

3-YEAR STRATEGIC BUSINESS PLAN

MAY 2022

Prepared by: Rauch Communication Consultants Inc.



Coachella Valley Mosquito & Vector Control District



PARTICIPANTS:

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Clive Weightman, Vice-President - City of Indian Wells
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Our Commitment to Our Community

This Strategic Business Plan is the culmination of a review of all aspects of the District. It includes an evaluation of current and forecast challenges and opportunities, and potential responses.

The Plan provides long-range policy direction to guide the District over the next three years. A detailed work plan was developed to implement this policy guidance. The Plan is designed to be dynamic and be updated to meet evolving challenges, opportunities, and community needs and expectations.

The strategic planning process and the District's other activities demonstrate our continued commitment to cost-effectively provide excellent vector control services to our community.



**The Board of Trustees of
Coachella Valley Mosquito and Vector
Control District**

Introduction

Planning is strategic when it helps move an organization from its current situation to its desired future.

Purpose of the Plan

This three-year Strategic Business Plan (SBP) is Coachella Valley Mosquito and Vector Control District's (District's) highest-level planning document and represents the Board's and Staff's direction for the future. The Plan identifies the District's mission, vision, and core values while providing a set of goals and objectives that serve as a framework for decision-making.

The Plan is also a practical working tool that provides clear direction to the Staff regarding the Board's goals and objectives. It includes a Work Plan developed by the Staff to meet those goals and objectives. The Board and Staff will regularly refer to it as a guide to the District's actions during the period covered.

Plan Development

The strategic planning process was carried out in a series of steps as outlined below.

Background Research. The consultants began by holding discussions with the General Manager.

Confidential Interviews. This was followed by a series of confidential interviews carried out by the consultant. The goal was for the interviewees to candidly express their interests and perspectives on the District and its priorities. The interviewees included the 11-member Board of Trustees, nine-member management/supervisory team, and two union representatives.

Strategic Planning Workshop. The interviewees also participated in a workshop. At the workshop, the group reviewed the results of the interviews, undertook a number of exercises to examine the current state of the District, identified issues and opportunities expected to confront the District in the future, and discussed priorities.

Staff Survey. The entire staff was invited to participate in an online survey. The results of the survey were incorporated into the Strategic Business Plan.

Management/Supervisory Team Review. The management team reviewed, critiqued, and commented on the past strategic plan and provided commentary helpful in preparing this plan.

Staff and Board Work. In consultation with the consultant, the District General Manager then coordinated extensive discussions and reviews of the strategic business plan with the Management Team, staff, and Board.

Staff Work Plan. The management team and consultant developed a staff Work plan designed to meet the mission of the District and strategic goals and objectives.

District Overview

Formed in 1928 in Response to Significant Eye Gnat Problems

By the mid-1920s, eye gnats had become a significant nuisance and were spreading pink eye. The problem was so prevalent that schools in the Coachella Valley were closed for two months during eye gnat season. On March 12, 1928, the Coachella Valley Mosquito Abatement District was formed by the Riverside County Board of Supervisors. At the time, the Trustees were appointed by the Riverside County Board of Supervisors to create and oversee District policies.

District's Distinguished History of Research Began Early

In October 1948, the first District entomologist began his intensive research into eye gnat control and developed successful control methods.

- **1950s** — Initiate decades of expansion and growth
- **1951** — The arrival of the Coachella Valley Canal in 1949 brought water, which resulted in an expansion of mosquito breeding. In 1951, the District formed a Mosquito Control Department.
- **1995** — The Board of Trustees expanded the District to become a full vector control agency and changed the name to the Coachella Valley Mosquito and Vector Control District.
- **2005** — The District added the Red Imported Fire Ant (RIFA) Program.
- **2006** — The Bio-Control Facility was completed, reflecting the District's commitment to research, and applying the latest integrated methods to control mosquitoes.
- **2014** — The District completed a laboratory upgrade and expansion project, which allowed District biologists to carry out virus testing of mosquitoes on site. Now, technicians can respond more quickly to the detection of mosquito virus activity, such as West Nile or St. Louis encephalitis.
- **2016** — *Aedes aegypti* was detected in the Coachella Valley. This invasive mosquito species is not native to the area and has the potential to transmit deadly viruses. The District has responded with intensive new control methods.

Today — The District has 68 full-time employees that use established policies to operate responsibly – socially, environmentally, and fiscally. This is accomplished through an Integrated Vector Management program that includes Surveillance, Control, and Public Outreach and Education. The District's mission is to keep Coachella Valley residents and visitors safe from vector-borne diseases with a dedicated and professional staff, fiscal security, and administrative guidance from the Board of Trustees.

