



**OKLAHOMA**  
Water Resources Board

# Oklahoma Water Resources Board

## Strategic Plan FY 2025-29

October 1, 2024

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# Governor Stitt's Four Pillars

## DEFENDING YOUR DOLLAR

Tax Reform  
Tax Fairness  
Fee Reform

## PROTECTING OKLAHOMA

Protect Oklahoma's Kids  
Secure the Border  
Criminal Justice Reform

## PROMOTING OKLAHOMA

Fight Federal Overreach & Maximize Funding  
Best State to Raise a Family  
Permitting Reform  
Business & Economic Development

## MODERNIZING GOVERNMENT

Occupational Licensing Reform  
Streamline State Agencies  
Preparing the Workforce



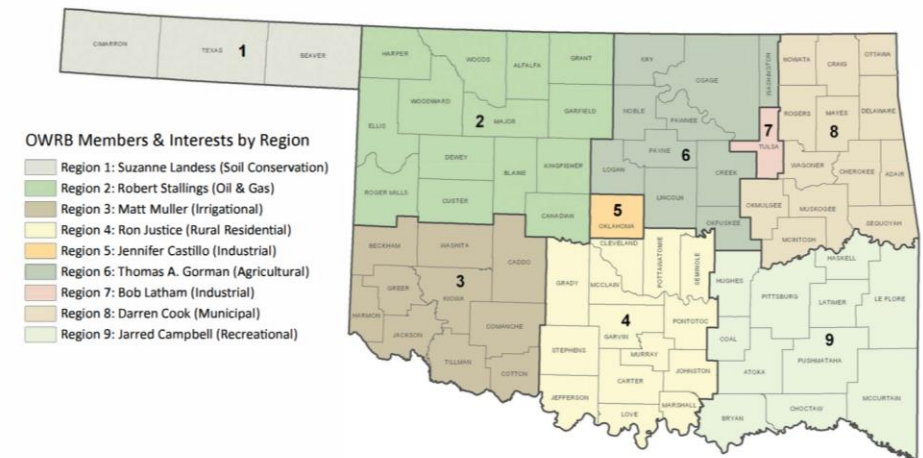
# Agency Introduction

The Oklahoma Water Resources Board serves as the state's water resources planning and development agency, defining policy and conducting the state's water business through a nine-member board appointed by the Governor with advice and consent of the state senate. Serving staggered seven-year terms and representing each of nine regions, board members are qualified electors of the State, and at least one member is well versed in each major water use type--including recreation, industrial, irrigation, municipal, rural residential, agriculture, soil conservation, and oil and gas production--with no more than two members 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 expert technical data, analysis, and mapping to inform state and local policy. The agency also oversees the state's dam safety, floodplain management, water well drillers and pump installers licensing programs, and serves as the hub for statewide water data collection, assessment, and monitoring activities.

# Oklahoma Water Resources Board

OWRB Membership and Regional Representation



# Agency Vision, Mission, and 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
- Challenges
- 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	Water supply reliability and safety to improve quality of life and the economy	No change
2	Municipalities, rural water districts, political subdivisions, irrigation districts, and state agencies	Water and wastewater infrastructure funding, floodplain management, dam safety, water rights, water well safety, water monitoring, and mapping assistance and services	No change
3	Governor's office, legislature, environmental agencies, Grand River Dam Authority, rural water districts, economic development entities, conservation districts, municipalities, higher education, and tribes	Technical assistance for policy development or administration, water planning, training events, and conferences	No change



# 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.)	Expected Fiscal Impact (List expected changes in funding needed by funding source – (\$) Increase or Decrease in Appropriated, Revolving or Federal funds)
1	82 O.S. HB 2197, SB 1914, HB 1004x appropriation partially restored funding for water supply security, business & economic development and private property rights. 2023 HB 2293, 2020 HB 1269	<u>Water Rights Administration</u> . Modernize by accelerating critical water permitting and use, facilitating permit compliance and protection of property rights, well integrity, and water sources under Oklahoma Water Law  <u>Drought and Flood Mitigation</u> . Implement Oklahoma Drought and Flood Plan Act of 2023 and HB 1269: Comprehensive Flood Plan. Quantify infrastructure needs, evaluate storage, areas vulnerable to flooding, multi-jurisdictional coordination, recommendations to legislature	No significant impact anticipated
2	2023 HB 1928	Establish and capitalize <u>Hazard Mitigation Financial Assistance Program</u> to provide low interest financing to public entities to infrastructure need; administered by OEM and OWRB. Appropriation authorized 1 of 4 yrs funding to capitalize the program and leverage federal funding.	No significant impact anticipated.



