

St. Johns River Water Management District

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St. Johns River Water Management District

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4049 Reid Street • P.O. Box 1429 • Palatka, FL 32178-1429 • (386) 329-4500
On the Internet at floridaswater.com.

August 1, 2011

The Honorable Rick Scott, Governor
The Honorable Denise Grimsley, Co-Chair, Legislative Budget Commission
The Honorable JD Alexander, Co-Chair, Legislative Budget Commission

Subject: St. Johns River Water Management District
Tentative Budget Submission for Fiscal Year 2011–2012

Dear Gov. Scott, Rep. Grimsley and Sen. Alexander:

In accordance with Section 373.536, *Florida Statutes*, the St. Johns River Water Management District's (District's) Tentative Budget Submission for Fiscal Year (FY) 2011–2012 is provided for your review. The document is also available on our website at the addresses listed on the third page of this letter.

Based on direction from the Governor, Legislature and Department of Environmental Protection Secretary, the District developed a balanced budget that totals \$209.28 million, which is \$35.54 million less than the FY 2010–2011 amended budget. The tentative budget adheres to the requirements of Senate Bill (SB) 2142 from the 2011 legislative session that capped the maximum amount of ad valorem taxes that the District could levy at a not-to-exceed amount of \$85.33 million. The cap reduced the District's ad valorem tax levy by \$30 million, or 26%. In addition to reduced ad valorem tax revenues, all other revenue sources (local, state and federal) have continued to decline.

On July 12, 2011, the District Governing Board approved the tentative FY 2011–2012 budget and 0.3313 millage rate, which is 26.5% lower than the rolled back rate of 0.4509 mills. Under the 0.3313 millage rate, the owner of a house with a \$200,000 assessed value and homestead exemption would pay the District \$49.70.

To accomplish a balanced and reduced tentative budget, the District evaluated its core mission, eliminated non-core activities, restructured the organization, and reduced its workforce by 23.3%. The workforce reduction totals 186.3 positions and includes 130 employees and 56 contingent workers (contracted labor). The reduction in workforce equates to a reduction of \$14.98 million in salaries and benefits from the current fiscal year. In addition, contractual expenses have been reduced by \$9.08 million, (a 36.5% reduction), operating capital outlay by \$1.29 million (a 58.7% reduction), and fixed capital

GOVERNING BOARD

W. Leonard Wood, CHAIRMAN
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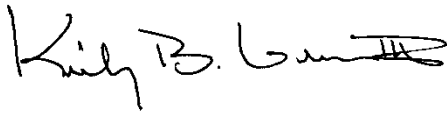
Arlen N. Jumper
FORT MCCOY

outlay by \$21.77 million (a 40.7% reduction) over FY 2010–2011.

The Governing Board will hold public hearings on the District's proposed budget at 5:05 p.m. on September 13, 2011, and September 27, 2011. The Board will adopt a final FY 2011–2012 budget during the second public hearing. The public, media and stakeholders will be notified about the hearings and provided opportunities to provide input to the Board during the hearings.

If you require further information, or if I can be of assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Kirby B. Green III". The signature is written in a cursive style with a prominent initial "K" and a stylized "B".

Kirby B. Green III
Executive Director

cc: Attached Recipient List

The St. Johns River Water Management District's Tentative Budget Submission for Fiscal Year 2011–2012 is available on our website at the addresses below. Should any recipients require a paper copy of the document, please contact Betty McLane at (386) 329-4422 or bmclane@sjrwmd.com.

Tentative FY 2011–2012 Budget:

http://floridaswater.com/budget/FY2011-2012_TENT_budgetSF.pdf

Budget documents

<http://floridaswater.com/budget/index.html#documents>

Recipients of FY 2011-2012 Standard Format Tentative Budget Submission

The Honorable Rick Scott, Governor
The Honorable Dean Cannon, Speaker, House of Representatives
The Honorable Mike Haridopolos, Office of the Senate President
The Honorable Denise Grimsley, Chair, Joint Legislative Budget Commission
The Honorable JD Alexander, Vice-Chair, Joint Legislative Budget Commission
Mr. Herschel T. Vinyard Jr., Secretary, Florida Department of Environmental Protection
Mr. Andrew Grayson, Executive Office of the Governor
Mr. Mike Atchley, Executive Office of the Governor
Mr. Glenn Reagon, Executive Office of the Governor
Ms. Cynthia Kelly, Administrative Services Director, Florida Department of Environmental Protection
Mr. Brett Cyphers, Financial Analyst, Florida Department of Environmental Protection
Ms. Stephanie Massengale, Budget Chief
Ms. Jamie Deloach, Legislative Staff Director
Ms. Dawn Pigott, Legislative Analyst
Chair, Board of County Commissioners Alachua County
Chair, Board of County Commissioners Baker County
Chair, Board of County Commissioners Bradford County
Chair, Board of County Commissioners Brevard County
Chair, Board of County Commissioners Clay County
Mayor, City of Jacksonville (Duval County)
Chair, Board of County Commissioners Flagler County
Chair, Board of County Commissioners Indian River County
Chair, Board of County Commissioners Lake County
Chair, Board of County Commissioners Marion County
Chair, Board of County Commissioners Nassau County
Chair, Board of County Commissioners Okeechobee County
Chair, Board of County Commissioners Orange County
Chair, Board of County Commissioners Osceola County
Chair, Board of County Commissioners Putnam County
Chair, Board of County Commissioners Seminole County
Chair, Board of County Commissioners St. Johns County
Chair, Board of County Commissioners Volusia County
St. Johns River Water Management District Governing Board
St. Johns River Water Management District Executive Management Team
Mr. Doug Barr, Executive Director, Northwest Florida Water Management District
Ms. Jean Whitten, Northwest Florida Water Management District
Ms. Melissa Meeker, Executive Director, South Florida Water Management District
Mr. Doug Bergstrom, Director, Budget Division, South Florida Water Management District
Mr. William Bilenky, Interim Executive Director, Southwest Florida Water Management District
Ms. Linda Pilcher, Assistant Finance Director, Southwest Florida Water Management District
Mr. Dave Still, Executive Director, Suwannee River Water Management District
Ms. Melanie Roberts, Director of Mission Support, Suwannee River Water Management District

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I. Foreword

To ensure the fiscal accountability of the water management districts (WMDs), the 2011 Legislature enacted Subsection 373.536(5)(a), *Florida Statutes* (F.S.), which authorizes the Executive Office of the Governor (EOG) and the Legislative Budget Commission to disapprove WMD budgets, in whole or in part. Section 373.536, F.S., also directs the WMDs to submit a tentative budget by August 1 in a standard format prescribed by the EOG. This report has been prepared to satisfy the requirements of Section 373.536, F.S., using the standard format agreed upon by the EOG, the Florida Department of Environmental Protection (FDEP), and the five WMDs.

On July 12, 2011, in compliance with statutory requirements, the St. Johns River Water Management District (SJRWMD or District) submitted a tentative budget to its Governing Board for consideration and approval. The District now submits this August 1 Standard Format Tentative Budget for review by the Governor, the Legislative Budget Commission, the President of the Senate, the Speaker of the House of Representatives, the Secretary of the FDEP, and the governing body of each county in which the District has jurisdiction or derives any funds for the operations of the District.

The tentative Fiscal Year (FY) 2011–2012 budget is scheduled for two public hearings before final adoption. The first hearing will occur on September 13, 2011, and the final budget adoption hearing will occur on September 27, 2011. Because this August 1 submission is a tentative budget, readers are advised to obtain a final copy of the District's adopted budget when it becomes available in late September 2011 via the District's website at:

<http://floridaswater.com/budget/index.html#documents>

II. Introduction to the District

A. History of Water Management Districts

Due to extreme drought and shifting public focus on resource protection and conservation, legislators passed four major laws in 1972, including the Environmental Land and Water Management Act, the Comprehensive Planning Act, the Land Conservation Act, and the Water Resources Act (WRA). Collectively, these policy initiatives reflect the philosophy that land use, growth management, and water management are interwoven and should be addressed as an integral entity.

Florida's institutional arrangement for water management is unique in the United States and beyond. The 1972 WRA granted Florida's five WMDs broad authorities and responsibilities. Two of the five districts (South Florida and Southwest Florida) existed prior to the passage of the WRA primarily as flood control agencies, however, today the responsibilities of all five WMDs encompass four broad categories: water supply (including water allocation and conservation), water quality, flood protection, and natural systems management.

The five WMDs, established by the Legislature and recognized in the State Constitution, are set up largely on hydrologic boundaries. WMDs are primarily funded by ad valorem taxes normally reserved for local governments using taxing authority which emanates from a constitutional amendment passed by Floridians in 1976. Each WMD is governed by its Governing Board, whose members are appointed by the Governor and confirmed by the Senate. There is also general oversight at the state level by the FDEP.

Florida water law, embodied largely in Chapter 373, F.S., combines aspects of Western (prior appropriation) and eastern (riparian) water laws. In Florida, water is a resource of the state, owned by no one individual, with the use of water overseen by WMDs acting in the public interest. The original law recognized the importance of balancing human needs for water with those of Florida's natural systems. This takes the form of requiring the establishment of minimum flows and levels (MFLs) for lakes, streams, aquifers, and other water bodies; and restrictions on long-distance water transfers.

Each of Florida's WMDs has a history that cannot be completely detailed here. Together, these unique organizations work with the state and local governments to assure the availability of water supplies for all reasonable and beneficial uses; protect natural systems in Florida through land acquisition, management, and ecosystem restoration; promote flood protection; and address water quality issues. Interested readers should contact officials at each district or visit their websites for further details.

B. Overview of the District

The District encompasses all or part* of 18 counties in north and east-central Florida (see Figure 1 below).

Alachua*	Baker*	Bradford*	Brevard	Clay
Duval	Flagler	Indian River	Lake*	Marion*
Nassau	Okeechobee*	Orange*	Osceola*	Putnam
St. Johns	Seminole	Volusia		

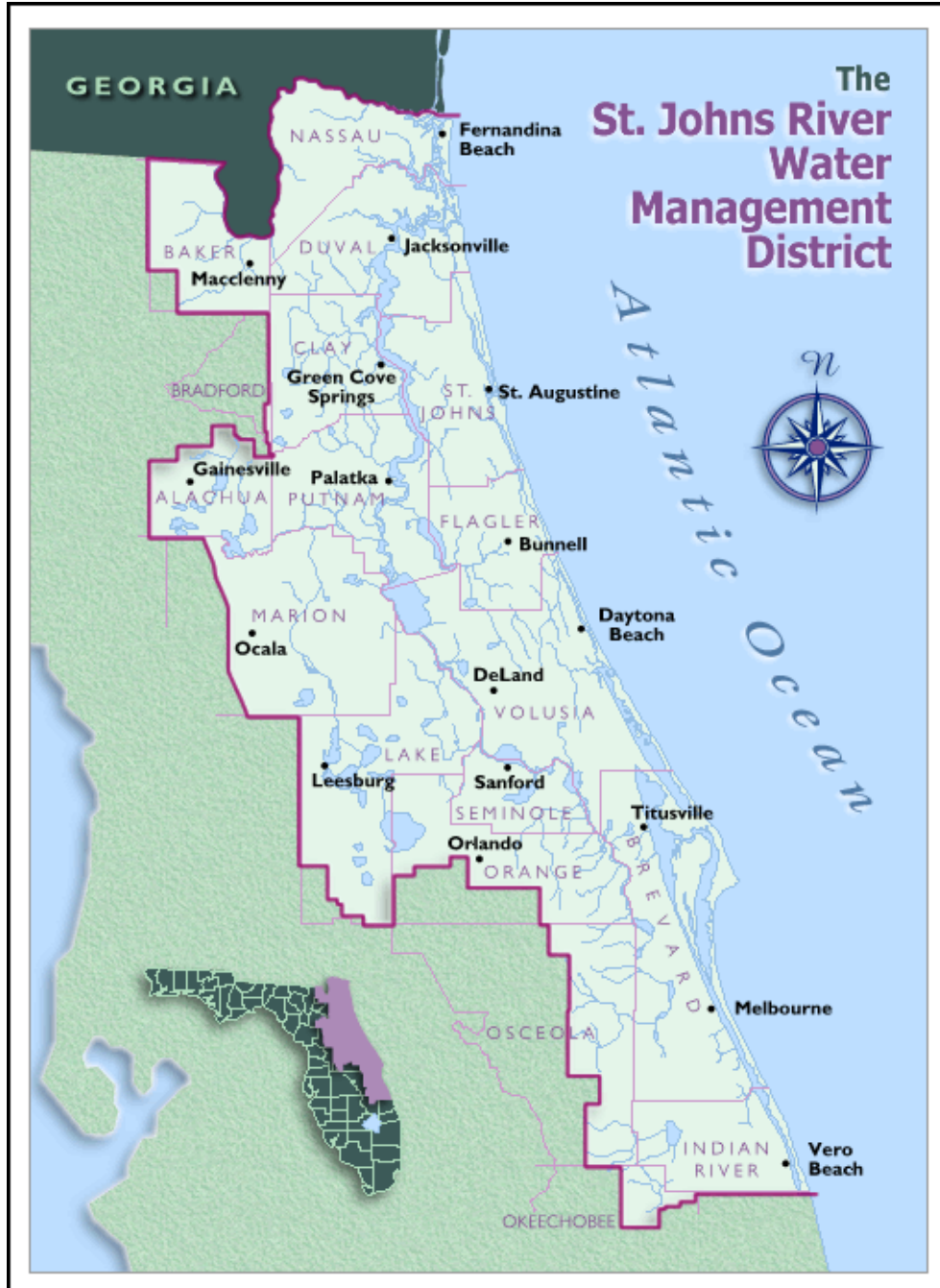


Figure 1. St. Johns River Water Management District map

The District has jurisdiction over 12,283 square miles, which is approximately 23% of the state's land area. It includes the entire St. Johns River watershed, the Ocklawaha River, the Atlantic coastal areas, the Nassau River Basin, and the Florida side of the St. Mary's River basin. Approximately 4.73 million people currently reside in the District, a population that is projected to reach 5.2 million by the year 2020.

The District's original focus on flood control has been expanded to include water resource development, water supply planning, water quality protection, and environmental enhancement. To meet these challenges, the District has undertaken increased land acquisition, construction of the Upper St. Johns River Basin project, surface water permitting, including wetlands protection, and many surface water restoration and management projects.

The District is governed by a nine-member Governing Board. Under the direction of its Governing Board, the District's organization is structured by departments and offices. The departments and offices manage and implement District programs, projects and activities. The functions of the Governing Board, departments, and offices are briefly discussed below.

- Governing Board: The Governing Board is the agency head. Governing Board members are appointed by the Governor, subject to confirmation by the Florida Senate. They serve staggered four-year terms, as set forth in Section 373.073, F.S. The Governing Board is responsible for governing the District as authorized by law. The Board establishes policies, hires the Executive Director, executes regulatory responsibilities, approves contracts, and has constitutional authority to levy ad valorem taxes for water management purposes.
- The Executive Office: This office contains the Office of the Executive Director, Office of General Counsel, Office of Human Resources, Office of Communications and Governmental Affairs, Office of Inspector General, and Office of Budget and Management Reporting. The Executive Director is selected by the Governing Board, subject to approval by the Governor and confirmation by the Senate, as set forth in Section 373.073, F.S. The Executive Office is responsible for the overall management of the District and implementation of District policies, rules, plans, studies, and programs. It also provides communication and information services to the public and District employees, and human resource and legal support to all Departments. Additionally, the Executive Office conducts planning and budgeting activities, and monitors activities of the Legislature and governmental agencies.
- The Department of Finance and Administration: This department contains the Division of Financial Management, Division of Enterprise Records Management, Division of Procurement Management, and Division of Administration. It is responsible for providing administrative support for the District in areas of finance, accounting, and procurement services. This department provides fiscal responses, accountability, and guidance related to revenues, expenditures, encumbrances, and investment activities of the District; and implements policies and procedures for contracting professional services pursuant to part VII,

Chapter 40C-1, *F.A.C.* It also maintains the District's capital asset inventory and District records.

- The Department of Resource Management: This department contains the Division of Water Use Regulation, Division of Ground Water Programs, and Division of Water Supply Management. The Department of Resource Management reviews water well contractor license applications, water well construction (WWC) permit applications, and consumptive use permit (CUP) applications; monitors these permitted activities; implements and enforces related District permit rules in Chapters 40C-1, 40C-2, 40C-3, 40C-5, 40C-8, 40C-21, 40C-22, 40C-23, 40C-24, and Rule 62-531, Florida Administrative Code (*F.A.C.*); maintains all regulatory records for the District; and collects and manages hydrologic data for the District. This department is also responsible for ground water investigations, development of MFLs, water supply planning, investigation of alternative water supplies, development and implementation of water resource development projects to enhance water supplies, and water supply development assistance.
- The Department of Water Resources: This department contains the Division of Water Resource Information, Division of Environmental Sciences, and Division of Engineering. This department is responsible for engineering; hydrologic and hydraulic investigations, surface water basin management planning, environmental planning and assessment, water resource and environmental restoration, administration and management of Surface Water Improvement and Management (SWIM) programs, and other surface water projects.
- The Department of Operations and Land Resources: This department contains the Division of Real Estate Services, Division of Land Management, Division of Facilities and Transportation Management, and Division of Public Works (northern and southern regions). The Department of Operations and Land Resources is responsible for acquiring and managing District lands; implementing and enforcing District rules in Chapter 40C-9, *Florida Administrative Code (F.A.C.)*; constructing, operating, and maintaining buildings, grounds, and lands owned by the District; purchasing and coordinating usage and maintenance of vehicles and equipment; performing invasive plant management; conducting land management related restoration activities; and overseeing the District's emergency management program.
- The Department of Information Resources: This department contains the Division of Enterprise Technology Services, Division of Integrated Application Services, and Division of Business Application Services. It is responsible for providing support for the District's computer systems and developing, building, and maintaining information system services for the District.
- The Department of Environmental Resource Permitting: This department contains the Division of Project Management and Division of Environmental Resource Compliance. The Department of Water Resources reviews environmental resource permit (ERP) applications, management and storage of

surface water permit (MSSW) applications, and wetland resource permit applications; monitors these permitted activities; and implements and enforces related District permit rules in chapters 40C-1, 40C-4, 40C-40, 40C-41, 40C-42, 40C-44, and 40C-400, *F.A.C.*

The District operates and maintains 108 major and minor water control structures, including 11 spillways, three navigational locks, and approximately 300 miles of levees and canals. The District has acquired approximately 690,000 acres of land (through transfers, donations, fee-simple purchases, and less-than-fee acquisitions). The District currently has 587.5 full-time equivalent positions (FTEs) working out of three owned facilities, which include the headquarters facility in Palatka, an operations facility in Moss Bluff, and a service center in Palm Bay, as well as two leased service centers in Jacksonville and Altamonte Springs. The telephones and addresses for individual service centers are listed below.

District Headquarters
4049 Reid Street
Palatka, Florida 32177
(386) 329-4500 or (800) 451-7106 (Florida only)
Hearing Impaired: (800) 955-8770 (Florida Relay Service)

Altamonte Springs Service Center
975 Keller Road
Altamonte Springs, Florida 32714-1618
(407) 659-4800 or (877) 228-1658 (Florida only)
Hearing Impaired: (800) 955-8770 (Florida Relay Service)

Jacksonville Service Center
7775 Baymeadows Way, Suite 102
Jacksonville, Florida 32256
(904) 730-6270 or (800) 852-1563 (Florida only)
Hearing Impaired: (800) 955-8770 (Florida Relay Service)

Palm Bay Service Center
525 Community College Parkway SE
Palm Bay, Florida 32909
Water Resources: (321) 409-2011 or (800) 295-3264 (Florida only)
Indian River Lagoon: (407) 984-4950 or (800) 226-3747 (Florida only)
Hearing Impaired: (800) 955-8770 (Florida Relay Service)

C. Mission of the District

The District's budget development process is guided by its mission statement that states:

"We will ensure the sustainable use and protection of water resources for the benefits of the people of the District and the state of Florida."

D. Related Reports

In addition to the Standard Format Tentative Budget, the District also submits several statutorily required reports and plans to the state. Table 1 below provides a list of these reports and plans that are linked to the Standard Format Tentative Budget submission. Also included are due dates as well as the names and email addresses of District employees responsible for these reports.

Table 1. Reports and plans linked to the Standard Format Tentative Budget submission

Plan/Report	Due Date	Contact	E-Mail
Consolidated Annual Report	Annually Mar. 1	Yaping Wang	ywang@sjrwmd.com
District Water Management Plan Annual Report			
Minimum Flows and Levels Priority List			
5-year Capital Improvement Plan			
5-year Water Resource Development Work Plan			
Florida Forever 5-year Work Plan Annual Update			
Wetland Mitigation Cash Donation Report			
District Water Management Plan	*		
Regional Water Supply Plan Update	October 2011	Jim Gross	jgross@sjrwmd.com

* will be replaced with Strategic Plan by January 2012

E. Development of the District Budget

The state and five WMDs are faced with many challenges and must continue to work efficiently to meet the water resource protection and water supply needs of Florida now and in the future. Because of legislation passed in 2007 and the constitutional amendments passed by Florida voters in January 2008, a lower millage rate cap and reduced property values have significantly limited the District's ad valorem revenue generating capacity. In the last five years, the economy has declined due to a slowdown in construction and other economic activities that have forced the state to reduce or eliminate its funding to District programs and projects. The passage of Senate Bill (SB) 2142 in 2011 capped the District's primary revenue source – ad valorem tax revenue – at \$85.35 million a year, which represents a 23% reduction over the adopted FY 2010–2011 level of \$110.87 million. The primary goal of this year's budget is to ensure the effective allocation of fiscal and staff resources to accomplish the District's core mission.

The EOG, in cooperation with the Legislative Budget Commission, FDEP and the WMDs, continually reevaluates the budget process to ensure optimal performance from the programs and initiatives of Florida's WMDs. The EOG encourages the WMDs to review their core missions and regional priorities. Further, the EOG challenges the WMDs to examine the fiscal impacts of reduced spending while still maintaining their primary responsibilities.

The District's Governing Board annually reviews and reevaluates its core mission. During a budget workshop in June 2011, the Board reviewed the District's 5-year revenue forecasts and priorities. On July 12, 2011, staff presented the tentative FY 2011–2012 Annual Work Plan and Budget to the Governing Board, and the Governing Board adopted the tentative millage rate and budget that is contained herein.

The FY 2011–2012 budget development process will end when the final budget is adopted. As required by F.S., the District will hold two public hearings in September at its Palatka headquarters to adopt the FY 2011–2012 millage rate and budget. The first public hearing, to be held on September 13, 2011, will set the tentative millage rate for Truth in Millage (TRIM) purposes. The tentative budget will also be adopted at that hearing. A second public hearing to adopt the final millage rate and budget will be held on September 27, 2011.

F. Budget Guidelines

The District's Office of Budget and Management Reporting annually works with the Governing Board and the District's Executive Management Team to produce guidelines that assist staff with the development of the work plan and budget. On June 16, 2011, the District received the budget guidelines from FDEP for the preparation of FY 2011–2012 budget that are summarized as follows:

- No new debt
- No new land acquisition unless the District is already legally obligated by contract
- Analyze and adjust personnel and administrative structures and reduce unnecessary levels of administration
- Make benefits consistent with other districts and state employees
- Eliminate non-core activities
- Begin the process of paring down or eliminating wetland mitigation and outreach programs
- Eliminate participation in non-vital organizations and associations
- Cooperate with EOG and FDEP staff to clarify Capital Improvements Plan, document Fixed Capital Outlay Projects, and explain the relationships between reserves and the District's short, intermediate, and long-term water supply plans

G. Budget Development Calendar and Milestones

March 2011

- Provided a preliminary budget to the EOG and legislative staff to assess the impact of a 2-year 25% tax holiday proposed by Governor Scott.

June 2011

- Property appraisers for the 18 counties in the District provided taxable value estimates.
- On June 14, 2011, the Governing Board held a budget workshop to review the revenue forecasts and budget priorities.
- On June 16, 2011, the District received budget guidance from Jon Steverson, FDEP.

July 2011

- Property appraisers for the 18 counties in the District provided certification of taxable values.
- On July 12, 2011, the Governing Board adopted the tentative FY 2011–2012 budget and a proposed millage rate that is in compliance with Truth in Millage (TRIM) requirements.

August 2011

- The District submits its Standard Format Tentative Budget to the EOG, Senate President, Speaker of the House, Legislative Budget Commission, FDEP, and the County Commission chairs.

September 2011

- The Governing Board adopts the tentative millage rate and tentative budget at a public hearing on September 13, 2011, at 5:05 p.m.
- The Governor's and Legislative Budget Commission's written comments on the tentative FY 2011–2012 budget are due on September 20, 2011.
- The final millage rate and final budget are adopted at a public hearing held by the Governing Board on September 27, 2011, at 5:05 p.m.

October 2011

- The FY 2011–2012 budget cycle starts on October 1, 2011.

III. Budget Highlights

A. Current Year (FY 2010–2011) Accomplishments

1.0 Water Resources Planning and Monitoring

Water Supply Planning

- Completed the Northeast Florida Water Supply Planning Area Groundwater Modeling and Alternative Water Supply final reports
- Conducted sensitivity and predictive simulations with regional groundwater flow models covering all portions of the District plus the Central Florida Coordination Area (CFCA), now known as the Central Florida Water Initiative (CFWI), in support of the 2010 update of the Water Supply Assessment
- Completed MFLs determinations for: St. Johns River at State Road 520 (Lake Poinsett); Ponce de Leon Springs; lakes Geneva, Cowpen, Apshawa North and South, and Tarhoe
- Made significant progress on the hydraulic and/or hydrologic modeling and MFLs determinations for: Silver Springs, Ocklawaha River, Rainbow Springs, Wekiva River; and Apopka and Harris Chain of Lakes
- Continued coordination and discussion of water supply planning issues with bordering water management districts and Georgia
- Completed the Regional Groundwater Modeling Study of north Florida, which serves as a framework for future modeling efforts by the St. Johns River and Suwannee River water management districts
- Completed the Northeast Florida Groundwater Flow Model, Version 4

Research, Data Collection, Analysis and Monitoring

- Collected, verified, processed, and stored more than 16 million measurements from more than 1,500 monitoring stations throughout the District and from approximately 300 additional sites that are collected by others through mutual agreement
- Collected, verified, processed, and stored Benchmark Farms project monthly water use data from 140 sites throughout the District; prepared and mailed semiannual water use reports to participating growers
- Developed methodology and GIS tools to distribute population projections and domestic self-supply water use to the parcel level for forecasting water demands
- Completed surface elevation maps for hydrostratigraphic units within the District and portions of the Suwannee River, Southwest Florida and South Florida water management districts, and Georgia (essential for groundwater modeling and water resource analysis)
- Expanded, updated, and made available groundwater data resources to the public on the District website, including geophysical and litho logic data; groundwater quality monitoring network data review from 1,267 wells; springs data, flows and quality for 90 springs; a statistical analysis of hydrologic data of northeast Florida and southern Georgia; and a statistical analysis of hydrologic data within the Central Florida Coordination Area.

- Completed a dye tracer study to map groundwater movement within the Silver Springs vicinity
- Completed the 2009 land use and land cover mapping for the District

2.0 Acquisition, Restoration and Public Works

Land Acquisition

- Acquired 10,733 acres of conservation land for \$25.57 million, including \$13.2 million of District funding (\$2,196 per acre)
- Less-than-fee acquisitions totaled 5,085 acres

Water Resource Development

- Provided contractor oversight and technical reviews of work products on the Coquina Coast Seawater Desalination Project
- Turned over four aquifer storage and recovery (ASR) demonstration projects to DeLand, Sanford, and Seminole and Orange counties for further cycle testing and eventual transition of the ASR systems into the water supply infrastructure

Water Supply Development Assistance

- Completed two reclaimed water projects under the Water Protection and Sustainability Program (WPSP) – Alternative Water Supply (AWS) totaling \$39.6 million (District cost-share of \$7.9 million), producing approximately 21.5 million gallons a day (mgd) of reclaimed water
- Identified 22 new alternative water supply projects in support of the District Water Supply Plan update
- Initiated the MFLs prevention/recovery initiative to develop strategies and implement actions to recover water bodies not currently meeting MFLs and prevent water bodies approaching their MFLs from future violation

Surface Water Projects

Lower St. Johns River Basin

- Made a cost-share arrangement with a Tri-County Agricultural Area (TCAA) grower over the next three growing seasons (2011–2013) to assess the possibilities of developing an economically viable system for growing chip-stock potatoes using surface drip irrigation
- Initiated a pilot project that evaluates the direct and indirect effects of phosphorus banding compared to current TCAA fertilizer application methods
- Work continues at the City of Jacksonville sewer expansion project, Clay County reclaimed water system expansion project, the City of Jacksonville Beach and the City of Palatka wastewater improvements and reclaimed water system expansion projects

Middle St. Johns River Basin

- Completed the draft Pollutant Load Reduction Goal for lakes Harney and Monroe, and the St. Johns River between these lakes

- Amended the Lake Jesup Interagency Restoration Strategy to reflect activities and changes related to the action steps
- Completed several project feasibility evaluations, including alum treatment of tributaries, floating phosphorus treatment, and phragmites harvest for phosphorus removal and floodplain management
- Completed year two of five for the Pay For Performance project with AquaFiber Technologies Corp. at Lake Jesup (4,000 pounds of phosphorus removed over two years)
- Completed the Howell Creek Basin Watershed Management Plan in partnership with 13 local governments
- Continued participation in the fulfillment of the Wekiva Parkway and Protection Act requirements
- Continued participation in the development of the federal Wekiva Wild and Scenic River Environmental Assessment and the Wekiva Wild and Scenic River Management Plan

Upper St. Johns River Basin

- Completed the improvement and capping of approximately seven miles of the Three-Forks Marsh Conservation Area outside levee
- Refurbished sheet piling wing-walls at four major water control structures

Upper Ocklawaha River Basin

- Reconnected 1,000 acres of restored wetlands at Emerald Marsh to Lake Griffin
- Documented major expansion of desirable submersed aquatic vegetation on Lake Griffin and other lakes in the Harris Chain of Lakes, with a final report due in September 2011

Lake Apopka Basin

- Reflooded an additional 2,000 acres of former farm land on the North Shore Restoration Area, further reducing total phosphorus loading to Lake Apopka
- Harvested nearly 400,000 pounds of gizzard shad from Lake Apopka

Northern Coastal Basin

- Completed Rose Bay Watershed Restoration Project, including extensive stormwater retrofits and septic replacement throughout the 5,000 acre urban watershed and removal of causeways and accumulated sediment in the bay
- Completed construction of the North Peninsula State Park Saltmarsh Restoration Project funded through a \$1.6 million National Oceanic Atmospheric Administration Recovery Act Grant (project restored more than 43 acres of historical salt marsh habitat)

Indian River Lagoon Basin

- Completed construction within Unit 2 and Unit 4 north of the more than 10,000 acre Fellsmere Water Management Area
- Completed the installation of six top-flow gates in the MS-1 Structure for the Canal 1 Re-diversion Project, including an automated operation system and revised regulation schedule to reduce discharges to the Indian River Lagoon

- Completed the construction of two electric pump stations in the Sawgrass Lake Water Management Area involving five miles of three-phase power line to the pumps
- Completed construction of the Herndon Swamp wetland slough restoration project at the head waters of the north fork of the St. Sebastian River and continue to move the revised design forward for the Sotille Canal treatment pond
- Completed construction of four local government storm water retrofit projects valued at \$5.1 million in capital improvements
- Completed five habitat enhancement projects
- Restored an additional three miles (project total of 20 miles) of impounded wetland dike in the Merritt Island National Wildlife Refuge

3.0 Operation and Maintenance of Lands and Works

Land Management

- Conducted 25 prescribed burns on approximately 20,000 acres
- Spent 7,330 hours of staff time fighting wildfires on nearly 19,000 acres of District land and an additional 1,450 hours assisting the Florida Division of Forestry and U.S. Forest Service with wildfires elsewhere
- Treated more than 9,000 acres of the invasive old world climbing fern (Lygodium)
- Planted 1,009 acres of longleaf pine trees

Facilities

- Continued energy conservation initiatives at District headquarters in Palatka, including installation of laboratory HVAC system modifications that have resulted in reduced utility costs

4.0 Regulation

- Issued 59 Individual CUPs, 138 Standard General CUPs, 33 Noticed General Dewatering Permits and 57 Temporary CUPs
- Issued JEA a Total Consolidation Permit which consolidates 27 previously independent permits
- Issued 1,274 ERPs and 291 Water Well Construction permits
- Completed Statement of Estimated Regulatory Costs for proposed CUP streamlining rule revisions and submitted to the Office of Fiscal and Regulatory Reform, requesting authorization to complete streamlining rule revisions

Water Conservation

- Contributed \$1.5 million in cost-sharing funds to 20 local water conservation projects
- Developed a linear programming model to optimize selection of the most cost effective water conservation best management practices for water supply utilities

5.0 Outreach

- Conducted more than 900 presentations and briefings to federal, state and local government elected officials and their staffs
- Provided technical support to local governments through review of comprehensive plans and amendments, developments of regional impacts, and ordinance development
- Presented District and water resource information to 130 organizations, homeowners associations, special interest and other stakeholder groups.
- Participated in 59 community events that reached more than 16,850 people
- Conducted more than 490 media interviews, distributed news releases and secured 725 published, broadcast or aired stories
- Expanded social media opportunities to include Facebook and an electronic District newsletter, and continued to use Twitter, YouTube and Blogger
- Distributed more than 200,000 publications to stakeholders
- Reached more than 13,800 students through water resource presentations and trained 376 new teachers to use The Great Water OdysseySM

6.0 District Management and Administration

Administrative and Operations Support

- Developed a paperless Personnel Actions and Performance Appraisals process and streamlined the process with online approvals
- Made Employee Self Service available for employees to access employment history, performance appraisals and salary history online
- Made Manager Self Service available for supervisors to access their direct reports' employment history, performance appraisals and salary history online
- Made Job Classifications and Position Descriptions available for District staff to view online

Computers/Computer Support

- The Agricultural Water Use Modeling Tool is now a web-based application, which provides agency-wide access, improved usability, and consistent calculations
- Elementary school students now access The Great Water OdysseySM over the Internet and individual progress and results are stored in the District's database
- Employees submit and process travel authorizations and expense reimbursements more easily and efficiently using forms within the Enterprise Content Management system
- Simplified the process for submitting permits online by consolidating the data upload pages on the E-Permitting website. Regulatory documents on the E-Permitting website are PDF documents, which improves the ease of access

B. Major Budget Objectives and Priorities

The major budget objectives and priorities are summarized below.

- Maintain core mission responsibilities:
 - Construction, operation and maintenance of flood protection and restoration projects
 - Land Management (including invasive control, prescribed fire and wildfire management)
 - MFL prevention-recovery strategies, water supply planning, water resource development and water supply development assistance
 - Environmental Resource and Consumptive Use Permitting
 - Hydrologic, water quality and environmental monitoring
 - Engineering, hydrogeology and scientific core competencies
- Maintain commitment to major cooperative funding projects:
 - MFL prevention-recovery strategy (water resource development and/or AWS projects)
 - Water quality and ecological restoration projects
 - Water Conservation and Demand Management projects
- Maintain commitment to completing major District projects:
 - GIS Imagery and land use/land cover mapping
 - Fellsmere Water Management Area
 - Canal 1/10 Rediversion
 - Lake Apopka North Shore Restoration
 - Groundwater Resources Assessment – Aquifer Performance Testing, Modeling and Data Enhancements
 - Rough Fish Harvesting and Alum Treatment projects to protect and improve water quality
 - Flood Control structure rehabilitation
- Streamline regulatory programs
- Reduce salaries and benefits, operating expenses and operating capital outlay to sustainable levels with recurring revenues

C. Adequacy of Fiscal Resources

The District has carefully designed a tentative budget that is balanced with significantly lower ad valorem, state, local and federal revenues than previous fiscal years. The tentative millage rate of 0.3313 is 26.5% lower than the rolled-back rate of 0.4509 mills. The District will be able to meet the objectives set by the Governing Board for the new fiscal year by implementing districtwide cost cutting measures, reducing its workforce, reducing and consolidating District programs, eliminating programs/projects that compliment but are not essential to our core missions and using available fund balances.

