

Key Largo Fire Rescue and EMS District

Strategic Plan

2025-2030



Introduction:

Key Largo Fire Rescue and EMS District (KLFR&EMSD) continues a long history of providing emergency services to the citizens, visitors, and property owners of Key Largo. To better serve these customers, KLFR&EMS District has developed a strategic plan as a guide for the District.

The plan presents our Mission Statement and defines key goals and objectives for each year. These goals and objectives will be used to guide district activities. They may change from year to year based on resources, funding, opportunities, needs, responsibilities, and changes to the community or environment.

The plan is intended to be a fluid document which will be utilized to guide decisions. It will be monitored and evaluated on a regular basis.

The District:

The Key Largo Fire Rescue & Emergency Medical Services District was born on June 8, 2005 when Governor Bush approved Florida Statute 2005-329 that created the 68th Special Fire Taxing District in the State of Florida.

A special taxing district in the State of Florida is organized as a single purpose government entity under Chapter 189 of the Florida Statutes. The District is required to follow state and federal laws in the same manner as any other form of local government; however, a district typically provides one service to their community, in our case emergency services, whereas a multi-purpose government, such as a county or city, provides several services.

The five-member elected KLFR&EMS District Board contracts services from the Key Largo Fire Department, and the Key Largo Volunteer Ambulance Corps. Both of these agencies have a long, storied history in Key Largo and both are organized as non-profit 501.c(3) corporations.

The District's Charter enables the Board to serve all of Cross Key, and Key Largo from South Bay Harbor Drive and Lobster Lane to the southern boundary of County Roads 905 and 905A.

The Mission of the Key Largo Fire Rescue and EMS District

The KLFR&EMS District Mission is to provide exceptional fire protection and emergency medical services efficiently and cost-effectively without compromising health or safety of residents or personnel.

Goals and Objectives:

Objective 25-001: Station 24 Remodel

Target Date: 2026

Assigned to: Frank Conklin, Chief Bock, Legal, Captain Garrido, Captain Garcia, Captain Jones

Current Status:

- Final discussions with Architect prior to submittals and further discussion with the County
- Architect estimates 6 months to complete final design and construction documents from County approval
- Construction bid

Comments:

Objective 25-002: Monitor RFP #24-001 Operational Analysis and Consolidation Study

Target Date: TBD

Assigned to: Legal

Current Status:

- Report coming along well and currently in technical review process
- The report is in the final stages of completion

Comments:

Objective 25-003: District Audit

Target Date: annually

Assigned to: Legal

Current Status:

- Beginning FY 2025-2026 Audit Process. Auditor preparing engagement letter and contract renewal.

Comments:

Objective 25-004: Corporation Audits

Target Date: 2025

Assigned to: Legal

Current Status:

- Auditor cannot move forward without cooperation from corporations. Need solution as current personnel assigned are not assisting
- Progress needs to be made or new liaison assigned

Comments:

Objective 25-005: Transition of Webhosting from IONOS to Streamline

Target Date: 2025-26

Assigned to: Mirabella/Greco

Current Status:

- Carol Greco is meeting with Streamline to determine the final steps necessary

Comments:

Objective 25-007: Fire Boat Implementation Plan

Target Date: 2025-26

Assigned to: Allen, Lombardo, Jones, Fire Boat Committee

Current Status:

- Establish plan of action for implementation or put on hold
- We have received an extension on \$300k grant until June 2026
- Look at the possibility of securing new funds
- District Manager Lombardo working with a State Representative to determine if more funds are available. Lombardo will look into it further and provide updates.
- Captain Jones to present staffing options and implementation plan.
- The Board is looking for answers to logistical questions, proposed location, estimated response times, etc.

Comments:

Objective 25-007: District Manager / Fire Chief Search

Target Date: 2025-26

Assigned to: Allen, Lombardo

Current Status:

Assuming Consolidation:

- District Manager / Fire Chief will need to be hired by June 2026
- Need to discuss / define search parameters, job description, etc.
- Awaiting results of the consolidation study before seeking approval of job description, compensation package, and formalized plan for a search.

Comments:

Objective 25-008: Surplus Property

Target Date: 2025-26

Assigned to: Frank Conklin/Legal

Current Status:

- Legal awaiting list and description of property to be auctioned via competitive solicitation

Comments:

Objective 25-009: Policy Review

Target Date: 2025-26

Assigned to: Legal

Current Status:

- Given the likelihood of District consolidation legal recommends full policy review to make necessary revisions / changes
- Board approved review

Comments:

Objective 25-010: District Clerk

Target Date: 2025-26

Assigned to: District Manager/Legal

Current Status:

- A search for District clerk is postponed until after the consolidation study has been completed.
- If resumed, a remote employee may be considered.

