

**STRATEGIC PLANNING
WORKSHOP
APRIL 15, 2025**



2025 CALENDAR

January-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

March-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

May-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

July-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

November-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

February-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

April-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

June-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

August-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

October-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

December-2025						
SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

 Holidays

 Meetings

 Conferences

Strategic Planning Workshop

Florida Keys Mosquito Control District
Marathon Office
503 107th Street, Marathon, FL 33050

April 15, 2025
2:15 pm (approximate)

- 1. Call to Order**

- 2. Roll Call**

- 3. Approval of Agenda**

- 4. Purpose of the Workshop:** Chairman Goodman announces the purpose of this workshop is to review the 3-year Strategic Plan.

- 5. Good of the Order**

- 6. Meeting Adjourned**



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Florida Keys Mosquito Control District

Strategic Planning Process and Draft Plan

Debbie Mason,
CFRE, APR, CPRC, Fellow PRSA

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Strategic Planning

Executive
Leadership
Development

Fractional CEO



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Project Overview - Completed

Month	Task
December	Leadership meeting – general timeline, stakeholders, methods
January	Stakeholder survey developed, issued, closed, tabulated
February	Stakeholder survey results, employee survey developed and issued, reported, facilitators assigned, final retreat agenda set
March	Meet/coach facilitators, prepare agenda, logistics, tools, etc. for retreat – facilitate retreat
April	Input data from retreat, presentation to board, draft plan and stakeholder survey results

Project Overview – To Come

Month	Task
April	Plan feedback from leadership and Board, input from other team members as needed for clarification or priority setting
	Written narrative report of process and findings
	Meet with team to assist with annual plan development, budget, etc.
	Check on team progress with Asana review, as well as others, as measurement/tracking tool for plan
May	Final plan to board for approval, final report from Strategists, Inc.