The District’s budgeted ad valorem revenue in FY 2010–2011 was \$110.87 million. The maximum amount of ad valorem taxes the District can levy FY 2011–2012 is capped at \$85.33 million (SB 2142). Facing a \$25.54 million ad valorem revenue gap, the District concluded that available recurring ad valorem revenues could no longer fund its baseline budget. The baseline budget includes salaries and benefits, as well as administrative/operating expenses essential to the daily operation funded by District source revenues. For FY 2010–2011, the baseline budget was \$115.8 million and the salaries and benefits accounted for \$62.7 million. In comparison, the total estimated FY 2011–2012 District source revenues of \$89.36 million is available for the baseline budget (a \$26.44 million difference). The District reduced its FY 2011–2012 baseline expenditures and allocated revenue for major projects and initiatives through:

- Reduced total FY 2011–2012 budget by 14.5% (-\$35.54 million)
- Reduced total baseline budget to \$84.79 million (-\$25.54 million)
- Reduced salaries and benefits 22.4% (-\$14.98 million)
- Reduced contractual services by 36.6% (-\$9.08 million)
- Reduced fixed capital outlay by 40.7% (-\$221.77 million)
- Reduced FTEs from 717.6 to 587.5 (-130.1 FTEs)
- Reduced contingent workers (contracted labor) from 82.2 to 26 (-56.2)
- Consolidated District programs from 52 to 38
- Eliminated seven divisions, consolidated two divisions

As a result of the reductions, the District will be able to fund its baseline budget at a reduced level and will commit \$10 million of recurring ad valorem revenue to major projects and initiatives over the next five years, assuming a slow growth and low inflation fiscal environment. However, the recurring revenues alone are not sufficient to pay for several major projects and initiatives costing more than \$100 million that the District had previously pledged to accomplish. With no growth projected in recurring revenues, the District will utilize existing fund balances to complete these major projects and initiatives.

Prior to 2007, the District built designated fund balances for several important long-term initiatives, including the Lower St. Johns River Basin Reuse Initiative, alternative water supply, the Apopka Reservoir/North Shore Restoration, and the St. Johns River Nutrient Reduction. Combined with an economic stabilization reserve and other unreserved (both designated and undesignated) funds, the District had about \$100 million in

unreserved fund balance by the end of FY 2007–2008. As ad valorem revenues declined, the District redirected fund balances to major projects in the last three years. The District is currently projecting to spend down its remaining designated fund balances (\$127.16 million) by FY 2016–2017 (see Table 2 on the next page for more details).

As a result of continued reduction in state revenues, the District will not initiate or continue programs or projects that depend on state funding. For example, the state has not provided new funding to the Water Protection and Sustainability Program (WPSP) for alternative water supply (AWS) since FY 2007–2008. Since that time, the District has also not committed any new ad valorem funding to the program. With the \$85.35 ad valorem revenue cap in place, the District has determined that it will not have financial capacity to fund the WPSP at the previous funding level (\$15 million a year match) even if the economy improves and the state funds the program again. The conclusion is based on the update being drafted of the District Water Supply Plan that estimates that a total of \$3 billion in funding for capital costs of AWS projects is needed for the next five years. If 50% of the AWS projects were approved and the District cost-shared 10% of the construction costs, \$150 million would be required over five years.

In summary, the District has developed a tentative budget that utilizes available revenues to meet its priorities and challenges in FY 2011–2012. Additionally, the District will complete all committed major projects and initiatives by using designated available fund balances over the next five years. However, the revenue projections also indicate that, without additional state funding or a change in the maximum ad valorem tax levy amount, the District may not have sufficient financial resources to provide funding assistance for water supply or restoration projects.

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Table 2. SJRWMD 5-year planned fund balance utilization schedule

Core Mission	Designated Fund Balances	Designated Amounts	Five Year Utilization Schedule				
			2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
ECONOMIC STABILIZATION FUND							
	Economic Stabilization Fund	6,900,000	0	0	0	0	0
MAJOR PROJECTS AND INITIATIVES (District Projects)							
NS	Land Management	6,932,970	1,586,945	2,000,000	2,000,000	1,346,025	0
WS/WQ/FP/NS	Fellsmere Water Management Area	9,787,518	9,787,518	0	0	0	0
WS/WQ	Canal-1/10 Rediversion	11,611,000	140,000	5,500,000	5,971,000	0	0
WQ	Apopka North Shore Restoration	800,000	800,000	0	0	0	0
WS/WQ/FP/NS	Survey NAVD 88 Vertical Datum Conversion	38,000	38,000	0	0	0	0
WS/NS	Groundwater Resources Assessment - Aquifer Performance Testing, Modeling and Data Enhancements	10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
WQ	Rough Fish Harvesting to reduce phosphorus levels and improve water quality	2,167,299	255,000	502,299	470,000	470,000	470,000
WQ	Alum treatment for stormwater control to protect lake water quality	2,200,000	400,000	450,000	450,000	450,000	450,000
FP	Flood control structure rehabilitation USJRB	2,600,000	600,000	500,000	500,000	500,000	500,000
MAJOR PROJECTS AND INITIATIVES (Cooperative Funding Projects)							
WS/NS	MFL Prevention -Recovery Strategy Projects (WRD and/or AWS)	25,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
WQ/NS	Water Quality & Ecological Restoration Projects	25,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
WS	Water Conservation & Demand Management Projects	13,000,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
WS	Taylor Creek Design	721,269	721,269				
OPERATING RESERVES							
WS/WQ/FP/NS	Budgeted Operating Reserves for Contingencies	5,000,000	5,000,000	0	0	0	0
UNDESIGNATED FUND BALANCE - Estimated at 09/30/2011 (after audit is complete)							
WS/WQ/FP/NS	Designated for Future Years' Budgets	5,400,000	0	5,400,000	0	0	0
Total		127,158,056	33,928,732	28,952,299	23,991,000	17,366,025	16,020,000
Remaining Balances at Fiscal Year End			93,229,324	64,277,025	40,286,025	22,920,000	6,900,000

D. Budget Summary

1. Overview

The tentative FY 2011–2012 budget total is \$209.28 million, and the FY 2010–2011 Amended budget was \$244.82 million. This represents a \$35.54 million, or 14.5%, reduction. The decrease is attributed to declining ad valorem revenues (a 23% reduction) and reductions in state revenues (a 38.1% reduction).

Ad valorem revenue projections included in the tentative budget are based on a millage rate of 0.3313 and an assumed 100% collection rate. The projected ad valorem revenues for FY 2011–2012 are \$85.36 million, or 40.8% of the total budget, and the ad valorem revenues for FY 2010–2011 are \$110.87 million. The ad valorem revenues in the tentative FY 2011–2012 budget represent a decrease of 23% over the FY 2010–2011 level. FY 2011–2012 The District is able to fund major projects and initiatives totaling \$38.97 million in FY 2011–2012 by reducing its administrative and operational expenditures and utilizing available fund balances.

In the tentative FY 2011–2012 budget, the total projected state funding is \$43.7 million, or 20.9% of the total budget; the total projected local funding is \$0.43 million, or 0.2% of the total budget; and the total projected federal funding is \$1.01 million, or 0.5% of the total budget. In comparison, in the FY 2010–2011 Amended budget, the total state funding is \$70.61 million, or 28.8% of the total budget; the total local funding is \$0.67 million, or 0.3% of the total budget; and the total federal funding is \$9.64 million, or 3.9% of the total budget. The revenue sources that make up the remaining portion of the FY 2011–2012 and FY 2010–2011 budgets are other District sources that consist of carryover, miscellaneous revenues and permit fees (37.6% of the total FY 2011–2012 budget compared to 21.7% of the total FY 2010–2011 budget). Of the total \$70.61 million in state revenues projected for FY 2011–2012, \$6.52 million are new state revenues from the WMLTF to fund the District's annual debt service obligation. The remaining balances are from prior year appropriations. The increase in Other District Sources revenue reflects the increasing reliance on using designated fund balances to complete major projects and initiatives that are vital to the District's mission.

To accomplish a balanced and reduced tentative budget, the District evaluated its core mission, eliminated non-core activities, restructured the organization and reduced its workforce. FY 2011–2012 The most significant reductions include:

- Reduced ad valorem taxes by 23% (-\$25.52 million)
- Reduced total FY 2011–2012 budget by 14.5% (-\$35.54 million)
- Reduced salaries and benefits by 22.4% (-\$14.98 million)
- Reduced contractual services by 36.6% (-\$9.08 million)
- Reduced fixed capital outlay by 40.7% (-\$221.77 million)
- Reduced FTEs from 717.6 to 587.5 (-130.1 FTEs)
- Reduced contingent workers from 82.2 to 26 (-56.2)
- Pared down the Regulatory program by 20.9%
- Pared down the Outreach program by 55.3%

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- Consolidated District programs from 52 to 38
- Eliminated seven divisions, consolidated two divisions
- Reduced and/or eliminated employee benefits
- No new or replacement vehicle and equipment purchases
- To utilize designated fund balance over the next five years to complete planned major projects and initiatives

2. Three-year Revenue Comparison

The District’s projects and programs are funded by a variety of revenue sources. Figure 2 below compares revenues for FY 2009–2010 (Actual), FY 2010–2011 (Amended), and FY 2011–2012 (Tentative) by major funding sources. It shows that ad valorem taxes and state revenues are 61.7% of total revenues in FY 2011–2012, compared to 74.1% in FY 2010–2011 and 91.2% in FY 2009–2010. Because of the projected reduction in ad valorem taxes, local, state, and federal revenues in FY 2011–2012, the District plans to use more fund balances to mitigate the revenue loss. As a result, the carryover funds (fund balance) represent more than one-third of the total revenues in FY 2011–2012.

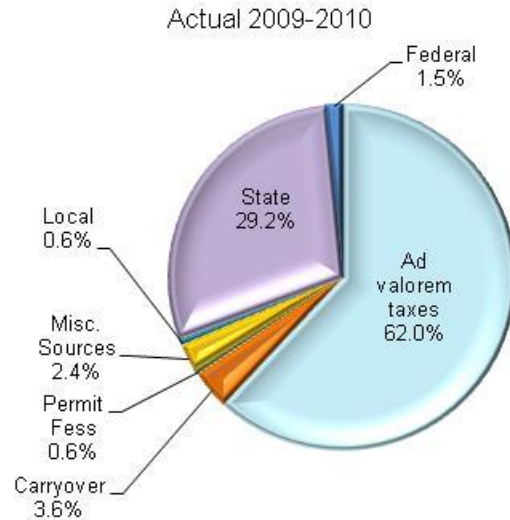


Table 3 on the next page provides more detailed information on individual revenue sources for the same three-year period, followed by explanations of variances by major revenue sources. Revenues by funding source and by EOG programs for FY 2009–2010, FY 2010–2011, and FY 2011–2012 are shown in Tables 4 through 6.

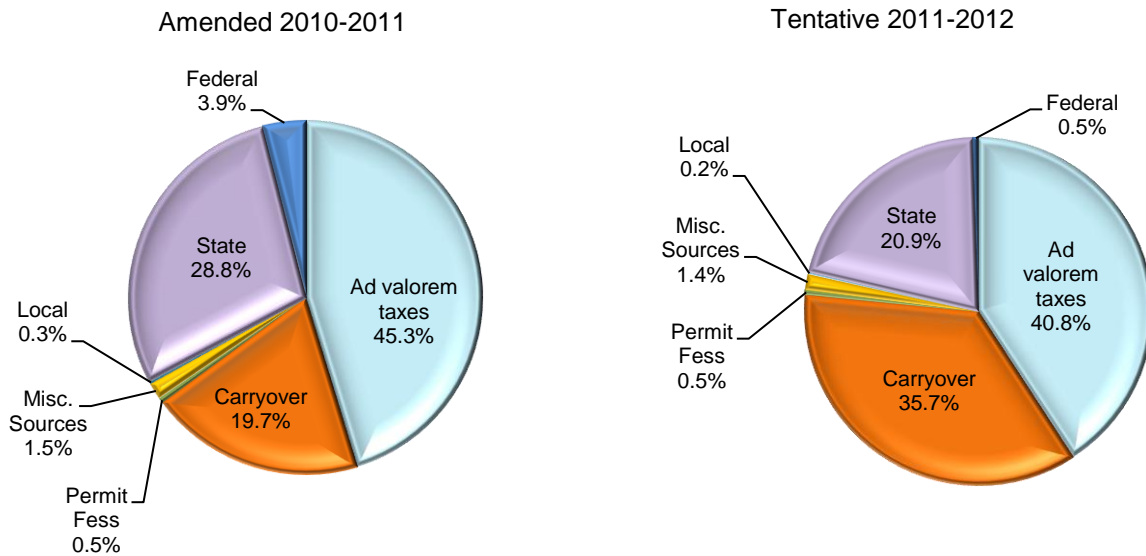


Figure 2. Comparison of three-year revenues by major funding source

3. Major Revenue Budget Variances

The District's annual budget is funded by District, local, state, and federal revenue sources. As shown in Table 3, the tentative FY 2011–2012 budget totals \$209.28 million, which is \$35.54 million less, or 14.5%, than the FY 2010–2011 Amended budget. The variances by revenue source are explained below.

Ad Valorem Taxes (-23%)

The ad valorem tax revenue projection is based on the tentative millage rate of 0.3313. The projected ad valorem revenue for FY 2011–2012 is \$85.35 million, which represents a 23% decrease over the FY 2010–2011 Adopted Budget level. The decrease in ad valorem tax revenues is the result of the ad valorem revenue cap established in SB 2141 as approved in the 2011 legislative session.

Other District Sources (48.6%)

Other District Sources for FY 2011–2012 total \$78.77 million. This represents an increase of \$25.75 million over the FY 2010–2011 Amended budget. Other District Sources includes carry over, including dedicated fund balances, from prior fiscal years, which accounts for 93.7% of Other District Sources, as well as forecasted new revenues from permit fees, interest earnings, land management revenues, sale of fixed assets and other miscellaneous revenues.

Local Revenues (-35.1%)

The tentative budget includes \$434,900 from local sources, none of which is new revenue. This figure represents estimated carryover funds from FY 2010–2011 for the District to continue projects in the Northern Coastal Basin.

State Revenues (-38.1%)

The total state funding in the tentative budget is \$43.7 million, which is 38.1% less than the FY 2010–2011 Amended budget. The continued decrease in state funding reflects the adverse economic climate in the state. Because of reduced state revenues, the District will experience a second fiscal year with very little new state funding for District programs and projects.

Of the total state sources, \$37.18 million, or 85.1%, of the projected total state revenues, is from forecasted carryover encumbrances from the FY 2010–2011 Amended budget. Carryover encumbrances are contractual commitments that support long-term capital and cooperative funding projects that are outstanding at the end of the fiscal year. Due to the nature of many multi-year projects funded by state funding sources, encumbered funds from the prior fiscal year may be added to subsequent budget years to implement and complete these long-term projects. The major contributors to the state revenues include:

Water Protection and Sustainability for Alternative Water Supply (-2.9%)

The District was appropriated \$25 million in FY 2005–2006, \$15 million in FY 2006–2007, and \$13 million in FY 2007–2008. Because the state has experienced significant revenue shortfall, no new funding has been provided from this trust fund since FY 2007–2008.

2012 budget, and they include the U.S. Environmental Protection Agency (EPA) and U.S. Fish and Wildlife Service (FWS). The EPA funds will go toward supporting activities in the Indian River Lagoon as part of the Indian River Lagoon National Estuary Program. The FWS funds will be received by the Land Management program to undertake scrub jay protection and restoration work on District lands.

4. Revenue by Funding Source and EOG Program

Table 4. Revenues by funding source and EOG program for FY 2009–2010 (Actual)

		Water Resource Planning and Monitoring	Acquisition, Restoration and Public Works	Operation and Maintenance of Lands and Works	Regulation	Outreach	Management and Administration	TOTAL
REVENUES								
<i>Non-dedicated Revenues</i>								
Carryover	\$ 7,249,749							
Ad Valorem Taxes	\$ 124,930,368							
Permit & License Fees	-							
Local Revenues	-							
State General Revenue	-							
Miscellaneous Revenues	\$ 4,825,710							
<i>Non-dedicated Revenues Subtotal</i>		\$ 17,272,113	\$ 50,014,021	\$ 15,498,937	\$ 15,955,975	\$ 3,333,583	\$ 34,931,199	\$ 137,005,827
<i>Dedicated Revenues</i>								
Carryover		-	-	-	-	-	-	-
Ad Valorem Taxes		-	-	-	-	-	-	-
Permit & License Fees		-	-	-	1,254,133	-	-	\$ 1,254,133
Local Revenues			\$ 748,017		50,000	\$ 314,222	\$ 98,092	1,210,331
Ag Privilege Tax		-	-		-	-	-	-
Ecosystem Management Trust Fund		-	17,450,427		-	-	-	17,450,427
FDEP		\$ 52,646	-	179,333	-	-	-	231,979
FDOT/Mitigation			19,917,704		-	-	-	19,917,704
Water Management Land Trust Fund			7,200,973	561,695	-	-	-	7,762,668
Water Quality Assurance Trust Fund			-		-	-	-	-
Florida Forever			7,477,455		-	-	-	7,477,455
State General Revenue and Appropriations			731,231		-	-	-	731,231
Water Protection and Sustainability - AWS			4,123,542		-	-	-	4,123,542
Water Protection and Sustainability - SWIM			164,136		-	-	-	164,136
Other State Revenue			536,209		-	-	-	536,209
Alligator Alley Tolls		-	-		-	-	-	-
Federal Revenues		297,846	2,761,186		-	-	-	3,059,031
Federal through State (through FDEP)		208,527	197,445		-	-	50,719	456,691
Miscellaneous Revenues		-	-	-	-	-	-	-
<i>Dedicated Revenues Subtotal</i>		559,019	61,308,326	741,028	1,304,133	314,222	148,811	64,375,539
TOTAL REVENUES		\$ 17,831,131	\$ 111,322,347	\$ 16,239,965	\$ 17,260,108	\$ 3,647,806	\$ 35,080,010	\$ 201,381,367

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Table 5. Revenues by funding source and EOG program for FY 2010–2011 (Amended)

		Water Resource Planning and Monitoring	Acquisition, Restoration and Public Works	Operation and Maintenance of Lands and Works	Regulation	Outreach	Management and Administration	TOTAL
REVENUES								
Non-dedicated Revenues								
Carryover	\$20,633,616							
Ad Valorem Taxes	110,873,030							
Permit & License Fees	-							
Local Revenues	-							
State General Revenue	-							
Miscellaneous Revenues	3,700,000							
<i>Non-dedicated Revenues Subtotal</i>		\$ 15,643,236	\$ 40,867,684	\$ 15,611,613	\$ 16,257,660	\$ 3,177,801	\$ 43,648,651	\$135,206,646
<i>Dedicated Revenues</i>								
Carryover		-	\$ 27,450,356	\$ 37,500	-	-	-	\$ 27,487,856
Ad Valorem Taxes		-	-	-	-	-	-	-
Permit & License Fees		-	-	-	\$ 1,200,000	-	-	1,200,000
Local Revenues		-	499,901	14,668	150,137	\$ 5,335	\$ 563	670,604
Ag Privilege Tax		-	-	-	-	-	-	-
Ecosystem Management Trust Fund		-	17,464,876	-	-	-	-	17,464,876
FDEP		-	1,475,077	-	-	-	-	1,475,077
FDOT/Mitigation		-	4,274,137	569,500	-	-	-	4,843,637
Water Management Land Trust Fund		-	7,224,203	240,805	-	-	-	7,465,008
Water Quality Assurance Trust Fund		-	-	-	-	-	-	-
Florida Forever		-	9,985,937	-	-	-	-	9,985,937
State General Revenue and Appropriations		-	1,867,313	-	-	-	-	1,867,313
Water Protection and Sustainability - AWS		-	25,816,891	-	-	-	-	25,816,891
Water Protection and Sustainability - SWIM		-	265,176	-	-	-	-	265,176
Other State Revenue		-	458,900	334,230	-	-	-	793,130
Alligator Alley Tolls		-	-	-	-	-	-	-
Federal Revenues		\$ 237,154	9,380,042	25,000	-	-	-	9,642,196
Federal through State (through FDEP)		195,622	435,529	-	-	-	720	631,871
Miscellaneous Revenues		-	-	-	-	-	-	-
<i>Dedicated Revenues Subtotal</i>		432,776	106,598,337	1,221,703	1,350,137	5,335	1,283	109,609,571
TOTAL REVENUES		\$ 16,076,012	\$ 147,466,021	\$ 16,833,316	\$ 17,607,797	\$ 3,183,136	\$ 43,649,935	\$244,816,217

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Table 6. Revenues by funding source and EOG program for FY 2011–2012 (Tentative)

		Water Resource Planning and Monitoring	Acquisition, Restoration and Public Works	Operation and Maintenance of Lands and Works	Regulation	Outreach	Management and Administration	TOTAL
REVENUES								
Non-dedicated Revenues								
Carryover	\$34,407,461							
Ad Valorem Taxes	85,355,619							
Permit & License Fees	-							
Local Revenues	-							
State General Revenue	-							
Miscellaneous Revenues	\$3,000,000							
<i>Non-dedicated Revenues Subtotal</i>		\$ 13,589,863	\$ 44,154,874	\$ 14,218,318	\$ 12,928,157	\$ 1,423,137	\$ 36,448,731	\$122,763,080
<i>Dedicated Revenues</i>								
Carryover		-	40,365,389	-	-	1,036	-	40,366,425
Ad Valorem Taxes		-	-	-	-	-	-	-
Permit & License Fees		-	-	-	\$ 1,000,000	-	-	\$ 1,000,000
Local Revenues		-	\$ 434,900	-	-	-	-	434,900
Ag Privilege Tax		-	-	-	-	-	-	-
Ecosystem Management Trust Fund		-	9,695,967	-	-	-	-	9,695,967
FDEP		-	-	-	-	-	-	-
FDOT/Mitigation		-	395,242	9,925	-	-	-	405,167
Water Management Land Trust Fund		-	7,210,953	-	-	-	-	7,210,953
Water Quality Assurance Trust Fund		-	-	-	-	-	-	-
Florida Forever		-	311,612	-	-	-	-	311,612
State General Revenue and Appropriations		-	153,534	-	-	-	-	153,534
Water Protection and Sustainability - AWS		-	25,062,955	-	-	-	-	25,062,955
Water Protection and Sustainability - SWIM		-	104,875	-	-	-	-	104,875
Other State Revenue		-	379,415	-	-	-	-	379,415
Alligator Alley Tolls		-	-	-	-	-	-	-
Federal Revenues		146,200	845,399	25,000	-	-	-	1,016,599
Federal through State (through FDEP)		181,308	193,286	-	-	-	720	375,314
Miscellaneous Revenues		-	-	-	-	-	-	-
<i>Dedicated Revenues Subtotal</i>		327,508	85,153,527	34,925	1,000,000	1,036	720	86,517,716
TOTAL REVENUES		\$ 13,917,371	\$ 129,308,401	\$ 14,253,243	\$ 13,928,157	\$ 1,424,173	\$ 36,449,451	\$209,280,796

5. Proposed Millage Rate

From FY 2001–2002 through FY 2006–2007, the District kept its millage rate steady at 0.462. A special legislative session in June 2007 resulted in statutory changes that limit the maximum millage rate that local governments and water management districts could levy. For FY 2007–2008, the District reduced its millage rate from 0.462 to 0.4158, which was 97 percent of the rolled-back rate. Due to the passage of a constitutional amendment in January 2008 and continued decline in property values throughout the District, the total taxable values that could be assessed by the District was reduced by 4.6% in 2008, 10.1% in 2009, and another 10.7% in 2010. By implementing districtwide cost containment measures and using fund balances, the District was able to keep its millage rate at 0.4158 in FY 2008–2009, FY 2009–2010 and FY 2010–2011.

During the 2011 legislative session, adoption of SB 2142 capped the District’s ad valorem revenue at \$85.36 million in FY 2011–2012. In comparison, the District’s ad valorem revenue in FY 2010–2011 is projected to be \$110.87 million. The cap effectively reduces the District’s ad valorem revenue by \$25.53 million, or 23%. Given a total estimated taxable value of \$257.58 billion, the cap translates to a millage rate of 0.3313. The adopted millage rate of 0.3313 represents a 26.5% reduction from the rolled back rate of 0.4509. For a property owner who owns a homesteaded property assessed at \$200,000, the annual property tax for the District will be \$49.70 at the 0.3313 millage rate. Table 7 below provides a three-year comparison of ad valorem tax, millage rate, and rolled-back rate.

Table 7. Three-year ad valorem tax, millage rate, and rolled-back rate comparison

District-at-large	Adopted FY 2009-2010	Adopted FY 2010-2011	Tentative FY 2011-2012
Millage Rate	0.4158	0.4158	0.3313
Rolled-Back Rate	0.4698	0.4700	0.4509
Percent Change from Rolled-Back Rate	-11.5%	-11.5%	-26.5%
Ad valorem tax	\$ 123,000,000	\$ 110,870,374	\$ 85,338,519
Current Year Gross Taxable Value	310,894,484,564	277,753,662,645	257,586,838,108
Current Year Net New Taxable Value	5,791,964,338	3,249,899,442	2,131,920,068
Current Year Adjusted Taxable Value	\$305,102,520,226	\$274,503,763,203	\$255,454,918,040

6. Three-Year Expenditure Summary by EOG Program

The District’s 52 active programs in FY 2010–2011 will be reduced to 38 in FY 2011–2012. FY 2010–2011. The decrease is the result of program consolidations as part of a restructure in response to reduced revenues. The program expenditures are categorized by six EOG programs. Each program consists of several activities and sub-activities that directly and indirectly correspond to the District programs.

Figure 3 below compares expenditures for FY 2009–2010 (actual), FY 2010–2011 (amended), and FY 2011–2012 (tentative) by EOG program. Table 8 on the next page provides expenditure information on individual programs and activities for the same three-year period, followed by explanations of variances by major program and activity. More detailed information on program and activity level budget, expenditures, and personnel are available in Section IV-A. Expenditures by Area of Responsibility (AOR) and by EOG programs are available in Section IV-B.

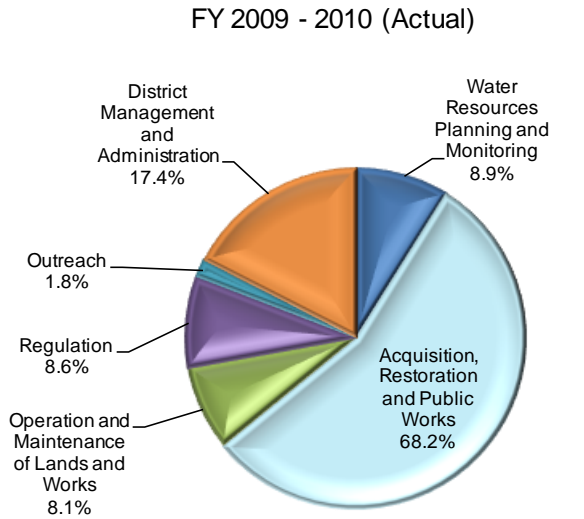


Figure 3 shows that expenditures for Acquisition, Restoration and Public Works in FY 2011–2012 will account for approximately 70% of the total District expenditures. In comparison, expenditures for smaller programs, such as Outreach, account for less than 1%.

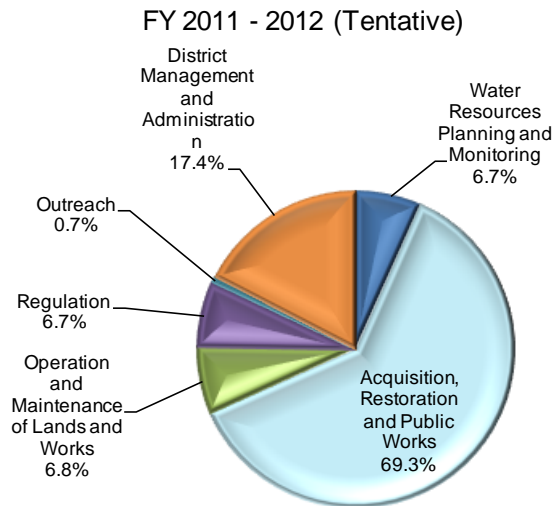
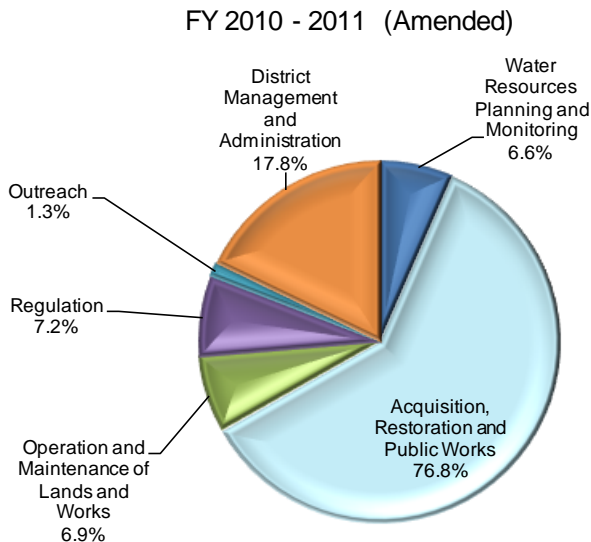


Figure 3. Comparison of three-year expenditures by EOG program

SJRWMD FY 2011–2012 Standard Format Tentative Budget

Table 8. Three-year budget summary by EOG program and activity

PROGRAMS AND ACTIVITIES	FY 2009 - 2010 (ACTUAL)	FY 2010 - 2011 (AMENDED)	FY 2011 - 2012 (TENTATIVE)	Difference in \$ (FY10/11 – FY11/12)	% of Change (FY10/11 – FY11/12)
1.0 Water Resources Planning and Monitoring	\$ 17,831,131	\$ 16,076,012	\$ 13,917,371	\$ (2,158,641)	-13.4%
1.1 - District Water Management Planning	9,800,146	7,952,173	5,701,757	(2,250,416)	-28.3%
1.1.1 Water Supply Planning	8,244,292	6,486,428	4,473,515	(2,012,913)	-31.0%
1.1.2 Minimum Flows and Levels	1,555,854	1,465,745	1,228,242	(237,503)	-16.2%
1.1.3 Other Water Resources Planning	-	-	-	-	0.0%
1.2 - Research, Data Collection, Analysis and Monitoring	8,030,986	8,123,839	7,610,018	(513,821)	-6.3%
1.3 - Technical Assistance	-	-	605,596	605,596	N/A
1.4 - Other Water Resources Planning and Monitoring Activities	-	-	-	-	0.0%
2.0 Acquisition, Restoration and Public Works	\$ 111,322,347	\$ 147,466,021	\$ 129,308,401	\$ (18,157,620)	-12.3%
2.1 - Land Acquisition	37,489,034	29,818,213	7,074,471	(22,743,742)	-76.3%
2.2 - Water Source Development	16,017,741	47,045,377	54,994,038	7,948,661	16.9%
2.2.1 Water Resource Development Projects	3,111,020	1,834,167	10,763,994	8,929,827	486.9%
2.2.2 Water Supply Development Assistance	12,744,415	45,099,827	44,230,044	(869,783)	-1.9%
2.2.3 Other Water Source Development Activities	162,306	111,383	-	(111,383)	-100.0%
2.3 - Surface Water Projects	54,437,051	67,850,397	66,712,642	(1,137,755)	-1.7%
2.4 - Other Cooperative Projects	2,659,304	1,711,929	527,250	(1,184,679)	-69.2%
2.5 - Facilities Construction and Major Renovations	719,217	1,040,105	-	(1,040,105)	-100.0%
2.6 - Other Acquisition and Restoration Activities	-	-	-	-	N/A
3.0 Operation and Maintenance of Lands and Works	\$ 16,239,965	\$ 16,833,316	\$ 14,253,243	\$ (2,580,073)	-15.3%
3.1 - Land Management	5,900,567	6,347,583	4,556,694	(1,790,889)	-28.2%
3.2 - Works	3,261,437	2,907,184	3,911,871	1,004,687	34.6%
3.3 - Facilities	3,870,208	4,246,350	3,345,037	(901,313)	-21.2%
3.4 - Invasive Plant Control	2,208,395	2,551,225	1,955,993	(595,232)	-23.3%
3.5 - Other Operation and Maintenance Activities	999,358	780,974	483,648	(297,326)	-38.1%
4.0 Regulation	\$ 17,260,108	\$ 17,607,797	\$ 13,928,157	\$ (3,679,640)	-20.9%
4.1 - Consumptive Use Permitting	4,387,807	5,165,878	3,842,870	(1,323,008)	-25.6%
4.2 - Water Well Construction Permitting/Contractor Licensing	590,677	700,000	192,729	(507,271)	-72.5%
4.3 - Environmental Resource & Surface Water Permitting	11,343,527	11,385,917	7,366,400	(4,019,517)	-35.3%
4.4 - Other Regulatory and Enforcement Activities	938,097	356,002	2,526,158	2,170,156	609.6%
5.0 Outreach	\$ 3,647,806	\$ 3,183,135	\$ 1,424,173	\$ (1,758,962)	-55.3%
5.1 - Water Resource Education	185,072	433,715	-	(433,715)	-100.0%
5.2 - Public Information	2,977,439	2,643,128	1,327,096	(1,316,032)	-49.8%
5.3 - Public Relations	-	-	-	-	0.0%
5.4 - Lobbying / Legislative Affairs / Cabinet Affairs	18,791	106,292	97,077	(9,215)	-8.7%
5.5 - Other Outreach Activities	466,504	-	-	-	N/A
<i>SUBTOTAL - Major Programs (excluding Management/Adm)</i>	<i>166,301,357</i>	<i>201,166,282</i>	<i>172,831,345</i>	<i>(28,334,937)</i>	<i>-14.1%</i>
6.0 District Management and Administration	\$ 35,080,010	\$ 43,649,935	\$ 36,449,451	\$ (7,200,484)	-16.5%
6.1 - Administrative and Operations Support	19,093,115	24,588,621	17,092,314	(7,496,307)	-30.5%
6.1.1 - Executive Direction	1,691,969	1,611,905	1,514,741	(97,164)	-6.0%
6.1.2 - General Counsel	2,789,137	3,434,886	2,611,606	(823,280)	-24.0%
6.1.3 - Inspector General	289,706	296,658	164,448	(132,210)	-44.6%
6.1.4 - Administrative Support	3,712,476	2,677,236	2,429,781	(247,455)	-9.2%
6.1.5 - Fleet Services	4,284,918	4,142,157	3,634,096	(508,061)	-12.3%
6.1.6 - Procurement / Contract Administration	1,271,788	2,234,672	1,372,626	(862,046)	-38.6%
6.1.7 - Human Resources	4,016,869	9,056,167	4,214,926	(4,841,241)	-53.5%
6.1.8 - Communication	1,036,251	1,134,941	1,150,090	15,149	1.3%
6.1.9 - Other	-	-	-	-	0.0%
6.2 - Computers / Computer Support	13,036,778	11,324,706	8,522,137	(2,802,569)	-24.7%
6.2.1 - Executive Direction	579,063	409,647	379,424	(30,223)	-7.4%
6.2.2 - Administrative Services	36,390	101,301	134,934	33,633	33.2%
6.2.3 - Application Development	7,306,662	6,858,577	4,477,204	(2,381,373)	-34.7%
6.2.4 - Computer Operations	1,561,202	1,139,143	1,254,550	115,407	10.1%
6.2.5 - Network Support	499,562	411,747	403,847	(7,900)	-1.9%
6.2.6 - Desk Top Support	1,129,192	1,453,802	1,118,178	(335,624)	-23.1%
6.2.7 - Asset Acquisition	1,920,379	944,689	750,000	(194,689)	-20.6%
6.2.8 - Other	4,328	5,800	4,000	(1,800)	-31.0%
6.3 - Reserves	-	4,736,607	5,000,000	263,393	5.6%
6.4 - Other - (Tax Collector / Property Appraiser Fees)	2,950,117	3,000,000	5,835,000	2,835,000	94.5%
TOTAL	\$ 201,381,367	\$ 244,816,217	\$ 209,280,796	\$ (35,535,421)	-14.5%

7. Major Expenditure Budget Variances

1.0 Water Resources Planning and Monitoring (-13.4%)

The tentative FY 2011–2012 budget total for this program is \$13.92 million, which is \$2.16 million less than the FY 2010–2011 Amended budget. Funding for nearly every District program within the Water Resources Planning and Monitoring program will be reduced. Most of the budget reductions are in Salaries and Benefits (\$1.86 million) due to the elimination of 13.15 FTEs and a 3% employee contribution to the Florida Retirement System.

