

Fiscal Year 2021–22

Preliminary Budget Submission

Pursuant to Section 373.535, Florida Statutes



Southwest Florida
Water Management District

WATERMATTERS.ORG • 1-800-423-1476

January 15, 2021

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Southwest Florida Water Management District

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John Mitten

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Brian J. Armstrong, P.G.

Executive Director

January 15, 2021

The Honorable Wilton Simpson
President of the Senate
409 The Capitol
404 South Monroe Street
Tallahassee, FL 32399-1100

The Honorable Chris Sprowls
Speaker of the House of Representatives
420 The Capitol
402 South Monroe Street
Tallahassee, FL 32399-1300

Chairs of Legislative Committees and Subcommittees with fiscal jurisdiction
(see attached distribution list)

Subject: Southwest Florida Water Management District
Preliminary Budget Submission for Fiscal Year 2021-22

Dear Senate President, Speaker of the House, and Legislative Chairs:

In accordance with section 373.535, Florida Statutes, the Southwest Florida Water Management District (District) respectfully submits its Preliminary Budget Submission for fiscal year (FY) 2021-22. The preliminary budget emphasizes our commitment to protecting and restoring Florida's water resources while meeting Governing Board priorities, legislative directives, and the District's Five-Year Strategic Plan; and ensuring the core mission of water supply, water quality, flood protection, and natural systems is achieved. The budget also furthers the Governor's priorities and the Legislature's support of those priorities, including projects to restore springs, reduce pollution, and develop alternative water supplies (AWS). In addition, our long-term funding plan demonstrates that the District's fiscal resources, supplemented with prudently managed project reserves, can support a healthy investment in water resources and the economy over the next five years.

The District's FY2021-22 preliminary budget totals \$194,720,463, compared to the FY2020-21 current amended budget of \$183,494,869. The operating budget of \$83,055,274 is 43 percent of the preliminary budget. Maintaining operational costs well below current ad valorem revenue levels provides the District with the funding capacity to sustain a significant investment of \$111,665,189 in projects, representing 57 percent of the preliminary budget.

Dedicated to solving the region's water resource issues through cooperative programs, primarily its Cooperative Funding Initiative, the District will leverage \$79,652,249 through cooperative public and private partnerships resulting in a total investment of more than \$151 million for sustainable AWS development, water quality improvements, and other

water resource management projects, illustrating the District's commitment to putting tax dollars to work. Exemplifying our commitment to prudently manage financial resources, the District continues to work closely with its local partners to ensure that capital projects are efficiently and effectively constructed for the benefit of our regional water resources and economies.

Key initiatives in the District's FY2021-22 preliminary budget include:

- \$32.3 million for development of AWS to ensure an adequate supply of water resources for all existing and future reasonable and beneficial uses.
- \$7 million for the Facilitating Agricultural Resource Management Systems (FARMS) program to implement agricultural Best Management Practices (BMPs).
- \$3.8 million for water quality improvement projects to treat stormwater runoff before discharging directly or indirectly to water bodies.
- \$6.1 million for springs initiatives to restore springs and spring-fed rivers to improve water quality and clarity, and restore natural habitats such as: shoreline restoration, wetland treatment, beneficial reclaimed water reuse, and septic to sewer conversions.
- \$27.9 million for Watershed Management Program projects:
 - \$8.4 million for the modeling and planning phases to determine local and regional floodplain information, and flood protection status and trends to support floodplain management decisions and initiatives.
 - \$19.5 million for the implementation phase involving construction of preventive and remedial projects and BMPs to address potential and existing flooding problems.
- \$12.6 million for the management of 86 water control structures, 63 miles of canals, 7 miles of dam embankments, and over 170 secondary drainage culverts.
- \$5.3 million to manage over 453,000 acres of conservation lands for the statutorily-mandated purposes of protecting and restoring their natural condition.
- \$6.1 million for Minimum Flows and Minimum Water Levels (MFLs) activities for streams, estuaries, lakes, aquifers, wetlands, and springs:
 - \$2.7 million to support the establishment and evaluation of MFLs, including monitoring, mapping, research, hydrologic and biologic analysis, and peer review.
 - \$3.4 million to implement recovery efforts to prevent significant harm and re-establish the natural ecosystem.

We deliver to you a budget designed to live within our means, meet statutory requirements, operate on a pay-as-you-go basis without debt, and demonstrate our commitment to continually look for opportunities to increase efficiencies while improving the services we provide to the public.

Please contact John Campbell, Division Director, Management Services; Amanda Rice, Assistant Executive Director; or myself if you require any additional information. We look forward to working with you, the Executive Office of the Governor, and the Department of Environmental Protection as we work toward the adoption of the budget on September 28, 2021.

Sincerely,



Brian J. Armstrong, P.G.
Executive Director

Senate President, Speaker of the House, and Legislative Chairs
Subject: Southwest Florida Water Management District
Preliminary Budget Submission for Fiscal Year 2021-22
January 15, 2021
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Recipients of the Preliminary Budget Submission for Fiscal Year 2021-22:

Executive Office of the Governor

Ron DeSantis, Governor
Diane Moulton, Director of Executive Staff

Florida Senate

Office of Senate President

Wilton Simpson, President

Senate Committee on Appropriations

Kelli Stargel, Chair (Alternating Chair of Joint Legislative Budget Commission)
Tim Sadberry, Staff Director

Senate Appropriations Subcommittee on Agriculture, Environment, and General Government

Ben Albritton, Chair
Giovanni Betta, Staff Director

Senate Committee on Environment and Natural Resources

Jason Brodeur, Chair
Ellen Rogers, Staff Director

Senate Committee on Governmental Oversight and Accountability

Ray Wesley Rodrigues, Chair
Joe McVane, Staff Director

Florida House of Representatives

Speaker of the House

Chris Sprowls, Speaker

House Appropriations Committee

Jay Trumbull, Chair (Alternating Chair of Joint Legislative Budget Commission)
Eric Pridgen, Staff Director

House Agriculture & Natural Resources Appropriations Subcommittee

Josie Tomkow, Chair
Scarlet Pigott, Budget Chief

State Affairs Committee

Ralph E. Massullo, MD, Chair
Heather Williamson, Staff Director

House Environment, Agriculture & Flooding Subcommittee

James Buchanan, Chair
Alexandra Moore, Policy Chief

House Government Operations Subcommittee

Jason Fischer, Chair
Melissa Smith, Policy Chief

Florida Department of Environmental Protection

Noah Valenstein, Secretary
Leslie Reed, Chief of Staff
Adam Blalock, Deputy Secretary, Division of Ecosystem Restoration
Frank Powell, Assistant Deputy Secretary, Division of Ecosystem Restoration
Edward C. Smith, Director, Office of Water Policy & Ecosystems Restoration
Jack R. Furney, Jr., Program Administrator, Office of Water Policy & Ecosystems Restoration
Christina Coger, Environmental Administrator, Office of Water Policy & Ecosystems Restoration
Stefani Weeks, Engineer Specialist, Office of Water Policy & Ecosystems Restoration

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I. Foreword

This Preliminary Budget report has been prepared to satisfy the requirements of Senate Bill 1986 (Chapter 2012-126, Laws of Florida), which made significant revisions to sections 373.503, 373.535, and 373.536, Florida Statutes and provided the Legislature additional oversight of the water management districts' budgets. This report provides the Legislature with a comprehensive budget that allows for an analysis that coincides with the annual legislative session and enables the Legislature to review the effectiveness of the districts' utilization of taxpayer resources to meet core mission responsibilities. The Preliminary Budget also provides a fiscal analysis determination regarding the progress of each district in meeting its 20-year projected water supply demands, including funding for alternative sources and conservation. The report will highlight projects dedicated to supporting the districts' core missions of water supply, water quality, flood protection and floodplain management, and natural systems.

The content and format of this report were developed collaboratively by the staffs of the Executive Office of the Governor (EOG), Senate, House of Representatives, Department of Environmental Protection (DEP), and all five water management districts. The report's standardized format utilizes six statutorily-identified district program areas listed below:

1. Water Resource Planning and Monitoring
2. Land Acquisition, Restoration, and Public Works
3. Operation and Maintenance of Works and Lands
4. Regulation
5. Outreach
6. Management and Administration

The Legislature may annually review the Preliminary Budget for each district. On or before March 1 of each year, the President of the Senate and the Speaker of the House of Representatives may submit comments regarding the Preliminary Budget to the districts and provide a copy of the comments to the EOG. Each district is required to respond to any comments in writing on or before March 15 of each year to the President of the Senate, the Speaker of the House of Representatives, and the EOG. If, following such review, the Legislature does not take any further action on or before July 1 of each year, a water management district may proceed with Tentative Budget development.

In compliance with statutory requirements, the Southwest Florida Water Management District submits this January 15 Preliminary Budget for review to the President of the Senate, the Speaker of the House of Representatives, and the chairs of each legislative committee and subcommittee having substantive or fiscal jurisdiction over water management districts, as determined by the President of the Senate or the Speaker of the House of Representatives.

Standardized definitions and acronyms that may help in reviewing this document have been provided on the DEP website <https://floridadep.gov/water-policy/water-policy/documents/wmd-budget-definitions-and-acronyms>.

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II. Introduction

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: Environmental Land and Water Management Act, Comprehensive Planning Act, Land Conservation Act, and Water Resources Act. Collectively, these policy initiatives reflected the philosophy that land use, growth management, and water management should be joined.

Florida's institutional arrangement for water management is unique. The Florida Water Resources Act of 1972 (WRA), Chapter 373, Florida Statutes, granted Florida's five water management districts broad authority and responsibility. Two of the five districts existed prior to the passage of the WRA (South Florida and Southwest Florida), primarily as flood control agencies. Today, however, the responsibilities of all five districts encompass four broad categories: water supply (including water allocation and conservation), water quality, flood protection and floodplain management, and natural systems.

The five regional water management districts, established by the Legislature and recognized in the Florida Constitution, are set up largely on hydrologic boundaries. Water management districts are funded by ad valorem taxes normally reserved for local governments using the taxing authority that emanates from a constitutional amendment passed by Floridians in 1976. The water management districts are governed regionally by boards appointed by the Governor and confirmed by the Senate. There is also general oversight at the state level by the Department of Environmental Protection.

In Florida, water is a resource of the state, owned by no one individual, with the use of water overseen by water management districts acting in the public interest. Florida law recognizes the importance of balancing human needs for water with those of Florida's natural systems.

The Southwest Florida Water Management District (District) was established in 1961 to operate and maintain several large flood protection projects. Since then, legislative action and state agency delegation have expanded the District's responsibilities to include managing water supply and protecting water quality and the natural systems in response to evolving water management challenges. The District, along with the other four water management districts, works with state agencies and local governments to ensure there are adequate water supplies to meet growing demands while protecting and restoring the water resources of the state; addressing water quality issues; protecting natural systems in Florida through land acquisition, land management, and ecosystem restoration; and promoting flood protection. For additional information, interested readers should review the websites and contact officials at each district. The Southwest Florida Water Management District's website is www.WaterMatters.org.

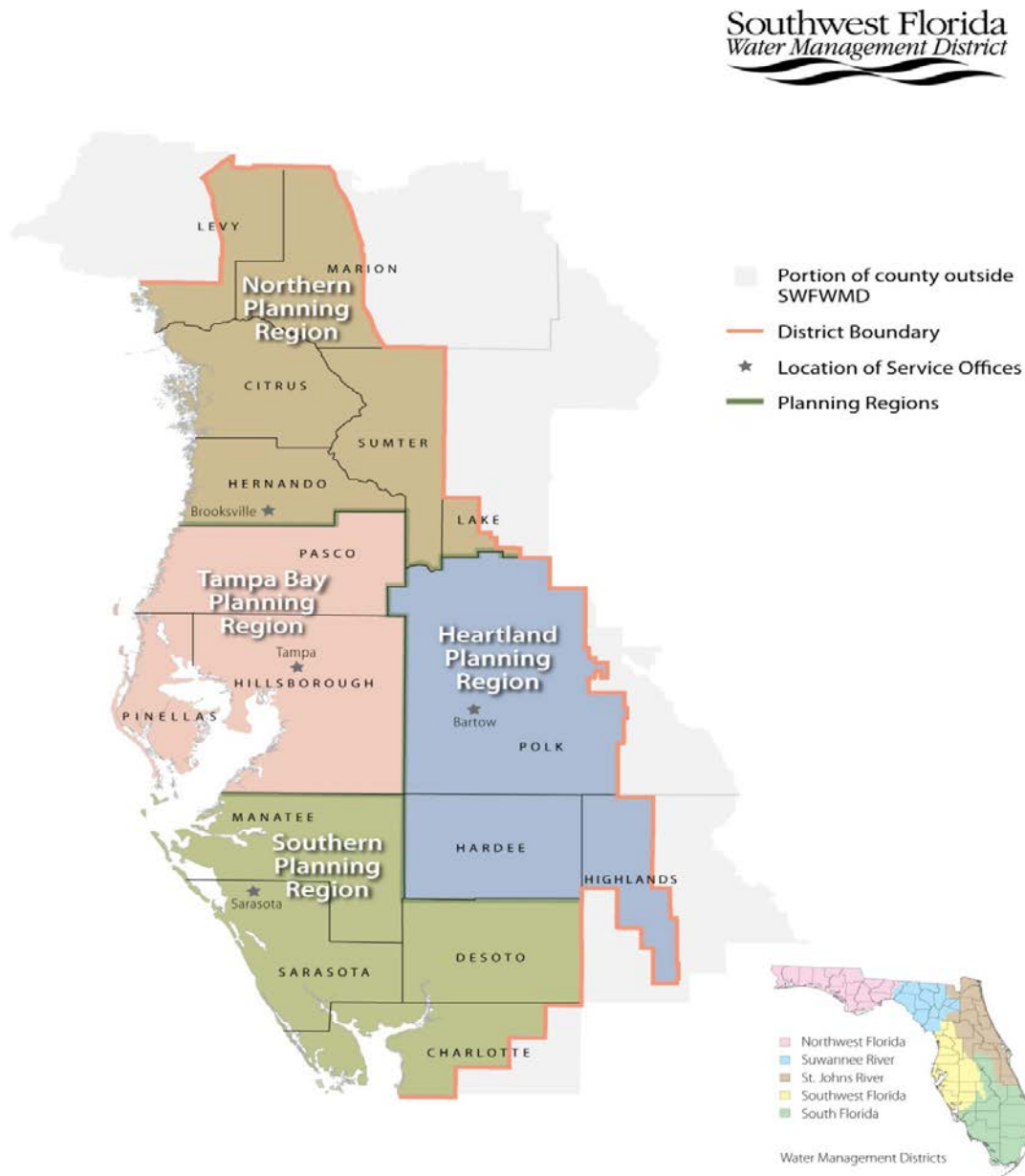
II. Introduction

B. Overview of the District

The District includes about 17 percent of the state's total area. The District encompasses all or part* of 16 counties from Levy County in the north to Charlotte County in the south and extends from the Gulf of Mexico east to the highlands of central Florida, as further illustrated in Figure 1 below.

Charlotte*	Citrus	DeSoto	Hardee
Hernando	Highlands*	Hillsborough	Lake*
Levy*	Manatee	Marion*	Pasco
Pinellas	Polk*	Sarasota	Sumter

Figure 1. District Map



II. Introduction

The District contains 98 local governments spread over approximately 10,000 square miles with a total population of approximately 5.3 million. Several heavily populated and rapidly growing urban areas lie within this District, as does much of Florida's most productive agricultural land and phosphate mining areas. The region also contains the Green Swamp (headwaters for the Peace, Hillsborough, Withlacoochee, and Oklawaha rivers) and numerous lakes, springs, streams, and ponds. There are more than 200 springs within the District. Many of these springs are part of the five first-magnitude spring groups: Chassahowitzka River, Crystal River/Kings Bay, Homosassa River, Rainbow River, and Weeki Wachee River. For planning purposes, the District is divided into four regions: Northern, Tampa Bay, Heartland, and Southern.

The District is a regional governmental authority (special district) involved in many aspects of water management. The District was created in 1961 by a special act of the Florida Legislature to serve as local sponsor of the Four Rivers Basin, Florida flood-control project designed by the U.S. Army Corps of Engineers. This law was later incorporated into Chapter 373, Florida Statutes (F.S.). Chapter 373, F.S., establishes funding and general administrative and operating procedures for all five of Florida's water management districts and mandates their overall responsibilities. Like the other water management districts, this District is independently governed by its Governing Board and works closely with the Executive Office of the Governor and the Department of Environmental Protection (DEP).

The districts' original focus on flood control was expanded to include water use regulation and permitting, water shortage and conservation planning, water resource and supply development, water research assistance, minimum flows and minimum water levels, structural and non-structural forms of flood control, aquatic plant control, hydrologic investigations, land acquisition and management, and public education. In 1982, the DEP further expanded the districts' duties by delegating public supply well construction and stormwater management permitting. These tasks represented the districts' first direct involvement in water quality aspects of resource management.

In 1992, the DEP delegated dredge and fill permitting activities, which in 1995 were combined with management and storage of surface water permitting activities, to form the Environmental Resource Permitting program. In 1997, the water management districts were given the additional requirement of creating a Five-Year Water Resource Development Work Program that describes the implementation strategy for the water resource development component of each approved regional water supply plan developed.

The District's operations are directed by a 13-member Governing Board. Appointed by the Governor and confirmed by the Senate, Governing Board members are unpaid volunteers representing diverse backgrounds and interests. Board members, who must live within the District, serve four-year terms. The Governing Board determines the District's overall policies, executes its statutory and regulatory responsibilities, administers contracts, and authorizes tax levies and budgets in accordance with the Truth in Millage (TRIM) statutory budgetary hearing process. The Governing Board appoints the District's Executive Director, subject to approval by the Governor and the Florida Senate, and appoints the District's Inspector General.

The District's primary funding source is ad valorem taxes, although revenues are also derived from state and federal appropriations, permit fees, interest earnings, and other sources. The taxing capabilities of the District are established by the Legislature within the limits set by the Constitution.

II. Introduction

C. Mission and Guiding Principles of the District

The District assumes its responsibilities as authorized in Chapter 373, Florida Statutes, and other chapters of the Florida Statutes by directing a wide range of programs, initiatives, and actions. Its Governing Board has adopted the following formal Mission Statement and has made it an integral part of its overall budget philosophy and structure:

"The mission of the Southwest Florida Water Management District is to protect water resources, minimize flood risks, and ensure the public's water needs are met."

The District has established a goal that acts as a guiding principle for each of the four areas of responsibility (AOR), as well as strategic initiative goals implemented to meet the AOR goals:

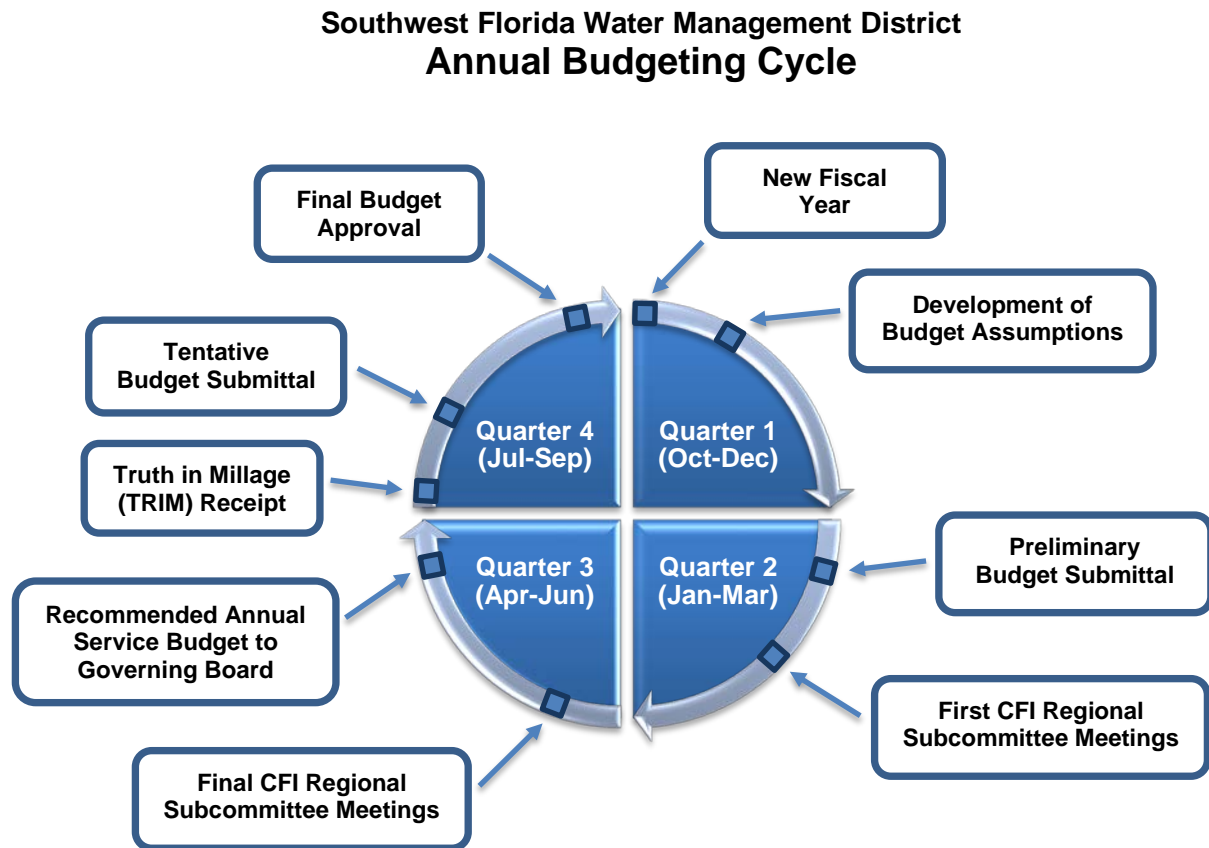
- **Water Supply** – Ensure an adequate supply of water to provide for all existing and future reasonable and beneficial uses while protecting and maintaining water resources and related natural systems.
 - ***Regional Water Supply Planning:*** Identify, communicate, and promote consensus on the strategies and resources necessary to meet future reasonable and beneficial water supply needs.
 - ***Alternative Water Supplies:*** Increase development of alternative sources of water to ensure groundwater and surface water sustainability.
 - ***Reclaimed Water:*** Maximize beneficial use of reclaimed water to offset potable water supplies and restore water levels and natural systems.
 - ***Conservation:*** Enhance efficiencies in all water-use sectors to ensure beneficial use.
- **Water Quality** – Protect and improve water quality to sustain the water resources, environment, economy, and quality of life.
 - ***Assessment and Planning:*** Collect and analyze data to determine local and regional water quality status and trends to support resource management decisions and restoration initiatives.
 - ***Maintenance and Improvement:*** Develop and implement programs, projects, and regulations to maintain and improve water quality.
- **Flood Protection and Floodplain Management** – Minimize flood damage to protect people, property, infrastructure, and investment.
 - ***Floodplain Management:*** Collect and analyze data to determine local and regional floodplain information, and flood protection status and trends to support floodplain management decisions and initiatives.
 - ***Maintenance and Improvement:*** Develop and implement programs, projects, and regulations to maintain and improve flood protection; and operate District flood control and conservation structures to minimize flood damage while preserving the water resource.
 - ***Emergency Flood Response:*** Provide effective and efficient assistance to state and local governments and the public to minimize flood damage during and after major storm events, including operation of District flood control and water conservation structures.
- **Natural Systems** – Preserve, protect, and restore natural systems to support their natural hydrologic and ecologic functions.
 - ***Minimum Flows and Minimum Water Levels (MFLs) Establishment and Monitoring:*** Establish and monitor MFLs, and where necessary, develop and implement recovery/prevention strategies to recover water bodies and prevent significant harm.
 - ***Conservation and Restoration:*** Restoration and management of natural ecosystem for the benefit of water and water-related resources.

II. Introduction

D. Development of the District Budget

The District's fiscal year runs from October 1 through September 30. The budget development process takes place throughout the fiscal year with guidance from the Governing Board. All meetings of the Governing Board, its committees, and its subcommittees are advertised to provide the public with an opportunity to discuss issues and concerns prior to the adoption of the budget. Additionally, meeting schedules and budget information are available on the District's website at www.WaterMatters.org. Figure 2 shows the cyclical nature of this process.

Figure 2. Budget Process



On October 20, 2020, the Governing Board approved budget preparation assumptions to be used for development of the District's fiscal year (FY) 2021-22 Preliminary Budget. The Preliminary Budget was then finalized, and the draft report was prepared.

On December 15, 2020, the Governing Board approved the draft FY2021-22 Preliminary Budget for submission to the Legislature. The District then submitted the FY2021-22 Preliminary Budget to the Florida Legislature on January 15, 2021.

In February 2021, the District's four regional subcommittees of the Governing Board will hold their first ranking meetings to review the FY2021-22 Cooperative Funding Initiative (CFI) requests submitted by cooperators within each planning region. The purpose of these meetings is to allow the public an opportunity to provide input locally and for Board members to ask questions of the applicants and staff.

II. Introduction

In April 2021, the four regional subcommittees will hold their final ranking meetings. Applicants are given the opportunity to address the subcommittees regarding their projects and rankings. At the conclusion of the meetings, the subcommittees will finalize the project rankings and their funding recommendations for submittal to the full Governing Board on May 25, 2021.

On May 25, 2021, the Governing Board will approve the final rankings and funding of CFI projects to be included in the FY2021-22 Recommended Annual Service Budget (RASB).

On June 22, 2021, the FY2021-22 RASB will be presented to the Governing Board as part of the Finance/Outreach and Planning Committee agenda. This includes an overview of the recommended budget by fund, revenues, and expenditures.

On July 1, 2021, the Certifications of Taxable Value for the District's 16 counties will be received by the District.

On July 27, 2021, a budget update will be provided to the Governing Board as part of the Finance/Outreach and Planning Committee agenda, including information regarding the results of the county Certifications of Taxable Value received in July. Following the update, the Governing Board will adopt a proposed FY2021-22 millage rate and approve a draft Tentative Budget for submission.

The Standard Format Tentative Budget Submission report reflecting the District's proposed budget for FY2021-22 will be submitted by August 1, 2021, to the Executive Office of the Governor (EOG), the President of the Senate, the Speaker of the House, the chairs of all legislative committees and subcommittees having substantive or fiscal jurisdiction over the water management districts, the Secretary of the Department of Environmental Protection, and each county commission within the District's boundaries for review and comment. The Tentative Budget report will address any thresholds established by subsection 373.536(5)(c), Florida Statutes (F.S.), or requested by the EOG or Legislative Budget Commission (LBC) pursuant to subsection 373.536(5)(b), F.S., that have been exceeded since the submittal of the Preliminary Budget on January 15, 2021.

Prior to adoption of the final budget and in compliance with section 200.065, F.S., the District will advise all county property appraisers within its jurisdiction, as required by the Truth in Millage (TRIM) process, of the proposed millage rate for FY2021-22, as well as the rolled-back rate and the date, time, and location of the public hearings on the matter.

The District will hold two TRIM public hearings in September. The first public hearing will take place on Tuesday, September 14, 2021, at 5:01 p.m. at the Tampa Office located at 7601 Highway 301 North, Tampa, Florida. The second and final public hearing will take place on Tuesday, September 28, 2021, at 5:01 p.m. also at the Tampa Office. Written disapproval of any provision in the Tentative Budget by the EOG or LBC must be received by September 21, 2021 (at least five business days prior to the final budget adoption hearing).

II. Introduction

E. Budget Guidelines

The District developed its budget under guidelines previously established which include:

- Reviewing, on an ongoing basis, personnel, programs, and activities to ensure that each district is meeting its core mission areas without increasing costs for the taxpayers they serve;
- Ensuring that District employee benefits are consistent with those provided to state employees;
- Continuing District implementation plans for the beneficial use of excess fund balances;
- Avoiding new debt; and
- Furthering the Governor's priorities and the Legislature's support of those priorities.

The District's specific guidelines established by the Governing Board and management staff include the following budget assumptions used to develop the fiscal year (FY) 2021-22 Preliminary Budget.

Revenues

- Ad Valorem Revenues – based on a rolled-back millage rate; with an estimated 3 percent increase accounting for growth in new construction.
- Permit and License Fees – based on recent permit fees collected and permitting estimates for FY2021-22.
- Interest Earnings on Investments – based on an estimated 0.68 percent yield on investments and projected cash balances.
- Balance from Prior Years – based on fund balances per the District's draft financial statements for fiscal year ended September 30, 2020 and available funds generated from the sale of District conservation lands or real estate interests. This amount will be adjusted in March 2021, following the completion of the annual audit.
- Use of Reserves – only utilized to fund projects.
- Local Revenues – based on cooperators' share for projects, primarily funded through the District's Cooperative Funding Initiative, where the District is serving as the lead party.
- State Revenues – based on agreements with state agencies for ongoing initiatives, prior state appropriations which are available to be included in the budget, and estimated 2021 appropriations from recurring state programs in support of initiatives such as alternative water supplies, springs protection, and land management.
- Federal Revenues – based on known federal revenue sources.

Expenditures

- Workforce, Salaries, and Benefits:
 - Workforce – based on no proposed increases in Full-Time Equivalents (FTEs).
 - Salaries – based on no proposed pay increases.
 - Retirement – based on rates approved by 2020 Florida Legislature. Any new rates approved by the 2021 Florida Legislature will be used for the Tentative Budget.
 - Self-Funded Medical Insurance – based on claims experience, a 10 percent inflation factor, and projected Administrative Services Only (ASO) and stop-loss insurance premiums.
 - Non-Medical Insurance – based on calendar year 2020 premiums and projected rate changes.
- Remaining recurring (Operating) expenditures (including operating expenses, operating capital outlay, and contracted services for operational support and maintenance) – continue to look for savings and efficiencies.

II. Introduction

- Contracted Services for District Projects – based on priority project requests, separately justified for funding.
- Cooperative Funding Initiative – based on FY2021-22 funding requests from cooperators (prior to review and evaluation), then reduced to reflect a conservative estimate of anticipated withdrawals or reductions in funding amounts requested. Final cooperative funding amounts to be determined after extensive project evaluation by staff, subsequently reviewed and ranked by the regional subcommittees of the Governing Board.
- District Grants – based on priority project requests, separately justified for funding.
- Fixed Capital Outlay – based on priority project requests, separately justified for funding.

Budget Targets

- Salaries and benefits not to exceed 50 percent of ad valorem revenue;
- Recurring (Operating) budget (including salaries and benefits) not to exceed 80 percent of ad valorem revenue; and
- Non-Recurring (Project) budget is equal to or exceeds 50 percent of total budget.

Pursuant to section 373.536(5)(c), Florida Statutes (F.S.), the Legislative Budget Commission (LBC) may reject Tentative Budget proposals based on the statutory thresholds described below. The thresholds in this Preliminary Budget are presented below for informational purposes.

1. A single purchase of land in excess of \$10 million, except for land exchanges.
 - The District **does not** have any single purchase of land in excess of \$10 million specifically planned for acquisition in the FY2021-22 Preliminary Budget. While some properties in the Florida Forever Work Plan could exceed this threshold, acquisition of each property is subject to the market conditions, timing, and negotiations.
2. Any cumulative purchase of land during a single fiscal year in excess of \$50 million.
 - The District **does not** have a cumulative purchase of land in excess of \$50 million in the FY2021-22 Preliminary Budget.
3. Any issuance of debt on or after July 1, 2012.
 - The District **does not** have any issuance of debt in the FY2021-22 Preliminary Budget.
4. Any program expenditures as described in section 373.536(5)(e)4.e. (Outreach) and f. (Management and Administration) in excess of 15 percent of a district's total budget.
 - The District's FY2021-22 Preliminary Budget for the Outreach and Management and Administration programs **does not** exceed 15 percent of the total budget as illustrated below.
5. Any individual variances in a district's Tentative Budget in excess of 25 percent from a district's Preliminary Budget.
 - Not applicable for the Preliminary Budget submittal.

Program	FY2021-22 Preliminary Budget	Percent of Total Budget
5.0 Outreach	\$2,218,430	1.2%
6.0 Management & Administration	\$11,906,027	6.1%
Total Budget (Programs 1.0 through 6.0)	\$194,720,463	100.0%
Programs 5.0 & 6.0 Combined Total	\$14,124,457	7.3%

II. Introduction

F. Budget Development Calendar and Milestones

October 1	District fiscal year (FY) begins
October	Preliminary Budget development begins
October 2	Applications for Cooperative Funding Initiative requests due
October 20	Governing Board approval of Preliminary Budget development process and assumptions
December 14	Draft Preliminary Budget provided to DEP for review
December 15	Governing Board approval of Preliminary Budget for submission to the Florida Legislature by January 15
January 1	Truth in Millage (TRIM) Certification of Compliance or Noncompliance with section 200.065, Florida Statutes (F.S.), due to the Department of Financial Services (373.503(6), F.S.)
January 15	Preliminary Budget due to the Florida Legislature (373.535(1)(a), F.S.)
February	Distribution of Budget Preparation Guidelines and staff training conducted
February 3-11	Preliminary review and rankings of Cooperative Funding requests by four regional subcommittees of Governing Board
March 1	Legislative Preliminary Budget comments due to the District (373.535(2)(b), F.S.)
March 15	District must provide written response to any legislative comments (373.535(2)(b), F.S.)
March – May	District continues evaluation and refinement of the budget
April 7-15	Final review and rankings of Cooperative Funding requests by four regional subcommittees of Governing Board
May 25	Governing Board approval of final ranking and funding of cooperative funding requests for inclusion in the Recommended Annual Service Budget
June 1	Property Appraisers provide estimates of taxable values to the District
June 22	Recommended Annual Service Budget delivered to the Governing Board (373.536(2), F.S.)
July 1	If no action taken by the Florida Legislature, development of the Tentative Budget proceeds (373.535(2)(c), F.S.)
July 1	Property Appraisers provide certificates of taxable values to the District – TRIM (193.023(1) & 200.065(1), F.S.)
July 12	Draft Tentative Budget due to DEP for review

II. Introduction

July 27	Governing Board adopts the proposed millage rate and approves the August 1 submittal of the Tentative Budget
August 1	Tentative Budget due to the Florida Legislature (373.536(5)(d), F.S.)
August 4	TRIM - DR420 forms submitted to 16 county property appraisers (200.065(2)(b), F.S.)
August (TBD)	Tentative Budget presented to legislative staff
September 5	Comments on Tentative Budget due from legislative committees and subcommittees (373.536(5)(f), F.S.)
September 12	Tentative Budget is posted on District's official website (373.536(5)(d), F.S.)
September 14	Public Hearing to adopt the tentative millage rate and budget (Tampa Office) (373.536(3), F.S.)
September 21	Written disapproval of any provision in Tentative Budget due from EOG and Legislative Budget Commission (373.536(5)(c), F.S.)
September 28	Public hearing to adopt the final millage rate and budget (Tampa Office) (373.536(3), F.S.)
September 30	District fiscal year ends
October 1	District sends copies of resolutions adopting final millage rate and budget to counties served by the District (200.065(4), F.S.)
October 8	District submits Adopted Budget for current fiscal year to the Florida Legislature (373.536(6)(a)1., F.S.)
October 28	District submits TRIM certification package to Department of Revenue (200.068, F.S.)

III. Budget Highlights

A. Current Year Accomplishments and Efficiencies

Accomplishment Highlights

This budget, submitted January 15, has been drafted after one quarter of the current fiscal year (FY). Thus, this section will be completed in the Tentative Budget to include all the major FY2020-21 accomplishments. Below are highlights of what has been accomplished this fiscal year to-date and what is anticipated to occur during the remainder of FY2020-21.

1.0 Water Resource Planning and Monitoring

District Water Management Planning

- Complete minimum flows and minimum water levels (MFLs) evaluation/establishment for the following (rivers, estuaries, and springs):
 - Little Manatee River (lower segment)
 - Little Manatee River (upper segment)
 - Peace River (lower segment)
 - Shell Creek (lower segment)
- Complete MFLs evaluation/establishment for the following lakes:
 - Allen (reevaluation and rulemaking)
 - Harvey (reevaluation and rulemaking)
 - Pasco (reevaluation and rulemaking - repeal)
 - Virginia (reevaluation and rulemaking)
- Complete MFLs evaluation/establishment for the following wetlands:
 - Cross Bar Q-25 (Stop #7)
 - Cypress Bridge A
- Complete site selection, data collection, and survey to support MFL development of Prairie Creek.
- Complete submerged aquatic vegetation mapping and change analysis for Gum Slough Spring to support MFL reevaluation.
- Complete data collection to support MFLs development for three upper segments of the Withlacoochee River.
- Complete bathymetric survey to support MFLs development for the lower segment of the Withlacoochee River.
- Complete topographic and bathymetric surveys for future MFL lake reevaluations.
- Complete update of the Charlotte Harbor Surface Water Improvement and Management (SWIM) Plan.
- Complete stakeholder meetings for the update to the Lake Tarpon SWIM Plan.
- Complete the following Watershed Management Plans (WMPs):
 - Bowlees Creek WMP – Manatee County
 - Duck Pond WMP Update – Hillsborough County
 - Frost Proof WMP – City of Frost Proof
 - Jumper Creek WMP – Sumter County
 - Mill Creek WMP – Manatee County
 - Silver Twin WMP Update – Hillsborough County
 - Treasure Island WMP – City of Treasure Island
- Migrate models from Interconnected Channel and Pond Routing (ICPR) version 3 software to ICPR version 4 for the Double Hammock, Lower Coastal, and Duck Lake watersheds in Pasco County.
- Host three virtual public outreaches for the Mill Creek, Bowlees Creek, and Haines City WMP floodplain analysis and the Itchepackesassa WMP watershed evaluation.
- Complete the District's 2020 Regional Water Supply Plan (RWSP) and 2020 Central Florida Water Initiative (CFWI) RWSP. Both plans are prepared every five years.

III. Budget Highlights

- Complete preliminary design of Polk Regional Water Cooperative (PRWC) Peace Creek Integrated Water Supply Plan.
- Provide updates for use by local governments in updating their Water Supply Facilities Work Plans.
- Finalize the Statement of Estimated Regulatory Cost (SERC) for the CFWI rulemaking effort.
- Conduct SERC analysis in support of Shell Creek MFL.

Research, Data Collection, Analysis and Monitoring

- Implement a document and quality assurance control software system in an effort to modernize the chemistry laboratory while limiting audit liabilities.
- Prepare charter for an updated and more frequent Water Resources Data Collection Assessment Process to be implemented in FY2021-22.
- Complete statistical analysis of existing long-term Coastal Groundwater Quality Monitoring Network in an effort to guide internal decisions on reporting methods and optimization of the tools used for data visualization.
- Load the District's calendar year 2020 water quality data results and stations into the Department of Environmental Protection (DEP) Watershed Information Network database by June 2021.
- Provide enhanced availability of hydrologic and water quality data to external users through the District's Environmental Data Portal by implementing data query and reporting tools that allow retrieval of metadata attributes and data summaries.
- Complete the installation of nine groundwater monitoring wells at sites in Polk County in accordance with the CFWI Data, Monitoring, and Investigations Team Hydrogeologic Annual Work Plan:
 - Four surficial aquifer wells
 - Two Upper Floridan aquifer wells
 - Two Lower Floridan I aquifer wells
 - One Lower Floridan II aquifer well
- Complete final reports entitled "Hydrogeology, Water Quality, and Well Construction at the ROMP 38 - Parrish Well Site in Manatee County, Florida" and "Hydrogeology, Water Quality, and Well Construction at the ROMP 27 - Scarborough Well Site in Sumter County, Florida".
- Complete bathymetric survey and conduct stakeholder meetings to support third five-year assessment of the Lower Hillsborough River Recovery Strategy.
- Complete the FY2019-20 aerial seagrass mapping project covering over 3,800 square miles along the District's Springs Coast and Suncoast estuaries.
- Complete the FY2019-20 submerged aquatic vegetation mapping for the five first-magnitude spring systems.
- Complete Crystal River/Kings Bay shoreline mapping.
- Complete Northern Tampa Bay Recovery assessment.
- Complete Phase 1 of Southern Water Use Caution Area Most Impacted Area Saltwater Intrusion Model.
- Complete Districtwide Regulation Model 4 transient calibration.
- Complete Ridge Lakes Recovery Model for Lakes Eagle and McLeod and initiated model for Lake Starr.
- Complete Districtwide 2020 Land Use Land Cover mapping project within 12 months after completion of the Districtwide orthophoto project, allowing for the most current data to be incorporated into various District modeling efforts including the flood mapping updates for the Watershed Management Program.
- Develop new scripts and reports to expand data auditing to improve data quality and ensure completeness of hydrologic metadata available through the Environmental Data Portal.
- Develop multiple automated processes for updating the transportation network used for navigation and analyses to reduce delays in order for staff to have the most current transportation networks.

III. Budget Highlights

2.0 Land Acquisition, Restoration and Public Works

Land Acquisition

- Enter into contract for sale of Old Florida Plantation portion declared surplus for approximately \$12.6 million.
- Complete sale of CC-1 surplus property for approximately \$2.6 million.
- Complete sale of GUM-1 surplus property for approximately \$638,000.

Water Source Development

- Plug 200 flowing and/or abandoned artesian wells funded through the Quality of Water Improvement Program.
- Receive Governing Board approval for nine Facilitating Agricultural Resource Management System program projects.
- Complete six of 32 ongoing cooperatively-funded reclaimed water projects that will provide access to an additional 2.83 million gallons per day (mgd) of reclaimed water, resulting in 2.6 million gallons of storage and 1.97 mgd of water resource benefits.
- Continue the Water Incentives Supporting Efficiency program for its third year and achieve an additional estimated water consumption savings of 0.04 mgd.
- Perform four leak detection surveys with select utilities that have high water loss.
- Complete the Evaluation of Water Use and Water Quality Effects of Amending Soils and Lawns with the University of Florida Institute of Food and Agricultural Sciences in the Northern Planning Region to gain a better understanding of lawn compost applications related to water quality and consumption variations.
- Complete construction of the following Floridan aquifer monitoring wells:
 - One Lower Floridan aquifer (LFA) test/production well at the Frostproof site.
 - One LFA multizone monitoring well at the Lake Wales site.
- Complete the following testing of Floridan aquifer monitoring wells:
 - One LFA aquifer performance test at the Frostproof site.
 - Two LFA constant rate performance tests at the Lake Wales site.
- Complete preliminary design and third-party review of the 30 mgd PRWC Southeast Wellfield facility.
- Complete the PRWC Peace River/Land Use Transitions third-party review of project feasibility assessment.
- Complete preliminary design and third-party review of the 15 mgd PRWC West Polk Wellfield facility.
- Complete construction of diversion infrastructure, begin operational testing for aquifer recharge, and complete sodium bisulfite pilot testing at Flatford Swamp.
- Complete third-party review of Southern Hillsborough County Booster Pump Station with TBW.
- Complete Peace River Manasota Regional Water Supply Authority Phase 3B Pipeline.
- Develop new toilet rebate inspection requirements, which are expected to lower overhead costs associated with these projects beginning in FY2021-22.

Surface Water Projects

- Complete feasibility studies on the following water quality improvement and restoration projects:
 - Bowlees Creek Water Quality Plan
 - City of Venice Stormwater Outfall Monitoring
 - Downs' Water Control Structure
 - Red Fish Hole Restoration

III. Budget Highlights

- Complete design, engineering, and permitting on the following water quality improvement and restoration projects:
 - Cape Haze Ecosystem
 - Dona Bay Surface Water Storage Facility
 - Weedon Island Tidal Marsh
 - Weeki Wachee Springshed Nitrogen Removal Stormwater Retrofits
- Complete construction on the following water quality improvement and restoration projects:
 - Druid Road Stormwater Improvement Area
 - East Treasure Island Causeway Best Management Practices (BMPs)
 - Hunter Springs Stormwater Modification
 - Lake Gwyn East Surface Water Restoration
 - Lake Hunter BMPs
 - Lemon Bay Habitat Restoration
 - Marie Selby Gardens Enhanced Stormwater Management
 - Mobbly Bayou Habitat Restoration
 - Myakka State Forest Water Quality and Bank Stabilization
 - Palm River Restoration – Phase II East McKay Bay
 - Pinellas Road Stormwater BMPs
 - Roosevelt Stormwater Retrofit
 - Rubonia Stormwater Quality Improvements
- Complete the Crescent Lake Feasibility Study for flood protection implementation projects.
- Complete construction on the following flood protection projects:
 - 43rd Street Outfall Stormwater Improvements
 - Beach Street Stormwater System Improvements
 - Dale Mabry Trunkline – Upper Peninsula Watershed Drainage Improvements
 - Forest Hills West
 - Town 'N Country/Hillsborough Avenue Regional Drainage Improvements
- Complete condition assessments of 82 completed restoration projects in and around the Tampa Bay watershed.
- Complete third-party review of Cambridge Greens and Old Homosassa West Septic to Sewer projects in Citrus County.

3.0 Operation and Maintenance of Works and Lands

Land Management

- Manage and maintain the natural resources on 265,000 acres of District conservation lands, 108,000 acres of District conservation easements, and another 80,000 acres through agreements with other entities.
- Conduct prescribed burns on over 25,000 acres of District conservation lands, promoting the health of the forest and wetland systems while reducing the threat of wildfires.
- Remove over 1,300 feral hogs from District conservation lands, dam embankments, and restoration projects to manage the feral hog population and minimize the impacts caused by this species.
- Provide hunting opportunities on lands not included in the wildlife management area for:
 - 12 feral hog hunts
 - Eight Florida Fish and Wildlife Conservation Commission youth hunts
 - Six Operation Outdoor Freedom hunts
 - Six American Disability Adventure hunts
- Conduct restoration on the imperiled sandhill natural community on Green Swamp West, Halpata, and Rainbow River tracts.

III. Budget Highlights

Works

- Complete the following projects on District-owned Flood Control and Water Conservation Structures:
 - Bryant Slough gate replacement
 - Channel A and G gate removal
 - Lake Pretty gate replacement
 - Medard downstream conveyance repairs
 - S-159 Upper and Middle spillway rehabilitation construction
 - S-353 spillway rehabilitation design
- Complete construction of the Nettles Water Conservation Structure in Hillsborough County.
- Complete Lower Hillsborough Flood Detention Area and Inglis Dam Emergency Action Plans.
- Complete cell controls and power updates at Lake Hancock.
- Complete removal of sirens at Medard.
- Implement a new Well Repair and Maintenance Program to assess the condition of, and conduct repairs on, the more than 1,600 groundwater monitoring wells used in the District's various monitoring well networks.

Facilities

Brooksville

- Renovate public restrooms outside the Governing Board room that are approximately 30 years old.
- Reconfigure interior walls for efficient use of office space for Structures Operations staff.
- Complete space utilization and furniture replacement for Information Technology (IT) Bureau in Building 2, and Data Collection Bureau in Building 5.
- Install an additional generator to Building 4 to accommodate the increased occupancy in staff since the demolition of Building 1, and a new generator on Building 5 since the purpose now serves as the District's on-site records storage.

Tampa

- Install new acoustic wall panels in the Building 1 lobby.
- Renovate Building 6 to provide a new conference room.

Sarasota

- Renovate the interior of the first and second floors, including the addition of a new elevator.

Lake Hancock Field Office

- Install new water softening system.

Invasive Plant Control

- Maintain acceptable levels of invasive and other noxious aquatic plant species on 12 lakes and reservoirs totaling 5,376 acres and 251 miles of rivers and canals to protect water quality, fish and wildlife habitat, navigation, recreation, and water conveyance capacity.
- Evaluate and treat more than 47,000 acres for invasive plant species to protect and preserve native plant communities, fish and wildlife habitat, and natural ecosystem functions on District conservation lands.
- Implement new Computerized Maintenance Management System to increase efficiency within the Vegetation Management section by centralizing information, standardizing work orders, tracking project costs, and producing reports and metrics.

Fleet Services

- Design and implement an application for staff vehicle audits.
- Complete migration to a new Department of Motor Vehicles reporting web service.

III. Budget Highlights

5.0 Outreach

Water Resource Education

- Coordinate with the DEP and Potable Reuse Commission to finalize and implement the first year of the Statewide Potable Reuse Outreach Program to educate targeted stakeholders and the public about the need for and safety of potable reuse in Florida.
- Develop and implement the Weeki Wachee River Recreation Education Campaign to educate targeted audiences about the recreational BMPs that will help protect the Weeki Wachee River and reduce ecological impacts.
- Implement the second year of the Conservation Education Program to support the three selected utilities' efforts in educating residents to take specific actions that reduce per capita water use.

Public Information

- Develop a comprehensive Districtwide Water Conservation Report using FY2019-20 data.
- Create branding and communications to educate District employees and the public about the District's 60th Anniversary, as well as its history and mission.

6.0 Management and Administration

Administrative and Operations Support

- Create a supplier brochure to inform business community about how to do business with the District.
- Upgrade Print Shop equipment including a new wide-format scanner through a new lease.
- Scan and validate at least 700 boxes of permitting records, focusing on production quality in order to destroy the paper copy of records currently being stored.
- Complete the migration of documents for Environmental Resource Permit, Water Use Permit, Well Construction, and Compliance Tracking in relation to the ePermitting system modernization.
- Complete SQL LoggerNet server upgrade.
- Complete upgrade to new data management and integration software, including migration of existing processes to new platform.
- Upgrade existing network file share storage environment and consolidate system back-up repository for improved performance and resiliency capabilities.
- Migrate existing on-premises archive data to cloud repository for improved data resiliency and protection.
- Complete the following security assessments:
 - Perimeter Security for public-facing systems for improved security awareness and system protection.
 - Physical Security of the District's primary data center and implement various recommendations.
 - Security of Microsoft Active Directory services to ensure the District is following best practices for authentication, identity management, least privileges, and access control to various technological resources through the District's technology environments.
- Update existing Enterprise Continuity of Operations Plan and submit to Florida Department of Emergency Management for approval.
- Implement a replacement Wetlands Assessment Program module for management of biological/ecological data in the modernized Resource Data system.
- Implement a replacement IT Service Desk software that is more user friendly and provides better functionality.
- Complete the installation and configuration of all connectivity requirements for the new Sarasota Office including voice over internet protocol, network, wide-area network, video conference rooms, wireless, personal computers, and printers.

