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**STRATEGIC PLANNING WORKSHOP**  
**Minutes July 13, 2020 – DRAFT**

**1. AGENDA**

**1.A. Call to Order**

Chairman Allen called Strategic Planning Workshop to order at 6:00 p.m., which was held at Station 24 with the general public and others attending via Zoom.

**1.B. Pledge of Allegiance**

Gaelan led the Pledge of Allegiance.

**1.C. Roll Call**

Vicky Fay called the roll. The following Commissioners were present: Tony Allen, Frank Conklin, George Mirabella, Danny Powers and Bob Thomas. There was a quorum.

Also present were: Don Bock, Vicky Fay, David Garrido, Jennifer Johnson, C.J. Jones, Gaelan Jones Esq., Jason Mumper and Scott Robinson.

**2. APPROVAL OF AGENDA – July 13, 2020**

**Motion:** Commissioner Thomas made a motion to **approve the July 13, 2020 Strategic Planning Workshop Agenda**. Commissioner Powers seconded the motion, and the Board unanimously passed the motion.

**3. PUBLIC COMMENT**

There were no comments at this time.

**4. BRAINSTORMING (*Looking to the Future*)**  
***Strengths, Weaknesses, Opportunities and Threats***

The District Board discussed developing a plan looking to the District's future. The departments need to tell the District what they project for the next four to five years. The strategic business plan should provide the foundation and justification for a potential rate increase, if needed. Each department should prepare a Strategic Plan and then provide a business plan to the District with the following options on how to get there: 1) Maintaining separate departments, 2) Consolidating/combining the departments or 3) Having personnel report directly to the District, while helping people who may retire or not want to obtain additional certifications.

At the present time, Finance indicated the District's finances look good for two years. If the District should seek a future millage rate increase, the District needs to provide voters with a plan detailing why the District needs a rate increase. The Finance Department sent the vehicle/equipment list to the departments for their review and updating. The departments are almost done.



## KEY LARGO FIRE RESCUE & EMERGENCY MEDICAL SERVICES DISTRICT

Seat 1: Tony Allen; Seat 2: Frank Conklin; Seat 3: Bob Thomas; Seat 4: George Mirabella; Seat 5: Danny Powers

Items discussed for inclusion in the Business Plan are: Planning for department personnel retirements (chief and department employees); increased staffing for each department (when or if the Fire Department should consider hiring only firefighters with two certifications); levels of service (department standards); and comparison of 40 hour work week with 28 day schedule. The budget should provide how much each option will cost. The options include: 1) If the corporations converted to all paid departments ; 2) If the corporations were consolidated/combined or 3) If personnel reported directly to the District.

The Fact-Finding Committee should be expanded to include both departments, and provide a consolidated business plan to the District Board.

### **The following items will be added to the Strategic Action Plan:**

- #20-12 KLVFD prepare a Department Strategic Plan.
- #20-13 KLVAC prepare a Department Strategic Plan.
- #20-14 Fact-Finding Committee Provide Business Plan to District Board.
- #20-15 Prepare District Business Plan (4 to 5 years).

## 5. REVIEW STRATEGIC PLANNING ACTION ITEMS

### **4a. Fact-Finding Committee & Audit Results**

Commissioner Conklin indicated the departments need to prepare a Strategic Plan and need to look at the future for the departments while taking care of people.

### **4b. Options for Sleeping Quarters**

Gaelan Jones indicated he will provide the previously prepared plans to an engineering firm within 30 days to obtain an estimate for the Station 24 2<sup>nd</sup> Story addition. Commissioner Thomas suggested perhaps the other building at Station 24 that is owned by the Old Fire Department could be used for sleeping quarters. Commissioner Conklin will discuss with the Fire Department Board. Legal advised Commissioner Conklin that he could not vote on this item.

### **4c. Review Strategic Plan List**

**19-002 General Funding:** The plans will be given to an engineering firm to obtain a cost estimate to build the 2<sup>nd</sup> story. Commissioner Allen will work with the County to obtain Sales Tax dollars to support this project.

**19-003 Limited Revenue:** This item is being rescheduled to the 3<sup>rd</sup> quarter of 2021.

**19-004 Raise Millage:** This item is being rescheduled to the 3<sup>rd</sup> quarter of 2021.

**19-005 Special Assessment/Cost Recovery:** Gaelan Jones will get with the departments.

**19-006 Website Friendliness:** This is an ongoing process. Senate Bill 1466 changes the Special Districts' requirements for posting documents on the website.

**19-007 Communications Plan:** The Clerk is posting items on the website and preparing press releases as necessary. The Fire Department is utilizing Facebook.

**20-001 Fire Hydrant Project Phase 8:** Eleven hydrants have been installed; three hydrants are awaiting parts, and two hydrant locations need to be changed. There are approximately 60 to 70 hydrants remaining to be installed in Key Largo. Prior to installation, some hydrant locations will require the main water line to be increased from 4" to 6" by FCAA. Some hydrant locations have blue reflector tape around the hydrant and the road when the hydrant is hidden by shrubbery.



## KEY LARGO FIRE RESCUE & EMERGENCY MEDICAL SERVICES DISTRICT

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**20-002 Economic Indicators:** This item was skipped, and is being rescheduled to 2021.

**20-003 Five-Year Capital Plan:** Finance is awaiting data from the departments.

**20-004 Potential Legislation:** Senate Bill 1466 provides options to the District for posting items on the website. This will be discussed at a later date.

**20-005 Review Retention Incentives &**

**20-006 20-006 Review 401K Match:** This item is being combined. Scott Robinson reached out to DeMoss Financial to determine if the plan is adequate or if the plan should be changed. The Fire Department is looking for more retirement. Proposed changes need to be submitted to the District Board for approval prior to the departments implementing changes.

**20-007 Grant Funding:** The Fire Department applied for a second SAFER grant, and the Corps did not apply for any grants. There are no other pending grants.

**20-008 Community Support:** Community activities have been restricted due to Covid-19. The Fire Department is posting safety and fire extinguisher messages on Facebook. There are no events scheduled at this time.

**20-009 Quarterly Department Meetings:**

Finance meets quarterly to ensure there are no surprises for the board. This item is being closed.

**20-011 Fire Hydrant Project (Phase 9):** These are the fire hydrants for FY 2020-2021, and have been submitted to FCAA to determine feasibility.

#### **4d. Identify Any New Strategic Plan Items/Action Items**

It was recommended to add a threat in the event the millage rate increase fails (See Item 19-04).

### **5. ADJOURN WORKSHOP**

Commissioner Powers made a Motion to adjourn at 8:01 p.m., which was seconded by Commissioner Mirabella and unanimously approved by the Board.

#### **Documents:**

Strategic Planning Workshop Agenda  
Fact-Finding Committee Report  
Strategic Plan Action Plan

#### **Next Scheduled Workshop:**

November 16, 2020