Strategic Framework

The District built the Strategic Business Plan from a series of logical and integrated components, described below.

Mission. The mission statement explains why the organization exists. It articulates the organization's essential work in a brief sentence or two.

Vision. The vision articulates what the organization will become at a given time in the future. It is the strategic target that, when achieved, fulfills the organization's mission. As such, it is at the heart of the strategic planning process.

Values. Values provide guidance when an organization is faced with challenging decisions that require trade-offs, help govern attitudes and behaviors, and generally remain constant over time. The Board sets values.

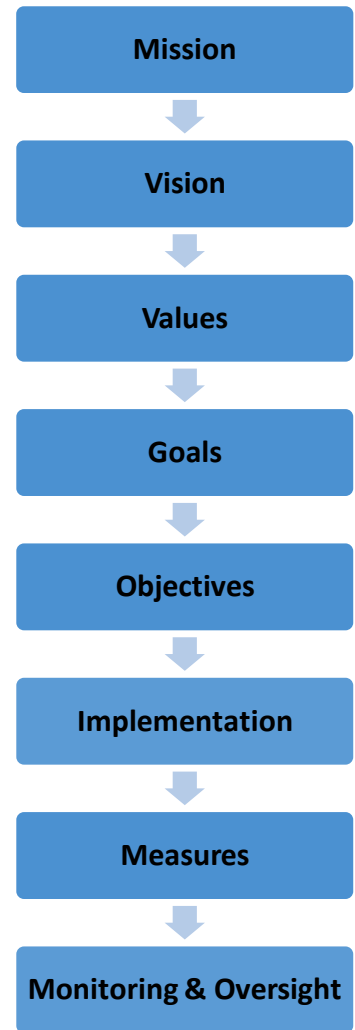
Goals. Goals describe broad, primary management, operations, and planning areas that need to be addressed to accomplish the mission. Goals are not connected to timelines.

Objectives. Objectives are specific directions established by the Board, which expand upon and refine the goals. There may be multiple objectives for each goal. Objectives are related to goals but more specific, measurable, attainable, and have a time frame.

Work Plan. The Work Plan contains actions required to accomplish the mission, goals, and objectives. The actions in the plan are assigned to members of the Leadership Team and have timelines. There may be multiple tasks for each objective.

Measures. Staff will develop measures to provide insights into progress in achieving the objectives. Progress will be tracked, analyzed, used to adjust the course where appropriate, and reported to the Board.

Monitoring/Oversight. Actions developed that will be taken by the Board, Leadership Team, and Staff to ensure that the plan is implemented and updated over time.



Mission

We are dedicated to enhancing the quality of life for our community by providing effective and environmentally sound vector control and vector-borne disease prevention programs.

Vision

To progress towards a future free of vector-borne disease using proven scientific, technical, and educational strategies, which are financially and environmentally sound.

Values

In our actions and decisions, we prioritize:

- **Public Health** – protect the public from vectors and vector-borne diseases.
- **Financial Sustainability** – provide stability through the responsible use of public resources.
- **Ethics** – maintain high ethical standards.
- **Innovation** – develop programs and services based on research and supporting data.
- **Professionalism** – ensure work and services are performed professionally, safely, and to a high standard.
- **Education** – an educated workforce and public are essential to achieve our mission and vision.
- **Environmental Stewardship** – carry out work in an environmentally conscientious manner.
- **Communication** – inspire public trust and action through proactive and transparent communication.
- **Collaboration** – work with individuals, communities, and institutions to further our mission.

Priorities

The narrative below summarizes this plan's priorities. This summary is provided to help the reader to better understand the goals, objectives, and work plan items on the following pages.

The single highest priority in this plan is to respond effectively to the growing problems caused by *Aedes aegypti* mosquitoes. From a public health perspective, there were very few West Nile Virus infections in the District's service area and no deaths last year. However, invasive *Aedes* mosquitoes are biting more during the daytime and that is becoming a growing nuisance felt by residents and visitors.

