



# **STRATEGIC PLAN**

## **2017 through 2022**

November 15, 2017

## **INTRODUCTION**

This Strategic Plan has been developed by the Board of Directors of the Grand River Mosquito Control District to provide guidance for the operation of the District through the year 2022. Since this is a living document, periodic reviews, progress evaluations, and updates will be necessary.

## **MISSION STATEMENT**

To suppress mosquito populations within District boundaries, to provide public education, and to develop subsequent mosquito control strategies.

## **CORE VALUES**

This Plan is based on a set of core values that form the basis of our vision. Those core values include honesty, integrity, respect, responsibility, accountability, earning the public trust, and expanding the boundary in an environmentally conscious manner.

## **VISION STATEMENT**

The Grand River Mosquito Control District will continue to implement integrated mosquito management utilizing state of the art equipment and practices.

## **BACKGROUND/HISTORY OF THE DISTRICT**

In 1982, a group of citizens raised a growing concern about a serious mosquito problem in the Redlands area. After conducting a petition drive and a random survey of homeowners in the area, the concerned citizen group organized a vote to create a mosquito control program in their neighborhoods. With the help of then Mesa State College, a citizen board was formed and the Redlands Mosquito Control District was formed. The organization was established as a Title 32 Special District and is funded by a property tax assessed to all landowners within the District's Boundary, and governed by a five-member citizen board elected by property owners within the District's boundary.

A series of elections and inclusions between 1982 and 2017 saw the District boundary increase from the original 8 square miles to the current size of approximately 150 square miles, and includes the communities of Grand Junction, Fruita, Clifton, and Palisade. Through these elections and inclusions, the Redlands Mosquito District became the Grand River Mosquito Control District in 2005.

Some of the more significant accomplishments over the last 10 years include the implementation of an Integrated mosquito management approach to reducing mosquito populations, implementation of Geographic Information System (GIS) technology to improve efficiencies in finding, tracking, and reporting mosquito populations, worker safety programs, and training. Most recently, the District completed the construction of a new facility that includes a mosquito inspection room, dedicated training area, offices, and fleet storage space.

## **ANALYSIS SUMMARY**

In the development of this Strategic Plan, the Board analyzed the current strengths, weaknesses, opportunities, and threats ("SWOT") that could affect the District's ability to provide services over the next 5 years. From this SWOT analysis, the seven (7) major goals and action steps for the Plan were developed.

A summary of the SWOT analysis can be found in Appendix A. Additionally, Appendix B delineates the 2017 – 2018 work plan for accomplishing the above goals.

## **GOALS**

1. Controlling Mosquito Populations
2. Staffing
3. Funding/Finances
4. Expansion Policy
5. Collaboration/Cooperation with Other Agencies
6. Public Awareness
7. Equipment

## FIVE YEAR PLAN

### GOAL #1. TO CONTROL MOSQUITO POPULATIONS WITHIN THE DISTRICT'S BOUNDARY

<u>Action Step</u>	<u>When</u>	<u>Who</u>
A. Evaluate alternate product delivery systems, including drone and airplane.	2017	Staff / District Manager ("D.M.")
B. If appropriate, implement that pilot project for product delivery.	2018	Staff/ D.M.
C. Implement resistance testing for at least one product.	2019	Staff/D.M.
D. Identify alternate location for operations in the event of a disruption to existing facility, e.g., rail accident.	2018	Staff/D.M. /Board
E. Identify one new product and test it for effectiveness.	2019	Staff /D.M.
F. Identify one area for habitat reduction project.	2020	Staff/D.M.
G. Implement a habitat reduction project.	2021	Staff/D.M.
H. Conduct internal review of integrated mosquito management for possible improvement.	2022	Staff/D.M.

**GOAL #2. TO RECRUIT, DEVELOP, AND RETAIN A PROFESSIONAL, HIGH-QUALITY, AND MOTIVATED STAFF**

<u>Action Step</u>	<u>When</u>	<u>Who</u>
A. Incorporate mission / values into annual performance appraisals for full-time staff.	2017	D.M.
B. Review pay and benefits for full-time and seasonal staff.	2017	D.M./ Committee
C. Review incentives for workforce.	2017	Staff/D.M.
D. Incorporate mission and values into all training.	2018	Staff/D.M.
E. Recruit and hire adequate seasonal staff for mosquito season.	2018	Staff/D.M.
F. Review safety program and revise as needed.	2018	Staff/D.M. /Comm.
G. Develop a continuing education program.	2018	D.M./Board
H. Secure the services of a mosquito expert.	2019	D.M./Comm.
I. Reassess 2017 incentives for seasonal staff.	2019	Staff/D.M.

