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BOARD OF TRUSTEES
ADVANCE PLANNING COMMITTEE MEETING
****MONDAY, FEBRUARY 7, 2022****
6:00 PM

THIS MEETING WILL BE HELD VIA TELECONFERENCE/ZOOM

To join the meeting please follow the instruction below:

Access via the following link:

<https://us06web.zoom.us/j/89299119360?pwd=T1BYbktJUWs5SzJBeittVS82WnFhZz09>

Audio only: If you do not have internet access, you may join by phone by using the following information:

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Meeting ID: 892 9911 9360

Passcode: 929204

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All portions of this meeting will be conducted by teleconferencing pursuant to Agenda Item #2 (if approved), in accordance with Government Code Section 54953(e).

Members of the public may participate in the meeting via Zoom or may listen to the meeting telephonically. No physical location will be available from which members may observe the meeting and offer public comment. Public comments may be submitted in advance of the meeting by emailing Paula Macedo at pmacedo@contracostamosquito.com. Alternatively, members of the public may offer spoken comments when public comment is requested, either at the beginning of the meeting as to non-agenda items, or regarding an agenda item at the time the item is considered. Comments shall be limited to three minutes per person, unless different time limits are set by the Chairperson.

In compliance with the Americans with Disabilities Act, if you need a disability-related modification or accommodation to participate in this meeting, please contact Paula Macedo, General Manager, as early as possible, and at least 48 hours before the meeting at (925) 457-8464 or pmacedo@contracostamosquito.com.

Protecting Public Health Since 1927

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AGENDA

1. CALL TO ORDER

Roll Call
Pledge of Allegiance

2. PUBLIC INPUT ON NON-AGENDA ITEMS

This time is reserved for members of the public to address the committee relative to matters of the District NOT on the agenda. No action may be taken on non-agenda items unless authorized by law. Public comments may be submitted as specified above and will be limited to three minutes per person.

3. APPROVAL OF MINUTES FROM ADVANCE PLANNING COMMITTEE MEETING HELD ON JUNE 06, 2021

4. STRATEGIC PLANNING, FIVE-YEAR PLAN DISCUSSION

5. BOARD AND GENERAL MANAGER ANNOUNCEMENTS

6. ADJOURNMENT

I hereby certify that the District Board of Trustee Agenda was posted 7 days, before the noted meeting.

Natalie Martini, Administrative Analyst II

1/31/2022

Date

CONTRA COSTA MOSQUITO AND VECTOR CONTROL DISTRICT

FEBRUARY 7, 2022

ADVANCE PLANNING COMMITTEE MEETING STAFF REPORT

- 1-2. No comment
3. APPROVAL OF MINUTES FROM ADVANCE PLANNING COMMITTEE MEETING HELD ON JUNE 07, 2021 (*Pages 4-5*)
4. STRATEGIC PLANNING, FIVE-YEAR PLAN DISCUSSION – General Manager Macedo will review the work done in 2021 on the 5-year Plan and the committee will discuss updates needed and goals (*Pages 6-35*).
- 5 – 6. No comment

ADVANCE PLANNING COMMITTEE MEETING
MINUTES

An Advance Planning Committee meeting of the Board of Trustees of the Contra Costa Mosquito and Vector Control District was held on Monday, June 7, 2021, via teleconference only pursuant to Governor’s Executive Orders N-25-20, N-29-20, and N-33-20 and the Contra Costa County Public Health Officer Order No. HO-COVID19-03, and guidance from the CDC to minimize the spread of the coronavirus.

TRUSTEES PRESENT James Murray, Chair
 Richard Ainsley
 Perry Carlston
 Jennifer Hogan
 Peggie Howell
 Michael Krieg
 Peter Pay
 Daniel Pellegrini

TRUSTEES ABSENT None

OTHERS PRESENT Paula Macedo, General Manager
 Maria Bagley, Administrative Services Manager

CALL TO ORDER

President Peggie Howell called the meeting to order at 6:20 pm.

ROLL CALL

A roll call indicated that all Trustees were present, and none were absent.

1. PUBLIC INPUT ON NON AGENDA ITEMS – None.

2. APPROVAL OF MINUTES FROM ADVANCE PLANNING COMMITTEE MEETING HELD ON MAY 18, 2021

** Motion was made by Trustee Pellegrini and seconded by Trustee Ainsley to approve the minutes from the Advance Planning Committee meeting held on May 18, 2021. *Motion passed unanimously.*

3. FIVE-YEAR PLAN 2021-2025
 General Manager Macedo presented the progress so far on the 2021-2025 Five-year Plan and the committee discussed the updated document and offered suggestions. General Manager Macedo and the committee discussed the goals for the next five years.

4. BOARD AND GENERAL MANGER ANNOUNCEMENTS – Board President Howell reminded trustees of the performance appraisal form for the evaluation of the General Manager and asked that trustees send it back to her as soon as possible.

5. ADJOURNMENT – 7:39 pm

I certify the above minutes were approved as read or corrected at a meeting of the Advance Planning Committee held on February 7, 2022.

James Murray, 2022 Chair
Advance Planning Committee

FIVE-YEAR PLAN

(2021-2025) or (2022-2026)???

Advance Planning Committee

[List of committee members]

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THE PLANNING PROCESS

- 1- Strategic Thinking
- 2- Long-Range Planning
- 3- Tactical Planning – annual

STRATEGIC THINKING

This is the first step of the planning process because it is important to have congruence among our District Management, Staff, and Trustees on the nature and scope of our business, the principles under which we intend to operate, and the direction in which we should be moving as an organization. The strategic thinking process include the discussion of the Mission/Vision and the values or principles under which we operate. The process was completed in 2019 with final Board approval in January 2020.