The Water Supply Planning's budget will be reduced by 28.3% (\$2.25 million) as the St. Johns River Water Supply Impact Study will be completed in 2011. The project began in FY 2007–2008 as a budget amendment. The Groundwater Resource Assessment Program will initiate a \$2 million project for water well construction services in FY 2011–2012. The new project will construct new deep wells in north and central Florida areas as part of water supply planning to determine the long-term groundwater availability.

The Minimum Flows and Levels (MFLs) program's tentative budget will be reduced by 16.2% as the program will reduce its Other Personal Services (OPS) expenses for consultant services by more than 60%. However, the reduction is not expected to affect the execution of its 2010 MFLs Priority List and Schedule approved by the FDEP in February 2011.

The Research, Data Collection, Analysis and Monitoring program budget for FY 2011–2012 will decrease by \$0.51 million, or 6.3%. The decrease is largely due to reduced OPS expenditures. As part of the districtwide restructuring, the District will consolidate the Hydrologic Data Collection, Surface Water Quality Monitoring, and Laboratory Service programs into a single program (Water Resource Information) to improve the management of water data, reduce layers of supervision and consolidated work efforts.

The Technical Assistance program has historically been part of 5.0 Outreach but will be moved from Outreach in FY 2011–2012 to 1.3 Technical Assistance to ensure consistency with the prescribed format of the August 1 budget submission.

2.0 Acquisition, Restoration and Public Works (-12.3%)

The tentative FY 2011–2012 budget for this program area is \$129.31 million, which is \$18.16 million (12.3%) less than the FY 2010–2011 Amended budget. The elimination of 31.9 FTEs in this program and a 3% employee contribution to the Florida Retirement System reduces the program's Salaries and Benefits by \$2.04 million.

Reductions in Contingent Workers by \$1.71 million, Scientific Research and Analysis by \$0.84 million, Consultant Services by \$1.81 million and other areas contribute to a total reduction of \$5.32 million in OPS expenditures. Because of no new Florida Forever and other state funding for FY 2011–2012, Fixed Capital Outlay will be reduced by \$21.86 million, or 51.7% less than FY 2010–2011. The Land Acquisition program will be reduced by \$22.07 million from the FY 2010–2011 Amended budget.

The Land Acquisition program's FY 2011–2012 budget is \$22.74 million (76.3%) less than the FY 2010–2011 Amended budget. The decrease is attributed to no new appropriations from the Florida Forever Trust Fund and new state directives of no new land acquisitions in FY 2011–2012.

Unlike the majority of the District programs that will have significant budget reductions, the Water Resource Development Projects program's FY 2011–2012 budget will increase by 486.9%. The budget increase is primarily attributed to the MFLs Prevention Recovery Strategy Projects (\$10 million) in Interagency expenditures that are new in FY 2011–2012.

The tentative FY 2011–2012 budget includes \$39.31 million to continue AWS projects with encumbered state trust fund and District matching funds. In the past, the state provided a considerable amount of funding to support AWS projects. However, no state funding has been provided from this trust fund since FY 2007–2008. The tentative FY 2011–2012 budget reflects projected carryover encumbrances for six long-term cooperative funding projects that have been funded with prior years' appropriations.

Established in FY 2008–2009, this program will develop and implement innovative conservation projects as well as develop and analyze metrics to demonstrate the effectiveness of water conservation. The FY 2011–2012 budget is \$3.78 million and includes \$3.48 million for cooperative funding projects. Water conservation is a major component of the District's water supply planning efforts, and, therefore, has committed \$2 to \$3 million annually to this program.

Due to reduced ad valorem revenues, the District has insufficient funds to budget individual surface water basin restoration programs as it did in the past. The District will consolidate all nine surface water basin restoration programs into the Surface Water Projects program and allocate limited financial and staff resources to complete Board priority projects such as Fellsmere Water Management Area, Lake Apopka North Shore Restoration Area restoration, and C-1/C-10 Rediversion. The consolidation effort will result in the elimination of 21.4 FTEs. The FDOT Mitigation

program will remain unchanged under this activity; however, it is funded with revenue from the FDOT.

In comparison with FY 2010–2011, the overall budget for this activity reflects a 1.7% reduction in FY 2011–2012. While other expense categories show decreases, the increases in Fixed Capital Outlay and Interagency Expenses essentially offset these reductions. A minimal increase in Fixed Capital Outlay is due to increased funding for the Fellsmere Water Management Area project, while a \$3.57 million increase in Interagency Expenditure is attributed to the addition of Water Quality and Ecological Restoration Projects (\$10 million).

The other cooperative funding program decrease 69.2% compared to the FY 2010–2011 amended budget. With no new funding available, the tentative budget reflects carryover encumbrances from prior fiscal years to complete long-term cooperative funding projects.

3.0 Operation and Maintenance of Lands and Works (-15.3%)

The program's tentative FY 2011–2012 budget of \$14.25 million is \$2.58 million less than its FY 2010–2011 funding. Most programs under this program area will see budget decreases due to reduced available revenues. Among the eight spending categories, Salaries and Benefits will be reduced by \$0.89 million as a result of the elimination of 14.65 FTEs and a 3% employee contribution to the Florida Retirement System.

The Land Management program's budget is 28.2% less than in FY 2010–2011. In FY 2008–2009, this program lost its major funding source, the Water Management Lands Trust Fund. The loss of more than \$7 million annually has placed a significant burden on the District's baseline budget, funded with recurring ad valorem revenue.

The Works program's budget for FY 2011–2012 will see a 34.6% (\$1 million) increase, due to planned major improvements to two water control structures.

4.0 Regulation (-20.9%)

Overall, the regulatory program's tentative budget is down by 20.9% when compared to FY 2010–2011. Most of the reduction is in Salaries and Benefits as the program reduced its FTEs by 48.4.

5.0 Outreach (-55.3%)

The Outreach tentative FY 2011–2012 budget total is \$1.76 million, which is 55.3% less than FY 2010–2011 level. To streamline and maximize efficiency of all outreach programs, Water Resource Education will be eliminated in FY 2011–2012. Limited high priority components of the program are being absorbed by 5.2 Public Information. In addition to redirecting 6 FTEs to 1.3 Technical Assistance to ensure consistency with the prescribed format of the August 1 budget submission, the program will eliminate another 7 FTEs to pare down the Outreach program budget.

6.0 District Management and Administration (-16.5%)

The District Management and Administration program's tentative FY 2011–2012 budget totals \$36.45 million, which is \$7.2 million, or 16.5%, less than the FY 2010–2011 amended budget. Almost all District Management and Administration programs will see a budget decrease in FY 2011–2012.

- The Office of General Counsel's tentative budget will be reduced by 24% mainly through the reduction of 2.2 FTEs and a reduced budget for Consultant Services and Court Reporter and Transcriptions Service under Other Personal Services.
- The Inspector General's tentative budget is 44.6% less and is related to a loss of 1 FTE.
- Administrative Support's tentative budget is 9.2% less than its FY 2010–2011 amended budget due to a 3% employee contribution to the Florida Retirement System and the elimination of contingent workers.
- Fleet Services – Transportation and Equipment Management program's tentative budget is 12.3% less than FY 2010–2011 due primarily to no new vehicle or replacement equipment purchases in FY 2011–2012.
- The Procurement tentative budget is 38.6% than its FY 2010–2011 as a result of reduced procurement and contract administration staff from 25.2 FTEs in FY 2010–2011 to 16 FTEs in FY 2011–2012.
- The Human Resources program tentative budget is 53.5% less than its FY 2010–2011 amended budget. The decrease is due to a combination of factors, including the elimination of 2 FTEs, a 3% employee contribution to the Florida Retirement System, reduction of the District's deferred compensation match by \$0.85 million, and elimination of leave conversion (\$2 million). In addition, the program will eliminate its reserve for personnel services and certain insurance expenses have been allocated to specific programs they support in FY 2011–2012 (i.e. property and casualty to Facilities Management).
- The Information Technology (IT) program tentative budget is 24.7% less than its FY 2010–2011 Amended budget. The reduction comes from the elimination of 5.5 FTEs and 6 contingent workers, allocating IT staff time in application development to specific programs they support, and extending the replacement cycle for laptops, desktops, and servers.
- The Property Appraiser and Tax Collector Commissions program budget is 94.5% more than the FY 2010–2011 Amended budget. The District will budget \$3.14 million in FY 2011–2012 to address projected uncollectable property taxes due to early payment discounts and defaults. Historically, the District budgeted ad valorem revenues assuming a 96% collection rate. The tentative FY 2011–2012 budget includes the total \$85.36 million ad valorem revenue cap set by SB 2142. We anticipate some of the levied taxes will not be collected and have included an expense for the difference.

IV. Program and Activity Allocations

A. Program and Activity Definitions, Descriptions, and Budget

This sub-section provides definitions and descriptions by program and activity as defined by the EOG. Each program has five segments, including an expenditure budget and personnel summary, a general description, changes and trends, major budget items, and budget variances. In comparison, each activity/sub-activity contains the same five segments except personnel data. The budget variances segment compares the FY 2010–2011 Amended budget with the tentative FY 2011–2012 budget.

The mission of the St. Johns River Water Management District is to ensure the sustainable use and protection of water resources for the benefit of the people of the District and the state of Florida. The districtwide budget and personnel information for the six program areas and associated activities and sub-activities are summarized below.

ALL PROGRAMS

Expenditures, Budget, and Personnel

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 154,996,494	\$ 281,241,156	\$ 278,538,021	\$ 203,731,642	\$ 201,381,367
Budget Category		Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage
Salaries and Benefits		\$ 66,782,061	\$ 51,798,572	\$ (14,983,489)	-22.4%
Other Personal Services		24,841,039	15,765,536	(9,075,503)	-36.5%
Operating Expenses		17,357,620	17,855,432	497,812	2.9%
Operating Capital Outlay		2,198,890	908,036	(1,290,854)	-58.7%
Fixed Capital Outlay		53,534,627	31,766,385	(21,768,242)	-40.7%
Interagency Expenditures		67,464,073	79,670,285	12,206,212	18.1%
Debt		6,516,300	6,516,550	250	0.0%
Reserves		6,121,607	5,000,000	(1,121,607)	-18.3%
Total Budget		\$ 244,816,217	\$ 209,280,796	\$ (35,535,421)	-14.5%
Personnel Category					
Full-time Equivalents		717.60	587.50	-130.10	-18.1%
Contract/Other		0.00	0.00	0.00	0.0%
Total Personnel		717.60	587.50	-130.10	-18.1%

See the Program and Activity information that follows for details regarding the six program areas that comprises this budget.

1.0 Water Resources Planning and Monitoring

Expenditures, Budget, and Personnel

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 16,965,850	\$ 17,245,485	\$ 16,907,535	\$ 19,573,417	\$ 17,831,131
Budget Category		Amended	Tentative	Difference in	Difference in
		2010-2011	2011-2012	\$ Amount	Percentage
Salaries and Benefits		\$ 9,790,118	\$ 7,935,085	\$ (1,855,033)	-18.9%
Other Personal Services		5,168,819	4,854,940	(313,879)	-6.1%
Operating Expenses		922,201	937,846	15,645	1.7%
Operating Capital Outlay		194,874	189,500	(5,374)	-2.8%
Fixed Capital Outlay			-	-	0.0%
Interagency Expenditures			-	-	0.0%
Debt			-	-	0.0%
Reserves			-	-	0.0%
Total Budget		\$ 16,076,012	\$ 13,917,371	\$ (2,158,641)	-13.4%
Personnel Category					
Full-time Equivalents		113.0	99.9	-13.15	-11.6%
Contract/Other		0.0	0.0	0.00	0.0%
Total Personnel		113.0	99.9	-13.15	-11.6%

District Description

This program area includes all water management planning including water supply planning, development of minimum flows and levels, and other water resources planning; research, data collection, analysis, and monitoring; and technical assistance including local and regional plan and program review.

Changes and Trends

During 2011, the District completed the St. Johns River Water Supply Impact Study that was initiated during FY 2007–2008. Results from the impact study may be used to determine future locations and amount of reuse in the Lower St. Johns River Basin. The expected completion of the study by the end of 2011 will reduce future spending for this program.

As part of the districtwide cost cutting and consolidation effort, the program will lose 13.15 FTEs through layoffs, volunteer separation, and internal transfers. Three District programs, including Hydrologic Data Collection, Surface Water Quality Monitoring, and Laboratory Services, will be consolidated into one program - Water Resource Information program - to increase work efficiency and to reduce layers of supervision.

To ensure consistency with the prescribed format of the August 1 budget submission, all local government technical assistances previously budgeted under 5.0 Outreach will be moved to 1.3 Technical Assistance in FY 2011–2012. The move will result in an increase of 7 FTEs.

Major Budget Items

See individual activities and sub-activities under this program for more details.

Budget Variances

The proposed FY 2011–2012 program budget is \$2.16 million or 13.4% less than FY 2010–2011. All District programs, except for Technical Assistance under this EOG program, will reduce their budgets because of the districtwide cost reduction effort. Most of the budget cuts will be in Salaries and Benefits (-\$1.86 million) due to the net loss of 13.15 FTEs and a 3% employee contribution to the Florida Retirement System.

Of the \$310,000 reduction in Other Personal Services (OPS), the Vertical Datum Conversion project contributes to a net reduction of \$157,000 as the project nears completion, while Data Collection and Analysis expenditures will be reduced by \$276,200. Both items are under 1.2 Research, Data Collection, Analysis and Monitoring.

1.1 District Water Management Planning

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 8,586,247	\$ 8,210,809	\$ 8,086,025	\$ 9,101,229	\$ 9,800,146
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 5,640,421	\$ 3,368,257	\$ (2,272,164)	-40.3%	
Other Personal Services	2,145,151	2,149,000	3,849	0.2%	
Operating Expenses	166,601	184,500	17,899	10.7%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 7,952,173	\$ 5,701,757	\$ (2,250,416)	-28.3%	

There are two sub activities under 1.1 District Water Management Planning. See sub activities below for their program description, changes and trends, major budget items, and budget variances.

1.1.1 Water Supply Planning

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 6,988,654	\$ 6,546,650	\$ 6,524,153	\$ 7,876,730	\$ 8,244,292
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 4,440,326	\$ 2,242,665	\$ (2,197,661)	-49.5%	
Other Personal Services	1,882,151	2,049,000	166,849	8.9%	
Operating Expenses	163,951	181,850	17,899	10.9%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 6,486,428	\$ 4,473,515	\$ (2,012,913)	-31.0%	

District Description

The water supply planning program addresses future water demands, traditional and alternative water sources, and water supply infrastructure improvements required to meet future water supply needs without causing harm to water resources or water dependent natural systems. All WMDs are required by 1997 legislation to perform water supply assessments (WSAs) and to update their water supply plans at least every five years.

This sub activity includes the following District programs: Water Supply Planning, Ground Water Resource Assessment, and Water Use Data Management. It directly supports the Water Supply Management, the Water Use Permitting, Minimum Flows and Levels, and other District programs.

Changes and Trends

The District's first Water Supply Assessment (WSA) was completed in 1998 and was used to develop the District Water Supply Plan 2000 (DWSP). Work is currently in progress on the DWSP 2010, which will address a planning horizon through 2030. Because of limited staff resources, the District has largely depended on consultants to develop the DWSP and the WSA for the last ten years. The St. Johns River Water Supply Impact Study was initiated during FY 2007–2008 and will be completed during in 2011 has resulted a significant increase in District staff working on this project.

Due to the projected reduction in state and ad valorem revenues and the projected completion of the St. Johns River Water Supply Impact Study in 2011, the District will reduce its workforce supporting this activity through internal transfers and layoffs. Future development of the DWSP and the WSA will likely depend on District staff resources rather than consultants.

Major Budget Items

Major projects components of this sub-activity's budget include Ground Water Supply Planning \$741,901, Water Supply Planning General Program Costs \$354,838, Ground Water Field Services \$515,756, Ground Water Resource Investigation \$2,396,152, and General Program Costs for Water Use Data Management \$464,868.

Budget Variances

Similar to most District programs that will reduce their expenditures in the new fiscal year, the proposed FY 2011–2012 program budget is \$2.01 million or 31.0% less than FY 2010–2011. The reductions will primarily be in the areas of Salaries and Benefits. A 49.5% reduction in Salaries and Benefits reflects a net reduction of 20.8 FTE through layoffs and redirections and a 3% employee contribution to the Florida Retirement System.

The budget increase in Other Personal Services is attributed to a \$2 million budget under the Groundwater Resource Assessment program for water well construction services in the new fiscal year. The new project will construct new deep wells in both north and central Florida areas for water supply planning purposes to determine the long-term groundwater availability in these areas.

1.1.2 Minimum Flows and Levels

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 1,597,593	\$ 1,664,159	\$ 1,561,872	\$ 1,224,499	\$ 1,555,854
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 1,200,095	\$ 1,125,592	\$ (74,503)	-6.2%	
Other Personal Services	263,000	100,000	(163,000)	-62.0%	
Operating Expenses	2,650	2,650	-	0.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 1,465,745	\$ 1,228,242	\$ (237,503)	-16.2%	

District Description

The District developed a multiple Minimum Flows and Levels (MFLs) approach to define a long-term hydrologic regime necessary to prevent significant harm. Adopted Minimum Flows and Levels are implemented through the Consumptive Use Permitting and Water Supply Planning programs.

Changes and Trends

The number of new systems for which MFLs will be established during the next five years will be reduced relative to the number of systems adopted in previous years. This reduction is necessary because of staff shifting efforts to determine MFLs for priority first and second magnitude springs and completing re-evaluations (as directed by 373.0421, F.S.) of existing MFLs. Additionally, staff is conducting applied research projects that will update MFLs definitions in 40C-8, F.A.C., MFLs methods, and ecological criteria used to determine MFLs for sandhill type lakes. Lastly, the ad valorem revenue cap imposed by the state will have a lasting impact on the number MFLs that can be established annually.

Major Budget Items

These include Scientific Peer Reviews \$100,000 and General Program Costs \$1,128,242.

Budget Variances

The program budget for FY 2011–2012 will be 16.2% less than the FY 2010–2011 funding level. The area most affected by the reduction is in OPS (-62%) including reduced contractual services for Scientific Technical Support Services (-\$113,000), Natural Resource Assessment (-\$71,000), and MFL Determination for Priority Springs (-\$45,000). In addition, the program will reduce its Salaries and Benefits by 6.2% due to the loss of 0.35 FTE and a 3% employee contribution to the Florida Retirement System.

1.2 Research, Data Collection, Analysis and Monitoring

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 8,379,603	\$ 9,034,677	\$ 8,821,510	\$ 10,472,188	\$ 8,030,986
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 4,149,697	\$ 3,967,628	\$ (182,069)	-4.4%	
Other Personal Services	3,023,668	2,699,940	(323,728)	-10.7%	
Operating Expenses	755,600	752,950	(2,650)	-0.4%	
Operating Capital Outlay	194,874	189,500	(5,374)	-2.8%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 8,123,839	\$ 7,610,018	\$ (513,821)	-6.3%	

District Description

Prior to FY 2011–2012, there were five District programs under this activity. The Hydrologic Data Collection program collects, processes, manages, and disseminates hydrologic and meteorological data that are used for consumptive use permitting, water shortage management, establishment of minimum flows and levels, water supply planning and management, environmental protection and restoration projects, and operation of District flood control facilities. District project managers annually review their hydrologic data needs, establishing priorities, eliminating or adding data collection sites as needed, and shifting existing resources to meet emerging needs. The Surface Water Quality Monitoring program provides support for modeling efforts involving surface water quality and produces a biennial districtwide assessment of surface water quality status and trends, sediments, and benthic community health. The Laboratory Services program provides a variety of services, including in-house water quality analysis, management of contracts for laboratory analysis, logistical support for field sample and data collection, and quality assurance (QA). The Surveying Services program provides survey data upon request to both the District staff and the public. The GIS program conducts data collection, analysis, custom tool development, and staff training.

Changes and Trends

To improve water data collection and analysis efficiencies, the District will consolidate the Hydrologic Data Collection, Surface Water Quality Monitoring, and Laboratory Services programs into a single program; Water Resource Information, to reduce layers of supervisors and management staff. The new program will focus on four distinctive functions, including USGS Data Collection, districtwide Data Collection, Laboratory, and Water Resource Data Management. The new program will actually gain 2.00 FTEs due to internal transfers from Environmental Science staff who previously worked in various surface water basins on water quality data collections, monitoring, and assessments. There will be no change in FTEs to the GIS program; however, \$1.2 million is budgeted for the land use and land cover mapping project.

Major Budget Items

Major budget items under this activity include USGS Data Collection \$1,185,280, Data Collection and General Program Costs \$2,571,744 , Laboratory \$1,337,599, Water Resource Data Management \$1,048,786, GIS Land Use and Land Cover Mapping \$1,200,000, and GIS General Program Costs \$266,609.

Budget Variances

The program budget for FY 2011–2012 will decrease by \$0.51 million, or 6.3%, relative to the previous fiscal year. The decrease is largely due to reduced OPS expenditures (-\$323,728). Specific projects that significantly contribute to the reduction in OPS expenditures include the Vertical Datum Conversion (-\$157,000) as the project nears completion and Data Collection and Analysis that reduces expenditures by \$276,200.

1.3 Technical Assistance

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ -	\$ 599,200	\$ 599,200		N/A
Other Personal Services	-	6,000	6,000		N/A
Operating Expenses	-	396	396		N/A
Operating Capital Outlay	-	-	-		0.0%
Fixed Capital Outlay	-	-	-		0.0%
Interagency Expenditures	-	-	-		0.0%
Debt	-	-	-		0.0%
Reserves	-	-	-		0.0%
Total Budget	\$ -	\$ 605,596	\$ 605,596		N/A

District Description

This districtwide program provides water resource information, assistance and support to federal, state and local elected officials and their staff, and collaborates on water resource issues, programs and projects. Technical assistance is provided to local governments through review of comprehensive plans and amendments, and developments of regional impact and ordinances. The Technical Assistance program provides coordination with federal, state, regional and local agencies such as the U.S. Environmental Protection Agency, the Florida Department of Economic Opportunity, regional planning councils, leagues of cities, the Harris Chain of Lakes Restoration Council and other stakeholder groups. Technical water conservation assistance is also provided to local governments, developers, builders and homeowners through the Florida Water StarSM program, a voluntary certification program that ensures conservation in residential, commercial and community developments. Technical Assistance is the primary responsibility of the Office of Communications and Intergovernmental Programs and supports all other District departments.

Changes and Trends

This program has historically been part of 5.0 Outreach and will be moved out of Outreach in FY 2011–2012 to ensure consistency with the prescribed format of the August 1 budget submission.

Major Budget Items

This includes Technical Assistance activities for a total of \$605,596.

Budget Variances

When evaluated with the 5.0 Outreach program budget, where Technical Assistance has historically been funded, there is a net decrease in Outreach and Technical Assistance expenditures totaling \$1.47 million (43% less than FY 2010–2011 funding).

2.0 Acquisition, Restoration and Public Works

Expenditures, Budget, and Personnel

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 72,262,585	\$ 191,801,619	\$ 185,645,871	\$ 109,268,206	\$111,322,347
Budget Category		Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage
Salaries and Benefits		\$ 11,940,568	\$ 9,894,224	\$ (2,046,344)	-17.1%
Other Personal Services		6,807,475	1,284,746	(5,522,729)	-81.1%
Operating Expenses		1,662,403	799,136	(863,267)	-51.9%
Operating Capital Outlay		75,875	-	(75,875)	-100.0%
Fixed Capital Outlay		52,999,327	31,143,460	(21,855,867)	-41.2%
Interagency Expenditures		67,464,073	79,670,285	12,206,212	18.1%
Debt		6,516,300	6,516,550	250	0.0%
Reserves		-	-	-	N/A
Total Budget		\$ 147,466,021	\$ 129,308,401	\$ (18,157,620)	-12.3%
Personnel Category					
Full-time Equivalents		131.60	99.70	-31.90	-24.2%
Contract/Other		0.00	0.00	0.00	0.0%
Total Personnel		131.60	99.70	-31.90	-24.2%

District Description

This program area includes the development and construction of all capital projects (except for those contained in Program 3.0) including land acquisition, water resource development projects, water supply development assistance, alternative water supply, land restoration, surface water restoration, and facilities construction projects.

Changes and Trends

The District's land acquisition and restoration programs depend heavily on five major state revenue sources including Ecosystem Management Trust (EMT), FF, WMLT, WPS – AWS, and WPS – SWIM funds. As the state's economic condition deteriorated due to slowdown in the housing market and other sectors of the economy, the state reduced funding for District land acquisition and restoration programs through the annual appropriation process since FY 2007–2008. For example, appropriations for the five state revenue sources totaled \$86.42 million in FY 2006–2007 and \$81.26 million in FY 2007–2008. The amount of new appropriations for FY 2008–2009 was reduced to \$50 million. Since FY 2008–2009 the state has not provided any new funding for the District's surface water programs and projects and only appropriated \$1.13 million in FF funds to land acquisitions in FY 2010–2011. Because the state economy is not expected to recover until 2012, the District anticipates no new state funding in FY 2011–2012.

Due to lack of funding from the state, the District has been relying on its primary revenue source, ad valorem taxes, in recent years to fund its restoration programs. This will change again in FY 2011–2012 when the District's ad valorem revenues will be capped at \$85.35 million by new legislation (SB 2142). The District will have no land acquisitions, or facility constructions or major renovation projects in FY 2011–2012. The surface water basin programs will be consolidated into one program to use limited resources that will focus on programs and projects that are imperative to the core mission of the District.

As a result, the District's FY 2011–2012 budget for Acquisition, Restoration and Public Works is \$18.16 million, or 12.3% less than FY 2010–2011. The number of District programs under this EOG program will be reduced from 21 in FY 2010–2011 to 7 in FY 2011–2012. Total FTEs will be reduced by 31.9 from 131.6 in FY 2010–2011 to 99.7 in FY 2011–2012. The reduction in FTEs will be accomplished through layoffs, volunteer separations, and internal transfers.

Major Budget Items

See individual activities and sub-activities under this program for more details.

Budget Variances

A 17.1% decrease in Salaries and Benefits is due to a net loss of 31.9 FTEs and 3% mandatory FRS employee contribution.

The projected expenditures for OPS will decrease by \$5.52 million. The decrease in OPS expenditures is in four categories under 2.3 Surface Water Projects including Contingent Workers (-\$1.71 million), Data Collection and Analysis Services (-\$330,000), Scientific Research and Analysis (-\$840,000), and Consultant Services (-\$720,000). Other reductions include Engineering Services (-\$550,000) under 2.2.1 Water Resource Development and Consultant Services (-\$1.09 million) under 2.2.2 Water Supply Development Assistance.

Operating Expenses for FY 2011–2012 is less than half of the FY 2010–2011 level. The reduction involves numerous categories including, Chemical Supplies (-\$200,000), Repairs and Maintenance of Buildings (-\$165,000), Maintenance Repair Parts/Supplies (-\$104,000), Travel and Training (-\$23,000), and Memberships, Dues and Certifications (-\$18,000) being the most significant.

Operating Capital Outlay for this program is eliminated in FY 2011–2012 due to funding constraints.

Because of no new FF and other state funding for FY 2011–2012, Fixed Capital Outlay shows a significant reduction, which is \$21.86 million or 51.7% less than FY 2010–2011. The Land Acquisition program alone has a \$22.07 million reduction over FY 2010–2011.

Due to limited ad valorem revenues and no new state funding, the District has eliminated funding for many cooperative funding projects. However, Interagency Expenditures under this program show a \$12.21 million increase, which is primarily attributed to the addition of the new MFL Prevention Recovery Strategy Projects (+\$10 million) under 2.2.1 Water Resource Development Projects and Water Quality and Ecological Restoration Projects (+\$10 million) under 2.3 Surface Water Project and.

2.1 Land Acquisition

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 13,117,205	\$ 112,690,343	\$ 98,057,400	\$ 30,037,790	37,489,034
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 984,902	\$ 480,521	\$ (504,381)	-51.2%	
Other Personal Services	3,192	-	(3,192)	-100.0%	
Operating Expenses	6,350	2,400	(3,950)	-62.2%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	22,141,387	75,000	(22,066,387)	-99.7%	
Interagency Expenditures	166,082	-	(166,082)	-100.0%	
Debt	6,516,300	6,516,550	250	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 29,818,213	\$ 7,074,471	\$ (22,743,742)	-76.3%	

District Description

Florida Forever (FF), the primary state funding source for land acquisition, emphasizes water resource development and restoration projects as well as land acquisition for nonstructural flood protection and conservation. In addition to FF funds, SJRWMD uses ad valorem and mitigation funds for land acquisition. The District has some form of interest in approximately 690,000 acres of land (through ownership, management, or conservation easement rights).

Changes and Trends

Funded largely by FF funds, the program had a steady stream of revenue to support its land acquisition activities until recently. Because of its revenue constraints, the state reduced FF funding level from \$26.25 million to \$22.50 million in FY 2008–2009, and did not provide any FF funding in FY 2009–2010. The state allocated \$1.13 million FF funds for land acquisition in FY 2010–2011. Due to continued state revenue shortfalls, the District will receive no new FF funding in FY 2011–2012. The Department of Environmental Protection directed the District to fund no land acquisition in FY 2011–2012.

Facing a reduced workload for land acquisition related activities, the program will reduce its FTEs by almost by half from 11 FTEs in FY 2010–2011 to 5.45 FTEs in FY 2011–2012. The reduction was made through layoffs, volunteer separation, and internal transfer. The program will shift its focus from land acquisitions to post acquisition services such as monitoring and compliance of District–purchased conservation easements, assisting the Office of General Counsel for compliance with regulatory easement, compliance and miscellaneous land acquisition activities.

Major Budget Items

Includes Land Acquisition \$75,000, Debt Service \$6,516,550, and Real Estate Service Program Support \$482,921.

Budget Variances

Because of no new FF funding, the program’s budget will be reduced from \$29.82 million in FY 2010–2011 to \$7.07 million in FY 2011–2012, or a 76.3% reduction. The majority of the

program budget variances will be in Fixed Capital Outlay as the District has been directed to have no new land acquisitions. The program's Salaries and Benefits will also be reduced by more than half due to the loss of 5.55 FTEs and a 3% employee contribution to the Florida Retirement System.

2.2 Water Source Development

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 18,164,026	\$ 29,526,973	\$ 22,564,667	\$ 20,888,894	\$ 16,017,741
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 783,055	\$ 389,274	\$ (393,781)	-50.3%	
Other Personal Services	1,638,000	-	(1,638,000)	-100.0%	
Operating Expenses	23,182	16,900	(6,282)	-27.1%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	44,601,140	54,587,864	9,986,724	22.4%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 47,045,377	\$ 54,994,038	\$ 7,948,661	16.9%	

There are three sub activities under 2.2 Water Source Development. See sub activities below for their program description, changes and trends, major budget items, and budget variances.

2.2.1 Water Resource Development Projects

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 6,595,035	\$ 7,246,084	\$ 6,037,830	\$ 9,690,858	\$ 3,111,020
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 211,868	\$ 66,698	\$ (145,170)	-68.5%	
Other Personal Services	547,906	-	(547,906)	-100.0%	
Operating Expenses	-	-	-	0.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	1,074,393	10,697,296	9,622,903	895.7%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 1,834,167	\$ 10,763,994	\$ 8,929,827	486.9%	

District Description

This program was mandated by 1997 legislation that requires the state's WMDs to complete specific water supply planning activities and initiate water resource development projects. The legislation defines water resource development to differentiate it from water supply development and states that the WMDs have primary responsibilities for water supply planning and water resource development. It also requires that a five-year Water Resource Development Work Program be prepared annually and be included as part of the annual consolidated report, which is due March 1. The work program covers funding and the progress of water resource development projects included in the DWSP.

Changes and Trends

FF funding, which emphasizes water resource development and restoration projects as well as land acquisition, has been a primary funding source for this program. Because of its revenue constraints, the state recently changed the FF funding allocation formula through legislation, reducing the District's annual allocation from \$26.25 million to \$22.5 million in FY 2008–2009. Because of revenue shortfalls the state has experienced in recent years, this program has not received new FF funding since FY 2008–2009. The discontinuation in FF revenues has limited the program's ability to fund new Water Resource Development (WRD) projects. With the new ad valorem revenue cap imposed by the state legislature in 2011 and projected spend-down of fund balances in five years, the District will have little financial capacity in future years to fund new WRD projects; however, the district will commit \$5 million recurring ad valorem revenue to this program by reducing its baseline expenditures.

Major Budget Items

These include General Program Costs \$452,385 for a 0.5 FTE to manage the remaining cooperative WRD projects that were initiated in prior fiscal years and \$10 million for the MFL Prevention Recovery Strategy Projects (funded with \$5 million ad valorem and \$5 million designated fund balance).

Budget Variances

Unlike the majority of the District programs that will have significant cuts in their budgets, the Water Resource Development Projects program's FY 2011–2012 budget will increase. The budget increase is attributed to the MFL Prevention Recovery Strategy Project (+\$10 million) under Interagency Expenditures that is new in FY 2011–2012. Despite the increase in the program budget, Salaries and Benefits will be reduced by 68.5% due to the loss of 1.5 FTEs and a 3% employee contribution to the Florida Retirement System.

2.2.2 Water Supply Development Assistance

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 11,081,020	\$ 21,910,593	\$ 16,334,118	\$ 10,765,747	\$ 12,744,415
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 472,736	\$ 322,576	\$ (150,160)	-31.8%	
Other Personal Services	1,090,094	-	(1,090,094)	-100.0%	
Operating Expenses	10,250	16,900	6,650	64.9%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	43,526,747	43,890,568	363,821	0.8%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 45,099,827	\$ 44,230,044	\$ (869,783)	-1.9%	

District Description

The Water Supply Development Assistance program provides both technical and funding assistance to local governments and utilities. The District has four programs under this sub activity. The Water Supply Development Assistance program (WSDA) provides technical and cooperative assistance to local governments and utilities for the development of alternative water supplies and water conservation. The WP&S program provides cost-share funding for AWS projects identified in the District's Water Supply Plan, and the program is funded by both State WPSTF and District sources. In addition, the District established two new programs, including the Conservation and Demand Management program and the Alternative Water Supply program under this sub activity in FY 2008–2009.

