistance.

Conservation Assistance Matching Funds Grant Program

In 1969, the Legislature authorized the State Board to provide funds on a dollar-for-dollar matching basis to local SWCDs. These funds are used for daily operating expenses. SWCDs must raise sufficient local funds to match the state allocation prior to the receipt of state funds. The TSSWCB has adopted guidelines for the proper use of these funds and the sources that local SWCDs may use to raise matching funds. SWCDs were created without taxing authority which makes it challenging to fund a local soil and water conservation program.

Conservation Activity Program (CAP)

The CAP rewards districts that host and participate in activities that increase the awareness of soil and water conservation. There are ten approved activities which include but are not limited to: implementing a local awards program, hosting or co-hosting a Field Day, attending the Annual State Meeting, and participating in youth education or soil stewardship activities. SWCDs receive \$150 for each activity. Each activity completed must be verified and included in District meeting minutes.

Program Specialist Staff (Field Representatives)

As the state agency responsible for providing assistance to local SWCDs, the TSSWCB employs Program Specialists (field representatives) to serve as liaisons to communicate with and coordinate agency assistance programs with local SWCDs. This agency function is vital due to the complexity of coordinating state programs through 216 individual political subdivisions, and the importance that state and federal appropriations are administered in accordance with applicable law and guidelines. Program

Specialists also serve as legislative liaisons with city, county, state and federal officials and staff to inform them about SWCDs and conservation programs and activities.

Program Specialists attend SWCD board meetings on a regular basis and assist SWCD directors in local program planning, development and implementation and in promoting conservation programs. They confer with SWCD directors on programs and needs of the SWCD. Program Specialists coordinate with and advise SWCDs with the implementation of all agency programs, in addition to all federal conservation programs administered by USDA-NRCS. Program Specialists supervise training and development opportunities for SWCD directors, as well as their employees.

Program Specialists also analyze and coordinate financial affairs of SWCDs and provide guidance on proper expenditure of SWCD funds such as bookkeeping and procedures, audit procedures, and purchase and sale of property and equipment. Program Specialists direct

and promote public information and education activities in the field and serve on committees representing SWCDs and the TSSWCB.

Other activities include coordinating with and supporting SWCD directors in organizing and conducting youth activities in the field of soil and water conservation such as educational workshops and tours for students. They also set up SWCD area association meetings and banquets, State Board member elections, training workshops, tours, clinics and area conservation awards programs.

On The Ground Conservation Program

The On-The-Ground Conservation Program was created by Senate Bill 1118 during the 87th Texas Legislative Session and was signed into law by the Governor to be effective September 1, 2021. The new law enhances the Texas State Soil and Water Conservation Board's (TSSWCB) jurisdiction to include a wide range of natural resource priorities, authorizes the agency to provide voluntary technical and financial assistance toward the implementation of conservation practices to address those priorities, and directs the agency to form partnerships and seek out funding opportunities from other federal, state, or local governmental agencies and private entities. The primary focus of this new program is implementation, especially in partnership with other efforts that offer educational, research, or other activities. This new program does not currently receive a direct appropriation from the Texas Legislature, however, the TSSWCB is actively pursuing all potential sources of funding to address its eligible natural resource priorities.

2. Flood Control Dam Maintenance and Structural Repair

Provide grants to flood control dam sponsors to perform operation, maintenance, structural repair, dam upgrade, and/or dam rehabilitation, activities which will ensure that this important flood control infrastructure will continue to protect lives and property.

Flood Control Dam Operation, Maintenance, and Structural Repair Grant Program

The Texas Legislature appropriates funds to the TSSWCB for the operation, maintenance, repair, upgrade and rehabilitation of approximately 2,000 federally designed and constructed flood control dams in Texas. In order to deliver these funds to local sponsors of dams, the TSSWCB developed one grant program to address operation and maintenance (O&M) needs, and another to address dam repair, dam upgrade, and rehabilitation needs. The separation of the two activities was done to increase efficiency and flexibility due to the difference in complexity of the two activities. O&M activities are relatively routine and uncomplicated in nature and can be accomplished by local sponsors with limited technical or administrative assistance. Structural Repair Grant Program activities are more complicated in that they involve a detailed design by a professional engineer; review and concurrence of both a federal agency (USDA-NRCS) and a state regulatory agency (TCEQ Dam Safety Program); and a formal construction bidding and contracting process. Local soil and water conservation districts, in partnership with other dam sponsors, are responsible for all flood control dams. Therefore, the TSSWCB has developed the program to provide "pass-through" grants to SWCDs.

O&M Grant Program

The O&M Grant Program is a reimbursable grant program for local SWCDs and certain co-sponsors of flood control dams. This program reimburses SWCDs 90% of the cost of an eligible O&M activity as defined by the program rules; the remaining 10% must be paid with non-state funding. Rules for the O&M Grant Program were developed by the TSSWCB staff and a representative stakeholder group during the summer of 2009. The rules were adopted by the State Board on September 17, 2009 and became effective October 14, 2009.

Structural Repair Grant Program

The Structural Repair Grant Program provides state grant funds to provide 95% of the cost of allowable repair activities, including match funding for federal projects through the Dam Rehabilitation Program and the Emergency Watershed Protection (EWP) Program of the Texas NRCS. The remaining 5% must be paid with non-state funding. Rules for the Structural Repair Grant Program were adopted by the State Board and became effective April 25, 2010.

Modified rules were approved by the State Board on January 16, 2020. The modified rules allow for a local sponsor cost-share of 1.75% when a high hazard dam is being upgraded to meet current safety criteria. The remaining 98.25% of cost will come from either state or federal funds. The sponsor share of dam repair (without upgrade) remains at 5%.

Structural Repair Grant Program Activities when Federal Funds are Available

The Flood Control Dam Structural Repair and Rehabilitation Grant Program focuses on the most serious structural problems associated with dams that are considered to be in danger of failure under certain precipitation events. Sometimes partial federal funding is available for these activities, and the state program is used to capture as much available federal funding as possible. The USDA-NRCS occasionally receives funds from Congress for two programs that offer federal grants to repair and rehabilitate certain dams. However, either 25% or 35% non-federal matching funds are required, depending on the program. For these USDA-NRCS programs, TSSWCB provides 95% of the local sponsor's share of the project (either 25% or 35%) so that the remaining sponsor share of the project is 1.25% or 1.75%. Projects receiving federal funds are given highest priority for state funding, since more projects can be completed through efficient use of state funds.

Ten-Year Dam Repair and Maintenance Plan

In 2019, the 86th Legislature passed Senate Bill 8 (Perry, et al.) which requires TSSWCB to prepare and adopt a plan describing the repair and maintenance needs of flood control dams and to prepare and adopt a new plan before the end of the 10th year following the adoption of a plan. S.B. 8 requires TSSWCB to deliver the plan adopted under this section to TWDB. The Ten-Year Plan has been developed and was adopted by the State Board on May 21, 2020. The Ten-Year Plan was delivered to the TWDB on June 11, 2020, and is also currently posted on the TSSWCB web. TSSWCB is currently working to implement the plan, dependent on available funding for flood infrastructure projects.

Statewide Regional Flood Planning Groups

In 2019, the 86th Legislature passed Senate Bill 8 (Perry, et al.) which created the framework for the first state flood plan in Texas through a network of regional watershed groups developed and overseen by Texas Water Development Board similar to the regional water supply planning process with an emphasis on watershed planning versus political jurisdictions. Representation of the regional flood planning groups will be made up of designated representatives from the general public, counties, municipalities, industries, agricultural interests, environmental interests, small businesses, electric generating utilities, river authorities, water districts, and water utilities. TSSWCB is statutorily required to participate during the flood planning process.

3. Rural and Urban Conservation Outreach

Design and implement outreach programs which effectively communicate and promote proper stewardship of the State's natural resources.

Soil and Water Conservation Public Information and Education Program

The objective of the Public Information and Education Program is to provide leadership and coordination of information and education programs relating to TSSWCB and SWCD programs, services, operations and resources. Traditionally, TSSWCB has prepared and disseminated public information relative to the agency and SWCD functions, programs, events and accomplishments for the public and to farmers and ranchers. TSSWCB staff coordinates seminars, conferences, workshops, displays at trade shows and training for SWCD directors and employees, conservation professionals, youth groups and other entities. Staff provides guidance to SWCDs with their own individual information and education programs as well as regional and state information and education programs initiated by SWCDs. Staff prepares and disseminates news releases and printed promotional products. Staff represents the agency as needed with various information and education groups and entities. TSSWCB works cooperatively with the Association of Texas Soil and Water Conservation Districts (ATSWCDs) upon request to provide assistance with the organization's information and education efforts.

The TSSWCB continues outreach efforts through social media platforms including Facebook, Twitter, LinkedIn, Instagram and YouTube. Through these platforms, the TSSWCB has expanded its outreach to newer generations while improving its ability to communicate with traditional and non-traditional clientele. TSSWCB compiles conservation related news and sends out articles via a weekly "Conservation News" email. Also, the agency prepares a quarterly report of programmatic activities that is distributed to all SWCDs, agency partners, the general public and legislative staff.

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.

The services and programs provided by the TSSWCB target rural Texas farmers and ranchers, but the results of these services provide benefits to all Texans. For example, providing resources to local Soil and Water Conservation Districts allows farmers and ranchers to voluntarily reduce water quality pollutants, resulting in water quality improvements in Texas waterbodies. These improvements benefit wildlife habitat, waters used for recreation, and drinking water sources. Additionally, flood control structures maintained by soil and water conservation districts serve to protect human lives and property, protect heavily populated areas from flood damage, as well as prevent sediment from depositing in suburban drinking water supplies. These dams provide \$151 million of average annual benefits to the people of Texas.

The TSSWCB produces maximum results with minimal waste of taxpayer funds by utilizing the effective and proven local conservation delivery system of 216 SWCDs, maximizing relationships with partners, and by leveraging state funds with local, federal and external funds whenever possible. Additionally, TSSWCB focuses on implementation through delivering conservation on the ground, and operating with overhead costs of approximately two -percent.

The TSSWCB strives to provide the highest quality of service to all of its customers. In a recent Customer Survey, TSSWCB rated an average of 4.64 out of 5, with 5 being very satisfied, in customer satisfaction. TSSWCB works to track and monitor customer feedback to identify specific needs and potential areas of improvement within the agency. Exceeding the expectations of TSSWCB's customers is of utmost importance. More information on the Customer Service Report can be found in Schedule G.

Texas State Soil and Water Conservation Board ensures transparency through consistently sharing program and activity updates through delivery of quarterly updates, annual reports, social media, email listserves, and the continuous updating of the TSSWCB website. For example, TSSWCB maintains an update list of Flood Control Projects and their implementation status on the Flood Control Program website, found here: <https://www.tsswcb.texas.gov/flood-control-repair-projects>.

AGENCY OPERATIONAL GOAL AND ACTION PLAN
<p>GOAL B –Administer a program for abatement of agricultural nonpoint source pollution.</p> <p>To effectively administer a program for the abatement of nonpoint source pollution caused by agricultural and silvicultural uses of the state’s soil and water resources.</p>
<p style="text-align: center;">SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</p> <p>1. Develop and Implement Pollution Abatement Plans for agriculture/silviculture operations in identified problem areas.</p> <p><u><i>Water Quality Management Plan Program</i></u></p> <p>The Water Quality Management Plan Program (WQMP) is administered by the TSSWCB through local SWCDs for the purpose of providing a voluntary, incentive-based, natural resource conservation planning service to agricultural producers and other rural landowners who choose to implement best management practices that prevent, abate, and/or manage NPS pollution. The WQMP Program includes technical assistance for the development of WQMPs on the lands of participants as well as financial incentives in the form of cost-sharing payments to participants to assist with the installation of the WQMPs. The WQMP Program is the state’s primary best management practice (BMP) implementation program for agricultural and silvicultural lands as specified in the Texas Nonpoint Source Management Program (Texas NPS Program).</p> <p>The WQMP Program involves a participant voluntarily requesting conservation planning assistance from the local SWCD within which the identified lands are located. Once a request for planning assistance and request for cost-share incentive funding is received from a participant, the SWCD approves the request and submits both to the appropriate TSSWCB Regional Office. The regional office evaluates the request based on approved criteria resulting in a ranking score. Requests are ranked monthly, compared, and then cost-share funds, if available, are allocated to the highest-ranking requests. The SWCD then arranges for technical conservation planning assistance. This technical assistance may be provided by an employee of the SWCD made possible through Conservation Implementation Assistance Grants from the TSSWCB (see the individual program description for more information on these grants). The technical assistance may also be provided by an employee of the TSSWCB located within the appropriate TSSWCB Regional Office, or by an employee of the USDA-NRCS through a memorandum of understanding (MOU) amongst the USDA-NRCS, the TSSWCB and all Texas SWCDs.</p> <p>Once a WQMP has been developed through consultation between the landowner and the technical assistance provider, the SWCD determines whether the WQMP covers the participant’s entire operating unit as required by TSSWCB rule. Concurrently, the USDA-NRCS provides certification that the WQMP meets the technical standards and specifications within their Field Office Technical Guide (FOTG) for a resource management system. The TSSWCB has adopted the FOTG as the technical basis for a WQMP; it is the policy of the TSSWCB that the FOTG, when implemented to the resource management system level, represents the best available technology for abating NPS pollution on agricultural and silvicultural lands. When agreement is reached by the participant, the USDA-NRCS, and the SWCD that the WQMP meets all program requirements, a certification page is signed by all three parties. The WQMP is then forwarded to the appropriate TSSWCB Regional Office for</p>

certification, where an additional technical and programmatic review is conducted. Once certified by the TSSWCB, by law the WQMP is considered to meet all the technical requirements for the agricultural or silvicultural operation to maintain compliance with Texas Surface Water Quality Standards as established and adopted by the TCEQ.

