

Indian River Mosquito Control District

5-Year Strategic Plan 2023 to 2029



Approved February 14, 2023

Commissioner Matthew Erpenbeck

Commissioner Janice Broda ♦ Commissioner Anna Kirkland

Executive Director Sherry Burroughs



Process Facilitation by

C4 Strategies, LLC ♦ Charles Chapman, CEO

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I. Purpose of the Strategic Plan

The Indian River Mosquito Control District (District) decided in Fiscal Year 2022-23 to develop a strategic plan through a comprehensive, data-driven, and community- engaged planning process. The strategic plan will outline the direction and vision for the District for the next five years and will assist the Board in future policy and financial decisions that are aligned with its mission, vision, and values. The plan will also provide staff with guidance of the goals the elected governing board has adopted to be completed over the next five years. These goals are to be utilized by staff to develop objectives both included in the Strategic Plan and in their respective funding requests annually during the budget development process.

The Strategic Plan also serves as a platform for reporting mechanisms to a variety of audiences, both internal and external to the District. External audiences include the taxpayers of Indian River County, as well as regulatory agencies with the State of Florida and the Federal government. The Strategic Plan provides a framework for the publicly vetted design of “how” and “why” public tax dollars are utilized, what was achieved, and what remains to be done to accomplish the adopted goals of the District.

Each year, an annual report may also be developed and distributed utilizing the Strategic Plan as the primary tool of reference. Being able to anchor reporting within the adopted bounds of the Strategic Plan aides the elected governing body in decision making in the next year, provides staff with an opportunity to report on what is working and identify where operational or policy amendments need to be made.

In summation, the District’s Strategic Plan is adopted in a static format on a certain date and time. Utilization of the plan requires it to be a living and utilized document by both the elected Board and the staff. The success of the Strategic Plan will be reliant upon the following:

1. The Governing Board and staff adhering to the Vision, Mission, Values, and Goals of the plan.
2. The plan being utilized in decision making and resource allocation consistently.
3. If the plan needs to be amended, an agreed upon process is taken where both staff and the Governing Board work collaboratively to amend the plan formally in an open public meeting.
4. Staff reporting to the Governing Board consistently on the progress being made according to achieving the goals of the plan in the approved desired time frames.

II. Methodology

During the Fiscal Year 2021-2022, the District Governing Board supported and authorized staff to competitively bid for consultation services to facilitate and develop a strategic plan. The District did not have a prior existing strategic plan. On August 9, 2022, the Board reviewed the submitted bids for strategic planning and selected C4 Strategies, LLC as the consultant of record.

The Strategic Plan Development Process

The C4 Strategies, LLC methodology to develop a strategic plan used a collaborative process with Indian River Mosquito Control District and their stakeholders. This included three (3) phases to achieve the desired outcomes of a strategic plan document for proposal to the elected governing body for consideration and/or adoption.

A. PHASE 1 - Research and Preparation, Stakeholder Identification, and Logistics Planning

The research elements of Phase 1 are critical to the success of the overall project. C4 Strategies worked with staff to secure the necessary background materials to conduct agency research for C4 Strategies to become familiar with how the District has been operating. This material included:

- Copies of annual budgets and corresponding audit findings for the past three (3) years
- Copies of capital improvement plans for the past three (3) years
- Executive Director and staff interviews and conference calls.
- A logistics plan for how on-site activities in Phase 2 would be conducted.
- Discussion and agreement about the formation of a stakeholder focus group. Groups may consist of:
 - District Commissioners
 - District departmental staff
 - Key community stakeholders such as property association presidents, governmental and non-governmental partners, civic club leaders, etc.
- Once the Stakeholder Focus Group was identified, the District staff secured the appropriate facility to host the on-site activities in Phase 2. This included the logistics of setting the dates, what materials are needed, informational presentations to be made by staff, refreshments and/meals for the stakeholder focus group, and public advertising requirements per Florida Statutes as required.

B. PHASE 2 - On Site Facilitation of Stakeholder Focus Group

This phase is broken into one (1) town hall meeting and two (2) full days of intensive workshops. On December 8, 2022, IRMCD hosted a town hall meeting where the public were invited to attend and provide their comments and ask questions about the Strategic Plan.

The invited stakeholder focus groups met on December 15th and 16th, 2022. The key stakeholders identified were organized into smaller work groups to go through a facilitated process by C4 Strategies to accomplish the following:

- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
- Vision Statement Development
- Mission Statement Development
- Core Values Identification and Development
- Strategic Goals Development

At the end of the two-day workshop, C4 Strategies prepared a draft document of the bulleted items above. This draft was transmitted to the District's Executive Director to be placed on an agenda for the initial review and consideration for approval by the Board to proceed to Phase 3.

The Governing Board approved the DRAFT Strategic Plan on January 10, 2023.

C. PHASE 3 - Collaboration and Proposal for Adoption

Phase 3 commenced upon Board approval of the draft plan. C4 Strategies collaborated with the District's Executive Director to accomplish the following with District Staff.

- Assigned to Department Directors to develop measurable and time targeted objectives to accomplish the strategic goals.
- Compiled the objectives into the DRAFT Strategic Plan.
- Provided a presentation to the Executive Director for consideration to place the item before the Governing Board.
- C4 Strategies provided presentation to staff and the Governing Board to seek approval or garner constructive feedback on how to proceed. The date of approval by the IRMCD Governing Board was February 14, 2023.

III. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

A. Strengths

- Trained, dedicated, and licensed staff
- Multi-organizational, operations-based coordination
 - Customer service
 - Intergovernmental agencies
 - Private entities
- The IRMCD is an independent financially stable special district with a rich history and deep knowledge of Indian River County

B. Weaknesses

- Lack of public awareness/concern and education about IRMCD
 - Lack of social media presence
 - No assigned staffing or contractor resources focused on public relations/public education
 - Reactive public relations posture, not proactively telling the IRMCD story via available platforms
 - Website
 - Social media
 - Earned mass media (television, newspapers, articles)
 - Educational exposition or events (i.e., career days, civic club engagements, etc.)
- Lack of a comprehensive (integrated pest management) approach to control mosquitos in rural areas of Indian River County.
- Behind and lacking development of the Information Technology infrastructure and system
 - Need upgrades to network hardware and software for security and operational efficacy.

- Lack of investment in organizational evolution in terms of staffing, research, and development of new methods
 - Lack of preparation for staff transitions to retirement and/or attrition, staff development and safeguards to combat operational complacency
 - Efficacy testing of operations and methodologies
 - Research
 - Review of existing research available through journals and publications
 - Development of new research regarding methodologies and mitigation strategies
 - Pesticide resistance testing

C. Opportunities

- Review organizational structure to include public relations activities to include potential additional personnel, additional assignments to existing staff, and development of educational and outreach programming.
- Environmental stewardship to improve water quality and leverage sound researched methodologies
 - Research and propose how to leverage new technologies and evaluate “green” solutions or use of existing and available products
- Development of a Five-Year Capital Improvement Plan to address
 - Physical infrastructure
 - Facility needs
 - Operational equipment, infrastructure, technology infrastructure and vehicle replacement and enhancement.
 - Identify grant funding opportunities
 - Identify partnership opportunities
- Leverage Indian River County growth
 - Funding for new initiatives and operations
 - Shared resources from intergovernmental, not-for-profit, and private sector partners

D. Threats

- Budget and economic impacts
 - Natural disasters (hurricanes, sea level rise, king tides)
 - Private sector partner/contractor losses
 - Multiple staff departures due to retirement in a short time frame
 - Supply chain logistics issues
 - Operating costs continue to increase
- Mosquitos developing resistance to treatment methodologies

- Limited treatment options and tools
- New species and/or diseases carried by said species
- Regulation and Legislative Actions (state and federal)
 - Label regulations on chemicals used in operations
 - Operational products recertification
 - Endangered Species impacts and restrictions
 - Limitation of drone use/regulations
 - Other environmental regulations
 - State of Florida actions relating to preemption of local decision-making authority and/or special district dissolution efforts
- Lack of stability in external contracted private providers for aerial larviciding
- Loss of institutional knowledge of experience staff due to attrition
 - No succession plan available at this time.

IV. Vision Statement

Celebrating the Indian River Mosquito Control legacy and looking to the future, leading innovative science-based services, embracing our environment, and improving the quality of life for our community.

V. Mission Statement

Proudly protecting our community through innovative science-based solutions, fiscal responsibility, enhancing customer service and community engagement, utilizing creative approaches to research and technology while embracing environmental challenges.

VI. Core Values

Accountability: Conducting our operations with a constant focus on ethics, integrity, and transparency.

Respect: Working daily to embrace diversity and exhibit respect to the public, the environment, and our staff.

Teamwork: We are a team of dedicated individuals committed to providing the highest quality experiences to our internal and external stakeholders.

Innovation: We recognize and actively pursue the best proven and scientifically based approaches to achieving our mission. IRMCD is a learning organization, always striving to improve our methods.

Mentorship: IRMCD prioritizes our efforts in developing staff and cultivating an organizational culture of leadership minded and multi-skilled professionals.

Stewardship: Our charge is to be faithful and active custodians of our natural environment and financial resources.

VII. Strategic Goals

Goal 1

Achieve sustainable funding sources with adequate reserves to address capital, operational, developmental, and environmental needs. Staff will annually develop a fiscally responsible and transparent budget for the taxpayers of Indian River County including capital improvement plans, reserve/fund balance policies based on exhibited operational needs of the District, while exploring alternative funding opportunities such as grants and cost/resource sharing.

Goal 2

Develop outreach and community engagement programs designed to encourage and educate the public about IRMCD and its mission. For IRMCD to function effectively, it is vital to establish an ongoing and vibrant engagement and education program with the public.

Goal 3

Continue an effective mosquito control program using the best innovative and scientific techniques which include source reduction, biological control, surveillance, larval and adult control, and community outreach.

Goal 4

Ensure IRMCD is conducting safe and ecologically mindful best integrated pest management practices and techniques as an integral part of the safety and success of our community.

Goal 5

Invest in the professional development of employees through focused training programs that improve workplace safety and attract the best talent. Employees shall be educated and trained in current science-based solutions to foster innovation and utilization of technology.

Goal 6

Embrace environmental challenges through the implementation of best management practices, using sound science, and developing strong partnerships in our programs, policies, and procedures.

VIII. Strategic Objectives

Strategic objectives will be reviewed and evaluated annually by the Executive Director. New objectives will be developed on an annual basis as part of the budget development process. Changes will be based on organizational needs and submitted for review and approval by the governing board prior to implementation.

Goal 1

Achieve sustainable funding sources with adequate reserves to address capital, operational, developmental, and environmental needs. Staff will annually develop a fiscally responsible and transparent budget for the taxpayers of Indian River County including capital improvement plans, reserve/fund balance policies based on exhibited operational needs of the District, while exploring alternative funding opportunities such as grants and cost/resource sharing.

Goal 1 Objectives:

1. The Director of Finance & Administration Support Services will post a draft of the line-item budget on the website by July 15th and the final, adopted annual certified budget by September 30th for public access to ensure transparency each fiscal year.
2. The Director of Finance & Administration Support Services will develop a reserve fund balance policy for presentation to the Board before the end of the last quarter of FY2022-2023.
3. The Director of Finance & Administration Support Services and the Executive Director will develop and maintain a five-year capital improvement plan by FY2023-2024 for presentation to the Board during the second quarter of that fiscal year for consideration for adoption.
4. The Director of Finance & Administration Support Services and the Executive Director will implement a review process to identify grant funding, special project funding and cost/resource sharing by the first quarter of FY2023-2024 and present identified grant opportunities to the Board for approval.

Goal 2

Develop outreach and community engagement programs designed to encourage and educate the public about IRMCD and its mission. For IRMCD to function effectively, it is vital to establish an ongoing and vibrant engagement and education program with the public.

Goal 2 Objectives:

1. The Human Resources Generalist will schedule at least two outreach events within FY2022-2023. In FY2023-2024, the Director of Scientific Programs will schedule and coordinate three outreach events.
2. The Human Resources Generalist and the Executive Director will develop a position description for a public relations position, define budgetary cost, and obtain approval from the Board during the annual budgeting process for FY2023-2024.
3. The new public relations staff member will develop a communication plan that identifies engagement opportunities in the community and communication strategies by the first quarter of FY2024-2025.
4. Staff will perform quarterly outreach assessments of the effectiveness of outreach events and report findings to the Board throughout FY2023-2024 and each year thereafter.

Goal 3

Continue an effective mosquito control program using the best innovative and scientific techniques which include source reduction, biological control, surveillance, larval and adult control, and community outreach.

Goal 3 Objectives:

1. The Director of Scientific Programs will monitor to ensure staff responds to customer service requests within two business days upon receipt of the request.
2. The Director of Scientific Programs and the Director of Operations will assess the efficacy and efficiency of treatment programs using landing rate counts, trap counts and service requests monthly and report findings to the Executive Director.
3. The Director of Scientific Programs and the Director of Operations will conduct testing and evaluation of larvicide and adulticide products available in the industry on a semi-annual basis beginning the third quarter of FY2022-2023 and report findings to the Executive Director.
4. The Director of Operations will develop a plan to expand larvicide operations to western portions of the district through a phased approach by the third quarter of FY2023-2024. The plan will be reviewed by the Executive Director and the approved document will be submitted for approval by the Board.

Goal 4

Ensure IRMCD is conducting safe and ecologically mindful best integrated pest management practices and techniques as an integral part of the safety and success of our community.

Goal 4 Objectives:

1. To maintain compliance and employee safety, the Aerial Coordinator/Specialist will review chemical labels and safety data sheets on a monthly basis, ensuring product labels, safety data sheets and application procedures are current, and personnel are informed of changes immediately. A monthly report of the findings will be submitted to the Executive Director.
2. The Director of Operations and the Safety Committee Chair will ensure workplace safety by conducting quarterly safety staff meetings to review proper chemical handling, chemical storage practices, safe operation of equipment, and responses to accidents/incidents.
3. All staff are required to be licensed as public applicators within the first six months of employment. Licensure will be maintained through obtaining Continuing Education Units (CEUs) through education and training on an annual basis.
4. The Director of Operations will ensure staff conduct calibration of adulticide and larvicide ground application equipment by the second quarter of each fiscal year to ensure compliance with label requirements.
5. The Director of Operations will report chemical usage to refuges as part of the Special Use Permits (SUPs) for Archie Carr and Pelican Island National Wildlife Refuges by December 30th of each year.

Goal 5

Invest in the professional development of employees through focused training programs that improve workplace safety and attract the best talent. Employees shall be educated and trained in current science-based solutions to foster innovation and utilization of technology.