Comments:

Objective 25-011: Salary Schedule

Target Date: 2025-26

Assigned to: District Manager

Current Status:

- District will need to consider and adopt a salary schedule for employees in order to prepare for likelihood of consolidation
- Tabled until consolidation study has been completed

Comments:

Objective 25-012: District Governance

Target Date: 2025-26

Assigned to: Legal

Current Status:

- Legal recommends review of policy, job descriptions, etc. to clarify staff roles, responsibilities, and overall evaluation to determine where improvements can be made
- Tabled until consolidation study has been completed

Comments:

Objective 25-013: New Vehicles

Target Date: 2027-28

Assigned to: Legal

Current Status:

- New fire apparatus and ambulances have been purchased and are in the process of being built by the vendor

Comments:

Objective 25-014: General Funding Source (ILA)

Target Date: 2025-26

Assigned to: Tony Allen

Current Status:

Need to obtain extension / renewal of ILA as building expansion unlikely to be incurred by District by September 2026

Comments:

Objective 25-015: Monroe County ILA Funds

Target Date: 2025-26

Assigned to:

Current Status:

- 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

Comments:

Objective 25-016: Update Mutual Aid Agreements

Target Date: 2025-26

Assigned to: Legal/Captain Jones

Current Status:

- General sentiment from neighboring entities is that MAAs are not in need of revision / update.
- Captain Jones to contact MA agencies to determine their desire to update MAAs
- After discussion with Legal, it was determined to wait until after the consolidation study is completed to complete the MAA updates.

Comments:

Objective 25-017: Patient Care Improvement Plan

Target Date: Ongoing

Assigned to: Medical Director

Current Status:

- Monitor implementation of improvement plan and commitment to clinical performance

Comments:

Objective 25-018: User Charges and Potential Impact Fees

Target Date: 2025-26

Assigned to: Legal

Current Status:

- Legal waiting on further direction
- Memorandum and samples previously distributed by legal
- Need feedback on characterization of user fees (categories, costs, etc.)
- Tabled until noticed for further action

Comments:

Objective 25-019: New Fire Station near the 103

Target Date: TBD

Assigned to: Construction Committee, Frank Conklin, Legal

Current Status:

- Explore options and need for a future fire station
- Tabled until expansion / consolidation study

Comments:

Ongoing / Recurring Objectives:

Recurring Objective 001: Identify Potential Legislation Important to the District

Target Date: ongoing

Assigned to: Legal

Current Status:

- Legal continues to monitor Florida Legislative Sessions for newly enacted bills impacting District operations.

Comments:

Recurring Objective 002: Pursue Additional Grant Funding

Target Date: ongoing

Assigned to: District Manager/KLFD and KLVAC

Current Status:

- Continue to monitor available grant opportunities

Comments:

Recurring Objective 003: Public Safety

Target Date: ongoing

Assigned to: District Manager

Current Status:

- Monitor opportunities to improve public safety
- Perform a community risk assessment

Comments:

Recurring Objective 004: High Safety Standards

Target Date: ongoing

Assigned to: District Manager, Safety Committee

Current Status:

- District will meet high safety standards
- Safety committee meet at least quarterly and publish and distribute safety committee meeting minutes
- Implement and follow SOP/SOGs to reduce safety risks
- NFPA 1550: adoption of risk management plan

Comments:

Recurring Objective 005: NFPA Standards

Target Date: ongoing

Assigned to: District Manager, Safety Committee

Current Status:

- District will meet NFPA standards on certifying all fire apparatus pumps, hoses, ground ladders, and aerial devices
- District will follow NFPA standards for bunker gear, apparatus, and air packs

Comments:

Recurring Objective 006: CPR Certification

Target Date: ongoing

Assigned to: KLFD and KLVAC Training personnel

Current Status:

- KLFD and KLVAC will ensure that all personnel are CPR certified

Comments:

Recurring Objective 007: Training

Target Date: ongoing

Assigned to: District Manager / Training

Current Status:

- 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

Comments:

Recurring Objective 008: ISO Public Protection Classification (PPC)

Target Date: ongoing

Assigned to: District Manager / KLFD

Current Status:

- The District will endeavor to lower its ISO PPC Classification

Comments:

Recurring Objective 009: Community Personal Life Safety

Target Date: ongoing

Assigned to: District Manager / KLFD / KLVAC

Current Status:

- Create and maintain smoke alarm program for single family homes
 - Smoke alarm program is in the process of being implemented
- Create and maintain a fire extinguisher training program for citizens
 - Applied for grant, contingent upon additional funding
- Conduct / offer American Heart Association CPR training for citizens
 - Anticipating start date of December 2025

Comments:

Recurring Objective 010: Maintenance

Target Date: ongoing

Assigned to: District Manager / KLFD /KLVAC

Current Status:

- Establish procedure for routine updates on status of District property to ensure everything is kept in working order
- Formalize inventory schedules
- Develop plan for building maintenance

Comments: