

# Annual Report



**October 2015-September 2016**



# BCC Focus Area Goals

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## Quality of Life

**Goal:** Enhance community life by clean air and water, conservation of wildlife and natural resources, and provide community amenities.

**Long-range Outcomes:**

- Increase access to and awareness of local natural resources
- Develop a community brand or brands
- Delineate the core community identity and implement strategies to foster it
- Improve the appearance of the community
- Support efforts to improve education
- Prioritize “blue water”

## Infrastructure

**Goal:** Stabilize and maintain County-wide infrastructure.

**Long Range Outcomes:**

- Implement current projects
- Maintain maintenance programs & delineate costs
- Plan for unfunded projects – Justice Center, roads
  - Analyze value of various funding mechanisms – Impact Fees; MSBUs
  - Determine the amount of infrastructure needed vs. funding sources (vacant land)
  - Compare the costs of replacing old infrastructure vs. infrastructure needed for growth

## Economic Development

**Goal:** Create a business climate that promotes a diversified, growing economy consistent with established growth management plans and enhanced quality of life.

**Long Range Outcomes:**

- Articulate community identity from an economic strategy perspective
- Strengthen education options for a skilled workforce needed for that identity
- Create infrastructure needed to foster development of that identity
- Improve data and analytic capacity
- Improve position in film industry

## Water Resources

**Goal:** Ensure quality of natural water resources and provide safe and reliable water supply.

**Long Range Outcomes:**

- Develop a Central Sewer System
- Improve water quality in the Harbor – make it possible to swim at Port Charlotte Beach
- Strengthen public appreciation of the local natural environment and its importance to our local economy
- Ensure long term water supply with regional partners
- Enhance the credibility of CCU

# BCC Focus Area Goals

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## Growth Management

**Goal:** Manage growth and change consistent with the County's comprehensive plan to maximize quality of life with emphasis on efficient processes that support positive business, neighborhood communities, and protect our environmental assets.

**Long Range Outcomes:**

- Improved community appearance
- Improved traffic flow management
- More efficient review processes
- More consistent application and interpretation of rules
- Modified land layout that would make the community more attractive to residents and businesses

## Public Safety

**Goal:** Maintain a safe and healthy community in which to live.

**Long Range Outcomes:**

- Maintain low crime rate
- Improve community safety features such as lighting, sidewalks, bike paths
- Improve the capacity to meet growth demands with respect to response times, equipment and space
- Execute strategies to manage risks such as code violations, driver safety and homelessness
- Maintain good working relationships with other safety providers such as hospitals
- Strengthen community education efforts
- Healthier workforce

## Human Services

**Goal:** Pursue available funding sources to facilitate providing services to meet community needs.

**Long Range Outcomes:**

- Develop a comprehensive strategic plan with community partners; integrating various plans, needs assessments; duplication of services and providing access.
- Enhance coordination with outside agencies
- Expand funding options – grants
- Strengthen community education about services
- Identify who uses our services and trend data about possible future use – Retirees, workers
- Better coordination with Sarasota and other surrounding counties regarding homelessness and transportation

## Efficient and Effective Government

**Goal:** Continue to increase the effectiveness of local government and maintain a strong financial condition.

**Long Range Outcomes:**

- Improve performance and fiscal data
- Educate staff on tools to improve fiscal management
- Develop state level strategy for funding

# Major Accomplishments

## Budget and Administrative Services

### Fiscal Division

#### Updated the Capital Improvements Program

During FY16 the Fiscal Services Division updated the Capital Improvement Program processes to allow for greater transparency and to streamline the budgeting process for capital projects and capital maintenance items. The Capital Improvements Policy was re-written using guidelines published by the Florida Government Finance Officers Association. A twenty-year schedule was developed showing all capital projects including funded and unfunded, which falls in line with the Board's long-range outcome for Infrastructure to plan for unfunded projects. The division is also in the process of developing a twenty-year capital maintenance schedule showing planned capital maintenance items for County owned facilities.

### Transit

#### Customer Service Enhancements

This past year, Transit continued to move forward on the technological front by offering service through the Charlotte County App which allows riders to request trips. Transit also implemented nightly call out software, giving riders an opportunity to confirm or cancel their scheduled trips.

