

Iona McGregor Fire District Board of Fire Commissioners Agenda
May 19, 2021
6:00 PM

Meeting call to order

Roll Call of Commissioners

Opening Prayer and Pledge of Allegiance

Amendments to the Meeting Agenda

Public Input on Business Agenda Items

Public Recognition

Business Agenda Items (Agenda Items Requiring Action)

- 1) Meeting Minutes – April 21, 2021
- 2) Financial Report – April 2021
- 3) Organization Chart - 2022
- 4) 2021-2026 Strategic Plan
- 5) Executive Report
- 6) Attorney Report
- 7) DVP Reports – Districts 7 & 25

Public Input on Non-Business Agenda Items

Commissioner Comments

Adjournment

Iona McGregor Fire District Board of Fire Commissioners

April 21, 2021

6:00 PM

Meeting called to order at 6:00p.m.

Roll Call of Commissioners – Present are Commissioners Andersen, Barbosa, Louwers, Walker. Commissioner Langford has excused absence.

Opening Prayer and Pledge of Allegiance observed

Amendments to the Meeting Agenda – none

Public Input on Business Agenda Items – none

Public Recognition – none

Business Agenda Items (Agenda Items Requiring Action)

1) Meeting Minutes – March 17, 2021

Motion (5781) to approve minutes of March 17, 2021 made by Commissioner Barbosa, second Commissioner Louwers... carried.

2) Financial Report – March 2021

CFO Winzenread stated that report was submitted prior to meeting. Commissioner Walker questioned the revenue received to date to which CFO responded that we have received approximately 95%. Hurricane Michael FEMA reimbursement was finally received which is found money. We have not received the CARES Act funding to date. May ask for budget amendment when monies are received. Following discussion, **motion** (5782) to approve financial report of March 2021 was made by Commissioner Andersen, seconded by Commissioner Walker... carried.

3) Readoption of Interlocal Agreement

Attorney Pringle addressed this item as an oversight during the codification process. The County Code states that the interlocal agreement must be in place in order for the County to collect our impact fee revenue. Commissioner Walker questioned how this was noted and CFO Winzenread replied that there is a new requirement for audit purpose. He suggests readopting the interlocal agreement. **Motion** (5783) to reinstate/re-adopt Interlocal Agreement pertaining to Impact Fees made by Commissioner Barbosa, second Commissioner Andersen... carried. **Motion** (5784) by Commissioner Walker to direct attorney to speak with county attorney to negotiate the fee collection system imposed to the district second Andersen... carried.

4) Surplus Items

Commissioner Walker questioned the value of the apparatus and where it came from. CFO Winzenread researched surplus resale website to obtain value. Chief noted various means of disposal of the apparatus including closed bid auction, donation to another agency. Commissioner Louwers noted several apparatuses were compared that came up with the estimated value of vehicle. CFO Winzenread informed of a similar vehicle that was showing a value of \$180,000.00.

Iona McGregor Fire District Board of Fire Commissioners

April 21, 2021

6:00 PM

Commissioner Walker received phone call and informed the Board that he must leave. Commissioner Louwers wished to state on the record, "Commissioner, this is out time; and I feel that our time as commissioners, its our obligation not to be interrupted during our meeting. This is, I feel disrespectful during a meeting to get a phone call and say that you have to leave." Commissioner Walker interjected, "I'm sorry, I have an emergency...". Commissioner Louwers continued, "if you have an emergency, that's fine, but several times in the past it didn't seem like emergencies." Commissioner Walker replied, "Well, it doesn't matter." Commissioner Lowers added, "and personally, I'm offended by that. This is my time; this is the commission's time to do our jobs. Commissioner Walker responded by stating this is your time, referencing Commissioner Louwers, and you just stay in your seat and you do not have to worry about mine. What you should be concerned with is that we have some policy for selling this type of equipment." Commissioner Louwers added, "and I believe we do. I'm just stating that I feel, several times, that you're not taking this position, in my opinion, serious enough. It's our time; we have a quorum here and we will do our job. So, I don't bring my phone in here, just for that. When I get out of here, I'll answer the calls. Commissioner Walker left the meeting room. Commissioner Louwers exclaimed, "that phone call is public record, counselor, so anything that happens in this room is public record."

Chair Andersen called for a short break beginning at 6:31 pm. The meeting resumed at 6:46 p.m. whereby Chair asked for another roll call. Present were Commissioner Andersen, Commissioner Barbosa, and Commissioner Louwers. Chair Andersen stated, "please let the record show Commissioner Walker is not here at the reconvening of the meeting. So back to where we left off is the surplus of engine 79."

Commissioner Louwers stated that there were conversations about doing due diligence and comparing other apparatus. This is just an estimate, and we're going to get as much as we can. He then asked CFO Winzenread to describe the capital assets, and how capital asset depreciation works. The reply was that the pumper and all related equipment was purchased for \$237,736.60, and using the 20-year depreciation schedule, the current booked value is \$169,387.00. Should we receive more than the book value, it is a gain, less is a loss. Following brief discussion, a **motion** (5785) to deem 2014 Sutphen Commercial Pumper (Engine 79) along with the two Black Max 7980 intake valves and authorize Chief to dispose of in accordance with FS 274.05, and if not successful then resort to FS 274.06 was offered by Commissioner Louwers, seconded by Commissioner Andersen... carried.

5) Executive Report

Chief stated that the report has previously been submitted, adding a thank you to Commissioner Andersen for participating in the recent Strategic component of the Accreditation process. He thanked all others that have assisted and participated as well. In addition, it was noted that our mid-year insurance renewal will take place virtually and if any commissioner is interested in participating, let him know. Commissioner Andersen requested that he receive a Teams invitation. **Motion** (5786) to accept Executive Report made by Commissioner Andersen, second Commissioner Barbosa... carried.

Iona McGregor Fire District Board of Fire Commissioners

April 21, 2021

6:00 PM

6) Attorney Report

Mr. Pringle noted that he, Chief Howard, and Assistant Chief Comer continue to work on items. **Motion** (5787) to accept attorney report made by Commissioner Andersen, second offered by Commissioner Louwers... carried.

7) DVP Reports – Districts 7 & 25

DVP Tansey thanked the administration for allowing so many bargaining members to participate in the Strategic Plan. DVP Mascarelli shared in this with “ditto.” **Motion** (5788) to accept District 7 & District 25 DVP reports was made by Commissioner Andersen, seconded by Commissioner Barbosa... carried.

Public Input on Non-Business Agenda Items – none

Commissioner Comments -

Commissioner Andersen would like to state for the record that a commissioner is elected by the residents of the District to do business for the District; and I find it very disheartening and very, very unprofessional for a commissioner to get up in the middle of a meeting and leave. This is the time for us to conduct District business for the community and for the members of the department; and I think we need to look at, personally, what our own feeling are to the position that we were elected to. That is my comment for this meeting.

Commissioner Louwers added, “based on my previous comments, I’ve said it several times, this is our time to conduct business. I find it disrespectful to the District, to the public, and to the commissioners, at least to this commissioner.”