# Analysis of Agency Challenges

	Challenge	Current Actions (Briefly describe how the agency is currently addressing the challenge.)	Planned Actions (Briefly describe how the agency plans to address the challenge going forward.)
1	Low capacity to meet today's critical water supply challenges and meet new statutory requirements	Requesting additional recurring state appropriations in FY 26 and leveraging federal and partner contributions, actively identifying opportunities for further efficiencies/automations	Evaluate regulatory/compliance of statutorily required permitting/oversight programs to reduce burden on staff and regulated community
2	Staffing turnover due to market competition, particularly for STEM-professionals	Finalizing agency-wide Human Capital Management Plan, including request for additional appropriations for market increases, succession planning, increased recruitment efforts, workforce development	Implementation of new OWRB Human Capital Plan for recruitment, engagement, and succession
3	Increased operating costs due to inflationary pressure	Continuing effort to find efficiencies and cut costs and investments in modernization	Increase paperless transactions and shared resources across programs to cut travel and equipment costs
4	Unpredictable OMES IT costs/personnel capacity	Dedicate additional staff to more closely oversee projects, coordinate with OMES leadership to gain commitments on timely project completion, and evaluate implications of increased costs of services	Same as Current Actions



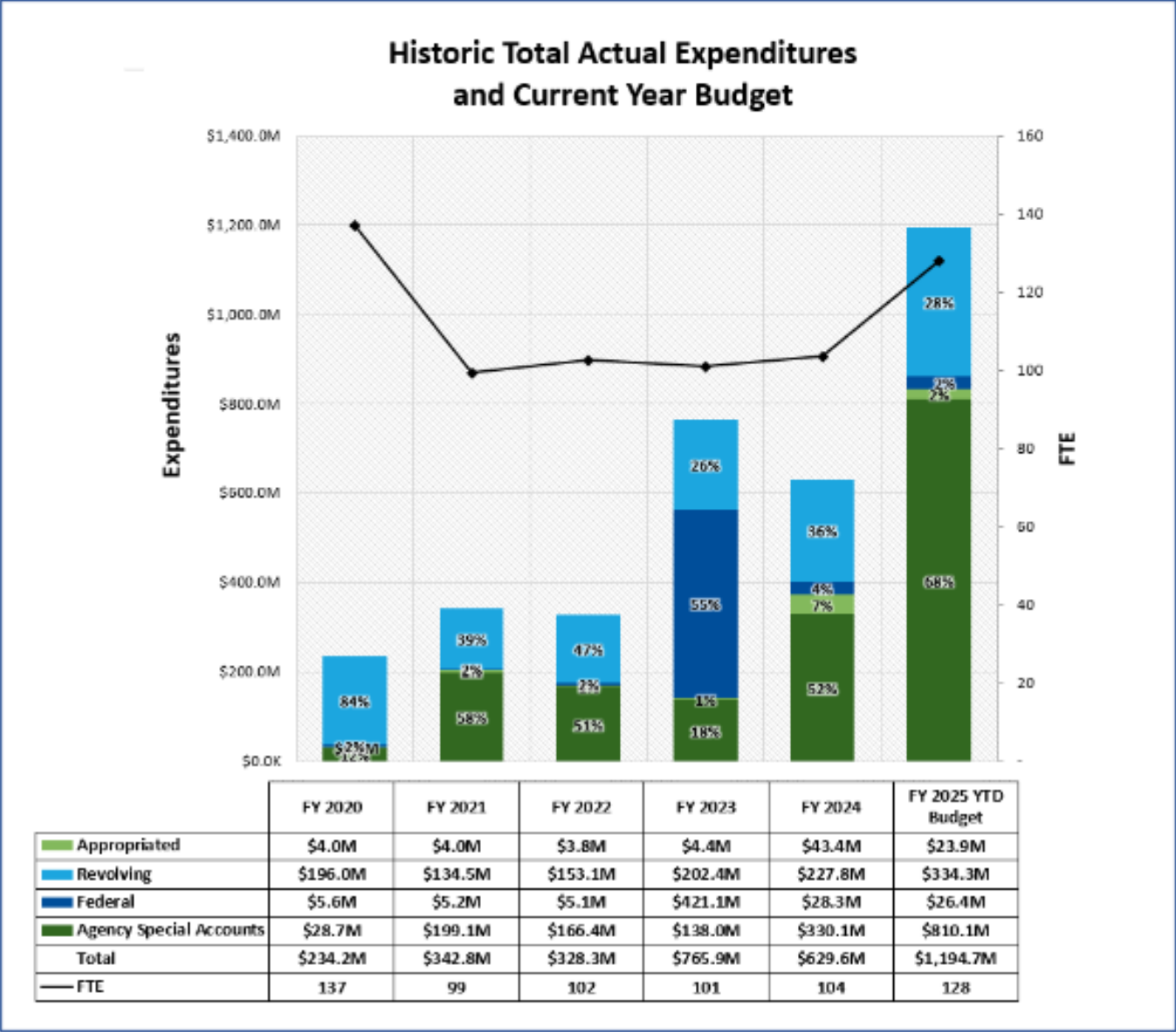


# Total Historic Actual Expenditures (FY 2020-24) and Current Year Budget (FY 2025)

## Explanation of Changes and Trends

Special Accounts – increase due to more bonds being issued between FY2023 and FY2024. Budgets for FY2025 are set in anticipation of bond issues that could be available.

Federal funding is higher in FY2023 due to ARPA funds being distributed.



# Projected Federal Funding

Fiscal Year	Federal Funding (\$) <i>(FY25 should match previous slide)</i>	List risks with federal funding <i>(ex. Anticipate grants ending)</i>	List opportunities with federal funding <i>(ex. Service improvement, improved outcomes)</i>	# FTE estimated to be funded with federal funding*
FY 2025	\$26,400,000	Loss of federal funding leads to personnel costs covered by increased appropriations; grant management requires significant administrative capacity	Funding for infrastructure for Oklahoma communities; promotes partnership with federal and local governments	37
FY 2026	\$10,400,000	Loss of federal funding leads to personnel costs being covered by increased appropriations	Funding for infrastructure for Oklahoma communities; promotes partnership with federal and local governments	30
FY 2027	\$7,400,000	Loss of federal funding leads to personnel costs being covered by increased appropriations	Funding for infrastructure for Oklahoma communities; promotes partnership with federal and local governments	28
FY 2028	\$6,400,000	Loss of federal funding leads to personnel costs being covered by increased appropriations	Funding for infrastructure for Oklahoma communities; promotes partnership with federal and local governments	28
FY 2029	\$6,400,000	Loss of federal funding leads to personnel costs being covered by increased appropriations	Funding for infrastructure for Oklahoma communities; promotes partnership with federal and local governments	28



