



Audit of FY 2009 Mid-Year Annual Work Plan Reporting

Report # 09-20

Prepared by
Office of Inspector General

John W. Williams, Esq., Inspector General
J. Timothy Beirnes, CPA, Director of Auditing
Jankie Bhagudas, CPA, Lead Consulting Auditor



SOUTH FLORIDA WATER MANAGEMENT DISTRICT

April 14, 2010

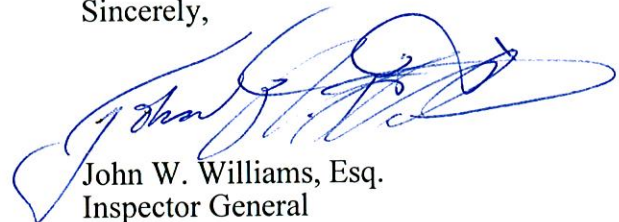
Audit and Finance Committee Members:

Mr. Charles J. Dauray, Chair
Mr. Eric Buermann, Member
Mr. Joe Collins, Member

Re: Audit of FY 2009 Mid-Year
Annual Work Plan Reporting
Audit No. 09-20

This audit was performed pursuant to the Inspector General's authority set forth in Section 20.055, F.S. Our objective focused on determining whether the status of FY 2009 Annual Work Plan project tasks with first and second quarter completion schedules were accurately reported by the District programs to the Budget Division. This report was prepared by Tim Beirnes and Jankie Bhagudas.

Sincerely,

A handwritten signature in blue ink, appearing to read "John W. Williams", is written over a blue circular stamp or seal.

John W. Williams, Esq.
Inspector General

TABLE OF CONTENTS

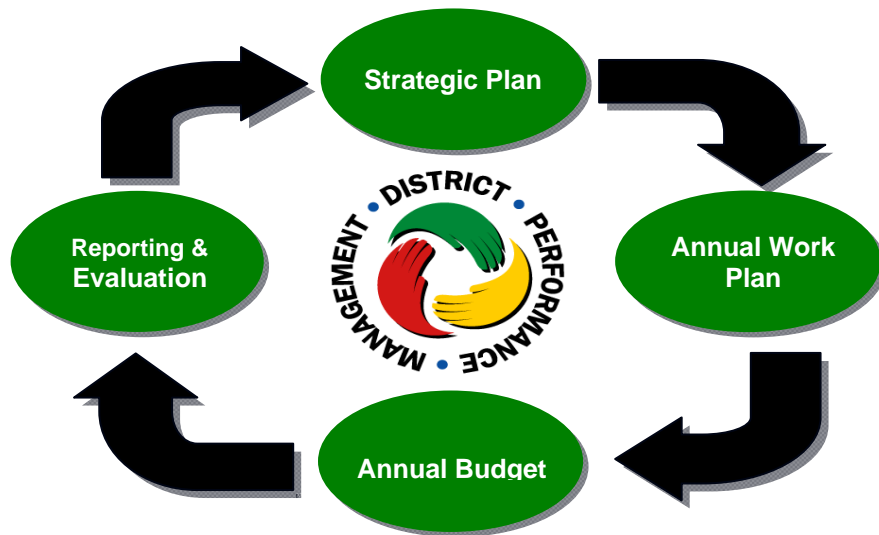
BACKGROUND.....	1
OBJECTIVE, SCOPE AND METHODOLOGY.....	4
AUDIT RESULTS.....	5
Executive Summary.....	5
Differences Between Reported and Substantiated Status.....	6
<i>Incorrect Task Statuses Reported by Program.....</i>	<i>6</i>
<i>Task Completed in FY 2008.....</i>	<i>7</i>
<i>Task not Well-Defined.....</i>	<i>7</i>
<i>Tasks Changes not Communicated to the Budget Division</i>	<i>8</i>
<i>Incorrect Scheduled Completed Date.....</i>	<i>9</i>

APPENDIX A

BACKGROUND

In accordance with the Office of Inspector General's Audit Plan, we conducted an Audit of the Fiscal Year 2009 Mid-Year Annual Work Plan Reporting.

In order to maximize efficiency and effectiveness, the District has instituted a four-part annual business cycle, as outlined in the diagram below.



This annual business cycle identifies Governing Board priorities and is guided by the District's Budget Division. The Annual Work Plan is the second phase of the District's annual Performance Management Cycle, which aligns the District's financial resources and employee efforts via projects and processes with Governing Board direction. The Annual Work Plan is the critical implementation link between the overall direction and priorities in the Strategic Plan, which documents the overall policy direction and strategic properties set by the District's Governing Board, and the resource allocation done through the annual budget process. The Annual Work Plan builds on the direction outlined in the Strategic Plan and details the projects, processes, schedules, and resource requirements for the fiscal year for each of the District's programs. Achievement of annual deliverables is tracked through semi-annual reporting, which includes a snapshot

of each program's financial status as well as the status of the deliverables and schedules outlined the Annual Work Plan. The Annual Work Plain is the starting point for employee performance plans and the basis upon which individual performance is evaluated each year.

