



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

DISTRICT “STRATEGIC PLANNING WORKSHOP” AGENDA

May 24, 2021 (After 6:00 pm District Meeting)

Pursuant to Monroe County Emergency Directive 20-06 and Center for Disease Control (“CDC”) social distancing guidelines established to contain the spread of the COVID-19 virus, this meeting will be accessible virtually via Zoom Meetings. Members of the public who wish to comment on matters before the District Board may do so by either: Sending an email to the clerk@klfremms.org or Calling (301) 715-8592, and upon receiving voice prompt, dialing Meeting ID: 602 743 6243 and Password: 33037 *Members of the public who participate in the meeting through this option must mute themselves until called upon to speak.*

Website: <https://us02web.zoom.us/j/6027436243?pwd=Ylp2b3JYckhlQVpwVkFIMmVKbEtuZz09>

1. AGENDA

1a. Call to Order

1b. Roll Call

2. APPROVAL OF STRATEGIC PLANNING AGENDA – May 24, 2021

3. PUBLIC COMMENT

4. REVIEW STRATEGIC PLANNING ACTION ITEMS

4a. Station 24 - 2nd Story

4b. 3rd Ambulance at Station 25

4c. Millage Increase Marketing/Lobbying Firm

BRAINSTORMING (Looking to the Future)

Strengths, Weaknesses, Opportunities and Threats

4d. Five-Year Plan (Johnson)

4e. Review Strategic Plan List (Jones)

5. ADJOURN WORKSHOP

Documents:

Strategic Planning Workshop Agenda

District Five-Year Plan

Strategic Plan Action Plan

Next Scheduled Workshop:

November 22, 2021

Persons who wish to be heard shall send an email to the clerk or wait to be called upon in the Zoom Virtual Meeting

**KLFR&EMS DISTRICT
5 YEAR PLAN
FY22-FY27**

Millage Rate	1.0000	1.5621	1.559	1.4655	1.5746	1.5469
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Revenue

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Advalorem	\$ 3,848,959	\$ 6,072,584	\$ 6,121,138	\$ 5,811,567	\$ 6,306,655	\$ 6,257,667
Transfer In from Vehicle Replacement Fund & Trauma District Funding	\$ 238,703	\$ -	\$ -	\$ 254,218	\$ 258,000	\$ -
Interest	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Monroe County ILA for 304 funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant Revenue	\$ 35,264	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 4,142,925	\$ 6,092,584	\$ 6,141,138	\$ 6,085,785	\$ 6,584,655	\$ 6,277,667

District Board

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Operations	\$ 355,828	\$ 429,094	\$ 427,240	\$ 419,576	\$ 441,084	\$ 436,403

Ambulance Corp

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Operations	\$ 1,366,026	\$ 1,529,613	\$ 1,713,126	\$ 1,869,970	\$ 2,019,369	\$ 2,091,769
Capital	\$ 245,703	\$ 103,000	\$ 150,000	\$ 254,218	\$ 298,000	\$ -
Total	\$ 1,611,728	\$ 1,632,613	\$ 1,863,126	\$ 2,124,188	\$ 2,317,369	\$ 2,091,769

Fire Department

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Operations	\$ 2,486,954	\$ 2,836,488	\$ 3,003,318	\$ 3,244,720	\$ 3,376,082	\$ 3,524,752
Capital	\$ 89,500	\$ 338,000	\$ 396,000	\$ 15,000	\$ 15,000	\$ 15,000
Total	\$ 2,576,454	\$ 3,174,488	\$ 3,399,318	\$ 3,259,720	\$ 3,391,082	\$ 3,539,752

Total Expenses before transfers to reserves	\$ 4,544,010	\$ 5,236,195	\$ 5,689,684	\$ 5,803,484	\$ 6,149,535	\$ 6,067,925
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Reserves for future vehicle replacement

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 250,000	\$ 250,000

Total Expenses and transfers to reserves	\$ 4,769,010	\$ 5,461,195	\$ 5,914,684	\$ 6,028,484	\$ 6,399,535	\$ 6,317,925
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Net Increase/(Decrease) in Unassigned Fund Balance

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
	\$ (626,085)	\$ 631,389	\$ 226,454	\$ 57,301	\$ 185,120	\$ (40,258)

Unassigned Fund Balance

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
	\$ 2,099,393	\$ 2,730,782	\$ 2,957,236	\$ 3,014,537	\$ 3,199,657	\$ 3,159,399

Reserve for future vehicle replacement

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
	\$ 566,412	\$ 791,412	\$ 1,016,412	\$ 987,194	\$ 979,194	\$ 1,229,194

	+104.3% CY Value	+101% PY Value				
Gross Taxable Value Per DR	3,967,999,249	4,007,679,242	4,047,756,034	4,088,233,595	4,129,115,931	4,170,407,090

Total Required (Exp + Ending F/B (50% of Exp))	4,769,010	5,461,195	5,914,684	6,028,484	6,399,535	6,317,925
	2,384,505	2,730,598	2,957,342	3,014,242	3,199,767	3,158,962
	<u>7,153,515</u>	<u>8,191,793</u>	<u>8,872,027</u>	<u>9,042,726</u>	<u>9,599,302</u>	<u>9,476,887</u>

