



**Coachella Valley Mosquito and Vector Control District**

**43420 Trader Place, Indio, CA 92201 | (760) 342-8287 | cvmosquito.org**

**Executive Committee Meeting**

**Friday, November 1, 2024**

**1:00 p.m.**

**AGENDA**

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Materials related to an agenda item that are submitted to the Executive Committee after distribution of the agenda packets are available for public inspection in the Clerk of the Board's office during normal business hours and on the District's website.

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This meeting will be conducted by video and/or teleconference as well as in person at the District office located at the address listed above. To view/listen/participate in the meeting live, please join by calling 1-888-475-4499 (toll-free), meeting ID: **856 3805 9131**, or click this link to join: <https://us02web.zoom.us/j/85638059131>

Assistance for those with disabilities: If you have a disability and need an accommodation to participate in the meeting, please contact the Clerk of the Board at (760) 342-8287 at least 48 hours prior to the meeting to inform us of your needs and to determine if accommodation is feasible. The District will attempt to accommodate you in every reasonable manner.

- 1. Call to Order** – John Peña, President
- 2. Roll Call**
- 3. Confirmation of Agenda**

#### 4. Public Comments

Members of the public may provide comments in person or remotely at the time of the meeting as set forth in the agenda. Public comments may also be sent by E-mail to the Clerk of the Board by 11:00 a.m. on November 1, 2024, at [mscarborougheckel@cvmosquito.org](mailto:mscarborougheckel@cvmosquito.org). E-mails received prior to 11:00 a.m. on the day of the Executive Committee meeting will be made part of the record and distributed to the Executive Committee. This method is encouraged as it gives the Executive Committee the opportunity to reflect upon your input. E-mails will not be read at the meeting.

**A. PUBLIC Comments — NON-AGENDA ITEMS:** This time is for members of the public to address the Executive Committee on items of general interest ( a non-agenda item) within the subject matter jurisdiction of the District. The District values your comments; however, pursuant to the Brown Act, the Board cannot take action on items not listed on the posted Agenda. **Comments are limited to a total of three (3) minutes per speaker for non-agenda items.**

**B. PUBLIC Comments — AGENDA ITEMS:** This time is for members of the public to address the Executive Committee on agenda items (Open and Closed Sessions). **Comments are limited to three (3) minutes per speaker per agenda item.**

All comments are to be directed to the Executive Committee and shall be devoid of any personal attacks. Members of the public are expected to maintain a professional and courteous decorum during public comments.

#### 5. Review of November 12, 2024, Draft Board Meeting Agenda (Pg. 5)

## **6. Old Business**

- A. Discussion and/or approval to propose implementing a rotational system for appointments to the Executive Committee of the Board of Trustees, ensuring equitable participation from all Trustees over time — **Jeremy Wittie, MS, CSDM, General Manager (Pg. 10)**

## **7. New Business**

- A. Discussion and/or approval to move November 11, 2025 Regular Board of Trustees Meeting due to conflict with District observed holiday of Veterans Day. — **Jeremy Wittie, MS, CSDM, General Manager (Pg. 14)**
- B. Discussion regarding proposals from three strategic planning consultants: Raftelis, Pendoley Strategies + Communications, and Government Leadership Solutions. — **Jeremy Wittie, MS, CSDM, General Manager (Pg. 15)**

## **8. Trustee/Staff comments**

## **9. Confirmation of next meeting**

## **10. Adjournment**

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**Certification of Posting**

I certify that on October 29, 2024, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Trustees of the Coachella Valley Mosquito & Vector Control District and on the District’s website, said time being at least 72 hours in advance of the meeting of the Board of Trustees (Government Code Section 54954.2)

Executed at Indio, California, on October 29, 2024.

\_\_\_\_\_  
Megan Scarborough-Eckel, Clerk of the Board



**Coachella Valley Mosquito and Vector Control District**

**43420 Trader Place, Indio, CA 92201 | (760) 342-8287 | cvmosquito.org**

**Board of Trustees Meeting**

**Tuesday, November 12, 2024**

**6:00 p.m.**

**AGENDA**

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The Board of Trustees will take action on all items on the agenda.

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**1. Call to Order** – John Peña, President

**A. Roll Call**

**2. Pledge of Allegiance**

**3. Confirmation of Agenda**

#### 4. Public Comments

Members of the public may provide comments in person or remotely at the time of the meeting as set forth in the agenda. Public comments may also be sent by E-mail to the Clerk of the Board by 2:00 p.m. on November 12, 2024, at [mscarborougheckel@cvmosquito.org](mailto:mscarborougheckel@cvmosquito.org). E-mails received prior to 2:00 p.m. on the day of the Board meeting will be made part of the record and distributed to the Board. This method is encouraged as it gives the Board of Trustees the opportunity to reflect upon your input. E-mails will not be read at the meeting.

- A. **PUBLIC Comments — NON-AGENDA ITEMS:** This time is for members of the public to address the Board of Trustees on items of general interest (a non-agenda item) within the subject matter jurisdiction of the District. The District values your comments; however, pursuant to the Brown Act, the Board cannot take action on items not listed on the posted Agenda. **Comments are limited to a total of three (3) minutes per speaker for non-agenda items.**
  
- B. **PUBLIC Comments — AGENDA ITEMS:** This time is for members of the public to address the Board of Trustees on agenda items (Open and Closed Sessions). **Comments are limited to three (3) minutes per speaker per agenda item.**

All comments are to be directed to the Board of Trustees and shall be devoid of any personal attacks. Members of the public are expected to maintain a professional, courteous decorum during public comments.

#### 5. Announcements, Presentation, and Written Communications

##### 6. Items of General Consent

The following items are routine in nature and may be approved by one blanket motion upon unanimous consent. The President or any member of the Board of Trustees may request an item be pulled from Items of General Consent for a separate discussion.

- A. Minutes for October 8, 2024, Board Meeting **(Pg. )**
  
- B. Approval of expenditures for October 9, 2024, to November 2, 2024 **(Pg. )**

C. Informational Items:

- Financials — **David I'Anson, Administrative Finance Manager (Pg. )**
- Quarterly Department Reports: Human Resources; Operations; Information Technology; Fleet Services; Laboratory & Surveillance Control; and Public Outreach **(Pg. )**
- CSDA Board Secretary/Clerk Conference, October 21-23, 2024, San Diego, CA — **Megan Scarborough-Eckel, Clerk of the Board (Pg. )**
- 2025 Board of Trustees Meeting Calendar — **Megan Scarborough-Eckel, Clerk of the Board (Pg. )**
- District Travel for the Board of Trustees — **Megan Scarborough-Eckel, Clerk of the Board (Pg. )**

**7. Business Session**

A. Old Business — None

B. New Business

- I. Discussion and/or approval to grant a day off in December to all full-time employees in appreciation of their work and dedication to protecting public health during the Mosquito virus season — **Jeremy Wittie, MS, CSDM, General Manager (Pg. )**
- II. Appointment of the ad hoc Nominations Committee — **John Peña, Board President (Pg. )**
- III. Discussion and/or approval of Resolution 2024-16 providing informal bidding procedure under the Uniform Public Construction Cost Accounting Act (Section 22000, et seq of the Public Contract Code) — **Crystal Moreno, MSIOP, Human Resources Risk Manager and David I'Anson, Administrative Finance Manager (Pg. )**
- IV. Discussion and/or approval of Resolution 2024-17 providing a gift certificate to employees for work performed late November through early December 2024 in a total collective amount for all certificates not to exceed \$2,900 from fund 5300.01.202.000 – Employee Incentive- **Budgeted; Funds Available** — **Jeremy Wittie, MS, CSDM, General Manager (Pg. )**

## **8. Committee and Trustee Reports**

### **A. Executive Committee — John Peña, Board President**

Executive Committee oral report and minutes from November 1, 2024 **(Pg. )**

### **B. Finance Committee — Clive Weightman, Board Treasurer**

Finance Committee oral report and Finance Committee minutes from October 8, 2024 **(Pg. )**

### **C. Trustee Comments, Requests for Future Agendas Items, Travel, and/ or Staff Actions**

*The Board may not legally take action on any item presented at this time other than to direct staff to investigate a complaint or place an item on a future agenda unless (1) by a majority vote, the Board determines that an emergency exists, as defined by Government Code Section 54956.5, or (2) by a two-thirds vote, the board determines that the need for action arose subsequent to the agenda being posted as required by Government Code Section 54954.2(a). Each presentation is limited to no more than three minutes.*

## **9. Reports**

### **A. General Manager**

#### **i. General Manager's Report — Jeremy Wittie, MS, CSDM, General Manager**

*Questions and/or comments from Trustees regarding the reports*

### **B. General Counsel**

## **10. Closed Session**

### **Closed Session (s):**

#### **A. Public Employee Performance Evaluation pursuant to Government Code Section 54957 (b)(1)**

Title: General Manager



## 11. Adjournment

At the discretion of the Board, all items appearing on this agenda, whether or not expressly listed for action, may be deliberated and may be subject to action by the Board.

