

## Strategic Plan Workshop Minutes

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

April 26, 2022 1:30 PM

The Board of Commissioners of the Florida Keys Mosquito Control District held a Strategic Plan Workshop on Tuesday, April 26, 2022.

**Present Were:** Dr. Stanley Zuba, Vice-Chair; Tom McDonald, Secretary/Treasurer; Brandon Pinder, Commissioner; Jill Cranney, Commissioner; Andrea Leal, Executive Director; Dirk Smits, Board Attorney. Phillip Goodman, Chairman was present via telephone.

**Employees Present:** Bruce Holden, Director of Finance; Josh Kogut, Director of Aerial Operations; Michael Behrend, Director of Human Resources; Chad Huff, Public Education & Information Officer; Robert Lee, Director of Aircraft Maintenance; Rochele Miller, Purchasing Agent; Deanna Darias, Executive Assistant; Tony Nunez, Chief Technology Officer.

**GUESTS PRESENT:** None

**APPROVAL OF AGENDA:** *Vice-Chairman Zuba asked the Board if there were any corrections or additions to the agenda, having none, a motion was made by Commissioner Cranney, seconded by Commissioner Pinder and passed unanimously to approve the Agenda. A motion was made by Commissioner McDonald, seconded by Commissioner Cranney and passed unanimously to approve Chairman Goodman to participate in the Regular Meeting via telephone.*

Vice-Chairman Zuba announces the purpose of this workshop is 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 2022-2025 3-year Strategic Plan. Director Leal discussed the mission statement to adequately focus on the mission of the District. The priority areas of the plan included 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.

Director Leal reviewed the completed goals from the 3-year Strategic Plan developed in 2017 and discussed in detail the goals set in each priority area for the new 2022-2025 3-year Strategic Plan. Discussion was held on the drone program and that the District is gathering information on the efficiency of the UAV Program. Director Leal is working on a contract with Leading Edge to come in this fiscal year and conduct a 5 day study of the drone program and evaluate the potential cost to operate the drones. Director Leal plans to finalize the gathering of the drone information and will present this to the Board during the budget process to see if we are ready to move on with the UAV program next year. One of her main concerns with the UAV program is the current regulatory restrictions; however she is going to continue following these restrictions before we move forward.

Director Leal advised we have increased our number of BG Counter Traps to a total of 30, having 10 in each location, which takes pressure off the 240 landing rate count stations that are routinely checked. They are working on a comparison between the collections in the BG Counter Traps and Landing rate counts. Another concern is if we

have a hurricane and need to remove the BG Counter's from the field as they are large traps and take up a large storage amount.

Director Leal discussed the benefits plan and the goals for capital projects. Commissioner McDonald would like a presentation comparing the initial Fleet Replacement Plan to the actual cost savings since purchasing the new helicopters. Director Leal advised Commissioner McDonald that on May 10<sup>th</sup> we will have a workshop reviewing helicopter efficiencies. Director Leal reviewed our surplus plan and stated we have sold two Jet Air Rangers for \$700,000 in the last year and we are anticipating one airplane sale this fiscal year. The last airplane should be sold in the next fiscal year and we are hoping to acquire another H125 in the next couple of years to continue replacing the aging fleet and to ensure continuity throughout all of our aircraft. The aerial team has been testing out night vision goggles during practice flights; the goal would be to fly at an altitude of 200 feet and be able to fly night vision goggles and target salt marsh mosquitoes right after sunset.

Director Leal will be putting together Building Maintenance plans for each location that will outline major building improvements in the next 10 years. The Marathon location will need a new roof for the Hangar in fiscal year 2023-2024.

Vice-Chairman Zuba commended Director Leal for putting together a good plan for the 2022-2025 strategic plan. Director Leal commended the management staff for assisting with the plan.

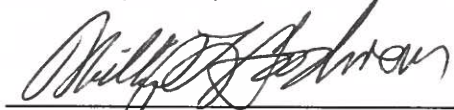
**ADJOURN:** There being no further business to come before the Board, the workshop was adjourned.

*Respectfully submitted,*



*Andrea Leal*  
*Executive Director*

*Board of Commissioners*  
*Florida Keys Mosquito Control District*



*Phillip L. Goodman, Chairman*



*Thomas McDonald, Secretary-Treasurer*

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