When a WQMP has been certified by the TSSWCB, a cost-share application is completed and signed by the participant and then submitted to the appropriate SWCD. Once a BMP that is listed on the cost-sharing application has been installed, the local SWCD, the USDA-NRCS, or staff from a TSSWCB Regional Office inspects the work to confirm the installation of the practice was performed in accordance with specifications within the FOTG. A performance certification document is completed and signed, submitted to the district for approval, and then signed by the entity performing the verification. This process results in the cost-share payment being made by the TSSWCB to the participant.

Once a WQMP is in the process of being implemented, the participant is subject to periodic status reviews by the TSSWCB. A status review involves a site visit by an employee from the appropriate TSSWCB Regional Office or a representative of the SWCD. If a participant is found to have fallen behind schedule or has un-installed a required practice, then the participant is requested to correct the situation by complying with the existing WQMP or by working with the TSSWCB to amend the WQMP to allow for unforeseen circumstances or complications. If cost-sharing assistance was provided for the installation of a BMP which has not been maintained in accordance with the expected lifespan for the BMP specified in the FOTG, then the participant may be asked to reimburse the TSSWCB for the cost of the BMP. If ultimate resolution is not reached to the extent that the TSSWCB rules for the WQMP Program are being met, then the WQMP may be decertified and the participant is no longer under the jurisdiction of the program and the status with respect to water quality authorization the program provides.

Agency personnel involved in the WQMP Program also coordinate a water quality complaint resolution process specified in statute. This process requires extensive coordination among the parties involved: the local SWCD and the TCEQ. Section 201.026(j), Agriculture Code, requires that complaints concerning a violation of a water quality management plan or a violation of a law or rule relating to agricultural or silvicultural NPS pollution under the jurisdiction of the TSSWCB be referred to the TSSWCB. The TSSWCB, in cooperation with the local SWCD, is required to investigate the complaint, and upon completion of the investigation, the TSSWCB, in consultation with the SWCD, is required to determine that further action is not warranted or must develop and implement a corrective action plan to address the complaint. If the person about whom the complaint has been made fails or refuses to take corrective action, the TSSWCB is required to refer the complaint to the TCEQ for enforcement actions at their discretion.

Poultry Water Quality Management Plan Program

While addressing animal mortality is a part of any animal feeding operation, some poultry producers in the past utilized mortality management practices that were not environmentally advisable or considerate of neighboring property owners. Therefore, legislation in 1997 mandated that only certain specific methods were to be used when addressing routine dead poultry; these specific methods included incineration, composting,

and freezing and/or refrigerating dead birds. Each of those practices required new equipment that many operations did not have onsite. Because the TSSWCB's WQMP Program provides financial assistance to purchase this equipment, many poultry facilities chose to voluntarily participate in the program. By 2001, with significant assistance from the USDA-NRCS, about 50% of poultry facilities had a WQMP.

Since 2001, with passage of additional legislation, participation in the WQMP program has been required by all commercial poultry facilities, and since 2009 many have also been required to obtain a TCEQ approved Odor Control Plan prior to their WQMP being certified. With the establishment of the Poultry Water Quality Management Plan Program, a specialized subprogram of the TSSWCB's overall WQMP Program, the TSSWCB has been able to address the additional technical requirements that exist for poultry operations.

The major functions of the Poultry WQMP Program are essentially the same as the overall WQMP Program. Additional functions of the Poultry WQMP Program include enhanced status reviews of WQMP implementation and adherence, which are conducted in a manner consistent with permit inspections performed by the TCEQ. The TSSWCB and TCEQ coordinate very closely onsite inspections for poultry operations to ensure compliance with state and federal environmental rules.

2. Implement a Statewide Management Plan for Controlling Nonpoint Source Pollution Texas Nonpoint Source Management Program

The federal Clean Water Act (CWA) requires states to develop a program to protect the quality of water resources from the adverse effects of nonpoint source water pollution [CWA, Sec. 319(a)(1)]. If a state fails to develop and acquire approval of a statewide Nonpoint Source Program by the EPA, the EPA is required by federal law to develop a state program in which the state has little or no control over the program's policy or financing [CWA, Sec. 319(d)(3)]. Because the Legislature has designated the TSSWCB as the lead state agency for activity relating to abating agricultural and silvicultural NPS pollution, the agency is involved in active participation and program management of numerous water quality functions [Sec. 201.026, Agriculture Code]. The Texas NPS Management Program serves as the State's official roadmap for addressing NPS pollution. The program publication is revised every five years and requires approval by the State Board of the TSSWCB and the Commissioners of the TCEQ. The Texas NPS Management Program also goes through a public comment and review period. Once each agency has approved the Texas NPS Management Program, the program document is provided to the Governor who then submits the document on behalf of the State to the EPA for approval. The 2017 revision of the Texas Nonpoint Source Management Program was approved by EPA on March 23, 2018.

The Texas NPS Management Program is jointly administered by the TSSWCB and TCEQ. As a result of agricultural and silvicultural NPS pollution being excluded from regulation by permit in the CWA by Congress, the TSSWCB administers the portion of the overall program and subprograms that pertain to agriculture and silviculture, while the TCEQ administers the remaining urban activities in accordance with a memorandum of understanding (MOU) [30 TAC 7.102] and a separate memorandum of agreement (MOA). The MOU sets forth the coordination of jurisdictional authority, program responsibility, and procedural mechanisms for point and nonpoint source pollution programs, while the MOA is a more specific

document that addresses total maximum daily loads (TMDLs), TMDL implementation plans (I-Plans), and watershed protection plans (WPPs).

The Texas NPS Management Program utilizes baseline water quality management programs and regulatory, voluntary, financial and technical assistance approaches to achieve a balanced program. NPS pollution is managed through assessment, planning, implementation and education. The TCEQ and TSSWCB have established goals and objectives for guiding and tracking the progress of NPS management in Texas. Success in achieving the goals and objectives are reported annually in the Annual Report on Managing NPS pollution in Texas (Annual Report), which is submitted to EPA in accordance with the CWA. In the Annual Report, both the TSSWCB and the TCEQ highlight a “success story”, which links instream nonpoint source pollutant reductions to land management practices demonstrating measurable water quality improvements.

Implementation of the Texas NPS Management Program involves partnerships among many organizations. With the extent and variety of NPS issues across Texas, cooperation across political boundaries is essential. Many local, regional, state, and federal agencies play an integral part in managing NPS pollution, especially at the watershed level. They provide information about local concerns and infrastructure and build support for the kind of pollution controls that are necessary to prevent and reduce NPS pollution. SWCDs are vital partners in working with landowners to implement best management practices (BMPs) that prevent and abate agricultural and silvicultural NPS water pollution. By establishing coordinated frameworks to share information and resources, the State can more effectively focus its water quality protection efforts.

Coastal Nonpoint Source Pollution Control Program

The federal Coastal Zone Act Reauthorization Amendments (CZARA), Section 6217, requires each State with an approved Coastal Management Program (CMP) to develop a federally approvable program to control coastal NPS pollution. Texas submitted the Texas Coastal NPS Pollution Control Program to EPA and NOAA in December 1998. In July 2003, NOAA and EPA issued conditional approval of the Texas Coastal NPS Pollution Control Program. The agricultural and silvicultural portions of the program were approved without conditions.

The State of Texas Coastal Nonpoint Source Pollution Control Program is jointly administered by the Texas General Land Office (GLO) and the TCEQ. The National Oceanic and Atmospheric Administration (NOAA) and the EPA jointly administer the program at the federal level. The TSSWCB and the TCEQ hold primary responsibility for the program’s development and implementation in the Coastal Zone Management Area that includes portions of 18 coastal counties.

The TSSWCB is responsible for implementing the agricultural and silvicultural management measures of the program. Mechanisms the TSSWCB uses to abate agricultural and silvicultural NPS pollution in the coastal zone include: the agency’s Water Quality Management Plan Program, the CWA Section 319(h) NPS Grant Program, the Total Maximum Daily Load Program and the Watershed Protection Plan Program. Fifteen SWCDs are located in the Coastal Management Zone and work with landowners to implement WQMPs. In addition, many of the WPPs and TMDLs that the TSSWCB is engaged in are in the

coastal zone. Implementation of the silvicultural management measures in the coastal zone occurs through a CWA Section 319(h) grant to the Texas A&M Forest Service (TFS).

Nonpoint Source Grant Program (State and Federal Funds)

The Nonpoint Source Grant Program is administered by the TSSWCB for the purpose of providing funding as grants to cooperating entities for activities that address the goals and objectives stated in the Texas NPS Management Program. Agricultural and silvicultural NPS pollution abatement activities that can be funded through the NPS Grant Program include the following: implementation of nine-element WPPs and the NPS portion of TMDL I-Plans, surface water quality monitoring, demonstration of innovative BMPs, technical and financial incentives assistance for the development and implementation of WQMPs, public outreach/education, development of nine-element WPPs, and monitoring activities to determine the effectiveness of specific pollution prevention methods.

TSSWCB staff, in cooperation with the TCEQ, EPA and other agencies, identify priority areas and activities for the years' funding cycle based on the Texas NPS Management Program and the most recently approved Texas Integrated Report of Surface Water Quality. These priorities are identified in a request for proposal (RFP) that is published in the Texas Register and sent to all interested entities. Entities submit proposals to TSSWCB for funding consideration through the RFP. Over the years, an increasing number of proposals have been submitted to the TSSWCB. Projects receiving federal funding must be submitted to EPA for review and approval.

EPA's allocation of CWA 319(h) funds to Texas is split evenly between the TSSWCB and the TCEQ. The TCEQ uses its half of the funding to focus on urban and industrial NPS pollution, while the TSSWCB focuses on rural agricultural and silvicultural NPS pollution.

TSSWCB also has State funds that are used to complement the federal money received from EPA to implement the NPS Management Program. These dollars demonstrate the state's commitment to implementing the NPS Management Program and would allow TSSWCB to leverage additional resources beyond the Section 319(h) funds. This state funding has proven to be invaluable in drawing down even more Section 319(h) funds from time to time when EPA alerts states that cost-savings have allowed for enhanced allocations. Additionally, these funds allow the State to finance agricultural water quality research when needed, which is something that is not allowable with Section 319(h) funding.

Watershed Protection Plan Program

Watershed Protection Plans are locally driven efforts that serve as mechanisms for voluntarily addressing complex water quality problems that cross multiple jurisdictions. WPPs are coordinated frameworks for implementing prioritized and integrated water quality protection and restoration strategies driven by environmental objectives. Through the watershed planning process, The TSSWCB encourages stakeholders to holistically address all of the sources and causes of impairments and threats to both surface and ground water resources within a watershed.

WPPs serve as tools to better leverage the resources of local governments, state and federal agencies, and non-governmental organizations. WPPs integrate activities and prioritize implementation projects based upon technical merit and benefits to the community, promote a unified approach to seeking funding for implementation, and create a coordinated public communication and education program. Developed and implemented through diverse, well integrated partnerships with decision-making founded at the local level, a WPP assures the long-term health of the watershed with strategies for protecting unimpaired waters and restoring impaired waters. Adaptive management is used to modify the WPP based on an on- going science-based process involving monitoring and evaluating strategies and incorporating new knowledge into decision-making. Design for the WPP Program stems from the EPA Guidelines for the CWA Section 319(h) grants, specifically Nonpoint Source Program and Grants Guidelines for States and Territories, which outlines nine key elements for WPP development. Taking this approach, through extensive stakeholder participation, is laying the foundation for true water quality success stories in numerous watersheds across the state.

TSSWCB provides technical and financial assistance to local stakeholder groups to develop and implement WPPs consistent with EPA's nine elements. Entities are provided financial assistance (grants) necessary to facilitate the WPP development process in specific watersheds with significant agricultural or silvicultural NPS pollution.

Once an entity has developed a WPP, it is submitted to the State (either TSSWCB or TCEQ) and then to EPA for review. This consistency review process is designed to assess if the WPP satisfies the intent of the nine elements.

Texas Total Maximum Daily Load Program

The federal CWA requires Texas to identify lakes, rivers, streams and estuaries failing to meet or not expected to meet water quality standards and not supporting their designated uses (contact recreation, drinking, aquatic life, etc.). This list of impaired waterbodies is known as the Texas 303(d) List and must be submitted to the EPA for review and approval every two years. The List also identifies the pollutants or conditions responsible for impairment.

The State must establish a Total Maximum Daily Load (TMDL) for certain waterbodies identified on the 303(d) List. A TMDL defines the maximum amount of a pollutant that a waterbody can assimilate on a daily basis and still meet water quality standards, essentially a budget for allowable pollution. The pollution reduction goal set by the TMDL is necessary to restore attainment of the designated use of the impaired waterbody. The maximum amount of pollutant is determined by conducting a detailed water quality assessment that provides the information for a TMDL to allocate pollutant loads between point sources, nonpoint sources, and natural sources. It also takes into account a margin of safety, which reflects uncertainty; the load allocation must also allow for future growth. TMDLs must be legally and scientifically defensible; therefore, TMDLs describe that data, analyses, and assumptions used in calculating the allocations and identify the causes and sources of the pollutant and estimates the load reductions necessary to restore water quality.

