

# STRATEGIC PLAN

ORANGE COUNTY  
MOSQUITO AND  
VECTOR CONTROL  
DISTRICT

2025  
2030



## MESSAGE FROM THE DISTRICT MANAGER

On behalf of the staff and Board of Trustees at the Orange County Mosquito and Vector Control District, I am excited to share Strategic Plan 2025-2030.

The District has a strong foundation of accomplishments from the previous strategic plan. Two of the areas the last strategic plan focused on was developing retention for seasonal and long-term staffing and increasing trustee and staff communications. Everyone at the District contributed to the accomplishments of the last strategic plan, and this new plan is created from staff and trustee collaboration, determining new ideas for our future. This current strategic plan builds on the foundation of our previous plan to continue moving the District forward.

Strategic Plan 2025-2030 is a roadmap for the District's future. It outlines what we can do in the near term to build towards our long-term goals and priorities. Using the current conditions and emerging challenges as building blocks, the strategic plan provides an organizing structure for making and tracking progress. It is also flexible enough for pivoting when new challenges or opportunities arise.

Our experience shows that proactive planning for change puts the District in the best position to effectively serve Orange County. The strategic plan outlines how the District will continue to support its mission and represent its values to protect our community from vectors and vector-borne diseases that exist today and that will emerge in the future. Preparing for change means responding to new legislation, requirements, and policies that will influence how the District will protect the community.

Everyone at the District contributed to developing Strategic Plan 2025-2030. All staff members contributed to updating our values: the shared beliefs in what is most important to all of us. Additionally, all staff had the opportunity to share their priorities and ideas for the District's future. From these inputs, the department heads collaborated to review and affirm our mission statement, update the values, and organize priorities in a set of focus areas, goals, and objectives.

The new plan focuses on expanding employee engagement and retention with a plan for succession planning, focusing on both internal and external communications to expand transparency and accountability, and building programs and facilities for long-term success in our mission to protect the public health of residents and visitors of Orange County.

As always, we look to the Board of Trustees' leadership in affirming our path forward. The executive team will develop and coordinate implementation steps with our annual budget. Ultimately, just as it took a collective effort to create this plan, our continued professionalism and teamwork in everything that we do will drive our success and progress. I am honored to move forward with everyone at the District.

Sincerely,

Lora Young, MPA, CSDM  
District Manager

## Strategic Plan Purpose and Overview

The purpose of Strategic Plan 2025-2030 for the Orange County Mosquito and Vector Control District is to guide planning and decision-making that will drive the organization forward. This plan outlines a “framework” for organizing our priorities and efforts, starting with updated mission and values statements that define our shared purpose and beliefs in serving the community. Focus areas and goals provide structure to accomplish the mission.

## About the District

The Orange County Mosquito and Vector Control District (District) is a special district and is one of over 100 agencies statewide specifically dedicated to protecting public health by controlling rats, flies, mosquitoes, Red Imported Fire Ants and other vector-related problems. Operation of the District is overseen by a Board of Trustees comprised of 35 members, each appointed by their city of residence, (34), with one member representing the County at large. The annual budget approved by the Board of Trustees supports District activities in providing vector control services to County residents, including, but not limited to, education programs on vectors that are presented by staff; educational material available to the public that describes how citizens can keep their homes and property free of vectors; countywide surveillance of vectors and the diseases they transmit; inspection and control for vectors; and coordination with partner agencies that extends vector control efforts.

## Planning Process

Between January and June 2024, the District worked with Pendoley Strategies + Communications, strategic planning consultants, to engage executive leadership and staff in planning activities including meetings, strategy sessions, and surveys. The planning process occurred over two phases:

- **Phase I: Current Conditions, Future Opportunities and Strategic Framework** – The process began with Executive Team meetings to understand the strengths, assets, challenges, and concerns that define the District’s current conditions. These discussions informed development of focus areas for organizing future efforts. The Executive Team also discussed updates to the District’s mission statement and potential values. Facilitated input sessions with District staff members explored their priorities and definitions of values in more detail. Results from the annual employee survey also provided input on priority areas and potential implementing strategies. The resulting Strategic Framework included the mission, values, focus areas, and goals.
- **Phase II: Plan Development and Adoption** – The process culminated in development of the detailed strategic plan by the Executive Team, particularly the objectives and implementing strategies that define how the District will implement this plan.

