



OKLAHOMA
Water Resources Board

Oklahoma Water Resources Board

Strategic Plan FY 2023-28

October 1, 2022

Submitted by: Julie Cunningham, Executive Director

Agency Introduction

The Oklahoma Water Resources Board serves as the **State's water resources planning and development agency** and it defines policy and conducts the state's water business through a **nine-member Board** appointed by the **Governor** with advice and consent of the state **Senate**.

Members serve staggered **seven-year terms** and represent each of **nine regions**. Each member is a qualified elector of the State and at least one member is "well versed in each major water use type: **recreation, industrial, irrigation, municipal, rural residential, agriculture, soil conservation, and oil and gas production,**" with no more than two representing any one sector.

Since its founding in 1957, the OWRB has delivered **equitable water appropriation and permitting, low-cost infrastructure financing, long range water resources and flood planning, and robust technical information** to inform state and local policy and planning. The agency also oversees State **dam safety, floodplain management, water well drillers and pump installers licensing programs** and **technical hydrologic investigations and mapping**.



OWRB Mission, Vision, and Core Values

Mission — Manage, protect and improve Oklahoma’s water resources to meet long-term water supply, water quality, flood protection, and infrastructure needs.

Vision — Advance Oklahoma’s water resource development for a secure water future, resilient economy, and clean, healthy environment for all Oklahomans

Core Values —

- **Deliver Exceptional Products, Services, and Solutions** — We provide high quality information, products, and services in the most forward-thinking, cost-efficient manner to solve contemporary and future water issues.
- **Empower Stakeholder** — We actively seek and value input from our stakeholders – all Oklahomans – to inform decisions and actions.
- **Commit to Excellence, Integrity, and Initiative** — We dedicate ourselves to employing a high percentage of degreed professionals and applying our expertise while maintaining the highest ethical standards.
- **Invest in Our People and Culture** — We’re a family of professionals who value a diverse culture that supports employees through training, opportunity, business tools, compensation, and work life balance.





Section I: Agency Environment

- Groups served by the agency
- Expected changes in service
- Expenditures, Budget & FTE
 - Total
 - Labor Spending
- Appropriations

Groups of People Served by the Agency

| | Group Served | Services Received | Estimated Changes in Group Served (within next 5 years) |
|---|--|---|---|
| 1 | All citizens of the state | The citizens of Oklahoma benefit from OWRB programs by enjoying the benefits of water quantity management, water quality monitoring, and water and flood planning statewide. These services provide water supply safety and reliability and hazard mitigation to sustain Oklahoman's quality of life and economy | There should be no change in services to this group. With the development and successful implementation of the Oklahoma Comprehensive Water Plan, both public and private entities can look forward to a future with sustainable fresh water that will encourage economic development and health. |
| 2 | Municipalities, rural water districts, other state agencies, irrigation districts and political subdivisions. | These groups are served as eligible recipients of water and wastewater infrastructure funding and technical assistance services for public drinking water, floodplain management, dam safety, water rights and well safety, and water monitoring and mapping services. | The goal is to provide more assistance to these groups in the next 5 years to help rebuild the state's water and wastewater infrastructure and provide exceptional technical assistance |
| 3 | Governor's Office, State Legislature, state environmental agencies, Grand River Dam Authority, and federal environmental agencies. Also, rural water districts, economic development entities, local conservation districts, municipalities, higher education, and the tribes of Oklahoma. | OWRB provides technical assistance to our elected officials, and local, state, and federal entities to advise on policy, assist with water planning, and carry out State Statutes and Federal Policy, among others. Staff provide information and respond to requests from a wide range of customers through direct assistance, our website, service on state technical work groups and speaking engagements. | There should be no change in services to this group. |