The FY 2009 Annual Work Plan is organized by the District's 11 programs.¹ Each program section includes the program's goal and overview, key assumptions, and interrelationships with the other programs. It also includes the program's success indicators that were developed during the Strategic Planning process with extensive coordination between the program's leadership and the District's Executive Office, and is used to assess progress towards achieving the program's goals. Projects may have several specific deliverables and the anticipated quarter during the fiscal year that each deliverable should be completed. The audit focuses on determining whether task statuses were accurately reported by the programs to the Budget Division. In addition, the Annual Work Plan contains the responsible project manager, the number of full-time equivalent employees assigned, and the budgeted amounts.

Compliance with the project schedule is measured as follows:

- **Green** to indicate that the project/deliverable will be accomplished within 30 days of schedule.
- **Yellow** to indicate that the project/deliverable will be accomplished within 60 days of schedule.
- **Red** to indicate that the project/deliverable is behind schedule by more than 60 days.

In order to ensure that the Annual Work Plan reflects the changing environment in which the District operates, a change control process is in place to reflect changes to the Annual Work Plan. Changes are reviewed and approved by a team of senior District staff and must meet certain criteria, for example:

¹ In October 2008, the District reorganized and consolidated its program structure from 11 to four programs (Operations and Maintenance, Restoration, Water Supply, and Mission Support).

- Significant new initiative
- Project deferred by a partner or third party
- Weather
- Necessary resources redirected by Executive Office
- Governing Board direction
- Significant financial savings to the District

The FY 2009 Annual Work Plan outlined planned work for FY 2009 by program and the results that the District intends to deliver for the adopted budget of \$2.974 billion and staffing level of 1,828 positions. Based on the *FY 2009 Mid-Year Financial Report* to the Governing Board, which presents the mid-year statuses of revenue collection, expenditure, and the Annual Work Plan, the status of the 333 projects in the Annual Work Plan were as follows:

Status	Status as Reported by District Programs to Budget Division, as of Mid Fiscal Year 2009
Green	306 (92%)
Yellow	17 (5%)
Red	10 (3%)
Total Projects in Annual Work Plan	333 (100%)

Based on information provided by each program, the Budget Division determines the status of each project by reviewing the individual tasks status of each project before concluding the overall status of each project. It should be noted that our audit focuses on determining whether task statuses were accurately reported by the programs to Budget Division.

OBJECTIVE, SCOPE, AND METHODOLOGY

Our objective focused on determining whether the status of FY 2009 Annual Work Plan project tasks with first and second quarter completion schedules were accurately reported by the District programs to the Budget Division.

We obtained and reviewed supporting documentation maintained by the Budget Division, e.g., *FY 2009 Mid-Year Financial Report*, and excel spreadsheets prepared by the District Programs that document the mid-year status of each project. Based on our review, we selected a sample of project tasks that were scheduled to be completed in either the first or second quarter and reported green (i.e., within 30 days of schedule) and requested that the responsible project manager provide documentation to substantiate the reported status.

In some instances, we interviewed project managers and other relevant staff to obtain explanations and requested additional documentation. In instances where we concluded that tasks were not accomplished as reported, we communicated our conclusions to relevant staff.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

AUDIT RESULTS

Executive Summary

Overall, we concluded that the statuses of projects in the District's FY 2009 Annual Work Plan were properly reported in the *FY 2009 Mid-Year Financial Report* to the Governing Board. However, our audit did indicate a few minor issues that should be addressed in order to further strengthen the Annual Work Plan reporting process. Specifically, based on an examination of documentation substantiating the status of 103 specific tasks with first and second quarter completion dates in the FY 2009 Annual Work Plan, we concluded that two tasks should have been reported as yellow (i.e., between 30 and 60 days of the timeframe specified in the Annual Work Plan) and one task should have been reported as red (i.e., behind schedule by more than 60 days). (See APPENDIX A for all sampled tasks.) In addition, we noted ten other minor discrepancies. The following table summarizes our audit results:

Differences Between Reported and Substantiated Task Status		
Status	Sampled Task Status as Reported by Program Staff	Sampled Task Status Per Audit
Green	103	100
Yellow	0	2
Red	0	1
Total Tasks	103	103
Other Discrepancies Disclosed by Audit		
Discrepancies		Number of Tasks
Task Completed in FY 2008		1
Tasks Not Well-Defined		5
Tasks Changes not Communicated to the Budget Division		3
Incorrect Scheduled Completion Date		1
Total		10

The ten minor instances are summarized as follow:

- One instance of a task with a FY 2009 second quarter completion date that was already completed in FY 2008. Thus, this task should not have been included in the FY 2009 Annual Work Plan.
- Five instances where the tasks were not well-defined. These tasks should have been revised to reflect more precise goals.
- Three instances where the tasks in the work plan were either revised or postponed; however, the changes were not communicated to the Budget Division.
- One instance where the task completion date was incorrect. Proper procedures were followed to change the completion date; however, the change was not made.

It is important to note that the above minor discrepancies we found did not affect the status of projects as reported to the Governing Board.