Goal 5 Objectives:

1. During FY2022-2023 a consulting firm will perform a compensation and benefits study to evaluate position classifications and compensation to maintain market competitiveness and ensure retention and talent recruitment. The report will be submitted to the Board for approval in the third quarter of FY2022-2023.
2. For FY2023-2024, the Human Resources Generalist will conduct quarterly market analysis of the compensation and position classifications to ensure market competitiveness and report findings to the Executive Director.
3. Spill response team will attend annual training to maintain certification each fiscal year.
4. District personnel will continue involvement in professional associations, attend professional meetings, and provide presentations at scientific meetings on an annual basis as approved by the Executive Director.
5. Supervisors will review and recommend training opportunities for staff's career development by the second quarter of FY2023-2024 for budget consideration and each year thereafter.
6. The Human Resource Generalist will review positions and advise of a list of eligible retirees and critical positions to be considered for succession planning by the third quarter of FY2023-2024.

Goal 6

Embrace environmental challenges through the implementation of best management practices, using sound science, and developing strong partnerships in our programs, policies, and procedures.

Goal 6 Objectives:

1. Permanent Control staff will be trained and licensed in proper herbicide applications within the impoundments by obtaining public applicator licenses for natural areas by FY2022-2023 with continued training on an annual basis.
2. Director of Operations and the Executive Director will collaborate with Indian River Land Trust in evaluating impoundment drawdowns and effects on juvenile snook and tarpon fish populations by the third quarter of FY2022-2023.
3. Executive Director will work with the Director of Finance & Administrative Support Services to establish a contract for consultant services to complete water quality monitoring for the impoundments by the fourth quarter of FY2022-2023 and report findings to the Board on a monthly basis. The Director of Scientific Programs will work with the Executive Director to develop and implement a water quality monitoring plan by the first quarter of FY2024-2025.
4. The Executive Director to establish a list of current and potential environmental/ecological partners in local, state and federal agencies to develop partnerships and working relationships by the first quarter of FY2023-2024.

Appendices

Appendix A

RFP Documents

**Indian River Mosquito Control District
Request for Proposals
Strategic Plan Development**

1. NOTICE

The Indian River Mosquito Control District (District) is accepting Requests for Proposals (RFP) from qualified consultants experienced with local government or municipal organizations to create a strategic plan to address its strategic issues through a comprehensive, data-driven, and community- engaged planning process. The strategic plan will outline the direction and vision for the District for the next five years and beyond. The completed strategic plan should assist the Board in future policy and financial decisions that are aligned with its mission, vision, and values.

This RFP process is intended to identify potential contractors with which the District may, in its sole discretion, choose to enter into an agreement for the proposed consulting services. It is expressly understood and agreed that the submission of a proposal does not require or obligate the District to pursue an agreement with any respondent. All negotiations are subject to the consideration and discretionary approval of the District, which may, at its sole discretion, accept or reject any and/or all proposals and agreements.

The District reserves the right to reject, without cause, any and all proposals, to waive any informality relative to proposals, and accept any proposal from any person deemed advantageous to the District.

2. BACKGROUND

The District is an independent taxing district which was legislatively established in 1925 and provides mosquito control services Indian River County. The District government has been organized according to the Council–Administrator form of government. As such, the Board of Commissioners (Board) sets policy, adopts legislation, and approves the budget. The Board appoints an administrator to conduct the day-to-day district business, to prepare the budget, to oversee department heads, and to recommend policy to the board. The District employs 30 full-time employees. The District’s operating budget is approximately \$6.9 million which is generated primarily by ad valorem property taxes. (Refer to www.irmosquito.com for more information about the District.)

3. SCOPE OF WORK

The District is requesting proposals to develop a strategic plan that includes developing a vision, mission, core values, and strategic goals by engaging citizens, staff, and the Board. The strategic plan will outline the direction and vision for the District for the next five years and beyond. The completed strategic plan should assist the Board in future policy and financial decisions that are aligned with its mission, vision, and values. The consultant should include the process in their response. The proposal will also need to include time to prepare the final document once the agreed upon sections have been developed.

4. ANTICIPATED PROCESS FOR STRATEGIC PLAN DEVELOPMENT

While the District seeks the consultant’s recommendations regarding the best process to develop an actionable strategic plan, the District envisions the scope of work to include the following.

- Defining the District’s organizational values, vision and mission
- Analysis of strengths, weaknesses, opportunities and threats
- Establishing goals, objectives and performance measures
- Developing an action plan that addresses goals and specifies objectives and work plans on an annual basis.
- Presenting the draft strategic plan to the governing board. The consultant will present

recommendations on major proposal alternatives as the basis of a formal strategic plan to the Board for adoption. The presentation should include how proposed strategies best resolve strategic issues and allow the Board to meet goals and preserve values. The Board anticipates that the plan document should include:

- An executive summary
- A comprehensive, detailed plan that identifies:
 - Shared vision
 - Goals
 - Objectives
 - Strategies
 - Tactics
 - Responsible parties and roles
 - Measures
 - Outcomes
- Developing recommendations regarding the implementation phase of the plan. Included within this phase should be recommendations regarding:
 - A detailed budget to implement the plan
 - Infrastructure (e.g., backbone organization, staffing, etc.) needed to support the plan's implementation
 - Data tracking

5. CONSULTANT QUALIFICATIONS

- Experience at successfully developing consensus-based strategic plans
- Strong facilitation skills
- Experience at engaging and soliciting input from various community sectors
- Experience at gathering and utilizing data to inform the strategic planning process
- Knowledgeable of budgeting, communications, and resource development

6. PROPOSAL REQUIREMENTS

A. GENERAL INSTRUCTIONS

Before submitting a proposal, each respondent shall familiarize itself with the entire RFP, including the scope of work and all laws, regulations and other factors affecting the respondent's performance.

The respondent is responsible for fully understanding the requirements and shall otherwise satisfy itself as to the expense and difficulties accompanying the fulfillment of agreement requirements. The submission of a proposal will constitute a representation of compliance by the respondent. There will be no subsequent financial adjustment for lack of such familiarization.

B. SUBMITTING THE PROPOSAL

Interested and qualified respondents are requested to submit three copies of a written proposal no later than 12:00 p.m. on July 25, 2022. It is the respondent's responsibility to ensure that proposals are submitted and received in a timely manner. The submittal materials shall provide the following information:

- 1) Respondent name, address, telephone number and website, and principal contact name, telephone number and e-mail address.
- 2) Statement of the respondent's qualifications to perform the requested services.
- 3) Name of the principal staff person(s) who will be primarily responsible for providing services to the District and their resume and qualifications.
- 4) Explanation of the respondent's experience in providing the requested services. Include the client, type of work, project start and completion dates, project name, and project size.
- 5) List of client references, including name, address, telephone number and e-mail address, along with a brief description of the services provided to the client, and dates of service.
- 6) Description of the respondent's proposed fees, costs and charges, including an explanation of what services will be provided on an hourly rate, flat rate, fixed retainer or other basis. Explain how often the District will be invoiced for services. Explain what costs would be charged to the District and the respondent's policy for billing fees and any costs relating to travel.
- 7) Description of the respondent's general liability, automobile liability and professional liability insurance coverages. The successful firm will need to provide proof of insurance satisfactory to the District.

Proposals shall be addressed and delivered to:

Indian River Mosquito Control District

5655 41st Street

Vero Beach, FL 32967

Attn: Lisa Ridley, Finance Director (l.ridley@irmosquito2.org)

Questions regarding this request for proposals may be directed to Lisa Ridley, Finance Director, via email to l.ridley@irmosquito2.org.

7. PRICING

Costs must be total and inclusive of all expenses to develop the proposed plan.

8. INCURRING COSTS

The District is not liable for any cost, fee, or expense incurred by any of the respondents in replying to this RFP, whether selected or not. Each responding consultant shall protect, defend, indemnify, and hold harmless the District from any and all liability, claims, and expenses whatsoever incurred by, or on behalf of the entity participating in the preparation of its response to this RFP. Such non-reimbursable, fees, and expenses include, but are not limited to, each of the following:

- a) Preparing the proposal and related information in response to this RFP.
- b) Negotiations with the District on any matter related to this procurement.
- c) Costs associated with interviews, meetings, travel, or presentations.
- d) All other expenses incurred by responding consultant prior to the date of award and a formal notice to proceed.

9. WITHDRAWAL OF SUBMITTALS

Respondent may withdraw a submittal, in writing, at any time up to the due date and time. The written withdrawal notice must be timely received by the Finance Director. The notice must be signed by an authorized representative of the respondent.

10. NON-DISCRIMINATION CLAUSE

Respondents must affirm that they do not discriminate against any individual because of race, religion, sex, color, age, handicap, or national religion and that these shall not be a factor in consideration for employment, selection of training, promotion, transfer, recruitment, rates of pay, or other forms of compensation, demotion, or separation.

11. EVALUATION AND SELECTION CRITERIA AND PROCESS

The District will review all submitted proposals and evaluate them against the following selection criteria: demonstrated positive experience performing the requested services; capability to perform the services, demonstrated qualifications and resources to competently and timely perform the work; firm and principal staff reputation in the community; quality of references; and proposal price and fees.

The District may schedule interviews with selected firms based on the written submittal materials. Interviews may be conducted in person or via phone or internet.

Proposals will be reviewed and considered by members of the District Board, based on a recommendation from District staff. Contract award, if any, will be on the basis of the selection criteria set forth above. Proposal price alone will not be the determinative criterion. If the Board decides to proceed with retaining the services of a respondent, the District will enter into contract negotiations with the selected consultant. The selected consultant will be expected to begin work without delay.

12. GENERAL CONDITIONS AND REQUIREMENTS

- (a) The District reserves the right to conduct contract negotiations with any consultant (whether or not it has submitted a proposal), to verify the information in any proposal, to waive any informality in the process, to alter the selection process in any way, to request additional information or clarifications, to allow corrections of errors or omissions, to revise the scope of services and work, to extend the deadline for submission, to withdraw this request for proposals at any time without prior notice, to reject any and all proposals, and to decide whether or not to contract with any consultant.
- (b) The District makes no representation that any contract will be awarded to any consultant responding to this request. Nothing in this request for proposals shall be construed to obligate the District to negotiate or enter into a contract with any particular firm. This request for proposals is not an offer to contract.
- (c) All submitted proposals shall become the property of the District. The District shall have the right to copy, publicly review and discuss, retain and dispose of each proposal. All responses received by the District will be considered public records subject to disclosure under the Florida Public Records Act.
- (d) Proposals may be submitted in print, or electronically as a PDF. Please be succinct. Unnecessarily elaborate or lengthy responses or other presentations beyond those needed to give sufficient and clear response to the request for proposals requirements are not desired. Proposals generally should not exceed 25 pages.

13. GENERAL TERMS AND CONDITIONS

Licensing Requirements: Any professional certifications or licenses that may be required will be the sole cost and responsibility of the successful proposer.

Insurance Requirements: Respondent, at respondent’s sole cost and expense and for the full term of the resultant agreement or any extension, shall obtain and maintain at least all of the insurance requirements of the District.

All policies, endorsements, and certificates shall be subject to approval by the District as to form and content. These requirements are subject to amendment or waiver if so, approved in writing by the Executive Director. Respondent agrees to provide District with a copy of said policies, certificates, and/or endorsements.

Proof of insurance coverage shall be provided as part of the proposal. Upon award of the contract the District shall be named as an additional insured by separate endorsement. All insurance coverage shall be provided by a carrier authorized to transact business in Florida and shall be primary.

14. SELECTION PROCESS AND TIME FRAME

The tentative schedule for selection of a consultant to perform the work is as follows:

ACTION ITEM	DATE(S)
Issue Request for Proposals	July 11, 2022
Deadline for Proposal Submissions	July 25, 2022
Conduct Oral Interviews	TBD
Consultant Recommendation and Approval by Board of Trustees	TBD
Execute Contract and Notice to Proceed	TBD

DATE: August 1, 2022

Proposal Comparison

Vendor Name	Axis Solutions	S Brand Solutions	C4 Strategies, LLC
Address	199 Avenue B NW, Suite 240 WinterHaven, FL 33881	2142 Coral Point Drive Cape Coral, FL 33990	2609 Lanier Road Havana, FL 32333
Phone Number	(863) 204-6118	(970) 208-6633	(863) 234-8983
Quoted by	Andrew Allen, CEO	Sheryl Trent, Owner	Charles T. Chapman IV, Owner

ITEM	Strategic Plan	Strategic Plan	Strategic Plan
QUANTITY	1 Job	1 Job	1 Job
DELIVERABLE/SCOPE OF WORK	<i>The District is requesting proposals to develop a strategic plan that includes developing a vision, mission, core values, and strategic goals by engaging citizens, staff, and the Board. The strategic plan will outline the direction and vision for the District for the next five years and beyond. The completed strategic plan should assist the Board in future policy and financial decisions that are aligned with its mission, vision, and values. The consultant should include the process in their response. The proposal will also need to include time to prepare the final document once the agreed upon sections have been developed.</i>		
Governmental Strategic Planning Experience	None	City of Grand Junction, Town of Wiindsor, Lee County / North Carolina, US Fish and Wildlife Service / Alaska	City of Naples, Hendry County Board of County Commissioners, Gadsden County Board of County Commissioners
Number of References Provided	(8) References Provided	(5) References Provided	(7) References Provided
Project Completion Date	January, 2023	December, 2022	12 to 20 Weeks
Experience/Tenure Key Personnel	Digital & Brand Strategies, Content Creation, Market Analysis	Certified Master Facilitator, Certified Virtual Facilitator, Strategic Plan Management, Comprehensive Plans, Capital Projects	Legislation and policy analysis, Succession planning, Strategic Planning, Leadership Development, Management Services.
TOTAL	\$13,950.00	\$34,550.00	\$13,000.00
LOWEST QUOTE			\$13,000.00

Notes: Staff is recommending C4 Strategies, LLC based on price and governmental experience.

Indian River Mosquito Control District

RFP 2022-01

Strategic Plan Development

July 25, 2022

Submitted to:

**Indian River Mosquito Control District 5655 41st Street
Vero Beach, FL 32967 Attn: Lisa Ridley, Finance Director
(l.ridley@irmosquito2.org)**

Submission by:

C4 Strategies, LLC

% Charles T. Chapman IV, ICMA-CM, Owner

2609 Lanier Road

Havana, Florida 32333

863-234-8983

charlestchapman4@gmail.com

Item 1

**Indian River Mosquito Control District
% Lisa Ridley, Finance Director
5655 41st Street
Vero Beach, Florida 32967**

RE: Request for Proposals 2022-01 Strategic Plan Development

Dear Director Ridley,

Thank you for the opportunity to submit a proposal to assist the Indian River Mosquito Control District on this exciting project. Strategic Planning is a passion of mine and I sincerely hope we have the opportunity to discuss this opportunity further. Please feel free to contact me at any time regarding this proposal.