Resulting Millage Rate	1.0741	1.5621	1.5590	1.4655	1.5746	1.5469
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Staff Head Count						
FTE Fire	15	17	23	23	23	23
FTE EMS	12	14	16	18	19	19
PT EMS	8	8	8	7	7	7
Total	<u>35</u>	<u>39</u>	<u>47</u>	<u>48</u>	<u>49</u>	<u>49</u>

Department: 1100 District Board

Exp Transaction Code 511 (except as indicated below)

Acct #	Computation / Explanation	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
110	Board Member Stipends 5 Members @ \$ 350 / month x 12 months	21,000	21,000	21,000	21,000	21,000	21,000
210	FICA Taxes: @ 7.65 % of Wages	1,607	1,607	1,607	1,607	1,607	1,607
511.240	Worker's Compensation	752	752	752	752	752	752
514.310	Legal Services	45,000	45,000	45,000	45,000	45,000	45,000
.02	Litigation	-	-	-	-	-	-
	<i>Total Legal Services</i>	45,000	45,000	45,000	45,000	45,000	45,000
512.311	District Clerk Services	19,000	19,000	19,000	19,000	19,000	19,000
512.312	Professional Services (IT Help)	1,000	1,020	1,040	1,061	1,082	1,104
513.320	Accounting and Financial Services						
.01	District Audit	10,000	10,000	10,000	10,000	10,000	10,000
.02	Financial and Accounting Services	60,000	60,000	60,000	60,000	60,000	60,000
	<i>Total Accounting & Financial Services</i>	70,000	70,000	70,000	70,000	70,000	70,000
400	Travel & Per Diem - Training, Seminars, Meetings	4,000	4,000	4,000	4,000	4,000	4,000
450	Insurance & Risk Management:						
	Public Position Bond	100	100	100	100	100	100
	General & Mgt Liability, Commercial Auto and Excess Liability	2,176	2,219	2,263	2,309	2,355	2,402
	<i>Total Risk Management</i>	2,276	2,319	2,363	2,409	2,455	2,502
460	Repairs & Maintenance - 4 flashing lights	-	-	-	-	-	-
470	Printing and Binding	3,060	3,121	3,184	3,247	3,312	3,378
490	General Departmental: Miscellaneous Expenses						
.01	MoCo Property Appraiser Charges	63,199	64,463	65,752	67,067	68,409	69,777
.02	MoCo Tax Collector Charge (@3% of Ad Valorem Collection)	115,469	182,178	183,634	174,347	189,200	187,730
.03	Discretionary Expenditures	1,000	1,000	1,000	1,000	1,000	1,000
	<i>Total General Departmental</i>	179,668	247,640	250,386	242,414	258,608	258,507
411	Advertising	5,610	5,722	5,837	5,953	6,072	6,194
510	Office Supplies & Equipment	510	5,520	631	643	5,656	769
540	Dues, Subscriptions and Publications	2,346	2,393	2,441	2,490	2,539	2,590
Department Total Operations		\$ 355,828	\$ 429,094	\$ 427,240	\$ 419,576	\$ 441,084	\$ 436,403

Department: 1300 Key Largo Volunteer Ambulance Corp with 3rd Rescue
Exp Transaction Code 526 (except as indicated below)

Acct #	Computation / Explanation	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
120	Regular Salaries & Wages:						
.01	Administrative (1 Position)	44,488	46,632	48,776	50,920	53,064	55,208
.02	Paramedic Payroll	625,112	740,652	870,001	980,372	1,074,206	1,128,542
	Less: EMS Income Applied to Offset Reimbursement	(200,000)	(225,000)	(250,000)	(275,000)	(300,000)	(325,000)
	<i>Total Paramedic Payroll Reimbursement</i>	425,112	515,652	620,001	705,372	774,206	803,542
	<i>Total Regular Salaries & Wages</i>	469,600	562,284	668,777	756,292	827,270	858,750
121	Volunteer Pay: Volunteer Reimbursement - Includes \$500 per month for Deputy Chief of Administration	180,000	180,000	180,000	180,000	185,000	185,000
140	Overtime Wages 3% increase	83,949	100,874	118,780	131,132	154,572	164,143
210	Employer Payroll Taxes @ 7.65% of Full Time Wages and Volunteer Pay	71,416	81,714	93,143	102,695	112,213	117,266
220	Retirement Contributions - 401K	60,284	71,053	83,005	92,994	102,547	107,831
230	Benefits for full-time medics & Admin (up to \$575 per mo. each FT emp)	87,768	108,540	131,488	156,800	175,441	185,968
240	Worker's Compensation	31,087	35,570	40,545	44,703	48,846	51,045
250	Unemployment Tax	300	325	350	375	400	425
312	Professional Services: Medical Director, etc.						
.02	Medical Director	18,727	19,102	19,484	19,873	20,271	20,676
.03	Background Checks, drug testing	780	796	812	828	845	862
.04	Other - Grant Writing	2,081	2,122	2,165	2,208	2,252	2,297
	<i>Total Professional Services</i>	21,588	22,020	22,460	22,910	23,368	23,835
320	Accounting and Financial Services	13,770	14,045	14,326	14,613	14,905	15,203
400	Travel & Per Diem - Training, Seminars, Meetings	4,182	4,266	4,351	4,438	4,527	4,617
410	Station Phone Services: (4 phone & 2 fax lines), DSL/Internet, Wireless Air Cards	10,924	11,143	11,366	11,593	11,825	12,061
411	Advertising	416	424	433	442	450	459
412	Postage & Freight	364	371	379	386	394	402
430	Utilities						
.05	Electric & Propane	11,965	12,204	12,448	12,697	12,951	13,210
.06	Water	3,329	3,396	3,464	3,533	3,604	3,676
	<i>Total Utilities</i>	15,294	15,600	15,912	16,230	16,555	16,886
440	Rental Equipment - O2 rental bottles, etc.	4,682	4,775	4,871	4,968	5,068	5,169
450	Insurance & Risk Management						
	Fire/Wind/Flood	34,767	35,462	36,172	36,895	37,633	38,386
	Auto & Umbrella	12,750	13,005	13,265	13,530	13,801	14,077
	Disability Insurance (All Members) -	4,590	4,682	4,775	4,871	4,968	5,068
	<i>Total Insurance & Risk Management</i>	52,107	53,149	54,212	55,296	56,402	57,530
460	Repair & Maintenance: Equipment	42,917	43,775	44,650	45,543	46,454	47,383
461	Repair & Maintenance: Buildings	26,010	26,530	27,061	27,602	28,154	28,717
462	Repair & Maintenance: Vehicles	34,170	34,853	35,550	36,261	36,987	37,726