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### **Certification of Posting**

I certify that on November 8, 2024, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Trustees of the Coachella Valley Mosquito & Vector Control District and on the District's website, said time being at least 72 hours in advance of the meeting of the Board of Trustees (Government Code Section 54954.2)

Executed at Indio, California, on November 8, 2024

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Megan Scarborough-Eckel, Clerk of the Board

### III. Officers

#### E. Rotation of Officers

Officers shall rotate bi-annually, with the rotation held at the first regular meeting in the month of January, and the commencement of officers' terms shall take effect immediately upon election to office.

- Each Trustee will hold one of the four Executive Committee roles for two years.
- The remaining seven Trustees will not hold an Executive Committee position in those two years.
- The rotation should aim for fairness, ensuring that no one holds the same position consecutively and that all Trustees eventually rotate through each role.
- New Trustees will have been appointed to the Board for one year before they are added to the rotation.

#### **Year 1 Schedule:**

1. **President:** Trustee A
2. **Vice President:** Trustee B
3. **Treasurer:** Trustee C
4. **Secretary:** Trustee D
5. Trustees E, F, G, H, I, J, K (Non-Executive positions)

#### **Year 2 Schedule:**

1. **President:** Trustee B
2. **Vice President:** Trustee C
3. **Treasurer:** Trustee D
4. **Secretary:** Trustee E
5. Trustees A, F, G, H, I, J, K (Non-Executive positions)

### **Year 3 Schedule:**

1. **President:** Trustee C
2. **Vice President:** Trustee D
3. **Treasurer:** Trustee E
4. **Secretary:** Trustee F
5. Trustees A, B, G, H, I, J, K (Non-Executive positions)

### **Year 4 Schedule:**

1. **President:** Trustee D
2. **Vice President:** Trustee E
3. **Treasurer:** Trustee F
4. **Secretary:** Trustee G
5. Trustees A, B, C, H, I, J, K (Non-Executive positions)

### **Year 5 Schedule:**

1. **President:** Trustee E
2. **Vice President:** Trustee F
3. **Treasurer:** Trustee G
4. **Secretary:** Trustee H
5. Trustees A, B, C, D, I, J, K (Non-Executive positions)

### **Year 6 Schedule:**

1. **President:** Trustee F
2. **Vice President:** Trustee G
3. **Treasurer:** Trustee H

4. **Secretary:** Trustee I
5. Trustees A, B, C, D, E, J, K (Non-Executive positions)

**Year 7 Schedule:**

1. **President:** Trustee G
2. **Vice President:** Trustee H
3. **Treasurer:** Trustee I
4. **Secretary:** Trustee J
5. Trustees A, B, C, D, E, F, K (Non-Executive positions)

**Year 8 Schedule:**

1. **President:** Trustee H
2. **Vice President:** Trustee I
3. **Treasurer:** Trustee J
4. **Secretary:** Trustee K
5. Trustees A, B, C, D, E, F, G (Non-Executive positions)

**Year 9 Schedule:**

1. **President:** Trustee I
2. **Vice President:** Trustee J
3. **Treasurer:** Trustee K
4. **Secretary:** Trustee A
5. Trustees B, C, D, E, F, G, H (Non-Executive positions)

**Year 10 Schedule:**

1. **President:** Trustee J
2. **Vice President:** Trustee K
3. **Treasurer:** Trustee A

4. **Secretary:** Trustee B
5. Trustees C, D, E, F, G, H, I (Non-Executive positions)

**Year 11 Schedule:**

1. **President:** Trustee K
2. **Vice President:** Trustee A
3. **Treasurer:** Trustee B
4. **Secretary:** Trustee C
5. Trustees D, E, F, G, H, I, J (Non-Executive positions)

This schedule ensures that the roles rotate fairly over an 11-year period, with no Trustee holding the same position twice consecutively and each Trustee having the opportunity to serve in every Executive Committee role.



**Coachella Valley Mosquito and Vector Control District**  
**Board of Trustees Meeting Calendar 2025**  
**(Second Tuesday every month @ 6:00 p.m.)**  
**(Finance Committee – Second Tuesday every month @ 4:30 p.m.)**

**JANUARY**

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

**FEBRUARY**

S	M	T	W	T	F	S
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
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23	24	25	26	27	28	

**MARCH**

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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

**APRIL**

S	M	T	W	T	F	S
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20	21	22	23	24	25	26
27	28	29	30			

**MAY**

S	M	T	W	T	F	S
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4	5	6	7	8	9	10
11	12	13**	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**JUNE**

S	M	T	W	T	F	S
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8	9	10**	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

**JULY**

S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

**AUGUST**

S	M	T	W	T	F	S
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3	4	5	6	7	8	9
10	11	12*	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

**SEPTEMBER**

S	M	T	W	T	F	S
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

**OCTOBER**

S	M	T	W	T	F	S
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5	6	7	8	9	10	11
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19	20	21	22	23	24	25
26	27	28	29	30	31	

**NOVEMBER**

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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

**DECEMBER**

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9*	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26***	27
28	29	30	31			

District-2025 Observed Holidays

Jan 1	New Year's Day
Jan 20	Martin Luther King Jr. Day
Feb 17	Presidents' Day
Mar 31	Cesar Chavez Day
Apr 18	Good Friday (1/2 Day)
May 26	Memorial Day
Jun 19	Juneteenth

\*April/August/December are dark

\*\*May/June Budget Workshops are held prior to the Board Meeting

Jul 4	Independence Day
Sep 1	Labor Day
Nov 11	Veterans Day
Nov 27	Thanksgiving Day
Nov 28	Day After Thanksgiving
Dec 24	Christmas Eve
Dec 25	Christmas Day
Dec 29	In exchange for Columbus Day
***Winter Break	12/26 (if awarded by Board)
Employee Choice of Leave	12/30, 12/31

October 18, 2024

Jeremy Wittie, General Manager  
Coachella Valley Mosquito and Vector Control District  
43420 Trader Place, Indio, CA 92201

**Subject: Proposal for Strategic Plan Services**

Dear Mr. Wittie:

We are pleased to submit this proposal to provide the Coachella Valley Mosquito and Vector Control District (CVMVCD) with strategic plan services. Our focus has always been to help special districts, cities, counties and utilities solve their financial, organizational, and technology challenges. We are dedicated to providing our clients with a full array of management consulting services, including strategic planning facilitation.

CVMVCD was formed in 1928 by the Riverside County Board of Supervisors. The mission was expanded in 1995 to be a full vector control agency, and the current name reflects the expanded scope. The District has as its vision, “To progress towards a future free of vector-borne disease using proven scientific, technical, and educational strategies, which are financially and environmentally sound.”

The District has had a Strategic Plan for several years. The current three-year Strategic Business Plan was prepared in May 2022. It contains the District’s mission, vision, values, set of goals, objectives, work plan, measures, and monitoring/oversight. It is now time to prepare a new Strategic Plan. We believe our firm offers CVMVCD some distinct advantages for this project:

- **A workable and insightful approach:** We are all former public employees who understand what you do and the nuanced environment in which you work. We have performed similar work for public agencies nationwide. Our team’s approach specifically addresses CVMVCD’s needs and will help develop a best practice-level strategic planning process and resultant plan. Our proven methods lead to a sustainable plan.
- **Use of unique and innovative tools and techniques:** We are passionate about strategic planning, which drives us to use innovation and creativity throughout the project, from engagement to the preparation of the final plan. We encourage future-focused discussions and action-oriented approaches to building CVMVCD’s plan. Our deliverables are useful and engaging, and unique and creative graphics are used to keep documents concise with a focus on internal and external communication.
- **Personal service from senior-level consultants:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While some firms may assign your business to junior-level people, we offer exceptional service from senior-level consultants.

We have had significant success working with governing body members, senior leaders, and staff to identify priorities for an organization and achieve consensus. We are confident our approach will provide CVMVCD with the direction it seeks for the future of your agency and service community.

# Who We Are

## **RAFTELIS: HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE**

Since our founding in 1993, local government organizations, including special districts, cities, counties, and utilities, have partnered with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their stories. We've helped more than 800 organizations in the last year alone.