The following section contains additional details regarding the differences between the task statuses as reported by the District programs to the Budget Division and status as substantiated by our audit.

Differences Between Reported and Substantiated Status

Incorrect Task Statuses Reported by Program

- Operations and Maintenance's project for pump station modification/repair:
Based on the Annual Work Plan, the task was to award the construction contract for the G-123 pump station refurbishment in the second quarter. However, as of late July 2009, this contract was not awarded; bids were opened on July 9, 2009. It should be noted that as of early September 2009, due to a contractor's protest, the contract has not been awarded. This task should have been reported as yellow to the Budget Division at the end of the second quarter.
- Modeling and Scientific Support's project for Scientific Data Management:
Based on the Annual Work Plan, the task was to establish a Data Governance Council in the second quarter. According to the project manager, this task was behind schedule (yellow status) at the time the mid-year status was reported to the

Budget Division and as of late July 2009 slipped further to red. The project manager explained that the task was reported green because Program staff understood that the Budget Division wanted only one status for all tasks relating to the Scientific Data Management effort. Since this was the only task behind schedule it did not warrant making the entire data management effort behind schedule. Apparently there was some miscommunication as the Budget Division requires that the status of each project task be reported separately and is responsible for determining the overall status of each project.

- Water Supply's project water reservation rule for Comprehensive Everglades Restoration Plan projects: Based on the Annual Work Plan, the task to complete rule making for the Picayune Strand project reservation was required to be completed in the first quarter. However, it was not completed until early July 2009 due to unforeseen municipal challenges. This task should have been reported as red to the Budget Division at the end of the second quarter.

Task Completed in FY 2008

- Operations and Maintenance's project for water management system: Based on the Annual Work Plan, the task was to complete the Data Derived Set Point Distributed MOSCAD Algorithm by the second quarter. According to Operations and Maintenance staff, this task was completed in FY 2008 and there were no activity in FY 2009. As a result, this task should not have been included in the FY 2009 Annual Work Plan. Operations and Maintenance should have taken steps to ensure that the Annual Work Plan was revised.

Tasks not Well-Defined

- Coastal Watershed's project to conduct Applied Research & Model Development & Application: Based on the Annual Work Plan, the task to complete Phase II of the Lake Trafford Watershed Management Plan was not worded correctly. According to the project manager, the task as written will take about two years to

complete. The task should have been written as follows: Complete Phase III of Lake Trafford Monitoring.

- Comprehensive Everglades Restoration Plan's project for melaleuca eradication: Based on the Annual Work Plan, the task to finalize the Project Implementation Report was not worded correctly. According to the project manager, the task should have written as follows: Finalize the Draft Project Implementation Report.
- Operations and Maintenance's project for preventive maintenance of structure: Based on the Annual Work Plan, the task was to complete preventive maintenance for 1,167 structures. This task is not worded correctly as the District has only 577 structures. The task should have been written as follows: Complete 1,167 preventive maintenance work orders for structures.
- Operations and Maintenance's project for pump station maintenance: Based on the Annual Work Plan, the task was to complete preventive maintenance for 583 pump stations. This task is not worded correctly as the District has only 66 pump stations. The task should have been written as follows: Complete 583 work orders for preventive maintenance of pump stations.
- Operations and Maintenance's project for pump purchase and installation: Based on the Annual Work Plan, the task was to purchase and install two 5,800 gallon per minute axial flow pumps in the first quarter. According to the project manager, the purchase was scheduled for the first quarter and the installation by the third quarter. The tasks were completed in the first and third quarters, respectively.

Tasks Changes not Communicated to the Budget Division

- Operations and Maintenance's project for tree management: Based on the Annual Work Plan, the task was to complete tree and vegetation removal and bank stabilization on five miles of the C-41A and C-40 canal banks in

Glades/Highlands counties. According to Operations and Maintenance staff, work on the C-40 canal bank was placed on hold and the funds were used for work on the C-23 canal based on a recommendation by field station staff. This change should have been communicated to the Budget Division to revise the Annual Work Plan.

- Operations and Maintenance’s project for tree management: Based on the Annual Work Plan, the task was to complete tree and vegetation removal and bank stabilization on two miles of C-7, L-31N, and L31E in Miami-Dade County. According to Operations and Maintenance staff, these sites were not remediated. Based on a fly-over inspection by the Army Corp of Engineers, all budgeted funds were used to remediate C-8. This change should have been communicated to the Budget Division to revise the Annual Work Plan.

- Mission Support’s project to streamline processes in SAP Materials Management Module: Based on the Annual Work Plan, the task was to create source records for contract materials in the first quarter. According to the project manager, this task was postponed due to SAP upgrades, development and implementation. The task in the Annual Work Plan will be replaced to reflect development and implementation activities. Further, the project manager stated that the task scheduled completion date should have been indicated as “all” quarters since the task is ongoing.