Department: 1300 Key Largo Volunteer Ambulance Corp with 3rd Rescue
Exp Transaction Code 526 (except as indicated below)

Acct #	Computation / Explanation	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
470	Printing and Binding	1,301	1,327	1,353	1,380	1,408	1,436
490	General Departmental: Miscellaneous Expenses						
.08	Computer R&M	6,242	6,367	6,495	6,624	6,757	6,892
.10	Employee Assistance Program	1,224	1,248	1,273	1,299	1,325	1,351
.12	Membership & Retention	2,601	2,653	2,706	2,760	2,815	2,872
.14	Key Largo Wastewater District Assessment	-	-	-	-	-	-
	<i>Total General Departmental</i>	10,067	10,269	10,474	10,684	10,897	11,115
491	Training - Instructor Fees, Education						
.07	ACLS/PALS (taught in alternating years)	1,561	1,592	1,624	1,656	1,689	1,723
.08	ClinCon or EMS Expo	1,831	1,868	1,905	1,943	1,982	2,022
.10	Misc. Training/Books & pig tracheas	936	955	974	994	1,014	1,034
.15	Handtevy Pals class	1,821	1,857	1,894	1,932	1,971	2,010
.20	Kaplan online training for members (45 @ \$40 each)	1,873	1,910	1,949	1,988	2,027	2,068
.25	Advanced Airway Management	2,497	2,547	2,598	2,650	2,703	2,757
.30	ACS with 12-lead	2,497	2,547	2,598	2,650	2,703	2,757
.40	Advanced Stroke Life Support	2,497	2,547	2,598	2,650	2,703	2,757
.50	Florida Mass Casualty Triage on-line course	936	955	974	994	1,014	1,034
	<i>Total Training</i>	16,449	16,778	17,114	17,456	17,805	18,161
510	Office Supplies	2,601	2,653	2,706	2,760	2,815	2,872
520	Operating Supplies						
.09	Station Supplies: Ambulance & Building	10,144	10,347	10,554	10,765	10,980	11,200
.10	Medical Supplies: Bandages/First Aid/Drip Sets	59,160	60,343	61,550	62,781	64,037	65,317
.11	Uniforms, Clothing and Apparel, Membership Supplies	6,120	6,242	6,367	6,495	6,624	6,757
.12	Small Tools: 8 new Minitor VI pagers @ \$535 + \$500 for other tools	4,974	5,073	5,175	5,278	5,384	5,492
	<i>Total Operating Supplies</i>	80,398	82,006	83,646	85,319	87,025	88,766
522	Fuel: Diesel	20,400	20,808	21,224	21,649	22,082	22,523
524	Medicine & Drugs : Supplies: Medicine & Controlled Substances	22,889	23,347	23,814	24,290	24,776	25,271
	Narcan to Community	624	637	649	662	676	689
	<i>Total Medicine & Drugs</i>	23,513	23,983	24,463	24,952	25,451	25,960
540	Dues, Subscriptions and Publications	468	478	487	497	507	517

Total Operating Budget \$ 1,366,026 \$ 1,529,613 \$ 1,713,126 \$ 1,869,970 \$ 2,019,369 \$ 2,091,769

Department: 1300 Key Largo Volunteer Ambulance Corp with 3rd Rescue
Exp Transaction Code 526 (except as indicated below)

