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AARON LLOYD
EXECUTIVE DIRECTOR

Date: July 15, 2026
To: Board of Commissioners
From: Aaron Lloyd, Executive Director
Subject: 2024 Annual Report Submission update

During the 2024 Legislative Session, CS/CS/HB 7013, "Special Districts," was approved by the Florida Legislature and created section 189.0694, Florida Statutes, establishing performance-measure requirements for special districts. Beginning October 1, 2024, or by the end of the first full fiscal year after creation, each special district must establish goals and objectives for each program and activity undertaken by the district, along with performance measures and standards to determine whether those goals and objectives are being achieved. By December 1 of each year thereafter, each special district must publish an annual report on the district's website describing the goals and objectives achieved, the performance measures and standards used to make that determination, and any goals or objectives the district failed to achieve. These statutory changes reinforced the need for a more formal planning framework with measurable objectives, timelines, and accountability for implementation.

In the summer of 2024, Lee County Mosquito & Hyacinth Control Districts (LCMHCD) retained professional consulting services to assist in the development of a formal strategic plan for LCHCD. The resulting strategic plan organized annual report objectives, timelines, progress tracking, and next steps for completion. The 2024-2028 Strategic Plan was officially adopted by the LCMHCD Board of Commissioners on August 19, 2024, and formal leadership-team training on performance tracking and implementation was conducted on October 2, 2024.

Effective May 9, 2026, Aaron Lloyd assumed the role of Executive Director of the Lee County Mosquito and Hyacinth Control Districts. This quarterly update is therefore submitted under current executive leadership and reflects continued implementation of the strategic plan framework adopted in 2024.

For quarterly reporting purposes, the strategic plan performance guidance identifies the April through June reporting period as due July 15. The district's annual website posting required by section 189.0694 remains due by December 1 each year, and the plan will continue to be updated to reflect progress made during the reporting year, including completed objectives, active projects, performance measures used, and any objectives not achieved.

A few highlights of accomplishments through the 2025-2026 reporting period include:

1. Finished remodeling of old mix-load building to UAS office and storage office
2. Vehicle/building parking area expansion finished
3. Water quality instrument and analyzer upgrade

In summary, the strategic plan continues to provide LCHCD with a structured framework for tracking progress on projects identified within Operations, the Pond Watch program, and the

Water Quality Laboratory. The accompanying attachments document the status of these projects, the applicable timelines, and the next steps necessary to maintain compliance with the district's planning and annual reporting obligations.

Attachments:
A. 2024 TO 2028 STRATEGIC PLAN
B. 2024 TO 2028 STRATEGIC PLAN PERFORMANCE TRACKING SPREADSHEET

Sincerely,

Aaron Lloyd
Executive Director
Lee County Hyacinth Control District
Lehigh Acres, FL 33971

Attachment A

COVER PAGE

CS/CS/HB 7013: “Special Districts”, was unanimously approved by the Florida Legislature and signed into law by Governor DeSantis in late April 2024. Among other requirements of this bill is a provision requiring all special districts to adopt goals and objectives, as well as performance measures and standards to determine if those goals and objectives are being achieved. In particular, concerns were raised by the Legislature that Mosquito Control Districts needed better planning of expenditures implemented into a comprehensive strategic plan with budgeted items and timelines for completion. Prior to this bill, Lee County District Control District (LCHCD) was using a “SWOT” (Strengths, Weaknesses, Opportunities, and Threats) analysis as a strategic plan to drive district planning. While adequate in identifying the needs and weaknesses of LCHCD’s operations, our SWOT analysis lacked goals, objectives, timelines, and correlating budgets for those specific goals. The strategic plan that follows addresses these shortcomings and enables LCHCD to identify important annually reportable objectives to achieve the goals of the strategic plan and assigns each one a timeline, progress log, and cost.

With assistance from LCMCD, LCHCD has built departmental goals with 5 reporting criteria in mind to fulfill the intent of HB 7013; our goal and objective criteria are SMART:

Specific, Measurable, Achievable, Reportable, Timely

These goals and SMART planning will be presented to the Board at our August board meeting for commissioner review and discussion. A vote to adopt the plan will be presented at the August board meeting. Per HB7013, the plan must be posted on the district website by September 30th.