In an effort to increase ridership, Transit implemented a new marketing strategy and reduced reservation time from 48 hours to 24 hours. Ridership has increased by 20%.



### Real Estate Services

#### Disposal of Surplus County Land Program

The Disposal of Surplus County Land Program brought approximately \$4.5 million in additional revenues to the County through the summer of 2016 (includes over \$1,000,000 from the sale of surplus residential lots). This increases tax revenues to the County from sales and annual tax receipts when surplus lands are returned to the taxable roll (40% of surplus County Land returned to the tax roll).

### Purchasing

#### National Purchasing Institute – Achievement of Excellence in Procurement Award

Purchasing earned the 20th Annual Achievement of Excellence in Procurement Award for 2015. The Achievement of Excellence in Procurement Award is designed to recognize organizational excellence in procurement. The program is designed to measure innovation, professionalism, e-procurement, productivity, and leadership attributes of the procurement function.

Charlotte County is one of only 25 government agencies in Florida and one of only 47 counties in the United States to receive the award. Purchasing has received this award eleven times.



# Major Accomplishments

## Information Technology

### External Website Development Complete

All departmental website development has been completed. This has been a multi-year project involving sitting down with each department, gathering input and requirements in order to construct a framework within which each department can input their own content in conjunction with the PIO division. This has been a direct goal of the Board for the past couple of years. The new design will make it easier for citizens to find information in a format that is more intuitive, simpler and attractive.



## Community Development

### Babcock Ranch

Digital review process has been implemented for Babcock Ranch Development to assist contractors new to Charlotte County in our process and expedite this large scale project. Several of the large commercial buildings have already been processed and single family residences have begun to be submitted. Results of this endeavor will facilitate future digital review permitting. By creating this expedited process, the impact this large development will have on our current customers is reduced.

### Overall Department Perception

Over the past year, the overall perception of Community Development has improved with citizens, contractors, and developers. The department received an increase in positive feedback via face-to-face interactions, emails, and phone calls. Employee morale has improved, which in turn improves customer service results and efficiencies. These positive accolades and comments have been turned into something physical that employees can see in the form of a “kudos” tree.



# Major Accomplishments

## Community Services

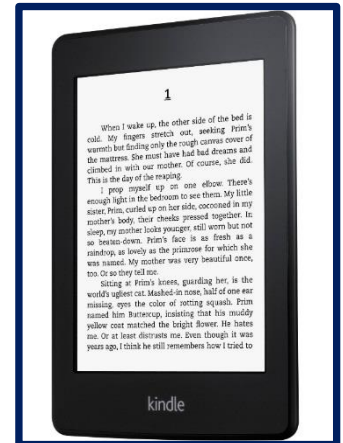
### **Libraries and History**

#### Career Online High School Initiative

As a way to actively respond to the issues of education and poverty within the community, the Libraries and History Division applied for and was selected by the State of Florida to offer qualified community members the opportunity to earn an accredited high school diploma and credentialed career certificates through *Career Online High School*, the world's first accredited, private online school district. Currently, more than 11% or 14,465 adults in Charlotte County lack a high school degree or equivalent. *Career Online High School* is specifically designed to reengage adults into the education system and prepare them for entry into post-secondary career education or the workforce. The *Career Online High School* initiative will positively affect individuals within Charlotte County by affording them a credentialed career certificate and high school diploma, resulting in more job opportunities, demonstrating to their friends and family the value of education, and being able to more easily provide for themselves and families.

#### Expanded E-resources

The Libraries and History Division is dedicated to innovation and ensuring that all Charlotte County residents have access to a full range of electronic resources. This year the Libraries more than doubled the size of our e-book collection, and added downloadable audio-books, graphic novels, and the music platform, Freegal. The addition of Freegal gives Charlotte County residents access to thousands of artists, tens of thousands of albums and millions of songs. Charlotte County library cardholders can access up to three hours of streaming music per day and download up to three songs per week. In addition, to ensure that all our residents have access to our electronic collections, a Kindle borrowing program was instituted which lets residents check out Kindles Paperwhites that are preloaded with bestsellers and Kindle Fires that allow access to our 3M e-book, Zinio e-magazine and Hoopla collections. The Kindles are loaned on the same basis as a print book with a three week borrowing period.