Acct #	Computation / Explanation	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
	Capital Item						
	Vehicle - Type I Ambulance	238,703	-	-	254,218	258,000	-
	Toughbook for third rescue	4,000	-	-	-	-	-
	ECG monitor.defibrillators	-	40,000	-	-	40,000	-
	Renovate upstairs kitchen	-	35,000	-	-	-	-
	Replace ceiling tiles in upstairs kitchen and classroom	3,000	-	-	-	-	-
	Repave parking lots	-	-	35,000	-	-	-
	Replace floors in upstairs kitchen and classroom	-	-	45,000	-	-	-
	ALS training simulation maniquin & equipment	-	28,000	45,000	-	-	-
	Renovate upstairs bathrooms	-	-	25,000	-	-	-
	Total Capital Budget	\$ 245,703	\$ 103,000	\$ 150,000	\$ 254,218	\$ 298,000	\$ -

Total Budget	\$ 1,611,728	\$ 1,632,613	\$ 1,863,126	\$ 2,124,188	\$ 2,317,369	\$ 2,091,769
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Department: 1250 Key Largo Volunteer Fire Department
Exp Transaction Code 522 (except as indicated below)

Acct #	Computation / Explanation	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
120	Regular Salaries & Wages:						
	HR/Admin Stipend for Batt. Chiefs Assisting w/Admin. Duties	27,000	27,000	-	-	-	-
.02	Salaries - Chief, HR, Capt., Lt., DE., FF (Certification Pay, Promotional Pay, Vaca., Sick, & Holiday)	1,051,508	1,361,973	1,485,069	1,656,331	1,734,052	1,824,842
	<i>Total Regular Salaries & Wages</i>	<i>1,078,508</i>	<i>1,388,973</i>	<i>1,485,069</i>	<i>1,656,331</i>	<i>1,734,052</i>	<i>1,824,842</i>
121	Volunteer Pay:						
.01	Volunteer firefighters (Station 24, and Station 25)	180,000	180,000	180,000	180,000	180,000	180,000
	<i>Total Volunteer Pay</i>	<i>180,000</i>	<i>180,000</i>	<i>180,000</i>	<i>180,000</i>	<i>180,000</i>	<i>180,000</i>
140	Overtime wages	231,356	266,060	290,005	304,505	319,731	335,717
210	Employer Payroll Taxes @ 7.65% of Pay	113,975	140,380	149,563	163,774	170,884	179,053
220	Retirement Plan - 401(k) @ 8%	86,281	111,118	118,806	132,506	138,724	145,987
230	Employee Insurance Benefits						
	Medical/Dental/Vision/Life Insurance for Full Time Employees	124,338	153,594	168,222	178,315	189,014	200,355
	Statutory AD&D & EAP	2,928	3,319	3,514	3,584	3,656	3,729
	<i>Total Insurance Benefits</i>	<i>127,266</i>	<i>156,913</i>	<i>171,736</i>	<i>181,900</i>	<i>192,670</i>	<i>204,084</i>
240	Worker's Compensation	55,572	68,447	72,924	79,853	83,320	87,303
250	Unemployment Tax	2,835	3,213	3,402	3,402	3,402	3,402
312	Professional Services:						
	Grant Writing Services	2,805	2,861	2,918	2,977	3,036	3,097
	Firefighter Annual Physicals & Medical Director	22,440	22,889	23,347	23,814	24,290	24,776
	Background Checks, Drug Testing, Drivers License Checks	1,561	1,592	1,624	1,656	1,689	1,723
	<i>Total Professional Services</i>	<i>26,806</i>	<i>27,342</i>	<i>27,889</i>	<i>28,446</i>	<i>29,015</i>	<i>29,596</i>
314	Legal Services (Requires District Board Approval)	-	-	-	-	-	-
320	Accounting Fees	12,364	12,612	12,864	13,121	13,384	13,651
400	Travel & Per Diem - (Greater FL Fire School, Orlando Fire Conference, Seminars, etc.)	4,682	4,775	4,871	4,968	5,068	5,169
410	Phones, Television & Internet (Station Phones, Air Cards)	11,444	11,673	11,907	12,145	12,388	12,636
411	Advertising	520	531	541	552	563	574
412	Postage & Freight	520	531	541	552	563	574
430	Utilities						
.01	Electric	28,091	28,653	29,226	29,810	30,406	31,015
.02	Water	10,404	10,612	10,824	11,041	11,262	11,487
.03	Fire Hydrant Maintenance @ \$ 50 per hydrant	14,790	15,086	15,388	15,695	16,009	16,329
.04	Propane Gas	765	780	796	812	828	845
.07	TV Service	4,890	4,988	5,087	5,189	5,293	5,399
	<i>Total Utilities</i>	<i>58,940</i>	<i>60,118</i>	<i>61,321</i>	<i>62,547</i>	<i>63,798</i>	<i>65,074</i>
440	Rent & Leases:						
	Station 24 Copier/Scanner/Fax Lease	4,590	4,682	4,775	4,871	4,968	5,068
	Oxygen Tank Rental	1,020	1,040	1,061	1,082	1,104	1,126
	Annual Lease Payment - DEP Station 25 Property	306	312	318	325	331	338
	Red Alert NFRIS Incident Reporting Program Support and Maintenance & SmartCop CAD	6,242	6,367	6,495	6,624	6,757	6,892
	Software - Fire Manager Scheduling and Time & Attendance Software	2,081	2,122	2,165	2,208	2,252	2,297
	<i>Total Rent & Leases</i>	<i>14,239</i>	<i>14,524</i>	<i>14,814</i>	<i>15,111</i>	<i>15,413</i>	<i>15,721</i>

Department: 1250 Key Largo Volunteer Fire Department
Exp Transaction Code 522 (except as indicated below)

Acct #	Computation / Explanation	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
450	Risk Management						
	Package Policy (Property, General & Mgmt. Liability, Portable Equip, Umbrella & Auto)	61,017	62,238	63,483	64,752	66,047	67,368
	Cancer Benefit Insurance (New FL Statue)	1,831	1,868	1,905	1,943	1,982	2,021
	Accident and Sickness	5,610	5,722	5,837	5,953	6,072	6,194
	Storage Tank Liability	1,785	1,821	1,857	1,894	1,932	1,971
	Total Risk Management	70,243	71,648	73,081	74,543	76,034	77,554
460	Repair & Maintenance: Equipment - Aerial Testing, Hose Testing, Pump Testing, Hydraulic Testing,	35,700	36,414	37,142	37,885	38,643	39,416
461	Repair & Maintenance: Buildings & Grounds	71,400	72,828	74,285	75,770	77,286	78,831
462	Repair & Maintenance: Vehicles	56,100	57,222	58,366	59,534	60,724	61,939
470	Printing and Binding	104	106	108	110	113	115
490	General Departmental: General Office & Administrative Costs						
.05	Other including Recruitment & Retention	3,570	3,641	3,714	3,789	3,864	3,942
.06	Computer / IT Services	6,630	6,763	6,898	7,036	7,177	7,320
	Total General Departmental	10,200	10,404	10,612	10,824	11,041	11,262
491	Training - Instructor Fees, Education, Student Text and Fire Prevention						
.01	In-house training courses (Outside/In-house instructors/vendors) - Pump Ops, Officer	8,670	8,843	9,020	9,201	9,385	9,572
.02	Out of area training - Orlando Fire Expo, GFFS, Intercontinental Fire Academy, Seminars, etc.	3,570	3,641	3,714	3,789	3,864	3,942
.03	Fire Prevention (KLVFD Only) - Fire Safety Demonstrations at School	3,060	3,121	3,184	3,247	3,312	3,378
.04	Education & Text Books	2,601	2,653	2,706	2,760	2,815	2,872
.05	KAPLAN online education (60 firefighters)	4,845	4,942	5,041	5,142	5,244	5,349
	Total Training	22,746	23,201	23,665	24,138	24,621	25,113
510	Office Supplies & 2 New Computers for Station 24	4,284	4,370	4,457	4,546	4,637	4,730
520	Operating Supplies						
.01	Fire Ground Safety (highway vests, cones, etc.)	1,785	1,821	1,857	1,894	1,932	1,971
.02	Daily Operating/Maintenance Supplies including small tools less then 1k (hoses, nozzles, saws,	125,000	25,500	26,010	26,530	27,061	27,602
.03	Medical Supplies & Equipment	8,160	8,323	8,490	8,659	8,833	9,009
520	Operating Supplies (continued)						
.05	Station Cleaning/Housekeeping Supplies	5,100	5,202	5,306	5,412	5,520	5,631
.06	Firefighting Gear - (including helmets, gloves, hoods, boots, coat & pants) 7 sets of Bunker	24,480	24,970	25,469	25,978	26,498	27,028
.07	Clothing, Apparel - Pants, extrication gloves, tee shirts, patches, etc.	9,180	9,364	9,551	9,742	9,937	10,135
.08	Fire fighting Foam or suppression agent	11,444	11,673	11,907	12,145	12,388	12,636
	Total Operating Supplies	185,149	86,852	88,589	90,361	92,168	94,012
521	Fuel: Gasoline (for portable equipment)	77	78	80	81	83	84
522	Fuel: Diesel	20,400	20,808	21,224	21,649	22,082	22,523
540	Dues, Subscriptions and Publications (email and security)	3,162	3,225	3,290	3,356	3,423	3,491
805	Upper Keys Honor Guard						
.01	Uniform for 1 member	510	520	531	541	552	563
.02	Flags/Poles/Pendants	-	-	-	-	-	-
.03	Training	551	562	573	585	596	608
.04	Travel	1,020	1,040	1,061	1,082	1,104	1,126
	Total Upper Keys Honor Guard	2,081	2,122	2,165	2,208	2,252	2,297
Total Operating Budget		\$ 2,486,954	\$ 2,836,488	\$ 3,003,318	\$ 3,244,720	\$ 3,376,082	\$ 3,524,752

Department: 1250 Key Largo Volunteer Fire Department
Exp Transaction Code 522 (except as indicated below)