Lee County Hyacinth Control District
Strategic Plan 2024-2028

Mission Statement

The Lee County Hyacinth Control District strives to promote sound aquatic plant management through operations, research and outreach education emphasizing integrated plant management techniques.

Vision Statement

The Lee County Hyacinth Control District looks to provide the opportunity of creative educational venues and explore innovative techniques in the pursuit of environmentally sustainable aquatic plant management.

Background

The Lee County Hyacinth Control District was formed by an act of the Florida Legislature and has been controlling aquatic vegetation impeding navigation of county waters and the Caloosahatchee River up to the west bank of Lake Okeechobee since its inception in 1961. Our hyacinth control services make boating activities possible for all our citizens and many visitors by providing aquatic plant management to our local public waterways.

Lee County has ranked among the fastest growing counties in Florida over the last four decades and is among the fastest growing nationally, ranked at #9 in 2022.[1] The population has risen from about 50,000 in 1958 to approximately 860,000 in 2025, a 17-fold increase.

Our ever-increasing population requires sufficient planning, growth, and investment to continue providing reliable and effective aquatic weed control in terms of proper staffing and adequate equipment and materials while keeping costs minimized and providing a good value to the citizens of Lee County. To achieve these outcomes, we are engaged with multiple partners including District and County Commissioners, City planners, the Port Authority, Fish & Wildlife, U.S. Army Corps of Engineers, Department of Environmental Protection, politicians, and many others.

This Strategic Plan is designed to accomplish the following:

1. Coordinate our operational and growth needs with our LCHCD Board of Commissioners to develop sound budgeting and policymaking.
2. Fulfill the future needs of aquatic weed control in Lee County in a timely manner with sufficient staff and resources and within budget.
3. Meet the goals of this Plan within five years.

[1] https://www.fox4now.com/news/local-news/lee-county/lee-county-leading-the-way-nationally-in-population-growth

LCHCD Strategic Plan 2024-2028
Goals & Objectives by Department

I. Operations (OPS) Goal

Continuously improve operational efficiency while maximizing the effectiveness of aquatic weed control in public waterways of Lee County.

Objectives:

- OPS 1: **April 2025:** Remodel old mix-load building to UAS Drone office and storage
- OPS 2: **December 2025:** Expand and improve existing vehicle/equipment parking area provided when the completion of LCMCD vehicle storage building for large vehicles adjacent to Fleet building is completed
- OPS 3: **December 2027:** Reassess Unmanned Aerial Systems (UAS) spray application drone to be replaced by a larger volume capacity drone to reduce flight time and limit chemical exposure due to more frequent chemical reloading of smaller drones
- OPS 4: **December 2027:** Reassess biannual biological inspections on private stormwater ponds to consolidate work force reduction
- OPS 5: **October 2028:** Replace 3 work trucks

II. Pond Watch program and Water Quality Laboratory (PWP/WQL) Goal

Pond Watch is a citizen volunteer monitoring program established by the Lee County Hyacinth Control District to educate citizens about pond management in stormwater ponds. The focus of the program is to identify problems in communities with stormwater ponds and advise residents on the implementation of best management practices.

Objectives:

- PWP/WQL 1: **October 2026:** Update field instruments for water quality monitoring
- PWP/WQL 2: **October 2026:** Upgrade/replace technical equipment for the discrete analyzer (AQ2) Seal Analytical
- PWP/WQL 3: **October 2028:** Add supplemental supporting equipment for the bathymetry data collection system

Annual Implementation Plan. The AIP will set departmental goals at the beginning of budget season beginning in July to be completed in September. Timelines will be established on any project budgeted for that upcoming fiscal year. Goals will be tracked and reported to the board semiannually.

