

# CHARLOTTE COUNTY PUBLIC WORKS FY 22-24 STRATEGIC PLAN



**CHARLOTTE COUNTY**  
Public Works





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# Director's Message



JOHN ELIAS  
PUBLIC WORKS DIRECTOR

When developing the strategic plan for Charlotte County Public Works, numerous considerations were carefully examined. We structured our plan around the strategic focus areas outlined by the Board of County Commissioners. The aim is to align our actions with the Board's objectives, enhance transparency, and provide a clear view for both the public and our team on how their work ties into these focus areas. Each department meticulously reviewed their strategies, ensuring we capitalized on strengths, fortified weaknesses, seized opportunities, and prepared for potential threats. This document serves as a visionary roadmap rather than a daily operational manual, guiding us into the future. It will serve as a dynamic record of our endeavors and any adjustments we may need to make down the road.



# **OUR MISSION**

**Delivering exceptional service**

# **OUR VISION**

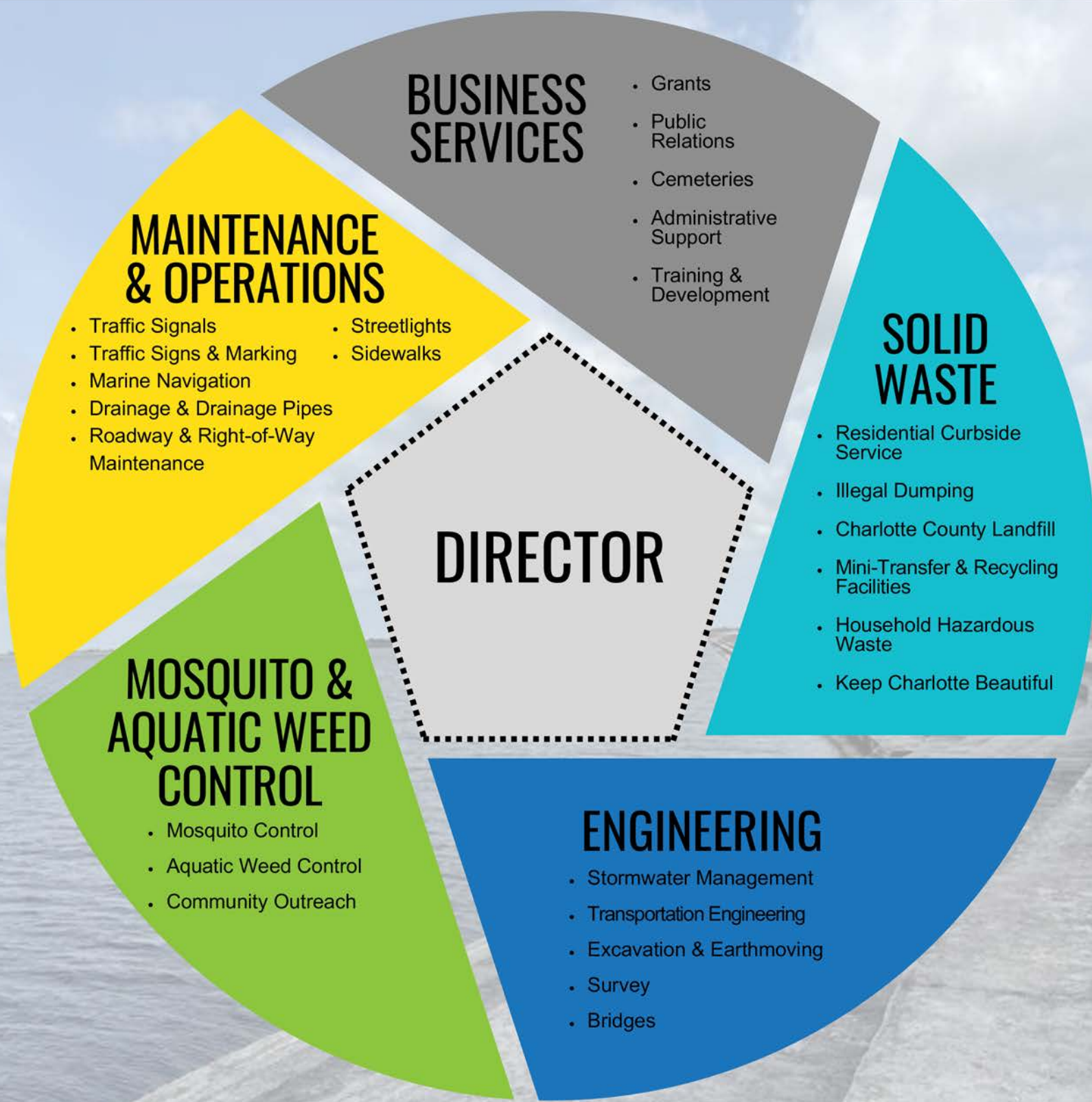
**To preserve and enrich our community's  
quality of life for those who live, work,  
and play in our paradise**

# **OUR VALUES**

**Committed • Accountable • Resourceful  
Energetic • Supportive**



# PUBLIC WORKS ORGANIZATIONAL CHART





# CHARLOTTE COUNTY STRATEGIC FOCUS AREAS

## BOLD GOALS

Bold goals are big ideas that are difficult to achieve, but worth the effort. Bold goals require Charlotte County to encourage fresh ideas, identify ripe opportunities and forge new partnerships.

## STRATEGIC INITIATIVES

Strategic initiatives are projects that align with the county's strategic priorities. Strategic initiatives optimize the deployment of county resources to address current issues and to achieve the county's top goals.

## RESULTS

Results are identifiable metrics to measure the county's success in reaching its goals.

### PUBLIC SERVICES

To maintain a safe and healthy community by delivering essential services from skilled, professional, and dedicated public servants.

### INFRASTRUCTURE

To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety, and protects our natural resources.

### ECONOMIC & COMMUNITY DEVELOPMENT

To create a business climate that promotes a diversified, growing economy consistent with sustainable growth management plans, environmental stewardship, and enhanced quality of life.

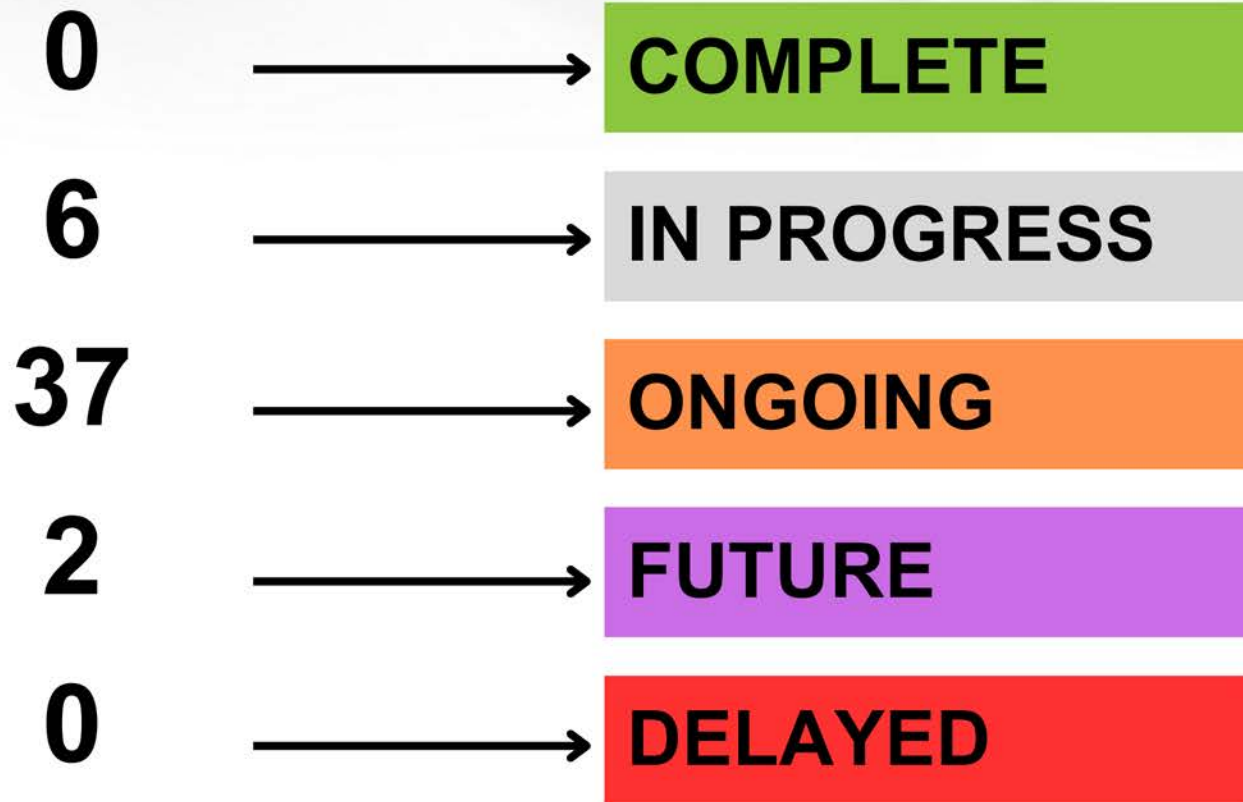
### EFFICIENT & EFFECTIVE GOVERNMENT

To manage fiscally sound county operations with a culture of transparency, accountability, citizen engagement, and innovation.



# STRATEGIC GOALS

## STATUS OVERVIEW



## 45 STRATEGIC GOALS

Each goal consists of a multitude of complex objectives often requiring coordination at federal, state, local, and organizational levels, implementation steps, monitoring, adjustment and, in some cases, consideration of potential enforcement actions.







# BUSINESS SERVICES

## GOALS

Business Services division was recently created. Their goals started in the new fiscal year of FY23-24.

● Improve Cemetery Processes and Operations

● Create a Well-Trained, Professional, and Skilled Workforce

● Actively Seek and Apply for new Funding Opportunities and Manage Existing Funding

● Dynamic and Innovative Outreach Collaboration

● Strengthen the Understanding of Line-of-Sight From the Board of County Commissioners' Strategic Focus Areas





# Improve Cemetery Processes and Operations

## BCC FOCUS AREA:

**ONGOING**

- Efficient and Effective Government
- Public Services

## OBJECTIVES:

- Create a cemetery Frequently Asked Questions (FAQ) one-pager to act as an informational guide to our citizens and funeral homes so we can better serve the community by informing them of our level of involvement as it relates to our cemeteries.
- Meet with local funeral homes to inform them about our county-owned cemeteries and procedures.
- Reform our cemetery record process by having them in a cloud-based system for quicker access and eliminate the need to hand-pull paper records for review.
- Improve welcome message center sign to create an inviting and informative experience for those visiting Indian Spring Cemetery.
- Install wayfinding signs to create a more efficient way to locate lots and spaces throughout the cemetery for those visiting or inquiring about Indian Spring Cemetery.

## UPDATES:

- The FAQ one-pager has been finalized and is provided to citizens and local funeral homes.
- Met with several local funeral homes to discuss our involvement with county-owned cemeteries.
- Staff is almost done uploading records into a cloud-based software.
- Researched message center ideas and determined potential placement around the grounds of Indian Spring Cemetery.
- Met with the Traffic Signs & Markings (TSM) team to discuss scope, materials, and cost of fabrication and installation for wayfinding signs at Indian Spring Cemetery.
- Created 2-3 mockup sign styles for lots 632-743. TSM assembled and installed wayfinding signs at predetermined points around the grounds for lots 632-743 at Indian Spring Cemetery.
- Actively working with our Information Technology (IT) department to create/search for a solution for an all-in-one repository.



## NEXT STEPS:

- Make updates to the FAQ one-pager as needed.
- Once all records have been digitized, “decommission” the outdated database currently being utilized.
- Work with the Facilities department to determine which size/shape/material and best placement for the welcome message center sign at Indian Spring Cemetery.
- Create mock-ups for the rest of the lots in Indian Spring Cemetery.
- Install wayfinding signs for the remaining active lots/spaces at Indian Spring Cemetery.
- Meet with Business Analysts (BAs) of the IT department to discuss future cemetery repository/Geographic Information System (GIS) mapping software.





# Create a Well-Trained, Professional, and Skilled Workforce

## BCC FOCUS AREA:

**ONGOING**

- Efficient and Effective Government
- Public Services

## OBJECTIVES:

- Establish a training, safety compliance, and succession planning program.
- Establish a Commercial Driver's License (CDL) policy.
- Develop an onboarding program for Public Works to create the same onboarding experience for all new staff members.
- Have a single repository for all Public Works staff training records.

## UPDATES:

- Hurricane Ian delayed the training program by four months, and the training framework is currently being built out.
- January-September 30, 2023, 156 employees have received various training. 1,275.5 hours of training conducted.
- Five staff members have obtained their CDL.
- Met with all division managers to discuss the vision of the onboarding program.
- Reviewed their current onboarding process(es) and determined what will work best for each division when new staff members are hired on.

## NEXT STEPS:

- Continue to strengthen the training program by seeking feedback and input from all levels of staff on what types of training they would like to see. This will be a combination of Continuing Education Units (CEUs), field/safety/equipment training, soft-skills training, and peer-to-peer training, etc.
- Begin to host 1-2 classes/courses a month on various types of training.
- Manage CDL training for all current and new staff to ensure compliance within their job classification and monitor any changes in the law.
- Build out training records to ensure no certifications or required licensures expire.
- Finalize onboarding presentation and process. We rolled out the program department-wide in January 2024 and will make updates as needed.

# Actively Seek and Apply for new Funding Opportunities and Manage Existing Funding

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

## ONGOING

## OBJECTIVES:

- Search for various funding opportunities for Public Works projects and apply.
- Manage new and existing grant funding from inception to closeout.
- Ensure receipt of reimbursement grant funding, adhere to retention requirements, and successfully pass audits.
- Renew and maintain Florida Department of Transportation (FDOT) Local Agency Program Certification (LAP) for Charlotte County.
- Collaborate with the Risk Management department, Human Resources department, Public Information Office (PIO), and Administration to ensure Charlotte County remains compliant with Title VI and Americans with Disabilities Act (ADA) requirements.

## UPDATES:

- Submitted in FY22-23 - 52 grants, totaling \$132,672,613.66 for consideration.
  - Awarded 37 grants, totaling \$106,652,613.66 of grant funding.
- LAP Recertification:
  - Awarded on August 17, 2021 and expires on August 17, 2024.
  - Complete LAP Certification Tool and Subrecipient Compliance Assessment Tool (SCAT).
  - All required staff is working to complete the assigned training for LAP recertification.
  - Updated forms and website per Title VI and ADA requirements.
  - Worked with FDOT to resolve any issues and ensure LAP recertification is received.

## NEXT STEPS:

- Collaborate with Public Works divisions to ascertain which projects are viable candidates for grant funding.
- Match projects to available funding opportunities and secure approval to apply from the Board of County Commissioners (BCC)/County Administrator.
- Work with divisions and grantor to ensure adherence to grant requirements for funds awarded.
- LAP Recertification - FDOT recertifies all of District 1 at the same time when the information is submitted for review. We anticipate submitting our recertification documents in May 2024.



# Dynamic and Innovative Outreach Collaboration

## BCC FOCUS AREA:

- Efficient and Effective Government
- Public Services

**ONGOING**

## OBJECTIVES:

- Foster joint relationships with other divisions and departments to create and implement unique outreach strategies.
- Broaden and deepen community engagement through diversified and innovative use of social media, presentations, and public events.
- Host a series of targeted presentations addressing community-specific needs.
- Plan a Community Outreach Day involving both internal and external organizations.
- Create a service guide that will educate the community about Public Works and provide information about our county.
- Develop and initiate educational programs within schools to promote understanding and engagement with Public Works.
- Engage students through interactive and practical learning experiences.

