Strategic Plan
2018 - 2022

SUWANNEE RIVER
WATER MANAGEMENT DISTRICT

Donald Quincey, Jr.,
Chairman

Governing Board Members

Donald Quincey, Jr.,
Chairman

Alphonas Alexander,
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Kevin Brown

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Richard Schwab

Bradley Williams

Charles Keith

Message from the **Chairman**

Water is the foundation for our economy, environment, and the North Florida way of life. This strategic planning effort helps to collaborate with the public and sharpen the vision of staff and the board to ensure the District works efficiently and effectively to protect our shared water resources. Three key areas of focus for me are increased regional water conservation efforts, robust data collection, and continued improvement of water use monitoring.

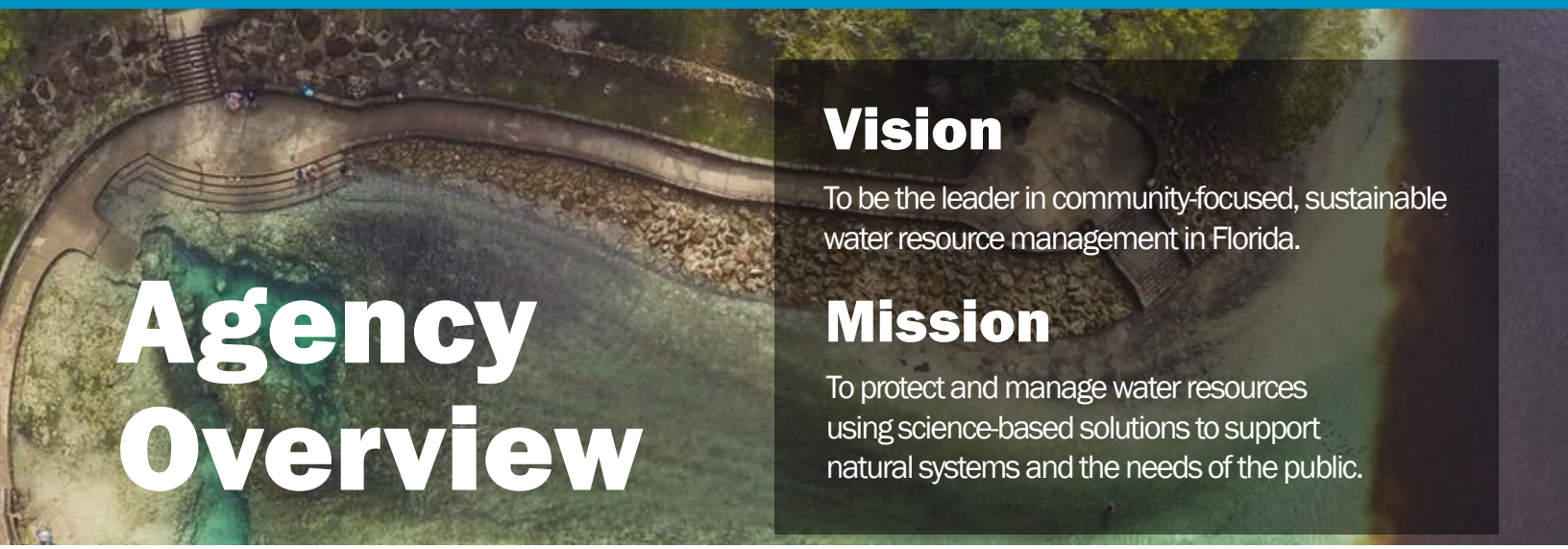
Key to improved regional water conservation efforts is effective joint planning between the St. Johns River Water Management District (SJRWMD) and are our own district. This year the two districts have completed the North Florida Regional Water Supply Plan (NFRWSP). This first-ever, joint-planning document outlines water supply demands over the next 20 years and after almost 100 stakeholder meetings, the plan was approved unanimously by a stakeholder advisory committee representing critical interests throughout the districts. The plan was built on a scientifically rigorous model, the North Florida Southeast Georgia groundwater flow model (NFSEG), which was also developed in partnership with both districts, as well as numerous stakeholder groups. The completion of the plan and draft of the model illustrate the importance and benefit of regional collaboration for managing our water resources.

As demonstrated in the NFRWSP, water conservation continues to be an important focus of the District. Through grant and cost-share programs, the Governing Board has directed more budgetary dollars than ever before into community project development and implementation. These projects allow local communities to prosper using innovative solutions to decrease water use. In fact, the District recently launched the Sustainable Suwannee program which aims to assist farmers to use less water, while also decreasing the leaching of nutrients into our water.

Effectively protecting our resources depends on developing sound science based on comprehensive data collection. To that end, the Governing Board and District have made great strides in water use monitoring and the development of a monitoring well network. The data collected from these efforts allows the District to better forecast water resource needs and intentionally focus regulatory operations.

I truly believe in the mission and work of the District. Without the knowledge and expertise of District staff, strong relationships with our stakeholders and a genuine concern for our area, the communities and resources we serve would suffer. I speak for all of the Governing Board when I say that we are proud of this District and the changes it has made in recent years. With new leadership, expert staff and a strategic roadmap, I look forward to what we can accomplish together.

Updated January 2018



Agency Overview

Vision

To be the leader in community-focused, sustainable water resource management in Florida.

Mission

To protect and manage water resources using science-based solutions to support natural systems and the needs of the public.

The District is a regional governmental agency responsible for protecting and managing water resources in north-central Florida. The District is one of five water management districts created by the Florida Legislature with the passage of the Water Resources Act in 1972. A governing board of nine members, each of who live in the District, establishes District policies. Governing board members are unpaid volunteers appointed by the Governor and confirmed by the Florida Senate for four-year terms.

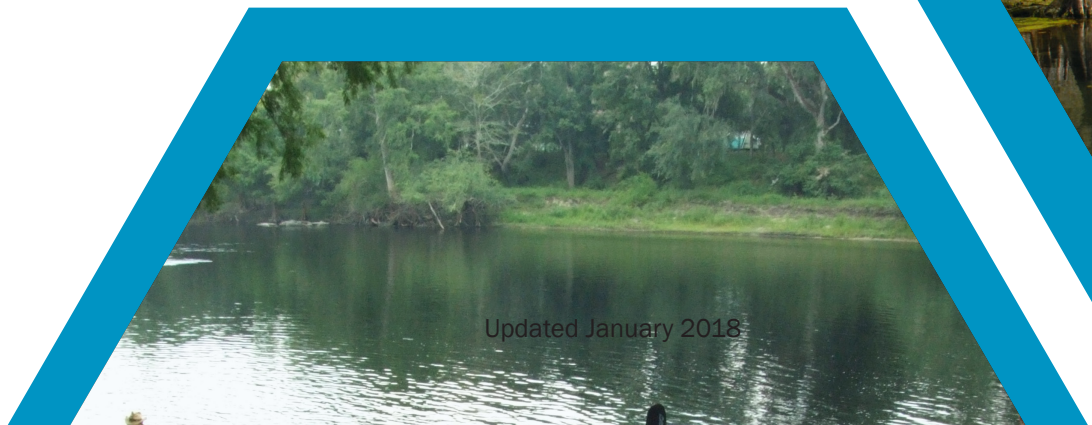
While the District is the smallest of the five water management districts in geographic area, population served, tax base, and agency staff, it holds many of the most unique and valuable natural resources in Florida. The District encompasses 7,640 square miles in north-central Florida. The District includes all of Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Madison, Suwannee, Taylor and Union counties, and parts of Alachua, Baker, Bradford, Jefferson, Levy and Putnam counties. The District contains over 300 documented springs, including the highest concentration of freshwater springs in Florida, and the highest concentration of first magnitude springs in the United States. Major rivers in the District include the Suwannee, Santa Fe, Withlacoochee, Aucilla, Alapaha, Ichetucknee, Fenholloway, Steinhatchee, Econfina, Waccasassa, and the Wacissa.

The District is charged by the Legislature with the responsibilities of managing water supply, water quality, flood protection, and natural systems. To meet these responsibilities and its mission, the District has developed goals for the next five years and identified the strategies necessary to accomplish these goals. The District encompasses a unique area comprised of working and natural forests, farms, rivers, springs, and estuaries. Agriculture, silviculture, aquaculture, and springs-based tourism are major economic drivers in the region. Protecting water resources not only supports natural systems but also is necessary for future economic growth. For this reason, our strategic plan focuses on four core responsibilities and also on key environmental and economic connections.