We provide trusted advice, and our experts include former local government and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

## Strategic Planning Approach

CVMVCD has been successfully developing three-year strategic plans since 2007 and seeks to update the current plan, revisit the mission, vision, and values, and to identify priorities to guide the organization's operations. The desired strategic planning process will focus not only on developing the plan, but on assisting CVMVCD with implementation toward achievement of its goals.

The strategic plan that we will develop for CVMVCD will be practical and implementable. Our team of strategic planning experts and graphic designers develop plans that serve as tools to graphically communicate the organization's vision to both internal and external stakeholders.

## **THE FOLLOWING OUTLINES OUR PROPOSED SCOPE OF WORK FOR DEVELOPING A STRATEGIC PLAN FOR CVMVCD.**

### **Activity 1: Project Kick-Off**

A successful process will benefit from a collaborative relationship between the consulting team and CVMVCD from the very beginning of the process. This task is intended to begin building that relationship, and to gather the stakeholder input necessary to ensure a successful strategic planning process.

At the start of this engagement, we will request and review all background information, including all other planning documents, resource materials, and other relevant data. Next, we will meet with CVMVCD's management team to gain a clear picture of what the District hopes to accomplish from this process. We will develop a project charter with the team and discuss communication and engagement strategies for the project. We want to ensure that we have a shared understanding of how to develop the plan and successfully integrate the learnings with the District's previous planning efforts. We will review the project plan, and we will finalize the timelines and schedule.

### **DELIVERABLES:**

- Agenda for kick-off meeting
- Draft and final project schedule and charter
- Data and document request



## Activity 2: Gather Information

In this Activity, we will carry out three key tasks, as described below.

- **Information about existing strategic plan.** We will seek the status of the items within the existing strategic plan. This will include what has been completed, is underway, is on hold, or may not be pursued. This will be important context for the new strategic plan.
- **Key environmental factors.** We will prepare a short questionnaire to be completed by senior management asking about major factors that are impacting the District. These could be new laws and mandates, issues regarding the communities that comprise CVMVCD, turnover, budget constraints, or other factors.
- **Stakeholder input.** We will work collaboratively with CVMVCD to engage internal stakeholders and build a collective understanding of CVMVCD's strengths, opportunities, aspirations, and, ultimately, the outcomes or results that the District would like to achieve. We will gather this input remotely as follows:
  - Interview or seek input via a questionnaire from the 11-member Board of Trustees
  - Interview members of the management team (approximately seven)

The interviews will be important in hearing perspectives from the Trustees and management team about the District's processes, operations, and prior planning efforts, as well as to identify strengths, weaknesses, opportunities, and threats. These interviews will also be an avenue to hear whether there is interest in revising the mission, vision, and values. Additionally, this will be an early opportunity to surface priorities for the three-year strategic plan.

We will summarize everything learned in this Activity into one document. This will be important context for the Board of Trustees strategic planning workshop.

We will then meet with you to review this material. From this, we will plan the strategic planning workshop.

### DELIVERABLES:

- Questionnaire
- Consolidated document containing information gathered

## Activity 3: Design and Facilitate Board Strategic Planning Workshop

We will plan a strategic planning workshop to involve the Board of Trustees and senior management. We will carry out the following tasks:

- Prepare draft agenda and slide deck for the workshop
- Prepare a workshop workbook that contains draft materials for discussion based on the information gathered to date
- Review the draft materials with the General Manager and finalize based on that review
- Coordinate with the General Manager's Office on workshop logistics (room set up, supplies, etc.)

We will then facilitate the strategic planning workshop with the Board of Trustees and key District staff to articulate a desired future for CVMVCD and, specifically, goals for the three-year strategic plan. The workbook containing

information gathered will provide background and context for the development of the three-year goals, as well as revisiting the vision, mission and values, if desired.

We utilize a combination of large and small group discussions in our workshops with the objective of ensuring that everyone can actively participate and engage in the process.

During the workshop, the primary role of the facilitator is to ensure that the environment is respectful and conducive to open and constructive dialogue so that the established objectives are ultimately met. While the agenda provides the structure to accomplish the tasks, we also know how important it is to pay attention to the group and make sure that conversations that need to happen actually happen, so we are flexible and in tune with the group during the process.

#### **DELIVERABLES:**

- Draft and final agenda for the strategic planning workshop
- Workshop workbook

### **Activity 4: Facilitate Staff Implementation Workshop**

Achievement of the strategic plan will rest upon CVMVCD's successful implementation. While the high-level strategic plan framework will be drafted during the Board of Trustees workshop, it is the staff's role to determine how each goal will be achieved and implemented.

Therefore, we will facilitate a half-day staff workshop to identify appropriate strategies (projects, programs, and/or initiatives that support the achievement of CVMVCD's goals) in each goal area. Agreement on these activities will allow the organization, the Board of Trustees, and the District's customers to track progress toward the achievement of the strategic goals. We prefer to conduct this workshop in person, but if scheduling requires, it can also be carried out through a virtual format.

Raftelis will provide customized implementation templates to assist the District in aligning its activities with the goals and strategies included in the strategic plan.

After this work is completed, Raftelis will have the content needed to prepare the full strategic plan document.

#### **DELIVERABLES:**

- Draft and final agenda for the staff workshop
- Implementation templates
- Draft and final strategic plan framework, including goal area strategies

### **Activity 5: Prepare Strategic Plan**

In this activity, our project team will prepare a complete and attractive deliverable that encapsulates CVMVCD's strategic planning process. The strategic plan contents will be designed based on our discussions with you. Most often, it includes the following:

- A summary of the strategic planning process and methodology
- Vision, mission, and values
- Broad goals and associated strategies for the three years of the plan
- Information about the District and its services

In addition to the full strategic plan, we will also provide a summary document (Strategic Plan In Brief) to communicate publicly on CVMVCD’s website or in print. In this way, CVMVCD can share its strategic plan goals and outcomes with the public in a clear and concise way, utilizing engaging graphics to encapsulate the plan for a variety of audiences.

We will review the draft deliverables with CVMVCD and make any necessary changes before finalizing the document.

*Samples of some recent strategic plan documents*



**DELIVERABLES:**

- Strategic Plan
- Strategic Plan In Brief

**(Optional Activities A and B)**

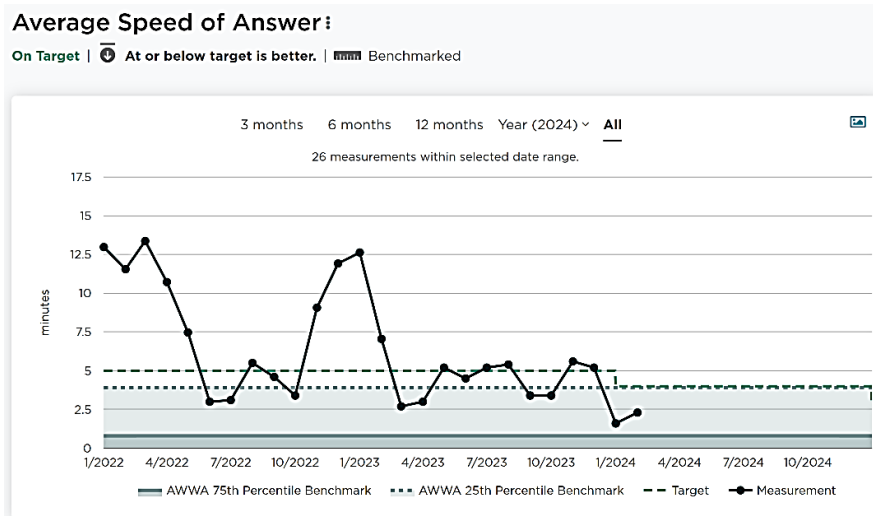
**Activity A: Conduct Employee Focus Groups**

Raftelis is accustomed to conducting employee focus groups as a way to gather input from staff below the senior management level. If desired, our team could collaborate with the District to identify employees for these focus groups. We would conduct them remotely.

**Activity B: Assist with Deployment of a Performance Dashboard**

This activity would be carried out between Activities 4 and 5 above if this Optional Activity is selected. Raftelis has developed a strategic planning implementation software called Ellio Performance. It is a subscription-based service that is billed annually. With that subscription, your entire team gains access to the organization’s Ellio account for seamless collaboration and on-the-go use.