Adjournment

With no other commissioner comments, **motion** to adjourn made by Commissioner Andersen, second Commissioner Barbosa... carried.

Meeting adjourned at 6:58p.m.

Approved by _____

Print Name _____

IONA MCGREGOR FIRE PROTECTION AND RESCUE SERVICE DISTRICT
SUMMARY STATEMENT OF ACTIVITIES - GENERAL FUND
For the Six Months Ended March 31, 2021 (Unaudited)

Revenues	Amended	Actual	Variance	
	Budget		\$	%
Cash Carry Forward	\$ 10,076,867			
Ad valorem taxes	20,049,066	\$ 18,920,509	\$ (1,128,557)	94.37%
Permits, Fees & Special Assessments	95,000	18,819	(76,181)	19.81%
Intergovernmental	59,760	135,568	75,808	226.85%
Charges for services	51,000	30,260	(20,740)	59.33%
Interest Check/Demand Accounts	50,000	31,016	(18,984)	62.03%
Miscellaneous	54,122	79,601	25,479	147.08%
Proceeds from debt	-	-	-	N/A
Total Revenues	20,358,948	19,215,772	(1,143,176)	94.38%

Total revenues and cash carry forward 30,435,815

Expenditures				
Personnel services				
Salaries	10,814,942	4,967,166	5,847,776	45.93%
Benefits	5,852,730	2,904,548	2,948,182	49.63%
Operating Expenditures				
Professional and contractual	848,093	509,597	338,496	60.09%
Travel	107,395	3,171	104,224	2.95%
Communications & freight	146,225	54,132	92,093	37.02%
Utilities, equipment rental, and insurance	282,478	157,273	125,205	55.68%
Repairs and maintenance	758,015	305,494	452,521	40.30%
Operational, small tools and equipment	427,225	171,030	256,195	40.03%
Fuel, supplies, and administrative	424,994	218,272	206,722	51.36%
Education and training	128,625	31,476	97,149	24.47%
Capital expenditures	1,427,000	31,337	1,395,663	2.20%
Debt service	100,045	50,022	50,023	50.00%
Total Expenditures	21,317,767	9,403,517	11,914,250	44.11%

Revenues over/(under) expenditures (958,819) \$ 9,812,255 \$ 10,771,074

Fund Balance/Cash Carry Forward 9,118,048

Total expenditures and reserves \$ 30,435,815

	MARCH	FEBRUARY
Cash Balances		
BankUnited - Operating	\$ 636,741	\$ 761,600
Petty Cash	-	-
	<u>636,741</u>	<u>761,600</u>
Investments		
General - SBA - Fund A	1,928,595	1,928,378
BankUnited Money Market	<u>17,363,152</u>	<u>18,355,756</u>
	<u>19,291,748</u>	<u>20,284,134</u>
Total Cash and Investments	<u>\$ 19,928,489</u>	<u>\$ 21,045,734</u>

Submitted for approval on April 21, 2021

Approved By: 
 (Signature)



Iona-McGregor Fire District Executive Report

Executive Summary/ April 2021:

GENERAL:

- A 3 day Strategic Planning session was conducted March 29th-31st. This was the "internal stakeholders" work group that utilized the information gathered from the "community stakeholder" work session to develop the strategic goals and objectives for the next 5 years. We appreciate Commissioner Andersen's participation and valuable input in the process. We have a draft document and a Strategic Plan focus group is now revisiting and making any necessary revisions to the draft plan to ensure clarity moving forward.
- On the 19th and 20th of April, we had administrative staff receive two days of instruction for the "self-assessment" process. This is one of the major components of accreditation. We will be evaluating and writing to how we address 250 performance indicators.

OPERATIONS:

- Our two new hires are adjusting well with their B-shift (73) and C-shift (72) assignments.
 - Their orientation concluded March 16th after 2 dynamic weeks; and covered a wide range of topics (engine/truck operations, communications, regional overview, RIT/survival, etc.).
- We are in the planning stages of a Lieutenant promotional process later in the year after the recently announced June 2021 retirement of Lt. Greenberg (A75).
- Brush fires have been sporadic, and we maintain a state of readiness.
- We have an unplanned training cooperative in April at the Bonita Springs Dog Track prior to demolition.
 - This is a wonderful opportunity to train on a large commercial structure that does not occur often.
- We had our next round of Fire Academy recruit ride time on March 19th. This is a day of realistic exposure at the end of their firefighter certification program; and it also yields potential future candidates.
- The training plan for the remainder of the year is developing and we look forward to continued progress.

LOGISTICS:

- Marine 70 motors and fire pump have been replaced.
- Old Marine 70 motors were sold at auction (approximately \$27,000)
- Semi-annual gear cleaning and inspection currently in progress
- New E71 is in process of equipment install and should be ready for service in a few weeks.
- New Squad Q73 is in production with an estimated delivery of late July.

Iona-McGregor Fire District Executive Report

Prevention/Pub Ed:

Date: April 2021

INSPECTION VOLUME:	807
VIOLATIONS CLEARED: past year to date	196
% OF MANDATED INSPECTIONS AVERAGE:	95%
CPR / AED CLASSES:	4
CHILD PASSENGER SAFETY:	3
PUBLIC EDU. EVENT(S):	1
EAP PRESENTATIONS:	0
FIRE INVESTIGATIONS:	0

SUPERVISOR'S SUMMARY:

- Another busy month; inspections near record volume
- New Occupancies permits have remained strong/steady

TRAINING/EMS:

- The two new hires performed well during their two-week orientation and are now assigned to regular duty. They will be on probationary status for a year.
- Monthly Technical Rescue and Dive training was conducted by team leaders.
- Conducted three days of single company fire training. This training focused on the functions of the second due apparatus on a fire at a two-story single-family dwelling.
- The Training Division staff participated in the organizational strategic planning.
- The Division created an Emergency Medical Services Focus group to work on improving the EMS delivery to our citizens.
- The Department held three days of Lieutenant's choice training at our training tower.

Custom ▾ Mar 1, 2021 - Mar 31, 2021 ▾

52%

FIRE
Percentage of Total Incidents

48%

EMS
Percentage of Total
Incidents

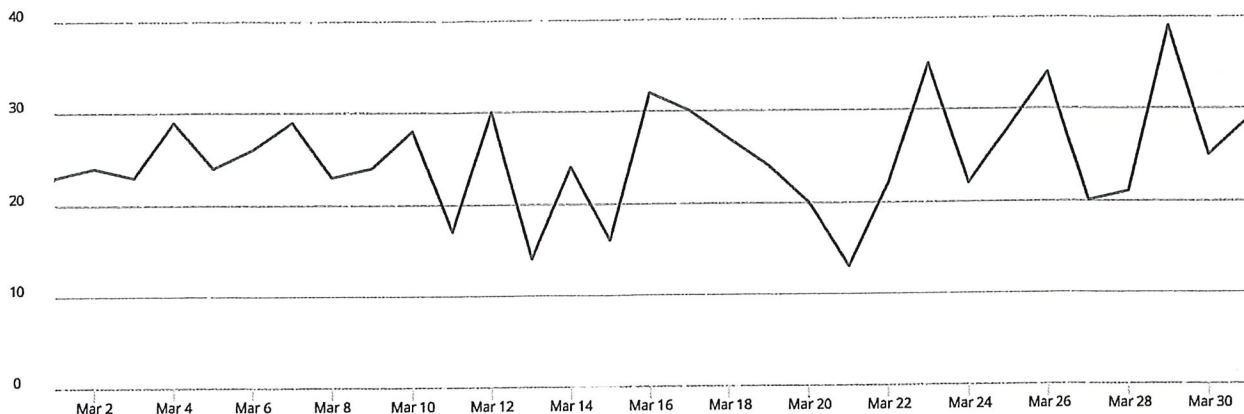
775

INCIDENTS

In Selected Time Slice

31

DAYS
In Selected Time Slice

[illegible]