**GOAL #3. TO BE UNEQUIVOCALLY ETHICAL, RESPONSIBLE, AND  
LAW-ABIDING WITH THE DISTRICT'S FUNDING AND FINANCIAL PLAN**

<u>Action Step</u>	<u>When</u>	<u>Who</u>
A. Establish a minimum fund balance.	2017 <b>COMPLETED</b>	D.M./Board
B. Develop clear understanding of TABOR.	2017 <b>COMPLETED</b>	D.M./Board
C. Adopt a long range financial plan.	2017	D.M./Board
D. Set mill levy according to financial plan.	2017	D.M./Board
E. Develop and adopt an investment policy.	2017	D.M./Board
F. Develop depreciation schedule for District facility.	2019	D.M./Board
G. Reassess long-range financial plan, minimum fund balance, and mill levy.	2020	Comm./Board
H. Evaluate the tracking and reporting system used to account for all financial activities.	2021	D.M./Board

**GOAL #4. TO EVALUATE AND UPDATE THE DISTRICT'S EXPANSION POLICIES**

<u>Action Step</u>	<u>When</u>	<u>Who</u>
A. Review and update District's Bylaws.	2018	D.M./Board
B. Update Service Plan/Statement of Purpose.	2018	D.M./Board
C. Develop and adopt policies for future inclusions. (What, Why and How)	2019	D.M./Board



**GOAL #5. TO IMPROVE MOSQUITO CONTROL EFFORTS BY COLLABORATING  
WITH OTHER ORGANIZATIONS**

<u>Action Step</u>	<u>When</u>	<u>Who</u>
A. Identify and evaluate mutually beneficial partnerships, such as Palisade Insectary.	2018	D.M./Board
B. Develop an emergency response plan with Mesa County Public Health (MCPH) for potential Arbovirus outbreak.	2018	D.M./Board
C. Adopt and implement formal agreements, if appropriate.	2019	D.M./Board
D. Encourage cities and county to adopt mosquito control practices into codes.	2019	D.M./Board
E. Consider need for additional advertisement campaign.	2020	D.M./Board

**GOAL #6. TO EMPHASIZE PUBLIC EDUCATION AND COMMUNITY OUTREACH TO  
IMPROVE ITS MOSQUITO AWARENESS AND GENERAL UNDERSTANDING OF  
MOSQUITOS**

<u>Action Step</u>	<u>When</u>	<u>Who</u>
A. Evaluate and enhance school outreach program.	2018	Staff/D.M.
B. Incorporate mission and core values in messaging.	2018	Staff/D.M.
C. Identify opportunities for adult education.	2019	Staff/D.M.
D. Evaluate use of social media.	2019	Staff/D.M. /Board
E. Assess the need for public relations staff or consultant.	2020	Staff/D.M. /Board
F. Review and enhance online presence, i.e., web page .	2020	Staff/D.M. /Board
G. Promote or sponsor additional events such as 5k runs, charity walks, and golfing events.	2021	D.M./Board
H. Evaluate need for expanded services, e.g., back yard inspections for breeding sites.	2022	Staff/D.M. / Board

**GOAL #7. TO PROVIDE RELIABLE, SAFE, AND SECURE EQUIPMENT AND  
ELECTRONIC SYSTEMS**

<u>Action Step</u>	<u>When</u>	<u>Who</u>
A. Develop formal replacement schedule for small equipment and tools.	2019	Staff/D.M.
B. Plan and budget for upgrades to electronic systems.	2020	D.M./Board
C. Attend association conferences and training to stay current with changing technologies, equipment, and regulations.	Ongoing	Staff/D.M. /Board

## **APPENDIX A**

### **SWOT SUMMARY**

The result of the discussions identified the following strengths:

- A. Board structure and guidance
- B. Adequate funding
- C. Qualified staff
- D. State of the art equipment
- E. State of the art mapping and technology
- F. Debt-free, new facility
- G. Training and safety programs

Weaknesses identified included:

- A. Seasonal staff, retention and succession plan for full-time staff
- B. Limited growth potential
- C. Public awareness and outreach
- D. Product change and delivery
- E. Lack of formalized agreements with other agencies
- F. Service Plan needs updated
- G. No in-house mosquito expert

Opportunities identified included:

- A. Technology advancements, such as drones
- B. Habitat reduction
- C. Development of policies and programs to improve employee morale and provide direction
- D. Availability of additional partnerships, such as Tamarisk Coalition
- E. Expansion of public awareness program
- F. Possible expansion of District boundaries
- G. Improvement of service through enhanced product delivery

Threats to the District:

- A. Government regulations
- B. Product supply and availability
- C. Vector-borne disease
- D. Declining property assessments

- E. Equipment change and cost increases
- F. Non-contiguous inclusions/annexations
- G. The need to remain current

**APPENDIX B**  
**Work Plan**  
**2017 – 2018**

A. Develop and adopt an investment policy:

- Prepare draft policy for Committee consideration 10/04/17 D.M
- Board consideration 10/18/17 D.M.