Ellio allows organizations to monitor progress towards specific strategic goals and objectives, such as improving customer satisfaction or tracking work order completion times. It also provides industry benchmark comparisons so organizations can see how they stack up against their peers in certain areas. Additionally, Ellio Performance can be customized to track specific performance indicators unique to each organization. This feature enables you to focus on what matters most to your organization with tailored performance tracking.



With Ellio, you can assign leads responsible for the various aspects of your strategic plan, plan actionable steps toward progressing your plan, and track measurable outcomes of your organization's performance. Clear and simple dashboards and reports provide high-level status and make it easy to identify and drill down into areas needing attention.

# Project Team

We have developed a team of consultants who specialize in the specific elements that will be critical to the success of CVMVCD's strategic plan. Our project team is made up of senior-level consultants with years of experience in public sector strategic planning with agencies nationwide.



## Catherine Carter

**PROJECT MANAGER / LEAD FACILITATOR**  
Vice President

Catherine has a background in public administration and environmental management and possesses extensive research and analytical skills. Her expertise lies in the areas of strategic planning, conducting assessments of organizational effectiveness practices, facilitation and engagement, compiling and analyzing data, and benchmarking.

Catherine has led or participated in numerous utility and departmental strategic planning engagements, including those outlined below:

- Stockton East Water District (CA) – Strategic Plan
- The Port of Greater Cincinnati Development Authority (OH) – Strategic Plan
- City of Austin Communications and Technology Management (TX) – Strategic Plan
- City of Roseville Environmental Utilities (CA) - Strategic Plan and Implementation Support
- City of Baltimore Department of Public Works (MD) – Strategic Plan and Implementation Support
- City of Columbus Department of Public Utilities (OH) – Strategic Plan and Organizational Review
- City of Richmond Department of Public Utilities (VA) – Strategic Plan and Organizational Review
- Charlotte Water (NC) – Strategic Plan
- Fairfax Water (VA) – Strategic Plan, Implementation Support, and Organizational Review
- Louisville Water Company (KY) – Strategic Plan
- Sewerage and Water Board of New Orleans (LA) – Strategic Plan and Implementation Support

Catherine has also worked on numerous financial and management studies for public sector organizations across the country. She is active in the water and wastewater utility industry, having presented at several conferences and co-authored two recent articles on long-term rate increases in the *Journal AWWA*. Catherine also co-authored a chapter entitled “Public Outreach and Gaining Stakeholder Commitment” for the Fourth Edition of the industry guidebook *Water and Wastewater Finance and Pricing: The Changing Landscape*. Prior to working at Raftelis, Catherine was a senior fellow at the Institute for Sustainable Development.



## Don White

**STAFF CONSULTANT / FACILITATOR**  
Senior Advisor

Don has 40 years of local government experience in two California cities where he served in numerous capacities and departments, including 26 years as Human Resources Director, where he oversaw all recruitments. He retired as City Manager in 2021. Since then, he has provided consulting services for several cities. His assignments have included workshop facilitation, team building, goal setting, strategic planning, organizational analysis, and financial sustainability. He also served as an interim Deputy City Manager for Lake Forest, California, where he oversaw the Community Services Department and the Marketing and Communications Department, conducted an organizational analysis, and assisted in the recruitment of the new Deputy City Manager. He joined Raftelis in January of 2024.

Don's most recent direct local government experience was with Laguna Hills, California, where he served 29 years. He started with the newly incorporated city in 1991 as the Director of Administrative Services and was promoted to Assistant City Manager in 1994. From 2018 to 2021, he served as City Manager. Prior to being named City Manager, he oversaw Human Resources, Finance, Risk Management, Information Technology, Public Information, Economic Development, and Parks and Recreation. Before joining Laguna Hills, Don served as Economic Development Director in La Mirada, California, where he oversaw the City's Redevelopment Agency. He started his local government career in La Mirada as an Administrative Intern while completing his college studies. During his 11 years with La Mirada, he served in various capacities, including Assistant to the City Manager.



## Jaxon Mullinnix

**STAFF CONSULTANT**  
Associate Consultant

Jaxon is driven by the belief that policy and strategic management practices can create positive changes and improve the lives of individuals and communities. With this mission at the core of his work, Jaxon is committed to leveraging his skills in qualitative research and expertise in governance to contribute meaningfully to the District. He is based in Southern California.

Notably, Jaxon conducted a program evaluation for the New York City Mayor's Office of Management and Budget, aimed at enhancing the utilization of Section 8 Housing Vouchers. He assessed the impacts of different administrative practices and economic conditions on the housing voucher lease-up timeline, leveraging both big data and nuanced qualitative research. Additionally, he contributed as an analyst to a strategic planning initiative for the Los Angeles County Public Library. Through active engagement with stakeholders, library leadership, and users, Jaxon participated in developing a comprehensive, long-range strategic plan to enhance library services and community engagement.

Jaxon holds a Master of Public Policy and a Bachelor of Political Science from the University of Southern California, with a focus on policy analysis, statistical analysis, and governance. His education has equipped him with a deep understanding of complex policy issues and the analytical skills necessary to tackle them effectively.

# References

Below, we have provided references of some similar project work. We welcome you to contact them to learn about the quality of our work and client relationships.

## City of Napa CA

**Reference:** Julie Lucido, Public Works Director  
P: 707.257.9475 / E: jlucido@cityofnapa.org

Raftelis led the City of Napa's Public Works Department management team workshop that was designed to strengthen teamwork, develop strategies for supporting a positive organizational culture, and prepare for the launch of the department's first strategic plan. The workshop included team building activities, the use of the book *The Language of Appreciation in the Workplace* as a basis for identifying strategies for inspiring a positive work culture; review and affirmation of team norms, and activities to launch the department's strategic planning process. Our Raftelis team is currently leading the department through its strategic planning process. This is relevant as a sample of a management team workshop.

## Stockton East Water District CA

**Reference:** Justin Hopkins, General Manager  
P: 209.948.0333 / E: jhopkins@sewd.net

In early 2023, the firm was engaged to provide strategic planning services to the Stockton East Water District (SEWD). The firm held a kick-off meeting with the General Manager and key staff to identify project goals and desired outcomes, as well as to review the process and timeline. Our team interviewed each member of the SEWD Board of Directors, as well as the management team to learn their perspectives on the process and to develop an understanding of SEWD's strengths, challenges, opportunities, and threats. Given the external impacts to the agency, Raftelis also interviewed some key partners such as staff in the City of Stockton, for whom SEWD provides water and with whom they partner on regional legislative and other efforts.

We then facilitated a retreat with the Board and key staff to develop the new strategic planning framework and to review SEWD's mission, vision, and key goal areas. Large and small group activities ensured dialog and conversation between Directors and staff. Following the retreat, SEWD's staff further outlined specific strategies to achieve the Board's goals.

## Monterey County CA

**Reference:** Nick Chiulos, Chief Assistant County Administrative Officer  
P: 831.755.5115 / E: chiulosn@co.monterey.ca.us

Our consultants have led multiple strategic plans and facilitations for the County of Monterey (County). We are currently working on a Countywide Strategic Plan. Other strategic plans have included those for the Monterey County Water Resources Agency, Parks Department, Cannabis Program, and Human Resources Department. Our consultants have served as facilitators for several Board of Supervisor retreats focusing on the County's Strategic Initiatives and team building with County department directors and executive staff.

## City of Roseville CA

**Reference:** Dominic Casey, City Manager  
P: 916.774.5288 / E: [dcasey@roseville.ca.us](mailto:dcasey@roseville.ca.us)

In 2020, Raftelis was hired to assist the City of Roseville's Environmental Utilities Department with the creation of a new strategic plan. As a foundation, we led the management team through a self-assessment of the water utility based upon the 10 attributes of Effective Utility Management. The resulting gap assessment identified those areas where improvement efforts should be focused in the future. This laid the foundation for the development of a comprehensive new strategic plan. Five teams focusing on specific EUM attributes met to review the gap assessment and set target performance goals for the next three-to-five-year horizon. Multiple workshops and stakeholder interviews were held, including a survey of all Water Utility staff, to collect opinions on the strategic direction of the organization. These efforts resulted in a new strategic plan that is understandable, informed by stakeholder input, and graphically appealing to the Roseville community.

In addition to the work with Environmental Utilities, Raftelis worked closely with the City Manager and Deputy City Manager in 2024 to prepare for a facilitated and engaging two-day strategic planning workshop. To prepare, the Raftelis team conducted interviews with the Mayor, Council members, and key executive staff, reviewed background materials, and worked with staff to provide context for the workshop. The two-day workshop was organized to ensure maximum involvement by participants and clarity of purpose to get the desired results. The result was an updated strategic plan that will guide the City for the next four years.