MISSION STATEMENT

The Contra Costa Mosquito and Vector Control District is a public health agency dedicated to protecting the community from mosquitoes and other vectors of disease.

Principles:

Established in 1927, the Contra Costa Mosquito and Vector Control District is committed to:

Public Health – We use Integrated Vector Management (IVM) as our core approach to reducing risk to the community.

Environmental Stewardship – We use materials and methods that meet or exceed all applicable regulatory requirements.

Science and Technology – We work diligently with the scientific community to ensure that our methods are scientifically sound and to advance the state of the art of our discipline.

Public Education – We educate and help our resident understand the role they play in assisting us in reducing the risk from vectors of disease.

Safety – We are committed to the safety of employees and the public through ongoing attention to facilities, equipment and training.

Management Effectiveness – We use management systems, protocols and methods that allow us to fulfill our mission in an efficient, transparent and fiscally responsible manner.

Teamwork and Collaboration – We believe that a productive work environment requires teamwork, active collaboration and clear and open communication within and across all entities, to develop the future.

LONG-RANGE PLANNING

We have identified key strategic areas on which collective attention will be focused for the duration of this plan. Determining these major areas will help us identify critical strategic issues that need to be addressed over the next 5 years while carrying our mission and operating under our core values or principles. Analyzing our **key strategic areas** will help us determine our **critical issues** and develop our **tactical planning**.

KEY STRATEGIC AREAS

1. Management Succession
2. Staff Development and Training
3. Program Capability and Capacity
4. Research and Development
5. Finances
6. Alliances
7. Legislative and Regulatory Impacts
8. Safety
9. Emergency Planning
10. District Facilities and Grounds

1. Management Succession

General Manager

Hiring the General Manager is the responsibility of the Board of Trustees. The Board shall establish a search committee and may consider an in-house search or the use of external consultants. At the time of recruitment, the Board shall evaluate a variety of characteristics, including but not limited to management and supervisory experience, financial background, community involvement and knowledge, administrative experience, working knowledge of mosquito and vector surveillance and control, and understanding of current and future challenges. Qualifications for the position shall be clearly stated during recruitment.

The positions below fall under the responsibility of the General Manager. Job descriptions should be updated regularly and accurately represent the tasks performed by each position. Job requirements and essential functions of each position should be clearly stated in the job descriptions.

Administrative Services Manager

Cross training of additional employees in the Administration Department on the Administrative Services Manager's responsibilities and functions.

Evaluation of responsibilities and functions that could be performed by outside vendors or contractors in the case of an extended absence of the Administrative Services Manager or during recruitment for a vacant position.

Recruitment for a vacant position of Administrative Services Manager should follow the requirements stated on the job description. Internal candidates may be considered if they qualify.

Scientific Programs Manager

Cross training of Vector Ecologists on Scientific Programs Manager's responsibilities and functions.

Recruitment for a vacant position of Scientific Programs Manager should follow the requirements stated on the job description. Internal candidates may be considered if they qualify.

Operations Manager

Cross training of Program Supervisors on Operations Manager's responsibilities and functions. Higher responsibilities may be taken temporarily by the General Manager in the case of an extended absence or vacancy of the Operations Manager position.

Recruitment for a vacant position of Operations Manager should follow the requirements stated on the job description. Internal candidates may be considered if they qualify.

Human Resources and Risk Manager

Cross training of additional employees in the Administration Department on Human Resources and Risk Manager's responsibilities and functions that can be performed by them during the Human Resources and Risk Manager's absence.

Evaluation of responsibilities and functions that could be performed by outside vendors or contractors in the case of an extended absence of the Human Resources and Risk Manager or during recruitment for a vacant position.

Recruitment for a vacant position of Human Resources and Risk Manager should follow the requirements stated on the job description. Internal candidates may be considered if they qualify.

2. Staff Development and Training

To help maintain a safe and productive workplace and to comply with all regulations, employees should be adequately trained on their obligations under the law and to the District. Training at the Contra Costa Mosquito and Vector Control District meets or exceeds the requirements and recommendations of several agencies, such as CalOSHA, Vector Control JPA, Centers for Disease and Control, Mosquito and Vector Control Association of California, California Department of Public Health, Contra Costa County

Health Services - Environmental Health Division, Contra Costa County Department of Agriculture Weights & Measure, and others, as well as recommendations from legal counsel.

Managers and Supervisors

- Ethics training (AB 1234) – every 2 years
- Harassment, Discrimination, Retaliation training (AB 1825 and 1661)– every year
- Continuing education to maintain required certifications
- Computer training as needed
- Financial and accounting programs as appropriate
- Human Resources training as appropriate
- Supervisory training as appropriate
- Employment Risk Management Authority (ERMA) training as available
- California Special Districts Association (CSDA) training as appropriate
- Attendance at conferences as appropriate:
 - ✓ Mosquito and Vector Control Association of California (MVCAC)
 - ✓ American Mosquito Control Association (AMCA)
 - ✓ California Special Districts Association (CSDA)
 - ✓ Vector Control Joint Powers Agency (VCJPA)
 - ✓ Entomological Society of America (ESA)
 - ✓ Society of Vector Ecology (SOVE)
 - ✓ Vertebrate Pest Conference
 - ✓ Society for Human Resource Management (SHRM)
 - ✓ Legal conferences, such as Liebert Cassidy Whitmore (LCW)
 - ✓ Public Relations Society of America

Administrative and Public Affairs staff

- Harassment, Discrimination, Retaliation training (SB 1343 if non-supervisory)– every year
- Drivers training every 3 years
- Human Resources training as appropriate
- Computer training as needed
- In-service safety training with office equipment
- Financial and accounting programs as appropriate
- Tax preparation training as appropriate
- Social media training as appropriate
- Attendance at conferences as appropriate:
 - ✓ MVCAC
 - ✓ CSDA
 - ✓ VCJPA