Incorrect Scheduled Completion Date

- Lake Okeechobee’s implementation of the Technical Plan for Phase II of the Lake Okeechobee Watershed Construction project: Based on the Annual Work Plan, the task to complete a report that re-evaluates the existing Lake Okeechobee Watershed Assessment monitoring network for optimization efforts (in the context of the most recent mandates) was scheduled for completion in the second quarter. According to the Project Manager, the second quarter completion timeframe is an error; this task was intended to be completed in the fourth quarter.

Proper procedures were followed to change the completion date; however, the change was not made.

Recommendation

- 1. Take steps to ensure that the statuses of projects in the Annual Work Plan are well-defined and reported accurately to the Budget Division. Further, ensure that changes to project tasks are approved and are reflected in the Annual Work Plan.**

Management Response: Management agreed with the audit finding. It appears that the Annual Work Plan Change Control Document was not updated with the new end date of 4th Quarter. Of the 299 Change Control Requests managed during FY 2009, this one was not represented in the Annual Work Plan and a quality control process activity will be developed to ensure that this does not occur again.

Responsible Department: Business Performance Management Office and Budget Office

Estimated Completion: May 2010

APPENDIX A

Office of the Inspector General
Review of FY 2009 Mid-Year Annual Work Plan Reporting

		Strategic Plan ***	Annual Work Plan			Status		
Tasks Sampled by Program	Deliverables & Milestones	Annual Projects & Processes	Scheduled Quarter Completion	FY 2009 Project/Process Results	Status As Reported by Program	Task Status per Review	Comments	
Program: Coastal Watersheds								
1	1	Complete St. Lucie River Watershed Protection Plan	Conduct Applied Research & Model Development & Application	2	Renew cooperative agreement with USGS for ongoing access to St. Lucie Estuary salinity baseline data used for operational decisions, modeling, and development of the St. Lucie River Watershed Protection Plan.	Green	Green	OK
2	2	Not in Strategic Plan	Oversee implementation of St. Lucie River Issues Team projects	2	Establish cooperative agreements with local governments and not-for-profit entities for habitat restoration, water quality and hydrologic improvement projects in Martin and St. Lucie counties.	Green	Green	OK
3	3	Improve database and models for Interim Update of Northwest Fork of Loxahatchee River Restoration Plan	Conduct Applied Research & Model Development & Application	1	Establish cost-share with Loxahatchee River District for monitoring of water quality and ecological conditions.	Green	Green	OK
4	4			2	Renew cooperative agreement with USGS for ongoing access to Loxahatchee River salinity baseline data used for operational decisions, modeling, and restoration plan update.	Green	Green	OK
5	5	Improve database and models for MFL update and evaluation of operations and restoration, including influence of southwest coast	Oversee implementation of Florida Keys Initiative projects	2	Establish cooperative agreement with City of Marathon for Service Area 5 stormwater collection, treatment and disposal systems.	Green	Green	OK
6	6	Not in Strategic Plan	Estero Bay Minimum Flows and Levels Development Study	2	Initiate Studies for development of MFL or Water Reservations Technical Criteria document	Green	Green	OK
7	7	Establish technical information for the restoration and water supply requirements	Conduct Applied Research & Model Development & Application	2	Complete Lake Trafford Watershed Mgmt Plan - Phase II.	Green	Task not well-defined	Task is not worded correctly. According to the project manager, task as written will be completed within the next two years. Task should have written as follows: Complete Lake Trafford Monitoring Phase III.
8	8	Complete Caloosahatchee River Watershed Protection Plan	Complete Caloosahatchee River Watershed Protection Plan and begin plan implementation	2	Complete development of the Caloosahatchee River Watershed Protection Plan by January 2009.	Green	Green	OK
Program: Comprehensive Everglades Restoration Plan								
9	1	Complete Final Project Implementation Report for C-43 West Storage Reservoir	C-43 West Storage Reservoir - Part 1	2	Make payment in lieu of taxes to county.	Green	Green	OK
10	2	Complete Final Plans and Specs for: • Indian River Lagoon - South: Allapattah Parcels B and C	Indian River Lagoon - South	2	Complete site inspections and Best Management Practices inspection check lists for 23 (50%) of District cattle leases; complete 2 conservation plans.	Green	Green	OK
11	3	Not in Strategic Plan	Broward County WPA	All	Provide site cleanup, including solid waste/demolition for East Coast Buffer Cells.	Green	Green	OK
12	4		Broward County WPA	2	Make payment in lieu of taxes to county.	Green	Green	Payments were made timely; however, assigned project manager was not aware that this task was his responsibility.
13	5	Not in Strategic Plan	Melaleuca Eradication	1	Finalize Project Implementation Report.	Green	Task not well-defined	Task is not worded correctly. Task should have written as follows: Finalize <i>Draft</i> Project Implementation Report.
14	6	Complete CERP Annual Report and RECOVER update for South Florida Environmental Report	Program Management & Support	2	Complete CERP Annual Report and RECOVER update for the South Florida Environmental Report.	Green	Green	OK