Sincerely,

A handwritten signature in blue ink that reads "Charles T. Chapman IV". The signature is stylized and cursive.

Charles T. Chapman IV

Owner

C4 Strategies, LLC.

863-234-8983 Mobile

charlestchapman4@gmail.com

<https://www.linkedin.com/in/charles-chapman-icma-cm-25744418/>

ITEM 2

C4 Strategies, LLC is qualified to provide the Indian River Mosquito Control District Strategic Plan Development Services by utilizing seventeen (17) years of in-service strategic planning services to local governments and now provides consultative client strategic planning services to public service sector clients. Not only has our owner and lead consultant helped develop strategic plans at the macro and departmental levels, but has sought and secured the necessary funding and resources to be able to implement them.

Who We Are

C4 Strategies was founded in the Summer of 2021 and provides consultation services in the public-administration and public policy field. Our services include:

- Legislation and policy analysis from a governmental practitioner's point-of-view,
- Leadership Development and Succession Planning
- Strategic Planning & Organization Optimization Consultation/Facilitation
- Interim City and/or County Management (Chief Administrative Officer) Services

Mission Statement

To provide practical and realistic strategic solutions to organizations who strive to improve communities.

ITEM 3

About our Owner & Lead Consultant

Charles T. Chapman IV, ICMA-CM — Owner, Lead Consultant

- Seventeen (17) years of public administration experience. Nine (9) of those years serving at the Chief Executive Officer/Chief Administrative Officer level.
- Fourteen (14) years of experience representing local governments on legislative matters as a staff member.
- Served rural, urban, municipal and county jurisdictions.
- Experience and service on multiple not-for-profit and association boards.
- Extensive public speaking experience
- Master's of Science in Education from Florida State University



From 2005 to 2013, Charles served in a variety of roles for Gadsden County Board of County Commissioners in the Florida Big Bend region near Tallahassee, Florida. His first role was Parks and Recreation Coordinator beginning in 2005 and ending his tenure as Public Works Director in 2013 including oversight of multiple county departments: Road and Bridge, Right of Way Maintenance, Fleet Maintenance, Parks, Information Technology, Solid Waste, Recycling, Animal Control, Legislative Affairs and Public Relations.

In May of 2013, Charles joined Hendry County Government as the County Administrator where he served for 5 and half years.

Charles joined the City of Naples as City Manager in December of 2018 until May of 2021.

C4 Strategies, LLC was founded in 2021 with Charles' passion to help local governments perform at their very best potential without breaking the budget.

Charles is a member of Leadership Florida Cornerstone Class 33. Charles was named one of Gulf Shore Business Weekly's Forty under 40 for Southwest Florida in 2014. In 2019, Charles was recognized again by the Florida City/County Management Association as a recipient of the

"Who's Who Under 40" award in city and county management. He also served as President of the Florida Association of County Managers. In 2020, Charles was recognized by the Florida League of Cities as a "Home Rule Hero" for his work with the State of Florida legislature defending local government authority from State pre-emption on matters like short-term vacation rentals. Charles is also a member of Leadership Tallahassee Class 33 and Leadership Collier Class 21.

Legal Structure

C4 Strategies is a privately held limited liability company (LLC) registered with the State of Florida and headquartered in Tallahassee, Florida.

ITEMS 4 & 5 (Experience and References)

In - Service to Governments Strategic Planning Experience

Throughout his career Charles has provided strategic planning services to the governmental agencies he served. These covered both a departmental strategic planning process as well as processes for the entire agency and amongst advisory boards. Some examples of these experiences are highlighted below:

- **City of Naples Vision Assessment & Updated 10 year Work Program**
 - Southwest Florida, \$150 million Operating Budget, 450 Employees, Population approximately 21,750 (2020) US Census.
 - Project Duration: 2019 to 2021
 - Role: Executive Facilitator and Advisor to Planning Advisory Board conducting the review and development of new Vision Statement and Strategic Goals.
 - Reference: Gary Price (former Councilperson)
239-404-0731
gary@5advise.com

- **Hendry County Board of County Commissioners - Two Year Action Plan**
 - Southwest Florida, \$80 million Operating Budget, 200 Employees, Population 41,472 (2020) US Census
 - Project Duration: Annually beginning 2014 until 2018
 - Role: Facilitator for the development and annual review of Vision, Mission, and Core Values. Identification of Strategic Goals at the beginning of the Annual Budget process. Tracking of the objectives and budget recommendations to achieve the Strategic Goals. Financial and performance reporting in alignment with the two year action plan via the Annual Report.
 - Reference: Commissioner Karson Turner
863-228-4356
bocc5@hendryfla.net

- **Gadsden County Board of County Commissioners - Departmental Strategic Plans**
 - Northwest Florida, \$54 million Operating Budget, 135 Employees, Population 43,826 (2020) US Census
 - **Project - Public Works Department (2010 to 2013)** Annual Review and Development of Departmental Strategic Plan to include Paved Road Maintenance, Dirt Road Maintenance, Bridge Maintenance, New Asphalt Paving Projects, Fleet Management, Mosquito Control Services, Parks Maintenance and Development, Fuel Depot Management.
 - **Project - Information Technology Department (2009 to 2013)** Annual Review and Development of Departmental Strategic Plan to include Network Services and Security, Technology Services, maintenance, and replacement programs, Software and Hardware support.

- **Project - County Administrator's Office - Intergovernmental Affairs (2007 to 2013)** Annual Review and Development of the Gadsden County Legislative Advocacy Program. Development of an annual action plan to align partner agencies at the Federal, State, and Local government level to secure resources and agreement to achieve the Board of County Commissioners goals.
- Reference: Gene Morgan (Former Commissioner)
850-567-8500
gmm6634811@fairpoint.net

Consultant Service Clients and Experience

Our clients are small- and medium-sized local governments, governmental advocacy agencies/associations, and not-for-profit organizations. Our customers want to understand the impacts of legislation or policies, increase productivity, and reduce overhead costs within their organizations. Specifically, we specialize in consulting white collar executives on legislative processes, local government processes and procedures, impacts of legislation, organizational productivity improvements, community engagement strategies, operations and capital budgeting strategies, and leadership development.

We love to work with:

- Small to medium sized county governments, city governments, and special districts
- Advocacy and Education Associations providing services to local governments and special districts.
- Not-for-Profit agencies/companies interfacing with local governments and special districts.

Clients Served

- The Florida League of Cities, LLC - Duration (Annual Retainer beginning October 2021 to Present)
 - Legislative Analysis and Advocacy Services for Executive and Legislative Branches (On-going)
 - Research and Innovation Project Development (On-going)
 - Operational Analysis and Improvement Plan for the Legislative Affairs Department (Summer 2022)
 - Analysis of Educational Offerings and Program Development (On going)
 - Reference: Casey Cook, Legislative Affairs Director
850-701-3609
ccook@flcities.org
- Black Men's Health Inc. (A health and wellness resource)
 - Development of a Public Sector Marketing Campaign (Winter 2022, 6 weeks)
 - Reference: Jon D. Brown, Founder
850-694-1405
hello@blackmenshealth.com

- Local Government Advisors, LLC
 - Subcontractor for Strategic Planning Services (On going, as needed)
 - Reference: Dr. Robert (Bob) E. Lee, President
239-777-1013
localgovernmentadvisors@earthlink.net

- Citrus County Board of County Commissioners
 - Assist with Local Government Advisors, LLC for Strategic Plan Development (March to May 2022)
 - Reference: Commissioner Holly Davis
770-580-5202
holly.davis@citrusbocc.com

ITEM 6 Service Provision and Proposed Fee

The Strategic Plan Development Process

The C4 Strategies, LLC methodology to develop a strategic plan is a collaborative process with Indian River Mosquito Control District (IRMC) and their stakeholders. This includes three (3) phases to achieve the desired outcomes of a Strategic Plan document for proposal to the elected governing body for consideration and/or adoption.

PHASE 1 - Research and Preparation, Stakeholder Identification, and Logistics Planning

The research elements of Phase 1 are critical to the success of the overall project. C4 Strategies will work with staff to secure the necessary background materials to conduct agency research for C4 Strategies to become familiar with how IRMC has been operating. This material may include but not limited to:

- Copies of Annual Budgets and Corresponding Audit Finding for the past three (3) years
- Copies of Capital Improvement Plans for the past three (3) years
- Copies of Performance Metrics Reports (if available)
- Current Strategic Plan Review (if available)

The preparation phase is a candid discussion and logistics plan development for how on-site activities in Phase 2 will be conducted.

- Discussion and agreement about the formation of a stakeholder focus group. Groups may consist of:
 - IRMC Elected Board Members
 - IRMC Departmental Staff
 - Key Community Stakeholders such as Property Association Presidents, Governmental and Non-Governmental Partners, Civic Club Leaders, etc.
- Once the Stakeholder Focus Group is identified, the IRMC Staff is to seek the appropriate facility IRMC is willing to secure to host the on-site activities in Phase 2. This includes the logistics of setting the dates, what materials are needed, informational presentations to be made by IRMC staff, refreshments and/meals for the stakeholder focus group, and public advertising requirements per Florida Statutes as required. C4 Strategies does NOT include the items above in this proposal, but will collaborate with IRMC staff to ensure a successful workshop.

PHASE 2 - On Site Facilitation of Stakeholder Focus Group

This phase is broken into a minimum of a two (2) full-days intensive workshop setting. The key stakeholders identified will be organized into smaller work groups or teams to go through a facilitated process by C4 Strategies to accomplish the following:

- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
- Vision Statement Development
- Mission Statement Development
- Core Values Identification and Development
- Strategic Goals Development

At the end of the two days workshop, C4 Strategies will prepare a draft document of the bulleted items above. This will be transmitted to the Executive Director to be placed on an agenda of the initial review and consideration for approval by the IRMC Governing Body to proceed to Phase 3.

PHASE 3 - Collaboration and Proposal for Adoption

Once approved by the IRMC Governing Body to proceed to Phase 3, C4 Strategies will work with the IRMC Executive Director to accomplish the following in collaboration with IRMC Staff.

- Assignment to IRMC Department Directors to Develop measurable and time targeted objective to accomplish the Strategic Goals
 - C4 Strategies will assist and guide the Departments in this process.
- Compilation of the objectives into the DRAFT Strategic Plan proposal by C4 Strategies.
- Presentation to the IRMC Executive Director for consideration to place the item before the IRMC Governing Board.
- Presentation by C4 Strategies and IRMC Staff to the IRMC Governing Board to seek approval or garner constructive feedback on how to proceed.
- If approved, the Strategic Plan will be transmitted officially to the IRMC Executive Director for implementation.

PRICING AND ESTIMATED TIMEFRAMES

Phase 1 Research, Preparation, Stakeholder Identification, and Logistics Planning
\$3,000 Invoiced upon receipt of Notice to Proceed.

Timeframe 3 to 6 Weeks

Phase 2 On-Site Facilitation of Stakeholder Focus Group
\$5,000 Invoiced upon drafted Strategic Plan Approval from IRMC to proceed to Phase 3

Timeframe 3 to 6 Weeks

Phase 3 Collaboration and Proposal for Adoption
\$5,000 Invoiced upon Strategic Plan submission to IRMC Executive Director for Board adoption.

Timeframe 6 to 8 weeks

TOTAL FEE \$13,000.00 (flat rate, includes all C4 Strategies, LLC expenses as proposed)

***Additional items at the request of IRMC may be considered, but may include a change to the fees as proposed.**

ITEM 7

C4 Strategies, LLC is willing and able to provide Business Liability Coverage that is satisfactory to IRMC including naming IRMC as additionally insured. Examples of our insurance coverage include:

<u>Business Liability Coverage</u>	
Limit to each occurrence	\$ 500,000.00
Limit - Aggregate	\$1,000,000.00
Professional Liability/claim	\$ 100,000.00
Professional Liability/aggregate	\$ 100,000.00

Appendix B

Town Hall Advertisement and Minutes

Public Notices

Public Notices

If you have any further questions, please contact our office
 Publish Nov 17, 2022
 TCN 5489463

IN THE CIRCUIT COURT OF THE NINETEENTH JUDICIAL CIRCUIT OF FLORIDA IN AND FOR MARTIN COUNTY
 CIVIL ACTION

CASE NO. 17-624-CA

UNITED STATES OF AMERICA, acting through the United States Department of Agriculture, Rural Development, f/k/a Farmers Home Administration, a/k/a Rural Housing Service, Plaintiff,
 vs.
 TAWANNA EFFEND, et. al., Defendants.

NOTICE OF RESCHEDULED SALE

NOTICE IS HEREBY GIVEN that pursuant to an Order Rescheduling Foreclosure Sale entered on November 7, 2022, by the above entitled Court in the above styled cause, the undersigned Clerk of Court or any duly authorized deputy, will sell the property situated in Martin County, Florida, described as:
 Lots 3 and 4 and the South 8.33 feet of Lot 5, Block 24, of Dixie Park Addition No. 2, a subdivision, according to the Plat there of, recorded in Plat Book 11, Page 52, of the public records of Palm Beach (now Martin) County, Florida, at public sale on December 29, 2022, to the highest and best bidder for cash, by electronic sale online at www.martin.realforeclose.com, beginning at 10:00 a.m., subject to all ad valorem taxes and assessments for the real property described above.

ANY PERSON CLAIMING AN INTEREST IN THE SURPLUS FROM THE SALE, IF ANY, OTHER THAN THE PROPERTY OWNER AS OF THE DATE OF THE LIS PENDENS MUST FILE A CLAIM PRIOR TO THE CLERK REPORTING THE FUNDS AS SURPLUS.

REQUESTS FOR ACCOMMODATIONS BY PERSONS WITH DISABILITIES

If you are a person with a disability who needs any accommodation in order to participate in this proceeding, you are entitled at no cost to you, to the provision of certain assistance. Please contact Corrie Johnson, ADA Coordinator, 250 NW Country Club Drive, Suite 217, Port St. Lucie, FL 34986; (772)807-4370, at least 7 days before your scheduled court appearance, or immediately upon receiving this noti-

Public Notices

tural lands. The water will be withdrawn from Surficial Aquifer System and the project is located in Section: 23 Township 39 South Range 38 East.

KL Waterside LLC (SFL Gateway) 105 NE 1st Street, Delray Beach, FL 33344, has submitted Application 221026-5 for a new Water Use Permit 43-03155-W to dewater on undeveloped lands. The water will be withdrawn from Water Table Aquifer and the project is located in Sections: 13,18 Township 39 South Ranges 40-41 East.
 Pub Nov 17th 2022
 TCN5484688

Town of Orchid Notice of Public Hearing

The Town of Orchid Town Council proposes to adopt the following Resolution:

RESOLUTION NO. 2022-12

A RESOLUTION OF THE TOWN OF ORCHID, FLORIDA, AMENDING RESOLUTION NO. 2022-09 PERTAINING TO THE FEE FOR A REVISION TO AN ISSUED PERMIT OF THE TOWN OF ORCHID BUILDING PERMIT FEE SCHEDULE PURSUANT TO THE AUTHORITY SET FORTH IN THE FLORIDA BUILDING CODE AND TOWN OF ORCHID'S CODE OF ORDINANCES CHAPTER 6 - BUILDING AND BUILDING REGULATIONS; PROVIDING FOR INCORPORATION, AMENDMENT, SEVERABILITY, CONFLICT, AND AN EFFECTIVE DATE.

The Town's regular monthly meeting has been changed to November 29, 2022, starting at 10 a.m. or shortly thereafter. The meeting will include a public hearing on aforementioned Resolution No. 2022-12.

The meeting will be held at 1 Beachside Drive, Orchid, Florida 32963. Public hearings may be continued from time to time.

The agenda will be posted on the Town's website at www.townoforchid.com. Copies of the agenda and supporting documents pertaining to the meeting are available at Town of Orchid's Town Hall located at 7707 US Highway 1, Suite 1, Vero Beach, Florida 32967 weekdays between the hours of 8 a.m. and 4 p.m. One or more Councilmembers may attend the meeting by means of teleconference pursuant to the Charter. All interested parties may participate in the meeting. Persons, who wish to appeal any decision made by the Town Council with respect to any matter considered at the meeting, will need to en-

Public Notices

IN THE CIRCUIT COURT OF THE JUDICIAL CIRCUIT, IN AND FOR COUNTY, FLORIDA
 CASE NO.: 562022DR2323
 DIVISION: FAMILY
 SANDRA ALLEN & CLINT MORINE, Petitioner
 AND, RICARDO VILLAFUERTE, Respondent

NOTICE OF ACTION FOR PUBLISHED DOCUMENT
 TO: RICARDO VILLAFUERTE
 2525 CITRUS AVE FT PIERCE, FL 34947

YOU ARE NOTIFIED that an action for Temporary Custody has been filed against you and that you are required to serve a copy of your written defenses, if any, to it on Sandra Allen and Clint Morine, whose address is 3826 SW Hall St. Port St Lucie FL, 34953, on or before 12/10/2022, and file the original with the clerk of this court at Clerk of Circuit Court Domestic Relations Dept 201 South Indian River Dr. Ft. Pierce FL 34950 before service on Petitioner or immediately thereafter, if you fail to do so, a default may be entered against you for the relief demanded in the petition. Copies of all court documents in this case, including order, are available at the Clerk of the Circuit Court's office. You may review these documents upon request. You must keep the Clerk of the Circuit Court's office notified of your current address. (You may file Designation of Current Mailing and E-Mail Address, Florida Supreme Court Approved family Law Form 12.915) Future papers in this lawsuit will be mailed or e-mailed to the addresses on record at the clerk's office.

WARNING: Rule 12.285, Florida Family Law Rules of Procedure, requires certain automatic disclosure of documents and information. Failure to comply can result in sanctions, including dismissal or striking pleading. Dated 10/27/2022
 Clerk of the Circuit Court By: Deputy Clerk Pub: Nov. 10, 17, 24 Dec 1, 2022 TCN 5468635

NOTICE PUBLIC HEARING

Application #A22-000001 Submitted by Vero Beach Preservation Alliance Appealing the Planning and Zoning Board's Approval of Site Plan Application (#SP22-000005) Submitted by Coastal Tech for the Demolition of Existing Buildings and Construction of a 21,355 Square Foot Dry Storage Building for the City of Vero Beach Municipal Marina located at 3599 Rio Vista Boulevard.

The City Council of the City of Vero Beach, Florida, will hold a public hearing concerning the Appeal with the title as

Public Notices

Notice Under Fictitious Name Law Pursuant to Section 865.09, Florida Statutes

NOTICE IS HEREBY GIVEN that the undersigned, desiring to engage in business under the fictitious name of Domino's Pizza located at 300 SE Port Saint Lucie Blvd, in the County of St. Lucie, in the City of Port St. Lucie, Florida 34984 intends to register the said name with the Division of Corporations of Florida Department of State, Tallahassee, Florida.

Dated at Port St. Lucie, Florida, this 15 day of November, 2022.
 Performance Pizza Inc
 Pub November 17th, 2022
 TCN5489341

Notice Under Fictitious Name Law Pursuant to Section 865.09, Florida Statutes

NOTICE IS HEREBY GIVEN that the undersigned, desiring to engage in business under the fictitious name of Let's Do Acid located at 2221 NW Federal Hwy, apt 2135, in the County of Martin, in the City of Stuart, Florida 34994 intends to register the said name with the Division of Corporations of the Florida Department of State, Tallahassee, Florida.

Dated at Stuart, Florida, this 15th day of November, 2022.
 Trippy Ventures LLC
 Pub Nov 17, 2022
 TCN5489730

Notice Under Fictitious Name Law Pursuant to Section 865.09, Florida Statutes

NOTICE IS HEREBY GIVEN that the undersigned, desiring to engage in business under the fictitious name of Cloudnetics of the located at 3085 SW Feroe Ave, in the County of Martin, in the City of Palm City, Florida 34990 intends to register the said name with the Division of Corporations of the Florida Department of State, Tallahassee, Florida.

Dated at Palm City, Florida, this 14th day of November, 2022.
 Josh Atchley
 Publish November 17, 2022
 TCN5488214

NOTICE OF SPECIAL MEETING

TO: RESIDENTS AND PROPERTY OWNERS OF INDIAN RIVER COUNTY. Indian River Mosquito Control District has scheduled a Town Hall Meeting to solicit public comment for Strategic Planning on December 8, 2022 at 6:00 PM at the District office located at 5655 41st Street, Vero Beach, FL 32967
 Pub November 17, 2022
 TCN5489368

Public Sale

NOTICE OF PUBLIC SALE
 Notice is hereby given that on November 20, 2022, at 10:00

The following individuals are potentially

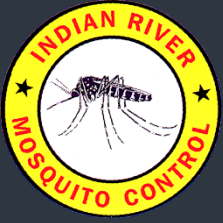
Cox, Robert L 4995
 Mylett, Brian J 1029

Please contact the S (30) days of publication prior to the date of the election. Please contact the Supervisor of Elections p.m., Monday through Friday, for the purpose of your name should not be on the rolls.

Your failure to appear in this Notice will result in your name being removed from the voter registration rolls. The Supervisor of Elections, 288-5637 for further

Pub Nov 17, 2022
 TCN5488734

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Indian River Mosquito Control District

Hosts

Strategic Planning Town Hall Meeting



- We need your input!
- What's working?
- What improvements should be made?
- Where would you like to see the District in 5 years?

WHEN:

Thursday
December 8, 2022
at 6:00 p.m.

WHERE:

District Office
5655 41st Street
Vero Beach, FL
32967

WHY?

- Your Community
- Your Voice
- Your Input

CONTACT US:

Phone:
772-562-2393

Email:
irmcd@irmosquito2.org

Website:
www.irmosquito.com

The District is developing a strategic plan and is seeking input from the community. We are scheduling a town hall meeting to gather input in advance of our strategic planning workshop with agency stakeholders.

Your input is needed to assist in the development of the plan. We are looking to develop a list of strengths, weaknesses, threats and opportunities in an effort to establish a strong plan for the District.

The purpose of the town hall meeting is for members of the community to provide feedback on improvement initiatives to lead the District into the future.

If you are unable to attend in person
please visit our website at
www.irmosquito.com
to complete a brief survey.



C4 Strategies Notes from Town Hall Meeting

Commission dynamics...new member 1 of 3. All 3 in attendance

Attendees estimate, several staff and a handful of residents

One disgruntled former employee of IRMC

Consistent Comments:

\$8 million budget, need to be smart with how the resources are utilized

Public Comment Portion:

Upcoming Tuesday, December 13 governing board meeting

Who are stakeholders, how to communicate? Need to be inclusive

Commissioner Tom Lowther comment: The district has a good track record, possible makeup of the board in terms of number of commissioners for population need to be addressed by adding more seats

General Comments

- Retention of staff and technical expertise

- Long term planning

- Water quality testing of impoundments

- Fleet of trucks spraying. Zone coverages...62, west of town 7% coverage

- Tie in to the budget and revenue resources

- For every 5 year plan, is there a 1 year plan

STRATEGIC Planning

- Who are the Stakeholders?
- Planning Should be formal, written and measurable
- Planning PRIORITIES
 - GOALS
 - Downside Risk and REACTIONS
 - Growth in Needs, SERVICES, CLIENTS, STAFF
 - TECHNICAL STRENGTH in STAFFING
 - Succession Plans for Key Positions
 - CAPITAL ASSETS
 - growth
 - depreciation
 - RESERVES Study for all infrastructure
- IDENTIFY all Downside Risk
 - NEW SCIENCE to Attack/Prevent
 - INCREASED SERVICE AREA
 - CLIMATE EFFECTS on Mosquito growth
 - Failed Equipment
 - LOSS of Highly Skilled Staff
- Education

Indian River Mosquito Control District

Sherry Burroughs, Executive Director

December 8, 2022





History

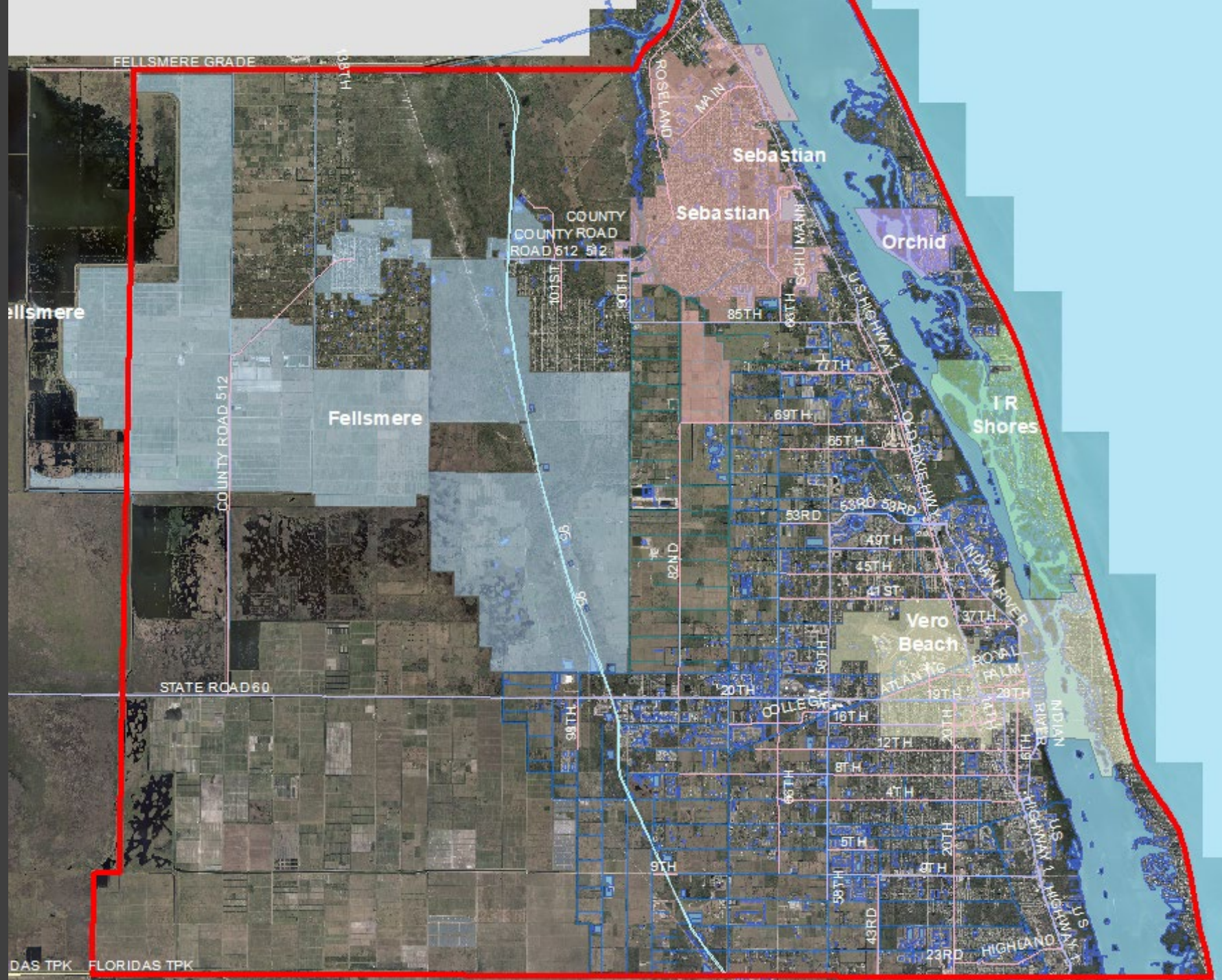


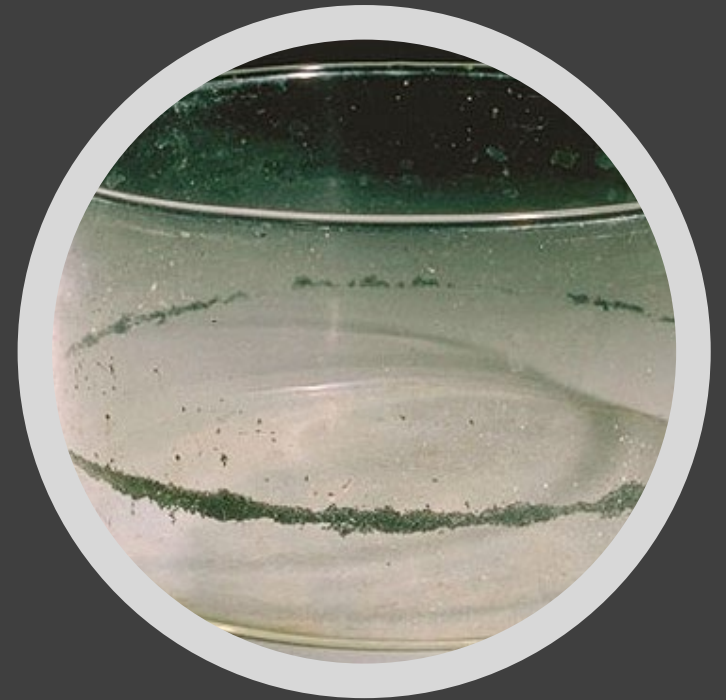
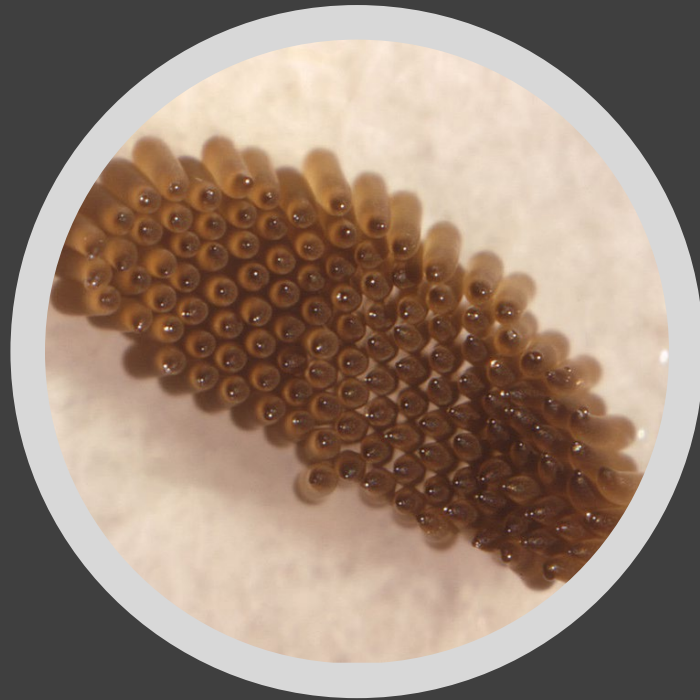
1925