Scientific Programs/Laboratory staff

- Harassment, Discrimination, Retaliation training (SB 1343 if non-supervisory)– every year
- Drivers training every 3 years
- Skill training with laboratory equipment
- In-service safety training with laboratory equipment
- Continuing education to maintain required certifications
- Computer training as needed
- Entomology and ecology training as appropriate
- Attendance at conferences as appropriate:
 - ✓ MVCAC
 - ✓ AMCA
 - ✓ SOVE
 - ✓ ESA

Operations staff

- Harassment, Discrimination, Retaliation training (SB 1343 if non-supervisory)– every year
- Drivers training every 3 years
- In-service safety training
- Skill training with operational equipment as needed
- Continuing education to maintain required certifications
- Computer training as needed
- Mechanical and automotive training as appropriate
- Attendance at conferences as appropriate:
 - ✓ MVCAC
 - ✓ Vertebrate Pest Conference

3. Program Capability and Capacity

Administrative Department

- The Administrative department includes the front office (reception, benefits, payroll, accounts payable and receivable etc.), information technology, public affairs, and human resources.
- Staffing levels are currently: General Manager, Administrative Services Manager, Human Resources and Risk Manager (vacant), Public Affairs Director, Administrative Analysts I and II, IT Systems Administrator, and Public Information and Technology Officer.
- Consultants are used to supplement the programs (attorneys, financial software specialists, maintenance contracts, auditors).
- Expansion is expected in future programs, but they will be incorporated into the job performed by current staff. Expansion is desired in human resources and the position of Human Resources and Risk Manager was approved by the Board in July 2021 and recruitment is underway.

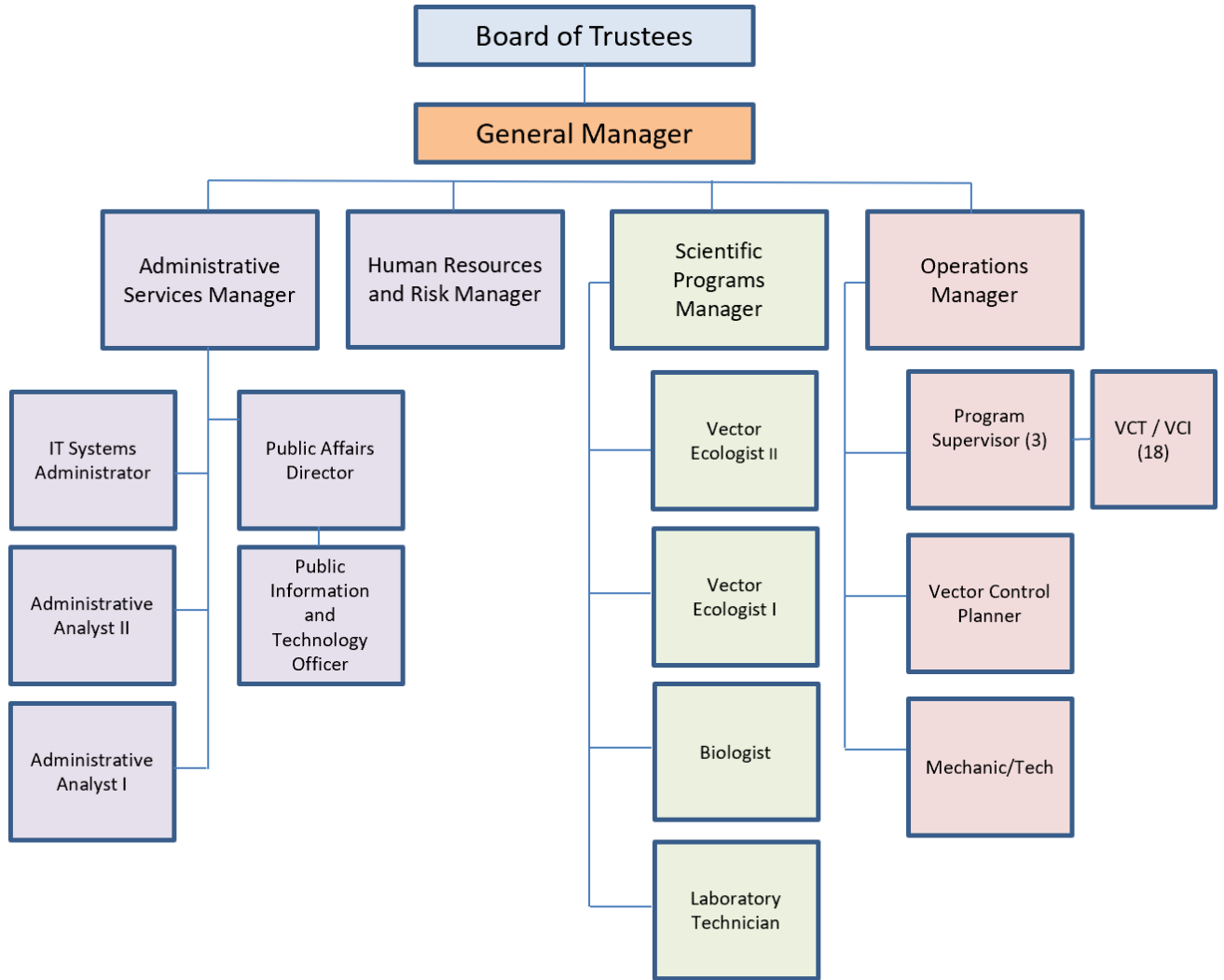
Scientific Programs Department

- Staffing levels are currently: Scientific Programs Manager, Vector Ecologists I and II, Biologist, Laboratory technician, laboratory assistants (seasonal, usually 2) .
- Seasonal laboratory assistants usually hired from April through October but were not hired in 2020 and 2021 due to the COVID-19 pandemic.
- Expansion is expected in the Scientific Programs department with the recently hired Laboratory Technician to support the expansion.

