



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

DISTRICT MEETING AGENDA

April 6, 2026

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. *Pledge of Allegiance*

1c. *Roll Call*

2. **APPROVAL OF AGENDA & MINUTES**

2a. *Approval of April 6, 2026 District Meeting Agenda*

2b. *Approval of March 23, 2026 District Meeting Minutes*

3. **PUBLIC COMMENT**

4. **CHAIRMAN REPORT**

5. **SECRETARY REPORT**

6. **OLD BUSINESS**

6a. **DISCUSSION/APPROVAL:** *Fire Rescue Marine Emergency Response Vessel Grant [Lombardo]*

7. **NEW BUSINESS**

7a. **DISCUSSION/APPROVAL:** *Horton Ambulance Order Cancellation [Lombardo]*

7b. **DISCUSSION/APPROVAL:** *Usage of District Credit Cards Policy [Lombardo]*

7c. **DISCUSSION/APPROVAL:** *Procurement of Insurance Required for COPCN Application [Hicks]*

8. **LEGAL REPORT**

9. **FINANCE REPORT**

10. **AMBULANCE CORPS REPORT**

11. **FIRE DEPARTMENT REPORT**

12. **COMMISSIONER ITEMS**

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

www.klfirerescueems.com



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13. DISTRICT MANAGER ITEMS

1. **Fire/EMS Chief Hiring Process:** We have received a number of applications, phone calls, and visits from interested parties. As of the writing of this report, we have received seven completed applications. Three of these are from out of state. As a reminder, the closing date for applications is April 10, 2026.
2. **Implementation Status:** The implementation team continues to meet regularly and is working to address the items necessary for a smooth merger transition. An update on the more critical items is provided below:
 - a. **Ambulance Billing:** As previously discussed, we received a contract from PPS EMS Billing at a reduced collection fee rate; however, after discussion with legal, we believe this service needs to be sent out to bid. Accordingly, legal is drafting invitations to bid. Once the bid period has expired, we will proceed accordingly.
 - b. **Standard Operating Procedures (SOP):** We are working on necessary changes to a number of SOPs, especially administrative policies, to better meet the mission of the District. Most of these policies are still in draft form, and will be presented to the Board for consideration as they are completed. These include policies on volunteer requirements, changes to the volunteer stipend policy (formerly volunteer reimbursement); employee work schedule and benefits agreement (to include the FLSA 7(k) work exemption), a draft organizational chart, and a draft employee pay scale. Additionally, Captain Jones and I have been evaluating potential budget numbers for FY 26-27 as they relate to the many changes on the horizon to ensure we can efficiently fund our services without a drastic increase in the millage rate. At this point, budget numbers are speculative. Exact numbers are not possible until we have estimated property values from the property appraiser's office.
 - c. **Hiring District Employees:** I am working to assure all applicants are processed according to the legal recommendations for government agency due diligence. The process is moving efficiently.
 - d. **Organizational Chart and Pay Scale:** I plan to have a draft organizational chart along with a proposed employee pay scale for your consideration at the April 20, 2026 meeting. I believe this will give you a better idea of what the organization will look like and how much it will cost to provide the service. Once an organizational chart is adopted, we will move forward with updating and developing job descriptions for each position.
 - e. **Payroll:** Captain Jones is working on a new payroll system known as *Ready Payroll* that can tie into our current staffing system and will be able to process all future employees from both agencies.