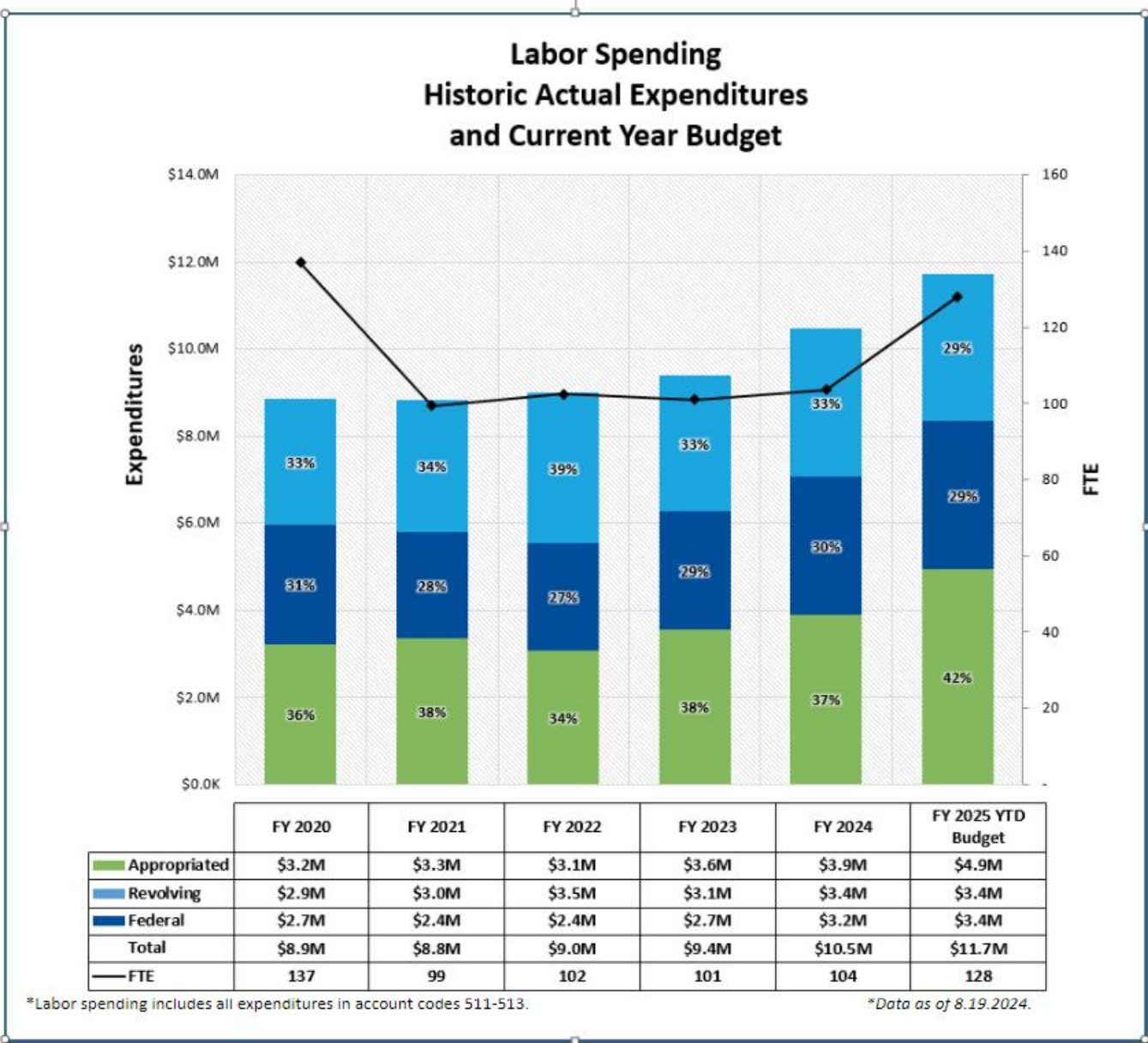
*\*FTE number includes FTE funded with federal funds and required state match.*

# Labor Spend Historic Actual Expenditures (FY 2020-24) and Current Year Budget (FY 2025)

## Explanation of Changes and Trends

The increase in FTE hours in FY 25 reflect budgeted, fully filled positions and no turnover.