Operations Department

- Staffing levels are currently: Operations Manager (vacant), Program Supervisors (3), Vector Control Planner (vacant), Mechanic/technician, Vector Control Technicians (VCTs) and Inspectors (VCIs) (18), and Vector Control Aids (seasonal, usually 4).
- Seasonal technicians (Vector Control Aids) usually hired from April through October but were not hired in 2020 and 2021 due to the COVID-19 pandemic.
- Expansion is expected in all Operations programs, but no staff level change is required at this time. The position of Vector Control Planner will remain vacant until the Operations Manager position is filled, so that further program evaluation can occur to better define the role of the Vector Control Planner.

**Current Approved Organizational Chart (Per Murray: INSERT TRUSTEES
RELATIONSHIP/COMMITTEES)**



Personnel Projections (*denotes classifications in which there is a vacancy)

	Classification	Actual 15-16	Projected 20-21	Classification	Actual 20-21	Actual 21-22	Projected 26-27
Administration	General Manager	1	1	General Manager	1	1	1
	Assistant Manager	1	1	Administrative Services Manager	1	1	1
	Accounting & Benefits Specialist	1	1		0	0	0
	Administrative Assistant	1	1	Administrative Analyst II	1	1	1
	Receptionist - seasonal	1	1	Administrative Analyst I	1	1	1
	IT Administrator	1	1	IT Administrator	1	1	1
	Public Affairs Manager	1	1		0	0	0
	Community Affairs Representative	2	2	Public Affairs Director	1	1	1
				Public Info and Tech Officer	1	1	1
			HR and Risk Manager	0	1*	1	
	Total	9	9		7	8	8
Scientific Program	Scientific Program Manager	1	1	Scientific Program Manager	1	1	1
	Vector Ecologist I	1	1	Vector Ecologist I	1	1	1
	Vector Ecologist II	1	1	Vector Ecologist II	1	1	1
	Biologist	1	1	Biologist	1	1	1
	Seasonals	2	2	Seasonals	2*	2*	2
				Laboratory Technician	1	1	1
	Total	6	6		7	7	7
Operations	Operations Manager	0	1	Operations Manager	1*	1*	1
	Program Supervisor	3	3	Program Supervisor	3	3	3
	Vector Control T/I	17	17	Vector Control T/I	18	18*	18
	Mechanic II	1	1		0	0	0
	Vector Control Planner	0	1	Vector Control Planner	1	1*	1
	VCA - Seasonals	3	4	VCA - Seasonals	4*	4*	4
				Mechanic/Technician	1	1*	1
	Total	24	27		27	27	27
Total		34 + 5	36 + 6		35 + 6	36 + 6	36 + 6

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4. Research and Development

The following research and development projects are expected for each program:

Laboratory

- a. Additional surveillance – augmenting existing surveillance with additional trapping and testing
- b. Pesticide Resistance testing of additional local mosquito populations
- c. Collaboration with Operations on field trials of currently used and new control products in various habitats
- d. Collaboration with Operations on field trials using UAS (drones) for surveillance and control

Mosquito program

- a. Rezoning – evaluation of the workload in each zone and delineation of new zones
- b. Implementation of new operations software - MapVision
- c. Update of the Operations Manual
- d. Use of UAS (drones) to perform surveillance and control, including larvicides and ultra-low volume (ULV) treatments

Yellowjacket program

- a. Evaluation of a surveillance program for yellowjackets in areas where they are more prevalent
- b. Evaluation of yellowjacket baiting

Rodent program

- a. Evaluation of the use of UAS (drones) for rodent inspections
- b. Collaboration with other agencies for testing for resistance to second-generation anticoagulant rodenticides
- c. Efficacy testing of rodent baits

Skunk program

- a. Evaluation of submission of animals for rabies testing
- b. Investigation of skunk population dynamics and mobility (females versus males)
- c. Investigation of new technologies, such as the use of electronic monitoring for traps

Public Affairs

- a. Website evaluation and re-design for improvements and compliance
- b. Evaluation and increase of social media presence
- c. Coordination of local town hall meetings
- d. Countywide survey (every 5 years)
- e. Heartworm program

Information Technology

- a. Expansion of VPN capabilities
- b. Creation and management of an intranet environment for internal communication and document storage
- c. Evaluation of internet bandwidth and District needs
- d. Evaluation of current video and alarm for building security
- e. Evaluation of better sound and video for meeting and training rooms
- f. Research and evaluation of a new HR software platform for employee benefits and time keeping records
- g. Evaluation and replacement of obsolete equipment
- h. Research and implementation of e-signatures

General

- a. Evaluation and expansion of internal controls
- b. Digitalization of records and other processes
- c. Implementation of accounts payable/receivable management software
- d. Evaluation of current policies and procedures and cataloguing
- e. PEIR addendum/supplement
- f. Organization of files

5. Finances

REVENUE: PROPERTY TAXES AND BENEFIT ASSESSMENT

Revenues from property taxes and benefit assessment make up approximately 95% of the District's total revenues. Over the past 6 years, property taxes have continuously increased, but the percentage change in the property taxes has varied from 3% to 9%. The District cannot extrapolate its share of the property tax revenue because there is no direct correlation with the property value changes in the county. County tax levy is based on the assessed values as of the preceding January 1st. The County has supplemental property taxes, which are levied based on changes in assessed values between the date of real property sales or construction completion and the preceding assessment date. These taxes are based on the "new" value, which can be drastically different from the January 1 amounts. The District property tax revenues are driven by the net adjustments to total appropriations and the changes in property parcels annexations and detachments within Contra Costa County. Therefore, the District will receive an adjusted percentage on the property tax revenues. These adjustments come in the following year(s).