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- f. **Insurance:** We are awaiting quotes for liability insurance, workers compensation, and accidental death. Additionally, Legal is developing invitations to bid as necessary for insurance brokerage firms and coverage.
 - g. **Employee Benefits:** Captain Jones met with Plan Member Services to work on switching over our 401(k) plan, which is a private sector employer sponsored retirement account) to a 457 (b) plan, which is the plan required for a government entity. Both are essentially the same, but a 457(b) plan typically offers penalty free, early withdrawals upon separation from service. Should the Board choose to move to the Florida Retirement System, you may choose to keep the 457(b) for employees to fund themselves.
 - h. **COPCN and ALS License:** The COPCN has been submitted for the District and the Fire Department. Both are scheduled for the BOCC Agenda on April 15. I plan to attend that meeting along with a representative from our legal team.
 - i. **FDID #:** We are working with the State of Florida on the Fire Department Identification Number (FDID). This number is placed on all fire reports and is essential for data collection. At this point, we do not know if the state will issue a new FDID or have the District utilize the Fire Department FDID.
3. **Credit Card Usage Policy:** Submitted for your consideration is a District credit card usage policy. I would like to thank Jennifer Johnson for her insight and knowledge in helping create this policy. This policy will come into use if the District chooses to apply for credit cards after July 1. In my experience, a credit card for an agency such as ours can be issued, but the head of the agency generally has to be the person that guarantees payment. As such, his or her personal information and credit is tied to the card. Therefore, I recommend waiting until a permanent Fire-EMS Chief/District Manager is employed. A Board member can also apply, but this is generally not recommended due to term limits.
 4. **District Website:** On March 25 I met with a company that can make all of our PDF documents ADA accessible at a cost of \$7 per page. We continue to work on our webpage to determine what can be archived and what will remain. I have also received the Streamline subscription from Legal. There does not appear to be a full contract, only subscription details. According to the subscription they will provide: *Built-in ADA compliance (the platform is fully accessible out of the "box")*. I will discuss with Legal our options to see if they are responsible for converting all our PDFs to ADA accessible documents based on the language in their "subscription".
 5. **Boat Committee:** Based on the information I provided the Board at the March 23, 2026 District Board Meeting, I am requesting you consider moving to accept the Fire Rescue Marine Emergency Response Vessel grant from the State of Florida. If approved, I recommend we don't spend any District funds above the grant amount (\$300,000) for the purchase of fire/rescue boat.

I have requested marine response information from FWC, MCSO, and the US Coast Guard. As of the writing of this report, I have not received any information from any of the requests. I have also



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requested a quote from VFIS to add insurance to a boat. Because we don't currently have a boat, they cannot provide an exact quote, but it estimated to be approximately \$25,000 annually. As a reminder, the current grant from the State of Florida expires on June 30, 2026. If the Board approves the purchase of the boat (utilizing grant funds), the Committee will move to purchase a suitable fire/rescue boat prior to the conclusion of the grant on June 30.

I have also included for your review a draft operational policy. This policy is very elementary and requires a great deal more work, but it gives you foresight into our proposed boat training, usage, and response plan.

6. **Smoke Alarm Installation:** On Saturday March 28, the District worked with the American Red Cross to install smoke alarms at the Silver Shores Mobile Home Community. The Red Cross provided all of the smoke alarms and installation equipment free of charge. Nine Key Largo Fire Department personnel, along with 12 Red Cross Volunteers installed 92 smoke alarms in 40 homes. We estimate we made contact with approximately 100 people. David Garrido also created a system to begin tracking this information. The Insurance Services Office Public Protection Classification (ISO PPC) gives credit for Community Risk Reduction. Programs such as these, and other public education programs, will add points directly to our future PPC rating review. The Red Cross is now partnering with our District and will be providing a supply of smoke alarms, so that we can install them as requested by our citizens. Special recognition and appreciation is warranted for Lieutenant Fernando Garcia for spearheading this program.
7. **Painting Parking Lot lines at Station 24:** I would like to recognize B-shift personnel for painting the parking lot lines at Station 24. Lt. Fernando Garcia, along with Chris Fischman, Andres Alvarez, and David Garrido identified the need, and took it upon themselves to paint the lines. This work shows pride in the station and displays a sense of ownership among the personnel.
8. **EMS Ambulances:** As you are aware, EMS has two Horton ambulances on order that will not fit in the bay of Station 23. If the District is able to utilize Station 23 after July 1, we would be required to modify the station to fit the ambulances. Given the restrictions on set-backs, parking, and other issues, we are not certain if extending the bays is possible. Additionally, the Horton ambulances that we currently have in inventory have had ongoing maintenance issues, especially regarding the air conditioning systems in the patient care area. As you may have noticed in the last several months, EMS has regularly borrowed an Ambulance from Islamorada so that we can send our Horton's out for maintenance. As we move forward to directly provide the EMS service to the residents and visitors of the District, we feel it would be prudent to cancel the order of the Horton Ambulances. Subject to full legal review, we have reviewed the contract the District has with ETR, and we are confident we can cancel the order of the Horton Ambulances without penalty.

Going forward, I recommend we establish an Ambulance Purchase Committee to design and spec ambulances that will serve the District well for several years. The committee should consist of fire personnel with experience designing emergency vehicle specs, and especially EMS personnel who have expertise in ambulance based patient care. We are confident we can purchase two ambulances at or under the amount budgeted for the Horton ambulances.



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14. NEXT MEETING

April 20, 2026 District Meeting [Approved at the March 23, 2025 District Meeting.]