Analysis of Expected Changes in Services

| | Reason for Change in Services (Statute Name & Statute Reference or Brief Description of Circumstance) | Service Changes Expected (Briefly describe expected changes to services and how it will impact citizens/customers and the agency.) |
|---|---|--|
| 1 | <p>The Water Well Drillers licensing program will implement FY 23 rules that establish an intent-to-drill system, including a mechanism for pre-drilling review and inspection, to prevent contamination of fresh groundwater sources, protect landowners' rights, and allow the state to assess proposed drill location.</p> | <p>This will protect ground water resources from contamination and protect existing well owners from unlawful encroachment on existing water wells. In addition, it will protect landowners who are contracting for well drilling services to ensure proper placement and ensure construction by a state-licensed driller.</p> |
| 2 | <p>The American Rescue Plan Act (ARPA) will provide significant additional funding for water infrastructures for wastewater, drinking water and irrigation. (SB429, SB 4, SB 13)</p> | <p>The OWRB has been entrusted to administer multiple infrastructure construction projects for communities and rural district, irrigation system, and tribal water projects. The OWRB will manage funding disbursement and control for approximately \$95 million with an additional ~\$342million pending approval by the Governor.</p> |
| 3 | <p>Water Rights Admin. Program will implement HB 3382, which authorized OWRB to take enforcement action and issues monetary penalties for unauthorized or illegal water use and violations of water rights</p> | <p>Citizens will benefit from the reduction of illegal water use. Taxpayers will benefit through a reduction of general appropriations required for the administration of water rights and the well drillers program, and the program will come closer to being self-sustaining.</p> |



Total Historic Actual Expenditures (FY 2018-22) and Current Year Budget (FY 2023)

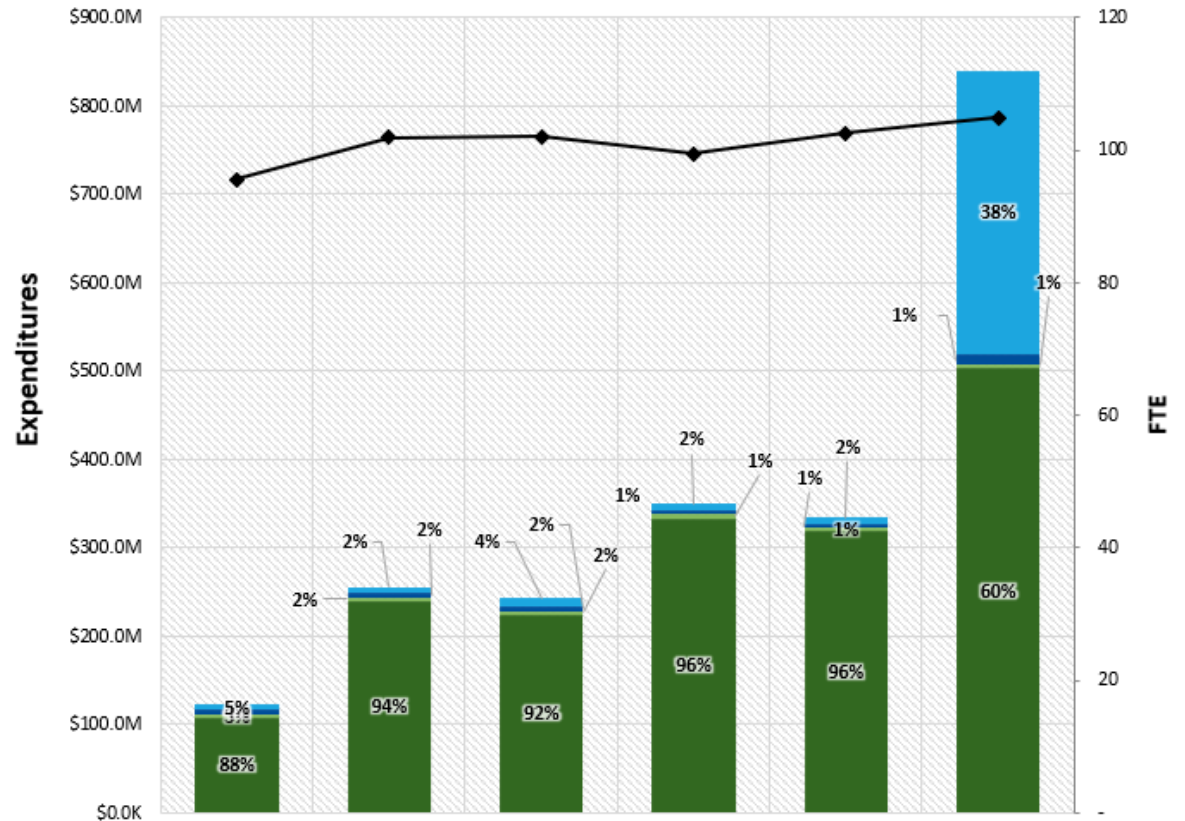
Explanation of Significant Changes and Trends

The large increase in the "Revolving Fund" category is due to placing funds that had been placed in disbursing funds in this category.