Another variance in the property tax revenues is due, in part, to Bill AB26 - the Redevelopment Agency Dissolution from 2012. The District has received between \$300,000 and \$600,000 on a yearly basis. The District will continue to receive what is called a "residual payment" until they are fully dissolved which can take up to 30 years.

On the other hand, the Benefit Assessment is relatively stable because there is a "special assessment" placed on each county parcel, which is based on the zone and classification of property. The small change in Benefit Assessment is a slight increase (CPI rate adjustment), along with the number of parcels or classification of parcels.

The District will continue to be fiscally conservative. The methodology approved by the Board in 2021 for future property taxes projections uses 60% of a moving 5-year average for a dynamic long-range budget. The same methodology applies for the Benefit Assessment, except for year one, which is always projected by the Engineers Report, and based on an actual benefit assessment assigned to each parcel. As shown on the table below, the actual changes from property taxes in the past 5-years ranged from 2.28% increase to 13.20%. Future projections were calculated at 4.46% for property taxes and 0.3% for benefit assessments.

UPDATE TABLE

	Fiscal Year	Property Taxes	Benefit Assessment	% Change YoY Property Taxes	% Change YoY Benefit Assessment
Actual (Audit)	2015-2016	4,771,963	2,010,813	8.22%	0.33%
	2016-2017	5,401,903	2,019,712	13.20%	0.44%
	2017-2018	5,524,853	2,035,215	2.28%	0.77%
	2018-2019	5,958,949	2,044,430	7.86%	0.45%
	2019-2020	6,293,493	2,054,797	5.61%	0.51%
Budget	2020-2021	5,906,350	2,056,499	-6.15%	0.08%
Projected	2021-2022	6,169,773	2,062,668	4.46%	0.30%
	2022-2023	6,444,945	2,068,857	4.46%	0.30%
	2023-2024	6,732,390	2,075,063	4.46%	0.30%
	2024-2025	7,032,654	2,081,288	4.46%	0.30%
	2025-2026	7,346,311	2,087,532	4.46%	0.30%

OTHER REVENUE: CONTRACTS AND INTEREST INCOME

Other sources of funding for the District are contract billing and interest income and correspond to less than 5% of total revenue. The funds are not guaranteed or stable. Interest income is based on the balances in the District’s LAIF account (Investment), as well as the APY earned. The large increase over the past three years has been driven by \$3 million increase in LAIF balance along with short terms rates spiking. Starting in 2019, the US Treasury 1-year rates averaged 1.8% due to an inverted yield curve. LAIF has an average duration of 3 years and the inverted short end allowed the District to experience higher interest rates than normal. Contract revenue comes from service abatement agreements and is not a guaranteed source of income. Monies are received through annual contracts negotiated with other agencies and commercial properties.

In the table below, Contract and Interest revenues were forecasted at a flat, standard inflationary 2% rate. This rate will be used unless the District projects a drastic change of the interest rate or if the investment accounts significantly change balance, which would have an effect on the flat rate projection.

UPDATE TABLE

	Fiscal Year	Contract Revenue	Interest Revenue	% Change YoY Contract Revenue	% Change YoY Interest Revenue
Actual (Audit)	2015-2016	34,932	13,764	-58.69%	-21.72%
	2016-2017	75,372	42,710	115.77%	210.30%
	2017-2018	53,318	233,173	-29.26%	445.94%
	2018-2019	43,782	111,976	-17.89%	-51.98%
	2019-2020	65,128	169,116	48.76%	51.03%
Budget	2020-2021	50,000	160,000	-23.23%	-5.39%
Projected	2021-2022	51,000	61,200	2.00%	-61.75%
	2022-2023	52,020	62,424	2.00%	2.00%
	2023-2024	53,060	63,672	2.00%	2.00%
	2024-2025	54,122	64,946	2.00%	2.00%
	2025-2026	55,204	66,245	2.00%	2.00%

EXPENSES: OPERATING COSTS, SALARY AND BENEFITS, and CAPITAL

The District has been historically fiscally prudent, and a look back over the past 6 years shows that revenue has mostly exceeded expenses each year, which contributed to a growing LAIF balance. In FY 2017-2018, the increased costs were driven by an increase on CCCERA rates (3%) that year, coupled with the increase in OPEB contribution and regular salary adjustments. In FY 2018-2019, the main driver for the increase was the fact that the District had all positions filled, and a 9% negotiated adjustment for represented employees, which also led to higher CCCERA costs. In FY 2019-2020, the District was not fully staffed, which led to a decrease on salaries and benefits costs.

In the table below, the expenses were also forecasted using the same methodology of a dynamic 5-year moving average. To budget for mid-year inflationary pressures, the modeling uses 80% of the moving 5-year average to account for expenditure changes.

UPDATE TABLE

	Fiscal Year	Operating Costs	Salary & Benefits	Capital	% Change YoY Operating Costs	% Change YoY Salary & Benefits	% Change YoY Capital
Actual (Audit)	2015-2016	1,155,729	5,389,292	143,448	-7.45%	3.59%	-8.47%
	2016-2017	1,212,730	5,299,454	228,950	4.93%	-1.67%	59.60%
	2017-2018	1,394,562	5,492,325	127,921	14.99%	3.64%	-44.13%
	2018-2019	1,451,966	5,752,382	121,423	4.12%	4.73%	-5.08%
	2019-2020	1,548,735	5,684,203	96,363	6.66%	-1.19%	-20.64%
Budget	2020-2021	2,356,929	6,198,130	266,800	52.18%	9.04%	176.87%
Projected	2021-2022	2,399,118	6,309,077	271,576	1.79%	1.79%	1.79%
	2022-2023	2,442,062	6,422,009	276,437	1.79%	1.79%	1.79%
	2023-2024	2,485,775	6,536,963	281,385	1.79%	1.79%	1.79%
	2024-2025	2,530,271	6,653,975	286,422	1.79%	1.79%	1.79%
	2025-2026	2,575,562	6,773,081	291,549	1.79%	1.79%	1.79%

6. Alliances

The Contra Costa Mosquito and Vector Control District is an independent special district, separate from other government agencies. The District maintains cooperative relationships with many local, state and federal agencies, as well as community, nonprofit, and private stakeholders.

