



**STRATEGIC PLANNING WORKSHOP MINUTES**

May 24, 2021 - FINAL

**1. AGENDA**

**1a. Call to Order**

Commissioner Allen called the (in-person meeting and Zoom video conference) Strategic Planning Workshop to order 6:14 pm.

**1b. Roll Call**

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

Also present in person and via Zoom were Donald Bock, Vicky Fay, David Garrido, CJ Jones, Gaelan Jones, Jennifer Johnson, Jason Mumper, and Scott Robinson.

**2. APPROVAL OF STRATEGIC PLANNING WORKSHOP AGENDA & MINUTES – May 24, 2021**

**MOTION:** Commissioner Powers made a motion ***to approve the May 24, 2021 Strategic Planning Workshop Agenda.*** The motion was seconded by Commissioner Mirabella and the Board unanimously passed the motion.

**3. PUBLIC COMMENT**

There were no comments from the General Public.

**5. REVIEW STRATEGIC PLANNING ACTION ITEMS**

**4a. Station 24 – 2<sup>nd</sup> Story**

Gaelan Jones reported he received a Draft of the Station 24 2<sup>nd</sup> Story drawings today. It was emphasized this is the first draft of the drawings, and the drawings will be sent to each of the Commissioners and the Fire Department for review.

**4b. 3<sup>rd</sup> Ambulance at Station 25**

This item will remain on the Strategic Plan and will be rolled into the millage rate.

**4c. Millage Increase Marketing/Lobbying Firm**

The District will not secure the services of a marketing/lobbying firm as it does not seem fair to ask the taxpayers for money and spend money for these services.



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

##### 4d. Five-Year Plan

Chairman Allen discussed the importance of the Commissioners need to determine what the millage increase would be in 2022 and support it. In the fall and spring, the District needs to promote the change and schedule advertising. For 10+ years, the District Millage Rate has been 1.000 mil/or below. Finance recommends 2.000 mill.

Jennifer Johnson discussed the capital expenditures and operating budgets for the District. The District is a unique entity. There are different budget scenarios with millage analysis and retirement packages. Both the FRS Package and the 3<sup>rd</sup> ambulance create deficit spending. The Corps needs six extra employees for the 3<sup>rd</sup> ambulance. There is -0- funding included for Station 24.

The Ambulance Corps has increased their budget to align with the Fire Department's employees for retirement, and the holidays. The Fire Department reduced their budget by one command vehicle, and the HR Stipend. The Fact-Finding Committee did not calculate anything for a 3<sup>rd</sup> ambulance. The Current Plan is calculated with 2 rescues. Request: Include capital and operating cost with the District as the Lead with a 3<sup>rd</sup> ambulance

The Fact-Finding Committee reviewed three options with the same level of service: Reporting to the District two divisions in one organization, a combined department and two independent organizations. The 3<sup>rd</sup> ambulance was not included at this time. Chairman Allen discussed the need to know if all employees are District employees and if there is a paid chief. The Corps felt there was not a need to become District employees unless FRS was approved.

Jennifer Johnson also reported there were no fire hydrants included in next year's budget, and Chairman Allen will be meeting with Commissioner Forster to discuss sales tax, the 2<sup>nd</sup> story and the fire hydrants. The fire hydrants are expected to be approved in next year's budget, and Finance indicated the District would need an Inter-local Agreement (ILA) with the County.

##### 4e. Review Strategic Plan

###### 19-002 General Funding Source

210606: The Sales Tax ILA expires this year. Commissioner Allen will meet with Commissioner Forster and expects the fire hydrants to be funded. Commissioner Allen needs to review projects to be funded based upon Commissioner feedback.

###### 19-003 Limited Revenue

210606: The Commissioners reviewed the 5-Year Plan and discussed various millage rates. Finance recommends 2.000 mil. The recommendation from Finance requires a Board-approved Resolution to the BOCC and then to the Supervisor of Elections.



## KEY LARGO FIRE RESCUE & EMERGENCY MEDICAL SERVICES DISTRICT

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

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### **19-004 Actions Required to Raise Millage**

210606: This item is linked to 20-015 District Business Plan.