[illegible]

Iona McGregor Fire District
Financial Report
05/19/2021

<u><i>Included Reports (unaudited)</i></u>	<u><i>Page(s)</i></u>
Financial Report Notes	1
Balance Sheet as of April 30, 2021	2
Summary Statement of Activities – General Fund	3
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Ad Valorem Tax Analysis	6
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**IONA MCGREGOR FIRE PROTECTION AND RESCUE SERVICE DISTRICT
FINANCIAL REPORT NOTES
BALANCE SHEET AND STATEMENTS OF REVENUES AND EXPENDITURES
(UNAUDITED)
For the Seven Months Ended April 30, 2021**

Notable items on the Balance Sheet:

Cash and Investments

The rates of return on invested surplus funds for the month of April are as follows:

- 0.12% - SBA (Florida PRIME Local Government Investment Pool)
- 0.50% - BankUnited Money Market

Liabilities

Liabilities totaling \$38,387 consist mainly of trade accounts payable and amounts withheld from employees' pay for required retirement contributions.

Notable items on the Statements of Revenues and Expenditures:

Revenues

- Received approximately \$607,000 in ad valorem tax revenues during the month of April. To date we have received 98.16% of the annual budgeted total.
- Received impact fees for the 2nd quarter in the amount of \$11,829.
- Received our final reimbursement from FEMA for personnel deployment during Hurricane Michael in October 2018 - \$9,064.
- Inspection fees totaled \$4,131 for the month of April.
- Interest on invested surplus funds totaled \$6,903 for the month of April.
- Received net proceeds for the sale of the two surplus Mercury engines - \$25,990.
- Received three donations to our CPR program from the residents of Indian Creek in the amount of \$250 each.

Expenditures

- Paid 3rd quarter Property Appraiser fees - \$34,881.
- Annual inspection and cleaning of bunker gear - \$26,601.
- Installed exhaust vent system in the bay at Station #71 - \$11,918.
- New Mercury engines installed on Marine #70 - \$42,422.
- New Engine #71 was delivered, inspected, and accepted - \$548,135.

Total expenditures reflect 55.47% of budget and are within expected ranges.

IONA MCGREGOR FIRE DISTRICT (IMF)

ASSETS

CASH

Operating Account - BankUnited

\$ 856,112.70

Total CASH:

856,112.70

INVESTMENTS

Investments - SBA

1,928,788.80

Money Market - BankUnited

15,369,849.85

Total INVESTMENTS:

17,298,638.65

DUE FROM OTHER GOVTS

Due From Board of County Commissioners

481,937.50

Total DUE FROM OTHER GOVTS:

481,937.50

Total ASSETS:

\$ 18,636,688.85

LIABILITIES

LIABILITIES AND OTHER CREDITS

Accounts Payable

6,358.09

Health Insurance Rebate

302.39

Total LIABILITIES AND OTHER CREDITS:

6,660.48

ACCRUED EXPENSES

FICA Social Security Taxes Payable

(339.60)

FICA Medicare Taxes Payable

(79.44)

Federal Withholding Taxes Payable

(510.19)

FRS - Employee Contribution - ADMIN

4,023.60

FRS - Employee Contribution - OPS

28,632.06

Total ACCRUED EXPENSES:

31,726.43

Total LIABILITIES:

38,386.91

EQUITY

Retained Earnings-Current Year

8,079,581.89

Prior Year Revenues Over/(Under) Expenditures

773,892.13

Fund Balance

9,744,827.92

Total EQUITY:

18,598,301.94

Total LIABILITIES & EQUITY:

\$ 18,636,688.85

IONA MCGREGOR FIRE PROTECTION AND RESCUE SERVICE DISTRICT
SUMMARY STATEMENT OF ACTIVITIES - GENERAL FUND
For the Seven Months Ended April 30, 2021 (Unaudited)

Revenues	Amended	Actual	Variance	
	Budget		\$	%
Cash Carry Forward	\$ 10,076,867			
Ad valorem taxes	20,049,066	\$ 19,525,541	\$ (523,525)	97.39%
Permits, Fees & Special Assessments	95,000	30,648	(64,352)	32.26%
Intergovernmental	59,760	166,606	106,846	278.79%
Charges for services	51,000	34,561	(16,439)	67.77%
Interest Check/Demand Accounts	50,000	37,919	(12,081)	75.84%
Miscellaneous	54,122	108,526	54,404	200.52%
Proceeds from debt	-	-	-	N/A
Total Revenues	20,358,948	19,903,800	(455,148)	97.76%

Total revenues and cash carry forward 30,435,815

Expenditures				
Personnel services				
Salaries	10,814,942	6,137,228	4,677,714	56.75%
Benefits	5,852,730	3,376,053	2,476,677	57.68%
Operating Expenditures				
Professional and contractual	848,093	582,992	265,101	68.74%
Travel	107,395	3,204	104,191	2.98%
Communications & freight	146,225	60,758	85,467	41.55%
Utilities, equipment rental, and insurance	282,478	175,980	106,498	62.30%
Repairs and maintenance	758,015	370,397	387,618	48.86%
Operational, small tools and equipment	427,225	175,147	252,078	41.00%
Fuel, supplies, and administrative	424,994	234,752	190,242	55.24%
Education and training	128,625	35,792	92,833	27.83%
Capital expenditures	1,427,000	621,893	805,107	43.58%
Debt service	100,045	50,022	50,023	50.00%
Total Expenditures	21,317,767	11,824,218	9,493,549	55.47%

Revenues over/(under) expenditures (958,819) \$ 8,079,582 \$ 9,038,401

Fund Balance/Cash Carry Forward 9,118,048

Total expenditures and reserves \$ 30,435,815

	APRIL	MARCH
Cash Balances		
BankUnited - Operating	\$ 856,113	\$ 636,741
Petty Cash	-	-
	<u>856,113</u>	<u>636,741</u>
Investments		
General - SBA - Fund A	1,928,789	1,928,595
BankUnited Money Market	<u>15,369,850</u>	<u>17,363,152</u>
	<u>17,298,639</u>	<u>19,291,748</u>
Total Cash and Investments	<u>\$ 18,154,751</u>	<u>\$ 19,928,489</u>

Submitted for approval on May 19, 2021

Approved By: _____
 (Signature)