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District Map

Fellsmere
Sebastian
Orchid Island
Vero Beach
Indian River
Shores





Life Cycle: Eggs



Control: Measure = Source Reduction

flood marshes, tip & toss, tire removal



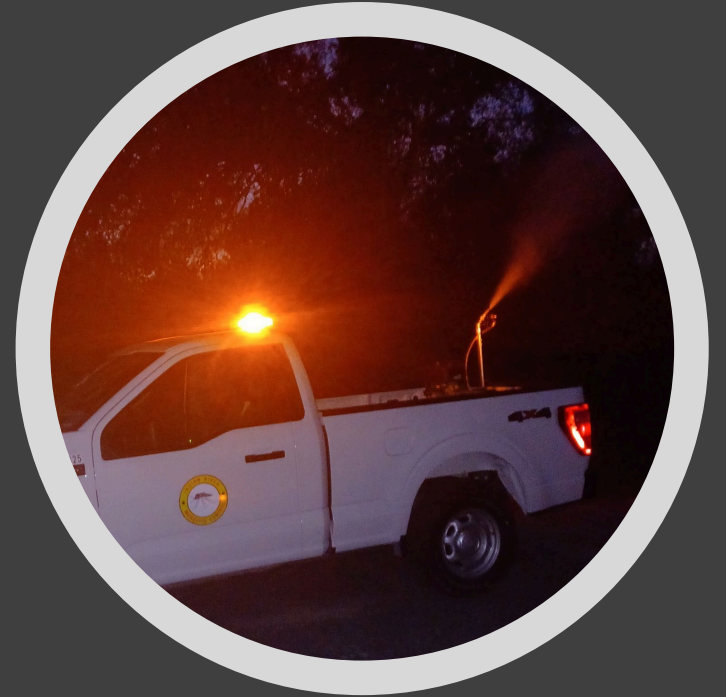
Life Cycle: Larval Stage (aquatic)



Control: Ground & Aerial Treatments

Life Cycle: Adults





Control:
Handheld, Truck & Aerial Treatments



Monitoring:

mosquito populations
disease transmission

Monitoring:

rainfall
temperature, humidity
lunar cycles and tide levels
wind





Indian River Mosquito Control District

SERVICE REQUESTS

EN

How can we help you today?

- Home
- District
- Board
- Operations
- Education
- How Do I

Indian River Mosquito Control

LEARN MORE

SHARE

at *imosquito.com*



Board Minutes & Agendas



Public Events



FAQ



Treatments



Surveillance

REGULAR BOARD OF COMMISSIONERS MEETING

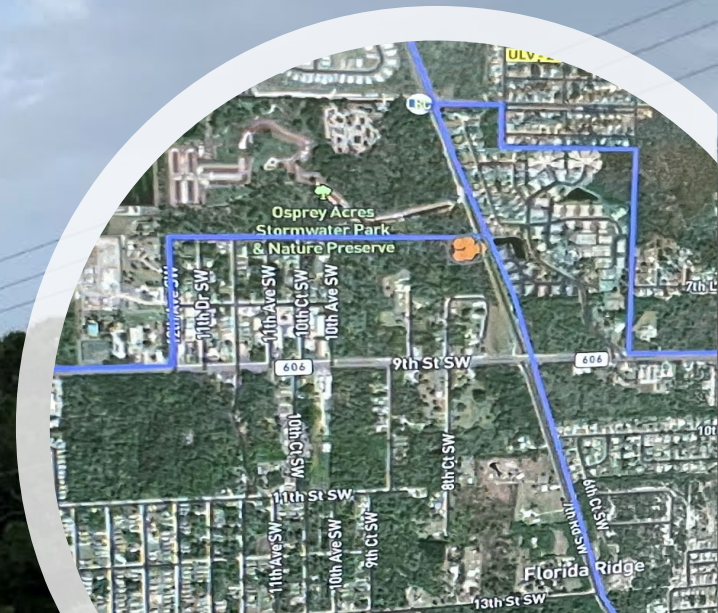
Our regular Board of Commissioners Meeting will be held 3.8.2022 at 6pm at the District office: 5655 41st Street, Vero Beach FL 32967

Education

schools
community events



Using New Technologies



A person wearing a dark suit is holding a large, clear crystal ball. The crystal ball is held in both hands and is the central focus of the image. The background is a dark, blurred gradient. The text 'Future Challenges' is overlaid on the right side of the image in white.

Future Challenges

- Climate changes
- Increasing growth
- Increasing population
- Environmental concerns
- Pesticide resistance
- Diminishing tools

We
need your
help

STRATEGY

development

Partner

Goal

Marketing!

vision

people?

An illustration of a diverse group of ten people in professional attire, including men and women of various ethnicities. They are standing in front of a light blue background with a network diagram of white lines and blue circles. The text 'We need your input!' is written in white on the right side of the image.

We need your input!

- What's working?
- What improvements should be made?
- Where would you like to see the District in 5 years?

Appendix C

Focus Group Advertisement and Record

2022 SHARON MANGALSINGH,
Deputy Clerk
Clerk & Comptroller,
St. Lucie County
Pub: Oct 31, Nov 7, 14, 21,
2022 TCN5373516

NOTICE OF APPLICATION FOR TAX DEED

Tax Deed File No.: 21-380

NOTICE IS HEREBY GIVEN, that COMIAN XIV TAX LIEN FUND, LLC the holder of the following certificate has filed said certificates for a tax deed to be issued thereon. The certificate number and year of issuance, the description of the property, and the names in which it was assessed are as follows:

Certificate No.: 2014/2027
Year of Issuance: 2014
Address:
525 N 16TH ST, FP
Property Description:
9 35 40 E 152.1 FT OF S 45.23 FT OF N 150 FT OF W 1/2 OF NW 1/4 OF NW 1/4 OF NE 1/4 (OR 2155-2426)
Parcel ID: 2409-122-0001-000/3

Name(s) in Which Assessed:
CHRISTIAN DIRKES

Said property being in the County of St. Lucie, State of Florida.

Unless said certificate shall be redeemed according to law the property described in such certificate shall be sold to the highest bidder by electronic sale 5th of December, 2022 or any subsequently scheduled sale date at <https://stlucie.realforeclose.com> at 8:00 A.M.

WARNING

THERE ARE UNPAID TAXES ON PROPERTY WHICH YOU OWN OR IN WHICH YOU HAVE A LEGAL INTEREST. THE PROPERTY WILL BE SOLD AT PUBLIC AUCTION ON 12/05/2022 UNLESS THE BACK TAXES ARE PAID TO RECEIVE FURTHER INFORMATION, CONTACT THE CLERK OF COURT AT (772) 462-6926.

Property may be redeemed through the St. Lucie County Tax Collector. For redemption amounts and instructions, please contact the Tax Collector (772) 462-1650.

Date this 9th day of August, 2022
SHARON MANGALSINGH,
Deputy Clerk
Clerk & Comptroller,
St. Lucie County
Pub: Oct 31, Nov 7, 14, 21,
2022 TCN5373480

NOTICE OF APPLICATION FOR TAX DEED

Tax Deed File No.: 21-378

NOTICE IS HEREBY GIVEN, that COMIAN XIV TAX LIEN FUND, LLC the holder of the following certificate has filed said certificates for a tax deed to be issued thereon. The certificate number and year of issuance

MICHELLE DIAZ
Said property being in the County of St. Lucie, State of Florida.

Unless said certificate shall be redeemed according to law the property described in such certificate shall be sold to the highest bidder by electronic sale 5th of December, 2022 or any subsequently scheduled sale date at <https://stlucie.realforeclose.com> at 8:00 A.M.

WARNING

THERE ARE UNPAID TAXES ON PROPERTY WHICH YOU OWN OR IN WHICH YOU HAVE A LEGAL INTEREST. THE PROPERTY WILL BE SOLD AT PUBLIC AUCTION ON 12/05/2022 UNLESS THE BACK TAXES ARE PAID TO RECEIVE FURTHER INFORMATION, CONTACT THE CLERK OF COURT AT (772) 462-6926.

Property may be redeemed through the St. Lucie County Tax Collector. For redemption amounts and instructions, please contact the Tax Collector (772) 462-1650.

Date this 9th day of August, 2022
SHARON MANGALSINGH,
Deputy Clerk
Clerk & Comptroller,
St. Lucie County
Pub: Oct 31, Nov 7, 14, 21,
2022 TCN5373537

NOTICE OF APPLICATION FOR TAX DEED

Tax Deed File No.: 21-412

NOTICE IS HEREBY GIVEN, that COMIAN XIII TAX LIEN FUND LLC the holder of the following certificate has filed said certificates for a tax deed to be issued thereon. The certificate number and year of issuance, the description of the property, and the names in which it was assessed are as follows:

Certificate No.: 2014/1479
Year of Issuance: 2014
Address:
904 N 12TH ST, FP
Property Description:
ENGLEWOOD PARK S/D LOT 22
Parcel ID: 2404-818-0022-000/7

Name(s) in Which Assessed:
TESSIE SMITH (EST)

Said property being in the County of St. Lucie, State of Florida.

Unless said certificate shall be redeemed according to law the property described in such certificate shall be sold to the highest bidder by electronic sale 5th of December, 2022 or any subsequently scheduled sale date at <https://stlucie.realforeclose.com> at 8:00 A.M.

WARNING

THERE ARE UNPAID TAXES ON PROPERTY WHICH YOU OWN OR IN WHICH YOU HAVE A LEGAL INTEREST. THE PROPERTY WILL BE SOLD AT PUBLIC

Law Pursuant to Section 865.09, Florida Statutes
NOTICE IS HEREBY GIVEN that the undersigned, desiring to engage in business under the fictitious name of Narrow Gate Vintage located at 9346 Carlton Rd, in the County of St. Lucie, City of Port Saint Lucie, Florida 34987 intends to register the said name with the Division of Corporations of the Florida Department of State, Tallahassee, Florida. Dated at Port St Lucie, Florida, this 16 day of November, 2022.
PLHP, LLC
Publish Nov 21, 2022
TCN 5492973

NOTICE OF SPECIAL MEETING TO: RESIDENTS AND PROPERTY OWNERS OF INDIAN RIVER COUNTY. Indian River Mosquito Control District has scheduled a Strategic Planning Workshop at the Indian River County Administration Office, located at 1801 27th Street, Building B on December 15th & December 16th from 8AM to 5PM
Publish Nov 21, 2022
TCN 5490689

Public Sale

NOTICE OF SHERIFF'S SALE OF REAL PROPERTY
NOTICE IS HEREBY GIVEN THAT PURSUANT TO A WRIT OF EXECUTION ISSUED IN THE CIRCUIT COURT OF BROWARD COUNTY, FLORIDA, ON THE 07TH DAY OF OCTOBER, 2022 IN THE CAUSE WHEREIN WESTFORK TOWER, LLC, A DELAWARE LIMITED LIABILITY COMPANY, IS THE PLAINTIFF, AND CARBO'S DREAM CAFE, INC., A FLA CORPORATION, D/B/A COFFEE SCENE; LAUNA CARBONELL, INDIVIDUALLY; AND GEORGE CARBONELL, INDIVIDUALLY, ARE THE DEFENDANTS, BEING CASE NUMBER CASE 10-020017 (08), IN THE SAID COURT, I, KEN J. MASCARA, AS SHERIFF OF ST. LUCIE COUNTY, FLORIDA, HAVE LEVIED UPON ALL THE RIGHT, TITLE, AND INTEREST OF THE DEFENDANTS, LAUNA CARBONELL AND GEORGE CARBONELL IN AND TO THE FOLLOWING DESCRIBED REAL PROPERTY LOCATED IN ST. LUCIE COUNTY, FLORIDA, TO WIT:
UNIT NO. 5, WINDMILL VILLAGE BY THE SEA, CONDOMINIUM NO. 1, A CONDOMINIUM, ALL AS SET FORTH IN THE DECLARATION OF CONDOMINIUM AND THE EXHIBITS ATTACHED THERETO AND FORMING A PART THEREOF, AS RECORDED IN OFFICIAL RECORDS BOOK 189, PAGE 1887, AND ALL AMENDMENTS THERETO, OF THE PUBLIC RECORDS OF ST. LUCIE COUNTY, FLORIDA. THE ABOVE DESCRIPTION INCLUDES BUT IS NOT LIMITED TO, ALL APPURTENANCES TO THE CONDOMINIUM UNIT ABOVE DESCRIBED, INCLUDING THE UNDIVIDED INTEREST IN THE COMMON ELEMENTS OF SAID CONDOMINIUM. TOGETHER

Parcel ID: 2404-516-0063-000/9
Name(s) in Which Assessed:
PROBATE RELIEF ORGANIZATION / PROBATE RELIEF ORGANIZATION AND SERVICES INC
Said property being in the County of St. Lucie, State of Florida.
Unless said certificate shall be redeemed according to law the property described in such certificate shall be sold to the highest bidder by electronic sale 5th of December, 2022 or any subsequently scheduled sale date at <https://stlucie.realforeclose.com> at 8:00 A.M.

