

FY2019 Business Plan Summary



Southwest Florida
Water Management District

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FY2019 BUSINESS PLAN

Summary

Acknowledgments

The effort was guided and supported by the District's Executive Team Sponsor Amanda Rice and Project Management Office Chief James Fine. The development and completion of the Fiscal Year 2019 (FY2019) Executive Summary Business Plan could not have been done without the dedication and insight from the following people:



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INTRODUCTION

The Southwest Florida Water Management District (District) is a science-based organization responsible for managing and protecting the water resources for all or part of the 16-counties in the west-central Florida region. The region faces many water resource challenges as our communities continue to grow and the water resources remain limited. The District's Strategic Plan provides the road map for meeting those challenges by identifying what needs to be accomplished, how it will get done, and how success will be measured.

The District's current five-year Strategic Plan was originally published in 2014 and clearly identified the mission, vision, core values and 10 Strategic Initiatives that covered the District's four core Areas of Responsibility (AORs) — Water Supply, Water Quality, Natural Systems and Flood Protection. The District has identified priorities for each of the four planning regions (Northern, Tampa, Heartland and Southern) and established a goal for each of these areas.

While the Strategic Plan focuses on organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment, it does not identify the resources required to fully implement the plan.

To better address the additional resource needs and more effectively achieve the goals outlined in the Strategic Plan, the District first implemented the development of a Business Plan in FY2015. The Business Plan is updated on an annual basis

and provides a five-year operational road map to show how the District will accomplish the strategic initiatives and regional priorities established in the Strategic Plan.

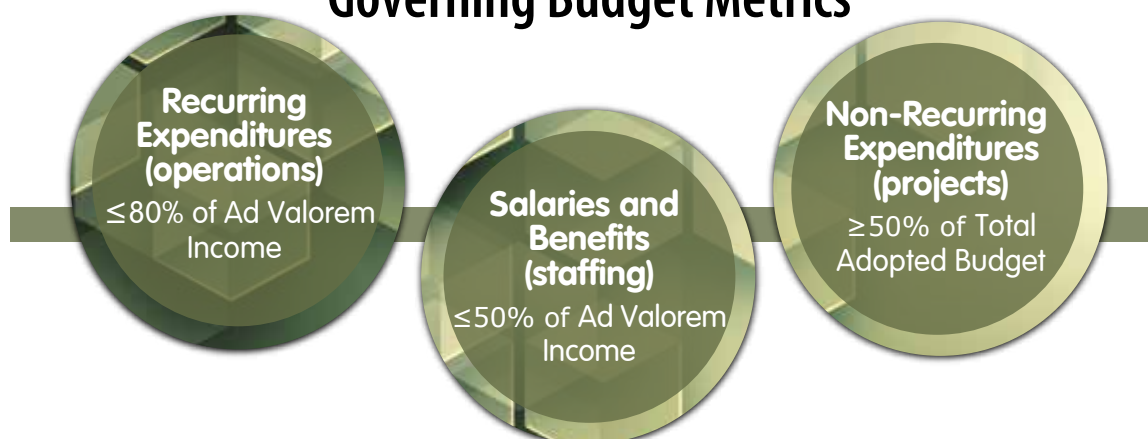
The District realizes the importance of providing a high level of service, adjusting to future growth, and effectively planning for changes in the market and new innovations or direction. The Business Plan considers these factors in guiding management to develop budgets that achieve the multi-year objectives in the Strategic Plan.

Mission Statement

**To protect water resources,
minimize flood risks, and
ensure the public's water
needs are met.**

As the District has continued to improve efficiencies and service to meet taxpayer needs, the Governing Board and Executive Team have implemented three overall efficiency metrics. These "Governing Budget Metrics" demonstrate and require the District to maintain a high level of efficiency. The District strategically looks at important elements of the overall budget and addresses recurring expenditures (operations/equipment), salaries and benefits (staffing) and non-recurring expenditures (projects). These metrics are based on ad valorem income and projected expenses when the annual budget is adopted.

Governing Budget Metrics



STRATEGIC PLAN AND BUSINESS PLAN RELATIONSHIP

The FY2019 Business Plan Executive Summary references the resources needed by each Programmatic Area and AOR to effectively implement the District's Strategic Plan, with a particular focus on:

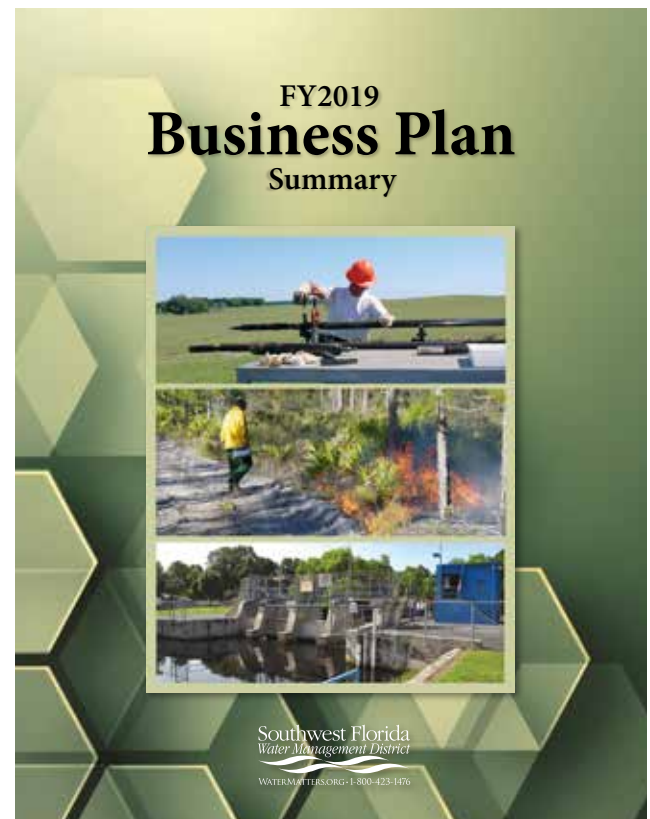
- Expertise (People)
- Project Capacity (Funding)
- Tools (Assets)
- Operational Costs (Expenses)

The Business Teams (teams) developed plans specifically for their respective Program Areas on an annual basis. Those plans contain detailed recommendations for consideration by District management. The previous fiscal year plan is used as the basis for the reassessment of the resource requirements for the FY2019 Business Plan Update.

Purpose of Plan and Summary

The analysis for the FY2019 Business Plan was conducted soliciting input from District staff members who are subject matter experts (SMEs) in each of the six Programmatic Areas. The teams individually reassessed the data collected during the 2018 Business Plan effort and provided updates based on current conditions, resources necessary to implement the strategic initiatives, and where resources were shifted to address resource needs.

More specifically, the teams accomplished the following: mapped workload allocation of effort; conducted a Strength, Weakness, Opportunity and Threat (SWOT) and Stakeholder analysis; developed Key Performance Metrics (KPMs) as they relate to specific issues of each of the six Programmatic Areas and evaluated succession planning and staffing demographics to meet the District's strategic initiatives.



BUSINESS PLANNING PROCESS

The Annual District Business Planning Process includes dedicated people from across the organization to represent a structured, best-practice driven and repeatable process. The elements of this update and the significance to the process are discussed below.

Programmatic Teams

The Business Plan Team members were selected based on their knowledge of a specific Programmatic Area and their broad understanding of the District's core mission. Team leaders were identified and each leader was the point of contact for coordination, collaboration and assignments.

Within the four AORs, six Programmatic Teams (PT) were established to structure the development of the Executive Summary of the Business Plan. These include programmatic codes 1.0 – Water Resource Planning and Monitoring, 2.0 – Land Acquisition, Restoration and Public Works, 3.0 – Operation and Maintenance of Works and Lands, 4.0 – Regulation, 5.0 – Outreach, and Management and Administration.

The PTs conducted facilitated discussions with representative staff for each of the District's business units. The information was analyzed and stand-alone reports for each of the PTs were

developed. The report results were then presented to Executive and Senior Staff to allow an opportunity for comments prior to finalization. Once finalized, the PT reports were rolled up into the current Executive Summary.

Strength, Weakness, Opportunity and Threat Analysis

A Strength, Weakness, Opportunity and Threat (SWOT) Analysis was performed within each of the PTs and used to determine the overall strategic position of the organization within its current environment. Its purpose is to highlight drivers that need to be considered, which may influence resource needs over the next five years. Common SWOT results between the PTs are presented below.

Strengths:

- Strong customer service focus
- Good relationships with other agencies
- Strong staff expertise

Weaknesses:

- Workforce challenges
- Aging infrastructure
- Contractual process challenges

Opportunities:

- Engaged policy makers
- Outside funding
- Land management partnerships
- Technology
- Succession planning

Threats:

- Regulatory and legislative changes
- Employment market
- Increased construction costs
- Workforce challenges

Programmatic Teams



BUSINESS PLANNING PROCESS

Workforce Allocation for Programmatic Teams by AOR

Allocating District personnel time to the four AORs was determined using FY2018 raw salaries. Subsequently, the level of effort to a Section was then established and assigned to a PT, which was then rolled up to the AOR level. The following are the PT breakdowns by Sections.

Programmatic Team 1.0

Water Resource Bureau Administration, Springs & Environmental Flows, Engineering, Resource Evaluation, Data Collection Bureau Administration, Geohydrologic Data, Hydrologic Data, WQMP, Chemistry Laboratory, Mapping & GIS, Survey, Public Affairs Bureau Administration, External Affairs.

Programmatic Team 2.0

Natural Systems Administration, FARMS, SWIM, Water Supply, PMO, Real Estate Services.

Programmatic Team 3.0

Operations & Land Administration, Field Maintenance, Land Management, Land Use & Protection, Vegetation Management, Structure Operations, General Services Administration, Facility and Construction Services, Fleet Services.

Programmatic Team 4.0

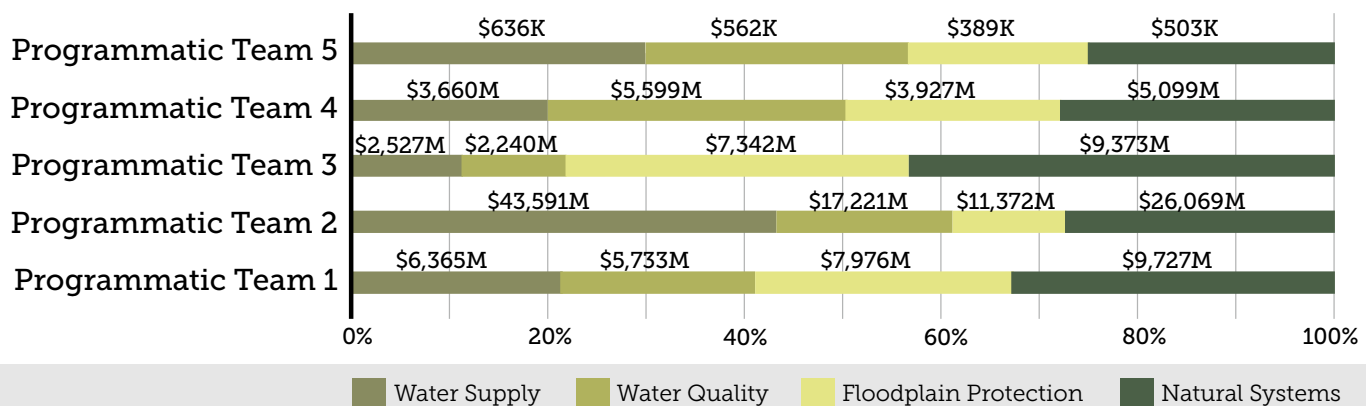
ERP Administration, ERP Evaluation, ERP Compliance, Environmental, Environmental Compliance, WUP Administration, WUP Evaluation, WUP Compliance, Well Construction, Regulatory Support Administration, Business Development, Field Services, IT Administration, Application Systems, Technology Services, Enterprise Infrastructure, Document Services, General Counsel.

Programmatic Team 5.0

Finance Administration, Budget, Accounting, Procurement, Inspector General, Ombudsman, Human Resources, Risk Management, Communications. Also included in this team is 6.0 Management and Administration.

A percent contribution of effort to each AOR by the Programmatic Area was identified. This provided a basis to evaluate the AOR's potential resource needs to effectively assist the District in achieving the strategic initiatives outlined in the Strategic Plan.

Percentages of Budget Assigned to Each AOR



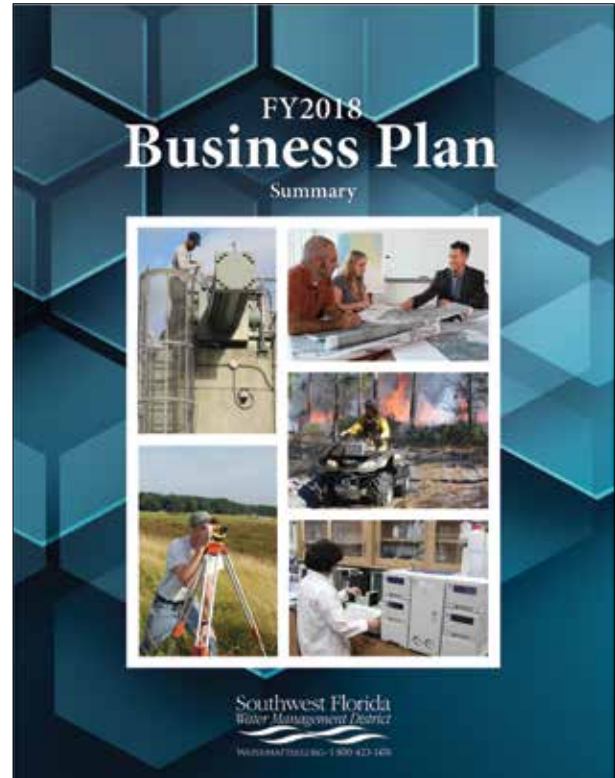
CURRENT STATE OF THE DISTRICT

Fiscal Year 2018 Recap

The FY2018 Business Plan assessment of the resource requirements projected that, if trends and demographics continue, an additional 33 staff may be needed from 2018 to 2022. This would be a 6% increase over present staffing levels, but a 1.5% decrease from the projection in the previous Business Plan (FY17). This decrease was the result of reallocating existing resources to program areas identified in the FY2017 Business Plan.

The FY2018 plan identified a five-year new construction growth rate projection of 11.97% for the FY2018-FY2022 timeframe, an increase of 0.20% from the previous Business Plan estimate. To validate the accuracy of the five-year model, the District evaluated the projections from the previous plan, which identified an annual new construction growth projection for FY2018 of 2.25%. Actual growth was 2.16%, indicating a slight over-projection of 0.09% but a very good indicator for planning purposes.

It is anticipated that the new construction growth projection will continue to trend upwards. The District will continue to adapt appropriately to balance the needs of additional resources (staff, equipment) with the state of the economy while meeting the expectations of the Governing Budget Metrics and meeting the established level of service on an ongoing annual basis.