III. Budget Highlights

- Implement new standard on reporting of leases on the financial statements as per Governmental Accounting Standard Number 87 one year prior to the requirement to facilitate the State of Florida's financial reporting.
- Implement Business Amazon account for all District employees to better track and record purchases.

III. Budget Highlights

Efficiency Highlights

The District is continually undertaking numerous actions and initiatives throughout its programmatic areas to achieve cost savings while maintaining or expanding services. These efforts for FY2020-21 include cost reductions, revenue generation, and efforts to improve staff productivity as follows:

1.0 Water Resource Planning and Monitoring

District Water Management Planning

- Conduct Shell Creek SERC analysis in-house, which will result in an estimated cost savings of \$65,000.
- Develop virtual public outreach for the floodplain analysis and watershed evaluation phases of the Watershed Management Program to reduce costs associated with printed materials, law enforcement, and travel time and costs for multiple staff members. The estimated savings per public outreach is \$350. Five virtual public outreaches are planned for FY2020-21 for a total savings of \$1,750.
- Complete efficiency upgrades to the mobile-based wetland assessment data collection procedure to incorporate feedback from consultants and automated photo labeling and uploads for an estimated annual time savings of 15 hours over manual labeling and uploads.

Research, Data Collection, Analysis and Monitoring

- Perform a Land Use Land Cover change analysis entirely in-house without use of vendors, which will result in an estimated cost savings of \$190,000 every three years.
- Provide functionality to allow the US Army Corps of Engineers, Lake Atlas, and Tampa Bay Water to obtain groundwater and surface water level data from the District's data systems directly, without developing and maintaining custom data retrieval scripts and file transfer protocols. This will result in an estimated annual time savings of 36 hours to manage these regular data transfers.
- Complete power upgrades at near real-time surface water and groundwater data collection sites, which reduces the likelihood of equipment failure, data gaps, excess workorders and repairs, as well as maintenance costs over time. This will result in an estimated annual cost savings of \$4,500 in materials and time savings of 150 hours.
- Consolidate the data source for all map viewers and dashboards to be the same. This will ensure more consistent data availability and eliminate errors for staff to troubleshoot when datalogger programs change, which will result in an estimated annual time savings of 24 hours.
- Implement new Station ID request system to capture more information and streamline more efficiently with the District's Environmental Data Portal for users and staff to submit and track requests easier. This will result in an estimated annual time savings of 30 hours.

3.0 Operation and Maintenance of Works and Lands

Land Management

- Leverage \$21,000 of Prescribed Fire Enhancement Program funds from the Florida Forest Service to conduct hazard fuel reduction on the Green Swamp Hampton tract.
- Realize \$250,000 in renewable resource-based revenues from District conservation lands.

Works

- Upgrade Supervisory Control and Data Acquisition software to the current version available from the vendor. The removal of custom code from the software will result in an estimated annual cost savings of \$15,600 in support and maintenance requirements.

III. Budget Highlights

Facilities

Brooksville

- Replace air handling units in Building 4 with newer high efficiency technology units for an estimated annual savings on energy consumption of 10 to 12 percent.
- Replace the car wash with latest technology for an estimated annual savings on both energy and water consumption of five percent.

Sarasota

- The following are expected to result in an estimated annual savings on energy consumption of 10 to 12 percent:
 - Install a new insulated roofing system with reflective surface reducing heat gain.
 - Replace eight roof top air conditioning units with higher efficiency units having a minimum Seasonal Energy Efficiency Ratio rating of 15.
 - Replace all windows with insulated, impact rated, low emissivity glazing units reducing heat transfer through glass.
 - Replace lighting with energy efficient light-emitting diode (LED) lights and lighting sensors.

6.0 Management and Administration

Administrative and Operations Support

- Convert wide-area network to a new vendor, which will result in an estimated annual cost savings of \$68,570 along with increased network speed.
- Move Oracle database support to third party, which will result in an estimated annual cost savings of \$180,000.
- Create and implement a new procedure of processing check request payments, which will reduce the number of steps in the process by 69 percent and the time to complete the task by 99 percent. This will result in an estimated annual time savings of 145 hours.
- Implement the new Florida Administrative Code and Florida Administrative Register Rule 69I-73 on fixed assets, increasing the threshold on reporting fixed assets from \$1,000 to \$5,000. This will reduce the number of tracked assets by approximately 36 percent, and the time spent on tracking future assets as well.

III. Budget Highlights

B. Goals, Objectives and Priorities

Chapter 373, Florida Statutes (F.S.) authorizes the District to direct a wide range of initiatives, programs, and actions. These responsibilities are grouped under four core mission areas by statute: water supply, water quality, flood protection and floodplain management, and natural systems.

The District has developed and the Governing Board has approved the 2020-2024 Strategic Plan, updated February 2020, which is available online at www.WaterMatters.org. The Strategic Plan reflects the District's commitment to meeting the four core mission areas outlined below.

Area of Responsibility (AOR)	Strategic Plan Goal
Water Supply	Ensure an adequate supply of water to provide for all existing and future reasonable and beneficial uses while protecting and maintaining water resources and related natural systems.
Water Quality	Protect and improve water quality to sustain the water resources, environment, economy, and quality of life.
Flood Protection and Floodplain Management	Minimize flood damage to protect people, property, infrastructure, and investment.
Natural Systems	Preserve, protect, and restore natural systems to support their natural hydrologic and ecologic functions.

The AOR allocations by Program are identified in *IV.C. Program Allocations by Area of Responsibility* along with associated activities.

Water Supply

\$54,315,836

Regional Water Supply Planning – Identify, communicate, and promote consensus on the strategies and resources necessary to meet future reasonable and beneficial water supply needs.

The District is providing cost-share funding for water supply planning in the Preliminary Budget, as well as collaboration efforts with the St. Johns River and South Florida water management districts, Department of Environmental Protection (DEP), Department of Agriculture and Consumer Services, and public supply utilities within the Central Florida Water Initiative (CFWI) boundaries. The District included \$267,886 in the Preliminary Budget to continue this effort, similarly benefitting both water supply and natural systems. Data collection activities that aid in the evaluation of future water supply needs throughout the District, with a primary focus in the CFWI area, are provided with \$2.7 million in the budget for the Aquifer Exploration and Monitor Well Drilling program, which also includes real estate services and land survey costs for well site acquisition.

Alternative Water Supplies (AWS) – Increase development of alternative sources of water to ensure groundwater and surface water sustainability.

The District offers funding incentives for the development of AWS to reduce competition for limited supplies of fresh groundwater. Through its Cooperative Funding Initiative (CFI), the District leverages other local and regional funding by offering matching funds, generally up to 50 percent of the cost of AWS projects. The Preliminary Budget consists of \$32.3 million for AWS, of which \$22.5 million in water supply benefits is for water source development including surface water reservoirs and treatment plants, regional interconnections, brackish groundwater, and aquifer recharge systems. Reclaimed

III. Budget Highlights

water, an AWS, and conservation also help ensure groundwater and surface water sustainability and are covered separately below.

Reclaimed Water – Maximize beneficial use of reclaimed water to offset potable water supplies and restore water levels and natural systems.

Reclaimed water is wastewater that has received at least secondary treatment and disinfection, and it's used for a beneficial purpose such as irrigation, manufacturing processes, or power generation. By offsetting demand for groundwater and surface water, this AWS source reduces stress on environmental systems, provides economic benefits by delaying costly water system expansions, and reduces the need to discharge wastewater effluent to surface waters. The budget includes \$7.7 million for cooperatively-funded reclaimed water projects which will contribute towards the Governing Board priority for the District to achieve its goal of 75 percent reuse of available wastewater by 2040.

Conservation – Enhance efficiencies in all water-use sectors to ensure beneficial use.

The District's water conservation program has many facets. Approximately \$1.7 million is included in the budget for cooperatively-funded or District-initiated water conservation projects and grants involving activities throughout the District. Much of the Preliminary Budget for water resource education is directed at water conservation education programs or projects with a conservation component (\$370,244). The District also implements regulatory requirements and incentives to achieve water conservation through its Consumptive Use Permitting (CUP) program, representing \$1.8 million of the \$4.1 million in the budget.

Facilitating Agricultural Resource Management Systems (FARMS) – A cooperative public-private cost-share reimbursement program to implement agricultural best management practices (BMPs).

The FARMS program serves the entire District and focuses on Upper Floridan aquifer withdrawal savings and water quality, and natural systems improvements in targeted Water Use Caution Areas and priority watersheds by working with producers to implement BMPs to reduce groundwater use and nutrient loading in springsheds. FARMS projects include both reclaimed water and conservation components which account for \$5.6 million of the \$7 million in the Preliminary Budget. Since inception of the program in 2003, 196 projects are operational with actual groundwater offset totaling 25.6 million gallons per day.

Water Quality

\$27,310,132

Assessment and Planning – Collect and analyze data to determine local and regional water quality status and trends to support resource management decisions and restoration initiatives.

The District collects and analyzes water quality data through several monitoring networks and program specific efforts. Major long-term water quality monitoring network efforts include coastal/inland groundwater (\$279,594), springs (\$205,834), rivers/streams and associated biological surveys (\$139,761), Upper Floridan aquifer/springs recharge basins (\$67,631), and lakes (\$25,253). While these monitoring networks support the improvement of water quality, they also provide similar benefits in protecting natural systems.

Data is also collected for the District's 12 Surface Water Improvement and Management (SWIM) priority water bodies. The District prepares plans for the protection and restoration of these SWIM water bodies (\$528,513) and provides support for the Coastal and Heartland, Sarasota Bay, and Tampa Bay estuary programs (\$487,580). These activities also provide both water quality and natural systems benefits.

III. Budget Highlights

Maintenance and Improvement – Develop and implement programs, projects, and regulations to maintain and improve water quality.

The Preliminary Budget includes approximately \$3.8 million for cooperatively-funded and District-initiated stormwater water quality improvement projects, of which \$2.9 million is to the direct benefit of water quality. Some surface water restoration projects provide water quality benefits along with habitat improvement as described below in *Natural Systems* under “Conservation and Restoration”. Projects of this nature implemented through the SWIM, CFI, and land management programs account for \$1 million in water quality benefits of the \$4 million in the Preliminary Budget for surface water restoration.

There are over 200 documented springs within the District. Committed to the State’s initiative to protect the health of our unique springs resources, the District plans and implements projects to take an ecosystem-level approach to springs management with emphasis on its five first-magnitude spring systems: Rainbow, Crystal River/Kings Bay, Homosassa, Chassahowitzka, and Weeki Wachee. In the Preliminary Budget is \$6.1 million in support of springs initiatives, of which \$4.3 million is benefitting water quality. Efforts such as shoreline restoration, wetland treatment, beneficial reclaimed water reuse, and septic to sewer conversions (\$4.1 million) all serve to reduce pollutant loading into these aquatic systems.

The FARMS program targets agricultural water conservation and AWS use (see *Water Supply* above) but also provides water quality benefits (\$1.4 million of the \$7 million in the Preliminary Budget) through improved surface water and groundwater management, particularly in targeted areas such as the Shell, Prairie, and Joshua Creek watersheds. One sector of the program focuses on rehabilitation (back-plugging) of wells to minimize the impact of highly mineralized groundwater (\$33,238). A related effort, the Quality of Water Improvement Program, provides cost-share reimbursement to landowners for the plugging of abandoned wells to reduce inter-aquifer exchange of poor water quality and potential surface water contamination (\$751,343). In addition, the District’s regulatory activities include water quality benefits to protect the region’s water resources (\$4.4 million).

Flood Protection and Floodplain Management

\$45,201,898

Floodplain Management – Collect and analyze data to determine local and regional floodplain information, and flood protection status and trends to support floodplain management decisions and initiatives.

The District’s Watershed Management Program (WMP) is primarily a cooperative effort with local governments to develop a technical understanding of the hydrology of watersheds. The Preliminary Budget includes \$8.4 million in cooperatively-funded and District-initiated projects for the modeling and planning phase of the program supporting floodplain management. Among other benefits, the watershed plans support the development of stormwater models and floodplain information that local city and county governments can use to develop more accurate digital flood hazard maps in cooperation with the Federal Emergency Management Agency. In addition, funding is included in the budget for continuation of a project to capture orthoimagery concurrently with the Statewide/Peninsular Light Detection And Ranging (LiDAR) program (\$329,223). This effort provides high-quality data to be used in support of the District’s WMP, as well as its Environmental Resource Permitting (ERP) program and minimum flow and minimum water level (MFL) determinations.

Maintenance and Improvement – Develop and implement programs, projects, and regulations to maintain and improve flood protection, and operate District flood control and water conservation structures to minimize flood damage while preserving the water resource.

The implementation phase of the WMP involves construction of preventive and remedial projects and BMPs to address potential and existing flooding problems. The Preliminary Budget includes

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\$19.5 million for cooperatively-funded and District-initiated projects addressing flood protection BMPs. In addition, the District regulates surface water management and floodplain encroachment to minimize flooding impacts from land development through its ERP program, representing \$2.7 million of the \$8.1 million in the Preliminary Budget.

The District maintains and operates 86 water control structures and 63 miles of canals to manage water levels and reduce the risk of flooding. All mission critical water control structures are instrumented for remote control to provide cost-efficient operation and improved response time during weather events. Some structures are also equipped with digital video monitoring systems for improved security, safety, and reliability of operations. The Preliminary Budget includes approximately \$10.1 million for the operation, maintenance, and improvement of these water management facilities to ensure optimal condition during a major weather event. Also included is \$2.3 million for the management, maintenance, and improvement of District canals, dam embankments, and culverts; as well as \$205,323 for the management of nuisance aquatic vegetation at these facilities and infrastructure, which can exacerbate flooding if not controlled.

Emergency Flood Response – Provide effective and efficient assistance to state and local governments and the public to minimize flood damage during and after major storm events, including operation of District flood control and water conservation structures.

Through its emergency flood response initiative, the District prepares for, responds to, recovers from, and mitigates the impacts of critical flooding incidents. To ensure adequate preparation, the District has developed an emergency operations program and maintains a Comprehensive Emergency Management Plan (CEMP), which provides guidelines for pre-incident preparation, post-incident response and recovery, deployment, and annual exercises. The District's Emergency Operations Center (EOC) and Emergency Operations Organization (EOO) are critical to incident response. The Preliminary Budget includes \$186,869 for the support of the District's EOC. In the event of a disaster, or of an emergency arising to prevent or avert the same, the District's Governing Board is authorized under section 373.536(4)(d), F.S., to expend available funds not included in the budget for such purposes. The Governing Board would then notify the Executive Office of the Governor and the Legislative Budget Commission as soon as practical but within 30 days of the Governing Board's action.

Natural Systems

\$55,986,570

Minimum Flows and Minimum Water Levels (MFLs) Establishment and Monitoring – Establish and monitor MFLs, and, where necessary, develop and implement recovery/prevention strategies to recover water bodies and prevent significant harm.

The Preliminary Budget includes approximately \$2.7 million to support the establishment and evaluation of MFLs, including monitoring, mapping, research, hydrologic and biologic analysis, and peer review. Each year the District updates its priority list and schedule for MFLs and submits the list to the DEP for approval. Several of the District's established MFLs are not currently being met; and, in accordance with Section 373.042, F.S., the District has implemented recovery strategies to return these water bodies to an acceptable hydrologic condition. There is \$3.4 million in the budget for MFL recovery activities, which are also supported by conservation, AWS, indirect data collection, development of groundwater models, watershed management planning, and research. The District's CUP program contributes to MFL recovery with \$1.2 million of the \$4.1 million in the budget benefitting natural systems, by ensuring that authorized water withdrawals do not exceed the criteria established in Rules 40D-8 and 40D-80, Florida Administrative Code for water bodies with adopted MFLs.

III. Budget Highlights

Conservation and Restoration – Restoration and management of natural ecosystems for the benefit of water and water-related resources.

The District develops information through various data collection efforts, including surface water flows and levels (\$3.7 million), seagrass and submerged aquatic vegetation mapping (\$569,549), and wetlands monitoring (\$208,666). While these efforts primarily assist in protecting natural systems, they also provide secondary benefits in other areas of responsibility. Aerial orthoimagery is managed as part of the District's geographic information system which includes a broad assemblage of other geographic data that are used for District purposes and made available to other government agencies and the public. The Preliminary Budget includes \$990,004 for the ongoing management of these spatial data.

The District manages over 453,000 acres of conservation lands for the statutorily-mandated purposes of protecting and restoring their natural condition and where appropriate, providing for compatible recreational uses for the public. Of this total acreage, more than 108,000 acres are easements. In the Preliminary Budget, \$5.3 million is included for the District's land management program. This includes activities such as prescribed burning, fencing, exotic plant control, road maintenance, and feral hog control on these properties along with upland restoration where natural conditions have been impacted by historic uses. These restoration efforts maximize the conservation benefit of these upland ecosystems.

Surface water restoration benefiting natural systems is achieved primarily through the SWIM, springs initiative, CFI, and land management programs (\$3 million of the \$4 million in the Preliminary Budget). Natural systems restoration also occurs through District mitigation and ongoing maintenance and monitoring for the Florida Department of Transportation (\$674,456) to offset the adverse wetland impacts of transportation projects. The ERP program ensures that the natural functions of wetlands are protected from the impacts of land development (\$2.7 million of the \$8.1 million in the Preliminary Budget).

Mission Support

\$11,906,027

Mission Support, also known as Management and Administration, trains and equips District employees to achieve the District's strategic initiatives in a cost-efficient and effective manner. These strategies ensure District operations remain strategically aligned and fiscally responsible. Mission Support (\$8.8 million) includes Executive, General Counsel, Inspector General, Finance, Risk Management, Document Services, Procurement, Human Resources, and Information Technology. In addition, the District pays commissions to the offices of the Property Appraisers and Tax Collectors of each county within the District for services rendered. The Preliminary Budget includes \$3.1 million for these commissions which are set by Florida Statutes and are non-negotiable.

III. Budget Highlights

C. Budget Summary

1. Overview

The fiscal year (FY) 2021-22 Preliminary Budget demonstrates the District's commitment to protecting and restoring Florida's water resources while meeting Governing Board priorities, legislative directives, and the District's Five-Year Strategic Plan; and ensuring its core mission is achieved. This budget furthers the Governor's priorities and the Legislature's support of those priorities, and recognizes the importance of continued state funding critical to providing resources for water supply, water quality, and water restoration activities. The FY2021-22 Preliminary Budget is \$194,720,463, compared to \$183,494,869 for FY2020-21. This is an increase of \$11,225,594 or 6.1 percent.

The Preliminary Budget meets the following goals established by the District's Governing Board:

- Project expenditures equal to or exceeds 50 percent of budget – 57 percent achieved.
- Operating expenditures do not exceed 80 percent of ad valorem revenue – 70 percent achieved.
- Salaries and benefits do not exceed 50 percent of ad valorem revenue – 46 percent achieved.

The operating or recurring portion of the FY2021-22 budget is \$83,055,274, compared to \$80,066,892 for FY2020-21. This is an increase of \$2,988,382 or 3.7 percent. In the Preliminary Budget, there are no proposed merit increases and no increase in Full-Time Equivalent (FTE) positions. Holding the operating expenditures at 70 percent of ad valorem revenue provides the District with the funding capacity to sustain a significant investment in Cooperative Funding Initiative (CFI) and other cooperative programs where the dollars are leveraged to maximize environmental benefits.

The projects or non-recurring portion of the FY2021-22 budget is \$111,665,189, compared to \$103,427,977 for FY2020-21. This is an increase of \$8,237,212 or 8 percent. Interagency expenditures, comprised of CFI projects and District grants, account for \$79,652,249. This includes a total of \$11,260,000 anticipated to be appropriated by the 2021 Florida Legislature for Springs Initiative and alternative water supply (AWS) projects, and \$2,438,346 in local and other state revenue for projects where the District is serving as the lead party. The District's funds leveraged with its partners will result in a total regional investment of more than \$151 million in FY2021-22 for sustainable AWS development, water quality improvements, and other water resource management projects.

In addition, the District plans to outsource \$26,157,226 (13.4 percent of the total budget) in FY2021-22. This direct outsourcing combined with its CFI projects and District grants, which are substantially outsourced by the public and private partners, accounts for \$105,809,475 or 54.3 percent of the Preliminary Budget.

The FY2021-22 Preliminary Budget includes ad valorem revenue of \$119,436,085, an increase of \$3,478,721 from \$115,957,364 for FY2020-21. This is based on a rolled-back millage rate and accounting for growth in new unit construction. The Preliminary Budget uses the same millage rate of 0.2669 from FY2020-21 for the purposes of estimating revenue only. The millage rate will be updated for the Tentative Budget to reflect the proposed rate adopted by the Governing Board in July 2021.

In accordance with 373.535, Florida Statutes, the District is submitting this FY2021-22 Preliminary Budget for legislative review on January 15, 2021. The table on the following page provides a summary of the source and use of funds, fund balance, and workforce; and includes a comparison of the FY2020-21 Current Amended Budget to the FY2021-22 Preliminary Budget.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT
SOURCE AND USE OF FUNDS, FUND BALANCE AND WORKFORCE

Fiscal Years 2020-21 and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

	Fiscal Year 2020-21 (Current Amended)	New Issues (Increases)	Reductions	Fiscal Year 2021-22 (Preliminary Budget)
SOURCE OF FUNDS				
Beginning Fund Balance	\$436,275,366	\$0	(\$72,054,986)	\$364,220,380
District Revenues	122,383,955	3,664,025	(572,500)	125,475,480
Local Revenues	2,384,125	1,196,721	(1,231,000)	2,349,846
State Revenues	14,444,297	8,022,932	(7,884,977)	14,582,252
Federal Revenues	117,512	3,040	0	120,552
Unearned Revenue	17,114,602	0	(5,483,767)	11,630,835
TOTAL SOURCE OF FUNDS	\$592,719,857	\$12,886,718	(\$87,227,230)	\$518,379,345
USE OF FUNDS				
Salaries and Benefits	\$53,695,229	\$1,214,219	(\$168,455)	\$54,740,993
Other Personal Services	0	0	0	0
Contracted Services	25,663,633	2,694,078	(9,156,540)	19,201,171
Operating Expenses	15,278,581	1,401,176	(371,852)	16,307,905
Operating Capital Outlay	2,054,780	722,970	(665,660)	2,112,090
Fixed Capital Outlay	21,077,055	4,857,500	(3,228,500)	22,706,055
Interagency Expenditures (Cooperative Funding)	65,725,591	22,600,843	(8,674,185)	79,652,249
Debt	0	0	0	0
Reserves - Emergency Response	0	0	0	0
TOTAL USE OF FUNDS	\$183,494,869	\$33,490,786	(\$22,265,192)	\$194,720,463
USE OF FUNDS FOR PRIOR YEAR ENCUMBRANCES				
Salaries and Benefits	\$986,093	\$0	(\$986,093)	\$0
Other Personal Services	0	0	0	0
Contracted Services	9,867,404	0	4,933,702	14,801,106
Operating Expenses	1,671,410	0	(1,671,410)	0
Operating Capital Outlay	1,241,322	0	(1,241,322)	0
Fixed Capital Outlay	791,234	6,329,872	0	7,121,106
Interagency Expenditures (Cooperative Funding)	13,332,543	28,335,965	0	41,668,508
Debt	0	0	0	0
Reserves - Emergency Response	0	0	0	0
TOTAL USE OF FUNDS FOR PRIOR YEAR ENCUMBRANCES	\$27,890,006	\$34,665,837	\$1,034,877	\$63,590,720
UNEARNED REVENUE				
FDOT Mitigation	\$11,630,835	\$0	(\$674,456)	\$10,956,379
TOTAL UNEARNED REVENUE	\$11,630,835	\$0	(\$674,456)	\$10,956,379
FUND BALANCE (ESTIMATED)				
Nonspendable	\$1,442,511	\$0	\$0	\$1,442,511
Restricted	19,799,392	0	(16,801,028)	2,998,364
Committed	137,986,691	0	(20,710,067)	117,276,624
Assigned	177,711,626	0	(50,991,798)	126,719,828
Unassigned	27,280,160	0	(27,280,160)	0
TOTAL FUND BALANCE	\$364,220,380	\$0	(\$115,783,053)	\$248,437,327
WORKFORCE				
Authorized Position (Full-Time Equivalents/FTE)	574.00	1.23	(1.23)	574.00
Contingent Worker (Independent Contractors)	0.00	0.00	0.00	0.00
Other Personal Services (OPS)	0.00	0.00	0.00	0.00
Intern	0.00	0.00	0.00	0.00
Volunteer	0.00	0.00	0.00	0.00
TOTAL WORKFORCE	574.00	1.23	(1.23)	574.00

Reserves:

Nonspendable: Amounts required to be maintained intact as principal or an endowment.

Restricted: Amounts that can be spent only for specific purposes like grants or through enabling legislation.

Committed: Amounts that can be used only for specific purposes determined and set by the District Governing Board.

Assigned: Amounts intended to be used for specific contracts or purchase orders.

Unassigned: Available balances that may be used for a yet to be determined purpose in the General Fund only.

III. Budget Highlights

2. Adequacy of Fiscal Resources

The District is committed to solving the region's water resource issues through cooperative programs, primarily its Cooperative Funding Initiative (CFI) which has been in place since 1988. These efforts have resulted in a combined investment (District, the State, and its cooperators) of over \$3.6 billion for the region's water resources. Projects are based on regional water supply plans and established funding thresholds for vital water quality, flood protection, and natural systems 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 assess the adequacy of its financial resources under various economic conditions and resource demands. The financial model considers all available resources and reserves, and future revenues and resource demands for projects. This includes major water supply and resource development projects consistent with the 2020 Regional Water Supply Plan (RWSP), and for smaller local projects, typically conservation and reuse. The District believes these efforts provide a strong basis for the long-term funding plan.

Below are the primary assumptions which drive the long-term funding plan.

Revenues:

- **Millage Rate** – based on a rolled-back millage rate.
- **Ad Valorem** – based on the most recent results of the District's new construction ad valorem model.
- **Local** – based on historical trends for cooperators' share for projects, primarily funded through the District's CFI, where the District is serving as the lead party.
- **State** – based on agreements with state agencies for ongoing initiatives and estimated appropriations from recurring state programs.
- **Federal** – based on known federal revenue sources for recurring programs.
- **Fund Balance** (Balance from Prior Years/Use of Reserves) – only utilized to fund projects.

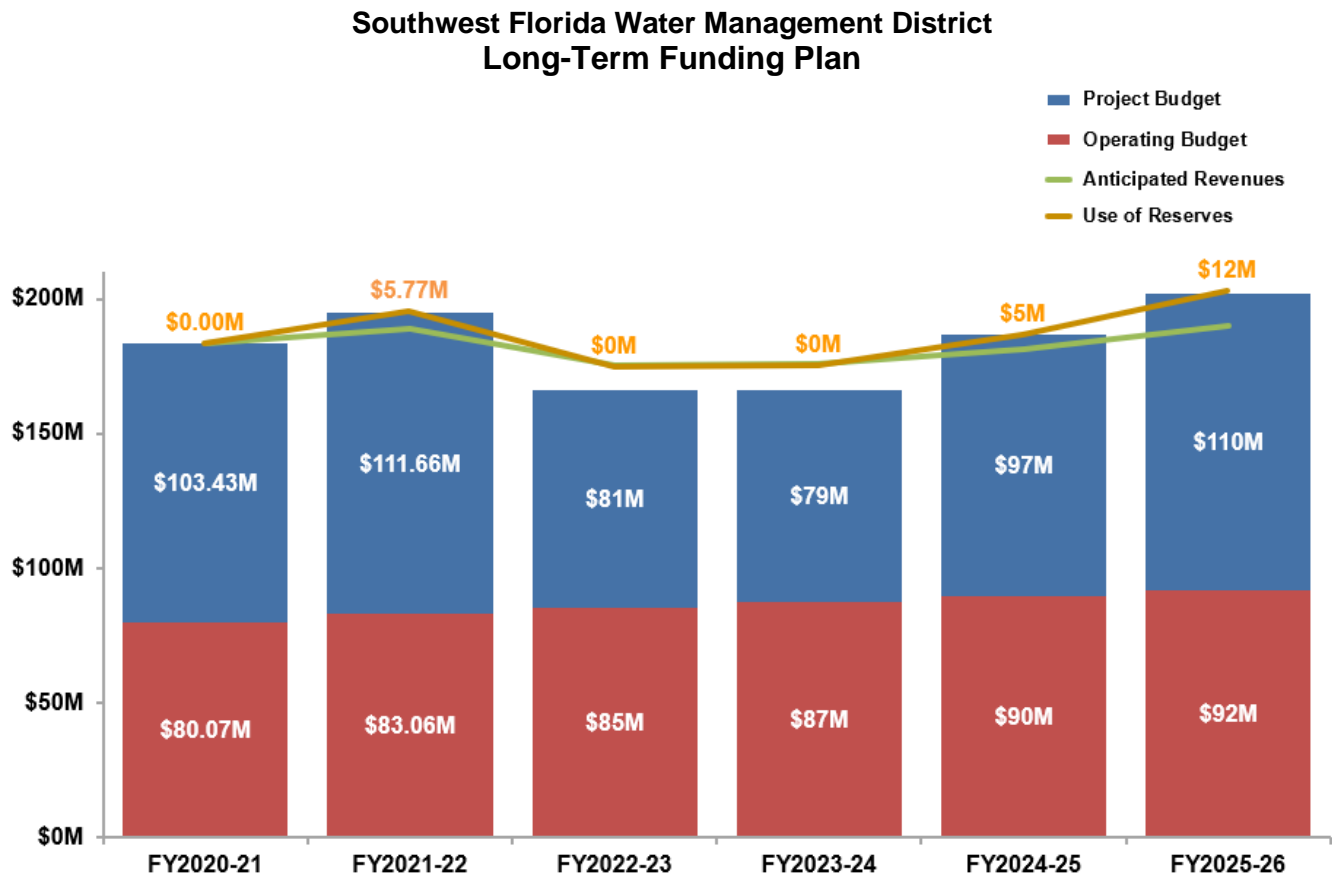
Expenditures:

- **Recurring (Operating) Budget** – includes salaries and benefits, operating expenses, contracted services for operational support and maintenance, and operating capital outlay.
 - Salaries and benefits not to exceed 50 percent of projected ad valorem revenue.
 - Operating budget (including salaries and benefits) not to exceed 80 percent of projected ad valorem revenue.
- **Non-Recurring (Project) Budget** – includes CFI projects, District grants and initiatives, and fixed capital outlay for land acquisition, capital improvements to District facilities and structures, and well construction. Starting in FY2022-23 funding represents:
 - Future requirements for current board-approved projects,
 - Projected requirements for future large-scale projects, and
 - Estimated baseline funding for other future projects based on historical trends.

III. Budget Highlights

Figure 3 displays the FY2020-21 Current Amended Budget, FY2021-22 Preliminary Budget, and projected expenditures and revenues from FY2022-23 through FY2025-26. The red bar represents recurring or operating expenditures, and the blue bar represents non-recurring or project expenditures. The green line signifies anticipated revenues, with the orange line displaying the use of reserves. The associated dollar amount above the orange line represents the shortfall (use of reserves) in anticipated revenues required to balance the budget.

Figure 3. Long-Term Funding Plan



Conclusion:

The District has developed the FY2021-22 Preliminary Budget to ensure the long-term sustainability of the region's water resources. Maintaining operational costs in-line with current ad valorem revenue levels (approximately 70 percent of ad valorem) has allowed the Governing Board the flexibility to continue the necessary annual investment in critical water resource management projects for the west-central Florida region. Even with the significant investment of \$111,665,189 for projects in the FY2021-22 Preliminary Budget, the District believes its resources, supplemented with project reserves, will maintain a healthy investment in water resources over the next five years.

**SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT
PROJECTED UTILIZATION OF FUND BALANCE
PRELIMINARY BUDGET - Fiscal Year 2021-22**

			Five Year Utilization Schedule					
		Total Projected Designated Amounts at September 30, 2021	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Remaining Balance
NONSPENDABLE								
WS/WQ/FP/NS	Deposits	\$760,000	\$0	\$0	\$0	\$0	\$0	\$760,000
NS	Inventories	18,397	0	0	0	0	0	18,397
WS/WQ/FP/NS	Prepays	664,114	0	0	0	0	0	664,114
NONSPENDABLE SUBTOTAL		\$1,442,511	\$0	\$0	\$0	\$0	\$0	\$1,442,511
RESTRICTED								
WS/WQ/FP/NS	Alafia River Basin	\$329,745	\$329,745	\$0	\$0	\$0	\$0	\$0
WS/WQ/FP/NS	Hillsborough River Basin	2,516,498	2,516,498	0	0	0	0	0
WS/WQ/FP/NS	Coastal Rivers Basin	251,493	251,493	0	0	0	0	0
WS/WQ/FP/NS	Pinellas-Anclote River Basin	2,729,495	2,729,495	0	0	0	0	0
WS/WQ/FP/NS	Withlacoochee River Basin	559,977	559,977	0	0	0	0	0
WS/WQ/FP/NS	Peace River Basin	788,655	788,655	0	0	0	0	0
WS/WQ/FP/NS	Manasota Basin	1,350,165	1,350,165	0	0	0	0	0
NS	Land Program	11,273,364	8,275,000	2,998,364	0	0	0	0
RESTRICTED SUBTOTAL		\$19,799,392	\$16,801,028	\$2,998,364	\$0	\$0	\$0	\$0
COMMITTED								
WS	Long-Term Water Supply and Water Resource Development	\$50,000,000	\$0	\$0	\$0	\$0	\$0	\$50,000,000
WS/WQ/FP/NS	Economic Stabilization Fund	30,600,000	0	0	0	0	0	30,600,000
WS	Central Florida Water Resource Development	33,012,000	0	0	0	0	0	33,012,000
WS	Central Florida Water Initiative Encumbrances	13,235,067	13,235,067	0	0	0	0	0
WS/WQ/FP/NS	Self-Funded Medical	1,700,000	0	0	0	0	0	1,700,000
NS	Land Program	9,439,624	7,475,000	1,964,624	0	0	0	0
COMMITTED SUBTOTAL		\$137,986,691	\$20,710,067	\$1,964,624	\$0	\$0	\$0	\$115,312,000
ASSIGNED								
WS/WQ/FP/NS	Short-Term Projects. Types of projects to be funded include: alternative water; stormwater improvement (water quality and flood protection); restoration; and Facilitating Agricultural Resource Management Systems (FARMS) projects.	\$123,429,910	\$5,765,890	\$0	\$0	\$5,393,057	\$12,043,236	\$100,227,727
WS/WQ/FP/NS	Facilities Capital Improvement Projects	3,914,090	721,400	0	0	0	0	3,192,690
WS/WQ/FP/NS	Structures Capital Improvement Projects	4,975,805	0	0	0	0	0	4,975,805
WS/WQ/FP/NS	Workers' Compensation Long-Term Liability	560,000	0	0	0	0	0	560,000
WS/WQ/FP/NS	Self Funded Medical	327,313	0	0	0	0	0	327,313
WS/WQ/FP/NS	General Fund/Facilities/Structures Encumbrances	44,504,508	44,504,508	0	0	0	0	0
ASSIGNED SUBTOTAL		\$177,711,626	\$50,991,798	\$0	\$0	\$5,393,057	\$12,043,236	\$109,283,535
UNASSIGNED								
WS/WQ/FP/NS	Carryover Balances from Prior Year Assigned to Fund Subsequent Year Budgets	\$27,280,160	\$27,280,160	\$0	\$0	\$0	\$0	\$0
UNASSIGNED SUBTOTAL		\$27,280,160	\$27,280,160	\$0	\$0	\$0	\$0	\$0
TOTAL		\$364,220,380	\$115,783,053	\$4,962,988	\$0	\$5,393,057	\$12,043,236	\$226,038,046
Remaining Fund Balance at Fiscal Year End			\$248,437,327	\$243,474,339	\$243,474,339	\$238,081,282	\$226,038,046	

WS = Water Supply
WQ = Water Quality
FP = Flood Protection
NS = Natural Systems

**SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT
USE OF FUND BALANCE**

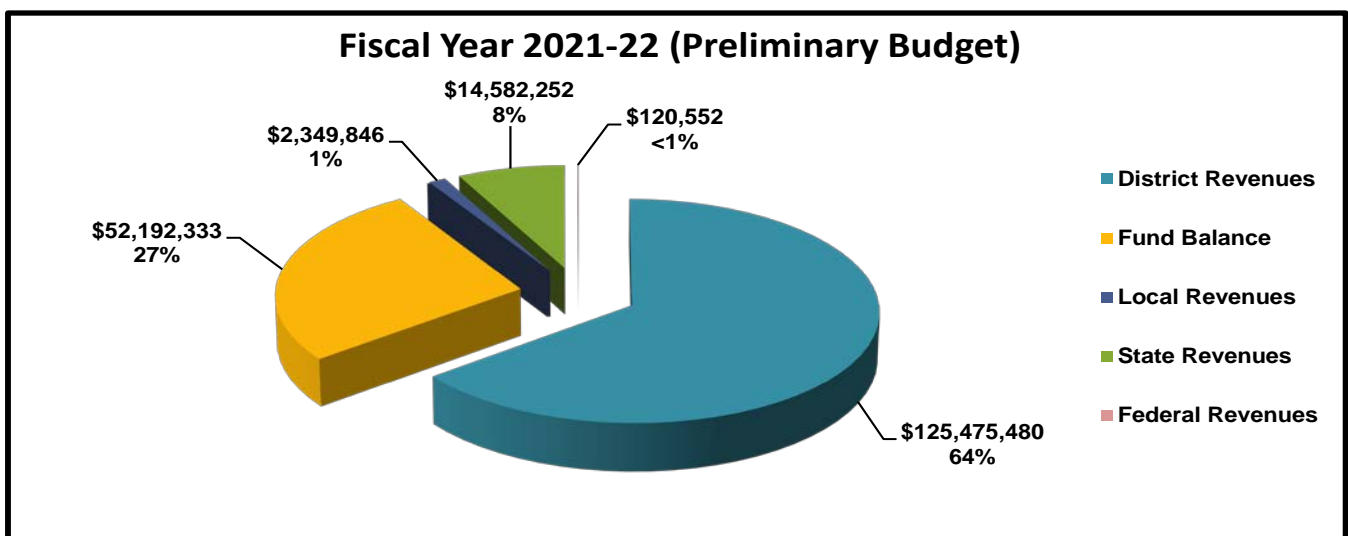
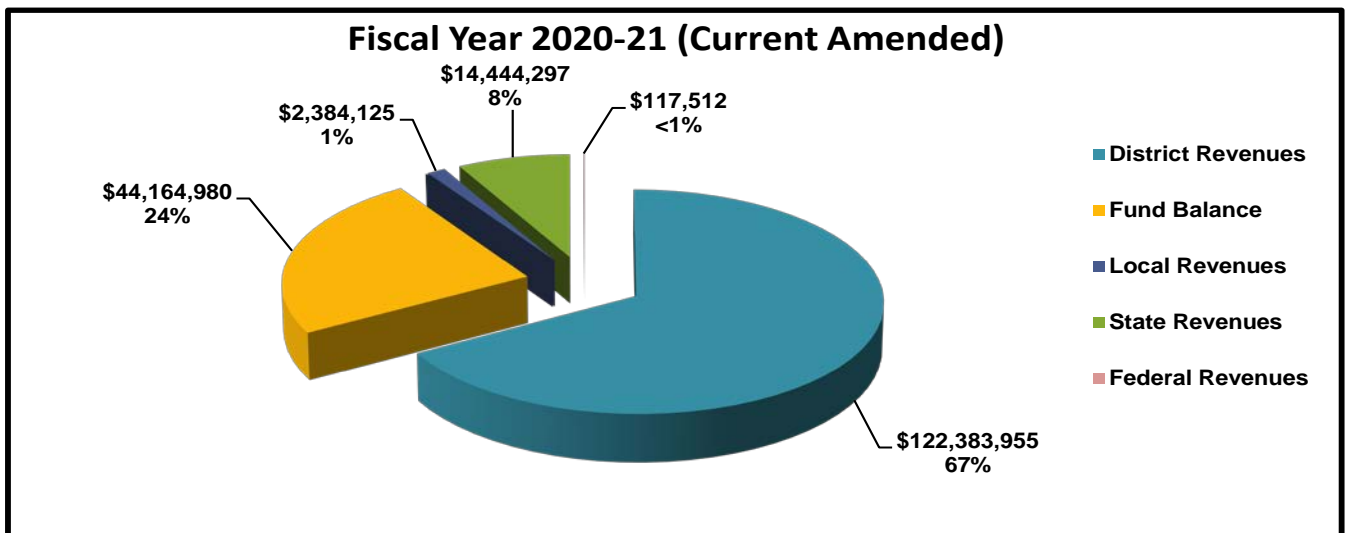
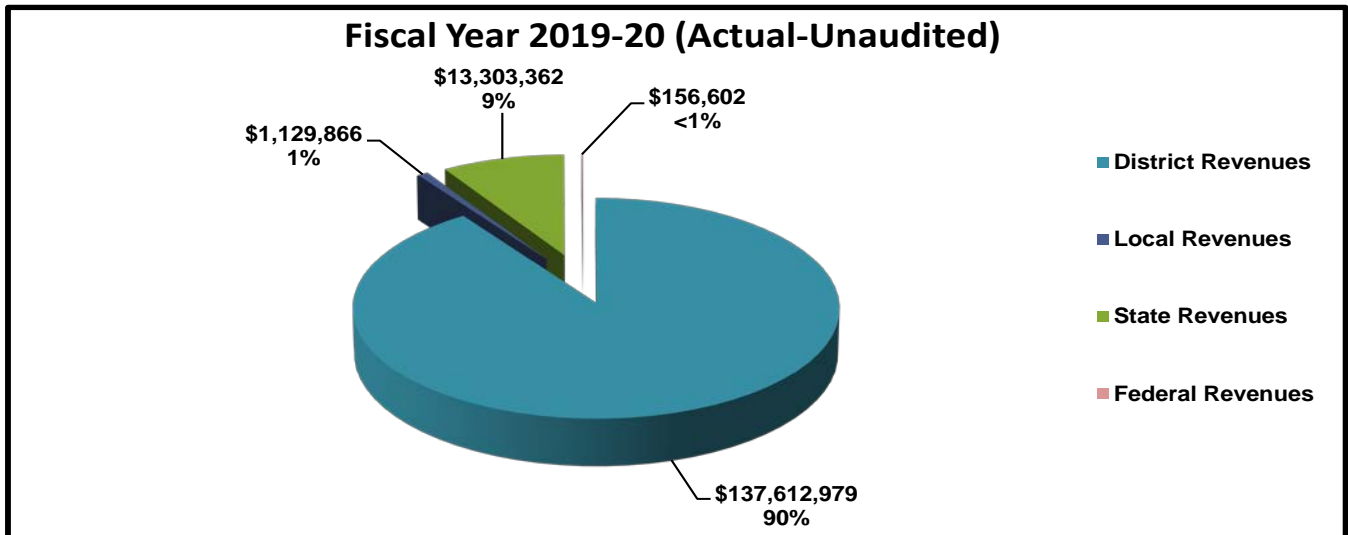
Fiscal Year 2021-22
PRELIMINARY BUDGET - Fiscal Year 2021-22

	Fiscal Year 2021-22 (Preliminary Budget)	SOURCES OF FUND BALANCE						
		District Revenues	Fund Balance	Debt	Local	State	Federal	TOTAL
1.0 Water Resource Planning and Monitoring	\$35,124,131	\$0	\$2,642,000	\$0	\$0	\$0	\$0	\$2,642,000
2.0 Land Acquisition, Restoration and Public Works	96,936,156	0	49,550,333	0	0	0	0	49,550,333
3.0 Operation and Maintenance of Works and Lands	27,751,418	0	0	0	0	0	0	0
4.0 Regulation	20,784,301	0	0	0	0	0	0	0
5.0 Outreach	2,218,430	0	0	0	0	0	0	0
6.0 Management and Administration	11,906,027	0	0	0	0	0	0	0
TOTAL	\$194,720,463	\$0	\$52,192,333	\$0	\$0	\$0	\$0	\$52,192,333

	USES OF FUND BALANCE									
	Salaries and Benefits	Other Personal Services	Contracted Services	Operating Expenses	Operating Capital Outlay	Fixed Capital Outlay	Interagency Expenditures (Cooperative Funding)	Debt	Reserves	TOTAL
1.0 Water Resource Planning and Monitoring	\$0	\$0	\$0	\$0	\$0	\$0	\$2,642,000	\$0	\$0	\$2,642,000
2.0 Land Acquisition, Restoration and Public Works	0	0	0	0	0	16,471,400	33,078,933	0	0	49,550,333
3.0 Operation and Maintenance of Works and Lands	0	0	0	0	0	0	0	0	0	0
4.0 Regulation	0	0	0	0	0	0	0	0	0	0
5.0 Outreach	0	0	0	0	0	0	0	0	0	0
6.0 Management and Administration	0	0	0	0	0	0	0	0	0	0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$16,471,400	\$35,720,933	\$0	\$0	\$52,192,333

III. Budget Highlights

3. Source of Funds Three-Year Comparison



SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT
SOURCE OF FUNDS COMPARISON FOR THREE FISCAL YEARS
 Fiscal Years 2019-20 (Actual - Unaudited), 2020-21 (Current Amended), 2021-22 (Preliminary)
 PRELIMINARY BUDGET - Fiscal Year 2021-22

SOURCE OF FUNDS	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
District Revenues	\$137,612,979	\$122,383,955	\$125,475,480	\$3,091,525	3%
Fund Balance	0	44,164,980	52,192,333	8,027,353	18%
Debt - Certificate of Participation (COPS)	0	0	0	0	
Local Revenues	1,129,866	2,384,125	2,349,846	(34,279)	-1%
State General Revenues	9,131,162	2,097,500	8,000,000	5,902,500	281%
Ecosystem Management Trust Fund	87,269	0	0	0	
FDOT/Mitigation	342,471	906,831	553,904	(352,927)	-39%
Water Management Lands Trust Fund	0	0	0	0	
Land Acquisition Trust Fund (LATF)	2,786,481	9,965,857	5,161,698	(4,804,159)	-48%
Florida Forever	622,734	575,000	0	(575,000)	-100%
Save Our Everglades Trust Fund	0	0	0	0	
Alligator Alley Tolls	0	0	0	0	
Other State Revenue	333,245	899,109	866,650	(32,459)	-4%
Federal Revenues	156,602	117,512	120,552	3,040	3%
Federal through State (FDEP)	0	0	0	0	
SOURCE OF FUNDS TOTAL	\$152,202,809	\$183,494,869	\$194,720,463	\$11,225,594	6%

DISTRICT REVENUES	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Ad Valorem	\$113,750,561	\$115,957,364	\$119,436,085	\$3,478,721	3%
Permit & License Fees	1,998,410	2,100,391	2,235,195	134,804	6%
Timber Sales	148,057	200,000	250,000	50,000	25%
Ag Privilege Tax	0	0	0	0	
Land Management	6,949,486	206,200	159,200	(47,000)	-23%
Investment Earnings (Loss)	13,914,612	3,750,000	3,225,000	(525,000)	-14%
Penalties & Fines	0	0	0	0	
Other Revenues	851,853	170,000	170,000	0	0%
TOTAL	\$137,612,979	\$122,383,955	\$125,475,480	\$3,091,525	3%

REVENUES BY SOURCE	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
District Revenues	\$137,612,979	\$122,383,955	\$125,475,480	\$3,091,525	3%
Fund Balance	0	44,164,980	52,192,333	8,027,353	18%
Debt	0	0	0	0	
Local Revenues	1,129,866	2,384,125	2,349,846	(34,279)	-1%
State Revenues	13,303,362	14,444,297	14,582,252	137,955	1%
Federal Revenues	156,602	117,512	120,552	3,040	3%
TOTAL	\$152,202,809	\$183,494,869	\$194,720,463	\$11,225,594	6%

III. Budget Highlights

4. Major Source of Funds Variances

This narrative describes major revenue variances between the Current Amended Budget for FY2020-21 and the Preliminary Budget for FY2021-22 by revenue source.

District Revenues: \$125,475,480 (+3%)

Increase of \$3,091,525 based on:

- *Ad Valorem at the Rolled-back Rate +3%*
Increase of \$3,478,721 resulting from growth in new construction. This is based on the assumption to continue levying at the rolled-back rate and an estimated 3 percent increase resulting from growth in new unit construction. The budgeted amount for FY2021-22 is \$119,436,085, which is 96 percent of the estimated proceeds based on the historical collection rate.
- *Permit & License Fees +6%*
Increase of \$134,804 based on recent revenue collected and permitting estimates for FY2021-22.
- *Timber Sales +25%*
Increase of \$50,000 based on recent timber management plan.
- *Land Management -23%*
Decrease of \$47,000 in projected revenue generated by District conservation lands (e.g., cattle leases, hog hunts, cell tower leases).
- *Investment Earnings (Loss) -14%*
Decrease of \$525,000 based on a 0.68 percent estimated yield on investments for FY2021-22.

Fund Balance: \$52,192,333 (+18%)

Increase of \$8,027,353 based on:

- *Balances from Prior Years +5%*
Increase of \$2,261,463 based on project cancellations, projects completed under budget, and unanticipated revenues from FY2019-20.
- *Short-Term Project Reserves (No funds were budgeted for FY2020-21.)*
Increase of \$5,765,890 based on expenditure requirements for cooperatively-funded projects.

Debt: \$0 (No funds were budgeted for FY2020-21.)