Federal:

United States Department of Agriculture (USDA) – Agricultural Research Service (ARS)

Centers for Disease Control (CDC)

United States Fish and Wildlife (USFW) Service

State:

California Department of Transportation (Caltrans)

California Governor’s Office of Emergency Services (OES)

California Department of Public Health (CDPH), Vectorborne Disease Section

California Department of Fish and Wildlife (CDFW)

California Department of Water Resources (DWR)

California Department of Pesticide Regulation (CDPR)

State Legislators

Mosquito and Vector Control Districts

County and local:

Contra Costa County Public Works Maintenance (Flood Control)

Contra Costa County Health Services – Communicable Disease

Contra Costa County Health Services - Public Health Laboratory

Contra Costa County Health Services - Environmental Health Division (EHD)

Contra Costa County Department of Agriculture Weights & Measure

Contra Costa County Animal Services

Contra Costa County Communications & Media

Contra Costa County Conservation and Development

Contra Costa Water District

East Bay Regional Parks District (EBRPD)

East Contra Costa Fire District

Holland Tract Marina

Ironhouse Sanitary District

West County Wastewater District

Central Contra Costa Sanitary District

Public Works Departments

Parks and Recreation

Code Enforcement Departments

Local School Districts

City councils

Associations and Organizations:

Mosquito and Vector Control Association of California (MVCAC)

American Mosquito Control Association (AMCA)

Entomological Society of America (ESA)

California Special Districts Association (CSDA)

Contra Costa Special Districts Association (CCSDA)

Society for Vector Ecology (SOVE)

Colleges and Universities:

University of California at Davis and Berkeley

Sonoma State University

Humboldt State University

University of Nevada – Reno

North Carolina State University

Others:

Environmental groups

Rotary

Kiwanis

Homeowners' associations

Garden clubs

Realtors

(add any other alliances)

7. Legislative and Regulatory Impacts

NPDES Permit

National Pollutant Discharge Elimination System (NPDES) permit with the State Water Resources Control Board for the discharge of pesticides to waters of the United States to control mosquitoes.

The permit covers the application of mosquito adulticides and larvicides and their potential discharge to surface waters from applications to control mosquitoes in Contra Costa County.

Future Legislative Bills

COVID-19 Relief Funding – The U.S. Senate passed the Federal American Rescue Act, which included \$350 billion for states, territories, tribes, counties, and cities – all of which would have the authority to transfer relief funding to special districts. The District is supporting efforts led by the California Special Districts Association (CSDA) to craft strategies to leverage this transfer authority. Under the Senate version of the act, relief could be used through December 31, 2024. Differences exist between the Senate and the House bill at this point.

(review any other legislation prior to final version)

8. Safety

The District is firmly committed to maintaining a safe and healthful work environment with the enactment of the Illness and injury Prevention Program. The District is responsible for providing safe and healthful working conditions and facilities. The District will furnish adequate devices to ensure safety and sanitation within the requirements of existing laws or regulations applicable to the District. The District and all its employees shall observe all applicable federal and state safety standards. Each employee is responsible for his/her tools, equipment and work area. Required tools and equipment and protective garments necessary to safeguard the health of or prevent injury to an employee shall be provided by the District. The objective for the Injury and Illness Prevention Program is to prevent injuries and illnesses. In addition, in 2020 the District implemented the COVID-19 IIPP supplement. This COVID-19 IIPP Supplement was established in accordance with the Cal/OSHA Interim General Guidelines on Protecting Workers from COVID-19 and the Injury & Illness Prevention Program (Title 8 Section 3203) requirements. Under the IIPP hazard assessment requirements, it has been determined exposure to the COVID-19 virus is a potential hazard in our workplace. Therefore, infection control measures as directed in the Cal/OSHA mandatory guidance have been developed and implemented accordingly.

To provide organization and communication, the responsibility for the implementation and maintenance of the IIPP is assigned to the General Manager, but responsibility for safety also lies with each individual employee. A District Safety Committee exists to evaluate safety procedures and conditions. The District Safety Committee is an advisory committee, and it was established to develop and maintain a responsible, proactive approach to meeting the safety needs of the District. All enforcement of safety and health rules and policies within the District is the responsibility of the designated Safety Officer, which is the Administrative Services Manager, or General Manager. The Safety Committee provides information and recommendations to management about occupational safety and health conditions and provides a forum for information exchange.

Include changes to the committee structure coming up – with the program consolidation and hiring of HR



Include potential change in flow chart and responsibilities when HR Manager is hired

9. Emergency Planning

California regulation requires agencies who handle hazardous substances to develop emergency response plans and procedures and develop and implement an AB2185 Plan, known as the Emergency Action Plan. The plan documents the following emergency response information:

- Notification Alarm Procedures;
- Emergency Equipment, including the location and use of each equipment;
- Emergency Response Procedures, listing procedures for handling a release and a list of emergency contact personnel;
- Employee Training requirements, including and all training documentation;
- Site Layout and Facility Maps, including location of each hazardous material handling area, type of storage, and location of emergency response equipment.

The Emergency Action Plan (AB2185) is updated annually and submitted to the Contra Costa County Health Services Department (California Environmental reporting System – CERS).