CURRENT STATE OF THE DISTRICT

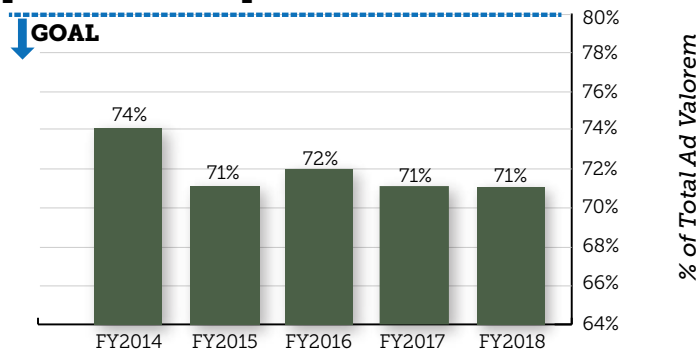
The major considerations in the FY2017 Business Plan, and related achievements accomplished are listed below:

- Business Process Improvements
 - ▶ Continued to investigate and implement efficiencies through application of enhanced technology and business practices to improve levels of service and optimize efficient deployment of resources
 - ▶ Implemented the CASE Contract Management System for all contract types, including amendments, reducing contract processing time
 - ▶ Continued to develop Daptiv Project Management Information System Districtwide improving our project management processes
 - ▶ Implemented DocuSign Electronic Signature Software internally
 - ▶ Implemented a formal Knowledge Management Program
 - ▶ Established normal process for development of process to document procedures
- Human Resources Office developed four major initiatives to proactively address the challenge of the changing workforce
 - ▶ Implemented UltiPro HR Management System that replaced Workforce and Leave Request Programs
 - ▶ Human Capital Attraction (recruitment, onboarding and orientation)
 - ▶ Human Capital Retention (succession/retention planning and risk and safety programs)
 - ▶ Human Resource Projects (human resources metrics, performance management and accountability)
- District Branding
 - ▶ Continued to enhance the District's brand with stakeholders by reinforcing the fundamental relationship between the District's core mission and the quality of life factors that benefit stakeholders and support the local economy
 - ▶ Used the District's six social media channels, blog, email newsletter and website to promote the District's mission, strategic priorities and culture to the public and targeted stakeholders
- Long-Term Financial Planning and Budget Stabilization
 - ▶ Field Equipment Replacement Fund
 - ▶ Network Storage Replacement Fund
- Springs Initiatives
 - ▶ Implemented feasibility projects to identify alternatives to better protect/improve springs water quality
 - ▶ Played an active role in the Springs Steering Committee
 - ▶ All remaining first magnitude springs MFLs approved
 - ▶ All remaining first magnitude springs SWIM Plans approved
- Water Supply Initiatives
 - ▶ Continued to pursue emerging technologies for advanced water supply options
 - ▶ Tampa Augmentation Project (TAP) feasibility analysis
 - ▶ Southern Hillsborough Aquifer Recharge Project (SHARP) feasibility analysis
 - ▶ Investigation of the Lower Floridan Aquifer in Polk County
 - ▶ City of Clearwater Reclaimed Water Aquifer Recharge Project
 - ▶ Completed permitting Flatford Swamp feasibility analysis for aquifer recharge in the SWUCA
- Staffing & Reallocation of Resources to Meet Demands
 - ▶ Four additional student intern positions to recruit and find new employees

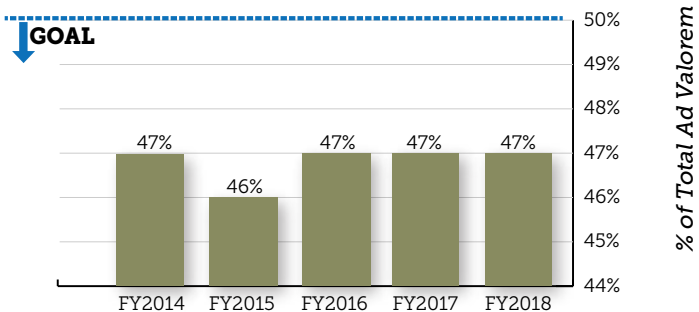
DISTRICT'S GOVERNING BUDGET METRICS

The District's Governing Budget Metrics were implemented in FY2013. The graphs below show the District has consistently achieved the goal for each of the three metrics (Recurring Operating Expenditures, Salaries & Benefits and Non-Recurring Expenditures) during the last five consecutive fiscal years.

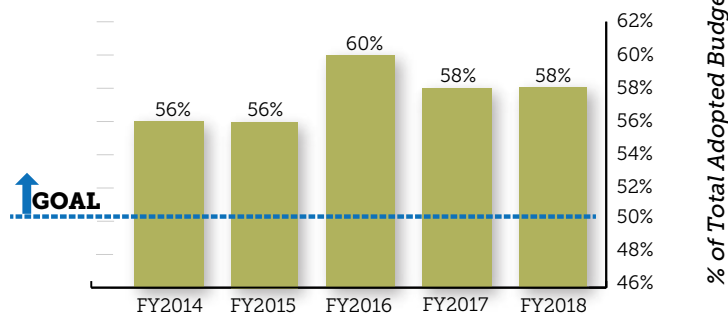
Recurring Expenditures (Operations)



Salary and Benefits (Staffing)



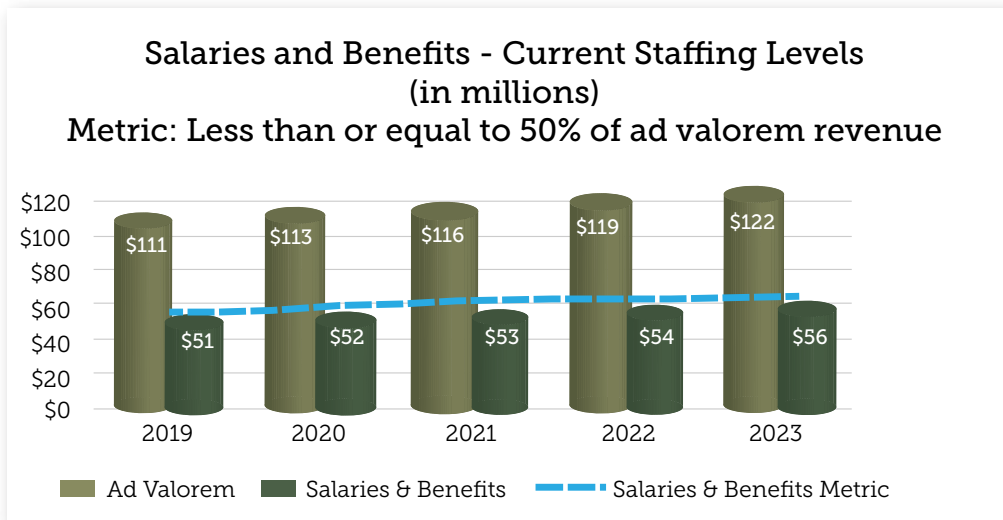
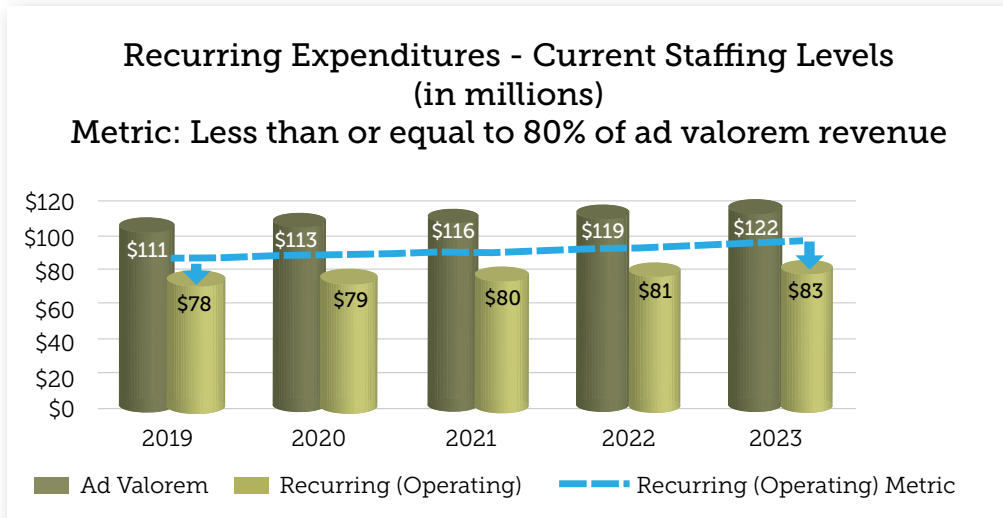
Non-Recurring Expenditures (Projects)



