

# Strategic Plan, Goals, Objectives & Performance Metrics FY 2025-2026

**Collier Mosquito Control District**



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# EXECUTIVE SUMMARY

In accordance with Chapter 189.0694, Florida Statutes, the Collier Mosquito Control District (the District) has updated its **2025-2030 Strategic Plan** and developed its **FY 2025-2026 Goals, Objectives, and Performance Measures** to ensure compliance, accountability, and transparency. Together, these documents establish a forward-looking roadmap that balances meeting immediate operational needs with realization of the District's longer-term vision.

The **2025-2030 Strategic Plan** defines the District's overarching direction, emphasizing investment in infrastructure, technology, and workforce to effectively manage mosquito populations and reduce disease risks in a rapidly growing community. Core priorities include modernizing the aerial fleet, constructing new facilities, and expanding surveillance and control capabilities through innovative and environmentally sustainable approaches. The strategic plan is designed to be flexible and adaptive, allowing the District to respond quickly and effectively to unpredictable variables such as natural disasters, evolving disease threats, increased nuisance mosquitoes and economic pressures.

The **FY 2025-2026 Goals, Objectives, and Performance Measures** represent our plan of action for the coming year, defining measurable outcomes for each department. These performance measures together represent our unified approach to continued operational effectiveness, innovation, and community engagement while ensuring compliance with applicable legislative and regulatory requirements. Executive leadership will focus on strengthening communications, modernizing the aerial fleet, and continued master planning; Finance will maintain high standards of transparency through detailed budgets, asset oversight, and strong audit outcomes; and Human Resources will continue to improve the employee work experience and succession planning. External Affairs will continue to augment its communication effectiveness with our public, as well as its contributions to the K-12 curriculum. Information Technology will reinforce cybersecurity and technology use, while Aircraft Maintenance and Flight will modernize operations with the Cessna 408 SkyCourier and enhanced training. Field Operations will refine mosquito control methods and rapid response services, supported by Safety and Compliance programs that emphasize occupational safety, proper chemical use and staff licensing. Research and Technical Development will expand surveillance efforts, validate new control methods and technologies, and strengthen partnerships with external entities, while Facilities Maintenance will ensure ground-based fleet readiness and infrastructure maintenance. Together, these initiatives position the District well for fostering innovation, efficiency, and proactive public health protection, all in alignment with strong environmental stewardship.



# BOARD OF COMMISSIONERS

As an independent special district, the District is governed by a five-member, at-large Board of Commissioners. These individuals represent community interests, set the millage rate, approve the budget, ensure the Executive Director and staff are fulfilling the District's mission, and oversee the expenditure of taxpayers' funds.

On September 23<sup>rd</sup>, 2025 the District's Board of Commissioners supported and approved the updated 5 Year Strategic Plan (2025-2030) and FY 2025-2026 Goals Objectives, and Performance Measures outlined in this document.



**Dave Farmer**

Seat 1  
Terms of office: 2025-2027



**Sandra Lee Buxton**

Seat 2  
Terms of office: 2023-2027



**Ed Brandt**

Seat 3  
Terms of office: 2023-2027



**Reg Buxton, Chair**

Seat 4  
Terms of office: 2025-2029



**Russel Burland**

Seat 5  
Terms of office: 2025-2029

# MISSION AND VISION

## About the District

The health and welfare of District residents is the primary responsibility and concern of the Collier Mosquito Control District (the District). The District was created in 1950 for the special purpose of controlling mosquitoes and is governed by Chapter 388, Florida Statutes and 5E-13 Florida Administrative Code.

In 1950, the District was 6 square miles in size and over the years has expanded to its current size of 730 square miles. It is an independent special district of the state of Florida and as such, has a Board of five Commissioners who are elected for non-partisan seats to serve four-year terms. Monthly public meetings are conducted by the Board of Commissioners at the District headquarters located at 600 North Road, on the west side of the Naples airport.

## Mission

The mission of the District is to provide valuable service to the community through suppression of both disease carrying and nuisance mosquito populations by and through the safest and most economical means available. The District utilizes a variety of methods (Integrated Mosquito Management) in a manner consistent with the highest level of safety and minimal adverse impact on humans, wildlife, the environment, and non-target organisms.

## Vision

Contributing to a healthy, high quality of life in southwest Florida and beyond by upholding public trust, applying sound science, utilizing best practices in mosquito control, economic responsibility, and an enduring search for solutions.

## Our Charter

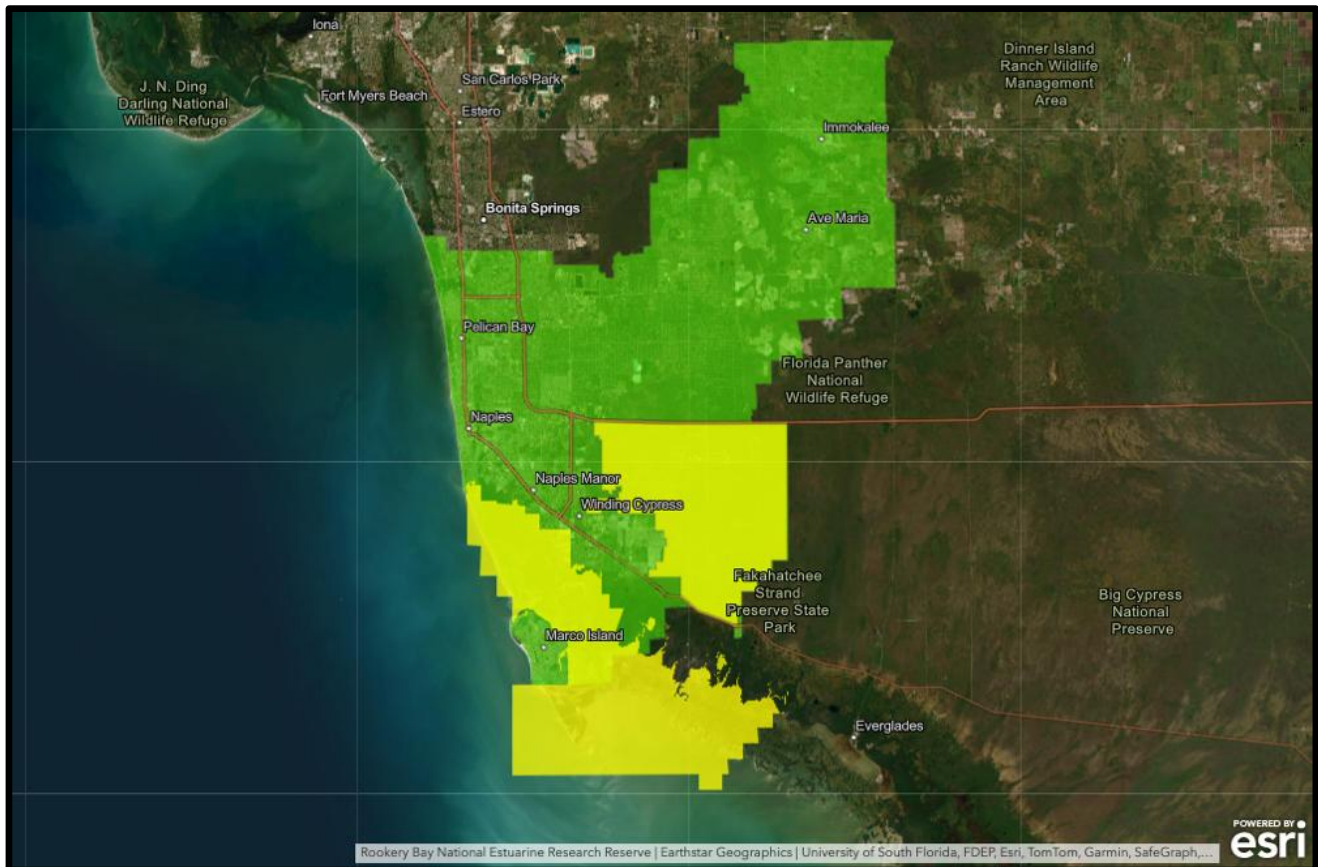
The Collier Mosquito Control District operates under the Laws of Florida Chapter 2024-280.

