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**DISTRICT MEETING MINUTES**

**MAY 4, 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.

Chairman Allen led a discussion to modify the Agenda to add Item 1c Remote Attendance and Participation of Commissioners Mirabella and Jenkins.

**1b. *Pledge of Allegiance***

Commissioner Conklin led the Pledge of Allegiance

**1c. *Remote Attendance and Participation***

Commissioner Edge made a **Motion to Allow the Remote Attendance and Participation of Commissioners Mirabella and Jenkins**. Commissioner Conklin seconded, and the Board unanimously passed the motion.

**1d. *Roll Call***

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

Also present in person were Carol Greco, Legal Counsel Jim Hicks District Manager William Lombardo, Battalion Chief Garrido and Jennifer Johnson. Battalion Chief/Acting Fire Chief Jones and Lt. Mumper appeared remotely.

**2. APPROVAL OF AGENDA & MINUTES**

**2a. *Approval of May 4, 2026 District Meeting Agenda***

Commissioner Edge made a **Motion to Approve the May 4, 2026 District Meeting Agenda as Modified to add Item 1c**. Commissioner Conklin seconded, and the Board unanimously passed the motion.

**2b. *Approval of April 20, 2026 District Meeting Minutes***

Commissioner Mirabella made a **Motion to Approve the April 20, 2026 District Meeting Minutes**. Commissioner Conklin seconded, and the Board unanimously passed the motion.



## KEY LARGO FIRE RESCUE & EMERGENCY MEDICAL SERVICES DISTRICT

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### 3. PUBLIC COMMENT

None

### 4. CHAIRMAN REPORT

None

### 5. SECRETARY REPORT

None

### 6. OLD BUSINESS

#### 6a. DISCUSSION/APPROVAL: Command Vehicles [Jones]

Acting Fire Chief Jones led a continued discussion from the last meeting regarding the purchase of Command Vehicles, which was approved not to exceed \$240K. Chief Jones provided additional information regarding a new quote for the purchase of the vehicles at the 2027 model year with a price increase of \$517.00; therefore, asking the board to approve the purchase of the vehicles at the increased price.

Commissioner Conklin made a **Motion to Approve the Purchase of Command Vehicles at new quote of \$240,517.00**. Commissioner Edge seconded, and the Board unanimously passed the motion.

#### 6b. DISCUSSION/APPROVAL: Station 25 Bay Door Repair/Replacement [Mumper]

Lt. Mumper led a discussion regarding the bay doors 1 and 3 at Station 25 for a total of \$22,500 to replace both, inclusive of the tracks; at a minimum replace door 3 at the cost of \$11k. Door 3 will likely need replacing at or around October at a minimum of \$13k.

Commissioner Edge made a **Motion to Approve the Bay Door Repair/Replacement at Station 25**. Commissioner Conklin seconded, and the Board unanimously passed the motion.

### 7. NEW BUSINESS

#### 7a. DISCUSSION/APPROVAL: Remote Board Attendance and Participation Policy [Hicks]

At the direction of the Board at the last meeting, Attorney Hicks prepared a remote board attendance and participation policy for those members who are out of town or unable to attend in person. Remote participation requires the individual(s) to participate in the meeting in its entirety as well as be able to hear the meeting.

Commissioner Conklin made a **Motion to Remote Board Attendance and Participation Policy**. Commissioner Edge seconded, and the Board unanimously passed the motion.



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**7b. DISCUSSION/APPROVAL: Piggyback Contract with Duval Ford, LLC via Bradford County Sheriff Office for Purchase of Vehicles [Hicks]**

Attorney Hicks led a discussion regarding the piggyback off of a Bradford County Sheriff's Office contract for the purchase of vehicles; verified this was correctly prepared. We would have the same purchasing rights to be able to purchase something under their contract.

Commissioner Edge made a **Motion to Approve the Piggyback Contract with Duval Ford, LLC via Bradford County Sheriff Office for Purchase of Vehicles**. Commissioner Conklin seconded, and the Board unanimously passed the motion.