### **Parks and Natural Resources**

#### Bayshore Live Oak Park Canoe/Kayak Launch Improvements

Over the last few years due to multiple storm events, significant erosion occurred at the site of the canoe/kayak launch at Bayshore Live Oak Park leaving exposed rocks and oysters. After the County acquired two lots within the park area, staff worked to grade the land, remove the septic tanks and placed gravel on the existing driveway and the two house foundation areas. The new launch is more accessible and offers a launch area with more natural sand, no coral or concrete obstacles, and natural shoreline erosion protection.



# Major Accomplishments

## Recreation



### Senior Games

The 16<sup>th</sup> Annual “Fit for Life” Senior Games made positive strides this year with increased participation numbers, increased sponsorships, and decreased expenditures. This event allows seniors, aged 50 years and older, the opportunity to participate in a variety of athletic events. These activities serve as local qualifiers for the Florida Senior Games held in December of each year. This event provides a platform for our senior population to adopt a healthy lifestyle and focuses on our continued efforts to enhance the quality of life in Charlotte County.

## Facilities Construction and Maintenance

### Sales Tax Projects

In 2014 the voters of Charlotte County passed a referendum for a 1% sales tax to fund new projects. Projects were determined based upon the demographical and regional demand to improve the quality of life, infrastructure, and public safety of Charlotte County. Projects vary from renovation and expansion to new construction. Programming and design have begun on all ten projects assigned to Facilities Construction and Maintenance; CCSO District 1 Headquarters is under construction.



McGuire Park (artist's rendering)

- **Parks:** McGuire Park renovation, including a proposed splash pad; Veterans’ Memorial at G.C. Herring Park, with an amphitheater, war memorials, and reflection areas.
- **Recreation:** Two new recreation centers will be built – at Ann Dever Regional Park and North Charlotte Regional Park. Various other recreation center improvements will occur including additional gymnasiums, fitness rooms, arts/crafts and multipurpose rooms.
- **General Government and Public Safety:** West County District 1 Sheriff’s office will relocate into a new 12,000 square foot facility. West County Annex’s current 12,000 square foot facility will be replaced with a 20,000 square foot new government services facility. An expansion to the jail will occur, creating a multi-floor infirmary utilized for mental health, medical housing, and clinical care.
- **Library:** South County will see a new library and archive replacing the existing facility in Punta Gorda.



South County Library and Archive (artist's rendering)



South County Library and Archive (artist's rendering)

# Major Accomplishments

## Energy Efficient Lighting

Continuing the County's commitment toward energy efficiency, several projects were recently completed providing more efficient lighting at County facilities.

These lighting projects include:

- Carmalita Football Parking Lot retrofit to energy efficient LED lighting
- Harold Avenue Park Parking Lot retrofit to energy efficient LED lighting
- Mid County Regional Library Parking Lot retrofit to energy efficient LED lighting
- Tringali Park Tennis and Skate Park upgrade to green sports lighting
- Port Charlotte Beach Fishing Pier energy efficient LED lighting
- Charlotte Harbor Event and Conference Center HID high bay lighting to LED
- Ann Dever Regional Park football field lighting to green sports lighting



**Mid County Library Parking Lot**



## Bay Heights Park

Bay Heights Park is a combined passive park and watercraft launch area with 20 trailer and 12 car-only parking spaces. The watercraft launch area has a single boat ramp and a floating kayak launch off the staging dock area. Water depth is proposed at -5' mean low water (MLW) for the boat and kayak launch basin. The elements of the park are a restroom, pavilions near the seawall, rain garden, fishing and picnicking areas, and open space near McCall Road under heritage oak trees. An opaque fence buffer runs along the south property line near residential housing.

## Cape Haze Pioneer Trail Connector

Cape Haze Pioneer Trail was officially opened on November 20, 1999. It is located along the historical Charlotte Harbor and Northern Railroad easement, parallel to County Road 771/Gasparilla Road on the Cape Haze peninsula. This year's Phase 3 construction will complete the paved connection of the trail, including a trail head with parking and a restroom. The Cape Haze Pioneer Trail is approximately 8.5 miles in length.