The District currently has no debt and does not propose incurring any new debt for FY2021-22.

Local Revenues: \$2,349,846 (-1%)

Decrease of \$34,279 based on cooperators' share for projects in FY2021-22, primarily funded through the District's Cooperative Funding Initiative, where the District is serving as the lead party.

State Revenues: \$14,582,252 (+1%)

Increase of \$137,955 based on:

- *State General Revenues +281%*
Increase of \$5,902,500 based on:
 - \$8,000,000 anticipated from a specific state appropriation for the Water Supply and Water Resource Development Grant Program.
 - \$2,097,500 reduction from the specific state appropriation for Springs Coast Water Quality.
- *Florida Department of Transportation (FDOT) Mitigation -39%*
Decrease of \$352,927 based on maintenance and monitoring of completed projects in the program.
- *Land Acquisition Trust Fund (LATF) -48%*
Decrease of \$4,804,159 based on:
 - \$4,190,000 reduction for Department of Environmental Protection (DEP) Springs Initiative projects.
 - \$614,159 reduction from prior year appropriations for land management activities.

III. Budget Highlights

- *Florida Forever – Prior Year Appropriations -100%*
Decrease of \$575,000 based on the projected balance of prior year appropriations from the Florida Forever Trust Fund for potential Florida Forever land acquisitions in FY2021-22.
- *Other State Revenues -4%*
Decrease of \$32,459 based on:
 - \$55,391 reduction from the Florida Fish and Wildlife Conservation Commission for the aquatic plant control program.
 - \$22,500 increase from the DEP for the Highlands Hammock State Park/Little Charlie Bowlegs Watershed Management Plan cooperatively-funded project.
 - \$432 increase from the FDOT for the Efficient Transportation Decision Making program.

Federal Revenues: \$120,552 (+3%)

Increase of \$3,040 for the FDOT Mitigation program.

5. Source of Funds by Program

III. Budget Highlights

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT SOURCE OF FUNDS BY PROGRAM Fiscal Year 2019-20 (Actual-Unaudited) PRELIMINARY BUDGET - Fiscal Year 2021-22

SOURCE OF FUNDS	Water Resource Planning and Monitoring	Land Acquisition, Restoration and Public Works	Operation and Maintenance of Works and Lands	Regulation	Outreach	Management and Administration	Fiscal Year 2019-20 (Actual-Unaudited)
District Revenues	\$27,380,999	\$60,538,589	\$15,910,337	\$20,138,904	\$2,038,901	\$11,605,249	\$137,612,979
Fund Balance	0	0	0	0	0	0	0
Debt - Certificate of Participation (COPS)	0	0	0	0	0	0	0
Local Revenues	918,283	211,583	0	0	0	0	1,129,866
State General Revenues	638,550	8,388,112	0	0	104,500	0	9,131,162
Ecosystem Management Trust Fund	0	87,269	0	0	0	0	87,269
FDOT/Mitigation	0	342,471	0	0	0	0	342,471
Water Management Lands Trust Fund	0	0	0	0	0	0	0
Land Acquisition Trust Fund (LATF)	0	200,641	2,585,840	0	0	0	2,786,481
Florida Forever	0	622,734	0	0	0	0	622,734
Save Our Everglades Trust Fund	0	0	0	0	0	0	0
Alligator Alley Tolls	0	0	0	0	0	0	0
Other State Revenue	0	3,572	297,316	32,357	0	0	333,245
Federal Revenues	0	91,918	64,684	0	0	0	156,602
Federal through State (FDEP)	0	0	0	0	0	0	0
SOURCE OF FUNDS TOTAL	\$28,937,832	\$70,486,889	\$18,858,177	\$20,171,261	\$2,143,401	\$11,605,249	\$152,202,809

District Revenues include:

Ad Valorem	\$113,750,561
Permit & License Fees	1,998,410
Timber Sales	148,057
Ag Privilege Tax	0
Land Management	6,949,486
Investment Earnings (Loss)	13,914,612
Penalties & Fines	0
Other Revenues	851,853

REVENUES BY SOURCE	Water Resource Planning and Monitoring	Land Acquisition, Restoration and Public Works	Operation and Maintenance of Works and Lands	Regulation	Outreach	Management and Administration	Fiscal Year 2019-20 (Actual-Unaudited)
District Revenues	\$27,380,999	\$60,538,589	\$15,910,337	\$20,138,904	\$2,038,901	\$11,605,249	\$137,612,979
Fund Balance	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
Local Revenues	918,283	211,583	0	0	0	0	1,129,866
State Revenues	638,550	9,644,799	2,883,156	32,357	104,500	0	13,303,362
Federal Revenues	0	91,918	64,684	0	0	0	156,602
TOTAL	\$28,937,832	\$70,486,889	\$18,858,177	\$20,171,261	\$2,143,401	\$11,605,249	\$152,202,809

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT
SOURCE OF FUNDS BY PROGRAM
Fiscal Year 2020-21 (Current Amended)
PRELIMINARY BUDGET - Fiscal Year 2021-22

SOURCE OF FUNDS	Water Resource Planning and Monitoring	Land Acquisition, Restoration and Public Works	Operation and Maintenance of Works and Lands	Regulation	Outreach	Management and Administration	Fiscal Year 2020-21 (Current Amended)
District Revenues	\$29,376,377	\$40,384,774	\$18,379,770	\$20,361,527	\$2,283,817	\$11,597,690	\$122,383,955
Fund Balance	2,695,836	41,469,144	0	0	0	0	44,164,980
Debt - Certificate of Participation (COPS)	0	0	0	0	0	0	0
Local Revenues	2,099,125	285,000	0	0	0	0	2,384,125
State General Revenues	0	2,097,500	0	0	0	0	2,097,500
Ecosystem Management Trust Fund	0	0	0	0	0	0	0
FDOT/Mitigation	0	906,831	0	0	0	0	906,831
Water Management Lands Trust Fund	0	0	0	0	0	0	0
Land Acquisition Trust Fund (LATF)	0	7,180,000	2,785,857	0	0	0	9,965,857
Florida Forever	0	575,000	0	0	0	0	575,000
Save Our Everglades Trust Fund	0	0	0	0	0	0	0
Alligator Alley Tolls	0	0	0	0	0	0	0
Other State Revenue	75,000	450,000	350,000	24,109	0	0	899,109
Federal Revenues	0	117,512	0	0	0	0	117,512
Federal through State (FDEP)	0	0	0	0	0	0	0
SOURCE OF FUNDS TOTAL	\$34,246,338	\$93,465,761	\$21,515,627	\$20,385,636	\$2,283,817	\$11,597,690	\$183,494,869

District Revenues include:

Ad Valorem	\$115,957,364
Permit & License Fees	2,100,391
Timber Sales	200,000
Ag Privilege Tax	0
Land Management	206,200
Investment Earnings (Loss)	3,750,000
Penalties & Fines	0
Other Revenues	170,000

REVENUES BY SOURCE	Water Resource Planning and Monitoring	Land Acquisition, Restoration and Public Works	Operation and Maintenance of Works and Lands	Regulation	Outreach	Management and Administration	Fiscal Year 2020-21 (Current Amended)
District Revenues	\$29,376,377	\$40,384,774	\$18,379,770	\$20,361,527	\$2,283,817	\$11,597,690	\$122,383,955
Fund Balance	2,695,836	41,469,144	0	0	0	0	44,164,980
Debt	0	0	0	0	0	0	0
Local Revenues	2,099,125	285,000	0	0	0	0	2,384,125
State Revenues	75,000	11,209,331	3,135,857	24,109	0	0	14,444,297
Federal Revenues	0	117,512	0	0	0	0	117,512
TOTAL	\$34,246,338	\$93,465,761	\$21,515,627	\$20,385,636	\$2,283,817	\$11,597,690	\$183,494,869

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT
SOURCE OF FUNDS BY PROGRAM
Fiscal Year 2021-22 (Preliminary Budget)
PRELIMINARY BUDGET - Fiscal Year 2021-22

SOURCE OF FUNDS	Water Resource Planning and Monitoring	Land Acquisition, Restoration and Public Works	Operation and Maintenance of Works and Lands	Regulation	Outreach	Management and Administration	Fiscal Year 2021-22 (Preliminary Budget)
District Revenues	\$30,034,785	\$35,451,367	\$25,105,111	\$20,759,760	\$2,218,430	\$11,906,027	\$125,475,480
Fund Balance	2,642,000	49,550,333	0	0	0	0	52,192,333
Debt - Certificate of Participation (COPS)	0	0	0	0	0	0	0
Local Revenues	2,349,846	0	0	0	0	0	2,349,846
State General Revenues	0	8,000,000	0	0	0	0	8,000,000
Ecosystem Management Trust Fund	0	0	0	0	0	0	0
FDOT/Mitigation	0	553,904	0	0	0	0	553,904
Water Management Lands Trust Fund	0	0	0	0	0	0	0
Land Acquisition Trust Fund (LATF)	0	2,810,000	2,351,698	0	0	0	5,161,698
Florida Forever	0	0	0	0	0	0	0
Save Our Everglades Trust Fund	0	0	0	0	0	0	0
Alligator Alley Tolls	0	0	0	0	0	0	0
Other State Revenue	97,500	450,000	294,609	24,541	0	0	866,650
Federal Revenues	0	120,552	0	0	0	0	120,552
Federal through State (FDEP)	0	0	0	0	0	0	0
SOURCE OF FUNDS TOTAL	\$35,124,131	\$96,936,156	\$27,751,418	\$20,784,301	\$2,218,430	\$11,906,027	\$194,720,463

District Revenues include:

Ad Valorem	\$119,436,085
Permit & License Fees	2,235,195
Timber Sales	250,000
Ag Privilege Tax	0
Land Management	159,200
Investment Earnings (Loss)	3,225,000
Penalties & Fines	0
Other Revenues	170,000

REVENUES BY SOURCE	Water Resource Planning and Monitoring	Land Acquisition, Restoration and Public Works	Operation and Maintenance of Works and Lands	Regulation	Outreach	Management and Administration	Fiscal Year 2021-22 (Preliminary Budget)
District Revenues	\$30,034,785	\$35,451,367	\$25,105,111	\$20,759,760	\$2,218,430	\$11,906,027	\$125,475,480
Fund Balance	2,642,000	49,550,333	0	0	0	0	52,192,333
Debt	0	0	0	0	0	0	0
Local Revenues	2,349,846	0	0	0	0	0	2,349,846
State Revenues	97,500	11,813,904	2,646,307	24,541	0	0	14,582,252
Federal Revenues	0	120,552	0	0	0	0	120,552
TOTAL	\$35,124,131	\$96,936,156	\$27,751,418	\$20,784,301	\$2,218,430	\$11,906,027	\$194,720,463

III. Budget Highlights

6. Proposed Millage Rate

The District continues to levy at the rolled-back millage rate. In accordance with Florida Statute, the rolled-back millage rate is calculated in the following manner:

The form on which the certification is made shall include instructions to each taxing authority describing the proper method of computing a millage rate which, exclusive of new construction, additions to structures, deletions, increases in the value of improvements that have undergone a substantial rehabilitation which increased the assessed value of such improvements by at least 100 percent, property added due to geographic boundary changes, total taxable value of tangible personal property within the jurisdiction in excess of 115 percent of the previous year's total taxable value, and any dedicated increment value, will provide the same ad valorem tax revenue for each taxing authority as was levied during the prior year less the amount, if any, paid or applied as a consequence of an obligation measured by the dedicated increment value. That millage rate shall be known as the "rolled-back rate."

Section 200.065(1), F.S.

When certified property values are received from the property appraisers in July, the datum from all counties in the District's jurisdiction is compiled and calculated to determine the rolled-back millage rate for the District. The annual property tax cycle known as TRIM (Truth in Millage) as defined by Florida Statute begins with the certification of taxable values every July 1 so taxing authorities can determine the millage rates to levy ad valorem taxes.

The FY2021-22 Preliminary Budget ad valorem tax revenue is based on a rolled-back millage model with an estimated 3 percent increase resulting from growth in new unit construction. For the purposes of estimation only, the rolled-back millage rate used to develop the Preliminary Budget is 0.2669. This will generate \$124,412,588 in ad valorem property tax revenue for FY2021-22, which represents a 3 percent increase compared to the FY2020-21 Adopted Budget. The increase is solely due to additional tax revenues from new construction.

Estimated ad valorem tax revenue has historically been higher than actual collected tax revenue. Therefore, the FY2021-22 Preliminary Budget of \$119,436,085 in ad valorem revenue represents 96 percent of the \$124,412,588 in estimated proceeds.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT THREE-YEAR AD VALOREM TAX COMPARISON

Fiscal Years 2019-20, 2020-21, and 2021-22
PRELIMINARY BUDGET - Fiscal Year 2021-22

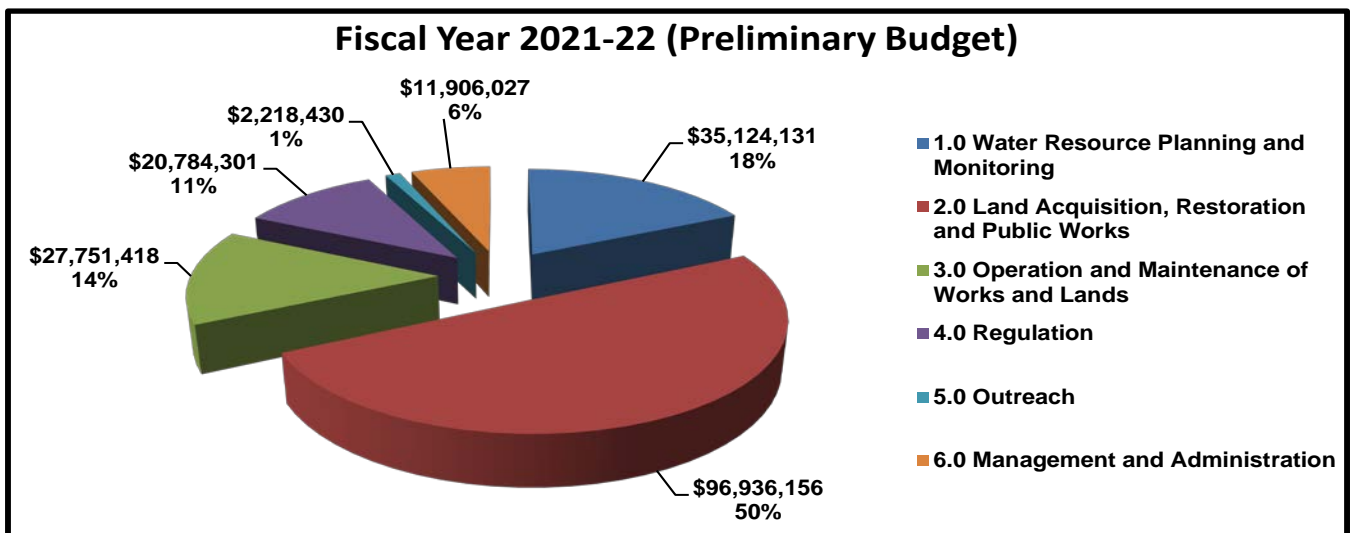
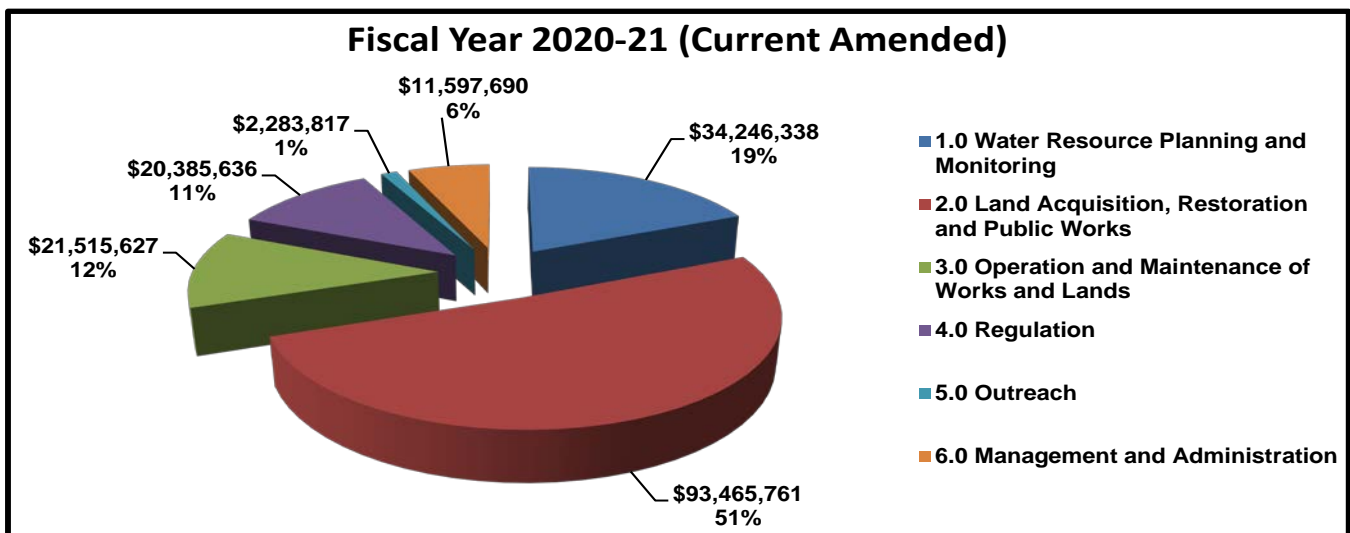
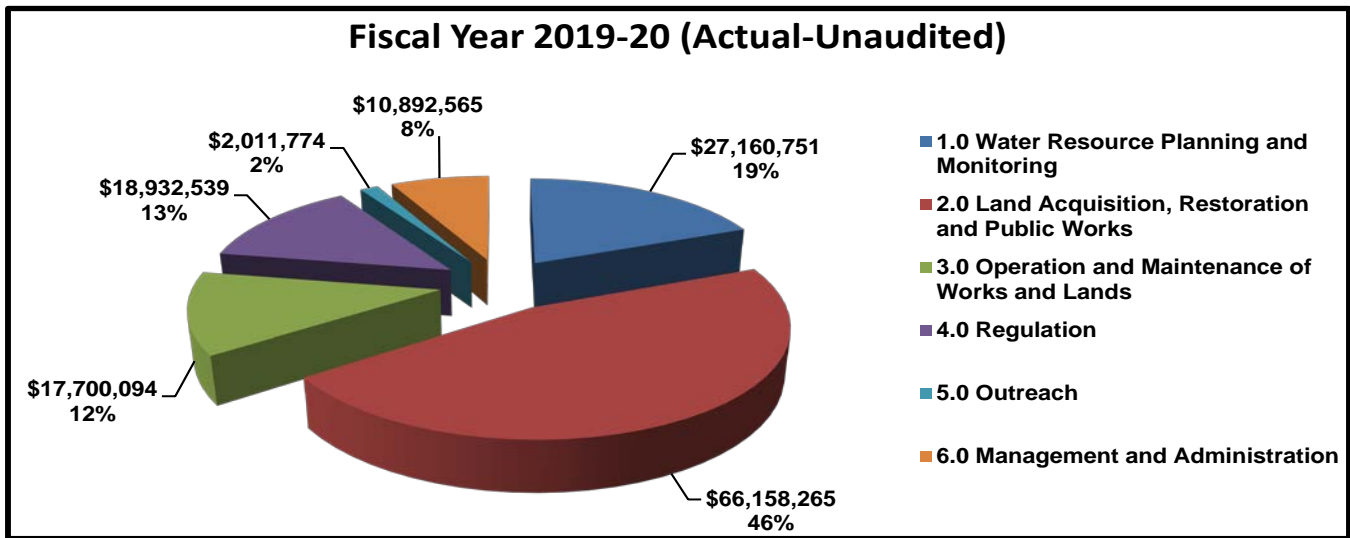
DISTRICTWIDE			
Ad Valorem Tax Comparison	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Adopted Budget)	Fiscal Year 2021-22 (Preliminary Budget)
Ad Valorem Taxes	\$113,750,561	\$115,957,364	\$119,436,085
Millage Rate	0.2801	0.2669	0.2669 ⁽¹⁾
Rolled-back Rate	0.2801	0.2669	0.2669 ⁽¹⁾
Percent of Change of Rolled-back Rate	0.00%	0.00%	0.00%
Gross Taxable Value for Operating Purposes	\$420,808,466,281	\$452,562,459,564	\$466,139,333,351
Net New Taxable Value	\$9,902,164,852	\$11,260,952,597	\$13,576,873,787 ⁽²⁾
Adjusted Taxable Value	\$410,906,301,429	\$441,301,506,967	\$452,562,459,564

¹ Existing millage and rolled-back rates for budget planning purposes only.

² Assumes 3 percent increase in new unit construction based on July 1, 2020 certified property values.

III. Budget Highlights

7. Use of Funds by Program Three-Year Comparison



III. Budget Highlights

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT
THREE-YEAR EXPENDITURE SUMMARY BY PROGRAM
 Fiscal Years 2019-20 (Actual - Unaudited), 2020-21 (Current Amended), 2021-22 (Preliminary)
PRELIMINARY BUDGET - Fiscal Year 2021-22

PROGRAMS, ACTIVITIES AND SUB-ACTIVITIES	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
1.0 Water Resource Planning and Monitoring	\$27,160,751	\$34,246,338	\$35,124,131	\$877,793	2.6%
1.1 - District Water Management Planning	8,189,556	13,957,293	14,578,724	621,431	4.5%
1.1.1 Water Supply Planning	844,574	696,934	814,819	117,885	16.9%
1.1.2 Minimum Flows and Minimum Water Levels	1,832,798	2,476,789	2,700,842	224,053	9.0%
1.1.3 Other Water Resources Planning	5,512,184	10,783,570	11,063,063	279,493	2.6%
1.2 - Research, Data Collection, Analysis and Monitoring	15,117,899	16,201,220	16,039,828	(161,392)	-1.0%
1.3 - Technical Assistance	941,513	1,095,930	1,158,156	62,226	5.7%
1.4 - Other Water Resources Planning and Monitoring Activities	0	0	0	0	
1.5 - Technology & Information Services	2,911,783	2,991,895	3,347,423	355,528	11.9%
2.0 Land Acquisition, Restoration and Public Works	\$66,158,265	\$93,465,761	\$96,936,156	\$3,470,395	3.7%
2.1 - Land Acquisition	954,907	18,056,363	16,283,046	(1,773,317)	-9.8%
2.2 - Water Source Development	33,430,616	34,442,119	45,866,924	11,424,805	33.2%
2.2.1 Water Resource Development Projects	5,597,249	12,690,790	13,261,864	571,074	4.5%
2.2.2 Water Supply Development Assistance	27,169,949	21,028,109	31,853,717	10,825,608	51.5%
2.2.3 Other Water Source Development Activities	663,418	723,220	751,343	28,123	3.9%
2.3 - Surface Water Projects	28,779,144	39,140,152	33,099,103	(6,041,049)	-15.4%
2.4 - Other Cooperative Projects	0	0	0	0	
2.5 - Facilities Construction and Major Renovations	2,181,798	980,900	721,400	(259,500)	-26.5%
2.6 - Other Acquisition and Restoration Activities	0	0	0	0	
2.7 - Technology & Information Services	811,800	846,227	965,683	119,456	14.1%
3.0 Operation and Maintenance of Works and Lands	\$17,700,094	\$21,515,627	\$27,751,418	\$6,235,791	29.0%
3.1 - Land Management	4,518,177	5,020,227	5,281,726	261,499	5.2%
3.2 - Works	5,102,601	8,332,335	13,368,585	5,036,250	60.4%
3.3 - Facilities	3,357,013	3,207,987	3,502,550	294,563	9.2%
3.4 - Invasive Plant Control	532,537	430,912	459,460	28,548	6.6%
3.5 - Other Operation and Maintenance Activities	441,731	142,242	186,869	44,627	31.4%
3.6 - Fleet Services	2,201,074	2,776,273	2,995,338	219,065	7.9%
3.7 - Technology & Information Services	1,546,961	1,605,651	1,956,890	351,239	21.9%
4.0 Regulation	\$18,932,539	\$20,385,636	\$20,784,301	\$398,665	2.0%
4.1 - Consumptive Use Permitting	3,341,469	3,893,593	4,080,644	187,051	4.8%
4.2 - Water Well Construction Permitting and Contractor Licensing	699,836	882,545	909,150	26,605	3.0%
4.3 - Environmental Resource and Surface Water Permitting	6,812,287	8,195,779	8,077,855	(117,924)	-1.4%
4.4 - Other Regulatory and Enforcement Activities	3,504,143	2,704,768	2,566,583	(138,185)	-5.1%
4.5 - Technology & Information Services	4,574,804	4,708,951	5,150,069	441,118	9.4%
5.0 Outreach	\$2,011,774	\$2,283,817	\$2,218,430	(\$65,387)	-2.9%
5.1 - Water Resource Education	754,965	801,438	807,113	5,675	0.7%
5.2 - Public Information	999,706	1,165,595	1,088,010	(77,585)	-6.7%
5.3 - Public Relations	0	0	0	0	
5.4 - Lobbying / Legislative Affairs / Cabinet Affairs	31,613	95,339	97,378	2,039	2.1%
5.5 - Other Outreach Activities	0	0	0	0	
5.6 - Technology & Information Services	225,490	221,445	225,929	4,484	2.0%
<i>SUBTOTAL - Major Programs (excluding Management and Administration)</i>	<i>\$131,963,423</i>	<i>\$171,897,179</i>	<i>\$182,814,436</i>	<i>\$10,917,257</i>	<i>6.4%</i>
6.0 Management and Administration	\$10,892,565	\$11,597,690	\$11,906,027	\$308,337	2.7%
6.1 - Administrative and Operations Support	8,096,260	8,522,690	8,831,027	308,337	3.6%
6.1.1 - Executive Direction	1,184,408	1,183,987	1,167,035	(16,952)	-1.4%
6.1.2 - General Counsel / Legal	541,171	675,778	673,623	(2,155)	-0.3%
6.1.3 - Inspector General	167,134	207,683	215,585	7,902	3.8%
6.1.4 - Administrative Support	3,624,333	3,575,363	3,609,980	34,617	1.0%
6.1.5 - Fleet Services	0	0	0	0	
6.1.6 - Procurement / Contract Administration	468,828	640,302	848,915	208,613	32.6%
6.1.7 - Human Resources	1,141,978	1,210,921	1,247,764	36,843	3.0%
6.1.8 - Communications	0	0	0	0	
6.1.9 - Technology & Information Services	988,408	1,028,656	1,068,125	39,469	3.8%
6.2 - Computer/Computer Support	0	0	0	0	
6.3 - Reserves	0	0	0	0	
6.4 - Other - (Tax Collector / Property Appraiser Fees)	2,796,305	3,075,000	3,075,000	0	0.0%
TOTAL	\$142,855,988	\$183,494,869	\$194,720,463	\$11,225,594	6.1%

III. Budget Highlights

8. Major Use of Funds Variances

The table below illustrates major variances between the Current Amended Budget for FY2020-21 and the Preliminary Budget for FY2021-22, highlighting significant variances at the program level. Each of these variances are explained below the table.

Expenditures by Program	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
1.0 Water Resource Planning and Monitoring	\$27,160,751	\$34,246,338	\$35,124,131	\$877,793	2.6%
2.0 Land Acquisition, Restoration and Public Works	66,158,265	93,465,761	96,936,156	3,470,395	3.7%
3.0 Operation and Maintenance of Works and Lands	17,700,094	21,515,627	27,751,418	6,235,791	29.0%
4.0 Regulation	18,932,539	20,385,636	20,784,301	398,665	2.0%
5.0 Outreach	2,011,774	2,283,817	2,218,430	(65,387)	-2.9%
6.0 Management and Administration	10,892,565	11,597,690	11,906,027	308,337	2.7%
Totals	\$142,855,988	\$183,494,869	\$194,720,463	\$11,225,594	6.1%

Program 1.0 - Water Resource Planning and Monitoring

The program's FY2021-22 Preliminary Budget is \$35,124,131, which is a \$877,793 (2.6%) increase from the FY2020-21 Current Amended Budget of \$34,246,338.

The increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$178,502), self-funded medical insurance (\$126,113), the reallocation of staff resources (\$32,321), employer paid FICA taxes (\$13,655), and retirement (\$12,142).
- Contracted services for MFLs Technical Support (\$315,800), Biologic Data (\$68,000), a statewide model management system (\$50,000), and an enterprise security system replacement (\$26,000).
- Operating expenses for software licensing and maintenance (\$74,191), maintenance and repair of equipment (\$68,707), and non-capital equipment (\$42,265).
- Operating capital outlay for vehicles (\$313,018).
- Interagency expenditures for Water Body Protection & Restoration Planning (\$160,000), Water Supply Planning (\$125,000), and Watershed Management Planning (\$69,692) cooperative funding projects.

The increases are primarily offset by reductions in:

- Salaries and benefits for overtime (\$8,000).
- Contracted services for MFLs Establishment and Evaluation (\$145,000), Ground Water Levels Data (\$136,617), Surface Water Flows & Levels Data (\$115,656), Central Florida Water Initiative planning (\$25,000), Studies and Assessments (\$25,000), and Water Quality Data (\$23,133).
- Operating capital outlay for field equipment (\$21,776).
- Fixed capital outlay for well construction associated with the Aquifer Exploration and Monitor Well Drilling program (\$271,500).
- Interagency expenditures for Study & Assessment cooperative funding projects (\$30,000).

Program 2.0 - Land Acquisition, Restoration and Public Works

The program's FY2021-22 Preliminary Budget is \$96,936,156, which is a \$3,470,395 (3.7%) increase from the FY2020-21 Current Amended Budget of \$93,465,761.

The increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$84,377), self-funded medical insurance (\$23,790), the reallocation of staff resources (\$19,866), retirement (\$9,249), and employer paid FICA taxes (\$6,437).
- Operating expenses for non-capital equipment (\$31,360), software licensing and maintenance (\$29,822), maintenance and repair of equipment (\$18,587), and tuition reimbursement (\$7,857).

III. Budget Highlights

- Fixed capital outlay for Districtwide roof/HVAC replacement and parking lot resurfacing (\$247,500).
- Interagency expenditures for the state appropriated Water Supply and Resource Development Grant program (\$8,000,000) and Regional Potable Water Interconnect (\$4,730,707), MFLs Recovery (\$2,620,000), Restoration Initiative (\$2,256,858), Stormwater Improvement – Water Quality (\$1,974,191), Stormwater Improvement – Implementation of Storage & Conveyance BMPs (\$1,538,362), and Aquifer Storage & Recovery Feasibility and Pilot Testing (\$959,338) cooperative funding projects.

The increases are primarily offset by reductions in:

- Salaries and benefits for non-medical insurance premiums (\$2,717).
- Contracted services for Restoration Initiatives (\$4,900,000), Aquifer Storage & Recovery Feasibility and Pilot Testing (\$2,681,869), FDOT Mitigation (\$350,000), MFLs Recovery (\$307,250), and real estate services support (\$35,000).
- Operating expenses for travel for offsite training (\$5,340).
- Operating capital outlay for vehicles (\$77,623).
- Fixed capital outlay for potential Florida Forever land acquisitions (\$1,750,000), replacement and upgrade of Districtwide building automation and access control systems (\$357,000), and Brooksville Building 4 breakroom repurposing (\$150,000).
- Interagency expenditures for Springs – Water Quality (\$6,520,953), Conservation Rebate and Retrofit (\$1,287,397), Aquifer Recharge/Storage & Recovery Construction (\$374,500), and Surface Water Reservoir and Treatment Plant (\$275,000) cooperative funding projects.

Program 3.0 - Operation and Maintenance of Works and Lands

The program's FY2021-22 Preliminary Budget is \$27,751,418, which is a \$6,235,791 (29%) increase from the FY2020-21 Current Amended Budget of \$21,515,627.

The increase is primarily due to increases in:

- Salaries and benefits for self-funded medical insurance (\$157,064), adjustments in compensation (\$71,072), and employer paid FICA taxes (\$5,454).
- Contracted services for operation, maintenance, and repair of structures (\$1,069,837), management and maintenance of conservation lands (\$80,000), land management projects on conservation lands (\$75,000), restoration projects on conservation lands (\$50,000), continuity of operations plan updates (\$50,000), an enterprise security system replacement (\$19,300), and technology support services (\$14,495).
- Operating expenses for software licensing and maintenance (\$258,619), non-capital equipment (\$231,204), maintenance and repair of equipment (\$70,534), lease of field equipment (\$57,851), janitorial services (\$50,000), parts and supplies (\$44,574), and rental of equipment (\$13,700).
- Operating capital outlay for the Capital Field Equipment Fund (\$177,000) and shop equipment (\$28,900).
- Fixed capital outlay for Wysong Water Conservation Structure refurbishment (\$4,000,000), structure gate drum and cable conversions (\$310,000), and structure controls and electrical gate systems upgrades (\$300,000).

The increases are primarily offset by reductions in:

- Salaries and benefits for overtime (\$7,599) and retirement (\$7,408).
- Operating expenses for property and vehicle insurance (\$76,081) and maintenance and repair of buildings and structures (\$20,000).
- Operating capital outlay for vehicles (\$84,443).
- Fixed capital outlay for Lake Pretty Water Conservation Structure gate replacements (\$400,000) and Nettles Water Conservation Structure construction (\$300,000).

III. Budget Highlights

Program 4.0 - Regulation

The program's FY2021-22 Preliminary Budget is \$20,784,301, which is a \$398,665 (2%) increase from the FY2020-21 Current Amended Budget of \$20,385,636.

The increase is primarily due to increases in:

- Salaries and benefits for self-funded medical insurance (\$144,850) and adjustments in compensation (\$68,121).
- Contracted services for the ePermitting system modernization (\$335,000), Districtwide regulation model steady state & transient calibrations (\$120,000), an enterprise security system replacement (\$31,900), consumptive use modeling software support (\$30,000), Dover/Plant City Automatic Meter Reading operation and maintenance (\$24,041), technology support services (\$24,032), financial systems upgrades (\$15,950), and Florida Sterling assessment (\$11,500).
- Operating expenses for maintenance and repair of equipment (\$56,847), travel for offsite training (\$13,002), miscellaneous permits and fees (\$9,500), tuition reimbursement (\$6,940), and merchant convenience fees for ePermitting (\$5,000).
- Operating capital outlay for a virtual server attached storage equipment lease (\$12,960) and enterprise server replacements (\$3,250).

The increases are primarily offset by reductions in:

- Salaries and benefits for the reallocation of staff resources (\$21,254).
- Contracted services for Agricultural Ground and Surface Water Management United States Department of Agriculture – Natural Resources Conservation Service Experts in Agricultural Permitting (\$244,375) and an enterprise asset management system replacement (\$15,850).
- Operating expenses for non-capital equipment (\$60,655) and software licensing and maintenance (\$7,248).
- Operating capital outlay for vehicles (\$154,825) and an unstructured data storage equipment lease (\$13,118).

Program 5.0 - Outreach

The program's FY2021-22 Preliminary Budget is \$2,218,430, which is a \$65,387 (2.9%) decrease from the FY2020-21 Current Amended Budget of \$2,283,817.

The decrease is primarily due to reductions in:

- Salaries and benefits for the reallocation of staff resources (\$107,811).
- Contracted services for education program evaluation and research (\$10,000).
- Operating capital outlay for vehicles (\$38,729).

The reductions are primarily offset by increases in:

- Salaries and benefits for adjustments in compensation (\$39,984), retirement (\$3,927), and employer paid FICA taxes (\$3,054).
- Contracted services for an enterprise security system replacement (\$2,400) and technology support services (\$1,563).
- Operating expenses for printing and reproduction (\$16,298), non-capital equipment (\$13,317), software licensing and maintenance (\$5,435), maintenance and repair of equipment (\$4,227), and tuition reimbursement (\$3,038).

III. Budget Highlights

Program 6.0 - Management and Administration

The program's FY2021-22 Preliminary Budget is \$11,906,027, which is a \$308,337 (2.7%) increase from the FY2020-21 Current Amended Budget of \$11,597,690.

The increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$64,806), self-funded medical insurance (\$62,124), the reallocation of staff resources (\$58,887), and retirement (\$17,095).
- Contracted services for technical specifications development for contractual agreements (\$60,000), financial investment advisory services (\$25,000), an enterprise security system replacement (\$10,200), Districtwide professional development training (\$8,000), and technology support services (\$6,722).
- Operating expenses for lease of office equipment (\$41,292), travel for offsite training (\$14,258), non-capital equipment (\$13,813), and software licensing and maintenance (\$13,441).

The increases are primarily offset by reductions in:

- Operating expenses for maintenance and repair of equipment (\$16,791).
- Operating capital outlay for information technology equipment (\$52,600) and vehicles (\$34,012).

IV. Program Allocations

A. Program and Activity Definitions, Descriptions and Budget

This section provides the fiscal year (FY) 2021-22 Preliminary Budget organized by program and activity. The water management districts are responsible for six program areas pursuant to subsection 373.536(5)(e)4, Florida Statutes: Water Resource Planning and Monitoring; Land Acquisition, Restoration and Public Works; Operation and Maintenance of Works and Lands; Regulation; Outreach; and Management and Administration.

The following information is provided for ALL PROGRAMS:

- Program by Expenditure Category
- Source of Funds
- Rate, Operating and Non-Operating
- Workforce
- Reductions - New Issues Summary

In addition, for each PROGRAM, ACTIVITY, and SUBACTIVITY, narratives include a Program Title, District Description, Changes and Trends, Budget Variances and Major Budget Items.

The following information is provided for each ACTIVITY and SUBACTIVITY:

- Activity (or Subactivity) by Expenditure Category
- Source of Funds
- Operating and Non-Operating Expenses

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

PROGRAM BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

ALL PROGRAMS

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
1.0 Water Resource Planning and Monitoring	\$26,072,716	\$25,898,281	\$27,160,751	\$34,246,338	\$35,124,131	\$877,793	2.6%
2.0 Land Acquisition, Restoration and Public Works	51,338,690	60,678,760	66,158,265	93,465,761	96,936,156	3,470,395	3.7%
3.0 Operation and Maintenance of Works and Lands	16,795,893	18,876,534	17,700,094	21,515,627	27,751,418	6,236,791	29.0%
4.0 Regulation	17,269,542	19,712,249	18,932,539	20,385,636	20,784,301	398,665	2.0%
5.0 Outreach	1,972,424	2,216,624	2,011,774	2,283,817	2,218,430	(65,387)	-2.9%
6.0 Management and Administration	10,623,513	10,941,323	10,892,565	11,597,690	11,906,027	308,337	2.7%
TOTAL	\$124,072,778	\$138,323,771	\$142,855,988	\$183,494,869	\$194,720,463	\$11,225,594	6.1%

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$46,750,347	\$49,351,738	\$49,934,768	\$53,695,229	\$54,740,993	\$1,045,764	1.9%
Other Personal Services	29,790	22,406	0	0	0	0	
Contracted Services	15,762,263	19,986,656	16,508,871	25,663,633	19,201,171	(6,462,462)	-25.2%
Operating Expenses	13,294,390	14,324,031	13,534,355	15,278,581	16,307,905	1,029,324	6.7%
Operating Capital Outlay	1,892,317	3,187,467	1,637,277	2,054,780	2,112,090	57,310	2.8%
Fixed Capital Outlay	1,010,328	1,241,936	4,362,706	21,077,055	22,706,055	1,629,000	7.7%
Interagency Expenditures (Cooperative Funding)	45,333,343	50,209,537	56,878,011	65,725,591	79,652,249	13,926,658	21.2%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$124,072,778	\$138,323,771	\$142,855,988	\$183,494,869	\$194,720,463	\$11,225,594	6.1%

SOURCE OF FUNDS

Fiscal Year 2021-22

	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Salaries and Benefits	\$54,483,884	\$0	\$0	\$0	\$236,557	\$20,552	\$54,740,993
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	17,209,671	0	0	9,000	1,882,500	100,000	19,201,171
Operating Expenses	15,202,210	0	0	0	1,105,695	0	16,307,905
Operating Capital Outlay	2,112,090	0	0	0	0	0	2,112,090
Fixed Capital Outlay	6,234,655	16,471,400	0	0	0	0	22,706,055
Interagency Expenditures (Cooperative Funding)	30,232,970	35,720,933	0	2,340,846	11,357,500	0	79,652,249
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
TOTAL	\$125,475,480	\$52,192,333	\$0	\$2,349,846	\$14,582,252	\$120,552	\$194,720,463

RATE, OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Workforce	Rates (Salary without benefits)	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	574.00	\$36,639,523	\$54,740,993	\$0	\$54,740,993
Other Personal Services	0.00	0	0	0	0
Contracted Services	0.00	0	9,894,286	9,306,885	19,201,171
Operating Expenses			16,307,905	0	16,307,905
Operating Capital Outlay			2,112,090	0	2,112,090
Fixed Capital Outlay			0	22,706,055	22,706,055
Interagency Expenditures (Cooperative Funding)			0	79,652,249	79,652,249
Debt			0	0	0
Reserves - Emergency Response			0	0	0
TOTAL			\$83,055,274	\$111,665,189	\$194,720,463

WORKFORCE

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

WORKFORCE CATEGORY	Fiscal Year					(Current -- Preliminary) 2020-21 to 2021-22	
	2017-18	2018-19	2019-20	2020-21	2021-22	Difference	% Change
Authorized Positions	574.00	574.00	574.00	574.00	574.00	-	0.0%
Contingent Worker	0.00	0.00	0.00	0.00	0.00	0.00	
Other Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	
Intern	0.00	0.00	0.00	0.00	0.00	0.00	
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL WORKFORCE	574.00	574.00	574.00	574.00	574.00	0.00	0.0%

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT
REDUCTIONS - NEW ISSUES SUMMARY
Fiscal Year 2021-22
PRELIMINARY BUDGET - Fiscal Year 2021-22

	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	6.0 Management and Administration	TOTAL
Reductions							
Salaries and Benefits	\$11,713	\$2,717	\$16,518	\$25,064	\$109,271	\$3,172	\$168,455
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	507,846	8,318,219	14,600	264,225	11,250	40,400	9,156,540
Operating Expenses	25,097	9,320	199,443	73,239	390	64,363	371,852
Operating Capital Outlay	78,296	81,907	166,891	207,093	40,017	91,456	665,660
Fixed Capital Outlay	271,500	2,257,000	700,000	0	0	0	3,228,500
Interagency Expenditures (Cooperative Funding)	30,000	8,644,185	0	0	0	0	8,674,185
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
	\$924,452	\$19,313,348	\$1,097,452	\$569,621	\$160,928	\$199,391	\$22,265,192
New Issues							
Salaries and Benefits	\$362,733	\$143,719	\$233,590	\$219,349	\$46,965	\$207,863	\$1,214,219
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	503,040	52,848	1,378,282	595,423	5,163	159,322	2,694,078
Operating Expenses	215,762	88,425	821,069	97,874	42,343	135,703	1,401,176
Operating Capital Outlay	366,018	5,100	290,302	55,640	1,070	4,840	722,970
Fixed Capital Outlay	0	247,500	4,610,000	0	0	0	4,857,500
Interagency Expenditures (Cooperative Funding)	354,692	22,246,151	0	0	0	0	22,600,843
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
	\$1,802,245	\$22,783,743	\$7,333,243	\$968,286	\$95,541	\$507,728	\$33,490,786
Net Change							
Salaries and Benefits	\$351,020	\$141,002	\$217,072	\$194,285	(\$62,306)	\$204,691	\$1,045,764
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	(4,806)	(8,265,371)	1,363,682	331,198	(6,087)	118,922	(6,462,462)
Operating Expenses	190,665	79,105	621,626	24,635	41,953	71,340	1,029,324
Operating Capital Outlay	287,722	(76,807)	123,411	(151,453)	(38,947)	(86,616)	57,310
Fixed Capital Outlay	(271,500)	(2,009,500)	3,910,000	0	0	0	1,629,000
Interagency Expenditures (Cooperative Funding)	324,692	13,601,966	0	0	0	0	13,926,658
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
	\$877,793	\$3,470,395	\$6,235,791	\$398,665	(\$65,387)	\$308,337	\$11,225,594

IV. Program Allocations

1.0 Water Resource Planning and Monitoring

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

District Description

This program encompasses a broad scope of programs critical to the core mission, including water supply planning, MFLs, data collection, research and studies, watershed and water body planning, floodplain mapping, and technical assistance to local governments. Planning activities include strategic planning for the District; five-year updates to the Regional Water Supply Plan (RWSP); watershed management planning; diagnostic, protection and restoration plans for specific water bodies; and planning and technical assistance to water management partners, including entities such as local governments, regional water supply authorities and national estuary programs.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

PROGRAM BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

1.0 Water Resource Planning and Monitoring

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$12,281,809	\$12,724,141	\$13,319,949	\$14,471,245	\$14,822,265	\$351,020	2.4%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	5,757,092	5,580,607	6,606,563	8,124,217	8,119,411	(4,806)	-0.1%
Operating Expenses	2,027,019	2,321,136	2,077,646	2,406,325	2,596,990	190,665	7.9%
Operating Capital Outlay	283,046	545,994	486,917	388,391	676,113	287,722	74.1%
Fixed Capital Outlay	616,578	479,079	1,552,566	1,706,155	1,434,655	(271,500)	-15.9%
Interagency Expenditures (Cooperative Funding)	5,107,172	4,247,324	3,117,110	7,150,005	7,474,697	324,692	4.5%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$26,072,716	\$25,898,281	\$27,160,751	\$34,246,338	\$35,124,131	\$877,793	2.6%

SOURCE OF FUNDS

Fiscal Year 2021-22

	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Salaries and Benefits	\$14,822,265	\$0	\$0	\$0	\$0	\$0	\$14,822,265
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	8,110,411	0	0	9,000	0	0	8,119,411
Operating Expenses	2,596,990	0	0	0	0	0	2,596,990
Operating Capital Outlay	676,113	0	0	0	0	0	676,113
Fixed Capital Outlay	1,434,655	0	0	0	0	0	1,434,655
Interagency Expenditures (Cooperative Funding)	2,394,351	2,642,000	0	2,340,846	97,500	0	7,474,697
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
TOTAL	\$30,034,785	\$2,642,000	\$0	\$2,349,846	\$97,500	\$0	\$35,124,131

RATE, OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Workforce	Rate (Salary without benefits)	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	149.35	\$10,108.013	\$14,822,265	\$0	\$14,822,265
Other Personal Services	0.00	0	0	0	0
Contracted Services	0.00	0	4,814,838	3,304,573	8,119,411
Operating Expenses			2,596,990	0	2,596,990
Operating Capital Outlay			676,113	0	676,113
Fixed Capital Outlay			0	1,434,655	1,434,655
Interagency Expenditures (Cooperative Funding)			0	7,474,697	7,474,697
Debt			0	0	0
Reserves - Emergency Response			0	0	0
TOTAL			\$22,910,206	\$12,213,925	\$35,124,131

WORKFORCE

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

WORKFORCE CATEGORY	Fiscal Year				(Current -- Preliminary) 2020-21 to 2021-22	
	2017-18	2018-19	2019-20	2020-21	2021-22	% Change
Authorized Positions	151.62	148.86	151.69	149.10	149.35	0.2%
Contingent Worker	0.00	0.00	0.00	0.00	0.00	0.00
Other Personal Services	0.00	0.00	0.00	0.00	0.00	0.00
Intern	0.00	0.00	0.00	0.00	0.00	0.00
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL WORKFORCE	151.62	148.86	151.69	149.10	149.35	0.2%

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT REDUCTIONS - NEW ISSUES

1.0 Water Resource Planning and Monitoring

Fiscal Year 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

Fiscal Year 2020-21 (Current Amended)		149.10	\$34,246,338	
Reductions				
Issue	Description	Issue Amount	Workforce	Category Subtotal
Salaries and Benefits			0.00	11,713
1	Overtime	8,000	0.00	
2	Non-Medical Insurance Premiums	3,713	0.00	
Other Personal Services			0.00	-
		-	0.00	
Contracted Services				507,846
3	Minimum Flows and Minimum Water Levels	145,000		
4	Research, Data Collection, Analysis & Monitoring	136,617		
5	Research, Data Collection, Analysis & Monitoring	115,656		
6	Water Supply Planning	25,000		
7	Research, Data Collection, Analysis & Monitoring	25,000		
8	Research, Data Collection, Analysis & Monitoring	23,133		
9	Research, Data Collection, Analysis & Monitoring	15,000		
10	Technology & Information Services	13,000		
11	Research, Data Collection, Analysis & Monitoring	5,077		
12	Research, Data Collection, Analysis & Monitoring	4,363		
Operating Expenses				25,097
13	Research, Data Collection, Analysis & Monitoring	9,550		
14	Other Water Resources Planning	4,628		
15	Technical Assistance	2,061		
16	Minimum Flows and Minimum Water Levels	1,864		
17	Other Water Resources Planning	1,660		
18	Technical Assistance	1,500		
19	Research, Data Collection, Analysis & Monitoring	1,385		
20	Other Water Resources Planning	1,372		
21	Other Water Resources Planning	400		
22	Other Water Resources Planning	395		
23	Water Supply Planning	150		
24	Research, Data Collection, Analysis & Monitoring	123		
25	Other Water Resources Planning	5		
26	Technology & Information Services	4		
Operating Capital Outlay				78,296
27	Research, Data Collection, Analysis & Monitoring	61,776		
28	Technology & Information Services	10,920		
29	Research, Data Collection, Analysis & Monitoring	5,600		
Fixed Capital Outlay				271,500
30	Research, Data Collection, Analysis & Monitoring	271,500		
Interagency Expenditures (Cooperative Funding)				30,000
31	Research, Data Collection, Analysis & Monitoring	30,000		
Debt				-
		-		
Reserves				-
		-		
TOTAL REDUCTIONS		0.00		\$924,452

IV. Program Allocations

New Issues					
Issue	Description	Issue Amount	Workforce	Category Subtotal	Issue Narrative
Salaries and Benefits			0.25	362,733	
1	Adjustments in Compensation	178,502	0.00		
2	Self-Funded Medical Insurance	126,113	0.00		
3	Reallocation of Staff Resources	32,321	0.25		
4	Employer Paid FICA Taxes	13,655	0.00		
5	Retirement	12,142	0.00		
Other Personal Services			0.00	-	
		-	0.00		
Contracted Services				503,040	
6	Minimum Flows and Minimum Water Levels	315,800			Due to an increase in MFLs Technical Support.
7	Research, Data Collection, Analysis & Monitoring	68,000			Due to an increase in Biologic Data.
8	Technology & Information Services	50,000			Due to an increase in Statewide Model Management System.
9	Technology & Information Services	26,000			Due to an increase in Enterprise Security System Replacement.
10	Technology & Information Services	19,240			Due to an increase in Technology Support Services.
11	Technology & Information Services	13,000			Due to an increase in Financial Systems Upgrades.
12	Research, Data Collection, Analysis & Monitoring	9,000			Due to an increase in Data Support.
13	Research, Data Collection, Analysis & Monitoring	2,000			Due to an increase in Meteorologic Data.
Operating Expenses				215,762	
14	Technology & Information Services	74,191			Due to an increase in Software Licensing and Maintenance.
15	Technology & Information Services	51,815			Due to an increase in Non-Capital Equipment.
16	Technology & Information Services	47,707			Due to an increase in Maintenance and Repair of Equipment.
17	Research, Data Collection, Analysis & Monitoring	21,000			Due to an increase in Maintenance and Repair of Equipment.
18	Research, Data Collection, Analysis & Monitoring	9,000			Due to an increase in Parts and Supplies.
19	Research, Data Collection, Analysis & Monitoring	4,651			Due to an increase in Tuition Reimbursement.
20	Research, Data Collection, Analysis & Monitoring	2,620			Due to an increase in Rental of Equipment.
21	Research, Data Collection, Analysis & Monitoring	2,134			Due to an increase in Travel for Staff Duties.
22	Water Supply Planning	710			Due to an increase in Travel for Staff Duties.
23	Research, Data Collection, Analysis & Monitoring	670			Due to an increase in Professional Licenses.
24	Technology & Information Services	556			Due to an increase in Tuition Reimbursement.
25	Technology & Information Services	260			Due to an increase in Travel for Staff Duties.
26	Research, Data Collection, Analysis & Monitoring	200			Due to an increase in Lease of Office Equipment.
27	Other Water Resources Planning	134			Due to an increase in Lease of Office Equipment.
28	Technology & Information Services	77			Due to an increase in Memberships and Dues.
29	Technical Assistance	33			Due to an increase in Lease of Office Equipment.
30	Technology & Information Services	4			Due to an increase in Lease of Office Equipment.
Operating Capital Outlay				366,018	
31	Research, Data Collection, Analysis & Monitoring	313,018			Due to an increase in Vehicles.
32	Technology & Information Services	40,000			Due to an increase in Field Equipment.
33	Technology & Information Services	10,400			Due to an increase in Virtual Server Attached Storage Equipment Lease.
34	Technology & Information Services	2,600			Due to an increase in Enterprise Server Replacements.
Fixed Capital Outlay				-	
		-			
Interagency Expenditures (Cooperative Funding)				354,692	
35	Other Water Resources Planning	160,000			Due to an increase in Cooperative Funding Initiative for Water Body Protection & Restoration Planning.
36	Water Supply Planning	125,000			Due to an increase in Cooperative Funding Initiative for Water Supply Planning.
37	Other Water Resources Planning	69,692			Due to an increase in Cooperative Funding Initiative for Watershed Management Planning.
Debt				-	
		-			
Reserves				-	
		-			
TOTAL NEW ISSUES			0.25	1,802,245	
1.0 Water Resource Planning and Monitoring					
Total Workforce and Preliminary Budget for FY2021-22			149.35	\$35,124,131	

IV. Program Allocations

Changes and Trends

In recent years, the District has increased its overall emphasis in the areas of watershed management planning, water body protection/restoration planning, and MFLs initiatives. Regarding data collection, the District continues to seek efficiencies, while ensuring necessary data is available to support the scientific work critical to the core mission. This includes continuing the District's comprehensive review of all data collection efforts to eliminate duplication, ensure data quality, better align data efforts with District priorities, and control costs. Some data is being collected less frequently, such as the aerial orthoimagery used to produce orthophotos, budgeted on a three-year cycle and was included in the FY2019-20 budget. Data collection is being expanded where needed, such as increasing the number of monitor wells in the Northern and Heartland regions of the District to support strategic priorities; depicted by the increases in fixed capital outlay.