Survey Highlights



Community Leader Survey Highlights

73 respondents
42% response rate

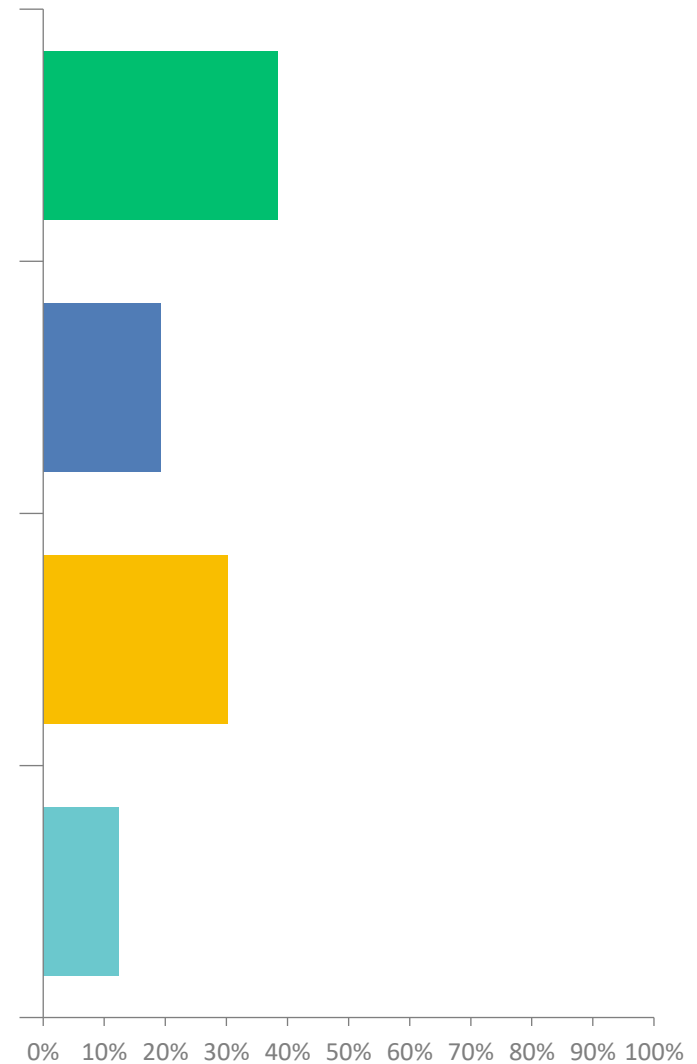
Excellent mix

**Public (government)
Partner Employee**

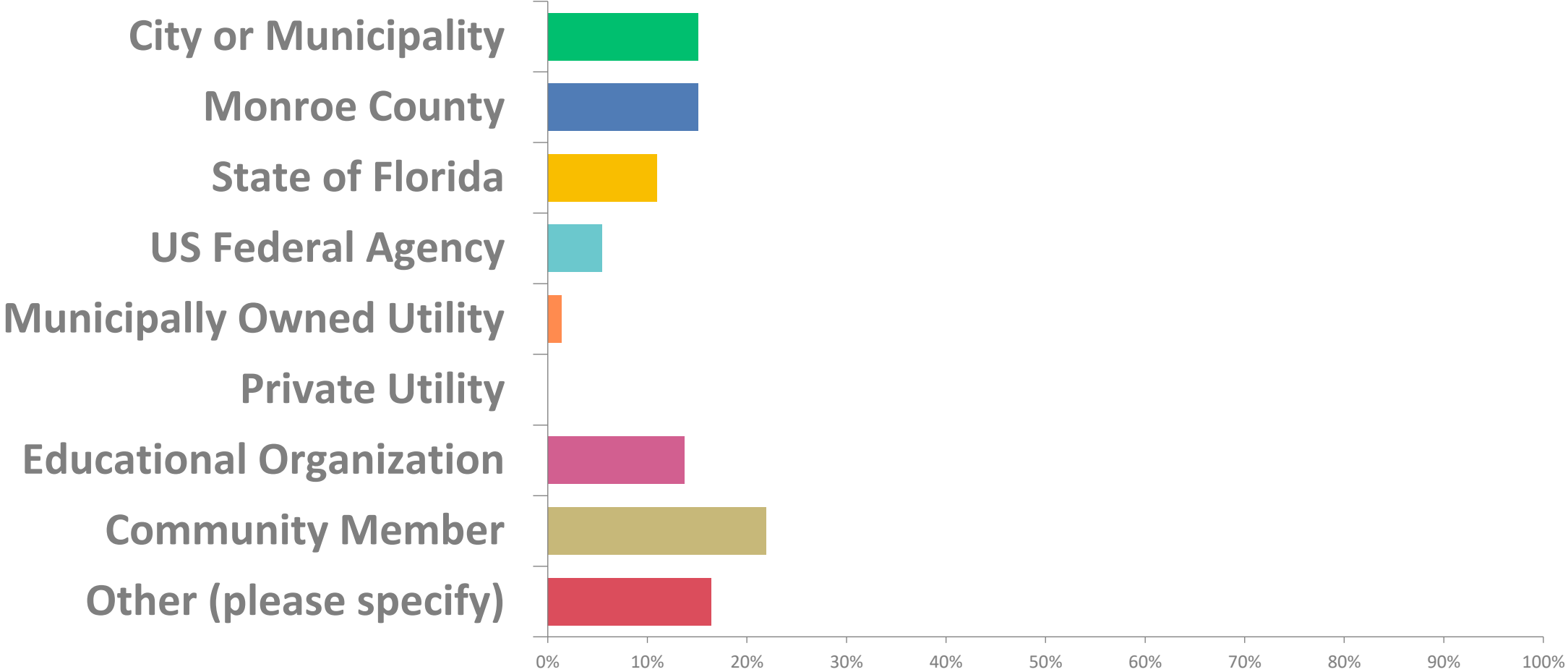
Elected Official

**Community
Member**