# SERVICE AREA

In 2021, the District's leadership initiated a boundary expansion to encompass Port of the Islands, the Six L's area, and regions of Eastern Collier County experiencing rapid or planned population growth, in accordance with District Policy #2019-02 – Expansion Policy.

In August 2022, a referendum was held, allowing taxpayers in the proposed expansion area to vote on the measure. The referendum passed with 71% of the vote. Since the expansion of a special district necessitates a special act, Representative Lauren Melo sponsored a local bill during the 2023 Legislative Session, which stalled in committee. However, in the 2024 Legislative Session, Representative Lauren Melo reintroduced the bill, which passed unanimously in both the House of Representatives and the Senate, and received final approval from Governor Ron DeSantis.

The District's current boundaries (green), totaling approximately 730 square miles, first took effect during FY 2024-2025. Public lands (yellow) are excluded from District boundaries, and all mosquito control activities performed on these lands require an Arthropod Management Plan, per 5E-13 FAC.





# DISTRICT DEPARTMENTS

## **Administration**

### *Finance*

The mission of the Finance department is to ensure financial transparency, reporting accuracy, and compliance with regulations, all while protecting the District's financial assets. We are dedicated to upholding the highest standards of integrity and accountability, fostering trust among taxpayers and the public.

### *Human Resources*

**Cultivating Excellence Through People:** At Collier Mosquito Control District the Human Resources department is committed to cultivating excellence through our people. We strive to attract, develop, and retain top talent by providing meaningful opportunities for growth, fostering a culture of respect and accountability, and aligning HR strategies with Collier Mosquito Controls overarching mission and vision.

## **Information Technology**

The mission of the Information Technology department is to protect the security and integrity of the District's critical applications, data and communication infrastructure systems utilizing best practices in network administration. Through diligent cybersecurity operations, we aim to mitigate the risks posed by cyberthreats, contributing to the security of our data and availability of our systems. Further, the IT department seeks to provide cost-effective administrative, development, and technical support services to enhance the District's overall ability to meet and advance its mission while ensuring provided services are consistent with sound stewardship of tax-payer investment.

## **External Affairs**

The mission of the External Affairs department is to advance the District's public health mission through education, outreach and raising awareness of the risks posed by mosquitoes. Our goal is to establish CMCD as a trusted community partner in protecting the health and comfort of the citizens and visitors we serve.

## **Facilities Maintenance**

The mission of the Facilities and Fleet Maintenance Department is to uphold the operational readiness and integrity of our organization's fleet and facilities. We are committed to ensuring that all vehicles, equipment, and infrastructure are maintained to the highest standards of safety, reliability, and efficiency. Through proactive maintenance practices, innovative solutions, and a dedicated team, we strive to optimize asset performance, minimize downtime, and enhance the overall operational effectiveness of our organization. Our goal is to support the mission and objectives of our organization by providing reliable, sustainable, and cost-effective maintenance services.

## Aviation Maintenance

The mission of the Aviation Maintenance department is to ensure the highest possible dispatchability of our aerial fleet, maintaining safety as our top priority. We are dedicated to achieving near 100% dispatchability through rigorous maintenance practices, continuous training, and adherence to the highest safety standards. By upholding excellence in aircraft maintenance, we support the effective execution of our mission to control mosquitoes, safeguarding public health in our community.



## Flight

The mission of the Flight department is to ensure the safe, efficient and impactful operation of CMCD's aircraft, dedicated to safeguarding the health and welfare of our residents. Through diligent aerial operations, we aim to mitigate the risks posed by mosquitoes, contributing to the well-being and comfort of our community.

## Operations

The Operations department supports the District's integrated mosquito management program through comprehensive and science-based strategies. The department performs mosquito surveillance activities, conducts domestic inspections, and plans and executes all aerial and ground-based missions using adulticide and larvicide techniques. The department's Field Technicians serve as the public face of the organization in the field, applying their knowledge to deliver effective and efficient interventions while adhering to the highest standards of professionalism. Informed decision-making, backed by ongoing research, ensures these control operations contribute to immediate and long-term public health outcomes with reduced adverse impacts to the environment.



## Research

The Research Department is committed to advancing the science of mosquito control and supporting the Districts' mission to protect public health and quality of life for District residents. Through a science-based approach and forward-thinking research into biological control and environmentally friendly methods, the department supports the Districts' integrated mosquito management program and search for solutions on two fronts:

*Field Validation:* Through planning, implementing, and evaluating mosquito control strategies in various field settings we provide data-driven recommendations to improve our day-to-day operations. We conduct operational research to develop innovative methods for mosquito control that will protect public health and advance the District's vision for the future.



*Laboratory and Surveillance:* Through routine surveillance of mosquito populations and disease testing, we are dedicated to ensuring the public health and comfort of District residents. By conducting research on mosquito population dynamics and biodiversity we support the District's commitment to IMM and minimizing adverse impact on the environment and non-target organisms.

### **Technical Development**

The Technical Development department is dedicated to enhancing the District's integrated mosquito management program through the strategic implementation of new technologies. With geographic information systems (GIS) and unmanned aerial systems (UAS), we support data-driven and spatially aware decision making. By integrating these and other technologies, we strive to improve the District's mission effectiveness and efficiency.



# 2025-2030 FIVE YEAR STRATEGIC PLAN

## Preamble

For 75 years, the Collier Mosquito Control District (the District) has been tasked with controlling both disease-carrying and pestiferous mosquitoes within its boundaries. The District's longevity and growth with the community are a testament of its enduring mission and vision.

Collier County continues to see unprecedented growth in both permanent population and development. This growth is expected to continue for decades to come, ultimately more than doubling the current population and occupying the majority of privately held land within the county. As of October 1, 2024, the District will see its tenth expansion to nearly double in size from 400 to more than 700 square miles

The District has a relatively clear picture of expected need (quantity/quality) for mosquito control services within the District in the coming years. Achieving mission success will necessitate strategic investment in the District's infrastructure, technology, and workforce. This includes addressing the challenges posed by an aging aerial fleet and outdated facilities, while scaling operations to meet the needs of a growing community. To effectively manage both current and emerging disease threats, mitigate nuisance mosquito populations, and enhance integrated mosquito management practices, it is essential to adopt cost-effective and environmentally sustainable solutions.

Unpredictable variables include natural disasters, introduction of new vectors, changing disease threats, and economic instability, among others. A well vetted strategic plan seeks to minimize any negative impacts from these variables on the District's ability to remain efficient, effective and improving.

Strategic Planning during past years has served the District well. The yearly goals and financial planning along the way have provided sound feedback in its refinement. During the next five years the Plan will no doubt evolve with the times. Assessment of success (or failure) of discrete projects along the way provides feedback for enhancement of outcomes in the longer term.

The purpose of this Strategic Plan is to articulate:

1. How the District will provide continued, valuable service to a rapidly growing community;
2. Measurable achievements with an associated timeline; and
3. A roadmap to facilitate continued, sound budgeting and policymaking practices

## Organizational-Level Plan

Simultaneous accomplishment of several projects over the next five (5) years will require focus, commitment, and excellent communication amongst all involved. In brief, the District will:

1. Execute a "Master Plan" for the organization prepared by the collaborative efforts of staff, architects, engineers, and BOC members, among others;
2. Recruit and retain employees with skills, potential, and integrity;
3. Complete the majority of its fleet rejuvenation plans;
4. Design and construct a multi-purpose building at the Naples HQ;
  - a. With the proviso that the lease agreement with the Naples Airport Authority is successfully extended;
  - b. Including new laboratory facilities, boardroom, and additional office space;

5. Secure a lease on a parcel (location tbd) at the Immokalee Airport for the construction of a satellite facility;
6. Refine its long-range plans for construction of a new hangar at the Naples HQ, as necessary;
7. Augment its integrated pest management program to include emerging science and technologies;
8. Explore innovative surveillance and control strategies and delivery methods that emphasize operational efficiency and effectiveness, environmental sustainability and cost effectiveness.