DISTRICT'S GOVERNING BUDGET METRICS

District Governing Budget Metrics (*Existing* FTE Staffing Levels)

The graphs below show the effect on the two metrics related to the recurring expenditures and salaries/benefits if staffing levels were maintained at current levels over the next five years. The recurring expenditures metric of <80% of ad valorem and salaries/benefits metric of <50% of ad valorem would be achieved for the next five years.



KEY PERFORMANCE METRICS

Currently the District tracks and reports key performance metrics (KPMs) on the four AORs: Water Supply, Natural Systems, Water Quality and Flood Protection through the Strategic Plan. The District re-evaluated the appropriateness of existing Strategic Plan metrics and developed additional metrics related to the core business processes for each of the six Programmatic Areas. These additional KPMs were developed through an extensive Districtwide effort to enhance workforce effectiveness.

The goal of this effort was to more effectively achieve the goals outlined in the Strategic Plan by creating benchmarks in the District's business processes at the PT level. Status of KPMs will be evaluated during the fiscal year, reported to the Executive Team for review and used as a variable in the assessment of resource needs in future business plans.

Listed below are the KPMs associated with each of the PTs:

Programmatic Area

1.0 Water Resource Planning and Monitoring

- *Monitor Well Integrity - Inspections and Repairs Completed Versus Pending
- Water Quality Data Availability - Internal, Public and DEP
- Resource Data Monitor Sites - Maintenance and Data Quality
- Watershed Management Plans - Status of Watershed Management Planning versus the WMP five-Year Plan
- *Minimum Flows and Levels - Percent Established Per Annual Plan

2.0 Land Acquisition, Restoration and Public Works

- Conservation - Track conservation reduction goals in MGD by region
- Reclaimed Water - Track progress in meeting strategic goal of 75% utilization by 2040
- *Alternative Water Supplies - Track actual offsets vs. projected offsets (FARMS)

3.0 Operation and Maintenance of Works and Lands

- *Invasive Plant Assessment – Conservation Lands
- Invasive Plant Assessment – Waterways
- *Prescribed Burn Activity
- Flood Fighting Facility USACE Ratings
- Structure Maintenance Activity Type
- Structure Maintenance by Structure Type
- Field Equipment Replacement

4.0 Regulation

- ePermitting - ERP and WUP applications submitted (Utilization of the District's online ePermitting system)
- 15-Day Review - Request for Additional Information (RAI) and Clarification of Received Information (CLAR) letters sent within 15 days for ERP and WUP
- Receipt to Issuance - Average Days Receipt to Issuance for ERP and WUP permits
- Initial Contacts for Complaints
- Request for Additional Information and Clarification Letters Sent - Number of RAI and CLAR letters sent per permit for ERP and WUP

5.0 Outreach & 6.0 Management and Administration

- Public Engagement - Public Records Requests, Ombudsman Contact, Emergency Flood Responses
- *Recruit and Retain – Turnover, Retirements, New Hire Turnover, Average Tenure, Wellness Initiative

**Indicates metric was used as an indicator for resource needs for FY2019*

DRIVERS

Understanding, acknowledging and learning about what influences the District's mission was critical to developing a Business Plan that would work for the District now and into the future. The primary drivers for initiating the Strategic and Business plans have been, and are anticipated to be: Changing Workforce, Population Growth, Water Resource Challenges, and Regulations and Legislation.

District staff retirement and turnover along with technology changes/advancements that may require very different skill sets in the future can have a significant impact on the number of available personnel and their required skills. Retirement of the Baby Boomers, increase in Generation X, smaller size of the Millennial workforce, and the shrinking pool of Science, Technology, Engineering and Math (STEM) talent will be major considerations in the District's future.

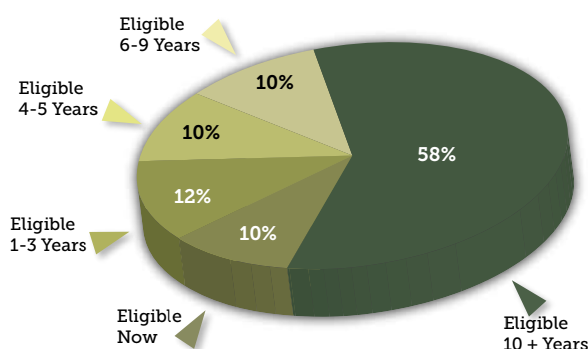
Changing Workforce

The graphs below highlight the significant staff changes that could occur over the next five years.

Eligible to Retire

As of June 30, 2017, there were 176 (33%) employees identified as eligible to retire within the next five years. This confirms the need to implement workforce and succession planning tools.

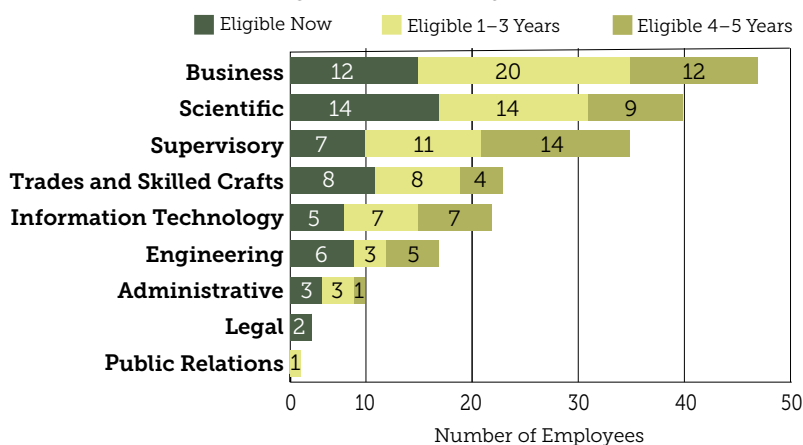
Eligible to Retire
Next 5 Years 176 potential retirements out of 541 current employees 33%



Eligible to Retire by Skill Set

The 176 employees identified as eligible to retire within the next five years have business, scientific or supervisory skill sets. This metric allows for focus on succession planning in the highest areas of concern.