WARNING

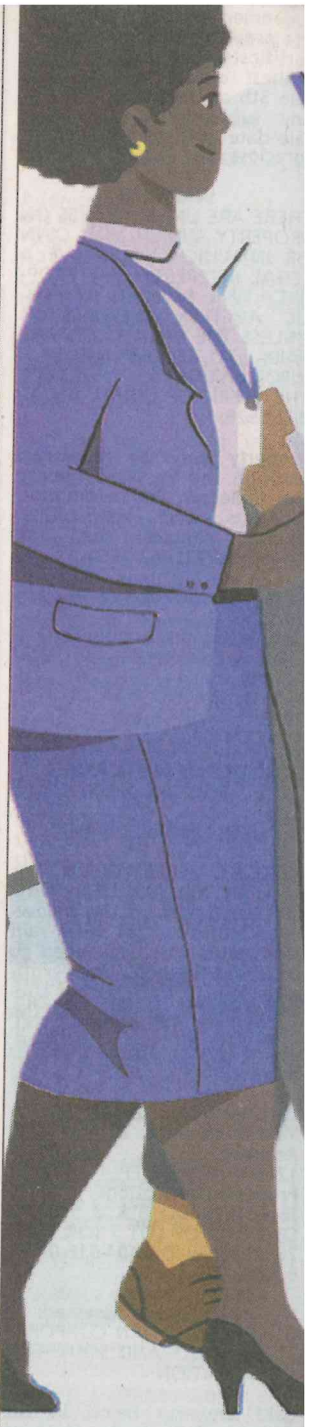
THERE ARE UNPAID TAXES ON PROPERTY WHICH YOU OWN OR IN WHICH YOU HAVE A LEGAL INTEREST. THE PROPERTY WILL BE SOLD AT PUBLIC AUCTION ON 12/05/2022 UNLESS THE BACK TAXES ARE PAID. TO RECEIVE FURTHER INFORMATION, CONTACT THE CLERK OF COURT AT (772) 462-6926.

Property may be redeemed through the St. Lucie County Tax Collector. For redemption amounts and instructions, please contact the Tax Collector (772) 462-1650.

Dated this 15th day of November, 2022.
SHARON MANGALSINGH,
Deputy Clerk Clerk & Comptroller, St. Lucie County
Pub: Nov. 21, 2022
TCN5489749

NOTICE OF PUBLIC SALE: ARONS TOWING AND RECOVERY, INC. gives Notice of Foreclosure of Lien and intent to sell these vehicles on Dec 4, 2022, Dec 16, 2022, Dec 18, 2022 and Dec 19, 2022 at 9:00 am at 12872 SE SUZANNE DR HOBE SOUND, FL 33455-9713, pursuant to subsection 713.78 of the Florida Statutes. ARONS TOWING AND RECOVERY, INC. reserves the right to accept or reject any and/or all bids.
PHONE: 772-220-1151
FAX: 772-932-7937
12/04/2022
1HTSAAAM6XH576570
1999 INTL
1XKDBB9X1PJ587819
1993 KW
12/16/2022
1FMCUODG9AKA69876
2010 FORD
5J8YD3H36KL012986
2019 ACUR
12/18/2022
1G1FD3DS4G0191582
2016 CHEV
2C4GP44383R208109
2003 CHRY
12/19/2022
1FTYR14X7XPB61436
1999 FORD
Pub: Nov 21, 2022
TCN5494245

The right audience
at the right price



Public Notices

Public Notices

PROPERTY WILL BE SOLD AT PUBLIC AUCTION ON 12/05/2022 UNLESS THE BACK TAXES ARE PAID TO RECEIVE FURTHER INFORMATION, CONTACT THE CLERK OF COURT AT (772) 462-6926

Property may be redeemed through the St Lucie County Tax Collector. For redemption amounts and instructions, please contact the Tax Collector (772) 462-1650.

Date this 10th day of August, 2022.
Angela Riggins, Deputy Clerk
Clerk & Comptroller,
St. Lucie County
Pub: Oct 31, Nov 7, 14, 21,
2022
TCN5374145

NOTICE OF APPLICATION FOR TAX DEED

Tax Deed File No: 21-413

NOTICE IS HEREBY GIVEN, that COMIAN XIII TAX LIEN FUND LLC the holder of the following certificate has filed said certificates for a tax deed to be issued thereon. The certificate number and year of issuance, the description of the property, and the names in which it was assessed are as follows:

Certificate No.: 2014/1481
Year of Issuance: 2014
Address:
910 N 12TH ST, FP
Property Description:
ENGLEWOOD PARK S/D LOT 25
Parcel ID: 2404-818-0025-000/8

Name(s) in Which Assessed:
PEARLIE JONES (EST) / THE ESTATE OF PEARLIE JONES (EST) DECEASED

Said property being in the County of St. Lucie, State of Florida.

Unless said certificate shall be redeemed according to law the property described in such certificate shall be sold to the highest bidder by electronic sale 5th of December, 2022 or any subsequently scheduled sale date at <https://stlucie.realforeclose.com> at 8:00 A.M.

WARNING
THERE ARE UNPAID TAXES ON PROPERTY WHICH YOU OWN OR IN WHICH YOU HAVE A LEGAL INTEREST. THE PROPERTY WILL BE SOLD AT PUBLIC AUCTION ON 12/05/2022 UNLESS THE BACK TAXES ARE PAID TO RECEIVE FURTHER INFORMATION, CONTACT THE CLERK OF COURT AT (772) 462-6926.

Property may be redeemed through the St. Lucie County

Public Notices

ance, the description of the property, and the names in which it was assessed are as follows:

Certificate No.: 2014/1803
Year of Issuance: 2014
Address:
O TBD, SLC
Property Description:
HARMONY HEIGHTS BLK I LOT 5 (0.13 AC) (OR 2641-892)
Parcel ID: 2406-502-0159-000/2

Name(s) in Which Assessed:
CYNTHIA A PIERI / CYNTHIA ANN PIERI

Said property being in the County of St. Lucie, State of Florida.

Unless said certificate shall be redeemed according to law the property described in such certificate shall be sold to the highest bidder by electronic sale 5th of December, 2022 or any subsequently scheduled sale date at <https://stlucie.realforeclose.com> at 8:00 A.M.

WARNING
THERE ARE UNPAID TAXES ON PROPERTY WHICH YOU OWN OR IN WHICH YOU HAVE A LEGAL INTEREST. THE PROPERTY WILL BE SOLD AT PUBLIC AUCTION ON 12/05/2022 UNLESS THE BACK TAXES ARE PAID TO RECEIVE FURTHER INFORMATION, CONTACT THE CLERK OF COURT AT (772) 462-6926.

Property may be redeemed through the St Lucie County Tax Collector. For redemption amounts and instructions, please contact the Tax Collector (772) 462-1650

Date this 9th day of August, 2022
SHARON MANGALSINGH,
Deputy Clerk
Clerk & Comptroller,
St. Lucie County
Pub: Oct 31, Nov 7, 14, 21,
2022 TCN5373461

NOTICE OF APPLICATION FOR TAX DEED

Tax Deed File No.: 21-418

NOTICE IS HEREBY GIVEN, that COMIAN XIII TAX LIEN FUND LLC the holder of the following certificate has filed said certificates for a tax deed to be issued thereon. The certificate number and year of issuance, the description of the property, and the names in which it was assessed are as follows:

Certificate No.: 2014/1624
Year of Issuance: 2014
Address:
0 AVENUE N, SLC
Property Description:
SUNLAND GARDENS BLK 27

Public Notices

LIC AUCTION ON 12/05/2022 UNLESS THE BACK TAXES ARE PAID TO RECEIVE FURTHER INFORMATION, CONTACT THE CLERK OF COURT AT (772) 462-6926.

Property may be redeemed through the St Lucie County Tax Collector. For redemption amounts and instructions, please contact the Tax Collector (772) 462-1650.

Date this 9th day of August, 2022
SHARON MANGALSINGH,
Deputy Clerk
Clerk & Comptroller,
St. Lucie County
Pub: Oct 31, Nov 7, 14, 21,
2022 TCN5373493

NOTICE OF PUBLIC HEARINGS CITY OF VERO BEACH

NOTICE IS HEREBY GIVEN that the Planning and Zoning Board of the City of Vero Beach, Florida, shall hold public hearings in the City Council Chambers of City Hall located at 1053 20th Place, Vero Beach, Florida on Thursday, December 1, 2022, at 1:30 p.m., to consider the following:

[LEGISLATIVE]
AN ORDINANCE OF THE CITY OF VERO BEACH, FLORIDA AMENDING THE LAND DEVELOPMENT REGULATIONS BY AMENDING CHAPTER 73, FLOOD DAMAGE PREVENTION AND DRAINAGE, ARTICLE 1, FLOOD DAMAGE PREVENTION, TO ADOPT NEW FLOOD INSURANCE STUDY (MAPS) FOR INDIAN RIVER COUNTY, UPDATE THE ELEVATION OF MANUFACTURED HOMES IN FLOOD HAZARD AREAS, AND UPDATE FLOOD DAMAGE PREVENTION FOR ACCESSORY STORAGE STRUCTURES; PROVIDING FOR CODIFICATION; PROVIDING FOR CORRECTION OF SCRIVENER'S ERROR; PROVIDING FOR CONFLICT AND SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE.

Interested parties may appear at the meeting and be heard with respect to matters related to the above proposals. Related material is available for review at the Planning Department Office in City Hall. Anyone who needs special accommodations for this meeting may contact the City's Americans with Disabilities Act (ADA) Coordinator at 978-4922 at least 48 hours in advance of the meeting.

CITY PLANNING & ZONING BOARD
CITY OF VERO BEACH, FLORIDA
By: Planning & Develop-

Public Sale

WITH ALL THE TENEMENTS, HEREDITAMENTS AND APPURTENANCES THERETO BELONGING OR IN ANYWISE APPERTAINING. FOLIO NUMBER 4511-810-0012-000-5. PROPERTY LOCATION: 10851 S OCEAN DR #5, JENSEN BEACH, FL 34957.

AND AT PUBLIC AUCTION TO BE HELD ON DECEMBER 29, 2022, AT THE HOUR OF 10:00 A.M., OR AS SOON THEREAFTER AS POSSIBLE, AT THE ST. LUCIE COUNTY COURTHOUSE, BUILDING B, 218 SOUTH SECOND STREET, IN ST. LUCIE COUNTY, FLORIDA, I WILL OFFER FOR SALE AND SELL TO THE HIGHEST BIDDER FOR CASH OR CASHIERS CHECK IN HAND, "AS IS," SUBJECT TO TAXES, ALL PRIOR, LIENS, ENCUMBRANCES, AND JUDGMENTS, IF ANY, AND WITHOUT RECOURSE, ALL THE RIGHT, TITLE AND INTEREST OF THE DEFENDANTS, LAUNA CARBONELL AND GEORGE CARBONELL, IN AND TO THE AFORESAID REAL PROPERTY. THE PROCEEDS TO BE APPLIED AS FAR AS MAY BE TO THE PAYMENT OF COSTS AND THE SATISFACTION OF THE ABOVE DESCRIBED EXECUTION.

DATES ADVERTISED:
11/21/2022 11/28/2022, &
12/5/2022, 12/12/2022
SIGNED THIS 15TH DAY OF NOVEMBER, 2022
KEN J. MASCARA, SHERIFF
ST. LUCIE COUNTY, FLORIDA
BY: JAMES GETTINGS ID-965
DEPUTY SHERIFF

NOTICE
In accordance with the Americans With Disability Act, persons needing a special accommodation to participate in this proceeding, should contact Eleanor Dillon, not later than two (2) days prior to the proceeding at 218 South Second Street, Room B215, Fort Pierce, FL, 34950; Telephone (772) 462-3223; or fax a written request to: (772) 462-3339. For speech or hearing impaired, call 1-800-995-8771 (Via Florida Relay Center)
PubDates 11/21 11/28 12/5 12/12/2022
TCN 5492426

NOTICE OF APPLICATION FOR TAX DEED

Tax Deed File No.: 21-385

NOTICE IS HEREBY GIVEN, that COMIAN XII TAX LIEN FUND, LLC the holder of the following certificate has filed said certificates for a tax deed to be issued thereon. The certificate number and year of issuance, the description of the property, and the names in which it was assessed are as follows:

Certificate No.: 2014/1162
Year of Issuance: 2014

Jobca

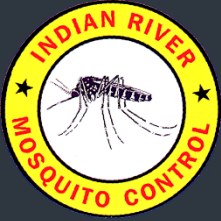
FIN
THE
BEST
TAL
TO

Maximize your recruiting process
you advert
your one-s
for posting
national jo
Jobcase.

Get started at
jobs.usa

IRMCD Strategic Planning
Stakeholder Workshop

Name	Agency	Title
Janice Broda	Indian River Mosquito Control District	Commissioner
Ron Brockmeyer	St.Johns River Water Management District / SOMM Committee	Environmental Scientist
Michael Hart	Indian River Mosquito Control District	Director of Operations
Sarah McInnis	Indian River Mosquito Control District	Senior Entomologist
Johanna Avril	Indian River Mosquito Control District	Human Resource Generalist
Shawna James	Indian River Mosquito Control District	Entomologist
Matt Erpenbeck	Indian River Mosquito Control District	Commissioner
Dave Fuss	Indian River Land Trust	Director of Land Stewardship
Terrill Mincey	St.Lucie County Mosquito Control District	Mosquito Control Manager
Mark Mathes	City of Fellsmere	City Manager
Paul Baffino	Indian River Mosquito Control District	Maintenance Supervisor
Morel Jules	Indian River Mosquito Control District	Larvicide Supervisor
Josh Reilly	Indian River Mosquito Control District	IT Specialist
Ray Neville	City of Vero Beach	Councilmember
Lisa Ridley	Indian River Mosquito Control District	Director of Finance & Support Services
Tim Adams	Indian River Mosquito Control District	Marine Inspector II
Daniel Long	Indian River Mosquito Control District	Aerial Coordinator
Ed Foley	Lee Mosquito Control District	Mosquito Control Biologist III
Sherry Burroughs	Indian River Mosquito Control District	Executive Director
Susan Adams	Indian River County Board of County Commissioners	Vice Chairman
Charles Vogt	Florida Department of Health	Environmental Specialist III
Todd Hingle	Indian River Mosquito Control District	Larvicide Foreman I
John Thomas	Indian River Mosquito Control District	Coastal Inspector I
Frank Cuccurese	Indian River Mosquito Control District	Surveillance Coordinator
Heather Whitehead	Indian River Mosquito Control District	Lab Technician I



Indian River Mosquito Control District

Hosts

Strategic Planning Workshop



**WE NEED
YOUR
HELP!**

WHEN:

December 15th &
December 16th,
2022
from 8:00 a.m. to
5:00 p.m.

WHERE:

Indian River County
Government,
Building B
Vero Beach, FL
32967

WHY?

- Your Community
- Your Voice
- Your Input

CONTACT US:

Phone:
772-562-2393

Email:
irmcd@irmosquito2.org

Website:
www.irmosquito.com

- What's working and what isn't?
- What improvements should be made?
- Where should the District be in 5 years?