Changes and Trends

The WP&S program is funded by the state's WP&STF and matched by District revenues in equal amounts. The state eliminated its commitment for \$13 million in 2007-2008 and has provided no new funding since FY 2007–2008. As a result, the District also eliminated its matching contribution. Because the program was funded by a 50-50 match between the state and the District, the program will not likely survive without the return of the state funding and a significant increase in ad valorem revenues. Given the current state of the state economy and the ad valorem revenue cap recently imposed by the state legislature, the program will likely be discontinued when all existing AWS projects are completed.

FY 2010–2011 was the last year the WSDA sub-program existed under this program. The creation of the WP&S – AWS program in FY 2005–2006 replaced the functions and funding provided for the WSDA.

The District established the Alternative Water Supply program in FY 2008–2009 with the intention to continue to provide cost-share funding for alternative water supply projects when state funding from the Water Protection and Sustainability Trust fund ceased. This program was discontinued due to declining ad valorem revenues in the past four years.

The District considers water conservation a major component of its water supply planning efforts and is committed to providing the Conservation and Demand Management program with about \$2 to \$3 million a year to implement water conservation cooperative funding projects. As part of the districtwide program consolidation effort, the Conservation and Demand Management program will include well plugging and capping services that were previously under 2.2.3 Other Water Source Development Activities – Abandoned Artesian Well Plugging.

Major Budget Items

- WP&S - A budget of \$39.31 million to fund six carryover AWS projects, funded with prior years' appropriations
- Conservation and Demand Management – General Program Costs, including cooperative funding \$3.77 million

Budget Variances

This sub activity's overall budget for FY 2011–2012 will decrease by \$870,000 million or 1.9%. The decreased budget by \$150,160 for Salaries and Benefits is due to a net loss of 2.5 FTEs and a 3% employee contribution to the Florida Retirement System. There will be no budget for Other Personal Services due to the elimination of Consultant Services (-\$1.09 million) under the Conservation and Demand Management program.

2.2.3 Other Water Source Development Activities

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 487,971	\$ 370,296	\$ 192,719	\$ 432,288	\$ 162,306
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 98,451	\$ -	\$ (98,451)	-100.0%	
Other Personal Services			-	0.0%	
Operating Expenses	12,932	-	(12,932)	-100.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 111,383	\$ -	\$ (111,383)	-100.0%	

District Description

Until FY 2010–2011, the District had one program under this sub-activity - Abandoned Artesian Well Plugging. Water management districts are required by statute to implement programs to ensure that all abandoned artesian wells are controlled. The Abandoned Artesian Well Plugging program was implemented in 1983. It has relied on building financial partnerships with local governments and well owners to encourage the early detection and prompt control of these wells. The District and other cooperating agencies and local governments have plugged more than 2,000 wells since the program began and plug approximately 100 wells each year. The work historically was accomplished using a private sector water well construction firm working under contract for the District. In addition to the direct benefit of controlling wells, the program serves as an important source of water quality and geophysical information used by other District programs.

Changes and Trends

As part of the districtwide program consolidation effort, activities under the Abandoned Artesian Well Plugging program will be absorbed by the Conservation and Demand Management program in FY 2011–2012.

Major Budget Items

None in FY 2011–2012.

Budget Variances

The program is deactivated in FY 2011–2012 and all activities that were previously funded under this program will be moved to the Conservation and Demand Management program.

2.3 Surface Water Projects

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 37,044,956	\$ 46,876,679	\$ 63,058,191	\$ 56,355,281	\$ 54,437,051
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 10,040,356	\$ 9,024,429	\$ (1,015,927)	-10.1%	
Other Personal Services	5,166,283	1,284,746	(3,881,537)	-75.1%	
Operating Expenses	1,632,321	779,836	(852,485)	-52.2%	
Operating Capital Outlay	75,875		(75,875)	-100.0%	
Fixed Capital Outlay	29,950,640	31,068,460	1,117,820	3.7%	
Interagency Expenditures	20,984,921	24,555,171	3,570,250	17.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 67,850,397	\$ 66,712,642	\$ (1,137,755)	-1.7%	

District Description

Prior to FY 2011–2012, this activity consisted primarily of the District’s nine surface water basin restoration programs. The Lower St. Johns River Basin focused on storm water runoff from developed and agricultural areas in the basin and discharges from numerous domestic wastewater treatment plants upstream that feed algal blooms. The Middle St. Johns River Basin focused on past unregulated land use and waste disposal practices and increased quantities and velocities of storm water runoff resulting from urban development. The Upper St. Johns River Basin is designed to reduce damage from floods, improve water quality and restore or enhance wetland habitat. The Ocklawaha River Basin provides for the harvest and disposal of gizzard shad and documents the impact of shad harvesting on lake water quality, aquatic habitat and shad population dynamics. The Lake Apopka program involves filtration of lake water through a marsh flow-way, reduction of phosphorous concentration, re-establishment of more-natural lake level fluctuations and restoration of the former muck farms to wetland habitats. The Orange Creek Basin provides information to facilitate nutrient load reductions for the three large lakes as part of the Total Maximum Daily Load program. The Northern Coastal Basin focuses on flood relief and lessening the adverse effects of cumulative storm water on coastal water resources. The Indian River Lagoon (IRL) Basin program focuses on improving water and sediment quality to restore sea grass and on rehabilitating impacted wetlands. In addition, Surface Water Projects Support program and FDOT Mitigation program are located under this activity. The Surface Water Projects Support program provides administrative and project management support for restoration and mitigation programs and projects within the Department of Water Resources. The Florida Legislature established the FDOT Mitigation program in 1996 to replace mitigation on a project-by-project basis with regional, multi-project mitigation to offset the impacts to wetlands by transportation projects. Each year the District develops mitigation plans for projects the FDOT expects to implement in the coming fiscal year.

Changes and Trends

The District will no longer fund individual surface water basin restoration programs. The District will consolidate all nine surface water basin restoration programs into the Surface Water Projects program and allocate limited financial and staff resources to complete a few Board priority projects such as Fellemere Water Management Area, Apopka NSRA Restoration, and

C-1/C-10 Rediversion. The consolidation effort will result in a loss of 21.4 FTEs through layoffs and internal transfers. The FDOT Mitigation program will remain unchanged under this activity.

Major Budget Items

- Surface Water Projects Support - \$6,528,852
- Wetlands and Watersheds - \$1,178,103
- Estuaries - \$793,260
- Rivers and Lakes - \$1,356,791
- Indian River Lagoon (EPA) - \$789,788
- IRL License Plates Local Governments - \$387,079
- Reuse and Treatment Projects - \$8,916,610
- Lake Jesup Restoration - \$465,814
- Lake Jesup Pay for Performance - \$1,750,000
- NSRA Restoration - \$1,530,447
- C-1/C-10 Rediversion - \$151,258
- Water Quality Restoration - \$4,577,055
- Fellsmere Water Management Area - \$28,127,647
- Water Quality and Ecological Restoration Projects - \$10,000,000

Budget Variances

In comparison with FY 2010–2011, the overall budget for this activity shows a 1.7% reduction in FY 2011–2012. While four other expense categories show decreases, the increases in Fixed Capital Outlay and Interagency Expenses offset these reductions. A 10.1% decrease in Salaries and Benefits is due to the loss of 21.4 FTEs and a 3% employee contribution to the Florida Retirement System.

The projected expenditures for OPS will decrease by \$3.88 million. The decrease in OPS expenditures occurs chiefly in four categories, including Contingent Workers (-\$1.71 million), Data Collection and Analysis Services (-\$330,000), Scientific Research and Analysis (-\$840,000), and Consultant Services (-\$720,000).

This activity will reduce its Operating Expenses by \$0.85 million in the new fiscal year. The reduction involves numerous categories under Operating Expenses, with Chemical Supplies (-\$200,000), Repairs and Maintenance of Building (-\$165,000), Maintenance Repair Parts/Supplies (-\$104,000), Travel and Training (-\$23,000), and Memberships and Dues, Certifications (-\$18,000) being the most significant.

No Operating Capital Outlay for this activity is included in FY 2011–2012. A small increase in Fixed Capital Outlay is due to increased funding for the Fellsmere Water Management Area project.

The District has eliminated funding for many cooperative funding projects; however, Interagency Expenditures show a \$3.57 million increase, which is attributed to the addition of Water Quality and Ecological Restoration Projects (+\$10 million).

2.4 Other Cooperative Projects

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 2,753,140	\$ 764,140	\$ 1,107,539	\$ 1,531,694	\$ 2,659,304
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ -	\$ -	\$ -	0.0%	
Other Personal Services	-	-	-	0.0%	
Operating Expenses	-	-	-	0.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	1,711,929	527,250	(1,184,679)	-69.2%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 1,711,929	\$ 527,250	\$ (1,184,679)	-69.2%	

District Description

The District’s Stormwater Cost-Share program provides cost-share funding to local governments to support stormwater management efforts. The projects contribute toward the improvement of water quality by achieving pollutant load reduction goals (PLRGs) or total maximum daily load (TMDL) allocations for identified priority pollutants. The District considers projects that protect or preserve water quality in designated surface water improvement and management (SWIM) water bodies. The District will cost-share up to 50.0 % of the total cost of selected projects. A local government qualified as a rural area under Paragraph 288.0656(2)(b), F.S., may request a waiver or reduction in the match requirement.

Changes and Trends

Due to declining in ad valorem revenues, the District focused the limited resources on a few major initiatives and has not allocated new funding to this program since FY 2009–2010.

Major Budget Items

These include Stormwater Cost Share Projects \$527,250 which are carryover encumbrances from FY 2010–2011 funded with prior years’ funding.

Budget Variances

This cooperative funding program will see a large decrease of \$1.18 million in Interagency Expenditures due to no new District or State funding in FY 2011–2012.

2.5 Facilities Construction and Major Renovations

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 1,183,257	\$ 1,943,485	\$ 858,074	\$ 454,548	\$ 719,217
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 132,255	\$ -	\$ (132,255)	-100.0%	
Other Personal Services	-	-	-	0.0%	
Operating Expenses	550	-	(550)	-100.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	907,300	-	(907,300)	-100.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 1,040,105	\$ -	\$ (1,040,105)	-100.0%	

District Description

This program is responsible for the planning, design and construction of all District facilities located throughout the District's 18 county service area. These facilities are critical for the support of the District's widely varied work force and must be strategically located, designed, and equipped to provide an environment that is conducive to the efficient execution of the District's mandated responsibilities.

Changes and Trends

Due to revenue constraints and facility needs, the District will not initiate new facility construction or major renovations of existing facilities in coming years. This program will be deactivated in FY 2011–2012 and its 1.2 FTEs will be cut (1 through layoff and .20 internal redirection).

Major Budget Items

None in FY 2011–2012.

Budget Variances

The program is deactivated in FY 2011–2012 and there will be no new funding for this program.

2.6 Other Acquisitions, Capital and Cooperative Projects

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ -	\$ -	\$ -	0.0%	
Other Personal Services	-	-	-	0.0%	
Operating Expenses	-	-	-	0.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ -	\$ -	\$ -	0.0%	

District Description

Created in FY 2010–2011, this program will be deactivated as it was not utilized.

Changes and Trends

The District will deactivate this program in FY 2011–2012 because of no need for a placeholder reserve for capital and cooperative projects.

Major Budget Items

None

Budget Variances

None

3.0 Operation and Maintenance of Lands and Works

Expenditures, Budget, and Personnel

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 15,781,536	\$ 15,544,655	\$ 17,516,040	\$ 16,412,996	\$ 16,239,965
Budget Category		Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage
Salaries and Benefits		\$ 6,826,104	\$ 5,931,718	\$ (894,386)	-13.1%
Other Personal Services		4,205,499	3,680,650	(524,849)	-12.5%
Operating Expenses		5,174,382	4,015,950	(1,158,432)	-22.4%
Operating Capital Outlay		92,031	2,000	(90,031)	-97.8%
Fixed Capital Outlay		535,300	622,925	87,625	16.4%
Interagency Expenditures		-	-	-	0.0%
Debt		-	-	-	0.0%
Reserves		-	-	-	0.0%
Total Budget		\$ 16,833,316	\$ 14,253,243	\$ (2,580,073)	-15.3%
Personnel Category					
Full-time Equivalents		103.25	88.60	-14.65	-14.2%
Contract/Other		0.00	0.00	0.00	0.0%
Total Personnel		103.25	88.60	-14.65	-14.2%

District Description

This program area includes all operation and maintenance of facilities, flood control and water supply structures, lands, and other works authorized by Chapter 373, F.S.

Changes and Trends

In the past, both the Land Management and Invasive Plant Management program relied on the state's Water Management Land Trust Fund (WMLTF) to fund about 85.0% to 95.0% of their program budgets. The state WMLTF for these two programs in FY 2008–2009 and has provided no new funding for either since FY 2008–2009. To offset the unexpected revenue shortfall, the District had to use its fund balance in FY 2008–2009 and ad valorem revenues since FY 2009–2010 to fund these two programs. The loss of WMLTF has significantly affected the District's ability to fund its baseline budget and major initiatives.

In addition to the loss of state revenues, the District is projecting a 23% reduction in ad valorem tax revenues as it complies with the new legislation (SB 2142) that caps the District's ad valorem revenue at \$85.36 million a year. Facing the fiscal challenge, the program will cut its annual budget by \$2.58 million, or 15.3%, in FY 2011–2012 and reduce its workforce by 14.65 FTEs through layoffs, internal transfers, and volunteer separations.

Major Budget Items

See individual activities and sub-activities under this program for more details.

Budget Variances

The proposed FY 2011–2012 program budget is \$2.58 million or 15.3% less than FY 2010–2011. All district programs under this EOG program except for the Emergency Management program will reduce their budgets. Among the eight spending categories, Salaries and Benefits will be reduced by \$0.89 million as a result of the loss of 14.65 FTEs and a 3% employee

contribution to the Florida Retirement System. OPS shows a \$520,000 decrease with most of the reductions in the areas of contractual services for Vegetation Management and Planting services under the Land Management program and Consultant Services (-\$21,000), Security Service (-\$47,000), Vegetation Management and Planting Services (-\$165,000), and Janitorial Services (-\$24,000) under the Facilities Management program.

A \$1.16 million reduction in Operating Expenses is largely because of reduced levels of repairs and maintenance of District lands and properties (-\$670,000) under the Land Management program. The Facilities Management program will close the satellite office in Gainesville and relocate the Altamonte office to Maitland, which will save the District \$270,000 in FY 2011–2012 in lease expense.

3.1 Land Management

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 5,314,374	\$ 5,348,606	\$ 6,724,359	\$ 6,424,810	\$ 5,900,567
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 3,260,503	\$ 2,934,569	\$ (325,934)	-10.0%	
Other Personal Services	1,168,799	891,700	(277,099)	-23.7%	
Operating Expenses	1,348,250	707,500	(640,750)	-47.5%	
Operating Capital Outlay	45,031	-	(45,031)	0.0%	
Fixed Capital Outlay	525,000	22,925	(502,075)	-95.6%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 6,347,583	\$ 4,556,694	\$ (1,790,889)	-28.2%	

District Description

The land management program of the St. Johns River Water Management District provides water resource conservation and protection, environmental protection, and public recreation on District-owned properties. Management plans have been approved by the Governing Board for 51 conservation and restoration areas as of June 2011.

Changes and Trends

In the past, the Land Management program has relied on the state's WMLTF to fund about 85.0% of the program budget. As the state faced revenue shortfalls, it reduced its WMLTF for this program in FY 2008–2009 and has provided no new funding for the program since FY 2008–2009. To offset the unexpected revenue shortfall, the District had to use its fund balance in FY 2008–2009 and ad valorem revenues since FY 2009–2010 to fund this program. The loss of WMLTF has significantly constrained the District's ability to fund its major initiatives and other obligations.

Due to the projected 23% reduction in ad valorem tax revenues and the absence of state funding, the program will reduce its FTEs from 48 in FY 2010–2011 to 43.45 in FY 2011–2012 through layoffs and internal transfers. The program will also reduce its construction activities such as roads and fencing and have no new construction of recreational facilities on district lands due to the budgetary constrain.

Major Budget Items

These include Field Activities \$4,041,090, Real Estate Services \$243,796, and Land Management Planning \$271,808.

Budget Variances

The program's budget for FY 2011–2012 will see a 28.2% (-\$1.79 million) reduction. A 10.0% reduction in Salaries and Benefits reflects the loss of 4.55 FTEs and a 3% employee contribution to the Florida Retirement System. The OPS budget will see a 23.7% reduction due to in-sourcing land management activities that were previously contracted out. Most of the reductions are in the areas of contractual services for Vegetation Management and Planting

services. Operating Expenses will also have a significant reduction (-47.5%) because of reduced levels of repairs and maintenance of District lands and properties. The Fixed Capital Outlay budget will decrease by 95.6% due to fewer land improvements activities such as road improvements, fencing of property, and no planned new recreational facilities or improvements.

3.2 Works

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 3,449,529	\$ 3,668,404	\$ 3,542,544	\$ 3,116,807	\$ 3,261,437
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 1,281,584	\$ 1,191,471	\$ (90,113)	-7.0%	
Other Personal Services	1,013,500	1,226,000	212,500	21.0%	
Operating Expenses	594,100	894,400	300,300	50.5%	
Operating Capital Outlay	18,000	-	(18,000)	0.0%	
Fixed Capital Outlay	-	600,000	600,000	N/A	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 2,907,184	\$ 3,911,871	\$ 1,004,687	34.6%	

District Description

This program is responsible for managing, operating, and maintaining District infrastructure, including water control structures and levees in the Upper St. Johns River Basin and the Ocklawaha River Basin flood control projects, components of District restoration programs (e.g., water control structures in the Lake Apopka and Lake Griffin flow-ways), and facilities and other infrastructure on District lands.

Changes and Trends

The Works program's budget will see a 34.6% increase. The increase is largely due to planned improvements to two water control structures and new responsibilities for remote control of USJRB structures that were previously budgeted under 2.3 Surface Water Projects.

Major Budget Items

These include Remote Operation of USJRB Structures \$75,450, Water Control Structures \$1,747,693 and Operation and Maintenance of Levees \$2,088,728.

Budget Variances

The program's budget for FY 2011–2012 will see a 34.6% (\$1 million) increase. A 7% decrease in Salaries and Benefits reflects a loss of 0.75 FTEs and a 3% employee contribution to the Florida Retirement System. A 21.0% increase in Other Personal Services is mainly attributed to increases in Locktending Service (+\$25,000) and Vegetation Management and Planting Services (+\$169,000). Operating Expenses will also see a 50.5% increase due largely to increases in Repair and Maintenance of Works (+\$88,000) and Maintenance Repair Parts and Supplies (+\$128,000). The majority of the program budget increase is due to improvements to water control structures (\$600,000) under Fixed Capital Outlay, the first of a five-year capital improvement plan rehabilitating structures.

3.3 Facilities

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 3,856,618	\$ 3,858,889	\$ 4,278,542	\$ 4,141,098	\$ 3,870,208
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 896,093	\$ 627,337	\$ (268,756)	-30.0%	
Other Personal Services	1,058,100	762,950	(295,150)	-27.9%	
Operating Expenses	2,252,857	1,952,750	(300,107)	-13.3%	
Operating Capital Outlay	29,000	2,000	(27,000)	-93.1%	
Fixed Capital Outlay	10,300	-	(10,300)	-100.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 4,246,350	\$ 3,345,037	\$ (901,313)	-21.2%	

District Description

This program began in 1976 when the District was created and consisted of three relatively minor facilities located in Palatka, Melbourne, and Moss Bluff. Today the program manages approximately 340,000 square feet of office, warehousing, and maintenance buildings located at five major facility sites and a number of small satellite facilities.

Changes and Trends

Due to a projected 23% reduction in ad valorem revenue, the District will reduce its workforce by 18.1%. As part of the districtwide effort on workforce reduction, the Facilities program will reduce its FTEs by 3.5 from 12.85 in FY 2010–2011 to 9.35 in FY 2011–2012. The District will close its satellite office in Gainesville. The Altamonte Service Center will be relocated to Maitland in 2011 to take advantage of reduced rent.

Major Budget Items

These include Facilities Management Activities \$2,892,037 and Lease of three facilities \$453,000 (Jacksonville and Maitland Service Centers and a small facility at Bayard Point).

Budget Variances

The program's budget for FY 2011–2012 will see a 21.2% (-\$900,000) reduction. A 30% decrease in Salaries and Benefits reflects a loss of 3.5 FTEs and a 3% employee contribution to the Florida Retirement System. The program budget reduction is also attributed partially to the elimination of expenditures on Fixed Capital Outlay and a very small budget for Operating Capital Outlay. The program will see a significant reduction in office lease expense (-\$300,000) due to the elimination of the satellite office in Gainesville and the relocation of the Altamonte Service Center to Maitland, Florida, which will save the District \$268,000 in FY 2011–2012. A 27.9% reduction in Other Personal Services reflects reduced expenditures for Consultant Services (-\$21,000), Security Service (-\$47,000), Vegetation Management and Planting Services (-\$165,000), and Janitorial Services (-\$24,000).

3.4 Invasive Plant Control

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 1,625,573	\$ 1,242,467	\$ 1,612,804	\$ 1,463,260	\$ 2,208,395
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 759,145	\$ 723,493	\$ (35,652)	-4.7%	
Other Personal Services	850,000	800,000	(50,000)	-5.9%	
Operating Expenses	942,080	432,500	(509,580)	-54.1%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 2,551,225	\$ 1,955,993	\$ (595,232)	-23.3%	

District Description

This program controls nuisance upland and aquatic vegetation on approximately 400,000 acres of District-owned properties. As a contractor for the Florida Fish and Wildlife Conservation Commission, the District also maintains control of nuisance aquatic vegetation in eight public lakes and rivers.

Changes and Trends

In the past, the Invasive Plant Management program has relied on the state's WMLTF to fund about 95% of the program budget. As the state faced revenue shortfalls, it reduced its WMLTF for this program in FY 2008–2009 and has provided no new WMLTF funding since FY 2008–2009. To offset the unexpected revenue shortfall, the District had to use its fund balance in FY 2008–2009 and ad valorem revenues since FY 2009–2010 to replace the lost state revenues. The loss of WMLTF has significantly constrained the District's ability to fund its major initiatives and the baseline budget.

Major Budget Items

The program's total budget for FY 2011–2012 is \$1,955,993 and there are no specific projects under this program.

Budget Variances

The program's budget for FY 2011–2012 will be 23.3% lower than FY 2010–2011. A 4.7% decrease in Salaries and Benefits reflects a loss of 0.75 FTEs and a 3% employee contribution to the Florida Retirement System. The program will also reduce its Other Personal Services by \$50,000 in contractual services for Vegetation Management and Planting Services. Additionally, there is a 54.1% reduction in Operating Expenses for Chemical Supplies (-\$522,000).

3.5 Other Operation and Maintenance Activities

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 1,535,442	\$ 1,426,289	\$ 1,357,791	\$ 1,267,021	\$ 999,358
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 628,779	\$ 454,848	\$ (173,931)	-27.7%	
Other Personal Services	115,100	-	(115,100)	-100.0%	
Operating Expenses	37,095	28,800	(8,295)	-22.4%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 780,974	\$ 483,648	\$ (297,326)	-38.1%	

District Description

This program includes the Emergency Management, the Environmental Management, and the Operations and Maintenance Program Support programs. The Emergency Management program coordinates response, recovery, and mitigation efforts and establishes a recovery system to return the District to normal operation after a major natural or manmade disaster. The Environmental Management program is responsible for ensuring District compliance with local, state, and federal environmental laws and regulations. Operations and Maintenance Program Support includes administrative and project management support for all programs and projects within the Department of Operations and Land Resources.

Changes and Trends

In the past, the Environmental Management program has relied on the state's WMLTF to fund 50% or more of this program's budget. With the state experiencing revenue shortfalls in recent years, it has provided no new funding for the program since FY 2008-2009. The reduction has caused delays in some projects and the completion of these projects will depend on the return of WMLTF.

As part of the districtwide cost cutting and consolidation effort, all budget preparation, contract administration, and procurement staff currently under the Operations and Maintenance Program Support program will either be eliminated or transferred to 6.1.6 Procurement/Contract Administration. As a result, the Operations and Maintenance Program Support program will lose 4.75 FTEs in the new fiscal year.

Major Budget Items

These include the Emergency Management program \$80,606, the Environmental Management Program \$93,500, and the Operations and Maintenance Program Support \$309,452.

Budget Variances

The program's 40.0% reduction in Salaries and Benefits is due to the loss of 5.10 FTE and a 3% employee contribution to the Florida Retirement System. The reduction in Other Personal Services reflects no new contractual services for environmental site assessments under the

Environmental Management Program. The program will also reduce its Operating Expenses by almost \$8,300 primarily for items such as Training, Class C Meals and Legal Advertising.

4.0 Regulation

Expenditures, Budget, and Personnel

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 14,779,302	\$ 16,552,371	\$ 17,290,759	\$ 17,719,038	\$ 17,260,108
Budget Category		Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage
Salaries and Benefits		\$ 16,677,880	\$ 12,842,307	\$ (3,835,573)	-23.0%
Other Personal Services		359,689	735,000	375,311	104.3%
Operating Expenses		570,228	350,850	(219,378)	-38.5%
Operating Capital Outlay		-	-	-	0.0%
Fixed Capital Outlay		-	-	-	0.0%
Interagency Expenditures		-	-	-	0.0%
Debt		-	-	-	0.0%
Reserves		-	-	-	0.0%
Total Budget		\$ 17,607,797	\$ 13,928,157	\$ (3,679,640)	-20.9%
Personnel Category					
Full-time Equivalents		200.75	152.35	-48.40	-24.1%
Contract/Other		0.00	0.00	0.00	0.0%
Total Personnel		200.75	152.35	-48.40	-24.1%

District Description

This program area includes consumptive use permitting (CUP), water well permitting and water well contractor licensing (WWC), environmental resource and surface water management permitting (ERP), permit administration and enforcement, and any delegated regulatory program.

Changes and Trends

Since the housing market crash in 2006, both ERP and CUP permitting activities associated with new construction have slowed down considerably. The District received 348 CUP and 1,593 ERP applications during FY 2009–2010 in comparison of 371 CUP and 3,792 ERP applications during FY 2005–2006 respectively. The trend of fewer permit activities is expected to continue through 2012.

Because permitting activities are not expected to return increased or normal levels in the next five years, the program will cut 48.4 FTEs, or 24.1% of the program’s workforce in FY 2011–2012 through layoffs and volunteer separations. FTEs in the Regulatory Information Management Division will be transferred to program 4.4 Other Regulatory and Enforcement Activities.

Major Budget Items

See individual activities and sub-activities under this program for more details.

Budget Variances

The proposed program budget of \$13.93 million is 20.9% lower than FY 2010–2011. The reduction reflects a districtwide effort to reduce its administrative and operational expenditures funded by ad valorem revenues. Most of the reduction will be in Salaries and Benefits (-\$3.84

million) due to the loss of 48.4 FTEs and a 3% employee contribution to the Florida Retirement System. Operating Expenses will be reduced by almost \$220,000, which occurs primarily in Legal Advertising and Public Notices (-\$200,000). However, the program will see its Other Personal Services budget double in FY 2011–2012 due to the continued application development of two computer applications (+\$655,000) that require services of contingent workers. It should be noted that computer application expenses that supported the Regulation programs were previously budgeted under 6.2 Computers/Computer Support. The District has changed its budgeting practice in FY 2011–2012 by allocating program-specific computer application development expense to the specific program utilizing the services.

4.1 Consumptive Use Permitting

Expenditure and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 3,635,361	\$ 4,041,347	\$ 4,362,229	\$ 4,274,012	\$ 4,387,807
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 4,852,064	\$ 3,633,170	\$ (1,218,894)	-25.1%	
Other Personal Services	117,400	80,000	(37,400)	-31.9%	
Operating Expenses	196,414	129,700	(66,714)	-34.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 5,165,878	\$ 3,842,870	\$ (1,323,008)	-25.6%	

District Description

This program includes consumptive use permitting compliance and enforcement and water shortage plan support and enforcement. All persons who want to use large amounts of water, except those exempt by statute or District rule, are required to obtain a CUP permit. Permits for consumptive use are issued for a finite duration and, upon expiration, must be renewed. Since 1991, all water users have been required to report their water use by using a water meter or an alternative method approved by the District.

Changes and Trends

Since the housing market crash in 2006, CUP permitting activities associated with new construction have slowed considerably in recent years. The program received 348 applications during FY 2009–2010 in comparison to 371 during FY 2005–2006. The trend of lower permitting activities is expected to continue through 2012.

Because of reduced permitting activities, the program will lose 15.75 FTEs in FY 2011–2012 through layoffs and internal transfers. FTEs in the Regulatory Information Management Division will be transferred to program 4.4 Other Regulatory and Enforcement Activities.

Major Budget Items

The majority of the program budget is for the Salaries and Benefits of 40.7 FTEs and is allocated to Water Use Permitting \$2,193,668, Compliance \$1,437,182, Agricultural Water Use Modeling Tool Enhancement \$80,000, Critical Needs Support \$54,615, and Agricultural Water Use Modeling Tool \$77,405.

Budget Variances

The proposed program budget of \$3.84 million is 25.6% lower than FY 2010–2011. A 25.1% decrease in Salaries and Benefits is due to the loss of 15.75 FTEs as mentioned above and a 3% employee contribution to the Florida Retirement System. The program will also reduce its OPS expenditures by 31.9% due to a smaller budget for consultant services (-\$37,400). Various reductions in items such as Legal Advertising (-\$60,000).

4.2 Water Well Construction Permitting and Contractor Licensing

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 515,305	\$ 558,554	\$ 585,810	\$ 599,563	\$ 590,677
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 700,000	\$ 192,729	\$ (507,271)	-72.5%	
Other Personal Services			-	0.0%	
Operating Expenses			-	0.0%	
Operating Capital Outlay		-	-	0.0%	
Fixed Capital Outlay		-	-	0.0%	
Interagency Expenditures		-	-	0.0%	
Debt		-	-	0.0%	
Reserves		-	-	0.0%	
Total Budget	\$ 700,000	\$ 192,729	\$ (507,271)	-72.5%	

District Description

This program was delegated to the District by the FDEP in 1984. The District established construction standards and reporting requirements by rule to ensure that newly constructed water wells do not cause uncontrolled water flow or degrade water quality. The District issues licenses to water well contractors to ensure their understanding of state and District water well rules and regulations.

Changes and Trends

Because of reduced permitting activities, the program will lose 7.25 FTEs in FY 2011–2012 through layoffs and internal transfers.

Major Budget Items

The only budget item is \$192,729 in Salaries and Benefits for the program’s 2.25 FTEs.

Budget Variances

For FY 2011–2012, the program budget will decrease by 72.5% due to the loss of 7.25 FTEs and a 3% employee contribution to the Florida Retirement System.

4.3 Environmental Resource and Surface Water Permitting

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 9,990,816	\$ 11,233,346	\$ 11,536,112	\$ 11,746,433	\$ 11,343,527
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 10,859,314	\$ 7,162,650	\$ (3,696,664)	-34.0%	
Other Personal Services	172,289	-	(172,289)	-100.0%	
Operating Expenses	354,314	203,750	(150,564)	-42.5%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 11,385,917	\$ 7,366,400	\$ (4,019,517)	-35.3%	

District Description

Environmental resource permitting is a tool for managing the effects of land use changes on water quantity, water quality and wetland habitat. The program includes permit application review, compliance activities, outreach to the regulated public, and rule development. Monitoring and research activities focus on discharges of surface water from agricultural areas also fall under the program. In addition, the program provides for collection of data on wetlands and completion of periodic assessments of wetland status and trends. The District is making considerable efforts to streamline the permitting process without reducing the level of protection afforded water resources. Permit information is now available via the Internet. Development of additional internet tools to allow for electronic permit application submission and processing are ongoing.

Changes and Trends

Since the housing market crash in 2006, ERP permitting activities associated with new construction have slowed down significantly. The District received 1,593 ERP applications during FY 2009–2010 as compared to 3,792 in FY 2005–2006. The trend of lower permitting activities is expected to continue until 2013.

Because of reduced permitting activities, the program will lose 46.6 FTEs in FY 2011–2012 through layoffs and internal transfers. FTEs in the Regulatory Information Management Division will be transferred to program 4.4 Other Regulatory and Enforcement Activities.

Major Budget Items

The majority of the program budget is for Salaries and Benefits of 82.65 FTEs for ERP and Surface Water Permitting and Compliance: \$7,366,400.

Budget Variances

The program budget in FY 2011–2012 will see a significant reduction of \$4.02 million (-35.3%). Most of the reduction will occur in Salaries and Benefits due to the loss of 46.6 FTEs and 3% mandatory FRS employee contribution. The program will also not budget any OPS expenditures

due to the elimination of Data Collection and Analysis Service (-\$72,152) and Miscellaneous Contractual Expenditures (-\$100,137).

4.4 Other Regulatory and Enforcement Activities

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 637,821	\$ 719,124	\$ 806,607	\$ 1,099,030	\$ 938,097
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 266,502	\$ 1,853,758	\$ 1,587,256	595.6%	
Other Personal Services	70,000	655,000	585,000	835.7%	
Operating Expenses	19,500	17,400	(2,100)	-10.8%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 356,002	\$ 2,526,158	\$ 2,170,156	609.6%	

District Description

The program provides overall direction, administrative support, and permit data information for the Water Use Regulatory, Water Well and Contractor Licensing, and Environmental Resource Permitting programs including budget and fiscal management, contract administration, personnel issues, and all other related administrative duties.

Changes and Trends

Starting in FY 2011–2012, all Resource Information Management (RIM) Division staff will be budgeted under this program as part of the districtwide streamlining and consolidation effort. Prior to this fiscal year, RIM FTEs were budgeted in the various regulation programs (CUP, WWC and ERP).

Major Budget Items

There are four major budget items under this program, including Regulatory Program Support \$1,628,221, Regulatory System Business Process Integration \$495,000, RM Critical Needs Support \$160,000, and Regulatory System Business Process Integration \$242,937.

Budget Variances

Unlike most District programs that will see a significant reduction in their program budget, the Other Regulatory and Enforcement Activities program will increase in its FY 2011–2012 budget. The program will gain 21.2 FTEs through redirection of the Resource Information Management (RIM) Division previously budgeted under programs 4.1, 4.2 and 4.3, an increase of \$1.1 million. The program’s budget will increase due to budgeted costs of two computer applications (+\$897,000) that require services of contingent workers. Prior to FY 2011-2012, computer application expenses were budgeted in 6.2 Computers/Computer Support. With reduced resources available for application development, the district changed its budgeting practice in FY 2011–2012 by allocating program-specific computer application expenses to individual programs that require the services.

5.0 Outreach

Expenditures, Budget, and Personnel

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 4,130,963	\$ 5,299,861	\$ 5,055,126	\$ 4,917,846	\$ 3,647,806
Budget Category		Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage
Salaries and Benefits		\$ 2,338,176	\$ 1,179,487	\$ (1,158,689)	-49.6%
Other Personal Services		470,125	1,000	(469,125)	-99.8%
Operating Expenses		314,315	242,650	(71,665)	-22.8%
Operating Capital Outlay		60,520	1,036	(59,484)	-98.3%
Fixed Capital Outlay		-	-	-	0.0%
Interagency Expenditures		-	-	-	0.0%
Debt		-	-	-	0.0%
Reserves		-	-	-	0.0%
Total Budget		\$ 3,183,136	\$ 1,424,173	(1,758,963)	-55.3%
Personnel Category					
Full-time Equivalents		26.50	13.50	-13.00	-49.1%
Contract/Other		0.00	0.00	0.00	0.0%
Total Personnel		26.50	13.50	-13.00	-49.1%

District Description

This program area includes all public information and outreach, including a website, social media interactions; coordination and communication with the media and public; production and dissemination of informational materials; and lobbying related to local, regional, state, and federal governmental issues. Outreach is the primary responsibility of the Office of Communications and Intergovernmental Programs and supports all other District departments.

Changes and Trends

The program provides districtwide services for public information and outreach activities. The need for these services has increased in recent years as interest in water resource issues has steadily increased. The program has also historically included local government technical assistance. To ensure consistency with the prescribed format of the August 1 budget submission, all local government technical assistance will be moved in FY 2011–2012 from Outreach to 1.3 Technical Assistance. As a result of streamlining of programs, increasing efficiencies and focusing on agency priorities, the overall Outreach Program budget has decreased. The program will lose 6 FTEs through layoffs and volunteer separations and 7 FTEs through internal transfers.

Major Budget Items

See individual elements under this program for more details.

Budget Variances

As part of the districtwide effort to reduce expenditures funded by ad valorem revenues, the Outreach program budget in FY 2011–2012 will be reduced by \$1.75 million, with \$605,596 of the reduction to be used to fund 1.3 Technical Assistance program. The overall ad valorem savings from reductions in Outreach and Technical Assistance will be \$1.47 million (43% less than FY 2010–2011 funding).

As a result of the loss of 13 FTEs through layoffs and redirections and a 3% employee contribution to the Florida Retirement System, the program will reduce its Salaries and Benefits by almost half. The program will also cut almost all its budget for Other Personal Services due to the elimination of Consultant Services (-\$53,000) and Contingent Workers (-\$427,500). Operating Expenses will also be reduced by 22.8%, including items such as Training and Travel (-\$16,500), Printing and Reproduction Services (-\$38,000), Promotional Activities (-\$5,500), Educational Supplies (-\$27,500), and Memberships and Dues (-\$6,000).

5.1 Water Resource Education

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 256,645	\$ 238,551	\$ 256,363	\$ 214,821	\$ 185,072
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ -	\$ -	\$ -	0.0%	
Other Personal Services	403,000	-	(403,000)	-100.0%	
Operating Expenses	30,715	-	(30,715)	-100.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 433,715	\$ -	\$ (433,715)	-100.0%	

District Description

This districtwide program focused on educating children and adults about preserving and protecting water resources. Program components helped nurture a greater awareness and appreciation of watersheds and their ecosystems, increased the public’s understanding of the interdependence between human activities and their impacts on water resources, developed a sense of stewardship, and promoted responsible actions for the health, protection, and use of water resources

Changes and Trends

To streamline and maximize efficiency of all Outreach programs, Water Resource Education will be eliminated in FY 2011–2012. Limited high priority components of the program are being absorbed by 5.2 Public Information.

Major Budget Items

The tentative FY 2011–2012 budget for Water Resource Education has been eliminated.

Budget Variances

The tentative FY 2011–2012 Water Resource Education budget will be eliminated due to restructuring and consolidation. The primary costs associated with this program in FY 2010–2011 related to contractual services to provide regional educational programs throughout the District. In FY 2011–2012, all contractual services will be eliminated and the regional programs will be reduced, streamlined and absorbed by 5.2 Public Information.

5.2 Public Information

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 3,309,841	\$ 4,432,504	\$ 4,124,389	\$ 4,107,789	\$ 2,977,439
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 2,253,368	\$ 1,098,260	\$ (1,155,108)	-51.3%	
Other Personal Services	67,125	1,000	(66,125)	-98.5%	
Operating Expenses	262,115	226,800	(35,315)	-13.5%	
Operating Capital Outlay	60,520	1,036	(59,484)	-98.3%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 2,643,128	\$ 1,327,096	\$ (1,316,032)	-49.8%	

District Description

This districtwide program is responsible for informing the public about water resource issues, programs and projects as they relate to the mission of the District. The program provides accurate and timely information through traditional media, such as newspapers, television and radio. Social media, such as Facebook, Twitter, YouTube, Blogger, an electronic newsletter and a comprehensive and dynamic website are also used. One-on-one communication is a critical component of the program, with an emphasis on presentations to organizations, homeowners associations, special interest and other stakeholder groups. Participating in community events, providing educational support to students and teachers, and directly assisting members of the public are all components of the program.

Changes and Trends

The program provides districtwide services for public information and outreach activities. The need for these services has increased in recent years as interest in water resource issues has steadily increased. The program has also historically included local government technical assistance. To ensure consistency with the prescribed format of the August 1 budget submission, all local government technical assistance will be moved in FY 2011–2012 from 5.0 Outreach to 1.3 Technical Assistance. As a result of streamlining of programs, increasing efficiencies and focusing on agency priorities, the overall Outreach budget has been decreased beyond the decrease associated with relocating funding associated with Technical Assistance. The program will lose 6 FTEs through layoffs and volunteer separations and 7 FTEs through internal transfers.

Major Budget Items

This includes Public Information (Outreach) activities for a total of \$1,237,096.

Budget Variances

The tentative FY 2011–2012 Public Information budget will be reduced by \$1.32 million, with \$605,596 of the reduction to be used to fund 1.3 Technical Assistance. The reductions are the result of Districtwide restructuring and consolidation effort.

As a result of the loss of 13 FTEs and a 3% employee contribution to the Florida Retirement System, the program will reduce its Salaries and Benefits by a little over half. The program will also cut almost all its budget for Other Personal Services due to the elimination of Consultant Services (-\$53,000) and Contingent Workers (-\$12,500). Operating Expenses will be cut by 13.5%, including items such as Training and Travel (-\$16,500), Printing and Reproduction Services (-\$38,000), Promotional Activities (-\$5,500), Educational Supplies (-\$27,500), and Memberships and Dues (-\$6,000).

5.4 Lobbying / Legislative Affairs / Cabinet Affairs

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 92,328	\$ 102,702	\$ 100,882	\$ 26,001	\$ 18,791
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 84,808	\$ 81,227	\$ (3,581)	-4.2%	
Other Personal Services	-	-	-	0.0%	
Operating Expenses	21,485	15,850	(5,635)	-26.2%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 106,293	\$ 97,077	\$ (9,216)	-8.7%	

District Description

Through this program, the District attempts to secure non-ad valorem funding for District projects such as water restoration projects and AWS projects.

Changes and Trends

None

Major Budget Items

This program’s major item is the Lobbying/Legislative Affairs/Cabinet Affairs Salaries and Benefits (\$84,808).

Budget Variances

A small reduction in Salaries and Benefits is the result of a 3% employee contribution to the Florida Retirement System. A 26.2 % reduction in Operating Expenses reflects reduced travel expenses.

5.5 Other Outreach Activities

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 472,150	\$ 526,104	\$ 573,493	\$ 569,235	\$ 466,504
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ -	\$ -	\$ -	0.0%	
Other Personal Services	492,510	-	(492,510)	-100.0%	
Operating Expenses	12,740	-	(12,740)	-100.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 505,250	\$ -	\$ (505,250)	-100.0%	

District Description

This program provides an opportunity for the public to become involved with District activities and projects. Volunteers are trained to assist District staff with a variety of water resource protection and education activities, such as watershed clean ups, in-school and adult presentations, staffing booths at festivals and fairs, and field work as needed to assist District restoration and land management projects.

Changes and Trends

To streamline and maximize efficiency opportunities, the District’s volunteer and education programs was consolidated in FY 2010–2011 into Water Resource Education. The Water Resource Education, however, will be eliminated in FY 2011–2012.

Major Budget Items

The tentative FY 2011–2012 budget for Water Resource Education has been eliminated.

Budget Variances

The tentative FY 2011–2012 budget for Water Resource Education has been eliminated.

6.0 District Management and Administration

Expenditures, Budget, and Personnel

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 31,076,257	\$ 34,797,165	\$ 36,122,690	\$ 35,840,138	\$ 35,080,010
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 19,209,215	\$ 14,015,751	\$ (5,193,464)	-27.0%	
Other Personal Services	7,829,432	5,209,200	(2,620,232)	-33.5%	
Operating Expenses	8,714,091	11,509,000	2,794,909	32.1%	
Operating Capital Outlay	1,775,590	715,500	(1,060,090)	-59.7%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	6,121,607	5,000,000	(1,121,607)	-18.3%	
Total Budget	\$ 43,649,935	\$ 36,449,451	(7,200,484)	-16.5%	
Personnel Category					
Full-time Equivalents	142.50	133.50	-9.00	-6.3%	
Contract/Other	0.00	0.00	0.00	0.0%	
Total Personnel	142.50	133.50	-9.00	-6.3%	

District Description

This program area includes governing board support, executive support, general counsel, ombudsman, Human Resources, finance, audit, risk management, administrative services, fleet, telecommunication, computer information, reserves, and tax collector and property appraiser fees.

Changes and Trends

In general, District programs and activities under this program provide administrative functions that support other District programs. The program will lose 9 FTEs through layoffs, internal transfers, and volunteer separations.

As directed by the state, the District will cut certain employee benefits align with state employee benefits. The benefits that will be cut in FY 2011–2012 include District match of Deferred Compensation and leave buy back. For the first time, District employees will contribute 3% of their salaries to FRS for future retirement benefits. The District will review and evaluate other benefits to insure consistency with the state.

Major Budget Items

See individual activities and sub-activities under this program for more details.

Budget Variances

The proposed FY 2011–2012 District Management and Administration program budget is \$7.2 million or 16.5% less than FY 2010–2011. The decrease in Salaries and Benefits (-\$5.19 million) is attributed to the loss of 9 FTEs, a 3% employee contribution to the Florida Retirement System, the elimination in District match of Deferred Compensation effective 1/1/2012 (-\$0.85 million), the elimination of Leave Conversion (-\$2.00) million, and the new practice of allocating IT staff time in application development to individual programs that require the services.

OPS budget will see a \$2.62 million reduction, which is partly due to the termination of contracts for contingent workers in the Finance and Administration and Information Resources departments. Reductions in Consultant Services (-\$333,000) and Court Reporter and Transcriptions Service (-\$162,950) in the General Counsel program, reduction in Training Services (-\$100,000) in the Human Resource program, and allocating IT contingent worker staff time in Application Development to individual programs also contributes to the reduction in the OPS budget.

A 32.1% increase in Operating Expenses is primarily due to the inclusion of \$3.14 million for uncollectable property taxes under the Tax Collectors/Property Appraiser Fees. In the past, the District budgeted 96.0% of total projected property tax revenues to address uncollectable property taxes. Due to the change in budgeting practices, the District will budget 100.0% of total projected property tax revenues⁽¹⁾. The 4.0% difference between the projected property tax revenues and actual tax proceeds will be accounted for as an operating expense.

The program will cut its Operating Capital Outlay by \$1.06 million. The Fleet program will have no new purchases of vehicles (-\$450,000) or equipment (-\$300,000). In addition, the Computers/Computer Support program will reduce its computer hardware acquisition budget by \$0.19 million by extending the replacement cycle for laptop from three years to four years, and desktop and servers from four years to five years

Finally, a decrease of \$1.12 million in Reserves is due to the elimination of \$1.39 million in reserve for personnel services in the Human Resource program in FY 2011–2012. The budget for reserves for unforeseen emergencies remains unchanged from the FY 2010–2011 level.

⁽¹⁾ When comparing the FY 2010-2011 Amended Budget to FY 2011-2012 Tentative Budget, the ad valorem revenue reduction is \$25.52 million, or 23%. This is due to budgeting 96% collection rate in FY 2010-2011 and budgeting 100% collection rate in FY 2011-2012, with an offsetting expense for uncollected tax expense budgeted in the Property Appraiser and Tax Collector Commissions program.

6.1 Administrative and Operations Support

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 17,192,922	\$ 19,967,829	\$ 20,572,230	\$ 19,615,736	\$ 19,093,115
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 15,487,682	\$ 11,097,314	\$ (4,390,368)	-28.3%	
Other Personal Services	1,731,718	923,900	(807,818)	-46.6%	
Operating Expenses	5,103,321	5,055,600	(47,721)	-0.9%	
Operating Capital Outlay	880,901	15,500	(865,401)	-98.2%	
Fixed Capital Outlay			-	0.0%	
Interagency Expenditures		-	-	0.0%	
Debt		-	-	0.0%	
Reserves	1,385,000	-	(1,385,000)	-100.0%	
Total Budget	\$ 24,588,621	\$ 17,092,314	\$ (7,496,307)	-30.5%	

There are eight sub activities under 6.1 Administrative and Operations Support. See sub activities below for their program description, changes and trends, major budget items, and budget variances.

6.1.1 Executive Direction

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 1,597,107	\$ 1,696,407	\$ 1,884,693	\$ 1,884,705	\$ 1,691,969
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 1,418,350	\$ 1,325,291	\$ (93,059)	-6.6%	
Other Personal Services	116,769	118,000	1,231	1.1%	
Operating Expenses	76,786	71,450	(5,336)	-6.9%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 1,611,905	\$ 1,514,741	\$ (97,164)	-6.0%	

District Description

The Executive Direction program of the St. Johns River Water Management District includes the Executive Office and the Office of Budget and Management Reporting and provides support to the Governing Board.

Changes and Trends

As part of the districtwide cost cutting and consolidation effort, the program will have a net reduction of 0.50 FTE in FY2011-2012.

Major Budget Items

Major budget items under this sub-activity include Executive Direction \$904,993 and Budget and Management Reporting \$609,748.

Budget Variances

Similar to many district programs, the Executive Direction program budget for FY 2011–2012 will decrease by 6.0%. The reduction reflects the District's commitment to reduce its baseline budget that is funded by ad valorem revenues. Most of the reduction will occur in the areas of Salaries and Benefits due to the loss of 0.50 FTE and a 3% employee contribution to the Florida Retirement System.

6.1.2 General Counsel

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 3,741,124	\$ 2,827,241	\$ 2,768,775	\$ 2,868,797	\$ 2,789,137
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 2,471,891	\$ 2,146,006	\$ (325,885)	-13.2%	
Other Personal Services	816,786	336,000	(480,786)	-58.9%	
Operating Expenses	146,209	129,600	(16,609)	-11.4%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 3,434,886	\$ 2,611,606	\$ (823,280)	-24.0%	

District Description

The General Counsel program of the St. Johns River Water Management District represents the District in all legal matters with the exception of real property transactions that are handled by retained real estate counsel. Legal services are delivered by providing advice to the Governing Board and District staff and by representing the District before the Florida Division of Administrative Hearings and in both state and federal courts.

Changes and Trends

As part of the districtwide cost cutting and consolidation effort, the program will have a net reduction of 2.20 FTE in FY 2011–2012.

Major Budget Items

This program’s major budget item is \$2,146,006 in Salaries and Benefits to support 22 FTEs.

Budget Variances

For FY 2011–2012, the program budget will decrease by 24.0% due to a reduction in Salaries and Benefits (loss of 2.2 FTEs) and a 3% employee contribution to the Florida Retirement System. The program will also reduce its budget for Consultant Services (-\$333,000) and Court Reporter and Transcriptions Service (-\$162,950) under Other Personal Services.

6.1.3 Inspector General

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 247,240	\$ 247,728	\$ 274,763	\$ 267,256	\$ 289,706
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 293,908	\$ 162,698	\$ (131,210)	-44.6%	
Other Personal Services	-	-	-	0.0%	
Operating Expenses	2,750	1,750	(1,000)	-36.4%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 296,658	\$ 164,448	\$ (132,210)	-44.6%	

District Description

The Office of Inspector General (OIG) assists the Governing Board and management of the District in the effective discharge of their responsibilities as they relate to the District's policies, internal controls, and senior management reporting practices. The OIG serves as an independent appraisal function within the District to examine and evaluate District activities. To this end, the OIG furnishes the District with analysis, appraisals, recommendations, counsel, and information concerning the activities reviewed. Additionally, the OIG provides a central point within the District for the coordination of and responsibility for activities that promote accountability, integrity, and efficiency.

Changes and Trends

As part of the districtwide cost cutting and consolidation effort, the program will have a net reduction of 1.00 FTE in FY2011-2012.

Major Budget Items

The program budget consists of primarily salaries and benefits for the program's one FTE.

Budget Variances

The Inspector General's program budget for FY 2011–2012 will decrease by 44.6%, which is primarily due to the loss of 1.00 FTE and a 3% employee contribution to the Florida Retirement System.

6.1.4 Administrative Support

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 2,685,365	\$ 2,984,323	\$ 3,194,763	\$ 3,418,573	\$ 3,712,476
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 2,055,365	\$ 1,941,851	\$ (113,514)	-5.5%	
Other Personal Services	233,816	94,500	(139,316)	-59.6%	
Operating Expenses	388,055	393,430	5,375	1.4%	
Operating Capital Outlay	-	-	-	N/A	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 2,677,236	\$ 2,429,781	\$ (247,455)	-9.2%	

District Description

The Administrative Support program includes the Divisions of Administration, Financial Management, and Enterprise Records Management. The Financial Management division includes processing payroll and vendor payments; maintaining the District's investment program and banking relationship; federal, state and local grants compliance; monitoring and billing; and preparing financial statements and providing a variety of financial reports and fiscal assistance to staff, the Governing Board, and various state and federal agencies. The Enterprise Records Management program includes the District's official central filing (electronic and hard copy filing), accounting for capital assets, the warehouse operation, and mail services.

Changes and Trends

As part of the districtwide cost cutting and consolidation effort, the program will have a net reduction of 12 FTEs in FY 2011–2012 through layoffs, volunteer separations, and internal transfers.

Major Budget Items

Major budget items include Administrative Support \$267,858, Financial Management \$1,217,646, and Enterprise Records \$944,277.

Budget Variances

Similar to many district programs that will experience budget cut in the new fiscal year, the program's FY 2011–2012 budget will be reduced by 9.2% over the FY 2010–2011 funding level. A 5.5% reduction in Salaries and Benefits is largely due to a 3% employee contribution to the Florida Retirement System. It should be noted, the loss of 12 FTEs is not reflected in the program's Amended FY 2010–2011 budget and have been allocated under 6.1.6 Procurement Amended FY 2010–2011 budget. The program will eliminate temporary labor services (-\$0.14 million) under Other Personal Services.

6.1.5 Fleet Services

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 3,838,937	\$ 5,475,341	\$ 5,565,676	\$ 4,727,675	\$ 4,284,918
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 1,073,006	\$ 928,841	\$ (144,165)	-13.4%	
Other Personal Services	-	-	-	0.0%	
Operating Expenses	2,248,250	2,695,255	447,005	19.9%	
Operating Capital Outlay	820,901	10,000	(810,901)	-98.8%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 4,142,157	\$ 3,634,096	\$ (508,061)	-12.3%	

District Description

The Fleet Services program is responsible for assisting staff in determining and meeting their vehicle and equipment needs, and providing efficient maintenance and repair services. The transportation staff maintains a fleet of 238 vehicles and approximately 900 pieces of equipment to support all District programs and projects. All routine maintenance and repairs of vehicles and equipment are performed in-house. Major component repair and refurbishment services and repairs to specialty equipment are contracted out.

Changes and Trends

As part of the districtwide cost cutting and consolidation effort, the program will have a net reduction of 2.05 FTEs in FY 2011-2012 through layoffs and internal transfers.

Major Budget Items

Major budget items include Lease Vehicles \$30,000 and Other Program Costs \$3,604,096.

Budget Variances

For FY 2011–2012, the program budget will decrease by 12.3% due partly to a reduction in Salaries and Benefits (loss of 2.05 FTEs) and a 3% employee contribution to the Florida Retirement System. The program will also significantly reduce its budget for Operating Capital Outlay due to no new purchases of Vehicles (-\$450,000) and Outside Equipment (-\$300,000).

An increase of almost 20% in Operating Expenses reflects the inclusion of Insurance and Bonds (+\$100,000) for the fleet that were previously budgeted under 6.1.7 Human Resources. Due to no replacement vehicles and anticipated higher gasoline prices, the District has budgeted higher repair and maintenance expenses in the new fiscal years. As a result, the program increased its budget for Motor Fuels and Lubricants (+\$135,000) and Repair and Maintenance of Equipment (+\$75,000) under Operating Expenses.

6.1.6 Procurement/Contract Administration

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 382,851	\$ 1,342,063	\$ 1,258,142	\$ 1,156,097	\$ 1,271,788
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 1,997,868	\$ 1,232,706	\$ (765,162)	-38.3%	
Other Personal Services	88,284	4,900	(83,384)	-94.4%	
Operating Expenses	138,520	129,520	(9,000)	-6.5%	
Operating Capital Outlay	10,000	5,500	(4,500)	-45.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 2,234,672	\$ 1,372,626	\$ (862,046)	-38.6%	

District Description

districtwide Procurement Services

Changes and Trends

The consolidation effort will reduce the number of FTEs for procurement and contract administration from 25.2 in FY 2010–2011 to 16 in FY 2011–2012. Note: Of the 16 FTEs shown in this program, 4 do not report to the Department of Administration – Division of Procurement. These positions are decentralized procurement coordinators in the Departments of Water Resources, Resource Management and Operations and Land Resources. In addition, 3 FTEs in the District stores/warehouse are reflected in this program.

Major Budget Items

The program budget consists of primarily salaries and benefits for the program’s 16.0 FTEs.

Budget Variances

The decrease in salaries and benefits is due to a reduction of 9.2 FTEs and a 3% employee contribution to the Florida Retirement System. The reduction in Other Personal Services reflects the elimination of contingent workers in FY 2011–2012. The program will also reduce its budget for Office Furniture by \$4,500 under the category of Operating Capital Outlay.

6.1.7 Human Resources

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 3,547,137	\$ 4,276,049	\$ 4,392,177	\$ 4,097,135	\$ 4,016,869
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 6,094,111	\$ 3,261,301	\$ (2,832,810)	-46.5%	
Other Personal Services	476,063	370,500	(105,563)	-22.2%	
Operating Expenses	1,050,993	583,125	(467,868)	-44.5%	
Operating Capital Outlay	50,000		(50,000)	-100.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	1,385,000	-	(1,385,000)	-100.0%	
Total Budget	\$ 9,056,167	\$ 4,214,926	\$ (4,841,241)	-53.5%	

District Description

The Human Resources program is responsible for providing ongoing support services for the District in a wide variety of personnel-related areas. These areas include: staff recruitment and selection; benefits development and administration; wellness program development and implementation; employee relations activities; compensation plan development and administration; training and educational opportunities; and risk management activities.

Changes and Trends

FY 2011–2012 will be the fourth year that employees will not receive a merit based salary increase. The District has also been directed by the state to reduce and/or eliminate benefits (i.e. District match of Deferred Compensation and leave buy back) to be consistent with state agencies. For the first time, District employees have to contribute 3% of their salaries to the FRS.

As part of the districtwide cost cutting and consolidation effort, the program will have a net reduction of 2 FTEs in FY 2011–2012 through layoffs and internal transfers.

Major Budget Items

Major budget items under this sub-activity include Program Administration \$1,285,046, Compensation and Classification \$1,185,069, Employee Benefits \$817,100, Recruiting and Placement \$124,777, Risk Management and Safety \$450,210, Training Services \$226,724, and Wellness Program \$126,000.

Budget Variances

The program’s FY 2011–2012 budget shows a \$4.84 million decrease, or 53.5%, over the FY 2010–2011 level. Under Salaries and Benefits, the reduction of \$2.83 million includes not only the loss of 2 FTEs and a 3% employee contribution to the Florida Retirement System, but also the reduction in District match of Deferred Compensation (-\$0.85 million) and the elimination of Leave Conversion (-\$2 million).

Like other District programs, Human Resources also reduced its budget for Other Personal Services (-22.2%) and Operating Expenses (-44.5%) as part of the districtwide effort to reduce administrative and operating expenses that are funded by ad valorem revenues. The reduction in Other Personal Services is primarily in Training Services (-\$100,000). The reduction in Operating Expenses is primarily in Insurance and Bonds (-\$480,000). It should be noted the reduction in Insurance and Bonds expenses do not reflect reduced coverage. Rather, the District has allocated some insurance expenses (i.e. motor vehicle insurance) to individual programs (i.e., Fleet) to better capture real costs of these programs. Finally, the program will eliminate its reserve for personnel services in FY 2011–2012.

6.1.8 Communication

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 1,153,160	\$ 1,118,679	\$ 1,233,243	\$ 1,195,498	\$ 1,036,251
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 83,183	\$ 98,620	\$ 15,437	18.6%	
Other Personal Services	-	-	-	0.0%	
Operating Expenses	1,051,758	1,051,470	(288)	0.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 1,134,941	\$ 1,150,090	\$ 15,149	1.3%	

District Description

The telecommunications program provides district staff with facility telephones, cellular telephone, and data lines, including service for facsimile machines and pagers.

Changes and Trends

None

Major Budget Items

The program has budgeted \$600,000 for telephone services, \$448,020 for cellular phone services, and salaries and benefits (\$101,200) for 1.25 FTE.

Budget Variances

The program's FY 2011–2012 budget will see a 1.3% increase due to an internal transfer of 0.25 FTE from the Information Technology program to the Communication program.

6.2 Computers / Computer Support

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 10,803,655	\$ 11,452,463	\$ 12,276,659	\$ 13,097,370	\$ 13,036,778
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ 3,721,533	\$ 2,918,437	\$ (803,096)	-21.6%	
Other Personal Services	6,097,714	4,285,300	(1,812,414)	-29.7%	
Operating Expenses	610,770	618,400	7,630	1.2%	
Operating Capital Outlay	894,689	700,000	(194,689)	-21.8%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 11,324,706	\$ 8,522,137	\$ (2,802,569)	-24.7%	

District Description

The Computers/Computer Support (also known as Information Technology – IT) program provides for the management and support of the District's information systems and computing infrastructure. The information systems include applications that store, process, and analyze collected data. Software development, code maintenance, and user support for the District's regulatory, business, and scientific applications are key components of the program. Software development efforts include the creation of applications that are integrated with a Web-enabled GIS. The computing infrastructure includes the desktop environment, and communication resources, including the network, enterprise databases, desktop and notebook computers, multifunction printing devices, personal digital assistants, wireless communications, high-volume data storage devices, sophisticated computing resources, and various peripheral hardware. This program plays a critical leadership role in establishing standards, providing secure access to resources, and leading the development and implementation of new technology at the District. This role will continue to be a challenging one as the demand for District technology products from staff, the public, and other governmental entities continues to grow.

Changes and Trends

The Department of Information Resources is leveraging technology to support applications such as E-permitting, E-REG, Environmental Database, Human Resource Management, and Document Management systems. Although the needs for continued IT supports and software and hardware upgrades for these programs have not changed, the program budget for FY 2011–2012 is reduced by \$2.80 million, or 24.7% less, due primarily to a reduction of 5.5 FTEs and 6 contingent workers through layoffs, internal transfers, and volunteer separations.

Starting in FY 2011–2012, the program will charge application development costs to individual programs that request for the application. Such a change to budgeting practice will help to capture individual program's actual costs.

Major Budget Items

The majority of the program budget are in the General Program Support, which includes Enterprise Content Management System \$333,594, Executive Direction \$379,424,

Administrative Services \$134,934, Application Maintenance \$4,143,610, Computer Operations \$1,654,550, Network Support \$403,847, Desktop Support \$1,468,178, and Other Program Cost \$4,000.

Budget Variances

A 21.6% reduction in Salaries and Benefits is due to a combination of the loss of 5.5 FTEs, a 3.0% mandatory FRS employee contribution, and the new practice of allocating IT staff time in application development to individual programs that request for the services. The program will also cut its budget on Other Personal Services by almost 30% through the reduction of six contingent workers and allocating IT contingent worker staff time in application development to individual programs that request services. In addition, the program will reduce its computer hardware acquisition budget (-\$190,000) under Operating Capital Outlay by extending the replacement cycle for laptop from three years to four years, and desktop and servers from four years to five years.

It should be noted that the 6.2 – Computers/Computer Support program has several sub-programs. Annually, the FTE allocations to the sub-programs may vary depending upon projected workload. Administrative Services' (6.2.2) FY 2011-2012 budget is \$33,633, or 33.2%, higher due to a shift in FTEs. In FY 2010–2011, 1.25 FTEs were budgeted to this sub-program. In FY 2011–2012, 2.0 FTEs are budgeted, resulting in a slightly higher budget. Computer Operations' (6.2.4) FY 2011–2012 budget is \$115,407, or 10.1%, higher than in FY 2010–2011 due to a shift in contingent worker (temporary labor) expense from 6.2.3 Application Development.

6.3 Reserves

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ -	\$ 98	\$ -	\$ -	\$ -
		Amended	Tentative	Difference in	Difference in
Budget Category		2010-2011	2011-2012	\$ Amount	Percentage
Salaries and Benefits		\$ -	\$ -	\$ -	0.0%
Other Personal Services		-	-	-	0.0%
Operating Expenses		-	-	-	0.0%
Operating Capital Outlay		-	-	-	0.0%
Fixed Capital Outlay		-	-	-	0.0%
Interagency Expenditures		-	-	-	0.0%
Debt		-	-	-	0.0%
Reserves		4,736,607	5,000,000	263,393	5.6%
Total Budget		\$ 4,736,607	\$ 5,000,000	\$ 263,393	5.6%

District Description

Reserves are budgeted to fund programs, projects and activities that occur outside of the normal budget development process. These reserves are different from fund balances, which may include designations used to fund major expenditures in future years.

Changes and Trends

Due to the current recession and potential further reduction in state funding and ad valorem revenues, the District will maintain the amount of reserves at around \$5 million a year to address major project funding needs and unforeseeable revenue losses in coming years

Major Budget Items

A total of \$5 million is budgeted in FY 2011–2012 for contingencies.

Budget Variances

None.

6.4 Other (Tax Collector / Property Appraiser Fees)

Expenditures and Budget

	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
Actual Expenditures	\$ 3,079,681	\$ 3,376,872	\$ 3,273,801	\$ 3,127,032	\$ 2,950,117
Budget Category	Amended 2010-2011	Tentative 2011-2012	Difference in \$ Amount	Difference in Percentage	
Salaries and Benefits	\$ -	\$ -	\$ -	0.0%	
Other Personal Services	-	-	-	0.0%	
Operating Expenses	3,000,000	5,835,000	2,835,000	0.0%	
Operating Capital Outlay	-	-	-	0.0%	
Fixed Capital Outlay	-	-	-	0.0%	
Interagency Expenditures	-	-	-	0.0%	
Debt	-	-	-	0.0%	
Reserves	-	-	-	0.0%	
Total Budget	\$ 3,000,000	\$ 5,835,000	\$ 2,835,000	94.5%	

District Description

The Property Appraiser commissions are calculated by applying the proportion of District ad valorem taxes to the total taxes levied by each county for the preceding FY against each county’s Property Appraiser’s budget. The Tax Collector commissions are calculated as three percent of the amount of ad valorem property taxes collected and remitted on assessed valuation up to \$50 million, and two percent on the balance.

Changes and Trends

The total taxable values estimated by county property appraisers and submitted to the District in July 2011 indicated a reduction in total taxable values due to a continuous downward trend in property values. Due to declining ad valorem revenues, the cost of collection services by the counties will also be reduced. As a result, the District will budget \$0.30 million less in FY 2011–2012 than FY 2010–2011.

The District will budget \$3.14 million in FY 2011–2012 to address projected uncollectable property taxes due to early payment discounts and defaults. In the past, the District budgeted 96.0% of total projected property tax revenues to address uncollectable property taxes. Due to the change in budgeting practices, the District will budget 100.0% of total property tax levy revenues in FY 2011–2012. The 4.0% difference between the projected property tax revenues and actual tax proceeds will be accounted for as an operating expense in this program (\$85.36 million per SB 2142).

Major Budget Items

A total of \$2,700,000 is budgeted for FY 2011–2012 to pay for commissions and services provided by the 18 county tax collectors and property appraisers. The District has also budgeted \$3,135,000 for uncollectable property tax expenses.

Budget Variances

The variance in Operating Expenses is due to the addition of \$3,135,000 for uncollectable property taxes.

B. Program and Activity Allocation by Areas of Responsibility

Subsection 373.536(5)(d)5, F.S. requires the District to report the total estimated amount in the District budget for each Area of Responsibility (AOR). All programs and activities at water management districts are categorized by four AORs; Water Supply, Water Quality, Flood Protection, and Natural Systems.

Expenditures in the four AORs are provided only at the program level. These AOR expenditures are estimates only and do not reflect the overlap between the areas of responsibility. For instance, a land acquisition project can serve more than one purpose (i.e., flood protection/ floodplain management and natural systems). Therefore, the AOR expenditures should be viewed only as one indication of whether the District is adequately addressing each AOR. The overlap between the AORs is indicated where there is an “x” placed under more than one AOR for an activity.

Tables 9 through 11 starting on the next page provide actual expenditures for FYs 2009-2010, estimated expenditures for FY 2010–2011 (Amended), and FY 2011–2012 (Tentative). The data provided herein are for information only and no attempts were made to discuss trends or budget variances by AOR for the three-year reporting period.

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Table 9. FY 2009–2010 program and activity allocation by AOR (Actual)

PROGRAMS AND ACTIVITIES ⁽¹⁾	FISCAL YEAR 2009 - 2010 ACTUAL	Water Supply	Water Quality	Flood Protection	Natural System
1.0 Water Resources Planning and Monitoring	\$ 17,831,131	\$ 5,887,988	\$ 4,439,208	\$ 3,575,514	\$ 3,928,421
1.1 - District Water Management Planning	9,800,146	X	X	X	X
1.1.1 Water Supply Planning	8,244,292	X	X		X
1.1.2 Minimum Flows and Levels	1,555,854	X			X
1.1.3 Other Water Resources Planning	-	X	X	X	X
1.2 - Research, Data Collection, Analysis and Monitoring	8,030,986	X	X	X	X
1.3 - Technical Assistance	-	X	X	X	X
1.4 - Other Water Resources Planning and Monitoring Activities	-	X	X	X	X
2.0 Acquisition, Restoration and Public Works	\$ 111,322,347	\$ 24,861,991	\$ 30,762,075	\$ 29,982,819	\$ 25,715,463
2.1 - Land Acquisition ⁽²⁾	37,489,034	X	X	X	X
2.2 - Water Source Development	16,017,741	X	X		X
2.2.1 Water Resource Development Projects	3,111,020	X	X		X
2.2.2 Water Supply Development Assistance	12,744,415	X	X		X
2.2.3 Other Water Source Development Activities	162,306	X	X	X	X
2.3 - Surface Water Projects	54,437,051	X	X	X	X
2.4 - Other Cooperative Projects	2,659,304	X		X	
2.5 - Other Acquisition and Restoration Activities	719,217	X	X	X	X
2.6 - Everglades Construction Project	-				
2.7 - Comprehensive Everglades Restoration Plan	-				
3.0 Operation and Maintenance of Lands and Works	\$ 16,239,965	\$ 1,407,463	\$ 5,835,561	\$ 4,244,044	\$ 4,752,897
3.1 - Land Management	5,900,567		X	X	X
3.2 - Works	3,261,437		X	X	X
3.3 - Facilities	3,870,208	X	X	X	X
3.4 - Invasive Plant Control	2,208,395	X	X	X	X
3.5 - Other Operation and Maintenance Activities	999,358	X	X	X	X
4.0 Regulation	\$ 17,260,108	\$ 7,119,794	\$ 5,091,732	\$ 2,545,865	\$ 2,502,716
4.1 - Consumptive Use Permitting	4,387,807	X	X		X
4.2 - Water Well Construction Permitting and Contractor Licensing	590,677	X	X		
4.3 - Environmental Resource & Surface Water Permitting	11,343,527		X	X	X
4.4 - Other Regulatory and Enforcement Activities	938,097	X	X	X	X
5.0 Outreach	\$ 3,647,806	\$ 683,963	\$ 1,595,915	\$ 683,963	\$ 683,963
5.1 - Water Resource Education	185,072	X	X	X	X
5.2 - Public Information	2,977,439	X	X	X	X
5.3 - Public Relations					
5.4 - Lobbying / Legislative Affairs / Cabinet Affairs	18,791	X	X	X	X
5.5 - Other Outreach Activities	466,504	X	X		
SUBTOTAL - Major Programs (excluding Management and Administration)	\$ 166,301,357	\$ 39,961,200	\$ 47,724,492	\$ 41,032,205	\$ 37,583,460

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Table 9. FY 2009–2010 program and activity allocation by AOR (Actual)

PROGRAMS AND ACTIVITIES ⁽¹⁾	FISCAL YEAR 2009 - 2010 ACTUAL	Water Supply	Water Quality	Flood Protection	Natural System
6.0 District Management and Administration	\$ 35,080,010				
6.1 - Administrative and Operations Support	19,093,115				
6.1.1 - Executive Direction	1,691,969				
6.1.2 - General Counsel	2,789,137				
6.1.3 - Inspector General	289,706				
6.1.4 - Administrative Support	3,712,476				
6.1.5 - Fleet Services	4,284,918				
6.1.6 - Procurement / Contract Administration	1,271,788				
6.1.7 - Human Resources	4,016,869				
6.1.8 - Communication	1,036,251				
6.1.9 - Other	-				
6.2 - Computers / Computer Support	13,036,778				
6.2.1 - Executive Direction	579,063				
6.2.2 - Administrative Services	36,390				
6.2.3 - Application Development	7,306,662				
6.2.4 - Computer Operations	1,561,202				
6.2.5 - Network Support	499,562				
6.2.6 - Desk Top Support	1,129,192				
6.2.7 - Asset Acquisition	1,920,379				
6.2.8 - Other	4,328				
6.3 - Reserves	-				
6.4 - Other - (Tax Collector / Property Appraiser Fees)	2,950,117				
TOTAL	\$ 201,381,367				

(1) Activity and Sub-activity allocations are included within the program and activity allocations under which they appear.