There are three major initiatives associated with this issue:

- 1. Research, development, and implementation of the Sterile Mosquito Program (Work Plan 1.1.1).** This will require substantial staff commitment over the next three years through applied in-house research to determine how this technique can work in the desert.
- 2. Measuring performance, setting service levels, and resource needs (Objectives 1.2).** As the overall challenges faced by the District grow over time, the workload and cost of services could potentially expand significantly in the coming years. In light of this, the District will identify various service levels and performance indicators related to mosquito surveillance, control, public education and the corresponding resources needed to achieve them. The District will then systematically work on becoming more efficient at achieving the selected service levels. If staff find that the desired service levels are not being reached, then staff will determine if this is due to a need for more resources, change of procedure or policy and then implement those needed changes to reach the desired service level outcomes.
- 3. Engage District residents and local agencies (Objective 3.1- 3.3).** District staff cannot remove standing water and treat every property in the service area. To be successful, the District will need to implement an integrated vector management program that engages property owners and residents in preventing mosquitoes on their properties.

The second overall priority in this plan is to reinforce and reinvigorate the strong team culture (Objective 2.1-2.4). Ongoing high performance depends on maintaining a high-performing team with effective teamwork and communication. The District has a well-developed culture of having a motivated, high-performing, collaborative team. However, remote work and the stresses of COVID have diminished that sense of teamwork. It is critical for the District to reinforce and fully reinvigorate its team culture.

Goals, Objectives, and Work Plan

The following pages contain goals and objectives for the next three years. Staff developed a work plan to fulfill these Board-level goals and objectives.

Key Areas of Change. This strategic business plan focuses only on key areas where there is a change or a desire for additional clarity of direction. Numerous existing and ongoing initiatives, programs, and actions are not incorporated into this Plan.

The goals and objectives are presented on the following pages. They, along with the mission, vision, and values, represent the core strategic direction provided in this plan.

Note on Timing. Work plan elements marked 'annually' or 'ongoing' will be reported at least once each year in February when the General Manager provides a report on the progress of the strategic business plan.

Goal 1. PROGRAMS: Cost-Effective, Environmentally Sound Programs

Relevant Values: public health, financial stability, innovation, professionalism, environmental stewardship, collaboration, communication, and education.

Strategic Challenge. The District has many mature and well-developed programs and is considered a leader in California vector control. However, the District does not generally utilize key performance measures and service levels that can be quantitatively tracked for progress and cost-effectiveness. Given the magnitude of the District's challenges, it would be helpful to better identify where it would be most beneficial to put its resources, have clear service level targets to aim for, etc. From the public's perspective, the growth in the invasive *Aedes aegypti* mosquito population has become a lifestyle issue due to the amount of daytime biting of residents and visitors in urban areas of the Valley

Strategic response. Begin to systematically build performance assessments into key programs. The District's single biggest and most costly challenge in this plan is to evaluate and implement the Sterile Mosquito program.

Therefore, we will establish service level goals and performance measures for key programs and use these to calibrate service levels and either maintain and/or identify the necessary resource needs or policies to improve our program performance over time.

The objectives and work plan projects (WP) below must be consistently carried out to achieve the goal above.

OBJECTIVE 1.1 Explore long-term solutions to the health and nuisance impacts of *Aedes aegypti* mosquitoes.

WP 1.1.1 Create a needs assessment and commission a feasibility study for establishing a sterile mosquito program. (Lab Manager, 2023)

OBJECTIVE 1.2 Ensure program service levels, efficacy, and cost-effectiveness is maintained or improved over time based on performance measurements and evaluations.

WP 1.2.1 For each Integrated Vector Management Program Service (Surveillance, Control, Public Outreach/Education), All Departments will establish baseline metrics of departmental work that meets that essential service and use these metrics to either maintain or increase the efficiency of those services. (GM, Managers 2024, Annually)

OBJECTIVE 1.3 Prepare the District to recover quickly from an emergency.

WP 1.3.1 Carry out tabletop exercises on emergency response and disaster recovery scenarios. (Operations Manager, 2022, Annually)

Goal 2. GOVERNANCE AND HR: A Strong Culture Supports the Board and Staff Team That Grows in Skill, Teamwork, and Experience

Relevant Values: public health, financial stability, ethics, innovation, professionalism, environmental stewardship, collaboration, communication, and education.

Strategic Challenge. Although the District has a strong, well-trained, and experienced staff and management team, the single-highest ranked area of emphasis identified in the workshop was *succession planning and staff development* to preserve and enhance institutional knowledge and capabilities. The District has developed a deeply ingrained culture of collaboration, internal development of staff, and good communication within and between most levels of the organization from the Board to the field. However, remote work and the stresses of COVID have diminished that sense of teamwork. Looking to the future, changes from COVID may impact employee expectations and workplace practices even more.