To see fruition, the Vision of the Collier Mosquito Control District – and its enduring search for solutions – requires smart, caring, creative and capable people, no matter their rank or position. This Strategic Plan for 2025-2029 is just that, a plan, and should be considered a *flexible, working plan/document*. It shall serve to guide not only leadership, but *all* employees in pursuit of excellence.

The following provides a “by department” list of strategies for the District in the coming five years:

### **Mosquito Control – General Workplan**

- Collect, analyze, and act on all relevant data to augment mission efficacy, efficiency, cost-effectiveness, and compliance
- Play integral role in prevention and management of mosquito-borne disease outbreaks
  - Engage directly with FDOH for timely, location-specific surveillance and control
  - Provide accurate, reliable information directly to community via multiple means
  - Participate in education and outreach to enhance source reduction and repellent use
  - Develop vector and/or disease specific response plans, as necessary
- Improve IPM efficacy in all areas of the District by and through
  - providing location/temporal/species specific IPM plans, as appropriate
  - Direct contribution to development of comprehensive arthropod management plans (AMP/ACP) that align with the District’s Mission and Vision, as well as the objectives of partnering land management agencies
  - Participate directly in the evaluation of new control methods, materials and technology as they become available, considering:
    - Benefit to IPM approach to mosquito control
    - Mosquito susceptibility status
    - Safety
    - Cost
    - Environmental sustainability
- Implement and refine the use of field and laboratory data management software
- Work with vendors to secure product selections that are more in-line with evolving District needs
  - To ensure a competitive selection process that prioritizes the most economical, operationally effective and environmentally sustainable products
  - To ensure adequate, flexible on-site inventory of various products
  - To adopt an inventory strategy that maintains sufficient inventory to meet Districts needs while minimizing excess on site

### **Administration (including ED, DED, Finance, IT, and HR)**

- Oversee and communicate project status to BOC for each of the eight facets of the Strategic Plan noted above



- Executive Director – Top three
  - Recruit and retain – employees for the long term
  - Fleet rejuvenation and augmentation – fixed-wing, rotorcraft, UAS
  - Facilities, including location(s), resources within, and consideration for the future
- Refine approved financial software
- Refine procedure(s) for disaster preparedness/recovery and uninterrupted admin/operations
- Refine administrative SOP's to ease audit process
- Provide sound, actionable feedback to regulating agencies for purposes of improving compliance
- Collaborate with appropriate individuals/teams for longer-term (i.e. five-year) financial planning, allowing for economic fluctuations, unforeseen difficulties, and opportunities
- Information Technology expertise will guide
  - District personnel training against cyber-criminal activities
  - Planning and implementation of hardware, software, and security needs for the District

## Aviation Maintenance

- Participate directly in aircraft acquisition and sales
  - Work directly with ED, Pilots, Maintenance Staff to provide the most appropriate aircraft for the evolving mission at CMCD
  - Review merits and weak points of each type of aircraft under consideration for implementation
  - Objectively provide recommendations to ED and BOC regarding appropriate airframes to best serve District needs
  - Oversee process of sale and delivery of selected aircraft to appropriate buyers
- Act as liaison with aircraft manufacturers during construction of all District aircraft assets
  - Refine projects as appropriate
  - Ensure build milestones are achieved in a timely fashion
  - Review and provide feedback to CFO, ED, and BOC on contractual matters, as appropriate
- Plan for and ensure proper training for maintenance personnel to manage a changing fleet
- Evaluate and make recommendations concerning maintenance plans available for new airframes and powerplants
- Participate in succession planning for department

## External Affairs

- Oversee and manage messaging pertaining to
  - District services
  - Disease threats
  - New facilities
  - New technologies/methodologies
  - Crises – natural and other
- Play integral role in opening and maintaining lines of communication with landowners, managers, and agencies involved in District operations
- Augment education and outreach programs to improve awareness of CMCD public health efforts, methods, Mission and Vision

- Refine service request and treatment notification technologies to improve reliability and resistance to attack from cyber criminals
- Establish effective messaging education for all employees and Commissioners
- Seek yearly pre-season preparation messaging via various local media outlets
- Collaborate with ED, Research, Operations, BOC, architects & engineers to create learning/education areas outdoors on the HQ campus
- Work with community partners to increase visibility to community and demonstrate interagency cooperation

## Facilities

- Act as primary contact/manager on-site for District construction projects to include:
  - Working directly with architects, engineers, and construction personnel
  - Providing necessary feedback of project status, timelines, and costs to leadership
  - Facilitating timely completion of projects on time and on budget
- Work directly with Operations/Research/Flight/Flight Maintenance on various projects to enhance safety and efficiency of mission execution, including
  - Product loaders for helicopters
  - Loading vessels/trailers for rotorcraft
  - Safety devices, best practices, and long-term improvements
- Manage fleet of ground vehicles to maintain the highest possible functionality, safety, and efficiency
- Oversee sale and purchase of ground vehicles as necessary to keep fleet “right sized”, dispatchable, reliable, and safe
- Collaborate with ED, BOC, and staff to ensure optimal facility efficiency, safety, and cleanliness

## Flight

- Anticipate for and provide adequate numbers of professionally trained pilots to meet an evolving mission
- Ensure pilot/personnel are both current and proficient in all appropriate types of mission flight
- Seek/provide opportunities for advancement of certificates and ratings for pilots
- Provide mission-specific feedback to Operations, Research, and ED to improve safety, efficacy and efficiency
- Seek and implement new technologies to improve safety
  - Collision avoidance
  - Wildlife avoidance
  - Ground proximity
  - Situational/Positional awareness
  - Navigation and obstacles

## Operations

- Work directly with DED, Technical Development and Flight departments to maximize functionality in implementation of data management software
- Train Field Technicians to the highest of standards in:
  - Surveillance techniques
  - Data management

- On-the-spot treatment decisions
- Truck-mounted larviciding and adulticiding efforts
- Evaluate and plan for staffing needs to ensure the District retains adequate human resources
- Engage collaboratively with Flight, Aviation Maintenance, Research, Technical Development, DED and ED to continually improve
  - Safety of all aspects of the mission
  - Communication
  - Effectiveness and efficiency
- Implement a robust safety program that prioritizes the well-being of all staff, promotes adherence to regulatory compliance and industry best practices, and fosters a culture of continuous improvement
- Participate directly in determination of District storage needs at both Naples and Immokalee locations
- Provide timely feedback on effects of allocation of resources to two airports in years to come
- Ensure timely response to service and treatment requests
- Integrate and implement new technologies, modalities, and methodology into District operations in collaboration with DED, Technical Development and Research departments

## Research

- Lead research and investigations into innovative control strategies, both in the laboratory and field, with a focus on solutions that address mosquitoes resistant to traditional control methods and prioritize environmental sustainability, as new advancements become available
- Work directly with Operations, Aviation Maintenance and Flight departments to ensure proper calibration of all application equipment
- Collaborate with other departments as appropriate to establish best practices in surveillance and control
- Participate and guide District leadership in the creation of new laboratory facilities in future construction
- Create comprehensive insecticide resistance maps with location and species-specific resolution, and continue to monitor species/populations with known insecticide resistance
- Evaluate new tools and methods to increase efficiency and throughput in the laboratory and field for data analytics, sample processing, mosquito identification, disease testing, insecticide resistance monitoring, equipment calibration, etc.
- Continue to collect and provide analysis/recommendations regarding aquatic weed impacts on mosquito populations
- Contribute to industry-wide research and advancements in mosquito control by
  - Actively engage in collaborative research initiatives with vendors, mosquito control Districts, state and federal agencies, academic institutions, and local land management agencies
  - Facilitating the development and research of novel control strategies to further advance the field
  - Sharing relevant insights and data from local research when appropriate to advance collective knowledge
  - Presenting on critical topics to peers within the industry, enhancing public health outcomes and community well-being
  - Participating in the External Affairs Department efforts to establish learning opportunities at schools and in the community



## Technical Development

- Lead investigations into the application of high resolution imagery and remote sensing technologies to inform and optimize operational decision-making processes
- Support data-driven, spatially aware decision making by contributing to the District's integrated pest management program through strategic implementation of new technologies
- Engage in collaborative efforts with both developer and end users of various data management software to achieve "full" implementation (ArcGIS, AgMission etc.)
- Create database of historical and current surveillance records for easy access and analytical functionality
- Participate in the planning of new facilities to include storage, workshops, and necessary resources for UAS-related activities
- Engage directly with DED, Research, Operations and IT departments to exploit GIS and custom web/mobile applications according to District needs
- Provide resources for various departments to solve technical problems, including 3-D printed parts, tools, and software solutions

# FY 2025-2026 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

## Preamble

In compliance with Chapter 189.0694 of the Florida Statutes, all special districts must establish goals, objectives, and performance measures for each program and activity undertaken by the District. Outlined below are the District's fiscal year (FY) 2025-2026 goals, objectives, and performance measures, structured in accordance with the guidelines set forth by the Florida Department of Commerce. These benchmarks will be reviewed by department supervisors and executive staff quarterly.