Funding

To carry out the mission and vision of this Strategic Plan, the District's budget is comprised of several funding sources. With the smallest tax base of the five water management districts, state legislative appropriations and state and federal grants are necessary to accomplish our goals and mission. Grants from state and federal agencies, including the Florida Department of Environmental Protection (FDEP), Florida Department of Agriculture and Consumer Services (FDACS), Florida Fish and Wildlife Conservation Commission (FWCC), the Florida Department of Transportation (FDOT), Federal Emergency Management Agency (FEMA), and the United States Army Corps of Engineers (USACE), support District programs and projects. Strong partnerships with local governments and stakeholders are also key to identifying funding opportunities. The District continues to work with its local, state, and federal partners to leverage the funding necessary to achieve the goals set out in this Strategic Plan.

Serving
NORTH CENTRAL FLORIDA
Since 1972



ENVIRONMENTAL AND ECONOMIC CONNECTIONS

The major economic drivers in the District are dependent on healthy, productive natural systems. Communities throughout the District recognize that protecting water resources which support natural systems is necessary for economic growth. Public feedback makes it clear that preserving these natural resource-based economies is a priority. Therefore, these environmental and economic connections serve as strategic priorities that will guide the implementation of the District's core responsibilities over the next five years.

PRESERVING OUR WORKING FORESTS TO PROTECT WATER SUPPLY AND WATER QUALITY

The District includes some of the most heavily forested areas in Florida. All four Big Bend counties - Jefferson, Taylor, Dixie, and Levy - have more than 60 percent forest cover; with Taylor County having nearly 90 percent forested. Silvicultural best management practices (BMPs) help protect water quality, supply, and natural systems. Forested lands serve as natural filters to surface water, benefiting receiving waters and downstream coastal estuaries. These lands provide important habitat, especially along the coast, allowing for adaptation to rising sea levels. Managed forested lands also help reduce evapotranspiration, increasing water yield to surface water bodies and the aquifer.

These forested lands are a critical part of the regional economy. In 2013, forestry and forest product manufacturing generated over $2 billion in economic output for the region and directly supported over 12,000 jobs. Over 6,500 of those jobs are in Taylor County alone. It is important to note that these forest-related industries require a stable and sufficiently large source of timber in order to flourish and grow. Therefore, the District is committed to preserving sufficient managed forest lands in the region as population growth brings changes in land uses and increased development.

IMPROVING WATER QUALITY TO PROMOTE AQUACULTURE IN OUR COASTAL COMMUNITIES

The Big Bend coastal region of Florida is characterized by long stretches of undeveloped shoreline and extensive salt marshes punctuated by a few small coastal residential communities, including Cedar Key, Suwannee, Steinhatchee, Jena, Horseshoe Beach, and Keaton Beach. While these uniquely isolated communities have largely retained their rural character and maritime culture, they offer great potential for emerging aquaculture industries. The clam industry in Cedar Key supports over 550 jobs and represents roughly 80 percent of Florida's clam industry, which overall has a statewide impact of over $50 million annually. Through projects ranging from wastewater infrastructure improvements and land acquisitions, to living shoreline and artificial reef projects, the District continues to improve water quality in the Big Bend coastal region benefiting the coastal industries.

PRESERVING OUR WILD AND SCENIC COASTAL RIVERS

The coastal rivers within the District are some of the most pristine natural and cultural resources in Florida. The Aucilla and Wacissa Rivers are both designated by the state as Outstanding Florida Waters, and with the majority of land along the rivers in public ownership, these rivers remain scenic and untouched. As true ecotourism destinations, coastal rivers are home to a vast array of wildlife and offer recreation opportunities for birding, canoeing, kayaking, and nature photography.

The coastal corridors are of historic and cultural importance as well. The Wacissa River, a tributary of the Aucilla, is where the historic slave canal is found. This canal was an attempt to join the two rivers to move cotton to the coast during antebellum times. Although the canal was not successful in transporting cotton, it now is a popular destination for experienced paddlers. The Aucilla River Basin contains archaeological treasures, including one of the only sites in the world for studying early human settlement in the Western Hemisphere. Located on the southern edge of Florida's Red Hills Region, the Page-Ladson archaeological dig has attracted exploration by scientists since the 1960s. Recent discoveries have confirmed this site to be the oldest known location of human life in the southeastern United States, with artifacts dating back over 14,500 years. Preserving these unique systems to protect their cultural significance continues to be a priority for the District.

INNOVATIVE AGRICULTURE PRACTICES FOR A SUSTAINABLE SUWANNEE

Agriculture is a major economic driver in the Suwannee River Basin and also an integral part of the heritage of the region. In 2013 alone, agriculture and related industries generated $4.5 billion in economic output and supported over 20,000 jobs in the Suwannee River Basin. In addition, the 1,366,714 acres of agriculture in the region have created some of Florida's most productive green belts, yielding defined communities set within a rural landscape that continues to provide ecosystem services such as wildlife habitat, pollination, water storage and aquifer recharge. Maintaining these large open spaces is of added importance as the District contributes more than 30 percent of the state's total recharge to the Floridan aquifer system. Through the Suwannee River Partnership, the District works with state, federal, and regional agencies, local governments, and agricultural operations to reduce nutrient loading and conserve water use through implementation of best management practices. The District also works with agricultural producers through its cost-share program to assist producers in implementing projects that increase irrigation efficiency, water conservation, and improve nutrient management technology. Continuing research, and implementation of technologies and innovative agricultural practices is key to meeting the challenge of protecting water resources and sustaining the region's agricultural economy.

ENVIRONMENTAL AND ECONOMIC CONNECTIONS

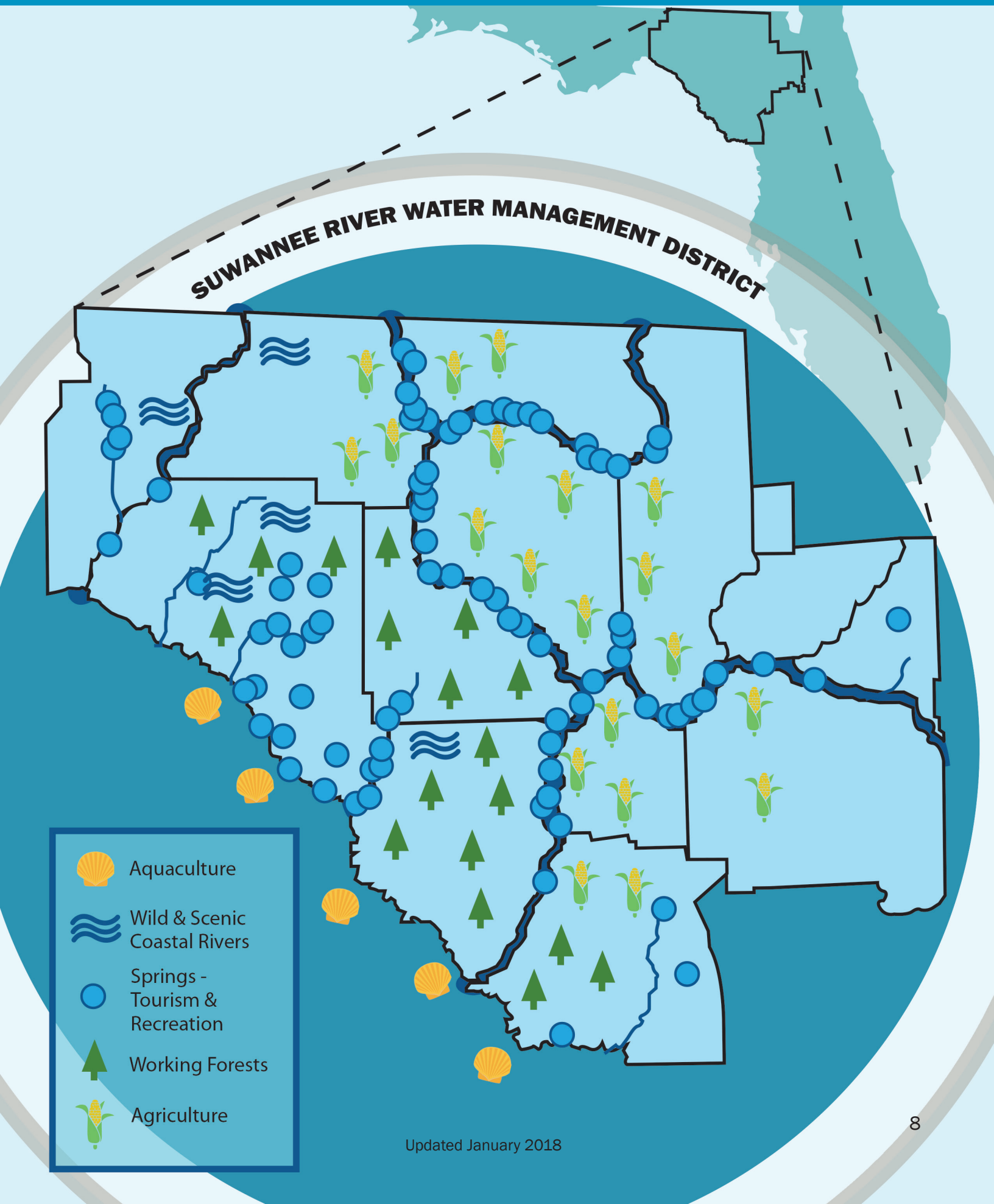
SPRINGS-BASED RECREATION AND TOURISM

The District is defined by world-renowned springs, including the highest concentration of springs in Florida and the highest concentration of first-magnitude springs in the United States. Springs provide habitat for wildlife and plant species, as well as natural, recreational, and economic value. Recreational use of springs supports ecotourism in the region providing opportunities for swimming, fishing, diving, kayaking and canoeing, and wildlife viewing. The estimated total economic benefits associated with recreational use (due to direct spending, supply chain activity and income re-spending) supported over 1,000 full and part-time jobs and generated $94 million annually in economic output. Springs in the District are vulnerable to increased nutrient loading and declining flows. The long-term preservation of this international resource is a major priority for the District, and this objective has recently been underscored by the Legislature which designated 14 springs and springs groups within the District as Outstanding Florida Springs.