(2) Land Acquisition does not include land acquisition components of Water Resource Developments, Surface Water Projects, or Other Cooperative Projects.

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Table 10. FY 2010–2011 program and activity allocation by AOR (Amended)

PROGRAMS AND ACTIVITIES ⁽¹⁾	FISCAL YEAR 2010 - 2011 AMENDED	Water Supply	Water Quality	Flood Protection	Natural System
1.0 Water Resources Planning and Monitoring	\$ 16,076,012	\$ 5,308,433	\$ 4,002,257	\$ 3,223,576	\$ 3,541,746
1.1 - District Water Management Planning	7,952,173	X	X	X	X
1.1.1 Water Supply Planning	6,486,428	X	X		X
1.1.2 Minimum Flows and Levels	1,465,745	X			X
1.1.3 Other Water Resources Planning	-	X	X	X	X
1.2 - Research, Data Collection, Analysis and Monitoring	8,123,839	X	X	X	X
1.3 - Technical Assistance		X	X	X	X
1.4 - Other Water Resources Planning and Monitoring Activities	-	X	X	X	X
2.0 Acquisition, Restoration and Public Works	\$ 147,466,021	\$ 32,934,079	\$ 40,749,775	\$ 39,717,515	\$ 34,064,652
2.1 - Land Acquisition ⁽²⁾	29,818,213	X	X	X	X
2.2 - Water Source Development	47,045,378	X	X		X
2.2.1 Water Resource Development Projects	1,834,167	X	X		X
2.2.2 Water Supply Development Assistance	45,099,827	X	X		X
2.2.3 Other Water Source Development Activities	111,383	X	X		X
2.3 - Surface Water Projects	67,850,397		X	X	X
2.4 - Other Cooperative Projects	1,711,929				
2.5 - Facilities Construction and Major Renovations	1,040,105	X	X	X	X
2.6 - Other Acquisition and Restoration Activities	-	X	X	X	X
3.0 Operation and Maintenance of Lands and Works	\$ 16,833,316	\$ 1,458,887	\$ 6,048,771	\$ 4,399,106	\$ 4,926,552
3.1 - Land Management	6,347,583		X	X	X
3.2 - Works	2,907,184		X	X	X
3.3 - Facilities	4,246,350	X	X	X	X
3.4 - Invasive Plant Control	2,551,225	X	X	X	X
3.5 - Other Operation and Maintenance Activities	780,974	X	X	X	X
4.0 Regulation	\$ 17,607,797	\$ 7,263,216	\$ 5,194,301	\$ 2,597,149	\$ 2,553,131
4.1 - Consumptive Use Permitting	5,165,878	X	X		X
4.2 - Water Well Construction Permitting and Contractor Licensing	700,000	X	X		
4.3 - Environmental Resource & Surface Water Permitting	11,385,917		X	X	X
4.4 - Other Regulatory and Enforcement Activities	356,002	X	X	X	X
5.0 Outreach	\$ 3,183,135	\$ 596,838	\$ 1,392,621	\$ 596,838	\$ 596,838
5.1 - Water Resource Education	433,715	X	X	X	X
5.2 - Public Information	2,643,128	X	X	X	X
5.3 - Public Relations					
5.4 - Lobbying / Legislative Affairs / Cabinet Affairs	106,292	X	X	X	X
5.5 - Other Outreach Activities		X	X		
<i>SUBTOTAL - Major Programs (excluding Management and Administration)</i>	\$ 201,166,282	\$ 47,561,453	\$ 57,387,725	\$ 50,534,184	\$ 45,682,919

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Table 10. FY 2010–2011 program and activity allocation by AOR (Amended)

PROGRAMS AND ACTIVITIES ⁽¹⁾	FISCAL YEAR 2010 - 2011 AMENDED	Water Supply	Water Quality	Flood Protection	Natural System
6.0 District Management and Administration	\$ 43,649,935				
6.1 - Administrative and Operations Support	24,588,621				
6.1.1 - Executive Direction	1,611,905				
6.1.2 - General Counsel	3,434,886				
6.1.3 - Inspector General	296,658				
6.1.4 - Administrative Support	2,677,236				
6.1.5 - Fleet Services	4,142,157				
6.1.6 - Procurement / Contract Administration	2,234,672				
6.1.7 - Human Resources	9,056,167				
6.1.8 - Communication	1,134,941				
6.1.9 - Other	-				
6.2 - Computers / Computer Support	11,324,706				
6.2.1 - Executive Direction	409,647				
6.2.2 - Administrative Services	101,301				
6.2.3 - Application Development	6,858,577				
6.2.4 - Computer Operations	1,139,143				
6.2.5 - Network Support	411,747				
6.2.6 - Desk Top Support	1,453,802				
6.2.7 - Asset Acquisition	944,689				
6.2.8 - Other	5,800				
6.3 - Reserves	4,736,607				
6.4 - Other - (Tax Collector / Property Appraiser Fees)	3,000,000				
TOTAL	\$ 244,816,217				

(1) Activity and Sub-activity allocations are included within the program and activity allocations under which they appear.

(2) Land Acquisition does not include land acquisition components of Water Resource Developments, Surface Water Projects, or Other Cooperative Projects.

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Table 11. FY 2011–2012 program and activity allocation by AOR (Tentative)

PROGRAMS AND ACTIVITIES ⁽¹⁾	FISCAL YEAR 2011 - 2012 TENTATIVE	Water Supply	Water Quality	Flood Protection	Natural System
1.0 Water Resources Planning and Monitoring	\$ 13,917,371	\$ 4,592,732	\$ 3,465,425	\$ 2,797,392	\$ 3,061,822
1.1 - District Water Management Planning	5,701,757	X	X	X	X
1.1.1 Water Supply Planning	4,473,515	X	X		X
1.1.2 Minimum Flows and Levels	1,228,242	X			X
1.1.3 Other Water Resources Planning	-	X	X	X	X
1.2 - Research, Data Collection, Analysis and Monitoring	7,610,018	X	X	X	X
1.3 - Technical Assistance	605,596	X	X	X	X
1.4 - Other Water Resources Planning and Monitoring Activities	-	X	X	X	X
2.0 Acquisition, Restoration and Public Works	\$ 129,308,401	\$ 28,965,082	\$ 35,689,119	\$ 34,783,960	\$ 29,870,241
2.1 - Land Acquisition ⁽²⁾	7,074,471	X	X	X	X
2.2 - Water Source Development	54,994,038	X	X		X
2.2.1 Water Resource Development Projects	10,763,994	X	X		X
2.2.2 Water Supply Development Assistance	44,230,044	X	X		X
2.2.3 Other Water Source Development Activities	-	X	X		X
2.3 - Surface Water Projects	66,712,642		X	X	X
2.4 - Other Cooperative Projects	527,250	X		X	
2.5 - Facilities Construction and Major Renovations	-	X	X	X	X
2.6 - Other Acquisition and Restoration Activities	-	X	X	X	X
3.0 Operation and Maintenance of Lands and Works	\$ 14,253,243	\$ 1,240,032	\$ 5,116,914	\$ 3,720,096	\$ 4,176,200
3.1 - Land Management	4,556,694		X	X	X
3.2 - Works	3,911,871		X	X	X
3.3 - Facilities	3,345,037	X	X	X	X
3.4 - Invasive Plant Control	1,955,993	X	X	X	X
3.5 - Other Operation and Maintenance Activities	483,648	X	X	X	X
4.0 Regulation	\$ 13,928,157	\$ 5,738,401	\$ 4,122,734	\$ 2,033,511	\$ 2,033,511
4.1 - Consumptive Use Permitting	3,842,870	X	X		X
4.2 - Water Well Construction Permitting and Contractor Licensing	192,729	X	X		
4.3 - Environmental Resource & Surface Water Permitting	7,366,400		X	X	X
4.4 - Other Regulatory and Enforcement Activities	2,526,158	X	X	X	X
5.0 Outreach	\$ 1,424,173	\$ 266,320	\$ 625,212	\$ 266,320	\$ 266,320
5.1 - Water Resource Education	-	X	X	X	X
5.2 - Public Information	1,327,096	X	X	X	X
5.3 - Public Relations	-				
5.4 - Lobbying / Legislative Affairs / Cabinet Affairs	97,077	X	X	X	X
5.5 - Other Outreach Activities	-	X	X		
<i>SUBTOTAL - Major Programs (excluding Management and Administration)</i>	\$ 172,831,345	\$ 40,802,567	\$ 49,019,405	\$ 43,601,279	\$ 39,408,094

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Table 11. FY 2011–2012 program and activity allocation by AOR (Tentative)

PROGRAMS AND ACTIVITIES ⁽¹⁾	FISCAL YEAR 2011 - 2012 TENTATIVE	Water Supply	Water Quality	Flood Protection	Natural System
6.0 District Management and Administration	\$ 36,449,451				
6.1 - Administrative and Operations Support	17,092,314				
6.1.1 - Executive Direction	1,514,741				
6.1.2 - General Counsel	2,611,606				
6.1.3 - Inspector General	164,448				
6.1.4 - Administrative Support	2,429,781				
6.1.5 - Fleet Services	3,634,096				
6.1.6 - Procurement / Contract Administration	1,372,626				
6.1.7 - Human Resources	4,214,926				
6.1.8 - Communication	1,150,090				
6.1.9 - Other	-				
6.2 - Computers / Computer Support	8,522,137				
6.2.1 - Executive Direction	379,424				
6.2.2 - Administrative Services	134,934				
6.2.3 - Application Development	4,477,204				
6.2.4 - Computer Operations	1,254,550				
6.2.5 - Network Support	403,847				
6.2.6 - Desk Top Support	1,118,178				
6.2.7 - Asset Acquisition	750,000				
6.2.8 - Other	4,000				
6.3 - Reserves	5,000,000				
6.4 - Other - (Tax Collector / Property Appraiser Fees)	5,835,000				
TOTAL	\$ 209,280,796				

(1) Activity and Sub-activity allocations are included within the program and activity allocations under which they appear.

(2) Land Acquisition does not include land acquisition components of Water Resource Developments, Surface Water Projects, or Other Cooperative Projects.

V. Sources and Use of State and Federal Funds

NON-DEDICATED STATE REVENUE

Not Applicable

DEDICATED STATE REVENUE

The District plans to use \$43.70 million in FY 2011–2012 in state revenues provided by a variety of state sources. This represents a \$26.91 million, or 38.1%, reduction over the FY 2010–2011 level. The state revenue accounts for 20.9% of the District’s proposed budget and is the second largest funding source. In comparison, the State Source represented 28.8% of total revenues in the amended FY 2010–2011 budget. Individual state revenue sources, amount of projected revenues, and benefiting District programs are presented below:

1. Water Protection and Sustainability Program Trust Fund - AWS - \$25,062,955: These prior year appropriated funds will be used to fund seven active AWS projects.
2. Water Protection and Sustainability Program Trust Fund - SWIM - \$104,875: Appropriated in prior fiscal years, this funding source will be exclusively used to support active Stormwater Cost-share projects.
3. Federal Through the State - \$375,314: includes \$181,308 for the surface water quality monitoring under the Water Resource Information program, \$720 for the Communication program, and \$193,286 for the Wetland Restoration Rehabilitation project under the Surface Water Projects program.
4. Florida Forever - \$311,612: This prior fiscal year appropriated funds will be used to complete the Aquifer Storage and Recovery project under the Water Resource Development program.
5. Water Management Lands Trust Fund - \$7,210,953: Of the total budgeted WMLTF, \$6,516,550 represents the FY 2011–2012 appropriation that is exclusively for debt service under the Land Acquisition program. The remainder is prior year appropriations including: \$34,403 for the Indian River Lagoon- EPA project, and \$650,000 for the Lake Jesup Pay For Performance project under the Surface Water Projects program.
6. Florida Department of Transportation - \$405,167: Although the District tracks FDOT revenues by two separate funding sources, including FDOT mitigation for road projects and miscellaneous FDOT funded projects, they are reported in the August 1 report as a single funding source. For FY 2011–2012, the District plans to use \$9,925 to fund land management activities under the Land Management program; \$235,304 for the NRSA project under the Surface Water Projects program, and \$159,938 for the FDOT Mitigation program.

7. Ecosystems Management Trust Fund - \$9,695,967: Appropriated in prior fiscal years, this state revenue source is used to fund various planning and restoration projects under the Surface Water Projects activity. The budgeted amount in FY 2011–2012 will be used to support five surface water basin projects, including \$115,253 for Surface Water projects, \$2,703,998 for Reuse and Treatment projects, \$890,008 for Lake Jesup project, \$2,062,004 for Fellsmere project, and \$3,924,704 for Water Quality Restorations project under the Surface Water Projects program.
8. State General Revenues and Appropriations - \$153,534: The District has two revenue sources currently under this category that were appropriated in prior fiscal years. These include Resolution 2000-24 \$74,825 and State Specific Appropriations \$78,709. This funding will be used to support the Lake Jesup Restoration project under the Surface Water Projects program.
9. Other State Agencies - \$379,415: There is only one state revenue source under this category for FY 2011–2012. The IRL License Plate revenue supports various restoration projects specific to the IRL under the Surface Water projects program.

NON-DEDICATED FEDERAL REVENUE

Not Applicable

DEDICATED FEDERAL REVENUE

For FY 2011–2012, the District is expected to receive \$1.01 million from two federal sources, which account for 0.5% of the District's total budget. Individual federal revenue sources, amount of projected revenues, and benefiting District projects/programs are summarized below:

1. Environmental Protection Agency (EPA) - \$991,599: includes \$146,200 for data collections under the Water Resource Information program and \$845,399 for the CCMP Implementation project under the Surface Water Projects program.
2. Fish and Wildlife Service (FWS) - \$25,000: The Land Management program will receive a \$25,000 grant to undertake Scrub Jay protection and restoration work on District lands in FY 2011–2012.

Combined, state and federal revenue sources will provide the District with \$44.72 million in FY 2011–2012, or 21.4% of total budget. Table 12 provides a summary of sources and uses of state and federal funds by EOG program and activity.

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Table 12. Sources and uses of state and federal funds for FY 2011–2012

	All Programs	Water Resources Planning & Monitoring	Acquisition, Restoration and Public Works	Op and Maint of Lands & Works	Regulation	Outreach	Mgmt and Admin
NON-DEDICATED STATE REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEDICATED STATE REVENUE	\$ 43,699,792	\$ 181,308	\$ 43,517,764	\$ -	\$ -	\$ -	\$ 720
WP&S Trust Fund-AWS							
2.2.2 Water Supply Development Assistance	25,062,955		25,062,955				
WPS Trust Fund-SWIM							
2.4 Other Cooperative Projects	104,875		104,875				
Federal through State							
1.2 Research. Data Collection, Analysis & Monitoring	181,308	181,308					
2.3 Surface Water Projects	193,286		193,286				
6.1.8 - Communication	720						720
Florida Forever Trust Fund							
2.2.1 Water Resource Development	311,612		311,612				
Water Management Lands Trust Fund							
2.1 Land Acquisition	6,516,550		6,516,550				
2.3 Surface Water Projects	694,403		694,403				
Florida Department of Transportation							
2.3 Surface Water Projects	395,242		395,242				
3.1 Land Management	9,925		9,925				
Ecosystem Management Trust Fund							
2.3 Surface Water Projects	9,695,967		9,695,967				
State General Revenue and Appropriations							
2.3 Surface Water Projects	153,534		153,534				
Other State Agencies							
2.3 Surface Water Projects	379,415		379,415				
NON-DEDICATED FEDERAL REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEDICATED FEDERAL REVENUE	\$ 1,016,599	\$ 146,200	\$ 870,399	\$ -	\$ -	\$ -	\$ -
Environmental Protection Agency							
1.2 Research. Data Collection, Analysis & Monitoring	146,200	146,200					
2.3 Surface Water Projects	845,399		845,399				
Other							
3.1 Land Management	25,000		25,000				
TOTAL STATE AND FEDERAL REVENUE	\$ 44,716,391	\$ 327,508	\$ 44,388,163	\$ -	\$ -	\$ -	\$ 720

VII. Performance Measures

All five Florida WMDs are committed to accountability. An important tool in this regard is the establishment of performance measures, both in terms of effectiveness (accomplishing what we intend to accomplish) and efficiency (producing desired results with minimum expense of energy, time, money and materials). The District began reporting a “core set” of effectiveness measures to the FDEP in FY 2000-2001 as a part of the DWMP Annual Progress Report. A list of these effectiveness measures is provided at the end of this section. Between February and May 2001, the five WMDs, the Governor’s Office of Policy and Budget (OPB), and the FDEP engaged in a fast track effort to develop a “core set” of efficiency measures for water management. These measures are considered to be budgetary performance measures (BPMs).

A total of fourteen BPMs were developed as a result of the joint effort and are listed below. In addition, each WMD can develop and use BPMs for specific activities of their operation as needed (e.g., Comprehensive Everglades Restoration Program, Tampa Bay Partnership Agreement, Quality Communities Program, etc.).

1.0 WATER RESOURCES PLANNING AND MONITORING

- Water Supply planning cost per capita (districtwide population) (1.1.1)
- Cost of minimum flows / levels per acre (lakes), stream mile, and spring (1.1.2)
- Cost per sampling event for water resources monitoring (1.2)

2.0 ACQUISITION, RESTORATION AND PUBLIC WORKS

- Land Acquisition purchase price as a % of appraised value (2.1)
- Cost per million gallons a day for Water Resource Development (2.2.1, 2.2.2)
- Cost per acre restored (2.3)

3.0 OPERATION AND MAINTENANCE OF LANDS AND WORKS

- Total land management costs per acre (3.1)
- Cost per square foot of District facilities maintained (3.3)
- Cost per acre of water bodies managed under maintenance control (3.4)
- Cost per acre treated for terrestrial invasive exotics (3.4)

4.0 REGULATION

- Cost per permit processed by type (4.1, 4.2, 4.3)
- Average number of days to act upon a permit once application is complete (4.1, 4.2, 4.3)

5.0 OUTREACH

- Cost per District resident for Outreach (5.1, 5.2, 5.3, 5.4, 5.5 combined)

6.0 DISTRICT MANAGEMENT AND ADMINISTRATION

- Reported as the percentage of the District’s total budget

A. Budgetary Performance Measures by EOG Program

1.0 WATER RESOURCES PLANNING AND MONITORING

- **BPM 1 : Water supply planning cost per capita**

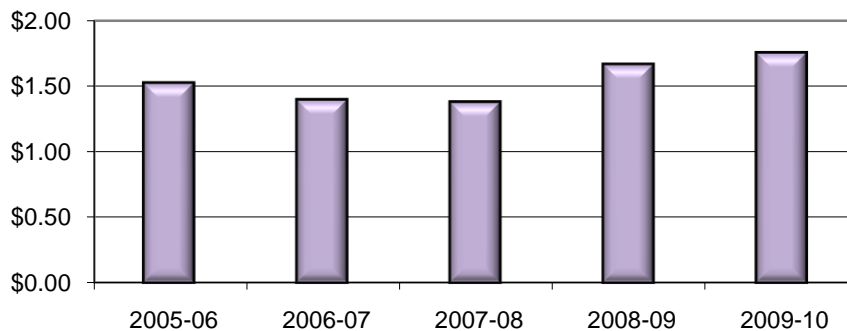
Intent of the BPM: To identify the investment per resident for water supply planning to aid timely, efficient provision of current and future supplies.

Background: All WMDs are required by 1997 legislation to perform Water Supply Assessments (WSA) and to update their water supply plans at least every five years. The District completed its second WSA in 2003 and District Water Supply Plan (DWSP) update in 2005 with a planning horizon through 2025. The District is now preparing the 2010 DWSP, which will focus on water needs through 2030. The WSA identifies areas where existing or planned water supply sources are not adequate to meet projected demands through the planning horizon. The DWSP identifies alternative water resource and water supply development projects that can be implemented to meet anticipated water supply needs without resulting in unacceptable impacts to water resources. This identification includes strategies and costs associated with developing those sources.

Results: The District spent an average of \$1.75 per capita for water supply planning related efforts in FY 2009–2010. The increase in expenditures is mainly due to the St. Johns River Water Supply Impact Study that was initiated in FY 2007–2008. The table below shows the total expenditures for three sub-activities under Water Supply Planning, including Water Supply Planning, Ground Water Monitoring Network, and Water Use Data Management. For comparison purposes, a chart showing the average cost per capita during a five-year period is also presented below.

FY 2009-2010	FY 2009-2010 Expenditure	2010 Population	Cost Per Capita
Water Supply Planning Total	\$8,244,292	4,712,336	\$1.75

Water supply planning cost per capita



- **BPM 2: Cost of minimum flows/ levels per acre (lakes), stream mile, and spring**

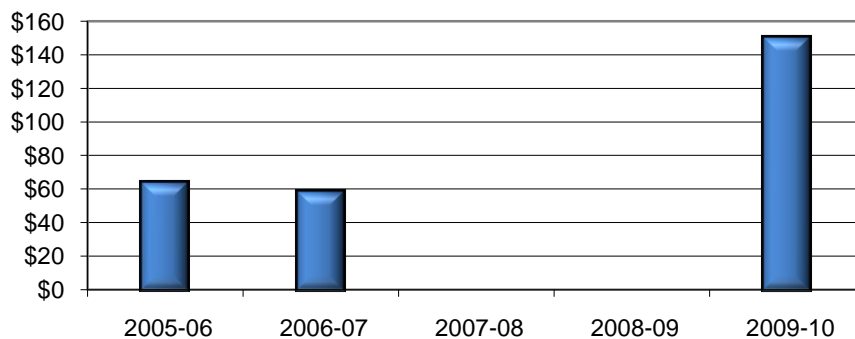
Intent of the BPM: To identify how efficiently minimum flows and levels are being established.

Background: Chapter 373, F.S., requires the WMDs to establish minimum flows for water courses and minimum levels for ground and surface waters that represent the limit at which further withdrawals would cause significant harm to the water resources or ecology of an area. It also requires WMDs to submit a Priority List and Schedule for establishing minimum flows and levels (MFLs) to FDEP annually. To establish MFLs that are scientifically sound and legally defensible, SJRWMD developed a method that uses a multiple minimum flows and levels approach to define a long-term hydrologic regime necessary to prevent significant harm. Adopted MFLs are implemented through the consumptive use and environmental resource permitting, water supply planning and other District programs.

Results: The District worked on numerous MFLs systems during FY 2009–2010 and amended the adopted MFLs for four lakes – lakes Colby, Shaw, and Three Island Lakes in Volusia County and Lake Grandin in Putnam County. Additionally, the District adopted several rule revisions to: (1) add a duration and return interval to the established minimum water levels for Lake Ashby in Volusia County and Lake Gore in Flagler County; (2) make minor technical changes to the minimum average levels for Lake Broward in Putnam County and Lake Sand Hill in Clay County; (3) make minor technical changes to the frequent high levels for lakes Bird Pond, McKasel, and Pam in Putnam County, and Mills in Seminole County; (4) make a minor technical change to Lake Sunset in Lake County; (5) make minor technical changes to the following lakes in the following counties: Daugharty and Dias in Volusia County, Disston in Flagler County, and Echo in Putnam County; and (6) revise the formatting of existing Rule 40C-8.031(1)-(2) for clarity.

Note: The estimated expenditure includes such cost items as fieldwork, analysis, report preparation, and hydrologic modeling, but does not include program-related administrative, operating, and research costs. For comparison purposes, a chart showing the per lake acre cost of MFLs established during a 5-year period is also presented below. It should be noted that the District did not adopt MFLs for any systems during FY 2007–2008 and FY 2008–2009.

Average cost per lake acre of MFL established



- **BPM 3: Cost per sampling event for water resources monitoring**

Intent of the BPM: To measure the efficient collection of information that is vital to effective water resource management.

Background: The District has two major programs responsible for the collection of hydrologic, meteorological, ground water, and some surface water quality data. The Hydrologic Data Collection program (HDC) collects, processes, manages, and disseminates all ground water, hydrologic and meteorological data that are used for consumptive use permitting, water shortage management, establishment of minimum flows and levels, water supply planning and management, environmental protection and restoration projects, and operation of District flood control facilities. HDC maintains over 1,800 monitoring stations throughout the District. Another program is the Surface Water Quality Monitoring Network (SWQM) that maintains an ambient surface water quality monitoring network of 72 stations located throughout the SJRWMD. Fourteen of these stations are a part of FDEP’s Temporal Variability Network. The program also participates in FDEP’s Integrated Water Resources Monitoring Tier 1 Network. SWQM provides support for modeling efforts involving surface water quality and produces an annual districtwide assessment of surface water quality status and trends and other assessments. The District does not have a separate program responsible for the collection of ground water quality data. However, the HDC and SWQM programs do not collect all surface water quality data. The majority of surface water quality data is collected and analyzed by the District’s individual surface water projects. Data collection efforts by these projects are not included in this baseline analysis.

Results: In FY 2009–2010, the SWQM program had a total of 854 sampling events for the Trend Monitoring Network at a cost of \$0.50 million. The average cost per sampling event was \$584. In comparison, it cost the HDC program \$4.21 million to collect almost 20.7 million sampling events. The average cost per sampling event for HDC was \$0.20. The table below presents the results of these two cost estimates.

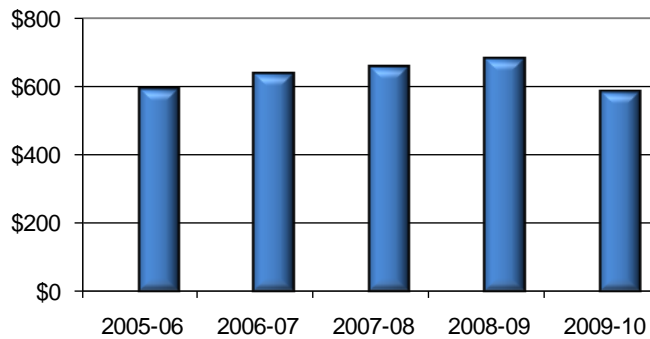
Activity	Program Expenditure	#Sampling Events	Cost Per Sampling Events
Hydrologic Data Collection	\$4,208,839	20,748,466	\$0.20
SWQM	\$498,736	854	\$584

Note: The definition of a sampling event used in this BMP is different between the HDC and SWQM programs. HDC defines a sampling event as a discrete record of a sampling data from a measurement sensor or manual observation at a station. For example, at a station that has a ground water level sensor and a water thermometer, with an hourly data collection frequency combined with a monthly manual ground water level, measurements would represent 17,532 annual sampling events, 8,760 events for each of the two hourly sensor readings and 12 manual readings. The data collection frequency may vary from hourly to semiannually. In comparison, a sampling event for SWQM is defined as a visit to the site in order to collect a sample for such measurements including temperature, pH, conductivity, velocity, GPS, photographs, etc. SWQM program usually collects grab samples at each site, along with QA samples. Comparing this type of sampling program with other programs that measure areas such as time-weighted or flow-weighted samples

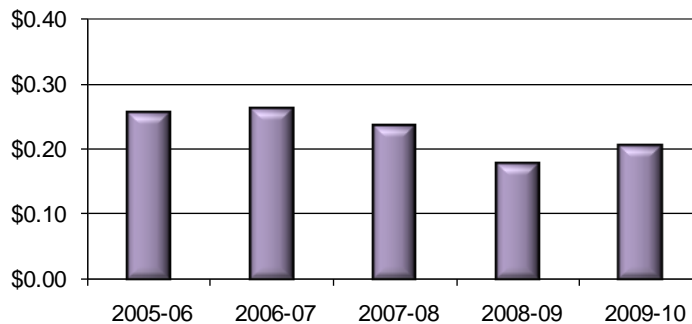
would be an invalid comparison. It should be noted that HDC cost does not include lab or vehicle costs, while the SWQM does. Furthermore, SWQM program is a districtwide program. Thus, the cost per sampling event may be higher than other basin specific programs because there is more travel involved in getting the samples (on average 35 mi/sample round trip). Finally, the lab cost contributes substantially to the total cost and is very dependent on the list of analyses. For example, the lab cost for a project that measures metals will be much higher than a project that measures only nutrients. Thus, the term "sampling event" may have different meanings in different programs.

For comparison purposes, a chart showing the average cost per sampling event for both the HDC and SWQM program for the last five years is presented below. The cost decrease for SWQM in FY 2009–2010 reflects a 24.0% decrease in the lab cost, while the cost increase for HDC is attributed to two reasons. First, the program changed the rainfall data definition from hourly data to "tips" data that resulted in about 800,000 less sampling events. Secondly, staff corrected an error in the method used for calculating battery voltage data that resulted in about 3.5 million less sampling events.

Average cost per sampling event for SWQM program



Average cost per sampling event for HDC program



2.0 ACQUISITION, RESTORATION AND PUBLIC WORKS

- **BPM 4: Land acquisition purchase price as a percentage of appraised value**

Intent of the BPM: To identify how efficient the public land buying process is relative to appraised value of properties acquired.

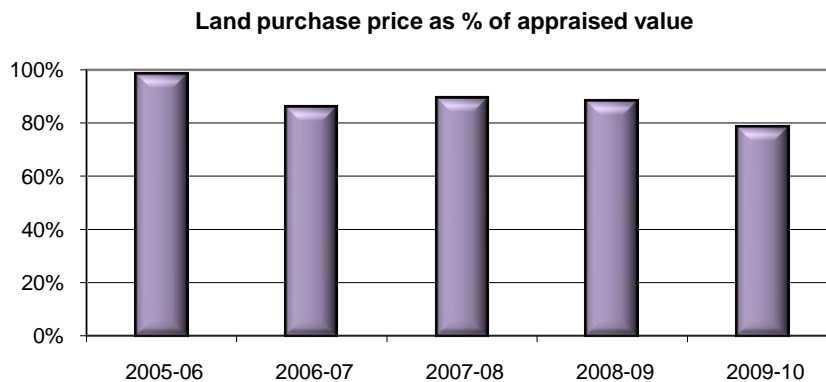
Background: Florida Forever, the District’s primary funding source for land acquisition, emphasizes water resource development and restoration projects as well as land acquisition for non-structural flood protection and conservation. In addition, SJRWMD uses ad valorem and mitigation funds for land acquisition. The District presently has some form of interest in approximately 690,000 acres of land through ownership, management or conservation easement right.

Required by District policies and F.S., the District uses two independent appraisers to conduct land value appraisals for parcels with an estimated value of over \$500,000. For land with an estimated value under \$500,000, the District requires only one appraisal. It is the District’s goal to acquire lands at or below the appraised value.

Results: The District acquired through donation, exchange, or mitigation, a total of 6,315 acres of land during FY 2009–2010 for \$30.64 million (see the table below). The total land purchase price presented in the table reflected the total cost to the District as well as to its partners in certain joint acquisition cases. In comparison, the total appraised value was \$39.12 million. As a result, the District paid about 78.0% of the appraised value to acquire these lands.

Activity	Total Purchase Price	# Acres	Total Appraised Values (H)	Purchase Price as % of Appraised Value'
Land Acquisition	\$30,642,499	6,315	\$39,115,655	78%

Note: For comparison purposes, a chart showing the land acquisition price as a percentage of the appraised value during a 5-year period is presented below.



- **BPM 5: Cost per million gallons a day (MGD) for water source development**

Intent of the BPM: To identify the efficiency of developing new water supplies.

Background: The District has three programs under 2.2 Water Source Development that develop new water supplies. The Water Resource Development (WRD) Program was mandated by 1997 legislation that required WMDs to complete specific water supply planning activities and initiate resource development and water supply projects. The District prepares a five-year Water Resource Development Work Program annually, which is included as part of the WMDs’ annual budget submissions to the EOG.

The Water Supply Development Assistance (WSDA) Program was initiated in 1996 with the AWS Construction Cost-Sharing Program and the Reuse Feasibility Study and Planning Assistance Program with state legislation passed in 1996.

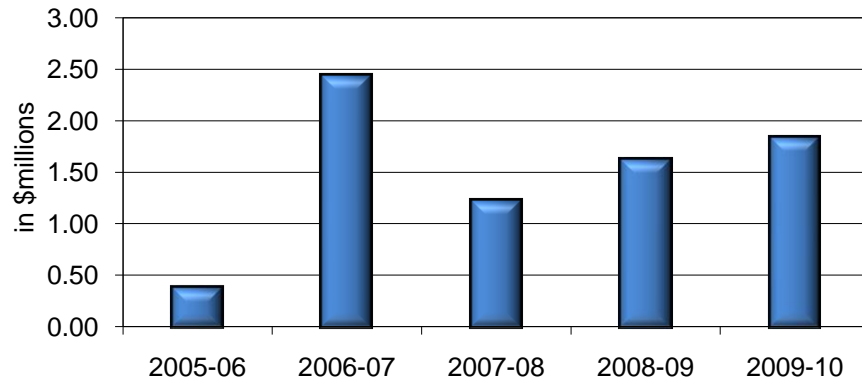
In response to the requirements of the Subsection 373.1961, F.S, the Water Protection and Sustainability Program (WPSP) was created in 2005 to provide cost-share funding for AWS projects as identified in the DWSP 2005. This program helps water suppliers and water users construct AWS projects. The program replaces the previous AWS Construction Cost Share Program and significantly increases the cost-share funding.

Results: Although no additional water was made available under both WSDA and WRD programs in FY 2009–2010, the WPSP-AWS program was able to make 21.50 million gallons per day (mgd) available with a total cost of \$7.90 million. The average cost per mgd is \$1.84 million. The table below provides more detailed information on these projects.

Project Type	Type of Project	Total Project cost	District Funding	Water made available (mgd)	Cost/mgd
WPSP-AWS					
Melbourne Reclaim Water System Expansion project	Reclaimed Water	6,600,000	1,320,000	1.5	4,400,000
Eastern Orange and Seminole Counties Regional Reuse Project	Reclaimed Water	32,990,000	6,580,000	20.0	1,649,500
Total		\$39,590,000	\$ 7,900,000	21.5	\$ 1,841,395

Note: The listed project costs do not include program administrative costs. For comparison purposes, a chart showing cost per MGD for water source development for a 5-year period is presented below.