15. ADJOURN

DOCUMENTS

- AI 2b. March 23, 2026 District Meeting Minutes*
- AI 6a. Physical Examinations for EMS Personnel*
- AI 7e. Usage of District Credit Cards Policy*
- AI 13. District Manager Report*

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

2b.



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DISTRICT MEETING MINUTES

March 23, 2026

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*

Chairman Allen called to order the District Meeting at 6:00 PM.

1b. *Pledge of Allegiance*

Commissioner Jenkins led the Pledge of Allegiance.

1c. *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, Jimmie Hicks, District Manager William Lombardo, Capt. Garrido, Lt. Mumper, Chief Mobley, Don Bock and Jennifer Johnson. Capt. Jones appeared online.

2. APPROVAL OF AGENDA & MINUTES

2a. *Approval of March 23, 2026 District Meeting Agenda*

Commissioner Edge made a **Motion to Approve the March 23, 2026 District Meeting Agenda**. Commissioner Jenkins seconded, and the Board unanimously passed the motion.

2b. *Approval of March 9, 2026 District Meeting Minutes*

Commissioner Jenkins made a **Motion to Approve the March 9, 2026 District Meeting Minutes as Amended**. Commissioner Edge seconded, and the Board unanimously passed the motion.

Commissioner Mirabella requested a correction to No. 10 to read Chief Mobley in lieu of Capt. Abel. Under legal referred to Attorney Banks Hicks in lieu of just Hicks.

3. PUBLIC COMMENT

None

4. CHAIRMAN REPORT

Chairman Allen attended a Zoom meeting on Saturday with the Ambulance Department to ensure the signing of the merger contract.



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5. SECRETARY REPORT

None

6. OLD BUSINESS

6a. DISCUSSION/APPROVAL: Lodging Expenses for Fire/EMS Chief Candidates [Lombardo]

Commissioner Jenkins made a **Motion to Approve Lodging Expenses for Fire/EMS Chief Candidates**. Commissioner Mirabella seconded, and the Board unanimously passed the motion.

District Manager Lombardo presented, at the request of the Board, a lodging policy to address lodging expenses for Fire/EMS Chief Candidates.

6b. DISCUSSION/APPROVAL: Light Refreshment Policy [Lombardo]

Commissioner Conklin made a **Motion to Approve the Light Refreshment Policy**. Commissioner Jenkins seconded, and the Board unanimously passed the motion.

District Manager Lombardo presented a policy to provide light refreshments at public purpose events, i.e. meetings, hearings, interviews, etc. that go beyond 3 hours (with appropriate receipts), not to exceed \$250. Anything over \$250 will require board approval.

6c. DISCUSSION: KLF D Boat Implementation Plan

District Manager Lombardo discussed plan with respect the boat implementation plan and the \$300k grant expiring June, 2026. Would like direction to consider the plan prior to the expiration to avoid the potential of future grant approvals from the State.

Commissioner Mirabella inquired as to whether the fire department had any statistic pertaining to water rescues, fires, etc. DM Lombardo commented that as the Department does not have a boat, these statistics are not tracked as a marine emergency. Commissioner Conklin has offered a boat owned by the corporation of the fire museum; interlocal agreement with department; if interested will work with legal to draft an agreement. Board provided direction to DM Lombardo to work with legal to draft an agreement. Further discussions ensued regarding the necessity of a fire boat, marina storage, trailer, wet team, liability, etc. In relation to this, Commissioner Conklin offered the same agreement with relation to a Tahoe. Bring back under district manager section.

7. NEW BUSINESS

7a. DISCUSSION/APPROVAL: Resolution 2026-002 - A RESOLUTION OF THE KEY LARGO FIRE RESCUE AND EMERGENCY MEDICAL SERVICES DISTRICT, FLORIDA [HICKS]

PROVIDING FOR THE CONSOLIDATION OF FIRE, RESCUE AND EMERGENCY MANAGEMENT SERVICES CURRENTLY PROVIDED BY CONTRACTS WITH THE KEY LARGO VOLUNTEER FIRE DEPARTMENT, INC. ("VFD") AND KEY LARGO VOLUNTEER AMBULANCE CORPS, INC. ("VAC"), AND AN EFFECTIVE DATE FOR THE SAME;



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PROVIDING FOR THE RATIFICATION AND READOPTION OF ACTIONS PREVIOUSLY TAKEN FOR PURPOSES OF CONSOLIDATION, INCLUDING EVALUATING, HIRING AND ON-BOARDING OF A FIRE-EMS CHIEF/DISTRICT MANAGER AND OTHER PERSONNEL;