## UPDATES:

- Explored various collaboration opportunities and planning community surveys.
- Developed and implemented collaborative outreach initiatives.
- Continue to utilize social media analytics to tailor content for maximum impact.
- Organized monthly Public Relations luncheons involving all Public Relations Managers county-wide.
- Created an internal Public Works communications team:
  - To ensure concise and accurate communication.
  - To facilitate knowledge sharing within the divisions.
  - To stay updated on trends and issues.
  - To identify information needs from outside departments.
- Outreach for 2023:
  - Ambassador Programs:
    - April 5, 2023 - 25 attendees
    - November 1, 2023 - 25 attendees
  - Leadership Charlotte:
    - February 24, 2023 - 32 attendees
  - Government Academy:
    - April 19, 2023 - 25 attendees
    - October 13, 2023 - 23 attendees



## UPDATES CONTINUED:

- Planning second annual Community Outreach Day for April 2024.
  - Create a planning team to include multiple department leads:
    - Emergency Management, Public Information Office, Utilities, Public Safety, Libraries, and Parks.
- Collaborating with educational institutions to design relevant programs:
  - County Engineer approved the program ideas.
  - Engineering and Survey videos (for students) - three 1-minute videos and five 2-minute videos.
- Initiating discussions with local schools for program development:
  - Emailed Charlotte County Schools.
- Existing school outreach initiatives from FY23-24:
  - Stormwater Village Presentation:
    - Be A Hero - Stormwater Presentation
      - 1,200 - 4th graders
  - Paper Ball Challenge:
    - Engineering Week - Punta Gorda Middle School
      - 80 - 8th graders

## NEXT STEPS:

- Maintain ongoing dialogue with the public relations group and communications team to foster innovative outreach strategies.
- Conduct surveys and polls to understand community interests and needs.
- Monitor ongoing analytics for strategic content adjustment.
- Continue enhancing social media strategies based on analytics.
- Monitor engagement metrics (likes, shares, comments, followers).
- Optimize distribution channels for wider reach, such as the Punta Gorda, Port Charlotte, North Port, Association of Realtors (PGPCNP), also including online availability.
- Work with the Solid Waste division to distribute the service guides to new homeowners when they receive their new garbage/recycling carts.
- Finalize and distribute the service guide.
- Track the number of service guides distributed and online downloads.
- Finalize video ideas and scripts with Charlotte County TV (CCTV).
- Discuss integrating the Engineering/Survey program with the school curriculum.
- Start the school outreach program and begin to measure the number of participating schools and students.
- Gather feedback for impact assessment by creating a survey for educators and students to fill out after every presentation.



# Strengthen the Understanding of Line-of-Sight From the Board of County Commissioners' Strategic Focus Areas

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

**ONGOING**

## OBJECTIVES:

- **Improve internal communication across the department:**
  - Equip all work centers with TVs that have digital rolling content to ensure information from the Board of County Commissioners (BCC) level and down, is shared and available for viewing.
  - Create monthly newsletters, and annual reports, along with a yearly strategic plan and the County Administrator's annual review.
  - Encourage managers/supervisors to nominate Employees of the Month.
  - Encourage leadership to promote Exceptional Service Awards (ESAs) and kudos.
  - Hold departmental "Year-in-Review" meetings.
  - Host annual manager's retreats.
  - Create and implement an auto-progression/career pathway program.
  - Create and distribute annual surveys to Public Works staff for feedback.
- **Provide administrative support to all Public Works divisions:**
  - Maintenance & Operations (M&O):
    - Create Facilities work orders when needed.
    - Schedule meetings, create agendas, take notes/minutes.
    - Arrange travel and prepare travel vouchers.
    - Assist with answering calls for the main Public Works line, when needed.
    - Create Legistar items and Legal Service Requests (LSRs).
    - Update the municipal service benefit/taxing units (MSBU/TU) advisory board vacancies and submit to Legistar with any applications and/or resumes.
    - Review MSBU/TU advisory board minutes.
    - Review and create Power Point presentations.
  - Business Services:
    - Create Facilities work orders when needed.
    - Write up kudos and schedule ESAs with Administration and staff.
    - Responsible for creating monthly newsletter (Inside the Works), monthly MSBU/TU Facebook graphics, annual reports, strategic plans, Employee of the Month certificates, challenge coins, and other initiatives.
    - Plan and host employee appreciation events.
    - Review and create Power Point presentations.
    - Route invoices to appropriate personnel.

## OBJECTIVES CONTINUED:

- Solid Waste:
  - Schedule meetings, create agendas, take notes/minutes.
  - Arrange travel and prepare travel vouchers.
  - Handle all Solid Waste calls.
  - Route invoices to appropriate personnel.
- Mosquito and Aquatic Weed Control:
  - Schedule meetings, create agendas, take notes/minutes.
  - Arrange travel and prepare travel vouchers.
- Engineering:
  - Schedule transportation meetings, create agendas, take notes/minutes.

## UPDATES:

- Eight work centers have been equipped with a TV and Optisigns displaying content.
- Newsletters are created every month with updated content (FY23 - 12 Inside the Works newsletters).
- Annual reports have been created every year since FY21 (3).
- Due to Hurricane Ian, the strategic plan for FY22 was placed on hold.
- The Employee of the Month nomination program was created and is distributed every month to division managers.
- Since 2021, we have hosted three “Year-in-Review” meetings and have invited all Public Works staff to attend.
- Manager’s retreats since 2021:
  - FY21 - Babcock Ranch and Babcock Ranch Eco Tour
  - FY22 - Laishley Community Room and King Fisher Fleet
  - FY23 - Peace River Botanical and Sculpture Gardens and Airboat Tour
- Actively working to create an auto-progression/career pathway program.
- Employee Feedback Surveys have been created annually since 2020 and are sent out at the end of the fiscal year. The purpose of these surveys is to receive information on how the department can improve and what we are doing well.
- Our division has toured three different facilities to gain knowledge of other departments/organizations within our community:
  - Public Safety/Emergency Operations Center facility tour
  - Charlotte County Landfill and Mini-Transfer and Recycling Facilities
  - Peace River Manasota Water Treatment Plant

Goal continued on next page >>>

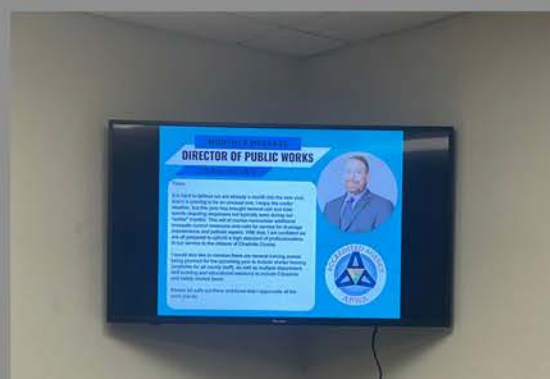
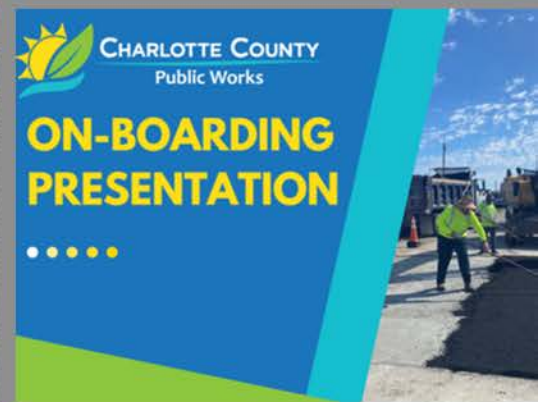
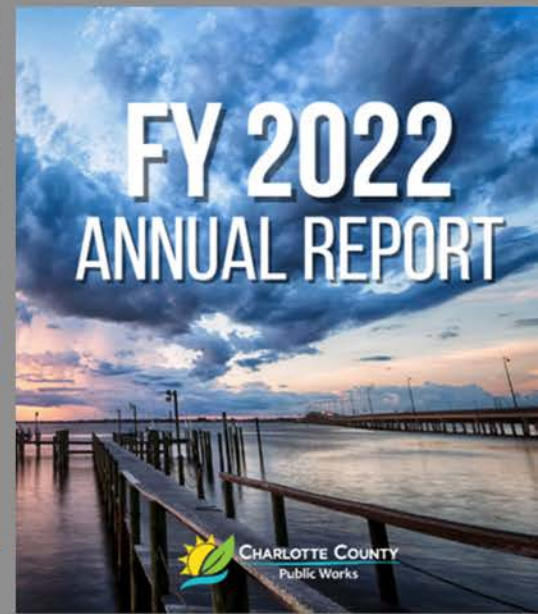


## NEXT STEPS:

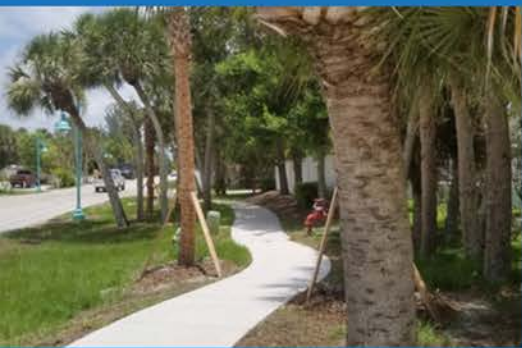
- The remaining work centers will have TVs installed by the end of FY24.
- Optsigns content is reviewed and updated weekly.
- Newsletters are updated monthly with new content from all levels of staff.
- The annual report for FY24 is underway. We are currently gathering information for the County Administrator's annual review.
- The strategic plan for FY25 will include goals, objectives, and updates from FY22, 23, and 24. Start working on the FY25 strategic plan.
- We have nominated employees from January to November and are continuing to nominate staff who exemplify exceptional service.
- The "Year-in-Review" for FY24 will be scheduled before the end of the fiscal year.
- FY24 manager's retreat is planned for April 2024.
- Meet with departments to refine and review the auto-progression/career pathway program.
- The FY24 annual survey will be distributed before the end of the fiscal year.
- Update MSBU/TU advisory board vacancies to reflect the expiring terms.
- Continue to meet with other departments to expand our range of knowledge.













# ENGINEERING

## GOALS

- Standardize Processes and Procedures for Continuous Improvement
- Maintain and Refine Capital Maintenance Programs
- Maintain and Refine Capital Improvement Programs
- Monitoring Concurrency - Expansion and Growth
- Capital Projects - Non-Concurrency Related
- Continue to Monitor and Evaluate Technology Trends to be Utilized
- Public Outreach





# Standardize Processes and Procedures for Continuous Improvement

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure
- Public Services

## ONGOING

## OBJECTIVES:

- **Develop bid specification standards:**
  - Build all projects to the same standards.
  - Minimize confusion with contractors.
  - Reduce claims from contractors.
- **Initiate an electronic filing system:**
  - Create consistency in the way documents are created and stored for each project.
  - Store documents in an accessible place to increase productivity.
  - Improve customer experience and communications with the public.
  - Allow administrative staff the ability to retrieve data when needed.
- **Establish a Project Management Guide:**
  - Provide processes and requirements that all project managers (PMs) will follow.
  - Ensure more project management consistencies within the division.
  - Minimize confusion with consultants, contractors, and other departments.
  - Establish document guidelines for each project.
  - Review documents and processes to provide input, minimizing claims, and/or provide documents to help refute those claims.
  - Staff has monthly PM meetings to address any issues or concerns. As issues occur, the documents and processes are examined to determine if any should be adjusted.
  - Reduce time to answer questions or find information as it should all be stored in a mutual place.
  - Allow administrative staff the ability to retrieve data when needed.
- **Establish cross-training and training programs for inspectors and project managers:**
  - Increase knowledge and skill levels of county inspectors and PMs.
  - Create workflow(s) to easily transition any projects if an inspector/PM is on leave status.
  - Ensure more inspection consistencies within the division.

## UPDATES FROM FY22-23:

- **Develop bid specification standards:**
  - The standardized bid specifications are being utilized by all project engineers/managers. Additional reviews are completed as needed at monthly project management meetings and appropriate changes are made immediately.
- **Initiate an electronic filing system:**
  - The format for the electronic filing system has been established and vetted through the project management team.
- **Establish a Project Management Guide:**
  - Staff has created all the individual sections of the Project Management Guide and is now working on placing each section to ensure ease of use. This is a herculean task to put it into a format that works for everyone. We continue to explore the right way to put it all together. In the meantime, staff is able to utilize all components of the guide and it is essentially working.
- **Establish cross-training and training programs for inspectors and project managers:**
  - All new inspectors/PMs shadow other inspectors as part of the onboarding process. This helps them to gain experience with all types of projects.
  - Inspectors/PMs continue to cross-train with others when opportunities arise. This allows them to be updated on current projects to assist with leave coverage.

## NEXT STEPS FOR FY23-24:

- **Develop bid specification standards:**
  - The bid specifications will be reviewed annually and as needed at monthly project management meetings. Changes will be made immediately.
- **Initiate an electronic filing system:**
  - Staff will begin utilizing the electronic filing system by June 2024.
  - The electronic filing system will be reviewed annually and as needed at monthly project management meetings. Changes will be made immediately.
- **Establish a Project Management Guide:**
  - The guide will be completed by March 2025.
  - Staff will continue to review and update the sections as needed at monthly project management meetings.
- **Establish cross-training and training programs for inspectors and project managers:**
  - A minimum of 20 hours of inspection cross-training will be completed per year.
  - A minimum of 20 hours of project management cross-training will be completed per year.



# Maintain and Refine Capital Maintenance Programs (CMP)

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

**ONGOING**


## OBJECTIVES:

- **Bridge Maintenance Program (BMP):**
  - Keep Charlotte County bridges operational and safe.
  - Improve the appearance of county bridges.
  - Preserve maintenance programs and delineate costs.
  - Plan for unfunded projects.
  - Analyze the values of various funding mechanisms (i.e. gas tax, MSBUs, etc.).
  - Determine the amount of infrastructure needed versus funding sources.
- **Paving Maintenance Program:**
  - Keep Charlotte County roadways operational and safe.
  - Improve the appearance of county roadways.
  - Preserve maintenance programs and delineate costs.
  - Plan for unfunded projects.
  - Analyze the values of various funding mechanisms (i.e. gas tax, MSBUs, etc.).
  - Determine the amount of infrastructure needed versus funding sources.
- **Dredging Maintenance Program:**
  - Keep Charlotte County navigable canals operational and safe.
  - Preserve maintenance programs and delineate costs.
  - Plan for unfunded projects.
  - Determine the amount of infrastructure needed versus funding sources.
- **Develop a Long-Range Canal Sediment Removal Program:**
  - Improve the appearance of the community.
  - Preserve maintenance programs and delineate costs.
  - Improve water quality by removing nutrients in the sediment.
  - Determine the amount of infrastructure needed versus funding sources.



# UPDATES FY22-23:

- **Bridge Maintenance Program (BMP):**
  - Engineering staff continues to utilize the bridge maintenance database to create yearly work programs for bridge maintenance.
  - Staff continues working with the MSBUs to implement the BMP and completed two bridge rehabs in FY22-23.
  - Staff continues to rehabilitate gas tax bridges with the funding available.
- **Paving Maintenance Program:**
  - Due to the price of materials, it was determined to hold off on paving during this fiscal year. Staff continued to work with the MSBUs to ensure they were well informed of the delay and the reason behind it.
- **Dredging Maintenance Program:**
  - Staff continues working with the MSBUs to develop and implement dredging maintenance plans to include funding options when needed.
- **Long-Range Canal Sediment Removal Program:**
  - Two capital improvement projects have been created to provide funding from the mid-county and west-county stormwater units.
  - To receive credit for nutrient removal, Engineering has hired a consultant to perform a background analysis and create a sediment removal program with the Florida Department of Environmental Protection (FDEP).
  - This program was put on hold as the county hired a new Water Quality Manager. Engineering wanted expert advice prior to moving forward in this program. The Water Quality Manager continues to work with the consultant and state agencies to help us put together a good plan.

Goal continued on next page 





## NEXT STEPS FOR FY23-24:

- **Bridge Maintenance Program (BMP):**
  - Continue to utilize the bridge maintenance database and continue to implement the maintenance plans.
  - Staff is currently working on the BMPs of 32 MSBU bridges in various stages and will continue to work with the individual MSBUs that have MSBU-funded bridges. This will include rate increases, if required.
  - Staff is currently working on the BMPs of 11 gas tax bridges in various stages and will continue to put together work plans yearly.
  - Staff will create an annual maintenance contract for the Tom Adams Bridge to ensure the bridge continues to operate appropriately. Staff will work with the Maintenance & Operations division as they employ the bridge tenders.
- **Paving Maintenance Program:**
  - Continue to develop and fulfill paving maintenance plans to include funding options when needed for both gas tax-funded roadways and MSBUs. There will be 23 miles of MSBU roads and 20 miles of gas tax roads paved in FY23-24.
- **Dredging Maintenance Program:**
  - Continue to develop and fulfill dredging plans to include funding options when needed. There are currently five projects in various stages.
- **Long-Range Canal Sediment Removal Program:**
  - Staff, including the Water Quality Manager, will continue working with the consultant and the state agencies to put together a plan that is beneficial to all.









# Maintain and Refine Capital Improvement Programs (CIP)

## BCC FOCUS AREA:

**ONGOING**

- Infrastructure

## OBJECTIVES:

- **Evaluate the Traffic Calming Policy:**
  - Reduce speed on local roads without interrupting other roadways.
  - Reduce cut-through traffic on local roads.
  - Keep traffic flowing throughout the county as growth occurs.
  - Public outreach to educate citizens that growth equals more traffic.
- **Develop a long-range sidewalk program:**
  - Provide a safe place for pedestrians to walk.
  - Provide a more walkable community.
  - Preserve maintenance programs and delineate costs.
  - Analyze value of various funding mechanisms (i.e. impact fees, MSBUs, sales tax, etc.).
  - Sidewalks would improve the appearance of the community.
- **Create a priority matrix for transportation-related issues/projects:**
  - Prioritize projects based on need using data and analytics.
  - Create plans based on prioritization and funding.
    - Grant opportunities will be housed in one central location with all information listed accordingly.
  - Improve community safety.
  - Keep traffic flowing throughout county as growth occurs.
  - Assist with spending funds on highest priority projects based on data and analytics.