APPENDIX A

	Strategic Plan ***		Annual Work Plan			Status		Comments
	Tasks Sampled by Program	Deliverables & Milestones	Annual Projects & Processes	Scheduled Quarter Completion	FY 2009 Project/Process Results	Status As Reported by Program	Task Status per Review	
						Green	Green	
15	7	Not in Strategic Plan	Public Involvement & Outreach	1	Acquire data for REMI (Regional Economic Models, Inc.) Model.	Green	Green	OK
16	8	Complete CERP Foundation Project: Lake Okeechobee Water Retention/ Phosphorus Removal	Lake Okeechobee Water Retention/ Phosphorous Removal CRP	2	Conduct required permit and operational activities for Initial Operational Testing and Monitoring Period for Taylor Creek STA (Process is water-supply dependent).	Green	Green	OK
17	9	Not in Strategic Plan	C-111/Modified Water Deliveries/Combined Structural Operating Plan	All	Collect data from monitoring sites.	Green	Green	OK
Program: District Everglades								
18	1	Initiate construction of STA Compartment B Buildout (STA Cells 5, 6, 7 & 8) and Compartment C Buildout (STA-5 Cells 4A, 4B, 5A, 5B & STA 6-4)	Everglades Agricultural Area Stormwater Treatment Area Compartment C Design & Construction	2	Initiate Construction of STA.	Green	Green	OK
19	2	100% of critical Stormwater Treatment Area facilities and structures maintained in accordance with standard operating procedures to meet the goals of the Long-Term Plan	STA -5 Rehabilitation	2	Complete Phase 1	Green	Green	OK
20	3	Maintain compliance with all state and federal STA permit requirements	STA 5 ADA Duck Hunting Facility	1	Design Duck Hunting Facility	Green	Green	OK
21	4		Compliance	2	Annual surveillance fees paid.	Green	Green	OK
Program: Kissimmee Watershed								
22	1	Carry out hydrologic monitoring and network maintenance	Pool D Hydrologic Monitoring for Kissimmee River Restoration Project	2	Complete installation on 8 of 17 sites.	Green	Green	OK
23	2		Well maintenance, stream gauging, flow monitoring and hydraulic resistance study	2	Receive mid-year status report.	Green	Green	OK
24	3	Initiate rulemaking for MFLs/water reservations	MFL/water reservation rulemaking	2	Complete Water Reservation Technical Report.	Green	Green	OK
Program: Lake Okeechobee								
25	1	Continue in-lake ecological assessment	In-Lake Assessment	2	Continue quarterly Apple Snail population assessment.	Green	Green	OK
26	2	Conduct watershed research and develop model applications to LOPP basins	Watershed Modeling	1	Watershed Assessment Model Peer Review; receive report for FY2009.	Green	Green	OK
27	3	Implement Technical Plan for Phase II of the Lake Okeechobee Watershed Construction Project	Phase II Technical Plan	2	Technical Evaluation of LOWA monitoring network - Complete report to re-evaluate the existing LOWA monitoring network for optimization efforts in the context of the most recent mandates.	Green	Incorrect scheduled completion date	The 2 nd quarter completion timeframe is an error. Staff explained that the task was intended to be completed in the 4 th quarter. Proper procedures were followed to change completion date; however, the change was not made.
28	4			2	Complete first phase of the Fisheating Creek feasibility report.	Green	Green	OK

APPENDIX A

		Strategic Plan ***	Annual Work Plan			Status		
Tasks Sampled by Program	Deliverables & Milestones	Annual Projects & Processes	Scheduled Quarter Completion	FY 2009 Project/Process Results	Status As Reported by Program	Task Status per Review	Comments	
Program: Land Stewardship								
29	1	Monitor photopoints installed cumulatively: 110 locations	Install 20 new photo-monitoring points and maintain 70 existing points, all located with a GPS identified iron spike.	2	Install 10 of 20 planned new photo monitoring points. Maintain 35 of 70 existing photopoints.	Green	Green	OK
30	2	Semi-annual inspection reports on leased lands: 124 inspections	Manage contracts on interim lands, monitor revenue, conduct semi-annual inspections, ensure taxes are paid and permits transferred	2	Complete semi-annual inspection reports on 62 properties.	Green	Green	OK
Program: Modeling & Scientific Support								
31	1	Evaluate compliance of modeling operations with industry standards and best practices	Capability Maturity Model Integration	1	Complete implementation of CMMI Level 2 Processes.	Green	Green	OK
32	2	Finalize RSM Water Quality Module development	Development and Coding	1	Finalize RSM-Water Quality module code documentation.	Green	Green	OK
33	3	Water Quality Monitoring Strategic and Re-engineering Plan: Complete documentation of water quality monitoring re-engineering process using WCA-2A as the pilot study. Begin implementation of approved monitoring changes in WCA-2A Commence re-engineering process for southern coastal ecosystems	Field Operations: Re-engineering Plan	2	Submit recommended monitoring changes in WCA-2A to regulatory agencies and conduct interagency meetings as needed to facilitate approval and implementation.	Green	Green	OK
34	4	Production of South Florida Environmental Report	South Florida Environmental Report (SFER)	2	Final 2009 SFER completed.	Green	Green	OK
35	5	Enterprise Scientific Data Management: Complete development data inventory and study procedures; establish a Data Governance Council; conduct gap Analysis of existing vs. best practices and develop gap closing plan; develop and formalize data accountabilities by discipline, organization and data system	Scientific Data Management	1	Gap analysis of existing practices vs. best practices completed.	Green	Green	OK
36	6			2	Data Governance Council established.	Green	Yellow	According to the project manager, this task was behind schedule (yellow status) at the time mid-year status was reported to the Budget Division and as of late July 2009 was categorized as "red". The project manager explained that the task was reported green because Program staff thought the Budget Division wanted only one color (a roll-up) for the entire Scientific Data Management effort. Since this was the only task behind schedule, it did not warrant making the entire effort behind schedule. Apparently there was some miscommunication as the Budget Division explained that the status of all tasks are required to be reported separately.

