



Coachella Valley Mosquito and Vector Control District

43420 Trader Place, Indio, CA 92201 | (760) 342-8287 | cvmosquito.org

Strategic Planning Workshop

Tuesday, February 11, 2025

3:30 p.m.

AGENDA

Materials related to an agenda item that are submitted to the Board of Trustees after distribution of the agenda packets are available for public inspection in the Clerk of the Board's office during normal business hours and on the District's website.

This meeting will be conducted by video and/or teleconference as well as in person at the District office located at the address listed above. To view/listen/participate in the meeting live, please join by calling 1-888-475-4499 (toll-free), meeting ID: [820 9930 7769](https://us02web.zoom.us/j/82099307769), or click this link to join: <https://us02web.zoom.us/j/82099307769>.

TELECONFERENCE NOTICE

Pursuant to Government Code section 54953(b), Vice President Benjamin Guitron will participate from the Hotel Concierge Plaza La Villa, C. Martha Dueñas 39, Centro, 28970 Cdad. De Villa de Alvarez, Col., Mexico. This Notice and Agenda will be posted at the teleconference location. Accessibility to and public comment from this address will be provided as required by Government Code section 54953(b)(3).

Assistance for those with disabilities: If you have a disability and need an accommodation to participate in the meeting, please contact the Clerk of the Board at (760) 342-8287 at least 48 hours prior to the meeting to inform us of your needs and to determine if accommodation is feasible. The District will attempt to accommodate you in every reasonable manner.

1. Call to Order – John Peña, President

A. **Roll Call**

2. Confirmation of Agenda

3. Public Comments

Members of the public may provide comments in person or remotely at the time of the meeting as set forth in the agenda. Public comments may also be sent by E-mail to the Clerk of the Board by 2:30 p.m. on February 11, 2025, at mscarborougheckel@cvmosquito.org. E-mails received prior to 2:30 p.m. on the day of the Board meeting will be made part of the record and distributed to the Board. This method is encouraged as it gives the Board of Trustees the opportunity to reflect upon your input. E-mails will not be read at the meeting.

A. **PUBLIC Comments — NON-AGENDA ITEMS:** This time is for members of the public to address the Board of Trustees on items of general interest (a non-agenda item) within the subject matter jurisdiction of the District. The District values your comments; however, pursuant to the Brown Act, the Board cannot take action on items not listed on the posted Agenda. **Comments are limited to a total of three (3) minutes per speaker for non-agenda items.**

B. **PUBLIC Comments — AGENDA ITEMS:** This time is for members of the public to address the Board of Trustees on agenda items (Open and Closed Sessions). **Comments are limited to three (3) minutes per speaker per agenda item.**

All comments are to be directed to the Board of Trustees and shall be devoid of any personal attacks. Members of the public are expected to maintain a professional, courteous decorum during public comments.

4. Strategic Planning Workshop — Andy Pendoley, Pendoley Communications + Strategies

5. Trustee/Staff Comments

6. Adjournment

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Certification of Posting

I certify that on February 7, 2025, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Trustees of the Coachella Valley Mosquito & Vector Control District and on the District's website, said time being at least 72 hours in advance of the meeting of the Board of Trustees (Government Code Section 54954.2)

Executed at Indio, California, on February 7, 2025

Megan Scarborough-Eckel

Megan Scarborough-Eckel, Clerk of the Board



BOARD OF TRUSTEES WORKSHOP

Strategic Plan

February 11, 2025

WORKSHOP OBJECTIVES

- Review the purpose of the Strategic Plan and progress to-date
- Review key findings from Phase I of the planning process
- Discuss potential refinements to elements of the strategic framework: vision, mission, values and goals
- Confirm next steps in the process

WORKSHOP AGENDA

I. Welcome and Agenda Overview

II. Overview: CVMVCD Strategic Plan

- a. Purpose
 - b. Phases and Schedule
 - c. Engagement Activities
-

III. Phase I: Key Findings on Current Conditions and Future Opportunities

- a. Recent Accomplishments and Strengths
 - b. Issue and Opportunity Areas
-

IV. Strategic Framework

- a. Vision and Mission
 - b. Shared Values
 - c. Goals
-

V. Summary and Next Steps

- a. Recap: Key Discussion Points
 - b. Next Steps
-

Close



SUMMARY REPORT: BOARD INTERVIEWS

Strategic Plan

February 7, 2025

OVERVIEW

This report summarizes findings from one-on-one interviews with members of the Board of Trustees of the Coachella Valley Mosquito and Vector Control District (the District) as part of developing the Strategic Plan (the Plan.) The purpose of the interviews was to provide Trustees with an early input opportunity that will guide the direction of the strategic planning process. Questions focused on Trustees' perspectives on topics important to developing the Plan including the vision, mission, values, accomplishments, strengths, challenges, and opportunities. Andy Pendoley, strategic planning consultant to the District, conducted interviews via teleconference or phone from December 2024 through February 2025.