## UPDATES FROM FY22-23:

- **Evaluate the Traffic Calming Policy:**
  - After further evaluation and consideration, it has been decided to remove the current Traffic Calming Policy and not implement a new policy.
  - Submitted an agenda item for a Board of County Commissioners (BCC) meeting to remove the current Traffic Calming Policy.
- **Develop a long-range sidewalk program:**
  - Staff has worked on several plans to help build more sidewalks throughout the community, including MSBU requests, hazardous walking conditions, and sales tax initiatives.
  - Staff also works with the Charlotte County School Board and our Grants Analyst to apply for grants associated with the Safe Routes to Schools program.
  - Staff provides information to MSBUs that are interested in building sidewalks in their community and will carry out any plans they approve.
  - Staff completed one MSBU sidewalk this fiscal year in South Gulf Cove.
- **Create a priority matrix for transportation-related issues/projects:**
  - Staff has started evaluating the different needs of transportation-related issues and has come up with a priority list for the next budget cycle and request for funding.



Goal continued on next page >>>



## NEXT STEPS FOR FY23-24:

- **Evaluate the Traffic Calming Policy:**
  - The county Traffic Calming Policy was eliminated on June 27, 2023, by the BCC.
  - Traffic calming concerns will be reviewed on a case-by-case basis.
- **Develop a long-range sidewalk program:**
  - Staff continues to work with MSBUs on sidewalk plans and projects. Staff is currently in the design and permitting phase for 10 sidewalks within multiple MSBUs.
  - Staff continues to implement plans associated with sales tax funding allocated for sidewalks. Staff is currently working on 12 sales tax sidewalk projects in various stages.
  - Staff continues to implement sidewalk plans associated with the “hazardous walking conditions,” Florida State Statute (Chapter 1006 Section 23). Staff is currently in the design phase for one “hazardous walking condition” sidewalk project.
  - Staff is currently working on two sidewalks within the Charlotte Harbor Community Redevelopment Agency (CRA), on Parmely Street and Melbourne Street. Both projects are in the design and permitting phase.
- **Create a priority matrix for transportation-related issues/projects:**
  - Staff will continue to evaluate transportation intersection needs and priorities on an ongoing basis for funding requests.
  - Staff is currently working on four intersections that have been prioritized and have funding for this fiscal year.

## CURRENT CAPITAL IMPROVEMENT PROGRAMS:

- **MSBU/TU sidewalks:**
  - David Boulevard, Gillot Boulevard, Forsemen Boulevard, Holton Terrace, Dorchester Street, Willmington Boulevard, Gasparilla Pines Boulevard, N. Beach Road, Chamberlain Boulevard, Rampart Boulevard.
- **Sales tax sidewalks:**
  - Kings Highway, Quesada Avenue (including pedestrian facilities at Forrest Nelson Boulevard), Marathon Boulevard, Sunset Boulevard, Fruitland Boulevard, Avenue of the Americas, Rampart Boulevard, Airport Road, Cleveland Avenue, Atwater Street, Caring Way, Brinson Avenue.
- **“Hazardous walking conditions” sidewalk:**
  - Midway Boulevard.
- **Transportation priority matrix for FY23-24:**
  - Cochran Boulevard X Veterans Boulevard intersection improvements.
  - Signal at Gasparilla Road X Ingram Boulevard.
  - Signal or roundabout at Gasparilla Road X Rotonda Boulevard E.
  - Harbor Boulevard X Access Road intersection improvements.



# KINGS HIGHWAY

## SALES TAX SIDEWALK





# Monitoring Concurrency - Expansion and Growth

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure
- Public Services

**ONGOING**

## OBJECTIVES:

- Keep Charlotte County roadways operational and safe.
- Improve the appearance of county roadways.
- The BCC has adopted a level of service for county roadways.
- Engineering continues to evaluate growth and concurrency issues with roadways. The capital needs assessment includes future expansion of roadways to meet concurrency.

## NEXT STEPS FOR FY23-24:

- Staff will continue to evaluate concurrency using data collection, analysis, and projections based on development activity.
- Staff is currently working on two concurrency-related roadway expansion projects that are both in the design phase:
  - Kings Highway from Sandhill Boulevard to the county line.
  - Sandhill Boulevard from Kings Highway to Deep Creek Boulevard.
- Conduct a comprehensive evaluation of the county's local road network.



Photo: John Elias



# Capital Projects - Non-Concurrency Related

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure
- Public Services

## ONGOING

## OBJECTIVES:

- Engineering continues to evaluate growth and safety needs for transportation and boating throughout the county. The capital needs assessment includes projects to improve safety.
- Engineering continues to implement the beach renourishment management plan for Manasota Key and Don Pedro/Knight Islands.
- Engineering continues to evaluate all county infrastructure within the road and canal rights-of-way (ROW) and address needs when applicable.

## NEXT STEPS FOR FY23-24:

- Staff will continue to evaluate infrastructure using inspection, data collection, and analysis and implement plans to improve safety where needed as funding is available.
- Staff is currently working on two roadway expansion projects that are not concurrency related and are both in the design phase:
  - Harborview Road from Melbourne Street to I-75.
  - Edgewater Drive X Flamingo Boulevard from Midway Boulevard to SR-776.
- Staff is currently working on a parallel lock project for the South Gulf Cove Lock that includes a tender house. This project is to help with boater wait times and safety.
- Staff is currently working on implementing a beach management plan that includes renourishment when needed as well as meeting all permit requirements. A truck haul beach renourishment project for Manasota Key and Don Pedro/Knight Islands is scheduled to start in this fiscal year to replace sand lost during Hurricane Ian and Idalia.





# Continue to Monitor and Evaluate Technology Trends to be Utilized

## BCC FOCUS AREA:

ONGOING

- Efficient and Effective Government

## OBJECTIVES:

- **File stormwater permits electronically:**
  - Provide efficiency for both the user and reviewer.
  - Save time and money by filing or mailing hard copies of documents.
  - All documents will be stored in Accela for readily available access.
  - Eliminate the need for overtime to scan old stormwater files into system due to lack of storage of hard copies.
- **Utilize the Interactive Projects Map:**
  - Maintain transparency with citizens.
  - Increase public outreach to educate citizens.
  - Assist the other departments/divisions with coordination of projects.
  - Provide an interactive way for citizens to view project statuses.

## UPDATES FROM FY22-23:

- **File stormwater permits electronically:**
  - Staff has initiated discussions with permittees and the Community Development department. Community Development oversees the permitting software and will need to make the necessary changes for us to be able to accomplish this task.
  - This task was put on hold due to Hurricane Ian and the overloading of permitting in Community Development. Staff plans to resume once permitting requests have settled down.
- **Utilize the Interactive Projects Map:**
  - Staff continues to provide information for the project status updates page.

## NEXT STEPS FOR FY23-24:

- **File stormwater permits electronically:**
  - Staff will also continue to upload old files, either through current staff or hire a contractor to do the work.
  - Staff will work with Community Development and IT to ensure that the software can handle the request. Once the necessary changes are made, staff can begin educating the public that apply for stormwater permits.
- **Utilize the Interactive Projects Map:**
  - Staff will continue to update project statuses on our webpage on a biweekly basis.



# Project Status Updates

### Active Projects

# 75

Last update: a few seconds ago

### North County Public Works Y...

Sponsor Department:  
Public Works

Project location:  
18181 Sinatra Ave, Port  
Charlotte, FL 33954

See more details about this  
North County Public Works  
Yard project here

Last update: a minute ago



Map showing project locations in the Charlotte area. Markers are color-coded by phase: purple (Complete), green (Planning), and blue (Public Works). Locations labeled include Charlotte, Cape Coral, Fort Myers, and Lehigh.

- North County Public Works Yard  
Phase: Complete | Public Works
- Cochran Boulevard Reclaim Extension  
Phase: Complete | Utilities
- SR 776 Wastewater Force Main Replacement  
Phase: Complete | Utilities
- Alligator Creek Maintenance Dredge  
Phase: Planning | Public Works
- Pirate Harbor Dredge  
Phase: Planning | Public Works
- Buena Vista Exterior Dredge Project  
Phase: Planning | Public Works
- NWPC Interior Canal Maintenance Dredge  
Phase: Planning | Public Works
- Gulf Cove Interior Canal  
Last update: a few seconds ago

Filter By Category



## Willmington Boulevard Sidewalk

Last Updated: 04/29/2024 Category: Sidewalks Current Phase: Planning and Project Approval

Willmington Boulevard Sidewalk

[Read More >](#)



## Cleveland Avenue Sidewalk

Last Updated: 04/29/2024 Category: Sales Tax Funded Category: Sidewalks Current Phase: Planning and Project Approval

The BCC has requested a sidewalk be designed and constructed on Cleveland as part of the 2020 Sales Tax Extension.

[Read More >](#)



## Airport Road Sidewalk

Last Updated: 04/29/2024 Category: Sales Tax Funded Category: Sidewalks Current Phase: Planning and Project Approval

Design and construct a sidewalk on Airport Rd. as part of the 2020 sales tax

[Read More >](#)



# Public Outreach

## BCC FOCUS AREA:

- Efficient and Effective Government

**ONGOING**

## OBJECTIVES:

- Incorporate more user-friendly electronic services within the county.
- Improve customer experience and communications with the public.
- Establish a proactive approach to dispersing information.

## UPDATES FROM FY22-23:

- Staff worked with CCTV and recreated an informational stormwater video that plays on CCTV for public education.
- Staff attended a school event during Engineering Week to promote engineering, as well as created a video to promote children to consider engineering as a future career choice.

## NEXT STEPS FOR FY23-24:

- Staff is working with CCTV to create short videos from PMs, engineers, and the survey team to show what we do and to promote engineering and surveying as a future job opportunity for the youth. We plan to use these videos during our school visits.
- Staff will continue to participate in Engineering Week and Girls in Engineering Day with our local schools. During these days, staff will visit each school to teach students about the Engineering division and complete an activity with students to utilize their engineering skills.
- Visit local schools during Survey Week to spotlight the profession of surveying. There are not enough surveyors graduating from universities to keep up with the demand. The hope is to gain traction for the profession.
- Staff is currently working with the Public Works Public Relations Manager (PRM) to create an entire program within the schools to promote these professions and teach the kids what we do.



# TYPES OF ENGINEERING

- ❖ Chemical
- ❖ Civil
- ❖ Electrical
- ❖ Mechanical
- ❖ Interdisciplinary









# MAINTENANCE & OPERATIONS

(M & O)

## GOALS

- Maintenance of All Assets
- Refine and Update Asset Inventory Data
- Strategic Asset Management Plan for Maintenance & Operations Assets
- Develop Roadway Landscape Capital Improvement Project and Long-Range Program
- Implement a Municipal Services Benefit/Taxing Unit (MSBU/MSTU) Standard of Procedure Process
- Private Property Drainage Work Program - Greenbelts, Backyard Ditches
- Continue to Monitor and Evaluate Technology Trends to be Utilized
- Public Outreach





# Maintenance of All Assets

## BCC FOCUS AREA:

ONGOING

- Efficient and Effective Government
- Infrastructure
- Public Services

## OBJECTIVES FROM FY22-23:

- **Maintain County-Wide Brush and Right-of-Way Recovery Work Programs:**
  - Increase access to and awareness of the local natural resources of Charlotte County.
  - Improve the appearance of the community.
- **Continue Driveway Pipe Replacement Program:**
  - Monitor asset attributes.
  - Onboard additional asset management staff to assist with the workload and continue efficient asset attribute updates and verifications.
  - Compare the costs of replacing old infrastructure versus new infrastructure needed for growth.
- **Continue Road Crossing Pipe Replacement Program:**
  - Monitor asset attributes.
  - Onboard additional asset management staff to assist with the workload and continue efficient asset attribute updates and verifications.
  - Compare the costs of replacing old infrastructure versus new infrastructure needed for growth.

## UPDATES FROM FY22-23:

- **Maintain County-Wide Brush and Right-of-Way Recovery Work Programs:**
  - Hurricane Ian halted the initiative to utilize in-house resources to determine the required number of assets needed to conduct county-wide boom mowing.
- **Continue Driveway Pipe Replacement Program:**
  - 86 driveway pipes were replaced.
- **Continue Road Crossing Pipe Replacement Program:**
  - 28 road crossing pipes were replaced.



## OBJECTIVES FOR FY23-24:

- **Maintain County-Wide Brush and Right-of-Way Recovery Work Programs:**
  - Continue the initiative to utilize in-house resources to determine the assets needed to conduct county-wide boom mowing.
- **Continue Driveway Pipe Replacement Program:**
  - Staff continues to replace corrugated metal or plastic driveway pipes with reinforced concrete pipes at time of failure.
- **Continue Road Crossing Pipe Replacement Program:**
  - Staff continues to review available asset data in comparison to upcoming paving programs to determine the required number of road crossing pipe replacements. The intent of the review is to capture all existing metal road crossing pipes to replace the asset with concrete pipe.

## NEXT STEPS FOR FY23-24:

- **Maintain County-Wide Brush and Right-of-Way Recovery Work Programs:**
  - Staff has resumed the initiative by using in-house resources to conduct boom mowing.
  - Monitor boom mowing map progress throughout the fiscal year.
- **Continue Driveway Pipe Replacement Program:**
  - Continue to replace driveway pipes at time of failure to ensure positive drainage flow in the county right-of-ways.
  - Identify a long-range program for driveway pipe replacements and present to the BCC in FY25, based on analysis from the Strategic Asset Management Plan (SAMP).
- **Continue Road Crossing Pipe Replacement Program:**
  - M&O staff will work closely with the Engineering Paving Program Projects Manager to identify upcoming paving locations.
  - Paving program maps are reviewed and asset attributes for road crossing pipes are verified and/or updated.





# Refine and Update Asset Inventory Data

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure
- Public Services

**ONGOING**

## OBJECTIVES FROM FY22-23:

### M&O:

- **Establish tiered levels of service for customers and work programs:**
  - Improve community safety features such as street lighting, sidewalks, or bike paths.
  - Preserve maintenance programs and delineate costs.

### Traffic Signs and Marking (TSM):

- Restore and maintain traffic and navigational aid sign inventory.

### Lighting District (LD):

- Continue collecting assets maintained by the Lighting District for inclusion into a new asset management work order system.

## UPDATES FROM FY22-23:

### M&O:

- **Establish tiered levels of service for customers and work programs:**
  - Staff analyzed and updated work activities with the implementation of a new asset management work order system to include the staff and equipment required to conduct work. This process updated the charge out rates for actual work conducted for the work programs.
  - Staff halted use of the new asset management work order system due to Hurricane Ian, but continued in February 2023.
  - Staff prepared work programs to replace road crossing pipes ahead of the paving programs in the next two fiscal year budgets.

### TSM:

- Monitor traffic sign inventory using Cartegraph's asset management tracking system to ensure TSM's complete inventory of 85,115 assets/signs are accounted for.
- Start to transition inventory data into the new asset management work order system for future asset management purposes.

### LD:

- The LD has been working with the Asset Management Coordinator to add warning beacons and City of Punta Gorda assets into the new asset management work order system.



## OBJECTIVES FOR FY23-24:

### M&O:

- **Establish tiered levels of service for customers and work programs:**
  - Upgrade equipment utilized for asset collection.
  - Continue to update the new asset management work order system with asset attributes.

### TSM:

- Pull our complete traffic and navigational aid sign data from Cartegraph and integrate it into the new asset management work order system.
- Review integrated data for transfer errors/missing assets from our 85,115 known assets/signs.

### LD:

- Continue to collect data and add existing/new assets into the new asset management work order system.
- Map all components of at least 25% of existing intersections (30 intersections).
- Add roadway lighting details as it coincides with the LED Conversion (Light Emitting Diode).

## NEXT STEPS FOR FY23-24:

### M&O:

- **Establish tiered levels of service for customers and work programs:**
  - Onboard additional asset management staff; post positions until they are filled.
  - Review data as the information is populated into the new asset management work order system.
  - Formulate appropriate levels of service with data driven analytics.
  - Create geographical information systems (GIS) dashboards to monitor work program progress and associated costs.
  - Order additional new equipment.

### TSM:

- Collaborate with Cartegraph representatives to pull Charlotte County's traffic signs and marking data for the integration into the new asset management work order system.
- Work with the Asset Management Coordinator to ensure the successful transition of Cartegraph data into the new asset management work order system.

### LD:

- Continue working with the Asset Management Coordinator to upload pertinent information into the new asset management work order system.

Goal continued on next page





# UPDATES FOR FY23-24:

## M&O:

- A Senior Design Technician has been onboarded; three Design Technician positions have been advertised and will be posted until filled.
- A GIS dashboard showing accomplishments and costs has been created and is used to monitor work program progress.
- Several new pieces of equipment have been delivered, including two new Menzi Mucks and a camera truck. Additional equipment has been ordered and is awaiting delivery.

