



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 MINUTES

January 19, 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 Conklin 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, Hunter O'Connor, District Manager William Lombardo, Capt. Jones, Capt. Garrido, Capt. Garcia, Lt. Mumper and Jennifer Johnson.

2. APPROVAL OF AGENDA & MINUTES

2a. *Approval of January 19, 2026 District Meeting Agenda*

Commissioner Mirabella made a **Motion to Approve the January 19, 2026 District Meeting Agenda**. Commissioner Edge seconded, and the Board unanimously passed the motion.

2b. *Approval of January 5, 2026 District Meeting Minutes*

Commissioner Jenkins made a **Motion to Approve the January 5, 2026 District Meeting Minutes**. Commissioner Conklin seconded, and the Board unanimously passed the motion.

3. PUBLIC COMMENT

S. Heim requested to reserve comments for 7a until presented; Chairman Allen denied. She continued to comment on potential reduction of legislation to reduce property taxes which skew financial section of 7a; wait until April to see what state legislation does regarding property taxes. Continued commenting on increased overhead expense with FRS; staffing, EMS billing, licenses; salaries.

Capt. Jones made a statement on behalf of Key Largo Fire Department expressing gratitude to the Board's support and leadership throughout the consolidation process; support the recommendations of the J. Angle Group.



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Lt. Mumper echoed Capt. Jones' statement in that the Fire Department's Corporate Board also supports the decision of the Board and are here to assist and supports the J. Angle's Group's recommendation.

4. CHAIRMAN REPORT

None

5. SECRETARY REPORT

None

6. OLD BUSINESS

None

7. NEW BUSINESS

7a. DISCUSSION/APPROVAL: KLFREMS District Operational Analysis Consolidation Study [Angle]

Chairman Allen passes the gavel to Commissioner Mirabella to allow Chairman Allen to make a motion. Commissioner Mirabella reads 7a: Discussion and Approval for Key Largo Fire & EMS District Operational Analysis Consolidation Study.

Chairman Allen made a **Motion to Proceed Forward with the Discussion and Approval of Consolidation Study Recommended Option 2c**. Commissioner Jenkins seconded, and the Board unanimously passed the motion.

Commissioner Mirabella opens 7a for discussion.

J. Angle led a discussion regarding the study; site visits commenced early 2025 when the report began. Noted business moves on and things change between inception and completion and asks that we bear in mind some items will not match. Further, he introduced Stuart McElhaney (sp.) who's focus in the report was with respect to finance.

Highlights of the 190 page study include the overview of three organizations (District, Fire and EMS, primarily Fire & EMS); management, planning, management, personnel, health safety, etc. components. Once components were identified and placed in a draft document, key people with the Fire Department and EMS reviewed same to provide input. Site visits were conducted with face to face interviews as well as surveys. The study further identified service area boundaries; location of the three stations; organizational charts; call demands/volume, transport times.

Financial forecast for the consolidation took into consideration historical data, staff input, State of Florida revenue estimates for the County and experience to forecast costs through Fiscal Year 2030. The primary revenue source for the District derives from Ad Valorem Tax.

Option 1 – Maintain Status Quo

- a. Hire Fire/EMS Chief (No Additional Staff)
- b. Hire Fire/EMS Chief and Additional Staff



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Option 2 – Complete Consolidation – Recommended Option 2c

- a. Consolidation with Fire/EMS Chief (No Additional Staff)
- b. Complete Consolidation with Fire/EMS Chief and FRS Retirement (No Additional Staff)
- c. Complete Consolidation with Fire/EMS Chief, Additional Staff and FRS Retirement

Costs Associated with 2c (FY25-27) Preliminary Taxable Value

REVENUE	2025 ADOPTED	2026 FORECAST	2027 FORECAST
TOTAL REVENUE	7,513,994	11,708,566	12,191,197

EXPENSES	2025 ADOPTED	2026 FORECAST	2027 FORECAST
TOTAL DISTRICT EXPENSES	7,432,573	9,568,232	10,626,592

Costs Associated with 2c (FY28-30) Preliminary Taxable Value

REVENUE	2028 FORECAST	2029 FORECAST	2030 FORECAST
TOTAL REVENUE	12,849,228	13,887,134	14,835,276

EXPENSES	2028 FORECAST	2029 FORECAST	2030 FORECAST
TOTAL DISTRICT EXPENSES	11,768,815	13,002,335	14,334,396

Roll Call Vote

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

Chairman Allen retains the gavel and continued the meeting.