APPENDIX A

		Strategic Plan ***	Annual Work Plan			Status			
Tasks Sampled by Program	Deliverables & Milestones	Annual Projects & Processes	Scheduled Quarter Completion	FY 2009 Project/Process Results	Status As Reported by Program	Task Status per Review	Comments		
Program: Operations and Maintenance									
37	1	Capital Projects Awarded/Cost 61/\$63.8M	Weston Bonaventure	1	Small Pump Equipment: Purchase and install two 5,800 gallon per minute axial flow pumps.	Green	Task not well-defined	Based on project schedule, purchase was scheduled for 1st quarter and installation by July 2009. OK	
38	2		Pump Station Modification/Repair	2	Award construction contract on G-123 pump station refurbishment.	Green	Yellow	As of late July 2009, this contract was not awarded; the bids were opened on July 9, 2009.	
39	3		Structure/Bridge Modification/ Repair		1	Award construction contract S-63A concrete repair.	Green	Green	OK
40	4				2	Complete design S-39 structure concrete repair/enhancement.	Green	Green	OK
41	5				2	Complete design S-127 lock hoist replacement.	Green	Green	OK
42	6				2	Complete design C-24 at S-49 downstream bank stability.	Green	Green	OK
43	7				2	Award construction contract S-62 scour repair.	Green	Green	OK
44	8				2	Complete design of Golden Gate Weir #3	Green	Green	OK
45	9		Canal Levee Maintenance/Canal Conveyance	2	Complete design C-100 Bank Stabilization , C-1 Bank Stabilization Repair/Enhancement and C-41A Bank Stabilization Repair.	Green	Green	OK	
46	10	Contamination Assessment & Remediation Fuel Tank Placards Obtained: 54	Contamination Assessment & Remediation	2	14 storage tank inspections completed.	Green	Green	OK	
47	11	Overhaul 22 pump stations and gate structures each year	Structure Maintenance - Preventive	2	Complete preventive maintenance for 1,167 structures.	Green	Task not well-defined	Task is not worded correctly as the District has only 577 structures. Task should have written as follows: Complete 1,167 preventive maintenance work orders.	
48	12		Structure Maintenance - Overhaul/Refurbishment	2	Complete 8 major gate overhauls.	Green	Green	6 of the 8 major gate overhauls were completed.	
49	13		Pump Station Maintenance	2	Complete preventive maintenance for 583 pump stations.	Green	Task not well-defined	Task is not worded correctly as the District has only 66 pump stations. Task should have written as follows: Complete 583 preventive maintenance work orders for pump stations.	
50	14	Maintain 79,752 acres (times 4 cycles) of levees and canal banks	Mowing	2	Mow 14,928 contracted acres.	Green	Green	OK	
51	15		Tree Management		2	Complete tree and vegetation removal and bank stabilization on 5 miles of C-41A and C-40- Glades/ Highlands counties (Okeechobee Area).	Green	Task changed, Budget Division not informed	C-40 replaced by C-23 based on field station recommendation. Change should have been communicated to the Budget Division to revise the Annual Work Plan.
52	16				2	Complete tree and vegetation removal and bank stabilization on 2 miles of C-7, L-31N, and L31E - Miami-Dade County.	Green	Task changed, Budget Division not informed	These sites were not remediated. Based on a fly-over inspection by the Army Corp of Engineers, all budgeted funds were used to remediate C-8. Change should have been communicated to the Budget Division to revise the Annual Work Plan.
53	17				2	Complete tree and vegetation removal and bank stabilization on 3 miles of L-35 - Broward County (Ft. Lauderdale Area).	Green	Green	OK
54	18	Treat 60,000 acres of exotic aquatic/terrestrial vegetation annually	Aquatic Plant Control	2	Complete treatment of 3,489 acres.	Green	Green	OK	
55	19			2	Complete treatment of 1,392 acres.	Green	Green	OK	
56	20	Process on average 300 Right-of-Way Management Permits each year	Permitting	2	Issue ROW 78 permits.	Green	Green	OK	
57	21		Compliance/Enforcement	2	Issue ROW 67 inspections.	Green	Green	OK	