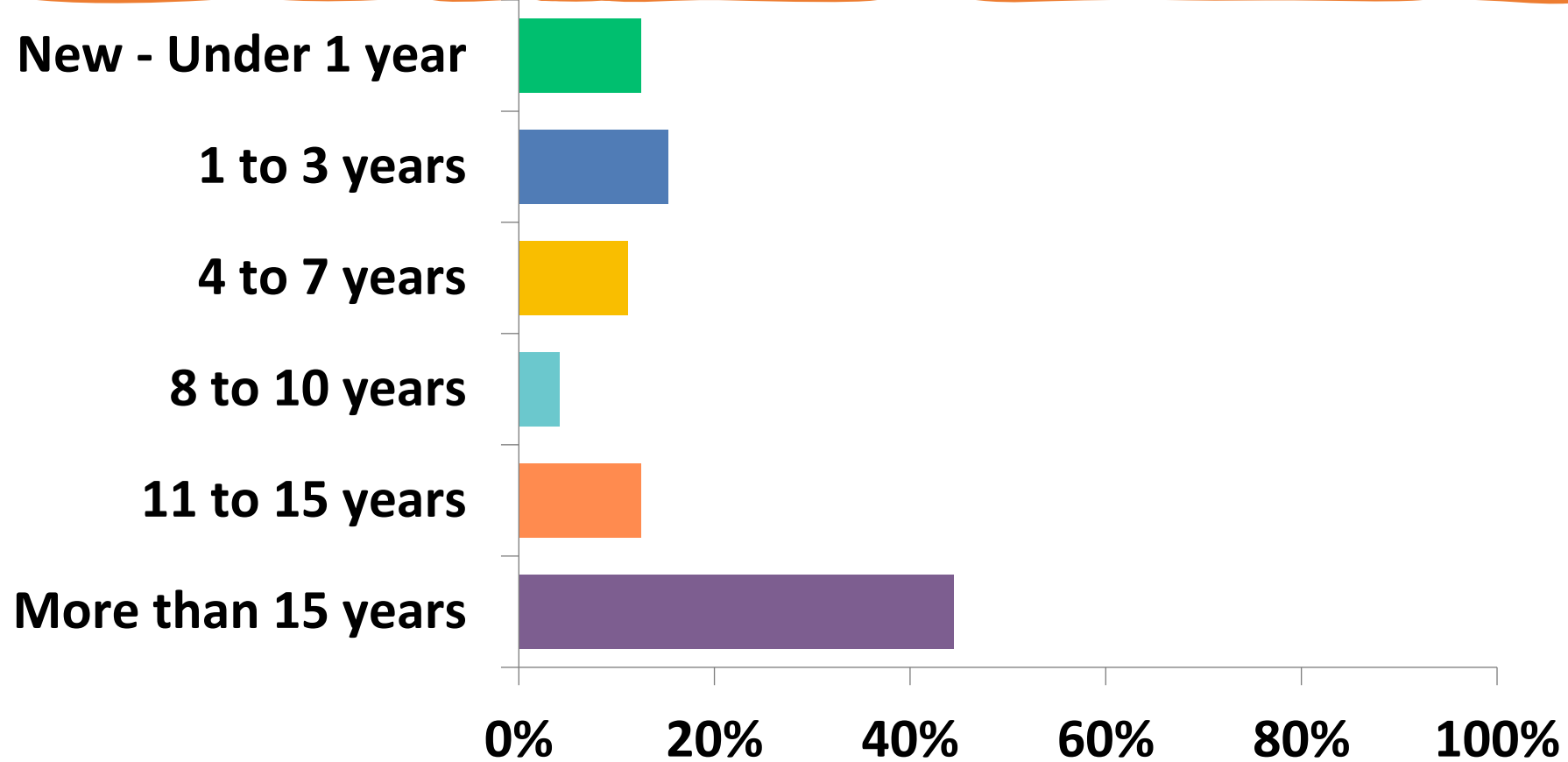
**Other (please
specify)**



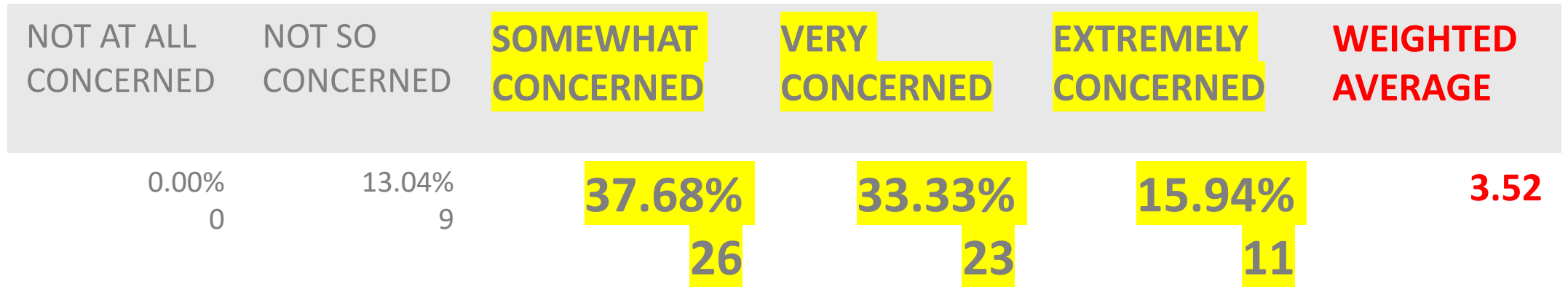
Excellent Mix-Organizations Represented



Variety of Tenure Living Here



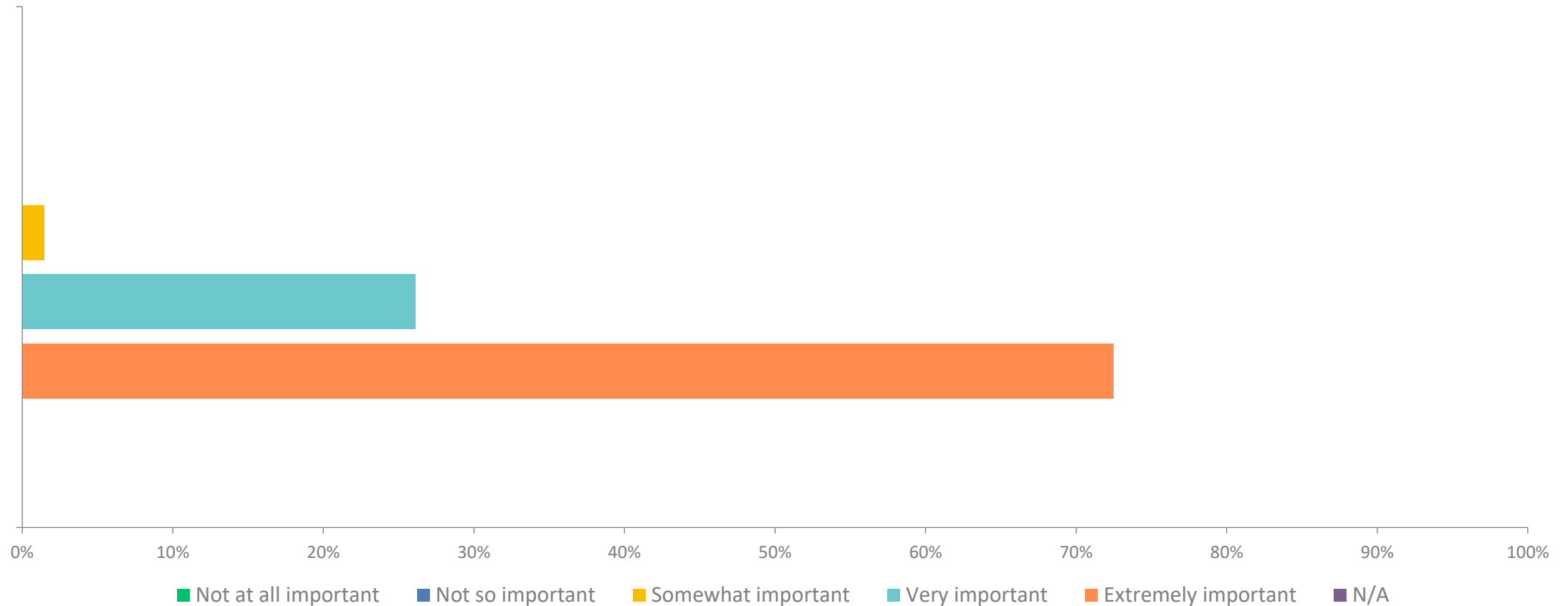
High Concern – re Mosquitoes – Disease - Health