# Major Accomplishments

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## Human Resources

### Management University

Management University is a training program that consists of three half-day sessions to cover a variety of topics ranging from accountability and employee engagement to the difference between leadership and management and the importance of employee recognition. With 31 graduates so far, the program will continue to be offered three times per year.

### Implementation of IAFF Physicals

The implementation of IAFF Physicals requirement was successfully negotiated in the recent IAFF bargaining agreement requiring annual physicals. Staff has worked diligently with CareHere to schedule the components of the physicals.

### Halogen Stay Interviews and Succession Planning

The Halogen Stay Interviews and Succession Planning project will proactively address employee retention through gauging employment satisfaction levels and retention risk through key questions initiated during periodic stay interviews. Through the use of talent assessments and succession planning questions, Human Resources will be able to identify readiness for promotion, as well as create talent pools with associated competencies for supervisory levels in the County. This will allow development of enhanced talent management strategies and individualized development plans.

## Human Services

### Housing Services

#### State Housing Initiatives Partnership (SHIP) Funds

During this current state Fiscal Year, Charlotte County/City of Punta Gorda was awarded \$808,578 in State Housing Initiatives Partnership (SHIP) funds through the Florida Housing Finance Corporation. These funds provide housing assistance to eligible very low, low and moderate income households and to special needs individuals in obtaining or repairing their homes.

### Senior Services

#### Home and Community Support Services

Case Managers in the Senior Services Division coordinate home and community supportive services based on individual care plans that encourage frail elders to live independently in their own homes, homes of relatives or caregivers. Services can include transportation, homemaking, nutritional supplements, home delivered meals, respite, personal care, medical alert equipment and other supportive services as may be needed. Funding for these services comes from state and federal grants. This past year the County received over \$1,000,000 for services and assisted over 400 seniors. A typical annual care plan for a frail individual in their own home is close to \$10,000. An average annual nursing home cost for a semi-private room is over \$80,000.

## Public Safety

### Animal Control

#### Animal Control Fleet

Animal Control recently completed upgrading its Fleet and is fully stocked with Ford F-250 full-size trucks with attached animal cages. The trucks all have built-in ramps to load animals. They are all now fully equipped with Tough Pads and rear-view cameras. This benefits the public as it increases the efficiency of the officer's daily performance by allowing them to transport more animals in a safe manner.



# Major Accomplishments

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## Radio-Interoperability/Safety

Animal Control recently completed a project with the Charlotte County Sheriff's Office 911 Dispatch Center. The project involved having hand-held and mobile radios upgraded so that Animal Control can speak to the CCSO Dispatch directly through their frequency. It also involved activating the emergency button on the radios. These two things offer a layer of protection for Animal Control Officers out in the field should they encounter a volatile situation in which their personal safety is compromised. This benefits the public as it keeps officers safe allowing continuity of service.

## **Emergency Management**

### Florida Alert System

Emergency Management opted into the Florida Division of Emergency Management's counties Alert Florida notification system. Alert Florida uses the Everbridge communication network to provide emergency communications to the residents and visitors of Charlotte County. When implemented the public will be able to sign up for emergency messages through their cell phones or their computer and they can select the types of messages they want to receive. Enrollees will also be able to select how they want to receive the alerts from any or all of the following: phone call, text message, email; or via a smartphone app. The system has been made available to the Emergency Management Office at no charge to the County. The Charlotte version of the program will be named "Alert Charlotte".



## **Fire and EMS**

### EMS Billing

Public Safety has partnered with Human Services to implement an Ambulance Fee Waiver Program that allows us to waive ambulance transport fees for full time Charlotte County residents who may be in need of financial assistance and who are eligible for this program. The purpose is to provide a benefit to our citizens who meet the income and eligibility requirements. Those who qualify will have their fees waived, avoid credit reporting and more importantly, not deter anyone from calling 911 because they cannot afford their ambulance bill.