APPENDIX A

		Strategic Plan ***	Annual Work Plan			Status		
Tasks Sampled by Program		Deliverables & Milestones	Annual Projects & Processes	Scheduled Quarter Completion	FY 2009 Project/Process Results	Status As Reported by Program	Task Status per Review	Comments
58	22	Complete general service of facilities	General Maintenance	2	Conduct annual fuel analysis at designated fuel storage facilities. Based on fuel analysis findings, add fuel additives or polish tanks.	Green	Green	OK
59	23	Complete 90% of planned milestones	North American Vertical Datum (NAVD)88 Datum Conversion Project	2	Complete and deploy Survey Data Entry and Retrieval Applications.	Green	Green	OK
60	24		Water Management System	2	Complete SCADA security.	Green	Green	OK
61	25			2	Complete Data Derived Set Point Distributed MOSCAD Algorithm ("Auto Control") .	Green	Completed in FY 2008	According to the project manager, this task was completed in FY 2008. No activity in FY 2009.
Program: Regulation								
62	1	Conduct compliance inspections and complete the construction certification and conversion effort keeping current with new conversions and reducing backlog by 10% per year	Perform compliance inspections and take enforcement actions when necessary	All	Complete an average of 2,125 compliance investigations per quarter.	Green	Green	OK
63	2	Review Water Use Permit applications and implement Water Use Basin Renewals	Review New Permit Applications	All	Complete the review of an average of 475 permit applications per quarter and highlight the number of e-Permit submittals.	Green	Green	OK
Program: Water Supply								
64	1	Implement Regional Water Supply Plans, prepare for next round of plan updates	Technical Assistance to Local Governments	2	Receive 40 percent submittal of 153 Water Supply Facilities Work Plans from local governments.	Green	Green	OK
65	2	Coordinate Central Florida Interagency Water Supply Plan	Central Florida Coordination Area MOU Facilitation	2	Develop and negotiate the Central Florida Coordination Area (CFCA) facilitation Memorandum of Understanding (MOU) with the other Water Management Districts to improve coordination and communication on CFCA items.	Status not Indicated	Green	OK
66	3	Develop operational protocol for Project Culvert 15 for Loxahatchee Slough restoration and water supply	PC-15 Operations Protocol Development	2	Contractor to collect data to determine water flow through structure. Develop recommendations to optimize water delivery to Loxahatchee Slough and Northwest Fork of Loxahatchee River.	Green	Green	OK
67	4	Develop Upper Kissimmee Regional Water Supply Project potential configuration and location	Upper Kissimmee Basin Alternative Water Supply	1	Complete water reservation technical work.	Green	Green	OK
68	5	Develop strategy in cooperation with SJRWMD to beneficially use excess surface water in St. Lucie and Indian River counties	C-25 Basin Water Availability	1	Develop agreement with St. John's River Water Management District on the issue of surface water discharges to Indian River Lagoon.	Green	Green	OK
69	6	Establish at least 2 water reservations	Water Reservation for Kissimmee	2	Compile a first draft document summarizing science and present for internal review.	Green	Green	OK
70	7		Water Reservation for CERP Projects	1	Complete rulemaking for the Picayune Strand Project reservation.	Green	Red	Task was completed in early July 2009 due to unforeseen challenges.
71	8		Central Florida Coordination Area rulemaking	All	Provide support to the CFCA team as needed for rule development.	Status not Indicated	Green	OK

APPENDIX A

		Strategic Plan ***	Annual Work Plan			Status		
Tasks Sampled by Program		Deliverables & Milestones	Annual Projects & Processes	Scheduled Quarter Completion	FY 2009 Project/Process Results	Status As Reported by Program	Task Status per Review	Comments
72	9	Implement District's Comprehensive Water Conservation Program	Regulatory Initiatives	2	Landscape Irrigation & Golf Courses: Initiate inventory of golf course consumptive use permits and confirm appropriate technology, such as rain sensors or soil moisture sensors, are installed and operational.	Green	Green	OK
73	10		Voluntary & Incentive Initiatives - Water SIP	2	Receive and review 1st quarter reports from FY 2009 Water SIP grantees.	Green	Green	OK
74	11			2	Conduct introductory presentation for FY 2010 Water SIP Program in coordination with District Service Centers.	Green	Green	OK
75	12		Voluntary & Incentive Initiatives - Other	1	Leading by Example: Initiate water audit of District facilities.	Green	Green	OK
76	13		Education & Marketing Initiatives; School-Based Education	1	Complete inventory of school-based water conservation education programs and make inventory available through www.savewaterfl.com	Green	Green	OK
77	14		Education & Marketing Initiatives; Public Information & Outreach	1	Volunteer Activities: Fund Watershed Action Volunteer Program in Orange County.	Green	Green	OK
78	15		Provide funding for local alternative water supply projects through the AWS Funding Program and facilitate development of projects consistent with water supply plans	Alternative Water Supply (AWS) - District-wide	2	Receive Governing Board direction for FY 2010 process. Prepare and release application for the FY 2010 funding cycle, incorporating policy and procedure changes.	Green	NA
79	16	2			Select contractor and award research contract.	Green	NA	This task is not relevant as Alternative Water Supply projects will not be funded in FY 2010.
80	17	Alternative Water Supply - Big Cypress Basin - Cost Share with (1) Collier County, (2) City of Naples and (3) Marco Island		2,3	Monitor deliverables and project construction.	Green	Green	OK
81	18	Modify existing wells, conduct aquifer tests and upload data into DBHYDRO	Hydrogeologic data gathering and analysis	All	Conduct aquifer performance tests on selected wells and analyze test results.	Green	Green	OK
82	19	Incorporate peer Review Comments, Lower West Coast Floridan Model	Sub-regional Water Supply Modeling	2	Begin modification of model in response to peer-review comments.	Green	Green	OK
83	20	Conduct predictive runs, East-Central Florida Transient Model	Central Florida Coordination Area, Resource Evaluation	2	Complete CFCA model baseline simulations and present initial results to management and stakeholders.	Green	Green	OK
Program: Mission Support								
84	1	Implement Workforce and Development strategies	Continue mentoring program for aspiring supervisors	2	Kick-off mentoring program with selection of mentors and mentees.	Green	Green	OK
85	2		Continue program/project management curriculum	1,2,3	Deliver six project management classes per quarter.	Green	Green	OK
86	3	Provide Information Technology services	Strategic Direction; Budget Development; District-wide IT Procurement; Project Management Financial Accountability; Contract Management; Provide executive leadership, strategic direction, project management and support for all IT business processes	2	Process all maintenance due to renew 1/1/09-3/31/09.	Green	Green	OK