Strategic response. The highest HR priority in this plan is re-establish the strong team and internal communication that diminished during COVID. The second priority is to enhance succession planning and ensure backup of all critical positions. To achieve this, staff will undertake more detailed and robust identification of key people, skills, and institutional knowledge, develop written succession plans, and increased staff development and training. Finally, while many staff must work on-site to accomplish their jobs, there is a need for a long-term plan for remote work for some staff and even for the Board.

Therefore, we will focus on reinvigorating our strong team culture, building more robust succession and staff development, and adapting workplace practices over time.

The objectives and work plan projects (WP) below must be consistently carried out to achieve the goal above.

OBJECTIVE 2.1	Create a staff culture and a safe working environment to promote effective communication, collaboration, creativity, and employee satisfaction.
WP. 2.1.1	Develop and implement routine surveys to evaluate workplace culture and employee satisfaction to result in policies/initiatives that maintain and support a safe, healthy, and positive workplace. (HR Manager, 2022, Annually)
OBJECTIVE 2.2	Identify Key staff duties and have a trained backup person(s).
WP 2.2.1	Identify essential job duties, develop written or visual training protocols, and cross-train at least one staff member to carry out those essential duties. (HR Manager, 2024, Annually)
OBJECTIVE 2.3	Provide opportunities for employees looking to grow into promotions.
WP 2.3.1	Provide career planning and training for employees looking to support their professional and career development. (HR Manager, 2023)
OBJECTIVE 2.4	Establish conditions that ensure the Board of Trustees are engaged and productive and possess a deep understanding of the District.
WP 2.4.1	Revise the Trustee Manual and update the Trustee orientation process to develop a deeper understanding of District Policies and firsthand experience with the District's Integrated Vector Management Programs. (Clerk of the Board, 2023)

GOAL 3. PUBLIC ENGAGEMENT: Engaged Customers and Stakeholders Help Improve Vector Control

Relevant Values: public health, ethics, innovation, professionalism, environmental stewardship, collaboration, communication, and education.

Strategic Challenge. The District expanded its outreach and engagement work in recent years. While it is acknowledged that those who do know about the District or utilize its services tend to have strongly favorable views, most people know little to nothing about the District. Addressing the lack of knowledge about the District is important because it has become apparent that the District will never have enough staff to go into every backyard and needs the proactive help of residents to manage vectors on their properties.

Strategic Response. As new vectors such as *Aedes aegypti* establish themselves, there is a greater need for the approximately 500,000 full-time residents and 1.5 million winter visitors to engage and control vectors on their own properties by emptying fountains, and removing sources of standing water, etc. The District must find ways to improve public understanding and motivation to engage residents, civic leaders, and businesses in a way that results in deeper engagement with vector prevention through changed behaviors at home and at work. This will require new and improved engagement with homeowners, tenants, visitors, business owners, and those who maintain properties.

Therefore, we will develop new ways of engaging with residents, leaders, schools, property managers, and others and engage with them to take action on their own properties to control vectors.

The objectives and work plan projects (WP) below must be consistently carried out to achieve the goal above.

OBJECTIVE 3.1 Engage property owners and others to meet identified goals for managing vectors on their properties.

WP 3.1.1 Identify Homeowner Associations with significant mosquito breeding sources and create, implement, and monitor HOA-specific best management practices with property managers. (Operations Manager 2023, Annually)

OBJECTIVE 3.2 Influence public understanding and support of the District programs and vector control methods to make possible implementation of those programs when needed.

WP 3.2.1 Implement targeted public outreach campaigns based on the District's 2021 market research survey and evaluate success pre and post campaigns. (PIO, 2022, Annually)

OBJECTIVE 3.3 Connect with key community, business, agency, and legislative leaders to maintain, and improve understanding and support of the District and its programs.

WP 3.3.1 Initiate a program that routinely connects with key community leaders and agencies, updating them on current District and community vector-related issues, and when applicable, work together to resolve those issues. (GM, 2023)

Goal 4. FACILITIES, EQUIPMENT AND TECHNOLOGY: Reliable, Cost-Effective Facilities, Equipment, and Technology That Meet Evolving Needs

Relevant Values: public health, financial stability, innovation, professionalism, environmental stewardship, collaboration, and education.

Strategic Challenge. The challenges associated with facilities, equipment, and technology, can be generalized under the term future-proofing. For example, current facilities may not meet staff needs post-COVID, are not designed to support a future electrified fleet, and there is not currently enough space for the upcoming sterile mosquito program. In addition, the District is responsible for the contaminated Thermal property that currently is a long-term financial and environmental liability to the District.

The District’s mapping and database technologies are well established and adding capabilities over time. However, there is substantially more opportunity to productively integrate technology into the day-to-day workflow of the District. Cybersecurity challenges remain an ongoing threat. In technology, the District currently depends on a single software developer, and various IT and communications systems lack redundancy.

Strategic Response. The District will develop a new facility master plan based on all its long-term staffing needs. In addition, the District will develop succession, backup, and redundancy for key technology systems. Finally, the continued effort to more deeply integrate technology into day-to-day workflows will continue.

Therefore, we will prepare our facilities, equipment, and technology to meet evolving needs and develop and implement plans for succession, backup, and redundancy.

The objectives and work plan projects (WP) below must be consistently carried out to achieve the goal above.

OBJECTIVE 4.1	Facilities meet identified long-term needs and strategic goals of the District
WP 4.1.1	Create a long-range plan for the District to support current & future staffing and programs, including a long-term plan for remote work, office space, equipment, and the Thermal property. (Admin Finance Manager, 2024)
OBJECTIVE 4.2	Key IT Programs and Services can be restored quickly.
WP 4.2.1	Develop an IT Emergency plan for District IT services. (IT Manager, 2023)
OBJECTIVE 4.3	Increase the effectiveness of staff in measurable ways through the implementation and use of new tools, technology, and equipment.
WP 4.3.1	Evaluate Unmanned Aerial Vehicle (UAV) Surveillance and Control Applications in rural areas of the Coachella Valley. Create a needs assessment and plans for additional resources to expand the UAV program by FY 2024-25. (Operations Manager, January 2024)
WP 4.3.2	Form an Inter-departmental workgroup of various IT end-users that identifies District IT needs to optimize Department services and workflows. (IT Manager, 2022)

Goal 5. RESEARCH Leads to Ongoing Improvements in the District's Performance

Relevant Values: public health, financial stability, innovation, professionalism, environmental stewardship, collaboration, communication, and education.

Strategic Challenge. It has long been understood that new and emerging vectors and vector-borne diseases, increased resistance by mosquitoes to current pesticides, growth in public antipathy toward the use of pesticides, and increasing regulations all pose challenges that require research into new vector control techniques, technologies, and approaches. A growing challenge has also become increasingly evident — how to get residents, visitors, and businesses to understand the importance of their role in vector control and to engage in managing the problem on their properties.

Strategic response. The District will continue to evaluate and update its research agenda and begin to explore new areas of research regarding how to more effectively engage residents, leaders, and businesses in changing their habits and helping control vectors on their properties.

Therefore, we will research and develop proactive responses to new vectors and vector-borne diseases, changing regulations, legislation, and public perception around vector control strategies.

The objectives and work plan projects (WP) below must be consistently carried out in the future to achieve the goal above.

OBJECTIVE 5.1 Support research projects that evaluate and improve public engagement.

WP 5.1.1 Engage with researchers to carry out applied research projects that will increase the District's engagement with residents, visitors, and businesses. (PIO, Annually)

OBJECTIVE 5.2 Validate and improve Vector control programs through applied scientific research.

WP 5.2.1 Maintain the District's current applied research program and implement new strategies based on the outcomes of funded and internal research projects. (Lab Manager, Annually)

GOAL 6. FINANCE: Sustained and Transparent Finances That Meet District Revenue Needs

Relevant Values: public health, financial stability, ethics, professionalism, environmental stewardship, collaboration, communication, education.

Strategic Challenge. The District has strong fiscal management, transparent reporting, adequate revenue, and reserves. Of course, there are many future unknowns that could impact finances: the current high inflation rate could last, new vectors and diseases could increase costs, current pesticides and control methods may have to be replaced as vectors develop resistance, regulations could increase, and public acceptance of the District's control methods could decrease.

Strategic response. In response, the District will continue to maintain its current strong fiscal management, controls, and reporting. In addition, it will extend its financial planning horizon to ensure long-term stability, financial security, and taxpayer value.

Therefore, it is critical to extending the district's financial planning horizon.

The objectives and work plan projects (WP) below must be consistently carried out to achieve the goal above.

OBJECTIVE 6.1 Ensure adequate revenues, cost-control, affordability, and overall strong finances without rate shocks or major surprises by maintaining strong financial plans and acting on sound financial decisions.

WP 6.1.1 Create a long-term financial plan that provides the information needed to make sound financial decisions ensuring adequate revenues, cost-control, affordability, and overall strong finances without rate shocks or major surprises. (Admin Finance Manager / GM, 2024)

Monitoring and Oversight

Below are the actions that will be taken by the Board, Leadership Team, and Staff to ensure that the plan is implemented and updated over time.

Communicate and Lead

The General Manager and Leadership Team will meet with all employees to review the Strategic Business Plan and Work plan projects and make sure everyone understands their responsibility within the Plans.

Report progress on objectives and the work plan projects at least annually to the entire staff.

Publish the Mission, Vision, Values, Goals, and Objectives on the web, posters, and handouts and display them in visible locations.

Incorporate the Mission, Vision, Values, Goals, and Objectives into the employee handbook and orientation and training materials for employees and the Board of Trustees.

The Management and Supervisory Team will actively implement the Work Plan projects.

Evaluate

General Manager and Management Team performance is evaluated based in part on their implementation of the Work Plan projects to reach objectives.

Resource Allocation and Oversight Reflect Goals and Objectives.

- Staff will reference Strategic Business Plan items on Board meeting agendas as appropriate.
- Align the budget to the SBP goals, objectives, and work plan projects
- Align Board oversight and monitoring to reflect all aspects of the SBP.
- Board and Board Committees will consider the SBP when they deliberate
- The Board, with staff support, will review and update if necessary the Strategic Business Plan annually.

Monitor for Progress on Environmental Sustainability

The District considers the impact of all its key decisions on sustainability and the environment. The District takes a holistic approach to decision-making and considers costs, its customer service focus, and how various decisions fulfill the mission, vision, values, goals, and objectives. Throughout this Strategic Business Plan, the Board, and staff incorporated objectives that will improve environmental sustainability; related work plan actions were identified for each objective. To ensure our commitment to environmental sustainability is realized, progress on these objectives and work plan actions will be monitored as projects are implemented and during the annual Strategic Business Plan review.

Update the Plan

Formal Review and update of the goals and objectives every three years or as needed.

Single-Page View of the Core Elements of the Strategic Plan

MISSION	We are dedicated to enhancing the quality of life for our community by providing effective and environmentally sound vector control and vector-borne disease prevention programs.						
VISION	To progress towards a future free of vector-borne disease using proven scientific, technical, and educational strategies, which are financially and environmentally sound.						
VALUES	Public Health	Financial Stability	Ethics	Innovation	Professionalism Education	Environmental Stewardship	Communication Collaboration
GOALS	1. Cost-effective, Environmentally Sound Programs	2. Strong culture supports the Board and Staff Team that grows in skill, teamwork, and experience	3. Engaged Customers and Stakeholders Help Improve Vector Control	4. Reliable, Cost-Effective Facilities, Equipment, and Technology that Meet Evolving Needs	5. Research Leads to Ongoing Improvements in the District's Performance	6. Sustained and Transparent Finances that meet District Revenue Needs	
OBJECTIVES	<p>1.1 Explore long-term solutions to the health and nuisance impacts of Aedes aegypti mosquitoes.</p> <p>1.2 Ensure program service levels, efficacy, and cost-effectiveness is maintained or improved over time based on performance measurements and evaluations.</p> <p>1.3 Prepare the District to recover quickly from an emergency.</p>	<p>2.1 Create a staff culture and a safe working environment to promote effective communication, collaboration, creativity, and employee satisfaction.</p> <p>2.2 Identify Key staff duties and have a trained backup person(s).</p> <p>2.3 Provide opportunities for employees looking to grow into promotions by providing training and development plans.</p> <p>2.4 Establish conditions that ensure the Board of Trustees are engaged and productive and possess a deep understanding of the District.</p>	<p>3.1 Engage property owners and others to meet identified goals for managing vectors on their properties.</p> <p>3.2 Influence public understanding and support of the District programs and vector control methods to make possible implementation of those programs when needed.</p> <p>3.3 Connect with key community, business, and legislative leaders to maintain, and improve understanding and support of the District and its programs.</p>	<p>4.1 Facilities meet the identified long-term needs and strategic goals of the District</p> <p>4.2 Key IT Programs and Services can be restored quickly.</p> <p>4.3 Increase the effectiveness of staff in measurable ways through the implementation and use of new tools, technology, and equipment.</p>	<p>5.1 Support research projects that evaluate and improve Public engagement.</p> <p>5.2 Validate and improve Vector control programs through applied scientific research.</p>	<p>6.1 Ensure adequate revenues, cost-control, affordability, and overall strong finances without rate shocks or major surprises by maintaining strong financial plans and acting on sound financial decisions.</p>	



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