## Administration (Admin)

### Executive (EXC)

*Admin EXC Goal 1:* Ensure the accuracy, quality, and consistency of communications with board.

*Admin EXC Objective 1.1:* Ensure timely dissemination of information to commissioners.

*Admin EXC Performance Measure 1.1.1:* Board meeting packets will be distributed to Board members at least five days before each scheduled Board meeting.

*Admin EXC Objective 1.2:* Improve communication and alignment between Executive Director and commissioners.

*Admin EXC Performance Measure 1.2.1:* Each new commissioner to undergo onboarding process covering mission, vision, strategic plan, regulatory requirements, general operational workplan, administrative functions, board policies, large projects, and current and future District needs.

*Admin EXC Performance Measure 1.2.2:* Hold an annual meeting between Executive Director and individual commissioners to glean each commissioner's individual goals and expectations for the District, Executive Director, communication preferences, and ideal frequency of communication.

*Admin EXC Goal 2:* Ensure the accuracy, quality, and consistency of communications with staff to enhance internal collaboration.

*Admin EXC Objective 2.1:* Facilitate interdepartmental functionality and communication amongst District leadership/supervisors.

*Admin EXC Performance Measure 2.1.1:* Conduct monthly supervisors' meetings (12) to provide updates, address concerns, and reinforce organizational goals.

*Admin EXC Objective 2.2:* Strengthen internal communication by ensuring staff receive clear, consistent, and accurate updates.

*Admin EXC Performance Measure 2.2.1:* Conduct all staff meetings to provide updates, address concerns, and reinforce organizational goals (at least 1 yearly).

*Admin EXC Performance Measure 2.2.2:* Host a quarterly (4) optional brown bag lunch seminar series to provide staff with opportunities to learn about important updates in the field, emerging technologies, and developments across different departments.

*Admin EXC Goal 3:* Continue rejuvenation of the District's aerial fleet to enhance aerial mosquito control capabilities.

*Admin EXC Objective 3.1:* Collaborate with Aircraft Maintenance and Flight to ensure the seamless acquisition of the Cessna 408 SkyCourier 408.

*Admin EXC Performance Measure 3.1.1:* Successfully procure a Cessna 408 SkyCourier by the third quarter of the fiscal year.

*Admin EXC Goal 4:* Execute phase I of Master Plan.

*Admin EXC Objective 4.1:* Enhance board involvement in Master Planning process and phase execution.

*Admin EXC Performance Measure 4.1.1:* Document meeting content with architectural and engineering firms to include perceptions, disagreements, plans, and consistency/quality of content.

*Admin EXC Performance Measure 4.1.2:* Provide summary of this documentation to commissioners, and discuss impressions, suggestions and plans, as appropriate, at board meetings for purposes of improving outcomes.

*Admin EXC Objective 4.2:* Enhance internal communications regarding Master Planning process and phase execution.

*Admin EXC Performance Measure 4.2.1:* Add content at monthly supervisor meetings to include project updates, address challenges, reflect on lessons learned as a team, and promote the exchange of ideas between departments.

## ***Finance (FIN)***

*Admin FIN Goal 1:* Ensure proper financial and regulatory compliance for District financial assets.

*Admin FIN Objective 1.1:* Create and submit a budget to the District's Board of Commissioners.

*Admin FIN Performance Measure 1.1.1:* Create a balanced budget in collaboration with all departments prior to the July 2026 Board Meeting.

*Admin FIN Performance Measure 1.1.2:* Gain approval of the Detailed Work Plan Budget for Arthropod Control by District Board of Commissioners at the July 2026 board meeting.

*Admin FIN Objective 1.2:* Maintain classification as a state approved program in accordance with Ch. 388.271 (3) FS and 5E-13.027 FAC.

*Admin FIN Performance Measure 1.2.1:* Submit the Detailed Work Plan Budget for Arthropod Control to the Department of Agriculture and Consumer Services by July 15, 2026.

*Admin FIN Performance Measure 1.2.2:* Submit the Annual Certified Budget for Arthropod Control to the Department of Agriculture and Consumer Services by September 30, 2026.



*Admin FIN Performance Measure 1.2.3:* Submit the Mosquito Control Monthly Report – Local Funds to the Department of Agriculture and Consumer Services by the required submission deadline.

*Admin FIN Goal 2:* Enhance the oversight of District assets.

*Admin FIN Objective 2.1:* Create and implement a revised inventory system to differentiate between depreciable assets versus non-depreciable assets.

*Admin FIN Performance Measure 2.1.1:* Create a revision to the District inventory system to inventory assets in accordance with Ch 274.02 FS and the Governmental Accounting Standards Board by September 30, 2026.

*Admin FIN Measure 2.1.2:* Create a system differentiating the inventorying of items per Ch 274.02 FS Agriculture and Consumer Services by September 30, 2026.

*Admin FIN Objective 2.2:* Create and implement an inventory system for routine office supplies.

*Admin FIN Performance Measure 2.2.1:* Create an internal inventory system for inventory counts of routine office supplies such as, but not limited to, paper towels, hand soap, etc. by January 1, 2026.

*Admin FIN Goal 3:* Enhance communications with the public by expanding knowledge and capabilities of staff.

*Admin FIN Objective 3.1:* Expand knowledge through learning opportunities provided in-house and externally.

*Admin FIN Performance Measure 3.1.1:* Each Administration – Finance staff member attends one mosquito control related learning opportunity prior to September 30, 2026.

*Admin FIN Goal 4:* Enhance the transparency of purchasing from staff.

*Admin FIN Objective 4.1:* Implement enhanced database for receipt transparency.

*Admin FIN Performance Measure 4.1.1:* Integrate a real-time digital receipt database for all staff to utilize by September 30, 2026.

*Admin FIN Goal 5:* Ensure Compliance with Generally Accepted Accounting Principles (GAAP).

*Admin FIN Objective 5.1:* Maintain a high standard for internal control to ensure compliance with GAAP requirements.

*Admin FIN Performance Measure 5.1.1:* Achieve an audit report free of material misstatements from an independent audit firm by June 30, 2026.

## ***Human Resources (HR)***

*Admin HR Goal 1:* Enhance efficiency, accuracy, and employee experience of the annual benefits enrollment process by identifying areas for improvement and implementing necessary updates.

*Admin HR Objective 1.1:* Evaluate past enrollment experiences, improve employee communication, and ensure a seamless, error-free process.

*Admin HR Performance Measure 1.1.1:* Process Evaluation with Finance department by reviewing past years processing time with this year's benefit enrollment utilizing the open enrollment platform in ADP.

*Admin HR Performance Measure 1.1.2:* Conduct a post-enrollment survey to create a new benchmark for using an on-line paperless self-service benefits enrollment program.

*Admin HR Performance Measure 1.1.3:* Hold at least two debrief meetings with HR, Finance, and our Benefits providers by Sept 30, 2026.

*Admin HR Objective 1.2:* Accuracy & Compliance.

*Admin HR Performance Measure 1.2.1:* Ensure 100% of employee elections are correctly processed in payroll and benefits systems.