IONA MCGREGOR FIRE PROTECTION AND RESCUE SERVICE DISTRICT
DETAILED STATEMENT OF ACTIVITIES - GENERAL FUND
For the Seven Months Ended April 30, 2021 (Unaudited)

	ORIGINAL BUDGET	ACTUAL	VARIANCE	
			\$	%
REVENUES				
Cash Carry Forward	\$ 10,076,867			
Ad Valorem Taxes	20,691,066	\$ 20,297,744	\$ (393,322)	98.10%
Excess fees	140,000	-	(140,000)	0.00%
Penalties	19,000	15,708	(3,292)	82.68%
Discounts	(755,000)	(759,337)	(4,337)	100.57%
Refunds Deducted	(50,000)	(30,040)	19,960	60.08%
Ad Valorem Taxes Prior Years	4,000	1,466	(2,534)	36.64%
Impact Fees	95,000	30,648	(64,352)	32.26%
FEMA Revenue	-	44,715	44,715	N/A
State Firefighter Supplemental	59,760	21,974	(37,786)	36.77%
Grant Revenue	-	99,917	99,917	N/A
Inspection Fees	50,000	33,781	(16,219)	67.56%
CPR - Books & Masks	1,000	780	(220)	78.00%
Interest Check/Demand Accounts	50,000	37,919	(12,081)	75.84%
Rents	34,122	26,103	(8,019)	76.50%
Sale of Equipment	15,000	25,990	10,990	173.27%
Contributions	5,000	750	(4,250)	15.00%
Miscellaneous	-	55,682	55,682	N/A
Proceeds from Debt	-	-	-	N/A
Total Revenues	20,358,948	19,903,800	(455,148)	97.76%
Total Revenues and Cash Carry Forward	30,435,815			

EXPENDITURES				
Personnel Services				
Salaries - Commissioners	30,000	17,500	12,500	58.33%
Salaries - ADM	1,814,195	1,020,267	793,928	56.24%
Salaries - OPS	7,131,726	4,050,083	3,081,643	56.79%
Salaries - FLSA	557,356	317,985	239,371	57.05%
Salaries - Sick Pay - ADM	104,666	-	104,666	0.00%
Salaries - Sick Pay - OPS	264,409	4,634	259,775	1.75%
Salaries - Holiday Pay	137,419	71,063	66,356	51.71%
Salaries - Out of Class Pay	45,000	16,177	28,823	35.95%
Salaries - One Time Payouts - ADM	23,908	-	23,908	0.00%
Salaries - One Time Payouts - OPS	93,873	45,616	48,257	48.59%
Salaries - Clothing and Uniform Allowance	3,200	-	3,200	0.00%
Salaries - Ins Deductible & Subsidy- ADM	3,240	1,703	1,537	52.56%
Salaries - Ins Deductible & Subsidy- OPS	39,703	21,561	18,142	54.31%
Salaries - Phone Allowance	12,000	7,000	5,000	58.33%
Salaries - ER H.S.A Contribution - ADM	46,500	46,500	-	100.00%
Salaries - ER H.S.A. Contribution - OPS	235,500	236,000	(500)	100.21%
Salaries - Overtime Staffing - ADM	7,892	708	7,184	8.97%
Salaries - Overtime Staffing - OPS	122,170	200,176	(78,006)	163.85%
Salaries - Overtime Training - OPS	82,425	40,768	41,657	49.46%
Salaries - Overtime USAR/Strike Teams - ADM	-	-	-	N/A
Salaries - Overtime USAR/Strike Teams - OPS	-	4,250	(4,250)	N/A
Salaries - State Education ADM	16,440	9,590	6,850	58.33%
Salaries - State Education OPS	43,320	25,646	17,674	59.20%
Social Security Taxes - ADM/Commissioners	110,243	54,101	56,142	49.07%
Social Security Taxes - OPS	521,288	288,454	232,834	55.33%
Medicare Taxes - ADM/Commissioners	29,083	15,140	13,943	52.06%
Medicare Taxes - OPS	122,687	68,153	54,534	55.55%
Retirement - ADM	353,291	169,137	184,154	47.87%
Retirement - OPS	1,968,831	896,846	1,071,985	45.55%
Veba Plan Contribution - ADM	93,574	93,304	270	99.71%
Veba Plan Contribution - OPS	422,991	415,518	7,473	98.23%
Health Insurance - ADM	683,547	396,335	287,212	57.98%
Health Insurance - OPS	1,411,986	819,718	592,268	58.05%
Health Insurance - Admin Contribution	(15,286)	(8,833)	(6,453)	57.79%
Health Insurance - OPS Contribution	(82,599)	(48,147)	(34,452)	58.29%
Health Insurance - Retiree Contribution	(429,777)	(248,457)	(181,320)	57.81%
Employee Insurance - Other - ADM	86,546	51,382	35,164	59.37%
Employee Insurance - Other - OPS	264,698	154,448	110,250	58.35%
Workers Compensation Insurance - ADM	42,167	34,959	7,208	82.91%
Workers Compensation Insurance - OPS	269,460	223,995	45,465	83.13%
Total Personnel Services	16,667,672	9,513,281	7,154,391	57.08%

IONA MCGREGOR FIRE PROTECTION AND RESCUE SERVICE DISTRICT
DETAILED STATEMENT OF ACTIVITIES - GENERAL FUND
For the Seven Months Ended April 30, 2021 (Unaudited)