### **19-005 Special Assessment & Cost Recovery**

210606: Commissioners agreed not to seek a Millage Increase and Special Assessment at the same time. There can be no double taxation when recovering costs. Standards need to be set for cost recovery. A list of cost recovery items needs to be submitted to Legal.

### **19-006 Update Website**

210606: IONOS will be upgraded for the Commissioners.

### **19-007 Communications**

210606: One drive will be accessible to all commissioners and rolled out in the future. The website is being updated with posts.

### **20-002 Review Economic indicators**

This item is ongoing during the budget process.

### **20-003 Five-Year Capital Improvement Plan**

This item was discussed during the meeting. See Item 4d.

### **20-004 Potential Litigation**

210606: Legal discussed the latest FASD email regarding potential legislation affecting Special Districts and the Departments. Of importance were HB1103 accountability, 5-year audit, compliance with goals objects, and delivery of services with recommendations, cost revenue component previous audit, retain our agency to provide the audit (no affiliation with entity), new reporting for new annual reports on distribution, contribution, and itemized list of expenditure and total revenue and bonds outstanding. Legal will review HB 709.

### **20-005 401K Match**

The Corps will match the same as the KLFD, which is 8%, which will go into effect in FY 21-22. The KLFD Corporate Board has not approved the 401K plan for FY 21-22.

### **20-007 Grant Funding**

210606: Chief Bock reported a grant was submitted for the 3<sup>rd</sup> Rescue and other items. KLFD has replaced the 3 Safer firefighters.

### **20-008 Community Support**

210606: Chief Bock reports the Corps has received the Facility Use Permit for the Covid vaccinations. They will add a post to the homepage and Facebook will be updated for the Corps and Fire Department. The Annual Reports were updated and will be submitted to the District as the next meeting. Training will be conducted on May 28 at Ocean Studies.



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### **20-011 Fire Hydrant Project**

This Fire Hydrant Project is on schedule.

### **20-012 KLVAC Strategic Plan**

The Corps indicated no new items were added to the Plan.

### **20-013 KLFD Strategic Plan**

The Fire Department did not add any new items.

### **20-014 Fact Finding Committee**

No new items were submitted by the Fact-Finding Committee.

### **20-015 District Business Plan**

The Board needs to finalize proposed millage prior to creating the plan.

### **20-016 Emergency Pay Plan**

Both departments will bring to the Board at the next District meeting.

### **20-017 20<sup>th</sup> Anniversary**

210606: Commissioner Conklin reported, there will be a 20<sup>th</sup> Anniversary service on 911, and he is looking for a law enforcement speaker, and would like it to be on Facebook. CJ Jones and David Garrido will be involved, and Commissioner Conklin will be the liaison. Legal reminded everyone that the Committee must meet in Sunshine if dollars are involved.

### **20-018 IT Support**

The contract has been prepared for ProTech, and work is expected to begin during the week of Memorial Day.

### **20-019 Public Safety**

The District Board approved a Resolution pertaining to the Street Lighting. No additional input has been received from FDOT or FKEC.

The next Strategic Planning Workshop will be November 22, 2021.

## **14. ADJOURN**

Commissioner Mirabella made a Motion to Adjourn at 7:53 p.m., which was seconded by Commissioner Powers and was unanimously approved by the Board.

(See Next Page)