Acct #	Computation / Explanation	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Capital Item							
630	Capital Outlay: Infrastructure Improvements - Fire Hydrants \$150,000 ILA from Monroe County	-	-	-	-	-	-
<i>Total Capital Outlay: Infrastructure Improvements - Fire Hydrants</i>		-	-	-	-	-	-
640	Capital Outlay: Equipment (> \$5,000 per item and a life of 1yr. or more)	-	-	-	-	-	-
	Vetter low pressure airbags	15,000	-	-	-	-	-
	Station 24- Gasboy electronic gas pump 9800K series with fuel management system	20,000	-	-	-	-	-
	FireCom Cab Communication Headsets for E24 and E25 @ 7k each truck	15,000	-	-	-	-	-
	ATV Mule for Hurricane recovery & recon after storms (also for special details and emergency response)	-	28,000	-	-	-	-
	Lifepaks for ALS Engines x 2 & Lifepak for BC Command Vehicle	-	90,000	-	-	-	-
	Lucas Device x 3	-	54,000	-	-	-	-
	Toughbook Computers for vehicles x 3	-	15,000	-	-	-	-
	Hurst Combo Hydraulic Tool for Tanker and StrongArm for Command vehicles	-	30,000	-	-	-	-
	Extrications Tools & Equipment (Struts, Cribbing, etc...)	-	-	15,000	-	-	-
	Training Trailer & Props (Connex Boxes like Islamorada)	-	-	100,000	-	-	-
	Fire station alerting system for 24 & 25	-	-	86,000	-	-	-
<i>Total Capital Outlay: Equipment</i>		50,000	217,000	201,000	-	-	-
641	Capital Outlay: Vehicles	-	-	-	-	-	-
	Command vehicle (Truck or SUV type)	-	60,000	-	-	-	-
<i>Total Capital Outlay: Vehicles</i>		-	60,000	-	-	-	-
642	Capital Outlay: Small Tools & Equipment (> \$1,000 but < \$5,000 per item and a life of 1 yr. or more)	39,500	15,000	15,000	15,000	15,000	15,000
<i>Total Capital Outlay: Small Tools & Equipment</i>		39,500	15,000	15,000	15,000	15,000	15,000
643	Capital Outlay: Buildings	-	-	-	-	-	-
	Station 24 - Remodel (kitchen & Restrooms) - If 2nd Story added this would be also done at same time.	-	-	75,000	-	-	-
	Station 24 - Replace Entry Doors - If 2nd Story added this would be also done at same time.	-	-	100,000	-	-	-
	Station 24 - Update Classroom Symposium	-	15,000	-	-	-	-
	Station 24 - Repave parking area	-	17,000	-	-	-	-
	Station 24 - Fence in parking area with automatic gate	-	14,000	-	-	-	-
	Station 25 - Restore parking area with sealant	-	-	5,000	-	-	-
<i>Total Capital Outlay: Buildings</i>		-	46,000	180,000	-	-	-

Total Capital Budget \$ 89,500 \$ 338,000 \$ 396,000 \$ 15,000 \$ 15,000 \$ 15,000

Grand Total Budget \$ 2,576,454 \$ 3,174,488 \$ 3,399,318 \$ 3,259,720 \$ 3,391,082 \$ 3,539,752

Key Largo Fire Rescue & EMS District
Fire & EMS Costs - past 5 years

Operations (not including District Board expenses)

Capital Outlay

Total

	FY20	FY19	FY18	FY17	FY16
Operations (not including District Board expenses)	\$ 2,347,979	\$ 2,211,703	\$ 1,898,348	\$ 1,687,155	\$ 1,577,453
Capital Outlay	\$ 228,523	\$ 549,206	\$ 1,072,936	\$ 758,944	\$ 586,341
Total	\$ 2,576,503	\$ 2,760,909	\$ 2,971,284	\$ 2,446,098	\$ 2,163,794

KLFR&EMS District Millage Analysis

District Lead FD - 3 Stations

	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27
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Total Operating Costs before retirement expenses:

	3,438,941	3,746,789	3,993,793	4,194,983	4,373,038	4,521,649
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Retirement Cost Options:

Chapter 175 Pension Trust	216,668	240,494	260,767	278,025	292,343	304,457	*If only capped per union contract at 12%, employee has 5% contribution
FRS State Retirement Pension	441,461	490,007	531,312	566,476	595,648	620,331	*FRS dept. match @ 24.45% Employer Contribution (based on actual FY21 rate), employee has 3% contribution
Current 401(k) Package	144,445	160,330	173,844	185,350	194,895	202,971	*401(k) dept. match @ 8%

District Lead w/ chapter 175 capped at 12%

	3,655,609	3,987,283	4,254,559	4,473,008	4,665,381	4,826,106
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District Lead w/ FRS

	3,880,402	4,236,796	4,525,104	4,761,459	4,968,686	5,141,980
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District Lead w/current package

	3,583,386	3,907,119	4,167,637	4,380,333	4,567,933	4,724,620
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District Board

	355,828	429,094	427,240	419,576	441,084	436,403
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Capital Outlay

	335,203	441,000	546,000	269,218	313,000	15,000
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Reserves for future apparatus

	225,000	225,000	225,000	225,000	250,000	250,000
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Total Costs

District Lead w/ chapter 175 capped at 12%

	4,571,640	5,082,377	5,452,799	5,386,802	5,669,465	5,527,509
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District Lead w/ FRS

	4,796,433	5,331,890	5,723,344	5,675,253	5,972,770	5,843,383
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District Lead w/current package

	4,499,417	5,002,213	5,365,877	5,294,127	5,572,017	5,426,023
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Current District plan - 2 Rescues