### Marine 1 Replacement

Fire and EMS has been awarded a grant through the Marine Advisory Committee in the amount of \$425,000 to replace the department's 13 year old fire and rescue boat. This vessel will be designed and built for the specific mission of providing fire suppression, emergency medical services, patient transport and search and rescue in Marine One's primary response zone, which encompasses the western portion of Charlotte Harbor, intercostal waterways, passes and the Gulf of Mexico up to 15 miles.



# Major Accomplishments

## Special Events Polaris 6x6 UTV

In house, Fire and EMS refurbished an extremely corroded Polaris that was originally designed for patient transporting. They replaced the chassis, refurbished the patient module, and modified the suspension/module to accommodate a Stryker Power Pro patient transport cot. Also added were warning lights, a siren and PA, scene and work lighting and patient module lighting.

This unit will be utilized during all of the special events requiring Paramedics to be on standby. This unit will enhance their capabilities to treat a patient outside of a rescue, and transport them in the quickest means possible through crowds of people, and obstacles.



## Hospital Diversion Policy

In conjunction with area hospitals, EMS staff worked to bring all together to come up with a plan to help reduce delayed off load times at the hospitals. This was successful and resulted in reducing time spent waiting at hospitals in the face of a 13.2% increase in calls for service.

## P25 Digital Radio Deployments

The deployment of P25 digital radios to all county agencies requiring replacement radios prior to the P25 digital radio system procurement and implementation is underway. This is a major undertaking that includes removing all of the analog mobile radios and reinstalling the digital mobile radios into the agencies' vehicles during the conversion. Completed so far is Fire and EMS, Animal Control and Transit.



## Fire Training Facility

The new Fire Training Facility is now open. It is a five story structure with various access points for training such as anchor points to repel from the fifth story, a roof prop simulate ventilation, a confined space prop, a burn room and more. Firefighters will be trained with live fire, heat and smoke and simulated real-time evolutions.

## Public Works

### Gateway Entry Features

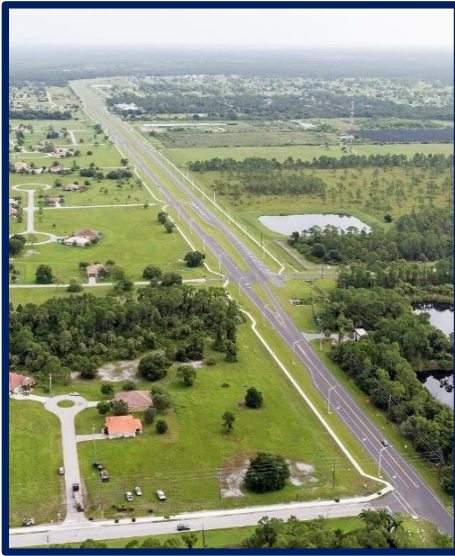
Recently Maintenance and Operations completed the design and installation of an entry feature/gateway project at SR 776 and US 41. The entire project consists of two phases; the installation of landscaping material between US 41 and Murdock Circle and the future installation of a monument sign welcoming people to Charlotte County. This is one of several planned gateway/entry features planned in the upcoming years.



SR 776 Gateway Entry Feature  
Landscaping

# Major Accomplishments

## Burnt Store Road (Phase 3) Widening

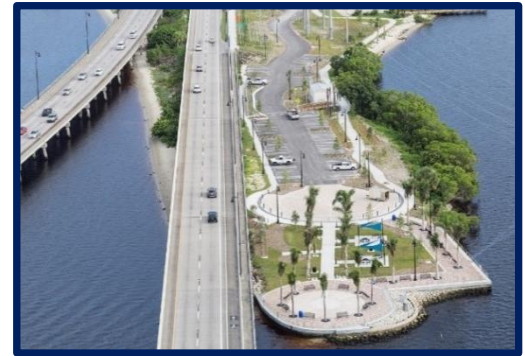


The Burnt Store Road corridor widening was developed as a three phase project which provides a multi-lane roadway from the Lee/Charlotte County line to US 41 at North Jones loop Road, then on to I-75 via North Jones Loop Road less than one mile away.

The Phase 3 portion was designed and built as four 12-foot wide travel lanes with the ability to add two additional lanes in the median as traffic capacity is needed. Six-foot sidewalks were provided on both sides as well as a five-foot paved shoulder. The construction started on the project in March 2014 and was completed on time and under budget. The ribbon was cut, opening this \$42,360,000 roadway on February 1, 2016.