## KEY LARGO FIRE RESCUE & EMERGENCY MEDICAL SERVICES DISTRICT

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### **NEXT MEETINGS**

November 22, 2021

### **DOCUMENTS**

*Strategic Planning Workshop Agenda*

*District Five-Year Plan*

*Strategic Plan Action Plan*

#	ASSIGNED TO	ACTION ITEMS	TARGET DATE	STATUS	05/24/21: District Meeting . . . Page 1 of 2 - After Meeitng Revised 210606
19-002	ALLEN	GENERAL FUNDING SOURCE - General Sales Tax SP (0.7.1)	2020 Ongoing		210606: The Sales Tax ILA expires this year. Commissioner Allen will meet with Commissioner Forster and expects the fire hydrants to be funded. Commissioner Allen needs to review projects to be funded based upon Commissioner feedback; 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; 210201: 2nd Story contract and contract changes to Board on 210125.
19-003	JOHNSON	Limited revenue - Review Increasing the Millage C - This Item is linked to 20-015.	2021 (3rd Qtr.)		210524 & 210606: District Board consensus to request 2.000 millage rate and is on track with potential millage increase; 210201: This item is linked with 20-015.
19-004	JONES	Identify Actions Necessary to Raise Millage - This Item is linked to 20-015.	2021 (3rd Qtr.)		210524: & 210606: 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.
19-005	JONES CONKLIN BOCK	Special Assessment & Cost Recovery: Fire Department (SP 0.7.3) - T	TABLED UNTIL DETERMINATION OF MILLAGE ISSUE		210524 & 210606: Legal recommended departments submit cost recovery items to Legal, and Board agreed no Special Assessments when promoting millage increase; 210217: This item was tabled until Millage decision; 210201: This item is linked with 20-015.
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.
19-007	KLVFD KLVAC Clerk	Create a Communications Plan Proposal for the District Board to consider Press Releases, Facebook & Twitter	2021 Ongoing		210524 & 210606: The Clerk is posting updates on the website, and One Drive will be rolled out to Commissioners; 210201: Clerk is posting to the website;
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 (2nd & 3rd Qtrs.)		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 (2nd Qtr.)		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; 2 10116: Legal & Clerk monitor.
20-005	KLVFD KLVAC	Review Retention Incentives including 401K Match	2021 (2nd & 3rd Qtrs.)		210524 & 210606: The Corps will raise 401K to 8% effective FY 21-22, KLVFD Corporate Board has not approved changes to 401K; 210217: Departments will review 401K Plans.
20-007	KLVFD KLVAC	Pursue additional grant funding (SP Funding)	2021 (2nd & 3rd Qtrs.)		210524 & 210606: The KLVAC applied for a FDOH Grant for a 3rd Rescue Vehicle and other items, KLVFD filled 3 safer positons; 210217: FEMA Safer on 210211, Fire Department will apply for 3rd Safer Grant; 210201: EMS Grant Application at 210208 meeting.
20-008	CONKLIN BOCK	Community Support	2021 Ongoing		210524 & 210606: The Corps has received the Facility Use Permit to administer vaccinations, and no major community outreach during this quarter due to Covid-19; 210201: Fire Dept worked with Marines for Christmas toys for tots.

	ASSIGNED TO	ACTION ITEMS	TARGET DATE	STATUS	05/24/21: District Meeting . . . Page 2 of 2 - After Meeting Revised 210606
20-011	EDGE	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.
20-012	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.
20-013	KLVAC	Prepare KLVAC Strategic Plan			210524: KLVAC has submitted 5-year plan to District; 210217: Plan is being presented at meeting on 210208.
20-014	FACT-FINDING COMMITTEE	Fact-Finding Provide Business Plan to District Board.			210524: The Committee has submitted 5-year Department plans to District; 210217: The 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.
20-015	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.
20-016	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.
20-017	CONKLIN	20th Anniversary 9811 Service	2021 (2nd & 3rd Qtrs.)		210524 & 210606: Captains Garrido and Jones will coordinate event, with Commissioner Conklin as the Board liaison. Preliminary Plans for the event are in progress.
20-018	ALLEN	IT Support	2021 (2nd & 3rd Qtrs.)		210524: ProTech Proposal accepted at 4/26/21 Meeting; 2310217: Legal will present proposal to District Board; 210201: Item added at 012521 Meeting.
20-019	EDGE/GARRIDO	Public Safety	2021 Ongoing		210524: Resolution #21-001 approved by Board at 4/12/21 meeting, and FKEC is coordinating with county; 210217: This item added at 02/02/21 Meeting.

If necessary, numbers were changed to correspond with original action numbers.