These funds facilitate the bond, grants, and loan programs for which the agency is responsible. Two of these funds act as clearing funds for the agency although they are not actual clearing accounts.

These funds won't be used for operational expenditures but need to be included in budget in order to process funding related to the bond, grants, and loan programs.

Historic Total Actual Expenditures and Current Year Budget



| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 YTD Budget |
|-------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|
| Appropriated | \$3.9M | \$4.2M | \$3.9M | \$4.0M | \$3.7M | \$4.2M |
| Revolving | \$5.7M | \$6.1M | \$9.2M | \$6.5M | \$6.5M | \$321.3M |
| Federal | \$4.9M | \$5.3M | \$5.6M | \$5.2M | \$4.6M | \$10.8M |
| Agency Special Accounts | \$107.8M | \$240.1M | \$224.5M | \$333.6M | \$318.9M | \$503.6M |
| Total | \$122.3M | \$255.7M | \$243.2M | \$349.3M | \$333.7M | \$839.9M |
| FTE | 96 | 102 | 102 | 99 | 102 | 105 |



Labor Spend

Historic Actual Expenditures (FY 2018-22) and Current Year Budget (FY 2023)

Explanation of Significant Changes and Trends

For FY2023 the agency added positions in Administrative Services , Financial Assistance, and Oklahoma Comprehensive Water Plan (OCWP).

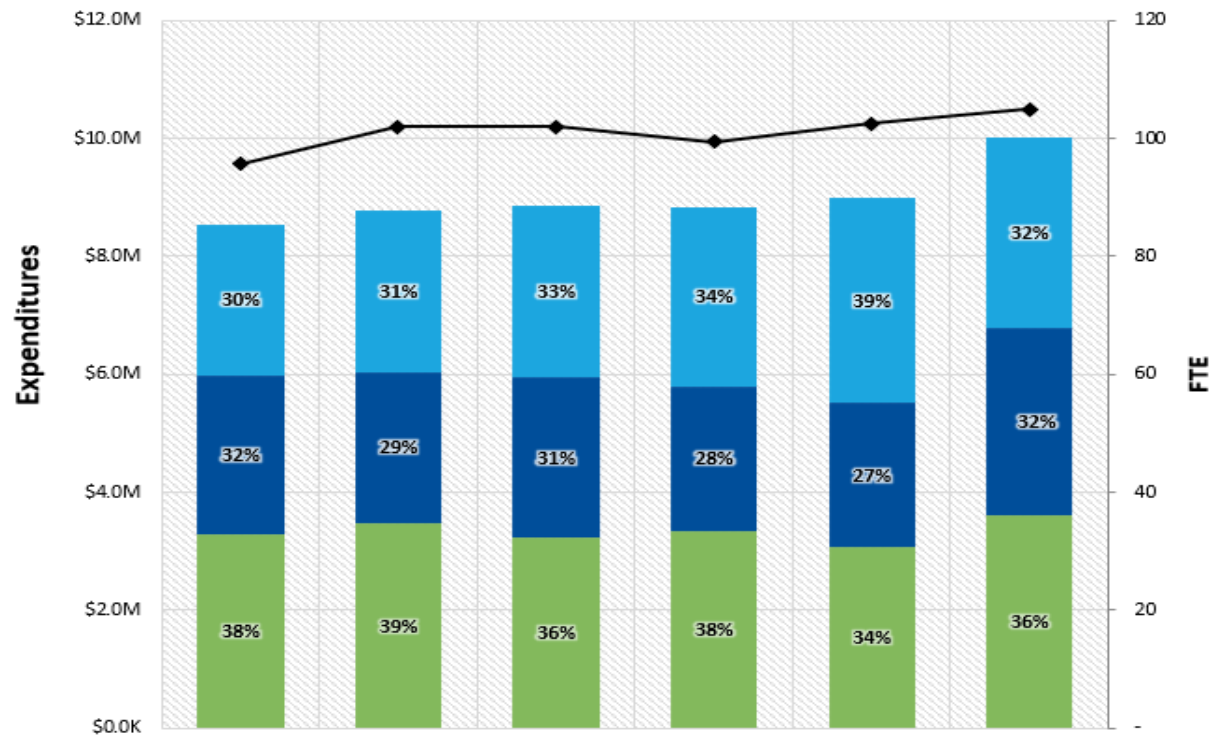
Administrative Services was lacking enough staff for needed cross-training and to improve process control.