HYDROLOGIC RESTORATION AND AQUIFER RECHARGE

The Suwannee River Basin is unique in Florida with regard to the extent and degree of interaction between surface water and groundwater. In areas of the District where the Floridan aquifer system is unconfined, the aquifer is highly vulnerable to activities on the land surface. However, this also provides opportunity for more rapid recharge of groundwater from infiltration. Hydrologic restoration projects target historic floodplains, wetlands, and drainage patterns that had been altered to drain naturally wet areas prior to Florida's current environmental regulations. The District has a long-standing commitment to address issues through hydrologic restoration continues to look for opportunities to restore natural hydrology, enhance and restore wetlands, improve both water quality and water supply, and provide flood protection and prevention.

ENVIRONMENTAL AND ECONOMIC CONNECTIONS MAP



Updated January 2018

FLOOD **CONTROL &** FLOOD **PROTECTION**

HARNESSING PEAK FLOWS OF WATER TO PROTECT OUR COMMUNITIES AND AUGMENT OUR AQUIFER

The District works with multiple cooperators including the FDOT, FDEM, local governments, and landowners to implement regional and local flood protection and flood control projects. Such projects assist local governments to manage, maintain, or expand stormwater infrastructure to better capture runoff, increase stormwater storage, and reduce peak discharge rates.

In addition to flood control projects, the District provides information to the public to reduce and mitigate flood risks. The District partners with FEMA to update floodplain maps to help the public make informed decisions that reduce risk to life and property. Further, the District is the primary source of current flooding information for other agencies and the public, including real-time river levels and rainfall amounts.

Through the Environmental Resource Permitting (ERP) Program, the District ensures that development does not result in flooding. Permit reviews are performed to prevent net loss of the 100-year floodplain and increases in flood levels. Permit evaluations also consider specific storm design conditions and any associated impacts to upstream and downstream properties.

GOAL ONE

REDUCE AND MITIGATE THE RISK OF FLOODING FOR DISTRICT COMMUNITIES

STRATEGIES

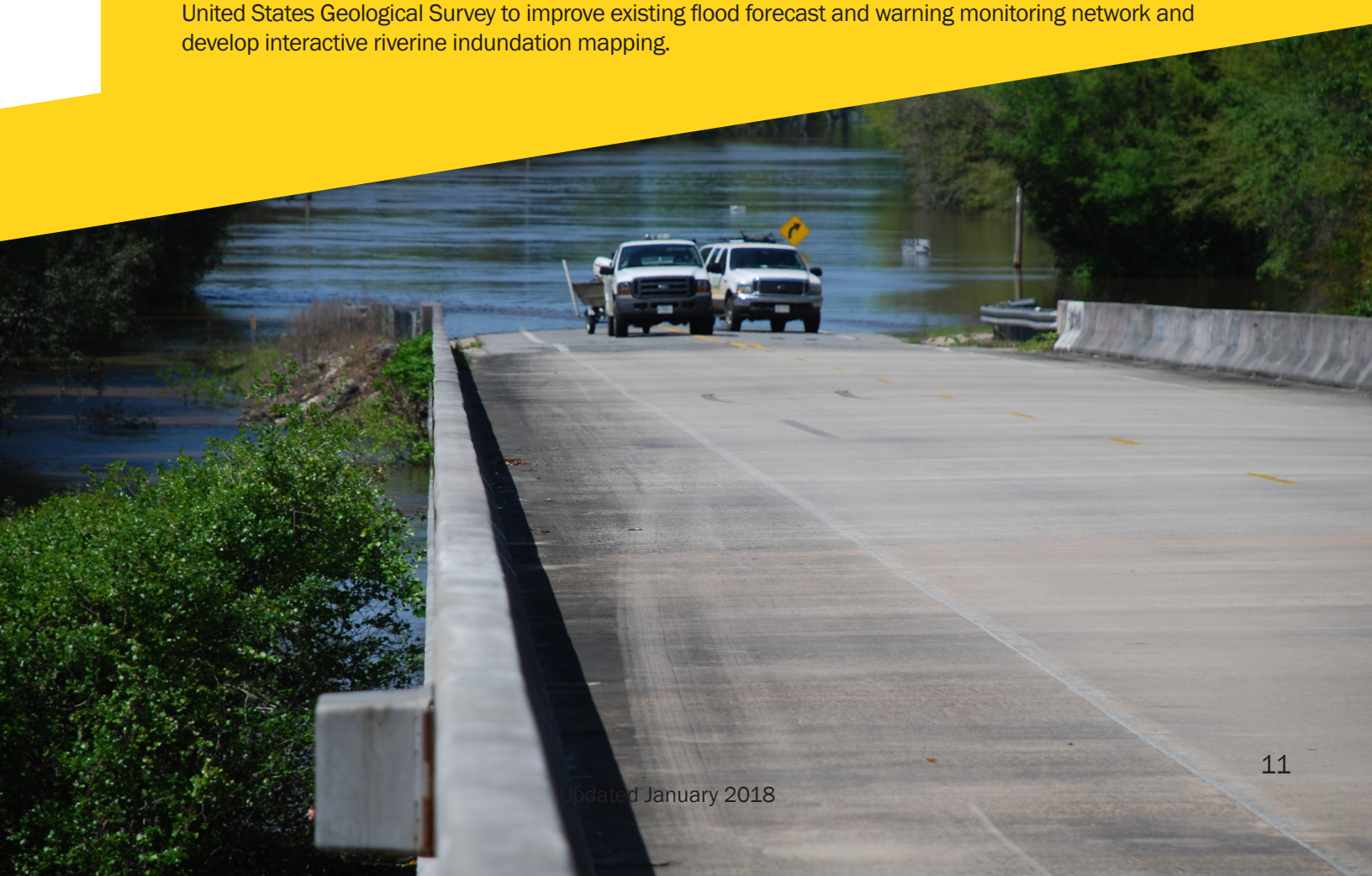
- In conjunction with local entities, identify areas through the FEMA discovery process as under significant risk of flooding and offer cost-share on flood abatement projects through the District's Regional Initiative Valuing Environmental Resources (RIVER) program, as funding is available.
- Partner with local governments and the state to design multipurpose projects that reduce flooding, while increasing natural or augmented recharge to the aquifer, including identifying existing drainage wells within the Northern Highlands physiographic region for rehabilitation or replacement.
- Continue to assist in mitigating flood impacts by purchasing floodplain properties, when fiscally appropriate, and with a focus on simultaneously achieving additional core missions.
- To better maximize and quantify the benefits of restoration projects, establish a unified, comprehensive plan for monitoring, operating, and maintaining hydrologic restoration projects throughout Lafayette and Dixie counties, as well as request an updated FEMA model of flooding in the that area.
- Address persistent and large-scale flooding issues in Bradford County by partnering with FEMA to revise flood plain maps for Bradford County and assist the USACE in developing a comprehensive flood management project list for the Santa Fe Basin area of Bradford County. In addition, partner with SJRWMD, Chemours Company, Bradford County and others to complete the design of, identify funding opportunities for, and begin construction of a regional surface water management system in eastern Bradford County.