The County was able to secure FDOT funding support for the design work on the Phase 2 portion of the project, which is scheduled to be completed in early spring

2017. The roadway will be built the same as the Phase 3 portion. The County has identified funding for right-of-way acquisition and construction in the coming years.



## Charlotte Harbor Gateway Harbor Walk, Phase 1

The Charlotte Harbor Gateway Harbor Walk is a vision of linking together parks while maintaining views and access to the Charlotte Harbor National Estuary. This project has several phases. The Charlotte Harbor Gateway Harbor Walk, Phase 1 project was designed and constructed to provide pedestrian and boater access to Charlotte Harbor.

Phase 1 included:

- Replacement of the seawall.
- An eight-foot wide concrete sidewalk from the Barron Collier Bridge north to Melbourne Street.
- A pedestrian promenade including benches, tree wells with accent lighting, architectural handrails, grassed open space and two shaded seating areas.
- A bathroom facility.
- 59 paved parking spaces.
- Internal pedestrian connections to the promenade, parking, bathroom.
- Decorative lighting and landscaping, including 26 live oak trees.
- Improved access to the beach and a small non-trailer boat launch with direct harbor access.



## The Sunshine Lake Weir

The Sunshine Lake Weir project involved the construction of a water level control structure at the south end of Sunrise Waterway at North Tamiami Trail, for the purpose of raising the water level in Sunshine Lake and Sunrise Waterway approximately 18 inches. This will benefit the water quality and health of the lake and waterway. A greater water depth helps to inhibit the growth of nuisance aquatic vegetation, and a larger deep pool volume contributes to the enhancement of water quality and increases storage for suspended solids.

# Major Accomplishments

## Fordham 5.11 and Niagara 5.72 Water Control Structures

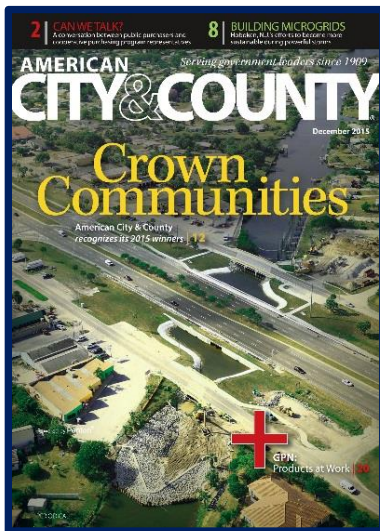
In the 1998 Stormwater Master Plan, it was determined that many of the existing water control structures in Greater Port Charlotte were either undersized or had deteriorated since they were originally built in the 1960s. Out of a total of 40 water control structures, the Fordham 5.11 and Niagara 5.72 structures are the thirty-second and thirty-third structures to be constructed.



Charlotte County Public Works won a Crown Communities Award and two awards from American Public Works Association for projects of the year 2016.

## Harborview Bridge Replacement

The Harborview Bridge Replacement project won the American Public Works Association Project of the year 2016 for structures less than five million dollars.



The Harborview Bridge Replacement project reconstructed a bridge on an arterial roadway providing access to Deep Creek Elementary School and the neighborhood of Harbor Heights. The newly constructed bridge features an eight-foot wide multi-use path on the west side of the bridge and a five-foot sidewalk on the east side. It has decorative traffic barrier walls and a six-foot high decorative fence system for the pedestrian railing.

## US 41 Micro-Tunneling Project

The US 41 Micro-Tunnel Project was submitted and selected as the 2015 Crown Communities Award Winner in the water category. The project was featured in and on the cover of the December 2015 issue of the American City & County Magazine. The Micro-Tunnel Project also won the American Public Works Association Project of the year 2016 Transportation award in the category of five million dollars to less than twenty-five million dollars.