Good Familiarity with FKMCD Activities

NOT AT ALL FAMILIAR	BARELY FAMILIAR	SOMEWHAT FAMILIAR	VERY FAMILIAR	EXTREMELY FAMILIAR	WEIGHTED AVERAGE
0.00%	2.90%	42.03%	37.68%	17.39%	3.70
0	2	29	26	12	

High Rating - Importance of FKMCD control activities related to quality of life of the Florida Keys – 98%



Most Significant Mosquito-Related Challenges

Public health risks (e.g. Dengue, West Nile Virus, Zika Virus, etc.)

61%

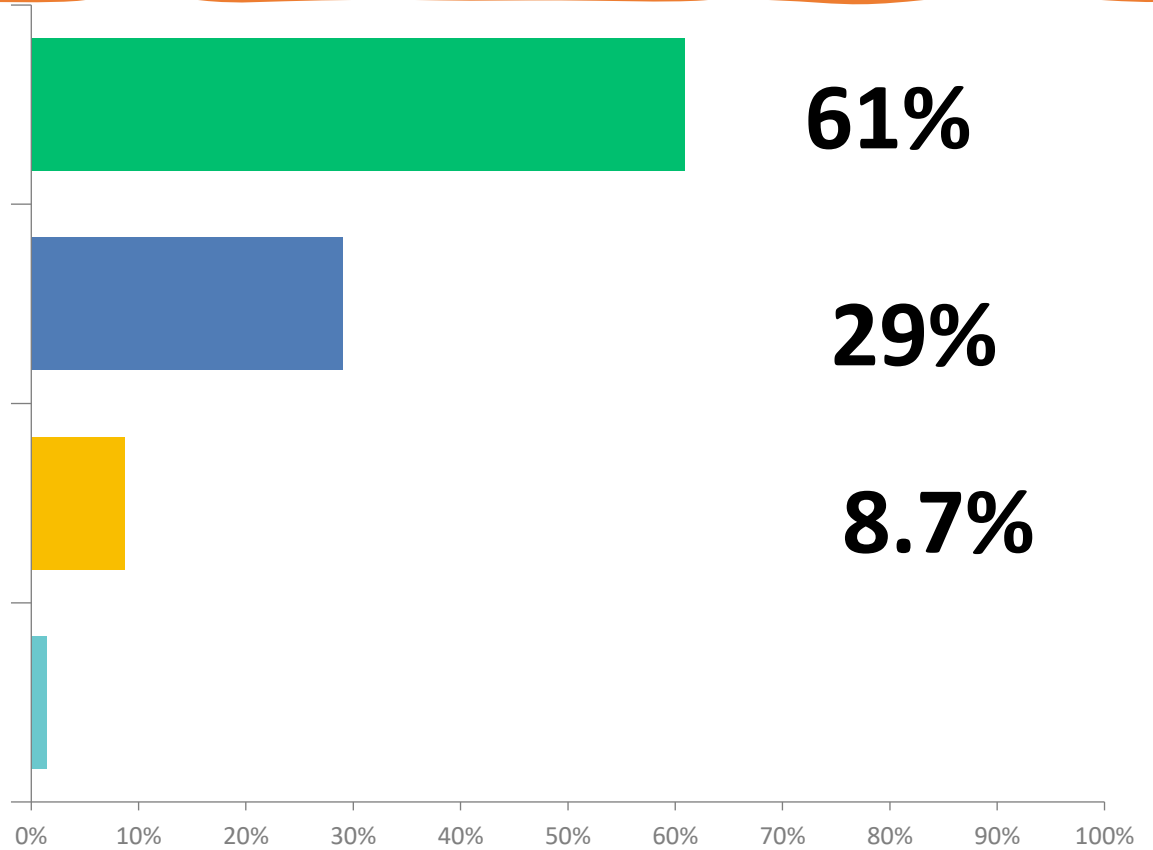
Outdoor nuisance from bites

29%

Impact on tourism/recreation

8.7%

Other (please specify)



Effectiveness Ratings – Very Good

	VERY POOR	POOR	FAIR	VERY GOOD	EXCELLENT	WEIGHTED AVERAGE
Rate the effectiveness of FKMCD in working with you or your agency/organization	0.00% 0	0.00% 0	9.26% 5	50.00% 27	40.74% 22	3.84
Rate the effectiveness of FKMCD in controlling mosquitoes in the Florida Keys.	0.00% 0	0.00% 0	0.00% 0	65.52% 38	34.48% 20	4