Attachment B

Capital Improvement Projects FY 2023-2025

Budget Year:	Project:		Estimated Cost:
2024	Replace IT Switches for the District	$	11,284
2024	Fuel Master Systemwide Upgrade		4,719
2024	New HVAC Chiller - Administration Building		6,443
2024	Quad Break and Locker Rooms Overhaul		-
2025	Fleet Storage Building (finished)		31,052
2026	IT Cable Upgrades within District Compound	$	27,000
		$	80,498

Strategic Plan Performance Report Guidance

Due Dates

Quarter	Deadline
OCT to DEC	Jan 15
JAN to MARCH	April 15
APRIL to JUNE	July 15
JULY to SEPT	October 15
Annual Report	December 31

Purpose: To provide LCHCD Management with quarterly reviews of the performance of the organization
To provide the LCHCD elected officials with a quarterly progress report on achieving the goals and objectives of the organization
To provide the residents and tax payers of Lee County, Florida with a transparent annual report on how their tax money is being utilized

Process: Each Department Director is responsilbe for submitting their quarterly reports to the Executive Director by the designated due date.
The Executive Director will review the reports and determine whether or not the performance is:

GREEN	Satisfactory, resources and scope of work is sufficient, on schedule
YELLOW	Needs Resources (People, Money, Equipment or Time) and/or Scope of Work changes
RED	Unsatisfactory, corrective action is needed or Stop Work due to change in priorities/funding/staffing

The Executive Director will meet with their direct reports to review the reports and take necesssary actions to improve performance
The Executive Director will provide a summary to the elected officials to keep them aprised of progress
The Executive Director will annually submit a summary report on the LCHCD website

Integration: The Strategic Plan and the performance reports should be utilized when determining budget and capital improvement requests
Budget requests should include a reference to the goal and objective(s) in the Strategic Plan the money will be used to address
Performance reports may be viewed as a "Return on Investment" tool indicating progress to completion of the Strategic Plan
Performance reports may also illustrate budget shortfalls and help determine whether a budget amendment is needed or not

Example

Strategic Plan Performance Tracker

Department	Objective	Due Date	% Completion	Next Steps	Notes
EXAMPLE	EXAM 1	8/30/2024	30%	Email Draft Strategic Plan to LCMCD by June 14	No additonal resources needed 6/10/2024
				Email Draft Performance Report to LCMCD June 14	No additonal resources needed 6/10/2024
				July 2024 LCMCD Departmental Review (MS Teams)	Scheduled and confirmed 4 sessions
				August 2024 On Site Review (if needed)	Scheduled and confirmed 1 day, 8/7/2024
	EXAM 2	6/2/2024	25%	Additional Resources Discussion with Management	Budget and Labor/Contractor
				Identify new completion date	RFP, Bid Award, Board Meeting
	EXAM 3	12/1/2023	45%	Facility Damage Assessment - Insurance Adjuster	Project Stalled - Storm damage
				Board policy decision not to proceed 10/31/2023	STOP WORK 11/1/2023

Objectives:

EXAM 1: Coordinate and complete a streamlining of the current LCMCD Strategic Plan and provide a framework for performance measurements by August 30, 2024

EXAM 2: Execute integration of BidNet information systems into the research and marketing databases by June 2, 2024

EXAM 3: Upgrade livestock shelter #2 on premise at Havana, Florida location by December 1, 2023