	ORIGINAL BUDGET	ACTUAL	VARIANCE	
			\$	%
Operating Expenditures				
Legal	60,000	7,000	53,000	11.67%
Computer Support Services	35,000	19,521	15,479	55.77%
Other Professional	125,550	38,387	87,163	30.57%
Audit and Accounting	36,000	25,000	11,000	69.44%
Tax Collector's Commission	404,000	392,334	11,666	97.11%
Property Appraiser's Commission	138,083	84,855	53,228	61.45%
Custodial & Janitorial Services	35,460	9,313	26,147	26.26%
Other Services - MVR Review	14,000	6,582	7,418	47.01%
Travel and Per Diem	107,395	3,204	104,191	2.98%
Telephones	90,000	49,043	40,957	54.49%
Wireless User Fee	54,025	10,986	43,039	20.34%
Freight & Postage	2,200	728	1,472	33.10%
Water	13,300	6,149	7,151	46.23%
Electricity	58,425	21,613	36,812	36.99%
Cable Television	3,787	2,113	1,674	55.81%
Garbage	12,625	6,887	5,738	54.55%
Propane	7,710	3,957	3,753	51.33%
Equipment Rentals & Leases	46,631	26,269	20,362	56.33%
Insurance	140,000	108,992	31,008	77.85%
Equipment Maintenance	175,900	56,038	119,862	31.86%
Building Maintenance	404,523	198,144	206,379	48.98%
Vehicle Maintenance	177,592	116,215	61,377	65.44%
Promotional Activities	33,200	7,974	25,226	24.02%
Promotional Activities - ADM	5,000	4,131	869	82.61%
Small Tools & Equipment	137,615	88,679	48,936	64.44%
Turnout Gear	108,010	46,116	61,894	42.70%
Annual Medical Exams/Wellness	50,000	4,624	45,376	9.25%
Legal Advertising	2,000	224	1,776	11.21%
Hiring Costs	19,500	300	19,200	1.54%
Uniforms	63,900	21,095	42,805	33.01%
Office Supplies	8,000	2,004	5,996	25.05%
Fuel	65,000	30,570	34,430	47.03%
Janitorial Supplies	27,600	13,844	13,756	50.16%
Medical Supplies	84,525	36,828	47,697	43.57%
Other Operating Supplies	87,780	31,820	55,960	36.25%
Memberships, Publications & Subscriptions	160,089	121,689	38,400	76.01%
Educational Reimbursement	50,920	18,402	32,518	36.14%
Training	77,705	17,390	60,315	22.38%
Total Operating	3,123,050	1,639,021	1,484,029	52.48%
Capital Outlay				
Buildings	-	-	-	N/A
Equipment	97,000	42,422	54,579	43.73%
Vehicles	1,330,000	579,472	750,528	43.57%
Total Capital Outlay	1,427,000	621,893	805,107	43.58%
Debt Service				
Principal	97,686	48,631	49,055	49.78%
Interest	2,359	1,391	968	58.99%
Total Debt Service	100,045	50,022	50,023	50.00%
Total Expenditures	21,317,767	11,824,218	9,493,549	55.47%
Revenues over Expenditures		<u>\$ 8,079,582</u>		
Reserves				
Assigned:				
Operating Expenditures Oct - Dec	4,904,550			
Hurricane/Disaster	2,452,275			
Capital (Facilities, Apparatus, Equipment)	1,250,000			
Health Insurance (Level Funding Reserve)	500,000			
Unassigned:				
General Operating	11,223			
Total Reserves	<u>9,118,048</u>			
Total Expenditures and Reserves	<u>\$ 30,435,815</u>			

IONA MCGREGOR FIRE DISTRICT
2020 - 2021 FISCAL YEAR
Ad Valorem Tax Revenues to Date

Date Received	Taxes	Interest	Discounts	Commissions	Other *	Net Amount Remitted by the Tax Collector
11/16/2020	\$ 257,233.89	\$ -	\$ 11,865.63	\$ 6,125.91	\$ 1,489.51	\$ 240,731.86
11/30/2020	4,989,587.94	-	199,480.97	95,832.10	(17,290.38)	4,676,984.49
12/17/2020	10,969,189.92	-	438,625.16	210,829.70	10,920.38	10,330,655.44
12/29/2020	1,941,810.43	-	73,192.90	37,395.72	1,168.10	1,832,389.91
1/15/2021	640,794.10	-	19,549.79	12,453.35	275.77	609,066.73
2/16/2021	558,591.90	-	12,299.03	10,939.21	(5,620.49)	529,733.17
3/15/2021	333,111.81	-	3,900.95	6,603.18	(1,839.46)	320,768.22
4/15/2021	607,423.72	-	422.52	12,154.83	(1,969.10)	592,877.27
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
	<u>\$20,297,743.71</u>	<u>\$ -</u>	<u>\$ 759,336.95</u>	<u>\$ 392,334.00</u>	<u>\$ (12,865.67)</u>	<u>\$ 19,133,207.09</u>

* Note - The "other" column includes prior year taxes, penalties, refunds, corrections, interest and other costs.

CURRENT AND LAST 5 FISCAL YEARS COLLECTION ANALYSIS
As of April 30, of each year

Fiscal Year		Revenue	Discounts	Commissions
2021				
	Budget	20,664,066	755,000	404,000
	Actual	20,284,878	759,337	392,334
		98.16%	100.57%	97.11%
2020				
	Budget	20,485,690	742,500	400,500
	Actual	19,878,042	745,253	384,167
		97.03%	100.37%	95.92%
2019				
	Budget	20,352,023	732,000	395,000
	Actual	19,625,586	727,059	380,481
		96.43%	99.33%	96.32%
2018				
	Budget	19,193,971	690,000	383,000
	Actual	18,406,284	684,959	356,836
		95.90%	99.27%	93.17%
2017				
	Budget	18,354,838	645,000	359,000
	Actual	17,774,065	660,313	344,378
		96.84%	102.37%	95.93%
2016				
	Budget	17,185,982	600,000	335,000
	Actual	16,643,616	615,210	322,022
		96.84%	102.53%	96.13%

Check History Report
Sorted By Check Number
Activity From: 4/1/2021 to 4/30/2021

IONA MCGREGOR FIRE DISTRICT (IMF)