In addition, in 2019, due to events such as acts of nature, technological emergencies, public health events, security-related incidents, and the changing threat paradigm, which contributed to shift awareness to the need of a plan for viable continuity of operations and capabilities that would enable the District to continue its essential functions, the Board had recommended the preparation and implementation of an Emergency Preparedness Plan. Discussions for the Emergency Preparedness Plan started in August of 2019. In 2020, these discussions were halted due to COVID-19, as the best time to work on a document to prepare for an emergency was not in the middle of

one. Many lessons were learned during the COVID-19 public health emergency, which can be used for new discussions on the Emergency Preparedness Plan.

10. District Facilities and Grounds

The addition to the District main building was completed over 20 years ago. Since then, ground shifts and movement over time, as well as time/age, have caused many issues in the building, with cracks on the walls, windows that do not seal properly, cement cracked on the front of the building creating potential trip hazards, issues with the heating/air ducts, etc. In addition, the District has grown since then, and additional office and cubicle spaces are needed. Consideration should also be given to increase the security of the property.

The District has started the process to obtain an architectural design which will include the following:

- Expansion of the front of the building to accommodate a more secure front central lobby area and additional office space in the front;
- Expansion to accommodate growth – offices, cubicles, break room, small meeting room;
- ADA compliance;
- Parking garage for work trucks and equipment;
- Addition of emergency exit in Operations room;
- Heating and Air ductwork;
- Addition of desk spaces in the laboratory (currently only tall bench spaces);
- Improved security;
- Relocation of the shop/maintenance building, thicker concrete pad to support vehicle lift;
- New insulation for insectary;
- Addition of second emergency generator;
- Others.

CRITICAL ISSUES ANALYSIS

1. Strengths
2. Limitations
3. Opportunities
4. Threats

1. Strengths

General/Board

1. The District follows a science-based approach to vector control.
2. District staff is well-qualified and experienced, and the District has low turnover.
3. The District has a consistent and stable source of revenue and has been fiscally responsible and prudent, maintaining expenses adequate relative to revenues.
4. District staff has worked on streamlining, modernizing, and automating processes.
5. The District collaborates with various agencies at the county, state and federal level.
6. The District has remained flexible and adaptable under emergencies and extenuating circumstances.
7. The Board of Trustees is large and diverse, including a broad range of expertise, rich backgrounds, and skill sets, and is generally united in its support of the District's mission and goals.
8. The District is well-respected within Contra Costa county communities.

Administration Department (Front Office, Public Affairs, and Information Technology)

1. The District is in a stable financial position due to fiscally responsible decisions made throughout the years.
2. The Administration department has experienced staff in the areas of finance and accounting, information technology, and public relations.
3. The Administration department is in the process of standardizing platforms and has implemented better comprehensive solutions for front office processes.
4. Employees are projected-oriented and work efficiently to achieve department goals.
5. Employees work cooperatively within the department, with other departments, and with outside agencies.

Scientific Programs Department (Laboratory)

1. Laboratory staff is highly trained and experienced.

2. Surveillance program is well established but still flexible to adapt to changes in priorities and other challenges.
3. Staff is cross-trained in most tasks.
4. Mosquitofish program is well-established and produces a large number of fish.
5. The laboratory is large and well-equipped with the needed surveillance equipment and staff is efficient and effective with the resources the department has.

Operations Department

1. All field employees are trained and certified by the Vector Control Technician Certification Program with the California Department of Public Health.
2. The Operations department has experienced and knowledgeable staff, some of which have worked at the District for over 20 years.
3. The mosquito control program is mostly a larval-based program, i.e., mosquitoes are targeted in their larval stage.
4. The department responds timely to requests for service.
5. The District offers services for several vectors.
6. The department maintains good communication and has established strong alliances with the cities we serve and with other agencies.
7. The department has state-of-the-art equipment to perform their operations.

2. Limitations

General/Board

1. The District facility has limited scope for future expansion.
2. The District faces challenges keeping employee morale high.
3. The services provided by the District are not always clear or understood by all residents or other agencies.
4. The District is a small agency, with a small administrative and managerial staff.
5. Trustees do not have a good understanding of each other's areas of expertise or backgrounds.
6. Vacancies on the Board of Trustees, with some cities not having representation for many years, and sometimes being a problem for meeting quorum.
7. Lack of clear expectations of the Board of Trustees or full understanding of their role of oversight.
8. Programmatic Environmental Impact Report significantly limits District's ability to use new products or technology, which may actually be better for the environment.

Administration Department

1. Administrative staff still being trained on several tasks due to rearrangement of the department and reclassification of jobs.
2. Previous lack of cross training among Administrative staff.
3. Several processes are still manual and antiquated, which can lead to errors and more time spent.
4. Not enough staff to deal with several large projects at the same time.
5. Low diversity of revenue sources.
6. Antiquated equipment, including computers and other technology.
7. Reluctance to accept change.
8. Lack of dedicated Human Resources position.
9. Lack of a clear understanding from the part of employees in general of each position and its role within the District.

Scientific Programs Department

1. Difficulty in coordinating surveillance and special projects with the Operations department.
2. Surveillance data not fully utilized by Operations department.
3. Lack of desk space for additional staff, such as the new position of laboratory technician.
4. Delays on response from other collaborating agencies.
5. Timelines established by other agencies for data or sample submission.
6. Some programs, such as the dead bird program, rely on passive reporting by the public.

Operations Department

1. Limited collaboration and lack of data integration between Operations and Laboratory.
2. Limited products.
3. Increased requirements and rules to access certain sites, such as refineries.
4. Increased reporting requirements to outside agencies.
5. Lack of employee engagement and team environment.
6. Reluctance to accept change, new products, and new technology.

3. Opportunities

General/Board

1. Utilization of new technology, such as larger and more capable drones, new systems and software, and new lab tests, to improve efficiency or expand capabilities in all departments.
2. The upcoming switch from vector to geographic-oriented operations is an opportunity to improve efficiencies, job satisfaction and hopefully morale.

