



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

February 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 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, Jimmie Hicks, District Manager William Lombardo, Chief Mobley, Capt. Jones, Capt. Garrido, Lt. Mumper and Jennifer Johnson.

2. APPROVAL OF AGENDA & MINUTES

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

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

2b. *Approval of January 19, 2026 District Meeting Minutes*

Commissioner Jenkins made a *Motion to Approve the January 19, 2026 District Meeting Minutes*. Commissioner Conklin seconded, and the Board unanimously passed the motion.

3. PUBLIC COMMENT

Tess – Made comment inquiring about an unidentified email excluding the EMS Board/Chief/Manager.

4. CHAIRMAN REPORT

None.

5. SECRETARY REPORT

None



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6. OLD BUSINESS

None

7. NEW BUSINESS

7a. ***DISCUSSION/APPROVAL: Resolution No. 2026-0001: A Resolution of the Key Largo Fire and Emergency Medical Services District, Florida, Creating the Position of Fire-EMS Chief/District Manager; to Adopt a Position Description; and to Authorize the Initial of the Recruitment and Hiring Process [HICKS]***

Attorney Hicks read into the record Resolution No. A Resolution of the Key Largo Fire and Emergency Medical Services District, Florida, Creating the Position of Fire-EMS Chief/District Manager; to Adopt a Position Description; and to Authorize the Initial of the Recruitment and Hiring Process

Commissioner Mirabella made a ***Motion to Approve Resolution No. 2026-0001***. Commissioner Conklin seconded, and the Board unanimously passed the motion.

Roll Call Vote

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

7b. ***Fire/EMS Chief Compensation Package***

Commissioner Mirabella made a ***Motion to Approve Resolution No. 2026-0001***. Commissioner Conklin seconded, and the Board unanimously passed the motion.

7c. ***District Manager Items 2, 4, 5, 6, 7, 8, 9, 10 and 11 [LOMBARDO]***

Discussions regarding District Manager Items, 2, 4, 5, 6, 7, 8, 9, 10 and 11 were had and separately discussed in his report noted below.

8. LEGAL REPORT

None

9. FINANCE REPORT

None

10. AMBULANCE CORPS REPORT



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None

Commissioner Mirabella led a discussion regarding \$325K in the building account; where was the money spent; are their receipts for expenditures? Further, Commissioner Mirabella inquired about only having 2 ambulances and overtime; was it due to staff or mechanical. Lt. Perez commented that it was due to mechanical issues; that a vehicle was removed January and overtime went down; advised the third truck was to be in service in February and therefore, staffed for same. Unfortunately, the third truck was not back in service. Chief did not want to remove staff from roster in the event the truck was in service. All trucks are back in service and therefore, will generate overtime due to understaffing. Currently, there are three medics in training; three new employees started in January.

11. FIRE DEPARTMENT REPORT

Chief Mobley advised the fire department had one applicant who successfully passed the interview; 4 vacant positions to be filled; 3 individuals starting volunteer program. There was a structure fire on Card Sound Road with mutual aid from Ocean Reef. Capt. Garrido added there will be classes for training apparatus operation, aerial and pump-ops (sp.); extrication. Received approval from the NFPA for electric vehicle safety and will be putting on classes regarding same.

Commissioner Mirabella requested minutes/financial statement from previous meeting. Lt. Mumper to address.

12. COMMISSIONER ITEMS

Commissioner Mirabella addressed a quote from Streamline to maintain ADA documents; however should be able to address in-house.

Commissioner would like approval to book a room for the FASD Conference in June; approval granted.

13. DISTRICT MANAGER ITEMS

1. **Fire/EMS Chief Job Description**: Following my report is a proposed job description for the Fire/EMS Chief who will also serve as the District Manager. I request that you consider approving this job description (pending legal review) as written or amended so that we can begin to recruit my replacement.

Requested Action: Approve the Fire-EMS Chief Job Description as presented or amended.

Budgetary effect: none

Resolution passed.