**7c. DISCUSSION/APPROVAL: ITB 2026 Parker 257 Explorer Boat and Trailer [Hicks]**

Attorney Hicks prepared an ITB explicitly for a 2026 Parker 257 explorer boat (outfitted) and trailer in concert with input from staff.

Commissioner Conklin made a **Motion to Approve the ITB for the 2026 Parker 257 Explorer Boat and Trailer**. Commissioner Edge seconded, and the Board unanimously passed the motion.

**7d. DISCUSSION/APPROVAL: Proposed Resolution No. 2026-005: A Resolution of the Board of Commissioners of the Key Largo Fire Rescue & EMS District Adopting the District Employee Compensation and Pay Plan Policy (Policy No. HR-2026-01) and Providing for Related Matters [Lombardo/Jones]**

DM Lombardo led regarding Resolution 2026-005, which was presented at the last meeting, with some revisions regarding a four year limit, super majority votes; vested rights; labor issues, wages.

Commissioner Conklin made a **Motion to Accept Proposed Resolution No. 2026-005: A Resolution of the Board of Commissioners of the Key Largo Fire Rescue & EMS District Adopting the District Employee Compensation and Pay Plan Policy (Policy No. HR-2026-01) and Providing for Related Matters**. Commissioner Jenkins seconded, Commissioner Edge voted no, and the Board passed the motion.

Commissioner Mirabella commented on issues surrounding wages/step advancement and annual reviews particularly with respect to anniversary dates and reviews, which were addressed by Chief Jones.

Attorney Hicks commented on the FLSA and future employees meeting certain criteria where FLSA may not be applicable. Additionally, many organizations elect to exempt District Managers and certain administrative employees who work a 40 hour week.

**7e. DISCUSSION/APPROVAL: General Liability Insurance and Workers' Compensation [Lombardo]**

DM Lombardo presented the Board with a quote from Brown & Brown for General Liability and Worker's Compensation coverage through Piget (sp.) Piget is a preferred governmental insurance. This package saves the District approximately \$100k in the next year; allows for the direct negotiation for worker's comp and general liability insurance. DM



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Lombard is seeking approval to execute the paperwork to allow for an effective date of July 1, 2026.

Commissioner Conklin made a **Motion to Accept the General Liability Insurance and Worker's Compensation Quote from Brown & Brown**. Commissioner Edge seconded, and the Board unanimously passed the motion.

**7f. DISCUSSION/APPROVAL: Community Leasing for Ambulances**

A discussion regarding the cancellation of the Community Leasing Contract to Cancel the two Horton ambulances and allow for the purchase/negotiation of other units. It is recommended to keep the Horton terms open and pay the interest only.

Commissioner Conklin made a **Motion to Cancel the Horton Ambulance Order to Maintain the Terms Associated with the Horton Ambulances through Community Leasing Partners**. Commissioner Edge seconded, and the Board unanimously passed the motion.

**7g. DISCUSSION/APPROVAL: EMS Radio Purchase Delay [Lombardo]**

DM Lombardo addressed the November, 2025 approval of new EMS radios requesting the Board delay same due to concerns they may not be NFDA approved.

Commissioner Edge made a **Motion to Delay the Purchase of EMS Radios**. Commissioner Conklin seconded, and the Board unanimously passed the motion.

**7h. DISCUSSION/APPROVAL: Station 23 Disposition [Lombardo]**

DM Lombardo is seeking direction regarding the status of Station 23 and the consolidation transition, which is currently owned by the Ambulance Corps. on a quit claim deed, which also lists the County. This deed has a revision clause that requires them to maintain the building as a public safety facility. If same is not maintained, the building goes back to DOT. If this transpires, we could ask DOT to consider quit claiming the building to the District. Alternatively, the EMS units could be moved to Station 24; potentially reconfiguring the Station 24 training room to living quarters to house the personnel assigned to the EMS vehicles. DM Lombardo suggests sending correspondence to the Corps. to determine their intentions of use of the building once the consolidation is finalized.

The Board gave DM Lombardo direction to correspond with KLVAC regarding their future use the building.

**7i. DISCUSSION/APPROVAL: Establishment of an Ambulance Committee [Lombardo]**

DM Lombardo would like to establish an ambulance committee comprised of both Fire/EMS personnel for the purpose of identifying the specific requirement of new vehicles given the cancellation of the Horton ambulances.

Commissioner Edge made a motion to **Establish an Ambulance Committee**. Commissioner Conklin seconded, and the Board unanimously passed the motion.



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### 7j. **DISCUSSION/APPROVAL: Employee Retirement Plans [Lombardo]**

DM Lombardo is seeking direction from the Board regarding FRS in line with a new budget to coincide with the new fiscal year commencing October. If so, provide Legal with direction to draft a resolution regarding same. The FRS application process takes 90 days; Chief Jones suggests starting the application process in June. DM Lombardo commented that if FRS starts October 1, employees will not have any retirement benefits. Further, suggests the District contribute/matching 10% to the 457(b) until such time as FRS is established.

Commissioner Edge made a motion **For the District to Contribute 10% to the Current 457(b) Plan Until Such Time as FRS is Established.** Commissioner Conklin seconded, and the Board unanimously passed the motion.

### 8. **LEGAL REPORT**

None

### 9. **FINANCE REPORT**

None

### 10. **AMBULANCE CORPS REPORT**

None

### 11. **FIRE DEPARTMENT REPORT**

Chief Jones commented on a structure fire; fully staffed engines and command on scene which made for a flawless call; good job to all who attended. Volunteer academy completed. BC Garrido commented on upcoming driver operated state certified classes. Update on ISO training; current staff of 29 people; required hours 6924 at 3792 which puts us at 54.7% completed.

### 12. **COMMISSIONER ITEMS**

Commissioner Conklin commented that June 8, 2026 is the 21<sup>st</sup> Anniversary of the District; would like to publicize so that the public could attend the District Meeting to provide information on the consolidation; provide refreshments.

May 7, 2026 is the National Day of Prayer. There will be a community gathering at the Fire Museum; Chaplin commented that it is the 75<sup>th</sup> Anniversary of the National Day of Prayer.

DM Lombardo commented on International Firefighter Day; 207 firefighters were placed on the National Fallen Firefighters Memorial in Emmitsburg, Maryland. Additionally, suicide is now being considered as a line of duty death as a result of PTSD.

### 13. **DISTRICT MANAGER ITEMS**

6:49PM – Commissioner Jenkins left meeting.

DM Lombardo commented that the ALS license received; major milestone; now hold in both corporations; thank you Chief Jones for all your hard work on this project. Station 23 bay doors



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repaired. Commented on structure fire; major change since DM Lombardo started; incident command staff on scene; battalion chief running the scene; lines out and fire nearly out upon arrival. DM Lombardo proud of everyone and the fantastic job they performed.

1. **Fire/EMS Chief Hiring Process:** The Fire-EMS/District Manager hiring process is progressing well. We have scheduled the virtual interviews. I will provide further details to the Board at the May 4 meeting.

**All candidate applications reviewed; narrowed down to 5; virtual interview 5/12/26. From there will get with the Board on moving forward.**

2. **EMS Captain Position:** For discussion purposes, and seeking direction from the Board. The organizational structure chart that was approved by the board on April 20, 2026 is a functionable illustration of how the structure appears with the merger of current personnel and current positions. I am requesting direction from the Board on changing the rank of the two current EMS Lieutenant positions to EMS Captains, and creating a third Captain for the shift that is currently missing a supervisor. This would provide for adequate supervision, span of control, leadership, medical quality assurance, logistical support, and training for medical personnel. The EMS Captains would have the primary responsibility to manage medical issues related to the daily operations and needs of the ambulances. The EMS Captains would have no fireground authority. If so directed, I will research the cost and create job descriptions for EMS Captains. I am proposing that the job descriptions "grandfather" the two EMS Lieutenants with their current Paramedic certifications, but require ICS courses to be completed within a year. If approved, the *new* EMS Captain position (and any officer positions moving forward) would be required to be dual certified as a paramedic and a firefighter.

**Need Board direction regarding budget regarding future promotional opportunities. Currently the 2 EMS lieutenants, Roxy and Adam, who are performing well at EMS. Would like to see if Board would be amenable or interested in the future to promote these two individuals to either Capt. or Managing EMS Supervisor (unsure on title); create a third position for the shift that does not have one. Commissioner Edge believes this is a good idea. Commissioner Mirabella has concerns regarding qualifications of promoting individuals; testing, certifications. Chairman Allen further commented that this is just a discussion/direction matter for the future to have the budget to support such promotional opportunities, as well as identify what certifications, education, etc. would be required.**

3. **Field Training Officers:** For discussion purposes, and seeking direction from the Board. EMS Field Training Officers (FTOs) are key components in many EMS organizations to assure training of new paramedics is provided with quality and consistency. In my experience, these training personnel are appointed to serve in this capacity after completing a FTO training program, and they generally receive an incentive in their pay to be an FTO. An FTO would serve as a paramedic, but is given the additional duties of training new paramedics to meet the requirements of the medical director. I suggest limiting the number of FTO positions to six (two per shift). It is important to note, these are not officers in the sense of supervision of personnel; rather, these are field training officers. Please let me know if you would like me to pursue the development of an FTO program.



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**Discussion/Direction regarding researching to the potential to add Field Training Officers to the department (“FTO”) and to budget for same; would be trained by medical director. Not suggesting this be a ranked position; incentive. Chairman Allen believes this is something to be considered in the future.**

4. **Implementation Status:** The implementation team continues working to address the items necessary for a smooth transition. As we grow closer to the implementation date, we are prioritizing items that must be in place by July 1. Other items should be considered for implementation after July 1 by the new Fire-EMS Chief. An update on the more critical items is provided below:
  - a. **Ambulance Billing:** The cost of an ambulance billing service is estimated to be under \$15,000; therefore, a formal bidding process is not required. Nonetheless, we are obtaining quotes from various ambulance billing companies so we meet our procurement policies.
  - b. **Organizational Policies:** As noted, the implementation committee is identifying and prioritizing the critical items that must be completed prior to July 1. Anything that can be implemented after July 1 will be included in a transition report for the new Fire-EMS Chief/District Manager to consider implementing.
    - i. **Policies and items that need to be adopted or implemented before July 1:** A Fair Labor Standards Act 7(k) exemption pay cycle adoption (note, this is included in the pay scale resolution). Adopt current job descriptions or create new job descriptions for all personnel as needed. Obtaining workers compensation, general insurance, health, vision, dental and disability insurance, and assuring employee benefits are in place. Formally hire personnel with a projected start date of July 1, 2026.
    - ii. **Policies that can be evaluated and implemented after July 1:** There are several policies the Board might consider adopting, but I suggest waiting until my replacement is onboard. These recommended policies include: 1. A policy to reduce overtime costs by changing the response model for ambulances, 2. establishing district wide volunteer ride requirements, 3. creation of a Standard Operating Procedure committee to evaluate and consider implementation of the GAP analysis being completed as part of my contract with the District, 4. implement minimum driver training requirements, 5. adopt a risk management policy, 6. adopt a new mission, vision, and values statement, 7. develop and implement a critical incident stress management program, 8. adopt a succession plan, 9. complete an annual report and post to the website, 10. complete a facilities report and post to the website, 11. appoint a district wide Safety Officer (this responsibility is typically assigned to someone who already serves in a high ranking officer capacity).
- c. **Hiring District Employees:** The hiring process continues. The physicals for EMS employees has been completed along with background checks and E-Verify checks. With the adoption of recent hiring, pay scale, and background check policies, I plan to process



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the transition applicants and make formal offers within the next two months, with a projected start date of July 1, 2026.

- d. **Stryker Medical Equipment:** For discussion and to seek direction on purchasing new medical equipment. We met with Stryker medical equipment to obtain a quote on replacing and upgrading our medical equipment. Stryker currently provides our heart monitors, stretchers/power loads, stair chairs, and Lucas chest compression systems. They are a sole source provider and are on a national bid. EMS Lt. Adam Schussheim is currently researching our current equipment to determine what needs to be replaced (based upon manufacturer recommendations). The quote from Stryker is to replace all equipment for ambulances and fire apparatus, and includes a maintenance contract. The total quote is for \$909,052.41 and can be divided equally over 7 annual payments of \$189,955 or the first-year payment can be as little as \$1 with higher payments in subsequent years. This does not need to be completed prior to July 1; however, if there is interest in upgrading and replacing all (or some) of our medical equipment, we will add this to the proposed budget.

**Needs direction on looking into budgeting for new equipment. Stryker provides new all new equipment. Currently equipment, some equipment is good; outdated over 11-12 years old. Chairman Allen agreed that this should be addressed in the new budget coming up. DM Lombardo will work with Adam regarding equipment and provide additional information to the Board.**

- e. **Insurance:**

i. **Health Insurance:** To ensure health, dental, vision, and disability insurance is provided to all employees on July 1, we need to have an Insurance Broker in place as soon as possible. If we go through the normal Request for Proposal Process (RFP), it would be impossible to provide coverage by July 1. Accordingly, the Insurance Broker that provides these services for the Fire Department and the Ambulance Corps is FMBC. They provide brokerage services for the Monroe County Mosquito Control District. We hope to be able to “piggyback” on their contract. This would allow us to meet the obligations of the procurement process and allow us enough time to ensure coverage. Legal is working to have the piggyback documents completed and we hope to bring this to the Board for your approval at the May 18 meeting.

ii. **General liability and workers compensation:** We have received a quote for workers compensation, general liability, and related services from Preferred Government Insurance Trust (PGIT). PGIT is a governmental trust designed to pool resources of government entities which allows reduced premiums on workers' compensation coverage and general liability and casualty coverage. This coverage was not previously available to the private corporations. The quote saves the District approximately \$100,000 when compared to our current costs. However, we are still required to purchase flood insurance for Station 24. This is estimated to cost \$10,000 annually. I am requesting the Board grant me authority to sign the PGIT documents for these services so we can bind coverage. A copy of the quote and contract is included for your review.



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**Contacted Aetna. Legal is working on RFP re same. Potentially piggybacking on another agency.**

- f. **Employee Benefits:** If the Board chooses to adopt the Florida Retirement System (FRS) for employees, you will be required to pass a Resolution indicating your desire. The resolution will be included in the application to the State of Florida. We have been advised it will take approximately 60 days to process the FRS application; therefore, if you wish to move in that direction, I ask that you direct legal to draft the resolution to be presented for discussion/approval at the May 18 District Board Meeting.

If the Board chooses to implement FRS for district employees, it is recommended that the implementation date coincide with the FY 26/27 fiscal year so it can be budgeted appropriately. As such, there could be a gap in retirement benefits for employees between July 1 and October 1. At the April 20 meeting, the Board moved to implement two separate 457(b) plans. During the discussion a question was asked regarding the District costs. While there is no cost for the plans, the Board may consider funding the plan the same method you fund the current 401(k) until such a time that you consider adopting the Florida Retirement System. As such, I am requesting the board move to fund the 457(b) plan beginning July 1 in the same manner the District currently funds the 401(k) plan until such as time as the Board may decide to implement the FRS.

- g. **Advanced Life Support (ALS) License:** The ALS application has been completed and submitted to the State of Florida Department of Health. The application review process generally takes 60 days. Pending any unforeseen issues or events, we expect to have the ALS license prior to July 1, 2026.

- h. **District Website:** Work on the website continues. We hope to have our website ready to go "live" within the next few weeks.