# STRATEGIC FRAMEWORK

The Strategic Framework outlines our mission and values that serve as the foundation for the focus areas, goals, objectives, and implementing strategies. These framework elements are interrelated and complement one another. Together, they form the basis and directives that will guide us through evolving challenges and opportunities in a changing environment.

## Mission

The District’s mission statement describes our purpose and associated responsibilities.

Our Mission
<i>The mission of the Orange County Mosquito and Vector Control District is to educate and protect Orange County from vectors and prevent vector-borne diseases in an environmentally responsible manner</i>

## Values

The District’s values represent our shared beliefs in what is most important to us in how we do our work and serve the community.

Our Values	
<b>Communication</b>	<i>We prioritize clear communication, strong collaboration, and quality education to support our community and team.</i>
<b>Professionalism</b>	<i>We consistently demonstrate respect, integrity, and excellence in our work, and interactions to each other and our community.</i>
<b>Transparency</b>	<i>We hold ourselves accountable by being clear and straightforward about our commitments, roles, and responsibilities.</i>
<b>Proactive</b>	<i>We are proactive and innovative in identifying challenges and implementing solutions to protect public health.</i>
<b>Safety</b>	<i>We prioritize safe and healthy practices within the community and our team.</i>

## **Our Focus Areas and Goals**

Achievable and action-oriented goals are defined under each focus area. Each goal is accompanied with measurable and implementable objectives that will guide staff to successfully achieve the goals over the next five years. Annual planning will be conducted by each department to identify strategies and actions to successfully implement the strategic plan.

### **Our Focus Areas and Goals**

#### **1. ENHANCE ORGANIZATIONAL POLICIES, PLANS, & PROCEDURES**

Strengthen internal collaboration and standard operating practices that improve the District's efficiency, transparency, and accountability.

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#### **2. COMMUNITY/STAKEHOLDER PARTNERSHIPS AND PROGRAMS**

Engage the community and stakeholders through programs and services that promote shared responsibility of vector control and importance of public health.

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#### **3. TEAM OF THE FUTURE**

Develop a team of dedicated experts with skills and opportunities that empower their leadership, professional skills, positive work environment, and service to the community.

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#### **4. MODERN INFRASTRUCTURE AND TOOLS**

Modernize our facilities and equipment to meet current technology and workplace standards and promote efficient and effective community service.

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#### **5. FINANCIAL SUSTAINABILITY**

Provide responsive and sustainable operations in the years ahead through strategic resource management and development that supports transparency and balanced budgets.

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## OBJECTIVES

Each goal is supported by objectives that define implementable and measurable changes and outcomes, or “what” is to be achieved. The implementation of each objective is guided by implementing strategies and actions, or the “how to” of the strategic plan, which are managed, tracked, and updated on a regular basis by the District Manager and the Executive Team.

### 1. ENHANCE ORGANIZATIONAL POLICIES, PLANS, & PROCEDURES

Overview: The District’s history as a high performing special district is reflected in the professionalism and excellence of its team members. Continued efforts to meet or exceed compliance and regulatory standards will require enhancement of the systems and tools that support team members, as well as consistent, high quality training programs. The many plans that guide the District’s work require regular updates and ongoing implementation to support compliance.

**Goal: Strengthen internal collaboration and standard operating practices that improve the District’s efficiency, transparency, and accountability.**

#### *Objectives*

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1.1: Utilization of a single platform for consolidated and comprehensive documentation for employee access of District documents.

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1.2: Establish standardized training to ensure compliance, consistency, and effectiveness to meet the staff needs.

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1.3: Integrate all departments into a District-wide data management system.