## Tourism

### Festival and Event Development Program

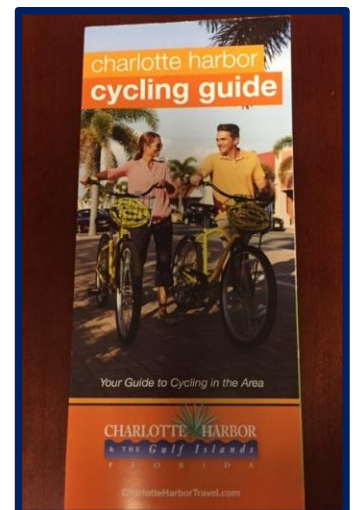
Tourism is now implementing the Festival and Event Development Program which provides funding for new festivals and events during our low and shoulder seasons for up to two years. This will formalize and provide structure for requests for funding for area events and facilitates development of events during our low and shoulder seasons.

### Cycling Guide

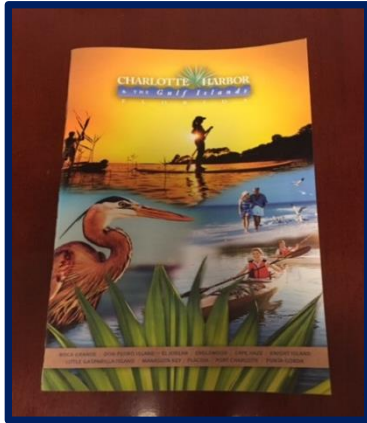
The Charlotte Harbor Cycling Guide has been distributed, providing information on area trails, biking regulations and areas of interest. Both visitors and citizens will benefit from this guide.

### Shark Brothers

Two videos with the Shark Brothers were finalized. The videos are foundational to a planned campaign on the importance of preserving and protecting our natural product.



# Major Accomplishments



## 2016 Visitor Guide

The 2016 visitor guide was published and also translated into German. The guide is the primary fulfillment piece for Charlotte County Tourism. It will be distributed both in print and electronically. Print versions in German will be distributed through tradeshow in Germany throughout 2017. German visitors are critically important to Charlotte County during the summer and fall.

This guide has a greater emphasis on our ecology, in keeping with the Visitor and Convention Bureau and the county's goal to maintain the integrity of our waterways and our natural product.

## Sporting Events

Tourism booked several new events for 2016 including Sugar Bert Boxing, held in June, which attracted more than 500 participants and over 2000 people to the event. A Pickleball tournament was held in January with more than 200 participants, 25% of which were from outside the state of Florida. Both events occurred during our low or shoulder season.



## Utilities

### Charlotte Harbor Water Quality Initiative-East and West Spring Lakes Project

Phase 1 of the Charlotte Harbor Water Quality Initiative-East and West Spring Lakes Project has begun. This is the pilot program launch for connecting properties to the centralized sewer system, and abandonment of existing septic tanks. Approximately 1,800 properties will be connected and served after the completion of the project, which includes installing sewer mains and service laterals to the properties. A vacuum station has also come online, and will help to provide efficient service. This ties directly to the County's Blue Water Strategy initiative as studies are showing that the harbor is an impaired waterway and we are confident that the connection to the sewer system will show over time a dramatic improvement in water quality, protecting our fragile ecosystem.



# Major Accomplishments

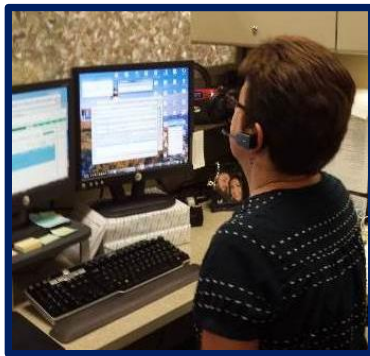
## Fixed Base Meter

63,000 AMI meters will be installed to help provide enhanced technology services benefitting the customers served by the Utilities Department. So far, just over 18,000 meters have been installed. It is estimated 121 are installed daily. We are able to detect an issue at the property faster, as we are alerted daily to high consumption or continuous use.

## KPMG-Operational Audit Key Service Outcome

The Utilities Department, after an operational audit conducted by KPMG Consultants, had 42 identified work plan areas for enhancements. Three additional work plans were also identified, for a total of 45. By December 2015, 22 of the 45 had been completed. One of the focus areas included the development of a customer service focused program known as Knowledge Base. The Knowledge Base allows for a comprehensive call center database to provide customer account specialists with an easily accessible and searchable source for answering customer inquiries. The database is a repository of frequently asked questions, as well as historical perspectives.