GOAL TWO

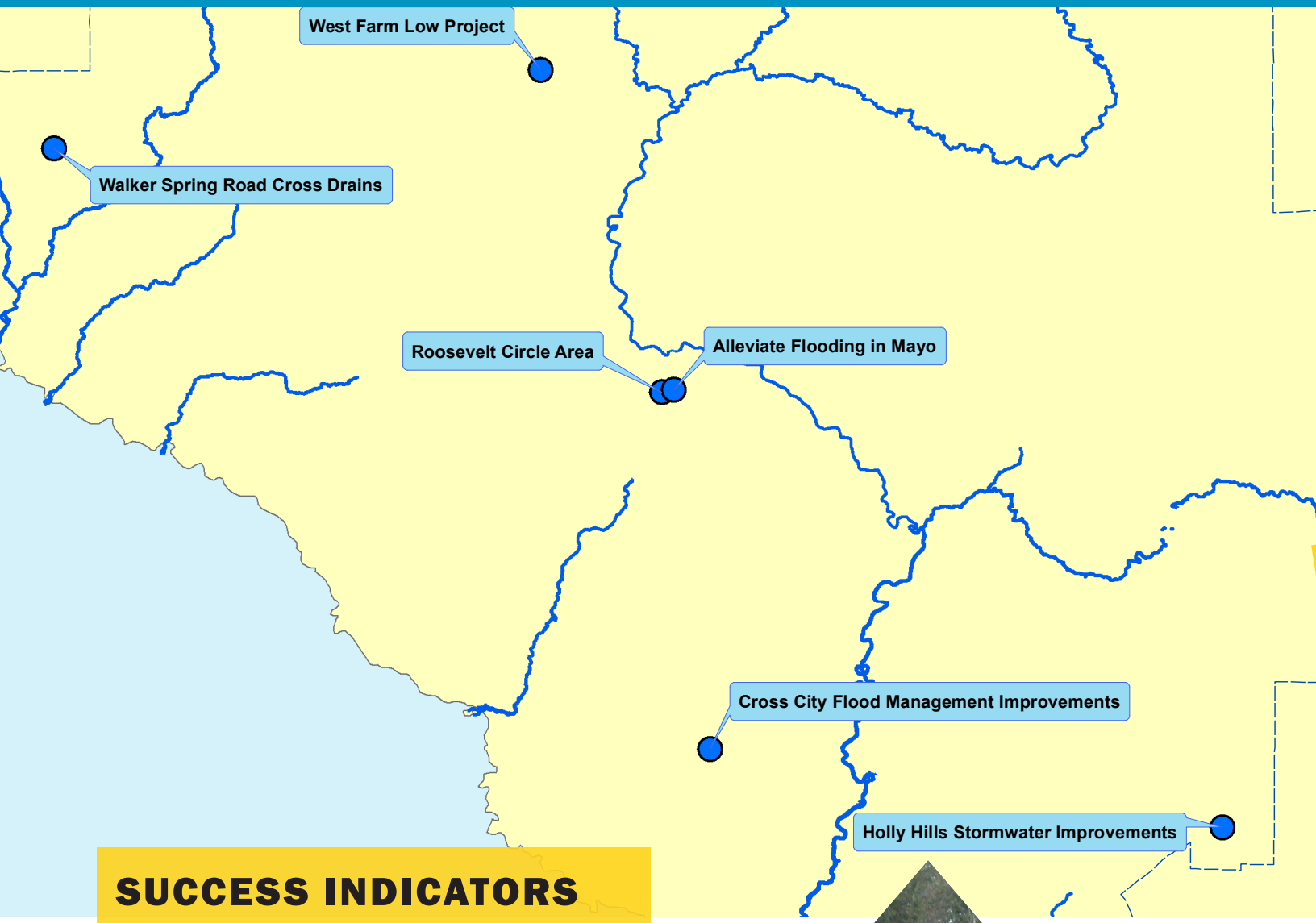
PROTECT LIFE AND PROPERTY FROM FLOODING THROUGH PUBLIC EDUCATION AND RESEARCH

STRATEGIES

- Improve permittees' knowledge of and compliance with District regulations protecting natural surface water functions by designating a specific employee to serve as the Compliance Assistance and Enforcement Officer.
- Improve regional knowledge of the purpose of surface water and flood control regulations by providing training to consultants on an annual basis and hosting a regional seminar on a bi-annual basis.
- Continue education efforts to inform the public of the District's adoption of the North American Vertical Datum of 1988 to ensure the public can properly utilize the District's river level and flooding information.
- Assist local governments in better predicting changes in storm surge, due to changes in land use and sea level, by partnering with FEMA and research institutes to gather updated information about the District's coastal surface hydrology.
- Strengthen existing relationships with the Southeast River Forecast Center, National Weather Service, and United States Geological Survey to improve existing flood forecast and warning monitoring network and develop interactive riverine indundation mapping.

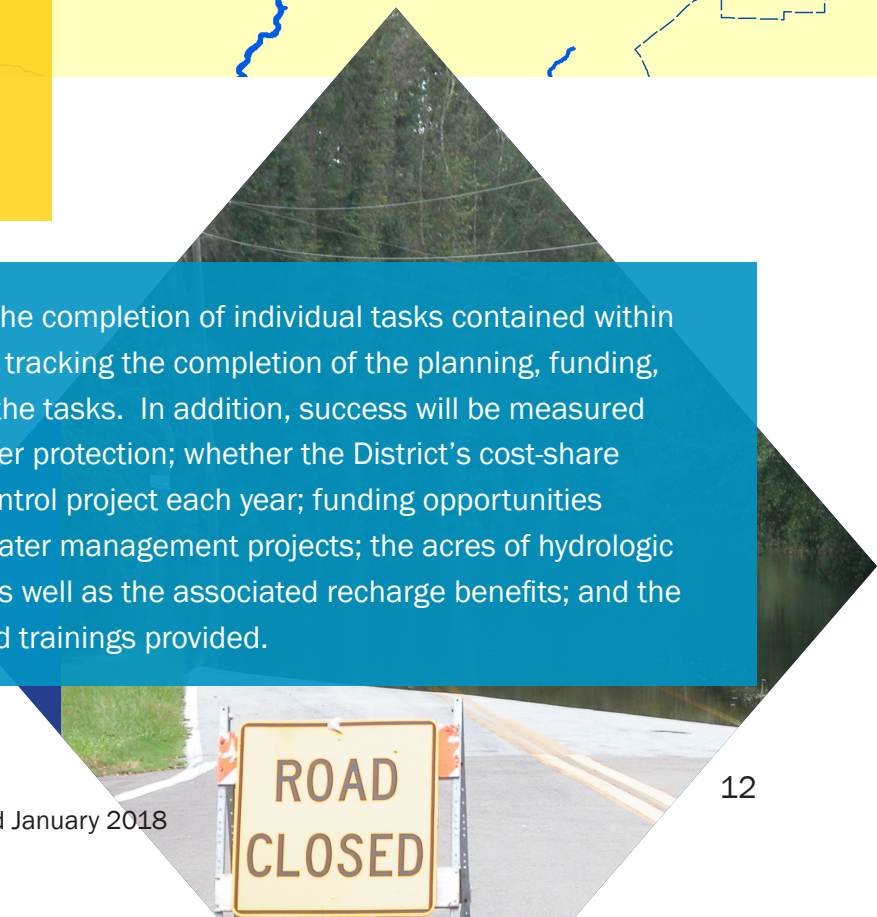


FLOOD CONTROL AND FLOOD PROTECTION PROJECT MAP



SUCCESS INDICATORS AND MILESTONES FOR FLOOD CONTROL

The District will measure progress towards the completion of individual tasks contained within the aforementioned goals and strategies by tracking the completion of the planning, funding, construction, or implementation phases of the tasks. In addition, success will be measured by the percentage of riverine floodplain under protection; whether the District's cost-share programs have funded at least one flood control project each year; funding opportunities identified for the Bradford County surface water management projects; the acres of hydrologic restoration implemented and maintained, as well as the associated recharge benefits; and the number of compliance cases addressed and trainings provided.



NATURAL SYSTEMS

MAINTAINING THE ECOSYSTEM SERVICES PROVIDED BY THE NATURAL RESOURCES OF THE DISTRICT

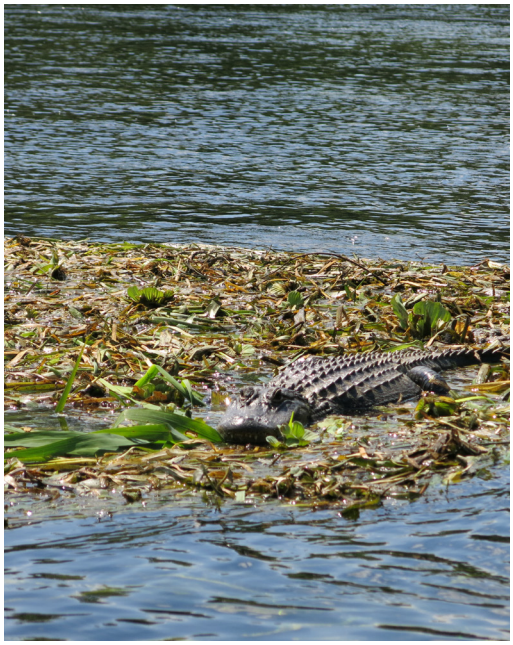
District projects, regulations, and land acquisition and management activities protect and restore the overall health of the ecological system. As discussed above, hydrologic restoration projects in the district re-establish and improve natural systems such as wetlands, floodplains, native ecological communities, and aquifer recharge areas, which provide valuable water resource functions, including water quality treatment, water supply, flood water conveyance and attenuation, fish and wildlife habitat, and recreation.