The District's Watershed Management Program remains the cornerstone of its preventative flood protection efforts. Due to major storm events in recent years and related flooding events, there has been an increase in cooperative funding applications for Watershed Management Planning, as well as District-initiated Watershed Management Planning. This is evident by the steady increase in contracted services and interagency expenditures over the past several years.

While multiple factors can influence variances in expenditures for salaries and benefits in any given year, the gradual increase over this time period is primarily due to increases in adjustments for compensation and self-funded medical insurance

Budget Variances

Overall, the program increased by 2.6 percent or \$877,793.

The increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$178,502), self-funded medical insurance (\$126,113), the reallocation of staff resources (\$32,321), employer paid FICA taxes (\$13,655), and retirement (\$12,142).
- Contracted services for MFLs Technical Support (\$315,800), Biologic Data (\$68,000), a statewide model management system (\$50,000), and an enterprise security system replacement (\$26,000).
- Operating expenses for software licensing and maintenance (\$74,191), maintenance and repair of equipment (\$68,707), and non-capital equipment (\$42,265).
- Operating capital outlay for vehicles (\$313,018).
- Interagency expenditures for Water Body Protection & Restoration Planning (\$160,000), Water Supply Planning (\$125,000), and Watershed Management Planning (\$69,692) cooperative funding projects.

The increases are primarily offset by reductions in:

- Salaries and benefits for overtime (\$8,000).
- Contracted services for MFLs Establishment and Evaluation (\$145,000), Ground Water Levels Data (\$136,617), Surface Water Flows & Levels Data (\$115,656), Central Florida Water Initiative planning (\$25,000), Studies and Assessments (\$25,000), and Water Quality Data (\$23,133).
- Operating capital outlay for field equipment (\$21,776).
- Fixed capital outlay for well construction associated with the Aquifer Exploration and Monitor Well Drilling program (\$271,500).
- Interagency expenditures for Study & Assessment cooperative funding projects (\$30,000).

IV. Program Allocations

Major Budget Items

- Salaries and Benefits (\$14,822,265 – 149.35 FTEs)
 - 1.1.1 *Water Supply Planning* (5.53 FTEs)
 - 1.1.2 *Minimum Flows and Minimum Water Levels* (12.99 FTEs)
 - 1.1.3 *Other Water Resources Planning* (22.42 FTEs)
 - 1.2 *Research, Data Collection, Analysis and Monitoring* (84.67 FTEs)
 - 1.3 *Technical Assistance* (10.51 FTEs)
 - 1.5 *Technology and Information Services* (13.23 FTEs)
- Contracted Services
 - Surface Water Flows & Levels Data (\$3,148,018)
 - MFLs Technical Support (\$974,500)
 - Watershed Management Planning (\$762,500)
 - Biologic Data (\$668,000)
 - Institute of Food and Agricultural Sciences Research (\$426,923)
 - Water Body Protection & Restoration Planning (\$370,000)
 - Ground Water Levels Data (\$366,520)
 - Studies & Assessments (\$250,000)
 - MFLs Establishment and Evaluation (\$210,000)
 - Water Quality Data (\$184,330)
 - Geologic Data (\$182,650)
 - Mapping & Survey Control (\$172,350)
 - Water Supply Planning (\$129,000)
- Operating Expenses
 - Software Licensing and Maintenance (\$1,286,397)
 - Non-Capital Equipment (\$303,350)
 - Parts and Supplies (\$242,810)
 - Maintenance and Repair of Equipment (\$230,788)
 - Travel for Staff Duties (\$125,573)
 - Telephone and Communications (\$123,701)
 - Laboratory Supplies (\$63,000)
 - Travel for Offsite Training (\$56,570)
 - Tuition Reimbursement (\$26,110)
- Operating Capital Outlay
 - Vehicles (\$477,433)
 - Office Equipment (\$50,000)
 - Field Equipment (\$40,000)
 - Network Infrastructure Equipment Lease (\$36,400)
 - Virtual Server Attached Storage Equipment Lease (\$36,400)
 - Unstructured Data Storage Equipment Lease (\$25,480)
 - Enterprise Server Replacements (\$10,400)
- Fixed Capital Outlay
 - Well Construction associated with the Aquifer Exploration and Monitor Well Drilling program (\$1,434,655)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Watershed Management Planning (\$6,709,192)
 - Water Body Protection & Restoration Planning (\$625,505)

IV. Program Allocations

1.1 District Water Management Planning – Local and regional water management and water supply planning, minimum flows and minimum water levels (MFLs), and other long-term water resource planning efforts. District Water Management Plans, developed pursuant to Section 373.036, Florida Statutes, are districtwide planning documents which encompass other levels of water management planning.

District Description

This activity includes preparation of the District's Regional Water Supply Plan (RWSP); the determination and establishment of MFLs; development of Water Resource Assessment projects; development and maintenance of the District's Strategic Plan, Watershed Management Program (WMP) and Surface Water Improvement and Management (SWIM) plans; and provides support for the national estuary programs, economic analyses, and other state, regional, and local water resource planning and coordination efforts.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

1.1 District Water Management Planning

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$3,629,547	\$3,759,013	\$3,827,942	\$4,456,141	\$4,586,710	\$130,569	2.9%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	1,256,164	893,560	1,172,525	2,300,200	2,446,000	145,800	6.3%
Operating Expenses	74,023	68,941	48,066	95,947	86,317	(9,630)	-10.0%
Operating Capital Outlay	4,749	4,749	48,012	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	4,019,236	3,665,747	3,093,011	7,105,005	7,459,697	354,692	5.0%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$8,983,719	\$8,392,010	\$8,189,556	\$13,957,293	\$14,578,724	\$621,431	4.5%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$9,498,378	\$2,642,000	\$0	\$2,340,846	\$97,500	\$0	\$14,578,724

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$4,586,710	\$0	\$4,586,710
Other Personal Services	0	0	0
Contracted Services	1,576,000	870,000	2,446,000
Operating Expenses	86,317	0	86,317
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	7,459,697	7,459,697
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$6,249,027	\$8,329,697	\$14,578,724

Changes and Trends

Continuous updating of watershed management plans is essential for making reliable information available to local and regional decision-makers and helps streamline the land development regulation permitting process. Due to major storm events in recent years and related flooding events, there has been an increase in cooperative funding applications for Watershed Management Planning, as well as District-initiated Watershed Management Planning. This is evident by the significant increase in contracted services and interagency expenditures over the past several years, and based on the prioritized schedule, these funding levels continue to increase starting in FY2020-21.

Budget Variances

The 4.5 percent increase is due to increases in:

- Salaries and benefits for adjustments in compensation (\$78,753), self-funded medical insurance (\$22,488), the reallocation of staff resources (\$11,766), retirement (\$12,311), and employer paid FICA taxes (\$6,027).
- Contracted services for MFLs Technical Support (\$315,800).

IV. Program Allocations

- Interagency expenditures for Water Body Protection & Restoration Planning (\$160,000), Water Supply Planning (\$125,000), and Watershed Management Planning (\$69,692) cooperative funding projects.

The increases are primarily offset by reductions in:

- Contracted services for MFLs Establishment and Evaluation (\$145,000) and Central Florida Water Initiative planning (\$25,000).
- Operating expenses for tuition reimbursement (\$4,628), travel for staff duties (\$2,526), and professional licenses (\$1,660).

Major Budget Items

- Salaries and Benefits (\$4,586,710)
- Contracted Services
 - MFLs Technical Support (\$974,500)
 - Watershed Management Planning (\$762,500)
 - Water Body Protection & Restoration Planning (\$370,000)
 - MFLs Establishment and Evaluation (\$210,000)
 - Utility Population Estimation Model and Demographic Analysis (\$129,000)
- Operating Expenses
 - Travel for Staff Duties (\$22,950)
 - Travel for Offsite Training (\$11,140)
 - Books, Subscriptions and Data (\$8,345)
 - Tuition Reimbursement (\$8,236)
 - Advertising and Public Notices (\$7,100)
 - Lease of Office Equipment (\$5,120)
 - Parts and Supplies (\$4,800)
 - Telephone and Communications (\$4,320)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Watershed Management Planning (\$6,709,192)
 - Water Body Protection & Restoration Planning (\$625,505)
 - Water Supply Planning (\$125,000)

IV. Program Allocations

1.1.1 Water Supply Planning – Long-term planning to assess and quantify existing and reasonably anticipated water supply needs and sources, and to maximize the beneficial use of those sources, for humans and natural systems. This includes water supply assessments developed pursuant to Section 373.036, Florida Statutes (F.S.), and regional water supply plans developed pursuant to Section 373.709, F.S.

District Description

The District is required by Section 373.709, F.S., to prepare a Districtwide Regional Water Supply Plan (RWSP) for areas where existing sources of water supply may not be adequate to meet demands over a 20-year planning horizon. This plan must be updated every five years. The last update, approved by the District's Governing Board in November 2020, addresses water supply needs and sources through 2040. The RWSP for the Central Florida Water Initiative (CFWI), which only affects Polk County, its municipalities, and a small portion of Lake County within this District, was also approved by the Governing Board in November 2020.

This subactivity also includes the Districtwide Water Supply Assessment, water conservation/alternative sources planning and research, cooperative water supply planning efforts with local governments and water supply authorities, and demographic analyses to support water supply planning.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT SUBACTIVITY BY EXPENDITURE CATEGORY Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22 PRELIMINARY BUDGET - Fiscal Year 2021-22 1.1.1 Water Supply Planning

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$518,486	\$594,282	\$339,818	\$527,038	\$544,363	\$17,325	3.3%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	177,665	226,629	178,116	154,000	129,000	(25,000)	-16.2%
Operating Expenses	16,580	12,747	10,700	15,896	16,456	560	3.5%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	246,209	480,956	315,940	0	125,000	125,000	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$958,940	\$1,314,614	\$844,574	\$696,934	\$814,819	\$117,885	16.9%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$753,377	\$61,442	\$0	\$0	\$0	\$0	\$814,819

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$544,363	\$0	\$544,363
Other Personal Services	0	0	0
Contracted Services	129,000	0	129,000
Operating Expenses	16,456	0	16,456
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	125,000	125,000
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$689,819	\$125,000	\$814,819

Changes and Trends

In FY2017-18, staff resources (salaries and benefits) began to increase to implement the recommendations of the RWSP for the CFWI, including development of water conservation programs, prevention and recovery projects, and consistent rules and regulations. In 2018, a new CFWI workgroup was formed, dedicated to developing regional water supply project options. Part of this effort involved the creation of a new list of potential projects which were included in the most recent update of the CFWI RWSP which was approved in November 2020 along with the Districtwide RWSP. The majority of the contracted technical assistance was completed in FY2018-19, which is reflected by the reduction in contracted services for FY2019-20.

IV. Program Allocations

The District also assists other entities, primarily water supply authorities and local governments, with water supply planning and cost-share funding. Recent examples, reflecting an increase in interagency expenditures for FY2018-19, include the continuation of updates for the Peace River Manasota Regional Water Supply Authority's Integrated Regional Water Supply Master Plan and the Withlacoochee Regional Water Supply Authority's Water Supply Plan, and the start of the Polk Regional Water Cooperative's Water Demand Management Plan. Information derived from such plans is integral to the development of the District's RWSP update.

Budget Variances

The 16.9 percent increase is due to increases in:

- Salaries and benefits for adjustments in compensation (\$14,870), retirement (\$1,548), and employer paid FICA taxes (\$1,138).
- Interagency expenditures for Water Supply Planning cooperative funding projects (\$125,000).

The increases are primarily offset by a reduction in:

- Contracted services for Central Florida Water Initiative planning (\$25,000).

Major Budget Items

- Salaries and Benefits (\$544,363)
- Contracted Services
 - Utility Population Estimation Model and Demographic Analysis (\$129,000)
- Operating Expenses
 - Travel for Staff Duties (\$8,006)
 - Books, Subscriptions, and Data (\$7,150)
 - Miscellaneous Permits & Fees (\$1,300)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Water Supply Planning (\$125,000)

IV. Program Allocations

1.1.2 Minimum Flows and Minimum Water Levels – The establishment of minimum surface and ground water levels and surface water flow conditions required to protect water resources from significant harm, as determined by the district Governing Board.

District Description

This subactivity includes the determination and establishment of minimum flows and minimum water levels (MFLs) for streams, estuaries, lakes, aquifers, wetlands, and springs (including independent scientific peer review) in order to avoid significant harm to water resources or ecology of the area. Also included is the ongoing development of Water Resource Assessment projects and other hydrologic investigations for the Northern Tampa Bay and Southern Water Use caution areas and the District's Northern region. The District's Governing Board updates and approves the MFLs Priority List and Schedule after receiving public comment. The Department of Environmental Protection subsequently reviews and approves the Priority List and Schedule.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

1.1.2 Minimum Flows and Minimum Water Levels

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$987,571	\$1,003,341	\$1,273,463	\$1,447,333	\$1,502,450	\$55,117	3.8%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	418,310	310,393	552,230	1,013,700	1,184,500	170,800	16.8%
Operating Expenses	16,682	9,394	7,105	15,756	13,892	(1,864)	-11.8%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$1,422,563	\$1,323,128	\$1,832,798	\$2,476,789	\$2,700,842	\$224,053	9.0%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$2,700,842	\$0	\$0	\$0	\$0	\$0	\$2,700,842

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$1,502,450	\$0	\$1,502,450
Other Personal Services	0	0	0
Contracted Services	1,184,500	0	1,184,500
Operating Expenses	13,892	0	13,892
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$2,700,842	\$0	\$2,700,842

Changes and Trends

The majority of funding in this subactivity is driven by the number of MFL evaluations and re-evaluations in a fiscal year based on the District's prioritized schedule, including staff travel and public notifications for workshops and proposed rule revisions. In FY2019-20, MFL re-evaluations began for three segments of the upper Peace River, as well as selected lakes in the Tampa Bay Planning Region. This required increased technical support for each of these MFLs as evidenced by the significant increase within contracted services in that fiscal year. Also, the Southern Water Use Caution Area (SWUCA) Recovery Assessment is set to be completed in FY2024-25. Therefore, many SWUCA lakes are planned for re-evaluation prior to the completion of the assessment as is evident in FY2021-22 contracted services and operating expenses.

Budget Variances

The 9 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$32,611), self-funded medical insurance (\$12,426), retirement (\$7,266), and employer paid FICA taxes (\$2,492).
- Contracted services for MFLs Technical Support (\$315,800).

IV. Program Allocations

The increases are offset by reductions in:

- Contracted services for MFLs Establishment and Evaluation (\$145,000).
- Operating expenses for travel for staff duties (\$1,864).

Major Budget Items

- Salaries and Benefits (\$1,502,450)
- Contracted Services
 - MFLs Technical Support (\$974,500)
 - MFLs Establishment and Evaluation (\$210,000)
- Operating Expenses
 - Advertising and Public Notices (\$7,100)
 - Parts and Supplies (\$3,800)
 - Travel for Staff Duties (\$2,992)

IV. Program Allocations

1.1.3 Other Water Resources Planning – District water management planning efforts not otherwise categorized above, such as comprehensive planning, watershed assessments and plans, Surface Water Improvement and Management (SWIM) planning, and feasibility studies.

District Description

This subactivity includes the development and maintenance of the District's Strategic Plan which provides the framework for the water management activities of the District, including more specific or programmatic planning activities.

Another key planning effort and a Strategic Plan strategy is the District's Watershed Management Program (WMP), which is implemented in partnership with local governments and integrates the District's watershed-based approaches to flood protection, water quality improvement, and natural systems protection. The WMP includes five elements: (1) Topographic Information, (2) Watershed Evaluation, (3) Watershed Management Plan, (4) Implementation of Best Management Practices (BMPs), and (5) Maintenance of Watershed Parameters and Models. The first three elements, along with the model maintenance component, are budgeted in this subactivity. Once watershed plans are developed, implementation of BMPs may follow, and District funding assistance for this purpose is budgeted under *2.3 Surface Water Projects*.

The District also actively plans for the restoration and protection of 12 priority water bodies consistent with the SWIM Act. Plans for each water body are in place and are updated periodically to ensure that they reflect current water quality and natural system conditions, trends, and needs. The District also provides financial support for, and works closely with, the national estuary programs associated with Tampa Bay, Sarasota Bay, and Charlotte Harbor, each of which is a SWIM priority water body.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

1.1.3 Other Water Resources Planning

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$2,123,490	\$2,161,390	\$2,214,661	\$2,481,770	\$2,539,897	\$58,127	2.3%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	660,189	356,538	442,179	1,132,500	1,132,500	0	0.0%
Operating Expenses	40,761	46,800	30,261	64,295	55,969	(8,326)	-12.9%
Operating Capital Outlay	4,749	4,749	48,012	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	3,773,027	3,184,791	2,777,071	7,105,005	7,334,697	229,692	3.2%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$6,602,216	\$5,754,268	\$5,512,184	\$10,783,570	\$11,063,063	\$279,493	2.6%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$6,044,159	\$2,580,558	\$0	\$2,340,846	\$97,500	\$0	\$11,063,063

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$2,539,897	\$0	\$2,539,897
Other Personal Services	0	0	0
Contracted Services	262,500	870,000	1,132,500
Operating Expenses	55,969	0	55,969
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	7,334,697	7,334,697
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$2,858,366	\$8,204,697	\$11,063,063

IV. Program Allocations

Changes and Trends

Continuous updating of watershed management plans is essential for making reliable information available to local and regional decision-makers and helps streamline the land development regulation permitting process. Due to major storm events in recent years and related flooding events, there has been an increase in cooperative funding applications for Watershed Management Planning, as well as District-initiated Watershed Management Planning. This is evident by the significant increase in contracted services and interagency expenditures for both FY2020-21 and FY2021-22. Operating capital outlay expenditures fluctuate based upon the need for vehicles and equipment to support water resource planning efforts.

Budget Variances

The 2.6 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$31,272), the reallocation of staff resources (\$11,766), self-funded medical insurance (\$10,284), retirement (\$3,497), and employer paid FICA taxes (\$2,397).
- Interagency expenditures for Water Body Protection & Restoration Planning (\$160,000) and Watershed Management Planning (\$69,692) cooperative funding projects.

The increases are primarily offset by reductions in:

- Salaries and benefits for non-medical insurance premiums (\$1,089).
- Operating expenses for tuition reimbursement (\$4,628), professional licenses (\$1,660), and travel for staff duties (\$1,372).

Major Budget Items

- Salaries and Benefits (\$2,539,897)
- Contracted Services
 - Watershed Management Planning (\$762,500)
 - Water Body Protection & Restoration Planning (\$370,000)
- Operating Expenses
 - Travel for Staff Duties (\$11,952)
 - Travel for Offsite Training (\$11,140)
 - Tuition Reimbursement (\$8,236)
 - Lease of Office Equipment (\$5,120)
 - Telephone and Communications (\$4,320)
 - Memberships and Dues (\$4,215)
 - Printing and Reproduction (\$3,796)
 - Office Supplies (\$3,250)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Watershed Management Planning (\$6,709,192)
 - Water Body Protection & Restoration Planning (\$625,505)

IV. Program Allocations

1.2 Research, Data Collection, Analysis and Monitoring – Activities that support district water management planning, restoration and preservation efforts including water quality monitoring, data collection and evaluation, and research.

District Description

This activity consists of District-managed and outsourced data collection, data analysis, and basic research. The District's water management mission necessitates a science-intensive approach to decision making, which requires reliable data of many types. The District monitors and collects a great deal of water resource data and obtains additional data from various sources including the U.S. Geological Survey (USGS).

Basic data such as aquifer levels, lake levels, stream and spring flows, rainfall, water quality, land survey, and biological information are used to characterize water resources and are essential for the modeling and analysis that support core and strategic priorities. The Regional Observation and Monitor-well Program (ROMP) provides the technical characterization of the District's groundwater resources, constructs long-term groundwater level and quality monitoring sites, and performs detailed hydrogeologic investigations in support of Water Resource Assessment projects and other water resource management efforts. Geographic data includes topography, land use/land cover, aerial orthoimagery, and other data layers that are combined for analyses that support critical projects and regulatory processes using the District's geographic information systems.

The District has automated much of its data collection, particularly rainfall and ground and surface water levels, through the implementation of the LoggerNet data acquisition system. The LoggerNet system not only provides efficient data collection, but also allows data to be made available through the ePermitting system portal and map viewers on the District's website. In addition, installation and maintenance of real-time data collection equipment on the first-magnitude springs and riverine systems allows the District to better understand the level of effort required to restore these unique systems.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

1.2 Research, Data Collection, Analysis and Monitoring

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$6,618,288	\$6,615,111	\$7,196,509	\$7,599,192	\$7,710,287	\$111,095	1.5%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	4,362,922	4,329,981	5,339,764	5,755,637	5,509,791	(245,846)	-4.3%
Operating Expenses	583,564	617,099	708,386	813,445	842,662	29,217	3.6%
Operating Capital Outlay	106,181	224,794	296,575	281,791	527,433	245,642	87.2%
Fixed Capital Outlay	616,578	479,079	1,552,566	1,706,155	1,434,655	(271,500)	-15.9%
Interagency Expenditures (Cooperative Funding)	1,087,936	581,577	24,099	45,000	15,000	(30,000)	-66.7%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$13,375,469	\$12,847,641	\$15,117,899	\$16,201,220	\$16,039,828	(\$161,392)	-1.0%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$16,030,828	\$0	\$0	\$9,000	\$0	\$0	\$16,039,828

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$7,710,287	\$0	\$7,710,287
Other Personal Services	0	0	0
Contracted Services	3,075,218	2,434,573	5,509,791
Operating Expenses	842,662	0	842,662
Operating Capital Outlay	527,433	0	527,433
Fixed Capital Outlay	0	1,434,655	1,434,655
Interagency Expenditures (Cooperative Funding)	0	15,000	15,000
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$12,155,600	\$3,884,228	\$16,039,828

IV. Program Allocations

Changes and Trends

In-house and statewide coordinated efforts have increased for data collection and production of secondary data, such as aquifer potentiometric surface maps. Light Detection And Ranging (LiDAR) technologies will be utilized to collect topographic and hydrographic data for Surface Water Improvement and Management, minimum flows and minimum water levels (MFLs), and Watershed Management Program projects to produce more detailed elevation datasets than previously possible at a significant cost savings over traditional survey methods. The District had cooperatively funded two LiDAR projects with Hillsborough and Pasco counties which was the main contributor for the significant level of funding within interagency expenditures for FY2017-18 and FY2018-19.

Funding for well construction has significantly increased within fixed capital outlay starting in FY2019-20 as the District continues to install monitor wells and perform aquifer testing through its ROMP to support the District's West-Central Florida Water Restoration Action Plan, MFLs establishment, saltwater intrusion monitoring, and other water management studies. Current areas of focus for the program include the Northern and Heartland regions of the District to support strategic priorities, such as the Springs Initiative and the Central Florida Water Initiative. Operating capital outlay expenditures fluctuate based upon the need for vehicles and equipment to support data collection efforts.

Budget Variances

The 1 percent decrease is primarily due to reductions in:

- Salaries and benefits for overtime (\$8,000) and retirement (\$6,354).
- Contracted services for Ground Water Levels Data (\$136,617), Surface Water Flows & Levels Data (\$115,656), Studies and Assessments (\$25,000), Water Quality Data (\$23,133), and Mapping & Survey Control (\$15,000).
- Operating expenses for non-capital equipment (\$9,550).
- Operating capital outlay for field equipment (\$61,776) and office equipment (\$5,600).
- Fixed capital outlay for well construction associated with the Aquifer Exploration and Monitor Well Drilling program (\$271,500).
- Interagency expenditures for Study & Assessment cooperative funding projects (\$30,000).

The reductions are primarily offset by increases in:

- Salaries and benefits for self-funded medical insurance (\$83,245) and adjustments in compensation (\$41,710).
- Contracted services for Biologic Data (\$68,000).
- Operating expenses for maintenance and repair of equipment (\$21,000), parts and supplies (\$9,000), tuition reimbursement (\$4,651), rental of equipment (\$2,620), and travel for staff duties (\$2,134).
- Operating capital outlay for vehicles (\$313,018).

Major Budget Items

- Salaries and Benefits (\$7,710,287)
- Contracted Services
 - Surface Water Flows & Levels Data (\$3,148,018)
 - Biologic Data (\$668,000)
 - Institute of Food and Agricultural Sciences Research (\$426,923)
 - Ground Water Levels Data (\$366,520)
 - Studies & Assessments (\$250,000)
 - Water Quality Data (\$184,330)
 - Geologic Data (\$182,650)
 - Mapping & Survey Control (\$172,350)
 - Meteorologic Data (\$97,000)

IV. Program Allocations

- Operating Expenses
 - Parts and Supplies (\$231,900)
 - Maintenance and Repair of Equipment (\$149,600)
 - Non-Capital Equipment (\$143,450)
 - Travel for Staff Duties (\$86,443)
 - Laboratory Supplies (\$63,000)
 - Telephone and Communications (\$32,960)
 - Travel for Offsite Training (\$28,250)
 - Rental of Other Equipment (\$18,520)
 - Maintenance and Repair of Buildings and Structures (\$18,000)
 - Tuition Reimbursement (\$15,401)
- Operating Capital Outlay
 - Vehicles (\$477,433)
 - Office Equipment (\$50,000)
- Fixed Capital Outlay
 - Well Construction associated with the Aquifer Exploration and Monitor Well Drilling program (\$1,434,655)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Studies & Assessments (\$15,000)

IV. Program Allocations

1.3 Technical Assistance – Activities that provide local, state, tribal, and federal planning support, including local government comprehensive plan reviews, Development of Regional Impact (DRI) siting, and Coastal Zone Management efforts.

District Description

This activity involves efforts to provide sound technical and policy information on water resources to state agencies, regional planning councils, local governments, and others; and to enhance the District's role in growth management. This includes review and comment on local government comprehensive plans, District input to DRI design and siting, and the review of other large-scale projects. Government and Community Affairs staff serve a broader communication function by providing the exchange of information, materials, and assistance directly to the various governments, citizen groups, and other customers throughout the District. Staff are assigned to planning regions (Heartland, Northern, Southern, and Tampa Bay) and coordinate activities with designated state and regional agencies, local governments, civic groups, and other organizations and associations. The District also monitors state and federal legislative activity to ensure that new or changed directives are efficiently incorporated into District programs and operations.

The District continues to build and maintain its relationships with its 98 local governments, water supply authorities, and other key target audiences. One effort in this regard is the District Utility Services program. The goal of this program is to strengthen communication between the District and water supply utilities and improve water use efficiency.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

1.3 Technical Assistance

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$909,342	\$884,991	\$916,569	\$1,054,031	\$1,119,785	\$65,754	6.2%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	5,463	7,119	2,581	0	0	0	
Operating Expenses	40,280	25,794	21,176	41,899	38,371	(3,528)	-8.4%
Operating Capital Outlay	1,187	1,187	1,187	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$956,272	\$919,091	\$941,513	\$1,095,930	\$1,158,156	\$62,226	5.7%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$1,158,156	\$0	\$0	\$0	\$0	\$0	\$1,158,156

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$1,119,785	\$0	\$1,119,785
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	38,371	0	38,371
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$1,158,156	\$0	\$1,158,156

Changes and Trends

This activity represents a continued level of service as in prior years.

Budget Variances

The 5.7 percent increase is primarily due to an increase in:

- Salaries and benefits for adjustments in compensation (\$49,162), self-funded medical insurance (\$7,481), retirement (\$5,306), and employer paid FICA taxes (\$3,760).

IV. Program Allocations

The increase is offset by a reduction in:

- Operating expenses for tuition reimbursement (\$2,061) and travel for offsite training (\$1,500).

Major Budget Items

- Salaries and Benefits (\$1,119,785)
- Operating Expenses
 - Travel for Staff Duties (\$14,880)
 - Travel for Offsite Training (\$6,000)
 - Telephone and Communications (\$4,800)
 - Memberships and Dues (\$3,246)
 - Books, Subscriptions, and Data (\$2,725)
 - Education Support (\$2,500)
 - Tuition Reimbursement (\$1,492)

IV. Program Allocations

1.4 Other Water Resources Planning and Monitoring Activities – Water resources planning and monitoring activities not otherwise categorized above.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

1.4 Other Water Resources Planning and Monitoring Activities

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$0	\$0

The District has not allocated funds to this activity for the past five years.

IV. Program Allocations

1.5 Technology and Information Services – This activity includes computer hardware and software, data lines, computer support and maintenance, Information Technology (IT) consulting services, data centers, network operations, web support and updates, desktop support, application development associated with this program, and related activities.

District Description

This activity represents an allocation of Technology and Information Services in support of the *1.0 Water Resource Planning and Monitoring* program. IT leadership enables District employees to accomplish their assigned tasks in support of the District's mission and other statutory requirements by identifying and evaluating the appropriate technology to provide relevant and timely information on implementing and maintaining systems to improve business value. IT initiatives for this program will focus on the long-term sustainability of key business support systems. This includes refreshing aging server, network, and desktop computing equipment; upgrades to operating, database, and off-the-shelf software systems; implementation of cloud-based systems where appropriate; and continued development and testing of business continuity strategies for major information systems. Server and desktop replacements are done in compliance with the schedule jointly established by the Department of Environmental Protection and the five water management districts.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

1.5 Technology and Information Services

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$1,124,632	\$1,465,026	\$1,378,929	\$1,361,881	\$1,405,483	\$43,602	3.2%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	132,543	349,947	91,693	68,380	163,620	95,240	139.3%
Operating Expenses	1,329,152	1,609,302	1,300,018	1,455,034	1,629,640	174,606	12.0%
Operating Capital Outlay	170,929	315,264	141,143	106,600	148,680	42,080	39.5%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$2,757,256	\$3,739,539	\$2,911,783	\$2,991,895	\$3,347,423	\$355,528	11.9%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$3,347,423	\$0	\$0	\$0	\$0	\$0	\$3,347,423

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$1,405,483	\$0	\$1,405,483
Other Personal Services	0	0	0
Contracted Services	163,620	0	163,620
Operating Expenses	1,629,640	0	1,629,640
Operating Capital Outlay	148,680	0	148,680
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$3,347,423	\$0	\$3,347,423

Changes and Trends

The modernization of the District's resource data system was initiated in FY2018-19 which was the primary contributor for the significant increases in staff resources (salaries and benefits), contracted services, operating expenses, and operating capital outlay that fiscal year. The cost of software and cloud services supporting this program has also increased operating expenses significantly over the past several years as more processes become automated and new technologies become available. Contracted services tend to vary from year to year based on the implementation of new or replacement systems, as well as upgrades and enhancements. This is apparent for FY2021-22 as there is an increase in outside assistance for the statewide model management system, an enterprise security system replacement, technology support, and financial systems upgrades.

IV. Program Allocations

Budget Variances

The 11.9 percent increase is primarily due to increases in:

- Salaries and benefits for the reallocation of staff resources (\$20,555), self-funded medical insurance (\$12,899), and adjustments in compensation (\$8,877).
- Contracted services for a statewide model management system (\$50,000), an enterprise security system replacement (\$26,000), and technology support services (\$19,240).
- Operating expenses for software licensing and maintenance (\$74,191), non-capital equipment (\$51,815), and maintenance and repair of equipment (\$47,707).
- Operating capital outlay for field equipment (\$40,000), a virtual server attached storage equipment lease (\$10,400), and enterprise server replacements (\$2,600).

The increases are primarily offset by reductions in:

- Operating capital outlay for an unstructured data storage equipment lease (\$10,920).

Major Budget Items

- Salaries and Benefits (\$1,405,483)
- Contracted Services
 - Technology Support Services (\$74,620)
 - Statewide Model Management System (\$50,000)
 - Enterprise Security System Replacement (\$26,000)
 - Financial Systems Upgrades (\$13,000)
- Operating Expenses
 - Software Licensing and Maintenance (\$1,286,397)
 - Non-Capital Equipment (\$159,400)
 - Telephone and Communications (\$81,621)
 - Maintenance and Repair of Equipment (\$80,588)
 - Travel for Offsite Training (\$11,180)
- Operating Capital Outlay
 - Field Equipment (\$40,000)
 - Network Infrastructure Equipment Lease (\$36,400)
 - Virtual Server Attached Storage Equipment Lease (\$36,400)
 - Unstructured Data Storage Equipment Lease (\$25,480)
 - Enterprise Server Replacements (\$10,400)

IV. Program Allocations

2.0 Land Acquisition, Restoration and Public Works

This program includes the development and construction of all capital projects (except for those contained in *Programs 1.0 and 3.0*) including water resource development projects, water supply development assistance, water control projects, support and administrative facilities construction, cooperative projects, land acquisition, and the restoration of lands and water bodies.

District Description

This program is the largest within the District's overall budget and includes funding for capital projects such as water supply development, water resource development, stormwater management, both the implementation of storage and conveyance Best Management Practices (BMPs) and water quality improvements, and natural system restoration. Lands are acquired for flood protection, water storage, water management, conservation, and protection of water resources, aquifer recharge, and preservation of wetlands, streams, lakes, and springs. Water resource development efforts include projects aimed at recovery of water flows and levels that are below established minimums, aquifer storage and recovery projects, and the Facilitating Agricultural Resource Management Systems (FARMS) program which increases water use efficiency and improves water quality in partnership with the agricultural community.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

PROGRAM BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.0 Land Acquisition, Restoration and Public Works

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$4,973,321	\$5,073,642	\$5,046,273	\$5,810,393	\$5,951,395	\$141,002	2.4%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	5,870,647	8,887,169	4,696,175	10,232,445	1,967,074	(8,265,371)	-80.8%
Operating Expenses	463,811	509,921	470,317	782,494	861,599	79,105	10.1%
Operating Capital Outlay	103,010	160,410	116,901	119,443	42,636	(76,807)	-64.3%
Fixed Capital Outlay	343,293	657,635	2,626,742	18,480,900	16,471,400	(2,009,500)	-10.9%
Interagency Expenditures (Cooperative Funding)	39,584,608	45,389,983	53,201,857	58,040,086	71,642,052	13,601,966	23.4%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$51,338,690	\$60,678,760	\$66,158,265	\$93,465,761	\$96,936,156	\$3,470,395	3.7%

SOURCE OF FUNDS

Fiscal Year 2021-22

	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Salaries and Benefits	\$5,882,039	\$0	\$0	\$0	\$48,804	\$20,552	\$5,951,395
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	1,366,074	0	0	0	501,000	100,000	1,967,074
Operating Expenses	857,499	0	0	0	4,100	0	861,599
Operating Capital Outlay	42,636	0	0	0	0	0	42,636
Fixed Capital Outlay	0	16,471,400	0	0	0	0	16,471,400
Interagency Expenditures (Cooperative Funding)	27,303,119	33,078,933	0	0	11,260,000	0	71,642,052
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
TOTAL	\$35,451,367	\$49,550,333	\$0	\$0	\$11,813,904	\$120,552	\$96,936,156

RATE, OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Workforce	Rate (Salary without benefits)	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	58.80	\$4,078,238	\$5,951,395	\$0	\$5,951,395
Other Personal Services	0.00	0	0	0	0
Contracted Services	0.00	0	71,074	1,896,000	1,967,074
Operating Expenses			861,599	0	861,599
Operating Capital Outlay			42,636	0	42,636
Fixed Capital Outlay			0	16,471,400	16,471,400
Interagency Expenditures (Cooperative Funding)			0	71,642,052	71,642,052
Debt			0	0	0
Reserves - Emergency Response			0	0	0
TOTAL			\$6,926,704	\$90,009,452	\$96,936,156

WORKFORCE

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

WORKFORCE CATEGORY	Fiscal Year					(Current -- Preliminary) 2020-21 to 2021-22	
	2017-18	2018-19	2019-20	2020-21	2021-22	Difference	% Change
Authorized Positions	58.79	59.12	56.35	58.61	58.80	0.19	0.3%
Contingent Worker	0.00	0.00	0.00	0.00	0.00	0.00	
Other Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	
Intern	0.00	0.00	0.00	0.00	0.00	0.00	
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL WORKFORCE	58.79	59.12	56.35	58.61	58.80	0.19	0.3%

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT REDUCTIONS - NEW ISSUES

2.0 Land Acquisition, Restoration and Public Works

Fiscal Year 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

Fiscal Year 2020-21 (Current Amended)		58.61	\$93,465,761	
Reductions				
Issue	Description	Issue Amount	Workforce	Category Subtotal
Salaries and Benefits			0.00	2,717
1	Non-Medical Insurance Premiums	2,717	0.00	
Other Personal Services			0.00	-
		-	0.00	
Contracted Services				8,318,219
2	Surface Water Projects	4,900,000		
3	Water Resource Development Projects	2,681,869		
4	Surface Water Projects	350,000		
5	Water Resource Development Projects	307,250		
6	Land Acquisition	35,000		
7	Water Resource Development Projects	25,000		
8	Surface Water Projects	14,000		
9	Technology & Information Services	5,100		
Operating Expenses				9,320
10	Water Supply Development Assistance	3,125		
11	Surface Water Projects	2,215		
12	Surface Water Projects	974		
13	Surface Water Projects	600		
14	Water Supply Development Assistance	480		
15	Surface Water Projects	400		
16	Surface Water Projects	400		
17	Water Resource Development Projects	400		
18	Water Resource Development Projects	350		
19	Water Supply Development Assistance	205		
20	Water Supply Development Assistance	100		
21	Surface Water Projects	66		
22	Water Resource Development Projects	5		
Operating Capital Outlay				81,907
23	Surface Water Projects	38,894		
24	Water Resource Development Projects	38,729		
25	Technology & Information Services	4,284		
Fixed Capital Outlay				2,257,000
26	Land Acquisition	1,750,000		
27	Facilities Construction and Major Renovations	357,000		
28	Facilities Construction and Major Renovations	150,000		
Interagency Expenditures (Cooperative Funding)				8,644,185
29	Surface Water Projects	6,520,953		
30	Water Supply Development Assistance	1,287,397		
31	Water Supply Development Assistance	374,500		
32	Water Supply Development Assistance	275,000		
33	Water Supply Development Assistance	176,335		
34	Water Resource Development Projects	10,000		
Debt				-
		-		
Reserves				-
		-		
TOTAL REDUCTIONS		0.00		\$19,313,348

IV. Program Allocations

New Issues					
Issue	Description	Issue Amount	Workforce	Category Subtotal	Issue Narrative
Salaries and Benefits			0.19	143,719	
1	Adjustments in Compensation	84,377	0.00		
2	Self-Funded Medical Insurance	23,790	0.00		
3	Reallocation of Staff Resources	19,866	0.19		
4	Retirement	9,249	0.00		
5	Employer Paid FICA Taxes	6,437	0.00		
Other Personal Services			0.00	-	
		-	0.00		
Contracted Services				52,848	
6	Other Water Source Development Activities	25,000			Due to an increase in Quality of Water Improvement Program Support.
7	Technology & Information Services	10,200			Due to an increase in Enterprise Security System Replacement.
8	Technology & Information Services	7,548			Due to an increase in Technology Support Services.
9	Technology & Information Services	5,100			Due to an increase in Financial Systems Upgrades.
10	Water Supply Development Assistance	5,000			Due to an increase in Water Supply Development Assistance Support.
Operating Expenses				88,425	
11	Technology & Information Services	31,360			Due to an increase in Non-Capital Equipment.
12	Technology & Information Services	29,822			Due to an increase in Software Licensing and Maintenance.
13	Technology & Information Services	18,587			Due to an increase in Maintenance and Repair of Equipment.
14	Water Supply Development Assistance	4,662			Due to an increase in Tuition Reimbursement.
15	Surface Water Projects	1,752			Due to an increase in Tuition Reimbursement.
16	Water Resource Development Projects	1,246			Due to an increase in Tuition Reimbursement.
17	Land Acquisition	240			Due to an increase in Books, Subscriptions, and Data.
18	Technology & Information Services	197			Due to an increase in Tuition Reimbursement.
19	Land Acquisition	140			Due to an increase in Professional Licenses.
20	Technology & Information Services	102			Due to an increase in Travel for Staff Duties.
21	Water Resource Development Projects	100			Due to an increase in Travel for Staff Duties.
22	Surface Water Projects	67			Due to an increase in Lease of Office Equipment.
23	Water Supply Development Assistance	50			Due to an increase in Professional Licenses.
24	Water Resource Development Projects	40			Due to an increase in Memberships and Dues.
25	Technology & Information Services	30			Due to an increase in Memberships and Dues.
26	Water Supply Development Assistance	17			Due to an increase in Lease of Office Equipment.
27	Technology & Information Services	9			Due to an increase in Lease of Office Equipment.
28	Technology & Information Services	4			Due to an increase in Printing and Reproduction.
Operating Capital Outlay				5,100	
29	Technology & Information Services	4,080			Due to an increase in Virtual Server Attached Storage Equipment Lease.
30	Technology & Information Services	1,020			Due to an increase in Enterprise Server Replacements.
Fixed Capital Outlay				247,500	
31	Facilities Construction and Major Renovations	247,500			Due to an increase in Districtwide Roof/HVAC Replacements and Parking Lot Resurfacing.
Interagency Expenditures (Cooperative Funding)				22,246,151	
32	Water Supply Development Assistance	8,000,000			Due to an increase in District Grants for estimated state appropriation for Water Supply & Resource Development.
33	Water Supply Development Assistance	4,730,707			Due to an increase in Cooperative Funding Initiative for Regional Potable Water Interconnects.
34	Water Resource Development Projects	2,620,000			Due to an increase in Cooperative Funding Initiative for MFLs Recovery.
35	Surface Water Projects	2,256,858			Due to an increase in Cooperative Funding Initiative for Restoration Initiatives.
36	Surface Water Projects	1,974,191			Due to an increase in Cooperative Funding Initiative for Stormwater Improvements - Water Quality.
37	Surface Water Projects	1,538,362			Due to an increase in Cooperative Funding Initiative for Stormwater Improvements - Implementation of Storage & Conveyance BMPs.
38	Water Resource Development Projects	959,338			Due to an increase in Cooperative Funding Initiative for Aquifer Storage & Recovery Feasibility and Pilot Testing.
39	Water Supply Development Assistance	166,695			Due to an increase in Cooperative Funding Initiative for Reclaimed Water.
Debt				-	
		-			
Reserves				-	
		-			
TOTAL NEW ISSUES			0.19	\$22,783,743	
2.0 Land Acquisition, Restoration and Public Works					
Total Workforce and Preliminary Budget for FY2021-22			58.80	\$96,936,156	

IV. Program Allocations

Changes and Trends

Funding within this program is typically driven by new funding requests submitted through the District's Cooperative Funding Initiative program and is the primary reason for fluctuations in interagency expenditures from year to year, while fluctuations in contracted services are typically due to timing of ongoing District-initiated projects. Actual expenditures within fixed capital outlay will vary from year to year as a result of timing in acquiring targeted properties. Recent funding for potential land acquisitions are included in the most recent Florida Forever Work Plan.

While multiple factors can influence variances in expenditures for salaries and benefits in any given year, the gradual increase over the past several years is primarily due to increases in adjustments for compensation and self-funded medical insurance.

Budget Variances

Overall, the program increased by 3.7 percent or \$3,470,395.

The increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$84,377), self-funded medical insurance (\$23,790), the reallocation of staff resources (\$19,866), retirement (\$9,249), and employer paid FICA taxes (\$6,437).
- Operating expenses for non-capital equipment (\$31,360), software licensing and maintenance (\$29,822), maintenance and repair of equipment (\$18,587), and tuition reimbursement (\$7,857).
- Fixed capital outlay for Districtwide roof/HVAC replacement and parking lot resurfacing (\$247,500).
- Interagency expenditures for the state appropriated Water Supply and Resource Development Grant program (\$8,000,000) and Regional Potable Water Interconnect (\$4,730,707), MFLs Recovery (\$2,620,000), Restoration Initiative (\$2,256,858), Stormwater Improvement – Water Quality (\$1,974,191), Stormwater Improvement – Implementation of Storage & Conveyance BMPs (\$1,538,362), and Aquifer Storage & Recovery Feasibility and Pilot Testing (\$959,338) cooperative funding projects.

The increases are primarily offset by reductions in:

- Salaries and benefits for non-medical insurance premiums (\$2,717).
- Contracted services for Restoration Initiatives (\$4,900,000), Aquifer Storage & Recovery Feasibility and Pilot Testing (\$2,681,869), FDOT Mitigation (\$350,000), MFLs Recovery (\$307,250), and real estate services support (\$35,000).
- Operating expenses for travel for offsite training (\$5,340).
- Operating capital outlay for vehicles (\$77,623).
- Fixed capital outlay for potential Florida Forever land acquisitions (\$1,750,000), replacement and upgrade of Districtwide building automation and access control systems (\$357,000), and Brooksville Building 4 breakroom repurposing (\$150,000).
- Interagency expenditures for Springs – Water Quality (\$6,520,953), Conservation Rebate and Retrofit (\$1,287,397), Aquifer Recharge/Storage & Recovery Construction (\$374,500), and Surface Water Reservoir and Treatment Plant (\$275,000) cooperative funding projects.