Based on the environmental target of the TMDL, an Implementation Plan is then developed that prescribes the measures necessary to mitigate anthropogenic (human-caused) sources of that pollutant in that waterbody. The I-Plan specifies limits for point source dischargers and recommends best management practices for nonpoint sources. Where nonpoint sources of pollution are identified, the State will work through the Texas NPS Management Program to encourage local implementation of voluntary actions to reduce the amount of pollutants entering waterbodies. It also lays out a schedule for implementation. Together, the TMDL and the I-Plan serve as the mechanism to reduce the pollutant, restore the full use of the waterbody and remove it from the 303(d) List. EPA must approve the TMDL, but the I-Plan only requires State approval.

The State's TMDL Program works to improve water quality in impaired waterbodies in Texas. The program is a major component in the State's strategy for managing the quality of water in Texas streams, lakes, bays, and other surface waters. The TCEQ and the TSSWCB are the state agencies having primary responsibility for developing and implementing TMDLs.

The TCEQ is the State's lead agency for urban nonpoint source pollution abatement and for point source discharge permitting through the Texas Pollutant Discharge Elimination System. The TSSWCB is the lead State agency for planning, implementing, and managing programs and practices for preventing and abating agricultural and silvicultural NPS water pollution. The TCEQ, which has overall authority for managing the quality of surface waters, must adopt all TMDLs and is the agency responsible for their submission to the EPA. In accordance with the MOA, the State Board will consider taking action on (i.e., approving) TMDLs and I-Plans with significant agricultural or silvicultural NPS components.

In order to abate agricultural and silvicultural NPS pollution, TMDLs and I-Plans will implement components of other TSSWCB Programs, such as the WQMP Program. Additionally, the TSSWCB NPS Grant Program frequently serves as a funding source to implement the agricultural and silvicultural NPS components of I-Plans.

Environmental Data Quality Management Function

Quality Assurance (QA) activities are conducted within the TSSWCB to ensure that all environmental data generated and processed are scientifically valid; of known precision and accuracy and acceptable completeness, representativeness and comparability; and legally defensible regarding methodology. This is achieved by ensuring that adequate QA tools are used throughout the entire data collection and assessment process (from initial planning through data usage).

The tools used in the quality system include the TSSWCB Quality Management Plan (QMP), management systems reviews, readiness reviews, the Data Quality Objective (DQO) process, Quality Assurance Project Plans (QAPPs), surveillance, Standard Operating Procedures (SOPs), technical systems audits, reviews, and data quality assessments. The TSSWCB QA Officer and appropriate management and technical staff participate in and are responsible for the creation and implementation of each of these tools. Individual QAPPs include a schedule for required reviews, assessments, and audits.

Texas Groundwater Protection Committee

The Legislature created the Texas Groundwater Protection Committee (TGPC) in 1989 to bridge gaps and improve coordination among existing state water and waste regulatory programs. State law [Texas Water Code (TWC), 26.401—26.407] established the TGPC and outlined its powers, duties and responsibilities. While the TCEQ chairs the committee, the TSSWCB serves as a member agency. The TGPC implements the State's groundwater protection policy which calls for non-degradation of the State's groundwater resources.

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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.

The services and programs provided by the TSSWCB target rural Texas farmers and ranchers, but the results of these services provide benefits to all Texans. The Texas Nonpoint Source Management Program works with farmers and ranchers and many other state federal, and local partners to voluntarily reduce water quality pollutants, resulting in water quality improvements in Texas waterbodies. These improvements benefit wildlife habitat, waters used for recreation, and drinking water sources.

Successful voluntary resource conservation programs, such as the Water Quality Management Plan Program, will become more and more complex in the future. Securing voluntary cooperation from private property owners will require increased efforts but will continue to be the most efficient and effective means of conserving and protecting the state's natural resources.

The TSSWCB produces the maximum results with minimal waste of taxpayer funds by utilizing the effective and proven local conservation delivery system of 216 SWCDs, maximizing relationships with partners, and by leveraging state funds with local, federal and external funds whenever possible. Additionally, TSSWCB focuses on implementation through delivering conservation on the ground, and operating with overhead costs of approximately two-percent.

The TSSWCB strives to provide the highest quality of service to all of its customers. In a recent Customer Survey, TSSWCB rated an average of 4.64 out of 5, with 5 being very satisfied, in customer satisfaction. TSSWCB works to track and monitor customer feedback to identify specific needs and potential areas of improvement within the agency. Exceeding the expectations of TSSWCB's customers is of utmost importance. More information on the Customer Service Report can be found in Schedule G.

AGENCY OPERATIONAL GOAL AND ACTION PLAN
<p data-bbox="191 136 812 163">GOAL C – PROTECT AND ENHANCE WATER SUPPLIES</p> <p data-bbox="191 207 1344 306">To protect and enhance water supplies in Texas by ensuring that a statewide water conservation program is available and that funds are being used effectively to increase water conservation and enhance water yields through effective land stewardship in targeted areas.</p> <p data-bbox="505 317 1081 344">SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</p> <p data-bbox="240 388 1383 487">1. Carrizo Cane Eradication Program (CCEP) Provide Financial/Technical Assistance for Carrizo Cane Control and Enhance Border Security Through the Eradication of Carrizo Cane on the Rio Grande River</p> <p data-bbox="289 531 828 558"><u><i>Rio Grande Carrizo Cane Eradication Program</i></u></p> <p data-bbox="289 602 1393 987">Large dense stands of non-native carrizo cane (<i>Arundo donax</i>) now occupy the banks and floodplains of the Rio Grande, thwarting law enforcement efforts along the international border, impeding and concealing the detection of criminal activity, restricting law enforcement officers’ access to riverbanks, and impairing the ecological function and biodiversity of the Rio Grande. These stands of invasive riparian weeds present considerable obstacles for the protection of the international border by law enforcement and agricultural inspectors, by both significantly reducing visibility within enforcement areas and by providing favorable habitat for agriculturally damaging cattle ticks. Carrizo cane is a noxious brush species that consumes precious water resources to a degree that is detrimental to water conservation. As a result of this weed’s high evapotranspiration capacity, infestations threaten water supplies for agricultural and municipal drinking water uses in south Texas.</p> <p data-bbox="289 1031 1386 1234">In order to help meet the Governor’s border security priorities, the 84th Texas Legislature, in 2015, directed the TSSWCB, through Senate Bill 1734, to develop and implement a program to eradicate carrizo cane along the Rio Grande. The legislation was approved by both chambers of the Legislature and signed by the Governor on June 10, 2015. The goal of the program is to improve border security and restore function of the Rio Grande through invasive species control.</p> <p data-bbox="289 1278 1386 1449">The TSSWCB CCEP establishes long-term management of invasive carrizo cane at a landscape scale along the entire Rio Grande, an international border with great ecological and cultural significance. Comprehensively addressing the impacts of carrizo cane on border security are paramount to the program, while also accruing benefits to the ecosystem health of the Rio Grande and water user groups in south Texas.</p> <p data-bbox="289 1493 500 1520">The CCEP aims to:</p> <ul data-bbox="289 1526 1357 1770" style="list-style-type: none"> • Reduce carrizo cane canopy, density, and biomass, • Improve border access for law enforcement officers, • Improve visibility to allow better detection of illegal activities, • Restore ecological function, degraded riparian habitats, and biodiversity of the Rio Grande, and • Enhance water savings by conserving water lost to evapotranspiration by carrizo cane. <p data-bbox="289 1814 1373 1873">Due to the diversity of biological, legal, and cultural issues associated with control of carrizo cane along the 1,255-mile Rio Grande international border, the TSSWCB has adopted rules</p>

that allow for an ecosystem-based approach that integrates the use of biological, chemical, mechanical, and cultural controls, as appropriate, to manage carrizo cane along the Rio Grande. However, in the course of administering the program TSSWCB has determined that mechanical treatment, as well as biological treatment if deployed in combination with mechanical treatment, is counter productive to establishing long term control. Carrizo cane is capable of sprouting roots and reestablishing itself not only where it is treated but also downstream wherever it settles during rainfall events and the natural flow of the river. As such, the TSSWCB believes that the use of legally available herbicide is the only method that is effective in a timeframe that is consistent with the purpose of the program. Such an approach better promotes the re-establishment of beneficial native plants, and will necessitate a long-term maintenance program to ensure control is successful. Participation in the program is voluntary for landowners.

Texas Invasive Species Coordinating Committee

Because invasive species are likely to cause economic harm, environmental harm, or harm to human health, the Texas Invasive Species Coordinating Committee (TISCC) was established by the 81st Texas Legislature (SB 691), and is administratively attached to the TSSWCB.

The TISCC serves as a catalyst for cooperation between state agencies in the area of invasive species control, facilitating governmental efforts to prevent and manage the spread of invasive species and to mitigate the effects invasive species have on the economy, the environment, and people's health.

The member agencies of the TISCC are the Texas Department of Agriculture, the Texas Parks and Wildlife Department (TPWD), the TSSWCB, the Texas A&M AgriLife Extension Service, the TFS, and the TWDB.

The TISCC provides a forum for developing interagency strategies and policies for invasive species control. Its member agencies cooperate through an orderly exchange of information, jointly held meetings, and the appointment of sub-committees and working groups in order to facilitate development of effective and timely state responses to invasive species and to make recommendations to the leadership of state agencies regarding research, technology transfer, and management actions related to invasive species control.

The TSSWCB is also anticipating an increase in the state's ability to control invasive species through the work of the Texas Invasive Species Coordinating Committee. Since the TISCC began its work, the TSSWCB and other agencies feel that improvements in the state's efforts to mitigate the effects of invasive species will occur due to a greater emphasis being placed on them, the potential for increased federal funding, and increased coordination between state agencies.

Many of TSSWCB's programs support the State's invasive species management goals and contribute to achieving the goals and objectives of the TISCC.

Interagency Task Force on Economic Growth and Endangered Species

The Interagency Task Force on Economic Growth and Endangered Species (Task Force) was established by the 81st Legislature in 2009. The Task Force serves as a mechanism for state agencies to provide policy and technical assistance regarding effective and cost-efficient compliance with endangered species laws and regulations to local and regional governmental entities and their communities engaged in economic development activities.

The Task Force is composed of the Comptroller of Public Accounts, the Commissioner of Agriculture, and the Executive Directors of Texas Parks and Wildlife Department (TPWD), Texas Department of Transportation (TXDOT) and the TSSWCB.

The Task Force is charged with assessing the economic impact on the state of federal, state, or local regulations relating to endangered species, and assisting landowners and others to identify, evaluate, and implement cost-efficient strategies for mitigation of impacts to and recovery of endangered species that will promote economic growth and development in the state.

The TSSWCB contributes to the Task Force's objectives by improving coordination between local SWCDs and other partners on endangered species laws and regional economic development interests.

Texas Prescribed Burn Board

The Legislature created the Texas Prescribed Burn Board (TPBB) in 1999 to set standards for prescribed burning, develop a comprehensive training curriculum for the certification of prescribed burn managers, establish minimum education and professional requirements for instructors for the approved curriculum, and set minimum insurance requirements for prescribed burn managers. State Law {Natural Resources Code, Chapter 153} established the TPBB and outlined its powers, duties and responsibilities. The TPBB is managed by the Texas Department of Agriculture and the TSSWCB serves as a member agency.

Regional Water Planning Groups

In 2017, the Legislature passed Senate Bill 1511 directing each of the Texas Water Development Board's Regional Water Planning Groups to include a representative from the Texas State Soil and Water Conservation Board to serve as an ex officio member.

2. Provide Financial/Technical Assistance for Water Quantity Enhancement

Provide program expertise, conservation technical guidance and financial implementation for control of water-depleting native and invasive species of brush to conserve water and enhance water yields through effective land stewardship in targeted areas.

Water Supply Enhancement Program

Scarcity and competition for water have made sound water planning and management increasingly important. The demand for water in Texas is expected to increase by over 17%, to a demand of about 21.6 million acre-feet in 2070; while existing water supplies are projected to decrease by nearly 11%, to about 13.6 million acre-feet (2017 State Water Plan).

Noxious brush, detrimental to water conservation, has invaded millions of acres of rangeland and riparian areas in Texas, reducing or eliminating stream flow and aquifer recharge through interception of rainfall and increased evapotranspiration. Brush control has the potential to enhance water yield by conserving water lost to evapotranspiration, protect water quality and reduce soil erosion, aid in wildfire suppression by reducing hazardous fuels and manage invasive species.

From 1999 through 2017 the TSSWCB received state appropriations to operate the Water Supply Enhancement Program (WSEP), formerly named the Texas Brush Control Program. The WSEP has not received appropriations since Fiscal Year 2018, and is no longer being administered.

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4. Attentive to providing excellent customer service.
5. Transparent such that agency actions can be understood by any Texan.