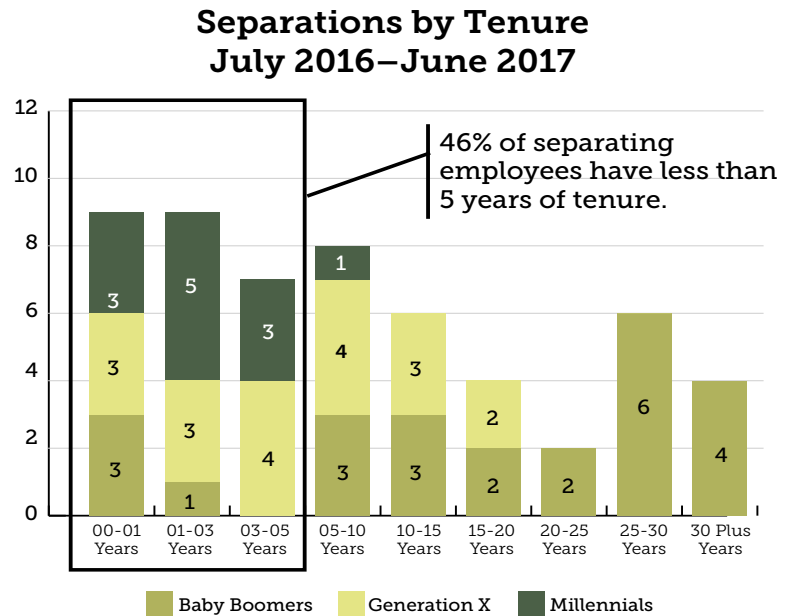
Eligible to Retire by Skill Set



DRIVERS

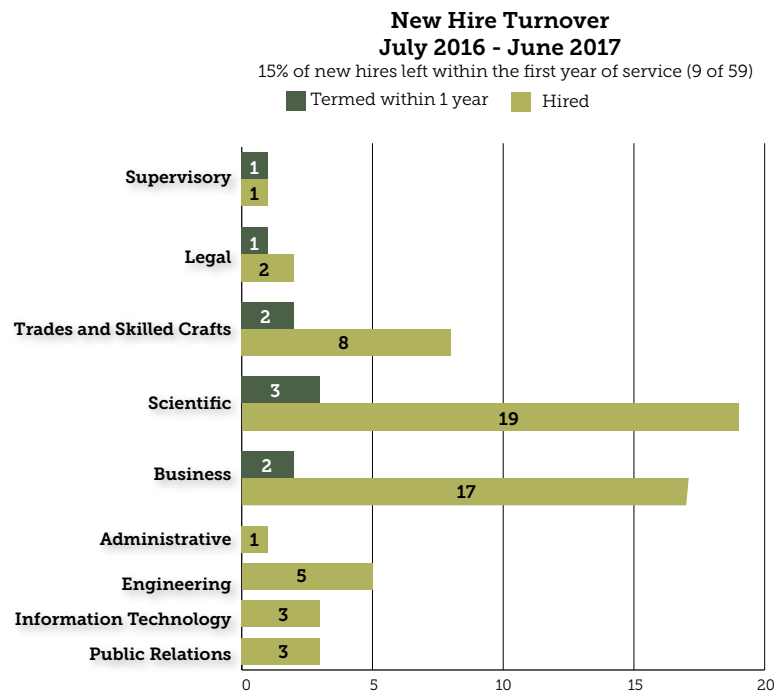
Separations by Tenure

For the 12-month period of July 1, 2016 to June 30, 2017, there were 55 separations. 45.5% of the separating employees had less than five years with the District.



New Hire Turnover

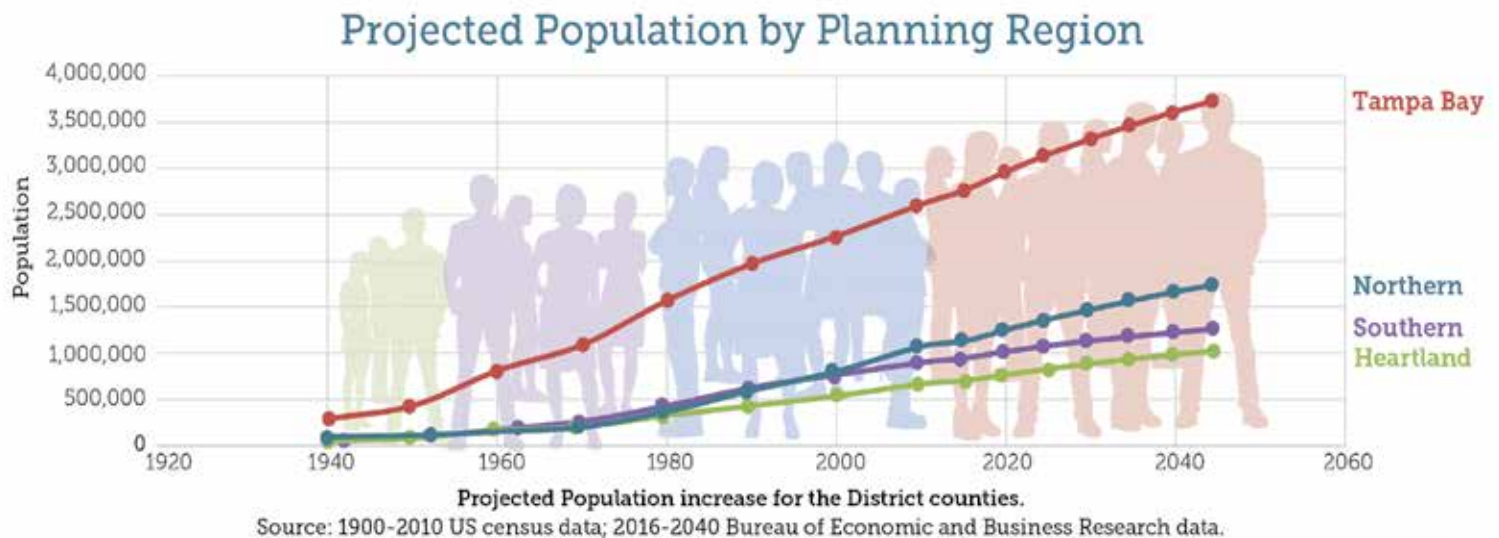
For the 12-month period of July 1, 2016 to June 30, 2017, 15% of the new hires left employment before the first year of employment. This indicates that an onboarding program must be implemented, as well as reviewing other areas of concern from the exit interviews.



DRIVERS

Population Growth

As shown in the graphic below, population in the District's four regions is projected to increase significantly over the next 30 years. This growth will put increased pressure on District resources to respond to stakeholder demands.



Water Resource Challenges

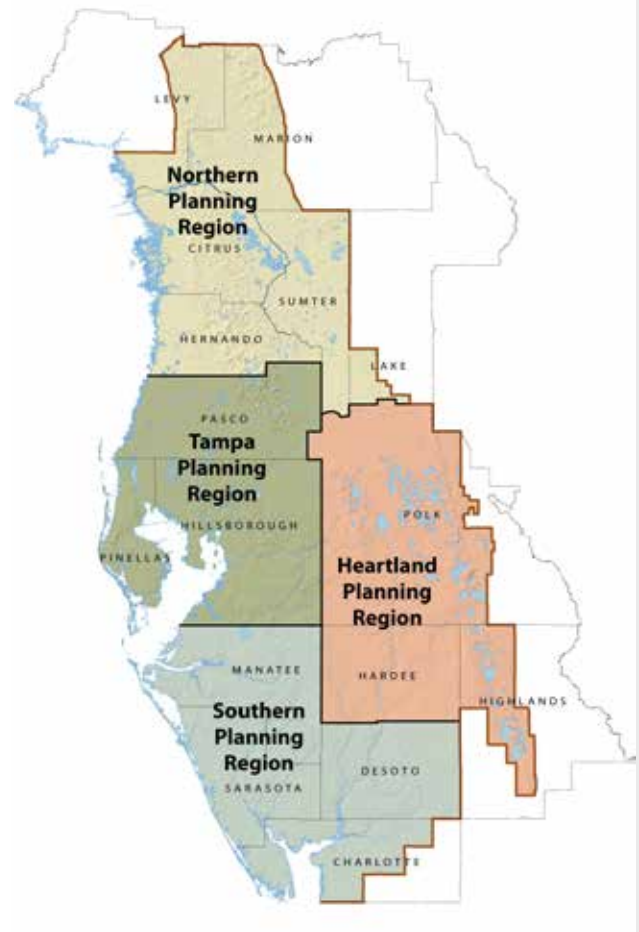
The Central Florida Water Initiative (CFWI), challenges with water use caution areas (SWUCA and Dover/Plant City) and the focus on springs will present additional planning and implementation requirements for the District.