Major Budget Items

- Salaries and Benefits (\$5,951,395 – 58.8 FTEs)
 - 2.1 Land Acquisition (4.44 FTEs)
 - 2.2.1 Water Resource Development Projects (11.49 FTEs)
 - 2.2.2 Water Supply Development Assistance (16.47 FTEs)
 - 2.2.3 Other Water Source Development Activities (1.57 FTEs)
 - 2.3 Surface Water Projects (20.28 FTEs)
 - 2.5 Facilities Construction and Major Renovations (0 FTEs)
 - 2.7 Technology and Information Services (4.55 FTEs)

IV. Program Allocations

- Contracted Services
 - FDOT Mitigation (\$601,000)
 - Aquifer Storage & Recovery Feasibility and Pilot Testing (\$500,000)
 - Restoration Initiatives (\$285,000)
 - MFLs Recovery (\$235,000)
 - Stormwater Improvements – Water Quality (\$100,000)
- Operating Expenses
 - Software Licensing and Maintenance (\$282,014)
 - Maintenance and Repair of Buildings and Structures (\$240,000)
 - Non-Capital Equipment (\$60,215)
 - Telephone and Communications (\$41,470)
 - Utilities (\$32,000)
 - Maintenance and Repair of Equipment (\$31,226)
 - Travel for Offsite Training (\$28,096)
 - Parts and Supplies (\$26,457)
 - Travel Staff Duties (\$22,153)
 - Micro/Digital Imaging Services (\$20,000)
 - Rental of Equipment (\$20,000)
 - Tuition Reimbursement (\$15,476)
- Operating Capital Outlay
 - Network Infrastructure Equipment Lease (\$14,280)
 - Virtual Server Attached Storage Equipment Lease (\$14,280)
 - Unstructured Data Storage Equipment Lease (\$9,996)
 - Enterprise Server Replacements (\$4,080)
- Fixed Capital Outlay
 - Potential Florida Forever Land Acquisitions (\$15,750,000)
 - Districtwide Roof/HVAC Replacement and Parking Lot Resurfacing (\$721,400)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Stormwater Improvements – Implementation of Storage & Conveyance BMPs (\$19,348,721)
 - Water Supply and Resource Development Grant program (\$8,000,000)
 - Reclaimed Water (\$7,598,370)
 - FARMS Program (\$6,170,000)
 - Regional Potable Water Interconnects (\$5,746,707)
 - Polk Partnership (\$5,000,000)
 - Springs – Water Quality (\$3,979,047)
 - Stormwater Improvements – Water Quality (\$3,476,956)
 - Restoration Initiatives (\$3,182,126)
 - MFLs Recovery (\$2,620,000)
 - Aquifer Storage & Recovery Feasibility and Pilot Testing (\$2,200,000)
 - Conservation Rebates and Retrofits (\$1,581,125)
 - Surface Water Reservoirs & Treatment Plants (\$1,350,000)
 - Aquifer Recharge/Storage & Recovery Construction (\$769,000)
 - Abandoned Well Plugging Reimbursement Program (\$620,000)

IV. Program Allocations

2.1 Land Acquisition – The acquisition of land and facilities for the protection and management of water resources. This activity does not include land acquisition components of "water resource development projects," "surface water projects," or "other cooperative projects."

District Description

This activity includes District acquisition of lands for flood protection; water storage; management, conservation, and protection of water resources; aquifer recharge; and preservation of wetlands, streams, and lakes. The District's acquisition program is a continuing activity that serves as an important complement to local and state acquisition programs in conserving environmentally valuable lands. The District currently owns or has an interest in more than 450,000 acres. In addition to purchasing land, acquiring "less-than-fee simple" interests is another tool for protecting natural systems. Of the more than 450,000 acres, approximately 108,000 acres have been protected using less-than-fee simple acquisition techniques such as conservation easements.

The District conducts a biennial Surplus Lands Assessment providing a thorough review of its land holdings to ensure they support its areas of responsibility (AORs) of water supply, flood protection and floodplain management, water quality, and natural systems; thereby, ensuring the diligent and efficient stewardship of both land and financial resources for the citizens of Florida. Conducted in a transparent public decision-making process, this review identifies lands that no longer meet the original acquisition purpose and current water management benefits within the four AORs.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.1 - Land Acquisition

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$368,024	\$332,362	\$245,076	\$396,498	\$407,801	\$11,303	2.9%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	57,890	36,188	24,925	121,000	86,000	(35,000)	-28.9%
Operating Expenses	8,643	10,392	34,591	38,865	39,245	380	1.0%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	65,966	193,428	650,315	17,500,000	15,750,000	(1,750,000)	-10.0%
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$500,523	\$572,370	\$954,907	\$18,056,363	\$16,283,046	(\$1,773,317)	-9.8%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$533,046	\$15,750,000	\$0	\$0	\$0	\$0	\$16,283,046

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$407,801	\$0	\$407,801
Other Personal Services	0	0	0
Contracted Services	16,000	70,000	86,000
Operating Expenses	39,245	0	39,245
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	15,750,000	15,750,000
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$463,046	\$15,820,000	\$16,283,046

Changes and Trends

Although the District's strategic focus for this activity has not changed over the past several years, salaries and benefits have fluctuated from year to year. There are multiple contributing factors, such as position vacancies, benefit election changes, and adjustments in compensation for both current staff and new hires. Actual expenditures within fixed capital outlay will vary from year to year as a result of timing in acquiring targeted properties. Recent funding for potential land acquisitions are included in the most recent Florida Forever Work Plan. Depending on lands identified in the biennial Surplus Lands Assessment, operating expenses and contracted services to assist with performing due diligence associated with the disposition of surplus lands can also vary from year to year.

IV. Program Allocations

Budget Variances

The 9.8 percent decrease is primarily due to reductions in:

- Contracted services for real estate services support (\$35,000).
- Fixed capital outlay for potential Florida Forever land acquisitions (\$1,750,000).

The reductions are primarily offset by an increase in:

- Salaries and benefits for adjustments in compensation (\$8,663), self-funded medical insurance (\$1,214), and retirement (\$950).

Major Budget Items

- Salaries and Benefits (\$407,801)
- Contracted Services
 - Surplus Lands Assessment Program (\$70,000)
 - Real Estate Services Support (\$16,000)
- Operating Expenses
 - Micro/Digital Imaging Services (\$20,000)
 - Travel for Offsite Training (\$4,500)
 - Advertising and Public Notices (\$4,200)
 - Miscellaneous Permits and Fees (\$3,000)
 - Memberships and Dues (\$2,825)
 - Telephone and Communications (\$1,860)
 - Professional Licenses (\$1,020)
- Fixed Capital Outlay
 - Potential Florida Forever Land Acquisitions (\$15,750,000)

IV. Program Allocations

2.2 Water Source Development – Water resource development projects and regional or local water supply development assistance projects designed to increase the availability of water supplies for consumptive use.

District Description

This activity includes an array of projects designed to enhance water supply options. Examples include minimum flows and minimum water levels (MFLs) recovery, aquifer storage and recovery, research to support water supply and resource development, and agricultural Best Management Practices as part of the Facilitating Agricultural Resource Management Systems (FARMS) program. These projects are developed collaboratively with local governments, private businesses and industry groups, and interested citizens; and monitored through the District's Five-Year Water Resource Development Work Program.

Water Supply Development Assistance represents District financial aid for regional or local water supply development projects. These include projects undertaken in cooperation with regional water supply authorities, local governments, and others for reuse, conservation, and other options that serve as alternatives to stressed groundwater supply sources.

To complement the efforts in this activity, the Quality of Water Improvement Program (QWIP) is a cost-share reimbursement program available to landowners identifying the location of all known abandoned artesian wells within the District and ensures corrective action is taken to properly abandon the wells.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.2 - Water Source Development

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$2,278,136	\$2,519,369	\$2,637,396	\$2,902,741	\$2,995,436	\$92,695	3.2%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	2,372,362	3,692,626	2,826,771	3,834,619	850,500	(2,984,119)	-77.8%
Operating Expenses	108,756	99,679	85,858	364,336	365,786	1,450	0.4%
Operating Capital Outlay	594	7,577	47,948	38,729	0	(38,729)	-100.0%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	21,586,827	22,320,920	27,832,643	27,301,694	41,655,202	14,353,508	52.6%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$26,346,675	\$28,640,171	\$33,430,616	\$34,442,119	\$45,866,924	\$11,424,805	33.2%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$20,097,830	\$17,319,094	\$0	\$0	\$8,450,000	\$0	\$45,866,924

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$2,995,436	\$0	\$2,995,436
Other Personal Services	0	0	0
Contracted Services	10,500	840,000	850,500
Operating Expenses	365,786	0	365,786
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	41,655,202	41,655,202
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$3,371,722	\$42,495,202	\$45,866,924

Changes and Trends

Funding within this activity is typically driven by new funding requests submitted through the District's Cooperative Funding Initiative program and is the primary reason for fluctuations in interagency expenditures from year to year. Investments in reclaimed water projects throughout the District, which range from feasibility studies to reclaimed water main extensions, will advance the Governing Board's priority for the District to achieve its goal of 75 percent reuse of available wastewater by 2040. Funding continues to be allocated to the Polk Partnership for the development of 30 million gallons per day (mgd) of alternative water supplies and its management and operation. Fluctuations in contracted services are typically due to timing of ongoing District-initiated projects primarily for MFLs recovery.

IV. Program Allocations

Budget Variances

The 33.2 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$61,205), self-funded medical insurance (\$21,196), retirement (\$6,582), and employer paid FICA taxes (\$4,679).
- Interagency expenditures for the state appropriated Water Supply and Resource Development Grant program (\$8,000,000) and Regional Potable Water Interconnect (\$4,730,707), MFLs Recovery (\$2,620,000), and Aquifer Storage & Recovery Feasibility and Pilot Testing (\$959,338) cooperative funding projects.

The increases are primarily offset by reductions in:

- Contracted services for Aquifer Storage & Recovery Feasibility and Pilot Testing (\$2,681,869) and MFLs Recovery (\$307,250).
- Operating capital outlay for vehicles (\$38,729).
- Interagency expenditures for Conservation Rebate and Retrofit (\$1,287,397), Aquifer Recharge/Storage & Recovery Construction (\$374,500), and Surface Water Reservoir and Treatment Plant (\$275,000) cooperative funding projects.

Major Budget Items

- Salaries and Benefits (\$2,995,436)
- Contracted Services
 - Aquifer Storage & Recovery Feasibility and Pilot Testing (\$500,000)
 - MFLs Recovery (\$235,000)
 - Water Supply Development Assistance Support (\$90,500)
 - QWIP Support (\$25,000)
- Operating Expenses
 - Maintenance and Repair of Buildings and Structures (\$240,000)
 - Utilities (\$32,000)
 - Rental of Equipment (\$20,000)
 - Travel for Staff Duties (\$14,301)
 - Tuition Reimbursement (\$13,360)
 - Parts and Supplies (\$12,450)
 - Travel for Offsite Training (\$12,210)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Water Supply and Resource Development Grant program (\$8,000,000)
 - Reclaimed Water (\$7,598,370)
 - FARMS Program (\$6,170,000)
 - Regional Potable Water Interconnects (\$5,746,707)
 - Polk Partnership (\$5,000,000)
 - MFLs Recovery (\$2,620,000)
 - Aquifer Storage & Recovery Feasibility and Pilot Testing (\$2,200,000)
 - Conservation Rebates and Retrofits (\$1,581,125)
 - Surface Water Reservoirs & Treatment Plants (\$1,350,000)
 - Aquifer Recharge/Storage & Recovery Construction (\$769,000)
 - Abandoned Well Plugging Reimbursement Program (\$620,000)

IV. Program Allocations

2.2.1 Water Resource Development Projects – Regional projects designed to create, from traditional or alternative sources, an identifiable, quantifiable supply of water for existing and/or future reasonable-beneficial uses. These projects do not include the construction of facilities for water supply development, as defined in Section 373.019(26), Florida Statutes. Such projects may include the construction, operation, and maintenance of major public works facilities that provide for the augmentation of available surface and ground water supply or that create alternative sources of supply. Water resource development projects are to be identified in water management district regional water supply plans or district water management plans, as applicable.

District Description

This subactivity includes an array of projects designed to enhance water supply options. Examples include minimum flows and minimum water levels (MFLs) recovery, aquifer storage and recovery, research to support water supply and resource development, and agricultural Best Management Practices (BMPs) as part of the District's Facilitating Agricultural Resource Management Systems (FARMS) program. These projects are developed collaboratively with local governments, private businesses and industry groups, and interested citizens; and monitored through the District's Five-Year Water Resource Development Work Program.

Several priorities and objectives that support this subactivity within the Strategic Plan include:

1) implement Tampa Bay region MFLs recovery strategies, 2) recover minimum flows for Tampa Bay's rivers, lakes, wetlands, and other water bodies, 3) recover minimum levels at seven Polk County lakes and nine Highland County lakes by 2025, 4) increase use of reuse for recharge and MFLs compliance, and 5) achieve 40 million gallons per day (mgd) offsets in the Southern Water Use Caution Area (SWUCA) through agricultural reductions via the FARMS program.

The FARMS program is an agricultural BMPs cost-share reimbursement program that provides an incentive to the agricultural community to implement agricultural BMPs that provide resource benefits, including water quality improvement, reduced Upper Floridan aquifer withdrawals, and/or conservation, restoration, or augmentation of the area's water resources and ecology. This program is an important component of the SWUCA and Dover/Plant City Water Use Caution Area recovery strategies and is intended to assist in the implementation of the District's Regional Water Supply Plan.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.2.1 Water Resource Development Projects

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$862,916	\$974,489	\$999,241	\$1,158,161	\$1,212,114	\$53,953	4.7%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	2,345,027	3,663,145	2,793,171	3,749,119	735,000	(3,014,119)	-80.4%
Operating Expenses	87,561	62,217	62,818	324,119	324,750	631	0.2%
Operating Capital Outlay	0	0	47,355	38,729	0	(38,729)	-100.0%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	2,794,587	3,056,129	1,694,664	7,420,662	10,990,000	3,569,338	48.1%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$6,090,091	\$7,755,980	\$5,597,249	\$12,690,790	\$13,261,864	\$571,074	4.5%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$10,466,259	\$2,795,605	\$0	\$0	\$0	\$0	\$13,261,864

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$1,212,114	\$0	\$1,212,114
Other Personal Services	0	0	0
Contracted Services	0	735,000	735,000
Operating Expenses	324,750	0	324,750
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	10,990,000	10,990,000
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$1,536,864	\$11,725,000	\$13,261,864

IV. Program Allocations

Changes and Trends

Funding for interagency expenditures within this subactivity is typically driven by new funding requests submitted through the District's Cooperative Funding Initiative program. Fluctuations in contracted services are typically due to timing of ongoing District-initiated projects primarily for MFLs recovery. For example, the increase in FY2018-19 is primarily related to the progression of Aquifer Recharge for Salt Water Intrusion Minimum Aquifer Level Recovery at Flatford Swamp to slow down saltwater intrusion inland and help recover impacted hydroperiods. Completion of funding for this effort is the primary cause for the reduction in FY2021-22. The significant increase in operating expenses starting in FY2020-21 is related to the management and maintenance of the pump station at Lake Hancock. Operating capital outlay expenditures fluctuate based upon the need for vehicles and equipment to support water resource development initiatives.

Budget Variances

The 4.5 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$36,449), self-funded medical insurance (\$10,969), retirement (\$3,704), and employer paid FICA taxes (\$2,787).
- Interagency expenditures for MFLs Recovery (\$2,620,000) and Aquifer Storage & Recovery Feasibility and Pilot Testing (\$959,338) cooperative funding projects.

The increases are primarily offset by reductions in:

- Contracted services for Aquifer Storage & Recovery Feasibility and Pilot Testing (\$2,681,869), MFLs Recovery (\$307,250), and FARMS program support (\$25,000).
- Operating capital outlay for vehicles (\$38,729).

Major Budget Items

- Salaries and Benefits (\$1,212,114)
- Contracted Services
 - Aquifer Storage & Recovery Feasibility and Pilot Testing (\$500,000)
 - MFLs Recovery (\$235,000)
- Operating Expenses
 - Maintenance and Repair of Buildings and Structures (\$240,000)
 - Utilities (\$32,000)
 - Rental of Equipment (\$20,000)
 - Parts and Supplies (\$10,250)
 - Travel for Staff Duties (\$6,204)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - FARMS Program (\$6,170,000)
 - MFLs Recovery (\$2,620,000)
 - Aquifer Storage & Recovery Feasibility and Pilot Testing (\$2,200,000)

IV. Program Allocations

2.2.2 Water Supply Development Assistance – Financial assistance for regional or local water supply development projects. Such projects may include the construction of facilities included in the term “water supply development” as defined in Section 373.019(26), Florida Statutes.

District Description

This subactivity primarily represents District financial aid for regional or local water supply development projects. These include projects undertaken in cooperation with regional water supply authorities, local governments, and others for reuse, conservation, and other options that serve as alternatives to stressed groundwater supply sources. As it became apparent that historic groundwater withdrawals in the Northern Tampa Bay and the Southern water use caution areas had caused negative impacts to wetlands, lakes, streams, and aquifers, the District recognized the need to develop alternative water sources to ensure recovery of these resources and to meet growing demands for water supply. The District's funding assistance programs were developed to reduce competition for limited groundwater supplies, and to provide an incentive for water conservation, use of reclaimed water, and the development of costly alternative water sources such as surface water and desalination of seawater. These programs continue to be a critical part of the District's Long-Term Funding Plan, which is designed to ensure that water supply needs in the District can be met through the 20-year planning horizon of the 2020 Regional Water Supply Plan.

Consistent with state policy, as expressed in the Water Protection and Sustainability Program, funding preference for alternative water projects is given to those involving the development of multi-jurisdictional water supply systems. These alternative water projects offer economies of scale, opportunities for conjunctive use of multiple water sources, and enhanced system reliability and sustainability. In practice, this approach has resulted in most of the funding for potable water supply being allocated to projects developed by regional water supply authorities.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.2.2 Water Supply Development Assistance

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$1,321,970	\$1,435,410	\$1,552,592	\$1,642,860	\$1,678,479	\$35,619	2.2%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	7,735	6,281	10,000	85,500	90,500	5,000	5.8%
Operating Expenses	21,116	37,402	21,285	38,717	39,536	819	2.1%
Operating Capital Outlay	594	7,577	593	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	18,312,554	18,710,201	25,585,479	19,261,032	30,045,202	10,784,170	56.0%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$19,663,969	\$20,196,871	\$27,169,949	\$21,028,109	\$31,853,717	\$10,825,608	51.5%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$8,880,228	\$14,523,489	\$0	\$0	\$8,450,000	\$0	\$31,853,717

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$1,678,479	\$0	\$1,678,479
Other Personal Services	0	0	0
Contracted Services	10,500	80,000	90,500
Operating Expenses	39,536	0	39,536
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	30,045,202	30,045,202
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$1,728,515	\$30,125,202	\$31,853,717

IV. Program Allocations

Changes and Trends

Funding for interagency expenditures within this subactivity is typically driven by new funding requests submitted through the District's Cooperative Funding Initiative (CFI) program. An emphasis has been placed on expanding the use of reclaimed water in northern and inland counties where per capita water use rates are higher and demand reduction is needed. In more populous counties with established reclaimed water systems, a major focus is on building storage and interconnects to increase utilization and efficiency. Investments in reclaimed water projects throughout the District, which range from feasibility studies to reclaimed water main extensions, will advance the Governing Board's priority for the District to achieve its goal of 75 percent reuse of available wastewater by 2040. Funding continues to be allocated to the Polk Partnership for the development of 30 million gallons per day (mgd) of alternative water supplies and its management and operation. In addition, the District continues to partner on brackish groundwater, aquifer storage and recovery systems, and cost-effective water conservation projects. The estimation of state appropriations from the 2021 Florida Legislature is reflected in interagency expenditures which will help advance these efforts. Beginning in FY2020-21, increased emphasis to develop cost effectiveness metrics that are utilized when evaluating CFI projects has resulted in an increase in contracted services.

Budget Variances

The 51.5 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$22,721), self-funded medical insurance (\$9,515), retirement (\$2,673), and employer paid FICA taxes (\$1,737).
- Contracted services for Water Supply Development Assistance support (\$5,000).
- Interagency expenditures for the state appropriated Water Supply and Resource Development Grant program (\$8,000,000) and Regional Potable Water Interconnect cooperative funding projects (\$4,730,707).

The increases are primarily offset by a reduction in:

- Interagency expenditures for Conservation Rebate and Retrofit (\$1,287,397), Aquifer Recharge/Storage & Recovery Construction (\$374,500), and Surface Water Reservoir and Treatment Plant (\$275,000) cooperative funding projects.

Major Budget Items

- Salaries and Benefits (\$1,678,479)
- Contracted Services
 - Water Supply Development Assistance Support (\$90,500)
- Operating Expenses
 - Tuition Reimbursement (\$11,769)
 - Travel for Offsite Training (\$8,610)
 - Travel for Staff Duties (\$8,097)
 - Memberships and Dues (\$4,680)
 - Telephone and Communications (\$2,400)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Water Supply and Resource Development Grant program (\$8,000,000)
 - Reclaimed Water (\$7,598,370)
 - Regional Potable Water Interconnects (\$5,746,707)
 - Polk Partnership (\$5,000,000)
 - Conservation Rebates and Retrofits (\$1,581,125)
 - Surface Water Reservoirs and Treatment Plants (\$1,350,000)
 - Aquifer Recharge/Storage & Recovery Construction (\$769,000)

IV. Program Allocations

2.2.3 Other Water Source Development Activities – Water resource development activities and water supply development activities not otherwise categorized above.

District Description

This subactivity represents the Quality of Water Improvement Program (QWIP) which identifies the location of all known abandoned artesian wells within the District and ensures corrective action is taken to properly abandon the wells. Historically, the QWIP has proven to be a cost-effective method to prevent waste and contamination of the District's potable water resources, both ground and surface waters, through the plugging of free-flowing, abandoned, and/or deteriorated artesian wells. The program provides funding to landowners to properly plug abandoned or unused wells on their property. Landowners are reimbursed for the cost to plug their well up to a maximum of \$6,000 per well and \$18,000 per year.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT SUBACTIVITY BY EXPENDITURE CATEGORY Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22 PRELIMINARY BUDGET - Fiscal Year 2021-22 2.2.3 Other Water Source Development Activities

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$93,250	\$109,470	\$85,563	\$101,720	\$104,843	\$3,123	3.1%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	19,600	23,200	23,600	0	25,000	25,000	
Operating Expenses	79	60	1,755	1,500	1,500	0	0.0%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	479,686	554,590	552,500	620,000	620,000	0	0.0%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$592,615	\$687,320	\$663,418	\$723,220	\$751,343	\$28,123	3.9%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$751,343	\$0	\$0	\$0	\$0	\$0	\$751,343

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$104,843	\$0	\$104,843
Other Personal Services	0	0	0
Contracted Services	0	25,000	25,000
Operating Expenses	1,500	0	1,500
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	620,000	620,000
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$106,343	\$645,000	\$751,343

Changes and Trends

Since its inception in 1974, the program has ensured the plugging of more than 6,800 wells and its continued success is proven with the steady increase in interagency expenditures.

Budget Variances

The 3.9 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$2,035) and self-funded medical insurance (\$712).
- Contracted services for QWIP support (\$25,000).

Major Budget Items

- Salaries and Benefits (\$104,843)
- Contracted Services
 - QWIP support (\$25,000)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Abandoned Well Plugging Reimbursement Program (\$620,000)

IV. Program Allocations

2.3 Surface Water Projects – Those projects that restore or protect surface water quality, flood protection or surface water-related resources through the acquisition and improvement of land, construction of public works, and other activities.

District Description

Surface water management includes the design and implementation of physical improvements to correct flood problems and degraded surface waters of regional and statewide significance (lakes, rivers, bays, and estuaries), typically in conjunction with local governments and others. This is accomplished through implementation of Best Management Practices (BMPs) as part of the District's Watershed Management Program (WMP) or through the District's Surface Water Improvement and Management (SWIM) program.

While the District prefers to focus its flood protection efforts on prevention (see activity *1.1.3 Other Water Resources Planning*), flooding problems do arise in areas developed prior to implementation of the District's surface water regulations. Implementation of BMPs involves the construction of improvements that are identified and prioritized in the development of watershed plans. These projects primarily focus on remediating flood problems and mitigating future damage; however, they often include enhancements to water quality and natural systems as well.

The SWIM program has been highly effective in completing restoration projects to protect, enhance and restore SWIM priority water bodies. These projects include stormwater improvement for water quality and hydrologic and habitat restoration projects for natural systems, although some projects provide both benefits. In addition, the District implements projects to conserve and restore the ecological balance of its five first-magnitude spring groups. Examples of these projects include bank stabilization, wetland treatment, shoreline restoration, increasing water reuse, and septic to sewer conversions. SWIM began as a state program, and state funding amounts and sources have varied through the years with more recent focus of funding appropriated for Springs Initiatives through the Department of Environmental Protection (DEP).

Also included in this activity is the Florida Department of Transportation (FDOT) Mitigation program. In accordance with Section 373.4137, Florida Statutes, the FDOT provides an annual Districtwide inventory of proposed road construction projects and their anticipated wetland impacts. Mitigation to offset the adverse wetland impacts of transportation projects is carried out by the water management districts and the DEP, in consultation with other federal, state, and local agencies to comply with regulatory requirements. The District receives funding from FDOT for these mitigation projects which include habitat enhancement, restoration, acquisition of public lands, and credits purchased from private mitigation banks.

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.3 - Surface Water Projects

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$1,857,045	\$1,732,623	\$1,700,024	\$2,067,204	\$2,083,427	\$16,223	0.8%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	3,363,128	4,941,566	1,639,347	6,250,000	986,000	(5,264,000)	-84.2%
Operating Expenses	47,303	25,462	46,779	45,662	42,826	(2,836)	-6.2%
Operating Capital Outlay	19,401	37,585	23,780	38,894	0	(38,894)	-100.0%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	17,997,781	23,069,063	25,369,214	30,738,392	29,986,850	(751,542)	-2.4%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$23,284,658	\$29,806,299	\$28,779,144	\$39,140,152	\$33,099,103	(\$6,041,049)	-15.4%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$13,854,808	\$15,759,839	\$0	\$0	\$3,363,904	\$120,552	\$33,099,103

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$2,083,427	\$0	\$2,083,427
Other Personal Services	0	0	0
Contracted Services	0	986,000	986,000
Operating Expenses	42,826	0	42,826
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	29,986,850	29,986,850
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$2,126,253	\$30,972,850	\$33,099,103

Changes and Trends

Funding for interagency expenditures within this activity is typically driven by new funding requests submitted through the District's Cooperative Funding Initiative program. Fluctuations in contracted services are typically due to timing of ongoing District-initiated surface water restoration projects and the level of maintenance required for completed FDOT mitigation construction projects. A joint effort between the District and the state to restore the natural ecological balance of the Weeki Wachee River through bank stabilization, sediment removal, and channel restoration is the majority of the increase in contracted services for FY2020-21. Operating capital outlay expenditures fluctuate based upon the need for vehicles and equipment to support surface water initiatives.

Budget Variances

The 15.4 percent decrease is primarily due to reductions in:

- Salaries and benefits for self-funded medical insurance (\$2,950).
- Contracted services for Restoration Initiatives (\$4,900,000) and FDOT Mitigation (\$350,000).
- Operating expenses for travel for offsite training (\$2,215) and travel for staff duties (\$974).
- Operating capital outlay for vehicles (\$38,894).
- Interagency expenditures for Springs – Water Quality cooperative funding projects (\$6,520,953).

The reductions are primarily offset by increases in:

- Salaries and benefits for adjustments in compensation (\$16,997) and retirement (\$2,021).
- Interagency expenditures for Restoration Initiative (\$2,256,858), Stormwater Improvement – Water Quality (\$1,974,191), and Stormwater Improvement – Implementation of Storage & Conveyance BMPs (\$1,538,362) cooperative funding projects.

Major Budget Items

- Salaries and Benefits (\$2,083,427)
- Contracted Services
 - FDOT Mitigation (\$601,000)
 - Restoration Initiatives (\$285,000)
 - Stormwater Improvements – Water Quality (\$100,000)

IV. Program Allocations

- Operating Expenses
 - Parts and Supplies (\$11,610)
 - Travel for Offsite Training (\$7,000)
 - Travel for Staff Duties (\$6,592)
 - Telephone and Communications (\$2,600)
 - Lease of Office Equipment (\$2,561)
 - Printing and Reproduction (\$2,498)
 - Office Supplies (\$1,810)
 - Tuition Reimbursement (\$1,752)
 - Advertising and Public Notices (\$1,350)
 - Memberships and Dues (\$1,253)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Stormwater Improvements – Implementation of Storage & Conveyance BMPs (\$19,348,721)
 - Springs – Water Quality (\$3,979,047)
 - Stormwater Improvements – Water Quality (\$3,476,956)
 - Restoration Initiatives (\$3,182,126)

IV. Program Allocations

2.4 Other Cooperative Projects – Any non-water source development cooperative effort under this program area between a water management district and another organization. This does not include projects resulting in capital facilities that are owned or operated by the water management district.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.4 - Other Cooperative Projects

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$0	\$0

The District has not allocated funds to this activity for the past five years.

IV. Program Allocations

2.5 Facilities Construction and Major Renovations – The proposed work for the facilities improvement program includes project management, permitting, and conceptual, preliminary, and detailed engineering for the development and preparation of contract plans; and specifications for the construction of planned replacement, improvement, or repair to the district's administrative and field station facilities.

District Description

This activity primarily includes capital improvement projects which involve design, construction, modification, and renovation of all District support facilities. These projects focus on renovations or modifications required to maintain or enhance the functionality, efficiency, and energy conservation characteristics of existing facilities at all District locations.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.5 - Facilities Construction and Major Renovations

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$46,775	\$5,596	\$864	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	43,551	177,800	188,000	0	0	0	
Operating Expenses	0	0	16,507	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	277,327	464,207	1,976,427	980,900	721,400	(259,500)	-26.5%
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$367,653	\$647,603	\$2,181,798	\$980,900	\$721,400	(\$259,500)	-26.5%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$0	\$721,400	\$0	\$0	\$0	\$0	\$721,400

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	721,400	721,400
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$721,400	\$721,400

Changes and Trends

Activities requiring contracted services in prior years include the removal or demolition of existing facilities in FY2018-19 and realtor commissions association with the sale of the Sarasota Office that was sold on November 1, 2019. The significant increase in fixed capital outlay for FY2019-20 is related to the acquisition and associated renovations of the replacement Sarasota Office.

Budget Variances

The 26.5 percent decrease is due to a reduction in:

- Fixed capital outlay for the replacement and upgrade of Districtwide building automation and access control systems (\$357,000) and Brooksville Building 4 breakroom repurposing (\$150,000).

The reduction is offset by an increase in:

- Fixed capital outlay for Districtwide roof/HVAC replacement and parking lot resurfacing (\$247,500).

Major Budget Items

- Fixed Capital Outlay
 - Districtwide Roof/HVAC Replacement and Parking Lot Resurfacing (\$721,400)

IV. Program Allocations

2.6 Other Acquisition and Restoration Activities – Acquisition and restoration activities not otherwise categorized above, such as capital improvement projects associated with administrative and operational facilities.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.6 - Other Acquisition and Restoration Activities

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$0	\$0

The District has not allocated funds to this activity for the past five years.

IV. Program Allocations

2.7 Technology and Information Services – This activity includes computer hardware and software, data lines, computer support and maintenance, Information Technology (IT) consulting services, data centers, network operations, web support and updates, desktop support, application development associated with this program, and related activities.

District Description

This activity represents an allocation of Technology and Information Services in support of the *2.0 Land Acquisition, Restoration and Public Works* program. IT leadership enables District employees to accomplish their assigned tasks in support of the District's mission and other statutory requirements by identifying and evaluating the appropriate technology to provide relevant and timely information on implementing and maintaining systems to improve business value. IT initiatives for this program will focus on the long-term sustainability of key business support systems. This includes refreshing aging server, network, and desktop computing equipment; upgrades to operating, database, and off-the-shelf software systems; implementation of cloud-based systems where appropriate; and continued development and testing of business continuity strategies for major information systems. Server and desktop replacements are done in compliance with the schedule jointly established by the Department of Environmental Protection and the five water management districts.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

2.7 - Technology and Information Services

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$423,341	\$483,692	\$462,913	\$443,950	\$464,731	\$20,781	4.7%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	33,716	38,989	17,132	26,826	44,574	17,748	66.2%
Operating Expenses	299,109	374,388	286,582	333,631	413,742	80,111	24.0%
Operating Capital Outlay	83,015	115,248	45,173	41,820	42,636	816	2.0%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$839,181	\$1,012,317	\$811,800	\$846,227	\$965,683	\$119,456	14.1%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$965,683	\$0	\$0	\$0	\$0	\$0	\$965,683

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$464,731	\$0	\$464,731
Other Personal Services	0	0	0
Contracted Services	44,574	0	44,574
Operating Expenses	413,742	0	413,742
Operating Capital Outlay	42,636	0	42,636
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$965,683	\$0	\$965,683

Changes and Trends

The cost of software and cloud services supporting this program has increased operating expenses significantly over the past several years as more processes become automated and new technologies become available. Contracted services tend to vary from year to year based on the implementation of new or replacement systems, as well as upgrades and enhancements. This is apparent for FY2021-22 as there is an increase in outside assistance for an enterprise security system replacement, technology support, and financial systems upgrades. Also, it is common for the District to experience year to year fluctuations in operating capital outlay expenditures supporting IT infrastructure. This was exemplified in FY2018-19 when a significant investment was made in various IT equipment.

IV. Program Allocations

Budget Variances

The 14.1 percent increase is primarily due to increases in:

- Salaries and benefits for the reallocation of staff resources (\$19,866) and self-funded medical insurance (\$4,330).
- Contracted services for an enterprise security system replacement (\$10,200) and technology support services (\$7,548).
- Operating expenses for non-capital equipment (\$31,360), software licensing and maintenance (\$29,822), and maintenance and repair of equipment (\$18,587).

The increases are primarily offset by a reduction in:

- Salaries and benefits for adjustments in compensation (\$2,488).

Major Budget Items

- Salaries and Benefits (\$464,731)
- Contracted Services
 - Technology Support Services (\$29,274)
 - Enterprise Security System Replacement (\$10,200)
 - Financial Systems Upgrades (\$5,100)
- Operating Expenses
 - Software Licensing and Maintenance (\$282,014)
 - Non-Capital Equipment (\$60,015)
 - Telephone and Communications (\$32,020)
 - Maintenance and Repair of Equipment (\$31,226)
 - Travel for Offsite Training (\$4,386)
- Operating Capital Outlay
 - Network Infrastructure Equipment Lease (\$14,280)
 - Virtual Server Attached Storage Equipment Lease (\$14,280)
 - Unstructured Data Storage Equipment Lease (\$9,996)
 - Enterprise Server Replacements (\$4,080)

IV. Program Allocations

3.0 Operation and Maintenance of Works and Lands

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

District Description

This program includes the protection and management of more than 450,000 acres of District lands; operation and maintenance of 86 water control and conservation structures and related facilities; maintenance of over 63 miles of canals, 7 miles of dam embankments, and over 170 secondary drainage culverts; maintenance of District buildings, vehicles, and field equipment; aquatic plant control; and emergency operations.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

PROGRAM BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

3.0 Operation and Maintenance of Works and Lands

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$7,673,108	\$8,272,095	\$8,495,861	\$8,952,885	\$9,169,957	\$217,072	2.4%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	2,618,532	3,052,134	2,903,725	5,003,600	6,367,282	1,363,682	27.3%
Operating Expenses	5,399,487	5,619,671	5,440,504	5,668,372	6,289,998	621,626	11.0%
Operating Capital Outlay	1,054,309	1,827,412	676,606	1,000,770	1,124,181	123,411	12.3%
Fixed Capital Outlay	50,457	105,222	183,398	890,000	4,800,000	3,910,000	439.3%
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$16,795,893	\$18,876,534	\$17,700,094	\$21,515,627	\$27,751,418	\$6,235,791	29.0%

SOURCE OF FUNDS

Fiscal Year 2021-22

	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Salaries and Benefits	\$9,006,745	\$0	\$0	\$0	\$163,212	\$0	\$9,169,957
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	4,985,782	0	0	0	1,381,500	0	6,367,282
Operating Expenses	5,188,403	0	0	0	1,101,595	0	6,289,998
Operating Capital Outlay	1,124,181	0	0	0	0	0	1,124,181
Fixed Capital Outlay	4,800,000	0	0	0	0	0	4,800,000
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
TOTAL	\$25,105,111	\$0	\$0	\$0	\$2,646,307	\$0	\$27,751,418

RATE, OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Workforce	Rate (Salary without benefits)	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	110.48	\$6,013,108	\$9,169,957	\$0	\$9,169,957
Other Personal Services	0.00	0	0	0	0
Contracted Services	0.00	0	2,613,782	3,753,500	6,367,282
Operating Expenses			6,289,998	0	6,289,998
Operating Capital Outlay			1,124,181	0	1,124,181
Fixed Capital Outlay			0	4,800,000	4,800,000
Interagency Expenditures (Cooperative Funding)			0	0	0
Debt			0	0	0
Reserves - Emergency Response			0	0	0
TOTAL			\$19,197,918	\$8,553,500	\$27,751,418

WORKFORCE

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

WORKFORCE CATEGORY	Fiscal Year					(Current -- Preliminary) 2020-21 to 2021-22	
	2017-18	2018-19	2019-20	2020-21	2021-22	Difference	% Change
Authorized Positions	110.90	110.31	111.47	110.36	110.48	0.12	0.1%
Contingent Worker	0.00	0.00	0.00	0.00	0.00	0.00	
Other Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	
Intern	0.00	0.00	0.00	0.00	0.00	0.00	
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL WORKFORCE	110.90	110.31	111.47	110.36	110.48	0.12	0.1%

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT REDUCTIONS - NEW ISSUES

3.0 Operation and Maintenance of Works and Lands

Fiscal Year 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

Fiscal Year 2020-21 (Current Amended)		110.36	\$21,515,627	
Reductions				
Issue	Description	Issue Amount	Workforce	Category Subtotal
Salaries and Benefits			0.00	16,518
1	Overtime	7,599	0.00	
2	Retirement	7,408	0.00	
3	Reallocation of Staff Resources	1,145	0.00	
4	Non-Medical Insurance Premiums	366	0.00	
Other Personal Services			0.00	-
		-	0.00	
Contracted Services				14,600
5	Technology & Information Services	9,600		
6	Other Operation and Maintenance Activities	3,000		
7	Other Operation and Maintenance Activities	2,000		
Operating Expenses				199,443
8	Works	70,000		
9	Facilities	54,460		
10	Fleet Services	17,666		
11	Technology & Information Services	15,762		
12	Works	9,155		
13	Works	5,050		
14	Land Management	3,955		
15	Land Management	2,500		
16	Other Operation and Maintenance Activities	2,394		
17	Facilities	2,000		
18	Works	2,000		
19	Invasive Plant Control	1,954		
20	Land Management	1,750		
21	Facilities	1,500		
22	Facilities	1,300		
23	Fleet Services	1,284		
24	Land Management	1,050		
25	Land Management	1,000		
26	Works	1,000		
27	Facilities	900		
28	Works	800		
29	Invasive Plant Control	581		
30	Land Management	500		
31	Facilities	380		
32	Works	250		
33	Fleet Services	151		
34	Facilities	100		
35	Technology & Information Services	1		
Operating Capital Outlay				166,891
36	Fleet Services	56,695		
37	Works	54,930		
38	Land Management	47,300		
39	Technology & Information Services	7,966		
Fixed Capital Outlay				700,000
40	Works	400,000		
41	Works	300,000		

IV. Program Allocations

Interagency Expenditures (Cooperative Funding)		-	
	-		
Debt		-	
	-		
Reserves		-	
	-		
TOTAL REDUCTIONS		0.00	\$1,097,452

New Issues					
Issue	Description	Issue Amount	Workforce	Category Subtotal	Issue Narrative
Salaries and Benefits			0.12	233,590	
1	Self-Funded Medical Insurance	157,064	0.00		
2	Adjustments in Compensation	71,072	0.00		
3	Employer Paid FICA Taxes	5,454	0.00		
4	Reallocation of Staff Resources	-	0.12		
Other Personal Services			0.00	-	
	-		0.00		
Contracted Services				1,378,282	
5	Works	1,069,837			Due to an increase in Operation, Maintenance, and Repair of Structures.
6	Land Management	80,000			Due to an increase in Management and Maintenance of Conservation Lands.
7	Land Management	75,000			Due to an increase in Land Management Projects on Conservation Lands.
8	Land Management	50,000			Due to an increase in Restoration Projects on Conservation Lands.
9	Other Operation and Maintenance Activities	50,000			Due to an increase in Continuity of Operations Plan Updates.
10	Technology & Information Services	19,300			Due to an increase in Enterprise Security System Replacement.
11	Technology & Information Services	14,495			Due to an increase in Technology Support Services.
12	Works	10,000			Due to an increase in Management and Maintenance of Canals, Dam Embankments, and Culverts.
13	Technology & Information Services	9,650			Due to an increase in Financial Systems Upgrades.
Operating Expenses				821,069	
14	Technology & Information Services	258,619			Due to an increase in Software Licensing and Maintenance.
15	Facilities	250,000			Due to an increase in Non-Capital Equipment.
16	Works	57,851			Due to an increase in Lease of Field Equipment.
17	Facilities	50,000			Due to an increase in Janitorial Services.
18	Facilities	50,000			Due to an increase in Maintenance and Repair of Buildings & Structures.
19	Fleet Services	35,420			Due to an increase in Maintenance and Repair of Equipment.
20	Technology & Information Services	35,114			Due to an increase in Maintenance and Repair of Equipment.
21	Fleet Services	31,000			Due to an increase in Parts and Supplies.
22	Land Management	11,700			Due to an increase in Rental of Equipment.
23	Fleet Services	10,000			Due to an increase in Tires and Tubes.
24	Land Management	8,665			Due to an increase in Parts and Supplies.
25	Works	4,885			Due to an increase in Parts and Supplies.
26	Facilities	2,914			Due to an increase in Tuition Reimbursement.
27	Works	2,560			Due to an increase in Taxes.
28	Land Management	2,141			Due to an increase in Telephone and Communications.
29	Works	2,000			Due to an increase in Rental of Equipment.
30	Other Operation and Maintenance Activities	1,368			Due to an increase in Two-way Radio Tower Leases.
31	Land Management	1,350			Due to an increase in Travel for Offsite Training.
32	Land Management	1,301			Due to an increase in Tuition Reimbursement.
33	Works	1,173			Due to an increase in Tuition Reimbursement.
34	Works	538			Due to an increase in Travel for Offsite Training.
35	Fleet Services	500			Due to an increase in Books, Subscriptions, and Data.
36	Technology & Information Services	407			Due to an increase in Tuition Reimbursement.
37	Facilities	400			Due to an increase in Office Supplies.
38	Technology & Information Services	314			Due to an increase in Telephone and Communications.
39	Invasive Plant Control	300			Due to an increase in Safety Supplies.
40	Technology & Information Services	197			Due to an increase in Travel for Staff Duties.
41	Works	134			Due to an increase in Lease of Office Equipment.
42	Facilities	83			Due to an increase in Lease of Office Equipment.
43	Technology & Information Services	58			Due to an increase in Memberships and Dues.
44	Technology & Information Services	43			Due to an increase in Travel for Offsite Training.
45	Technology & Information Services	24			Due to an increase in Parts and Supplies.
46	Technology & Information Services	5			Due to an increase in Lease of Office Equipment.
47	Technology & Information Services	4			Due to an increase in Office Supplies.
48	Technology & Information Services	1			Due to an increase in Books, Subscriptions, and Data.

IV. Program Allocations

Operating Capital Outlay			290,302	
49	Fleet Services	177,000		Due to an increase in Capital Field Equipment Fund.
50	Invasive Plant Control	74,482		Due to an increase in Vehicles.
51	Fleet Services	28,900		Due to an increase in Shop Equipment.
52	Technology & Information Services	7,820		Due to an increase in Virtual Server Attached Storage Equipment Lease.
53	Technology & Information Services	1,960		Due to an increase in Enterprise Server Replacements.
54	Technology & Information Services	140		Due to an increase in Network Infrastructure Equipment Lease.
Fixed Capital Outlay			4,610,000	
55	Works	4,000,000		Due to an increase in Wysong Water Conservation Structure Refurbishment.
56	Works	310,000		Due to an increase in Structure Gate System Drum and Cable Conversions.
57	Works	300,000		Due to an increase in Structure Controls and Electrical Systems Upgrades.
Interagency Expenditures (Cooperative Funding)			-	
Debt			-	
Reserves			-	
TOTAL NEW ISSUES		0.12	\$7,333,243	
3.0 Operation and Maintenance of Works and Lands				
Total Workforce and Preliminary Budget for FY2021-22		110.48	\$27,751,418	

Changes and Trends

Since FY2015-16, the District has received state appropriations from the Land Acquisition Trust Fund for land management activities. This has allowed the District to increase its efforts in areas such as the removal of invasive plant species, road maintenance, and the replacement of fencing for the protection and restoration of these conservation lands as reflected within contracted services.

Most of the District's structures were built between 25 and 40 years ago and require increasing maintenance and repairs within contracted services, as well as refurbishments and replacements within fixed capital outlay. In FY2021-22, there is a significant increase within fixed capital outlay for the second year of funding to refurbish the Wysong water conservation structure on the Withlacoochee River in Citrus County.

Operating capital outlay expenditures fluctuate based upon the need for vehicles and equipment to support the various activities within this program such as management and maintenance of District conservation lands, structures, canals, dam embankments, and secondary drainage culverts.

While multiple factors can influence variances in expenditures for salaries and benefits in any given year, gradual increases in adjustments for compensation and self-funded medical insurance are the primary contributors to the increase in salaries and benefits over the last several years.

Budget Variances

Overall, the program increased by 29 percent or \$6,235,791.

The increase is primarily due to increases in:

- Salaries and benefits for self-funded medical insurance (\$157,064), adjustments in compensation (\$71,072), and employer paid FICA taxes (\$5,454).
- Contracted services for operation, maintenance, and repair of structures (\$1,069,837), management and maintenance of conservation lands (\$80,000), land management projects on conservation lands (\$75,000), restoration projects on conservation lands (\$50,000), continuity of operations plan updates (\$50,000), an enterprise security system replacement (\$19,300), and technology support services (\$14,495).
- Operating expenses for software licensing and maintenance (\$258,619), non-capital equipment (\$231,204), maintenance and repair of equipment (\$70,534), lease of field equipment (\$57,851), janitorial services (\$50,000), parts and supplies (\$44,574), and rental of equipment (\$13,700).

IV. Program Allocations

- Operating capital outlay for the Capital Field Equipment Fund (\$177,000) and shop equipment (\$28,900).
- Fixed capital outlay for Wysong Water Conservation Structure refurbishment (\$4,000,000), structure gate drum and cable conversions (\$310,000), and structure controls and electrical gate systems upgrades (\$300,000).

The increases are primarily offset by reductions in:

- Salaries and benefits for overtime (\$7,599) and retirement (\$7,408).
- Operating expenses for property and vehicle insurance (\$76,081) and maintenance and repair of buildings and structures (\$20,000).
- Operating capital outlay for vehicles (\$84,443).
- Fixed capital outlay for Lake Pretty Water Conservation Structure gate replacements (\$400,000) and Nettles Water Conservation Structure construction (\$300,000).

Major Budget Items

- Salaries and Benefits (\$9,169,957 – 110.48 FTEs)
 - 3.1 Land Management (34.90 FTEs)
 - 3.2 Works (40.97 FTEs)
 - 3.3 Facilities (13.35 FTEs)
 - 3.4 Invasive Plant Control (3.89 FTEs)
 - 3.5 Emergency Operations (0.2 FTEs)
 - 3.6 Fleet Services (9 FTEs)
 - 3.7 Technology and Information Services (8.17 FTEs)
- Contracted Services
 - Operation, Maintenance, and Repair of Structures (\$3,597,500)
 - Management and Maintenance of Conservation Lands (\$1,690,691)
 - Management and Maintenance of Canals, Dam Embankments, and Culverts (\$478,000)
 - Land Management Projects on Conservation Lands (\$270,000)
 - Restoration Projects on Conservation Lands (\$83,500)
- Operating Expenses
 - Parts and Supplies (\$801,026)
 - Property and Vehicle Insurance (\$766,773)
 - Software Licensing and Maintenance (\$749,655)
 - Maintenance and Repair of Buildings and Structures (\$582,400)
 - Utilities (\$577,300)
 - Fuels and Lubricants (\$562,500)
 - Non-Capital Equipment (\$400,782)
 - Janitorial Services (\$300,000)
 - Maintenance and Repair of Equipment (\$238,575)
 - Lease of Field Equipment (\$188,200)
 - Telephone and Communications (\$171,547)
 - Rental of Equipment (\$170,030)
 - Land Maintenance Materials (\$136,500)
 - Payment in Lieu of Taxes (\$134,000)
 - Tires and Tubes (\$105,000)
 - Chemical Supplies (\$78,850)
- Operating Capital Outlay
 - Capital Field Equipment Fund (\$600,000)
 - Vehicles (\$300,107)
 - Heavy Equipment Transport Truck Leases (\$98,000)
 - Shop Equipment (\$28,900)
 - Network Infrastructure Equipment Lease (\$27,020)
 - Virtual Server Attached Storage Equipment Lease (\$27,020)
 - Unstructured Data Storage Equipment Lease (\$18,914)

IV. Program Allocations

- Field Equipment (\$16,500)
- Fixed Capital Outlay
 - Wysong Water Conservation Structure Refurbishment (\$4,000,000)
 - Structure Gate System Drum and Cable Conversion (\$500,000)
 - Structure Controls and Electrical Systems Upgrades (\$300,000)

IV. Program Allocations

3.1 Land Management – Maintenance, custodial, and restoration efforts for lands acquired through federal, state, and locally sponsored land acquisition programs.

District Description

Activities undertaken must meet the statutory charge to manage lands in such a way as to ensure a balance between public access, general public recreational purposes, restoration, and protection of their natural state and condition.

Management of District lands includes prescribed burning, fencing, exotic plant control, road maintenance, and feral hog control. In addition to these activities, the District conducts restoration projects for lands where natural conditions have been impacted by historic uses. Such restoration projects ensure that the water management benefits for which properties were acquired are fully realized.

The District has an active program to make lands available to the public for recreation and a variety of other compatible uses. Projects include development of recreational trails and facilities, coordination and development of land use management and plans, monitoring of land uses, and District land security.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT ACTIVITY BY EXPENDITURE CATEGORY Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22 PRELIMINARY BUDGET - Fiscal Year 2021-22 3.1 - Land Management

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$1,955,536	\$2,107,787	\$2,202,060	\$2,657,731	\$2,747,128	\$89,397	3.4%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	1,504,228	1,254,054	1,720,052	1,839,191	2,044,191	205,000	11.1%
Operating Expenses	524,291	428,822	459,364	467,505	481,907	14,402	3.1%
Operating Capital Outlay	232,568	695,679	80,322	55,800	8,500	(47,300)	-84.8%
Fixed Capital Outlay	0	0	56,379	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$4,216,623	\$4,486,342	\$4,518,177	\$5,020,227	\$5,281,726	\$261,499	5.2%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$2,930,028	\$0	\$0	\$0	\$2,351,698	\$0	\$5,281,726

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$2,747,128	\$0	\$2,747,128
Other Personal Services	0	0	0
Contracted Services	1,690,691	353,500	2,044,191
Operating Expenses	481,907	0	481,907
Operating Capital Outlay	8,500	0	8,500
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$4,928,226	\$353,500	\$5,281,726

Changes and Trends

Contracted services have increased over the past few years primarily due to the removal of invasive plant species, road maintenance, and the replacement of fencing. Operating capital outlay expenditures fluctuate based upon the need for vehicles and equipment to support the management of District lands. In FY2019-20, expenditures within fixed capital outlay are for the replacement of an existing bridge at Devil's Creek built by District staff nearly 30 years ago which was deteriorating.

IV. Program Allocations

Since FY2015-16, the District has received state appropriations from the Land Acquisition Trust Fund for land management activities. All other land management activities will be funded from ad valorem revenue and other revenue generated from silviculture, cattle grazing leases, and other activities on District lands. The District continues to explore increasing its revenue generation through the expansion of existing practices, as well as potentially new or innovative ideas that could help support land management while maintaining the integrity of its public lands.

Budget Variances

The 5.2 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$36,809), self-funded medical insurance (\$34,896), the reallocation of staff resources (\$18,057), and employer paid FICA taxes (\$2,817).
- Contracted services for management and maintenance of conservation lands (\$80,000), land management projects on conservation lands (\$75,000), and restoration projects on conservation lands (\$50,000).
- Operating expenses for rental of equipment (\$11,700) and parts and supplies (\$8,665).

The increases are primarily offset by reductions in:

- Operating expenses for property insurance (\$3,955) and printing and reproduction (\$2,500).
- Operating capital outlay for vehicles (\$47,300).

Major Budget Items

- Salaries and Benefits (\$2,747,128)
- Contracted Services
 - Management and Maintenance of Conservation Lands (\$1,690,691)
 - Land Management Projects on Conservation Lands (\$270,000)
 - Restoration Projects on Conservation Lands (\$83,500)
- Operating Expenses
 - Payments in Lieu of Taxes (\$134,000)
 - Rental of Equipment (\$88,980)
 - Parts and Supplies (\$63,165)
 - Land Maintenance Materials (\$41,500)
 - Property Insurance (\$37,263)
 - Micro/Digital Imaging Services (\$20,000)
 - Telephone and Communications (\$17,256)
 - Chemical Supplies (\$17,000)
 - Travel for Staff Duties (\$11,016)
 - Safety Supplies (\$9,650)
 - Non-Capital Equipment (\$9,000)
 - Travel for Offsite Training (\$7,345)
- Operating Capital Outlay
 - Field Equipment (\$8,500)

IV. Program Allocations

3.2 Works – The maintenance of flood control and water supply system infrastructure, such as canals, levees, and water control structures. This includes electronic communication and control activities.

District Description

The District currently operates and maintains 86 water control and conservation structures, salinity barriers, and flood control structures. These facilities include nine major flood control structures constructed as components of the U.S. Army Corps of Engineers (USACE) Levee Inspection Rehabilitation program. A comprehensive structural/operational inspection program of water control structures, both above and below water, is required to identify deficiencies related to human safety (both the District's workforce and the public), operational viability, and structural integrity. The District also has over 63 miles of canals, 7 miles of dam embankments, and over 170 secondary drainage culverts for which it is responsible to maintain. Typical maintenance activities include mowing, fence repair, erosion control, and the repair or replacement of deteriorated culverts. District-funded invasive plant control on District canals is conducted to maintain the designed conveyance capacity of these flood control systems as directed by the USACE Operations and Maintenance Manual.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

3.2 - Works

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current – Preliminary)	% of Change (Current – Preliminary)
Salaries and Benefits	\$2,713,099	\$3,017,614	\$2,917,168	\$3,278,899	\$3,399,356	\$120,457	3.7%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	766,043	1,577,356	1,105,553	2,995,663	4,075,500	1,079,837	36.0%
Operating Expenses	925,291	679,257	546,107	861,905	842,791	(19,114)	-2.2%
Operating Capital Outlay	445,383	799,813	406,754	305,868	250,938	(54,930)	-18.0%
Fixed Capital Outlay	40,813	105,222	127,019	890,000	4,800,000	3,910,000	439.3%
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$4,890,629	\$6,179,262	\$5,102,601	\$8,332,335	\$13,368,585	\$5,036,250	60.4%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$13,218,585	\$0	\$0	\$0	\$150,000	\$0	\$13,368,585

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$3,399,356	\$0	\$3,399,356
Other Personal Services	0	0	0
Contracted Services	675,500	3,400,000	4,075,500
Operating Expenses	842,791	0	842,791
Operating Capital Outlay	250,938	0	250,938
Fixed Capital Outlay	0	4,800,000	4,800,000
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$5,168,585	\$8,200,000	\$13,368,585

Changes and Trends

The frequency and technical level of structure inspections are increasing due to aging infrastructure. The findings from these inspections drive preventative maintenance activities and capital improvements. These maintenance activities along with structural repairs are the main contributors for the significant increases in salaries and benefits, contracted services, and operating expenses over the past few years. A major refurbishment to the Wysong water conservation structure on the Withlacoochee River in Citrus County is the reason for the significant increase in fixed capital outlay for FY2021-22. Operating capital outlay expenditures fluctuate based upon the need for vehicles and equipment to support the management and maintenance of District structures, canals, dam embankments, and secondary drainage culverts.

IV. Program Allocations

Budget Variances

The 60.4 percent increase is primarily due to increases in:

- Salaries and benefits for self-funded medical insurance (\$68,713), the reallocation of staff resources (\$31,329), and adjustments in compensation (\$30,194).
- Contracted services for operation, maintenance, and repair of structures (\$1,069,837) and management and maintenance of canals, dam embankments, and culverts (\$10,000).
- Operating expenses for lease of field equipment (\$57,851).
- Fixed capital outlay for Wysong Water Conservation Structure refurbishment (\$4,000,000), structure gate system drum and cable conversions (\$310,000), and structure controls and electrical gate systems upgrades (\$300,000).

The increases are primarily offset by reductions in:

- Salaries and benefits for retirement (\$7,176) and overtime (\$5,000).
- Operating expenses for maintenance and repair of buildings and structures (\$70,000), and telephone and communications (\$9,155).
- Operating capital outlay for vehicles (\$54,930).
- Fixed capital outlay for Lake Pretty Water Conservation Structure gate replacements (\$400,000) and Nettles Water Conservation Structure construction (\$300,000).

Major Budget Items

- Salaries and Benefits (\$3,399,356)
- Contracted Services
 - Operation, Maintenance, and Repair of Structures (\$3,597,500)
 - Management and Maintenance of Canals, Dam Embankments, and Culverts (\$478,000)
- Operating Expenses
 - Lease of Field Equipment (\$188,200)
 - Maintenance and Repair of Buildings and Structures (\$168,400)
 - Parts and Supplies (\$143,825)
 - Land Maintenance Materials (\$95,000)
 - Rental of Equipment (\$71,050)
 - Chemical Supplies (\$41,850)
 - Telephone and Communications (\$34,554)
 - Utilities (\$20,000)
 - Travel for Offsite Training (\$12,000)
- Operating Capital Outlay
 - Vehicles (\$144,938)
 - Heavy Equipment Transport Truck Leases (\$98,000)
 - Field Equipment (\$8,000)
- Fixed Capital Outlay
 - Wysong Water Conservation Structure Refurbishment (\$4,000,000)
 - Structure Gate System Drum and Cable Conversion (\$500,000)
 - Structure Controls and Electrical Systems Upgrades (\$300,000)

IV. Program Allocations

3.3 Facilities – The operation and maintenance of district support and administrative facilities.

District Description

This activity includes maintenance and operation of all District support facilities, including preventive and corrective maintenance of buildings, grounds, equipment, and utilities. Preventive maintenance and planned replacement of key facilities components is helping the District to counter the impact of aging facilities and equipment. Standardization of maintenance procedures, equipment, and supplies, combined with identifying outsourcing opportunities where cost-effective, are being applied wherever possible to efficiently assign staff. In addition, a facilities condition assessment is utilized annually to further target resource allocation requirements to better maintain the District's infrastructure.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

3.3 - Facilities

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$955,193	\$1,001,613	\$1,033,702	\$1,086,278	\$1,088,084	\$1,806	0.2%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	181,343	70,235	3,735	23,750	23,750	0	0.0%
Operating Expenses	1,725,668	2,238,929	2,316,608	2,097,959	2,390,716	292,757	14.0%
Operating Capital Outlay	47,431	33,761	2,968	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$2,909,635	\$3,344,538	\$3,357,013	\$3,207,987	\$3,502,550	\$294,563	9.2%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$3,502,550	\$0	\$0	\$0	\$0	\$0	\$3,502,550

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$1,088,084	\$0	\$1,088,084
Other Personal Services	0	0	0
Contracted Services	23,750	0	23,750
Operating Expenses	2,390,716	0	2,390,716
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$3,502,550	\$0	\$3,502,550

Changes and Trends

Even though wall partitions and office/storage furniture are not structural components of facilities, extensive repairs and obsolete parts necessitate their replacement causing fluctuations within operating expenses in the past several years. Additionally, costs associated with maintaining facilities, such as janitorial services, began experiencing rate increases in FY2019-20. The significant reduction in contracted services starting in FY2019-20 is due to the discontinuation of security services at District facilities as the District moved to enhanced security systems.

Budget Variances

The 9.2 percent increase is primarily due to an increase in:

- Operating expenses for non-capital equipment (\$250,000), janitorial services (\$50,000), and maintenance and repair of buildings and structures (\$50,000).

The increase is primarily offset by a reduction in:

- Operating expenses for property insurance (\$54,460).

IV. Program Allocations

Major Budget Items

- Salaries and Benefits (\$1,088,084)
- Contracted Services
 - Architectural and Engineering Support (\$15,000)
- Operating Expenses
 - Utilities (\$550,000)
 - Property Insurance (\$523,076)
 - Maintenance and Repair of Buildings and Structures (\$410,000)
 - Non-Capital Equipment (\$300,000)
 - Janitorial Services (\$300,000)
 - Parts and Supplies (\$205,000)
 - Lease of Buildings (\$32,574)
 - Taxes (\$15,500)

IV. Program Allocations

3.4 Invasive Plant Control – The treatment of invasive upland and aquatic plants in district waterways or district-owned property, to improve water abatement, maintain navigability, improve water quality, or aid in the preservation, restoration, or protection of environmentally sensitive lands.

District Description

This activity includes management of invasive, exotic plant species on lakes and rivers. Most of this work is accomplished with funding from the Florida Fish & Wildlife Conservation Commission (FWC). Each year, the District develops a work plan/budget that anticipates aquatic plant control needs for the next fiscal year. The FWC reviews the plan and allocates appropriate funding to the District to complete the work, subject to availability of funds in the state budget. Some counties also work with the District to address supplemental aquatic plant control needs. The District performs the control work and is typically reimbursed by the counties for costs not covered by the state. Aquatic plant control on District-owned flood control projects is not included here, as it is reflected in 3.2 Works. Terrestrial invasive plant control on District-owned lands is also not included here but is reflected in 3.1 Land Management.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

3.4 - Invasive Plant Control

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current – Preliminary)	% of Change (Current – Preliminary)
Salaries and Benefits	\$495,379	\$504,927	\$430,428	\$333,089	\$289,390	(\$43,699)	-13.1%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	44,666	36,222	10,475	45,000	45,000	0	0.0%
Operating Expenses	60,025	61,627	33,949	52,823	50,588	(2,235)	-4.2%
Operating Capital Outlay	33,548	6,849	57,685	0	74,482	74,482	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$633,618	\$609,625	\$532,537	\$430,912	\$459,460	\$28,548	6.6%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$314,851	\$0	\$0	\$0	\$144,609	\$0	\$459,460

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$289,390	\$0	\$289,390
Other Personal Services	0	0	0
Contracted Services	45,000	0	45,000
Operating Expenses	50,588	0	50,588
Operating Capital Outlay	74,482	0	74,482
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$459,460	\$0	\$459,460

Changes and Trends

Actual costs for this activity may vary from year to year depending on climatic and hydrologic conditions and other environmental factors. A new service level beginning with FY2020-21 is visible in the reductions in salaries and benefits and operating expenses due to a decrease in the number of waterbodies managed for the FWC in the northern portion of the District as the FWC continues to manage those waterbodies for invasive plants with private contractors instead. Operating capital outlay expenditures can fluctuate based upon the need for vehicles and equipment to support invasive plant control activities.

Budget Variances

The 6.6 percent increase is primarily due to increases in:

- Salaries and benefits for self-funded medical insurance (\$7,739).
- Operating capital outlay for vehicles (\$74,482).

IV. Program Allocations

The increases are primarily offset by reductions in:

- Salaries and benefits for the reallocation of staff resources (\$49,393) and adjustments in compensation (\$1,431).
- Operating expenses for tuition reimbursement (\$1,954).

Major Budget Items

- Salaries and Benefits (\$289,390)
- Contracted Services
 - Vegetation Management (\$25,000)
 - FWC Aquatic Plant Management Program (\$20,000)
- Operating Expenses
 - Chemical Supplies (\$20,000)
 - Non-Capital Equipment (\$10,000)
 - Travel for Offsite Training (\$7,500)
 - Parts & Supplies (\$3,500)
 - Travel for Staff Duties (\$3,200)
 - Telephone and Communications (\$2,594)
 - Tuition Reimbursement (\$1,674)
 - Safety Supplies (\$1,500)

IV. Program Allocations

3.5 Other Operation and Maintenance Activities – Operations and maintenance activities not categorized above, such as right-of-way management, and other general maintenance activities.

District Description

This activity includes the District's Emergency Operations Center (EOC) and its Districtwide coordination. The purpose of the EOC is to coordinate emergency activities throughout the District as required. The District's Comprehensive Emergency Management Plan (CEMP) provides guidance to staff on procedures, organization, and responsibilities of an "all hazards" approach to emergency planning. The CEMP is consistent with the National Incident Management System (NIMS) and Incident Command System (ICS) framework and criteria and applicable Strategic Plan emergency flood response strategies. NIMS/ICS may be used to manage all types of situations at the District that require action planning, information coordination, and unified management. In conjunction with the CEMP, the District develops and updates Continuity of Operations Plans (COOP). These plans, should an unforeseen event of any nature occur, will assist the District to relocate offices and re-establish its essential operations. It also conducts an annual emergency exercise prior to the start of hurricane season, typically in conjunction with the state's Division of Emergency Management.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

3.5 - Other Operation and Maintenance Activities

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$93,976	\$39,866	\$285,249	\$18,314	\$18,967	\$653	3.6%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	56,820	38,587	30,326	49,500	94,500	45,000	90.9%
Operating Expenses	53,004	50,660	111,726	74,428	73,402	(1,026)	-1.4%
Operating Capital Outlay	0	0	14,430	0	0	0	
Fixed Capital Outlay	9,644	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$213,444	\$129,113	\$441,731	\$142,242	\$186,869	\$44,627	31.4%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$186,869	\$0	\$0	\$0	\$0	\$0	\$186,869

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$18,967	\$0	\$18,967
Other Personal Services	0	0	0
Contracted Services	94,500	0	94,500
Operating Expenses	73,402	0	73,402
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$186,869	\$0	\$186,869

Changes and Trends

This activity includes recurring items such as updates to the District's COOP, which are planned for FY2021-22, as well as conducting tabletop exercises for emergency preparedness. Unforeseen circumstances requiring emergency management activities often contribute to fluctuations in expenditures across all categories within this activity including response to the coronavirus pandemic that significantly impacted salaries and benefits as well as operating expenses in FY2019-20.

Budget Variances

The 31.4 percent increase is primarily due to increases in:

- Contracted services for COOP updates (\$50,000).
- Operating expenses two-way radio tower leases (\$1,368).

IV. Program Allocations

The increases are primarily offset by reductions in:

- Contracted services for two-way radio communications system (\$3,000) and emergency preparedness/response training exercises (\$2,000).
- Operating expenses for telephone and communications (\$2,394).

Major Budget Items

- Salaries and Benefits (\$18,967)
- Contracted Services
 - COOP updates (\$50,000)
 - Two-way Radio Communications System (\$26,500)
 - Emergency Preparedness/Response Training Exercises (\$18,000)
- Operating Expenses
 - Two-way Radio Tower Leases (\$46,968)
 - Non-Capital Equipment (\$20,134)
 - Travel for Offsite Training (\$3,000)
 - Telephone and Communications (\$2,500)

IV. Program Allocations

3.6 Fleet Services – This activity includes fleet services support to all district programs and projects.

District Description

This activity provides for the acquisition of pool vehicles and management and maintenance of all District-owned automotive vehicles, heavy and light equipment, boats, small engines, and related District equipment. This includes all operational costs including vehicle insurance. The District's approach to meeting vehicle/equipment needs includes fitting specific user requirements while using ergonomic principles to enhance efficiency and user accommodations, evaluating resale in terms of timing to maximize value to the District, and continuing to review assigned vehicles versus central pool shared-usage vehicle deployment. The replacement of vehicles must meet the minimum criteria approved by the state.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

3.6 - Fleet Services

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$663,048	\$698,648	\$735,905	\$751,163	\$763,204	\$12,041	1.6%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	2,250	0	0	0	0	
Operating Expenses	1,511,529	1,442,234	1,399,045	1,464,728	1,522,547	57,819	3.9%
Operating Capital Outlay	164,424	95,139	66,124	560,382	709,587	149,205	26.6%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$2,339,001	\$2,238,271	\$2,201,074	\$2,776,273	\$2,995,338	\$219,065	7.9%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$2,995,338	\$0	\$0	\$0	\$0	\$0	\$2,995,338

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$763,204	\$0	\$763,204
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	1,522,547	0	1,522,547
Operating Capital Outlay	709,587	0	709,587
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$2,995,338	\$0	\$2,995,338

Changes and Trends

Expenditures within operating capital outlay can vary from year to year as vehicles and equipment are replaced on an as-needed basis. The District's maintenance practices allow for many vehicles to remain in service longer than its minimum replacement standards which are approved by the state. Efficient use of technology and continuous training of staff has kept operating expenses, exclusive from the cost of fuel, from increasing significantly over the past few years.

Budget Variances

The 7.9 percent increase is due to increases in:

- Salaries and benefits for self-funded medical insurance (\$18,206) and adjustments in compensation (\$3,673).
- Operating expenses for maintenance and repair of equipment (\$35,420), parts and supplies (\$31,000), and tires and tubes (\$10,000).
- Operating capital outlay for the Capital Field Equipment Fund (\$177,000) and shop equipment (\$28,900).

IV. Program Allocations

The increases are primarily offset by reductions in:

- Salaries and benefits for the reallocation of staff resources (\$10,353).
- Operating expenses for vehicle insurance (\$17,666) and non-capital equipment (\$1,284).
- Operating capital outlay for vehicles (\$56,695).

Major Budget Items

- Salaries and Benefits (\$763,204)
- Operating Expenses
 - Fuels and Lubricants (\$562,500)
 - Parts and Supplies (\$381,000)
 - Vehicle Insurance (\$206,434)
 - Maintenance and Repair of Vehicles/Equipment (\$172,420)
 - Tires and Tubes (\$105,000)
 - Telephone and Communications (\$49,976)
 - Non-Capital Equipment (\$15,000)
- Operating Capital Outlay
 - Capital Field Equipment Fund (\$600,000)
 - Vehicles (\$80,687)
 - Shop Equipment (\$28,900)

IV. Program Allocations

3.7 Technology and Information Services – This activity includes computer hardware and software, data lines, computer support and maintenance, Information Technology (IT) consulting services, data centers, network operations, web support and updates, desktop support, application development associated with this program, and related activities.

District Description

This activity represents an allocation of Technology and Information Services in support of the *3.0 Operation and Maintenance of Works and Lands* program. IT leadership enables District employees to accomplish their assigned tasks in support of the District's mission and other statutory requirements by identifying and evaluating the appropriate technology to provide relevant and timely information on implementing and maintaining systems to improve business value. IT initiatives for this program will focus on the long-term sustainability of key business support systems. This includes refreshing aging server, network, and desktop computing equipment; upgrades to operating, database, and off-the-shelf software systems; implementation of cloud-based systems where appropriate; and continued development and testing of business continuity strategies for major information systems. Server and desktop replacements are done in compliance with the schedule jointly established by the Department of Environmental Protection and the five water management districts.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

3.7 - Technology and Information Services

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$796,877	\$901,640	\$891,349	\$827,411	\$863,828	\$36,417	4.4%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	65,432	73,430	33,584	50,496	84,341	33,845	67.0%
Operating Expenses	599,679	718,142	573,705	649,024	928,047	279,023	43.0%
Operating Capital Outlay	130,955	196,171	48,323	78,720	80,674	1,954	2.5%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$1,592,943	\$1,889,383	\$1,546,961	\$1,605,651	\$1,956,890	\$351,239	21.9%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$1,956,890	\$0	\$0	\$0	\$0	\$0	\$1,956,890

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$863,828	\$0	\$863,828
Other Personal Services	0	0	0
Contracted Services	84,341	0	84,341
Operating Expenses	928,047	0	928,047
Operating Capital Outlay	80,674	0	80,674
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$1,956,890	\$0	\$1,956,890

Changes and Trends

Variances in staff resources (salaries and benefits) within this activity typically are a result of reallocating those resources from or to other IT program-specific areas. The cost of software and cloud services supporting this program has increased operating expenses significantly over the past several years as more processes become automated and new technologies become available. Contracted services tend to vary from year to year based on the implementation of new or replacement systems, as well as upgrades and enhancements. This is apparent for FY2021-22 as there is an increase in outside assistance for an enterprise security system replacement, technology support, and financial systems upgrades. Also, it is common for the District to experience year to year fluctuations in operating capital outlay expenditures supporting IT infrastructure. This was exemplified in FY2018-19 when a significant investment was made in the replacement of Districtwide server and network equipment.

IV. Program Allocations

Budget Variances

The 21.9 percent increase is primarily due to increases in:

- Salaries and benefits for the reallocation of staff resources (\$19,267), adjustments in compensation (\$8,137), and self-funded medical insurance (\$7,851).
- Contracted services for an enterprise security system replacement (\$19,300), technology support services (\$14,495), and financial systems upgrades (\$9,650).
- Operating expenses for software licensing and maintenance (\$258,619) and maintenance and repair of equipment (\$35,114).

The increases are primarily offset by reductions in:

- Contracted services for an enterprise asset management system replacement (\$9,600).
- Operating expenses for non-capital equipment (\$15,762).

Major Budget Items

- Salaries and Benefits (\$863,828)
- Contracted Services
 - Technology Support Services (\$55,391)
 - Enterprise Security System Replacement (\$19,300)
 - Financial Systems Upgrades (\$9,650)
- Operating Expenses
 - Software Licensing and Maintenance (\$749,655)
 - Telephone and Communications (\$60,587)
 - Maintenance and Repair of Equipment (\$58,905)
 - Non-Capital Equipment (\$42,848)
 - Travel for Offsite Training (\$8,299)
- Operating Capital Outlay
 - Network Infrastructure Equipment Lease (\$27,020)
 - Virtual Server Attached Storage Equipment Lease (\$27,020)
 - Unstructured Data Storage Equipment Lease (\$18,914)
 - Enterprise Server Replacements (\$7,720)

IV. Program Allocations

4.0 Regulation

This program includes water use permitting, water well construction permitting, water well contractor licensing, environmental resource and surface water management permitting, permit administration and enforcement, and any delegated regulatory program.

District Description

This program includes all permitting functions of the District, including water use permitting, water well construction permitting, water well contractor licensing, and environmental resource permitting. These activities are designed to ensure that water and related natural resources in the District are protected and conserved. Also included are permit compliance and enforcement activities, administration of water shortage rules, and other activities necessary to support the District's regulatory responsibilities.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT PROGRAM BY EXPENDITURE CATEGORY Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22 PRELIMINARY BUDGET - Fiscal Year 2021-22 4.0 Regulation

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$14,675,080	\$15,738,209	\$15,748,000	\$17,018,195	\$17,212,480	\$194,285	1.1%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	856,407	1,776,713	1,659,643	1,447,997	1,779,195	331,198	22.9%
Operating Expenses	1,289,012	1,658,161	1,334,176	1,595,499	1,620,134	24,635	1.5%
Operating Capital Outlay	303,956	459,965	190,720	323,945	172,492	(151,453)	-46.8%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	145,087	79,201	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$17,269,542	\$19,712,249	\$18,932,539	\$20,385,636	\$20,784,301	\$398,665	2.0%

SOURCE OF FUNDS

Fiscal Year 2021-22

	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Salaries and Benefits	\$17,187,939	\$0	\$0	\$0	\$24,541	\$0	\$17,212,480
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	1,779,195	0	0	0	0	0	1,779,195
Operating Expenses	1,620,134	0	0	0	0	0	1,620,134
Operating Capital Outlay	172,492	0	0	0	0	0	172,492
Fixed Capital Outlay	0	0	0	0	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
TOTAL	\$20,759,760	\$0	\$0	\$0	\$24,541	\$0	\$20,784,301

RATE, OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Workforce	Rate (Salary without benefits)	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	183.14	\$11,633,185	\$17,212,480	\$0	\$17,212,480
Other Personal Services	0.00	0	0	0	0
Contracted Services	0.00	0	1,515,710	263,485	1,779,195
Operating Expenses			1,620,134	0	1,620,134
Operating Capital Outlay			172,492	0	172,492
Fixed Capital Outlay			0	0	0
Interagency Expenditures (Cooperative Funding)			0	0	0
Debt			0	0	0
Reserves - Emergency Response			0	0	0
TOTAL			\$20,520,816	\$263,485	\$20,784,301

WORKFORCE

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

WORKFORCE CATEGORY	Fiscal Year					(Current -- Preliminary) 2020-21 to 2021-22	
	2017-18	2018-19	2019-20	2020-21	2021-22	Difference	% Change
Authorized Positions	181.51	184.29	183.53	182.75	183.14	0.39	0.2%
Contingent Worker	0.00	0.00	0.00	0.00	0.00	0.00	
Other Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	
Intern	0.00	0.00	0.00	0.00	0.00	0.00	
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL WORKFORCE	181.51	184.29	183.53	182.75	183.14	0.39	0.2%

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT REDUCTIONS - NEW ISSUES

4.0 Regulation

Fiscal Year 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

Fiscal Year 2020-21 (Current Amended)		182.75	\$20,385,636	
Reductions				
Issue	Description	Issue Amount	Workforce	Category Subtotal
Salaries and Benefits			0.00	25,064
1	Reallocation of Staff Resources	21,254	0.00	
2	Non-Medical Insurance Premiums	3,810	0.00	
Other Personal Services			0.00	-
		-	0.00	
Contracted Services				264,225
3	Environmental Resource & Surface Water Permitting	244,375		
4	Technology & Information Services	15,850		
5	Consumptive Use Permitting	4,000		
Operating Expenses				73,239
6	Technology & Information Services	60,655		
7	Technology & Information Services	7,248		
8	Environmental Resource & Surface Water Permitting	3,141		
9	Environmental Resource & Surface Water Permitting	1,590		
10	Environmental Resource & Surface Water Permitting	480		
11	Consumptive Use Permitting	125		
Operating Capital Outlay				207,093
12	Other Regulatory and Enforcement Activities	193,975		
13	Technology & Information Services	13,118		
Fixed Capital Outlay				-
		-		
Interagency Expenditures (Cooperative Funding)				-
		-		
Debt				-
		-		
Reserves				-
		-		
TOTAL REDUCTIONS		0.00		\$569,621

New Issues				
Issue	Description	Issue Amount	Workforce	Category Subtotal
Salaries and Benefits			0.39	219,349
1	Self-funded Medical Insurance	144,850	0.00	
2	Adjustments in Compensation	68,121	0.00	
3	Employer Paid FICA Taxes	5,213	0.00	
4	Retirement	1,163	0.00	
5	Overtime	2	0.00	
6	Reallocation of Staff Resources	-	0.39	
Other Personal Services			0.00	-
		-	0.00	
Contracted Services				595,423
7	Technology & Information Services	335,000		
8	Consumptive Use Permitting	120,000		
9	Technology & Information Services	31,900		
10	Consumptive Use Permitting	30,000		
11	Consumptive Use Permitting	24,041		
12	Technology & Information Services	24,032		
13	Technology & Information Services	15,950		
14	Other Regulatory and Enforcement Activities	11,500		
15	Consumptive Use Permitting	3,000		

IV. Program Allocations

Operating Expenses			97,874	
16	Technology & Information Services	56,847		Due to an increase in Maintenance and Repair of Equipment.
17	Other Regulatory and Enforcement Activities	9,500		Due to an increase in Miscellaneous Permits and Fees.
18	Other Regulatory and Enforcement Activities	9,194		Due to an increase in Tuition Reimbursement.
19	Other Regulatory and Enforcement Activities	7,840		Due to an increase in Travel for Offsite Training.
20	Other Regulatory and Enforcement Activities	5,000		Due to an increase in Merchant Convenience Fees for ePermitting.
21	Environmental Resource & Surface Water Permitting	3,695		Due to an increase in Travel for Offsite Training.
22	Consumptive Use Permitting	1,381		Due to an increase in Travel for Offsite Training.
23	Consumptive Use Permitting	1,350		Due to an increase in Professional Licenses.
24	Technology & Information Services	673		Due to an increase in Tuition Reimbursement.
25	Technology & Information Services	628		Due to an increase in Telephone and Communications.
26	Other Regulatory and Enforcement Activities	484		Due to an increase in Lease of Office Equipment.
27	Technology & Information Services	327		Due to an increase in Travel for Staff Duties.
28	Other Regulatory and Enforcement Activities	250		Due to an increase in Professional Licenses.
29	Other Regulatory and Enforcement Activities	244		Due to an increase in Memberships and Dues.
30	Consumptive Use Permitting	214		Due to an increase in Tuition Reimbursement.
31	Technology & Information Services	96		Due to an increase in Memberships and Dues.
32	Technology & Information Services	86		Due to an increase in Travel for Offsite Training.
33	Technology & Information Services	47		Due to an increase in Parts and Supplies.
34	Technology & Information Services	9		Due to an increase in Lease of Office Equipment.
35	Technology & Information Services	5		Due to an increase in Office Supplies.
36	Technology & Information Services	4		Due to an increase in Books, Subscriptions, and Data.
Operating Capital Outlay			55,640	
37	Environmental Resource & Surface Water Permitting	39,150		Due to an increase in Vehicles.
38	Technology & Information Services	12,960		Due to an increase in Virtual Server Attached Storage Equipment Lease.
39	Technology & Information Services	3,250		Due to an increase in Enterprise Server Replacements.
40	Technology & Information Services	280		Due to an increase in Network Infrastructure Equipment Lease.
Fixed Capital Outlay			-	
		-		
Interagency Expenditures (Cooperative Funding)			-	
		-		
Debt			-	
		-		
Reserves			-	
		-		
TOTAL NEW ISSUES		0.39	\$968,286	
4.0 Regulation				
Total Workforce and Preliminary Budget for FY2021-22		183.14	\$20,784,301	

Changes and Trends

In recent years, the increasing volume of environmental resource permit applications has been a significant contributor in additional staff resources (salaries and benefits) to maintain the same level of service the District provides to the permitting community.

In FY2018-19, the District started funding the replacement of the current ePermitting system, which is nearing end of life, to enable the District to continue its commitment to streamlining regulatory processes and improving responsiveness to the regulated public. This implementation effort is reflected by increases in staff resources (salaries and benefits), contracted services, and operating expenses in FY2018-19 and will continue to be the focus over the next few years.

While multiple factors can influence variances in expenditures for salaries and benefits in any given year, gradual increases in adjustments for compensation and self-funded medical insurance over the past several years are the primary contributors over the last several years.

IV. Program Allocations

Budget Variances

Overall, the program increased by 2 percent or \$398,665.

The increase is primarily due to increases in:

- Salaries and benefits for self-funded medical insurance (\$144,850) and adjustments in compensation (\$68,121).
- Contracted services for the ePermitting system modernization (\$335,000), Districtwide regulation model steady state & transient calibrations (\$120,000), an enterprise security system replacement (\$31,900), consumptive use modeling software support (\$30,000), Dover/Plant City Automatic Meter Reading operation and maintenance (\$24,041), technology support services (\$24,032), financial systems upgrades (\$15,950), and Florida Sterling assessment (\$11,500).
- Operating expenses for maintenance and repair of equipment (\$56,847), travel for offsite training (\$13,002), miscellaneous permits and fees (\$9,500), tuition reimbursement (\$6,940), and merchant convenience fees for ePermitting (\$5,000).
- Operating capital outlay for a virtual server attached storage equipment lease (\$12,960) and enterprise server replacements (\$3,250).

The increases are primarily offset by reductions in:

- Salaries and benefits for the reallocation of staff resources (\$21,254).
- Contracted services for Agricultural Ground and Surface Water Management United States Department of Agriculture – Natural Resources Conservation Service Experts in Agricultural Permitting (\$244,375) and an enterprise asset management system replacement (\$15,850).
- Operating expenses for non-capital equipment (\$60,655) and software licensing and maintenance (\$7,248).
- Operating capital outlay for vehicles (\$154,825) and an unstructured data storage equipment lease (\$13,118).

Major Budget Items

- Salaries and Benefits (\$17,212,480 – 183.14 FTEs)
 - 4.1 Consumptive Use Permitting (35.23 FTEs)
 - 4.2 Water Well Construction Permitting and Contractor Licensing (10.8 FTEs)
 - 4.3 Environmental Resource and Surface Water Permitting (85.72 FTEs)
 - 4.4 Other Regulatory and Enforcement Activities (25.74 FTEs)
 - 4.5 Technology and Information Services (25.65 FTEs)
- Contracted Services
 - ePermitting System Modernization (\$900,000)
 - Dover/Plant City Automatic Meter Reading Operation & Maintenance (\$224,807)
 - Districtwide Regulation Model Steady State & Transient Calibrations (\$150,000)
 - Dover/Plant City Automatic Meter Reading Installations & Upgrades (\$113,485)
 - Mobile Irrigation Labs (\$100,000)
 - Technology Support Services (\$91,553)
 - Consumptive Use Modeling Software Support (\$90,000)
 - Legal Support of Regulatory Activities (\$35,000)
 - Enterprise Security System Replacement (\$31,900)
- Operating Expenses
 - Software Licensing and Maintenance (\$1,032,340)
 - Telephone and Communications (\$126,127)
 - Maintenance and Repair of Equipment (\$97,645)
 - Travel for Offsite Training (\$79,626)
 - Non-Capital Equipment (\$50,692)
 - Merchant Convenience Fees for ePermitting (\$30,000)
 - Recording and Court Costs (\$27,480)

IV. Program Allocations

- Travel for Staff Duties (\$24,897)
- Tuition Reimbursement (\$23,955)
- Operating Capital Outlay
 - Network Infrastructure Equipment Lease (\$44,660)
 - Virtual Server Attached Storage Equipment Lease (\$44,660)
 - Vehicles (\$39,150)
 - Unstructured Data Storage Equipment Lease (\$31,262)
 - Enterprise Server Replacements (\$12,760)

IV. Program Allocations

4.1 Consumptive Use Permitting – The review, issuance, renewal, and enforcement of water use permits.

District Description

This regulatory program effectively manages and protects water resources used for reasonable and beneficial purposes that are in the public interest and do not interfere with existing legal water users. The District implements regulatory incentives for higher water use efficiencies, use of alternative sources, and/or efficient use of reclaimed water to offset potable sources. Utilization of mobile irrigation lab services assists landowners in identifying and evaluating opportunities to reduce water usage. The District collaborates with stakeholders and the St. Johns River and South Florida water management districts to address water management issues in the central Florida area. The coordinated efforts of the three districts ensures consistency and predictability for water users in the Central Florida Water Initiative planning region, which includes all or parts of five counties within the three districts.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

4.1 - Consumptive Use Permitting

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$2,942,079	\$2,890,571	\$2,995,493	\$3,347,726	\$3,358,916	\$11,190	0.3%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	467,752	841,625	324,970	520,251	693,292	173,041	33.3%
Operating Expenses	21,955	24,093	21,006	25,616	28,436	2,820	11.0%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	145,087	79,201	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$3,576,873	\$3,835,490	\$3,341,469	\$3,893,593	\$4,080,644	\$187,051	4.8%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$4,080,644	\$0	\$0	\$0	\$0	\$0	\$4,080,644

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$3,358,916	\$0	\$3,358,916
Other Personal Services	0	0	0
Contracted Services	429,807	263,485	693,292
Operating Expenses	28,436	0	28,436
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$3,817,159	\$263,485	\$4,080,644

Changes and Trends

Since FY2009-10, funding has been included for installation of automated meter reading (AMR) equipment on agricultural wells in the Dover/Plant City Water Use Caution Area to address minimum flows and minimum water levels recovery. Installation of this equipment is required by rule changes that went into effect in 2011 and is critical for providing timely data during freeze events when groundwater pumping for frost protection in the area can generate severe short-term impacts. In FY2018-19, funding within interagency expenditures for the program's meter reimbursements was completed. However, contracted services continue to be funded for additional AMR equipment installations for new permittees, or existing permittees currently without AMR equipment requesting new withdrawals. In addition, funds are budgeted for operation and maintenance such as equipment repairs which are the District's responsibility by rule.

IV. Program Allocations

Budget Variances

The 4.8 percent increase is due to increases in:

- Salaries and benefits for adjustments in compensation (\$21,347), self-funded medical insurance (\$12,894), and retirement (\$9,426).
- Contracted services for Districtwide regulation model steady state & transient calibrations (\$120,000), consumptive use modeling software support (\$30,000), and Dover/Plant City Automatic Meter Reading operation and maintenance (\$24,041).
- Operating expenses for travel for offsite training (\$1,381) and professional licenses (\$1,350).

The increases are offset by a reduction in:

- Salaries and benefits for the reallocation of staff resources (\$32,697).

Major Budget Items

- Salaries and Benefits (\$3,358,916)
- Contracted Services
 - Dover/Plant City Automatic Meter Reading Operation & Maintenance (\$224,807)
 - Districtwide Regulation Model Steady State & Transient Calibrations (\$150,000)
 - Dover/Plant City Automatic Meter Reading Installations & Upgrades (\$113,485)
 - Mobile Irrigation Labs (\$100,000)
 - Consumptive Use Modeling Software Support (\$90,000)
 - Consumptive Use Permitting Program Support (\$12,000)
 - Outsourced Flow Meter Audits (\$3,000)
- Operating Expenses
 - Travel for Offsite Training (\$9,281)
 - Tuition Reimbursement (\$7,474)
 - Memberships and Dues (\$3,454)
 - Telephone and Communications (\$3,400)
 - Professional Licenses (\$3,250)

IV. Program Allocations

4.2 Water Well Construction Permitting and Contractor Licensing – The review, issuance, renewal, and enforcement of water well construction permits and regulation of contractor licensing.

District Description

This regulatory program effectively manages and protects water resources through proper siting, construction, repair, modification, and abandonment of wells throughout the District. Most applications for new well construction permits are submitted online through the District's ePermitting system. The District has formally delegated water well regulation oversight (well permitting/compliance) to Marion, Manatee, and Sarasota counties. Each of these counties also use the District's ePermitting system for the construction, repair, modification, and abandonment of water wells without duplicative efforts from the District.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

4.2 - Water Well Construction Permitting and Contractor Licensing

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$636,013	\$699,277	\$698,684	\$879,470	\$906,075	\$26,605	3.0%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	1,200	1,488	0	0	0	0	
Operating Expenses	3,021	2,430	1,152	3,075	3,075	0	0.0%
Operating Capital Outlay	5,763	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$645,997	\$703,195	\$699,836	\$882,545	\$909,150	\$26,605	3.0%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$909,150	\$0	\$0	\$0	\$0	\$0	\$909,150

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$906,075	\$0	\$906,075
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	3,075	0	3,075
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$909,150	\$0	\$909,150

Changes and Trends

In recent years, a gradual increase in well permitting applications coupled with an anticipated increase in well inspections has been a primary contributor in requiring additional staff resources (salaries and benefits) to maintain the same level of service the District provides to the permitting community.

Budget Variances

The 3 percent increase is primarily due to an increase in:

- Salaries and benefits for adjustments in compensation (\$15,187), self-funded medical insurance (\$9,229), and employer paid FICA taxes (\$1,161).

Major Budget Items

- Salaries and Benefits (\$906,075)

IV. Program Allocations

4.3 Environmental Resource and Surface Water Permitting – The review, issuance, and enforcement of environmental resource and surface water permits.

District Description

This regulatory program manages and protects surface waters, showing that projects are consistent with the goals and policies of the state, and that construction/alteration and operation of a surface water management system will not be harmful to waters of the state. In order to be responsive to the regulated public, new applications are monitored to identify projects that can be handled through an expedited review process. These applications are straightforward, with minimal or no environmental issues, and are typically issued in a matter of days.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

4.3 - Environmental Resource and Surface Water Permitting

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$6,338,941	\$6,886,971	\$6,776,019	\$7,885,076	\$7,973,893	\$88,817	1.1%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	247,870	321,075	2,273	244,375	0	(244,375)	-100.0%
Operating Expenses	64,827	61,643	33,995	66,328	64,812	(1,516)	-2.3%
Operating Capital Outlay	33,309	0	0	0	39,150	39,150	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$6,684,947	\$7,269,689	\$6,812,287	\$8,195,779	\$8,077,855	(\$117,924)	-1.4%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$8,053,314	\$0	\$0	\$0	\$24,541	\$0	\$8,077,855

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$7,973,893	\$0	\$7,973,893
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	64,812	0	64,812
Operating Capital Outlay	39,150	0	39,150
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$8,077,855	\$0	\$8,077,855

Changes and Trends

In recent years, the increasing volume of environmental resource permit applications has been the primary contributor in requiring additional staff resources (salaries and benefits) to maintain the same level of service the District provides to the permitting community. Factors that contributed to the significant reduction in contracted services for both FY2019-20 and FY2021-22 are related to changes in assistance provided by the United States Department of Agriculture – Natural Resources Conservation Service (USDA-NRCS) in supporting agricultural permitting. The program is being evaluated for potential enhancements in future years.

Budget Variances

The 1.4 percent decrease is primarily due to reductions in:

- Salaries and benefits for the reallocation of staff resources (\$26,675).
- Contracted services for Agricultural Ground and Surface Water Management USDA-NRCS Experts in Agricultural Permitting (\$244,375).

The reductions are primarily offset by increases in:

- Salaries and benefits for self-funded medical insurance (\$82,465) and adjustments in compensation (\$31,504).
- Operating capital outlay for vehicles (\$39,150).

IV. Program Allocations

Major Budget Items

- Salaries and Benefits (\$7,973,893)
- Operating Expenses
 - Travel for Offsite Training (\$24,120)
 - Recording and Court Costs (\$23,000)
 - Travel for Staff Duties (\$6,000)
 - Memberships and Dues (\$4,882)
 - Telephone and Communications (\$3,360)
 - Professional Licenses (\$3,305)
- Operating Capital Outlay
 - Vehicles (\$39,150)

IV. Program Allocations

4.4 Other Regulatory and Enforcement Activities – Regulatory and enforcement activities not otherwise categorized above.

District Description

This activity consists of other regulatory activities not associated with any specific permit such as defending new and proposed rules, field services and litigation as a direct result of permit non-compliance, and the development or revision of rules in response to new legislation. In addition, it includes management and administration of online permitting, regulatory public records, and document imaging activities.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

4.4 - Other Regulatory and Enforcement Activities

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$3,100,723	\$3,144,119	\$3,236,707	\$2,291,840	\$2,303,618	\$11,778	0.5%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	30,056	51,268	12,902	35,000	46,500	11,500	32.9%
Operating Expenses	123,332	103,089	126,258	183,953	216,465	32,512	17.7%
Operating Capital Outlay	82,639	151,580	128,276	193,975	0	(193,975)	-100.0%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$3,336,750	\$3,450,056	\$3,504,143	\$2,704,768	\$2,566,583	(\$138,185)	-5.1%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$2,566,583	\$0	\$0	\$0	\$0	\$0	\$2,566,583

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$2,303,618	\$0	\$2,303,618
Other Personal Services	0	0	0
Contracted Services	46,500	0	46,500
Operating Expenses	216,465	0	216,465
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$2,566,583	\$0	\$2,566,583

Changes and Trends

The District's ePermitting system is nearing end of life and staff has identified its replacement using a cloud-based solution. Funding for the system replacement commenced in late FY2018-19 and is planned over multiple years under *4.5 Technology and Information Services*. Accordingly, staff resources (salaries and benefits) have been reallocated to support this system replacement endeavor. Operating capital outlay expenditures fluctuate based upon the need for vehicles and equipment to support regulatory enforcement activities.

Budget Variances

The 5.1 percent decrease is primarily due to reductions in:

- Salaries and benefits for retirement (\$1,540) and non-medical insurance premiums (\$1,351).
- Operating capital outlay for vehicles (\$193,975).

The reductions are primarily offset by increases in:

- Salaries and benefits for self-funded medical insurance (\$5,800), the reallocation of staff resources (\$4,482), and adjustments in compensation (\$4,075).
- Contracted services for Florida Sterling assessment (\$11,500).
- Operating expenses for miscellaneous permits and fees (\$9,500), tuition reimbursement (\$9,194), travel for offsite training (\$7,840), and merchant convenience fees for ePermitting (\$5,000).

IV. Program Allocations

Major Budget Items

- Salaries and Benefits (\$2,303,618)
- Contracted Services
 - Legal Support of Regulatory Activities (\$35,000)
 - Florida Sterling Assessment (\$11,500)
- Operating Expenses
 - Travel for Offsite Training (\$31,508)
 - Merchant Convenience Fees for ePermitting (\$30,000)
 - Telephone and Communications (\$19,200)
 - Books, Subscriptions, and Data (\$19,123)
 - Lease of Office Equipment (\$18,558)
 - Micro/Digital Imaging Services (\$18,000)
 - Tuition Reimbursement (\$15,292)
 - Travel for Staff Duties (\$14,775)
 - Printing and Reproduction (\$13,760)

IV. Program Allocations

4.5 Technology and Information Services – This activity includes computer hardware and software, data lines, computer support and maintenance, Information Technology (IT) consulting services, data centers, network operations, web support and updates, desktop support, application development associated with this program, and related activities.

District Description

This activity represents an allocation of Technology and Information Services in support of the 4.0 Regulation program. IT leadership enables District employees to accomplish their assigned tasks in support of the District's mission and other statutory requirements by identifying and evaluating the appropriate technology to provide relevant and timely information on implementing and maintaining systems to improve business value. IT initiatives for this program will focus on the long-term sustainability of key business support systems. This includes refreshing aging server, network, and desktop computing equipment; upgrades to operating, database, and off-the-shelf software systems; implementation of cloud-based systems where appropriate; and continued development and testing of business continuity strategies for major information systems. Server and desktop replacements are done in compliance with the schedule jointly established by the Department of Environmental Protection and the five water management districts.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

4.5 - Technology and Information Services

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$1,657,324	\$2,117,271	\$2,041,097	\$2,614,083	\$2,669,978	\$55,895	2.1%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	109,529	561,257	1,319,498	648,371	1,039,403	391,032	60.3%
Operating Expenses	1,075,877	1,466,906	1,151,765	1,316,527	1,307,346	(9,181)	-0.7%
Operating Capital Outlay	182,245	308,385	62,444	129,970	133,342	3,372	2.6%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$3,024,975	\$4,453,819	\$4,574,804	\$4,708,951	\$5,150,069	\$441,118	9.4%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$5,150,069	\$0	\$0	\$0	\$0	\$0	\$5,150,069

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$2,669,978	\$0	\$2,669,978
Other Personal Services	0	0	0
Contracted Services	1,039,403	0	1,039,403
Operating Expenses	1,307,346	0	1,307,346
Operating Capital Outlay	133,342	0	133,342
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$5,150,069	\$0	\$5,150,069

Changes and Trends

The primary focus continues to be support for the District's ePermitting system which is nearing its end of life. In FY2018-19, the District started funding the replacement of its ePermitting system utilizing a modern business process management platform which is reflected by increases in staff resources (salaries and benefits), contracted services, and operating expenses. The overall goal of the project is to ensure that information systems are compatible with rule and business process changes and enhance the public's online permitting experience by increasing the overall ease of use of this system. The cost of software and cloud services supporting this program has also increased operating expenses significantly over the past several years as more processes become automated and new technologies become available. It is common for the District to experience year to year fluctuations in operating capital outlay expenditures supporting IT infrastructure. This was exemplified in FY2018-19 when a significant investment was made in the replacement of Districtwide server and network equipment.

IV. Program Allocations

Budget Variances

The 9.4 percent increase is primarily due to increases in:

- Salaries and benefits for self-funded medical insurance (\$34,462) and the reallocation of staff resources (\$33,636).
- Contracted services for the ePermitting system modernization (\$335,000), an enterprise security system replacement (\$31,900), and technology support services (\$24,032).
- Operating expenses for maintenance and repair of equipment (\$56,847).
- Operating capital outlay for a virtual server attached storage equipment lease (\$12,960) and enterprise server replacements (\$3,250).

The increases are primarily offset by reductions in:

- Salaries and benefits for retirement (\$7,945) and adjustments in compensation (\$3,992).
- Operating expenses for non-capital equipment (\$60,655) and software licensing and maintenance (\$7,248).
- Operating capital outlay for an unstructured data storage equipment lease (\$13,118).

Major Budget Items

- Salaries and Benefits (\$2,669,978)
- Contracted Services
 - ePermitting System Modernization (\$900,000)
 - Technology Support Services (\$91,553)
 - Enterprise Security System Replacement (\$31,900)
 - Financial Systems Upgrades (\$15,950)
- Operating Expenses
 - Software Licensing and Maintenance (\$1,032,340)
 - Telephone and Communications (\$100,142)
 - Maintenance and Repair of Equipment (\$97,645)
 - Non-Capital Equipment (\$50,692)
 - Travel for Offsite Training (\$13,717)
- Operating Capital Outlay
 - Network Infrastructure Equipment Lease (\$44,660)
 - Virtual Server Attached Storage Equipment Lease (\$44,660)
 - Unstructured Data Storage Equipment Lease (\$31,262)
 - Enterprise Server Replacements (\$12,760)

IV. Program Allocations

5.0 Outreach

This program includes all environmental education activities such as water conservation campaigns and water resources education, public information activities, all lobbying activities relating to local, regional, state and federal governmental affairs, and all public relations activities including related public service announcements and advertising in the media.

District Description

This program includes public and youth education, public information, and legislative liaison functions. The District provides materials and offers educational opportunities in an effort to increase public awareness of fundamental water resource programs and resource stewardship. These efforts promote behaviors that conserve water and decrease pollution of watersheds and water bodies. Public information activities ensure the timely and accurate distribution of information regarding District actions and water-related issues to the media, the public, and various levels of government. The District's legislative program provides staff coverage of each session of the Florida Legislature and its committees, off-season coordination of legislative activities, and interaction with delegation members. Additionally, staff coordinates with the other districts and the Department of Environmental Protection to monitor federal legislative activities and identify funding opportunities for critical needs.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT PROGRAM BY EXPENDITURE CATEGORY Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22 PRELIMINARY BUDGET - Fiscal Year 2021-22 5.0 Outreach

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$1,150,231	\$1,355,177	\$1,154,165	\$1,302,360	\$1,240,054	(\$62,306)	-4.8%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	143,764	112,810	102,862	181,402	175,315	(6,087)	-3.4%
Operating Expenses	171,107	234,533	179,810	215,576	257,529	41,953	19.5%
Operating Capital Outlay	10,846	21,075	15,893	48,979	10,032	(38,947)	-79.5%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	496,476	493,029	559,044	535,500	535,500	0	0.0%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$1,972,424	\$2,216,624	\$2,011,774	\$2,283,817	\$2,218,430	(\$65,387)	-2.9%

SOURCE OF FUNDS

Fiscal Year 2021-22

	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Salaries and Benefits	\$1,240,054	\$0	\$0	\$0	\$0	\$0	\$1,240,054
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	175,315	0	0	0	0	0	175,315
Operating Expenses	257,529	0	0	0	0	0	257,529
Operating Capital Outlay	10,032	0	0	0	0	0	10,032
Fixed Capital Outlay	0	0	0	0	0	0	0
Interagency Expenditures (Cooperative Funding)	535,500	0	0	0	0	0	535,500
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
TOTAL	\$2,218,430	\$0	\$0	\$0	\$0	\$0	\$2,218,430

RATE, OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Workforce	Rate (Salary without benefits)	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	13.37	\$839,376	\$1,240,054	\$0	\$1,240,054
Other Personal Services	0.00	0	0	0	0
Contracted Services	0.00	0	85,988	89,327	175,315
Operating Expenses			257,529	0	257,529
Operating Capital Outlay			10,032	0	10,032
Fixed Capital Outlay			0	0	0
Interagency Expenditures (Cooperative Funding)			0	535,500	535,500
Debt			0	0	0
Reserves - Emergency Response			0	0	0
TOTAL			\$1,593,603	\$624,827	\$2,218,430

WORKFORCE

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

WORKFORCE CATEGORY	Fiscal Year					(Current -- Preliminary) 2020-21 to 2021-22	
	2017-18	2018-19	2019-20	2020-21	2021-22	Difference	% Change
Authorized Positions	13.22	15.27	14.73	14.60	13.37	(1.23)	-8.4%
Contingent Worker	0.00	0.00	0.00	0.00	0.00	0.00	
Other Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	
Intern	0.00	0.00	0.00	0.00	0.00	0.00	
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL WORKFORCE	13.22	15.27	14.73	14.60	13.37	(1.23)	-8.4%

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT REDUCTIONS - NEW ISSUES

5.0 Outreach

Fiscal Year 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

Fiscal Year 2020-21 (Current Amended)		14.60	\$2,283,817	
Reductions				
Issue	Description	Issue Amount	Workforce	Category Subtotal
Salaries and Benefits			1.23	109,271
1	Reallocation of Staff Resources	107,811	1.23	
2	Self-Funded Medical Insurance	944	0.00	
3	Non-Medical Insurance Premiums	515	0.00	
4	Overtime	1	0.00	
Other Personal Services			0.00	-
		-	0.00	
Contracted Services				11,250
5	Public Information	10,000		
6	Technology & Information Services	1,250		
Operating Expenses				390
7	Technology & Information Services	314		
8	Technology & Information Services	43		
9	Technology & Information Services	24		
10	Technology & Information Services	3		
11	Technology & Information Services	2		
12	Technology & Information Services	2		
13	Technology & Information Services	2		
Operating Capital Outlay				40,017
14	Public Information	38,729		
15	Technology & Information Services	1,148		
16	Technology & Information Services	140		
Fixed Capital Outlay				-
		-		
Interagency Expenditures (Cooperative Funding)				-
		-		
Debt				-
		-		
Reserves				-
		-		
TOTAL REDUCTIONS			1.23	\$160,928

New Issues				
Issue	Description	Issue Amount	Workforce	Category Subtotal
Salaries and Benefits			0.00	46,965
1	Adjustments in Compensation	39,984	0.00	
2	Retirement	3,927	0.00	
3	Employer Paid FICA Taxes	3,054	0.00	
Other Personal Services			0.00	-
		-	0.00	
Contracted Services				5,163
4	Technology & Information Services	2,400		
5	Technology & Information Services	1,563		
6	Technology & Information Services	1,200		

IV. Program Allocations

Operating Expenses			42,343	
7	Public Information	16,300		Due to an increase in Printing and Reproduction.
8	Technology & Information Services	13,317		Due to an increase in Non-Capital Equipment.
9	Technology & Information Services	5,435		Due to an increase in Software Licensing and Maintenance.
10	Technology & Information Services	4,227		Due to an increase in Maintenance and Repair of Equipment.
11	Public Information	2,982		Due to an increase in Tuition Reimbursement.
12	Technology & Information Services	56		Due to an increase in Tuition Reimbursement.
13	Technology & Information Services	20		Due to an increase in Travel for Staff Duties.
14	Technology & Information Services	6		Due to an increase in Memberships and Dues.
Operating Capital Outlay			1,070	
15	Technology & Information Services	860		Due to an increase in Virtual Server Attached Storage Equipment Lease.
16	Technology & Information Services	210		Due to an increase in Enterprise Server Replacements.
Fixed Capital Outlay			-	
Interagency Expenditures (Cooperative Funding)			-	
Debt			-	
Reserves			-	
TOTAL NEW ISSUES		0.00	\$95,541	
5.0 Outreach				
Total Workforce and Preliminary Budget for FY2021-22		13.37	\$2,218,430	

Changes and Trends

The District has significantly streamlined its initiatives in this program and continues to maximize its funding through a concise and targeted focus on core programs. Additionally, the expanded use of technology, such as social media, allows for greater efficiency in reaching citizens and stakeholders.

Although the District's strategic focus for this activity has not changed, salaries and benefits have fluctuated since FY2017-18. There are multiple factors that contribute to budget estimates as well as actual expenditures such as position vacancies, benefit election changes and adjustments in compensation for both current staff and new hires. The cost of software and cloud services supporting this program has increased operating expenses significantly over the past several years as more processes become automated and new technologies become available, as well as increased materials and supplies costs to support education outreach activities.

Budget Variances

Overall, the program decreased by 2.9 percent or \$65,387.

The decrease is primarily due to reductions in:

- Salaries and benefits for the reallocation of staff resources (\$107,811).
- Contracted services for education program evaluation and research (\$10,000).
- Operating capital outlay for vehicles (\$38,729).

The reductions are primarily offset by increases in:

- Salaries and benefits for adjustments in compensation (\$39,984), retirement (\$3,927), and employer paid FICA taxes (\$3,054).
- Contracted services for an enterprise security system replacement (\$2,400) and technology support services (\$1,563).
- Operating expenses for printing and reproduction (\$16,298), non-capital equipment (\$13,317), software licensing and maintenance (\$5,435), maintenance and repair of equipment (\$4,227), and tuition reimbursement (\$3,038).

IV. Program Allocations

Major Budget Items

- Salaries and Benefits (\$1,240,054 – 13.37 FTEs)
 - 5.1 *Water Resource Education* (1.76 FTEs)
 - 5.2 *Public Information* (10.43 FTEs)
 - 5.4 *Lobbying/Legislative Affairs/Cabinet Affairs* (0.4 FTEs)
 - 5.6 *Technology and Information Services* (0.78 FTEs)
- Contracted Services
 - Education Program Evaluation and Research (\$50,000)
 - Springs Protection Outreach Program (\$30,000)
 - Conservation Education Program (\$30,000)
 - Federal Legislative Liaison Services (\$20,000)
 - Youth Water Resources Education Program (\$18,525)
 - Florida Water StarSM Builder Conservation Education Program (\$7,302)
 - Technology Support Services (\$6,888)
 - ADA Compliance of District Website (\$5,500)
- Operating Expenses
 - Software Licensing and Maintenance (\$80,702)
 - Printing and Reproduction (\$42,023)
 - Education Support (\$30,500)
 - Non-Capital Equipment (\$23,586)
 - Books, Subscriptions, and Data (\$16,365)
 - Travel for Staff Duties (\$15,620)
 - Telephone and Communications (\$10,434)
 - Rental of Buildings and Properties (\$10,000)
 - Travel for Offsite Training (\$8,432)
 - Maintenance and Repair of Equipment (\$7,420)
- Operating Capital Outlay
 - Network Infrastructure Equipment Lease (\$3,360)
 - Virtual Server Attached Storage Equipment Lease (\$3,360)
 - Unstructured Data Storage Equipment Lease (\$2,352)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Youth Water Resources Education Program (\$530,000)
 - Public Water Resources Education Program (\$5,500)

IV. Program Allocations

5.1 Water Resource Education – Water management district activities and media publications that present factual information on the nature, use, and management of water resources (including water supply and demand management). This program also includes teacher education and training activities.

District Description

The District's goal is to provide all residents, local governments, visitors, and organized interest groups within the 16-county area with information about its current activities and future plans. In doing so, this increases the public's awareness of, connection to, dependence on, and participation in the protection of Florida's water resources.

Public education provides materials and programs to specific and general public audiences on water resources education information, District programs, and stewardship. One of the District's most successful core programs, the Florida Water StarSM program, is a water conservation certification program for new and existing homes and commercial developments that meet or exceed certain water efficiency criteria. Under this program, nearly 2,300 properties have been certified by the District, including new and existing homes and commercial developments.

Youth education provides comprehensive water resources education to students in grades K-12, reaching more than 115,000 students and teachers in its region with cost-effective programs that help instill resource stewardship values in the next generation.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

5.1 - Water Resource Education

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$105,944	\$96,405	\$115,299	\$141,056	\$146,731	\$5,675	4.0%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	71,288	66,301	58,385	89,327	89,327	0	0.0%
Operating Expenses	35,036	47,324	22,237	35,555	35,555	0	0.0%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	496,476	493,029	559,044	535,500	535,500	0	0.0%
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$708,744	\$703,059	\$754,965	\$801,438	\$807,113	\$5,675	0.7%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$807,113	\$0	\$0	\$0	\$0	\$0	\$807,113

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$146,731	\$0	\$146,731
Other Personal Services	0	0	0
Contracted Services	0	89,327	89,327
Operating Expenses	35,555	0	35,555
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	535,500	535,500
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$182,286	\$624,827	\$807,113

Changes and Trends

Although the District's strategic focus for this activity has not changed, there has been a steady increase in salaries and benefits since FY2017-18. There are multiple factors that contribute to budget estimates as well as actual expenditures such as position vacancies, benefit election changes and adjustments in compensation for both current staff and new hires. Materials and supplies to support education outreach activities have also increased in recent years which is reflected within operating expenses starting in FY2020-21. In addition, an increase in contracted services starting in FY2020-21 is for planned springs protection, water conservation, and youth education outreach efforts.

IV. Program Allocations

Budget Variances

The 0.7 percent increase is primarily due to an increase in:

- Salaries and benefits for adjustments in compensation (\$3,857) and self-funded medical insurance (\$1,115).

Major Budget Items

- Salaries and Benefits (\$146,731)
- Contracted Services
 - Springs Protection Outreach Program (\$30,000)
 - Conservation Education Program (\$30,000)
 - Youth Water Resources Education Program (\$18,525)
 - Florida Water StarSM Builder Conservation Education Program (\$7,302)
 - Public Water Resources Education Program (\$3,500)
- Operating Expenses
 - Education Support (\$30,500)
 - Travel for Staff Duties (\$3,500)
- Interagency Expenditures (Cooperative Funding and District Grants)
 - Youth Water Resources Education Program (\$530,000)
 - Public Water Resources Education Program (\$5,500)

IV. Program Allocations

5.2 Public Information – All public notices regarding water management district decision-making and governing board and advisory committee meetings, public workshops, public hearings, and other district meetings; and factual information provided to the public and others by a water management district regarding district structure, functions, programs, budget, and other operational aspects of the district.

District Description

The function of public information is to ensure the timely and accurate distribution of District actions and water-related issues to the media, in particular to the public and various levels of government. This activity includes a broad range of functions that support the District's mission such as communication support for the Governing Board and staff through media relations, visual communications, the District website, and social media. Its website, social media sites, and email marketing efforts have reached more than three million people annually. Additionally, the District outsources annual surveys that provide information about its residents' knowledge, behaviors, and attitudes regarding water resources.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

5.2 - Public Information

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$946,132	\$1,063,468	\$897,714	\$1,002,514	\$954,376	(\$48,138)	-4.8%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	59,580	31,557	34,500	60,000	50,000	(10,000)	-16.7%
Operating Expenses	62,145	75,018	64,743	64,352	83,634	19,282	30.0%
Operating Capital Outlay	1,070	0	2,749	38,729	0	(38,729)	-100.0%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$1,068,927	\$1,170,043	\$999,706	\$1,165,595	\$1,088,010	(\$77,585)	-6.7%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$1,088,010	\$0	\$0	\$0	\$0	\$0	\$1,088,010

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$954,376	\$0	\$954,376
Other Personal Services	0	0	0
Contracted Services	50,000	0	50,000
Operating Expenses	83,634	0	83,634
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$1,088,010	\$0	\$1,088,010

Changes and Trends

Although the District's strategic focus for this activity has not changed over the past several years, salaries and benefits have fluctuated from year to year. There are multiple factors that contributed such as position vacancies, benefit election changes, and adjustments in compensation for both current staff and new hires.

Communications staff support a wide range of District projects through strategic communications planning, media relations, research, or special efforts. Costs associated with these special efforts can vary for year to year within contracted services and operating expenses. Operating capital outlay expenditures fluctuate based upon the need for vehicles and equipment to support the public information function. This is apparent by the scheduled replacement of a vehicle for FY2020-21.

IV. Program Allocations

Budget Variances

The 6.7 percent decrease is due to reductions in:

- Salaries and benefits for the reallocation of staff resources (\$83,207) and self-funded medical insurance (\$3,408).
- Contracted services for education program evaluation and research (\$10,000).
- Operating capital outlay for vehicles (\$38,729).

The reductions are offset by increases in:

- Salaries and benefits for adjustments in compensation (\$33,185), retirement (\$3,318), and employer paid FICA taxes (\$2,537).
- Operating expenses for printing and reproduction (\$16,300) and tuition reimbursement (\$2,982).

Major Budget Items

- Salaries and Benefits (\$954,376)
- Contracted Services
 - Education Program Evaluation and Research (\$50,000)
- Operating Expenses
 - Printing and Reproduction (\$42,000)
 - Books, Subscriptions, and Data (\$10,322)
 - Travel for Staff Duties (\$7,000)
 - Travel for Offsite Training (\$6,900)
 - Non-Capital Equipment (\$3,906)
 - Tuition Reimbursement (\$2,982)
 - Telephone and Communications (\$2,900)

IV. Program Allocations

5.3 Public Relations – Water management district activities, advertising and publications with the purpose of swaying public opinion about the district or a water management issue, countering criticisms of the district, or engendering positive feelings toward the district.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

5.3 - Public Relations

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$0	\$0

The District has not allocated funds to this activity for the past five years.

IV. Program Allocations

5.4 Lobbying/Legislative Affairs/Cabinet Affairs – Influencing or attempting to influence legislative action or non-action through oral or written communication or an attempt to obtain the goodwill of a member or employee of the Legislature (See Section 11.045, Florida Statutes). For purposes of the standard budget reporting format, this definition includes Federal legislative action or non-action.

District Description

This activity encompasses the District's legislative program and reflects the District's close coordination with other water management districts, the Department of Environmental Protection, and elected officials in Tallahassee to ensure clear communication of policy directives and other critical information. Coordination promotes consistency in the state's water management programs, and through a jointly-funded liaison in Washington, D.C., Florida's interests are represented at the federal level. In conjunction with the District's executive office and Governing Board members, staff also coordinates with federal agencies to seek out grant programs which may be applicable to District activities and those of its local partners.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

5.4 - Lobbying / Legislative Affairs / Cabinet Affairs

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$2,696	\$68,511	\$21,693	\$54,339	\$56,378	\$2,039	3.8%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	5,225	5,225	0	20,000	20,000	0	0.0%
Operating Expenses	1,177	10,386	9,920	21,000	21,000	0	0.0%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$9,098	\$84,122	\$31,613	\$95,339	\$97,378	\$2,039	2.1%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$97,378	\$0	\$0	\$0	\$0	\$0	\$97,378

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$56,378	\$0	\$56,378
Other Personal Services	0	0	0
Contracted Services	20,000	0	20,000
Operating Expenses	21,000	0	21,000
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$97,378	\$0	\$97,378

Changes and Trends

Although the District's strategic focus for this activity has not changed, funding has been inconsistent in the past several years. With less than one full-time equivalent supporting this activity, budget estimates as well as actual expenditures are sensitive to changes such as position vacancies, benefit election changes and adjustments in compensation. In addition, a recent increase in housing accommodations during legislative session is reflected in operating expenses effective in FY2020-21.

Budget Variances

The 2.1 percent increase is primarily due to an increase in:

- Salaries and benefits for adjustments in compensation (\$1,410) and self-funded medical insurance (\$371).

Major Budget Items

- Salaries and Benefits (\$56,378)
- Contracted Services
 - Federal Legislative Liaison Services (\$20,000)

IV. Program Allocations

- Operating Expenses
 - Rental of Buildings and Properties (\$10,000)
 - Books, Subscriptions, and Data (\$6,000)
 - Travel for Staff Duties (\$5,000)

IV. Program Allocations

5.5 Other Outreach Activities – Outreach activities not otherwise categorized above.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

5.5 - Other Outreach Activities

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$0	\$0

The District has not allocated funds to this activity for the past five years.

IV. Program Allocations

5.6 Technology & Information Services – This activity includes computer hardware and software, data lines, computer support and maintenance, Information Technology (IT) consulting services, data centers, network operations, web support and updates, desktop support, application development associated with this program, and related activities.

District Description

This activity represents an allocation of Technology and Information Services in support of the 5.0 Outreach program. IT leadership enables District employees to accomplish their assigned tasks in support of the District's mission and other statutory requirements by identifying and evaluating the appropriate technology to provide relevant and timely information on implementing and maintaining systems to improve business value. IT initiatives for this program will focus on the long-term sustainability of key business support systems. This includes refreshing aging server, network, and desktop computing equipment; upgrades to operating, database, and off-the-shelf software systems; implementation of cloud-based systems where appropriate; and continued development and testing of business continuity strategies for major information systems. Server and desktop replacements are done in compliance with the schedule jointly established by the Department of Environmental Protection and the five water management districts.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

5.6 - Technology and Information Services

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$95,459	\$126,793	\$119,459	\$104,451	\$82,569	(\$21,882)	-20.9%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	7,671	9,727	9,977	12,075	15,988	3,913	32.4%
Operating Expenses	72,749	101,805	82,910	94,669	117,340	22,671	23.9%
Operating Capital Outlay	9,776	21,075	13,144	10,250	10,032	(218)	-2.1%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$185,655	\$259,400	\$225,490	\$221,445	\$225,929	\$4,484	2.0%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$225,929	\$0	\$0	\$0	\$0	\$0	\$225,929

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$82,569	\$0	\$82,569
Other Personal Services	0	0	0
Contracted Services	15,988	0	15,988
Operating Expenses	117,340	0	117,340
Operating Capital Outlay	10,032	0	10,032
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$225,929	\$0	\$225,929

Changes and Trends

Variances in staff resources (salaries and benefits) within this activity typically are a result of reallocating resources from or to other IT program-specific areas. The cost of software and cloud services supporting this program has increased operating expenses significantly over the past several years as more processes become automated and new technologies become available. Contracted services tend to vary from year to year based on the implementation of new or replacement systems, as well as upgrades and enhancements. This is apparent for FY2021-22 as there is an increase in outside assistance for an enterprise security system replacement, as well as financial systems upgrades. It is common for the District to experience year to year fluctuations in operating capital outlay expenditures supporting IT infrastructure. This was exemplified in FY2018-19 when a significant investment was made in the replacement of Districtwide server and network equipment.

IV. Program Allocations

Budget Variances

The 2 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$1,532) and self-funded medical insurance (\$979).
- Contracted services for an enterprise security system replacement (\$2,400) and technology support services (\$1,563).
- Operating expenses for non-capital equipment (\$13,317), software licensing and maintenance (\$5,435), and maintenance and repair of equipment (\$4,227).

The increases are primarily offset by a reduction in:

- Salaries and benefits for the reallocation of staff resources (\$24,604).

Major Budget Items

- Salaries and Benefits (\$82,569)
- Contracted Services
 - Technology Support Services (\$6,888)
 - ADA Compliance of District Website (\$5,500)
 - Enterprise Security System Replacement (\$2,400)
 - Financial Systems Upgrades (\$1,200)
- Operating Expenses
 - Software Licensing and Maintenance (\$80,702)
 - Non-Capital Equipment (\$19,680)
 - Telephone and Communications (\$7,534)
 - Maintenance and Repair of Equipment (\$7,420)
 - Travel for Offsite Training (\$1,032)
- Operating Capital Outlay
 - Network Infrastructure Equipment Lease (\$3,360)
 - Virtual Server Attached Storage Equipment Lease (\$3,360)
 - Unstructured Data Storage Equipment Lease (\$2,352)
 - Enterprise Server Replacements (\$960)

IV. Program Allocations

6.0 Management and Administration

This program includes all governing board and executive support; management information systems; and general counsel, ombudsman, human resources, finance, audit, risk management, procurement, and administrative services.

District Description

This program encompasses the business functions necessary to operate the District, including executive direction, legal services, internal audit services, finance, procurement, human resources, risk management, property appraiser and tax collector commissions, and other administrative support.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

PROGRAM BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.0 Management and Administration

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$5,996,798	\$6,188,474	\$6,170,520	\$6,140,151	\$6,344,842	\$204,691	3.3%
Other Personal Services	29,790	22,406	0	0	0	0	
Contracted Services	515,821	577,223	539,903	673,972	792,894	118,922	17.6%
Operating Expenses	3,943,954	3,980,609	4,031,902	4,610,315	4,681,655	71,340	1.5%
Operating Capital Outlay	137,150	172,611	150,240	173,252	86,636	(86,616)	-50.0%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$10,623,513	\$10,941,323	\$10,892,565	\$11,597,690	\$11,906,027	\$308,337	2.7%

SOURCE OF FUNDS

Fiscal Year 2021-22

	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Salaries and Benefits	\$6,344,842	\$0	\$0	\$0	\$0	\$0	\$6,344,842
Other Personal Services	0	0	0	0	0	0	0
Contracted Services	792,894	0	0	0	0	0	792,894
Operating Expenses	4,681,655	0	0	0	0	0	4,681,655
Operating Capital Outlay	86,636	0	0	0	0	0	86,636
Fixed Capital Outlay	0	0	0	0	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
Reserves - Emergency Response	0	0	0	0	0	0	0
TOTAL	\$11,906,027	\$0	\$0	\$0	\$0	\$0	\$11,906,027

RATE, OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Workforce	Rate (Salary without benefits)	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	58.86	\$3,967,603	\$6,344,842	\$0	\$6,344,842
Other Personal Services	0.00	0	0	0	0
Contracted Services	0.00	0	792,894	0	792,894
Operating Expenses			4,681,655	0	4,681,655
Operating Capital Outlay			86,636	0	86,636
Fixed Capital Outlay			0	0	0
Interagency Expenditures (Cooperative Funding)			0	0	0
Debt			0	0	0
Reserves - Emergency Response			0	0	0
TOTAL			\$11,906,027	\$0	\$11,906,027

WORKFORCE

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

WORKFORCE CATEGORY	Fiscal Year					(Current -- Preliminary) 2020-21 to 2021-22	
	2017-18	2018-19	2019-20	2020-21	2021-22	Difference	% Change
Authorized Positions	57.96	56.15	56.23	58.58	58.86	0.28	0.5%
Contingent Worker	0.00	0.00	0.00	0.00	0.00	0.00	
Other Personal Services	0.00	0.00	0.00	0.00	0.00	0.00	
Intern	0.00	0.00	0.00	0.00	0.00	0.00	
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL WORKFORCE	57.96	56.15	56.23	58.58	58.86	0.28	0.5%

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT REDUCTIONS - NEW ISSUES

6.0 Management and Administration

Fiscal Year 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

Fiscal Year 2020-21 (Current Amended)		58.58	\$11,597,690	
Reductions				
Issue	Description	Issue Amount	Workforce	Category Subtotal
Salaries and Benefits			0.00	3,172
1	Non-Medical Insurance Premiums	2,670	0.00	
2	Overtime	502	0.00	
Other Personal Services			0.00	-
		-	0.00	
Contracted Services				40,400
3	Administrative Support	35,200		
4	Technology & Information Services	5,200		
Operating Expenses				64,363
5	Administrative Support	40,800		
6	Administrative Support	7,773		
7	Administrative Support	4,000		
8	Executive Direction	2,244		
9	Administrative Support	2,002		
10	Administrative Support	2,000		
11	Administrative Support	1,975		
12	Administrative Support	650		
13	Technology & Information Services	628		
14	Administrative Support	480		
15	Human Resources	405		
16	Procurement/Contract Administration	316		
17	Executive Direction	300		
18	Administrative Support	299		
19	Administrative Support	168		
20	Inspector General	110		
21	Technology & Information Services	86		
22	Human Resources	71		
23	Technology & Information Services	47		
24	Technology & Information Services	6		
25	Technology & Information Services	3		
Operating Capital Outlay				91,456
26	Technology & Information Services	52,600		
27	Executive Direction	34,012		
28	Technology & Information Services	4,564		
29	Technology & Information Services	280		
Fixed Capital Outlay				-
		-		
Interagency Expenditures (Cooperative Funding)				-
		-		
Debt				-
		-		
Reserves				-
		-		
TOTAL REDUCTIONS		0.00		\$199,391

IV. Program Allocations

New Issues					
Issue	Description	Issue Amount	Workforce	Category Subtotal	Issue Narrative
Salaries and Benefits			0.28	207,863	
1	Adjustments in Compensation	64,806	0.00		
2	Self-Funded Medical Insurance	62,124	0.00		
3	Reallocation of Staff Resources	58,887	0.28		
4	Retirement	17,095	0.00		
5	Employer Paid FICA Taxes	4,951	0.00		
Other Personal Services			0.00	-	
		-	0.00		
Contracted Services				159,322	
6	Procurement/Contract Administration	60,000			Due to an increase in Technical Specifications Development for Contractual Agreements.
7	Executive Direction	35,200			Due to an increase in ADA Compliance of District Governing Board Meeting Materials (reclassification from Administrative Support).
8	Administrative Support	25,000			Due to an increase in Financial Investment Advisory Services.
9	Technology & Information Services	10,200			Due to an increase in Enterprise Security System Replacement.
10	Human Resources	8,000			Due to an increase in Districtwide Professional Development Training.
11	Technology & Information Services	6,722			Due to an increase in Technology Support Services.
12	Technology & Information Services	5,100			Due to an increase in Financial Systems Upgrades.
13	Administrative Support	5,000			Due to an increase in Professional Financial Reporting Assistance.
14	Administrative Support	4,100			Due to an increase in Districtwide Safety Training.
Operating Expenses				135,703	
15	Administrative Support	41,017			Due to an increase in Lease of Office Equipment.
16	Technology & Information Services	24,009			Due to an increase in Maintenance and Repair of Equipment.
17	Technology & Information Services	15,815			Due to an increase in Non-Capital Equipment.
18	Technology & Information Services	13,441			Due to an increase in Software Licensing and Maintenance.
19	Procurement/Contract Administration	7,344			Due to an increase in Travel for Offsite Training.
20	Human Resources	6,147			Due to an increase in Tuition Reimbursement.
21	Human Resources	5,500			Due to an increase in Promotional Materials for Career Fairs.
22	General Counsel/Legal	4,000			Due to an increase in Travel for Offsite Training.
23	Procurement/Contract Administration	3,500			Due to an increase in Office Supplies.
24	Human Resources	2,200			Due to an increase in Advertising and Public Notices.
25	Human Resources	2,200			Due to an increase in Travel for Offsite Training.
26	General Counsel/Legal	2,000			Due to an increase in Books, Subscriptions, and Data.
27	Administrative Support	1,500			Due to an increase in Office Supplies.
28	Procurement/Contract Administration	1,500			Due to an increase in Education Support.
29	Procurement/Contract Administration	1,200			Due to an increase in Safety Supplies.
30	Administrative Support	800			Due to an increase in Travel for Offsite Training.
31	Human Resources	626			Due to an increase in Memberships and Dues.
32	Procurement/Contract Administration	500			Due to an increase in Books, Subscriptions, and Data.
33	Procurement/Contract Administration	480			Due to an increase in Telephone and Communications.
34	Inspector General	325			Due to an increase in Books, Subscriptions, and Data.
35	Administrative Support	300			Due to an increase in Advertising and Public Notices.
36	Administrative Support	294			Due to an increase in Books, Subscriptions, and Data.
37	Procurement/Contract Administration	210			Due to an increase in Memberships and Dues.
38	Procurement/Contract Administration	200			Due to an increase in Professional Licenses.
39	Technology & Information Services	194			Due to an increase in Tuition Reimbursement.
40	Technology & Information Services	94			Due to an increase in Travel for Staff Duties.
41	General Counsel/Legal	83			Due to an increase in Lease of Office Equipment.
42	Executive Direction	67			Due to an increase in Lease of Office Equipment.
43	Procurement/Contract Administration	67			Due to an increase in Lease of Office Equipment.
44	Human Resources	50			Due to an increase in Lease of Office Equipment.
45	Technology & Information Services	29			Due to an increase in Memberships and Dues.
46	Technology & Information Services	8			Due to an increase in Lease of Office Equipment.
47	Technology & Information Services	3			Due to an increase in Printing and Reproduction.

IV. Program Allocations

Operating Capital Outlay			4,840	
48 Technology & Information Services	3,880			Due to an increase in Virtual Server Attached Storage Equipment Lease.
49 Technology & Information Services	960			Due to an increase in Enterprise Server Replacements.
Fixed Capital Outlay			-	
	-			
Interagency Expenditures (Cooperative Funding)			-	
	-			
Debt			-	
	-			
Reserves			-	
	-			
TOTAL NEW ISSUES		0.28	507,728	
6.0 Management and Administration				
Total Workforce and Preliminary Budget for FY2021-22		58.86	11,906,027	

Changes and Trends

The District has significantly streamlined supporting functions over the past several years within the program by increasing efficiency and lowering operating costs, while achieving its core mission and improving customer service. The District will continue to pursue efficiency gains to ensure the fiscal sustainability of the organization and enable the funding of projects needed to secure future water supplies, provide flood protection, and protect and restore water resources and related natural systems. Operating capital outlay expenditures can fluctuate based upon the need for vehicles in support of administrative activities, as well as specialized audio/visual equipment for the production of Governing Board and other public meetings.

Budget Variances

Overall, the program increased by 2.7 percent or \$308,337.

The increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$64,806), self-funded medical insurance (\$62,124), the reallocation of staff resources (\$58,887), and retirement (\$17,095).
- Contracted services for technical specifications development for contractual agreements (\$60,000), financial investment advisory services (\$25,000), an enterprise security system replacement (\$10,200), Districtwide professional development training (\$8,000), and technology support services (\$6,722).
- Operating expenses for lease of office equipment (\$41,292), travel for offsite training (\$14,258), non-capital equipment (\$13,813), and software licensing and maintenance (\$13,441).

The increases are primarily offset by reductions in:

- Operating expenses for maintenance and repair of equipment (\$16,791).
- Operating capital outlay for information technology equipment (\$52,600) and vehicles (\$34,012).

Major Budget Items

- Salaries and Benefits (\$6,344,842 – 58.86 FTEs)
 - 6.1.1 Executive Direction (6.92 FTEs)
 - 6.1.2 General Counsel/Legal (4.50 FTEs)
 - 6.1.3 Inspector General (1.05 FTEs)
 - 6.1.4 Administrative Support (25.17 FTEs)
 - 6.1.6 Procurement/Contract Administration (8.25 FTEs)
 - 6.1.7 Human Resources (8.72 FTEs)
 - 6.1.9 Technology and Information Services (4.25 FTEs)
- Contracted Services
 - Financial Investment Advisory Services (\$132,000)
 - Professional Outside Legal Services (\$100,000)
 - Employee Wellness Activities (\$95,000)

IV. Program Allocations

- Independent Annual Financial Audit (\$86,020)
- Districtwide Professional Development Training (\$85,000)
- Technical Specifications Development for Contractual Agreements (\$60,000)
- Expert Legal Consulting (\$45,000)
- Technology Support Services (\$39,774)
- ADA Compliance of District Governing Board Meeting Materials (\$35,200)
- Outside Audit Assistance (\$30,000)
- Districtwide Safety Training (\$26,100)
- Professional Financial Reporting Assistance (\$22,500)
- Operating Expenses
 - Tax Collector Commissions (\$1,700,000)
 - Property Appraiser Commissions (\$1,350,000)
 - Software Licensing and Maintenance (\$258,269)
 - Postage and Courier Services (\$138,000)
 - Non-Capital Equipment (\$130,165)
 - Printing and Reproduction (\$123,855)
 - Liability Insurance (\$115,227)
 - Lease of Office Equipment (\$108,691)
 - Travel for Offsite Training (\$93,263)
 - Safety Supplies (\$76,200)
 - Advertising and Public Notices (\$73,300)
 - Employee Wellness Activities (\$70,000)
 - Parts and Supplies (\$61,944)
 - Maintenance and Repair of Equipment (\$59,496)
 - Fees Associated with Financial Activities (\$43,000)
 - Travel for Staff Duties (\$40,310)
 - Telephone and Communications (\$38,440)
 - Uniform Program (\$31,312)
 - Materials for Districtwide Professional Development Training (\$30,000)
 - Memberships and Dues (\$21,604)
- Operating Capital Outlay
 - Information Technology Equipment (\$44,000)
 - Network Infrastructure Equipment Lease (\$14,280)
 - Virtual Server Attached Storage Equipment Lease (\$14,280)
 - Unstructured Data Storage Equipment Lease (\$9,996)
 - Enterprise Server Replacements (\$4,080)

IV. Program Allocations

6.1 Administrative and Operations Support – Executive management, executive support, governing board support, ombudsman, inspector general, general counsel, human resources, insurance, risk management, finance, accounting, procurement, and budget.

District Description

This activity supports the overall District and plays a key role in accomplishing District goals and objectives by providing executive direction, financial and human resources expertise, legal advice and representation, procurement, risk management, and general support functions. The mission of the administrative bureaus is to provide the highest quality and cost effective technical, business, and human services with a commitment to maximize transparency and demonstrate accountability to the public. These activities are vital for effective management, informed decision-making, and mandatory/statutory compliance and to help ensure the organization can accomplish its mission in a timely, planned, cost effective, and organized fashion.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1 - Administrative and Operations Support

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$5,996,798	\$6,188,474	\$6,170,520	\$6,140,151	\$6,344,842	\$204,691	3.3%
Other Personal Services	29,790	22,406	0	0	0	0	
Contracted Services	515,821	577,223	539,903	673,972	792,894	118,922	17.6%
Operating Expenses	1,113,526	1,177,794	1,235,597	1,535,315	1,606,655	71,340	4.6%
Operating Capital Outlay	137,150	172,611	150,240	173,252	86,636	(86,616)	-50.0%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$7,793,085	\$8,138,508	\$8,096,260	\$8,522,690	\$8,831,027	\$308,337	3.6%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$8,831,027	\$0	\$0	\$0	\$0	\$0	\$8,831,027

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$6,344,842	\$0	\$6,344,842
Other Personal Services	0	0	0
Contracted Services	792,894	0	792,894
Operating Expenses	1,606,655	0	1,606,655
Operating Capital Outlay	86,636	0	86,636
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$8,831,027	\$0	\$8,831,027

Changes and Trends

Since FY2011-12, the District has significantly streamlined supporting functions within the activity by increasing efficiency and lowering operating costs, while achieving its core mission and improving customer service. Although expenditures have steadily increased over the past few years, the District continues to pursue efficiency gains to ensure the fiscal sustainability of the organization and enable the funding of projects needed to secure future water supplies, provide flood protection, and protect and restore water resources and related natural systems.

Budget Variances

The 3.6 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$64,806), self-funded medical insurance (\$63,174), the reallocation of staff resources (\$58,887), and retirement (\$17,095).
- Contracted services for technical specifications development for contractual agreements (\$60,000), financial investment advisory services (\$25,000), an enterprise security system replacement (\$10,200), Districtwide professional development training (\$8,000), and technology support services (\$6,722).

IV. Program Allocations

- Operating expenses for lease of office equipment (\$41,292), travel for offsite training (\$14,258), non-capital equipment (\$13,813), and software licensing and maintenance (\$13,441).

The increases are primarily offset by reductions in:

- Operating expenses for maintenance and repair of equipment (\$16,791).
- Operating capital outlay for information technology equipment (\$52,600) and vehicles (\$34,012).

Major Budget Items

- Salaries and Benefits (\$6,344,842)
- Contracted Services
 - Financial Investment Advisory Services (\$132,000)
 - Professional Outside Legal Services (\$100,000)
 - Employee Wellness Activities (\$95,000)
 - Independent Annual Financial Audit (\$86,020)
 - Districtwide Professional Development Training (\$85,000)
 - Technical Specifications Development for Contractual Agreements (\$60,000)
 - Expert Legal Consulting (\$45,000)
 - Technology Support Services (\$39,774)
 - ADA Compliance of District Governing Board Meeting Materials (\$35,200)
 - Outside Audit Assistance (\$30,000)
 - Districtwide Safety Training (\$26,100)
 - Professional Financial Reporting Assistance (\$22,500)
- Operating Expenses
 - Software Licensing and Maintenance (\$258,269)
 - Non-Capital Equipment (\$130,165)
 - Printing and Reproduction (\$123,855)
 - Liability Insurance (\$115,227)
 - Postage and Courier Services (\$113,000)
 - Lease of Office Equipment (\$108,691)
 - Travel for Offsite Training (\$93,263)
 - Safety Supplies (\$76,200)
 - Advertising and Public Notices (\$73,300)
 - Employee Wellness Activities (\$70,000)
 - Parts and Supplies (\$61,944)
 - Maintenance and Repair of Equipment (\$59,496)
 - Fees Associated with Financial Activities (\$43,000)
 - Travel for Staff Duties (\$40,310)
 - Telephone and Communications (\$38,440)
 - Uniform Program (\$31,312)
 - Materials for Districtwide Professional Development Training (\$30,000)
 - Memberships and Dues (\$21,604)
- Operating Capital Outlay
 - Information Technology Equipment (\$44,000)
 - Network Infrastructure Equipment Lease (\$14,280)
 - Virtual Server Attached Storage Equipment Lease (\$14,280)
 - Unstructured Data Storage Equipment Lease (\$9,996)
 - Enterprise Server Replacements (\$4,080)

IV. Program Allocations

6.1.1 Executive Direction – This subactivity includes the executive office, governing board and executive services support, and the Office of the Ombudsman. Agency-wide direction is provided in a manner consistent with the policy direction of the Governing Board, the Department of Environmental Protection (DEP), the Florida Legislature, and the Executive Office of the Governor (EOG).

District Description

This subactivity includes the executive office, governing board and executive services support, and the Office of the Ombudsman. Agency-wide direction is provided in a manner consistent with the policy direction of the Governing Board, the DEP, the Florida Legislature, and the EOG.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1.1 - Executive Direction

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$876,630	\$972,903	\$1,003,706	\$964,850	\$949,187	(\$15,663)	-1.6%
Other Personal Services	5,977	10,856	0	0	0	0	
Contracted Services	90,438	90,400	86,020	86,020	121,220	35,200	40.9%
Operating Expenses	81,091	79,505	92,307	99,105	96,628	(2,477)	-2.5%
Operating Capital Outlay	2,375	2,375	2,375	34,012	0	(34,012)	-100.0%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$1,056,511	\$1,156,039	\$1,184,408	\$1,183,987	\$1,167,035	(\$16,952)	-1.4%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$1,167,035	\$0	\$0	\$0	\$0	\$0	\$1,167,035

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$949,187	\$0	\$949,187
Other Personal Services	0	0	0
Contracted Services	121,220	0	121,220
Operating Expenses	96,628	0	96,628
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$1,167,035	\$0	\$1,167,035

Changes and Trends

Overall, this subactivity represents a continued level of service as in prior years; however, operating capital outlay expenditures can fluctuate based upon the need for vehicles in support of administrative activities as represented in FY2020-21.

Budget Variances

The 1.4 percent decrease is primarily due to reductions in:

- Salaries and benefits for adjustments in compensation (\$27,226), employer paid FICA taxes (\$2,082), and retirement (\$1,998).
- Operating expenses for tuition reimbursement (\$2,244).
- Operating capital outlay for vehicles (\$34,012).

The reductions are primarily offset by increases in:

- Salaries and benefits for self-funded medical insurance (\$16,769).
- Contracted services due to the reclassification of ADA compliance of District Governing Board meeting materials from 6.1.4 Administrative Support (\$35,200).

IV. Program Allocations

Major Budget Items

- Salaries and Benefits (\$949,187)
- Contracted Services
 - Independent Annual Financial Audit (\$86,020)
 - ADA Compliance of District Governing Board Meeting Materials (\$35,200)
- Operating Expenses
 - Advertising and Public Notices (\$30,000)
 - Travel for Staff Duties (\$23,060)
 - Travel for Offsite Training (\$14,925)
 - Travel for Board Members (\$7,000)
 - Travel for Offsite Board Member Training (\$5,000)
 - Memberships and Dues (\$4,850)

IV. Program Allocations

6.1.2 General Counsel/Legal – The Office of the General Counsel provides professional legal advice, representation, research, preventative law and counsel to the District's Governing Board, Executive Team, and its component units on matters relating to contracts, personnel, and preventative law.

District Description

The Office of the General Counsel provides professional legal advice, representation, research, preventative law, and counsel to the District's Governing Board, Executive Team, and its component units on matters relating to contracts, personnel, and preventative law.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1.2 - General Counsel / Legal

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$435,052	\$520,379	\$407,688	\$505,171	\$496,933	(\$8,238)	-1.6%
Other Personal Services	0	11,550	0	0	0	0	
Contracted Services	22,038	22,970	92,458	145,000	145,000	0	0.0%
Operating Expenses	38,504	78,907	38,057	25,607	31,690	6,083	23.8%
Operating Capital Outlay	2,968	2,968	2,968	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$498,562	\$636,774	\$541,171	\$675,778	\$673,623	(\$2,155)	-0.3%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$673,623	\$0	\$0	\$0	\$0	\$0	\$673,623

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$496,933	\$0	\$496,933
Other Personal Services	0	0	0
Contracted Services	145,000	0	145,000
Operating Expenses	31,690	0	31,690
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$673,623	\$0	\$673,623

Changes and Trends

The level of support provided by the General Counsel for this subactivity varies with the allocation of staff resources required each year for the support of regulatory activities, establishment and evaluation of minimum flows and minimum water levels, and other program-specific efforts. In addition, operating expenses were higher in FY2018-19 primarily due to above-normal recording and court costs incurred by depositions. Professional outside legal advice is contingent upon current litigation which is reflected within contracted services.

Budget Variances

The 0.3 percent decrease is primarily due to a reduction in:

- Salaries and benefits for adjustments in compensation (\$9,314), retirement (\$868), and employer paid FICA taxes (\$712).

The reduction is primarily offset by increases in:

- Salaries and benefits for self-funded medical insurance (\$2,663).
- Operating expenses for travel for offsite training (\$4,000) and books, subscriptions, and data (\$2,000).

IV. Program Allocations

Major Budget Items

- Salaries and Benefits (\$496,933)
- Contracted Services
 - Professional Outside Legal Services (\$100,000)
 - Expert Legal Consulting (\$45,000)
- Operating Expenses
 - Books, Subscriptions, and Data (\$12,297)
 - Travel for Offsite Training (\$8,102)
 - Lease of Office Equipment (\$3,199)
 - Printing and Reproduction (\$2,372)
 - Memberships and Dues (\$2,360)
 - Travel for Staff Duties (\$1,520)

IV. Program Allocations

6.1.3 Inspector General – The Office of Inspector General serves as a primary point for the coordination of activities that promote accountability, effectiveness and efficiency, and prevent and detect fraud and abuse in the district.

District Description

The Office of Inspector General serves as a primary point for the coordination of activities that promote accountability, effectiveness, and efficiency, and prevent and detect fraud and abuse in the District.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1.3 - Inspector General

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$245,574	\$151,090	\$164,021	\$170,008	\$177,695	\$7,687	4.5%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	51,100	0	0	30,000	30,000	0	0.0%
Operating Expenses	1,769	6,454	3,113	7,675	7,890	215	2.8%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$298,443	\$157,544	\$167,134	\$207,683	\$215,585	\$7,902	3.8%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$215,585	\$0	\$0	\$0	\$0	\$0	\$215,585

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$177,695	\$0	\$177,695
Other Personal Services	0	0	0
Contracted Services	30,000	0	30,000
Operating Expenses	7,890	0	7,890
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$215,585	\$0	\$215,585

Changes and Trends

Although the District's strategic focus for this activity has not changed, salaries and benefits have fluctuated over the past several years within this subactivity. There are multiple factors that contribute to budget estimates as well as actual expenditures such as position vacancies, benefit election changes, and adjustments in compensation for both current staff and new hires. Also, contracted services for outside assistance and operating expenses such as travel for staff duties can vary from year to year depending on the complexity of the Governing Board-approved audit plan.

Budget Variances

The 3.8 percent increase is primarily due to an increase in:

- Salaries and benefits for adjustments in compensation (\$4,894), retirement (\$1,325), and self-funded medical insurance (\$1,059).

Major Budget Items

- Salaries and Benefits (\$177,695)
- Contracted Services
 - Outside Audit Assistance (\$30,000)
- Operating Expenses
 - Travel for Offsite Training (\$3,500)
 - Travel for Staff Duties (\$2,590)

IV. Program Allocations

6.1.4 Administrative Support – This subactivity includes finance, budget, accounting, risk management, and document services which provides districtwide print and mail services, records management, and imaging services.

District Description

This subactivity includes finance, budget, accounting, risk management, and document services which provides Districtwide print and mail services, records management, and imaging services.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1.4 - Administrative Support

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$2,553,949	\$2,680,693	\$2,863,892	\$2,644,073	\$2,696,026	\$51,953	2.0%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	185,056	197,213	160,111	190,700	189,600	(1,100)	-0.6%
Operating Expenses	568,230	565,527	546,274	740,590	724,354	(16,236)	-2.2%
Operating Capital Outlay	69,824	77,012	54,056	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$3,377,059	\$3,520,445	\$3,624,333	\$3,575,363	\$3,609,980	\$34,617	1.0%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$3,609,980	\$0	\$0	\$0	\$0	\$0	\$3,609,980

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$2,696,026	\$0	\$2,696,026
Other Personal Services	0	0	0
Contracted Services	189,600	0	189,600
Operating Expenses	724,354	0	724,354
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$3,609,980	\$0	\$3,609,980

Changes and Trends

This subactivity represents a continued level of service as in prior years. However, for FY2020-21 there is a budgetary shift from operating capital outlay to operating expenses due to a reclassification of leased print shop equipment.

