

## Strategic Plan Workshop Minutes

Florida Keys Mosquito Control District  
Marathon Office  
503 107<sup>TH</sup> St.  
Marathon, FL 33050

March 16, 2021

The Board of Commissioners of the Florida Keys Mosquito Control District held a Strategic Plan Workshop on Tuesday, March 16, 2021.

**Present Were:** Phillip Goodman, Chairman; Dr. Stanley Zuba, Vice-Chair, Brandon Pinder, Secretary-Treasurer; Jill Cranney, Commissioner; Tom McDonald, Commissioner; Andrea Leal, Executive Director; Dale Coburn, Board Attorney.

**Employees Present:** Mikki Coss, Director of Operations; Joshua Kogut, Director of Aerial Operations; Bruce Holden, Director of Finance; Chad Huff, PEIO; Michael Behrend, Director of Human Resources; Robert Lee, Director of Aerial Maintenance; Chrissy Bloxom, Executive Assistant; Tony Nunez, Chief Technology Officer

**GUESTS PRESENT:** None

**APPROVAL OF AGENDA:** *A motion was made by Commissioner McDonald, seconded by Commissioner Cranney and passed unanimously to approve the agenda.*

Chairman Goodman stated that this workshop has been called to review the 3-year Strategic Plan.

### **DISCUSSION:**

Andrea Leal, Executive Director, advised the Board that this workshop is to highlight the main areas of the FKMCD 2021-2024 3-year Strategic Plan. Director Leal discussed changing the mission statement to adequately focus on the mission of the District. Chairman Goodman would like to add the word “effective” to the statement. Director Leal will include “effective” in the mission statement and present it back to the Board next month.

The priority areas of the plan include Pesticide Resistance, Domestic Mosquito Control Practices, Reduce Carbon Footprint, Public Awareness of Mosquito Control Practices, Operational Safety Practices, Use of Technology to Maximize Resources, Employee Retention and Health Initiatives, and Capital Projects. Chairman Goodman would like Director Leal to change the word “Domestic” in priority area Domestic Mosquito Control Practices. Director Leal recommended Disease Vector. She will rename the title of that priority area.

Director Leal went over the completed goals from the 3-year Strategic Plan developed in 2017 and discussed the goals set in each priority area for the new 2021-2024 3-year Strategic Plan. Discussion was held on the drone program. Commissioner McDonald recommended sending the two operators of the drone, which is owned by the District, to attend the demonstrations at Lee County on April 8, 2021. Director Leal advised against travel for staff due to Covid-19. Director Leal explained that the District drone program has not produced sufficient information to complete a cost benefit analysis to add additional funds at this time or to recommend travel for inspectors to attend the Lee County event during this time where travel has been restricted for all staff members. Commissioner McDonald will look into the cost of a drone and report back to the Board. Joshua Kogut, Director of Aerial Operations, explained further that the data was not present to warrant the expenses being incurred by the District for the drone program. The District will delay use of the drone for one season.

Director Leal discussed using BG Counter Traps and is very pleased with the data they are providing. Three new BG Counter Traps were recently purchased for a total of 6. Chairman Goodman would like to continue moving forward with the use of these traps. Director Leal will put together a cost benefit analysis to purchase additional traps in the 2021-2022 budget year. She advised the Board that there are currently 240 landing rate count stations routinely checked. Commissioner McDonald has received compliments on the professionalism displayed by FKMCD Inspectors.

Director Leal discussed the benefits plan and the goals for capital projects. Commissioner McDonald would like a cost analysis done on the two helicopter purchases. The Board has agreed to wait until the helicopters are in service for one year. Commissioner McDonald recommended Director Leal research the cost of insurance for a fuel farm. Director Leal explained the carbon footprint calculator for Commissioner Zuba.

Chairman Goodman commended Director Leal for putting together a good plan for the 2021-2024 strategic plan. Director Leal commended the management staff for assisting with the plan.

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

Respectfully submitted,

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Andrea Leal  
Executive Director

Board of Commissioners  
Florida Keys Mosquito Control District

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Phil Goodman, Chairman

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Brandon Pinder, Secretary-Treasurer

*For additional information, please refer to [www.keysmosquito.org](http://www.keysmosquito.org).*