Financial Assistance added staff as it has been tasked with administering ARPA funds through FY2026.

The OCWP needed staff to assist with the update of the Water for 2060 plan.

Wage increases were also implemented for the OWRB to remain competitive with the current labor market.

Labor Spending Historic Actual Expenditures and Current Year Budget



| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 YTD Budget |
|-------------------------|---------------|---------------|---------------|---------------|---------------|--------------------|
| Appropriated | \$3.3M | \$3.5M | \$3.2M | \$3.3M | \$3.1M | \$3.6M |
| Revolving | \$2.6M | \$2.7M | \$2.9M | \$3.0M | \$3.5M | \$3.2M |
| Federal | \$2.7M | \$2.6M | \$2.7M | \$2.4M | \$2.4M | \$3.2M |
| Agency Special Accounts | | | | | | |
| Total | \$8.5M | \$8.8M | \$8.9M | \$8.8M | \$9.0M | \$10.0M |
| FTE | 96 | 102 | 102 | 99 | 102 | 105 |

*Labor spending includes all expenditures in account codes 511-513.

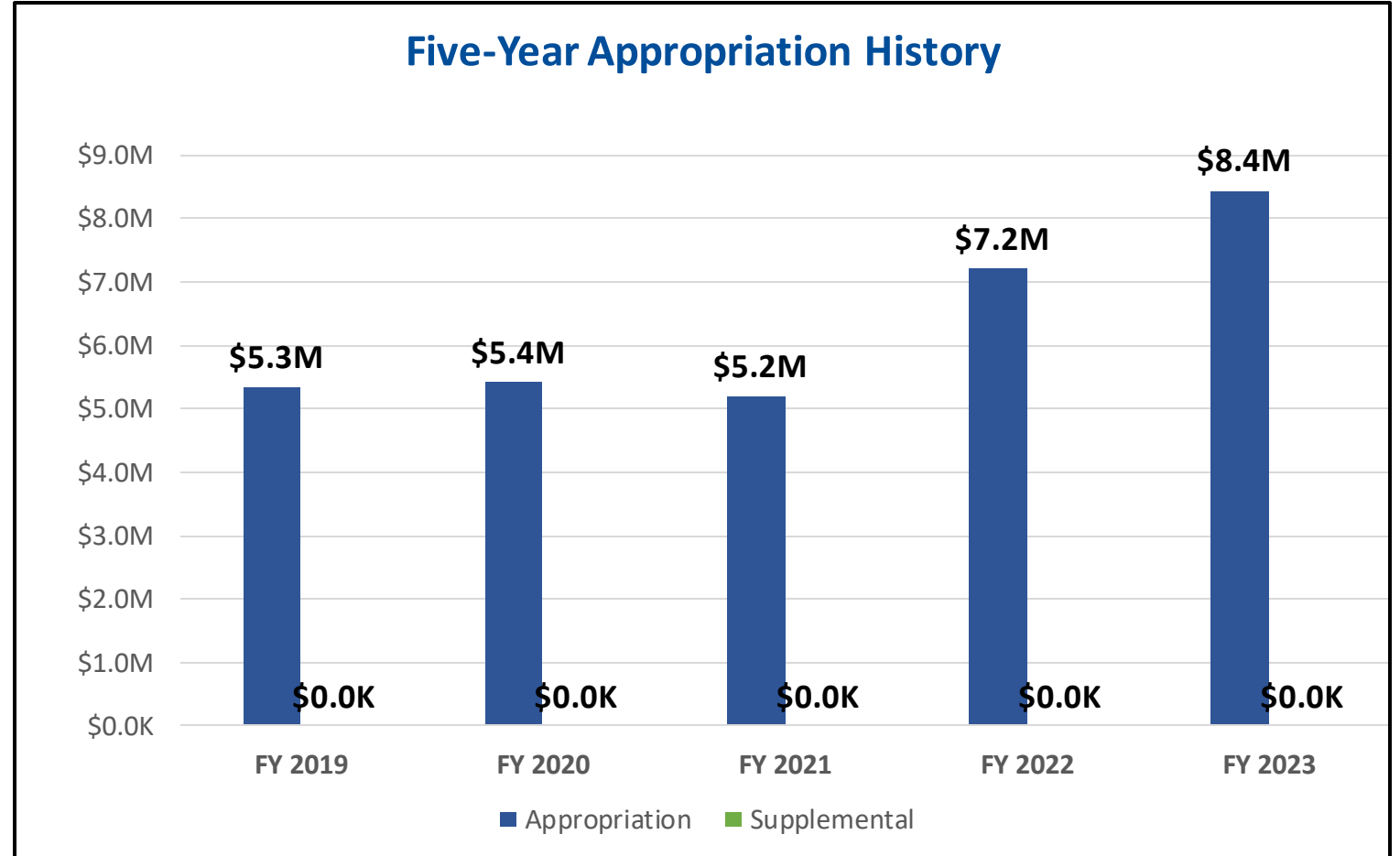
*Data as of 8.15.2022.