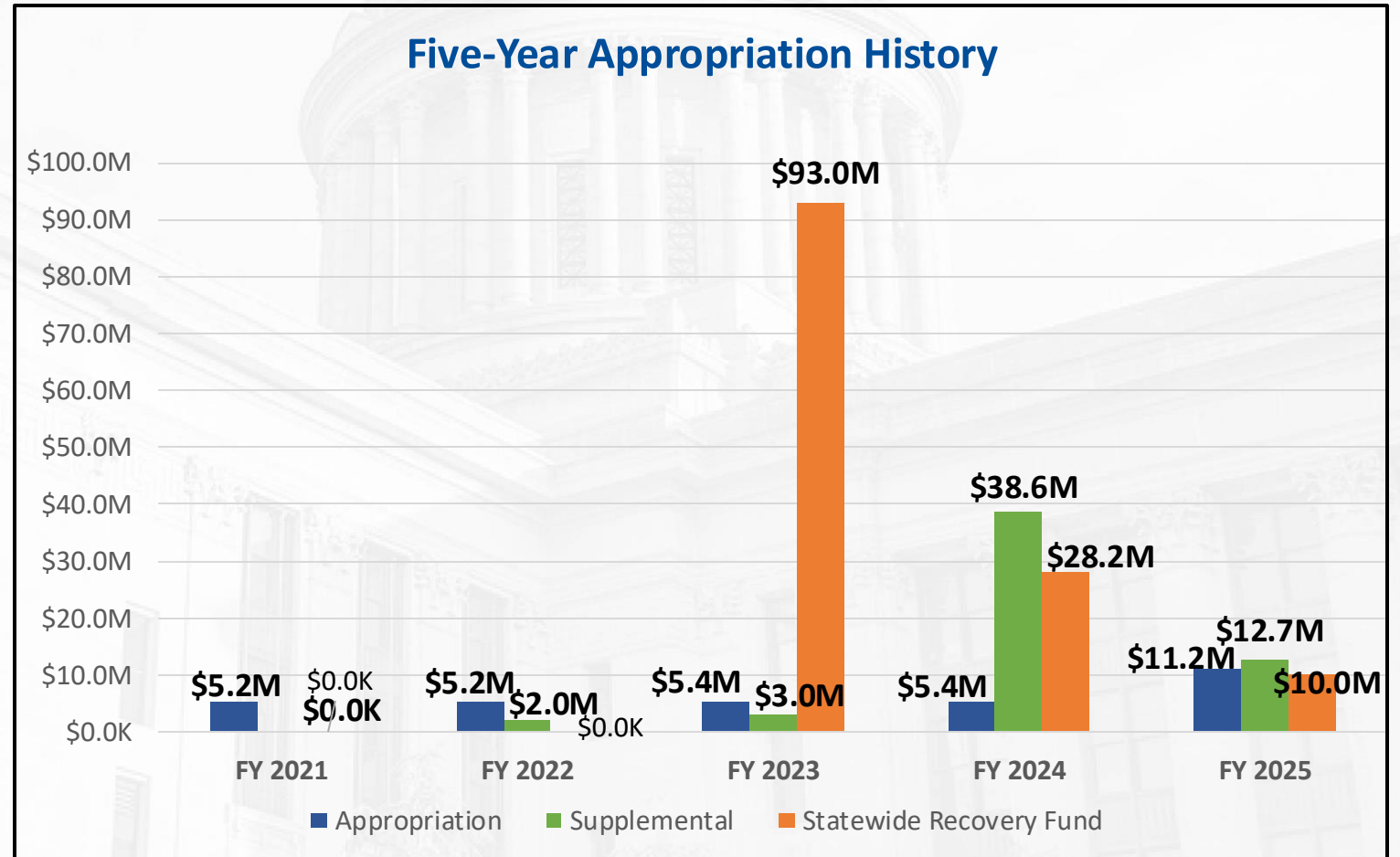
The increase in the FY 25 budget reflects addition of FTE in the water rights administration and hazard mitigation areas (due to additional appropriations) and salary adjustments for career progressions and market adjustments due to labor market conditions.