2. **Fire/EMS Chief Compensation Package**: Following my report is the proposed compensation package for the Fire/EMS Chief. The numbers listed have been confirmed by Finance. I request you consider approving the compensation for the Fire/EMS Chief as provided or amended.

Requested Action: Approve the Fire-EMS Chief compensation package as presented or amended.



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Budgetary effect: No new budgetary effect, other than what has already been budgeted.

Salary/Benefits Package – request approval to include on advertising position. Commissioner Mirabella would like salary commensurate with experience. Range \$175K-\$196,865K.

3. **Fire/EMS Chief Hiring Process:** I request? you grant me the authority to begin the hiring process for the Fire/EMS Chief. The proposed process follows my report. While, the process and timeline are fluid, if you give me the authority to begin the process, I am hopeful we can hire someone to fill this important position by late-June. However, this will require a special public meeting for the Board to interview the final candidates in May.

Covered by resolution.

4. **Lodging Expenses for Fire/EMS Chief Candidates:** I request that you approve two nights of lodging expenses for up to three Fire/EMS Chief candidates for the final interview with the Board of Commissioners. This would only apply if a candidate is more than 100 miles from the District. I am not requesting travel or per diem expenses for candidates. The District would arrange the lodging through a local, mid-level hotel. This is allowable under Florida Statutes Chapter 112 for a candidate of an executive level position. I also request the ability to purchase light refreshments during the hiring process. The estimated lodging cost is \$250 per night per person.

Requested Action: Approve lodging expenses and on-site light refreshments for up to three Fire-EMS Chief Candidates not to exceed a total cost of \$1600.

Budgetary effect: \$1600

Pay for lodging to final candidate interviews.

Bring back to another meeting for approval under new item.

Chairman Allen commented on providing lodging expenses to potential candidates who do not meet requirements. District Manager Lombardo will fully vet any potential candidate to ensure the candidate meets the required experience for the position prior to scheduling interviews.

5. **Fire Department and EMS Employee Benefits and Pay:** As we move forward with bringing the Key Largo Volunteer Fire Department, Inc. and Key Largo Volunteer Ambulance Corps, Inc. under the umbrella of the District, pending legal review, I request that you consider adopting the employee pay scale, rank, seniority, and benefits the personnel are currently receiving from both corporations (respectively).

Requested Action: Move to adopt the current employee pay scale, rank, seniority, benefits, and personnel policies of the Key Largo Volunteer Fire Department, Inc. and the Key Largo Volunteer Ambulance Corps. Inc.

Budgetary Effect: No new budgetary effect, other than what has already been budgeted.

In order to bring employees into the District, everything is tied into having employees; i.e. in order to apply for an ALS license, you need a COPCN, in order to get the COPCN, you need agency liability



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insurance. Current the insurance is under the Fire Department/Ems; District is a 3rd party. Therefore, the DM is proposing to offer all current employees **conditional job offers**; create roster, etc. before July 1, 2026 to allow interim DM to commence the process prior to his departure. Chairman Allen inquired as to whether the current Charter allows for this process; legal confirms. Additional comments surrounded the current benefits/pay package in concert with the conditional job offers.

- COPCN and ALS License:** In order to provide a smooth transition for our paramedic services (transport and non-transport), the District needs to apply for a Certificate of Public Convenience and Necessity (COPCN) from Monroe County prior to applying for an Advanced Life Support (ALS) license from the State of Florida. The COPCN must be approved by the Monroe County BOCC. Currently, both the Key Largo Volunteer Fire Department, Inc. and the Key Largo Volunteer Ambulance Corps, Inc. hold these licenses individually. Because the District will have a different EIN, we will need to apply for our own. The District can apply for one license which encompasses transport and non-transport services. The COPCN and the ALS License require us to pay for application fees. The total cost is expected to be \$950 for the COPCN and \$1375 for the ALS License, plus \$25 for an ALS sticker for each licensed vehicle (2 Engines and 4 Ambulances for a total of 6 vehicles = \$150).

Requested Action: Approve the expenditure of \$2475 (\$950+\$1375+\$150) for the District COPCN, ALS License, and ALS stickers).