Summary of Key Findings

Overall, Trustees expressed positive views of the state of the District, including accomplishments and progress in many areas in recent years. The following is a summary of additional key findings that reflect Trustees' shared and varying perspectives.

- Trustees largely agree that the District's current vision and mission statements are effective and relevant
- Shared values among Trustees include commitment to community service, disease prevention, community health, and fiscal stability, among others
- Frequently identified successes include but are not limited to: strengthened communications and leadership from the General Manager; industry-leading laboratory and research practices; and advanced vector control techniques
- Regarding the previous strategic plan's top priorities of *Aedes aegypti* response and team culture, Trustees recognized good progress in both areas
- Key opportunity areas that reflect ways to address issue areas as identified by Trustees include but are not limited to:
 - planning for electrification mandates and infrastructure changes
 - expanding revenue planning and enhancement efforts
 - pursuing major planning and leadership initiatives in partnership with other jurisdictions
 - expanding the use of current technologies, especially drones

DETAILED SUMMARY OF INTERVIEW RESPONSES

The following sections are organized by interview topics and questions and summaries of interviewees' responses. Topics included: the current vision and mission statements; shared values across the District; and strengths, challenges, and opportunities in the near and long term.

Vision and Mission Statements

The vision statement describes the District's "north star" or ultimate desired outcome: "To progress towards a future free of vector-borne disease using proven scientific, technical, and educational strategies, which are

financially and environmentally sound.” How effective is the statement in describing the ultimate desired outcome? How could it be strengthened, if at all?

Overall, most Trustees described the current vision statement as effective and relevant. A couple of Trustees acknowledged that it is unattainable as an outcome, but that it does continue to point towards continued progress. Potential refinements suggested by a few Trustees included: being more specific to the “how” or the primary methods of vector control; highlighting the District’s leadership in the vector control field; and shortening the statement.

The mission statement describes why the District exists: “We are dedicated to enhancing the quality of life for our community by providing effective and environmentally sound vector control and vector-borne disease prevention programs.’ How effective is the statement in describing the core purpose? How could it be strengthened, if at all?

Similarly, Trustees described the current mission statement as effective in explaining why the District exists. A few Trustees suggested minor refinements that may strengthen the statement, such as: emphasizing the importance of exploring and using advanced control and treatment methods; maintaining sound fiscal practices; changing “quality of life” to “protecting health;” or highlighting the deeper impact and legacy of the District’s vector control work (e.g.: university and military partnerships; 100 years of service.)

Values

Values are shared beliefs of what’s most important to a group. What are 2-to-3 values that you feel you share among the Board and staff?

Following are values identified by at least two Trustees:

- Commitment to community service
- Disease prevention and community health
- Strong work ethic
- Fiscal stability
- Team work, collaboration and support
- Trust and appreciation: externally and internally
- Innovation and continuous improvement
- Professionalism and a positive work environment

Additional values included growth, proactive, communication, environmentally responsible, and affordability.

Recent Priorities and Accomplishments

What are key successes for the District in recent years?

The following is a summary of successes frequently identified Trustees:

- **Management, leadership and communication:** The General Manager increased communication and reporting levels with Trustees, and appears to have strong leadership among the staff
- **Industry-leading laboratory and research practices:** Our scientific staff and practices are advanced, supporting effective vector control and raising our profile in the industry

- **Advanced vector control techniques and technologies:** Our approaches are among the most advanced, are generating good results in vector control, and may promote continued efficiencies and cost savings in the long term
- **Community and stakeholder outreach and education:** Efforts to educate and engage the broader community continue to expand, and more concerted collaboration with partner agencies and stakeholders strengthens our positioning and respect levels
- **Staff development, retention, and growth:** Staffing levels are generally stable, and efforts to retain staff and improve their experience and satisfaction appear to be making progress
- **Fiscal stability:** Our fiscal management and analytical practices have strengthened our fiscal stability and built our reserve funds

The current strategic plan identifies responding to the growth in Aedes aegypti mosquitoes and reinvigorating team culture as top priorities. What's your sense of progress in these areas?