*Admin HR Performance Measure 1.2.2:* Update all benefits-related documentation before the next enrollment period of September 30, 2026.

*Admin HR Objective 1.3:* Employee Communication & Support.

*Admin HR Performance Measure 1.3.1:* Provide clear benefit open enrollment instructions at least 15 days before the start due by September 30, 2026.

*Admin HR Performance Measure 1.3.2:* Achieve 90% of employees completing open enrollment on time.

*Admin HR Goal 2:* Ensure organizational continuity and leadership preparedness by reviewing and strengthening succession plans within each department.

*Admin HR Objective 2.1:* Collaborate with department leaders to evaluate current succession plans, identify key positions at risk, and discuss strategies for talent development and leadership readiness by conducting an assessment.

*Admin HR Performance Measure 2.1.1:* Conduct succession planning meetings with 100% of department heads by September 30, 2026

*Admin HR Objective 2.2:* Development & Readiness.

*Admin HR Performance Measure 2.2.1:* Discuss a development plan (IDP) for high-potential employees.

*Admin HR Performance Measure 2.2.2:* Discuss leadership training or mentorship opportunities for succession candidates due September 30, 2026.

*Admin HR Goal 3:* Guarantee all employees have seamless access to the updated Employee Handbook in both digital and printed formats to promote awareness and compliance.

*Admin HR Objective 3.1:* Accessibility & Distribution

*Admin HR Performance Measure 3.1.1:* Distribute the revised Employee Handbook through multiple accessible formats and confirm employee acknowledgment by the deadline.

*Admin HR Performance Measure 3.1.2:* Ensure 100% of employees have access to the revised handbook via digital and printed formats by September 30, 2026.

*Admin HR Performance Measure 3.1.3:* Provide at least two distribution methods (e.g., company intranet, email, printed copies in common areas).

*Admin HR Objective 3.2:* Employee Communication & Awareness

*Admin HR Performance Measure 3.2.1:* Conduct at least one company-wide communication campaign (emails, meetings, or posters) to announce the updated handbook.

*Admin HR Performance Measure 3.2.2:* Start creating a Frequently asked questions document to share in the future, Due September 30, 2026.

*Admin HR Objective 3.3:* Acknowledgment & Compliance

*Admin HR Performance Measure 3.3.1:* Require 100% of employees to sign an acknowledgment form confirming receipt and review of the handbook by August 1, 2026.

*Admin HR Goal 4:* Enhance CMCD's visibility and employer brand by actively participating in local career fairs and enhancing engagement of social media to attract top talent and strengthen community engagement.

*Admin HR Objective 4.1:* Develop a Strategic Plan & Participation outline.

*Admin HR Performance Measure 4.1.1:* Develop a structured approach to career fair participation and social media engagement to increase awareness of CMCD's career opportunities and build a stronger employer presence.

*Admin HR Performance Measure 4.1.2:* Identify and confirm participation in at least one local career fair annually due by March 1, 2026.

*Admin HR Performance Measure 4.1.3:* Request CMCD team members to attend each event due by March 1, 2026.

*Admin HR Objective 4.2:* Social Media Engagement & Employer Branding

*Admin HR Performance Measure 4.2.1:* Increase social media employee engagement posts to at least 1 per quarter on platforms like LinkedIn, Facebook, or Instagram.

*Admin HR Performance Measure 4.2.2:* Feature on one social media platform at least one employee spotlight or success story to showcase CMCD's workplace culture due by September 20, 2026.

*Admin HR Objective 4.3:* Follow-Up & Tracking.

*Admin HR Performance Measure 4.3.1:* Follow up by email to interested candidates by September 30, 2026.

*Admin HR Performance Measure 4.3.2:* Conduct a post-event review after each career fair to assess effectiveness and identify improvements due September 30, 2026.

*Admin HR Performance Measure 4.3.3:* Review social media engagement, assess effectiveness, and identify future enhancements.



## Information Technology (IT)

*Admin IT Goal 1:* Maintain District cybersecurity posture.

*Admin IT Objective 1.1:* Ensure our systems are kept updated to detect and defend against changing attack vectors.

*Admin IT Performance Measure 1.1.1:* Expand at least one automated cyber alert notification capability using existing or new tools by September 30, 2026.

*Admin IT Performance Measure 1.1.2:* Complete the Center for Internet Security Nationwide Cyber Security Review and review the provided score to identify improvement areas and set a baseline for future years comparison by March 1, 2026.

*Admin IT Performance Measure 1.1.3:* Review and update the Cyber Security Incident Response Plan by September 30, 2026.

*Admin IT Goal 2:* Utilize IT services to support the District's ability to cost effectively meet our organizational goals for the public we serve.

*Admin IT Objective 2.1:* Investigate ways to utilize and integrate new technologies.

*Admin IT Performance Measure 2.1.1:* Investigate and present proposal to integrate artificial intelligence (AI) into at least one district processes to either expand capabilities or improve efficiency.

*Admin IT Performance Measure 2.1.2:* Upgrade District Wi-Fi equipment to improve network performance by August 31, 2026.

*Admin IT Goal 3:* Support all departments with growth of services in the expanded district boundaries, including personnel, equipment, and technology usage.

*Admin IT Objective 3.1.1:* Ensure new and existing employees and departments have the necessary equipment and software to serve the expanded boundaries.

*Admin IT Performance Measure 3.1.1:* Support updates to the district Financial Accounting system including the database backend.

*Admin IT Performance Measure 3.1.2:* Identify two budgetary cost-saving opportunities in the following areas: hardware, software, or licensing during the FY 2026-2027 budget process.

## Aircraft Maintenance (AM)

*AM Goal 1:* Continue rejuvenation of the District's aerial fleet.

*AM Objective 1.1:* Oversee the acquisition and integration of the Cessna 408 SkyCourier.

*AM Performance Measure 1.1.1:* Take delivery of the Cessna 408 SkyCourier by the third quarter of the fiscal year.

*AM Performance Measure 1.1.2:* Procure specialized tooling for Cessna 408 SkyCourier by September 30, 2026.

*AM Performance Measure 1.1.3:* Design and integrate a dual-liquid application system for the Cessna 408 SkyCourier, enabling the use of two active ingredients within a single aircraft by September 30, 2026.

*AM Objective 1.2:* Decommission outdated fixed-wing aircraft.

*AM Performance Measure 1.2.1:* Facilitate the sale of at least one outdated fixed-wing aircraft to generate financial resources for fleet modernization and create space for the incoming Cessna 408 SkyCourier by September 30, 2026.

*AM Objective 1.3:* Enhance in-house technical expertise through specialized Cessna 408 Skycourier training.

*AM Performance Measure 1.3.1:* Successfully complete training for at least one mechanic at the Cessna 408 SkyCourier Maintenance School to ensure proficiency in aircraft maintenance by September 30, 2026.

*AM Performance Measure 1.3.2:* Successfully complete training for at least one mechanic at the Pratt & Whitney PT6A-65SC Engine Maintenance School to enhance expertise in engine servicing by September 30, 2026.

*AM Goal 2:* Ensure aircraft reliability, safety, and regulatory compliance.

*AM Objective 2.1:* Maintain a proactive aircraft maintenance program.

*AM Performance Measure 2.1.1:* Complete and document all annual inspections for each aircraft on or before the required deadlines to ensure compliance, safety, and minimize operational downtime.

*AM Performance Measure 2.1.2:* Conduct and document flow calibrations and droplet characterizations for all aerial adulticide application equipment in service annually or as required by 5E-13.0331(5) FAC to maintain application accuracy and regulatory compliance.

## **External Affairs (EXT)**

*EXT Goal 1:* Increase the number of students reached through CMCD's education program.

*EXT Objective 1.1:* Add new grade levels.

*EXT Performance Measure 1.1.1:* Add a high school program by May of 2026.

*EXT Goal 2:* Increase exposure of mosquito control initiatives in media.

*EXT Objective 2.1:* Generate positive media coverage

*EXT Performance Measure 2.1.1:* Pitch at least one local TV story per month (12).