The Knowledge Base has helped to improve productivity and decrease call answer time to below 3:00 minutes, to average wait time for call answering (speaking to a human) to under 2:30 minutes. This also provides a quicker and more efficient experience for the customers.



PMO Tasks	Description	Task Owner	
4.1.A	CIP In House Resources	Chris Carpenter	
4.1.B	CIP Financing Plan	Ruta Vardys	
4.1.C	Rate Stabilization Fund	Bruce Bullert	Done
4.1.D	Road Project Costs	Tom Dunn	
4.2.A	CIP Prioritization	Mike Youshock	Done
4.2.B	Identify Infrastructure Issues	Bruce Bullert	
4.3.A	Assess Staff & Consultants	Bruce Bullert	Done
4.3.B	Appoint Project Engineers	Tom Dunn	Done
4.3.C	CIP Analyst	Bruce Bullert	Done
4.4.A	Indirect Cost Pool & Rate	Bruce Bullert	Done
4.4.B	Line Extension Program	Ruta Vardys	
5.1.A	Knowledge Base	Matt Valentine	Done
5.1.B	Recording Banner Activity	Matt Valentine	
5.1.C	Continuous Monitoring	Matt Valentine	Done
5.1.D	Record Customer Calls	Matt Valentine	Done
5.2.A	Website Redesign	Eileyn Sobeck	Done
5.3.A	Customer Service Strategy	Tina Nusbaum	Done
5.4.A	Work Order Reporting	Stacey Dolleman	
5.4.B	Mobile Technology	Stacey Dolleman	
5.6.A	Change Management Plan	Joan Brown	Done
6.1.A	Adjust Staffing Levels	Gary Hubbard	Done
6.2.A	Employee Training Program	Steve Kipfinger	Done
6.2.B	Managing Training Activities	Bruce Schellinger	Done
6.2.C	Just In Time Training	Steve Kipfinger	Done
6.2.D	Apprenticeship Program	Steve Kipfinger	Done
6.3.A	Employee Feedback	Bruce Schellinger	Done
6.3.B	Recruitment & Retention Strategy	Norma Corso	Done
6.3.C	Formal Succession Plan	Norma Corso	
6.3.D	Performance Evaluation Process	Norma Corso	Done
7.1.A	Enhance Technical Support	Joan Brown	Done
7.1.B	IT Strategic Plan	KPMG	Done
7.1.C	Systems Maintenance & Upgrades	Steve Bozman	Done
7.1.D	P Drive Organization	Gary Hubbard	
7.2.A	Increase System Interoperability	KPMG	Done
7.2.B	EAMS System Requirements	Gary Hubbard	
7.2.C	WonderWare Systems	Steve Bozman	
7.3.A	Banner System	Tina Nusbaum	
7.3.B	Fixed Base Meter System	Joan Brown	
8.2.A	Strategic Plan	Gary Hubbard	Done
8.3.A	Re-evaluate Metrics	Joan Brown	Done
8.3.B	Performance Measures Availability	KPMG	Done
8.3.C	Enhance Policies and Procedures	Eileyn Sobeck	Done
8.4.A	Communicate Goals and Results	Bruce Schellinger	Done
8.4.B	Cross-Division Collaboration	Eileyn Sobeck	Done
8.4.C	Consolidate Policies & Procedures	Joan Brown	

## East Port Water Reclamation Facility Upgrades

The East Port WRF received \$12.5 million in upgrades. Stage 1 included a 2.05 million gallon aerobic digester, supernatant pump station, and truck transfer station, two electrical buildings, and the rehabilitation or replacement of plant pumps and piping and improvements to water reclamation system. This project was completed April 2016.



# Charlotte County Board of County Commissioners

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**Ken Doherty**  
District 1



**Christopher Constance**  
Vice-Chairman  
District 2



**Bill Truex**  
Chairman  
District 3



**Stephen R. Deutsch**  
District 4



**Tricia Duffy**  
District 5

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*Produced by Charlotte County Government.*

The Annual Report is a report on the State of Charlotte County as required by F.S. § 125.74(b)