The services and programs provided by the TSSWCB target rural Texas farmers, ranchers, and landowners, but the results of these services provide benefits to all Texans. For example, assisting landowners to control noxious brush species has the potential to enhance water yield by conserving water lost to evapotranspiration, protect water quality and reduce soil erosion, aid in wildfire suppression by reducing hazardous fuels and manage invasive species. These services will aid in meeting the growing water needs of the growing population of Texas. Additionally, the control of Carrizo Cane improves border security and restores function of the Rio Grande through invasive species control.

The TSSWCB produces the maximum results with minimal waste of taxpayer funds by utilizing the effective and proven local conservation delivery system of 216 SWCDs, maximizing relationships with partners, and by leveraging state funds with local, federal and external funds whenever possible. Additionally, TSSWCB focuses on implementation through delivering conservation on the ground, and operating with overhead costs of less than three-percent.

The TSSWCB strives to provide the highest quality of service to all of its customers. In a recent Customer Survey, TSSWCB rated an average of 4.64 out of 5, with 5 being very satisfied, in customer satisfaction. TSSWCB works to track and monitor customer feedback to identify specific needs and potential areas of improvement within the agency. Exceeding the expectations of TSSWCB's customers is of utmost importance. More information on the Customer Service Report can be found in Schedule G.

Texas State Soil and Water Conservation Board ensures transparency through consistently sharing program and activity updates through delivery of quarterly updates, annual reports, social media, email subscribers, and the continuous updating of the TSSWCB website.

AGENCY OPERATIONAL GOAL AND ACTION PLAN
GOAL D – Indirect Administration
<p data-bbox="501 329 1084 357" style="text-align: center;">SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</p> <p data-bbox="240 401 919 428">1. Provide Indirect Administration of Agency Functions</p> <p data-bbox="287 472 1373 714">Indirect Administration includes the Governing Board Members, Executive Director, Human Resources, Information Resources Management, and Financial Administration. These functions directly affect the outcomes, outputs, and efficiencies of all TSSWCB programs either through: Board policy making; Executive leadership; staff recruitment, retention and development; payroll; information systems and cybersecurity; asset management; and financial management. The agency operates with a minimal indirect cost at approximately 2% of direct expenditures.</p> <p data-bbox="240 758 708 785">2. Information Technology Resources</p> <p data-bbox="287 829 1373 926">TSSWCB information technology support strives to provide all its programs with secure, enterprise-class IT systems in a hybrid cloud and local environment to provide flexibility and cost savings.</p> <p data-bbox="287 970 1284 1035">IT purchases are made almost exclusively through contracts negotiated by the Texas Department of Information Resources with trusted hardware and software vendors.</p> <p data-bbox="287 1079 1344 1176">The agency has long relied on open source software to provide much of its network infrastructure, security, and desktop GIS applications, with a strong emphasis on security, availability, open standards and reduced costs.</p> <p data-bbox="287 1220 1390 1316">Social media, mailing lists, and public websites continue to play significant roles in agency communications with the public and agency staff continue to monitor emerging technologies such as blockchain technology for future relevance to agency goals.</p>
<p data-bbox="280 1470 1305 1497" style="text-align: center;">DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE</p> <ol data-bbox="191 1507 1318 1749" style="list-style-type: none"> 1. Accountable to tax and fee payers of Texas. 2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve. 4. Attentive to providing excellent customer service. 5. Transparent such that agency actions can be understood by any Texan. <p data-bbox="191 1793 1364 1885">The services and programs provided by the TSSWCB target rural Texas farmers, ranchers, and landowners, but the results of these services provide benefits to all Texans. Indirect administration impacts the effective administration and implementation of all agency programs.</p>

The TSSWCB produces the maximum results with minimal waste of taxpayer funds by utilizing the effective and proven local conservation delivery system of 216 SWCDs, maximizing relationships with partners, and by leveraging state funds with local, federal and external funds whenever possible. Additionally, TSSWCB focuses on implementation through delivering conservation on the ground, and operating with overhead costs of approximately two-percent.

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REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule, or Regulation (Provide Specific Citation if applicable)	Describe why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
Government Code §421.021	TSSWCB is the only Article VI agency that is not a member of the Homeland Security Council. Prior to the 84 th Legislature and passage of S.B. 1734, this was appropriate as TSSWCB had no homeland security responsibilities. However, S.B. 1734 established the CCEP with border security as the purpose of the program. So, to fully integrate TSSWCB and the CCEP into the State's homeland security apparatus, TSSWCB should be placed on the Homeland Security Council.	Statutory changes to Government Code §421.021 to add TSSWCB to the Homeland Security Council.	The agency and the CCEP will be better integrated into the State's homeland security apparatus.

1. **Weather and Seasonal Variability** - An obstacle the TSSWCB must perpetually manage is the difficulty in administering cost-sharing programs for conservation practices that are both bound by the constraints of weather and seasonal variations as well as the constraints of a biennial budget cycle. Many conservation practices can only be successfully implemented when precipitation is favorable for the establishment of vegetation, or when the weather conditions are suitable for the use of herbicides. Often, funding that is contractually obligated for a specific purpose is delayed due to unfavorable conditions, increasing the possibility that the funding will be lapsed back into the state treasury before the work can be accomplished. Having the ability to expand the period of time within which contracted obligations could be liquidated would likely decrease the amount of funding removed from those programs due to lapses, and increase the amount of conservation installed on Texas lands.
2. **Federal Funds Match Requirement**- The greatest impediment to securing federal funds is the requirement in most programs that they be matched by varying percentages of non-federal funds. Limited state appropriations to be used as match have and will continue to limit efforts to obtain federal funding.
3. **Changes in Federal Regulations** - The TSSWCB must routinely adapt its programs to changes in the federal regulations relating to the Clean Water Act. Slight changes to laws at the federal level often cause an enormous amount of work at the state level. For example, when the EPA reclassified certain dry-litter poultry operations as “point sources” under the federal permitting program, extensive changes needed to be made to the rules and program guidance of both the TSSWCB and the TCEQ.
4. **Changes in land ownership**- For many years, the number of people involved in agricultural production has been on the decline, and the average size of agricultural enterprises has grown. This has, to a large degree, been the result of economic forces making it more and more difficult to acquire and maintain economically viable agricultural operations. These same economic forces have required producers to scrutinize investments made in resource protection and conservation activities more closely. As land ownership changes, conservation

plans and practices often change to adapt to changes in management. Changes in land ownership impact conservation programs in three ways. First, each individual landowner may have different management objectives and techniques. Second, changes in ownership often result in increased absentee ownership, where the landowner does not live on or have a direct hand in operation of the land unit. In such cases, those administering conservation programs must not only deal with landowners who may live a long distance away, but must become involved in and sensitive to landowner/tenant relationships. As absentee landownership increases, the number of producers who do not own land increases. The third impact is the decrease in the number of people qualified to serve as district directors.

SUPPLEMENTAL SCHEDULES

SCHEDULE A: AGENCY BUDGET STRUCTURE

Goal A—SOIL AND WATER CONSERVATION ASSISTANCE

To protect and enhance Texas natural resources by providing education, outreach, and information on water quality improvement, measuring water yield enhancement, soil and water conservation and ensuring that a quality conservation program is available and being applied in all soil and water conservation districts.

OBJECTIVE 1 – Provide Program Expertise, Financial Assistance and Technical Guidance to All Soil and Water Conservation Districts

Provide a level of financial assistance, technical guidance, and administrative support to all districts allowing them to: identify 100 percent of their soil and water resource needs and develop and manage conservation plans and programs to meet district needs.

Outcome Measure: Percent of District Financial Needs Met by Soil and Water Conservation Board Grants

Strategy: Program Expertise, Financial and Conservation Implementation Assistance

Provide program expertise, technical guidance and conservation implementation assistance, and financial assistance on a statewide basis in managing and directing conservation programs

Output Measure: Number of Grants-Related Claims Processed

Output Measure: Number of Contacts with Districts to Provide Conservation Program Implementation and Education Assistance

Efficiency Measure: Average Number of Days to Process a Grants-Related Claim

Explanatory Measure: Percent of Districts Receiving Technical Assistance Funds

Strategy: Rural and Urban Conservation Outreach

Design and implement outreach programs which effectively communicate and promote proper stewardship of the State's natural resources

Output Measure: Number of District Meetings Attended

OBJECTIVE 2 – Flood Control Dam Maintenance and Structural Repair

Provide grants to flood control dam Sponsors for dam maintenance and structural repair.

Outcome Measure: Percent of Flood Control Dams Identified as in Need of Repair

Strategy: Flood Control Dam Maintenance and Structural Repair

Provide grants to flood control dam sponsors to perform operation, maintenance, structural repair, and/or rehabilitation for the protection and safety of human health and infrastructure.

Output Measure: Number of flood control dam repair grants awarded

Output Measure: Number of flood control dam repairs completed

GOAL B – ADMINISTER A PROGRAM FOR ABATEMENT OF AGRICULTURAL NONPOINT SOURCE POLLUTION

To effectively administer a program for the abatement of nonpoint source pollution caused by agricultural and silvicultural uses of the state's soil and water resources.

OBJECTIVE 1 – Reduce Agricultural/Silvicultural Nonpoint Source Pollution with Prevention Program

Reduce the potential loadings from agricultural and silvicultural nonpoint sources by designing and implementing pollution prevention programs in each area with identified problems and concerns within four years of identification.

Outcome Measure: Percent of Projects Addressing 303(d) List Impaired Water Bodies

Outcome Measure: Percent of Agricultural and Silvicultural Operations with a potential to cause Nonpoint Source Pollution in Problem Areas as Identified and designated by the TSSWCB

Strategy: Implement a Statewide Management Plan for Controlling Nonpoint Source Pollution

Implement and update as necessary a statewide management plan for the control of agricultural and silvicultural nonpoint source water pollution

Output Measure: Number of Proposals for Federal Grant Funding Evaluated by TSSWCB Staff

Strategy: Water Quality Management Plans for Problem Agricultural Areas

Develop and implement water quality management plans for agricultural/silvicultural operations in identified problem areas

Output Measure: Number of Water Quality Management Plans Certified

Output Measure: Number of Water Quality Cost Share Incentive Grants Made

Efficiency Measure: Average Number of Days to Certify Water Quality Management Plans

GOAL C – PROTECT AND ENHANCE WATER SUPPLIES

To protect and enhance water supplies in Texas by ensuring that a statewide water conservation program is available and that funds are being used effectively to increase water conservation and enhance water yields through effective land stewardship in targeted areas

OBJECTIVE 1 – Conserve and enhance water supplies for the state of Texas

Manage and direct water conservation and water yield programs in targeted watersheds

Outcome Measure: Percent of Eligible Acres in Brush Control Project Areas Treated and Cleared

Outcome Measure: Predicted Number of Gallons of Water Yielded from Water Supply Enhancement Program

Strategy: Provide financial/Technical Assistance for Water Quantity Enhancement

Provide program expertise, technical guidance and conservation implementation assistance, and financial assistance for brush control and other means to conserve water and enhance water yields in targeted areas

Output Measure: Number of Acres of Brush Treated

Output Measure: Number of Acres of Brush under a Resource Management Plan

Efficiency Measure: Average Cost per Acre of Mechanical Brush Clearing

Efficiency Measure: Average Cost per Acre of Chemical Brush Clearing

Strategy: Carrizo Cane Eradication

Provide Financial/Technical Assistance for Carrizo Cane Control and Enhance Border Security Through the Eradication of Carrizo Cane on the Rio Grande River

Output Measure: Predicted Number of Acres of Carrizo Cane Treated

GOAL D – INDIRECT ADMINISTRATION

OBJECTIVE 1 – Indirect Administration

Strategy: Indirect Administration

SCHEDULE B: LIST OF MEASURE DEFINITIONS

Goal:	Soil and Water Conservation Assistance	
Objective:	Provide Program Expertise, Financial and Technical Guidance to all Soil and Water Conservation Districts	
Outcome Measure:	Percent of District Financial Needs Met by Conservation Board Grants	
	Definition: The total amount of grant payments and other direct payments to districts to meet financial needs as requested by districts in their biennial budget request divided by the total projected financial needs of districts as requested in their district biennial budget request with the quotient being expressed as a percent.	
	Purpose/Importance: This measure addresses the number of direct payments to the districts in the form of grant funds as allocated with state revenues. Addresses the resource needs of the districts.	
	Source/Collection of Data: The data is collected via program guidelines for report and payment procedures and biennial budget requests submitted by districts. The field staff is kept apprised of program reporting adherence by districts and grant payments processed by districts.	
	Method of Calculation: Dollar amount of grant payments and other direct payments to districts to meet financial needs as requested by districts in their biennial budget request are divided by total projected financial needs of districts as requested in their district biennial budget request. Expressed as a percentage.	
	Data Limitations: Measure is considered to offer reliable information on financial program support to districts but is restricted by total allocated funds available for allocation to districts.	Calculation Type: Noncumulative
	New Measure: No	Target Attainment: Higher than target
Strategy:	Program Expertise, Financial and Conservation Implementation Assistance	
Output Measure:	Number of Contacts with Districts to provide Conservation Education Assistance	
	Definition: The total number of district directors and employees contacted by State Board staff through personal contacts, seminars, workshops, and other conservation program related functions.	
	Purpose/Importance: Tracks the number of contacts and assistance districts are receiving from TSSWCB staff.	
	Source/Collection of Data: Information tabulated from staff reports.	
	Method of Calculation: Tabulated from actual numbers documented by staff.	
	Data Limitations: Limited only by reporting accuracy. Contacts are obtained via personal interaction and phone conversations.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Output Measure:	Number of Grants-related Claims Processed	
	Definition: The total number of claims for grant funds from Soil and Water Conservation Districts processed for payment by TSSWCB staff.	
	Purpose/Importance: Tracks the requests of grant funds.	