Water source development cost per MGD



- **BPM 6: Cost per acre restored**

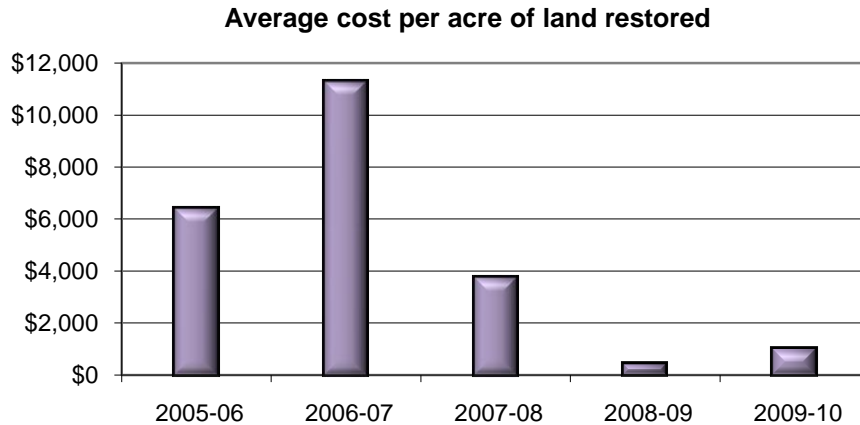
Intent of the BPM: To identify how efficiently land restoration is being achieved.

Background: The District currently tracks five surface water restoration projects (Indian River Lagoon Basin, Upper St. Johns River Basin, Lake Apopka Basin, Upper Ocklawaha Basin, and Upper St. Johns River Basin) that have land restoration and enhancement activities. Land restoration efforts on District-owned lands are not included here.

Results: During FY 2009–2010, the District completed two land restoration projects in the IRL Basin. The total enhanced or restored acreage was 921.7 acres. On average, the land restoration cost was \$996 per acre. The following table provides more details for the projects completed during FY 2009–2010.

Basin	Project Name	Type	Cost	Acres	Cost /Acre
Indian River Lagoon	Merritt Island Dike Removal (T-34, T-41, T-42, part of T-43, C-21-CN, T-18-A, and T-18-B)	Restoration / Rehabilitation	\$699,580	893.0	\$783
Indian River Lagoon	Mosquito Lagoon Dragline Impact Restoration	Restoration / Rehabilitation	\$218,304	28.7	\$7,612
Total			\$917,884	921.7	\$996

Note: For comparison purposes, a chart presenting the average cost per acre of land restored during a 5-year period is also included below. It should be noted that the average cost per acre restored in SJRWMD varies significantly due to types of restoration and acreage restored. The restoration costs do not include staff salaries and benefits.



3.0 OPERATION AND MAINTENANCE OF LANDS AND WORKS

- **BPM 7: Total land management costs per acre**

Intent of the BPM: To measure how efficiently District-owned lands are being managed.

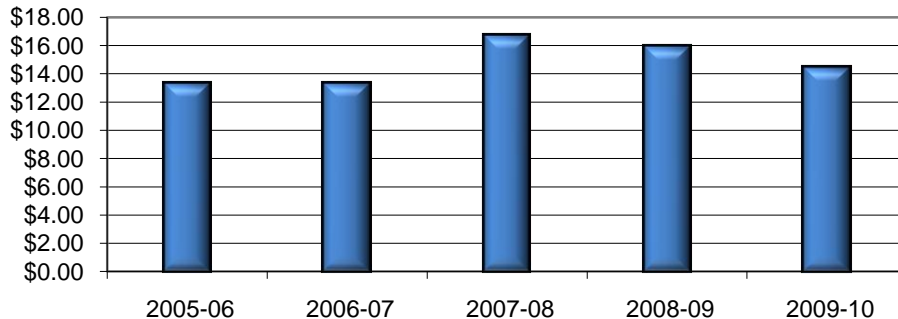
Background: The District currently owns approximately 690,000 acres of land. Excluding those lands that the District acquired using the less-than-fee simple approach and lands that the District owns but were managed by other agencies, the total acreage under management was a little more than 400,000 acres at the end of FY 2007–2008. The District Land management activities accomplish water resource conservation and protection, environmental protection, and public recreation. Typically, the District develops a land management plan within 12 months after the land is acquired.

Results: During FY 2009–2010, the District expended \$5.90 million to conduct a variety of land management activities. The average land management cost was \$14.44 per acre, which is 9.3% lower than FY 2008–2009. The table below for the Land Management costs represents the total expenditures incurred by the Land Management program during FY 2009–2010.

Program/Activity	FY 2009-2010 Expenditure	Acres of Land Managed	Cost Per Acre
Land Management	\$5,900,567	408,661	\$14.44

Note: For comparison purposes, a chart presenting the average cost per acre of land managed during a five-year period is also provided. The decrease in cost per acre of land managed over the last two years reflects no new construction of recreational facilities and less new infrastructure like roads and fencing due to decreases in the program’s annual budget.

Average cost per acre of land managed



- **BPM 8: Cost per square foot of district facilities maintained**

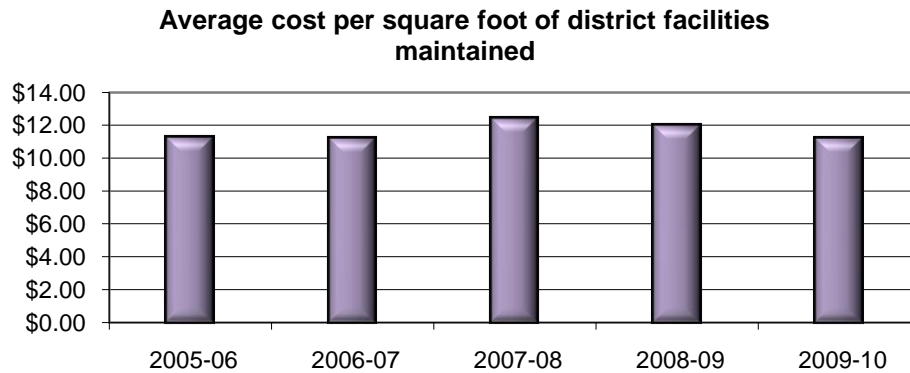
Intent of the BPM: To assess the ongoing costs of operation and maintenance of the District’s office and support facilities in order to achieve optimal efficiency.

Background: The Facilities Management program began in 1976 when the District was created and consisted of three relatively minor facilities located in Palatka, Melbourne and Moss Bluff. Today it manages approximately 340,000 square feet of office, warehouse and maintenance facilities located at five major sites and a number of small satellite facilities. The program expenditures include typical infrastructure planning, leasing, and operation and maintenance costs.

Results: During FY 2009–2010, the total facility management cost was approximately \$3.87 million, averaging \$11.19 per square foot (sqft). The total facility management cost includes the cost of District staff salaries and benefits, contracted janitorial, landscape and security services, utilities, repairs and maintenance, materials and supplies, furniture, and lease expense.

Program	Expenditure	Total sqft	Cost/sqft
Facilities Management Total	\$3,870,208	345,819	\$11.19

Note: For comparison purposes, a chart presenting the average maintenance cost per square foot for the District during a 5-year period is also included below.



- **BPM 9: Cost per acre of water bodies managed under maintenance control (invasive aquatic plants)**

Intent of the BPM: To measure how efficiently invasive aquatic plants are being managed.

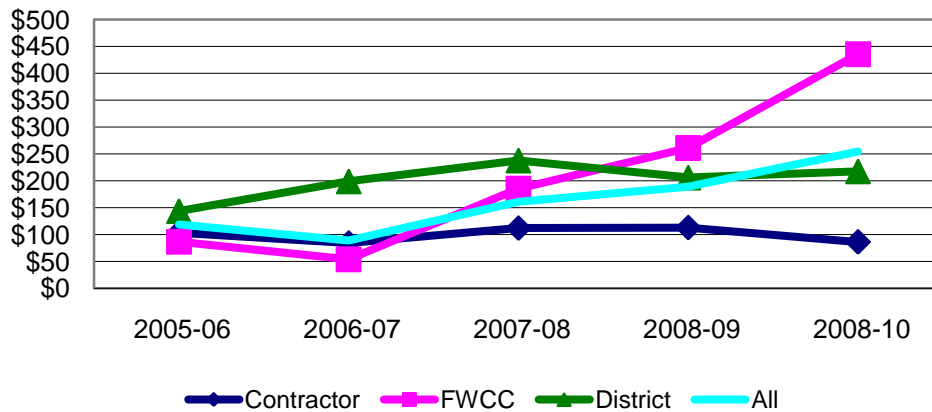
Background: SJRWMD controls nuisance upland and aquatic vegetation on approximately 400,000 acres of District-owned properties. As a contractor for FDEP, the District also maintains control of nuisance aquatic vegetation in eight public lakes and rivers.

Results: During FY 2009–2010, the District conducted invasive aquatic plant control on 2,138 acres of water bodies at an average cost of \$254 per acre treated. The table below provides a cost breakdown by treatment provider or funding sources for comparison.

Program/Activity	Expenditure	Acres of water Bodies Treated	Cost Per Acre Treated
Invasive Aquatic Plant Management	\$ 544,110	2,138	\$ 254
Contractor	28,545	331	86
FWCC	244,317	561	436
District	271,248	1,247	218

Note: For comparison purposes, a chart presenting the average cost per acre of water bodies treated for aquatic plants during a 5-year period is included below. In general, the average cost of treatment is less when total acreage treated is high due to the economies of scale. The amount of rainfall and the number of storm events also significantly affect treatment costs. This is true regardless of the treatment providers. The cost increase in recent years for the FWCC related activities reflected a continued increase in cost of herbicide that was used to treat Hydrilla.

Invasive aquatic plants treatment cost by provider type



- **BPM 10: Cost per acre treated for invasive terrestrial exotics**

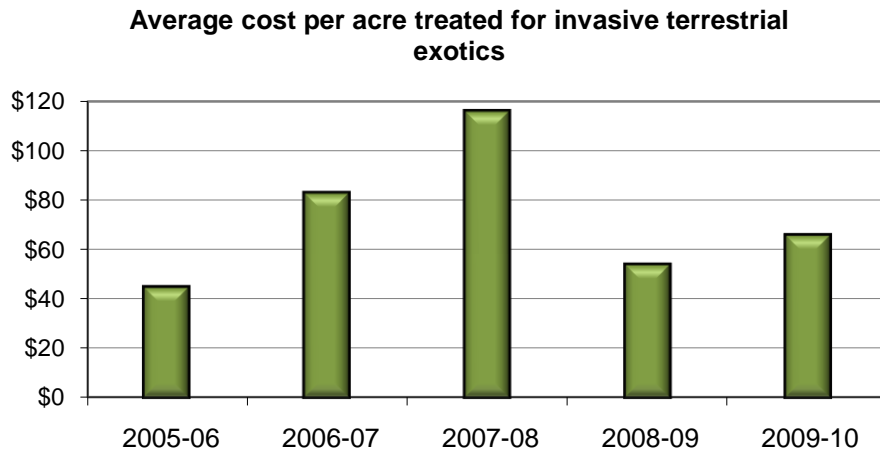
Intent of the BPM: To measure how efficiently invasive terrestrial plants are being managed.

Background: SJRWMD controls nuisance upland and aquatic vegetation on approximately 400,000 acres of District-owned properties. District staff conducts nearly all invasive terrestrial plants control activities.

Results: During FY 2009–2010, the District conducted invasive terrestrial plant control on 16,611 acres of uplands at an average cost of \$66 per acre treated (see table below). The total expenditure and cost per acre treated in the last two years were much lower than FY 2007–2008 because the District’s treatment of more lygodium and willows during FY 2007–2008 require more expensive herbicides.

Program/Activity	Expenditure	Acres of Upland Treated	Cost Per Acre Treated
Invasive Terrestrial Plant Management	\$ 1,095,000	16,611	\$ 66

Note: As more properties are purchased near urban areas, chances increase for the introduction of exotic species onto District lands. This created a new opportunity for public awareness and education as well as increased treatment needs. The demand for vegetation management is increasing as the District implements more wetland restoration projects. For comparison purposes, a chart presenting the average cost per acre of invasive terrestrial exotics treated during the last five years is included below. It should be noted that the cost of treatment depends on the type of exotic species and could change significantly from one year to another.



4.0 REGULATION

- **BPM 11: Cost per permit processed by type (Consumptive Use Permit, ERP and Well Construction Permit)**

Intent of the BPM: To identify the efficiency and relative cost of permit processing, recognizing that the Districts do not control the timing or quality of permit applications - only the processing of those applications.

Background: The District’s regulatory program consists of three sub-programs, including Consumptive Use Permitting (CUP), Water Well Permitting and Contractor Licensing (WWC), and Environmental Resource Permitting (ERP). SJRWMD began permitting consumptive uses of water in 1983, while WWC program was delegated to SJRWMD by FDEP in 1984. ERP was established in 1995 as a result of a joint effort by all five WMDs and FDEP. It replaced the management and storage of surface waters (MSSW), storm water discharge, and wetland resource management (WRM) permitting programs.

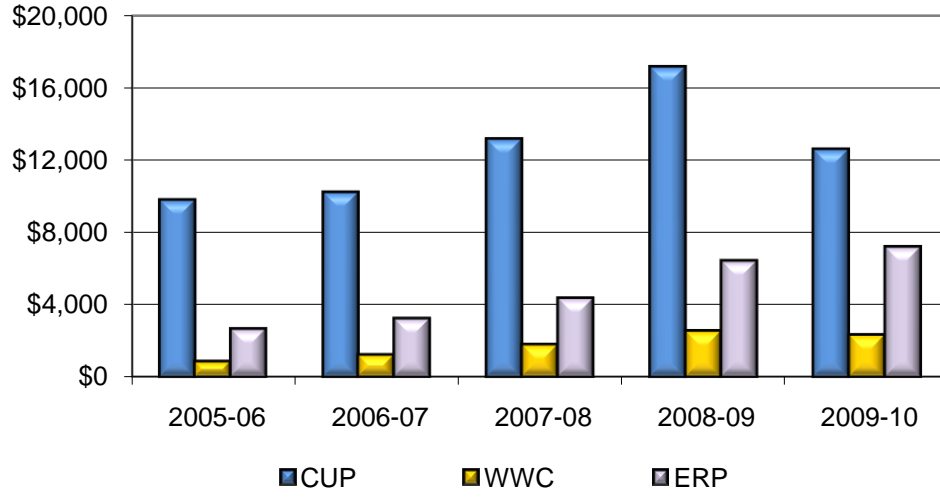
Results: On average, it cost the District \$12,609 to process a CUP, \$2,245 for a WWC, and \$7,121 for an ERP in FY 2009–2010. Although the District charges a fee for permit applications, the average cost recovery ratio is less than 10.0%. The estimated processing cost does not include administrative and rule-making costs associated with the regulatory program. Due to the number of applications declining in recent years, the average processing cost for all permit types, ERP in particular, has increased significantly because the fixed costs have remained flat.

	Total Expenditure	# Permits Processed	Cost Per Permit Processed
FY 2009-2010			
Consumptive Use (CUP)	\$ 4,387,807	348	\$ 12,609
Water Well Construction (WWC)	590,677	263	2,246
Environmental Resource Permit (ERP)	11,343,527	1,593	7,121

Note: For comparison purposes, a chart showing the average cost per permit during the last five years is presented below.

SJRWMD FY 2011–2012 Standard Format Tentative Budget

Average cost per permit processed by permit type



- **BPM 12: Average number of days to act upon a permit once application is complete**

Intent of the BPM: To indicate the relative efficiency of permit review and issuance, recognizing that the Districts do not control the timing or quality of permit applications - only the processing of those applications.

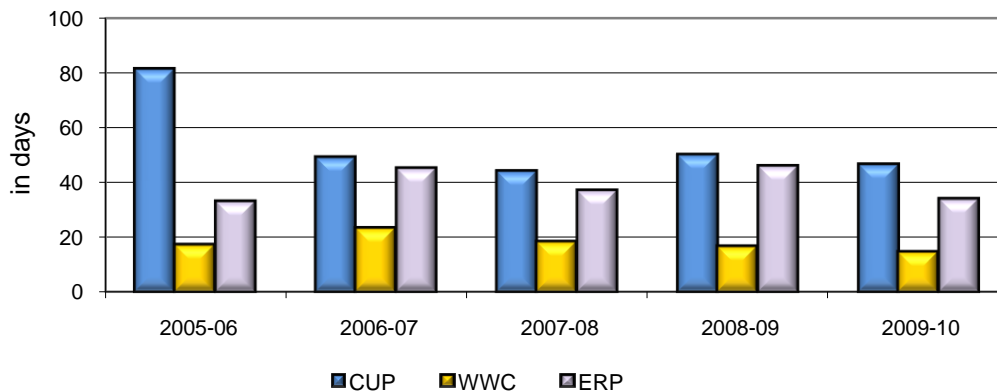
Background: The District responds to permit applications under timeframes established in Chapter 373, F.S., and in the District’s rules adopted under the FAC. While permit applicants are responsible for the quality, completeness, and timeliness of permit applications, the District has 90 days to issue or deny the permit once it is deemed complete, or the permit is issued by default.

Results: On average, it took the District 46, 14, and 34 days to issue a CUP, WWC, and ERP permit respectively in FY 2009–2010. The processing time for all three permit types show some improvement over the FY 2008–2009 levels. The table below provides the total number of permits issued, total number of days to act upon, and the calculated average number of days to act upon once a permit application is deemed complete.

Activity	# Permits Issued	Total # Days to Act Upon	Average # Days to Act Upon
Consumptive Use (CUP)	246	11,422	46
Water Well Construction (WWC)	243	3,507	14
Environmental Resource (ERP)	1,185	40,261	34

Note: For comparison purposes, a chart presenting the average number of days to issue a permit during a 5-year period is also included below.

Average number of days required to issue a permit by permit type



5.0 OUTREACH

- **BPM 13: Cost per district resident for Outreach**

Intent of the BPM: To efficiently inform and motivate as many residents as possible while providing accurate and useful information.

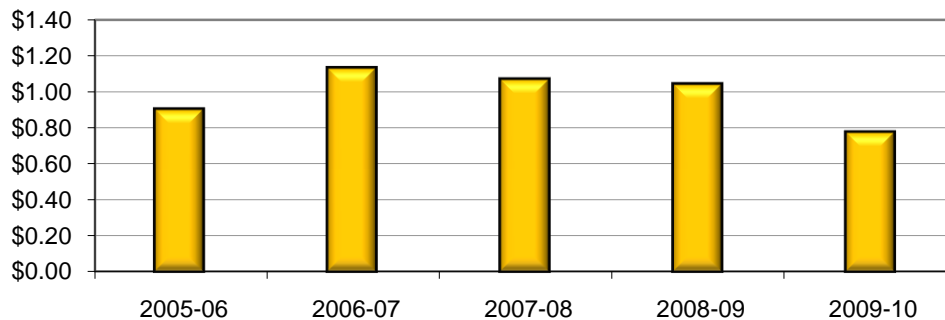
Background: This program is responsible for informing the public about water resources of the District. The District must target outreach activities to a broad cross section of interest groups and individuals. Outreach, although the primary responsibility of the Office of Communications and Governmental Affairs, actually involves every department in the District.

Results: The District spent an average of \$0.77 per capita for outreach related efforts in FY 2009–2010. The table shown below for the Outreach Activity represents the total expenditures for three sub-activities under 5.0 – Outreach, including Water Resource Education, Public Information, Lobbying, and Other Outreach Activities.

Program	FY 2009-2010 Expenditure	2010 Population	Cost Per Capita
Outreach	\$3,647,806	4,712,336	\$0.77

Note: For comparison purposes, a chart presenting the average cost per capita for Outreach during a 5-year period is also included below. The increase in FY 2006–2007 is primarily due to a media campaign for the Lower St. Johns River Reuse Initiative. The decrease in FY 2009–2010 is due to the completion of media campaign for the Lower St. Johns River Reuse Initiative in FY 2007–2008.

Average cost per district resident for Outreach per year



6.0 DISTRICT MANAGEMENT AND ADMINISTRATION

BPM 14: District management and administrative costs as the percentage of the District’s total Budget

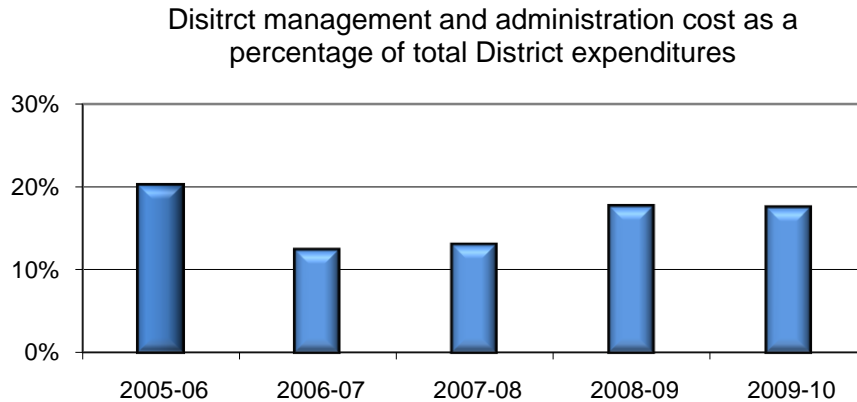
Intent of the BPM: To identify the efficiency of the District’s management and administrative activities.

Background: The District management and administrative costs cover governing board support, executive support, general counsel, inspector general, human resources, finance, administrative services, fleet, telecommunication, computer information, reserves, and tax collector and property appraiser fees.

Results: During FY 2009–2010, the District’s total expenditures show some decrease and it’s management and administrative costs also experienced a small decrease over the FY 2008–2009 level. As a result, the management and administrative costs, as a percentage of District total expenditures, are almost the same as the prior year level.

	Program Expenditure	District Total Expenditure	Percentage of Total Budget
FY 2009-2010			
District Management and Administration	\$35,080,010	201,381,367	17.4%

Note: For the purpose of comparisons, the chart below presents the District administrative expenditures as a percentage of its total expenditures during the last five years.



B. Effectiveness Measures

Water Management District Performance Measures

The five WMDs, FDEP and EOG jointly developed a set of water management performance measures (25 in total) in 2001 that has been incorporated into each WMD's DWMP. The measures, which reflect statewide priorities, are aimed at promoting sound water resource management and improving agency accountability. Performance on the measures is being tracked over time and reported annually to:

- Support planning and decision making
- Identify potential problems
- Promote coordination of water resource management activities among agencies

The water management performance measures were envisioned to have changes in future years as the WMDs gain experience using them. They were agreed upon with the understanding that factors beyond the control of the WMDs may affect performance on resource-based measures, such as the ability of surface waters to meet their designated uses.

The original 25 performance measures were reduced to 18 in June 2004 to streamline the reporting requirements by combining and eliminating several measures that were either redundant or due to data availability. To comply with a new statutory requirement under Subsection 259.035(4)(b), F.S., FDEP initiated a rule making effort in early 2009 to develop specific criteria and numeric performance measures for implementation of the Florida Forever program. The new performance requirement prompted discussions on further revisions to the existing effective measures to minimize duplicating performance measures required by different statutes. From April 2009 through May 2009, FDEP and WMDs worked together through telephone conference for the revisions. The revised set of water management performance measures includes 15 measures by the WMD's four areas of responsibility – water supply, flood protection, water quality and natural systems.

Water Supply (WS) Measures

Objective 1: Increase available water supplies and maximize overall water use efficiency to meet identified existing and future needs

- WS1(a) Percentage of domestic wastewater reuse (gallons of reclaimed water reused divided by the gallons of wastewater treated at domestic wastewater facilities)
- WS1(b) Uniform gross per capita water use (public supply) by District and water supply planning regions
- WS1(c) Uniform residential per capita water use (public supply) by District and water supply planning regions

WS1(c) Within each water supply planning region: 1) the estimated amount of water supply to be made available through the water resource development component of the Regional Water Supply Plan; 2) percent of estimated amount under development; and 3) percent of estimated amount of water actually made available

WS1(d) Within each water supply planning region, the estimated additional quantities of water supply made available through District water supply development assistance

Objective 2: Prevent contamination of water supplies

WS2(a) Percentage of surface water supply sources for which water quality fully attains the designated use

Flood Protection (FP) Measures

Objective 1: Minimize damage from flooding

FP1(a) Percentage of District works maintained on schedule

Water Quality (WQ) Measures

Objective 1: Protect and improve surface water quality

WQ1(a) Percent of surface waters with healthy nutrient levels

Objective 2: Protect and improve ground water quality

WQ2(a) Improving, degrading, and stable trends in nitrate concentrations in springs

Natural Systems (NS) Measures

Objective 1: Maintain the integrity and functions of water resources and related natural systems

NS1(a) Number of MFLs, by water body type, established annually and cumulatively

NS1(b) Percentage of MFLs established in accordance with previous year's schedule

NS1(c) For the previous FY, total acres of wetlands or other surface waters authorized by ERP to be impacted, and the number of acres required to be created, enhanced, restored, and preserved

Objective 2: Restore degraded water resources and related natural systems to a naturally functioning condition

NS2(a) Acres of invasive nonnative aquatic plants in inventoried public waters

NS2(b) Acres of District managed lands infested with invasive nonnative upland plants

As required by Subsection 373.036(7)(a), F.S., these 15 effectiveness measures are reported in the District Water Management Plan (DWMP) Annual Progress Report, which is part of the Consolidated Annual Report submitted to the state by March 1, annually. For the most recent Consolidated Annual Report, please visit the District's Web site at www.floridaswater.com

VIII. Appendices

A. Other Fund Balances

The District’s ending fund balance for FY 2009–2010, including the General Fund, Special Revenue Funds, Capital Projects Fund, and Debt Service Fund, totaled \$190.54 million, which is almost the same amount of fund balance (\$190.46 million) in FY 2008–2009. Table 14 below shows the fund balance for FY 2009–2010 with more details.

Table 14. Fund balance detail for FY ending September 30, 2010

	Major Govt. Funds		Nonmajor Govt. Funds			Total Govt. Funds
	General	Special Revenue (1)	Special Revenue	Capital Projects	Debt Service	
Reserved						
Encumbrances	\$ 796,787		\$ 77,818	\$ 1,329,574		\$ 2,204,179
Grants to local governments	13,184,730	\$ 15,863,409	100,000			29,148,139
Inventory	632,775					632,775
Legal restrictions		745,294	9,585,009		\$ 6,359,777	16,690,080
Land acquisitions			4,511,201			4,511,201
Unreserved						
Designated for:						
Apopka Reservoir/North Shore Restoration	2,200,000					2,200,000
C-1 Rediversion Project	10,150,000					10,150,000
Economic stabilization reserve	6,900,000					6,900,000
Fellsmere Water Management Restoration Project	28,469,745					28,469,745
Global information system mapping	1,700,000					1,700,000
Land Acquisition, Major Projects, or Cooperative	32,178,730					32,178,730
Land management/acquisition	6,984,626		796,856			7,781,482
Subsequent years's expenditure	19,683,056					19,683,056
Water protection and sustainability		10,525,794				10,525,794
WSP - Groundwater Modeling Tools & Data Enhancements	2,180,000					2,180,000
Undesignated	15,589,493					15,589,493
Total Fund Balance	\$ 140,649,942	\$ 27,134,497	\$ 15,070,884	\$ 1,329,574	\$ 6,359,777	\$ 190,544,674

⁽¹⁾ Including Mitigation and Water Protection and Sustainability funds.

Source: SJRWMD Comprehensive Annual Financial Report, September 30, 2010. Pages 22-23, 70-71.

Table 15, on the next page, provides projected fund balances for FY 2010–2011. The final fund balances will not be known until the fiscal year closes and the audited financials are published. The tentative FY 2011–2012 budget is projected to use \$75.06 million of the projected \$186.46 million fund balance. Many of the unbudgeted fund balances are restricted or assigned for specific purposes. When the District plans to utilize the unbudgeted fund balances during FY 2011–2012, the budget will be amended with Governing Board approval.

Table 15. Projected fund balance for FY 2010–2011

Description	General Fund (1)	Mitigation (2)	IRL License Fees (3)	Water Protection Sustainability Fund (4)	Debt Service Funds (5)	Capital Projects Other (6)	Total All Funds
Budgeted Fund Balance	40,943,920	0	289,415	17,043,786	0	16,786,182	75,063,303
Unbudgeted Fund Balance	93,679,324	11,051,552	1,720	268,422	6,396,362	0	111,397,380
Total Fund Balance	134,623,244	11,051,552	291,135	17,312,208	6,396,362	16,786,182	186,460,683

(1) General Fund: Summary of Unbudgeted Fund Balance

Nonspendable: Inventory	450,000
Committed to: Economic Stabilization Reserve	6,900,000
Assigned to:	
Land Management	5,346,025
Canal-1/10 Rediversion	11,471,000
Groundwater Resources Assessment - Aquifer	8,000,000
Performance Testing, Modeling and Data Enhancements	
Rough Fish Harvesting to reduce phosphorus levels and improve water quality	1,912,299
Alum treatment for stormwater control to protect lake water quality	1,800,000
Flood control structure rehabilitation USJRB	2,000,000
MFL Prevention - Recovery Strategy Projects (WRD and/or AWS)	20,000,000
Water Quality & Ecological Restoration Projects	20,000,000
Water Conservation & Demand Management Projects	10,400,000
Unassigned	5,400,000

(2) Restricted for Land Acquisition/Escrow and Legal Restrictions for Mitigation projects.

(3) Legal Restriction for local cooperative projects in Brevard, Indian River and Volusia counties.

(4) Water Sustainability sinking fund for alternative water supply cooperative projects and Water Protection sinking fund for surface water improvement projects

(5) Debt Service requirement to retain one year's debt service payment.

(6) Funding for facilities and other capital projects on District lands.

B. Water Protection and Sustainability Trust Fund

The Florida WPSP was created through passage of Senate bills 360 and 444 during the 2005 legislative session and were subsequently signed into law by former Governor Jeb Bush. The purpose of the program is to provide cost-share funding for construction of AWS projects. The District implemented the program in FY 2005–2006.

To be considered eligible for this cost-share funding program, projects must first be identified in the DWSP. After projects are incorporated into the DWSP, they are further evaluated as to their suitability for this program. The identification of water supply development projects in the DWSP does not guarantee funding assistance through this program. For the purpose of this program, cost sharing is identified as reimbursement by the District for construction costs of AWS development projects.

In order to properly evaluate the AWS projects identified in the DWSP for inclusion in this program, staff evaluates the projects submitted by local sponsors based on the twelve (12) factors described in 373.1961(3)(f) and (g), F.S, four additional evaluation factors added by the District’s Governing Board, and the supplemental information provided by the sponsors. The results of the evaluations and proposed funding levels are presented at a public meeting held at the District. The District’s Governing Board gives final approval of the projects and funding levels.

S. 373.1961(3), F.S. provides the District with 25% of the Water Protection and Sustainability Trust funds, disbursed annually, to this fund to implement alternative water AWS projects. The actual amount is subject to annual legislative appropriations. The District is required to match the trust fund by an equal amount of District revenue sources. Table 16 below shows the amount of trust funds the District was appropriated and the amount the District matched. Due to the declining revenues in recent years, the state has not appropriated any new funding for this program since FY 2007–2008. As a result, the District will not provide any new funding for this program in FY 2011–2012. The program’s FY 2011–2012 budget of \$39.31 million reflects carryover encumbrances for long-term cooperative funding projects.

Table 16. Water protection and sustainability trust fund appropriations and contributions

	WP&STF Appropriations	SJRWMD Contributions	Total Project Funding
FY 2005–2006	\$ 25,000,000	\$ 25,000,000	\$ 50,000,000
FY 2006–2007	15,000,000	15,000,000	30,000,000
FY 2007–2008	13,000,000	13,000,000	26,000,000
FY 2008–2009	-	-	-
FY 2009–2010	-	-	-
FY 2010–2011	-	-	-
FY 2011–2012	-	-	-
Total	\$ 53,000,000	\$ 53,000,000	\$ 106,000,000

C. Terms

The following common terms were adopted in 2008 by the five WMDs to promote consistency. Not all terms are used by the District in the FY 2010–2011 Standard Format Tentative Budget.

Acceler8: Part of the Comprehensive Everglades Restoration Plan (CERP), Acceler8 accelerates eight restoration projects through the district’s issuance of “Certificates of Participation” bond revenue for construction finance.

Accretion: Accretion is the growth or increase in size caused by gradual external addition, fusion or inclusion.

Accrual: Accrual is a method of accounting in which revenues are recorded when measurable (known) and earned, and expenses are recognized when goods or services are used. This method is not limited to a time period.

Acre-Foot: The volume of water (43,560 cubic feet or 1,233.4 cubic meters) that will cover an area of one acre to a depth of one foot.

Adopted Budget: The financial plan of revenues and expenditures for a Fiscal Year as approved by the Governing Board of a water management district. The adopted budget is approved by the Governing Board at the Final Public Hearing, normally held during the last week of September.

Ad Valorem Tax: A tax imposed on the value of real and tangible personal property as certified by the property appraiser in each county. This is commonly referred to as “property tax”.

Advanced Treatment Technologies (ATT): Advanced Treatment Technologies is a research program that identifies water-quality treatment technologies that meet the long-term water quality standards for the Everglades. These technologies range from low maintenance constructed wetlands to full chemical treatment for the removal of phosphorus.

Agricultural Privilege Tax: A non-ad valorem tax imposed, pursuant to Subsection 373.4592(6), for the privilege of conducting an agricultural trade or business on real property that is located within the Everglades Agricultural Area.

Alternative Water Sources: Includes, but is not limited to, conservation, reuse, aquifer storage and recovery, surface water storage, and desalination (also known as non-traditional sources).

Alternate Water Supply (AWS): The Alternative Water Supply project searches for new methods to meet the demands for water. These include aquifer storage and recovery, and wastewater reuse techniques.

Amendment: A change to an adopted budget. It can increase or decrease a fund total.

ARRA: American Recovery and Reinvestment Act of 2009.

Appraisal: An estimate of value, as for sale, assessment, or taxation; valuation.

Appropriation: A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

Aquifer: An underground bed or layer of earth, gravel or porous stone that yields water.

Aquifer Storage and Recovery (ASR): The practice of storing water in aquifers in times of abundant rainfall and withdrawing it to meet emergency or long-term water demands.

Areas of Responsibility (AOR): The four areas of responsibility which must be addressed by each water management district's District Water Management Plan (DWMP): water supply, water quality, flood protection, and natural systems.

Assessed Property Values/Assessed Valuation: A value established by the property appraiser in each county for real and personal property. It is used as a basis for levying ad valorem property taxes.

Assets: Items of ownership convertible into cash; total resources of a person or business, as cash, notes and accounts receivable, securities, inventories, goodwill, fixtures, machinery, or real estate.

Audit: An official examination and verification of financial accounts and records.

Automated Remote Data Acquisition System (ARDAS): Used to model instrument performance with synthetic samples of known concentrations. The information obtained is used to determine unknown sample concentrations.

Back Pumping: The process of pumping water in a manner in which the water is returned to its source.

Balanced Budget: A budget in which the expenditures incurred during a given period are matched by revenues.

Baseline Data: Data for each measure, used as the starting point for comparison.

Basin (Ground Water): A hydrologic unit containing one large aquifer or several connecting and interconnecting aquifers.

Basin (Surface Water): A tract of land drained by a surface water body or its tributaries.

Basin Board: A Governing Board which has jurisdiction over an individual hydrologic subdistrict under the authority of a water management district's Governing Board. Members of basin boards are appointed by the Governor and confirmed by the Senate.

Berm: A shelf or flat strip of land adjacent to a canal.

Best Management Practices (BMPs): A practice or combination of practices determined, through research, field testing, and expert review, to be the most effective and practicable (including economic and technological considerations) on-site means of improving water quality in discharges.

Bond: A security, usually long-term, representing money borrowed from the investing public.

