



# Strategic Plan Report

November 2023

Facilitated by Megan MacNee, MPA, CAE

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# Background

# Background



Established in 1996 as the Placer Mosquito Abatement District and later rebranded as the Placer Mosquito and Vector Control District in 2006, this organization has been a leader in innovation in mosquito and vector control in Northern California. While Placer County has roots in mosquito control to fight malaria extending back to the early 1900s, the district began providing services in 2001 to address the broader spectrum of vector-borne threats.

With a dedicated team of 25 full-time employees and additional seasonal staff during peak mosquito activity, the district serves over 400,000 residents across five cities, one town, and various unincorporated areas within Placer County. Governed by a seven-member appointed board of trustees, the district operates on the frontlines of vector control to protect the well-being of the local community.

Funding primarily relies on benefit assessments and a special tax, supplemented by a portion from property taxes. The district's financial allocation underscores its commitment to providing comprehensive mosquito and vector control services which depends on qualified and well-trained personnel, equipment and material, with the majority of expenses directed toward salaries and benefits. Although revenues have kept pace with rising costs over the past decade, there's a recognition that future financial sustainability may present challenges, underscoring the ongoing importance of strategic planning for the Placer Mosquito and Vector Control District.

# Background



## **Mission**

To effectively and efficiently manage the risks from vectors and vector-borne disease in order to protect public health and improve quality of life in Placer County.

## **Values**

Fiscal Responsibility | Accountability | Professionalism | Transparency  
Innovation, Creativity | Collaboration | Science-based Decision Making  
Efficiency | Effective Communication

## **Vision**

Provide the best public health protection from vector-borne disease through innovation, collaboration and science-based Integrated Vector Management (IVM) to make Placer County a safe place to live, work and play.



# Strategic Plan Overview

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# Strategic Plan Overview

## Process Overview

The Placer Mosquito & Vector Control District (PMVCD) undertook a strategic planning effort in November 2023. The process was facilitated by Megan MacNee of Advocacy & Management Group. A survey was conducted of board trustees and staff members to assess the issues and opportunities facing the district.

On November 14, 2023, PMVCD conducted an in-person strategic planning session. PMVCD trustees and staff participated in the planning session. This collaborative process focused on an assessment of PMVCD current environment and the development of key result areas and goals for the organization.



# Strategic Plan Overview

## Outcomes

### *Key Results Areas*

- Financial Stability & Long-Term Planning
- Public Education & Communication
- Invasive Species & New Diseases
- Integrated Vector Management Efficacy & Operations
- Professional Development



# Strategic Plan Overview



## Outcomes

### *Goals*

- Identify future costs and revenue sources with the impacts of population and land use on operations.
- Provide staff development to encourage retention with a focus on inclusive training and networking opportunities; and competitive compensation and benefits.
- Update invasive mosquito response plan to expand capacity of lab and operation to address future invasive species & diseases.
- Improve public communications to promote self protection education as well as the district and its mission, all with the goal of protecting public health.
- Streamline data reporting and analysis to better utilize and communicate data internally and externally



# Environmental Assessment

# Environmental Assessment



During the workshop, attendees participated in an exercise to identify the key factors, both internal and external, that support Placer MVCD's abilities to achieve its mission and the key factors holding the organization back. The below promoters and detractors were identified as key factors.

## What is moving us forward:

- Teamwork & committed staff
- Stable funding
- New technology
- Motivation to serve the public
- Clear direction & communications
- Research & focus on science
- Customer service & public awareness

## What is holding us back:

- Size & land diversity in county. Changing rural-urban interface areas due to development.
- Funding limitations with growing costs
- Lack of communications/open-mindedness
- Understaffed, employee turnover, wages
- Pesticide resistance
- Lack of positive morale
- Lack of understanding by public
- Population growth
- Regulations

# Intention Assessment



Attendees were asked to refocus on why Placer Mosquito & Vector Control District exists and why they are engaged with the organization. They were specifically asked to look back to the organization's mission. The below themes were identified.

## **Placer MVCD's Why:**

- Protect public health
- Educate the public on how to protect themselves
- Required by regulation
- Protect quality in life, make safe place to live in Placer County
- Address West Nile Virus
- Mosquitos are important vectors that need controlling
- Control spread of disease

## **Attendees' Why:**

- Be good public servants
- Make a difference to the community
- Work/life balance
- Protect the public, the district, the staff
- Protect quality of life in Placer County
- Good career, good environment, good benefits
- Represent their community
- District appreciates science-based decisions, supports research

# Potential Changes Ahead



Attendees were asked to look at the future and identify what changes, including positive, negative, and unknown factors that could be on the horizon for the District. Below were key potential changes identified:

- New diseases & vector species
- Climate change & weather
- Old diseases in new areas
- Changes in control methods
- Public acceptance increasing or decreasing
- Employee turnover, both short term & senior staff retiring
- Growing district & changing demographics
- Increasing costs



# Key Results Areas & Goals

# Key Results Areas

## ***Financial Stability & Long-Term Planning***

While the District has experienced financial stability in recent years, with growing costs and expanded operations needed to meet the challenge of invasive mosquitoes, it is vital for the District to plan and ensure this growth to guarantee our ability to protect public health in the long run.

## ***Public Education & Communication***

Success in educating the public is crucial to empower communities with the knowledge needed to understand and actively engage in personal protection from vector-borne threats; in addition to supporting the District and its operations.