	Source/Collection of Data: Tabulated from data collected from Soil and Water Conservation Districts.	
	Method of Calculation: Collected and tabulated by TSSWCB staff as requests re-evaluated.	
	Data Limitations: Limited by requests received from Soil and Water Conservation Districts.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Efficiency Measure:	Average Number of Days to Process a Grants-Related Claim	
	Definition: Using a representative sample of all claims processed, and dividing the total days spent in processing those claims by the number of claims in the sample, calculate the average time spent in processing expressed as calendar days.	
	Purpose/Importance: Evaluates the agency's performance relating to processing of grant payments.	
	Source/Collection of Data: Submitted to agency via Soil and Water Conservation Districts.	
	Methodology: The total number of days spent in processing those claims is divided by the number of claims in the representative sample, expressed as calendar days.	
	Data Limitations: Limited only by the number of claims received from Soil and Water Conservation Districts.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Lower than target
Explanatory Measure:	Percent of Districts Receiving Technical Assistance Funds	
	Definition: The number districts participating in the Technical Assistance Program divided by the total number of Soil and Water Conservation Districts with the resulting quotient expressed as a percent.	
	Purpose/Importance: Addresses the resource needs of the Soil and Water Conservation Districts.	
	Source/Collection of Data: Information collected from Soil and Water Conservation Districts.	
	Method of Calculation: Number of districts participating in Technical Assistance program divided by total number of districts with the resulting quotient expressed as a percentage.	
	Data Limitations: Limited by the number of requests received from Soil and Water Conservation Districts.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Strategy:	Rural and Urban Conservation Outreach	
Output Measure:	Number of District Meetings Attended	
	Definition: The total number of district board meetings, district functions that are posted and a quorum is present, district elections, and other meetings attended for the purpose of acquiring and disseminating information to soil and water conservation districts.	
	Purpose/Importance: Identifies the conservation outreach and district assistance efforts of the TSSWCB staff.	
	Source/Collection of Data: Events are tabulated and categorized for reporting by TSSWCB staff.	
	Method of Calculation: Total number of events are recorded and tabulated.	

	Data Limitations: Limited only by accuracy of reporting of district meetings, district functions that are posted and a quorum is present, district elections, and other meetings attended for the purpose of acquiring and disseminating information to soil and water conservation districts.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Objective:	Flood Control Dams	
Outcome Measure:	Percent of Flood Control Dams Identified as in Need of Repair	
	Definition: The percentage of flood control dams that have a known repair need.	
	Purpose/Importance: Provides an outcome of the amount of repair needs in the state that can be addressed through TSSWCB's Flood Control Dam Structural Repair Grant Program. This program was created in response to an appropriation of funds intended to be passed through to local dam sponsors for the purpose of providing no more than 95% of the cost of a structural repair to a flood control dam. When possible, these funds are also used to provide between 25% and 35% of the match required for federally funded dam repairs and rehabilitation projects.	
	Source/Collection of Data: The agency receives data regarding repair needs on applications for grant funding.	
	Method of Calculation: The number of flood control dams known to have a repair need divided by the total number of flood control dams in the state with the resultant quotient being expressed as a percentage.	
	Data Limitations: The agency does not have the authority nor the resources to require or carry out surveys of all flood control dams, nor routinely receive the results of site inspections or dam safety inspections. Repair needs are only verified or confirmed by the agency when an application for repair grant funds is submitted for consideration. Some information from a 2008 statewide survey conducted by the USDA-NRCS has provided a baseline, however, each passing year makes it less relevant.	Calculation Type: Cumulative
	New Measure: Yes	Target Attainment: Higher than target
Strategy:	Flood Control Dam Operation, Maintenance, Repair, and Rehabilitation	
Output Measure:	Number of Flood Control Dam Repair Grants Awarded	
	Definition: The number of flood control repair grant applications received by the agency that result in a grant award to a dam sponsor for the protection and safety of human health and critical infrastructure.	
	Purpose/Importance: Provides an output on the performance of the TSSWCB's Flood Control Dam Structural Repair Grant Program. This program was created in response to an appropriation of funds intended to be passed through to local dam sponsors for the purpose of providing no more than 95% of the cost of a structural repair to a flood control dam. When possible, these funds are also used to provide between 25% and 35% of the match required for federally funded dam repairs and rehabilitation projects.	
	Source/Collection of Data: The amount of funding available and the number of applications received will be known numbers to the agency on a yearly basis.	

	Method of Calculation: The number of flood control dam repair contracts awarded is totaled.	
	Data Limitations: Limited by the amount of funds received by the TSSWCB per grant year, and the number of applications received for repair grant funds. Given the number and severity of significant repair needs known to the agency, the agency has determined that for every \$2 million in appropriated funding the agency will be able to award one contract per fiscal year. For every \$2 million in funds one flood control dam repair contract will be awarded.	Calculation Type: Cumulative
	New Measure: Yes	Target Attainment: Higher than target
Output Measure:	Number of Flood Control Dam Repairs Completed	
	Definition: The number of flood control dams repaired in a fiscal year with the assistance of a grant through the TSSWCB's Flood Control Dam Structural Repair Grant Program for the protection and safety of human health and critical infrastructure.	
	Purpose/Importance: Provides an output on the performance of the TSSWCB's Flood Control Dam Structural Repair Grant Program. This program was created in response to an appropriation of funds intended to be passed through to local dam sponsors for the purpose of providing no more than 95% of the cost of a structural repair to a flood control dam. When possible, these funds are also used to provide between 25% and 35% of the match required for federally funded dam repairs and rehabilitation projects.	
	Source/Importance: The amount of funding available and the number of applications received will be known numbers to the agency on a yearly basis.	
	Method of Calculation: The number of flood control dams repaired is totaled.	
	Data Limitations: Limited by the amount of funds appropriated to the TSSWCB and the number of applications received by the TSSWCB during the current and previous two fiscal years. Given the number and severity of significant repair needs known to the agency, the agency has determined that for every \$2 million in appropriated funding the agency will be able to complete one structural repair project per fiscal year.	Calculation Type: Cumulative
	New Measure: Yes	Target Attainment: Higher than target
Goal:	Administer a Program for Abatement of Agricultural Nonpoint Source Pollution	
Objective:	Reduce Agricultural/Silvicultural NPS Pollution with Prevention Programs	
Outcome Measure:	Percent of Projects Addressing 303(d) List Impaired Waterbodies	
	Definition: The percent of approved and active projects addressing 303(d) listed impaired or impacted waterbodies with federal grant funds.	
	Purpose/Importance: Tabulates the percent of TSSWCB projects funded with federal grant dollars addressing impaired or impacted waterbodies as listed on the 303(d) list. Projects are focused on nonpoint source abatement for the control of agricultural and silvicultural source water pollution. CWA Section 319(h) grant funds can be utilized in the 305(b) listed water bodies of the State and Assessment Projects. The TSSWCB has directed that the majority of funds be directed at impaired or impacted water bodies already showing problems.	

	Source/Collection of Data: Collected from proposals accepted and funded under contract by the TSSWCB.	
	Method of Calculation: The number of federally funded, approved, and active projects addressing 303(d) listed impaired or impacted waterbodies is divided by the total number of federally funded, approved, and active projects with the resultant quotient being expressed as a percentage.	
	Data Limitations: Limited by the amount of funds received by the TSSWCB per grant year and grantor guidance.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Outcome Measure:	Percent Problem Areas with Certified Plans	
	Definition: The number of agricultural/silvicultural operations identified as having a potential to cause nonpoint source pollution with certified water quality management plans divided by the total number of agricultural/silvicultural operations identified as having a potential to cause nonpoint source pollution in problem areas designated by the TSSWCB with the quotient expressed as a percent.	
	Purpose/Importance: Tabulates the agricultural/silvicultural operations with water quality management plans versus operations without water quality management plans in problem areas designated by the TSSWCB.	
	Source/Collection of Data: Tabulated from data collected from Regional Offices, CWA Grant program and internal database containing certified water quality management plans.	
	Method of Calculation: Operations identified as having a potential to cause nonpoint source pollution with certified plans divided by total operations identified as having a potential to cause nonpoint source pollution in problem areas designated by the TSSWCB.	
	Data Limitations: Data limited only by ability to identify operations having a potential to cause nonpoint source pollution.	Calculation Type: Noncumulative
	New Measure: No	Target Attainment: Higher than target
Strategy:	Implement a Statewide Management Plan for Controlling Nonpoint Source Pollution	
Output Measure:	Number of proposals for Federal Grant Funding Evaluated	
	Definition: The number of proposals for federal grant funding evaluated by TSSWCB staff	
	Purpose/Importance: Identifies direction of agency's funding initiatives.	
	Source/Collection of Data: Generated through proposals received, internal and external recommendations, and assessment of potential sites.	
	Method of Calculation: Collected and tabulated by Board staff as requests are evaluated.	
	Data Limitations: Limited by number of proposals received.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Strategy:	Water Quality Management Plans for Problem Agricultural Areas	
Output Measure:	Number of Water Quality Management Plans Certified	
	Definition: The number of plans developed and certified to satisfy compliance requirements of the state's water quality standards.	

	Purpose/Importance: Demonstrates need of water quality management plans and major area of work and funding for agency.	
	Source/Collection of Data: Submitted to agency via Soil and Water Conservation Districts and TSSWCB Regional Offices for certification signature. Maintained in agency database.	
	Method of Calculation: Tabulated from submitted plans for certification during quarter.	
	Data Limitations: Limited by requests and the availability of planning assistance at the district level.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Output Measure:	Number of Water Quality Cost-Share Incentive Grants Made	
	Definition: The number of grants made to cooperators to defray part of the cost of installing water quality management plans.	
	Purpose/Importance: Shows the amount of need in the field for cost share assistance.	
	Source/Collection of Data: Generated internally by payments processed.	
	Method of Calculation: Tabulated from applications for cost share and payment process.	
	Data Limitations: Limited only by requests.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Efficiency Measure:	Average Number of Days to Certify Water Quality Management Plans.	
	Definition: The total time required to certify Water Quality Management plans divided by the number of plans developed with the quotient expressed in terms of calendar days with time tracked from the date plan is received by TSSWCB through date of plan certification.	
	Purpose/Importance: Evaluates agency's efficiency and turnaround time upon receipt of application from field.	
	Source/Collection of Data: Generated by Regional Offices and headquarter staff involved in application process	
	Method of Calculation: The total time required to certify pollution abatement plans divided by the number of plans developed with the quotient expressed in terms of calendar days with the time tracked from the date plan is received by TSSWCB through date of plan certification.	
	Data Limitations: Limited only by timeframe in process and plans developed for the quarter.	Calculation Type: Noncumulative
	New Measure: No	Target Attainment: Lower than target
Goal:	Protect and Enhance Water Supplies	
Objective:	Conserve and Enhance Water Supplies for the State of Texas	
Outcome Measure:	Percent of Eligible Acres in WSEP Areas Treated and Cleared of Brush	
	Definition: The percent of eligible acreage in WSEP areas treated and cleared of brush as determined by Feasibility Studies for the watersheds. Measure evaluates the amount of eligible acres treated and cleared as compared to the eligible acres.	
	Purpose/Importance: This measure addresses the level of activities ongoing in evaluating the end objective of the project. Of the actual acres of brush that have been treated and cleared this measure indicates where does the program activities stand in comparison to what is eligible to be treated.	

	Source/Collection of Data: Collected from information contained in the feasibility studies for the projects and project objectives in conjunction with landowner input. Actual acreage treated and cleared information is collected from Performance Certifications submitted by landowners for cost-share reimbursement.	
	Method of Calculation: The number of acres treated and cleared divided by the number of eligible acres in WSEP areas as determined by feasibility studies.	
	Data Limitations: Measure limited in scope only by on ground activities to clear and treat brush, funding constraints, unfavorable weather conditions and economic downturn in agricultural activities.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Outcome Measure:	Predicted Number of Gallons of Water Yielded	
	Definition: The total predicted amount of water yielded in all WSEP Program project watersheds combined as a result of reduced evapotranspiration by brush and reduced evaporation due to interception of rainfall by brush.	
	Purpose/Importance: To measure the total predicted amount of water yielded in all WSEP project watersheds combined as a result of reduced evapotranspiration by brush and reduced evaporation due to interception of rainfall by brush.	
	Source/Collection of Data: Agency verification data relating to acres of brush treated, predicted gallons of water yield (gallons/acre/year) for each WSEP project watershed as determined by feasibility studies and/or research activities, and estimates included on watershed project applications submitted to the agency prior to project initiation.	
	Method of Calculation: Tabulated by actual treated acres verified by agency staff and multiplied by the predicted water yield (gallons/acre/year) as determined by feasibility studies and/or research activities, and estimates included on watershed project applications submitted to the agency prior to project initiation.	
	Data Limitations: Limited in scope by the availability of funding for water quantity monitoring and modeling, availability of water quantity monitoring and modeling data, capacity to verify initial treatment, capacity to verify long-term maintenance of brush re-growth, appropriation amounts for cost-share incentives, unfavorable weather and seasonal limitations, and economic downturns affecting agricultural activities.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Strategy:	Provide Technical Guidance and Financial Assistance for Brush Control to Enhance Water Yields	
Output Measure:	Number of Acres of Brush Treated	
	Definition: The total number of acres treated (where brush control work has been performed and the State has issued reimbursement) under the WSEP to increase water yield for the State of Texas.	
	Purpose/Importance: Tabulates the number of acres of brush control work that has been performed and the State has issued reimbursement.	