Bank Code: B BANKUNITED - OPERATING

Check Number	Check Date	Vendor Number	Name	Check Amount	Check Type
020652	4/7/2021	AIRGAS	AIRGAS	199.86	Auto
020653	4/7/2021	CINTAS	CINTAS CORPORATION #294	92.32	Auto
020654	4/7/2021	CMRO	COASTAL MRO, INC.	192.00	Auto
020655	4/7/2021	CORPORA	CORPORATE BILLING, INC	1,454.58	Auto
020656	4/7/2021	CRISMAN	BRIAN CRISMAN	1,276.08	Auto
020657	4/7/2021	CRS	CRS TECHNOLOGY	2,400.00	Auto
020658	4/7/2021	CRYSTAL	CRYSTAL SPRINGS	3.04	Auto
020659	4/7/2021	DIVERSI	DIVERSIFIED INSPECTIONS, INC.	1,300.00	Auto
020660	4/7/2021	FLFIRE	FL FIRE CHIEFS' ASSOC	125.00	Auto
020661	4/7/2021	FPL5324	FL POWER & LIGHT CO.	326.78	Auto
020662	4/7/2021	GAVINS	GAVIN'S ACE HARDWARE	52.03	Auto
020663	4/7/2021	GRALEY	GRALEY MECHANICAL, INC.	150.00	Auto
020664	4/7/2021	GROUND	GROUND EFFECTS	1,075.00	Auto
020665	4/7/2021	GUZMANR	REBECCA GUZMAN	150.00	Auto
020666	4/7/2021	HOMD	Home Depot Credit Services	512.69	Auto
020667	4/7/2021	LEE DOT	LEE COUNTY BOCC	3,206.97	Auto
020668	4/7/2021	LMHS	LEE MEMORIAL HEALTH SYSTEM	698.00	Auto
020669	4/7/2021	LOWES	LOWE'S	415.51	Auto
020670	4/7/2021	MARCADI	MARCADIS SINGER, PA TRUST ACCOUNT	233.70	Auto
020671	4/7/2021	MOTOROL	MOTOROLA SOLUTIONS INC.	19,062.43	Auto
020672	4/7/2021	NAFECO	NAFECO	196.40	Auto
020673	4/7/2021	NOELCON	NOEL CONSTRUCTION SWFL, LLC	17,977.00	Auto
020674	4/7/2021	OFFICE	OFFICE DEPOT BUSINESS ACCOUNT	146.17	Auto
020675	4/7/2021	OFFPRID	OFFICE PRIDE COMMERCIAL CLEANING SVCS	1,011.83	Auto
020676	4/7/2021	PAPYRUS	PAPYRUS DOCUMENT & DESIGN, LLC	180.00	Auto
020677	4/7/2021	RICOH	RICOH USA, INC.	137.34	Auto
020678	4/7/2021	SARLO	SARLO POWER MOWERS, INC	8.91	Auto
020679	4/7/2021	SONICL	SONICLEAR TRIO SYSTEMS, LLC	395.00	Auto
020680	4/7/2021	SOUTH	SOUTH FL EMERGENCY VEHICLES	3,049.61	Auto
020681	4/7/2021	SWSAC	SOUTHWEST SPECIALTY ADV INC.	32.00	Auto
020682	4/7/2021	TEN8	TEN-8 FIRE & SAFETY, LLC	270.97	Auto
020683	4/7/2021	TUSCAN	TUSCAN & COMPANY, PA	10,000.00	Auto
020684	4/7/2021	UPS	UNITED PARCEL SERVICE	12.45	Auto
020685	4/7/2021	VFIS	VFIS	9,531.00	Auto
020686	4/16/2021	AD	ADVANCED DISPOSAL-FT MYERS	931.65	Auto
020687	4/16/2021	ADVAUTO	ADVANCE AUTO PARTS	245.61	Auto
020688	4/16/2021	AERAS	AERAS TECHNOLOGIES LLC	500.00	Auto
020689	4/16/2021	AIRGAS	AIRGAS	249.50	Auto
020690	4/16/2021	ARMCHEM	ARMCHEM INTERNATIONAL	608.00	Auto
020691	4/16/2021	BARBER	TERENCE BARBER	150.00	Auto
020692	4/16/2021	CFPSE	CENTER FOR PUBLIC SAFETY EXCEL	7,240.00	Auto
020693	4/16/2021	CINTAS	CINTAS CORPORATION #294	184.64	Auto
020694	4/16/2021	EMP	EMERGENCY MEDICAL PRODUCTS	262.55	Auto
020695	4/16/2021	FFS	FLORIDA FIRE SYSTEMS, LLC	1,175.00	Auto
020696	4/16/2021	FPL8590	FL POWER & LIGHT CO.	458.35	Auto
020697	4/16/2021	HOMD	Home Depot Credit Services	623.14	Auto
020698	4/16/2021	JANPRO	JAN-PRO CLEANING SYSTEMS OF SWFL	260.00	Auto
020699	4/16/2021	LEESAR	LEESAR INC	2,485.10	Auto
020700	4/16/2021	LOWES	LOWE'S	496.70	Auto
020701	4/16/2021	MARCADI	MARCADIS SINGER, PA TRUST ACCOUNT	233.70	Auto
020702	4/16/2021	MARCO	MARCO OFFICE SUPPLY, FURNITURE & PRINTING INC.	897.44	Auto
020703	4/16/2021	MARINE	MARINEMAX	211.68	Auto
020704	4/16/2021	MPORTER	MICHAEL D PORTER	785.00	Auto
020705	4/16/2021	NAFECO	NAFECO	155.40	Auto

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Activity From: 4/1/2021 to 4/30/2021

IONA MCGREGOR FIRE DISTRICT (IMF)

Bank Code: B BANKUNITED - OPERATING

Check Number	Check Date	Vendor Number	Name	Check Amount	Check Type
020706	4/16/2021	OFFPRID	OFFICE PRIDE COMMERCIAL CLEANING SVCS	93.75	Auto
020707	4/16/2021	OFFSHOR	OFFSHORE PERFORMANCE SPECIALTIES INC.	43,111.84	Auto
020708	4/16/2021	OVERHEA	OVERHEAD DOOR CO OF FORT MYERS	147.00	Auto
020709	4/16/2021	PGIT	PREFERRED GOVERNMENTAL INS TRUST	25,879.33	Auto
020710	4/16/2021	QUILTY	MICHAEL QUILTY	150.00	Auto
020711	4/16/2021	RYAN	RYAN PETROLEUM	4,022.33	Auto
020712	4/16/2021	SABAL	SABAL SIGNS, INC.	39.90	Auto
020713	4/16/2021	SAFEAIR	SAFE AIR CORPORATION	11,918.00	Auto
020714	4/16/2021	SAFEKID	SAFE KIDS WORLDWIDE	110.00	Auto
020715	4/16/2021	VALVO	SUNSHINE LUBES LLC	121.65	Auto
020716	4/16/2021	WINZEN	MARK WINZENREAD	21.30	Auto
020717	4/23/2021	CMRO	COASTAL MRO, INC.	64.00	Auto
020718	4/23/2021	CROWN	CROWN INFORMATION MANAGEMENT	265.00	Auto
020719	4/23/2021	D&DBUSH	D & D BUSH HOG SERVICES, INC.	300.00	Auto
020720	4/23/2021	DINGLE	SCOTT DINGLE	785.00	Auto
020721	4/23/2021	EAGLE	EAGLE ENGRAVING. INC.	38.95	Auto
020722	4/23/2021	FNG	FLORIDA NATURAL GAS	25.69	Auto
020723	4/23/2021	GUARD	GUARDIAN FUELING TECHNOLOGIES LLC	395.25	Auto
020724	4/23/2021	HULETT	HULETT ENVIRONMENTAL SERVICES	480.00	Auto
020725	4/23/2021	MES	MUNICIPAL EMERGENCY SVCS, INC.	158.77	Auto
020726	4/23/2021	NAFECO	NAFECO	387.50	Auto
020727	4/23/2021	PALIJAN	MARTIN PALIJAN	150.00	Auto
020728	4/23/2021	RAIZA	RAIZA'S ALTERATIONS	121.00	Auto
020729	4/23/2021	RICOH	RICOH USA, INC.	420.36	Auto
020730	4/23/2021	SRT	SOUTHERN RESCUE TOOLS, LLC	1,500.00	Auto
020731	4/23/2021	STAND	STANDARD INSURANCE CO.	13,052.90	Auto
020732	4/23/2021	SUTPHEN	SUTPHEN CORP.	548,134.89	Auto
020733	4/23/2021	ZOLL	ZOLL MEDICAL CORP.	752.35	Auto
020734	4/30/2021	ALLHAND	ALL HANDS FIRE EQUIPMENT	637.01	Auto
020735	4/30/2021	CALLAGH	CALLAGHAN TIRE ENTERPRISES INC	3,138.17	Auto
020736	4/30/2021	CFPSE	CENTER FOR PUBLIC SAFETY EXCEL	7,240.00	Auto
020737	4/30/2021	CRYSTAL	CRYSTAL SPRINGS	25.77	Auto
020738	4/30/2021	FIREDEX	FIRE-DEX GW, LLC	20,601.00	Auto
020739	4/30/2021	FPL0598	FL POWER & LIGHT CO.	1,256.33	Auto
020740	4/30/2021	FPL3327	FL POWER & LIGHT CO.	19.71	Auto
020741	4/30/2021	FPL5324	FL POWER & LIGHT CO.	392.24	Auto
020742	4/30/2021	FPL6245	FL POWER & LIGHT CO.	567.34	Auto
020743	4/30/2021	LAWSON	LAWSON PRODUCTS, INC.	612.90	Auto
020744	4/30/2021	LONGSWO	LONGSWORTH COMFORT AIR LLC	1,229.00	Auto
020745	4/30/2021	MARCO	MARCO OFFICE SUPPLY, FURNITURE & PRINTING INC.	739.67	Auto
020746	4/30/2021	MARINE	MARINEMAX	159.70	Auto
020747	4/30/2021	MARRERO	PETER MARRERO	785.00	Auto
020748	4/30/2021	MES	MUNICIPAL EMERGENCY SVCS, INC.	1,102.19	Auto
020749	4/30/2021	NAFECO	NAFECO	3,072.00	Auto
020750	4/30/2021	PAPYRUS	PAPYRUS DOCUMENT & DESIGN, LLC	180.00	Auto
020751	4/30/2021	PRINCIP	PRINCIPAL LIFE INSURANCE CO	15,290.71	Auto
020752	4/30/2021	SOUTH	SOUTH FL EMERGENCY VEHICLES	14,313.54	Auto
W00564	4/1/2021	LOCUMS	LOCUMS DOC, INC	2,083.33	Wire Transfer
W00565	4/1/2021	LCPA	LEE COUNTY PROPERTY APPRAISER	34,880.66	Wire Transfer
W00566	4/5/2021	BU9855	CARDMEMBER SERVICE	3,328.46	Wire Transfer
W00567	4/10/2021	CABLE1	COMCAST CABLEVISION	30.00	Wire Transfer
W00568	4/10/2021	CABLE2	COMCAST CABLEVISION	67.50	Wire Transfer
W00569	4/10/2021	CABLE3	COMCAST CABLEVISION	45.00	Wire Transfer
W00570	4/10/2021	CABLE4	COMCAST CABLEVISION	105.00	Wire Transfer