## City of Pleasanton CA

**Reference:** Gerry Beaudin, City Manager  
P: 925.931.5002 / E: [gbeaudin@cityofpleasanton.gov](mailto:gbeaudin@cityofpleasanton.gov)

Beginning in 2015, our consultants have facilitated the development of several strategic plans, and we are currently working on the second Library and Recreation Department's Five-Year Strategic Plan. Our consultants led the process of preparing the City's first comprehensive Citywide Strategic Plan, which was adopted in October 2023. Two workshops were facilitated as part of that process, the first of which was with the executive team to review the information gathered. The second workshop was with the City Council and executive team to obtain Council direction on the strategic plan. Other strategic plans included the Library Department Strategic Plan and then the Library and Recreation Strategic Plan for the expanded department; the Livermore-Pleasanton Fire Department Strategic Plan; two Operations Services Department Strategic Plans; a Community Development Department Strategic Plan; and one for the Alviso Adobe Community Park, which involved a task force and multiple meetings.

# PENDOLEY STRATEGIES + COMMUNICATIONS

andy@pendoleysc.com | 619-318-7699

October 28, 2024

Jeremy Wittie  
General Manager  
Coachella Valley Mosquito and Vector Control District  
43420 Trader Place  
Indio, CA 92201

*Via email: JWittie@cvmosquito.org*

Mr. Wittie,

Thank you for considering Pendoley Strategies and Communications (PSC) to support the Coachella Valley Mosquito and Vector Control District (the District) in developing your next Strategic Plan. This proposal outlines PSC's proposed roles, tasks, and fees to conduct the planning process and develop the Strategic Plan and supporting tools.

In brief, our commitment to supporting the District is grounded in the following elements:

- **Strategic Planning for Public Agencies.** Our deep and broad experience in developing strategic and operational plans for public agencies extends beyond special districts to include environmental health, land use, parks and recreation, binational collaboration, and health and human services.
- **Dynamic Facilitation and Engagement.** We engage all participants intentionally and creatively through traditional and new methods that inspire innovation, generate meaningful input, and build commitment to the outcomes.
- **Practical Plans and Tools.** We ensure that visions, values, and inspirations for the future are organized into a realistic and implementable plan that is tied to resources and realistic time frames, and, importantly, is embraced by the Board and Management Team.

The approach outlined in this proposal will produce an outstanding Strategic Plan, as well as a meaningful and inspiring experience for everyone at the District. We are flexible and happy to refine our approach to best meet your needs.

Please let us know if you have any questions.

PENDOLEY STRATEGIES AND COMMUNICATIONS, LLC



Andy Pendoley  
CEO and Founder



## ABOUT

**Pendoley Strategies + Communications** provides strategic planning and community and stakeholder engagement in the public, private, and nonprofit sectors. We design and lead processes that harness the collective wisdom, experiences, and passions of a team or community to create impactful change and results. Our approach emphasizes hands-on, interactive, and powerful collaborations that are grounded in data and research and shared understandings among participants. We create forward-thinking and practical plans and outcomes in collaboration with our clients.

## LEADERSHIP

**Andy Pendoley**, CEO and Founder, offers over 25 years of experience as a **facilitator, strategic planner, and public outreach specialist**. Andy's passion for designing and facilitating participatory processes and developing innovative and implementable plans for organizations and communities is grounded in guiding principles of inclusivity, creativity, and practicality. Andy's experience includes a wide range of multi-layered, complex planning efforts including environmental health, health and human services, child and youth services, economic development, and more.



Throughout Southern California he has supported special districts and other public agencies including Orange County Mosquito and Vector Control District, Omnitrans (San Bernardino County), San Diego County Air Pollution Control District, San Diego Association of Governments, and the Port of San Diego. He has also worked across urban, suburban, and rural community types, supporting many cities including Rancho Cucamonga, Carlsbad, Hermosa Beach, San Clemente, Santa Monica, San Diego, Chula Vista, Imperial Beach, Lemon Grove, and La Mesa.

Andy served as a faculty member with the School of Public Affairs, San Diego State University, as Lecturer in the undergraduate Methods of Analysis in Planning course from 2017-2024. His professional affiliations and memberships include the following:

- International Association for Public Participation
- American Planning Association
- Urban Land Institute
- Social Venture Partners San Diego
- Lambda Alpha International

Andy earned a M.A. in Communication from San Diego State University and a B.A. in Sociology—Organizational Studies from the University of California, Davis.

## EXPERIENCE

Following are detailed descriptions of a selection of PSC’s relevant projects and experience in supporting public agencies with strategic planning and community engagement. An extended list of additional projects follows:

### **Strategic Plan 2025 – 2029 – Strategic Planning and Facilitation Services**

Orange County Mosquito and Vector Control District; *January 2024 – July 2024*

PSC designed and facilitated a strategic planning process for development of Strategic Plan 2025 – 2029 for the Orange County Mosquito and Vector Control District. While the preceding plan served the District well, development of a new plan required close engagement of a new District Manager and Executive Team to ensure their leadership informed the District’s priorities for the future. Additionally, the process coincided with the District’s annual employee survey, which provided an opportunity for PSC to collect employee perspectives on the current context and future opportunities. PSC also facilitated focus groups with all employees to facilitate their input on the District’s mission and core values, which also informed the Executive Team’s development of implementation strategies.

The Executive Team developed an updated Strategic Framework including mission, values, focus areas, and goals. PSC also guided the Executive Team in defining objectives and strategies that define their implementation approach and are measurable. PSC developed a simple yet comprehensive implementation tool with the District Manager that will assist the Executive Team in tracking and managing their progress, reporting to the Board of Trustees, and informing their annual budgeting process. The Board praised the Strategic Plan and adopted it with a unanimous vote on August 15, 2024.

### **Roadmap for the Department of Environmental Health and Quality – Strategic Planning and Facilitation Services**

County of San Diego (as part of The Centre for Organization Effectiveness); *June 2023 – May 2024*

PSC designed and facilitated a strategic planning process for development of the Department of Environmental Health and Quality’s (DEHQ’s) first “Roadmap” as part of developing seven (7) departments’ first long-term strategic plans in the Land Use and Environment Group (LUEG) of the County of San Diego. The purpose of the roadmap is to develop a long-range, innovation-focused, strategic approach for each department’s continued improvement as a community-focused, high-performance team. PSC designed and facilitated visioning and working sessions with the DEHQ executive leadership team to build their roadmap. Additionally, PSC developed engagement tools for these leaders to involve hundreds of DEHQ staff at key points in the process to facilitate their input and ideas. The roadmaps are designed to be flexible and measurable in the years ahead and are directly linked to annual operations planning and budgeting to drive implementation. PSC also concurrently developed similar roadmaps for the following departments: Agriculture Weights & Measures; Planning & Development; Public Works; Parks & Recreation; Library; and the Office of Sustainability and Environmental Justice

## **Public Health Services Community Health Enrichment and Improvement Plans – Facilitation, Community Engagement, and Strategic Planning Services**

County of San Diego; *August 2023 – May 2024*

PSC provided community and stakeholder engagement and strategic planning services to Public Health Services of the Health and Human Services Agency (HHSA), County of San Diego, as part of developing its triennial Community Health Enrichment and Improvement Plans (CHEIP). The purpose of the CHEIPs (one for each of HHSA’s five regions) is to define regional priorities and collaborative approaches to filling gaps in the social and health service sectors through each region’s Community Leadership Team (CLT), a diverse and broad partnership of community-based organizations and public agencies. PSC collaborated with each HHSA team and its CLT co-chairs to design and facilitate interactive engagement and strategic planning activities across a series of meetings with 40-to-80 participants in each CLT. The approaches and activities were tailored to each CLT’s unique context, stakeholders, and local priorities, all while being organized into a consistent CEP framework. The updated CEPs will also contribute to PHS’ renewal of its national accreditation with the Public Health Accreditation Board, which recognizes effectively meeting national standards to provide quality services to the County’s communities.