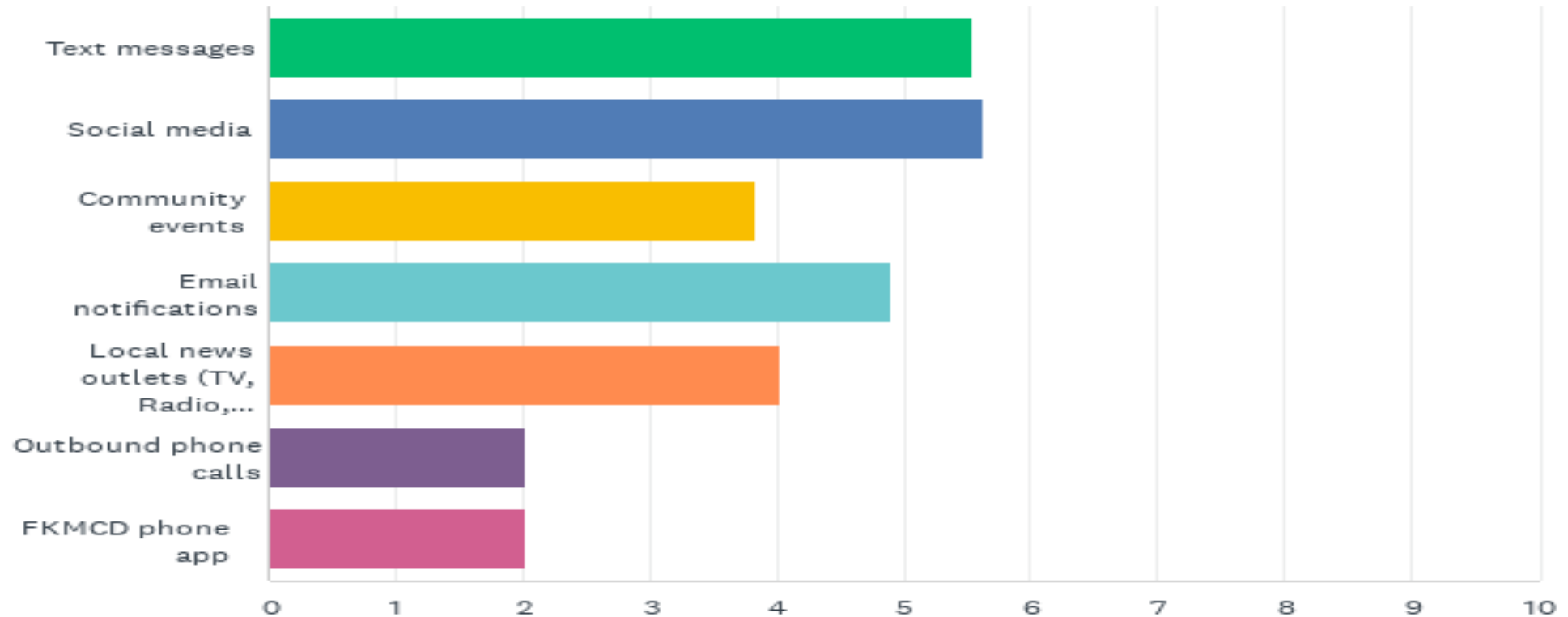
Effectiveness Ratings – Fair Plus

	VERY POOR	POOR	FAIR	VERY GOOD	EXCELLENT	WEIGHTED AVERAGE
Rate FKMCD in its efforts to educate about prevention strategies residents and businesses can implement.	0.00% 0	3.51% 2	12.28% 7	42.11% 24	42.11% 24	3.67
Rate FKMCD in its use of innovative and novel control techniques.	0.00% 0	3.57% 2	7.14% 4	51.79% 29	37.50% 21	3.77