Through land acquisition, the District protects wetlands, floodplains, lakes, rivers, estuaries and related resources. Land management strategies include prescribed fire to restore and enhance habitat and natural communities; and, where appropriate, the promotion of sustainable forestry activities. Environmental Resource Permit evaluations consider avoidance and minimization of impacts to wetlands and other natural systems. Additionally, the permit review addresses erosion and sedimentation control measures and BMPs, thereby protecting wetlands, Outstanding Florida Waters, and improving water quality to receiving water bodies.

The District establishes Minimum Flows and Minimum Levels (MFLs) for priority rivers, springs, and lakes to ensure there is an adequate supply of water to support natural systems. MFLs are established to prevent significant harm to the water resources and ecology of an area resulting from water withdrawals permitted by the District.

GOAL ONE

ESTABLISH MINIMUM FLOWS AND MINIMUM LEVELS AND IMPROVE WATER QUALITY OF PRIORITY SPRINGS AND WATER BODIES



STRATEGIES

- Establish MFLs for all Outstanding Florida Springs and priority water bodies and reassess adopted MFLs on a timely basis to protect the District's unique and irreplaceable resources.
- Expeditiously implement conservation and water resource development projects to recover and support spring flows and water quality standards for Outstanding Florida Springs and additional springs designated as priority water bodies. Specifically, develop and implement 20 million gallons per day (mgd) of conservation and water resource development projects, within the existing water resource caution areas, to benefit the Ichetucknee and Lower Santa Fe Rivers over the next five years, as funding is available.
- Partner with the FDEP and the FDACS, as well as other local, state, and federal partners to implement water quality projects for the restoration of priority water bodies.
- Leverage District cost-share funding to assist with meeting water quality goals.
- Identify short and long-term monitoring needs, and implement data collection, to ensure MFL rules, Water Supply Plans, and Water Use Permit decisions and re-evaluations meet sustainable water quantity goals for people and nature.

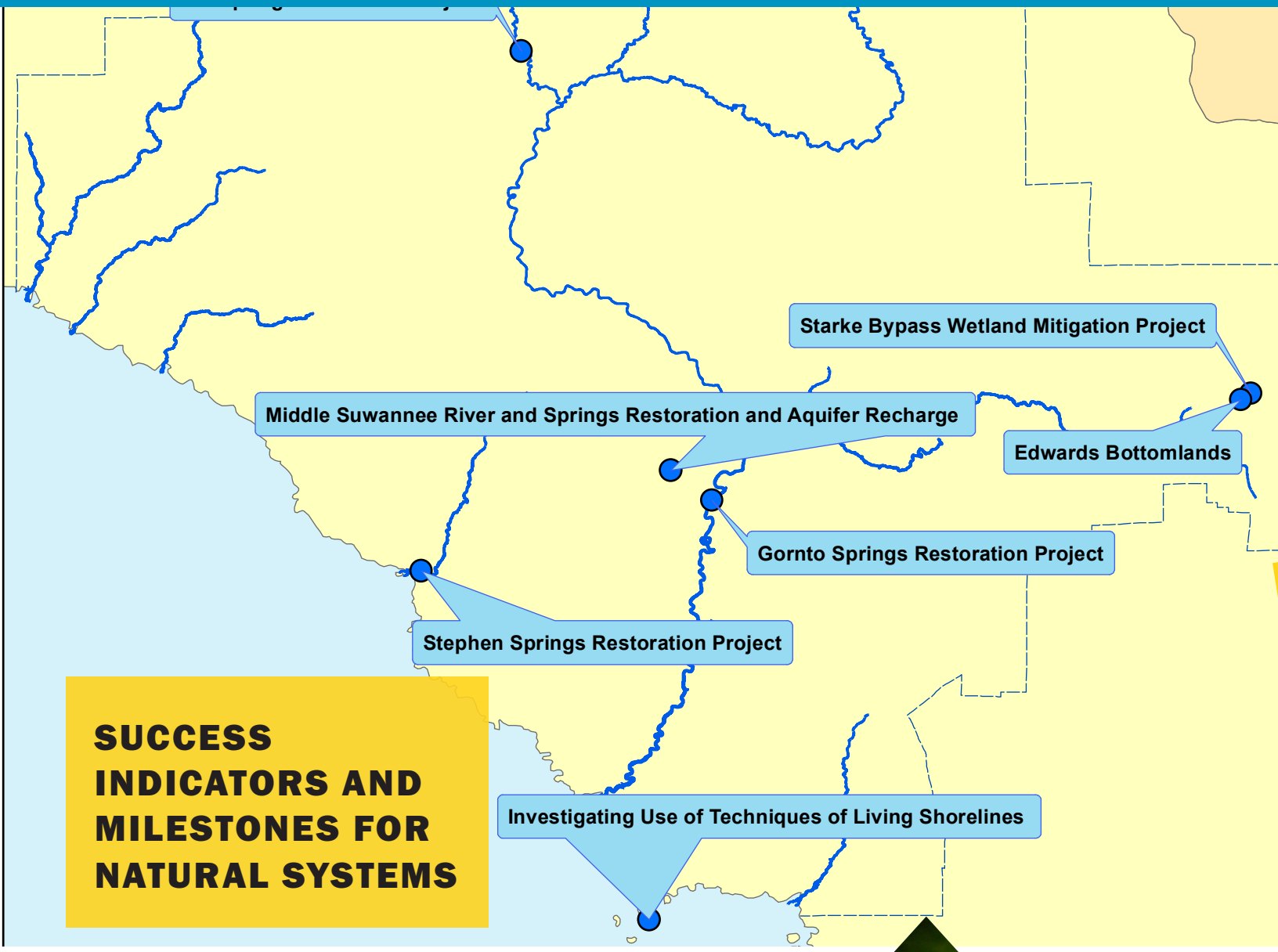
GOAL TWO

ACQUIRE AND MANAGE DISTRICT LANDS TO PRESERVE AND PROTECT EXCEPTIONAL WATER RESOURCE VALUES AND RELATED NATURAL SYSTEMS

STRATEGIES

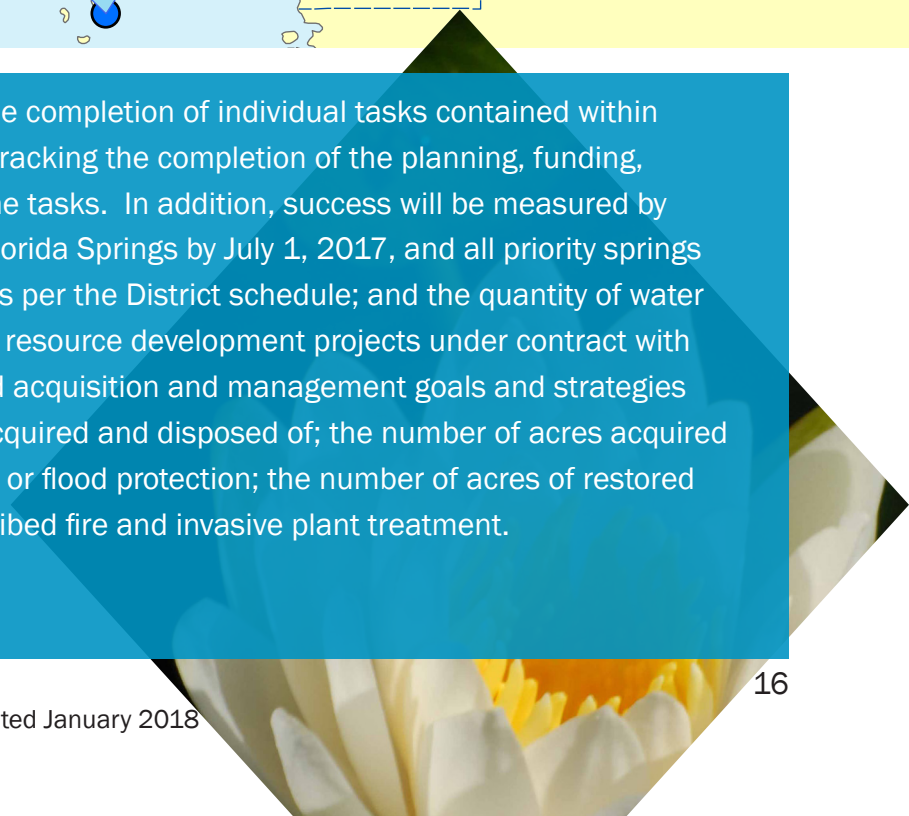
- Manage District lands to achieve the highest natural resource value possible, leading the region in quality of public lands, while still generating sustainable revenue streams from the properties.
- Maximize the water resource values of District-owned property by identifying opportunities to restore hydrologic function on current properties; and by analyzing the ability of all future acquisitions to contribute to the District's missions to protect and enhance the area's water quantity and quality, aquifer recharge, and flood protection.
- Surplus District lands that are not needed for conservation or water resource development projects, investing revenue back into the District's natural systems programs.
- Identify and foster partnerships to assist in acquiring and managing lands that preserve and restore Outstanding Florida Springs, priority water bodies, natural systems, and provide flood protection.
- Develop land conservation programs that assist in preserving the unique connections between the area's economy and natural resources, while achieving the District's core missions.