### **Additional Strategic Planning Experience**

- Roadmap for the Department of Economic Development and Government Affairs – Facilitation and Strategic Planning Services, County of San Diego, CA
- United for Literacy – Community and Stakeholder Facilitation and Strategic Planning Services, United Way of San Diego County, CA
- Child and Youth Strategic Plan, Office of Child and Youth Success, City of San Diego. (Lead Process Designer and Facilitator)
- Roadmap for San Diego Advancing and Innovating Medi-Cal – Community Engagement Services, Medical Care Services, Health and Human Services Agency, County of San Diego
- Management Plan FY 2023-2024 and FY 2024-2025 – Facilitation and Strategic Planning Services; MIG, Inc. and Omnitrans, San Bernardino, CA
- Strategic Plan 2024 – 2027, Dr. Seuss Foundation, San Diego, CA

### **Additional Facilitation and Community Engagement Experience**

- 1350 Front Street Mixed Use Development Project – Community Engagement Services, The Michaels Organization, San Diego, CA
- Housing Blueprint – Community Engagement Services, Communications Office, County of San Diego
- Community Engagement Services Monte Vista Affordable Housing Project, Wakeland Housing. (Lead Outreach and Meeting Facilitator)

- Let's Talk Housing Workshop – Stakeholder Engagement Services, Planning and Development Services, County of San Diego (Lead Facilitator)
- Plan Hillcrest (Hillcrest Focused Plan Amendment,) City of San Diego. (Virtual Public Workshops Facilitator; as part of previous employment with MIG, Inc.)
- 14th Street Corridor Pedestrian Promenade Master Plan, City of San Diego. (Workshops and Charrettes Facilitator; as part of previous employment with MIG, Inc.)
- El Corazon Park 1 – Community Engagement Services, Schmidt Design Group, Oceanside, CA
- Community Based Transportation Program – Community Outreach and Engagement Services, County of San Diego and Michael Baker International

## REFERENCES

The following are professional references who can speak to our experience and expertise related to this project. Additional references are available upon request.

Lora Young, MPA, CSDM  
District Manager  
Orange County Mosquito and Vector Control District  
13001 Garden Grove Boulevard  
Garden Grove, CA 92843-2102  
(714) 740-4150  
lyoung@ocvector.org

Amy Harbert  
Director  
Department of Environmental Health and Quality  
County of San Diego  
P.O. Box 129261  
San Diego, CA 92112-9261  
(858) 527-5553  
amy.harbert@sdcounty.ca.gov

Erin Rogers  
CEO/General Manager  
Omnitrans  
1700 West Fifth Street  
San Bernardino, CA 92411  
909-379-7121  
erin.rogers@omnitrans.org

# PROPOSAL

## APPROACH

PSC understands that the District is a relatively unique public agency with a focused mandate and specialized services to the community. It operates in a dynamic environment where public health risks and events due to vector-borne diseases require the District to be prepared, flexible, and responsive. This requires the District to balance efficient governance and use of resources in the near term, readiness and capabilities to respond immediately to vector-borne crises, and effective planning and preparation for long-term sustainability.

The District's Strategic Plan is a critical guiding document for striking this balance. The planning process is just as important as the resulting plan. Inspiring innovation and team commitment is best done through developing an inclusive and shared vision and mission, where each stakeholder better understands how their contributions can contribute to something bigger than themselves. Additionally, the many diverse ideas generated during the planning process must be synthesized and summarized in a plan that reflects each contributor's voice in a forward-thinking, practical strategic plan.

Our approach to the strategic planning process is iterative and methodical, providing the District's stakeholders with intentional and meaningful engagement points related to their roles. Early in the process, the Board will identify its priorities for the District's future to inform the General Manager's and Management Team's development of goals, objectives and implementing strategies. These will be grounded in a shared understanding of the current context, trends in vector control and public health, and anticipated opportunities and challenges in the future. Ultimately, the ideas and inspirations generated during the planning process will be organized in a Strategic Plan that turns ideas into practical, realistic, and measurable implementation steps that generate results.

We recommend a two-phased scope of work to deliver on this approach.

## PHASE I: CURRENT CONDITIONS, FUTURE OPPORTUNITIES & STRATEGIC FRAMEWORK

### *Time frame: November 2024 – January 2025*

Phase I of the process will involve initiating the project with the General Manager and the Management Team and assessing current conditions and exploring future opportunities. The Strategic Planning Retreat will be a dynamic event where all District team members will contribute their experiences and ideas for the future through meaningful, custom-designed activities and discussions. The outcomes of Phase I will inform development of the Strategic Framework.

### **Task 1. Project Initiation and Coordination**

PSC will initiate the project at an in-person Initiation Meeting with the General Manager and the Management Team at the District office to discuss: desired outcomes and expectations for the

process and resulting strategic plan; the District’s current context, including issues and opportunities; refinements to the approach and schedule; communication and project management protocols during the process; and next steps in the process. PSC will review background materials as provided by the District to further inform the planning process. Prior to the meeting PSC will co-develop the agenda with the General Manager. During the Initiation Meeting PSC will serve as lead facilitator and take high-level notes in real time on a “wallgraphic” or whiteboard. After the meeting PSC will develop a summary memorandum of meeting outcomes and key discussion points.

Throughout the process PSC will meet regularly with the General Manager up to eight (8) times in 1-hour videoconference meetings to review the project status and latest developments and deliverables and coordinate next steps in the process. For each meeting, PSC will provide an agenda beforehand and brief summary notes of key discussion points and action items thereafter. PSC will communicate periodically with the General Manager via phone and/or email for additional coordination needs. PSC will conduct project administration and invoice activities as part of this task.

*Task 1 Fee (18 hours @ \$210.00/hr.): ..... \$3,780.00*

**Task 2. Key Stakeholder Interviews**

PSC will conduct one-on-one interviews with Board members, union representatives, and a selection of partner agencies to inform the plan development (up to 15 interviews.) PSC will coordinate with the General Manager to develop the interview questions, confirm the participants, and extend invitations for their participation. PSC will conduct the interviews via phone/videoconference and summarize the over-arching findings in a summary memorandum.

*Task 2 Fee (18 hours @ \$210.00/hr.): ..... \$3,780.00*

**Task 3. Management Team Session #2**

PSC will design and facilitate a second session in a three-hour, in-person meeting with the Management Team. The purpose of Session #2 will be to debrief the Initiation Meeting, review key findings from the Key Stakeholder Interviews, and identify potential revisions to the Strategic Framework (i.e., vision, mission, values, and priorities), as well as potential new elements that may strengthen the framework. The session will also allow the Management Team to share their ideas and priorities for defining objectives and developing an approach to conducting the Strategic Planning Retreat. PSC will serve as lead facilitator and take high-level notes in real time on a “wallgraphic” or whiteboard. After the meeting PSC will develop a summary memorandum of meeting outcomes and key discussion points.

*Task 3 Fee (10 hours @ \$210.00/hr.): ..... \$2,100.00*

**Task 4. Strategic Planning Retreat**

PSC will collaborate with the General Manager in designing and facilitating the one-day, off-site Strategic Planning Retreat with the Board and District staff. The purpose of the retreat will be to engage all participants in meaningful and productive discussions on the state of the District, current and potential challenges and opportunities, potential innovations for the near and long terms, and priority areas. The format will be custom designed in coordination with the General Manager to meet these objectives by facilitating creative thinking and dynamic discussions and interactions that encourage participants to think about the District’s future in new ways. The format will likely include a combination of informational presentations, a high amount of interactivity among participants, and creative engagement methods such as interactive polling and cross-department/cross-role collaboration. Management Team members may contribute to facilitating discussions or participation at key points during the retreat (e.g., small group discussions.)



PSC will lead development of the agenda and engagement methods and tools and will co-develop presentation materials with the General Manager. The District will manage logistics (i.e., venue reservations, food, equipment, handout materials) and staff communications and coordination. Up to two weeks after the retreat, PSC will produce a summary memorandum of the retreat proceedings and key findings.

*Task 4 Fee (24 hours @ \$210.00/hr.): ..... \$5,040.00*

**Task 5. Strategic Framework Development**

The Strategic Framework provides the over-arching organizing structure for the Strategic Plan. The Phase I activities and outcomes will effectively develop and refine the framework, which will include but not be limited to: mission, vision, values, priorities, and goals. PSC will produce the framework in a 1-to-2-page narrative with a simple, illustrative layout/structure.

*Task 5 Fee (4 hours @ \$210.00/hr.): ..... \$840.00*

## PHASE II: PLAN DEVELOPMENT AND ADOPTION

### *Time frame: February 2025 – March 2025*

With the Strategic Framework in place, Phase II will focus on developing the detailed elements of the Strategic Plan. Specifically, under each goal area, objectives will be measurable outcomes representing tangible progress towards the goal. Strategies will represent the “how to” in achieving each objective. The Management Team will work closely on developing new work plan and reporting tools that strengthen their ability to track, manage, and report on implementation progress in the months and years to come. The Board will review and adopt the Strategic Plan.