Regulation

Upcoming and anticipated changes in regulations (i.e., Minimum Flows and Levels (MFLs), Total Maximum Daily Loads (TMDLs) and federal requirements) may require new technologies, additional personnel and time to meet the requirements.

Legislation

The State Legislature can modify the District's priorities through legislation and appropriations. The legislature continues to advance water policy that can impact the District, specifically as it relates to water conservation and water supply and related planning, springs protection and the establishment of MFLs for outstanding Florida springs. The legislature also has placed an emphasis on springs-related funding, land acquisition and land management. This could continue to have significant impacts on District programs, including various aspects of the springs-related initiatives. This could include strategic land acquisition, establishing MFLs, natural systems restoration, and water supply development and permitting.



FISCAL YEAR 2019 BUSINESS PLAN

The FY2019 Business Plan (Plan) provides updated projections for resource requirements including personnel, equipment and additional project needs. Since our greatest asset is our staff, the Plan will provide an overall evaluation of the resource requirements and a revised analysis of the District's changing workforce with a focus on trends in employee turnover and sustainment of the District's technical excellence.

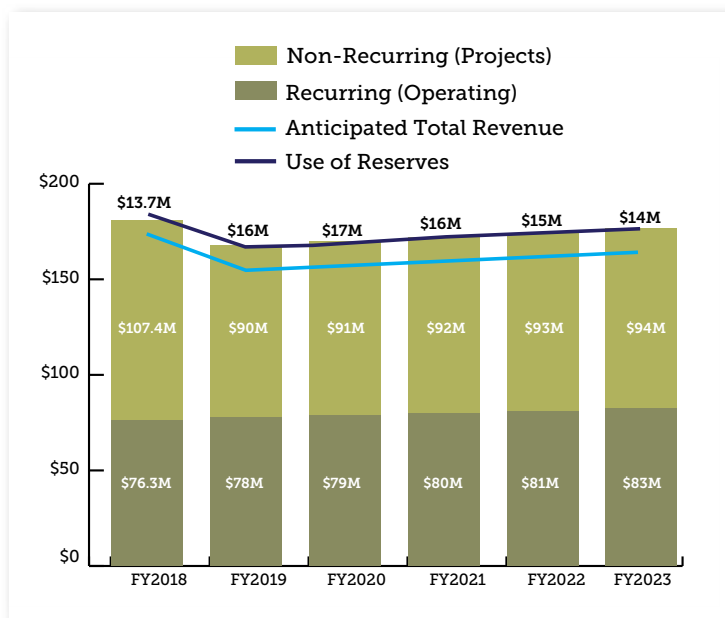
The District's Business Plan is updated on an annual basis and submitted to the Governing Board for review at the start of each fiscal year. This allows for the associated recommendations to be considered in the development of the preliminary budget for the following fiscal year.

The District's goal is to continue the high level of service while remaining efficient in our service to the taxpayer. This requires balancing the needs of additional resources (staff, equipment) with the current state of the economy on an annual basis.

Long-Term Funding Model

The District is committed to solving the region's water resource issues cooperatively. Its Cooperative Funding Initiative (CFI) has been in place since 1988 and has resulted in a combined investment (District and its cooperators) of over \$3 billion for the region's water resources. CFI projects are based on regional water supply plans and established funding thresholds for vital natural systems, flood protection and water quality projects. The evaluation of fiscal resources over a five-year span is required to ensure sustainable funding for CFI and other critical projects and plans set forth by the District. This evaluation includes the District's long-term funding plan, demonstrating the District's ability to adequately address the core mission areas of responsibility.

The District's financial modeling tool is used to assist the District in assessing the adequacy of its financial resources under various economic conditions and resource demands. The financial model considers all available resources and reserves, and projects future revenues and resource demands, including the District's commitment to fund half the annual budget for non-recurring projects. The funding commitment in non-recurring expenditures includes funding for major water supply and resource development projects consistent with the Strategic Plan. The District believes these efforts provide a strong basis for the long-term funding plan.



RESOURCE ASSESSMENT






Due to the impacts of the changing workforce, population growth, water resource challenges, regulations and legislation, and following through on the recommendations, additional resources may be necessary. The data presented below are based on an estimated cost analysis, which included comparing FY2018 bureau-wide staffing and budget expenditures to staffing and budget expenditures needed to support the strategic initiatives as defined in the Strategic Plan (2014-2018) over a five-year horizon.

For the FY2019 Business Plan, staff performed a detailed analysis of the current and additional workforce necessary to meet the challenges for 2019 to 2023 to achieve the initiatives outlined in the Strategic Plan and continue to meet the level of service in a growing economy. The continuing recovery from the economic downturn and the increasing development activity places demands on District services. The estimated trends and demographics project the need to potentially add

24 additional staff over the next five years. These potential additions equate to a 4% increase in existing staffing levels Districtwide, a 1.5% reduction from the previous plan (FY18) estimates. This decrease was the result of reallocating existing resources to program areas identified in the previous business plan and reforecasting the level of effort by strategic initiatives.

As these staffing needs are identified, further evaluations were performed to analyze pertinent variables such as new construction growth projections, increase in permit activity and ad valorem levels. One major indicator of increased demand on staffing needs is the new construction growth rate, which was estimated to be 12.07% for the FY2019-FY2023 time period, up 0.10% from the previous business plan's new construction growth estimate.