- *Aedes aegypti* response: Trustees generally agreed that there has been progress in responding to the species, and appreciate that the District's advanced scientific and control practices are contributing to this progress. A few Trustees noted that the response continues to evolve as the District learns more about the species, and expectations for eradication may need to be adjusted. Others suggested that continued community education and partnerships with stakeholders will be important.
- Team culture: Most Trustees acknowledged that, while they are not involved in day-to-day operations and have minimal or no staff-level engagement, they sense improvement in the team culture. Some Trustees credit strong management and leadership practices as contributing factors. Staff appear to be working well together and satisfied in their roles. Retention rates are positive.

Issue Areas

In looking ahead, what are issue areas or challenges that you believe should be addressed in the next 3 years?

Multiple Trustees identified the following issue areas:

- Preparing and positioning for electrification mandates and infrastructure changes to maintain operational stability and manage/reduce costs
- Maintaining our leadership position and advanced research and operational practices that are grounded in our unique environment and service area
- Staying ahead of continued introductions and evolutions of vectors
- Keeping pace with the growth of communities and the impacts on District revenues, operations and service delivery
- Conducting community outreach and education in ways that "meet people where they are" and promote behavior change and accountability
- Maintaining and growing staffing levels to keep pace with eradication and education efforts
- Addressing incomplete succession planning, especially at the General Manager position
- Addressing sometimes inconsistent communications among Trustees members about current and planned efforts, as well as on and on developing, approving, and tracking progress on large projects
- Tackling the future of the Thermal site
- Keeping pace with technological changes to maximize operational impact and efficiency

Other identified issue areas mentioned less frequently included:

- Trustees’ mixed knowledge levels of research, science and operational practices, limiting their ability to make fully informed decisions
- Addressing large HOAs’ poor management of standing water and old drains
- Staying ahead of growing misinformation and politicization in the community
- Addressing our antiquated RIFA practices with fire ants

Opportunity Areas

What are opportunity areas that the District may pursue in the next 3 years?

Multiple Trustees identified the following opportunity areas:

- Expanding our **revenue planning and enhancement efforts** on multiple fronts:
 - Pursuit of grants and other external funding sources in multiple areas (e.g., infrastructure and community education)
 - Changes to property taxes, services fees, and similar
- Pursue **major projects and new agreements in partnership with member jurisdictions** to elevate our leadership and vector control impact, including but not limited to:
 - Partnerships with public works departments in targeting large HOAs’ drain management practices
 - MOU’s and funding agreements/charges based on infrastructure conditions that hinder vector control
 - Potential partnerships with other special districts that could be mutually-supportive (e.g., water, parks and recreation, cemeteries)
- Advance our **planning and preparations for electrification, infrastructure, and utilization of our land assets** in pace with evolving State and federal mandates
- Expand **use and applications of advanced technologies** to strengthen efficiencies and reduce costs, including but not limited to drones and artificial intelligence
- Create a **comprehensive succession planning framework**, with a focus on executive level positions
- Strengthen **Trustee engagement to build a consistent base of understanding and awareness** of core research and operational functions to strengthen decision making
- Expand **community outreach and education focused on awareness building and behavior change** with hard-to-reach groups (“meet them where they are”) and at locations with growing vector control needs
 - Leverage best practices from other vector control districts that increase our reach and depth, such as high school internship opportunities and mobile outreach units/RVs
 - Celebrate our 100 years of accomplishments as part of expanding awareness
- Continue **expanding staff development opportunities** that promote advancement and a positive work culture

Reporting on Progress and Performance

After the new strategic plan is adopted, what would be the optimal frequency and level of detail for reporting to the Board of Directors on progress and performance?

Most Trustees indicated that a regular and consistent cadence is important in reporting on progress and performance. Many suggested that quarterly reports are optimal for progress in implementing the Strategic Plan. Some suggested including a regular retreat/workshop (semi-annual or annual) to discuss progress and potential refinements in more detail. Others suggested that a more frequent cadence (e.g., biweekly or monthly) of

reporting about current activities in the community could help Trustees to better respond to constituents' requests for information and to position them to help staff in coordinating with jurisdictions, if needed.