Budget Variances

The 1 percent increase is primarily due to increases in:

- Salaries and benefits for self-funded medical insurance (\$25,811), adjustments in compensation (\$23,508), and retirement (\$11,200).
- Contracted services for financial investment advisory services (\$25,000), professional financial reporting assistance (\$5,000), and Districtwide safety training (\$4,100).
- Operating expenses for lease of office equipment (\$41,017) and office supplies (\$1,500).

The increases are primarily offset by reductions in:

- Salaries and benefits for the reallocation of staff resources (\$8,447).
- Contracted services due to the reclassification of ADA compliance of District Governing Board meeting materials to 6.1.1 Executive Direction (\$35,200).
- Operating expenses for maintenance and repair of equipment (\$40,800), liability insurance (\$7,773), fees associated with financial activities (\$4,000), non-capital equipment (\$2,002), janitorial services (\$2,000), and tuition reimbursement (\$1,975).

IV. Program Allocations

Major Budget Items

- Salaries and Benefits (\$2,696,026)
- Contracted Services
 - Financial Investment Advisory Services (\$132,000)
 - Districtwide Safety Training (\$26,100)
 - Professional Financial Reporting Assistance (\$22,500)
- Operating Expenses
 - Liability Insurance (\$115,227)
 - Postage and Courier Services (\$113,000)
 - Printing and Reproduction (\$112,168)
 - Lease of Office Equipment (\$98,321)
 - Safety Supplies (\$75,000)
 - Parts and Supplies (\$59,547)
 - Fees Associated with Financial Activities (\$43,000)
 - Uniform Program (\$31,312)
 - Travel for Offsite Training (\$27,150)

IV. Program Allocations

6.1.5 Fleet Services – This subactivity includes fleet services support to all District programs and projects.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1.5 - Fleet Services

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$0	\$0

The water management districts, Department of Environmental Protection and the Executive Office of the Governor agreed that beginning in FY2012-13, this subactivity would be moved to activity 3.6 Fleet Services.

IV. Program Allocations

6.1.6 Procurement/Contract Administration – This subactivity supports all procurement activities to purchase goods and services.

District Description

This subactivity supports all procurement activities to purchase goods and services, which includes the development of contracts; issuance of purchase orders; requests for proposals, bids, and quotes; and administration of purchasing cards, all in accordance with federal laws, Florida Statutes, Florida Administrative Code, Governing Board policies, and District procedures and guidelines.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1.6 - Procurement / Contract Administration

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$466,742	\$536,764	\$459,246	\$615,453	\$749,381	\$133,928	21.8%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	6,158	31,269	0	0	60,000	60,000	
Operating Expenses	6,928	9,536	9,582	24,849	39,534	14,685	59.1%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$479,828	\$577,569	\$468,828	\$640,302	\$848,915	\$208,613	32.6%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$848,915	\$0	\$0	\$0	\$0	\$0	\$848,915

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$749,381	\$0	\$749,381
Other Personal Services	0	0	0
Contracted Services	60,000	0	60,000
Operating Expenses	39,534	0	39,534
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$848,915	\$0	\$848,915

Changes and Trends

Due to the increasing volume of work within procurement, additional staff resources (salaries and benefits) have been reallocated to the function to maintain the same level of service for District internal staff. Also, there are other factors that contribute to budget estimates as well as actual expenditures such as position vacancies, benefit election changes, and adjustments in compensation for both current staff and new hires. There was a significant increase within contracted services in FY2018-19 as the District hired an outside consultant to evaluate, analyze, and provide recommendations to enhance and streamline the District's procurement process. In FY2021-22, funding will be provided for the development of standardized documents involved with the administration of construction contracts. In addition, an emphasis on continuous improvement through the increase in funding for training within operating expenses began in FY2019-20.

Budget Variances

The 32.6 percent increase is primarily due to increases in:

- Salaries and benefits for adjustments in compensation (\$60,752), the reallocation of staff resources (\$56,680), retirement (\$6,076), self-funded medical insurance (\$5,744), and employer paid FICA taxes (\$4,645).
- Contracted services for technical specifications development for contractual agreements (\$60,000).
- Operating expenses for travel for offsite training (\$7,344), office supplies (\$3,500), education support (\$1,500), and safety supplies (\$1,200).

IV. Program Allocations

Major Budget Items

- Salaries and Benefits (\$749,381)
- Contracted Services
 - Technical Specifications Development for Contractual Agreements (\$60,000)
- Operating Expenses
 - Travel for Offsite Training (\$18,250)
 - Office Supplies (\$3,500)
 - Memberships and Dues (\$3,300)
 - Lease of Office Equipment (\$2,560)
 - Education Support (\$2,500)
 - Professional Licenses (\$2,400)
 - Printing and Reproduction (\$1,898)
 - Travel for Staff Duties (\$1,500)
 - Safety Supplies (\$1,200)

IV. Program Allocations

6.1.7 Human Resources – This subactivity provides human resources support for the district.

District Description

This subactivity provides confidential support, advice and information to all District employees, supervisors, and Executive staff regarding human resource guidelines, procedures, principles, and best practices in human capital management.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1.7 - Human Resources

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$819,944	\$866,433	\$777,766	\$811,474	\$824,070	\$12,596	1.6%
Other Personal Services	23,813	0	0	0	0	0	
Contracted Services	116,315	196,749	182,028	184,000	192,000	8,000	4.3%
Operating Expenses	95,367	111,735	180,403	215,447	231,694	16,247	7.5%
Operating Capital Outlay	1,781	1,781	1,781	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$1,057,220	\$1,176,698	\$1,141,978	\$1,210,921	\$1,247,764	\$36,843	3.0%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$1,247,764	\$0	\$0	\$0	\$0	\$0	\$1,247,764

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$824,070	\$0	\$824,070
Other Personal Services	0	0	0
Contracted Services	192,000	0	192,000
Operating Expenses	231,694	0	231,694
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$1,247,764	\$0	\$1,247,764

Changes and Trends

The District's goal is to balance the needs of appropriate resources (e.g., staff, equipment) with the current state of the economy and its commitment to excellence. Over the past few years, a greater emphasis within this subactivity has been placed upon employee recruitment, retention, and Districtwide training activities. In addition, the District is encouraging healthy lifestyle choices such as diet and exercise for its staff to promote a more positive workplace by offering educational wellness classes, as well as other wellness services contributing to the increase in contracted services starting in FY2018-19 and operating expenses starting in FY2019-20. These costs are fully reimbursable by the District's Administrative Services Only (ASO) health care provider.

Budget Variances

The 3 percent increase is primarily due to increases in:

- Salaries and benefits for self-funded medical insurance (\$5,962) and adjustments in compensation (\$5,687).
- Contracted services for Districtwide professional development training (\$8,000).
- Operating expenses for tuition reimbursement (\$6,147), promotional materials for career fairs (\$5,500), travel for offsite training (\$2,200), and advertising and public notices (\$2,200).

Major Budget Items

- Salaries and Benefits (\$824,070)
- Contracted Services
 - Employee Wellness Activities (\$95,000)
 - Districtwide Professional Development Training (\$85,000)

IV. Program Allocations

- Operating Expenses
 - Employee Wellness Activities (\$70,000)
 - Advertising and Public Notices (\$32,200)
 - Materials for Districtwide Professional Development Training (\$25,000)
 - Employee Awards and Activities (\$18,000)
 - Travel for Offsite Training (\$16,950)
 - Education Support (\$10,800)
 - Promotional Materials for Career Fairs (\$10,500)
 - Travel for Staff Duties (\$9,730)
 - Tuition Reimbursement (\$9,700)
 - Employee Moving Expense Reimbursement (\$7,500)
 - Printing and Reproduction (\$5,423)
 - Memberships and Dues (\$4,551)

IV. Program Allocations

6.1.8 Communications – This subactivity includes telecommunications for the district.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT SUBACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1.8 - Communications

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	

SOURCE OF FUNDS Fiscal Year 2021-22	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$0	\$0

A change was made in the FY2012-13 budget to allocate all IT costs formerly assigned to *6.1.8 Communications* and *6.2 Computer/Computer Support* to each separate Program to conform to terminology and methodology in the State budget, which reflects the associated share of IT costs allocated across the six programs. A new activity named *Technology & Information Services* was created for programs 1.0 through 5.0 (1.5, 2.7, 3.7, 4.5, 5.6) for reporting by program allocation. A new subactivity was created for program 6.0 named *6.1.9 Technology & Information Services*, which is reported under this Activity (6.1) for reporting the allocation to program 6.0.

IV. Program Allocations

6.1.9 Technology and Information Services – This subactivity includes computer hardware and software, data lines, computer support and maintenance, Information Technology (IT) consulting services, data centers, network operations, web support and updates, desktop support, application development associated with this program, and related activities.

District Description

This activity represents an allocation of Technology and Information Services in support of the *6.0 Management and Administration* program. IT leadership enables District employees to accomplish their assigned tasks in support of the District's mission and other statutory requirements by identifying and evaluating the appropriate technology to provide relevant and timely information on implementing and maintaining systems to improve business value. IT initiatives for this program will focus on the long-term sustainability of key business support systems. This includes refreshing aging server, network, and desktop computing equipment; upgrades to operating, database, and off-the-shelf software systems; implementation of cloud-based systems where appropriate; and continued development and testing of business continuity strategies for major information systems. Server and desktop replacements are done in compliance with the schedule jointly established by the Department of Environmental Protection and the five water management districts.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

PROGRAM BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.1.9 - Technology and Information Services

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$598,907	\$460,212	\$494,201	\$429,122	\$451,550	\$22,428	5.2%
Other Personal Services	0	0	0	0	0	0	
Contracted Services	44,716	38,622	19,286	38,252	55,074	16,822	44.0%
Operating Expenses	321,637	326,130	365,861	422,042	474,865	52,823	12.5%
Operating Capital Outlay	60,202	88,475	89,060	139,240	86,636	(52,604)	-37.8%
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$1,025,462	\$913,439	\$968,408	\$1,028,656	\$1,068,125	\$39,469	3.8%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$1,068,125	\$0	\$0	\$0	\$0	\$0	\$1,068,125

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$451,550	\$0	\$451,550
Other Personal Services	0	0	0
Contracted Services	55,074	0	55,074
Operating Expenses	474,865	0	474,865
Operating Capital Outlay	86,636	0	86,636
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$1,068,125	\$0	\$1,068,125

Changes and Trends

Variances in staff resources (salaries and benefits) within this subactivity typically are a result of reallocating resources from or to other IT program-specific areas. The cost of software and cloud services supporting this program has increased operating expenses significantly over the past several years as more processes become automated and new technologies become available. Contracted services tend to vary from year to year based on the implementation of new or replacement systems, as well as upgrades and enhancements. This is apparent for FY2021-22 as there is an increase in outside assistance for an enterprise security system replacement, technology support, and financial systems upgrades. Also, it is common for the District to experience year to year fluctuations in operating capital outlay expenditures supporting IT infrastructure. This was exemplified in FY2020-21 with the replacement of audio/visual equipment for a District Governing Board room.

IV. Program Allocations

Budget Variances

The 3.8 percent increase is primarily due to increases in:

- Salaries and benefits for the reallocation of staff resources (\$10,654), adjustments in compensation (\$6,505), and self-funded medical insurance (\$4,116).
- Contracted services for an enterprise security system replacement (\$10,200) and technology support services (\$6,722).
- Operating expenses for maintenance and repair of equipment (\$24,009), non-capital equipment (\$15,815), and software licensing and maintenance (\$13,441).

The increases are primarily offset by a reduction in:

- Operating capital outlay for information technology equipment (\$52,600).

Major Budget Items

- Salaries and Benefits (\$451,550)
- Contracted Services
 - Technology Support Services (\$39,774)
 - Enterprise Security System Replacement (\$10,200)
 - Financial Systems Upgrades (\$5,100)
- Operating Expenses
 - Software Licensing and Maintenance (\$258,269)
 - Non-Capital Equipment (\$127,415)
 - Maintenance and Repair of Equipment (\$48,696)
 - Telephone and Communications (\$32,020)
 - Travel for Offsite Training (\$4,386)
- Operating Capital Outlay
 - Information Technology Equipment (\$44,000)
 - Network Infrastructure Equipment Lease (\$14,280)
 - Virtual Server Attached Storage Equipment Lease (\$14,280)
 - Unstructured Data Storage Equipment Lease (\$9,996)
 - Enterprise Server Replacements (\$4,080)

IV. Program Allocations

6.2 Computer/Computer Support – Computer hardware and software, computer support and maintenance, and computer reserves/sinking fund.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.2 - Computer/Computer Support

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$0	\$0

A change was made in the FY2012-13 budget to allocate all IT costs formerly assigned to 6.1.8 *Communications* and 6.2 *Computer/Computer Support* to each separate Program to conform to terminology and methodology in the State budget, which reflects the associated share of IT costs allocated across the six programs. A new activity named *Technology & Information Services* was created for programs 1.0 through 5.0 (1.5, 2.7, 3.7, 4.5, 5.6) for reporting by program allocation. A new subactivity was created for program 6.0 named 6.1.9 *Technology & Information Services* for reporting the allocation to program 6.0.

IV. Program Allocations

6.3 Reserves – This activity is included in the district's General Fund Deficiencies Reserve.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.3 - Reserves

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	0	0	0	0	0	0	
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	0	0	0
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$0	\$0	\$0

The District has not allocated funds to this activity for the past five years.

IV. Program Allocations

6.4 Other (Tax Collector/Property Appraiser Fees) – Tax collector/property appraiser fees.

District Description

The District pays commissions to the offices of the Property Appraisers and Tax Collectors of each county within the District for services rendered. The Property Appraiser commissions are calculated by applying the proportion of District ad valorem taxes versus total levied by each county for the preceding fiscal year against each county 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. The District has no control over these expenditures, as commissions are set by Florida Statutes and are non-negotiable.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

ACTIVITY BY EXPENDITURE CATEGORY

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

PRELIMINARY BUDGET - Fiscal Year 2021-22

6.4 - Other - (Tax Collector / Property Appraiser Fees)

	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)	Difference in \$ (Current -- Preliminary)	% of Change (Current -- Preliminary)
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	
Other Personal Services	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Operating Expenses	2,830,428	2,802,815	2,796,305	3,075,000	3,075,000	0	0.0%
Operating Capital Outlay	0	0	0	0	0	0	
Fixed Capital Outlay	0	0	0	0	0	0	
Interagency Expenditures (Cooperative Funding)	0	0	0	0	0	0	
Debt	0	0	0	0	0	0	
Reserves - Emergency Response	0	0	0	0	0	0	
TOTAL	\$2,830,428	\$2,802,815	\$2,796,305	\$3,075,000	\$3,075,000	\$0	0.0%

SOURCE OF FUNDS	District Revenues	Fund Balance	Debt	Local Revenues	State Revenues	Federal Revenues	TOTAL
Fiscal Year 2021-22	\$3,075,000	\$0	\$0	\$0	\$0	\$0	\$3,075,000

OPERATING AND NON-OPERATING

Fiscal Year 2021-22

	Operating (Recurring - all revenues)	Non-operating (Non-recurring - all revenues)	TOTAL
Salaries and Benefits	\$0	\$0	\$0
Other Personal Services	0	0	0
Contracted Services	0	0	0
Operating Expenses	3,075,000	0	3,075,000
Operating Capital Outlay	0	0	0
Fixed Capital Outlay	0	0	0
Interagency Expenditures (Cooperative Funding)	0	0	0
Debt	0	0	0
Reserves - Emergency Response	0	0	0
TOTAL	\$3,075,000	\$0	\$3,075,000

Changes and Trends

A downward trend in commissions associated with the collection of ad valorem taxes has been identified in recent years.

Budget Variances

There is no change for this activity. Commissions are estimated based upon actual commissions for the current year.

Major Budget Items

- Operating Expenses
 - Tax Collector Commissions (\$1,700,000)
 - Property Appraiser Commissions (\$1,350,000)
 - Postage and Courier Services (\$25,000)

IV. Program Allocations

B. District Specific Programs

1. District Springs Program

This program includes projects designed to take an ecosystem-level approach to springs management by improving water quality and clarity and restoring natural habitats. The District is home to five Outstanding Florida Springs. In total, there are over 200 documented springs and the rivers, bays, and estuaries that are fed by them have experienced ecological changes caused by both natural variability and human activities. The District has developed Surface Water Improvement and Management (SWIM) plans for its five first-magnitude spring groups: Rainbow River, Kings Bay/Crystal River, Homosassa River, Chassahowitzka River, and Weeki Wachee River. Through state and local partnerships, the District is implementing projects identified in the SWIM plans to conserve and restore the ecological balance of these spring systems. Examples of these projects include establishing minimum flows and minimum water levels, bank stabilization, wetland treatment, shoreline restoration, increasing water reuse, and septic to sewer conversions. Over the past five years, the District has been able to continue its commitment to these projects with funds from the Legislature. Since the dedication of Springs restoration, state funding has also been made available directly to local cooperators within the District's region. Even though those funds are not reflected in the District's budget or the chart below, the District works closely with the cooperators to provide the same level of technical expertise.

The FY2021-22 Preliminary Budget assumes \$6,091,706 for the Springs Program based on anticipated State funding. The chart below illustrates the success of this program, accelerated by state appropriations from the Legislature.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

PROGRAM BY SOURCE

Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22

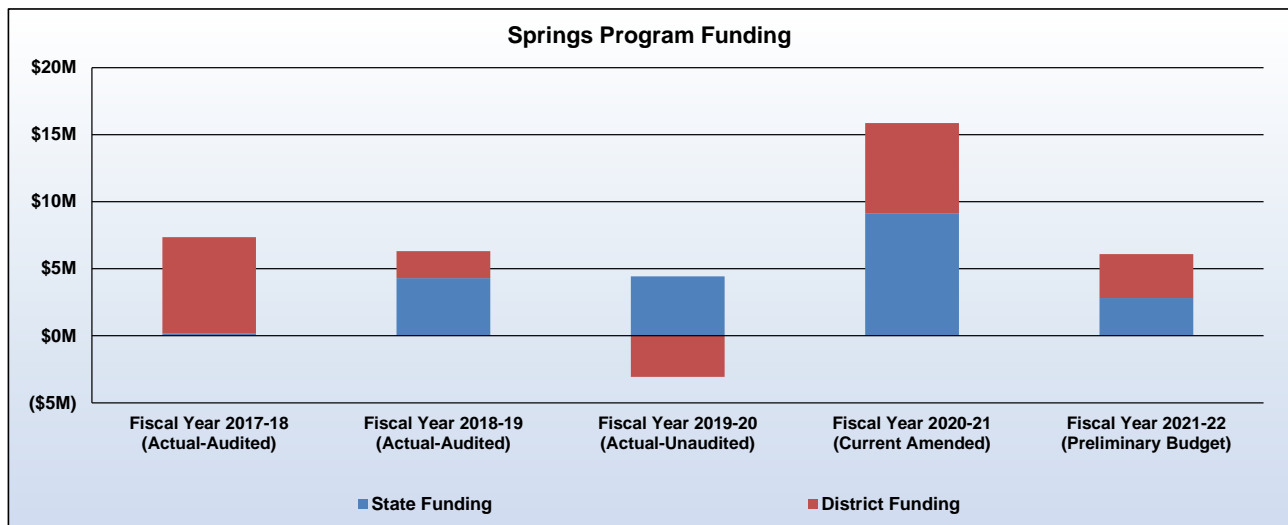
PRELIMINARY BUDGET - Fiscal Year 2021-22

District Springs Program

Funding Source	Fiscal Year 2017-18 (Actual-Audited)	Fiscal Year 2018-19 (Actual-Audited)	Fiscal Year 2019-20 (Actual-Unaudited)	Fiscal Year 2020-21 (Current Amended)	Fiscal Year 2021-22 (Preliminary Budget)
State Funding	\$184,433	\$4,304,940	\$4,424,226	\$9,097,500	\$2,810,000
District Funding	7,176,842	2,007,878	(3,068,449)	6,762,577	3,281,706
TOTAL	\$7,361,275	\$6,312,818	\$1,355,777	\$15,860,077	\$6,091,706

(1)

(2)



¹ The FY2021-22 Preliminary Budget includes the anticipated State funding to be appropriated by the 2021 Florida Legislature. State appropriations will be finalized after the 2021 legislative session and adjusted accordingly in the final budget.

² The FY2019-20 Actual-Unaudited State Funding received is reimbursement for District Funding expenditures reflected in prior fiscal years.

IV. Program Allocations

C. Program Allocations by Area of Responsibility

Subsection 373.535(1)(a)2, Florida Statutes, 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 floodplain management, and natural systems.

Expenditures in the four AORs are provided only at the program level. **These AOR (water supply, water quality, flood protection and floodplain management, and natural systems) expenditures are estimates only and have been allocated among the programs, since a project may serve more than one purpose.** Therefore, the AOR expenditures should be viewed only as one indication of whether the District is adequately addressing each AOR.

The following tables provide the AOR expenditures for fiscal years 2019-20 (Actual-Unaudited), 2020-21 (Current Amended), and 2021-22 (Preliminary Budget).

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT PROGRAMS, ACTIVITIES AND SUBACTIVITIES BY AREA OF RESPONSIBILITY

Fiscal Year 2019-20 (Actual-Unaudited)

PRELIMINARY BUDGET - Fiscal Year 2021-22

PROGRAMS, ACTIVITIES AND SUB-ACTIVITIES	Fiscal Year 2019-20 (Actual-Unaudited)	Water Supply	Water Quality	Flood Protection	Natural Systems
1.0 Water Resource Planning and Monitoring	\$27,160,751	\$7,076,827	\$4,642,020	\$6,588,414	\$8,853,490
1.1 - District Water Management Planning	8,189,556	X	X	X	X
1.1.1 Water Supply Planning	844,574	X			X
1.1.2 Minimum Flows and Minimum Water Levels	1,832,798	X			X
1.1.3 Other Water Resources Planning	5,512,184	X	X	X	X
1.2 - Research, Data Collection, Analysis and Monitoring	15,117,899	X	X	X	X
1.3 - Technical Assistance	941,513	X	X	X	X
1.4 - Other Water Resources Planning and Monitoring Activities	0				
1.5 - Technology & Information Services	2,911,783	X	X	X	X
2.0 Land Acquisition, Restoration and Public Works	\$66,158,265	\$31,424,154	\$9,608,172	\$18,502,000	\$6,623,939
2.1 - Land Acquisition	954,907	X		X	X
2.2 - Water Source Development	33,430,616	X	X	X	X
2.2.1 Water Resource Development Projects	5,597,249	X	X		X
2.2.2 Water Supply Development Assistance	27,169,949	X	X	X	X
2.2.3 Other Water Source Development Activities	663,418		X		
2.3 - Surface Water Projects	28,779,144	X	X	X	X
2.4 - Other Cooperative Projects	0				
2.5 - Facilities Construction and Major Renovations	2,181,798	X	X	X	X
2.6 - Other Acquisition and Restoration Activities	0				
2.7 - Technology & Information Services	811,800	X	X	X	X
3.0 Operation and Maintenance of Works and Lands	\$17,700,094	\$2,021,433	\$1,986,329	\$5,870,515	\$7,821,817
3.1 - Land Management	4,518,177	X			X
3.2 - Works	5,102,601	X	X	X	X
3.3 - Facilities	3,357,013	X	X	X	X
3.4 - Invasive Plant Control	532,537		X	X	X
3.5 - Other Operation and Maintenance Activities	441,731	X	X	X	X
3.6 - Fleet Services	2,201,074	X	X	X	X
3.7 - Technology & Information Services	1,546,961	X	X	X	X
4.0 Regulation	\$18,932,539	\$3,686,293	\$5,689,494	\$4,268,924	\$5,287,828
4.1 - Consumptive Use Permitting	3,341,469	X	X		X
4.2 - Water Well Construction Permitting and Contractor Licensing	699,836	X	X		
4.3 - Environmental Resource and Surface Water Permitting	6,812,287		X	X	X
4.4 - Other Regulatory and Enforcement Activities	3,504,143	X	X	X	X
4.5 - Technology & Information Services	4,574,804	X	X	X	X
5.0 Outreach	\$2,011,774	\$725,020	\$480,836	\$363,333	\$442,585
5.1 - Water Resource Education	754,965	X	X	X	X
5.2 - Public Information	999,706	X	X	X	X
5.3 - Public Relations	0				
5.4 - Lobbying / Legislative Affairs / Cabinet Affairs	31,613	X	X	X	X
5.5 - Other Outreach Activities	0				
5.6 - Technology & Information Services	225,490	X	X	X	X
SUBTOTAL - Major Programs (excluding Management and Administration)	\$131,963,423	\$44,933,727	\$22,406,851	\$35,593,186	\$29,029,659
6.0 Management and Administration	\$10,892,565				
6.1 - Administrative and Operations Support	8,096,260				
6.1.1 - Executive Direction	1,184,408				
6.1.2 - General Counsel / Legal	541,171				
6.1.3 - Inspector General	167,134				
6.1.4 - Administrative Support	3,624,333				
6.1.5 - Fleet Services	0				
6.1.6 - Procurement / Contract Administration	468,828				
6.1.7 - Human Resources	1,141,978				
6.1.8 - Communications	0				
6.1.9 - Technology & Information Services	968,408				
6.2 - Computer/Computer Support	0				
6.3 - Reserves	0				
6.4 - Other - (Tax Collector / Property Appraiser Fees)	2,796,305				
TOTAL	\$142,855,988				

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT PROGRAMS, ACTIVITIES AND SUBACTIVITIES BY AREA OF RESPONSIBILITY

Fiscal Year 2020-21 (Current Amended)

PRELIMINARY BUDGET - Fiscal Year 2021-22

PROGRAMS, ACTIVITIES AND SUB-ACTIVITIES	Fiscal Year 2020-21 (Current Amended)	Water Supply	Water Quality	Flood Protection	Natural Systems
1.0 Water Resource Planning and Monitoring	\$34,246,338	\$7,654,943	\$5,457,249	\$10,959,770	\$10,174,376
1.1 - District Water Management Planning	13,957,293	X	X	X	X
1.1.1 Water Supply Planning	696,934	X			X
1.1.2 Minimum Flows and Minimum Water Levels	2,476,789	X			X
1.1.3 Other Water Resources Planning	10,783,570	X	X	X	X
1.2 - Research, Data Collection, Analysis and Monitoring	16,201,220	X	X	X	X
1.3 - Technical Assistance	1,095,930	X	X	X	X
1.4 - Other Water Resources Planning and Monitoring Activities	0				
1.5 - Technology & Information Services	2,991,895	X	X	X	X
2.0 Land Acquisition, Restoration and Public Works	\$93,465,761	\$31,159,466	\$16,399,439	\$18,203,972	\$27,702,884
2.1 - Land Acquisition	18,056,363	X		X	X
2.2 - Water Source Development	34,442,119	X	X	X	X
2.2.1 Water Resource Development Projects	12,690,790	X	X		X
2.2.2 Water Supply Development Assistance	21,028,109	X	X	X	X
2.2.3 Other Water Source Development Activities	723,220		X		
2.3 - Surface Water Projects	39,140,152	X	X	X	X
2.4 - Other Cooperative Projects	0				
2.5 - Facilities Construction and Major Renovations	980,900	X	X	X	X
2.6 - Other Acquisition and Restoration Activities	0				
2.7 - Technology & Information Services	846,227	X	X	X	X
3.0 Operation and Maintenance of Works and Lands	\$21,515,627	\$2,109,717	\$2,007,787	\$8,076,702	\$9,321,421
3.1 - Land Management	5,020,227				X
3.2 - Works	8,332,335	X	X	X	X
3.3 - Facilities	3,207,987	X	X	X	X
3.4 - Invasive Plant Control	430,912		X	X	X
3.5 - Other Operation and Maintenance Activities	142,242			X	
3.6 - Fleet Services	2,776,273	X	X	X	X
3.7 - Technology & Information Services	1,605,651	X	X	X	X
4.0 Regulation	\$20,385,636	\$3,877,069	\$6,242,218	\$4,559,037	\$5,707,312
4.1 - Consumptive Use Permitting	3,893,593	X	X		X
4.2 - Water Well Construction Permitting and Contractor Licensing	882,545	X	X		
4.3 - Environmental Resource and Surface Water Permitting	8,195,779		X	X	X
4.4 - Other Regulatory and Enforcement Activities	2,704,768	X	X	X	X
4.5 - Technology & Information Services	4,708,951	X	X	X	X
5.0 Outreach	\$2,283,817	\$736,881	\$582,706	\$430,978	\$533,252
5.1 - Water Resource Education	801,438	X	X	X	X
5.2 - Public Information	1,165,595	X	X	X	X
5.3 - Public Relations	0				
5.4 - Lobbying / Legislative Affairs / Cabinet Affairs	95,339	X	X	X	X
5.5 - Other Outreach Activities	0				
5.6 - Technology & Information Services	221,445	X	X	X	X
<i>SUBTOTAL - Major Programs (excluding Management and Administration)</i>	<i>\$171,897,179</i>	\$45,538,076	\$30,689,399	\$42,230,459	\$53,439,245
6.0 Management and Administration	\$11,597,690				
6.1 - Administrative and Operations Support	8,522,690				
6.1.1 - Executive Direction	1,183,987				
6.1.2 - General Counsel / Legal	675,778				
6.1.3 - Inspector General	207,683				
6.1.4 - Administrative Support	3,575,363				
6.1.5 - Fleet Services	0				
6.1.6 - Procurement / Contract Administration	640,302				
6.1.7 - Human Resources	1,210,921				
6.1.8 - Communications	0				
6.1.9 - Technology & Information Services	1,028,656				
6.2 - Computer/Computer Support	0				
6.3 - Reserves	0				
6.4 - Other - (Tax Collector / Property Appraiser Fees)	3,075,000				
TOTAL	\$183,494,869				

IV. Program Allocations

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT PROGRAMS, ACTIVITIES AND SUBACTIVITIES BY AREA OF RESPONSIBILITY

Fiscal Year 2021-22 (Preliminary Budget)

PRELIMINARY BUDGET - Fiscal Year 2021-22

PROGRAMS, ACTIVITIES AND SUB-ACTIVITIES	Fiscal Year 2021-22 (Preliminary Budget)	Water Supply	Water Quality	Flood Protection	Natural Systems
1.0 Water Resource Planning and Monitoring	\$35,124,131	\$7,448,516	\$5,690,155	\$11,384,155	\$10,601,305
1.1 - District Water Management Planning	14,578,724	X	X	X	X
1.1.1 Water Supply Planning	814,819	X			X
1.1.2 Minimum Flows and Minimum Water Levels	2,700,842	X			X
1.1.3 Other Water Resources Planning	11,063,063	X	X	X	X
1.2 - Research, Data Collection, Analysis and Monitoring	16,039,828	X	X	X	X
1.3 - Technical Assistance	1,158,156	X	X	X	X
1.4 - Other Water Resources Planning and Monitoring Activities	0				
1.5 - Technology & Information Services	3,347,423	X	X	X	X
2.0 Land Acquisition, Restoration and Public Works	\$96,936,156	\$39,689,306	\$12,498,125	\$19,003,700	\$25,745,025
2.1 - Land Acquisition	16,283,046	X		X	X
2.2 - Water Source Development	45,866,924	X	X	X	X
2.2.1 Water Resource Development Projects	13,261,864	X	X		X
2.2.2 Water Supply Development Assistance	31,853,717	X	X	X	X
2.2.3 Other Water Source Development Activities	751,343		X		
2.3 - Surface Water Projects	33,099,103	X	X	X	X
2.4 - Other Cooperative Projects	0				
2.5 - Facilities Construction and Major Renovations	721,400	X	X	X	X
2.6 - Other Acquisition and Restoration Activities	0				
2.7 - Technology & Information Services	965,683	X	X	X	X
3.0 Operation and Maintenance of Works and Lands	\$27,751,418	\$2,327,340	\$2,252,045	\$9,804,604	\$13,367,429
3.1 - Land Management	5,281,726				X
3.2 - Works	13,368,585	X	X	X	X
3.3 - Facilities	3,502,550	X	X	X	X
3.4 - Invasive Plant Control	459,460		X	X	X
3.5 - Other Operation and Maintenance Activities	186,869			X	
3.6 - Fleet Services	2,995,338	X	X	X	X
3.7 - Technology & Information Services	1,956,890	X	X	X	X
4.0 Regulation	\$20,784,301	\$4,127,602	\$6,303,889	\$4,596,055	\$5,756,755
4.1 - Consumptive Use Permitting	4,080,644	X	X		X
4.2 - Water Well Construction Permitting and Contractor Licensing	909,150	X	X		
4.3 - Environmental Resource and Surface Water Permitting	8,077,855		X	X	X
4.4 - Other Regulatory and Enforcement Activities	2,566,583	X	X	X	X
4.5 - Technology & Information Services	5,150,069	X	X	X	X
5.0 Outreach	\$2,218,430	\$723,072	\$565,918	\$413,384	\$516,056
5.1 - Water Resource Education	807,113	X	X	X	X
5.2 - Public Information	1,088,010	X	X	X	X
5.3 - Public Relations	0				
5.4 - Lobbying / Legislative Affairs / Cabinet Affairs	97,378	X	X	X	X
5.5 - Other Outreach Activities	0				
5.6 - Technology & Information Services	225,929	X	X	X	X
<i>SUBTOTAL - Major Programs (excluding Management and Administration)</i>	<i>\$182,814,436</i>	\$54,315,836	\$27,310,132	\$45,201,898	\$55,986,570
6.0 Management and Administration	\$11,906,027				
6.1 - Administrative and Operations Support	8,831,027				
6.1.1 - Executive Direction	1,167,035				
6.1.2 - General Counsel / Legal	673,623				
6.1.3 - Inspector General	215,585				
6.1.4 - Administrative Support	3,609,980				
6.1.5 - Fleet Services	0				
6.1.6 - Procurement / Contract Administration	848,915				
6.1.7 - Human Resources	1,247,764				
6.1.8 - Communications	0				
6.1.9 - Technology & Information Services	1,068,125				
6.2 - Computer/Computer Support	0				
6.3 - Reserves	0				
6.4 - Other - (Tax Collector / Property Appraiser Fees)	3,075,000				
TOTAL	\$194,720,463				

V. Summary of Staffing Levels

This section summarizes workforce levels at the District from fiscal year 2017-18 to fiscal year 2021-22.

SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT
SUMMARY OF WORKFORCE
 Fiscal Years 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22
PRELIMINARY BUDGET - Fiscal Year 2021-22

PROGRAM	WORKFORCE CATEGORY	FY2017-18 to FY2021-22		Fiscal Year					Current to Preliminary FY2020-21 to FY2021-22	
		Difference	% Change	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	Difference	% Change
All Programs	Authorized Positions	0.00	0.00%	574.00	574.00	574.00	574.00	574.00	0.00	0.00%
	Contingent Worker	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Other Personal Services	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Intern	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Volunteer	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	TOTAL WORKFORCE	0.00	0.00%	574.00	574.00	574.00	574.00	574.00	0.00	0.00%
Water Resource Planning and Monitoring	Authorized Positions	(2.27)	-1.50%	151.62	148.86	151.69	149.10	149.35	0.25	0.17%
	Contingent Worker	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Other Personal Services	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Intern	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Volunteer	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	TOTAL WORKFORCE	(2.27)	-1.50%	151.62	148.86	151.69	149.10	149.35	0.25	0.17%
Land Acquisition, Restoration and Public Works	Authorized Positions	0.01	0.02%	58.79	59.12	56.35	58.61	58.80	0.19	0.32%
	Contingent Worker	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Other Personal Services	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Intern	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Volunteer	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	TOTAL WORKFORCE	0.01	0.02%	58.79	59.12	56.35	58.61	58.80	0.19	0.32%
Operation and Maintenance of Works and Lands	Authorized Positions	(0.42)	-0.38%	110.90	110.31	111.47	110.36	110.48	0.12	0.11%
	Contingent Worker	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Other Personal Services	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Intern	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Volunteer	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	TOTAL WORKFORCE	(0.42)	-0.38%	110.90	110.31	111.47	110.36	110.48	0.12	0.11%
Regulation	Authorized Positions	1.63	0.90%	181.51	184.29	183.53	182.75	183.14	0.39	0.21%
	Contingent Worker	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Other Personal Services	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Intern	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Volunteer	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	TOTAL WORKFORCE	1.63	0.90%	181.51	184.29	183.53	182.75	183.14	0.39	0.21%
Outreach	Authorized Positions	0.15	1.13%	13.22	15.27	14.73	14.60	13.37	(1.23)	-8.42%
	Contingent Worker	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Other Personal Services	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Intern	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Volunteer	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	TOTAL WORKFORCE	0.15	1.13%	13.22	15.27	14.73	14.60	13.37	(1.23)	-8.42%
Management and Administration	Authorized Positions	0.90	1.55%	57.96	56.15	56.23	58.58	58.86	0.28	0.48%
	Contingent Worker	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Other Personal Services	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Intern	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	Volunteer	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
	TOTAL WORKFORCE	0.90	1.55%	57.96	56.15	56.23	58.58	58.86	0.28	0.48%

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VI. Performance Measures

This section presents a selection of process performance measurements that were developed through a joint effort with the Department of Environmental Protection and all five water management districts. These measures reflect three of the core mission areas of the District – natural systems, water quality, and water supply – as well as mission support activities. The information is reported as of the end of fiscal year 2019-20 and is in a standard format developed for this report.

Overall Goal: The District budget maintains core missions and prioritized programs and are administered both effectively and efficiently.

A. Natural Systems

Primary Goal: *To restore the hydrology of natural systems and improve water quality of natural systems.*

- **Natural Systems Objective 1: Maintain the integrity and functions of water resources and related natural systems.**
 - Number of Minimum Flows and Minimum Water Levels (MFLs) and Reservations, by water body type, established annually (fiscal year) and cumulatively.
 - Number and percentage of water bodies meeting their adopted MFLs.

NS Objective 1: Maintain the integrity and functions of water resources and related natural systems.		
Annual Measures	Fiscal Year 2019-20	
Number of MFLs and Reservations, by water body type, established annually (fiscal year) and cumulatively.	Annual	Cumulative
Aquifer	0	9
Estuary	0	12
Lake	0	127
River	1	13
Spring	0	10
Wetland	2	36
Number and percentage of water bodies meeting their adopted MFLs.	Annual	Percent
Number of water bodies meeting MFLs	180	87.80%
Number of water bodies with adopted MFLs	205	

- **Natural Systems Objective 2: Restore or improve degraded water resources and related natural systems to a naturally functioning condition.**
 - For water bodies not meeting their adopted MFLs, the number and percentage of those water bodies with an adopted or approved recovery or prevention strategy.

NS Objective 2: Restore or improve degraded water resources and related natural systems to a naturally functioning condition.		
Annual Measures	Fiscal Year 2019-20	
For water bodies not meeting their adopted MFLs, the number and percentage of those water bodies with an adopted recovery or prevention strategy.	Annual	Percent
Number of water bodies with an adopted recovery or prevention strategy	25	100.00%
Number of water bodies supposed to have an adopted recovery or prevention strategy	25	

VI. Performance Measures

B. Water Quality

Primary Goal: To achieve and maintain surface water quality standards.

- **Water Quality Objective 1: Identify the efficiency of permit review, issuance, and relative cost of permit processing.**
 - For closed applications, median time to process Environmental Resource Permits (ERPs) by permit type and total.
 - For ERPs, cost to issue permit for all permit types.
 - For ERPs, in-house application to staff ratio for all permit types.

WQ Objective 1: Identify the efficiency of permit review, issuance, and relative cost of permit processing.										
Quarterly Measures	Quarter 1		Quarter 2		Quarter 3		Quarter 4		FY 2019-20 Annualized Performance	
For closed applications, the median time to process ERP by permit type and total.	Median		Median		Median		Median		Median	
Exemptions and noticed general permits	21.00		16.00		21.00		21.00		21.00	
Individually processed permits	25.00		25.00		25.00		25.00		25.00	
All authorizations combined	23.00		22.00		23.00		23.00		23.00	
For ERPs, cost to issue permit for all permit types.	Number	Cost/Permit	Number	Cost/Permit	Number	Cost/Permit	Number	Cost	Number	Cost/Permit
Total cost	\$401,081.33	\$266.15	\$409,355.14	\$267.03	\$463,436.62	\$292.02	\$440,601.36	\$294.13	\$1,714,474.45	\$279.91
Number of permits	1,507		1,533		1,587		1,498		6,125	
For ERP, In-House Application to Staff Ratio for All Permit Types.	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio
Total number of open applications	1,507	67.34	1,533	67.44	1,587	60.57	1,498	64.43	6,125	64.77
Number of staff for the permit area	22.38		22.73		26.20		23.25		94.56	

VI. Performance Measures

C. Water Supply

Primary Goal: *To ensure a safe and adequate source of water for all users.*

- **Water Supply Objective 1: Increase available water supplies and maximize overall water use efficiency to meet identified existing and future needs.**
 - Districtwide, estimated amount of water (million gallons per day) made available through projects that the District has constructed or contributed funding to, excluding conservation projects.
 - Uniform residential per capita water use (Public Supply) by District (gallons per capita per day).

WS Objective 1: Increase available water supplies and maximize overall water use efficiency to meet identified existing and future needs.	
Annual Measure	Fiscal Year 2019-20
District-wide, the quantity (mgd) of the 2015-2035 Public Supply increase in demand that has been met, excluding water conservation projects.	MGD
	107.89
Uniform residential per capita water use (Public Supply) by District.	GPCD
	69.00

- **Water Supply Objective 2: Identify the efficiency of permit review, issuance, and relative cost of permit processing.**
 - For closed applications, median time to process Consumptive Use Permits (CUPs) by permit type and total.
 - For CUPs, cost to issue permit for all permit types.
 - For CUPs, in-house application to staff ratio for all permit types.

WS Objective 2: Identify the efficiency of permit review, issuance, and relative cost of permit processing.										
Quarterly Measures	Quarter 1		Quarter 2		Quarter 3		Quarter 4		FY2019-20 Annualized Performance	
For closed applications, the median time to process CUP by permit type and total.	Median		Median		Median		Median		Median	
Individually processed permits (all sizes)	21.50		22.00		18.50		21.00		21.25	
All authorizations combined	20.00		20.00		17.00		20.00		20.00	
For CUPs, cost to issue permit for all permit types (BPM and Metric - Report Quarterly Measures).	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost
Total cost	\$166,566.51	\$417.46	\$195,887.56	\$486.07	\$212,359.92	\$560.32	\$187,381.58	\$517.63	\$762,195.57	\$493.97
Number of permits	399		403		379		362		1,543	
For CUP, In-House application to staff ratio for all permit types (Metric - Report Quarterly Measures).	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio	Number	Ratio
Total number of open applications	399	44.53	403	41.25	379	35.86	362	39.18	1,543	40.04
Number of staff for the permit area	8.96		9.77		10.57		9.24		38.54	

VI. Performance Measures

D. Mission Support

Primary Goal: *Support District core programs both effectively and efficiently.*

- **Mission Support Objective 1: Assess the ongoing costs of administrative and support operations in order to achieve optimal efficiency to minimize costs.**
 - Administrative costs as a percentage of total expenditures.

MS Objective 1: Assess the ongoing costs of administrative and support operations in order to achieve optimal efficiency to minimize costs.		
Annual Measure	Fiscal Year 2019-20	
	Number	Percentage
Administrative Costs as a Percentage of Total Expenditures		
Administrative Costs	\$10,892,565	7.62%
Total expenditures	\$142,855,988	

VII. Basin Budgets

Not applicable to the Southwest Florida Water Management District.

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VIII. Appendices

A. Related Reports

The following table includes a list of reports provided to the state that support the District's Annual Service Budget. Also, included are the due dates and the District's contact information.

PLAN/REPORT/ACTIVITY	DUE DATE	CONTACT	TELEPHONE #
Preliminary Budget Submission	Annual - January 15	Michael Cacioppo	352-796-7211 x4128
Florida Department of Transportation (FDOT) Mitigation Plan	Annual - March 1	Philip Rhinesmith	352-796-7211 x4266
Consolidated Annual Report (CAR)	Annual - March 1	Trisha Neasman	352-796-7211 x4407
Strategic Plan	Annual - March 1	Michael Molligan	352-796-7211 x4750
Surface Water Improvement & Management (SWIM) Priority Waterbody List	Every 5 years (Updated January 2020)	Vivianna Bendixson	813-985-7481 x4230
SWIM Annual Report	Annual - July	Vivianna Bendixson	813-985-7481 x4230
Tentative Budget Submission	Annual - August 1	Michael Cacioppo	352-796-7211 x4128
Five-Year Water Resource Development Work Program	Annual - October	Claire Stapley	352-796-7211 x4423
Regional Water Supply Plan (RWSP)	Every 5 years (Updated November 2020)	Joseph Quinn	352-796-7211 x4421

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VIII. Appendices

B. Alternative Water Supply Funding

Pursuant to Section 373.707(6)(a), Florida Statutes, the District has reviewed its funding for water resource development and alternative water supply (AWS) projects. To implement water resource development projects, as prioritized in its regional water supply plans, the District's Preliminary Budget includes a total of \$32,284,077 for fiscal year (FY) 2021-22.

Since FY2019-20, the Governor and Florida Legislature have allocated \$40 million annually to the Department of Environmental Protection (DEP) for the development of water resource and water supply projects to help communities plan for and implement conservation, reuse, and other water supply and water resource development projects. Priority funding for those state funds will be given to regional projects in the areas of greatest need and for projects that provide the greatest benefit.

Of the \$40 million anticipated to be appropriated in FY2021-22, \$1.8 million is anticipated from the Water Protection and Sustainability Program Trust Fund (WPSPTF) with the remaining 38.2 million from State General Revenue for the Water Supply and Water Resource Development Grant Program. Based upon the statutory distribution formula for funds appropriated from the WPSPTF, \$450,000 will be allocated to this District. A summary of the AWS projects by funding type is included below.

Funding Source	FY2021-22 Preliminary Budget	Percent of Total AWS Budget
District	\$23,834,077	73.8%
State General Revenue	\$8,000,000	24.8%
WPSPTF	\$450,000	1.4%
Total AWS Budget	\$32,284,077	100.0%

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VIII. Appendices

C. Project Worksheets

This appendix includes a detailed listing of projects that provide direct water quality or water supply benefits and/or contain a construction component. This section is not applicable for the Preliminary Budget submittal but will be included in the Tentative Budget submittal for FY2021-22.

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VIII. Appendices

D. Outstanding Debt

Not applicable to the Southwest Florida Water Management District.

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VIII. Appendices

E. Consistency Issues for Fiscal Year 2020-21

1. Prior Fiscal Years' Summary

In fiscal year (FY) 2011-12 the five water management districts agreed to and implemented a tiered management classification and performance metrics.

In FY2012-13 the management tiers were re-evaluated based on district size, scope, and programs of each district. The tiers are set at South Florida Water Management District Tier 1, Southwest Florida Water Management District (District) and St. Johns Water Management District at Tier 2, and Northwest Florida Water Management District and Suwannee River Water Management District at Tier 3. The Tier 2 and Tier 3 districts have all adopted common pay grades, which facilitates the development of more consistent nomenclature for positions. Initially, the Tier 2 districts achieved pay grade consistency for approximately 50 jobs, particularly jobs in information technology, engineering, and science.

Additionally, the performance metrics were evaluated and now include 8 Consumptive Use Permits, 9 Environmental Resource Permits, 1 Mission Support, 4 Natural Systems, and 3 Water Supply metrics for a total of 25 combined quarterly and annual metrics.

In addition to the structure, nomenclature, and performance metrics standards, the districts also adopted the Department of Management Services (DMS) Minimum Equipment Replacement Criteria. For cars and pickup trucks, a Replacement Eligibility Factor (REF) is determined by considering the age of the vehicle, mileage, condition, lifetime maintenance costs, downtime, most recent annual maintenance cost, and cost per mile. For trucks, tractors, mowers, trailers, and other equipment, a mileage (hours) / age threshold is established. If an asset exceeds the REF or replacement threshold, it is eligible for replacement.

The water management districts evaluated their fleet and equipment replacement policies, compared them to the state's criteria, and adopted the state's minimum equipment replacement criteria (floor) or established criteria greater than the state.

In November 2011, the District instituted a replacement standard that went above the DMS standards for mileage on gasoline vehicles. Concurrently, the District adopted a change in the minimum vehicle replacement age requirement to 10 years, in lieu of 12 years, as a standard.

2. Current Fiscal Year's Summary

a) Staff Levels/Reorganization

Each water management district continues to evaluate its organizational structure and staffing levels as it focuses on its core mission.

The FY2021-22 Preliminary Budget for the District maintains a steady staffing level of 574 FTEs and continues to evaluate and implement opportunities to achieve staffing efficiency. Each vacancy is subject to review, as it occurs, up through the District's executive management team to assess whether it is appropriate to refill, reallocate, or eliminate to meet operational needs. Staffing levels continue to be reviewed through the budget development process as part of the District's budget efficiency efforts.

b) Health Insurance

The water management districts continue to explore options individually, as well as collectively, to standardize benefits and control health insurance costs for both the employee and employer.

VIII. Appendices

Prior to 2016, the District had been in a fully insured Health Insurance Plan. On October 27, 2015, the District's Governing Board approved the move to a self-funded Health Insurance Plan for calendar year 2016 and adopted a resolution to commit funds in the amount of \$1.7 million as a Health Insurance Reserve Fund. To mitigate this risk, the District purchased Stop Loss insurance that would cover higher-than-anticipated claims. After five calendar years (2016 through 2020), the District's plan costs have been favorable.

c) Contract and Lease Renewals

Water management districts continue to examine their existing contracts, regarding contracts or lease agreements, and seek price concessions from their vendors. When considering lease agreements, office space should be utilized in the most efficient manner possible with a focus on saving taxpayer dollars.

The District began evaluating all current and new contractual arrangements to seek price concessions, and it has achieved concessions with vendors in recent years and will continue this effort.

IX. Contacts



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