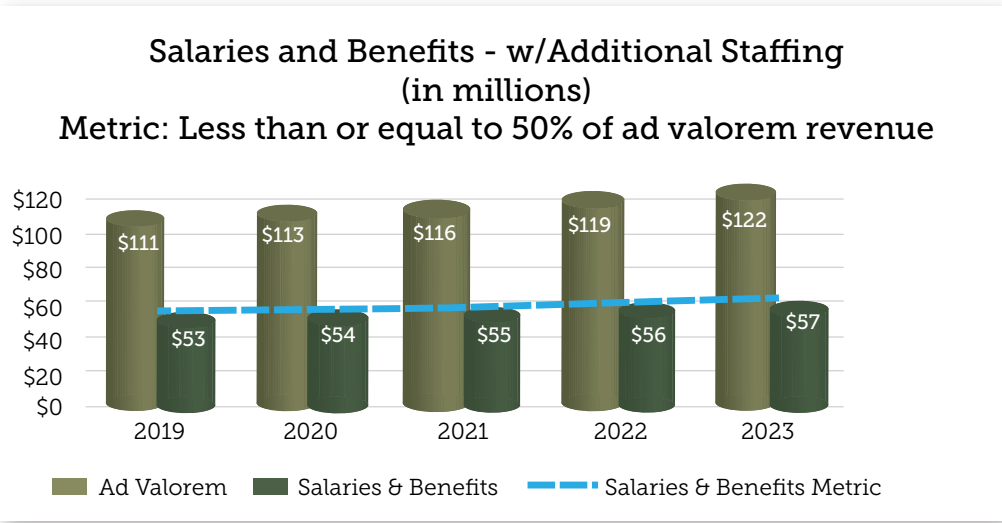
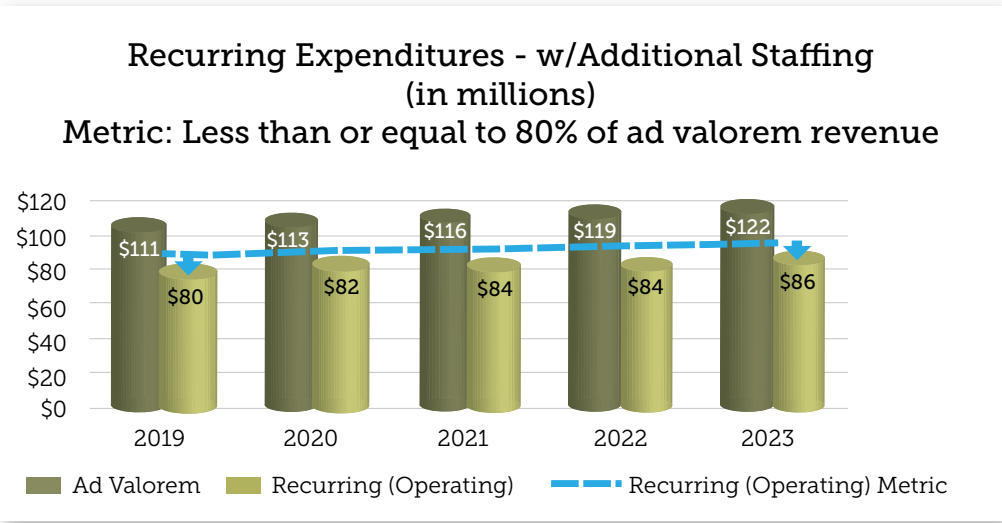
The following table indicates the number of potential new FTEs and estimated salaries by PT and Bureau.

Bureau											
Programmatic Teams	Natural Systems & Restoration	Water Resources	Operations	Data Collection	Environmental Resource	OCG	CSB	Finance	Human Resources & Risk Management	Public Affairs	Total*
 TEAM 1 WATER RESOURCES PLANNING AND MONITORING	2	1	3								6
 TEAM 2 ACQUISITION, RESTORATION AND PUBLIC WORKS		1									1
 TEAM 3 OPERATION AND MAINTENANCE OF LANDS AND WORKS			5				3				8
 TEAM 4 REGULATORY				3	2						5
 TEAM 5 OUTREACH, AND DISTRICT MANAGEMENT AND ADMINISTRATION/EXECUTIVE								1	2	1	4
Total Additional	2	2	5	3	3	2	3	1	2	1	24
Total % Increase by Bureau	5%	4%	6%	4%	2%	13%	7%	4%	22%	3%	4%
Total Estimated Base Salary	\$147,480	\$178,822	\$316,461	\$202,076	\$171,993	\$185,772	\$157,528	\$37,000	\$109,191	\$73,740	\$1,622,776

ADDITIONAL FTEs

District Governing Budget Metrics






Graphs below indicate the effect on metrics related to the recurring expenditures and salaries/benefits to the potential addition of 24 FTEs over the next five years. The recurring expenditures metric of <80% of ad valorem would be still be achieved but the salaries/ benefits metric would be pushed to the upper limit of the goal of <50% ad valorem.



OPERATIONS AND PROJECT NEEDS






Operating Tools/Equipment

Each of the PT teams evaluated the short- and long-term goals and needs over the next five years to develop estimates of additional necessary resources needed based on the specific PT teams. The results of these evaluations are summarized here. The teams also worked together to determine where resources could be shared across PT teams and bureaus. Equipment costs include items for office space, furniture, equipment and supplies, miscellaneous field and heavy equipment, and required attachments. Advancements with technology also will impact equipment costs. New and more robust computers and software will be required to support more sophisticated models. Staff will continue to update these estimates on an annual basis.

Equipment Needs	Description
 \$95,000 TEAM 1	Equipment associated with the requested positions including trucks, offices and computers.
 \$7,500 TEAM 2	Equipment associated with the requested positions including office computers.
 \$229,500 TEAM 3	Equipment associated with the requested positions including trucks, offices and computers.
 \$37,500 TEAM 4	Equipment associated with the requested positions including computers.
 \$30,000 TEAM 5	Equipment associated with the requested positions including computers.

Projects

The economic downturn in 2008 had a profound negative impact on the District and its cooperating stakeholder communities. Recent and forecasted population growth, along with the associated increase in economic activity, will elevate the demand for District resources over the next five years across many programs. This influence will be especially pronounced within the Water Supply AOR, and could drive the need for increased cooperator project funding and related District support over a longer time frame.

	Description
 \$4,879,350 TEAM 1	Build-out and expansion of existing saltwater intrusion monitoring network wells.
 \$203,527,625 TEAM 2	CFI Projects–Flood Protection, Polk Regional Water Cooperative, SWIMAL Recovery at Flatford Swamp, Tampa Augmentation Project, Winter Haven Southern Basin Aquifer Recharge Feasibility, PRMRWSA Partially Treated Water ASR, Pasco County Reclaimed Expansion, South Hillsborough Aquifer Recharge Expansion, SWUCA/CFWI Lake Recovery–Polk County, Ridge Lakes Recovery–Highlands County
 \$1,995,000 TEAM 3	Increase in USACE maintenance standards for flood Fighting Facilities, and the addition of the maintenance of the Lake Hancock wetlands and associated properties.
 \$0 TEAM 4	No increase
 \$0 TEAM 5	No increase

PRELIMINARY FUTURE CAPITAL ASSET ACQUISITION

The Water Management Information System (WMIS) has been in production since 2007. When built, it was anticipated that the system would have a lifespan of 15 to 20 years. As part of its long-range planning efforts, the Information Technology Bureau (ITB), in conjunction with the Data Collection and Regulatory Support Bureaus, conducted an analysis to determine when it would be appropriate to initiate projects to replace the current WMIS ePermitting and Scientific Data functionalities. As a result of this analysis, it is recommended that two projects be initiated in FY2019 to replace these WMIS systems:

Project 1 - WMIS Resource Data Replacement

This project has two components and it is anticipated that, if funded, will be completed in FY2019

- Component 1 to occur throughout FY2019 will focus on migrating the management of the District's water quality and hydrologic data to the Water Information System by Kisters (WISKI) software system
- Component 2 to occur throughout FY2020 will focus on establishing the management of the District's biological and ecological data within the WISKI software and migrating these existing data types to the WISKI system

Project 2 - WMIS ePermitting Replacement

If approved, this project will run from FY2019 to FY2022 and will result in a new ePermitting system built upon a to-be-determined Business Process Management software.

This analysis has been identified in the ITB Five-Year Plan for the last two years, and the initial analysis phase was conducted during FY2017. This effort and associated preliminary budgetary information was presented to the IT & Data Governance Committee in October 2017.

Additional assessments are currently ongoing and budgetary requirements will be better defined in the near future. Implementation is expected to take approximately four years and preliminary estimates total approximately \$10M.

BUSINESS PLAN CONSIDERATION NEEDS

Resource Guidance by Year

The District is committed to the continual review and appropriate updates to both the Strategic and Business plans on a regular basis to fully support its core mission and Areas of Responsibilities. The overall process, beginning with the direction provided by the Governing Board, will be established within the Strategic Plan and updated every five years. The corresponding resource needs identified will be addressed in the Business Plan, which will outline the annual needs presented for approval during the budgeting process. Implementation of the District's Business Plan will enhance the ability to forecast financial, operational and staffing resources necessary to meet the District's initiatives and goals as outlined in the Strategic Plan.