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>(Includes supplementals and SRF/ARPA if applicable.)</i>
FY 2021	\$5,210,323
FY 2022	\$7,205,323
FY 2023	\$101,457,823
FY 2024	\$72,248,757
FY 2025	\$33,914,075





## 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 2021	FY 2022	FY 2023	FY 2024
Total appropriated carryover amount expended (\$)	\$362,458	\$391,739	\$570,411	\$39,001,814

Historical Cash Balances	FY 2021	FY 2022	FY 2023	FY 2024
Year End Revolving Fund Cash Balances <i>(All Revolving Funds)</i>	\$17,107,482	\$16,5559,986	\$18,208,507	\$16,807,884

Revolving Class Fund # <i>(Unrestricted only)</i>	Revolving Class Fund Name <i>(Unrestricted only)</i>	Current cash balance (\$)	Projected FY 2025 year-end cash balance (\$)
21500	Oklahoma Water Resources Board—Main Revolving Fund	\$6,899,935	\$4,000,000
#		\$	\$
#		\$	\$
#		\$	\$
#		\$	\$
#		\$	\$
	Total Unrestricted Revolving Fund Cash balance:	\$6,899,935	\$4,000,000



*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 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Budgeted Positions / PINs (#)	108	118	112	118	125
Budgeted Vacant PINs (#)	7	10	15	6	16
Budgeted Vacant PINs (\$)	\$555,960	\$407,947	\$1,058,072	\$238,330	\$1,215,134
Budgeted PINs over 120 days Vacant (#)	N/A	N/A	N/A	N/A	N/A
Budgeted PINs over 120 days Vacant (\$)	N/A	N/A	N/A	N/A	N/A
Headcount* (as of 6/30)	106	101	103	104	114
Turnover Rate* (%)	9%	19%	11%	25%	N/A



*\*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 2024 (Actual \$ Savings)	FY 2025 (Projected \$ Savings)	FY 2026 (Projected \$ Savings)
State Match	State match for CWSRF and DWSRF by issuing debt or using administrative fees, saving the need for appropriated dollars in the amount of \$4,329,800; secured \$65,149,000 in federal funds in FY2025	Dollars Saved	\$7,845,500	\$7,391,800	\$13,029,800
Travel/sending staff to field	Coordination among staff and programs to handle multiple issues in field during fewer visits saving approximately 8 trips/2,000 miles	Dollars Saved	\$7,500	\$10,000	\$10,000
Purchasing	Careful review of vendor quotes before making purchases, doing installation work ourselves when possible, and taking advantage of the bid process	Dollars Saved	\$3,218	\$5,000	\$5,000