## TSM:

- Traffic and navigational aid sign data has been integrated into the new asset management work order system.
- An additional, sign-specific, ESRI (Environmental Systems Research Institute, Inc.) layer has been developed for asset tracking purposes.
- We have identified several thousand missing assets from the transfer of data into the new asset management work order system. We are currently updating those assets as they are found through routine work.

## LD:

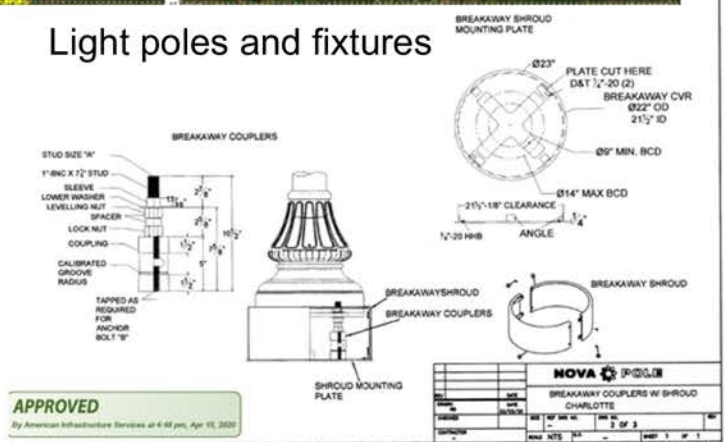
- Currently working to upload all the camera/detection types at each intersection (120 cameras).
- Differentiate the poles and fixtures for all 3,292 roadway lights that are uploaded in the new asset management work order system.

All traffic and navigational aid signs in the new asset management system



New detection camera

## Light poles and fixtures





# Strategic Asset Management Plan for Maintenance & Operations Assets

**IN PROGRESS**

## **BCC FOCUS AREA:**

- Efficient and Effective Government
- Infrastructure

## **OBJECTIVES:**

- Develop a county-wide strategic asset management plan/strategy (SAMP) for all Public Works assets.

## **UPDATES:**

- Selected staff members participated in individual interviews with the selected consultant to discuss the county's asset management status.

## **NEXT STEPS:**

- Participate in strategic focus groups for county-wide strategic asset management plan.
- Apply the framework generated with the county-wide strategic asset management plan to Public Works assets.





# Develop Roadway Landscape Capital Improvement Program and Long-Range Program

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

**IN PROGRESS**

## OBJECTIVES FROM FY22-23:

- Improve the appearance of the community.
- Modify land layout to improve the appearance of the community for residents and businesses.
- Create a capital improvement program (CIP) for gateway and thoroughfares.

## UPDATES FROM FY22-23:

- The gateway and thoroughfare CIP has been updated for the next budget cycle.

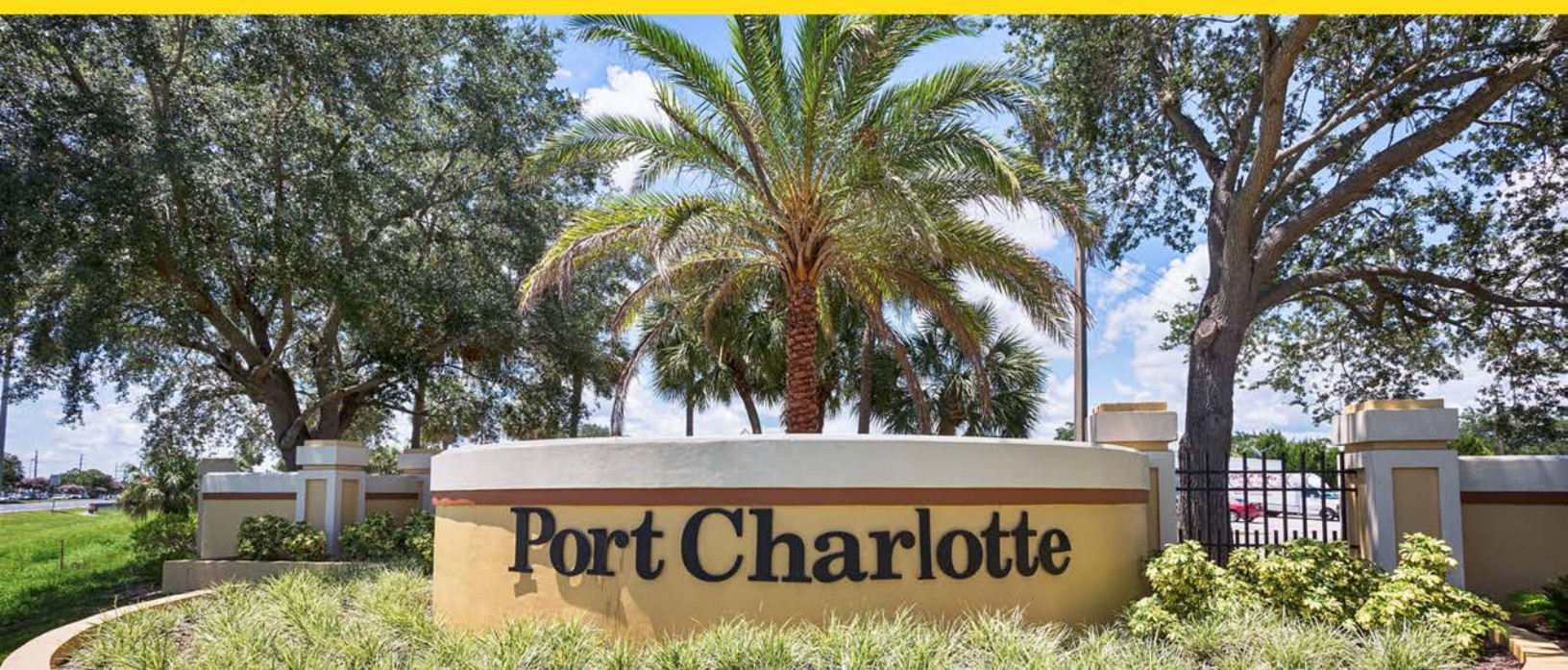
## OBJECTIVES FOR FY23-24:

- Incorporate the landscape design standards into a long-range program for financial planning.
- Identify potential cost savings.
- Plan for future capital road and sidewalk projects.
- Conduct an analysis of future maintenance cost trends for contracted services and in-house maintenance.
- Work with the Engineering division to expand the Operating Budget Impact section of the CIP sheets.

## NEXT STEPS FOR FY23-24:

- Present proposed landscape long-range program and cost projections to the BCC.
- Monitor maintenance costs.







# Implement a Municipal Service Benefit/Taxing Unit (MSBU/TU) Standard of Procedure Process

## BCC FOCUS AREA:

- Efficient and Effective Government

**IN PROGRESS**

## OBJECTIVES FROM FY22-23:

- Incorporate current projects.
- Plan for unfunded projects.
- Preserve maintenance programs and delineate costs.
- Establish proactive approach to dispersing information.

## UPDATES FROM FY22-23:

- A workflow binder has been compiled to assist with training and consistency on policies and procedures.
- Implemented postcard survey mailers to distribute information and solicit feedback to MSBU/TUs without an established Advisory Board.
- Public Works and the Fiscal Services department have implemented biweekly MSBU/TU meetings during the budget process.
- A new asset management work order system has rolled out to assist with data collection and review.
- Process improvements have been made to the budget process.
- Professional development, including refresher courses, has been added to the workflow binder.

## OBJECTIVES FOR FY23-24:

- Refine the standard operating procedures for the Community Liaison position in the workflow binder, including outlining the expectations during the budget process.
- Establish a process for new MSBU/TU requests.
- Expand the approach to dispersing information to the community.

## NEXT STEPS FOR FY23-24:

- Work with the County Attorney's Office and the Fiscal Services department to finalize the workflow for new waterway and street and drainage MSBU/TU requests.
- Implement a routine training plan to include refresher courses on stormwater, minute-taking techniques, and parliamentary procedures.
- Continue process improvements for budgets and future capital planning by scheduling quarterly meetings with the Fiscal Services department and the Financial Assessment and Compliance Analyst.
- Strengthen the data analysis and financial reporting portion of the asset management system.
- Post MSBU/TU meeting information to the Nextdoor Neighborhood platform.
- Bring an item to the BCC regarding the addition of dedicated-not-accepted (DNA)/private roads into an MSBU/TU.



# Private Property Drainage Work Program - Greenbelts, Backyard Ditches

## BCC FOCUS AREA:

**ONGOING**

- Infrastructure

## OBJECTIVES FROM FY22-23:

- Preserve maintenance programs and delineate costs.
- Plan for unfunded projects.
- Analyze value of various funding mechanisms (impact fees, MSBU/TUs, etc.).
- Create a Memorandum of Understanding (MOU) for the maintenance of private property drainage work in Rotonda West.

## UPDATES FROM FY22-23:

- In July 2020, Public Works staff delivered a presentation to the BCC regarding requests to maintain greenbelts and backyard ditches in the Rotonda West community.
  - The BCC approved an MOU between the county, Rotonda West Association, and the Rotonda Golf Course.
  - Work under the MOU is currently underway. Staff has prioritized needed work in the following order: large stormwater pipe networks in need of lining, swale grading along roadways, then backyard swales.
- Since the adoption of the Rotonda West MOU, staff has been approached by several other communities to adopt MOUs to maintain drainage infrastructure.

## OBJECTIVES FOR FY23-24:

- Restore drainage throughout the county by partnering with communities and property owners whose infrastructure commingles with public drainage.
- Public Works staff was approached by the Deep Creek Section 20 and Section 23 Property Owner's Associations (POA) and the Deep Creek Golf Club to explore entering into an MOU.

## NEXT STEPS FOR FY23-24:

- Staff continues to investigate and plan work needed in the Rotonda West MOU.
- Identify information needed to formulate a proposed MOU with the Deep Creek community to include asset collection, stakeholder identification, potential costs, and MOU presentation.
- Review and analyze new MOU requests submitted by communities.
- Provide regular updates to the BCC regarding the status of work.



# Continue to Monitor and Evaluate Technology Trends to be Utilized

## BCC FOCUS AREA:

**ONGOING**

- Efficient and Effective Government
- Infrastructure

## OBJECTIVES FROM FY22-23:

- Increase hard and soft skills of staff with hands on, team and instructor led training.
- Implement more user-friendly electronic services.
- Improve performance and fiscal data.
- Educate staff on tools to improve fiscal management.
- Strengthen the capacity for analytics and data driven decision making.
- Establish proactive approach to dispersing information.
- Implement the new asset management work order system.
- Install new weather stations.

## UPDATES FROM FY22-23:

- Implementation of the new asset management work order system began in June 2022, with staff training occurring through July, August, and September of 2022.
- Use of the new asset management work order system was halted due to Hurricane Ian. Staff began using the system again in February 2023.
- All weather stations were damaged due to Hurricane Ian.
- Analyzed and updated work activities with the implementation of the new asset management work order system to include the staff and equipment required to conduct work. Staff were assigned iPads to utilize the system during field operations.
- This process updated the charge-out rates for actual work conducted for the work programs.

| MSID         | Material | PipeSize      | Pipe_Length_Ft | PipeLining_Method | created_year | created_date | last_edited_year | last_edited_date | Condition |
|--------------|----------|---------------|----------------|-------------------|--------------|--------------|------------------|------------------|-----------|
| Engined East |          | Diameter Pipe | 0              |                   | GIS          | 4/14/2022    | HOBS/ONC         | 4/27/2022        |           |
| Engined East |          | Diameter Pipe | 0              |                   | GIS          | 4/14/2022    | HOBS/ONC         | 4/27/2022        |           |
| Engined East |          | Diameter Pipe | 0              |                   | GIS          | 4/14/2022    | HOBS/ONC         | 4/27/2022        |           |
| Engined East |          | Diameter Pipe | 0              |                   | GIS          | 4/14/2022    | HOBS/ONC         | 4/27/2022        |           |



## OBJECTIVES FOR FY23-24:

- Hold monthly training sessions for asset management topics.
- Monitor key performance indicators (KPIs) and compare to previously established benchmarking.
- Educate staff on tools to improve fiscal management.
- Increase hard and soft skills of staff with hands-on, team, and instructor-led training.
- Assist with the completion of the county-wide SAMP.
- Explore opportunities to partner with IT to review and implement technologies (i.e. inventory scanning, LIDAR technology, drone technology).

## NEXT STEPS FOR FY23-24:

- Order upgraded data collection equipment (GPR, Trimble Units):
  - Three new Trimble Units were ordered and received in November 2023.
    - A Community Utilities Equipment Supply (CUES) camera truck was ordered and received in December 2023. IT is currently working with the vendor to ensure the software integrates seamlessly with the new asset management work order system.
- Order upgraded weather station equipment to allow staff to continue to monitor inclement weather as it occurs.
  - 25 Vantage Pro 2 consoles with soil monitors were ordered and received in December 2023.
  - Create new GIS dashboard for weather station data.
- Continue staff training.
- Review and update system workflows as efficiencies are discovered.
- Monitor productivity in the asset management work order system to include equipment, labor, and material (ELM) entries.
- Install all new weather stations prior to the start of the next hurricane season.
- Create new GIS dashboard for the weather station data to be displayed in the Emergency Operations Center (EOC) during activation.
- Hold seven monthly asset management work order system trainings.





# Public Outreach

## BCC FOCUS AREA:

- Efficient and Effective Government

**ONGOING**

## OBJECTIVES:

- Improve the customer experience and communication with the public.
- Continue to post regular updates on the Charlotte County Public Works Facebook page.
- Staff will attend citizen interest group meetings to provide information when invited.

## UPDATES FROM FY22-23:

- Staff members post regular updates on the Charlotte County Public Works Facebook page to include MSBU/TU meeting notices, advisories, and project updates.
- Staff attend and provide information to citizen interest groups when invited. This includes property owners' association (POA) meetings, neighborhood watch groups, realtor association meetings, etc.

## NEXT STEPS FOR FY23-24:

- Be responsive to all citizen inquiries.
- Make standardized responses for all requests for service.
- Attend citizen interest group meetings when invited.
- Schedule daily posts of our daily operations on our Public Works Facebook page.
- Post regular updates on the Charlotte County website.



**Charlotte County Public Works** ●

3.2K followers • 22 following













# LIGHTING DISTRICT

## GOALS

● Intersection Hardening

● Continue to Monitor and Evaluate Technology Trends to be Utilized





# Intersection Hardening

## BCC FOCUS AREA:

**ONGOING**

- Infrastructure

## OBJECTIVES FROM FY22-23:

- Upgrade and harden intersections to reduce maintenance costs and downtime after weather events.
  - Peachland Boulevard X Harbor Boulevard
  - Forrest Nelson Boulevard X Quesada Avenue
  - Conway Boulevard X Olean Boulevard
  - Rio De Janeiro Avenue X Harborview Road
  - Kings Highway X Harborview Road
  - Kings Highway X Elmira Boulevard
  - Kings Highway X Olean Boulevard
  - Kings Highway X Suncoast Boulevard
  - Kings Highway X Westchester Boulevard
  - Cochran Boulevard X Education Way
  - Murdock Circle X Education Way

## UPDATES FROM FY22-23:

- The CIP for the Harborview Road and Kings Highway intersection hardening went before the BCC in December 2023 and was approved.

## OBJECTIVES FOR FY23-24:

- Complete designs and begin construction.

## NEXT STEPS FOR FY23-24:

- Engineering consultant must design the hardened intersections.
- The Florida Department of Transportation (FDOT) has approved a \$2,500,000 grant for construction of the Harborview Road and Kings Highway intersection.







# Continue to Monitor and Evaluate Technology Trends to be Utilized

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

**ONGOING**

## OBJECTIVES FROM FY22-23:

- Replace video and radar vehicle detection systems, traffic signal controllers, and malfunction monitor units (MMUs), where components are reaching the end of their usable life.
- Increase reliability by maintaining power during outages or brief interruptions by installing uninterruptible power supplies (UPS) at 50+ signalized locations currently without one.
- Improve reliability and/or accuracy by reducing false or missed vehicle detection by upgrading to video detection systems.
- Reduce maintenance expenses by being able to diagnose and solve issues remotely.
- Replace or upgrade system components to meet current levels of technology.
- **Convert roadway lighting to LED:**
  - Convert all standard and decorative roadway lighting fixtures to LED.
  - Reduce electrical energy costs by replacing high-pressure sodium (HPS) bulbs.
  - Reduce maintenance costs as LEDs have a longer lifespan.
  - Standardize fixtures, reducing inventory space requirements to store replacement components.
  - Relamp LEDs in intersections and replace all aging signal heads and hardware.
- **Initiate an Advanced Traffic Management System (ATMS)/Intelligent Transportation System (ITS) Master Plan:**
  - Evaluate the recommendations for the relocation of the Traffic Management Center (TMC).
    - Should be close to the interstate to allow the state to connect to our network.
  - Create a redundant fiber optic backbone preventing system outages if the cable becomes compromised.
  - Optimize signal timings to prevent delay.
  - ATMS will potentially have equipment for real-time adaptive traffic signal timings to adjust as needed throughout the day if needed on certain corridors.