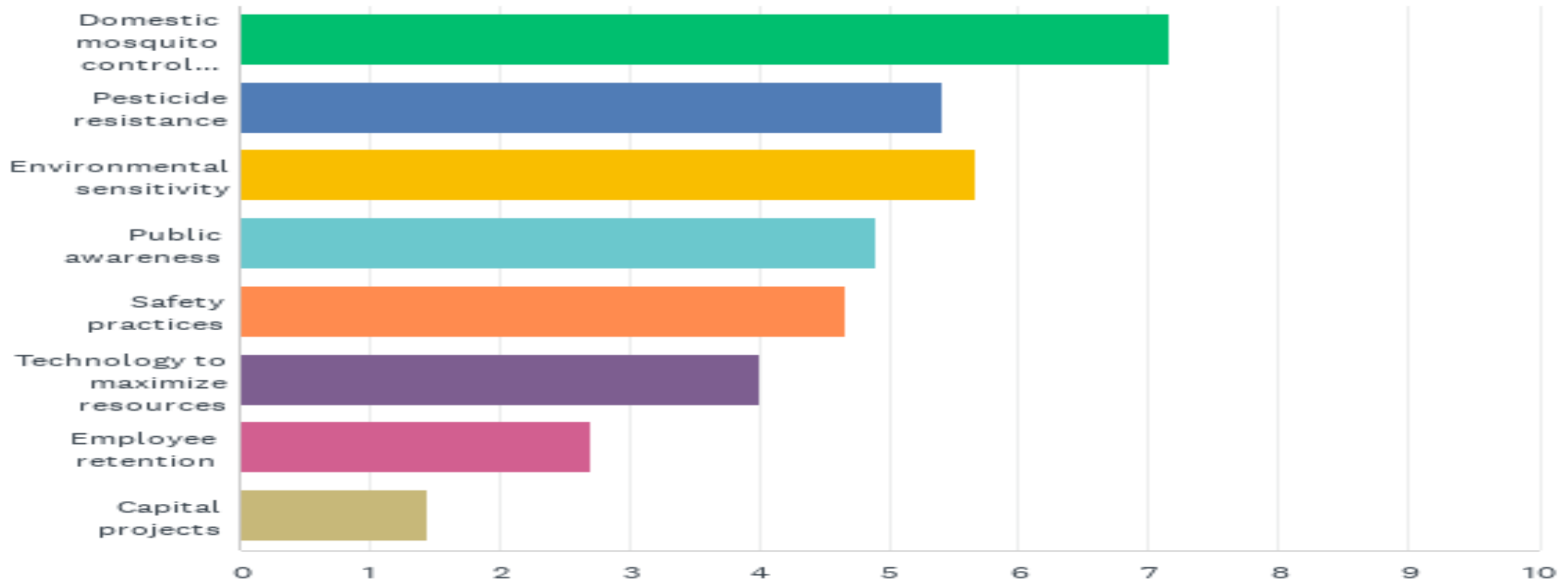
Effectives Ratings – Fair Plus

	VERY POOR	POOR	FAIR	VERY GOOD	EXCELLENT	WEIGHTED AVERAGE
Communicating to the public about its control activities.	0.00% 0	3.45% 2	13.79% 8	46.55% 27	36.21% 21	3.68
Communicating to you or your agency/organization about its control activities.	1.85% 1	3.70% 2	18.52% 10	38.89% 21	37.04% 20	3.5

Communication Method Effectiveness



Strategic Plan Priorities 1 (low) -8 (high)



Personal Experience – Ease of Use or Professionalism – Very High

	NOT EASY or PROFESSIONAL	SOME WHAT EASY OR PROFESSIONAL	EASY TO USE OR PROFESSIONAL	VERY EASY TO USE OR PROFESSIONAL	EXCELLENT EXPERIENCE	WEIGHTED AVERAGE
Service report submitted online	0.00% 0	0.00% 0	4.00% 2	8.00% 4	24.00% 12	4.56
Service reported submitted via app	0.00% 0	4.17% 2	2.08% 1	8.33% 4	10.42% 5	4

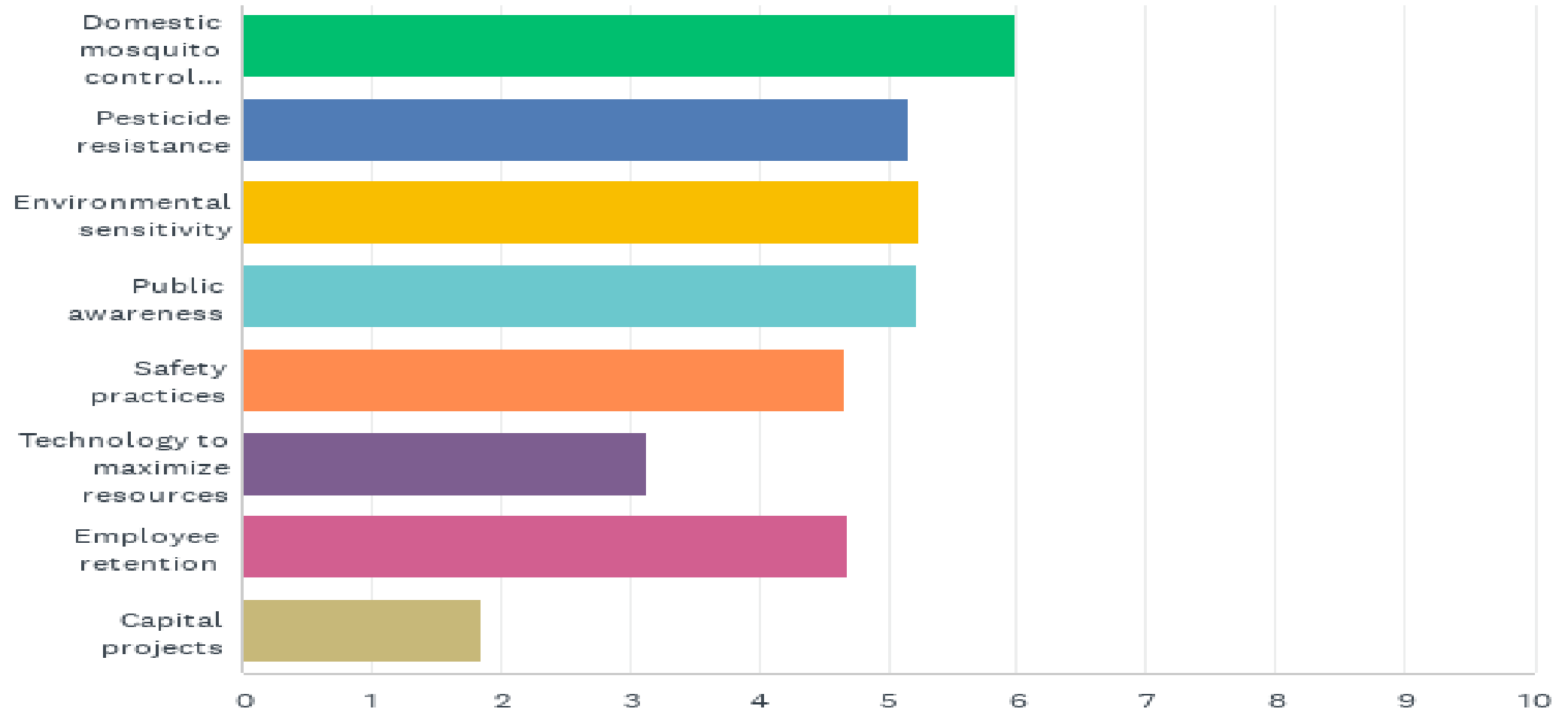
Personal Experience – Ease of Use or Professionalism – Very High