The District is developing a strategic plan and is seeking input from our stakeholders.

Your input is needed to assist in the development of the plan. We are looking to develop a list of strengths, weaknesses, threats and opportunities in an effort to establish a strong plan for the District.

Lunch and refreshments will be provided.

If you are unable to attend in person
please visit our website at
www.irmosquito.com
to complete a brief survey.



Appendix D

Workshop Notes and Photographs

Strategic Planning Workshop

December 15th and 16th, 2022

Attached are photographs of each of the four tables suggestions. The colored dots indicate the votes from the group, red being first choice, followed by yellow and then green. The numbers within the circles on the sheet indicate the overall selection by the group.

Strengths

Table 1 strengths

#2

E)

1. Collaboration w/ industry/community partners (FMEL, Health Dept, Etc.)
2. Stability of the District, its legacy & history
3. Environmental Concerns - Forward-Thinking

Strong/ Stable/ professional leadership & employees

- + (Motivations - Stress), etc.
- o Staff education/ Training/ Tools
- ✓ Forward-looking organization
- Long-term history/legacy
- o Low long-term environmental concerns
- + Collaborations

Small staff - should allow for ease of comm.

- ✓ Desire to expand data collection
- + Good Relationship w/ Public
- + Other entities willing to collaborate
- Qualified Staff
- Training
- + Positive approach to community
- Team/ Board/ motivated Staff
- Population
- o Aware of environmental concerns
- Proactive decision making
- Community Partners

Strengths #2

ORGANIZATION

Culture

- Passion
- Training
- History (Knowledge)

EXTERNAL

#2 Relationships

- Customer service
- Intergovernmental
- Private Entities

Independence

- Independent District
- Fiscal Conservative
- Autonomy

STRENGTHS TABLE 3

1. EFFECTIVE MOSQUITO CONTROL
2. HISTORY/ COMMUNITY AWARENESS
3. EXPERIENCED STAFF/ WELL TRAINED

Strengths

#1 Trained, dedicated, licensed staff

#3 ^{independent} organizational knowledge & history _{state}

#2 Multiorganizational coordination

Weaknesses

Table 1 Weaknesses

- #1** Reactive, not pro-active w/outreach, social media, website.
- #2** Control of Rural Mosquitoes ^{Comp.}
- Development of IT & Science Depts. **#3**
 - IT infrastructure
 - Efficacy Testing.
 - Research
 - Publications
 - Resistance Testing

WEAKNESSES #2

- #1** Communication
 - public awareness
 - internal
 - external
- Invest Tech./Equip.
- #3** Organizational Evolution
 - staff transitions
 - research
 - guard against Complacency

WEAKNESSES TABLE 3

- PRIVATE CONTRACTING/OUT SOURCE
- ADULTICIDE: U.L.V AERIAL
- #1** PUBLIC RELATIONS - COMMUNICATIONS
- IMPOUNDMENTS / WATER QUALITY

ENTERPRISE DATA BASE (MAP VISION)	COUNTY WIDE LARVICIDE
- OUTSOURCE	IMPOUNDMENTS / WATER QUALITY
AUDICIDE / COVERAGE	LIMITED STAFF
AERIAL - PRIVATE	RESEARCH
PUBLIC RELATIONS / EDUCATE PRESENTATION	
NEW TECH / CONTRACTOR DEPENDENT	

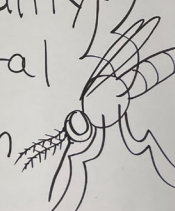
Weaknesses

- #1**
 - > lack of public awareness/public concern due to lack social media presence &/or dedicated PR staff.
 - > lack of community wide planning/perceived Coastal focus only
 - > testing & evaluation of products to determine effectiveness & efficiencies
 - > Outsourcing services (aerial, laboratory)
- #3**

Opportunities

Opportunities Table #1

- 1) Develop IPM Program
- 2) Grants: Explore Funding
- 3) Build upon H₂O quality, Develop Environmental Science Program



Opportunities #2

- In-House vs. External sourcing & services
- Environmental Stewardship #2
 - water quality
 - research/experimentation
- Leverage Growth #4
 - \$ for new initiatives/staff vs. fiscal Conserv.

TECH AERIAL/DRONE MAPPING LIDAR OPPORTUNITIES/TABLE 3

- 1 SHARED RESOURCES
- 2 PUBLIC DISCOURSE

AERIAL APPLICATION / DRONE
 EVALUATE POSITIONS AS AVAILABLE
 PUBLIC DISCOURSE
 SHARED RESOURCES TEAM WITH OTHER DISTRICTS

PRODUCT TESTING

USED APPROACH COUNTY WIDE LARVAEIDE
 DETERMINE FUNDING SOURCES
 TECH IMPROVEMENTS - LIDAR
 DE LEVEL MONITORS / RAIN GAUGES
 T POLICY

Opportunities

- > Create & hire PR position to increase public awareness & develop communication plan. #1
- > take advantage of new technologies #2
 - evaluate "green" solutions (promote use of existing products)
- develop capital improvement plan #3
 - for exp (impoundment maintenance, building expansion/district facilities, equipment replacement, IT)

Threats

Table #1

Threats

1. **Legislation/Regulation** (#3)
 - Chemical labels changing
 - Chem that's available - Product Recertification
 - Drone
 - Environmental
2. **Environmental Changes**
 - Weather patterns
 - climate change
 - Development
 - Access to operational sites
3. **Loss of institutional Knowledge** (#3)
 - succession planning
 - Data Management

Table #2

Threats

1. **Sudden Budget Impacts** (#1)
 - hurricane
 - multiple staff departures
 - losing contracts
 - supply chain
2. **Chemical Resistance** (#2)
 - limited options
 - new species/disease
- IT Malware / Software
3. **New Regs / Activists** (#3)
 - State Legislator

THREATS TABLE 3

ECONOMY / TECH STAFF / Revenue

LOSS OF PRODUCT / TOOLS

CONTRACTOR SERVICES (#4)

LOSS OF PRODUCT USE

ABDR VIRUS OUTBREAK

PUBLIC PERCEPTION

ECONOMY

STATE INTERFERENCE

AVAILABLE TECH STAFF

CONTRACTOR SERVICES

COMMUNITY CHANGES

OPERATING COSTS

Threats:

1. **Economy** (#1)
 - operating costs, revenue impacts, ups & downs
2. **Environmental**
 - (water quality, endangered species, pesticide use, environmental scrutiny)
3. **Aerial Larviciding Contract** (#4)
2. **Resistance to Pesticide / Limited Tools** (#2)

Vision

Vision Statement Table 4

Celebrating 100th ins

To Continue the legacy of innovative science-based Mosquito Control that preserves public health, enhances public comfort, & protects our natural resources.

Ind
Flice
Auto

VISION #2

Founded in 1925, build upon our history as Leader in the Science, management and control of mosquitos, Embracing Env. Challenges for the benefit of IRC from the Lagoon to the marshes.

VISION TABLE 3

INDIAN RIVER MOSQUITO CONTROL DISTRICT



"IMPROVE THE QUALITY OF LIFE FOR THE CITIZENS OF INDIAN RIVER COUNTY BY ~~AND~~ CONTROL ~~MOS~~ OF MOSQUITO POPULATION USING ENVIRONMENTALLY SAFE PRACTICES TO PROTECT FUTURE GENERATIONS."

Table 4

Vision

Continuing a 100 year legacy of serving the public, from our quaint beaches to our agricultural communities, by protecting the environment, safe guarding public health and preserving the quality of life.

Vision Statement

 VISION 

Celebrating our legacy and
looking to the future, leading
innovative science based
Mosquito control, embracing our
environment, and improving ^{the} ~~our~~
quality of life for our communities.

Mission

Mission Statement Table 1

To provide the best possible, innovative, science-based, & cost-effective mosquito control services that enhance public health and comfort; steward our natural resources, engage our community through education, and empower our highly-trained, passionate staff.

MISSION #2

Proudly protecting our communities through science-based solutions while being fiscally responsible, enhancing customer service & community engagement; utilizing innovative approaches to research and technology; and embracing environmental challenges.

MISSION TABLE 3

USE SCIENCE-BASED TECHNOLOGY TO PROTECT PUBLIC HEALTH USING INTEGRATED PEST MANAGEMENT TECHNIQUES. SERVE THE PUBLIC WHILE BEING FISCALLY AND ENVIRONMENTALLY RESPONSIBLE.

Stewards of public health, focusing on the citizens of IRC and its visitors by leveraging new technology and innovations in science, increasing community awareness, honing IPM practices, hiring and training qualified personnel and maintaining our natural environment & ~~maintaining~~ practicing fiscal responsibilities.

Table 4

Mission Statement


MISSION

Proudly protecting our
Community through innovative
science based solutions, enhancing
customer service, and community
engagement; utilizing creative approach
to research and technology; embrace
environmental challenges, ^{and while} ~~and~~
~~operate with~~ ^{being} fiscally ^{responsible} ~~responsibility~~

Goals

Table 1 Goals

- ~~Develop~~ develop ² outreach and Community Engagement program designed to encourage and educate the public about the District and its mission.
- ³ Develop an effective mosquito control program using the best innovative and scientific techniques, which include source reduction, biological control, surveillance, larval & adult control, and community outreach utilizing our highly-trained staff.
- Develop ¹ a fiscally responsible budget based on operational needs of the District while exploring alternate funding opportunities, such as grants and cost-sharing.

Develop  Continue

GOALS #2

- Develop ² a plan for service delivery for an ever expanding / growing community.
- Achieve sustainable ¹ funding sources ~~to~~ w/ adequate reserves to address capital, operational, developmental and environmental needs.
- Incorporate ⁴ environmental considerations when developing programs, policies, & procedures.
- Employees ⁵ shall be educated & trained in current science-based solutions to foster innovation and utilization of technology.

STRATEGIC GOALS TABLE 3

FOR THE DISTRICT TO FUNCTION EFFECTIVELY IT IS VITAL TO ESTABLISH ONGOING AND VIBRANT ENGAGEMENT WITH THE PUBLIC.

- ENSURE ³ THE DISTRICT IS CONDUCTING SAFE AND ECOLOGICALLY MINDFUL MOSQUITO CONTROL PRACTICES THROUGH THE USE OF RESISTANCE MONITORING, I. P. M. TECHNIQUES AND OTHER BEST MANAGEMENT PRACTICES AS AN INTEGRAL PART OF THE SAFETY AND SUCCESS OF OUR COMMUNITY.
- Invest in professional development of employees through employee focused training programs that improve workplace safety and attract the best talent. ⁵
- Sustainable ¹ balanced budget that supports operations of the District, identifies reserve funding and capital improvement projects, and is fully transparent to the tax payers of Indian River County.

Goals:

- > Engage ² and educate the public through the development of a communication plan.
- > Embrace ⁴ environmental challenges through implementing best management practices, using sound science and developing & strengthening partnerships.
- > Improve customer service and provide better control through the expansion of integrated pest management techniques throughout the District.

Goals from each table were grouped by the circled number (on each page indicating the vote by the group) and rewritten below to be able to word-smith for the final goal statements.

Goal #1

- Develop a fiscally responsible budget based on operational needs of the District while exploring alternative funding opportunities such as grants and cost sharing.
- Achieve sustainable funding sources with adequate reserves to address capital, operational, developmental and environmental needs.
- Sustainable balanced budget that supports operations of the District, identifies reserve funding and capital improvement projects, and is fully transparent to the taxpayers of Indian River County.

Goal #2

- Develop outreach and community engagement program designed to encourage and educate the public about the District and its mission.
- For the District to function effectively, it is vital to establish ongoing and vibrant engagement with the public.
- Engage and educated the public through the development of a communication plan.

Goal #3

- Continue an effective mosquito control program using the best innovative and scientific techniques, which include source reduction, biological control, surveillance, larval and adult control, and community outreach utilizing our highly-trained staff.
- Ensure the District is conducting safe and ecologically mindful mosquito control practices through the use of resistance monitoring, integrated pest management techniques and other best management practices as an integral part of the safety and success of our community.

Goal #4

- Incorporate environmental considerations when developing programs, policies and procedures.
- Embrace environmental challenges through implementing best management practices, using sound science and developing and strengthening partnerships.

Goal #5

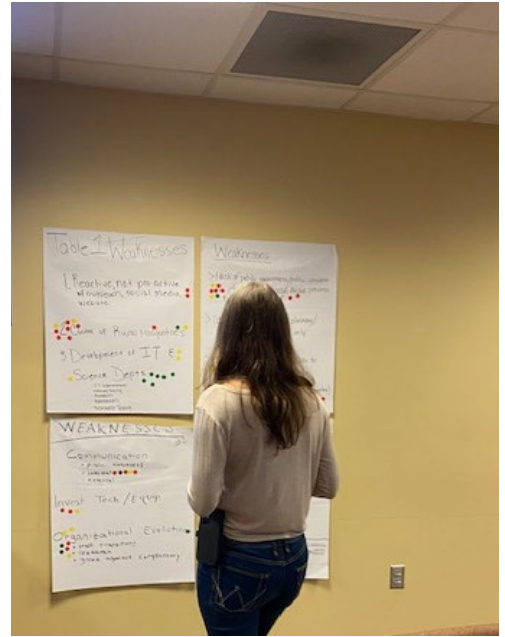
- Employees shall be educated and trained in current science-based solutions to foster innovation and utilization of technology.
- Invest in professional development of employees through employee focused training programs that improve workplace safety and attract the best talent.