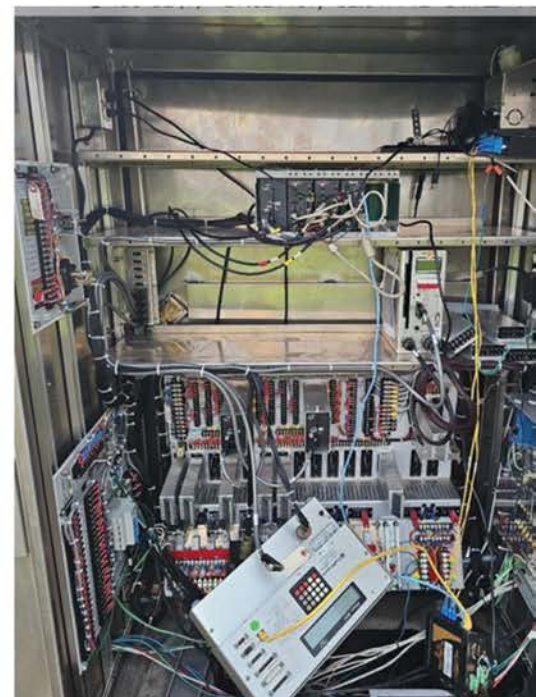
## UPDATES FROM FY22-23:

- Ordered 120 signal controllers.
  - 40 have been installed.
- Ordered 120 malfunction monitor units (MMUs).
- Ordered 30 new Pan-Tilt-Zoom (PTZ) cameras.
- Replaced all radar detection with video detection.
- **Convert roadway lighting to LED:**
  - Design for the conversion from HPS to LED is 100% complete.
  - Hurricane Ian damaged many of the existing light poles where new LED fixtures would have been installed upon.
- **Initiate an ATMS/ITS Master Plan:**
  - The ATMS/ITS study is complete. The ATMS plan will incorporate all objectives into its implementation.

## OBJECTIVES FOR FY23-24:

- Install all newly acquired equipment.
- **Convert roadway lighting to LED:**
  - Install at least 120 new LED light fixtures.
- **Initiate an ATMS/ITS Master Plan:**
  - Transportation Engineering is seeking federal funding for the implementation of the study findings.
  - Meet with Public Safety about relocating the TMC in the Emergency Operations Center (EOC) or mid-county.
    - Fiber optics and Lighting District relocation site.

Goal continued on next page





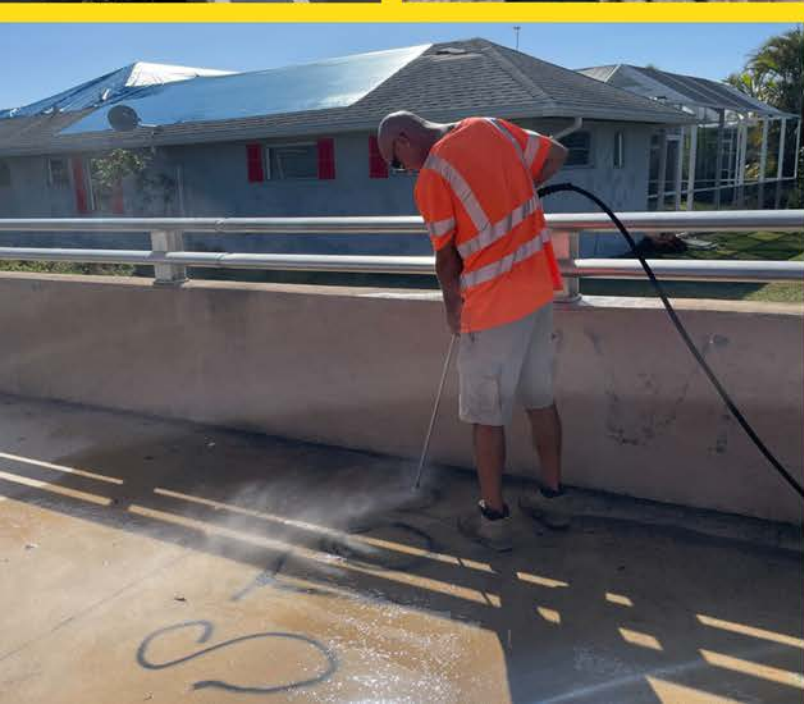
## NEXT STEPS FOR FY23-24:

- Research and order UPS systems.
- Certify and install 120 MMUs; one at each maintained intersection.
- **Convert roadway lighting to LED:**
  - The Purchasing department has put the furnishing contract for the LED fixtures out to bid.
  - After the contract is awarded, we can begin purchasing and installing fixtures.
    - 1,245 HPS fixtures currently maintained.
- **Initiate an ATMS/ITS Master Plan:**
  - Work with Transportation Engineering to provide any information needed for grants.
  - Traffic signal re-timing efforts this year:
    - Managing the efforts of the Florida Department of Transportation (FDOT) consultant for reviewing and implementation.
      - US-41 and Murdock area - US-41 from Murdock Circle to Toledo Blade Boulevard and SR-776 Murdock Circle to Toledo Blade Boulevard.
      - US-17 from I-75 south-bound ramp to Bermont Road.
    - Four county-wide and county-owned corridors being re-timed.
      - Cochran Boulevard from Publix to Peachland Boulevard.
      - Kings Highway - Westchester Boulevard to Rampart Boulevard (this corridor has never been coordinated).
      - Kings Highway - Sandhill Boulevard to Tiseo Boulevard to Veterans Boulevard and Peachland Boulevard.
      - Jones Loop Road - I-75 north-bound ramp to Indian Springs Cemetery Road.
    - All isolated intersections to be evaluated to meet current standards and for decrease in delay for motorists.
    - Managing this county project through the TMC in the Lighting District.
    - Schedule meetings, review data, and coordinate all efforts with the consultant.











# TRAFFIC SIGNS & MARKING (TSM)

## GOALS

● Improve Marine Maintenance Work Program

● Efficient and Effective Management of Charlotte County's Traffic Signs and Markings

● Continue to Monitor and Evaluate Technology Trends to be Utilized





# Improve Marine Maintenance Work Program

## BCC FOCUS AREA:

**IN PROGRESS**

- Efficient and Effective Government
- Infrastructure

## OBJECTIVES FROM FY22-23:

- Effective management of Charlotte County's waterway markers reinforces safe travel routes while limiting damage to seagrass and protected species.
- Improve our response time for marine debris and hazard identification to ensure boater safety.
- Analyze the various funding mechanisms to optimize the efficiency of use and provide the most comprehensive service possible to our citizens and environment.
- Be responsive to citizen needs and provide a positive customer experience.

## UPDATES FROM FY22-23:

- Hurricane Ian significantly damaged our marine inventory.
- An inventory log was created, and restorations were scheduled as discrepancies were identified if unable to be handled directly on-site.
- Regularly received citizen inputs on discrepancies regarding our marine inventory. These inputs can come from marine advisory board members or regular email communication with citizens.
- Discussed funding sources with the Fiscal Services department for various division needs that have continued to be addressed in the post-hurricane restoration process.
- Compiled information on 78 navigational aid discrepancies and 16 debris notifications to be collected by our Federal Emergency Management Agency (FEMA) contractor. All 16 debris notifications have been collected and have been disposed of.

## OBJECTIVES FOR FY23-24:

- Replace six "No Vessels, Swim Area" signs and pilings with anchored oversized buoys to reduce asset losses.
- Replace four collapsing concrete pilings denoting "Bridge Reef" with weatherized pilings and beacon lights.
- Escort our FEMA contractors to the remaining eight navigational aid discrepancies and verify the correct restoration of each.

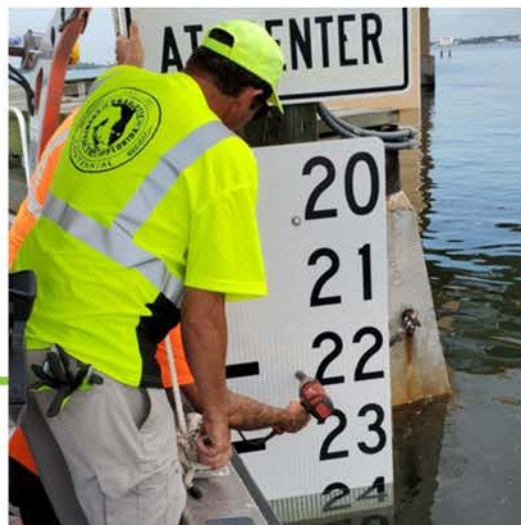


## NEXT STEPS FOR FY23-24:

- Maintain waterway markers through regular maintenance and timely replacement when needed.
- Submit FEMA paperwork to the Fiscal Services department for review of all navigational aids replaced as a result of Hurricane Ian.
- Discuss replacement of four “Bridge Reef Pilings” and replacement of six “Swim Area Buoys” with the current contractor and order needed materials.
- Review past expenditures by areas as well as look at any recurring issues that require regular funding to correct for possible adjustments.

## UPDATES FOR FY23-24:

- All 78 navigational aid discrepancies have been repaired by our FEMA contractor, and our marine inventory has been restored to 100% from previous storm damages.
- A current inventory log was conducted and asset data compiled. Any newly discovered discrepancies have been scheduled for repair by our contractor.
- TSM has ordered the six “No Boats, Swim Area” buoys. Awaiting delivery to schedule for replacement to current pilings.
- TSM has discussed the replacement of the “Bridge Reef” concrete pilings with our current contractor. Awaiting contractor to assess the removal and replacement costs before moving forward.





# Efficient and Effective Management of Charlotte County's Traffic Signs and Markings

## BCC FOCUS AREA:

**ONGOING**

- Efficient and Effective Government
- Infrastructure

## OBJECTIVES FROM FY22-23:

- Conduct bi-annual sign inspections within each MSBU/TU to identify damaged, missing, or worn traffic signs that require replacement.
- Restore sign damages received from Hurricane Ian. Estimates placed damages exceeding 90% or an inventory of about 76,000 signs.
- Limit dangerous routes of travel through highly visible signage and update signage messaging.

## UPDATES FROM FY22-23:

- Hurricane Ian significantly damaged our traffic sign inventory:
  - 73,207 damaged signs were restored since October 5, 2022.
- Each MSBU/TU was visited five times, at a minimum, throughout FY22-23 to identify damaged and missing signage, and conduct restorations as materials are available.
- Updated three intersections with legends, installed 22 additional signs, and installed 15 traffic delineators to ensure safe traffic flow throughout the area.

## OBJECTIVES FOR FY23-24:

- Ensure each MSBU/TU's assets are inspected, and maintenance corrections are made, at least four times per year in the scope of normal operations, as each MSBU/TU budget allows.
- Restore the remaining 3,482 street name plates that remain missing post-Hurricane Ian to restore asset inventory back to 100%.
- Continue to address dangerous routes of travel through highly visible signage and updated signage messaging as determined by the Transportation Engineer.
- Update and apply current FEMA Flood Zone bands to stop signs throughout the county.

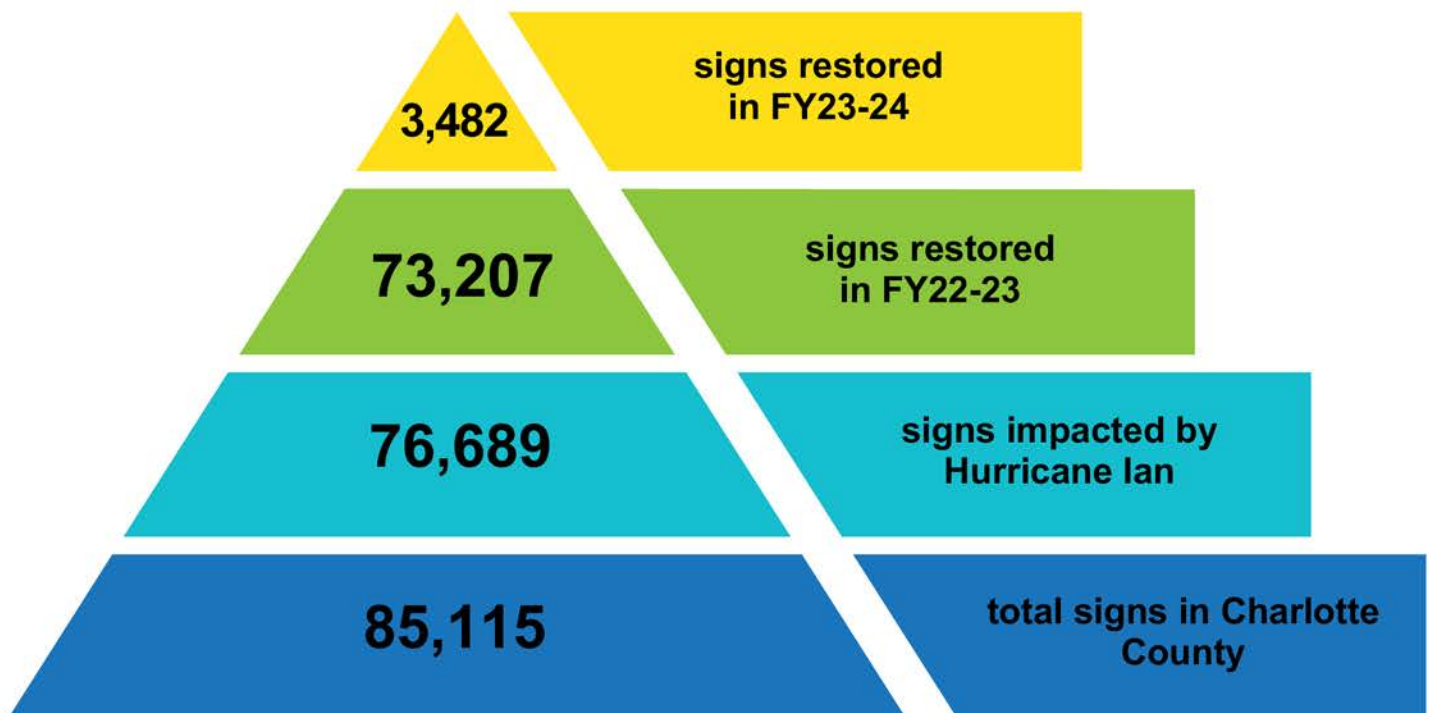


## NEXT STEPS FOR FY23-24:

- Provide quarterly updates to Community Liaisons about upcoming work within their MSBU/TUs and attend to any requests whenever possible to do so.
- Continue to review all county roadway signage/markings on a quarterly basis for discrepancies or replacement.
- Verify that the remaining 3,482 street name plates still identified as missing post-Hurricane Ian have been restored.
- Regularly attend our Transportation Engineering meetings to address any traffic signs and marking updates required throughout Charlotte County.
- Seek out grant funding to update FEMA Flood Zone stop sign bands.

## UPDATES FROM FY23-24:

- Continue sign inspection and maintenance operations throughout each MSBU/TU. Currently, each zone has been inspected and serviced at least two times.
- All post-Hurricane Ian restorations have been completed, including the final 3,482 street name plates.
- At this time, several traffic revisions have been made at the direction of the Transportation Engineer. These changes include adding delineators and raised pavement markers (RPMs) at the Edgewater Drive and Midway Boulevard roundabout, adding additional signage and legends to the Yorkshire Street and Hillsborough Boulevard and the Atwater Street and Hillsborough Boulevard intersections, and adding high-emphasis markings to several crosswalks throughout the county.
- An analysis of the updated FEMA Flood Zones has been conducted and cost estimates for the application of bands have been collected.





# Continue to Monitor and Evaluate Technology Trends to be Utilized

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

**ONGOING**

## OBJECTIVES FROM FY22-23:

- Upgrade sign fabrication equipment, materials, and processes.
- Replace current sign plotter with updated model capable of producing anti-graffiti and ultraviolet (UV) resistant prints.
- Update our sign fabrication software and databases.
- Streamline the fabrication process.

## UPDATES FROM FY22-23:

- Sign plotter and laminator have been purchased and delivered.
- Updated sign fabrication software and sign database software have been purchased.
- Current sign fabrication process remains the same. Equipment and new process will update in January 2024 with vendor-assisted installation and training.

## OBJECTIVES FOR FY23-24:

- Update vehicle fleet by replacing three Sign Tech vehicles and our skid-steer for operational usage.
- Replace outdated TSM generator with a new pad-mounted generator to ensure productivity and restoration capabilities during power outages or storm events.
- With vendor assistance, install the new sign plotter and train all Sign and Marking Technician III's and above on the new fabrication process.
- Review current standards for pavement marking vehicles and discuss possible options with the three major vendors to create a spec sheet for early ordering in the FY24-25 replacement cycle.