PROVIDING FOR THE RATIFICATION AND READOPTION OF VFD AND VAC STANDARD OPERATING GUIDELINES, OPERATIONAL POLICIES AND PROCEDURES, MEDICAL POLICIES AND PROTOCOLS, AND ALL OTHER SIMILAR POLICIES AND PROCEDURES FOR PURPOSES OF CONSOLIDATION;

PROVIDING FOR THE ADOPTION OF AN AMBULANCE FEE SCHEDULE FOR PURPOSES OF CONSOLIDATION;

PROVIDING FOR THE APPLICATION OF A CERTIFICATE OF PUBLIC CONVENIENCE AND NECESSITY, AND AN APPLICATION FOR AN ADVANCED LIFE SUPPORT LICENSE FOR PURPOSES OF CONSOLIDATION;

PROVIDING FOR THE ACQUISITION OF CERTAIN INSURANCE FOR PURPOSES OF CONSOLIDATION;

PROVIDING FOR SCRIVENER'S ERRORS; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; PROVIDING FOR CONSTRUCTION; AND PROVIDING FOR AN EFFECTIVE DATE [HICKS]

Attorney Banks read into the record, Resolution 2026-002 verbatim as identified above.

Commissioner Jenkins made a **Motion to Approve Resolution 2026-002**. Commissioner Conklin seconded, and a roll call vote was polled to three votes yes, two votes no. Item passes.

Commissioner Mirabella commented on a communication wherein Capt. Jones identified a change in the organizational structure. Capt. Jones, on behalf of Chief Mobley; moving forward with restructuring the department to address staffing, improve safety on fire/emergency scenes; following consolidation study. Eliminating stipends so that everything is within the budget; this is from a safety standpoint; growth potential when departments combine. Commissioner Mirabella regarding costs to the taxpayers regarding the restructuring. DM Lombardo is working with Legal on an organization chart to present to the Board at an April meeting for approval that would be inclusive of job descriptions, etc. Commissioner Mirabella commented that the implementation of Battalion Chiefs will be made during the next pay schedule. Commissioner Jenkins commented that the fire department is not asking for permission to make these changes; but rather are running their department. Attorney Hicks commented that the purpose of the resolution is to establish baseline policies; not personnel decisions, hiring/firing; not saying what the fire department can/cannot do; rather tweak/modified policies. We need some policies in place for the COPCN applications to county that are to go out this week. Without some policies our COPCN application is going to have a difficult time at the county, which will delay the ALS.



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ROLL CALL VOTE

Chairman Allen	Yes
Commissioner Conklin	Yes
Commissioner Edge	No
Commissioner Mirabella	No
Commissioner Jenkins	Yes

- 7b. Discussion/Approval: Resolution 2026-003 - A RESOLUTION OF THE KEY LARGO FIRE RESCUE AND EMERGENCY MEDICAL SERVICES DISTRICT, AMENDING THE DISTRICT'S PURCHASING POLICIES AND PROCEDURES, SECTION 3.0 "EXCEPTIONS TO PROCUREMENT PROCEDURES"; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE [HICKS]**

Attorney Banks read into the record Resolution 2026-003 - A Resolution of the Key Largo Fire Rescue and Emergency Medical Services District, Amending the District's Purchasing Policies and Procedures, Section 3.0 "Exceptions to Procurement Procedures"; Providing for Severability; and Providing for an Effective Date.

Commissioner Conklin made a **Motion to Approve Resolution 2026-002**. Commissioner Jenkins seconded, and a roll call vote was polled. All affirmative. Item passes.

ROLL CALL VOTE

Chairman Allen	Yes
Commissioner Conklin	Yes
Commissioner Edge	Yes
Commissioner Mirabella	Yes
Commissioner Jenkins	Yes

8. LEGAL REPORT

None

9. FINANCE REPORT

None

10. AMBULANCE CORPS REPORT

none

11. FIRE DEPARTMENT REPORT

None



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12. COMMISSIONER ITEMS

Commissioner Conklin introduced Chaplin Hardy (sp.) who commented on the May 7, 2026 National Day of Prayer; will host same at Station 24 at 10AM; has Bibles for those interested.

Commissioner Conklin commented that on June 8, 2005, the District was created; this year the 8th lands on a meeting date; will work on celebration with DM Lombardo.

Commissioner Edge commented that things are moving fast, i.e., building, boat, new positions; a lot of money being spent. Believes this DM Lombardo to work on budgets with finance and Capt. Jones. Once merger is complete there are no longer corporations; board will have control.