Budgetary effect: \$2475

Discussions regarding payment for the COPCN and ALS license.

- Ambulance Transport Fees:** I request the board adopt the ambulance fee schedule currently utilized by the Key Largo Volunteer Ambulance Corps, Inc. Adoption of the fee schedule is required by the COPCN and, once the merger is complete, will allow the district the ability to begin billing for our ambulance services.

Requested Action: Adopt the current Key Largo Volunteer Ambulance Corps, Inc. fee schedule.

Budgetary effect: This will allow for income for our ambulance services.

Discussions regarding adoption of ambulance fees.

- Ambulance Billing:** I request you authorize the District Manager to research and negotiate with a billing service for our ambulance fees. Third party billing is generally accepted as the most cost-effective manner to collect EMS fees and keeps the agency compliant with documentation, Medicare billing, etc.

Requested Action: Grant the District Manager the authority to research, and negotiate with a billing service for our ambulance fees.

Budgetary Effect: Unknown at this time. A third-party billing company typically receives a percentage of the collected revenue as compensation for their services.



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Discussions regarding the District to take over ambulance billing.

9. **Standard Operating Guidelines (SOG) and Medical Protocols:** I request the Board consider adopting the current Key Largo Volunteer Fire Department, Inc. and Key Largo Volunteer Ambulance Corps, Inc. operational procedures and medical protocols. This will allow for a smooth transition and define organizational standards for operations, personnel expectations, etc. Once adopted, a committee will be established to review all current operational policies, and amend as needed. They will also be tasked with creating new operational policies as needed. I am performing a gap analysis of current SOGs and will provide this to the SOG Committee. This process identifies current policies and provides a list of needed policies based upon the suggestions or requirements of various federal, state, and local emergency service organizations such as the United State Fire Administration, the National Fire Protection Association, the Code of Federal Regulation, State laws, Local laws and/or accepted local practices and procedures, etc.

The medical protocols have been approved by the District Medical Director; however, there are currently two sets of protocols for the two agencies and the two levels of care (transport and non-transport). A Protocol committee has already been established to merge the protocols into single agency-wide protocols.

Operational and protocol review are ongoing projects with regular review and updates. Nonetheless, if the Board chooses to adopt them as written in their current form, it will allow personnel to continue to operate as they have been while allowing changes in the future. It should be noted, the Board typically does not approve operational policies and protocols. These are typically approved by the Fire-EMS Chief and/or the Medical Director. However, this request is necessary to adopt the policies in aggregate under the umbrella of the District.

Discussion regarding the allowance to migrate current operational policies of the Key Largo Volunteer Fire Department, Inc. and the Key Largo Volunteer Ambulance Corps, Inc. into the District.

10. **District Insurance:** The Fire and EMS corporations both contract with the Volunteer Fireman's Insurance Services (VFIS) to provide general and liability insurance for their agencies. I am requesting the ability to obtain VFIS (or similar) insurance for the District. This insurance is generally an umbrella and risk management policy which covers all physical assets, liability, and management liability.

Requested Action: Move to authorize the District Manager to negotiate the contract, and obtain District insurance as detailed herein not to exceed an annual premium equal to the budgeted amount for both corporations.

Budgetary effect: No new budgetary effect, other than what has already been budgeted.

As previously discussed, the District is currently listed as a 3rd party on the Fire Department/EMS policy through VFIS. The District needs to be primary. VFIS has substantially increased premiums. If the District is a government entity, we could go with PGIT who provides worker's comp; general insurance. May get a better bid. Would like further research.