## NEXT STEPS FOR FY23-24:

- Begin vehicle replacement process with Fleet and discuss TSM-specific vehicle requirements.
- Contact several generator companies to discuss TSM building power needs and generate a spec sheet for the bid process.
- Install sign plotter, laminator, and new sign fabrication software and schedule training with the vendor.
- Review current pavement marking vehicle specs and update TSM's pavement marking equipment needs for the FY24-25 ordering cycle.

## UPDATES FROM FY23-24:

- Our vehicle replacement process is currently ongoing.
- Generator replacement specs have been identified. A work order has been made and this will be forwarded to the Facilities department for replacement.
- Sign plotter, laminator, and sign fabrication software have been installed. Four TSM staff members have been trained on the new fabrication process, which has resulted in a 25% decrease in the time required to fabricate standard signs.
- The new specs for our pavement marking truck have been identified, and several quotes have been received to reflect the current market costs for the upcoming FY24-25 bid process.









# MOSQUITO & AQUATIC WEED CONTROL

## GOALS

Perform Real World Product Testing with Mosquito Adulticides on Species in Their Habitats

Observe Industry Trends for the Continued Environmental Protection While Performing Mosquito and Aquatic Weed Control Duties

Relocate Mosquito and Aquatic Weed Control Facility

Continue to Monitor and Evaluate Technology Trends to be Utilized

Public Education Regarding the Duties of Mosquito and Aquatic Weed Control Through Outreach Activities, Media, and Educational Programs





# Perform Real World Product Testing with Mosquito Adulticides on Species in Their Habitats

## BCC FOCUS AREA:

**ONGOING**

- Efficient and Effective Government
- Public Services

## OBJECTIVES FROM FY22-23:

- Mark treatment areas by GIS coordination and physical boots on the ground.
- Test specific products for their efficacy in reducing mosquito hatching, and time of mortality for certain mosquitoes when exposed to different product formulations.
- Place purchase orders for larvicides and adulticides, avoid duplication, and maintain the best cost-effective approach with both liquid and granular formulations.
- Maintain a stock level of contrasting pesticides that is monitored by new computer software that can be used throughout the season in different areas to ensure no area is treated with only one type of pesticide, which can lead to population resistance.

## UPDATES FROM FY22-23:

- Continue the approach as an ongoing initiative as new products are created and enter the market.
- Expand further cage testing to review new products and determine resistance levels by using best management practices and accepted resistance and efficacy testing procedures as suggested by the American Mosquito Control Association (AMCA), Florida Mosquito Control Association (FMCA), and the Centers for Disease Control (CDC).
- Reviewed different types and volumes of pesticides needed to control an upcoming mosquito season, as well as after a hurricane.
- Partnered with the Solid Waste division to collect abandoned tires and increase the tonnage of tires that are discarded along county roads and/or purposely dumped in wooded wet areas.
  - 40 tons were collected.



## OBJECTIVES FOR FY23-24:

- Continue to analyze pools of mosquitoes for vector-borne diseases by antigen testing in combination with the sentinel chicken program. Information is distributed for public health protection.
- Determine what adulticides may have triggered resistance and avoid purchasing them in the immediate future.
- Test larvae for resistance to larvicides and efficacy of different larvicides using best management practices and industry-accepted standards.
- Test reared adult mosquitoes from larvae with new adulticides, then check for resistance to previously used adulticide compounds using industry-accepted standards.

## NEXT STEPS FOR FY23-24:

- Continue to evaluate antigen testing kits to quickly and definitively analyze for potential disease vectors. This is an ongoing initiative as new products are created and enter the market.
- Place purchase orders for larvicides and adulticides, avoid duplication, and maintain the best cost-effective approach with both liquid and granular formulations.
- Research, purchase, and train staff in mobile polymerase chain reaction (PCR) detection of concerning virus particles carried by mosquitoes.
- Continue source reduction activities and tire disposal at the landfill.
- Initiate the mixing of larvicide active ingredients to provide a synergistic effect, reduce resistance potential, and increase mortality rates within label and best management practices.
- Attempt to document any reduced amount of any one type of larvicide by mixing formulations and document mortality rates in the field and laboratory settings.





# Observe Industry Trends for the Continued Environmental Protection While Performing Mosquito and Aquatic Weed Control Duties

## BCC FOCUS AREA:

- Efficient and Effective Government
- Public Services

**ONGOING**

## OBJECTIVES FY22-23:

- Maintain contacts with the mosquito control community and suppliers for new products and potential new methodologies used in mosquito control.
- Maintain membership with organizations such as FMCA, AMCA, National Environmental Health Association (NEHA), Florida Environmental Health Association (FEHA), and the Department of Health (DOH).
- Research, purchase, and train staff in mobile PCR detection of concerning virus particles carried by mosquitoes.

## UPDATES FROM FY22-23:

- While new formulations are being discussed, patent and Environmental Protection Agency (EPA) authorizations are primary and ongoing for treatment formulations. The registration process for new pesticide formulations by the EPA, Center for Disease Control (CDC), and the Florida Department of Agriculture (FDA) for new products is lengthy, driven by data and literature review.
- Personnel and duplicative mosquito control efforts are being examined by the state, in mosquito control special districts, by a consultant hired and appointed by the Florida State Legislature, to determine if all districts should exist, be disbanded, or merge.
- Florida Department of Agriculture and Consumer Services (FDACS) is moving forward with modifying the Florida Administrative Code as it relates to mosquito control.
- Memberships in the AMCA, FMCA, and NEHA have been or will be renewed.





## OBJECTIVES FY23-24:

- Submit for bid a new chemical contract to lock in and budget for pricing for the next year for products used in mosquito and aquatic weed control. The package was put out for bid by several industry pesticide distributors and has been submitted for BCC approval.
- Discuss chemical formulations and efficacy results for any products newly registered with industry representatives, special districts, and the DOH entomology laboratory personnel.
- Provide endorsements of products and submit any data generated on active ingredients to EPA, the State and Federal Legislatures regarding new products and equipment. Continue to be involved in consultation and discussion that is ongoing with leading pesticide manufacturers, industry experts, and government regulators.

## NEXT STEPS FOR FY23-24:

- Ensure all staff have access to training opportunities provided by the above organizations by presenting industry-sponsored webinars, trade conferences, and trade group-sponsored training initiatives.
- Renew supporting governmental memberships in appropriate trade organizations such as FMCA and AMCA.
- Host meetings/discussions through a video link or in-person with manufacturer trade representatives to discuss new products as they are introduced.
- Discuss trends at industry trade shows and courses.
- Continue to host leading manufacturers and other industry experts at our facilities for dialogue and product demonstrations, as well as network with them at conferences.
- Continue source reduction activities and tire disposal at the landfill.
- Maintain appointments to the FMCC (Florida Mosquito Coordinating Council) as a director, providing advice to FDACS on mosquito control.





# Relocate Mosquito and Aquatic Weed Control Facility

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

## FUTURE

## OBJECTIVES FROM FY22-23:

- Shorten the time arboviruses may be discovered by finding new laboratory space to allow PCR detection testing to be performed in-house.
- Arrange for a demo and feasibility study for PCR work to be initiated in our lab, as soon as a facility can be located to accommodate the requirements.
- Secure a new work area to support division staff and equipment.
- Expand the laboratory to support the division's function and mission.
- Provide accommodations for all staff to have access to computers and personal file space for research and applied studies.
- Establish a roll-call room for dissemination of assignments, administration expectations, and special assignments.

## UPDATES FROM FY22-23:

- Discussions with the Utilities department are in planning.
- Ongoing discussions to be incorporated into the Babcock Ranch remote location.

## OBJECTIVES FOR FY23-24:

- Apply for funding from the FDACS in a pass-through grant from the CDC that requires no match and is aimed exclusively at expanding laboratory capability. A PCR package, including a freezer and a small hood, will be applied for under this grant opportunity.

## NEXT STEPS FOR FY23-24:

- Continue discussion with Babcock Ranch regarding the shell and location.
- Re-evaluate space needs for personnel.
- Monitor H5N1 Virus (Bird Flu) and its evolution to prevent disease in sentinel chickens and staff.









# Continue to Monitor and Evaluate Technology Trends to be Utilized

## BCC FOCUS AREA:

**ONGOING**

- Efficient and Effective Government
- Public Services

## OBJECTIVES FOR FY22-23:

- Reduce breeding locations by increasing source reduction locations by partnering with the Solid Waste Illegal Dumping Officer for notification of waste tires, etc., through the use of interdepartmental communication, GPS location and address mapping from Charlotte County GIS, as well as Google and other GIS coordination programs.
- Create an iterative process for a 3-4-year project of identifying breeding sites for specific mosquitoes by using data of species identification and the area in which the mosquitoes were trapped.
- Measure and map the contours of the salt marshes surrounding Charlotte Harbor by Unmanned Aerial Vehicle (UAV)/drone.
  - Utilize the latest waterproof and submersible UAVs/drones for the reconnaissance of canals for plant life, such as water hyacinth and water lettuce.
- Map marshes a minimum of two times during a typical season to reveal areas that are consistently wet, dry, and areas more prone to flooding.
  - Utilize the maps to obtain knowledge of areas to determine larvicide concentration amount, resulting in cost savings on larvicide BTI (*Bacillus thuringiensis israelensis*) product.

## UPDATES FROM FY22-23:

- The county was broken down into a heat map showing where all 23-27 types of mosquitoes are found statistically based on traps, identification, and habitat range.
- Utilize larvicide trucks that will be outfitted with small cranes and a holding pole to allow staff to pick up tires as they are found.
- Unfortunately, due to some legal interpretations regarding surveillance and later issues with foreign parts, UAV/drone use was placed on hold across the state of Florida. No previous objectives were accomplished; however, a new set of objectives was formulated.

**DUE TO HURRICANE IAN AND SUBSEQUENT RECOVERY ACTIVITIES, MANY OF THE ABOVE GOALS AND OBJECTIVES WILL BE CARRIED OVER TO 2023 AND 2024. SUPPLY CHAIN ISSUES ARE STILL CAUSING SOME PROCUREMENT PROBLEMS FOR POTENTIAL PCR WORK.**



## OBJECTIVES FOR FY23-24:

- Purchase and integrate a new mosquito database management system that coordinates with GIS and ESRI and consolidates older software applications.
- Install and integrate the Ag-Nav system on helicopters used for mosquito control to provide better mapping and disbursement of reports.
- Due to the law changes and the slow start of UAV capabilities, photography and light detection and ranging (LIDAR) readings were re-evaluated. More inspections of the marshes and vegetation are to be performed by ground and/or air. The use of all-terrain vehicles (ATV) and helicopters will allow staff to sample small areas, such as the north wall, to determine which plants may allow the most breeding by sampling the area around them for numbers of larvae per known volume of the dipping instrument.
- Photographic capabilities will allow the correlation of certain plant structures to breeding areas and a readily identifiable area to collect larvae to rear for resistance testing. The planned enhanced sampling activities will allow for larvae to be tested for resistance, the efficacy of certain larvicides, and by rearing them to adults, continue resistance and efficacy testing. The correlation with certain plant structures will also be documented and examined based on deviation from expected normal as calculated from previous data.
- Utilize the maps to obtain knowledge of areas with specific plant life to determine larvicide concentration amount, resulting in cost savings on larvicide BTI product.
- Utilize efficacy data to plan and purchase larvicides and adulticides.

## NEXT STEPS FOR FY23-24:

- Continue to follow up on purchasing abilities and reviewing the County Attorney's opinion regarding UAV/drone usage.
- Plan and budget for the purchase of a treatment drone when appropriate.
- Lease of UAV time from the Solid Waste division will be discussed as a potential cost-saving avenue for surveillance and mapping without purchasing another heavy lift UAV/drone.
- Assemble correlation maps from previous data and compare them to new surveillance dipping data for larva.
- As each season is added, the definition of the range and area of individual species will be statistically examined and added to the map, allowing the map to become more refined each year an evaluation is performed and added to the previous year's data.

## UPDATES FOR FY23-24:

- Two staff members have successfully passed the UAV/drone licensing course.
- The creation of the species map has been undertaken. Major genera have been overlaid and will be refined as surveillance activities increase in the next season.



# Public Education Regarding the Duties of Mosquito and Aquatic Weed Control Through Outreach Activities, Media, and Educational Programs

## BCC FOCUS AREA:

- Efficient and Effective Government
- Public Services

**ONGOING**

## OBJECTIVES:

- Meet with public civic associations and school groups, provide BCC updates, increase public outreach, and understanding of integrated mosquito control practices.

## UPDATES FROM FY22-23:

- A presentation was given to the FMCA regarding a test of granular larvicide product on *Aedes taeniorhynchus*.
- "Aedes pertinax, Anopheles perplexens, Culex declarator, and Cx. interrogator: An Update of Mosquito Species Records for Charlotte County, Florida" was published in the Journal of the American Mosquito Control Association, 38(4):000-000, by Beth C. Kovach, Lawrence E. Reeves, Candelaria Domingo, Sydney N. L'Heureux, Gavriel V. Burger, Scott D. Schermerhorn, and Michael T. Riles.
- Five videos have been produced and released by Administration for viewing on CCTV. Two more are in process and one long segment of the videos was combined into a larger program that is planned for air-time.
- Five schools have requested or sponsored educational outreach programs.
- Four conferences were sponsored by FMCA: Dodd short course, aquatic weed short course, fly-in, and an aerial workshop. 225 CEUs were earned by staff during the year.

## NEXT STEPS FOR FY23-24:

- Staff will be given goals to create and present for at least one annual meeting held by industry associations. Staff is currently reviewing data and areas where a presentation regarding mosquito control activities is relevant.
- Two staff members presented how to organize and conduct a successful sentinel chicken program, teaching other mosquito professionals.
- Partner with PIO and CCTV for additional mosquito control TV segments to be created and distributed in FY24-25.
- Hosted the FMCA Directors Caucus during the State FMCA meeting in Punta Gorda. The Caucus, comprised of elected special-district commissioners, dealt with differences and similarities of special-district mosquito control operations and county-run mosquito control operations.
- Three staff members attended the Florida State Fair to showcase Charlotte County's Mosquito Control program and integrative mosquito control approach.
  - Work is beginning for the 2025 State Fair.
- Prepare a tracking system to record media contacts, outreach presentations, and school programs throughout the fiscal year.













# SOLID WASTE

## GOALS

● Provide Efficient and Effective Services at the Charlotte County Landfill

● Evaluate Cost Benefit Analysis of Landfill Expansion or Replacement

● Maintain the Solid Waste Management and Collections Systems to Meet and/or Exceed Established Levels of Service Standards

● Actively Promote Recycling, Reuse of Materials, and the Purchase of Products that Contain Recycled Materials Through Public and Private Means

● Provide Residents With the Means to Properly Dispose of Household Hazardous Waste

● Maintain a Program to Identify CESQG (Conditionally Exempt, Small Quantity Generator) Hazardous Waste and Educate on the Minimization, Proper Handling and Management of CESQG Hazardous Waste

● Encourage Personnel Enrichment

● Continue to Monitor and Evaluate Technology Trends to be Utilized

● Educate the Public on the Function and Purpose of the Recycling Program, the Identification and Proper Disposal of Household Hazardous Waste, and the Issues and Consequences of Illegal Dumping





# Provide Efficient and Effective Services at the Charlotte County Landfill

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

**ONGOING**

## OBJECTIVES FROM FY22-23:

- Optimize the remaining useful life of the landfill's current permitted area and provide for existing and projected future management and disposal needs.
- Continue to maintain, expand, and operate the landfill to provide for the proper management and disposal of municipal solid waste (MSW) generated within the county.
- Explore and implement operational improvements to decrease consumption of available disposal volume effectively and efficiently at the landfill.
- Conduct an annual assessment of volume consumption and develop a projection of the useful remaining life of the landfill, and present the assessment in an annual Landfill Life Report.

## UPDATES FROM FY22-23:

- Increased the size of the waste compactor (new Tana compactor) to maximize the compaction rate and capacity of the landfill.
- Conducted annual landfill survey to estimate remaining landfill life in the permitted area until 2032.
- Projections are evaluated annually based on the outcome of data provided by the aerial topographical survey.





## OBJECTIVES FOR FY23-24:

- Utilize the new Tana compactor with the BOMAG contractor to maximize the compaction rate and capacity of the landfill and measure the comparison. Tana was purchased due to the lack of timely service by the BOMAG contractor.
- Conduct an annual assessment of volume consumption and develop a projection of the useful remaining life of the landfill, and present the assessment in an annual Landfill Life Report.

## NEXT STEPS FOR FY23-24:

- Collect data comparing the new Tana compactor versus the old compactor with BOMAG contractor.
- Initiate a review of a feasibility study to determine if the current permitted footprint would allow for the increase to 150 feet.