*Note: When reporting savings and efficiencies, agencies should include savings associated with statewide initiatives related to fleet reduction, use of Artificial Intelligence (AI), and cell phones. 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.”*



# Agency Goals and Key Performance Metrics

Goal		Metric	FY 24 Target*	FY 24 Actuals	FY 25 Target	FY 29 Target
1	Implement recommendations published in the 2012 Oklahoma Comprehensive Water Plan					
1.1	(a) Continue efforts to address Oklahoma's projected \$82 billion while maintaining AAA bond ratings; (b) exceed national average on Return on Federal Investment; (c) meet or exceed percent assistance provided compared to national average	(a) percent annual coverage level under a no-default scenario; (b) percent disbursed more than federal funds received; (c) percent compared to national average	(a) 100.2% (b) 360% (c) 100%	(a) 100.2% (b) 360% (c) 100%	(a) 100.2% (b) 360% (c) 100%	(a) 100.2% (b) 360% (c) 100%
1.2	Complete water availability investigations for remaining unstudied aquifers and increase hydrologic data collection through additional bathymetric surveys and reservoir yield analysis	Number hydrologic investigations and bathymetric/yield studies completed	8	8	15	25
2	Develop and implement the 2025 Oklahoma Comprehensive Water Plan (OCWP) and Oklahoma Flood Plan (OFP)					
2.1	Complete the 2025 OCWP and begin the OFP to guide effective water development and mitigation strategies that address key water challenges and emerging policy issues	Percent OCWP update completed	60%	60%	100%	100%
3	Modernize OWRB IT Systems, operations, and outputs					
3.1	Streamline and automate internal processes and improve public access to data, digital products, and services; implement agency's IT development plan for 22 projects	Percent of 22 Total major IT projects completed	50%	32%	82%	100%
3.2	Develop informational dashboards, mapping products, outreach campaigns on data availability, and training on how to access/use data and products	Number of presentations, trainings or posts/year	27	27	32	52



*Note: Include the FY 2024 target metrics from the Strategic Plan submitted in 2022.*

**Goal 1:** Implement the stakeholder-vetted policy recommendations published in the 2012 Oklahoma Comprehensive Water Plan (OCWP).

**Brief description of major agency goal:**

Continue efforts to address Oklahoma's projected \$82 billion need while maintaining AAA bond ratings and exceeding national average on Return on Federal Investment and amount of assistance provided. Complete water availability investigations for remaining unstudied aquifers and increase hydrologic data collection through additional reservoir yield analysis and surface/groundwater monitoring.

**Brief description of strategy to achieve the goal:**

Develop and increase our offerings of cost-effective financial products, funding opportunities, and total dollar amounts going out to communities, and increasing data collection and studies to inform planning for future water supply availability.

**Indicator or Metric to measure goal progress:**

Percent funding disbursed; number of studies initiated and completed

**Type of \$ Resource to be Used:**

Existing cash, general revenue, bond proceeds, earnings, gross production tax, federal funds.





**Goal 2:** Develop and implement the 2025 Oklahoma Comprehensive Water Plan (OCWP) and Oklahoma Flood Plan (OFP).

**Brief description of major agency goal:**

Complete the 2025 OCWP and begin the OFP to guide effective water development and mitigation strategies that address key water challenges and emerging policy issues.

**Brief description of strategy to achieve the goal:**

Continue development of the 2025 OCWP and OFP.

**Indicator or Metric to measure goal progress:**

Percent of the OCWP and OFP that have been completed

**Type of \$ Resource to be Used:**

Gross Production Tax, budget request, federal funds, existing cash/carryover



**Goal 3:** Modernize OWRB IT Systems, operations, and outputs.

**Brief description of major agency goal:**

Modernize IT systems, operations, and outputs to streamline and automate internal processes and improve public access to data, digital products, and services to reduce costs and increase transparency. Projects include modernization of water rights, well drillers, and dam safety databases; online permit applications; water-use reporting; well drillers reporting and licensing; GIS upgrades; and more.

**Brief description of strategy to achieve the goal:**

Continue to make progress on priority projects listed on the agency’s IT development plan.

**Indicator or Metric to measure goal progress:**

Percent of the IT projects completed

**Type of \$ Resource to be Used:**

Existing cash, carryover





**OKLAHOMA**  
Water Resources Board

# Appendix