B. Develop a continuing education program:

- Prepare a draft policy for Committee consideration 10/04/17 D.M.
- Board consideration 10/18/17 D.M.

C. Evaluate alternate product delivery systems including drone and airplane:

- Identify two sites to serve as pilot projects 08/31/17 Staff/  
D.M.
- Compile list of contractors and costs 09/08/17 Staff/  
D.M.
- Report findings to Board 11/15/17 D.M.

D. Incorporate Mission / Values into annual performance appraisals for full time staff:

- Modify appraisal forms to include Mission/Values 11/01/17 D.M.

E. Review pay and benefits for full time staff:

- Evaluate 2015 Salary and Wage Report 09/15/17 D.M.
- Collect salary and benefit information 10/01/17 D.M.

- Analyze current salary and benefits data 11/22/17 D.M.
- Report findings to Board 12/20/17 D.M.

F. Review pay and incentives for seasonal workforce:

- Review position descriptions for seasonal staff 10/01/17 D.M.
- Collect and analyze wage surveys 11/22/17 D.M.
- Report findings to Board 12/20/17 D.M.

G. Set mill levy according to financial plan:

- Review and agree on new mill levy corresponding with the financial plan and fund balance. 10/18/17 D.M.
- Board adopt new mill levy 11/15/17 Board
- Certification of mill levy to County Commissioners 12/01/17 D.M.

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**2018**

A. Review safety program and revise as needed:

- Receive input from SDA consultant, Adam Johnsen, who visited the District on July 17, 2017 01/01/18 Staff/  
D.M.
- Evaluate 2017 training program and any safety issues during season 02/01/18 Staff/  
D.M.
- Modify safety manual and/or training program Accordingly 03/01/18 D.M.
- Review safety program with Board 03.21/18 D.M.

B. Recruit and hire adequate seasonal staff for mosquito season.

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|--|----------|----------------|
| • Develop communication plan for non-students    | 02/01/18 | Staff/<br>D.M. |
| • Develop outreach and incentive plan to recruit | 03/01/18 | Staff/<br>D.M. |
| • Review plan with Board and implement           | 03/21/18 | D.M.           |

C. Incorporate mission and values into all training:

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| • Review and modify, as needed, training materials | 03/01/18 | Staff/<br>D.M. |
| • Stress Mission and Values during training        | 04/01/18 | Staff/<br>D.M. |

D. If appropriate, implement pilot project for product delivery:

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|---|----------|----------------|
| • Develop schedule for product delivery     | 02/28/18 | Staff/<br>D.M. |
| • Report findings to Board                  | 03/21/18 | D.M.           |
| • If appropriate, communicate with citizens | 04/07/18 | Staff/<br>D.M. |

E. Update Service Plan/Statement of Purpose

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| • Draft updated plan for committee consideration | 04/02/18 | D.M. |
| • Board consideration                            | 04/18/18 | D.M. |

F. Identify alternate location for operations in the event of a disruption to existing facility, e.g., rail accident:

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|--|----------|--------|
| • Locate potential sites for lease or purchase | 03/01/18 | Staff/ |
|--|----------|--------|



		D.M.
• Locate potential government sites e.g., Fair Grounds	03/01/18	Staff/ D.M.
• Evaluate all sites identified	05/01/18	D.M.
• Report findings to Board	05/16/18	D.M.
G. Develop draft emergency response plan with MCPH for potential blood-borne transmitted diseases/viruses:		
• Jointly develop draft plan with County staff	06/30/18	Staff/ D.M.
• Committee review	07/07/18	D.M.
• Board consideration	07/18/18	D.M.
H. Identify and evaluate mutually beneficial partnerships such as the Palisade Insectary:		
• Develop list of potential partners and prioritize using District's Mission and Vision	05/01/18	Staff/ D.M.
• Identify costs/benefits and other issues	07/15/18	Staff/ D.M.
• Report findings to Board for top 3 potential partnerships	09/19/18	D.M.
I. Evaluate and enhance school outreach program: Review materials used and what is available to purchase	09/12/18	Staff/ D.M.

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|--|----------|----------------|
| • Evaluate opportunities for reaching more levels of student population, e.g. High School or CMU | 10/31/18 | Staff/<br>D.M. |
| • Report findings to Board   | 11/21/18 | D.M.           |