In turn, the District should allow the Business Plan to inform and adapt the Strategic Plan through a continuous improvement feedback loop. The Executive Team will continue the use of District staff/teams in the Business Plan development process.

District staff are knowledgeable and dedicated to achieving the vision of the District and gain additional perspective of the challenges facing the District through purposeful involvement as District subject matter experts in the process.

It is important to note that potential resource needs were identified and provided to Executive in the Business Plan as guidance and are subject to change based on further assessment. Potential resource needs over the next five years are summarized in more detail at the end of this document.

The potential for additional District resources is being impacted by the drivers listed earlier such as:

- Population and New Construction Growth
- Water Resource Challenges
- Regulations
- Legislation

Staff will continue to look for efficiencies through such programs as Project DIVE, and reallocation of staff where possible, to offset the identified needs. Efficiencies and new technologies will be implemented where possible to offset the resource needs identified here.

The Governing Board has ultimate approval of resource changes through approval of the annual budget.

STAFFING CONSIDERATIONS FY2019

PROGRAMMATIC TEAM 1

WATER RESOURCES PLANNING AND MONITORING

DATA COLLECTION BUREAU

Geohydrologic Data Section

1 Field Technician

- Responsible for implementing an ongoing Districtwide monitoring well maintenance and repair process to ensure integrity of existing wells.

Geohydrologic Data Section

2 Hydrogeologists

- One Hydrogeologist FTE will be responsible for implementation of an ongoing Districtwide monitoring well maintenance and repair process to ensure integrity of existing wells.
- One Hydrogeologist FTE will support springs restoration initiatives through design, construction, and report production of up to 150 new wells within springs basins over a 10-year period.

NATURAL SYSTEMS BUREAU

Natural Systems Administration Section

1 Environmental Scientist

- The Environmental Scientist is needed to coordinate water policy review and development with other water management districts and state agencies.

Springs & Environmental Flows Section

1 Environmental Scientist

- The SEF Environmental Scientist is needed to manage the expected increase in workload for MFL re-evaluations and establishments for rivers and springs.

WATER RESOURCES BUREAU

Resource Evaluation Section

1 Professional Geologist/Engineer

- The Professional Geologist/Engineer in the Resource Evaluation section is needed to manage an increased workload associated with the MFL Priority List and Schedule for lakes and aquifers.

PROGRAMMATIC TEAM 2

ACQUISITION, RESTORATION AND PUBLIC WORKS

WATER RESOURCES BUREAU

Water Supply Section

1 Staff Engineer

- One additional FTE (Staff Engineer) was identified for the Water Supply Section as a result of the resource needs assessment.

PROGRAMMATIC TEAM 3

OPERATION AND MAINTENANCE OF LANDS AND WORKS

OPERATIONS AND LAND MANAGEMENT BUREAU

Field Operations Section

1 Senior Heavy Equipment Operator

- Field Operations identified 1 FTE to address the increase in USACE maintenance standards for Flood Fighting Facilities, and the addition of the maintenance for the Lake Hancock wetlands and associated properties.

Structure Operations Section

1 Structure Operations Trades Worker

- Increasing stop gate maintenance to meet the required gate maintenance frequency.

Vegetation Management Section

1 Vegetation Management Specialist

- Increased maintenance activities associated with the new vegetation management responsibilities.

Vegetation Management Section

1 Lead Vegetation Management Specialist

- Increasing the team would eliminate the annual treatment deficit by making the required per staff assessment and treatment workload achievable.

Operations and Land Management-Administration Section

1 Project Manager 2

- This position is needed to assist with the implementation and management of the increase in the contractual services in the Structure Operations, Field Operations, and the Vegetation Management Sections.

GENERAL SERVICES BUREAU

Fleet Services Section

1 Fleet Technician 1

- An increase of 20 or more pieces of light-duty or heavy vehicles or equipment will require the addition of 1 FTE.

PROGRAMMATIC TEAM 4

REGULATORY

ENVIRONMENTAL RESOURCE PERMITTING BUREAU

ERP Evaluation Section

1 Environmental Scientist

- The one environmental scientist is needed to manage the documented increase in workload for permit application reviews.

ERP Evaluation Section

2 Engineers

- The two evaluation engineers are needed to manage the documented increase in workload for permit application reviews.

OFFICE OF GENERAL COUNSEL

Office of General Counsel Section

1 Attorney

- The need for the Attorney in the OGS is driven by increased workloads and requests for staffing and funding in all of the Programmatic Groups for which legal provides services.

PROGRAMMATIC TEAM 5

**OUTREACH, AND DISTRICT
MANAGEMENT AND ADMINISTRATION/
EXECUTIVE**

FINANCE BUREAU

Budget Section

1 Financial System Analyst

- An entry level financial systems analyst is required due to increasing workload from the technical aspect required to manage the District's three major financial systems.

HUMAN RESOURCES OFFICE

Human Resources Section

1 Human Resources Technician

- Position was identified to assist with the talent acquisition workload, additional HRO responsibilities related to changing processes and to begin the succession planning process for upcoming retirement.

RISK MANAGEMENT SECTION

1 Risk Management Technician

- This position will take on administrative tasks, assist with program increases and learn safety-related functions to ensure that a smooth transition can occur when the Safety Professional retires.

PUBLIC AFFAIRS BUREAU

Communications Section

1 Conservation Coordinator

- Development and expansion of conservation programming as well as PRWC and CFWI support will increase the demand for additional conservation coordination.

PROGRAMMATIC TEAM 3

**OPERATION AND MAINTENANCE OF
LANDS AND WORKS**

GENERAL SERVICES BUREAU

Facility Services Section

1 Facilities Trades Worker 2

- The construction or leasing of new office space managed by the District's Facility Services staff will require the addition of 1 FTE.

Fleet Services Section

1 Fleet Technician 2

- An increase of 20 or more pieces of light-duty or heavy vehicles or equipment will require the addition of 1 FTE.

PROGRAMMATIC TEAM 4

REGULATORY

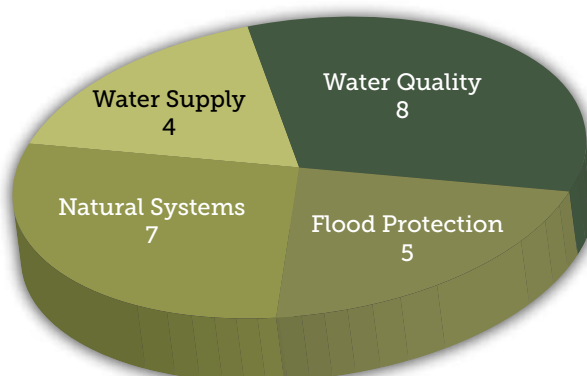
OFFICE OF GENERAL COUNSEL

Office of General Counsel Section

1 Attorney

- The need for the Attorney in the OGS is driven by increased workloads and requests for staffing and funding in all of the Programmatic Groups for which legal provides services.

Number of FTE Considerations by AOR



Mission Support, Equally Distributed across all 4 AORs



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The Southwest Florida Water Management District (District) does not discriminate on the basis of disability. This nondiscrimination policy involves every aspect of the District's functions, including access to and participation in the District's programs and activities. Anyone requiring reasonable accommodation as provided for in the Americans with Disabilities Act should contact the District's Human Resources Bureau, 2379 Broad St., Brooksville, FL 34604-6899; telephone (352) 796-7211 or 1-800-423-1476 (FL only), ext. 4706; or email ADACoordinator@WaterMatters.org. If you are hearing or speech impaired, please contact the agency using the Florida Relay Service, 1(800)955-8771 (TDD) or 1(800)955-8770 (Voice).