### **Task 6. Management Team Sessions #3 and #4**

PSC will facilitate two (2) two-hour sessions with the General Manager and the Management Team to develop objectives and strategies for the Strategic Plan. Session #3 will occur in person at the District office and Session #4 will be conducted via videoconference. The sessions will focus on developing and refining draft objectives and strategies for each goal in the Strategic Framework, as well as new/refined work plan and reporting tools. Before and after each session, PSC will further develop the draft objectives, strategies, and work plan and reporting tools for review and refinement by the Management Team in the sessions.

*Task 6 Fee (16 hours @ \$210.00/hr.): ..... \$3,360.00*

### **Task 7. Work Plan and Reporting Tools**

PSC will assist the General Manager and the Management Team in creating a work plan and reporting tools that meet their needs for managing, tracking, and reporting to the Board on implementation progress. PSC will assist the Management Team in developing the work plan to supplement their individual efforts. PSC will also lead the development of a tracking and reporting tool(s) that the General Manager may use to track and report implementation progress to the Board on a quarterly and annual basis. PSC and the General Manager will explore custom-design of tools using the District’s current software (e.g., Microsoft Word or Excel) and other turnkey software that may better serve the District’s needs (and may require a separate investment by the District.)

*Task 7 Fee (6 hours @ \$210.00/hr.): ..... \$1,260.00*

### **Task 8. Strategic Plan Document and Presentation**

PSC will develop the Strategic Plan across a series of drafts: Admin Draft, Draft, and Final Draft. The General Manager and Management Team will review each of the three drafts, providing consolidated feedback and revisions to PSC for each draft and discussion during Management Team Session #5. The Draft may also be presented to the Executive Committee or full Board, as desired, for feedback. The Final Draft may be presented to the Board for review and adoption. PSC will design the document in Microsoft Word with a modest yet professional level of graphic design,



with all drafts provided to the District in electronic formats (.doc and .pdf). The District will be responsible for producing hardcopies, as desired. PSC will attend one Executive Committee or Board meeting to assist the General Manager in presenting the plan. PSC will produce a PowerPoint slideshow to support presentation of the Strategic Plan.

*Task 8 Fee (16 hours @ \$210.00/hr.):..... \$3,360.00*

**TOTAL ESTIMATED FEE**

**The total estimated labor fee for PSC for all tasks in Phases I and II is \$23,520.00.**

**The total direct costs for PSC travel (i.e., transportation, lodging, meals) and District reimbursement will not exceed \$2,000.00.**

These fees and costs are not to be exceeded unless the General Manager authorizes a change to the scope of work. If requested, direct costs can be itemized by task with receipts as part of monthly invoices to the District.

# Coachella Valley Mosquito & Vector Control District Strategic Planning

November 1, 2024

Presented by  
Dr. Maria Church, CEO

# Strategy ➤ Execution ➤ Success

- Strategic and Action Planning
  - Identify your core purpose and align goals, actions, and resources to fulfill that purpose.
  - Ensure your organization is focused on the most important and relevant issues that need to be addressed.
  - Help to remove non-critical, non-value-added activities to remain focused and deliver significant outcomes that the organization was designed to deliver.

# 9/10

companies fail to  
**EXECUTE STRATEGY.**

**85%**

of executive teams spend less than one hour per month discussing strategy.

**20%**

of middle managers perceive they are in sync with their company strategy.

**60%**

of organizations fail to link their budgets to their strategy.

**5%**

of the work force, on average, understands their company's strategy.

**25%**

of managers have incentives that are linked to the successful execution of strategy.

36

Source: [www.archpointgroup.com](http://www.archpointgroup.com)

*“If you fail to plan, you plan to fail.”*

– Benjamin Franklin

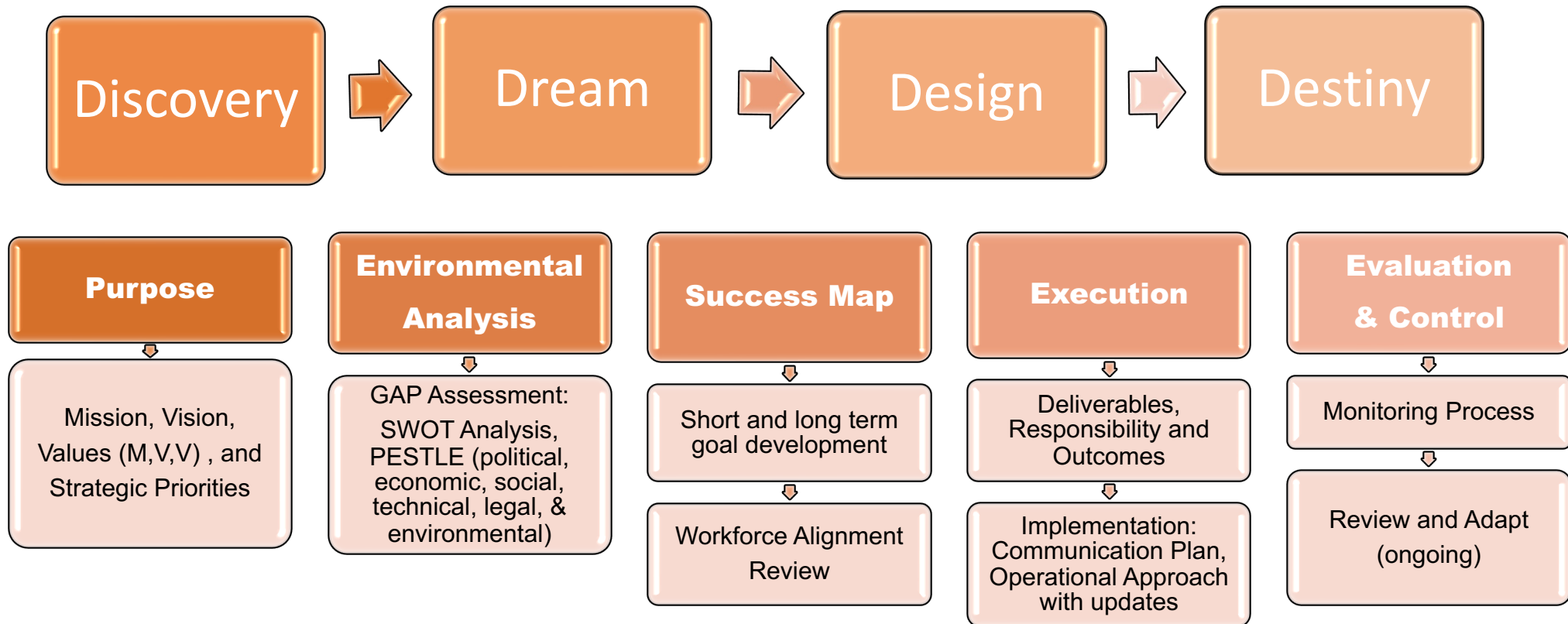
# Challenges

- Strategic Planning is a collaborative process involving all key stakeholders (community partners, board members, staff, and others) to plan for the next 3 years
- Reconnect and revisit foundational elements of Your Mission, Vision, and Core Values for possible update
- Getting everyone rowing in the same direction

# Opportunities

- The Strategic Planning process involves all key stakeholders of CVMVCD to:
- Review overall mission, vision, and values of the organization
- Align your key priorities and strategic goals (short- and long-term)
- Create a consistent leadership focus with a culture that supports the organization's direction
- Monitor implementation, communicate updates, and celebrate accomplishments

# Strategic Planning Process



# Pre-Sessions

1. Launch meeting with leadership team to review the scope
2. Conduct Strategic Document Review
3. Assist with Strategic Communication
4. Assist with Team Selection
5. Facilitate a Meet 'N Greet Kickoff Session with the entire organization to walk through the process and build excitement and commitment (will be recorded)
6. Conduct one Interview with Jeremy via Zoom
7. Facilitate 2 Focus Groups with Board Members and Management Team via Zoom



# Morning Session – Part 1

## Discovery

1. Review/Set Your Mission, and Vision
2. Review Your Core Values and assure alignment with Your Vision
3. Identify Your Strategic Priorities (main focus)
  - Consider workforce development enhancement, communication, financial sustainability, information management/technology
  - Include the process for selecting strategic priorities

# Morning Session – Part 2

Discovery

Dream

1. Analyze Your Environment with GAP Assessment - identify strengths and challenges, external trends/events/factors that may impact CVMVCD

Tools used include:

- Conduct a SWOT Analysis
  - Conduct a P.E.S.T.L.E. Impact (Political, Economic, Social, Technical, Legal, and Environmental)
2. Review Focus Groups and Interview Data