	Source/Collection of Data: Collected from the “Actual Acres” column on the Performance Certification submitted under landowner contracts and approved by the Soil and Water Conservation Districts for reimbursement payment.	
	Method of Calculation: Tabulated from actual numbers verified and checked by TSSWCB staff from a Performance Certification form.	
	Data Limitations: Limited by the number of claims processed via Performance Certifications.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Higher than target
Efficiency Measure:	Average Cost Per Acre of Mechanical Brush Clearing	
	Definition: The average cost per acre for mechanical brush clearing to yield additional water for the State.	
	Purpose/Importance: Tabulates the cost per acre where brush control treatment is mechanically applied.	
	Source/Collection of Data: Collected from the Brush Control Performance Certification form as submitted for payment by the landowner and the Soil and Water Conservation District.	
	Method of Calculation: Actual dollars per acre of brush cleared mechanically verified and checked by TSSWCB staff from the Brush Control Performance Certification form divided by the number of acres of brush cleared mechanically.	
	Data Limitations: Limited by the number of landowners utilizing mechanical brush clearing methods.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Lower than target
Efficiency Measure:	Average Cost Per Acre of Chemical Brush Clearing	
	Definition: The average cost per acre for chemical treatment of brush clearing to yield additional water for the State.	
	Purpose/Importance: Tabulates the cost per acre where brush control treatment is chemically applied.	
	Source/Collection of Data: Collected from the WSEP Performance Certification form as submitted for payment by the landowner and the Soil and Water Conservation District.	
	Method of Calculation: Actual dollars per acre of brush cleared chemically verified and checked by TSSWCB staff from the WSEP Performance Certification form divided by the number of acres of brush cleared chemically.	
	Data Limitations: Limited by the number of landowners utilizing chemical brush clearing methods.	Calculation Type: Cumulative
	New Measure: No	Target Attainment: Lower than target
Strategy:	Carrizo Cane Eradication	
Description:	Provide Financial/Technical Assistance for Carrizo Cane Control and Enhance Border Security Through the Eradication of Carrizo Cane on the Rio Grande River.	
Output Measure:	Predicted Number of Acres of Carrizo Cane Treated	Not Assigned Yet

SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN

Pursuant to Government Code, Section 2161.123, each agency must prepare, and include as part of its Strategic Plan, a written plan for its use of historically underutilized businesses (HUBs) in purchasing and public works contracts.

HUB Mission

To encourage and effectively promote the utilization of HUBs by our agency and to report this to the TPASS Division of the Comptroller's Office.

HUB Goal

The Texas State Soil & Water Conservation Board participates in the Texas HUB Program for minority and women-owned businesses. Our goal is to provide maximum opportunity to HUB's to participate in our agency's procurement in the awarding of contracts and subcontracts.

HUB Objectives

- Report expenditures and payment information regarding HUB utilization during each fiscal year.
- To include historically underutilized businesses in at least 25 percent of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting.
- Agency HUB Coordinator attend HUB forums and HUB Vendor Fairs.
- Agency HUB Coordinator will partner with other state agencies to Co-Host HUB Forums annually.

HUB Strategy

The Texas State Soil & Water Conservation Board encourages the use of HUB's for any and all purchasing needs of our agency. We also encourage any and all contractors to use HUB's as partners and subcontractors.

HUB External/Internal Assessment

The Texas State Soil & Water Conservation Board has in good faith used HUB's in the past, and will continue to use HUB's when purchasing commodities or services, or when entering into contracts. The agency's budget is rather small, and there is a limited number of HUB's in our area which offer commodities or services we require. Our agency has contacted HUB's in nearby areas, but have met with little success. We plan to persist in this effort, and will continue to monitor the HUB listing published and maintained by the TPASS Division of the Comptroller's Office, and will keep seeking to solicit participation from HUB's in and around our local and statewide area.

HUB Planning Elements

Goal

The Texas State Soil & Water Conservation Board participates in the Texas HUB Program for minority and women-owned businesses. Our goal is to provide maximum opportunity to HUB's to participate in our agency's procurement in the awarding of contracts and subcontracts.

Below are the agency specific HUB goals our agency adopted in October 2021:

Heavy Construction	0.00%
Building Construction	0.00%
Special Trade	0.00%
Professional	2.50%
Other Services	.50%
Commodities	13.00%

A.1 Objective

To include historically underutilized businesses in at least 25 percent of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting into Fiscal year 2021.

Outcome Measure

Percentage of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to HUB's.

A.1.1 Strategy

Develop and implement a plan for increasing the use of historically underutilized businesses through purchasing and public works contracts and subcontracts.

Output Measures

1. Number of HUB contractors and subcontractors contacted for Bid Proposals
2. Number of HUB contracts and subcontracts Awarded
3. Dollar value of HUB contracts and Subcontracts Awarded

SCHEDULE F: AGENCY WORKFORCE PLAN

TEXAS STATE SOIL AND WATER CONSERVATION BOARD WORKFORCE PLAN FISCAL YEARS 2023 TO 2027



JUNE 2022

SCHEDULE F: AGENCY WORKFORCE PLAN

Agency Overview (Strategic Direction)

Agency Mission

It is the mission of the Texas State Soil and Water Conservation Board (TSSWCB), working in conjunction with local soil and water conservation districts (SWCDs), to encourage the wise and productive use of natural resources. It is our goal to ensure the availability of those resources for future generations so that all Texans' present and future needs can be met in a manner that promotes a clean, healthy environment and strong economic growth.

Agency Philosophy

The TSSWCB will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. We affirm that the conservation of our natural resources is both a public and a private benefit, and we approach our activities with a deep sense of purpose and responsibility. We believe the existing unique organizational structure of SWCDs, whereby owners and operators of the state's farm and grazing lands organize and govern themselves through a program of voluntary participation, is the most realistic and cost-effective means of achieving the State's goals for the conservation and wise use of its natural resources.

Agency Goal

It is the goal of the TSSWCB to ensure the availability of Texas natural resources for future generations so that all Texans' present and future needs can be met in a manner that promotes a clean, healthy environment and strong economic growth.

Agency Strategic Goals and Objectives

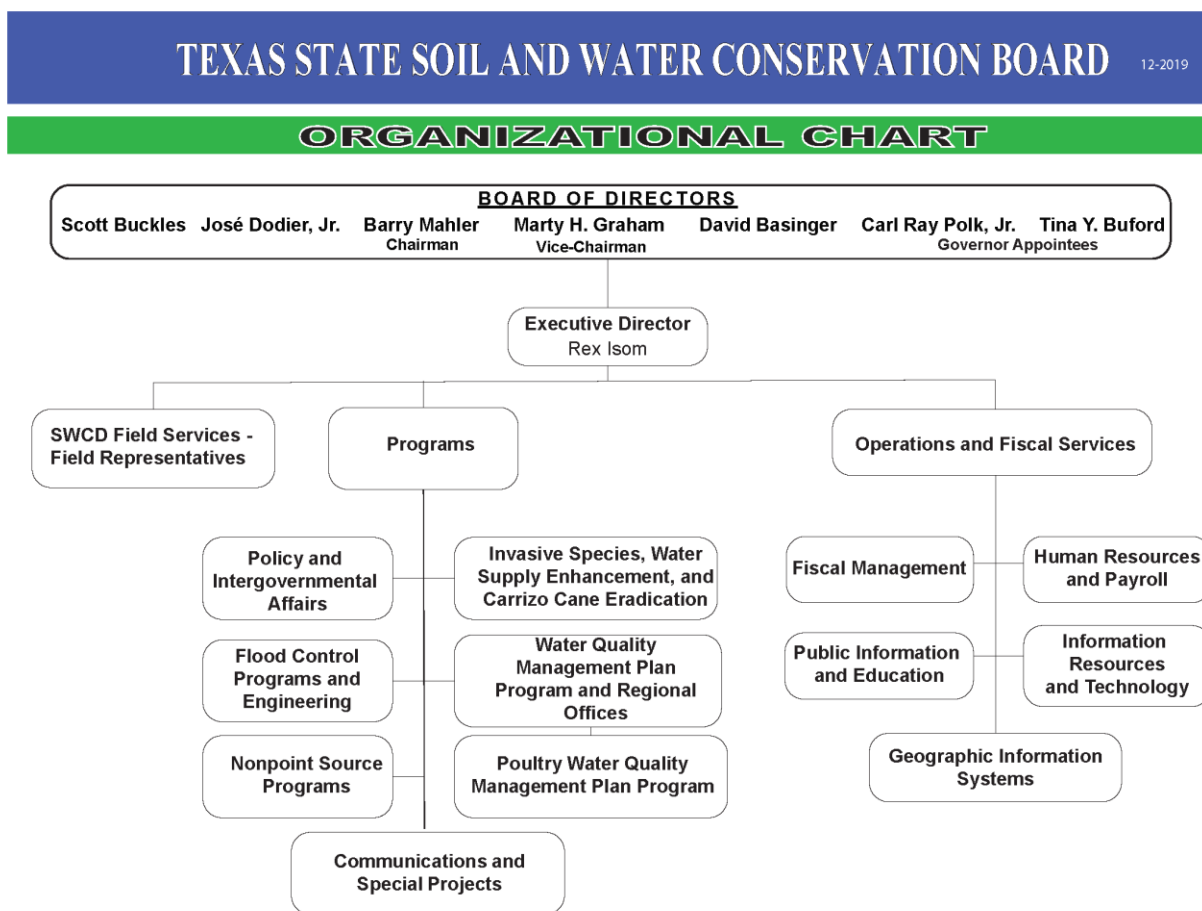
- Soil and Water Conservation Assistance– Provide program expertise, financial assistance and technical guidance to all Soil and Water Conservation Districts
- Administer a Program for Abatement of Agricultural Nonpoint Source Pollution–Reduce agricultural/Silvicultural nonpoint source pollution with prevention program
- Protect and Enhance Water Supplies–Conserve and enhance water supplies for the State of Texas
- Indirect Administration–Indirect Administration

Anticipated Changes to the Mission, Strategies, and Goals over the next five years

The TSSWCB does not anticipate any changes to the Mission, Strategies, and Goals over the next 5 years.

Agency Core Business Functions

The agency structure consists of seven State Board members (five Board members are elected by SWCDs, two Board members are Governor appointed) and staff. The staff is organized with the Executive Director, SWCD Field Services (administered by Field Representatives) and several program areas: Policy and Intergovernmental Affairs, Invasive Species, Water Supply Enhancement and Carrizo Cane Eradication (administered out of San Angelo), Flood Control, Water Quality Management Plan Program, including Poultry Water Quality Management Plan Program (administered out of Regional Offices), Nonpoint Source Programs, and Public Affairs. Operations and Fiscal Services (includes: Accounting, Human Resources and Payroll, Public Information and Education, Information Resources and Technology and Geographic Information Systems), and Communications and Special Projects. See Organization Chart below.



Current Workforce Profile (Supply Analysis)

The TSSWCB is currently staffed at 73.6 FTEs and has a current operating budget of approximately \$74 million for the biennium. Twenty-five 24.6 FTEs employees are centrally positioned in Temple, Texas in close proximity to the state headquarters of the United States Department of Agriculture-Natural Resource Conservation Service (USDA-NRCS), a federal agency that is a partner in the statewide conservation program. The other forty-nine employees are positioned throughout the state either in satellite or regional offices.

Workforce Demographics

Information from the State Auditor's Office (SAO) Human Resources Analysis System shows fiscal year end 2021 total FTEs paid from appropriated funds were 66.75. Of that total, regarding headcount as shown in figure 1, 62% employees were male and 38% were female. 73% of TSSWCB's employees are age 40 or older as shown in Figure 2. Figure 3 shows the agency's ethnicity. In Figure 4; 30% of employees have less than 10 years of service. These employees have the potential for continued service with the agency. 70% of employees have 10+ years of service and have the ability to serve as mentors to the other staff. The following charts profile TSSWCB's workforce for fiscal year 2021.

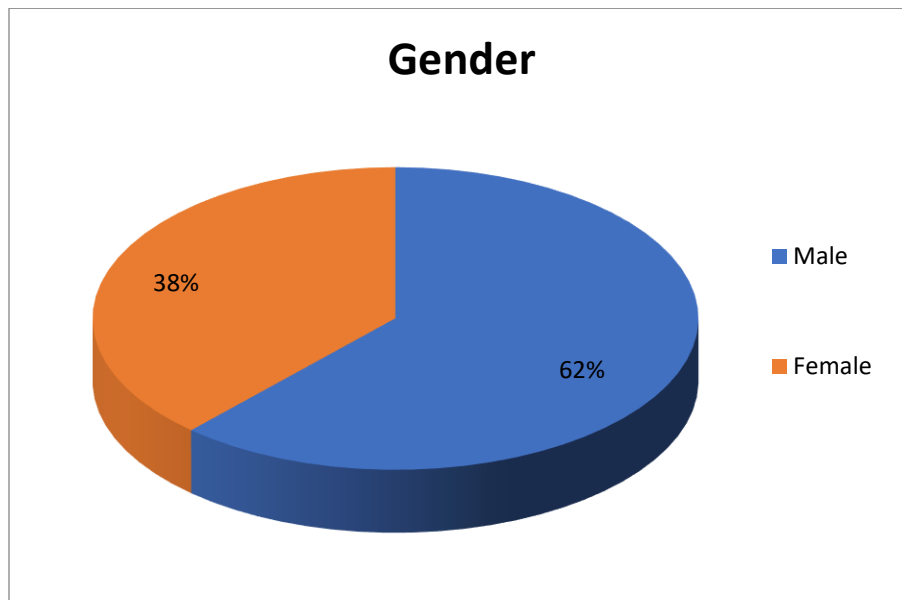


Figure 1. Percentages of male and female population employed at the TSSWCB.
Chart includes: Classified Regular Full-Time, Classified Regular Part-Time & Exempt Regular Full-Time Employees.