Borrow: In most cases, the material for construction of a levee is obtained by excavation immediately adjacent to the levee. The excavation is termed a borrow. When the borrow paralleling the levee is continuous and allows for conveyance of water, it is referred to as a borrow canal. For example, the canal adjacent to L-8 levee is called the L-8 borrow canal. Many borrow canals, such as the L-8 borrow canal, are important features of the project.

Budget: A financial plan for the operation of a program or organization for a specified period of time (FY) that matches anticipated revenues with proposed expenditures.

Budget Hearing: The public hearing conducted by the Governing Board of a water management district to consider and adopt the annual budget.

Budget Performance Measures (BPM): Accountability measures aimed at efficiency or producing desired results with minimum expense of energy, time, money, and materials.

Canal: A human-made waterway that is used for draining or irrigating land or for navigation by boat.

Capital Expenditures: Funds spent for the acquisition of a long-term asset.

Capital Improvements Plan (CIP): A five-year plan for fixed capital outlay that identifies and controls district facilities improvements and land acquisitions, pursuant to the agency's goals.

Capital Outlay: Purchases of fixed assets that have a value of \$1,000 or more, and a useful life of more than one year.

Capital Project: An individual facilities and/or land-acquisition fixed-capital project identified in the five-year Capital Improvements Plan.

Carryover: Unexpended funds carried forward from the previous FY(s).

Central and Southern Florida Project Comprehensive Review Study (C&SF RESTUDY): A five-year study effort that looked at modifying the current C&SF Project to restore the greater Everglades and South Florida ecosystem, while providing for the other water-related needs of the region. The study concluded with the Comprehensive Plan being presented to the Congress on July 1, 1999. The recommendations made within the Restudy, that is, structural and operational modifications to the C&SF Project, are being further refined and will be implemented in the Comprehensive Everglades Restoration Plan (CERP).

Central and Southern Florida Flood Control Project (C&SF Project): A complete system of canals, storage areas and water control structures spanning the area from Lake Okeechobee to both the east and west coasts and from Orlando south to the Everglades. It was designed and constructed during the 1950s by the U.S. Army Corps of Engineers (USACE) to provide flood control and improve navigation and recreation.

Coastal Impact Assistance Program (CIAP): The Coastal Impact Assistance Program uses federal appropriations allocated to the states to fund various projects in coastal areas. The funds allocated to Florida are administered by Florida Department of Environmental Protection (FDEP), and the program is administered by the National Oceanic and Atmospheric Association.

Coastal Zone Management (CZM): Coastal Zone Management examines the causes of climate and related changes and their affects.

Comprehensive Everglades Restoration Plan (CERP): The framework and guide for the restoration, protection and preservation of the south Florida ecosystem. The CERP also provides for water-related needs of the region, such as water supply and flood protection.

Comprehensive Watershed Management (CWM): An initiative established to improve the management of water and related natural resources within the district, which employs a watershed-based approach to resource management.

Conservation and Recreation Lands Trust Fund (CARL): The state trust fund established by Section 259.032, F.S., administered by the DEP, to acquire natural areas for public ownership to maintain unique natural resources; protect air, land, and water quality; and provide lands for natural resource-based recreation.

Consumptive Use Permitting (CUP): Consumptive Use Permitting regulates ground water and surface water withdrawals by major users, such as water utilities, agricultural concerns, nurseries, golf courses, mining and other industrial users.

Contingency Reserves: Contingency reserves are monies set aside, consistent with the District's policy, which can subsequently be appropriated to meet unexpected needs.

Critical Restoration Projects (CRP): Critical Restoration Projects produce immediate and substantial ecosystem restoration, preservation and protection benefits, and are consistent with Federal programs, projects and activities.

Culvert: A drain crossing under a road or railroad.

Current Year Net New Taxable Value: Increases to the ad valorem tax base from new construction, plus additions of property to the tax roll minus deletions of property from the tax roll.

Debt Per Capita: The amount of net tax-supported debt divided by the population, resulting in a dollar amount of debt per person.

Debt Service: Principal and interest payments on short- and long-term borrowings.

Disbursement: Cash payment for goods or services procured by the district.

Discretionary Funds: Revenues available for expenditures that are not statutorily or otherwise committed to a specific project. These funds are primarily ad valorem revenue.

District Water Management Plan (DWMP): A plan prepared by a water management district that defines the district's role in water resource management and provides comprehensive long-range guidance for implementation of district responsibilities pursuant to Section 373.036, F.S.

Documentary Tax Stamp: An excise tax levied on mortgages recorded in Florida, real property interests, original issues of stock, bonds and debt issuances in Florida, and promissory notes or other written obligations to pay money.

Dredging: To clear out with a dredge; remove sand, silt, mud, etc., from the bottom of a water body.

E-Permitting: An on-line alternative to permit application submission, queries and reporting. The district's functionality provided includes online Electronic Submittals, Application/Permit Search, Noticing Search, Subscriptions, Agency Comments and Additional Information.

Ecosystem: Biological communities together with their environment, functioning as a unit.

Ecosystem Management and Restoration Trust Fund: The state trust fund established by Section 403.1651, F.S., administered by the DEP, which supports the

detailed planning and implementation of programs for the management and restoration of ecosystems, including development and implementation of Surface Water Improvement and Management (SWIM) plans.

Encumbrance: A commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Encumbered Carryover: The amount of an appropriation that is still committed to purchase an item or services at the end of a FY. These funds are added to the next FY's budget, resulting in the Revised Budget.

Enterprise Data Management Strategy (EDMS): A plan to provide the technology and infrastructure to facilitate integration of diverse system applications, and improve information flow throughout the organization.

Environmental Impact Statement (EIS): An analysis required by the national Environmental Policy Act for all major Federal actions, which evaluates the environmental risks of alternative actions.

Environmental Monitoring and Assessment (EMA): The term that identifies long-range monitoring of networks to collect, analyze, interpret and disseminate scientific and legally defensible environmental data.

Environmental Resource Permit (ERP): A permit issued by the district under authority of Chapter 40E-4, FAC, to ensure that land development projects do not cause adverse environmental, water quality and water quantity impacts.

EOG Program Category: One of six budget-reporting program categories prescribed by statute and contained in the EOG's standard budget reporting format for water management districts.

Estuary: The part of the wide lower course of a river where its current is met by ocean tides or an arm of the sea at the lower end of a river where freshwater and saltwater meet.

Evaporation: The process by which water is released into the atmosphere by evaporation from the water surface or movement from a vegetated surface (transpiration).

Evapotranspiration: A combination of transpiration (vapor rising from the pores of plants) and evaporation from water and land surfaces.

Everglades Long-Term Plan: The 2003 legislative session amended the 1994 EFA [s. 373.4592, F.S.] to implement the March 2003 Everglades Protection Area (EPA) Tributary Basins Conceptual Plan for achieving Long-Term Water Quality Goals Final

Report document, now known as the Everglades “Long-Term Plan”. (Committee substitute for Senate Bill No. 626/Chapter 2003-12, Laws of Florida)

Exempt. Exemption. Non-Exempt: Amounts determined by State law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment.

Expenditure: The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense: Charges incurred (whether paid immediately or unpaid) for operating, maintenance, interest or other charges.

External Budget Amendment: A change to an adopted budget that has been approved by the Governing Board of a water management district which may increase or decrease the fund total.

Fees: A charge by government associated with providing a service, permitting an activity, or imposing a fine or penalty. Major types of fees charged by the district include CUPs, ERPs, etc.

Final Millage: The tax rate adopted in the final public hearing of a taxing authority.

Fiscal Policy: The district’s policies with respect to taxes, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming or government budgets and their funding.

Fiscal Year: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The FY for the water management district is October 1 through September 30.

Fixed Assets: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment.

Fixed Capital Outlay: Payment for such items as lands and land improvements, land easements, water control structures, bridges, buildings and improvements, and leasehold improvements. Items have an estimated service life of at least one year.

Floodplain: Land next to a stream or river that is flooded during high-water flow.

Florida Administrative Code (F.A.C.): The official compilation of the administrative rules and regulations of state agencies.

Florida Department of Environmental Protection (FDEP): The district operates under the general supervisory authority of the FDEP, which includes budgetary oversight.

Florida Forever (FF): The FF Act, Section 259.105, F.S., enacted by the 1999 Legislature and signed into law by Governor Bush as the successor program to the Preservation 2000 (P2000) land acquisition program, provides \$3 billion over ten years to acquire land or less than fee interests in land to protect environmentally significant lands for conservation, recreation, water resource protection, wildlife habitat protection and to provide for the proper management of and public access to those lands.

Florida Statutes (F.S.): A permanent collection of state laws organized by subject area into a code made up of titles, chapters, parts and sections. The statutes are updated annually by laws that create, amend or repeal statutory material.

Florida Water Plan (FWP): A statewide plan for the management of Florida's water resources, developed by the DEP pursuant to Section 373.036, F.S..

Full Time Equivalent (FTE): A measurement of employee work hours, both allocated and utilized. One FTE is equivalent to 2,080 work hours per year (40 hours per week for 52 weeks).

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance: The excess of fund assets over liabilities in governmental funds.

Generally Accepted Accounting Principles (GAAP): Accounting rules and procedures established by authoritative bodies or conventions that have evolved through custom and common usage.

General Fund: The governmental accounting fund supported by ad valorem (property) taxes, licenses and permits, service charges and other general revenues to provide districtwide operating services.

Geographic Information System (GIS): A specialized data management system designed for the entry, analysis, and display of data commonly found on maps.

Governing Board: The water management district is governed by a nine-member board appointed by the Governor to serve staggered four-year terms. Board members, who are selected by the Governor and serve without salary, must be confirmed by the Florida Senate.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another made for a specific purpose.

Homestead Exemption: Every person who owns and resides on real property in Florida on January 1 and makes the property their permanent residence is eligible to receive a homestead exemption up to \$50,000. The first \$25,000 applies to all property taxes, including school district taxes. The additional exemption up to \$25,000, applies to the assessed value between \$50,000 and \$75,000 and only to non-school taxes.

Hydrologic Basin: Equivalent to a watershed; the area where all the water drains.

Hydrology: The scientific study of the properties, distribution and effects of water on the earth's surface, in the soil and underlying rocks, and in the atmosphere.

Hydropattern: Water depth, duration, timing and distribution of fresh water in a specified area. A consistent hydropattern is critical for maintaining various ecological communities in wetlands.

Hydroperiod: The frequency and duration of inundation or saturation of an ecosystem. In the context of characterizing wetlands, the term hydroperiod describes that length of time during the year that the substrate is either saturated or covered with water.

Inspector General: The Inspector General provides an independent view of district operations through objective and professional audits, investigations, reviews and evaluations of the economy and efficiency of taxpayer-financed programs. This information is then made available to the district Governing Board and management, elected representatives, and citizens within the district's boundaries.

Irrigation: The application of water to crops and other plants by artificial means.

Interagency Expenditures: Funds used to assist other local agencies, regional agencies, the State of Florida, the federal government, public and private universities, and not-for-profit organizations in projects that have a public purpose.

Intergovernmental Revenue: Revenue received from another government unit for a specific purpose.

Lagoon: A body of water separated from the ocean by barrier islands, with limited exchange with the ocean through inlets.

Leased Positions: Leased positions represent leasing-agency employees who perform project-specific tasks of limited duration.

Levee: An embankment used to prevent or confine flooding.

Levy/Levied: To impose taxes, special assessments, or service charges for the support of governmental activities.

Line-Item Budget: A budget that lists each account category separately along with the dollar amount budgeted for each account.

Liquidity: The ability or ease with which assets can be converted into cash.

Littoral Zone: The shore of land surrounding a water body that is characterized by periodic inundation or partial saturation by water level, and is typically defined by the species of vegetation found there.

Loading: The amount of material carried by water into a specified area, expressed as mass per unit of time. One example is phosphorus loading into a Water Conservation Area, measured in metric tons per year.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Managerial Reserves: Funds earmarked for specific future use.

Marsh: An area of low-lying wetlands.

Mandate: Any responsibility, action, or procedure that is imposed by one branch of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order, or that is required as a condition of aid.

Measure: Indicator used to assess performance in achieving objectives or program goals.

Mill/Millage Rate: The tax rate on real property, based on \$1 per \$1,000 of assessed property value.

Minimum Flows and Levels (MFLs): The district has been legislatively mandated (Section 373.042, F.S.) to establish minimum flows or water levels for the State's surface water courses, surface water bodies, and aquifers such that they represent the limit beyond which further withdrawals would be significantly harmful to the water resources (or ecology) of the area.

Mitigation: To make less severe; to alleviate, diminish or lessen; one or all of the following may comprise mitigation: (1) avoiding an impact altogether by not taking a certain action or parts of an action; (2) minimizing impacts by limiting the degree or magnitude of an action and its implementation; (3) rectifying an impact by repairing, rehabilitating or restoring the affected environment; (4) reducing or eliminating an impact over time by preservation and maintenance operations during the life of an action; and (5) compensating for an impact by replacing or providing substitute resources or environments.

Mobile Irrigation Lab (MIL): A vehicle furnished with irrigation evaluation equipment, which is used to carry out on-site evaluations of irrigation systems and to provide recommendations on improving irrigation efficiency.

Model: A way of looking at reality, usually for the purpose of abstracting and simplifying it to make it understandable in a particular context; this may be a plan to describe how a project will be completed, or a tool to mathematically represent a process which could be based upon empirical or mathematical functions.

Modified Accrual Basis of Accounting: A basis of accounting for governmental funds in which revenues are recognized when they become measurable and available as net current assets, and expenditures are recognized when the related fund liability is incurred.

Monitoring: The capture, analysis and reporting of project performance, usually as compared to plan.

National Geodetic Vertical Datum (NGVD): A geodetic datum derived from a network of information collected in the United States and Canada. It was formerly called the “Sea Level Datum of 1929” or “mean sea level.” Although the datum was derived from the average sea level over a period of many years at 26 tide stations along the Atlantic, Gulf of Mexico, and Pacific Coasts, it does not necessarily represent local mean sea level at any particular time.

Navigational Lock: An enclosure used to raise or lower boats from one level to another.

Non-Operating Expenditures: Expenditures of a type that do not represent direct operating costs to the fund; include transfers out, transfers to Constitutional Officers, and reserves for contingency.

Non-Operating Revenues: Financial support for funds that are classified separately from revenues; include transfers in and internal service fund receipts.

Object Code: An account to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. Object codes are defined in the State of Florida Uniform Accounting System.

Ombudsman: A government official who hears and investigates complaints by private citizens against other officials or government agencies.

Operating Budget: A comprehensive plan, expressed in financial terms, by which an operating program is funded for a single FY. It includes estimates of a.) the services, activities and sub activities comprising the district’s operation; b.) the resultant expenditure requirements; and c.) the resources available for the support.

Operating Capital Outlay: Payments for automotive equipment, boats, computer hardware, furniture and equipment. Items have a value of at least \$750 and an estimated service life of at least one year.

Operating Expenses: All costs for items to be used as part of something else or disposed of within a year of purchase, including parts and supplies, small tools or equipment, and construction and maintenance products; and all costs associated with rental or lease of equipment, buildings, offices, insurance programs, permits and fees paid to other agencies, taxes, and relocation.

Other Personal Services (OPS): Services rendered by a person who is not a regular or full-time employee filling an established position. These services include, but are not limited to, services of temporary employees, student or graduate assistants, persons on fellowships, part-time academic employees, board members, and consultants, and other services specifically budgeted by an agency.

Performance Measures: Specific quantitative measures of work performed, outputs and outcomes.

Periphyton: The biological community of microscopic plants and animals attached to surfaces in aquatic environments, for example, algae.

Permit Fees: Application processing fees charged to applicants for permits, including Environmental Resource, Surface Water Management, Water Use, and Well Construction Permits.

Phosphorus: An element or nutrient required for energy production in living organisms; distributed into the environment mostly as phosphates by agricultural runoff and life cycles; and frequently the limiting factor for growth of microbes and plants.

Phosphorus Transport Model (PTM): Estimates the effectiveness of phosphorus load-reduction strategies. This information is used by district programs to meet their respective goals.

Pollutant Load Reduction Goal (PLRG): Establishes the desired levels of nutrient and sediment loads for healthy seagrass growth and distribution.

Preservation 2000 (P2000): The land acquisition program established by Section 259.101, F.S., that provides \$300 million annually in bonds for land acquisition for environmental protection, recreation, open space, water management, and other purposes. Last bond was issued in April 2000. Program completed and succeeded by Florida Forever.

Procurement: The purchasing of something usually for a company, government or other organization.

Program: An integrated series of related projects or activities.

Program Component: Key element of a program.

Program Goal: The desired outcome of a program.

Project: A temporary endeavor undertaken to produce a specific product, service or outcome.

Property Appraiser: The elected county official responsible for setting property valuations for tax purposes and for preparing the annual tax roll.

Proposed Budget: The recommended district budget submitted by the budget director to the Governing Board for review and consideration. The proposed budget is normally developed in the months of March through June and is presented to the Governing Board at a Budget Workshop in June.

Proposed Millage: The tax rate certified to a property appraiser by each taxing authority within a county. The proposed millage is to be sent to the County Property Appraiser within thirty days after a county's tax roll is certified by the State Department of Revenue and listed on notices sent to property owners. No taxing authority may approve a tax rate that is larger than the one it originally proposed.

Public Water Supply: Water that is withdrawn, treated, transmitted and distributed as potable or reclaimed water.

Pump Stations: Manmade structures that use pumps to transfer water from one location to another.

Real Property: Land and buildings and/or other structures attached to it that are taxable under state law.

Regional Water Supply Plan (RWSP): Detailed water supply plan developed by the district under Section 373.0361, F.S., providing an evaluation of available water supply and projected demands, at the regional scale. The planning process projects future demand for 20 years and recommends projects to meet identified needs.

Reserves: Budgeted funds to be used for contingencies, managerial reserves, and capital expenditure needs requiring additional Governing Board approval.

Reserve for Contingencies: A budgeted amount, consistent with statutory authority, that can subsequently be appropriated to meet unexpected needs.

Reservoir: A man-made or natural water body used for water storage.

Restricted Funds: Revenues committed to a project or program, or that are restricted in purpose by law. Examples of restricted funds include state appropriations for storm water projects and federal FEMA capital project funds.

Restoration: The recovery of a natural system’s vitality and biological and hydrological integrity to the extent that the health and ecological functions are self-sustaining over time.

Restoration, Coordination, and Verification (RECOVER): is designed as an interagency, interdisciplinary team for the purpose of organizing and applying the best available scientific and technical information in support of the goals of the Comprehensive Everglades Restoration Plan (CERP).

Revenue: Funds that a government receives as income. These receipts may include tax payments, interest earnings, service charges, grants, and intergovernmental payments.

Reverse Osmosis (RO): A membrane process for desalting water using applied pressure to drive the source water through a semipermeable membrane.

Rolled-Back Rate: The rate that would generate prior year tax revenues less allowances for new construction, plus additions to the tax roll minus deletions to the tax roll. The rolled-back rate controls for changes in the market value of property and, if levied, represents “no tax increase” from the prior year.

Rookery: A breeding place or colony of gregarious birds or animals.

Save Our Everglades Trust Fund: was created by the Florida legislature in 2000 for the purpose of funding the state’s share of the Comprehensive Everglades Restoration Plan. The legislation called for the trust fund to receive \$100 million annually in state funding through the program’s first ten-year period.

Save Our Rivers (SOR): The land acquisition program based on Section 373.59, F.S., designed to identify, prioritize, and acquire interests in lands necessary for water management, water supply and conservation, and protection of water resources. The SOR program is funded by the WMLTF and the prior P2000 Trust Fund.

Seepage: Water that escapes control through levees, canals or other hold or conveyance systems.

Sheet Flow: A channel in which water moves sluggishly, or a place of deep muck, mud or mire. Sloughs are wetland habitats that serve as channels for water draining off surrounding uplands and/or wetlands.

Sinking Fund: A fund to accumulate monies for major items, such as partnerships on large restoration projects and water supply development assistant projects.

Special Obligation Land Acquisition Bonds: Securities issued by the district to provide funds for acquisition of environmentally sensitive lands. Principle and interest on these bonds are secured by a lien on documentary-stamp excise taxes collected by the State of Florida.

Special Revenue Fund: A governmental accounting fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Spillway: A passage for surplus water to run over or around an obstruction, such as a dam.

Stakeholder: Any party that has an interest in an organization. Stakeholders of a company include stockholders, bondholders, customers, suppliers, employees, and so forth.

Statute: A law enacted by a legislature.

Storage Area Network (SAN): The term for a group of servers that have been linked together to form greater disk space.

Storm Water: Water that does not infiltrate, but accumulates on land as a result of storm or irrigation runoff or drainage from such areas as roads and roofs.

Stormwater Treatment Area (STA): A system of constructed water quality treatment wetlands that use natural biological processes to reduce levels of nutrients and pollutants from surface water runoff.

Structure Information Verification (STRIVE): A project that was established to verify input data used to compute flow at district water control structures.

Submerged Aquatic Vegetation (SAV): Wetland plants that exist completely below the water surface.

Surface Water: Water above the soil or substrate surface, whether contained in bounds created naturally or artificially or diffused. Water from natural springs is classified as surface water when it exits from the spring onto the earth's surface.

Supervisory Control and Data Acquisition System (SCADA): The SCADA system gathers data from remote locations to control equipment and conditions. The SCADA system includes hardware and software components. The hardware gathers and feeds data into a computer that has SCADA software installed. The computer then processes this data, records and logs all events, and warns when conditions become hazardous.

Surface Water Improvement and Management (SWIM): A program to restore and protect priority water bodies identified by the WMDs as a result of the Legislature's SWIM Act of 1987.

Surface Water Improvement and Management (SWIM) Plan: A plan prepared pursuant to Chapter 373, F.S..

Task: A specific, measurable action.

Tax Base: The total property valuations on which each taxing authority levies its tax rates.

Tax Roll: The certification of assessed and taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 (or later if an extension is granted by the State of Florida) each year.

Tax Year: The calendar year in which ad valorem property taxes are levied to finance the ensuing FY budget. For example, the tax roll for the 2007 calendar year would be used to compute the ad valorem taxes levied for the FY 2007–2008 budget.

Telemetry: Automatic transmission and measurement of data from remote sources by wire or radio or other means.

Tentative Budget: In July, the Governing Board sets a tentative millage rate and adopts a tentative budget based on the taxable value of property within the district, as certified by the Property Appraiser, for the new FY beginning October 1 and ending September 30. At the second public hearing in September, the Governing Board adopts a final budget and millage rate.

Tentative Millage: The tax rate adopted in the first budget hearing of a taxing agency. Under state law, the agency may reduce, but not increase, the tentative millage during the final budget hearing.

Topography: The term used for the surface features of a place or region.

Total Maximum Daily Load (TMDL): The maximum allowed level of pollutant loading for a water body, while still protecting its uses and maintaining compliance with water quality standards, as defined in the Clean Water Act.

Transfer: Internal movement of budgeted funds within a fund, department, program, object, or project that increases one budget account and decreases another.

Transpiration: The rising of vapor containing waste products through the pores of plant tissue.

Treatment Facility: Any plant or other works used for the purpose of treating, stabilizing or holding wastewater.

Tributary: A stream feeding into a larger stream, canal or waterbody.

Truth in Millage (TRIM): Requirement in Section 200.065, F.S., that establishes a specific timetable and procedure for local governments and WMDs to consider and adopt their annual budgets.

Unencumbered Carryover: The amount of an appropriation that is neither expended nor encumbered (i.e., there is no commitment to expend future funds). Essentially, these uncommitted funds are made available for future purposes.

Water Conservation: Reducing the demand for water through activities that alter water use practices, e.g., improving efficiency in water use, and reducing losses of water, waste of water and water use.

Water Conservation Areas (WCA): Part of the original Everglades ecosystem that is now diked and hydrologically controlled for flood control and water supply purposes. These are located in the western portions of Miami-Dade, Broward and Palm Beach Counties, and preserve a total of 1,337 square miles, or about 50 percent of the original Everglades.

Water Management District (WMD): A regional water management district created pursuant to Section 373.069, F.S.

Water Management Lands Trust Fund (WMLTF): The trust fund established by Section 373.59, F.S., for water management district land acquisition, management, maintenance, capital improvements, payments in lieu of taxes, and administration in accordance with the provisions of Chapter 373, F.S.

Water Preserve Areas (WPA): Multipurpose water-holding areas located along the western border of southeast Florida's urbanized corridor.

Water Protection and Sustainability Trust Fund (WPSTF): The trust fund established by Section 373.196, F.S., for alternative water supply development and surface water improvements and management. This fund was created in 2005 under the Growth Management Initiative (SB 444).

Water Reservations: State law on water reservations, in Subsection 373.223(4), F.S., defines water reservations as follows: the Governing Board or the department, by regulation, may reserve from use by permit applicants, water in such locations and quantities, and for such reasons of the year, as in its judgment may be required for the protection of fish and wildlife or the public health and safety. Such reservations shall be subject to periodic review and revision in the light of changed conditions.

Water Supply Development: The planning, design, construction, operation, and maintenance of public or private facilities for water collection, production, treatment, transmission, or distribution for sale, resale, or end use (Section 373.019(21), F.S.).

Water Table: The upper surface of the saturation zone in an aquifer.

Watershed: A region or area bounded peripherally by a water parting and draining ultimately to a particular watercourse or body of water.

Weir: A barrier placed in a stream to control the flow and cause it to fall over a crest. Weirs with known hydraulic characteristics are used to measure flow in open channels.

Wetland: An area that is inundated or saturated by surface water or ground water with vegetation adapted for life under those soil conditions (e.g., swamps, bogs and marshes).

D. Acronyms

ADA	Americans with Disability Act
ACSC	Area of Critical State Concern
ACF	Apalachicola-Chattahoochee-Flint
AOR	Area of Responsibility
ArcSDE	Arc Spatial Database Engine
ARDAS	Automated Remote Data Acquisition System
ASR	Aquifer Storage and Recovery
ATT	Advanced Treatment Technologies
AWS	Alternate Water Supply
BAT	Best Available Technology
BCB	Big Cypress Basin
BEBR	Bureau of Economic and Business Research
BFAC	Budget and Finance Advisory Commission
BMP	Best Management Practices
BPM	Budget Performance Measure
C&SF	Central and Southern Florida Project for Flood Control and Other Purposes
CAFR	Comprehensive Annual Financial Report
CARL	Conservation and Recreation Lands Program
CCMP	Comprehensive Coastal Management Plan
CCPCD	Collier County Pollution Control Department
CCTV	Closed Circuit Television Cameras
CEMP	Comprehensive Emergency Management Plan
CERP	Comprehensive Everglades Restoration Plan
CES	Center for Environmental Studies
CFCA	Central Florida Coordination Area
CIAP	Coastal Impact Assistance Program
CIP	Capital Improvement Plan
CM	Common Measure
COE	U.S. Army Corps of Engineers
COOP	Continuity of Operations Plan
COP	Certification of Participation
CREW	Corkscrew Regional Ecosystem Watershed
CRP	Critical Restoration Projects
CSE	Continued Service Estimate
CSOP	Combined Structural and Operational Plan
CUP	Consumptive Use Permit
CWM	Comprehensive Watershed Management Initiative
CZM	Coastal Zone Management
DACS	Department of Agriculture and Consumer Services, Florida
DCA	Department of Community Affairs, Florida

DED	Deputy Executive Director
DEP	Department of Environmental Protection, Florida
DOI	Department of the Interior, Florida
DOQQ	Digital Orthophoto Quarter Quadrangle
DOR	Department of Revenue
DOT	Department of Transportation, Florida
DRI	Development of Regional Impacts
DSS	Decision Support System
DWMP	District Water Management Plan
DWSP	District Water Supply Plan
DHQ	District Headquarters
EAA	Everglades Agricultural Area
EAP	Emergency Action Plan
EAP	Employee Assistance Program
EAR	Evaluation and Appraisal Report
EASTCOM	Emergency Satellite Communications System
ECP	Everglades Construction Project
EDM	Enterprise Data Management Strategy
EDMS	Electronic Document Management System
EEO	Equal Employment Opportunity
EFA	Everglades Forever Act
EMA	Environmental Monitoring and Assessment
EMPACT	Environmental Monitoring Public Access Community Tracking
EMRTF	Ecosystem Management and Restoration Trust Fund
ENP	Everglades National Park
ENR	Everglades Nutrient Removal
EOC	Emergency Operations Center
EOG	Executive Office of the Governor
EPA	Everglades Protection Area
EPA	U.S. Environmental Protection Agency
ERC	Environmental Regulation Commission
ERP	Environmental Resource Permit
ESCO	Environmental Studies and Community Outreach
ESDA	Electronic Support and Data Acquisition
ESP	Everglades Stormwater Program
ESRI	Environmental Systems Research Institute
ETDM	Efficient Transportation Decision Making
F.A.C.	Florida Administrative Code
FARMS	Facilitating Agricultural Resource Management Systems (program)
FCD	Central and Southern Florida Flood Control District
FDACS	Florida Department of Agriculture and Consumer Services
FDCA	Florida Department of Community Affairs

FDEP	Florida Department of Environmental Protection
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FF	Florida Forever
FGCU	Florida Gulf Coast University
FHREDI	Florida Heartland Rural Economic Development Initiative
FKFBFS	Florida Keys / Florida Bay Feasibility Study
FKNMS	Florida Keys National Marine Sanctuary
FMLA	Family Medical Leave Act
FOC	Field Operations Center
FP&L	Florida Power and Light
F.S.	Florida Statutes
F.S.S.	Florida State Statutes
FTE	Full Time Equivalent
FWP	Florida Water Plan
FWS	Florida Fish and Wildlife Conservation Commission
FY	Fiscal Year
GASB	Governmental Accounting Standards Board
GB	Governing Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GPS	Global Positioning System
HDS	Hydrologic Data Services
HR	Human Resources
HVAC	Heating Ventilation and Air Conditioning
ICMS	Integrated Contract Management System
IFAS	Institute of Food and Agricultural Services, Florida
IRL	Indian River Lagoon
IT	Information Technology
IWRM	Integrated Water Resource Monitoring
KICCO	Kissimmee Island Cattle Company
KOE	Kissimmee-Okeechobee-Everglades
KRR	Kissimmee River Restoration
KRREP	Kissimmee River Restoration Evaluation Program
LAMP	Land Acquisition and Management Plan
LEC	Lower East Coast
LGFS	Local Government Financial System
LO	Lake Okeechobee
LOADSS	Lake Okeechobee Agricultural Decision Support System Model
LOER	Lake Okeechobee Estuary Recovery
LOPA	Lake Okeechobee Protection Act

LOPP	Lake Okeechobee Protection Program
LPO	Locally Preferred Option
LSJRB	Lower St. Johns River Basin
MCA	Marsh Conservation Areas
LWC	Lower West Coast
LWCWSP	Lower West Coast Water Supply Plan
MBE	Minority Business Enterprise
MFLs	Minimum Flows and Levels
MGD	Millions of Gallons a Day
MILs	Mobile Irrigation Labs
MIS	Management Information System
MOU	Memorandum of Understanding
MSJRB	Middle St. Johns River Basin
MSSW	Management and Storage of Surface Waters
NAS	Naval Air Station
NASA	National Aeronautical Space Administration
NCB	Northern Coastal Basin
NEP	National Estuary Program
NOAA	National Oceanic Atmospheric Administration
NPB	North Palm Beach
NPDES	National Pollutant Discharge Elimination System
NRCS	Natural Resources Conservation Service
NTBWRAP	Northern Tampa Bay Water Resource Assessment Project
NTBWUCA	Northern Tampa Bay Water Use Caution Area
NFWFMD	Northwest Florida Water Management District
NWSI	New Water Sources Initiative
O&M	Operation and Maintenance
OC	Office of Counsel
OCB	Orange Creek Basin
OCBAC	Orange Creek Basin Advisory Council
OFW	Outstanding Florida Waters
OIG	Office of Inspector General
OPB	Office of Planning and Budgeting
OP&B	Office of Policy and Budgeting
OPS	Other Personal Services
OSHA	Occupational Safety and Health Administration
P2000	Preservation 2000
PIR	Project Implementation Report
PLRG	Pollutant Load Reduction Goal
PMP	Project Management Plan
PPB	Parts Per Billion
PPDR	Pilot Project Design Report

PR/MRWSA	Peace River/Manasota Regional Water Supply Authority
PSTA	Periphyton-based Stormwater Treatment Area
PTM	Phosphorus Transport Model
QA	Quality Assurance
QWIP	Quality of Water Improvement Program
RDBMS	Relational Database Management System
RECOVER	Restoration Coordination and Verification
RESTUDY	Central and Southern Florida Project Comprehensive Review Study
RFP	Request for Proposals
ROMP	Regional Observation Monitoring Program
ROW	Right of Way
RPC	Regional Planning Council
RSTF	Regional Stormwater Treatment Facility
RWSP	Regional Water Supply Plan
SAN	Storage Area Network
SAP	System Application and Programs
SB 2142	Senate Bill 2142 (2011)
SC	Service Center
SCADA	Supervisory Control and Data Acquisition
SCAMPI	Standard CMMI Appraisal Method for Process Improvement
SDE	Spatial Database Engine
SFWMD	South Florida Water Management District
SGGE	Southern Golden Gate Estates
SGWB	Southern Ground-Water Basin
SJRWMD	St. Johns River Water Management District
SOETF	Save Our Everglades Trust Fund
SOP	Standard Operating Procedures
SOR	Save Our Rivers (Program)
SRPP	Strategic Regional Policy Plan
SRWMD	Suwannee River Water Management District
STA	Stormwater Treatment Area
STAG	State and Tribal Assistance Grants
STORET	The National Weather Database
STRIVE	Structure Information Verification
SWFRPC	Southwest Florida Regional Planning Council
SFWMD	Southwest Florida Water Management District
SWIM	Surface Water Improvement and Management (Program)
S.W.O.C.	Strengths, Weaknesses, Opportunities, Challenges
SWUCA	Southern Water Use Caution Area
TBD	To Be Determined
TBRPC	Tampa Bay Regional Planning Council
TBW	Tampa Bay Water

TCAA	Tri-County Agricultural Area
TFMCA	Three-Forks Marsh Conservation Area
TMDL	Total Maximum Daily Load
TRIM	Truth in Millage
TV	Temporal Variability
TWG	Technical Working Group
UEC	Upper East Coast
UORB	Upper Ocklawaha River Basin
USACE	United States Army Corps of Engineers
USACOE	United States Army Corps of Engineers
USDA	United States Department of Agriculture
USEPA	United States Environmental Protection Agency
USFWS	United States Fish and Wildlife Service
USGS	United States Geological Survey
WASP	Water Augmentation Supply Potential Model
WaterSIP	Water Savings Incentive Program
WAV	Watershed Action Volunteer
WCA	Water Conservation Area
WMA	Water Management Area
WMD(s)	Water Management District(s)
WMIS	Water Management Information System
WMLTF	Water Management Lands Trust Fund
WOD	Works of the District
WPA	Water Preserve Area
WPSP	Water Protection and Sustainability Program
WPSTF	Water Protection and Sustainability Trust Fund
WQMP	Water Quality Monitoring Program
WQPP	Water Quality Protection Program
WRA	Water Resources Act
WRAC	Water Resource Advisory Commission
WRAP	Water Resource Assessment Project
WRDA	Water Resources Development Act
WRM	Wetland Resource Management
WRPC	Withlacoochee Regional Planning Council
WRWSA	Withlacoochee Regional Water Supply Authority
WSA	Water Supply Assessment
WSE	Water Supply for the Environment
WSRD	Water Supply and Resource Development
WUCA	Water Use Caution Area
WUP	Water Use Permit (also known as CUP)
WUPNET	Water Use Permit Water Quality Monitoring Network
WWC	Water Well Construction