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Activity From: 4/1/2021 to 4/30/2021

IONA MCGREGOR FIRE DISTRICT (IMF)

Bank Code: B BANKUNITED - OPERATING

Check Number	Check Date	Vendor Number	Name	Check Amount	Check Type
W00571	4/10/2021	UHC	UNITED HEALTHCARE INS. CO.	174,361.21	Wire Transfer
W00572	4/17/2021	CABLE5	COMCAST CABLEVISION	67.50	Wire Transfer
W00573	4/17/2021	T3	T3 COMMUNICATIONS, INC.	5,512.36	Wire Transfer
W00574	4/21/2021	LCU	LEE COUNTY UTILITIES	791.50	Wire Transfer
W00575	4/27/2021	TECO	TECO	60.07	Wire Transfer
W00576	4/13/2021	PITNEY	PITNEY BOWES PURCHASE POWER	100.00	Wire Transfer
W00577	4/23/2021	PITNEYB	PITNEY BOWES GLOBAL FINANCIAL SVCS LLC	159.00	Wire Transfer
W00578	4/20/2021	ENTERPR	ENTERPRISE FM TRUST	3,139.86	Wire Transfer
W00579	4/21/2021	VERIZON	VERIZON	1,113.70	Wire Transfer
W00580	4/21/2021	MICROSO	MICROSOFT CORPORATION	1,188.00	Wire Transfer
W00581	4/28/2021	COLLIFE	COLONIAL LIFE PREMIUM PROCESSING	4,110.14	Wire Transfer
Bank B Total:				1,049,180.46	
Report Total:				1,049,180.46	

**BOARD MEETING AGENDA ITEM SUMMARY**Board Meeting Date: 05/19/2021

(Select All that Apply)

☒ Decision Making Agenda Item☐ Discussion Purposes Only Agenda Item☐ Walk On Agenda Item**SUBJECT:**

Organizational structure adjustments

PERSON(S) MAKING SUBMITTAL OF AGENDA ITEM:Chief Howard
A/C Comer**BACKGROUND/DETAIL OF AGENDA ITEM:**

There is a need to adjust the organizational structure to meet the current needs of the organization.

Identifying the structure to be implemented upon Chief Howard's retirement allows us to review/revise job descriptions, conduct processes to identify job assignments, and begin succession and cross-training to ensure all personnel will be ready to begin their new assignments upon Chief Howard's departure.

The structure will not be in affect until Chief Howard retires.

This is the intended direction with the organizational structure. The accreditation process has identified the board adoption of the structure as a best practice.

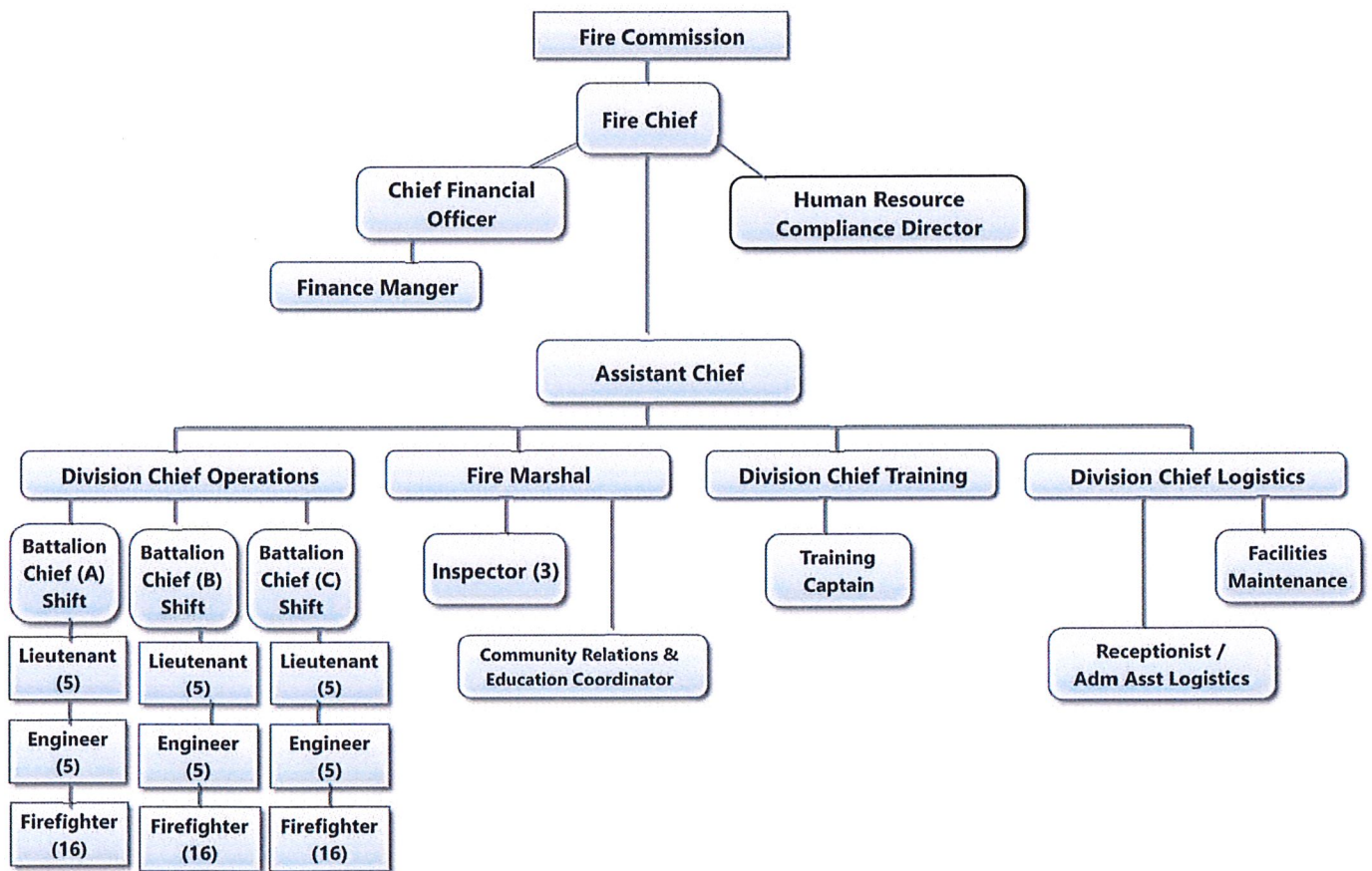
BUDGET IMPACT: Yes / No / Unknown – If Yes, how much? From where?