Commissioner Conklin made a ***Motion to Director Lombardo along with teams from Fire and EMS Work Together to Formulate a Timeline for Consolidation of Recommended Option 2c.*** Commissioner Jenkins seconded, and the Board unanimously passed the motion.

J. Angle thanked the Board along with Fire/Ems for their hospitality; be proud of your organization.



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7b. DISCUSSION/APPROVAL: Tree Trimming at Station 25 [Mumper]

Commissioner Jenkins made a **Motion to Approve the Tree Trimming at Station 25**. Commissioner Conklin seconded, and the Board unanimously passed the motion.

A discussion regarding the tree trimming area in conjunction with overgrowth, etc.

8. LEGAL REPORT

None.

9. FINANCE REPORT

None

10. AMBULANCE CORPS REPORT

Chief Bock commented on the recurring truck repairs.

11. FIRE DEPARTMENT REPORT

Lt. Mumper advised that the Fire Department has placed Chief Bock on Administrative Leave. Ron Mobley was appointed Interim Administrative Chief (does not oversee operations).

12. COMMISSIONER ITEMS

None

13. DISTRICT MANAGER ITEMS

Action Items: None at this time

Non-Action Items:

1. **Job Description, Compensation, and Hiring Timeline:** Depending on the direction the Board takes on the results of the merger study, we will need to move forward with hiring my replacement so they are onboard prior to my departure on July 1 (if the board still elects to move in that direction). As such, following my report are a draft job description, a draft compensation package, and a suggested timeline for hiring. If necessary, I plan to submit these for approval at the next District meeting. Approval of these documents will give us the ability to begin advertising for the position. If the Board elects not to hire my replacement, I will refrain from submitting these documents for approval.

I have also included in my report an example of a Key Largo Fire-EMS Chief/District Manager recruitment document.



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2. Community Involvement:

- a. **Wounded Warrior Ride:** On Friday January 9, the Florida Keys Wounded Warrior Project began their annual *Soldier Ride* (bicycles) at the Upper Keys VFW. I am proud of the District's support of this ride. Fire and EMS apparatus were positioned at the start of the ride to cheer on the riders and support the cause. The ride is a countywide community event, starting in Key Largo on January 9 and ending in Key West on January 10.
- b. **Public Information and Transparency:** I began working with Streamline Web Design, along with Commissioner Mirabella and Carol Greco, on the District's new website. We are very close to finalizing the website and hope to go live with a test launch soon. In addition to providing a user friendly, interesting website for our customers, the new site will help us meet various statutory requirements incumbent upon Florida Special Districts.

Discussions were made regarding updated photographs for the website. District Manager Lombardo also commented on the timeline for the recommended consolidation to include comprising a committee made up of himself, Fire and EMS to include, but not limited to, steps to be taken for implementation consolidation, prepare COPCN applications, etc. keeping the Board advised in the efforts.

Chairman Allen reiterated these changes will not be completed overnight; there are many facets to be considered prior to any finalization of consolidated.

14. NEXT MEETING

Commissioner Edge ***made a motion to Cancel the February 9, 2026 District Meeting, unless required. The next February 2026 District Meeting will be February 23, 2026.*** Commissioner Mirabella second, and the Board unanimously passed the motion.

15. ADJOURN

Commissioner Jenkins made a ***motion to adjourn*** the meeting at 7:13 PM. Commissioner Edge seconded, and the Board unanimously passed the motion.