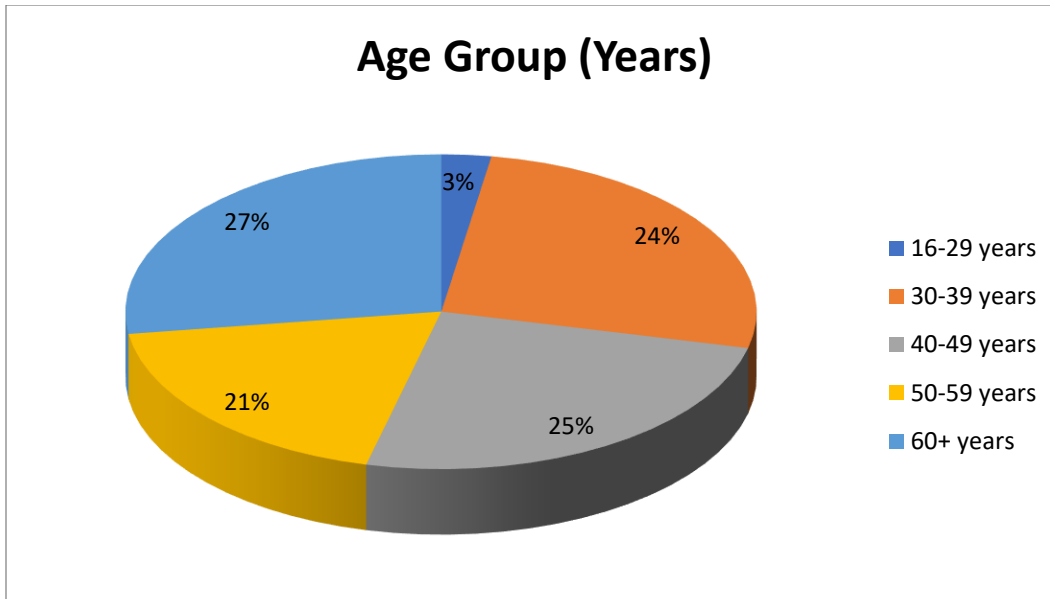


Figure 2. Employees breakdown in age group employed at the TSSWCB.
 Chart includes: Classified Regular Full-Time, Classified Regular Part-Time & Exempt Regular Full-Time Employees

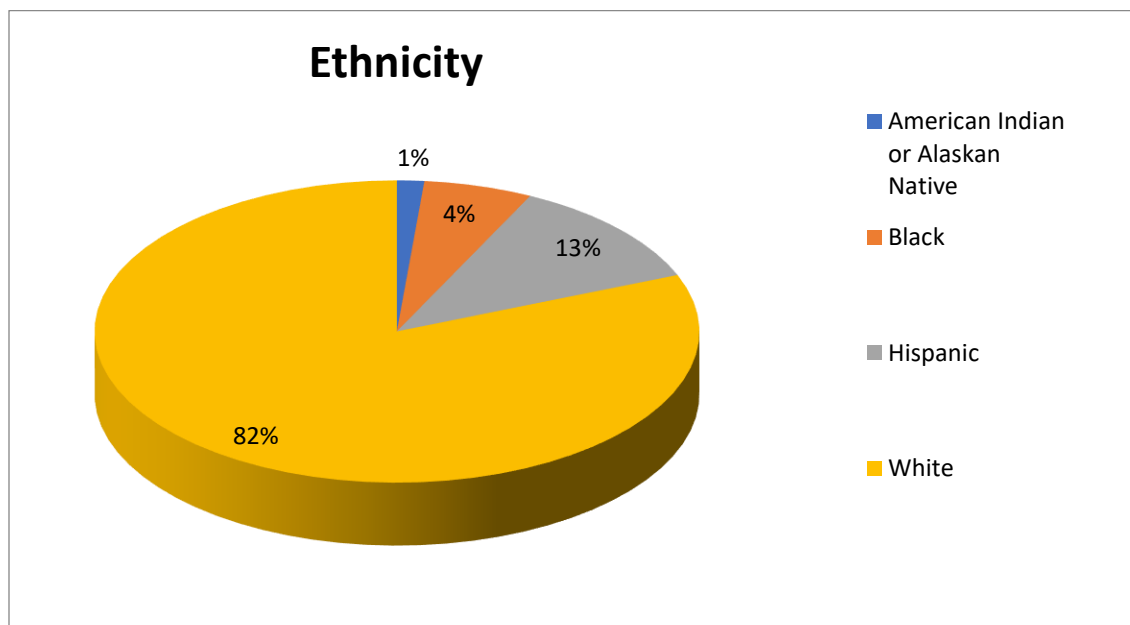


Figure 3. Employees breakdown in ethnicity employed at the TSSWCB.
 Chart includes: Classified Regular Full-Time, Classified Regular Part-Time & Exempt Regular Full-Time Employees

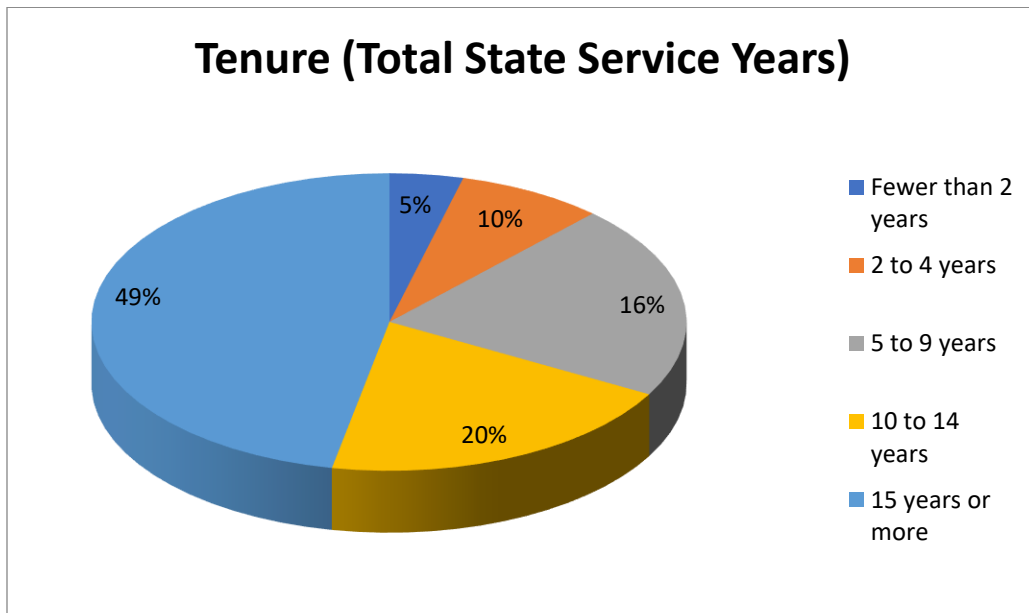


Figure 4. Total years of service for each employee.
 Chart includes: Classified Regular Full-Time, Classified Regular Part-Time & Exempt Regular Full-Time Employees

Veterans

Veterans comprise 8.21% of the TSSWCB in the second quarter of fiscal year 2022.

Retirement Eligibility

Since 48% of TSSWCB's employees are 50 years of age or older, retirement accounts for a considerable part of employees leaving the agency. Because 25% of the agency's employees are between the ages of 40 and 49, in the next few years, retirement will become increasingly significant. The agency could experience a potential loss of approximately 25% of the agency's employees as they could retire in the next 3 years. One of these employees is currently a return-to-work retiree.

These employees have helped to further establish and improve the agency, and it is important to ensure that this knowledge and organizational experience is not lost. The agency will be working on developing employees along with succession planning, as well as overall staffing, cross training and workload issues to address this potential change.

Employee Turnover

Turnover is an important issue in any agency, and TSSWCB is no exception. Figure 5 compares the TSSWCB turnover to that of the State over the last five fiscal years. For the last five fiscal years, TSSWCB's employee turnover rate has remained substantially less the statewide average for turnover.

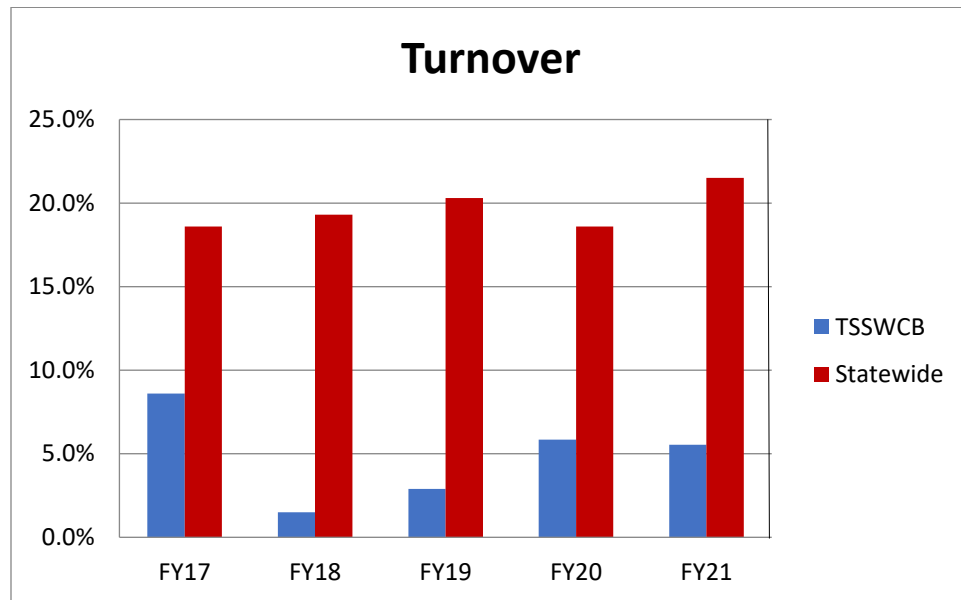


Figure 5. Employee Turnover Rate excluding interagency transfers at TSSWCB as compared to Statewide

In the next five years, the agency anticipates higher turnover rates due to retirements based on the agency's demographics. The agency could also experience turnover if employees are targeted from outside entities.

Workforce Skills Critical to the Mission and Goals of the Agency

Although the TSSWCB has qualified employees, there are several critical skills that are important to the agency's ability to operate. Without these skills the agency could not accomplish its basic services. These skills are listed below:

- High ethical and moral values
- Strong work ethic
- Professionalism
- Developing and promoting voluntary approaches
- Working with locally elected SWCD directors
- Coordinating activities of SWCDs
- Providing a liaison with SWCDs
- Knowledge of legislative processes
- Knowledge of applicable state and federal laws
- Interpreting legal statutes
- Strategic planning
- Providing liaison with other local, state, and federal agencies and interest groups
- Performance management
- Negotiation and facilitation
- Stakeholder group facilitation
- Invasive species management
- Endangered species management
- Carrizo Cane management
- Conservation Planning
- Developing Water Quality Management Plans
- Water quality management on commercial poultry operations
- Providing technical assistance
- Agronomic expertise
- Expertise in soil science
- Engineering expertise
- Integrated watershed protection planning
- Geo-spatial data manipulation
- Research and data analysis
- Interpretation of hydrologic data, research and computer modeling studies
- Environmental data quality management
- Water quality pollutant load reduction characterization
- Grant management
- Project/Contract management
- Technology advances in agricultural best management practices
- Database development and maintenance
- Data and information management
- Web application development and delivery
- Strategic Human Resources
- Customer service
- Educating clientele

Future Workforce Profile (Demand Analysis)

The ultimate goal is to ensure continuity of task performance in each area and program at TSSWCB. Employees approaching retirement eligibility should work with management to ensure training and development of replacements to be consistent with the succession plan for their program area.

TSSWCB workforce changes are anticipated to be driven by goals, strategies, performance measures, technology, work, workloads, work processes, program related federal grants, and federal contract programs.

The knowledge, skills and abilities necessary to perform specific functions and tasks within the agency requires an educated staff that has extensive information technology, project management, managerial and professional training. Written and verbal proficiency is essential in all agency positions. Individual skill development will also need to be accommodated to recruit, train, retain, and motivate workers.