13. DISTRICT MANAGER ITEMS

1. **Fire/EMS Chief Hiring Process:** With the help of Carol Greco we created an online employment application for the Fire-EMS Chief/District Manager position. It was posted on March 18 on our website, throughout the County, internally, and with several professional emergency service and special district organizations. The deadline to submit applications is April 10.

The position has been posted; received three applications; two interested parties; one person coming down. Will have top candidates come for meeting; board interviews; public meeting.

2. **Implementation Status:** The implementation team continues to meet regularly and is working to address the items necessary for a smooth merger transition. An update on the more critical items is provided below:

- a. **Ambulance Billing:** Lombardo has received a contract from PPS EMS Billing. This has been forwarded to Legal for review. You have given me the ability to sign the contract; nonetheless, once I receive it back from Legal, I will forward to the Board for your review.
- b. **Standard Operating Procedures (SOP) and Medical Protocols:** EMS Lt. Roxy Perez and Fire Lt. Jamie Arana completed the merger of all the medical protocols, which were approved by our Medical Director. The Fire Department has completed updating SOPs and we are currently in the process of comparing Fire Department and EMS SOPs for consistency and duplication.
- c. **Hiring District Employees:** Transition employment applications have been e-mailed to current employees of the Key Largo Volunteer Fire Department, Inc. and the Key Largo Volunteer Ambulance Corps, Inc. The deadline for submittal is Friday March 20. I will provide a verbal status update to the Board at the March 23, 2026 meeting.
- d. **Payroll:** Captain Jones is working on a new payroll system known as *Ready Payroll* that can tie into our current staffing system and will be



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able to process all future employees from both agencies. He is also creating a payroll wage step scale to help with the transition to the new system. Once the step scale is completed, I will present the scale to the Board for discussion/approval.

- e. **Insurance:** Legal is requesting you consider updating District policy to include insurance. This has not been previously included in the purchasing policy because the District has not had employees. If the Board approves the new purchasing policy, we can move forward with obtaining liability insurance and requesting bids for health insurance.

Going as planned. COPCN has been filed. Thank you Capt. Jones for all your efforts with the COPCN application; presented at April 15th BOCC meeting. DM Lombardo and legal to attend.

Ambulance billing down to 6.5%; researching bid to see if we need to bid out.

District employee application process closed; all personnel applied with some volunteers. More employees from EMS than anticipated; 33 people; may need addition funds for physicals. Board approved additional costs associated with the physicals, if over budget. Would like to keep some volunteers.

3. **District Website:** On March 20, 2026 Commissioner Mirabella and I attended a Zoom meeting with Streamline, the company that is developing our new website. As discussed at the last meeting, the design of the website is generally complete, and the migration of our old website along with all of our archived documents is complete. As you may recall, there have been issues merging our PDF documents into ADA compliant documents. We continue to research various options. Is there interest in going live with the site while we continue to fix these problems? Conversely, we can wait until all the issues are fixed and then go live.

Continue to work with the website; can go live at any time; not completely ADA Compliant [special district enforcement April, 2027]. Getting quotes to address PDF/ADA compliance. Commissioner Mirabella was of the opinion the Streamline package included make everything complaint; now they are asking \$500/mo. to maintain. If we have full control can break subscription. Fire Department IT can handle website. Capt. Jones can reach out to IT further information.

Interest in interlocal contract with museum for Tahoe? Board agrees.

4. **Boat Committee:** The Boat Committee has been researching various options for the Board to consider. Included with my report is an internally developed community risk assessment specific to the implementation of a fire/rescue boat in Key Largo. The study analyzes the water rescue and water-based fire risk in our community and provides the Board information and various options necessary to decide on this potential expansion of services. The current \$300,000 grant from the State of Florida expires on June 30, 2026. It is generally not good practice to deny the acceptance of a State Grant, as this could impede our ability to obtain future grants. As you will see in the study, a high to extreme risk has been identified in Key Largo and there is need for a fire/rescue



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boat. Accordingly, the Boat Committee is recommending the utilization of the \$300,000 grant money to purchase a fire/rescue boat that can be trailered. They are also recommending utilizing the non-profit organization *Heart Like Harlie* to pay for boat operator training through the National Association of State Boating Law Administrators. This course is specific to the fire service and is done on-site with our boat at no charge to the District.

I will request the Boat be placed on the agenda in April for discussion/approval. If the Board approves the purchase of the boat (utilizing grant funds) in April, the Committee will move to purchase a suitable fire/rescue boat prior to the conclusion of the grant on June 30.

