



KEY LARGO FIRE RESCUE & EMERGENCY MEDICAL SERVICES DISTRICT

Seat 1: Tony Allen; Seat 2: Kay Cullen; Seat 3: Bob Thomas; Seat 4: George Mirabella; Seat 5: Marilyn Beyer

DISTRICT STRATEGIC PLANNING WORKSHOP **March 14, 2016 – FINAL**

1. AGENDA

1.A. Call to Order

Chairman Allen called the meeting to order at 6:00 p.m.

1.B. Pledge of Allegiance

Commissioner Beyer led the Pledge of Allegiance.

1.C. Roll Call

Vicky Fay called the roll. The following Commissioners were present: Tony Allen, Marilyn Beyer, Kay Cullen, George Mirabella and Bob Thomas. There was a quorum.

Also present were Don Bock, Vicky Fay, Ronnie Fell, Jennifer Johnson, Scott Robison and Theron Simmons. The workshop was held at Station 24.

2. APPROVAL OF AGENDA – March 14, 2016

MOTION: Commissioner Mirabella made a motion ***to approve the March 14, 2016 District Workshop Agenda.*** Commissioner Thomas seconded the motion, and the Board unanimously passed the motion.

3. PUBLIC COMMENT

No members of the general public requested to address the Board.

4. INTRODUCTION – SWOT

Commissioner Mirabella discussed the purpose of the Strategic Plan. Commissioner Thomas indicated that FASD Certified District Manager Training stresses Strategic Planning as a “*Top Priority*” for Special Districts. Strategic Plans should drive the budget. Theron Simmons was the facilitator, and he briefly discussed the purpose of “SWOT”.

5. 2013 STRATEGIC PLAN & STRATEGIC PLAN STATUS

The 2013 Strategic Plan and the District Action Plan was distributed to the Commissioners and placed on the website prior to the Workshop. The Action Plan contains the original Strategic Plan items that are in process. The Strategic Plan is a living document and will be ongoing forever.

6. DISTRICT MISSION

The core purpose of the KLFR&EMS District is to provide quality service for Key Largo.



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Below are the outcomes from the Strategic Planning Workshop:

7. IDENTIFY "S" . . . STRENGTHS

Below are the District's strengths, which were identified:

- S.1. Controlling Finances
- S.2. Community Support
- S.3. Board Diversity
- S.4. EMS Cost Recovery
- S.5. Strong Volunteerism
- S.6. Unity of District/Departments

8. IDENTIFY "W" . . . WEAKNESSES

Below are the District's weaknesses that were identified:

- W.1. Limited Revenue Sources
 - a. Not getting sufficient funds from County
 - b. i.e., (Impact Funds, 1 cent Sales Tax)
 - c. Long-term ILA's
- W.2. Local Volunteers
- W.3. Guaranteed Staffing
- W.4. Fractured Communications

9. IDENTIFY "O" . . . OPPORTUNITIES

Below are the opportunities that were identified for the District:

- O.1. Revenue, Fire Response-Cost Recovery
- O.2. ILA (Impact, 1 cent Sales Tax)
- O.3. Vehicle Replacements
- O.4. Cadet Program
- O.5. Retention Incentives

10. IDENTIFY "T" . . . THREATS

Below are the threats that were identified, which may have a negative impact on the District:

- T.1. Legislation
- T.2. Potential Rescue Service Tax
- T.3. Metro Fire Services
- T.4. Capital Budget
- T.5. Economy
- T.6. Global Warming
- T.7. Loss of Staffing



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11. **PRIORITIZE . . . "SWOT" ITEMS IDENTIFIED**

Chairman Allen recommended prioritizing the SWOT items be held over to the next Strategic Planning Workshop.

12. **ADJOURN**

Commissioner Beyer made a Motion to adjourn the meeting at 7:23 p.m., which was seconded by Commissioner Mirabella.

Next Scheduled Meetings:

March 28, 2016 District Meeting

DOCUMENTS

What is SWOT Analysis?

Fire Department Strategic Planning 101

Strategic Plan Island County Fire Department

2013 Strategic Plan

District Action Plan 160218