

Strategic Planning Workshop

Florida Keys Mosquito Control District

Marathon Office
503 107th Street
Marathon, FL 33050

May 19, 2026 1:25 pm

The Board of Commissioners of the Florida Keys Mosquito Control District held a Strategic Planning Workshop on May 19th, 2026, at the FKMCD Marathon Office.

Present Were: Phillip Goodman, Chairman; Dr. Stanley Zuba, Vice-Chairman; Jill Cranney, Commissioner; Andrea Leal, Executive Director; Hunter O'Connor, Board Attorney. Bette Brown, Secretary/Treasurer, attended via Zoom; Brandon Pinder, Commissioner, was absent.

Employees Present Were: Mikki Coss, Director of Operations; Lauren Bouchard, Director of Finance; Chad Huff, Public Education & Information Officer; Abigail Smith, Education Coordinator; Juliana Waldrop, Safety Coordinator; Rochele Miller, Executive/HR Assistant; Tony Nunez, Chief Technology Officer.

Member of the Public: Alex Osborn

Approval of Agenda: Chairman Goodman asked the Board if there were any corrections or additions to the agenda, hearing none, the agenda was unanimously approved.

Community Input: None.

Chairman Goodman announces the purpose of this workshop is to review the 3-year Strategic Plan.

DISCUSSION: Andrea Leal, Executive Director, informed the Board that the goal of this workshop is to summarize the updates and additions to the 2026-2028 Strategic Plan document. She encouraged the Board to ask questions and make suggestions to this DRAFT so any changes can be included for approval at the June meeting.

Director Leal started with the mission statement. There was discussion regarding adding "mosquito-borne" regarding health threats. All commissioners agreed.

The SWOT analysis is still relevant. Under Opportunities, the Board discussed adding LiDAR to mapping and an emphasis on promoting the positive impact we can have on the local economy. Under Threats, the Everglades Restoration Project impact was discussed as an addition.

The plan's top priorities included capital projects, employee retention and health initiatives, pesticide resistance, domestic mosquito control practices, increasing environmental sensitivity, public awareness of mosquito control techniques, operational safety procedures, and the use of technology to maximize resources and increase efficiencies.

Director Leal highlighted each of the goals and the status while the Board deliberated about each of the subjects and shared their thoughts.

According to Director Leal, pesticide resistance testing is ongoing and ReMoa Tri has been added to our arsenal. The District is working to develop product rotation alerts and continues interagency cooperation to collect information on product usage across the industry to keep a handle on the resistance possibilities. Commissioner Brown commented on staff having a good grasp on gaining and sharing knowledge with other organizations and encourages us to continue. Ms. Leal reiterated that we do partner with other organizations specific to resistance testing, including the University of Florida Medical Entomology Laboratory who does the testing for us and other Districts to have a database for this purpose. Ms. Leal also pointed out that all of our mosquito species remain susceptible to Bti and expects that to be the case for years to come.

Domestic Mosquito Control Practices remains a major focus for the District. *Wolbachia* trials are continuing this year. Ground WDG treatments continue to expand, as they have made a big impact on the *Aedes aegypti* population. We conduct an annual review of inspector field zones for effectiveness. The use of genetically modified mosquitoes is still pending regulatory authorization. We continue to research irradiated (sterilized) male mosquitoes as well. Chairman Goodman reminded everyone of the resistance being seen in other counties and the importance of being proactive. Tire amnesty and neighborhood clean-up efforts in hot spot areas are encouraging help from the public.

To Increase Environmental Sensitivity, a paperless system will be implemented in the coming months through the new payroll software. Multi-purpose vehicles are currently being utilized, and Ms. Leal praised the mechanics for their efforts in achieving this. Additionally, the use of electric fog machines has grown.

In Public Awareness, a lot has been accomplished with our Annual Open House, quarterly sweeps and upgrades to our website. With added in classroom visits, an interactive education center for teachers on our website and the development of a new app in progress, there is a lot of enthusiasm about the future. Meanwhile, we continue to push the importance of mosquito control and increasing public awareness.

The District continues to reduce work-related injuries due to our safety training. We are preparing for an external audit of aircraft maintenance and flight safety. Additionally, we are collaborating with Emergency Management to conduct emergency drills and we plan to launch an Internal Safety Portal for employees in 2027.

We are using Technology to Maximize Resources and are still looking at innovative ways to improve our efficiency. The use of publicly available LiDAR mapping and the utilization of drones remains a goal. There was some discussion about using the BG Auto Counters. We continue to look at the costs and potential benefits. For now, the cost is a little too steep, but that can change. Chairman Goodman commended our innovative staff and the cutting-edge technology.

For Employee Retention and Health Initiatives, we're expanding management training opportunities for employees conducting a salary survey in 2027. The new payroll software will enable us to introduce app-based communication throughout the District. Additionally, we are prioritizing employee housing issues and continue to partner with other governmental entities to support our employees.

For Capital Projects, a plan for replacing helicopters has been included. The typical lifespan of an AirBus helicopter is approximately 20 to 25 years, with the availability of parts being a crucial factor. The Director of Aerial Operations is actively involved in roundtable discussions focused on engines and maintenance.

Chairman Goodman expressed the importance of the Strategic Plan, and Director Leal conveyed the enthusiasm that follows each summit. We use a tracking system created by Tony Nunez, our Chief Technology Officer, which functions very well. Commissioner Zuba acknowledged the Board's consistency from the plan's beginning to the present and was impressed with the format, the follow-up, and the overall performance of the team.

Good of the Order: Ms. Leal will implement all suggestions and bring them to the Board for approval at the June 16, 2026 meeting.

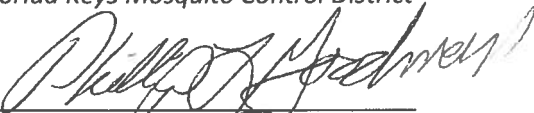
Adjourn: There being no further business to come before the Board, the workshop was adjourned.

Respectfully submitted,



Andrea Leal
Executive Director

Board of Commissioners
Florida Keys Mosquito Control District



Phillip L. Goodman, Chairman



Bette Brown, Secretary-Treasurer

For additional information, please refer to www.keysmosquito.org.