# Afternoon Session – Part 1

Dream

Design

1. Develop “key” goals and objectives with measurable and time-framed targets
  - Short-term goals (1-2 years)
  - Long-term (over 2 years)
  - Audacious goals (stretch ones)
2. Outline objectives for each goal (action items, target dates, milestones, etc.)
3. Develop strategies and actions to address objectives

# Sample Worksheet

<b>(Year) to (Year) Strategic Plan</b>						
Name: (Organization)						
<b>High Level Goal # 1</b>						
<b>Objective/Strategy 1:(Describe here)</b>						
No.	Action Step	Start Date	End Date	Milestones/Targets	Responsibility	Comments/Notes
1		00/00/00	00/00/00			
2						
3						
4						
5						
<b>Objective 2:(Describe here)</b>						
No.	Action Step	Start Date	End Date	Milestones/Targets	Responsibility	Comments/Notes
1						
2						
3						
4						
5						

# Afternoon Session – Part 2

Destiny

1. Establish a Responsibility Matrix (Goal Champions)
  - Hold champions accountable for updates
2. Monitor and Evaluation of Process
  - Begin development of your implementation plan and monitoring process

# Summary & Investment

- Launch Meeting
- Assist with Strategic Communication
- Kick-off Meet 'N Greet with all Staff (recorded)
- Strategic Document Review
- Assist with Team Selection
- 1 Interview with Jeremy (via Zoom)
- 2 Focus Groups: Management Team and Board Members (via Zoom)
- Full-Day Strategy Planning Retreat
- Development of Strategic Plan and Presentation
- Development of Evaluation and Monitoring Plan
- Presentation of Strategic Plan
- Landing Debrief Meeting

**\$32,373 All-Inclusive Investment**

46

## *Raftelis*

This proposal covers five main activities, including project kick-off, information gathering, board workshop facilitation, staff implementation workshop, and the preparation of the strategic plan document. Optional services include conducting employee focus groups and deploying a performance dashboard called Ellio, which aids in tracking the plan's progress.

The fixed fee for the primary activities is \$62,900, with an additional \$6,700 for employee focus groups. Raftelis emphasizes its experience in similar projects, a personalized approach by senior consultants, and tools that support engagement and clear communication.

## *Pendoley Strategies + Communications (PSC)*

Pendoley Strategies + Communications or PSC, proposes to support the District with a two-phase strategic planning process. Phase I will assess current conditions, gather input, and develop a Strategic Framework with stakeholder engagement, including a one-day retreat. Phase II will involve crafting the Strategic Plan, establishing objectives, and creating work and reporting tools for tracking progress. The project's total estimated fee is \$23,520, plus up to \$2,000 for travel expenses.

## *Government Leadership Solutions (GLS)*

Government Leadership Solutions or GLS, proposes to focus on setting a clear mission, vision, and strategic goals through collaborative sessions with stakeholders. Their plan includes pre-session planning, a kick-off, and a full-day retreat to review the mission and values, conduct a GAP assessment, and develop goals. Key actions include creating a 'Responsibility Matrix', setting measurable targets, and establishing a monitoring plan. The total investment for these services is \$32,373.

## ***Compare and Contrast***

### **Approach**

Raftelis emphasizes a structured, five-step process focused on collaboration, using innovative tools and providing senior-level support. Their plan is rooted in data, and they also highlight using templates and graphic elements to make the plan accessible for both internal and external audiences.

PSC has a two-phase approach combining thorough assessment and framework development with practical, measurable goals and objectives. They emphasize a highly engaging, inclusive process to build commitment from stakeholders, using participatory techniques and hand-on sessions.

GLS focuses on aligning the organization's mission, vision, and core values with its strategic priorities through an inclusive, collaborative approach. Their proposal emphasizes removing non-essential activities to sharpen focus and deliver on the District's core purpose.

### **Engagement and Facilitation**

Raftelis focuses on engaging key internal stakeholders through interviews and questionnaires. They plan a Board workshop and separate staff implementation workshop, aimed at aligning goals with achievable actions. Their emphasis is on facilitating open dialogue to define the District's priorities.

PSC stresses broader engagement methods with Board, staff, union representatives, and partner agencies, including a one-day, off-site Strategic Planning Retreat. Their approach incorporates cross-departmental collaboration and interactive elements such as polling, aiming to foster creativity and teamwork.



GLS uses focus groups, interviews, and GAP assessments (SWOT and PESTLE) to inform discussions.

## **Tools**

Raftelis will deliver a strategic plan document with a public-facing summary, customized implementation templates, and the option for a performance dashboard via their Ellio software, priced separately.

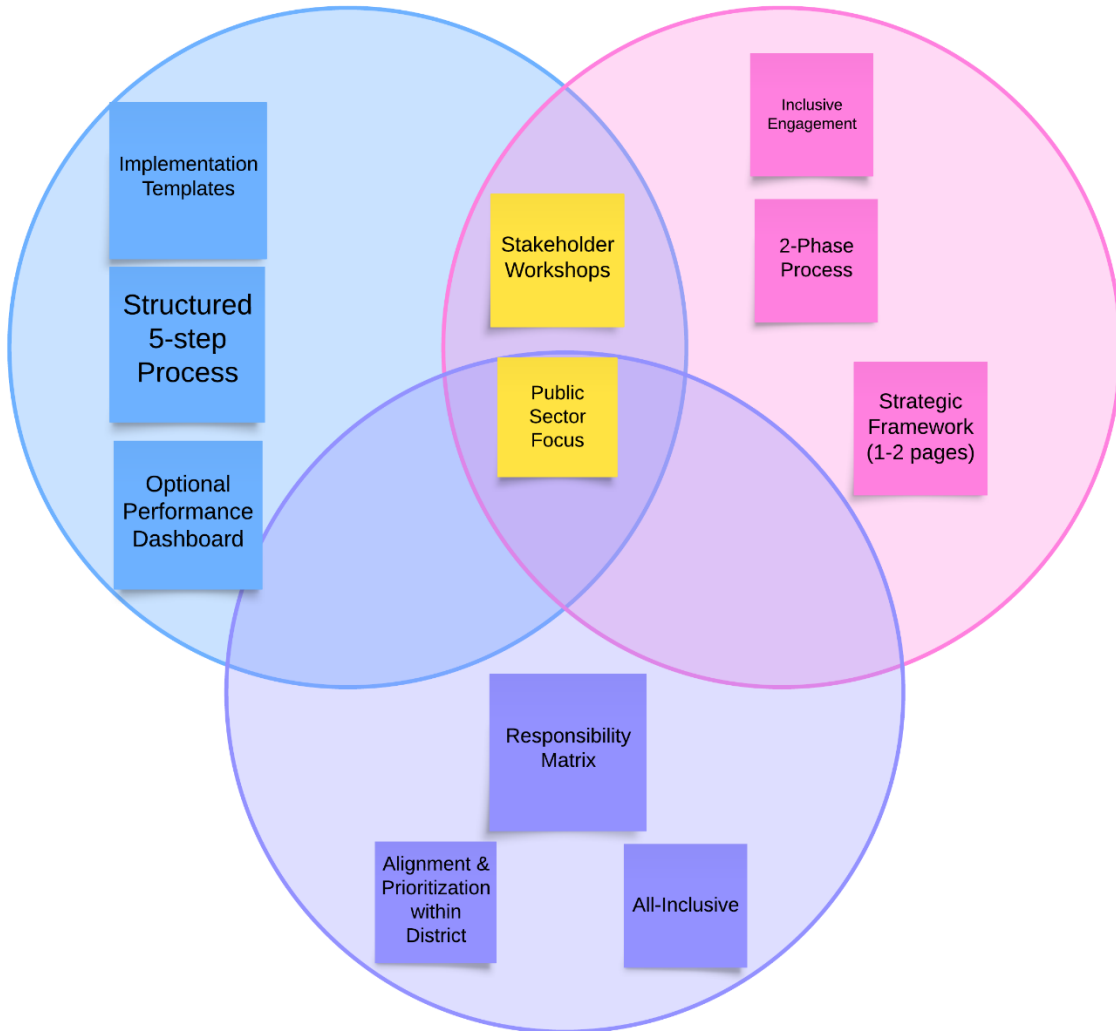
PSC provides a straight-forward plan with a one to two page Strategic Framework, work plan, reporting tools, and a PowerPoint presentation.

GLS will establish a 'Responsibility Matrix' and evaluation plan for ongoing updates and accountability.

# Strategic Planning

Raftelis: \$62,900

PSC: \$23,520



GLS: \$32,373