	4,128,496	5,003,540	5,447,757	5,517,189	5,849,717	5,736,273
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Current District plan - 3 Rescues

	4,769,010	5,461,195	5,914,684	6,028,484	6,339,535	6,317,925
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Millage Requirements

District Lead w/ chapter 175 capped at 12%

	0.9972	1.4159	1.3826	1.2228	1.3012	1.2538
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District Lead w/ FRS

	1.0848	1.5122	1.4859	1.3319	1.4148	1.3709
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District Lead w/current package

	0.969	1.385	1.3494	1.1878	1.2647	1.2162
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Current District plan - 2 Rescues

	0.8865	1.2821	1.439	1.2913	1.4326	1.3991
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Current District plan - 3 Rescues

	1.0741	1.5621	1.559	1.4655	1.5746	1.5469
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#	ASSIGNED TO	ACTION ITEMS	TARGET DATE	STATUS	05/24/21: District Meeting . . . Page 1 of 2
		210524: The KLVAC Board has approved changing the 401K match for			
19-002	ALLEN	GENERAL FUNDING SOURCE - General Sales Tax SP (0.7.1)	2020 Ongoing		210524: Contract for the design drawings to Little Red Rooster was approved; 210217: Chairman Allen and Legal met with BOCC Commissioner Forster, who was receptive to fund the Fire Hydrant ILA and helping to fund 2nd Story addition; Fi210201: 2nd Story contract and contract changes to Board on 210125; 201116: The proposal to prepare the drawings was received from Burke, and Legal will review and bring back to the Board; 200803: Legal is working on the drawings; 200210: Legal is scanning drawings and then submitted to engineering firm; 191118: Legal will coordinate obtaining drawings and information for Station 24 second story; 190708: Commissioner Allen & Legal to meet with BOCC Commissioner to discuss Station 24 Second Story; 190725: Allen will meet with BOCC
19-003	JOHNSON	Limited revenue - Review Increasing the Millage C - This Item is linked to 20-015.	2021 (3rd Qtr.)		210524: The District is on track with potential millage increase; 210201: This item is linked with 20-015; 201116: Recommendation millage to be raised 2022-2023; 200727: Rescheduled to 3rd Quarter of 2021; 200713: The Board voted not to raise the millage at the 03/09/20 meeting; 200210: See Item 19-004;
19-004	JONES	Identify Actions Necessary to Raise Millage - This Item is linked to 20-015.	2021 (3rd Qtr.)		210524: No action at the time, District is on track with potential millage increase; 210201: This item is linked with 20-015; 201116: Date remains the same, no action at this time; 200727 & 200713: Rescheduled to 3rd Quarter of 2021 as the Board voted not to raise the millage at the 03/09/20 meeting; 200210: At the March meeting, the Board will vote to raise the millage.
19-005	JONES CONKLIN BOCK	Special Assessment & Cost Recovery: Fire Department (SP 0.7.3) - T	TABLED UNTIL DETERMINATION OF MILLAGE ISSUE		210524: No action is required at this time; 210217: This item was tabled until Millage decision; 210201: This item is linked with 20-015; 201116: This item moved to 2021; List of Items has been prepared & Board will need to determine which items it would like to consider; 200727: Legal will meet with the departments; 200713: discuss; 200210: Legal met with the departments, and provided a list of potential billable items;. This item on hold until potential millage increase is resolved.
19-006	JONES	Update Website User Friendliness (SP: Outreach)	2021 Ongoing		210524: Legal and the Clerk are updating the website; 210201: Legal and clerk updating website; 201116: This item moved to 2021; 20727: Senate Bill 1466 changes District website requirements; 200713: Legal continues to tweak the website for user friendliness; 200210: Legal will resolve technical issues.
19-007	KLVFD KLVAC Clerk	Create a Communications Plan Proposal for the District Board to consider Press Releases, Facebook & Twitter	2021 Ongoing		210524: The Clerk is posting updates on the website; 210201: Clerk is posting to the website; 201116: This item moved to 2021, and the Clerk and Fire Department post updates; 200727: The Clerk posts safety tips on website and Fire Department is utilizing Facebook; 200210: The Clerk submitted an advertising proposal to commissioners for raising the millage; Snapchat and Twitter were removed and website may be used to promote millage increase.
20-002	BOARD	Review economic indicators and budget accordingly (T.2)	2021 (2nd & 3rd Qtrs.)		210524: This item is ongoing during the budget process; 210201: Ongoing; 20116: Suggestion budget for multiple housing projects; 201116: This item moved to 2021; 200727 & 200713: This item was moved to 2021; The District is reviewing during current budget cycle; 200210: This is being monitored and will be reviewed during budget process.
20-003	JOHNSON	Review and update the Five-Year Capital Improvement Plan annually (T.3)	2021 (Ongoing)		210524: The 5-year plan was discussed at this workshop; 210217: The overall plan, District plan and revenue requirements twill be presented at next meeting; 210201: EMS 5-Year Plan presented to Board and 012421 Fire Department presented to 5 Year Plan to Board; 201116: Finance needs individual departments 5 Year Capital Plan; 200727: Finance distributed 5 Year Plan to Departments for updating and is awaiting information from the departments;
20-004	JONES FAY	Identify Potential Legislation Important to District & Identify a District representative to represent the District, if/when required.	2021 (2ndQtr.)		210524: Legal discussed the proposed 2021 Special District and Department Legislation changes; 210201: Legal and Clerk monitoring beginning of legislative session and session to end in April 2021; 201116: Legal & Clerk monitor; 200727: Senate Bill 1466 changes District website requirements; 200713: Legal reviewed and provided information to the Board regarding potential litigation; Legal will review pending litigation; 200210: Legal will

