



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: Michael Jenkins

KLFR & EMS STRATEGIC PLANNING WORKSHOP AGENDA

November 24, 2025

(Immediately Following the District Meeting)

Members of the public who wish to comment on matters before the District Board may do so in person at 1 East Drive, Key Largo, Florida.

1. AGENDA

1a. Call to Order

1b. Roll Call

2. APPROVAL OF AGENDA

2a. Approval of the November 24, 2025 Strategic Planning Workshop Agenda

2b. Approval of the November 10, 2025 Strategic Planning Workshop Minutes

3. PUBLIC COMMENT

4. REVIEW STRATEGIC PLANNING ACTION ITEMS

5. ADJOURN

DOCUMENTS

2b. November 10, 2025 Strategic Planning Workshop Minutes

4a. Strategic Plan Action Items

Persons who wish to be heard shall send submit a Speaker Request Form to the Chairman

2b.



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: Michael Jenkins

KLFR & EMS STRATEGIC PLANNING WORKSHOP MINUTES

November 10, 2025

1. AGENDA

1a. *Call to Order*

Chairman Allen called to order the Strategic Planning Workshop at 6:49PM.

1b. *Roll Call*

Carol Greco called the roll. The following Commissioners were present: Chairman Allen, Commissioner Conklin, Commissioner Edge, Commissioner Mirabella and Commissioner Jenkins. There was a quorum.

Also present in person were Carol Greco, Hunter O'Connor, William Lombardo, Chief Bock, Capt. Jones, Lt. Mumper and Jennifer Johnson.

2. APPROVAL OF AGENDA

2a. *Approval of November 10, 2025 Strategic Planning Workshop Agenda*

Commissioner Jenkins made a **Motion to Approve the November 10, 2025 Strategic Planning Workshop Agenda**. Commissioner Conklin seconded, and the Board unanimously passed the motion.

3. PUBLIC COMMENT

None

4. REVIEW STRATEGIC PLANNING ACTION ITEMS

Chairman Allen sought instruction from Attorney O'Connor regarding the handling of the meeting; same format as before wherein Legal read the items and others may make comment. As we move through the document, please advise and Mr. O'Connor will modify accordingly and bring back to the next meeting.

5. ADJOURN

Commissioner Edge **made a motion to adjourn the meeting at 7:43 PM**. Commissioner Jenkins second, and the Board unanimously passed the motion.

4a.

ITEM #	ASSIGNED TO	ACTION ITEMS	TARGET DATE	STATUS	COMMENTS: 11/10/25 STRATEGIC WORKSHOP
25-001	CONKLIN/LEGAL	Station Expansion	2026	Final discussions with Architect prior to submittals and further discussion with County Architect estimates 6 months to complete final design and construction documents from County approval. Construction bid	Looking into working with Real Estate attorneys regarding County Requirements. What do we need to do regarding extension - 24-14 ILA expires 9/26. There is a Building committee for this item. Once we get county approval it will take 4-6 months. After that we can move with design. Potential EOC designation. Discussions regarding whether or not to expand to a second floor on the existing building; expansion of second story; maybe third station that may be able to house a fire boat, potentially Pennekamp. Perhaps a modification to this item is warranted; keep moving forward with this item.
25-002	LEGAL	RFP NO. 24-001 Operational Analysis & Consolidation Study		Report coming along well and currently in technical review process Final stages of completion	Hopefully completed in the next couple of months. After tech review completed; will be a final review . Then to editor and back to the board. DM Lomardo is assisting in working with J. Angle Group to get a final document for the next Strategic Planning Meeting.
25-003	LEGAL	District Audit		Beginning FY 2025-2026 Audit Process; yearly statutorily required audit. Auditor preparing engagement letter and contract renewal to be brought back to the Board.	
25-004	LEGAL	Corporation Audit		Auditor cannot move forward without cooperation from corporations. Need solution as current personnel assigned are not assisting.	Chief Bock - What are they looking for? Financial Documents. Chef thought it was being addressed; not sure what they are looking for. From the Fire Department side, some info that is being requested we will not be able to provide. Specifically, anything before June 6, 2024 as this information was compromised in the Data loss breach. One item is regarding an Aetna bill; do not have invoice as same was shredded after check request was completed and scanned. The other questions were tied to a CD and the transfer made into the Fire Department's bank account. If they cannot give a recommendation as a pass/fail it is going to be implied we are not in compliance with public record keeping and proper business practices despite the recent audit indicating everything is ok on the District side; corporations are going to fail. Attorney O'Connor suggests something to be accomplished prior to the next meeting. If no progress at next meeting will assign someone to be liaison to work to complete the audit.
25-005	MIRABELLA/GRECO	Transition of Webhosting from IONOS to Streamline		Meeting with Streamline on 11/12/25 to work to continue transition	Working to complete by the next meeting.

25-006	ALLEN/LOMBARDO/JONES	Fire Boat		Establish plan of action for implementation or put on hold until next strategic planning meeting.	Got grant extension to June 2026; may be able to go after additional money. DM Lombardo spoke with Lauren Mellow (sp.) regarding the initial grant and to determine if they will be re-funding it this year, which would open up more funds. Essentially, there is a bill on the governor's desk for signature. Ms. Mellow was unhappy that nobody in the Keys has acted on it. Mr. Lombardo advised we have a plan; that it is taking a little longer than anticipated. May require a letter to her office from the District to her office. In the meantime, we need to put together a plan. One option could be to spend the money we have on a smaller boat. Need a place to house the boat. May want to put someone like Capt. Jones on committee. Islamorada getting second boat in Founders; they will have one on bay, one on ocean. Key West has a boat with a proven record regarding staffing of boat. Someone can reach out to other departments regarding staffing/housing of a boat. To be brought back at another strategic planning meeting.
25-007	LOMBARDO/ALLEN	Chief Search		District Chief will need to be hired by June 2026 Need to discuss / define search parameters, job descriptions, etc.	Presented the board with a Matrix. Drafted Fire Chief/District Manager Job Description and way to bring someone in. This is written toward consolidation. Question regarding residency. Hiring team. Targeted recruitment search. Compensation package.
25-008	CONKLIN	Surplus Property		Legal awaiting list and description of property to be auctioned via competitive solicitation	Identify items, advertise and ask for bids.
25-009	LEGAL	Policy Review		Given the likelihood of District consolidation legal recommends full policy review to make necessary revisions/changes.	If Departments are consolidated this will need to be addressed.
25-010		District Clerk		Should search for District clerk be resumed? Consideration of remote employee?	
25-011		Salary Schedule		District will need to consider and adopt a salary schedule for employees in order to prepare for likelihood of consolidation	
25-012	LEGAL	District Governance		Legal recommends review of policy, job descriptions, etc. to clarify staff roles, responsibilities, and overall evaluation to determine where improvements can be made	
25-013	LEGAL	New Vehicles	2026/2027	New firetrucks and ambulances have been purchased and are in the process of being built by the vendor	
25-014	ALLEN	General Funding Source		Need to obtain extension / renewal of ILA as building expansion unlikely to be incurred by District by September 2026	

25-015		County ILA Funds		Previous ILA (2016-2021) fully utilized Current ILA expires September 2026 and has not been utilized yet Recommend submitting architect fees for reimbursement under current ILA	
25-016	LEGAL/CJ	Update Mutual Aid Agreements		General sentiment from neighboring entities is that MAAs are not in need of revision / update.	
25-017	MEDICAL DIRECTOR	Improvement Plan		Monitor implementation of improvement plan and commitment to clinical performance	
RECURRING ITEMS					
001		Identify Potential Legislation Important to the District		Legal continues to monitor Florida Legislative Session for newly enacted bills impacting District operations	
002	KLVCAC	Pursue Additional Grant Funding		Continue to monitor available grant opportunities	
003		Public Safety		Monitor opportunities to improve public safety	
004		High Safety Standards		District will meet high safety standards Establish safety committee to meet quarterly Implement and follow SOP/SOGs to reduce safety risks	
005		NFPA Standards		District will meet NFPA standards on certifying all fire pumps, hoses, and ladders	
006		CPR Certification		District will ensure that all personnel are CPR Certified	
007		Training		The District will implement / carry out a training program that will monitor training hours and needs and will assign specific training based on job descriptions	
008		ISO Rating		The District will endeavor to lower its ISO rating	
009		Community Personal Life Safety		Create and maintain smoke alarm program for single family homes Create and maintain a fire extinguisher training program for citizens Conduct / offer CPR training for citizens	
010		Maintenance		Establish procedure for routine updates on status of District property to ensure everything is kept in working order Formalize inventory schedules	