Strategic Planning Workshop

December 15th and 16th, 2022

*Attached are photographs taken during the
workshop.*





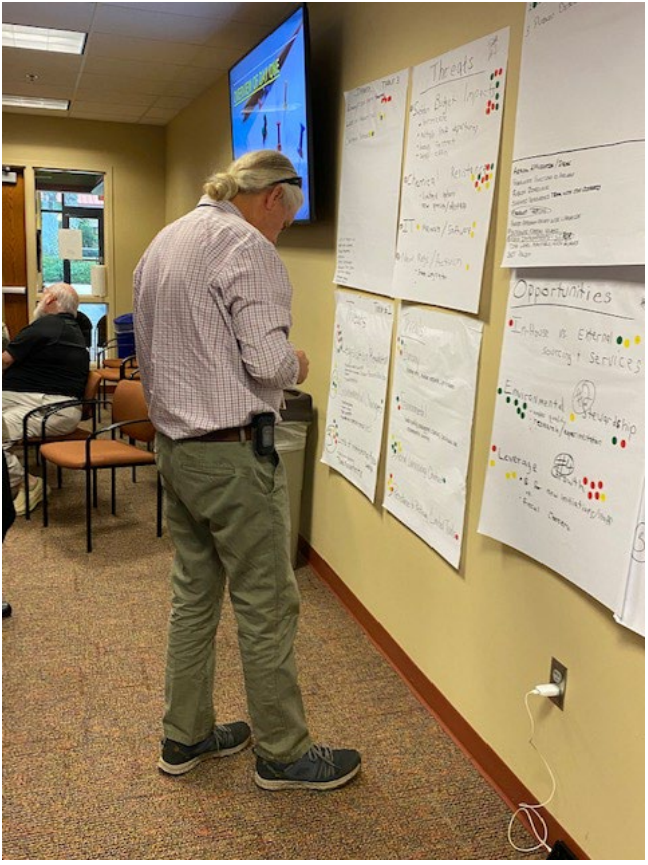


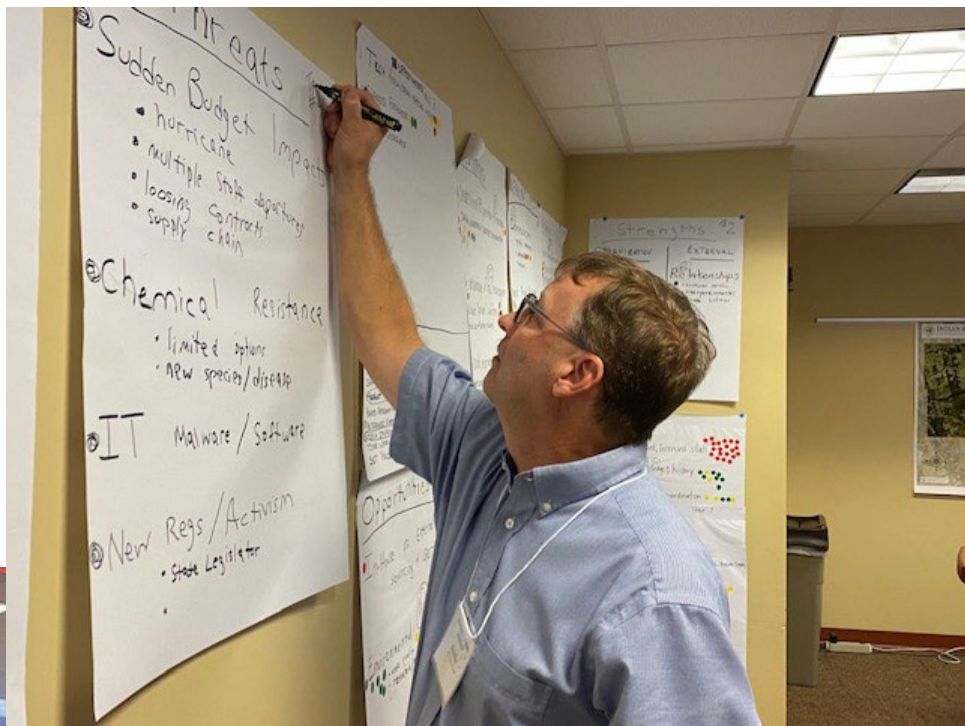








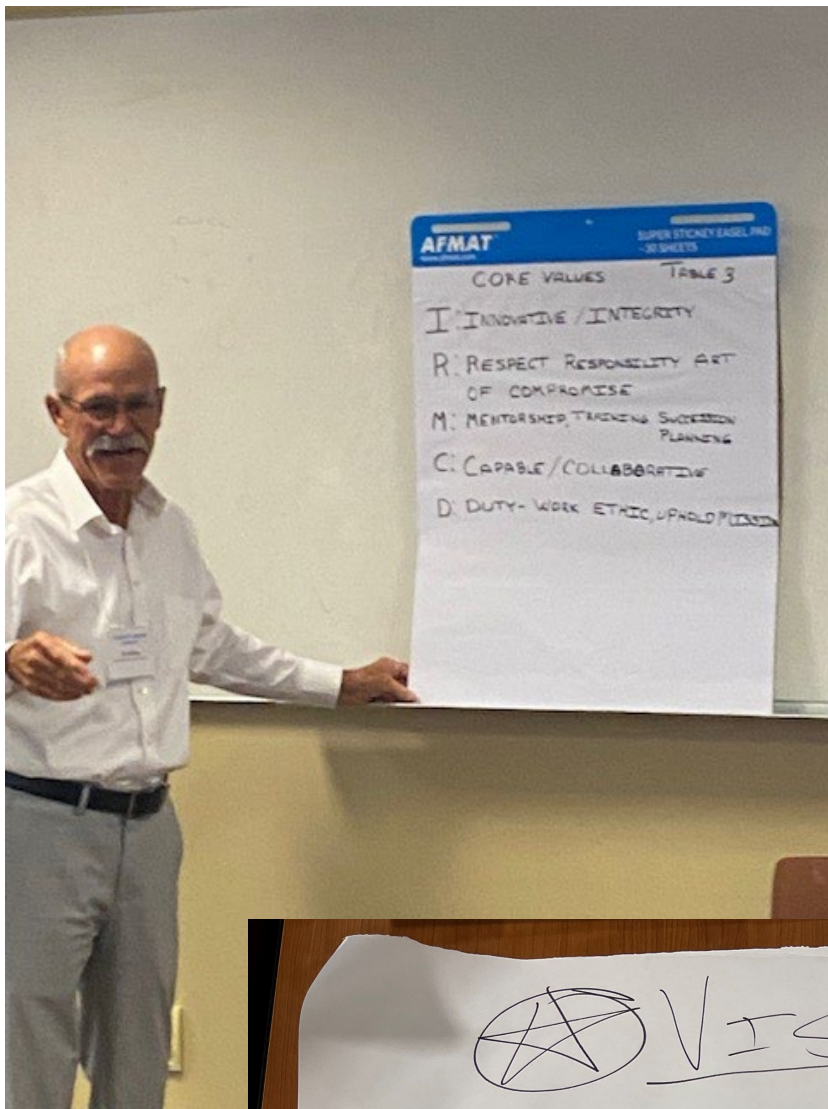






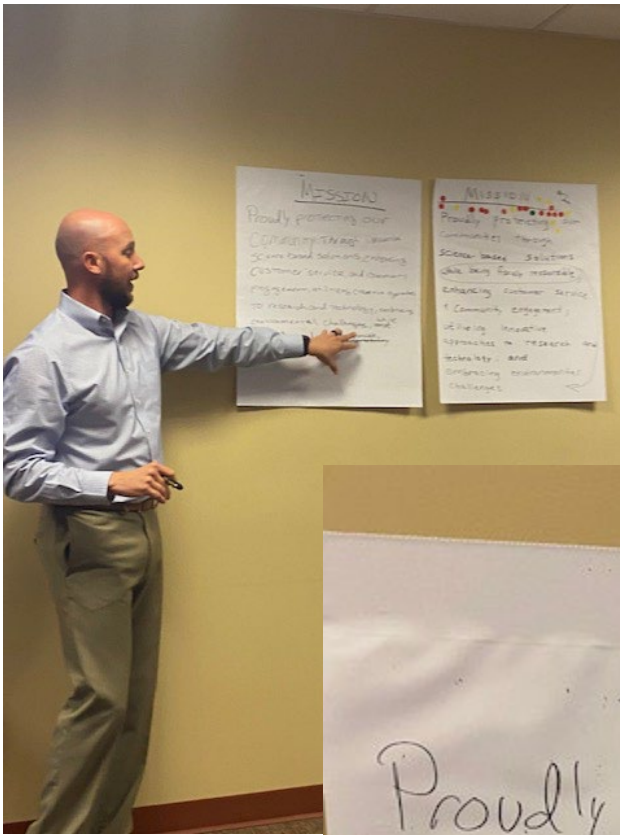






VISION

Celebrating our legacy and
looking to the future, leading
innovation^{OR} science based
Mosquito central, embracing our
environment, and improving ^{the} ~~our~~
quality of life for our communities.



MISSION
Proudly protecting our
Community through
science based solutions, enhancing
customer service and community
engagement, utilizing creative approaches
to research and technology, embracing
environmental challenges, and
being fiscally responsible

MISSION
Proudly protecting
community through
science based solutions
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& community engagement
utilizing creative
approaches to research and
technology and
embracing environmental
challenges

MISSION
Proudly protecting our
Community through innovative
science based solutions, enhancing
customer service, and community
engagement, utilizing creative approaches
to research and technology, embracing
environmental challenges, ^{while}
~~being~~ ^{operating} with fiscally ^{responsible} responsibility

Appendix E

January 10, 2023 Meeting and Minutes

Regular Board Meeting Minutes

Indian River Mosquito Control District

January 10, 2023 @ 9:05 AM

The Indian River Mosquito Control District Board of Commissioners held a regular meeting on January 10, 2023 at the District Office.

Present: Janice Broda (Chair), Anna Kirkland (Vice-Chair) and Matt Erpenbeck (Secretary/Treasurer)

Staff: Sherry Burroughs (Executive Director), Michael Hart (Director of Operations), Johanna Avril (Human Resource Generalist), Lisa Ridley (Director of Finance & Administrative Support Services), Sarah McInnis (Senior Entomologist), Melanie Pacot-Stansberry (Payroll Specialist), Morel Jules (Larvicide Supervisor), Todd Hingle (Larvicide Foreman), Daniel Long (Aerial Coordinator), Paul Baffino (Maintenance Supervisor), Tim Adams (Marine Inspector), Josh Reilly (IT Specialist), and Frank Cuccurese (Surveillance Coordinator)

Visitors: Judy Avril, Terry McGinn, Charles Chapman (C4 Strategies, LLC.), Richard Kirkland, Patricia McGinn, Kevin White (IRCFR), and Ryan Blade (IR News)

Call to Order- Chairman Erpenbeck called the meeting to order at 9:05 AM.

I. Pledge of Allegiance

II. Election of Officers

The traditional rotation would be Commissioner Kirkland as Chair, Commissioner Erpenbeck as Vice-Chair and Commissioner Broda as Secretary/Treasurer. Commissioner Kirkland requested to change the traditional rotation of officers to allow Commissioner Broda to act as Chair of the Board, Commissioner Kirkland as Vice-Chair and Matt Erpenbeck as Secretary/Treasurer.

Commissioner Kirkland made the motion to approve the Election of Officers. The Board unanimously approved; motion passed.

III. Consent Agenda *(All items as Consent Agenda items are considered routine and non-controversial by the Board and will be approved in a single motion. There will be no separate discussion of these items. Prior to this meeting, Board members have had the opportunity to review each of these items and may request that any item be moved to an Action Item for individual consideration.)*

A. Approval of Minutes for December 13, 2022 (Attachment A)

B. Financial Report (Attachment B)

Commissioner Broda requested an amendment to section V. Old Business, B. Compensation Study to update the action item language to include: "Florida Mosquito Control Programs" and to add comparisons to other local organizations with similar job descriptions.

Commissioner Erpenbeck made the motion to approve the amended minutes. The Board unanimously approved; motion passed.

Commissioner Erpenbeck made the motion to approve the Financial Report for Audit. The Board unanimously approved; motion passed.

IV. Public Comment- None

This is a Public Meeting. Should any interested party seek to appeal any decision made by the Board of Commissioners with respect to any matter considered at such meeting or hearing, he will need a record of the proceedings and that, for such purpose he may need to ensure that a record of the proceedings is made which record includes the testimony and evidence upon which the appeal is to be based. Anyone who needs a special accommodation for this meeting may contact the Finance Director at 772-562-2393 at least 48 hours in advance of the meeting.

V. Old Business

A. Strategic Planning- Draft Approval (Attachment C)

The draft of the strategic plan has been submitted for review and approval by the Board. The plan includes the vision, mission and strategic goals developed from the Town Hall and Strategic Planning Workshop with stakeholders/partners. Upon Board approval, staff will move forward with Phase 3 which will involve the development of measurable and time targeted objectives to accomplish the approved strategic goals and compiling those objectives into the draft plan. The final draft will be submitted to the Board for review and a presentation will be scheduled at the next meeting on February 14th for approval and adoption of the plan.

Staff is recommending approval of the draft strategic plan and authorization to commence Phase 3 of the planning process.

After a lengthy discussion regarding recommended changes to the draft strategic plan document, grammatical corrections and amendments were agreed upon.

Action Item: Staff will revise the document as directed.

Commissioner Erpenbeck made the motion to approve the amended draft Strategic Plan. The Board unanimously approved; motion passed.

C4 consultant, Charles Chapman, requested a motion to move forward with Phase 3 to develop the objectives for the five-year strategic plan.

Commissioner Erpenbeck made the motion to allow the Director and Staff to work with C4 Strategies to move forward on Phase 3. The Board unanimously approved; motion passed.

B. Compensation Study

The agreement has been executed, staff have met with the contractor and started gathering requested data for commencement of the study.

VI. New Business

A. Chemical Bid Award (Attachment D)

The single brood Bti item was not awarded at the previous meeting and was re-advertised.

Staff is recommending award of single brood Bti to Adapco, who was the sole respondent.

Commissioner Erpenbeck made the motion to award the bid for single brood Bti to Adapco. The Board unanimously approved; motion passed.

B. Commissioner's Bond

The District has secured the bond for Commissioner Kirkland.

VII. Director's Report

- Employee Policy Manual has been forwarded to legal for review and comment.
- Hurricane Nicole – Staff requested FEMA's public assistance for hurricane damages; the application is being processed.
- Peter Jiang, new Director of Scientific Programs will be starting on February 6th.
- No arboviral activity in the District for the month of December.
- To streamline the Board meetings, the Operations and Science Reports will be provided in hard copy. Senior staff will be available to answer any questions.
- Staff will be incorporating the outreach events into the upcoming meeting and events portion of the agenda.

VIII. Commissioner's Comments- None

IX. Upcoming Meetings and Events

- FMCA Annual Fly-In, Savannah, GA – January 11th-13th, 2023
- Blood Bus, January 12th, from 10 AM to 1 PM
- FASD Quarterly Meeting, Jacksonville – January 12th -13th, 2023
- FMCA Dodd Short Courses, Gainesville – January 29th – February 2nd, 2023
- Outreach Event: Family Fun Fest, IG Center – February 4th, 2023 from 10 AM to 2 PM
- AMCA Annual Meeting, Reno, NV – February 27th – March 3rd, 2023
- FASD Special District's Day, Tallahassee – March 9th, 2023
- FMCA Tallahassee Days – March 20th-21st, 2023
- UF Aquatics Short Courses, Orlando – May 15th – 18th, 2023
- AMCA Washington Conference – May 17th- 18th, 2023
- FASD Annual Meeting, Orlando – June 12th-15th, 2023
- FMCA Annual Meeting, Port Charlotte – November 13th -16th, 2023

X. Adjournment

Commissioner Erpenbeck made the motion to adjourn. The Board unanimously approved; meeting was adjourned at 9:34 AM.

Attest: _____

Appendix F

February 14, 2023 Meeting and Minutes