	ASSIGNED TO	ACTION ITEMS	TARGET DATE	STATUS	05/24/21: District Meeting . . . Page 2 of 2
20-005	KLVFD KLVAC	Review Retention Incentives including 401K Match	2021 (2nd & 3rd Qtrs.)		210524: The KLVAC will request 8% for the Corps, and KLVFD may request additional 401K % Increase; 210217: Departments will review 401K Plans; 201116:: This item was moved to 2021; KLVFD submitted 8% to Board on 201012, Corps 6% and KLVFD would like to raise to 10%; , 200727 & 200713: The Fire Department is reviewing retirement options, and the Corps contacted DeMoss Financial regarding 401K plan ; 200210 & 191118: Retention incentives were reviewed during budget process; this item was moved to 2020 and Fire Department would like a pension.
20-007	KLVFD KLVAC	Pursue additional grant funding (SP Funding)	2021 (3rd Qtr.)		210524: The KLVAC applied for a FDOH Grant for a 3rd Rescue Vehicle; 210217: FEMA Safer Debruef on 210211, Fire Department will apply for 3rd Safer Grant; 210201: EMS Grant Application at 210208 meeting; 201116: This item moved to 2021; 2nd Safer grant not received & Clerk will follow up with FEMA; 200727: & 200713: The Fire Department applied for a 2nd Safer Grant, and the Corps did not apply for any grants; 200210 & 191118: The Fire Department applied for a private Ballistic Vest grant; 190708: Submitted grant for Ultrasound Machine. Grants need to be reviewed for accuracy; 181119: The District received the AFG grant for radios and the SAFER grant for full-time firefighters.
20-005	CONKLIN BOCK	Community Support	2021 Ongoing		210524: No major community outreach during this quarter due to Covid-19; 210201: Fire Dept worked with Marines for Christmas toys for tots; 201116: Fire Dept. conducted Fire retention & Mask Training; Corps will assist in administering vaccines; 200727: No events were scheduled due to Covid-19, events are planned later in the year, if appropriate; 200210 & 191118: The Fire Department conducted Fire Prevention Week Training in both departments and participated in Stuff-the Bus - moved to 2020.
20-007	THOMAS	Fire Hydrant Project Phase 9 (FY 2020-2021)	2021 (3rd Qtr.)		210524: Non-FDOT fire hydrant installation is complete and FDOT hydrants require FDOT approval; Contractor working with FCAA for permits and two hydrants installed; 201116: Bid Selection Committee provided recommendation to Board; 200727: & 200713: The Phase 9 Fire Hydrant List was submitted to FCAA for approval.
20-008	KLVFD	Prepare KLVFD Strategic Plan	2021 Ongoing		210524: KLVFD has submitted 5-year plan to District; 210217: Department is working on Plan; 01116: This item moved to 2021 and the Board reconfirmed Strategic Plan is needed; 200727: This item was added to the District Action List.
20-011	KLVAC	Prepare KLVAC Strategic Plan			210524: KLVAC has submitted 5-year plan to District; 210217: Plan is being presented at meeting on 210208;
20-012	FACT-FINDING COMMITTEE	Fact-Finding Provide Business Plan to District Board.			210524: The Committee has submitted 5-year Department plans to District; 210217: Thi Fact-Finding Committee Report will be included in 5 year plan; 210201: Both Departments 5-Year Plans are being presented to Board; 201116: The Fact-Finding Committee made a Presentation and need to add 5 Year Capital Budget; 200727: This item was added to the District Action List.
20-013	DISTRICT	District Prepare Business Plan (4 to 5 years)			210524: The Board needs to finalize proposed millage rate increases prior to creating business plan; 201116: No action at this time; 200727: This item was added to the District Action List.
20-014	DISTRICT	Emergency Pay Policy			210524: The KLVAC will submit to Board at next District meeting and KLVFD needs to finalize Department's Plan; 210217: the Departments will simultaneously submit plans as Discussion Item to Board for review; 201116: No action at this time; 20091: From District Meeting
20-015	CONKLIN	20th Anniversary 9811 Service	2021 (3rd Qtr.)		210524: Preliminary Plans for the event are in progress.
20-016	ALLEN	IT Support	2021 (3rd Qtr.)		210524: ProTech Proposal accepted at 4/26/21 Meeting; 2310217: Legal will present proposal to District Board; 210201: Item added at 012521 Meeting
20-017	Edge/Garrido	Public Safety	2021 Ongoing		210524: Resolution #21-001 approved by Board at 4/12 meeting, and FKEC is coordinating with county; 210217: This item added at 02/02/21 Meeeing.