## UPDATES FOR FY23-24:

- Insufficient data available on compaction improvement at this time due to the short time in service to provide a comparison.
- Initiated review of a feasibility study to determine if the current permitted footprint would allow for the increase to 150 feet.
  - Evaluate the outcome of studies' estimated cost versus moving forward with the construction of landfill expansion.
  - Metrics will be provided once estimated costs have been established.





# Evaluate Cost Benefit Analysis of Landfill Expansion or Replacement

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

**IN PROGRESS**

## OBJECTIVES FY22-23:

- Submit a request to the Florida Department of Environmental Protection (FDEP) to amend the current landfill permit to allow the landfill to vertically increase the height to 150 feet, provided the engineering will allow it.
- Plan and fund for adjacent undeveloped property for future permitting and development for disposal.

## UPDATES FROM FY22-23:

- Conducted annual landfill survey to estimate remaining landfill life in the permitted area until 2032.
- Tracking materials crossing the scales by material code and weight.
- An engineering firm was hired by the Solid Waste division to conduct annual flights using specialized software that assists in the determination of the estimated life of the current permitted area.

## OBJECTIVES FY23-24:

- Continue annual evaluations of airspace capacity to evaluate the landfill life.
- Establish a methodology for funding the landfill expansion currently slated for 2032.

## NEXT STEPS FOR FY23-24:

- Initiate a review of a feasibility study to determine if the current permitted footprint would allow for the increase to 150 feet.
- Discuss with adjacent counties about Waste-to-Energy, or other regional joint options.
- Research the population projections in three-year increments.
- Create a BCC item for discussion and direction on funding and location of future landfill.







# Maintain the Solid Waste Management and Collections Systems to Meet and/or Exceed Established Levels of Service Standards

## BCC FOCUS AREA:

- Efficient and Effective Government
- Public Services
- Economic and Community Development

**ONGOING**

## OBJECTIVES FROM FY22-23:

- Monitor and evaluate the franchise contract for the effective collection of solid waste.
- Encourage effective and efficient operations through bulk transport of collected solid waste to the county landfill.
  - Accept solid waste generated within the unincorporated limits throughout the county.
  - Collect and transport by municipal forces or by private firms under contract with the municipality.
  - Provide collection programs to meet the qualitative requirements of the county (i.e., exclusion of prohibited materials, proper separation of waste types, etc.).
  - Accept solid waste from other jurisdictions only as part of an interlocal agreement, which provides for such acceptance.
- Require all solid waste generated within the jurisdiction of Charlotte County to be properly collected and transported to a permitted solid waste management facility in the county.
  - Provide the proper collection and management of no less than 7.2 lbs. of solid waste per permanent resident per day.
  - Provide for the disposal of no less than 5.0 lbs. of solid waste per permanent resident per day within the county's landfill.
  - Provide for the recycling of no less than 2.2 lbs. of recyclables per permanent resident per day.
- Require that any new development has the necessary solid waste facilities and services in place, or are guaranteed to be in place and available by an enforceable development agreement before any development order or permit will be issued.



## UPDATES FROM FY22-23:

- Ongoing initiative with the current franchise contract with Waste Management (WM) and continuing to monitor day-to-day sanitation collection operations.
  - WM compliance is tracked by the number of complaints received by county citizens. The data collected is provided quarterly to the county.

### FY21-22:

- Cases: 2,100
- Tickets: 5,347
- TOTAL Complaints: 7,447

### FY22-23:

- Cases: 2,179
- Tickets: 4,339
- TOTAL Complaints: 6,518

## OBJECTIVES FOR FY23-24:

- Maintain solid waste collection franchise contract with WM or seek other appropriate service contracts which provide routine scheduled collection of residential and commercial wastes, special collections of bulky items, separate curbside and bulk collection of recyclable materials, separate collection of vegetative yard wastes, and such other provisions as may be deemed appropriate by the BCC.
  - Require WM to provide a concrete plan to resolve issues with the lack of service from the call center within the second quarter of 2024.
- Perform periodic waste generation analysis to ensure that the adopted levels of service standards are being met.
- Continue to monitor the disposal rate per resident to ensure the required capacity is available to service the community. Annual evaluation of the remaining landfill capacity based on results from the report provided by our contracted engineering firm, SCS Engineering, from an aerial topographical survey.
- Ensure WM has sufficient trucks and employees to supply services to maintain current contractual levels of service while addressing the growth in the county.

## NEXT STEPS FOR FY23-24:

- Direction from BCC regarding the extension of the WM contract due to expire in 2027. If the BCC wishes to go out for bid, the request must be made three years in advance to allow for contract spec review and time for bidding companies to acquire the necessary equipment, operations, and maintenance buildings.
- Review tipping fees and the feasibility of continuing to accept out-of-county municipal solid waste (MSW) without establishing a single rate for all customers regardless of source and the impact on landfill life.
- We currently have the disposal capacity to meet the needs through 2032.
- Requisition submitted for height extension of the current permitted disposal area to increase capacity at the landfill.
- Conduct a thorough review of the impact of the hurricane debris generated and its effect on the estimated landfill life in order to assess the timeline to begin the process of permitting the expansion of the landfill.





# Actively Promote Recycling, Reuse of Materials, and the Purchase of Products that Contain Recycled Materials Through Public and Private Means

## BCC FOCUS AREA:

- Efficient and Effective Government

**ONGOING**

## OBJECTIVES FROM FY22-23:

- Provide county-wide curbside, multi-family, and commercial recycling programs, and continually explore means to expand and improve them.
- Encourage and support the purchase of products that are reusable and contain recycled materials.
- Provide support to and encourage businesses that are involved in the recycling industry, including the use and manufacture of recycled materials, and the collection of specialty wastes for recycling.

## UPDATES FROM FY22-23:

- Continue to promote county-wide recycling through every medium available, including but not limited to quarterly site visits or contact to maintain the existing relationships between the county and businesses. Additionally, through media outlets, such as Facebook, and educational events throughout the year.
- Charlotte County achieved an overall recycling rate of 77%, exceeding the state-wide goal of 75%, and is the top county in Florida for traditional recycling.
- Solid Waste sets the example by purchasing products that are made from recycled materials such as notebooks, paper products, and promotional giveaways, such as reusable straws, stress balls, etc.
- Conducting ongoing education through local media outlets, county website, and social media. Additionally, conducted visits to businesses and provided them with educational materials.

### Number of social media posts in FY22-23:

|                |                      |
|----------------|----------------------|
| Recycling 229  | Transfer Station 265 |
| Landfill 1,148 | Illegal Dumping 212  |

### Broadcast TV engagements FY22-23:

9,547

### Outreach printed matter FY22-23:

19,500 copies

## OBJECTIVES FOR FY23-24:

- Continue to work toward maintaining and improving the current recycling rate and lowering the contamination rate of recyclables by identifying problem areas and targeting them to educate the residents one-on-one about what is recyclable and what is not.

## NEXT STEPS FOR FY23-24:

- Continue to research and purchase materials that are made of recyclables.
- Continue to engage businesses that contribute to the recycling percentage.



# Provide Residents With the Means to Properly Dispose of Household Hazardous Waste

## BCC FOCUS AREA:

**ONGOING**

- Infrastructure
- Public Services

## OBJECTIVES FROM FY22-23:

- Provide facilities for county residents to properly dispose of household hazardous waste (HHW) materials.

## UPDATES FROM FY22-23:

- 7,418 residents utilized the two mini-transfer and recycling facilities within the county to dispose of HHW materials.
- The county will maintain a hazardous waste disposal contract for proper disposal of hazardous waste.

## OBJECTIVES FOR FY23-24:

- Continue to educate the community on the availability of HHW disposal services through social media, county website, brochures, local media networks, and ongoing educational campaigns in schools and community events.
- Monitor and evaluate the needs throughout the county for additional solid waste facilities as expansion and growth occur.

## NEXT STEPS FOR FY23-24:

- Continue to provide the facilities to residents and monitor the number of users.
- Continue to evaluate the needs throughout the county for additional facilities.
  - Reports have shown an upward trend in usage at the West County Transfer Facility due to population growth.

## CUSTOMER UPDATES FOR FY22-23:

### Mid County

- Total Customers: 33,929
- Yard Waste Trips: 53
- Yard Waste Tons: 333
- MSW Trips: 261
- MSW Tons: 2,321
- HHW Customers: 3,896
- Sharps Customers: 1,147
- Recycling Customers: 4,644
- TOTAL Customers: 38,573

### West County

- Total Customers: 36,344
- Yard Waste Trips: 56
- Yard Waste Tons: 327
- MSW Trips: 197
- MSW Tons: 1,674
- HHW Customers: 2,005
- Sharps Customers: 370
- Recycling Customers: 4,866
- TOTAL Customers: 41,210





# Maintain a Program to Identify CESQG (Conditionally Exempt, Small Quantity Generator) Hazardous Waste and Educate on the Minimization, Proper Handling and Management of CESQG Hazardous Waste

## BCC FOCUS AREA:

- Efficient and Effective Government

**ONGOING**

## OBJECTIVES:

- Operate an assessment and inspection program, as required by state regulatory agencies, regarding the status of its CESQG hazardous waste generators to assure proper handling, storage, and waste minimization and disposal practices.

## UPDATES FROM FY22-23:

- County staff provides CESQG inspections for small businesses within the county and educates them on proper disposal of hazardous waste generated by businesses.
- County staff conducted 282 business inspections and corrected 12 deficiencies in the management of hazardous waste. 20% of 1,425 businesses inspected.

## UPDATES FROM FY22-23:

- Estimate for 2023 to 2024; will inspect at least 285 businesses per permit.

## NEXT STEPS FOR FY23-24:

- Monitor the continued growth in new businesses, and adjust program and staffing to meet the requirements through the Community Development department.
  - Business licensing data regarding the issuing and canceled businesses.
  - Site visits to businesses.
- Increase education for proper labeling. 16 businesses (thus far) have not been labeling their used oil drums. Returned to 28 businesses to re-evaluate.
  - Examples of common hazardous waste that are labeled incorrectly: motor oils, lubricants, cleaning agents, flammables, oily rags, potential leakage of storage containers, etc.
- Inspect, at minimum, 20% of all businesses in Charlotte County that generate hazardous waste (i.e. auto repair shops, dry cleaners, etc.).

### **CESQG - CONDITIONALLY EXEMPT, SMALL QUANTITY GENERATORS**

Small businesses that generate no more than 220lbs. of hazardous waste per month. We are required by state statute to inspect these businesses, to ensure the proper disposal of hazardous waste.







# Encourage Personnel Enrichment

## BCC FOCUS AREA:

**ONGOING**

- Efficient and Effective Government

## OBJECTIVES:

- Foster an environment that encourages and promotes advancement within our organization.

## UPDATES FROM FY22-23:

- Provided staff with training opportunities and encouraged employees to join professional organizations and events that relate to the industry.
- Staff attended Solid Waste Association of North America (SWANA), North American Hazardous Materials Management (NAHMMA), Recycle Florida Today (RFT), Keep America Beautiful (KAB), and code enforcement courses and safety training.
  - All resulted in receiving additional certifications and/or maintaining current certifications.
- Our staff had a total of 206 training hours in FY22-23.

## NEXT STEPS FOR FY23-24:

- Ensure all employees maintain current certifications as well as broaden their skills within the solid waste industry.





# Continue to Monitor and Evaluate Technology Trends to be Utilized

## BCC FOCUS AREA:

**ONGOING**

- Efficient and Effective Government

## OBJECTIVES FROM FY22-23:

- Stay up to date with current and future industry standards.

## UPDATES FROM FY22-23:

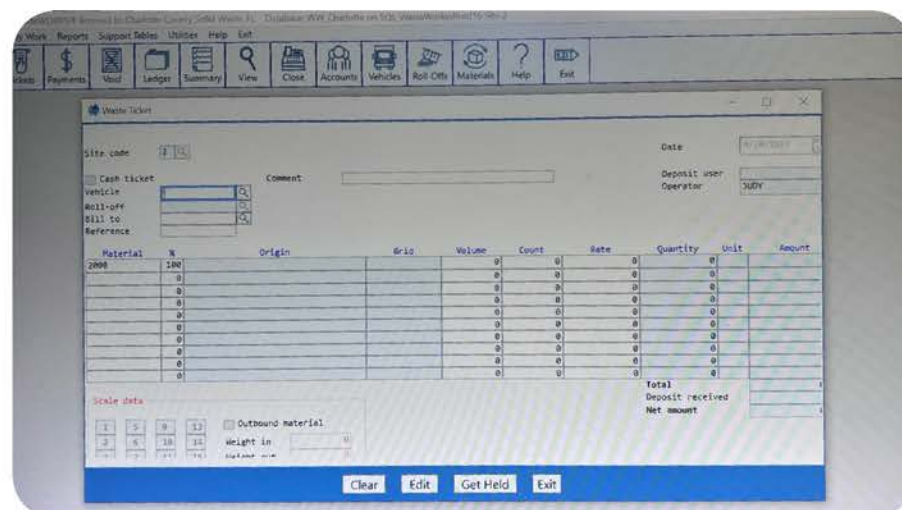
- Purchased WasteWorks, an updated landfill-specific software to enhance productivity.
- Attended industry-related conferences and read periodicals/articles:
  - SWANA, NAHMA, RFT, KAB conferences.
- Purchased a drone with infrared capabilities.

## OBJECTIVES FOR FY23-24:

- Review new technologies and adopt those that will enhance efficiencies.
- Map hot spots with new drone technology.

## NEXT STEPS FOR FY23-24:

- Attend conferences related to the solid waste industry that educate our staff on improvements to existing best management practices and related resources like software, hardware, and equipment.
- Unmanned Aerial Vehicle (UAV)/drone training for Solid Waste Senior Program Coordinator.
- WasteWorks is used to track material type and weight entering the landfill.





# Educate the Public on the Function and Purpose of the Recycling Program, the Identification and Proper Disposal of Household Hazardous Waste, and the Issues and Consequences of Illegal Dumping

## BCC FOCUS AREA:

- Efficient and Effective Government

## OBJECTIVES:

- Conduct programs to educate the public on various aspects of solid waste management and the benefits of recycling using brochures, digital media, outreach programs, newspaper articles, television ads and programs, and radio announcements.
- Encourage residents to participate in the county's recycling programs through a public education program.
- Develop and distribute educational materials on the identification, proper handling, and management of HHW.
- Support and participate as a member of the Keep Charlotte Beautiful, Inc. (KCB) chapter of Keep America Beautiful, Inc. (KAB).
- Continue to apply for and utilize state grant funds to advance recycling and education programs, as they become available, and encourage the state to provide this funding for the recycling and education grant programs for Charlotte County.
- Support and participate as a member of Partners for a Clean Charlotte and utilize the Environmental Crimes Detective and Illegal Dumping Code Compliance Officer within the Solid Waste division to investigate and address illegal dumping and littering issues within the county.

**ONGOING**





## UPDATES FROM FY22-23:

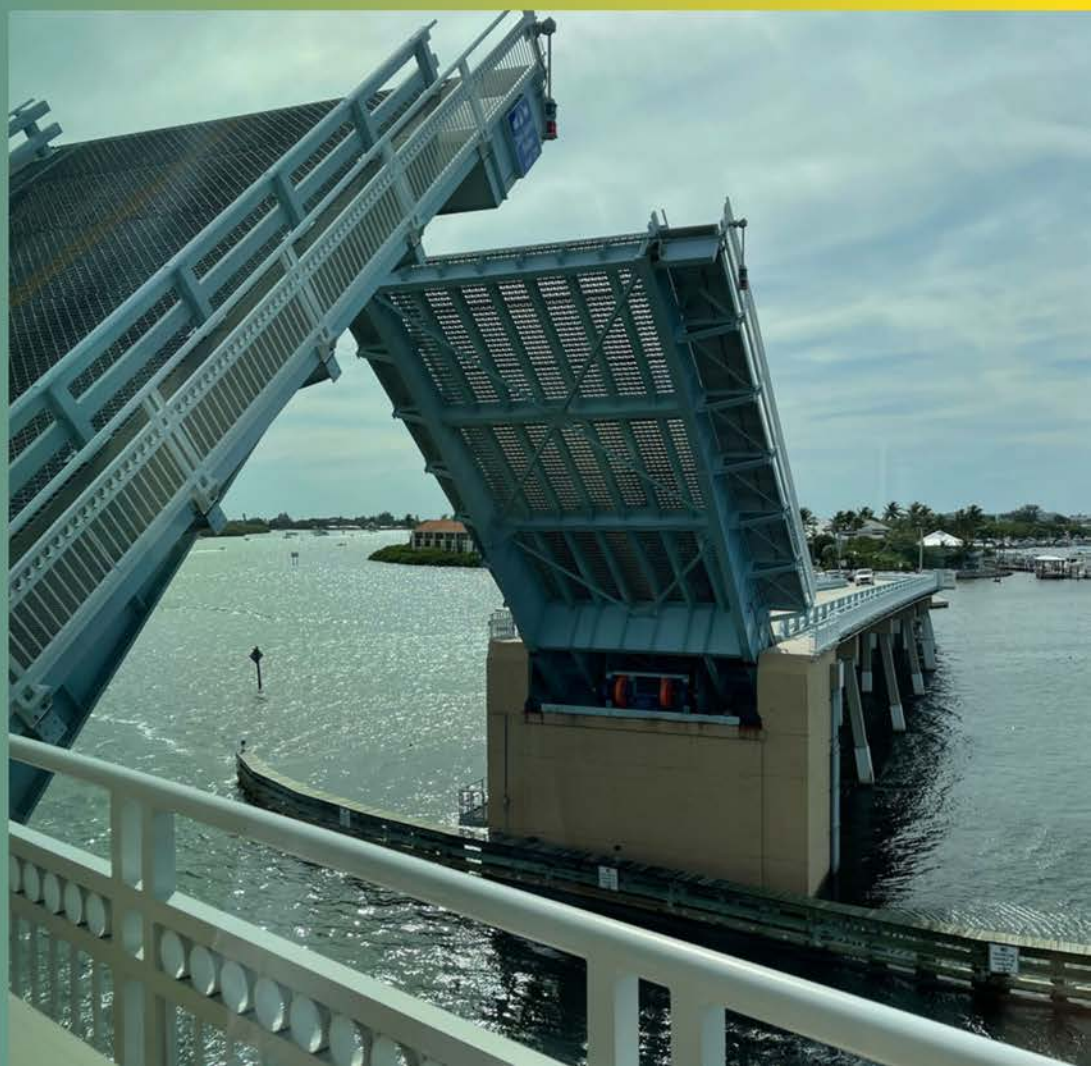
- Most of the educational outreach was limited; directed at post-Hurricane Ian challenges such as placement of bulk waste curbside and other options. There were 6 public events with 272 participants for post-Hurricane Ian waste/debris.
- Charlotte County participated as a member in KCB with 164 total events, 2,214 volunteers, 6,627 hours, 96,492 lbs. landfilled, 2,473 lbs. recycled.
- KCB supported the following events:
  - America Recycles Day: KCB Recycle Bowl
    - 6 schools, 171 students, 6,585 lbs. recycled
  - Annual KCB Recycling event:
    - 267 cars, 10,691 lbs. of electronics recycled, 10,842 lbs. of shredding
  - 22 Great American Cleanup events
  - 23 coastal adoptions with Partners for a Clean Charlotte
- KCB Education:
  - Lettuce Learn - Homeschool Garden Class
    - 7 classes, 40 students, 23 adults
  - Waste in Place
    - 95 classes, 1,651 students, 3 schools
- KCB applied for FDOT grant from the State Solid Waste Trust Fund.

## NEXT STEPS FY23-24:

- Conduct programs to educate the public on various aspects of solid waste management and the benefits of recycling using brochures, digital media, outreach programs, newspaper articles, television ads and programs, and radio announcements.
- Encourage residents to participate in the county's recycling programs through a public education program.
- Support and participate as a member of the KCB chapter of KAB.



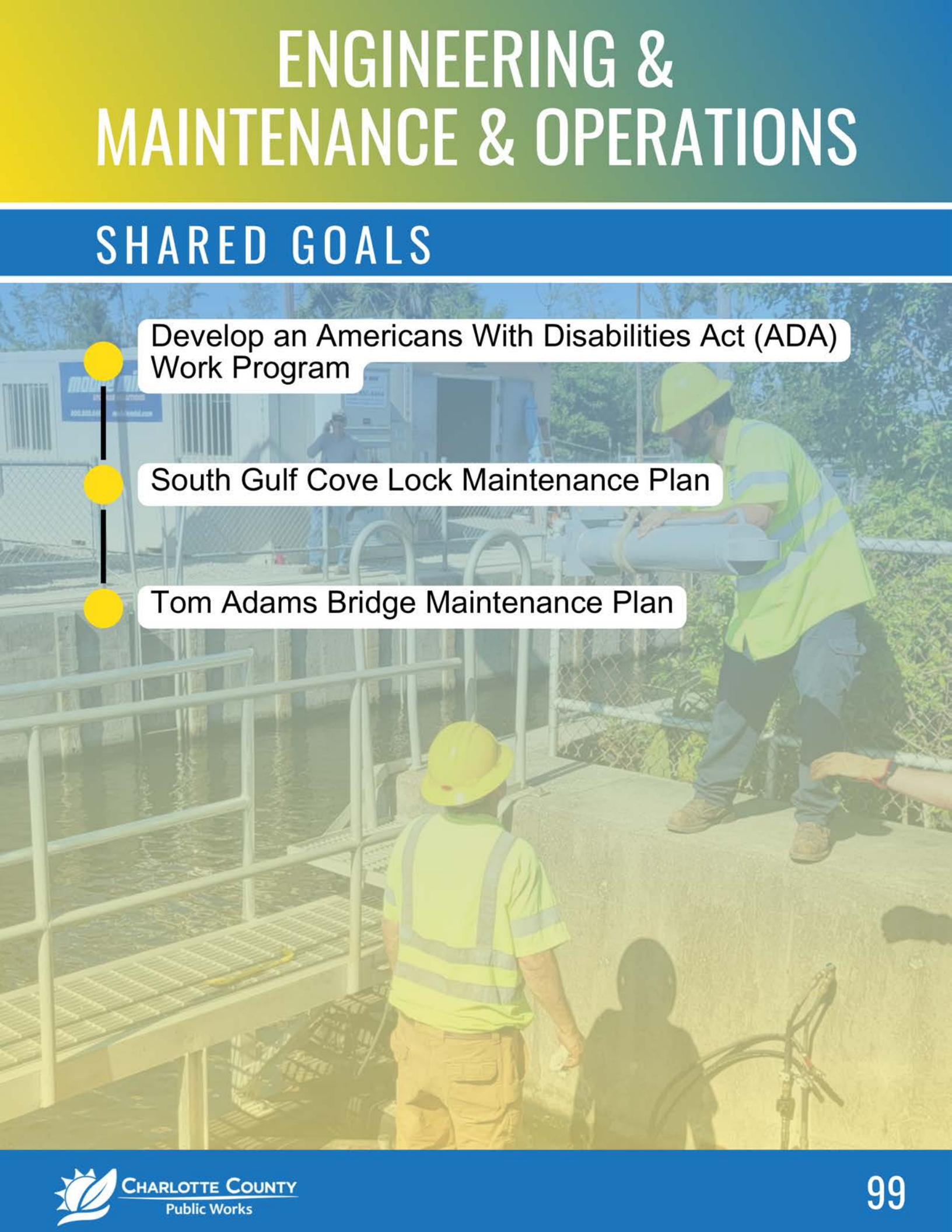






# ENGINEERING & MAINTENANCE & OPERATIONS

## SHARED GOALS



Develop an Americans With Disabilities Act (ADA) Work Program

South Gulf Cove Lock Maintenance Plan

Tom Adams Bridge Maintenance Plan





# Develop an Americans With Disabilities Act (ADA) Work Program

## BCC FOCUS AREA:

- Infrastructure

## IN PROGRESS

## OBJECTIVES:

- Increase access and connectivity to schools, parks, existing sidewalks, neighborhoods, roads, commercial centers, and other amenities.
- Improve the appearance of the community.
- Continue maintenance programs and delineate costs.
- Analyze the value of various funding mechanisms (impact fees, MSBUs, gas tax, etc.)
- Determine the amount of infrastructure needed versus funding sources.
- Improve community safety features, such as sidewalks and bike paths.

## UPDATES FROM FY22-23:

- As capital road projects are completed, Americans with Disabilities Act (ADA) improvements are incorporated with the project:
  - Olean Boulevard improvements included new 6-foot sidewalks within the project area.
  - Peachland Boulevard - Loveland Boulevard to Bachmann Tract
  - Port Charlotte Boulevard - US41 to Edgewater Boulevard
  - San Domingo Boulevard - South Gulf Cove Phase 4
  - Kings Highway - Veterans Boulevard to Sandhill Boulevard
  - Sunset Boulevard E. - Bermont Road to South Fairway Drive
  - Marathon Boulevard - Gasparilla Road to Cape Haze Trail
    - Marathon Boulevard has substantial completion.

## NEXT STEPS FOR FY23-24:

- Re-establish a capital improvement program.
- Identify existing sidewalk infrastructure that requires ADA transitions.
- Identify the most appropriate funding source based on sidewalk needs.



# South Gulf Cove Lock Maintenance Plan

## BCC FOCUS AREA:

- Infrastructure

**ONGOING**

## OBJECTIVES:

- Provide appropriate maintenance levels to increase the lifespan of the South Gulf Cove Lock.
- Provide appropriate maintenance to ensure boater safety.

## UPDATES FROM FY22-23:

- Design of a tender house is currently underway to assist with boater safety.
- Design of manatee detection devices is currently underway.
- Temporary lock tender(s) currently operate the lock for boaters on a regular schedule.

## NEXT STEPS FOR FY23-24:

- Continue utilizing the lock tender to operate the lock for boaters as scheduled.
- Tender house plans require permitting and approval.
- Detection devices will be placed once the design is completed and approved.
- Develop a recurring maintenance schedule.





# Tom Adams Bridge Maintenance Plan

## BCC FOCUS AREA:

- Infrastructure

**ONGOING**

## OBJECTIVES:

- Provide appropriate maintenance levels to increase the lifespan of the Tom Adams Bridge.
- Provide appropriate maintenance to ensure motorist and boater safety.

## UPDATES FROM FY22-23:

- Recurring greasing and cleaning of the bridge has occurred quarterly.
- Determine level of service needed for bridge maintenance.

## NEXT STEPS FOR FY23-24:

- The proposed maintenance contract is out to bid.
- Evaluate contract and update as needed.













# ALL PUBLIC WORKS

## SHARED GOALS



Hire Additional Staff to Address Community Needs

Maintain American Public Works Association (APWA) Accreditation

Expand and/or Relocate Public Works Facilities



# Hire Additional Staff to Address Community Needs

## BCC FOCUS AREA:

- Efficient and Effective Government

**ONGOING**

## OBJECTIVES:

- Evaluate staffing needs based on workload, infrastructure needs versus wants, etc.
- Manage expectations on completing projects in a timely manner, utilizing temporary staff members when necessary.
- Advertise and onboard positions in a manner that allows for the acquisition of new equipment and facility usage.
- Hold hiring events with the assistance of the Human Resources department to allow for “on-the-spot” approvals.

## ENGINEERING UPDATES:

- There is a need for an employee to help with permitting and tracking of requirements for Charlotte County's National Pollutant Discharge Elimination System (NPDES) permits. Management reviewed classifications to determine the most appropriate position.
- A field inspector position was approved by the BCC and has been filled.

## M&O UPDATES:

- The following positions were requested and approved by the BCC:
  - 6 Equipment Operator I's
  - 4 Equipment Operator II's
  - 13 Equipment Operator III's
  - 11 Maintenance Workers
  - 1 Field Supervisor
  - 1 Administrative Assistant, Senior
  - 5 Design Technicians
  - 1 Design Technician, Senior
  - 3 Lock Tenders
  - 1 Locate Technician
  - 2 Street Light Technicians
  - 1 Traffic Signal Inspector
  - 1 Lighting District Coordinator
  - 2 Traffic Signal and Video Technicians



## SOLID WASTE UPDATES:

- The following positions were requested and approved by the BCC:
  - 1 Scale House Attendant, Senior
  - 3 Maintenance Workers
  - 1 Transfer Facility Technician

## MOSQUITO & AQUATIC WEED CONTROL UPDATES:

- The following positions were requested and approved by the BCC:
  - 1 Aquatic Weed Coordinator
  - 2 Mosquito Control Specialists

## NEXT STEPS:

- Management will continue to evaluate staffing levels and the type of staff needed to fulfill requirements of the division.





# Maintain American Public Works Association (APWA) Accreditation

## BCC FOCUS AREA:

**ONGOING**

- Efficient and Effective Government

## OBJECTIVES:

- Maintain internal communication and documentation of duties and responsibilities.
- Continue to improve operational performance as workflows and processes are brought up to industry standards.

## UPDATES:

- Currently underway with 2025 re-accreditation efforts.

## NEXT STEPS:

- Assign chapters to respective divisions and work centers for review and conduct monthly check-ins.
- Update chapters, processes, policies, and procedures.
- Renew accreditation contract in 2024 and schedule re-accreditation on-site evaluation for early 2025.





# Expand and/or Relocate Public Works Facilities

## BCC FOCUS AREA:

- Efficient and Effective Government
- Infrastructure

## FUTURE

## OBJECTIVES:

- Review any additional potential needs for expansion to address continual community growth.
- Request approval to move forward with the acquisition of additional land surrounding the new mid-county yard to accommodate additional parking for staff and equipment.

## UPDATES FROM FY22-23:

- 18181 Sinatra Avenue was acquired to be rehabilitated into a mid-county maintenance and operations yard.
- The building at the mid-county yard received new flooring and paint.
- Construction of the storage and working area is ongoing.

## NEXT STEPS FOR FY23-24:

- Allocate and move staff into the new mid-county yard when construction is complete.
- Work with the Facilities department to delineate repair measures in place from Hurricane Ian.
- Identify warehouse needs following Hurricane Ian damages.
- Develop a CNA/CIP with Facilities for future Public Works facilities.
- Submitted a Legistar item to the BCC for approval to name the mid-county yard to the J.B. Yard.



Photo: J.B. Yard under construction



# GLOSSARY

- **ADA** - Americans with Disabilities Act
- **AMCA** - American Mosquito Control Association
- **APWA** - American Public Works Association
- **ATMS** - Advanced Traffic Management System
- **BA** - Business Analyst
- **BCC** - Board of County Commissioners
- **BMP** - Bridge Maintenance Plan
- **BTI** - Bacillus thuringiensis israelensis - larvicide
- **CCTV** - Charlotte County TV
- **CDC** - Center for Disease Control
- **CDL** - Commercial Driver's License
- **CESQG** - Conditionally Exempt, Small Quantity Generator
- **CEU** - Continuing Education Unit
- **CIP** - Capital Improvement Program
- **CMP** - Capital Maintenance Program
- **CRA** - Community Redevelopment Agency
- **DNA Roads** - Dedicated-Not-Accepted Roads
- **DOH** - Department of Health
- **EOC** - Emergency Operations Center
- **ELM** - Equipment, Labor, Materials
- **EPA** - Environmental Protection Agency
- **ESA** - Exceptional Service Awards
- **ESRI** - Environmental Systems Research Institute, Inc.
- **FAQ** - Frequently Asked Questions
- **FDA** - Florida Department of Agriculture
- **FDACS** - Florida Department of Agriculture and Consumer Services
- **FDEP** - Florida Department of Environmental Protection
- **FDOT** - Florida Department of Transportation
- **FEHA** - Florida Environmental Health Association
- **FEMA** - Federal Emergency Management Agency
- **FMCA** - Florida Mosquito Control Association
- **FMCC** - Florida Mosquito Coordinating Council
- **FY** - Fiscal Year
- **GIS** - Geographic Information System
- **GPR** - Ground Penetrating Radar
- **GPS** - Global Positioning System
- **HHW** - Household Hazardous Waste
- **HPS Fixture** - High-Pressure Sodium
- **IT** - Information Technology
- **ITS** - Intelligent Transportation System





- **KAB** - Keep America Beautiful
- **KCB** - Keep Charlotte Beautiful
- **KPI** - Key Performance Indicator
- **LAP Certification** - Local Agency Program Certification
- **LED** - Light Emitting Diode
- **LIDAR** - Light Detection and Ranging
- **LSR** - Legal Service Request
- **M&O** - Maintenance & Operations
- **MAWC** - Mosquito & Aquatic Weed Control
- **MMU** - Malfunction Monitor Unit
- **MOU** - Memorandum of Understanding
- **MSBU/MSTU** - Municipal Service Benefit/Taxing Unit
- **MSW** - Municipal Solid Waste
- **NAHMA** - North American Hazardous Materials Management
- **NEHA** - National Environmental Health Association
- **NPDES** - National Pollutant Discharge Elimination System
- **PCR** - Polymerase Chain Reaction
- **PGPCNP** - Punta Gorda, Port Charlotte, North Port, Association of Realtors
- **PIO** - Public Information Office
- **POA** - Property Owner's Association
- **PTZ Camera** - Pan-Tilt-Zoom Camera
- **RFT** - Recycle Florida Today
- **ROW** - Right-of-Way
- **RPMS** - Raised Pavement Markers
- **SAMP** - Strategic Asset Management Plan
- **SCAT** - Subrecipient Compliance Assessment Tool
- **SWANA** - Solid Waste Association of North America
- **TMC** - Traffic Management Center
- **TSM** - Traffic Signs & Marking
- **UAV** - Unmanned Aerial Vehicle
- **UPS** - Uninterruptable Power Supply(ies)
- **UV** - Ultraviolet Rays
- **WM** - Waste Management