5. **Vessel Grant:** At the direction of legal, and to meet the requirements of the vessel grant, the District must follow our procurement policy and state law to purchase the vessel. Because we know the type and design of the Boat, we can post an Invitation to Bid (ITB) instead of a Request for Proposals (RFP). With the assistance from members of the boat committee, this is being completed by legal. The ITB will meet the legal obligations of procurement and still allow us to meet the grant deadline of June 30.

6. **EMS Radios:** Replacement of EMS Radios were approved for purchase in November; however, the purchase of these items was pending research to assure there was a sole source vendor. As we fast approach the merger, I recommend we wait to purchase these radios to make sure they meet the NFPA requirements for fireground operations. I have confirmed with EMS that the radio replacement is not critical before July 1. As I understand the current status, these radios have not yet been ordered. I request you move to delay the EMS radio purchase until after July 1, 2026.

7. **District Manager Deliverables:** May 2, 2026 is the 60-day mark to the end of my contract with the District. Within the contract are deliverables and reports that are in progress and will be completed prior to my departure. These include a policy gap analysis, a transition report along with actionable recommendations for the incoming Fire-EMS Chief/District Manager, and a document



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with final recommendations for strategic improvement, including a high-level review of district strengths, gaps, and opportunities.

8. **Station 23 Disposition:** I am requesting your direction on the disposition of Station 23 after the contract ends with the Key Largo Volunteer Ambulance Corps (KLVAC). Currently, the building is owned by the KLVAC on a quit claim deed with a reversion clause that requires the building to be used for public safety facilities. If the building ceases to be used for public safety facilities, the property rights revert back to Florida DOT and Monroe County. It is unlikely that we can have a determination on this building by July 1. Therefore, we have other temporary options available to us:

- a. Send a letter to the KLVAC requesting their intentions with the building after July 1. There is the potential of negotiating a short-term lease for the building.
- b. Plan to house Station 23 personnel at Station 24 on a temporary basis. This could be done by using portable room dividers to divide the training room into bunk rooms. This would require the Board meetings to be held at the Murray Nelson Government Center, or other suitable location within the District.
- c. Research lease options for other locations to house EMS personnel and equipment.
- d. If Station 23 reverts back to Florida DOT and Monroe County, we will formally request a quit claim deed in the name of the District.

9. **International Firefighter Day and National EMS Week:** International Firefighter Day is May 4 and is held in conjunction with the Firefighter Memorial Weekend at the grounds of the National Fire Academy in Emmitsburg, MD. On the memorial weekend, the names of firefighters who died in the line of duty in previous years are placed on the national memorial. 204 names will be added to the Memorial this year, which includes 97 firefighters who died in the line of duty in 2025 and 107 firefighters who died in previous years whose names were recently approved for inclusion.

**May 16-23 is also National EMS Week. During this week, we honor the EMTs and Paramedics who provide essential, 24/7 lifesaving care. The National EMS Weekend of Honor is held July 17-19 in Arlington, VA to honor those EMS personnel who made the ultimate sacrifice. This year, the service will honor 37 fallen EMS and air medical professionals.**

10. **EMS Ambulances:** We found that the Purchase Order with ETR, LLC for the Horton Ambulances was made between the District and ETR and not the Ambulance Corps and ETR. Accordingly, we can unilaterally cancel the order. A letter to cancel the order must accompany the minutes from the meeting where the order was canceled. I drafted a letter for the signature of Board Chair Allen and will forward to ETR, along with the approved minutes. A copy of the cancellation letter is included with my report. I have confirmed through several emails with ETR, there is no charge to cancel the order.



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Chief Jones commented on potentially creating a committee to research land acquisition for station expansion; i.e. property near Pennekamp, Rowell's.

DM Lombardo requested a letter be drafted to officially cancel the Horton ambulances.

### 14. NEXT MEETING

May 18, 2026 District Meeting  
May 18, 2026 Strategic Planning Workshop

### 15. ADJOURN

Gm/ke @7:08 PM

Commissioner Edge made a **Motion to Adjourn** the meeting at 7:08PM. Commissioner Edge seconded, and the Board unanimously passed the motion.