NATURAL SYSTEMS PROJECT MAP



SUCCESS INDICATORS AND MILESTONES FOR NATURAL SYSTEMS

The District will measure progress towards the completion of individual tasks contained within the aforementioned goals and strategies by tracking the completion of the planning, funding, construction, or implementation phases of the tasks. In addition, success will be measured by the completion of MFLs for all Outstanding Florida Springs by July 1, 2017, and all priority springs by 2017; the time it takes to re-evaluate MFLs per the District schedule; and the quantity of water (mgd) achieved from conservation and water resource development projects under contract with the District. The success of the District's land acquisition and management goals and strategies will be determined by the number of acres acquired and disposed of; the number of acres acquired by the District that enhance aquifer recharge or flood protection; the number of acres of restored hydrology; and the number of acres of prescribed fire and invasive plant treatment.



WATER QUALITY

PRESERVING AND RESTORING THE FOUNDATION OF NORTH FLORIDA'S ECONOMY

Water quality refers to the chemical, physical, and biological characteristics of water. Data shows persistent elevated nutrient levels, primarily nitrate, in rivers and springs throughout the District. Nitrate, in some instances, is the limiting nutrient that can cause imbalances in the ecosystem and impact the health of springs, rivers, and estuaries. Increased nutrient loads not only adversely impact the ecological health of rivers and springs but also the health of Gulf estuaries downstream.

The FDEP has established a Total Maximum Daily Load (TMDL) for the Lower and Middle Suwannee and Santa Fe Rivers of 0.35mg/L of nitrate as nitrogen (N). To meet this target, nitrate loads from non-point pollution sources need to be reduced anywhere from 30-90 percent on the Suwannee River and associated springs, and 35 percent on the Santa Fe River. To assist the FDEP in achieving these targets, the District partners with state agencies, local governments, land owners, and other stakeholders to implement projects to reduce nutrient loading, including implementing agricultural BMPs, stormwater treatment, and erosion control and bank restoration. The District actively monitors nitrate concentrations throughout the District in both groundwater and surface water.

GOAL ONE

REDUCE NITRATE LEVELS IN OUTSTANDING FLORIDA SPRINGS TO ASSIST IN COMPLIANCE WITH THE STATE'S NUMERIC NUTRIENT CRITERIA STANDARD

STRATEGIES

- Implement pilot projects in key springsheds that reduce nitrate levels beyond those achieved by full implementation of BMPs for non-point sources of pollution.
- Encourage the development of new technologies that can achieve significant reduction in nutrients on any scale.
- Establish programs to coordinate all areas of the District's work, and its partners' efforts, to leverage water quality improvements that protect key natural resources, such as Outstanding Florida Springs.

GOAL TWO

IMPROVE AND PROTECT WATER QUALITY OF THE DISTRICT'S PRIORITY WATER BODIES, ASSISTING IN IMPROVING THE REGION'S ECONOMY

STRATEGIES

- Assist the FDEP in implementing existing and new Basin Management Action Plans by coordinating cost-share programs to provide for the timely adoption of BMPs, including precision agriculture.
- Identify and address areas where water quality is limiting economic growth and develop plans to address those impacts.

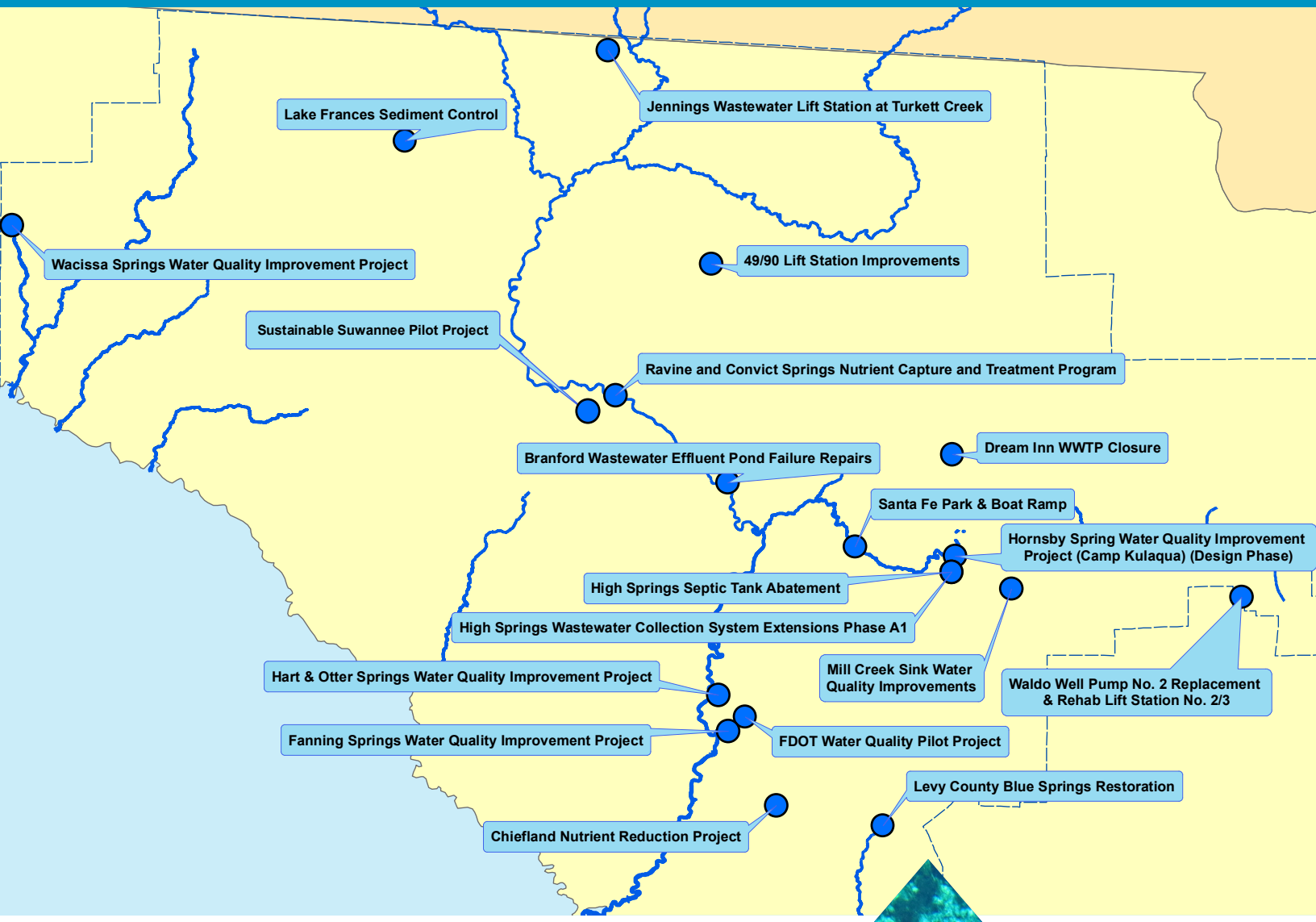
GOAL THREE

ASSIST IN IDENTIFYING AND ANALYZING TRENDS IN WATER QUALITY FOR SURFACE WATER BODIES THROUGHOUT THE DISTRICT

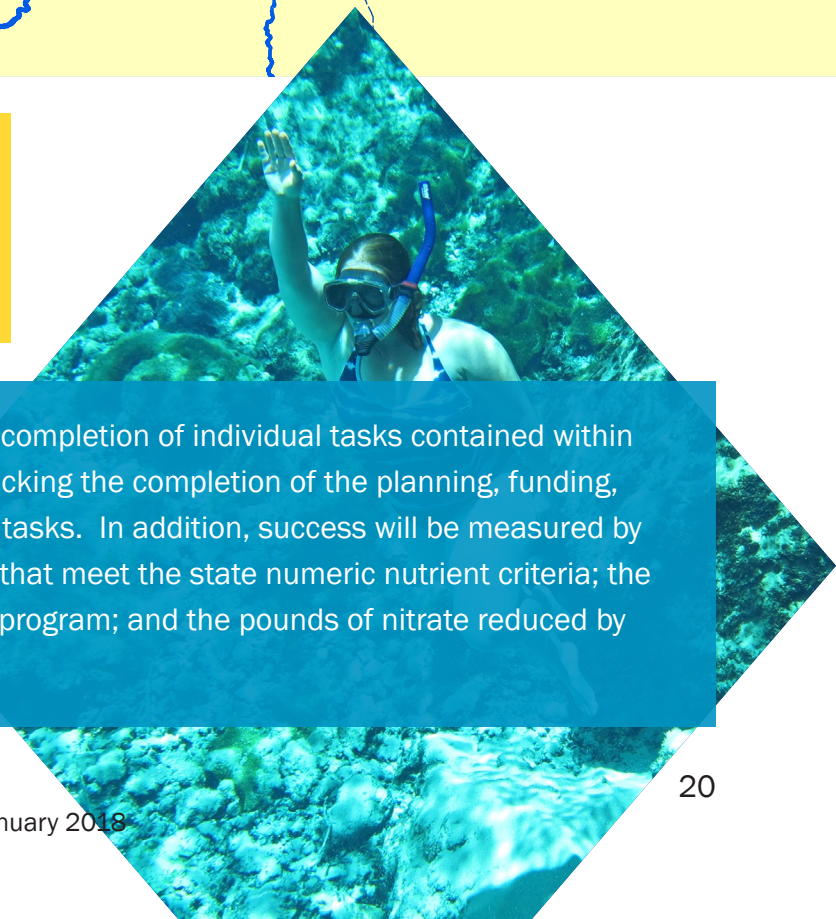
STRATEGIES

- Complete revised Surface Water Improvement and Management (SWIM) plans to assess and guide project development for all water bodies within the District and update the SWIM plans five years after they are complete.
- Manage the continuous and periodic collection of environmental data in a targeted fashion to assist partners with identifying emerging challenges and water quality trends for key resources.
- Publish an annual water quality report for the District water quality monitoring program.

WATER QUALITY PROJECT MAP



SUCCESS INDICATORS AND MILESTONES FOR WATER QUALITY



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WATER SUPPLY

ENSURING A SUSTAINABLE SUPPLY OF WATER FOR PEOPLE AND THE ENVIRONMENT

The District is responsible for managing water resources to ensure there is an adequate supply to satisfy all existing and projected reasonable and beneficial uses while sustaining water resources and protecting natural systems. In the District, over 90 percent of the water supply demands are met with fresh groundwater, virtually all from the Upper Floridan aquifer system. This region's ability to continue to grow and develop is therefore dependent on sustainably managing a growing demand for groundwater. Coordinated water-use permitting, water resource planning, and water resource development projects are key to protecting and managing fresh groundwater supply.

Resource planning efforts include water supply assessments and regional water supply planning. Every five years, the District evaluates current and future water supply needs and water supplies within the District. Water supply assessments help determine whether water supplies will be adequate to satisfy projected demands. Recognizing that water supplies are constrained by demands both within and outside of District boundaries, the District, along with the FDEP and SJRWMD, formed the North Florida Regional Water Supply Partnership (Partnership). The Partnership developed a joint regional water supply plan, the North Florida Regional Water Supply Plan, which established fresh groundwater alone cannot supply the projected increase in demand over the 20-year planning horizon.

The regulation and monitoring of water use within the District is a critical part of managing the resource. Water Use Permits protect water resources, ensuring proposed uses are reasonable and beneficial, within the public interest, and do not adversely impact existing legal uses. To ensure proposed uses are reasonable and beneficial, the permit application review includes, among other things, an analysis to prevent environmental harm and ensure consistency with established MFLs.

GOAL ONE

IMPLEMENT MULTI-DISTRICT WATER SUPPLY PLANNING AND COMPLIMENTARY REGULATORY PRACTICES

STRATEGIES

- Update the Joint Regional Water Supply Plan with the SJRWMD no later than 2022.
- Coordinate with FDEP to ensure that regulatory efforts between water management districts adequately reflect cross-boundary challenges identified within water supply planning efforts.
- Ensure the District's five-year Water Supply Assessments are collaboratively driven and clearly communicate resource constraints as well as opportunities for water resource development.

GOAL TWO

WORK WITH ALL PARTNERS TO INCREASE WATER CONSERVATION EFFORTS ACROSS THE DISTRICT

STRATEGIES

- Lead the state in the implementation of agricultural water conservation through targeted cost-share and education efforts.
- Assist communities with infrastructure efficiency and improvements, through RIVER and Springs grants programs.
- Educate the public about the importance of water conservation by assisting in developing a conservation ethic that instills in the public a sense of their stake in the sustainability of the region's water resources.

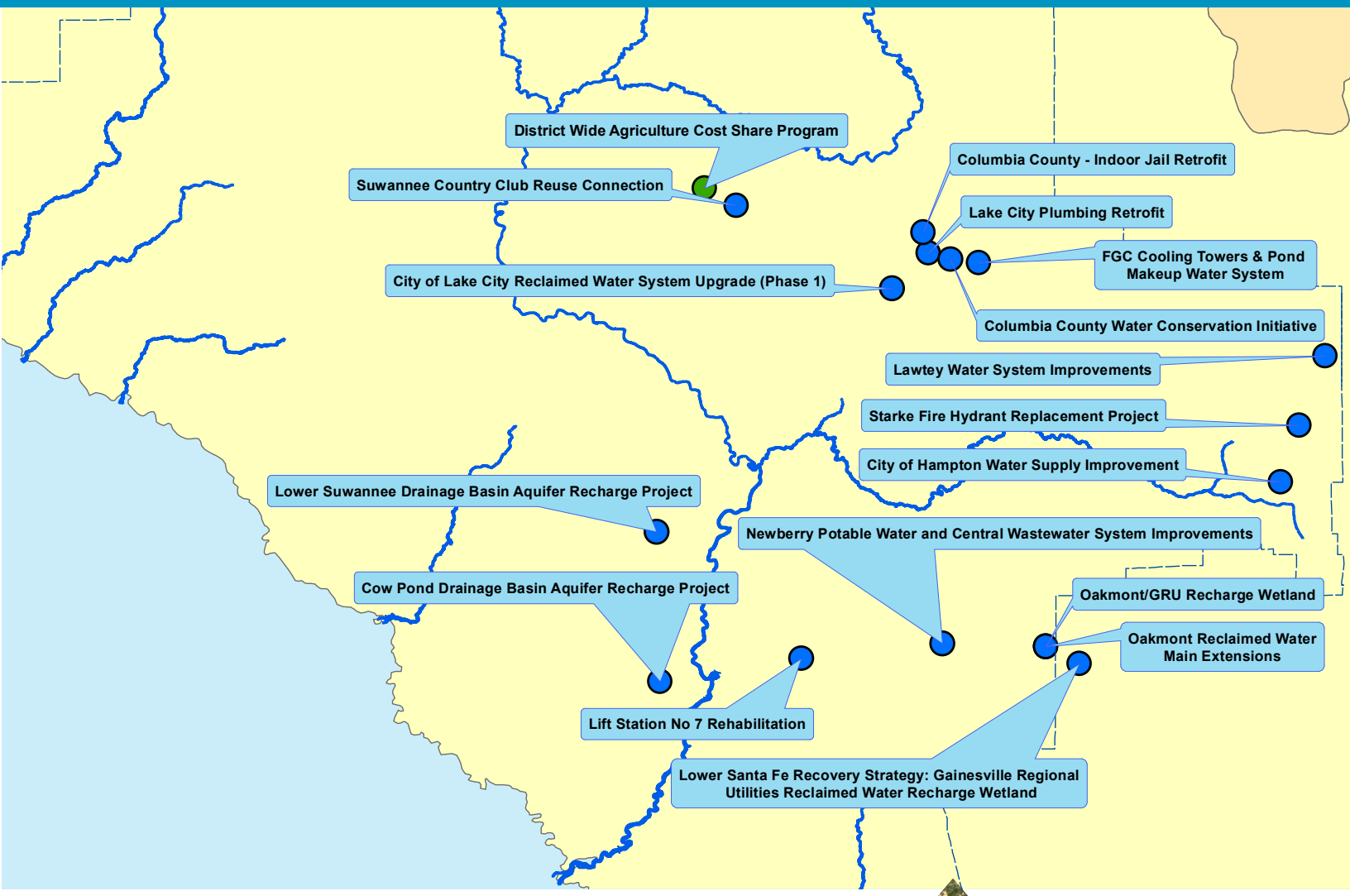
GOAL THREE

ENVIRONMENTAL DATA COLLECTION AND DISSEMINATION

STRATEGIES

- Monitor 100 percent of eligible agricultural Water Use Permits within six months, and monitor all agricultural use of water from eight-inch or greater diameter wells within five years.
- Complete the establishment of a comprehensive groundwater monitoring network to support the water supply planning efforts of the District within two years.
- Publish water flow information, including annual trends, on all Outstanding Florida Springs in an easy-to-digest online format.