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1.4: Review and update the District's plans that to address regulatory requirements, compliance, and program resource allocation.

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1.5: Develop the Cyber Security Prevention and Response Plan.

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## 2. COMMUNITY/STAKEHOLDER PARTNERSHIPS AND PROGRAMS

Overview: As community education is a foundational element of the District’s mission, continuous enhancement of these programs and their delivery methods are important to maintaining high levels of community awareness of everyone’s role in addressing vector control. Similarly, formal and informal partnerships and relationships with public agencies, the private sector, and community-based organizations that have a vested interest in vector control contribute to extending the District’s reach and effectiveness in prevention and intervention efforts.

**Goal: Engage the community and stakeholders through programs and services that promote shared responsibility of vector control and importance of public health.**

### *Objectives*

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2.1: Enhance community education programs with innovative methods and new activities to increase engagement.

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2.2. Expand partnerships with partner agencies and stakeholders to strengthen shared understandings of responsibilities.

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2.3: Expand our public communications methods to include new tools and languages.

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### 3. TEAM OF THE FUTURE

Overview: Our team members are a wealth of ideas, skills and experiences that can be better harnessed to strengthen our service to the community and each other as a team. Creating more ways to communicate, collaborate, and support each other will strengthen our workplace culture and ability to innovate in new ways. Promoting a learning environment that challenges each of us to grow as professionals will contribute to making the District a desirable place for an enriching career and maintaining and attracting top talent.

**Goal: Develop a team of dedicated experts with skills and opportunities that empower their leadership, professional skills, positive work environment, and service to the community.**

#### *Objectives*

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3.1: Strengthen our workplace culture through new staff engagement and recognition methods.

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3.2: Enhance internal communication methods to support District-wide and department-specific information sharing and operations.

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3.3: Provide training opportunities for staff that expand skills development and increase awareness of District operations.

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3.4: Provide a competitive workforce with defined roles and responsibilities for District positions.

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3.5: Increase engagement of the Board of Trustees with training, opportunities, and governance procedures.

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#### **4. MODERN INFRASTRUCTURE AND TOOLS**

Overview: While our team members are what makes us a high-performing organization, meeting modern standards and requirements also requires modern infrastructure and tools. The District’s facilities, buildings, and information technology currently do not fully meet the standards of a modern public agency that provides a critical public health service. In particular, as vectors, and the diseases they carry, continue to evolve, our preparedness and controls to address new and emerging dangers must keep pace. This level of modernization will require methodical assessment of specific needs, opportunities, and investment strategies.

**Goal: Modernize our facilities and equipment to meet current technology and workplace standards and promote efficient and effective community service.**

##### ***Objectives***

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4.1: Update the Information Technology Infrastructure Plan.

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4.2: Identify long-term facility and building needs and solutions.

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4.3: Research and develop emerging technologies for enhanced vector control.

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**5. FINANCIAL SUSTAINABILITY**

Overview: The District will continue to carefully and transparently manage its finances to ensure that annual revenues account for annual expenses. With the vast majority of District revenues from one source, pursuing strategic investments may require additional revenues and/or revenue sources that strengthen the District’s efficiency, effectiveness, sustainability, and, ultimately, its service to the community.

**Goal: Provide responsive and sustainable operations in the years ahead through strategic resource management and development that supports transparency and balanced budgets.**

*Objectives*

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5.1: Conduct revenue assessment to determine long-term financial needs.

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5.2: Identify new funding opportunities to support new and existing programs and services.

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## IMPLEMENTATION AND EVALUATION

Implementing the District's Strategic Plan will involve staff and trustees at the District.

The District Manager will direct this process with the Executive Team, coordinating the overall work reflected in each goal and objective. They will be supported by additional team members through assignments of specific actions and time frames for completion. Documentation of these details will be included in the District's annual work program.

The Board of Trustees will receive semi-annual updates on progress as reflected in the objectives. Annual reviews of progress will include any proposed updates to the strategies and implementation priorities.