*EXT Performance Measure 2.1.2:* Secure another placement for regular articles similar to the relationship with Life in Naples.

*EXT Goal 3:* Increase visibility in the community.

*EXT Objective 3.1:* Establish more facetime and build relationships with community thought leaders.

*EXT Performance Measure 3.1.1:* Attend community events/breakfasts/etc. hosted by organizations like the Chamber, Rotary, etc. at least once per quarter (4).

*EXT Performance Measure 3.1.2:* Invite all locally elected officers for a tour of our facility.

*EXT Objective 3.2:* Reach community members where they live.

*EXT Performance Measure 3.2.1:* Speak at least one HOA each month on average (12).

## **Facilities Maintenance (FAC)**

*FAC Goal 1:* Maintain all district vehicles and ground-based application equipment.

*FAC Objective 1.1:* Utilize maintenance management system for vehicle maintenance.

*FAC Performance Measure 1.1.1:* Utilize Fleetio to monitor, record, and track all vehicle maintenance and upkeep activities, ensuring completion on schedule by generating and reviewing reports (at least 12 per year).

*FAC Performance Measure 1.1.2:* Ensure staff compliance with Monthly Vehicle Inspection and Operating Inspection reporting requirements by generating and reviewing reports (at least 12 per year).

*FAC Objective 1.2:* Outfit all new trucks with ground-based application equipment or other accessories, as needed.

*FAC Performance Measure 1.2.1:* Complete outfitting within one month of receipt of vehicle for all operations, technical development, and research vehicles, as needed.

*FAC Objective 1.3:* Coordinate with District supervisors to assess for future vehicle needs, including new vehicles and trade-ins of vehicles with high mileage.

*FAC Performance Measure 1.3.1:* Develop a vehicle needs list for each department for FY 2026-27 by May 2026.

*FM Performance Measure 1.3.2:* Create a trade-in and purchasing schedule for vehicles for FY 2025-26 within the first quarter.

*FAC Goal 2:* Ensure optimal facility efficiency, safety, and cleanliness.

*FAC Objective 2.1:* Identify the critical areas of facilities maintenance such as cleanliness, safety and equipment needs.

*FAC Performance Measure 2.1.1:* Conduct regular departmental meetings (at least once quarterly) with facilities maintenance staff to identify, document, and prioritize areas requiring maintenance attention (4).

*FAC Performance Measure 2.1.2:* A representative from Facilities Maintenance attends each quarterly safety meeting (4) and supervisors meeting (10) to solicit and collect feedback from staff regarding maintenance needs and recommendations.

*FAC Goal 3:* Play key role in the master planning process and implementation of Phase I of infrastructure needs.

*FAC Objective 3.1:* Collaborate with Executive staff and architectural firm to develop and execute Phase I of the master plan.

*FAC Performance Measure 3.1.1:* Attend regular planning meetings with Administration and the architect to provide facilities maintenance input as needed.

## **Flight (FLT)**

*FLT Goal 1:* Continue rejuvenation of the District's aerial fleet with the addition of the Cessna 408 SkyCourier.

*FLT Objective 1.1:* Integration of the Cessna 408 SkyCourier

*FLT Performance Measure 1.1.1:* Send at least four pilots to Flight Safety to become type rated in the Cessna 408 SkyCourier by September 30, 2026.

*FLT Performance Measure 1.1.2:* Complete the pre-purchase inspection and initial Cessna 408 SkyCourier flight from Cessna in Wichita, KS by the second quarter of 2026.

*FLT Performance Measure 1.1.3:* Outfit the Cessna 408 SkyCourier for spray missions and develop spray procedures to maximize the benefits of the Cessna 408 SkyCourier. Collaborate with Aircraft Maintenance and Cessna to design and integrate a dual-liquid application system for the Cessna 408 SkyCourier, enabling the use of two active ingredients within a single aircraft by September 30, 2026.

*FLT Performance Measure 1.1.4:* Coordinate with Operations to modify spray blocks to improve productivity, efficacy, and safety with the addition of the Cessna 408 SkyCourier by September 30, 2026.

*FLT Goal 2:* Ensure pilots are adequately trained to safely operate the District's aircraft.

*FLT Objective 2.1:* Maintain a proactive training program

*FLT Performance Measure 2.1.1:* Send two pilots to attend Bell 407XGI training and two pilots to attend MD500 training by September 30, 2026.

*FLT Performance Measure 2.1.2:* Conduct and document yearly standardization flights, flight reviews and initial training in the District's aircraft as needed.

*FLT Performance Measure 2.1.3:* Ensure and document the pilots current licenses applicable to the District's needs, FARS and Florida Department of Agriculture and Consumer Services requirements.

## **Operations (OPS)**

### **Field Operations (FLD)**

*OPS FLD Goal 1:* Maintain mosquito control equipment to ensure effective, and compliant applications of pesticides.

*OPS FLD Objective 1.1:* Calibrate all truck-mounted adulticide and larvicide application equipment to ensure operational effectiveness and 5E-13 compliance.

*OPS FLD Performance Measure 1.1.1:* Calibrate all truck-mounted adulticide application equipment annually or as required by manufacturer specifications.



Document all calibrations for each ULV unit, maintaining 100% compliance with calibration schedules and documentation requirements.

*OPS FLD Performance Measure 1.1.2:* Calibrate all truck-mounted larvicide application equipment annually or as required by manufacturer specifications. Document all calibrations for each unit, maintaining 100% compliance with calibration schedules and documentation requirements.

*OPS FLD Objective 1.2:* Integrate ground ULV application equipment into full operation to enhance targeted adulticiding efforts.

*OPS FLD Performance Measure 1.2.1:* Outfit one vehicle dedicated to ULV adulticiding, and ensure vehicle is equipped with properly calibrated equipment and GPS tracking by June 2026.

*OPS FLD Performance Measure 1.2.2:* Create polygons district-wide with drive lines for ULV ground adulticiding by June 2026.

*OPS FLD Goal 2:* Ensure timely and effective mosquito control responses through prompt inspection, surveillance, and treatment.

*OPS FLD Objective 2.1:* Respond to property inspection requests to address resident concerns promptly.

*OPS FLD Performance Measure 2.1.1:* Respond to property inspection requests promptly, with average time to field rectification within 3 working days (72 h) of receipt of property inspection request.

*OPS FLD Objective 2.2:* Conduct timely mosquito surveillance to assess the effectiveness of mosquito control treatments.

*OPS FLD Performance Measure 2.2.1:* Perform adult mosquito surveillance within 24-48 hours post application (post-counts) for 90% of adulticide applications.

*OPS Performance Measure 2.2.2:* Respond to high larval production sites within 7 days of inspection, ensuring 90% of high-production larval sites receive larvicide applications within the required period.

*OPS FLD Goal 3:* Enhance operational efficiency by streamlining communications and allocating District resources to optimize mosquito control coverage and minimize costs.

*OPS FLD Objective 3.1:* Strengthen field technician coverage throughout the District.

*OPS FLD Performance Measure 3.1.1:* Each operational area (4) has a Field Technician Lead in place.

*OPS FLD Objective 3.2:* Expand operational capacity by utilizing on-call truck drivers for WALs and ULV applications to reduce overtime expenses.

*OPS FLD Performance Measure 3.2.1:* Hire and train a pool of on-call truck drivers by June 2026.

*OPS FLD Goal 4:* Enhance the effectiveness and coverage of storm drain larvicide applications to prevent mosquito development and reduce the risk of resistance.

*OPS FLD Objective 4.1:* Ensure product rotations to prevent the development of Spinosad resistance in *Culex quinquefasciatus* larvae.

*OPS FLD Performance Measure 4.1.1:* Fully implement the use of Sumilarv (pyriproxyfen) for storm drain treatments.

### ***Safety and Compliance (SFTY)***

*OPS SFTY Goal 1:* Ensure comprehensive operational planning and regulatory compliance in District operations.

*OPS SFTY Objective 1.1:* Develop, present, and implement an Integrated Mosquito management Plan in accordance with 5E-13 regulations.