## ***Invasive Species & New Diseases***

Attaining success in monitoring and addressing invasive species and emerging diseases is essential to safeguard public health by staying ahead of potential threats through effective integrated vector management.

## ***Integrated Vector Management Efficacy & Operations***






Achieving excellence in integrated vector management is vital to ensure a seamless and coordinated approach, effectively controlling mosquito and vector populations and reducing the risk of disease transmission for the well-being of the community.

## ***Professional Development***

Success in professional development is key to enhancing the skills and knowledge of our personnel, equipping them to navigate the evolving landscape of mosquito and vector control, and ultimately bolstering the District's ability to effectively address emerging challenges.



# Goals

<b>Financial Stability &amp; Long-Term Planning</b>		Identify future costs and revenue sources with the impacts of population and land use on operations.
<b>Professional Development</b>		Provide staff development to encourage retention with a focus on inclusive training and networking opportunities; and competitive compensation and benefits.
<b>Invasive Species &amp; New Diseases</b>		Update invasive mosquito response plan to expand capacity of lab and operation to address future invasive species & diseases.
<b>Public Education &amp; Communication</b>		Improve public communications to promote self protection education as well as the district and its mission, all with the goal of protecting public health.
<b>Integrated Vector Management Efficacy &amp; Operations</b>		Streamline data reporting and analysis to better utilize and communicate data internally and externally.



# Goal #1

## *Primary KRA: Financial Stability & Long-Term Planning*

**Goal:** Identify future costs and revenue sources with the impacts of population and land use on operations.

**Leaders:** Board Lead: Russ Kelley  
Staff Lead: Jason Smith



# Goal #2

*Primary KRA: Professional Development*

**Goal:** Provide staff development to encourage retention with a focus on inclusive training and networking opportunities; and competitive compensation and benefits.

**Leaders:** Board Lead: Jill Gayaldo  
Staff Leads: Scott Schon



# Goal #3



*Primary KRA: Invasive Species & New Diseases*

**Goal:** Update invasive mosquito response plan to expand capacity of lab and operation to address future invasive species & diseases.

**Leaders:** Board Lead: Merry Hanson  
Staff Leads: Tom Moore



# Goal #4



*Primary KRA: Public Education & Communication*

**Goal:** Improve public communications to promote self protection education as well as the district and its mission, all with the goal of protecting public health.

**Leaders:** Board Lead: Ross Hutchings  
Staff Leads: Meagan Luevano



# Goal #5



***Primary KRA: Integrated Vector Management Efficacy & Operations***

**Goal:** Streamline data reporting and analysis to better utilize and communicate data internally and externally.

**Leaders:** Board Lead: Will Stockwin  
Staff Leads: Mary Sorenson



# *Additional Notes from Goals for Strategy Development*



Following are ideas and items that were discussed within the goal process that may be appropriate to incorporate within a goal's strategy.

- Goal 1
  - Assessing general plan for cities, district benefit & retirement costs.
  - Future costs of operational impacts from population and land use changes.
  - Long term staffing needs, both ensuring retention and preparing for succession.
- Goal 2
  - Provide internal (non-CEU) training from district experts.
  - Create opportunities for all levels to participate in conference/trainings.
  - Include the continued development of culture, wages/benefits, promotion opportunities where possible.
- Goal 3
  - Create testing capacity in-house for invasive triplex.
  - Evaluate control methods targeting invasives.
  - Define threshold for endemic species.

# *Additional Notes from Goals for Strategy Development*



Following are ideas and items that were discussed within the goal process that may be appropriate to incorporate within a goal's strategy.

- Goal 4
  - Need to educate public on who we are and what we do.
  - Consider specific messaging/campaigns for invasives & WNV.
  - Expand on skills to communicate science to the public.
- Goal 5
  - Improve communication from lab results & response plans to field control and all staff.
  - Continued improvement of efficacy testing of equipment, materials, aerial, and ground.
  - Streamline data entry and data access.



# Future Steps



# Future Steps



## Strategy Development

This document and the plan developed by the PMVCD leadership and staff in attendance of the workshop reestablished the purpose behind PMVCD and prioritizes high level goals.

The next phase will be to move into action with the development of strategies and objectives needed to enact each goal. It will be vital to assess the impact made by and resources needed to meet the various strategies to achieve these goals.

The assigned leads will be responsible for mapping out the strategy of each goal over the next three to five years, with a particular focus on what can be accomplished in the next year.

## Implementation & Oversight

The purpose of this plan is to create action and not solely result in this written report. Additionally, this plan is a living document that will need to be monitored, reevaluated, and updated.

PMVCD will be incorporating their mission, the key results areas, and these goals into their board and committee meetings as appropriate.

The board will receive quarterly updates on each goal by the leads and conduct a reassessment of goals on an annual basis.

# Addendum



## *Other notes of significance from the strategic planning process*

- Parking lot issues that were not directly discussed include:
  - Where does public communication fall within our vision/mission.
  - When does an invasive species change from a response to general operations.
- While not selected as a KRAs, a few topics areas that were regularly discussed and may want to be considered in the future include:
  - Tick and other vector responses.
  - Technology and innovation as consistent themes.
  - Succession planning and ensure transfer on knowledge.

Strategic planning session sticky notes can be found at the link below:  
<https://photos.app.goo.gl/Tsuk7N78bmA8Bvvx8>