Future Workforce Skills Needed

Projected future workforce knowledge needed includes the following:

- Developing and promoting voluntary approaches
- Working with locally elected SWCD directors
- Coordinating activities of SWCDs
- Providing a liaison with SWCDs
- Knowledge of legislative processes
- Knowledge of applicable state and federal laws
- Interpreting legal statutes
- Strategic planning
- Providing liaison with other local, state, and federal agencies and interest groups
- Performance management
- Negotiation and facilitation
- Stakeholder group facilitation
- Invasive species management
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- Technology advances in agricultural best management practices
- Database development and maintenance
- Data and information management
- Web application development and delivery
- Strategic Human Resources
- Customer service
- Educating clientele

Strategy to Address Changing Workforce Needs

The strategic vision anticipates annual technological advances requiring knowledge and skill improvement. TSSWCB anticipates information will be processed faster and more accurately allowing for smooth transitions during staff changes. TSSWCB foresees more electronic document exchange, more accountability and more reporting requirements.

TSSWCB also projects an increase in involvement addressing agriculture, silvicultural, and nonpoint source pollution concerns, water supply enhancement and brush control activities, flood control, invasive species management and control, endangered/threatened species management, and contracting to provide technical services for federal agriculture programs.

It is also recognized that additional future changes to strategies and goals are contingent on legislative activities, new initiatives defined by the TSSWCB and changes in state and federal laws. Economic trends in the marketplace would dictate our ability to retain and recruit employees with competitive job skills.

Critical Functions

The TSSWCB's critical functions include:

- Providing conservation assistance to landowners with emphasis on water quality and water quantity
- Providing assistance to 2,000 Watershed Dams to ensure the protection of public safety and infrastructure
- Implementation of conservations practices through the On-The-Ground (OTG) Conservation Program
- Conducting carrizo cane control activities along the international border to enhance border security
- Manage federal funding
- Providing conservation assistance to eliminate agricultural runoff from polluting public waterways

To successfully complete these critical functions, TSSWCB recognizes the need to sustain current expertise and skill levels in the following areas:

- | | |
|--------------------------|--------------------------------------|
| • Conservation Planning | • Contract Specialists |
| • Program Specialists | • Cybersecurity Protocol |
| • Nutrient Management | • Information Resources Management |
| • Technical planning | • Human Resources |
| • Engineering services | • Procurement |
| • Governmental Relations | • Administrative Support Specialists |
| • Communications | • Accountant and Financial Positions |
| • Grant Coordinators | • Budgeting |

Gap Analysis

The projected retirement or loss of employees in technical and professional areas has the potential to create a shortage of expertise in various areas. Mentoring, coaching, cross training and succession planning along with improved on-the-job training has taken on greater importance. The increased alliance on information technology requires lifetime learning for all employees.

Expected Workforce Changes

- Increase use of emerging technologies for enhancing the efficient and effective implementation of programs
- Flexibility to meet changing needs and demands
- Collaborative and innovative approaches
- Attract and retain knowledge and expertise in all programmatic areas
- Implementation of Centralized Accounting Payroll and Personnel System (CAPPS) Human Resources (HR/Payroll)

Anticipated Surplus or Shortage in Staffing levels

The TSSWCB anticipates employee staffing turnover (based on retirement eligibility) for fiscal years 2023-2027 in the following areas:

- *Program Specialists*
- *Program Managers*
- *Accountant and Financial Positions*
- *Natural Resource Specialists*

Anticipated Surplus or Shortage of Workers or Skills

- Expect current staff changes as a result of potential retirements across all job series
- Anticipated potential retirements will impact workforce and programs
- Agency knowledge and expertise anticipated as a shortage of skills as a result of potential retirements
- Increased demands to be addressed through recruitment, employee development, employee training, and retention efforts

Strategic Development and Succession Planning

TSSWCB is utilizing succession planning by identifying key positions and focusing on encouraging individual advancement of employees who demonstrate talent through high performance, potential, willingness to take on additional tasks, training and education of various programs. The goal is to preserve and manage knowledge essential to the agency. The TSSWCB will monitor the needs of the agency and make adjustments to address competency and skill gaps that might occur due to staffing changes or new technological needs.

Strategies

Our strategies to address gaps in our workforce agency-wide include:

Strategy – Evaluate Compensation to ensure salaries are competitive in the market and adequate to both recruit and retain highly skilled staff

- Ensure (dependent upon budget constraints) adequate salary based on market compensation data
- Provide for merit increases including monetary and non-monetary rewards based on performance
- Offer flexible work schedules

Strategy – Effectively develop existing employees with institutional knowledge, skills, and experience who demonstrate interest and ability to learn new competencies

- Provide opportunities for career, leadership, and professional development
- Identify and provide opportunities for cross training
- When possible, a mentoring process whereby replacement employees are hired prior to the current employee retiring.

Strategy – Conduct continual reviews of the agency's Workforce Plan to make necessary adjustments as business goals change.

SCHEDULE G: REPORT ON CUSTOMER SERVICE

TEXAS STATE SOIL & WATER CONSERVATION BOARD



CUSTOMER SERVICE REPORT

June 1, 2022

Introduction

This report presents the results of a survey that was made available to the customers and working partners of the Texas State Soil and Water Conservation Board (TSSWCB). The purpose of this survey is to assess the quality of service delivered by the agency in fulfillment of legislative requirements. The survey was available on our website since the last survey and all 216 Soil and Water Conservation Districts (SWCDs) are reminded of its availability. SWCDs and the individually elected directors that govern each district comprise the customer population with whom the agency employees interact most.

Each SWCD Board of Directors had the option of completing the survey as a district board or individually. Customers who participated in the survey off of the TSSWCB website did so as individuals and in limited cases as a summary of district board collaboration. In addition, TSSWCB Regional Offices inform customers the survey is available to landowners or operators as contact is made with them.

A total of 148 surveys were recorded from the website. The responses were received from around the state. We point out, the totals in various summaries and figures do not add up to the total number of responses because not all respondents replied to all questions.

The survey instrument consisted of 12 questions that measure quality of service delivery by the Texas State Soil and Water Conservation Board. The questions were designed to gather the level of satisfaction from customers concerning TSSWCB facilities, staff, communications, internet site, complaint process, service delivery and timeliness, cost-share payment processing and printed information.

To score the data, responses were recorded in one of five categories from Very Satisfied to Very Dissatisfied. Respondents were also provided a Not Applicable choice. Responses were tallied for each category and weighted average is represented in a pie chart for each question.

Customers were invited to add comments and suggestions at the bottom of the survey. The comments received have been included at the end of this report.

Executive Summary

The average rating is shown in Table 1 (Page 3). In general, the customers and working partners of the Texas State Soil and Water Conservation Board are satisfied with the agency's service delivery as measured by the survey questions. On a scale of 1 to 5 the survey had an average of 4.52 overall.

TSSWCB strives to provide the highest quality of service to all our customers. As reported in this document, TSSWCB is working to track and monitor customer feedback to identify specific needs within the agency.

TSSWCB is determined to demonstrate high standards by not only meeting, but also exceeding the expectations of all our customers.

2022 CUSTOMER SERVICE SURVEY

Table 1: Average Rating (*On a scale of 1 to 5, with 5 being Very Satisfied*)

Question	Average Rating
1. Satisfied with the TSSWCB, their facilities, location, cleanliness and the access to the agency.	4.63
2. Satisfied with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability.	4.67
3. Satisfied 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.	4.64
4. Satisfied with agency's internet site, 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.	4.49
5. Satisfied with agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely.	4.34
6. Satisfied with agency's ability to timely serve you, including the amount of time you wait for service in person.	4.56
7. Satisfied with agency brochures or other printed information, including the accuracy of that information.	4.48
8. Satisfied with TSSWCB's Communication & Outreach Program.	4.47
9. Satisfied with TSSWCB's Flood Control Program.	4.38
10. Satisfied with TSSWCB's Water Quality Management Plan Program.	4.54
11. Satisfied with TSSWCB's Nonpoint Source Management Program.	4.40
12. Overall satisfaction with TSSWCB.	4.64
<i>Overall Average</i>	<i>4.52</i>

2022 Customer Service Survey Talley

For the following questions, the rating system that was used is below:

5 – Very Satisfied; 4 – Satisfied; 3 – Neutral; 2 – Unsatisfied; 1 – Very Unsatisfied

Overall, how satisfied are you with the TSSWCB, their facilities, location, cleanliness, and the access to the agency?

Total Responses – 194

- 5-Very Satisfied – 113 responses
- 4-Satisfied – 42 responses
- 3-Neutral – 7 responses
- 2-Unsatisfied – 0 responses
- 1-Very Unsatisfied – 1 response
- Not applicable – 31 responses

How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?

Total Responses – 194

- 5-Very Satisfied – 133 responses
- 4-Satisfied – 52 responses
- 3-Neutral – 5 responses
- 2-Unsatisfied – 0 responses
- 1-Very Unsatisfied – 0 responses
- Not applicable – 4 responses

How satisfied are 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?

Total Responses – 194

- 5-Very Satisfied – 128 responses
- 4-Satisfied – 59 responses
- 3-Neutral – 5 responses
- 2-Unsatisfied – 0 responses
- 1-Very Unsatisfied – 0 responses

- Not applicable – 2 *responses*

How satisfied are you with the agency's Internet site, 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?

Total Responses – 194

- 5-Very Satisfied – 114 *responses*
- 4-Satisfied – 67 *responses*
- 3-Neutral – 7 *response*
- 2-Unsatisfied – 2 *responses*
- 1-Very Unsatisfied – 3 *responses*
- Not applicable – 1 *responses*

How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

Total Responses – 194

- 5-Very Satisfied – 52 *responses*
- 4-Satisfied – 25 *responses*
- 3-Neutral – 19 *responses*
- 2-Unsatisfied – 0 *responses*
- 1-Very Unsatisfied – 0 *responses*
- Not applicable – 98 *responses*

How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?

Total Responses – 194

- 5-Very Satisfied – 108 *responses*
- 4-Satisfied – 57 *responses*
- 3-Neutral – 10 *responses*
- 2-Unsatisfied – 0 *responses*
- 1-Very Unsatisfied – 0 *responses*
- Not applicable – 19 *responses*

How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?

Total Responses – 194

- 5-Very Satisfied – 106 *responses*
- 4-Satisfied – 67 *responses*
- 3-Neutral – 12 *responses*
- 2-Unsatisfied – 2 *responses*
- 1-Very Unsatisfied – 0 *responses*
- Not applicable – 7 *responses*

How satisfied are you with TSSWCB's Communication & Outreach Program?

Total Responses – 192

- 5-Very Satisfied – 105 *responses*
- 4-Satisfied – 64 *responses*
- 3-Neutral – 18 *responses*
- 2-Unsatisfied – 0 *responses*
- 1-Very Unsatisfied – 0 *responses*
- Not applicable – 5 *responses*

How satisfied are you with TSSWCB's Flood Control Program?

Total Responses – 193

- 5-Very Satisfied – 64 *responses*
- 4-Satisfied – 37 *responses*
- 3-Neutral – 13 *responses*
- 2-Unsatisfied – 3 *responses*
- 1-Very Unsatisfied – 0 *responses*
- Not applicable – 76 *responses*

How satisfied are you with TSSWCB's Water Quality Management Plan Program?

Total Responses – 190

- 5-Very Satisfied – 105 *responses*
- 4-Satisfied – 55 *responses*
- 3-Neutral – 12 *responses*

- 2-Unsatisfied – 0 responses
- 1-Very Unsatisfied – 0 responses
- Not applicable – 18 responses

How satisfied are you with TSSWCB's Texas Nonpoint Source Management Program?

Total Responses – 191

- 5-Very Satisfied – 70 responses
- 4-Satisfied – 46 responses
- 3-Neutral – 17 responses
- 2-Unsatisfied – 0 responses
- 1-Very Unsatisfied – 0 responses
- Not applicable – 58 responses

Please rate your overall satisfaction with TSSWCB.

Total Responses – 194

- 5-Very Satisfied – 129 responses
- 4-Satisfied – 61 responses
- 3-Neutral – 4 responses
- 2-Unsatisfied – 0 responses
- 1-Very Unsatisfied – 0 responses
- Not applicable – 0 responses

Suggestions/Comments:

Do you have any other comments or suggestions on how we could serve you better?

(Signed names and mention of staff member names have been deleted)

- The Board of Directors reviewed and approved this survey on Thursday, May 12, 2022.
- We are upset at the time it takes to get anything done about slides and etc. on our watershed dams.
- Improve communications with the local soil and water boards.
- It would be nice if we received an electronic notification when a new financial form is changed on the website during the fiscal year.
- None

- Our District's main contact is just the Field Rep.
- We appreciate our Area Rep-(Field Representative Name), for the knowledge, guidance, and assistance he gives us at all of our meetings.
- The search facility on the website is inadequate, and the agency does not post events and schedules in a timely manner, if at all.
- The (SWCD Name) completed this survey as a Board and feel the TSSWCB does an Excellent Job! 4-25-2022
- (Field Representative Name) is this SWCD's Field Rep and does an excellent job. She's very accommodating to assist us at all times. (TSSWCB Staff Name) is also very accommodating.
- Keep up the good work
- Would like to see a search bar on the website
- Doing a great job. Thank You
- Thank-you for increasing the communications & outreach material; it is very helpful!
- Would prefer that State meeting be held towards the beginning of October, not at the end of the month.
- Although we have never visited the state offices (too far from us), we wish you to know that we really appreciate all that Field Rep. (Field Representative Name) does for our district. Very Professional and accessible.
- Move water quality priority areas around. (Pecan Bayou) (Colorado River)