5. **Travel Policy for Fire-EMS Chief/District Manager Candidates:** Under direction from the Board, I have developed a draft policy which allows for the lodging of up to three final candidates who might travel over 100 miles to interview for the Fire-EMS Chief/District Manager position. Legal has confirmed this is allowable under State Law. There is also a provision in the policy that requires reimbursement to the District should a candidate be offered, and denies the position.

Previously addressed above.

6. **Purchase of Light Refreshments:** I have place on the agenda for discussion/approval a draft policy to detail and give the District the ability to purchase light refreshments for long meetings, training sessions, and promotional and hiring processes. These are defined as anything over three hours and the limit on expenditures is \$250. Providing light refreshments at these types of events.

Previously addressed above.

Commissioner Mirabella appreciative of DM Lombardo and Captains, etc. for all their hard work.

14. **NEXT MEETING**

April 6, 2026 District Meeting (if required)

April 20, 2026 District Meeting

Commissioner Mirabella **made a motion to hold the next District Meetings on April 6, 2026 and April 20, 2026.** Commissioner Jenkins seconded, and the Board unanimously passed the motion.

15. **ADJOURN**

Commissioner Mirabella made a ***motion to adjourn*** the meeting at 6:36 PM. Commissioner Jenkins seconded, and the Board unanimously passed the motion.

6a.

Preliminary DRAFT Emergency Response Vessel Operational Plan

Boat Type:

To be determined: The fire boat committee is recommending utilizing the \$300,000 (or less) grant money to purchase a trailerable emergency response vessel with a portable fire pump, capable responding to water-based fires, such as fires in boats, and rendering aid to persons in need of assistance on the water surface or in boats.

Implementation Plan:

Once the boat is purchased, assure all boat operators are trained adequately through the National Association of State Boating Law Administrators. This boat operator course is specific to fire agencies and is provided free of charge on site through a grant provided by Heart Like Harlie.

All personnel will also be provided with Swiftwater Awareness level training in accordance with FLUSAR.

Staffing Plan:

The boat will *not* be staffed 24/7. The boat is an equipment asset that can be utilized in the event of a marine emergency such as a fire or surface water emergency, or a natural disaster such as a hurricane.

If Key Largo Fire District receives a request for response to a marine based incident, the closest Engine Company will staff the boat with a minimum of three personnel: a boat operator, a paramedic, and a boat hand.

Response Plan:

The boat will be kept on the trailer and located either at Station 24 or the Ranger Station (subject to an ILA).

Dispatch will be notified of our marine capabilities.

When a call is received:

- Crews will determine the type of call requested (fire or rescue)

- Crews will determine the ability to respond (weather, waves, etc.)

 - Criteria will be set on marine conditions based upon the size and capabilities of the boat.

 - The boat operator will have the final say on responding the vessel.

 - If the boat cannot safely respond due to marine conditions, Dispatch will be notified the Boat is unable to respond to the request

If response is possible:

 - Crews will determine the location of the incident and the best launch location

Launch locations will be pre-planned based upon the location of the incident. A minimum of two launch locations will be identified on the ocean side and bay side of Key Largo.

Crews will hook up the boat to the identified tow vehicle.

Crews will respond to the boat ramp and launch the boat.

Crews will respond to the emergency and render aid as needed.

Special Events:

A policy should be implemented to staff the boat for special events such as boat regattas, bridge runs, swimming events, etc.

After the incident:

Crews will ready the boat for the next incident.

Crews will perform a post incident analysis on ALL marine responses and share the lessons learned with all personnel

Maintenance:

The boat, and all safety equipment will be visually checked daily.

The boat motor(s) will be operated at least monthly.

The boat motors and trailer will receive ongoing maintenance in accordance with manufacturer's recommendations.

Future Needs (before taking receipt of a boat)

SOPs and Training:

Before the District takes possession of a boat, a complete operational procedure must be developed, trained on, and revised as needed. This must include all boat operations, trailer operations, response policies, rescue procedures, safety requirements, firefighting procedures, maintenance procedures, training minimums (initial and ongoing).

Training on the boat and trailer must be ongoing, hands on, realistic, and verifiable.

Re-evaluation:

Annual reevaluation of responses, the response plan, and SOPs is required. Changes must be made to any policies as needed.

7b.

KLFR&EMS District

Usage of District Credit Cards

Overview: The District Board of Commissioners approve the usage of credit cards for personnel delegated purchasing authority.

Policy: The following policy is established to ensure the District is compliant with current Government Accounting Standards:

Approval: All purchases must be approved by the Fire-EMS Chief/District Manager or their designee.