*OPS SFTY Performance Measure 1.1.1:* Present the Integrated Mosquito Management Plan to the Board of Commissioners for approval at a public meeting and submit the approved plan to DACS by July 15, 2026.

*OPS SFTY Objective 1.2:* Maintain sufficient chemical inventory and ensure accurate tracking and regulatory reporting of chemical usage in accordance with 5E-13 regulations.

*OPS SFTY Performance Measure 1.2.1:* Submit the Monthly Activity Report for the previous month to the Board of Commissioners for approval at a public meeting and submit to DACS before the last day of each month.

*OPS SFTY Objective 1.3:* Ensure compliance with environmental and emergency response regulations through the annual review and updates of operational plans.

*OPS SFTY Performance Measure 1.3.1:* Review and update the Pesticide Discharge Management Plan annually, with the updated plan signed by the Executive Director to maintain compliance with the Clean Water Act (CWA) and 62-621.300(8) regulations.

*OPS SFTY Performance Measure 1.3.2:* Review and update the Chemical Emergency Response Plan annually to comply with SARA Title III of 1986 and review the plan with staff during in-house training events.

*OPS SFTY Performance Measure 1.3.3:* Review and update the Adverse Incident Response Plan annually to comply with the Federal Insecticide, Rodenticide, and Fungicide Act (FIFRA) and 62-621.300(8), and review the plan with staff during in-house training events.

*OPS SFTY Objective 1.4:* Ensure all pesticide applicators and loaders are properly licensed and maintain ongoing competency in accordance with 5E-13.040

*OPS SFTY Performance Measure 1.4.1:* Require all full-time pesticide applicators and loaders to obtain the Public Health Pest Control (PHPC) license within 12 months of hire.

*OPS Performance Measure 1.4.2:* Require all pesticide applicators and loaders to attend a minimum of 2 in-house training events annually. These in-house training events must cover topics defined in 5E-13.039(2).

*OPS Performance Measure 1.4.3:* Provide all PHPC license holders opportunities to receive public health, aerial applicator, aquatic weed, and core continuing education units (CEUs) through attendance of the FMCA Annual Meeting, Dodd Short Courses, FMCA Fly In and/or other statewide events.

*OPS SFTY Objective 1.5:* Maintain a safe working environment through regular safety inspections and proactive issue resolution.

*OPS SFTY Performance Measure 1.5.1:* Conduct and document quarterly (4) safety inspections led by the Safety Coordinator or designee.

*OPS SFTY Performance Measure 1.5.2:* Hold quarterly (4) Safety Committee Meetings to review inspection findings and implement corrective actions.

## **Research (RCH)**

### ***Surveillance and Laboratory (LAB)***

*RCH LAB Goal 1:* Surveillance of mosquito populations and monitoring for disease presence.

*RCH LAB Objective 1.1:* Support Operations through mosquito trapping and identification.

*RCH LAB Performance Measure 1.1.1:* Perform operational trap identification within 3 working days (72 h) of trap collection.

*RCH LAB Performance Measure 1.1.2:* By February 1, 2026, review and update treatment threshold values using data collected from the previous three years in accordance with 5E-13.036 FAC.

*RCH LAB Performance Measure 1.1.3:* Transition additional trapping activities to the Research Department by hiring one (1) additional Laboratory Technician to assume some CDC-light trapping and BG-Counter maintenance by June 2026.

*RCH LAB Performance Measure 1.1.4:* Use passive malaise traps to detect flying insect abundance and diversity in treatment and nontreatment areas.

*RCH LAB Objective 1.2:* Monitor mosquito populations for mosquito-borne disease.

*RCH LAB Performance Measure 1.2.1:* Perform arbovirus testing of mosquito pools within 3 working days (72 h) of trap collection.

*RCH LAB Objective 1.3:* Surveil mosquito population dynamics and species diversity.

*RCH LAB Performance Measure 1.3.1:* Train staff to recognize and identify rare and invasive mosquito species, ensuring accurate species documentation. Ensure at least one research staff is designated as a Certified Mosquito Identification Specialist.

*RCH LAB Performance Measure 1.3.2:* Maintain and update a Collier County Species Record List and a "Species to Watch For" List at least once annually.

*RCH LAB Performance Measure 1.3.3:* Collaborate with Technical Development to develop and maintain a monthly (12) Mosquito Surveillance Report by June 1, 2026.

*RCH LAB Performance Measure 1.3.4:* Develop and submit a Collier-Seminole State Park Research Permit Report documenting mosquito population dynamics within the park. The report will include species composition, population trends, and any notable findings from the previous calendar year by April 1, 2026.

*RCH LAB Goal 2:* Promote and evaluate the use of mosquitofish in appropriate waterways as a method of controlling mosquitoes.

*RCH LAB Objective 2.1:* Promote mosquitofish distribution through public events using the mosquitofish van and targeted outreach events.

*RCH LAB Performance Measure 2.1.1:* Ensure accessibility for District residents by organizing and conducting at least two mosquitofish giveaway events using the mosquitofish van by September 30, 2026.

*RCH LAB Performance Measure 2.1.2:* Collaborate with External Affairs to foster community awareness by posting a calendar with all scheduled fish events by May 1, 2026.

*RCH LAB Objective 2.2:* Evaluate the effectiveness of mosquitofish treatments as a complement and/or supplement to larvicide applications.

*RCH LAB Performance Measure 2.2.1:* Incorporate mosquitofish as a treatment option for operations field technicians by September 30, 2026.

*RCH LAB Performance Measure 2.2.2:* Develop and maintain a comprehensive geospatial map identifying sites that have received mosquitofish treatments to track distribution and potential impact by September 30, 2026.

*RCH LAB Performance measure 2.2.3:* Analyze the interval between larvicide applications in areas with established mosquitofish populations versus areas without fish presence to assess their effectiveness in reducing larvicide frequency. Upon completion of the study, compile findings into a comprehensive project report, detailing results, and recommendations for mosquitofish use-cases by September 30, 2026.

*RCH LAB Goal 3:* Expand and evaluate the operational use of the BG-Counter remote monitoring technology for treatment justification.

*RCH LAB Objective 3.1:* Enhance operational efficiency by providing frontline data of mosquito population numbers using BG-Counters.

*RCH LAB Performance Measure 3.1.1:* Develop treatment threshold values for BG-Counters using data collected from the previous three years.

*RCH LAB Performance Measure 3.1.2:* Determine if BG-Counter data can be correlated to human landing rate count data by September 30, 2026.

*RCH LAB Objective 3.2:* Maintain annual subscription and monitor trap information to ensure that BG-Counters are in good operating condition.

*RCH LAB Performance Measure 3.2.1:* Remove all BG-Counters from the field at least once annually to evaluate their operational condition, perform necessary repairs or maintenance, and ensure optimal functionality.

*RCH LAB Goal 4:* Assess new district boundaries for aquatic weed habitats.

*RCH LAB Objective 4.1:* Identify areas with waterways containing water hyacinth and water lettuce.

*RCH LAB Performance Measure 4.1.1:* Develop a geospatial map identifying habitat containing water hyacinth and water lettuce using ground and aerial inspections, and orthomosaic imagery by September 30, 2026.

*RCH LAB Goal 5:* Evaluate the impact of human development on mosquito population dynamics in and around conservation areas.



*RCH LAB Objective 5.1:* Evaluate mosquito populations dynamics between conservation areas and nearby development/erosion zones.

*RCH LAB Performance Measure 5.1.1:* Identify CDC trap sites in development zones near Picayune Strand State Forest by May 2026.

*RCH LAB Performance Measure 5.1.2:* Evaluate and compare CDC trap composition and biodiversity from Picayune Strand State Forest to nearby development zones.

*RCH LAB Objective 5.2:* Test and evaluate the efficacy of current and potential control materials for use near conservation areas.

*RCH LAB Performance Measure 5.2.1:* Perform laboratory and semi-field trials for at least one 25b exempt “minimum risk pesticide” as a residual barrier spray. Upon completion of the study, compile findings into a comprehensive project report, detailing results, and recommendations for use by September 30, 2026.

*RCH LAB Goal 6:* Continue collaborations with academic partners to enhance overall knowledge of mosquito populations and disease risk.

*RCH LAB Objective 6.1:* Continue collecting blood fed *Culex nigripalpus* and *Anopheles* specimens to analyze bloodmeals for host preferences.

*RCH LAB Performance Measure 6.1.1:* Complete blood-fed specimen processing for the previous calendar year and send specimens to the Florida Medical Entomology Laboratory for DNA barcoding analysis by February 28, 2026.

*RCH LAB Performance Measure 6.1.2:* Assess and identify trends in host preferences in *Culex nigripalpus* with latest available blood meal analysis data by September 30, 2026.

*RCH LAB Objective 6.2:* Establish collaborative research with the University of Florida to study how habitat gradients affect mosquito biodiversity, blood sources, and pathogen presence.

*RCH LAB Performance Measure 6.2.1:* Collect blood-fed mosquitoes using resting traps, prepare samples, and provide them to the University of Florida for preliminary pathogen and blood meal analysis by January, 2026.

### **Field Validation (VAL)**

*RCH VAL Goal 1:* Perform insecticide resistance monitoring to ensure effectiveness of control materials in accordance with label requirements and industry best practices.

*RCH VAL Objective 1.1:* Perform routine pesticide resistance testing against major mosquito species in the district, with focus on those known to transmit mosquito-borne diseases, using industry standard protocols (CDC Bottle Bioassay).

*RCH VAL Performance Measure 1.1.1:* Perform pesticide resistance testing on mosquito populations throughout the district. Complete at least 5 populations by September 30, 2026.

*RCH VAL Performance Measure 1.1.2:* Complete a comprehensive Naled resistance map for *Aedes aegypti*. Upon completion of the study, compile findings into a

comprehensive project report, detailing results, and recommendations for Naled use by September 30, 2026.

*RCH VAL Goal 2:* Support Operations through the field validation of aerial larvicide applications.

*RCH VAL Objective 2.1:* Assess the efficacy of the District's aerial larvicide applications through timely post-treatment evaluations.

*RCH VAL Performance Measure 2.1.1:* Conduct larval mosquito surveillance (backchecks) within 7 days post-application for at least 90% of aerial larvicide treatments (excluding pretreatments).

*RCH VAL Performance Measure 2.1.2:* Review and document weekly larval mosquito surveillance data and analyze the percent reduction in larval populations following aerial larvicide applications to assess treatment efficacy and adjust operational strategies.

*RCH VAL Goal 3:* Evaluate the efficacy of the Sterile Insect Technique (SIT) using locally sourced, irradiated male *Aedes aegypti* to control insecticide-resistant *Aedes aegypti* populations.

*RCH VAL Objective 3.1:* Assess the impact of releasing sterile male *Aedes aegypti* as a control strategy for resistant populations.

*RCH VAL Performance Measure 3.1.1:* Monitor and evaluate the effectiveness of the sterile male release pilot study in Golden Gate City by tracking changes in *Aedes aegypti* population dynamics, assessing sterile-to-wild male ratios, and analyzing reductions in egg hatch rates over time. Upon completion of the study, compile findings into a comprehensive project report, detailing results, and recommendations for future SIT applications by September 30, 2026.

*RCH VAL Goal 4:* Test and evaluate the efficacy of current and potential control materials.

*RCH VAL Objective 4.1:* Ensure control materials being used by the district are effective and efficient in controlling adult and larval mosquitoes.

*RCH VAL Performance Measure 4.1.1:* Perform ground-based semi-field cage trials for at least one 25b exempt "minimum risk pesticide" against mosquito species resistant to conventional pesticides. Upon completion of the study, compile findings into a comprehensive project report, detailing results, and recommendations for use by September 30, 2026.

*RCH VAL Performance Measure 4.1.2:* Perform ground-based semi-field cage trials for Duovex against mosquito species in Collier County. Upon completion of the study, compile findings into a comprehensive project report, detailing results, and recommendations for use by September 30, 2026.

*RCH VAL Performance Measure 4.1.3:* Complete droplet characterization for each ground and aerial adulticide ULV spray unit as needed.

*RCH VAL Performance Measure 4.1.4:* Collaborate with Aircraft Maintenance and Flight to perform a comprehensive characterization of the Cessna 408 SkyCourier spray system, ensuring effective droplet size and drift modeling.

## Technical Development (TEC)

*TEC Goal 1:* Optimize larvicide applications using Unmanned Aerial Systems (UAS) technology to increase treatment coverage and anticipate needs.

*TEC Objective 1.1:* Develop end-to-end workflow for UAS larvicide treatments.

*TEC Performance Measure 1.1.1:* Complete the creation of a comprehensive library of drone-suitable larvicide treatment areas for each operational zone by April 1, 2026.

*TEC Performance Measure 1.1.2:* Develop a dashboard/web application which incorporates larvicide polygons, last inspection date, treatment history, and forecasts next treatment date based on material used by September 30, 2026

*TEC Performance Measure 1.1.3:* Perform post-treatment backchecks for all UAS granular larvicide missions within 7 days of application.

*TEC Goal 2:* Ensure all UAS operations adhere to relevant federal, state regulations, and meet minimum-security standards.

*TEC Objective 2.1:* Ensure all involved participants in UAS operations are trained and credentialed suited in their roles as per 14 CFR Part 107.

*TEC Performance Measure 2.1.1:* Require all staff acting as remote pilot-in-command (RPIC) to maintain their Part 107 certification or obtain within 6 months of hire.

*TEC Performance Measure 2.1.2:* Require all staff acting as visual observers (VO) to possess and maintain their Part 107 certification.

*TEC Performance Measure 2.1.3:* Require all RPIC's to undergo in-house proficiency test and maintain monthly flight currency per UAS platform.

*TEC Objective 2.2:* Ensure all UAS aerial applicators are equipped with the Aerial Category on their Public Health Pest Control (PHPC) license in accordance with 5E-13.040.

*TEC Performance Measure 2.2.1:* Require all staff acting as RPIC for UAS treatment operations maintain their PHPC with the Aerial Category or obtain within 6 months of hire.

*TEC Objective 2.3:* Expand training opportunities for Operations Department personnel to acquire their Part 107 license and assist with drone operations.

*TEC Performance Measure 2.3.1:* Train one Field Technicians to acquire their Part 107 certification by September 30, 2026.

*TEC Performance Measure 2.3.2:* Ensure all field technicians undergo annual in-house refresher training course for acting VO by September 30, 2026.

*TEC Goal 3:* Develop and implement the District's in-house geographic information systems (GIS) for managing surveillance and treatment data.

*TEC Objective 3.1:* Streamline and improve field data collection process for field staff.

*TEC Performance Measure 3.1.1:* Transition all surveillance activities input from FieldSeeker to CollierMosquitoGIS (VectorView) using Field Maps and Survey123 applications by September 30, 2026.

*TEC Objective 3.2:* Develop a user-friendly web application that allows users to export surveillance data without the need for specialized GIS training.

*TEC Performance Measure 3.2.1:* Deploy a beta version of the web application self-service data export tool for internal testing by May 1, 2026.

*TEC Performance Measure 3.2.2:* Implement tools for exporting landing rate counts, site visits, larval dips, service requests, and trap data by September 30, 2026.

*TEC Goal 4:* Support Operations and Research Departments decision-making by providing remote-sensing information.

*TEC Objective 4.1:* Leverage light-detection-and-ranging (LiDAR) data to refine and optimize treatment polygons for rotary-wing larvicide missions, to ensure precise targeting of mosquito production sites and effective mosquito management.

*TEC Performance Measure 4.1.1:* Perform LiDAR collections for three (3) coastal larvicide locations and refine (if necessary) the treatment polygon to target mosquito-prone areas by June 2026.

*TEC Objective 4.2:* Ensure access to up-to-date orthomosaic imagery using NearMap services for operational planning and decision making.

*TEC Performance Measure 4.2.1:* Integrate NearMap imagery into GIS dashboards and field data collection tools by April 1, 2025.