Operations

Objective	Due Date	% Completion	Update	Next Steps	Notes
OPS 1	April 2025	95%		Obtaining quotes for lift system for loading dock; waiting on one additional door installation.	Interior remodel complete along with exterior rollup doors and AC. Working with vendors for quotes on a lift to raise drones to loading dock. April 2025
		95%	Jul-25	Still awaiting lift installation	Lift installation due mid-April, 2025. Project almost complete.
		100%	Oct-25	Finished	Finished
OPS 2	December 2025	95%		Pour concrete and assemble building	Unassembled steel building is onsite; plans have been approved by Community Development Department; vendor has been selected to assemble building and is staging subcontractors and equipment as of November 2024. April 2025, Building
		100%	Jun-25	Finished	Construction completed, awaiting final inspection, gravel ingress road forthcoming, fuel tank barrier ballards ordered, installation by August, 2025.
OPS 3	December 2027	20%		Continue to monitor and implement spray drone applications	Request demo from Hylio for upgraded drone capabilities 2025. April 2025, same.
		30%	Jul-25	Scheduled demostration of new system in August 2025	
		40%	Oct-25	LCMCD placed an order for a Hylio HYL-150 drone and LCHCD will assess its capabilities for our program in 2026	Assessment to begin after drone arrival
		40%	Apr-26	LCHCD will continue to monitor Hylio HYL-150 drone and determine if this would potentially work for our program	Monitor and assess LCMCD Hylio HYL-150 drone capabilites
		40%	Jul-26	LCHCD will continue to monitor LCMCD Hylio HYL-150 drone and prepare for Leading Edge PV40X drone support to expire	Monitor and assess LCMCD Hylio HYL-150 drone capabilites
OPS 4	December 2027	10%		LCHCD staff able to accommodate current field inspections	Work force reduction assessment will be determined when or if biological stormwater inspections are continued. April 2025, no change.
		10%	Jul-25	No change	No change
		10%	Oct-25	No change	No change
		10%	Apr-26	No change	No change
		10%	Jul-26	No change	No change
OPS 5	October 2028	20%		Monitoring vehicle mileage of LCHCD fleet	Current vehicle fleet meets all operational needs. April 2025, no change.
		20%	Jul-25	No change	No change
		20%	Oct-25	Vehicle change not yet needed	No change
		20%	Apr-26	No change	No change
		30%	Jul-26	Vehicle change not yet needed	No change

Objectives:

OPS 1: April 2025: Remodel old mix-load building to UAS Drone office and storage
OPS 2: December 2025: Expand and improve existing vehicle/building parking area, provided when the completion of LCMCD storage building for large vehicles adjacent to Fleet building is completed
OPS 3: December 2027: Reassess Unmanned Aerial Systems (UAS) spray application drone to be replaced by a larger volume capacity drone to reduce flight time and limit chemical exposure due to more frequent chemical reloading of smaller drones
OPS 4: : December 2027: Reassess biannual biological inspections on private stormwater ponds to consolidate work force reduction
OPS 5: October 2028: Replace 3 work trucks

Pond Watch program and Water Quality Laboratory

Objective	Due Date	% Completion	Update	Next Steps	Notes
PWP/WQL 1	October 2026	65%		Calibrate field instruments and determine upgrade or replacement units	8/1/24 - Eureka multiprobe sonde Manta has outdated software issues. Replacement will be budgeted for the FY 2025-2026. 11/13/24 quote for upgrade and replacement instrument $5,857.14. April 2025, 1 year ahead of schedule.
		75%	Jul-25	Another quote needed.	
		95%	Oct-25	Placed order for Eureka	Purchase price of instrument = $7,394.64
		100%	Apr-26	Finished	Finished
PWP/WQL 2	October 2026	75%		Continue to operate AQ2 and repair parts as needed, budget to replace unit in FY 2025-2026	11/4/24 - The AQ2 system components have become increasingly difficult to obtain due to technology obsolescence. Due to this difficulty, effective January 1, 2025, SEAL Analytical will no longer be able to guarantee serviceability of your instrument using only new components. They will continue to offer contracts, but if necessary, will use tested refurbished components. These parts will include a 40% discount for basic contract holders, 50% discount for premium contract holders. Refurbished parts will be warrantied for 90 days. April 2025, 1 year ahead of schedule.
		85%	Jul-25	Another quote needed. Replace in new fiscal year.	
		95%	Oct-25	Training and installation on Jan-26	AQ400 has arrrived, purchase price of $52,220.00
		100%	Apr-26	Finished	Finished
PWP/WQL 3	October 2028	0%		Upgrade hardware and software	Advances in technology will make the current equipment outdated.
		0%	Jul-25	No change	April 2025, no change
		0%	Oct-25	No change	No change
		0%	Apr-26	No change	No change
		10%	Jul-26	No change	No change

Objectives:

PWP/WQL 1: October 2026: Update field instruments for water quality monitoring
PWP/WQL 2: October 2026: Upgrade/replace technical equipment for the discrete analyzer (AQ2) Seal Analytical
PWP/WQL 3: October 2028: Add supplemental supporting equipment for the bathymetry data collection system