Approval may be for single purchases, or standing approval for supplies such as medical supplies, janitorial items, station supplies, etc. Approval may be in writing or verbal form. All expenditures must serve a direct public purpose.

The Chief/District Manager and/or a District Commissioner will approve the monthly credit card statement for processing by Finance.

All purchases made on District credit cards must comply with the District's adopted purchasing policy.

Credit cards are not to be used for personal purchases of any sort. If a charge is made in error to a District credit card, the cardholder must immediately repay the charge. When using the card for travel or meals, the cardholder should refer to the terms set in the travel policy and alcoholic beverages are specifically excluded.

Tax exemption: All purchases must accompany a tax-exempt form. Out of state lodging generally do not accept State of Florida Tax Exemption forms.

Receipts: ALL purchases must be accompanied by a receipt. For on-line purchases, make sure you are e-mailed or otherwise provided a receipt.

Write the following directly on the receipt:

The name of the person who used the credit card

The name of the credit card

The reason for the purchase, e.g., *Station 24 paper products*

The name of the person who approved the purchase

The account number (taken from the adopted budget)

Make a copy of the receipt for your records and forward it, along with all supporting documentation to finance.

Reconcile the Purchase: When the bill is received from the Credit Card Company you will be required to verify the purchase on the Bill and reconcile the bill with the receipts. You will also be required to initial, date, the bill and write the account number on each purchase, if not already provided on the receipt.

NOTE: The verification of the bill MUST BE DONE in a timely manner so the District does not incur credit cart late fees.

DRAFT

13.

District Manager Report

For April 6, 2026

1. **Fire/EMS Chief Hiring Process:** We have received a number of applications, phone calls, and visits from interested parties. As of the writing of this report, we have received seven completed applications. Three of these are from out of state. As a reminder, the closing date for applications is April 10, 2026.

2. **Implementation Status:** The implementation team continues to meet regularly and is working to address the items necessary for a smooth merger transition. An update on the more critical items is provided below:
 - a. **Ambulance Billing:** As previously discussed, we received a contract from PPS EMS Billing at a reduced collection fee rate; however, after discussion with legal, we believe this service needs to be sent out to bid. Accordingly, legal is drafting invitations to bid. Once the bid period has expired, we will proceed accordingly.

 - b. **Standard Operating Procedures (SOP):** We are working on necessary changes to a number of SOPs, especially administrative policies, to better meet the mission of the District. Most of these policies are still in draft form, and will be presented to the Board for consideration as they are completed. These include policies on volunteer requirements, changes to the volunteer stipend policy (formerly volunteer reimbursement); employee work schedule and benefits agreement (to include the FLSA 7(k) work exemption), a draft organizational chart, and a draft employee pay scale. Additionally, Captain Jones and I have been evaluating potential budget numbers for FY 26-27 as they relate to the many changes on the horizon to ensure we can efficiently fund our services without a drastic increase in the millage rate. At this point, budget numbers are speculative. Exact numbers are not possible until we have estimated property values from the property appraiser's office.

 - c. **Hiring District Employees:** I am working to assure all applicants are processed according to the legal recommendations for government agency due diligence. The process is moving efficiently.

 - d. **Organizational Chart and Pay Scale:** I plan to have a draft organizational chart along with a proposed employee pay scale for your consideration at the April 20, 2026 meeting. I believe this will give you a better idea of what the organization will look like and how much it will cost to provide the service. Once an organizational chart is adopted, we will move forward with updating and developing job descriptions for each position.