WATER SUPPLY PROJECT MAP



SUCCESS INDICATORS AND MILESTONES FOR WATER SUPPLY

The District will measure progress towards the completion of individual tasks contained within the aforementioned goals and strategies by tracking the completion of the planning, funding, construction, or implementation phases of the tasks. In addition, success will be measured by the amount of estimated water supply demand that can be met with projects identified in District water supply plans; the year-to-year percentage of impact groundwater use within the District is having on the Floridan aquifer system; and the percentage of agricultural groundwater use that is being monitored through automated or manual reporting.

MISSION SUPPORT

CREATING A CULTURE OF EXCELLENCE, EFFICIENCY, AND PASSION FOR THE REGION'S RESOURCES

Investing in and empowering District employees is critical to achieving the goals set out in this strategic plan. As the smallest water management district, District employees often wear multiple hats and one employee performs the job functions of two or three employees. Engaging employees, providing development opportunities, and leadership support will ensure staff has the tools and guidance to achieve District goals. Operational efficiency is also an important focus so employees and District operations can be as effective as possible.

GOAL ONE – MAINTAIN AND INCREASE THE LEVEL OF SKILL AND EXPERTISE AMONG DISTRICT STAFF AND LEADERSHIP

Strategy:

- Ensure District staff remain subject-matter experts in their fields and have the ability to become nationally recognized for their area of work by creating a leadership development program and professional development opportunities. In addition, leverage and reinforce the current expertise of staff by creating opportunities for cross training of employees between program areas and identify and celebrate employee inter-personal and professional achievements.

GOAL TWO – MAINTAIN A BALANCED DISTRICT BUDGET FOR EXISTING AND FUTURE NEEDS

Strategy:

- Continue to develop budgets that focus on the protection of groundwater supply through water conservation and water resource development projects, while containing less than a five percent administrative overhead. In addition, identify priority recurring needs that are not currently being funded with recurring revenue and develop a plan to sustain those needs.

GOAL THREE - ENSURE THE SAFETY OF DISTRICT EMPLOYEES, PROPERTIES AND FACILITIES THROUGH TRAINING, REPAIRS AND PREVENTATIVE MAINTENANCE

Strategy:

- Improve the safety of employees by developing a preventative maintenance program for District facilities and properties as well as conduct workplace safety assessments of occupied facilities.

GOAL FOUR – REDUCE RISKS IN MANAGEMENT OF DATA AND MAINTAIN INSTITUTIONAL KNOWLEDGE

Strategies:

- Improve the utilization and management of data by implementing a District-wide electronic document and project management system, as well as implement corresponding policies and procedures to institutionalize and augment the use of the system.
- Improve the retention of institutional staff knowledge by developing a new employee orientation training and mentoring program that disseminates the knowledge base of senior employees.

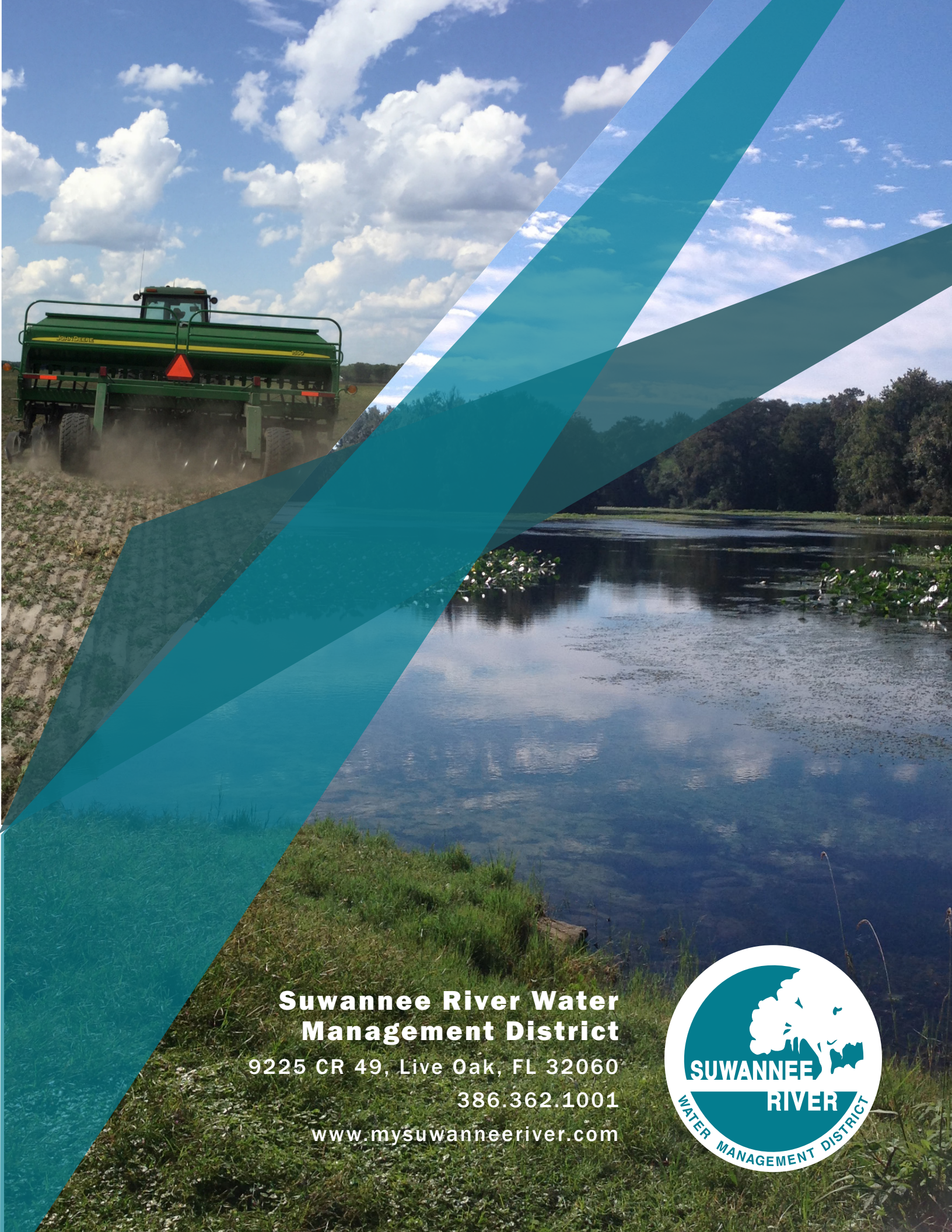
GOAL FIVE – STRENGTHEN STAKEHOLDER RELATIONSHIPS AND DISTRICT PARTNERSHIPS

Strategies:

- Reinvigorate the Suwannee River Partnership and establish new advisory committees within the partnership to allow a forum for productive dialogue among all District partners, including environmental non-profits, agricultural producers, local governments, and research organizations.
- Create a unified grant application and cost-share assistance program within the District to simplify the project development and funding application process for local governments.
- Develop an organized and recurring set of tours and educational events to share technical information developed by the District and its partners.

SUCCESS INDICATORS AND MILESTONES FOR MISSION SUPPORT:

The District will measure progress towards the completion of individual tasks contained within the above goals and strategies by tracking the completion of the planning, funding, construction, or implementation phases of the tasks. In addition, success will be measured by the number of professional certifications, graduate degrees, and leaderships positions within professional organizations held by its staff; the District's administrative overhead; the percentage of the District's budget utilized for projects that benefit water quality and water quantity; the percentage of the District's budget that is recurring but not funded with recurring revenues; the percentage of facility repairs identified in the last 10-year facility inspection report that have been addressed; and the number of educational tours and Suwannee River Partnership meetings held in the last year.



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SUWANNEE RIVER WATER MANAGEMENT DISTRICT