APPENDIX A

		Strategic Plan ***	Annual Work Plan			Status		
Tasks Sampled by Program		Deliverables & Milestones	Annual Projects & Processes	Scheduled Quarter Completion	FY 2009 Project/Process Results	Status As Reported by Program	Task Status per Review	Comments
87	4	Provide Information Technology services	IT Security - Administer devices to protect against intrusion through enhanced information security and ensure appropriate use of District technology	2	Purchase hardware and software to upgrade security infrastructure.	Green	Green	OK
88	5	Implement Facilities Five Year Major Repair and Replacement Plan	Implement Facilities 5-Year Major Repair and Replacement Plan	2	Replace hurricane shutters in B1, first floor, southeast exposure.	Green	Green	OK
89	6	Prepare Comprehensive Annual Financial Statements	Obtain unqualified opinion on District-wide Financial Statements	2	Obtain unqualified opinion on District-wide Financial Statements.	Green	Green	OK
90	7		Issue FY2008 Comprehensive Annual Financial Statements and prepare all other internal/external fund and project reporting	2	Prepare internal and external required fund/project accounting reports.	Green	Green	OK
91	8	Manage accounts payable and receivable	Accounts Payable Process	All	The timely and accurate payment of vendors in accordance with statutory requirements and District policy.	Green	Green	OK
92	9	Develop Five-Year Capital Improvements Plan	South Florida Environmental Report - Volume II	1	Updated 5-year Capital Improvement Plan submitted for publication within the SFER.	Green	Green	OK
93	10	Complete South Florida Environmental Report - Volume II		2	Completed South Florida Environmental Report (SFER) submitted to Florida Legislature and Governor's Office by March 1st statutory deadline.	Green	Green	OK
94	11	Implement web-enabled South Florida Environmental Report Project Database		2	Complete implementation of new database for SFER Report.	Green	Green	OK
95	12	Renew employee health insurance program		Renewal of Employee Health Insurance Program	2	Renewal of Employee Health Insurance Program.	Green	Green
96	13	Streamline Processes in the SAP Materials Management Module	Streamline Processes in the SAP Materials Management Module	1	Create "Source Records" for contract materials.	Green	Task changed, Budget Division not informed	According to the project manager, this task was postponed due to SAP upgrades, development and implementation. Further, the task scheduled completion date should have been indicated as "all" quarters since the task is ongoing. The Annual Work Plan will be revised to reflect the new task.
97	14	Further District Performance Management Initiative	District Performance Management Strategy	1	Publish Program Management Methodology.	Green	Green	OK
98	15	Complete integration of Project Management Standards	Project Management Development	1	Revise District's Project Management Methodology.	Green	Green	OK
99	16			2	Develop SAP Project Systems Training Plan.	Green	Green	OK
100	17		Process Improvement Methodology	1	Publish Process Management Methodology.	Green	Green	OK
101	18	Program Support	Property Appraiser and Tax Collector Fees	All	Payment of fees	Green	Green	OK
102	19	Generate media coverage	Media Monitoring	All	Monitor and assess program to ensure information is reaching the District's constituents and stakeholders.	Green	Green	OK
103	20	Provide informational and educational materials	Develop and deliver information and tools to keep employees informed and involved	All	<ul style="list-style-type: none"> Weekly Notes from the Top. Monthly video message from executives. Archive and document District events through photography. 	Green	Green	OK

Legend:

- *** Not all District milestones and deliverables are indicated in the Strategic Plan
- Green The project/deliverable will be accomplished within 30 days of schedule
- Yellow The project/deliverable will be accomplished within 60 days of schedule
- Red The project/deliverable is behind schedule by more than 60 days