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11. **Hiring District Employees:** Pending direction from legal, and pending a full resolution regarding consolidation of services, I request the Board to consider authorizing the District Manager to begin hiring personnel as District employees. If approved, I plan to make conditional job offers to current employees of the Key Largo Volunteer Fire Department, Inc. and the Key Largo Volunteer Ambulance Corps, Inc. at their current rate of pay, benefits, seniority, rank, etc. The offer would be based on the condition that a consolidation resolution passes, and the person passes a background check and has all the current necessary certifications. The goal of this request is to allow the current employees of the two departments to begin working for the District with no lapse in services to the community, and no lapse in pay or benefits for the members; however, this action does not prevent the District from making necessary position additions and or/deletions. For example, once the merger is complete and the District has hired a Fire/EMS Chief, there will no longer be a need for a volunteer Fire or EMS Chief position. This will also allow us to get accurate quotes for insurance, which gives us the ability to apply for the COPCN and ALS license.

Requested Action: As presented herein, move to authorize the District Manager to begin hiring personnel as District employees.

Budgetary Effect: No new budgetary effect, other than what has already been budgeted for each corporation.

Further to previously discussed **conditional job offers**, would like to create a conditional roster (nothing to be done outside legal input and Board approval).

Chairman Allen finds cause to modify agenda to make a motion/approval for action items.

Chairman Allen found cause to Modify the Agenda to Add item Nos. 2, 4, 5, 6, 7, 8, 9, 10 and 11 of the District Manager's Report. Commissioner Jenkins made a **Motion to Amend the Agenda to Include Item Nos. 2, 4, 5, 6, 7, 8, 9, 10 and 11 of the District Manager's Report**. Commissioner Conklin seconded, and the Board passed the motion with one "no" vote.

Non-Action Items:

1. **Station 23:** I am working with legal to determine the various covenants and limitations of the building and property that houses EMS, located at 98600 Overseas Highway. The building is reportedly deeded to the Key Largo Volunteer Ambulance Corps, Inc., with the caveat that ambulance services must continue to operate out of that building. While this has been stated from various sources, i have yet to see this in writing. As such, we are researching to determine the exact legal ownership and limitations of the building.

District Manager Lombardo researched ownership of the Station 23 building; verified EMS Corporation owns Station 23 by quit claim deed from DOT; provision clause requires the building to be a public safety facility or it reverts back to DOT.

2. Painting project at Station 25: Lt. Curtis Tucker is spearheading a project to repaint all of the gear lockers at Station 25. He has been assisted by the crews at Station 25. This type of initiative displays a great deal of station and organizational pride. Their efforts are greatly appreciated.



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Would like to recognize Lt. Tucker and his crew for taking the initiative in painting the lockers at Station 25, which shows pride and ownership in the District and Station. The Board concurred and thanked the team.

3. Community Involvement:

- a. **Articles Submitted:** The article: Prevent Burns and Fires When you Cook was submitted to Keys Weekly for publication. This article coincides with National Burn Awareness Week, which is February 1-7, 2026.
- b. **District Website:** On January 23, 2026, I attended a Zoom meeting along with Commissioner Mirabella and Carol Greco with Streamline, the company that is developing our new website. The design of the website is generally complete, but we have been given access to change and add various features. We are in the final phase of review; however, we were informed that PDF documents are generally not ADA compliant and we regularly upload PDF documents for our monthly agenda and supporting documentation. Therefore, it is incumbent upon the District to find a solution for these documents. As such, we are awaiting a quote to make all uploaded PDF documents ADA compliant. The problem is usually related to the inability of the PDF to meet screen reader compatibility requirements so that the content can be converted to speech. PDF documents can also lack sufficient color contrast. Once we have the PDF issue resolved, and we are happy with the product, we can go "live" with the new website, hopefully within the next few months.

Finalizing website. Capt. Jones got .gov account. Start creating emails with .gov. Board gave approval to move forward with implementation .gov email addresses.

Attorney Banks made requested consideration from the Board on conducting meetings twice a month; i.e. target dates to complete projects associated with consolidated; the urgency of obtaining the COPCN with a meeting scheduled with the County to further discuss, etc.

14. NEXT MEETING

March 9, 2026 District Meeting (if required)

March 23, 2026 District Meeting

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

15. ADJOURN

Commissioner Mirabella made a **motion to adjourn** the meeting at 6:49 PM. Commissioner Jenkins seconded, and the Board unanimously passed the motion.