3. Enhance reputation and credibility of the District and staff as leaders in the field.
4. Create more continuity and institutional memory by revising the composition of Board committees and their charges.

Administration Department

1. Continue looking for better comprehensive solutions to improve front office processes.
2. Evaluate Human Resources information systems for automation of timecard processing, benefit selection, online accesses to information etc.
3. Continue to look for and evaluate better ways to provide communication internally and externally.
4. Explore virtual ways to provide information and engage the community.
5. Unify messaging and branding.
6. Continue cross training of employees.
7. Continue to evaluate cloud-based services.
8. Create an intranet for better document storage and accessibility.
9. Continue to work on new and better ways to provide public outreach virtually and in-person.
10. Expand communication vehicles - evaluate the possibility of using different social media platforms to provide District messages.
11. Use data from the recently conducted county-wide survey to tailor District's messages and programs.

Scientific Programs Department

1. Collaborate with the Operations department and conduct an evaluation of the current changes to the Mosquitofish program due to COVID-19.
2. Collaborate with the Operations department on efficacy evaluations.
3. Continue to network with other agencies locally, statewide and nationally to identify new threats and challenges and share solutions.
4. Enhance data collection efficiency and data entry accuracy with the new database/software.
5. Expand department programs as needed.
6. Evaluate surveillance program to provide data to new zones accordingly .

Operations Department

1. Evaluate each program.
2. Increase education opportunities when providing service to the public.
3. Work with new urban and suburban developments to educate the new residents about the District and the services we provide.
4. Enhance collaboration with neighboring districts.

5. Enhance data utilization by the department by using the new tools with the new operations software.
6. Collaborate with the laboratory on evaluations of products and applications.

4. Threats

General/Board

1. Facility location may expose the district to various threats (proximity to a refinery, airport, industrial area).
2. Unforeseen events or emergencies leading to inability to use the District's facility or provide services.
3. Cyberattack due to increased use and reliance on technology and digital processes.
4. Arrival of new, invasive species, emergence of new vector-borne disease.
5. Loss of key personnel
6. Long term economic recession and the associated reduction in revenue, inflation and overall economic instability and variability.
7. Urban/suburban development and climate changes leading to changes in vector distribution, habitats, and duration and severity of disease.

Administration Department

1. Potential human errors due to manual processes
2. Cybersecurity
3. Reluctance to accept and to adapt to change, new technology, and new processes
4. Potential perception of lack of transparency
5. Public misinformation about our services
6. Public misinformation about pesticides and their use by the District
7. Changes in laws and regulations
8. Lack of a complete understanding by employees of how the departments fit together and their roles and responsibilities
9. Emergencies such as the current pandemic
10. Anti-government sentiment
11. Lack of public interest and engagement

Scientific Programs Department

1. Invasive mosquito species
2. New and emerging vector-borne diseases
3. West Nile virus apathy, especially as it relates to dead bird reporting
4. Pesticide resistance

5. Delay on release of information regarding human cases of diseases transmitted by vectors
6. Climate change
7. Lack of public trust in government
8. Public misinformation

Operations Department

1. Increased environmental restrictions
2. Land-use changes, urban development, new developments adjacent to wetlands, wetlands on previous pastures
3. Pesticide resistance
4. Public's ability to spread misinformation quickly through social media platforms
5. Invasive mosquitoes
6. New and emerging vector-borne diseases
7. New and changing regulations and legislation
8. Increase in homelessness in the County
9. Reluctance to accept change

TACTICAL PLANNING

Goals – (goals discussed at prior meeting, add “what (description), who and when”)

BOARD

Evaluate process to fill Board vacancies

Update the Trustee Manual

- Evaluate Board committee composition

- Board and General Manager working together on new trustee orientation

- Role of the Board of Trustees

- Effective meetings

- Board and staff interaction

Annual Trustee Workshop – help promote better understanding of each trustee’s background and experience

GENERAL ADMINISTRATION

Create processes for continuity and retention of institutional memory

Process efficiency – continue working on evaluating processes and identifying areas of improvement, such as digitalization of records, organization of digital files,

Enhance reputation and credibility of the District and staff

- Promote greater participation at conferences, more presentations

- Collaboration with other agencies

Improve transparency - CSDA Transparency certificate

Continue to explore areas where consulting services can be used

Continue to assess organizational structure and needs

HUMAN RESOURCES

Evaluate HRIS for automation of processes

Continue working on employer-employee relations, improve overall morale, engagement and team environment

Update all job descriptions

Salary survey every 3 years

INFORMATION TECHNOLOGY

Cybersecurity

Implement processes to prevent cyberattacks by improving cybersecurity and conducting training

Continue assessing technology needs and updating equipment

Create and maintain the District Intranet/Google Workspace

FINANCES

Investment diversification – look into options for diversification of investments

PUBLIC AFFAIRS

Expand public and other agencies' understanding of District and services we provide

Improve internal and external communication

Expand communication vehicles, explore other options on social media

Work with new developments to educate new residents on the services we provide

Promote DB Program

Explore virtual ways to provide communication and engage the community

LABORATORY

Enhance surveillance

Continue to evaluate pesticide resistance

Evaluate changes to mosquitofish program

Improve collaboration with Operations on day to day activities and special studies and evaluations

OPERATIONS

MapVision software - Enhance data utilization

Enhance data collection efficiency and entry accuracy

Evaluate products and applications

Evaluate and review procedures on the Skunk Program

Evaluate and review procedures for baiting on Rodent Program

Improve collaboration with the Laboratory on day to day activities and special studies and evaluations

SPECIAL PROJECTS

Emergency Planning

PEIR revision or addendum to include new products and technologies

New NPDES application

Building expansion and upgrade