	NOT EASY or PROFESSIONAL	SOME WHAT EASY or PROFESSIONAL	EASY TO USE OR PROFESSIONAL	VERY EASY TO USE OR PROFESSIONAL	EXCELLENT EXPERIENCE	WEIGHTED AVERAGE
Phone call to report a concern	0.00% 0	0.00% 0	8.16% 4	4.08% 2	28.57% 14	4.5
Discussion with personnel on my property	0.00% 0	0.00% 0	4.08% 2	2.04% 1	38.78% 19	4.77
Discussion with personnel at community event	0.00% 0	0.00% 0	2.00% 1	10.00% 5	50.00% 25	4.77

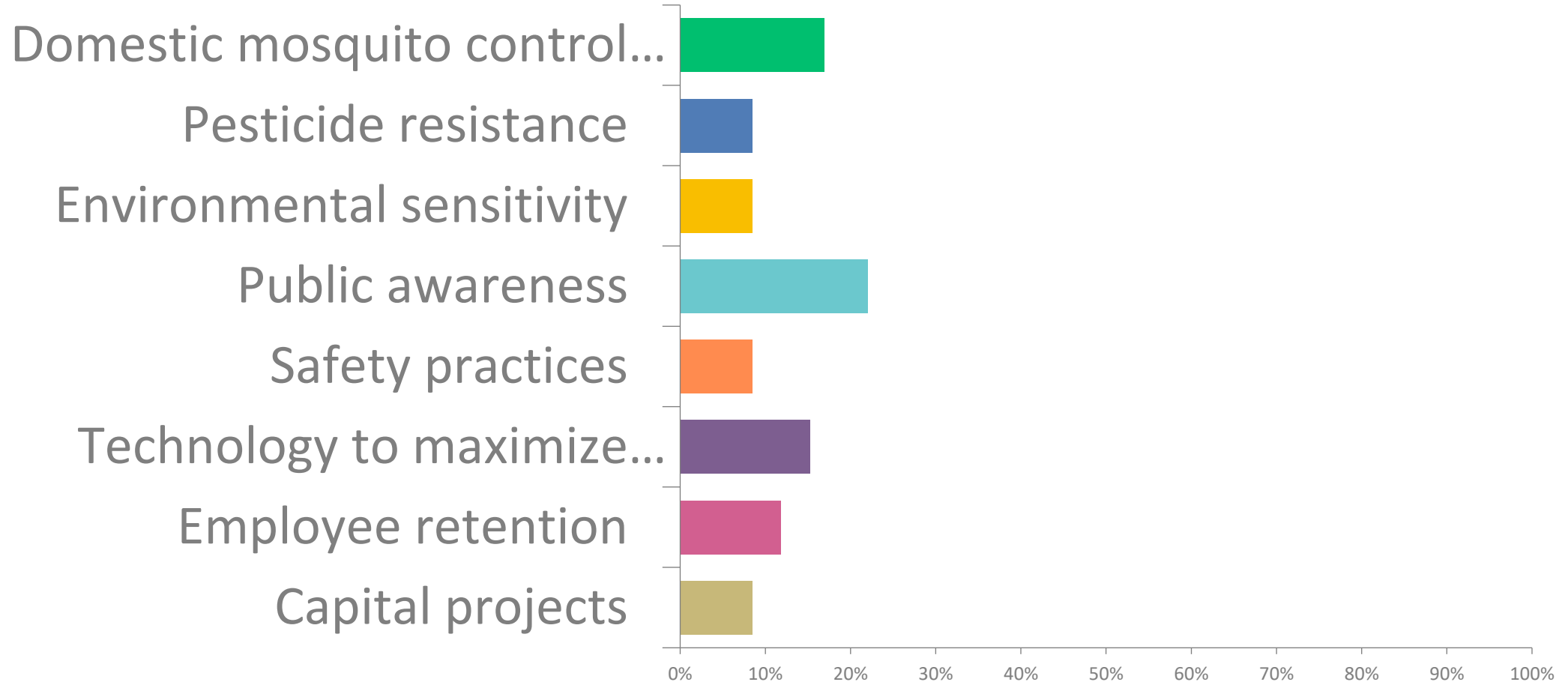
Employee Survey

- Issued in February
- 59 respondents
- Input on strategic planning retreat discussion priorities
- Personal interest area for retreat work

Plan Priorities To Address



Interest Area for Strategic Plan Retreat



Strategic Planning Retreat Highlights

March 27, 2025

Strategic Plan Retreat

- Excellent attendance
 - 3 board members participated
 - High percentage of employees 67 of 72 or 93%
- Very high engagement from most attendees
- High interest in their chosen areas
- Receptivity to provide feedback to other areas
- Good ideation together at end

All Plan Areas Retained:

- Pesticide Resistance
- Domestic Mosquito Control Practice
- Increase Environmental Sensitivity
- Public Awareness of Mosquito Control Practices
- Operational Safety Practices
- Use of Technology to Maximize Resources and Increase Efficiencies
- Employee Retention and Health
- Capital Projects – **NOTE not addressed at retreat**

Pesticide Resistance Highlights

Added two new goals and continuing most others:

- Practical application of larvicide products to avoid resistance
- Interagency cooperation to collect information on product usage across the industry

Continued existing goals, strategies and objectives for testing and application

Domestic Mosquito Control Highlights

No new goals – continuing most others:

Several new objectives for continuing all other goals:

- Cross training of field and domestic supervisors, biologists and inspectors
- Confirm presence/absence of *Ae.aegypti* before and after WDG spray by truck or aerial
- Research available *Ae.aegypti* control trapping methods

Environmental Sensitivity Highlights

No new goals – continuing most others:

New objectives:

- Replacing trucks with smaller, more fuel efficient, easier to maneuver trucks
- Research brackets to move ULV foggers from truck to truck to reduce truck need
- Plant/tree ID guides to aid in trail control
- Promote using gambusia when possible

Public Awareness Highlights

No new goals – continuing most others:

- New objectives:
 - QR codes on trucks and banners
- Update/simplify all collateral, more visual and interactive
- Quarterly sweeps in neighborhoods – call attention to them
- Increase awareness of operators, homeowners on dumping water
- Create myth busters fiction vs. truth
- Create mosquito mascot for community use

Operational Safety Highlights

New goal – continuing most others:

- Reevaluate and customize necessary training for each functional training area

New objectives:

- Safety team at each location, meets quarterly
- Conduct new safety audit and expand safety initiatives

Technology Highlights

Two new goals and continue most others:

- Increase communication between departments
- Develop relationship with third party to explore integration opportunities of RPAs and IPM

New objectives:

- Utilize more cameras and explore cameras that can be scheduled/not motion detection based
- Flex start time for inspectors
- Use more BG Counters and make them more functional with rain gauges, cameras, hot spot, WIFI, etc.
- Work with manufacturer to reduce BG Counters' footprint and increase weather resistance

Employee Retention/Health Highlights

One new goal and continue most others:

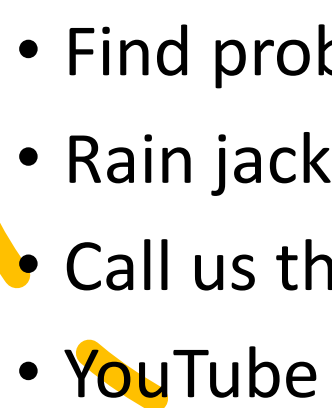
- Bring back retiree healthcare

New objectives:

- Digitize retiree active files
- If bring back healthcare – training to use digital and simple applications
- EAP – offer more specialized training that is more pertinent to jobs
- Make sure FKMCD is included in housing discussions



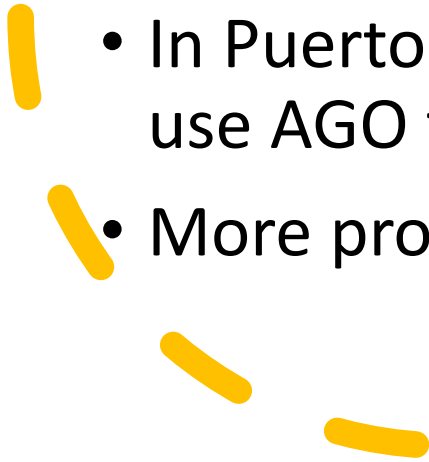
Ideation - Free Thinking Session

- Take a trap and set it every day if needed in areas that are no spray zones.
 - Wear short sleeves and shorts in the summer.
 - Sweeps create visibility – do more than twice a year to let folks know we are here. Expand the areas we do them.
 - Find problem areas – get people to help clean them.
 - Rain jackets – put MC on the back of them.
 - Call us the FKMCD and no seeum control
 - YouTube short on mosquito busters
- 



Ideation – Free Thinking Session

New ideas we saw at conferences:

- Irradiated male mosquitos in Lee County – radiate and maintain colony and do releases. Vendors also sell these mosquitos.
 - Genetically modified mosquitos still waiting on product registration – possibly year end 2025
 - In Puerto Rico – AGO related public health emergency since last year use AGO trap
 - More productive innovation coming on trap side
- 

Outcome of Retreat

Majority of existing plan should be replicated in next plan:

- Goals still valid
- Strategies still valid
- Many completed objectives need to be continued as is, expanded, or updated (data, studies, vehicles, etc.)
- A few completed objectives are outdated or replaced

Some new ideas in each area – mostly in objectives. A few new goals.

Outcome of Retreat

Ended session with employee voting on priority focus areas. Results landed on:

Votes	Plan Area	Objective
34	Employee Retention	Make sure FKMCD is included in affordable housing discussions
29	Employee Retention	Bring back retiree healthcare
21	Employee Retention	Give inspectors the right to waive lunch and clock off earlier
18	Employee Retention	Make it easier to use leave in season; allow staff to contact each other and take longer than a week leave

Outcome of Retreat

Ended session with employee voting on priority focus areas. Results landed on:

Votes	Plan Area	Objective
16	Domestic Control	Confirm presence before/after WDG sprays
12	Domestic Control	Cross training of staff
12	Awareness	Place QR codes on trucks and signage
12	Technology	Procurement of vehicles with navigation that will tie back to the enterprise management system
12	Technology	Flex start time for inspectors



Remaining Components of Project

Meet with senior leadership to:

Provide suggestions and strategies for developing an annual planning with goals, objectives and metrics tied to the strategic plan.

Review leadership progress in evaluating Asana as tracking/accountability tool

Support exploration of tools for budgeting and tracking.



Remaining Components of Project

Support team's edits to the strategic plan – re all areas, including capital.

Write and issue final narrative report.

Assist with final plan edits after team review is complete.

Thank you!



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Any comments or questions?
Suggestions?