- e. **Payroll:** Captain Jones is working on a new payroll system known as *Ready Payroll* that can tie into our current staffing system and will be able to process all future employees from both agencies.
 - f. **Insurance:** We are awaiting quotes for liability insurance, workers compensation, and accidental death. Additionally, Legal is developing invitations to bid as necessary for insurance brokerage firms and coverage.
 - g. **Employee Benefits:** Captain Jones met with Plan Member Services to work on switching over our 401(k) plan, which is a private sector employer sponsored retirement account) to a 457 (b) plan, which is the plan required for a government entity. Both are essentially the same, but a 457(b) plan typically offers penalty free, early withdrawals upon separation from service. Should the Board choose to move to the Florida Retirement System, you may choose to keep the 457(b) for employees to fund themselves.
 - h. **COPCN and ALS License:** The COPCN has been submitted for the District and the Fire Department. Both are scheduled for the BOCC Agenda on April 15. I plan to attend that meeting along with a representative from our legal team.
 - i. **FDID #:** We are working with the State of Florida on the Fire Department Identification Number (FDID). This number is placed on all fire reports and is essential for data collection. At this point, we do not know if the state will issue a new FDID or have the District utilize the Fire Department FDID.
3. **Credit Card Usage Policy:** Submitted for your consideration is a District credit card usage policy. I would like to thank Jennifer Johnson for her insight and knowledge in helping create this policy. This policy will come into use if the District chooses to apply for credit cards after July 1. In my experience, a credit card for an agency such as ours can be issued, but the head of the agency generally has to be the person that guarantees payment. As such, his or her personal information and credit is tied to the card. Therefore, I recommend waiting until a permanent Fire-EMS Chief/District Manager is employed. A Board member can also apply, but this is generally not recommended due to term limits.
4. **District Website:** On March 25 I met with a company that can make all of our PDF documents ADA accessible at a cost of \$7 per page. We continue to work on our webpage to determine what can be archived and what will remain. I have also received the Streamline subscription from Legal. There does not appear to be a full contract, only subscription details. According to the subscription they will provide: *Built-in ADA compliance (the platform is fully accessible out of the "box")*. I will discuss with Legal our options to see if they are responsible for converting all our PDFs to ADA accessible documents based on the language in their "subscription".
5. **Boat Committee:** Based on the information I provided the Board at the March 23, 2026 District Board Meeting, I am requesting you consider moving to accept the Fire Rescue Marine

Emergency Response Vessel grant from the State of Florida. If approved, I recommend we don't spend any District funds above the grant amount (\$300,000) for the purchase of fire/rescue boat.

I have requested marine response information from FWC, MCSO, and the US Coast Guard. As of the writing of this report, I have not received any information from any of the requests. I have also requested a quote from VFIS to add insurance to a boat. Because we don't currently have a boat, they cannot provide an exact quote, but it estimated to be approximately \$25,000 annually. As a reminder, the current grant from the State of Florida expires on June 30, 2026. If the Board approves the purchase of the boat (utilizing grant funds), the Committee will move to purchase a suitable fire/rescue boat prior to the conclusion of the grant on June 30.

I have also included for your review a draft operational policy. This policy is very elementary and requires a great deal more work, but it gives you foresight into our proposed boat training, usage, and response plan.

6. **Smoke Alarm Installation:** On Saturday March 28, the District worked with the American Red Cross to install smoke alarms at the Silver Shores Mobile Home Community. The Red Cross provided all of the smoke alarms and installation equipment free of charge. Nine Key Largo Fire Department personnel, along with 12 Red Cross Volunteers installed 92 smoke alarms in 40 homes. We estimate we made contact with approximately 100 people. David Garrido also created a system to begin tracking this information. The Insurance Services Office Public Protection Classification (ISO PPC) gives credit for Community Risk Reduction. Programs such as these, and other public education programs, will add points directly to our future PPC rating review. The Red Cross is now partnering with our District and will be providing a supply of smoke alarms, so that we can install them as requested by our citizens. Special recognition and appreciation is warranted for Lieutenant Fernando Garcia for spearheading this program.
7. **Painting Parking Lot lines at Station 24:** I would like to recognize B-shift personnel for painting the parking lot lines at Station 24. Lt. Fernando Garcia, along with Chris Fischman, Andres Alvarez, and David Garrido identified the need, and took it upon themselves to paint the lines. This work shows pride in the station and displays a sense of ownership among the personnel.
8. **EMS Ambulances:** As you are aware, EMS has two Horton ambulances on order that will not fit in the bay of Station 23. If the District is able to utilize Station 23 after July 1, we would be required to modify the station to fit the ambulances. Given the restrictions on set-backs, parking, and other issues, we are not certain if extending the bays is possible. Additionally, the Horton ambulances that we currently have in inventory have had ongoing maintenance issues, especially regarding the air conditioning systems in the patient care area. As you may have noticed in the last several months, EMS has regularly borrowed an Ambulance from Islamorada so that we can send our Horton's out for maintenance. As we move forward to directly provide the EMS service to the residents and visitors of the District, we feel it would be prudent to cancel the order of the Horton Ambulances. Subject to full legal review, we have reviewed the

contract the District has with ETR, and we are confident we can cancel the order of the Horton Ambulances without penalty.

Going forward, I recommend we establish an Ambulance Purchase Committee to design and spec ambulances that will serve the District well for several years. The committee should consist of fire personnel with experience designing emergency vehicle specs, and especially EMS personnel who have expertise in ambulance based patient care. We are confident we can purchase two ambulances at or under the amount budgeted for the Horton ambulances.