Full-time Equivalents (FTE) are a calculation based on payroll data, not a headcount. FTE calculations compare staffing levels across agencies.

Appropriation History

| Fiscal Year | Legislated Appropriation (\$) <i>(Include supplemental if applicable.)</i> |
|-------------|---|
| FY 2019 | 5,342,946 |
| FY 2020 | 5,422,211 |
| FY 2021 | 5,210,323 |
| FY 2022 | 7,205,323 |
| FY 2023 | 8,445,323 |





Section II: Strategic Plan

- **Resource analysis**
 - Financials
 - Staffing
 - Savings & Efficiencies
- **Goals & strategies**
 - Goals & strategies
 - Key Performance Metrics
 - Type of Funding

Financial Resource Analysis

| Carryover | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|---|--------------|-------------|-------------|--------------|
| Total appropriated carryover amount expended (\$) | \$151,265.59 | \$79,873.11 | \$17,072.25 | \$149,943.56 |

| Historical Cash Balances | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|--|-----------------|-----------------|-----------------|-----------------|
| Year End Revolving Fund Cash Balances <i>(All Revolving Funds)</i> | \$18,938,956.16 | \$17,096,079.80 | \$17,109,379.15 | \$16,562,007.65 |

| Revolving Class Fund # <i>(Unrestricted only)</i> | Revolving Class Fund Name <i>(Unrestricted only)</i> | Current cash balance (\$) |
|---|--|---------------------------|
| 21500 | Oklahoma Water Resources Board –Main Revolving Fund | \$8,764,458.57 |
| # | | \$ |
| # | | \$ |
| # | | \$ |
| # | | \$ |
| # | | \$ |
| Total Current Unrestricted Revolving Fund Cash balance: | | \$ |



Unrestricted funds are those that are not limited by state or federal law, rule, regulation, other legally binding method, or donor restriction.

Staffing Trend Analysis

| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|--|-----------|-----------|-----------|-----------|-----------|
| Total Budgeted Positions / **PINs (#) | 112 | 113 | 114 | 118 | 116 |
| Budgeted Vacant **PINs (#) | 13 | 11 | 12 | 10 | 17 |
| Budgeted Vacant **PINs (\$) | \$303,040 | \$548,786 | \$421,425 | \$407,947 | \$740,667 |
| Budgeted **PINs over 6 months Vacant (#) | N/A | N/A | N/A | N/A | N/A |
| Budgeted **PINs over 6 months Vacant (\$) | N/A | N/A | N/A | N/A | N/A |
| Headcount* (as of 6/30) | 110 | 102 | 106 | 101 | N/A |
| Turnover Rate* (%) | 5% | 8% | 9% | 19% | N/A |

**It should be noted that PINs indicate not just a full-time equivalent employee (FTE) but also seasonal staff that are not paid benefits.



*Headcount and Turnover Rate data provided by OMES HCM.

Savings & Efficiencies (Current or Planned)

| Savings or Efficiency Name | Brief description of how savings were achieved | Savings in Unit of Measurement | FY 2022 (Actual \$ Savings) | FY 2023 (Projected \$ Savings) | FY 2024 (Projected \$ Savings) |
|--|---|---|-----------------------------|--------------------------------|--------------------------------|
| Digitization of Board Meeting Packet | Each month the OWRB Board requires a large binder of documents to review. These were all paper documents until this year. | Paper and Staff time to make physical copies and updates. (Estimated 4 Hours per month worked and 27,000 pages saved) | \$0 | Est. \$ 10,000 | Est. \$10,000 |
| Vehicles and equipment not purchased | Vehicle and equipment purchases were delayed, and in many instances not made at all, due to supply chain issues | Vehicles & Equipment | \$139,000 | \$74,000 | Unknown |
| Automation and electronic grant application forms | By creating a workflow with built in ranking automation, we will be able to process hundreds of application in a fraction of the time | Processing time reduction | 0 | Unknown | Unkown |
| | | | | | |
| | | | | | |

Note: Examples of units of measurement include square footage, headcount (employees or contractors), overtime hours reduced, processing time in hours, days, etc. For example, “42 minutes per transaction,” “20,000 square feet in office space,” or “580 overtime hours reduced in the first year.”



| Goal | | Metric | FY 21 Actuals | FY 22 Actuals | FY 23 Target | FY 28 Target |
|------|---|---|---------------|---------------|---|--------------|
| 1 | Implement the stakeholder-vetted policy recommendations published in the 2012 Oklahoma Comprehensive Water Plan | | | | | |
| 1.1 | Continue efforts to address 60% of Oklahoma's projected \$82 billion through 2060 for water and wastewater infrastructure needs through leveraging and disbursement of funds with the goal of maintaining AAA bond ratings. Developing processes and initiating the disbursement of the \$436 million in American Rescue Plan Act (ARPA) funds for water and wastewater projects as well as dams. | \$984 million in funding annually | 42% | 57% | 60% | 75% |
| 1.2 | Complete water availability investigations for Cimarron R. Alluvium and Terrace(A&T), Gerty Sand, Elk City, Salt Fork Red R. A&T, Ogallala-Roger Mills Co., Washita R. A&T Reach 3 &4, Washita River A&T Reach I, Blaine, Ada-Vamoosa, Boone/Roubidoux, Red R. Reaches I & II A&T, Salt Fork Arkansas R. A&T, Antlers, Red R. Reaches III & IV aquifers | Number completed | 2 | 3 | 5 | 14 |
| 1.3 | Complete a comprehensive assessment of statewide water monitoring network site locations and sampling frequency to ensure data sets remain adequate to enable accurate assessment of water resources. Implement changes as needed | Assessment complete. Delayed implementation due to supply chain issues. | 50% | 90% | 95% | 100% |
| 2 | Develop and publish the 2025 Update of the Oklahoma Comprehensive Water Plan to guide water development and identify major water availability challenges and emerging policy issues | | | | | |
| 2.1 | Launch 2025 Plan: complete Phase I stakeholder engagement, initial goals and objectives, Oklahoma Flood Plan, common digital platform; initiate public water supply infrastructure needs survey; secure \$700,000 in federal /GPT | Percent completed | 40% | 60% | 80% | 100% |
| 3 | Modernization OWRB IT Systems, operations, and outputs to streamline and automate internal processes and improve public access to digital products and services to reduce costs and increase transparency | | | | | |
| 3.1 | Finalize agency's 5-year IT development plan; gain commitment from OMES_ISD on timely completion of multiple projects within agreed budgets through in-house and outside vendors. Initiate projects according to identified timelines | Percentage completed | 5% | 7% | 10% | 50% |
| 3.2 | Internally develop web-based application to improve public access to water data and information from cloud servers and provide ability for staff to upload information from the field; online loan and grant applications, informational dashboards, map products, and others | | | | 90%. All WQ water data available via web app. | |



Goal 1 - Implement the stakeholder-vetted policy recommendations published in the Oklahoma Comprehensive Water Plan

1.1 Continue to address Oklahoma's projected water infrastructure investment needs through leveraging and disbursement of funds with goal of maintaining AAA bond ratings. Gain approval by OMES of processes and initiate the disbursement of \$436 million in American Rescue Plan Act funds (pending Governor approval) for infrastructure construction projects

1.2 Complete water availability investigations for Cimarron R. Alluvium and Terrace(A&T), Gerty Sand, Elk City, Salt Fork Red R. A&T, Ogallala-Roger Mills Co., Washita R. A&T Reach 3 &4, Washita River A&T Reach I, Blaine, Ada-Vamoosa, Boone/Roubidoux, Red R. Reaches I & II A&T, Salt Fork Arkansas R. A&T, Antlers, Red R. Reaches III & IV aquifers

1.3 Complete a comprehensive assessment of statewide water monitoring network site locations and sampling frequency to ensure data sets remain adequate to enable accurate assessment of water resources

Brief description of strategy to achieve the goal –

1.1 Continue to submit bond issues to Standard & Poor's and Fitch for ratings; Obtain OMES approval for the process of distributing ARPA funds.

1.2 Continue to work with Technical Studies staff and outside contractors. This will ensure we work in the most efficient way to produce reports timely and with the accuracy required.

1.3 This item has been 90% completed. Purchase of needed equipment to fully implement the program recommendations has not occurred due to continued supply chain issues. With supply chain issues hopefully easing we anticipate purchasing equipment and installing in FY-23.

Indicator or Metric to measure goal progress -

1.1 Receive ratings for each bond issue; Percentage of ARPA funds disbursed
Percentage of Completion

1.2 Number of Reports Completed

1.3 Full implementation of recommended changes to agency statewide monitoring programs in FY-23.

Type of \$ Resource to be Used - Existing Resources

1.1 In order to facilitate these goals we will use existing resources and Administrative fees for ARPA.

1.2 Gross Production Tax Revenues

1.3 Existing resources will be used



Goal 2 Develop and publish the 2025 Update of the Oklahoma Comprehensive Water Plan to guide water development and identify major water availability challenges and emerging policy issues

Continue Development of the 2025 Plan: complete Phase I stakeholder engagement, initial goals and objectives, Oklahoma Flood Plan, common digital platform; initiate public water supply infrastructure needs survey; secure \$700,000 in federal /GPT

Brief description of strategy to achieve this goal – *OWRB hired engineering contractors to develop digital platform for the infrastructure survey and conduct stakeholder engagement. OWRB is also working with US Army Corps of Engineers through Planning Assistance to States program to secure the federal funding.*

Indicator or Metric to measure goal progress – *Percentage Completed*

Type of \$ Resource to be Used – *Gross production tax, federal funds and revolving funds.*



Goal 3 - Modernization OWRB IT Systems, operations, and outputs to streamline and automate internal processes and improve public access to digital products and services to reduce costs and increase transparency

3.1 Finalize agency's 5-year IT development plan; gain commitment from OMES_ISD on timely completion of multiple projects within agreed budgets through in-house and outside vendors. Initiate projects according to identified timelines

3.2 Internally develop web-based application to improve public access to water data and information from cloud servers and provide ability for staff to upload information from the field; online loan and grant applications, informational dashboards, map products, and others

Brief description of strategy to achieve the goal

Will continue to work with OMES-ISD to assist with contracting with a 1025 contract vendor, while also making use of internal systems such as Office 365, OnBase, and GIS products.

Indicator or Metric to measure goal progress

Percentage of completion

Type of \$ Resource to be Used

Existing Cash for one-time projects





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