Less than \$30,000 reflecting the re-classification of the Division Chief of Operations to the Deputy Chief of Operations, and the difference in pay from a Training Captain to a Division Chief.

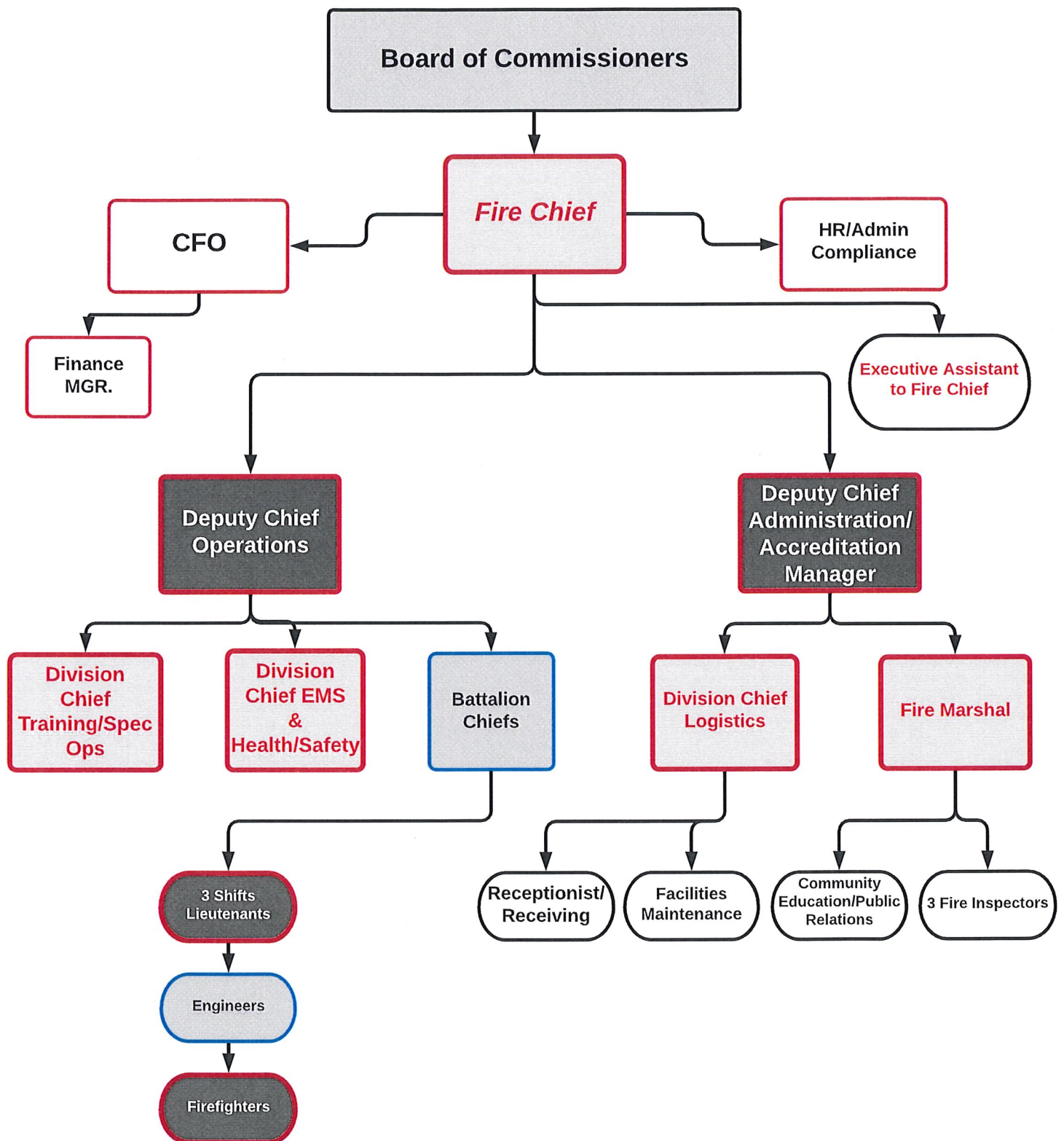
REQUESTED BOARD ACTION:

We request that the Board take official action adopting the newly devised organizational structure to be in effect upon Chief Howard's retirement.

Iona McGregor Fire Control & Rescue Service District
Organization Chart



Organizational Chart-2022



**BOARD MEETING AGENDA ITEM SUMMARY**Board Meeting Date: 05/19/2021

(Select All that Apply)



Decision Making Agenda Item



Discussion Purposes Only Agenda Item



Walk On Agenda Item

SUBJECT:

2021-2026 Strategic Plan

PERSON(S) MAKING SUBMITTAL OF AGENDA ITEM:

Chief Howard

BACKGROUND/DETAIL OF AGENDA ITEM:

The new community driven strategic plan for the years 2021-2026 represents the culmination of several months work.

We would like to express appreciation for the valuable input from the members of the community that volunteered their time to participate. We also appreciate the internal members who built upon the community feedback to develop goals and objectives that will guide the organization for the next 5 years.

We are very happy with the outcome.

BUDGET IMPACT: Yes / No / Unknown – If Yes, how much? From where?

No

REQUESTED BOARD ACTION:

We request that the Board take official action adopting the Strategic Plan.

IONA MCGREGOR FIRE PROTECTION AND RESCUE DISTRICT

STRATEGIC PLAN *2021 - 2026*



Facilitated by



Center for
Public Safety
Excellence

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Message from Fire Chief Howard

Strategic planning is a rewarding process that allows the opportunity to engage both organizational and community members. Global engagement provides perspective on current and future expectations, as well as strengths, weaknesses, opportunities, and threats. This insight allows for a systematic approach in developing a plan to meet these expectations with the goal of exceeding them. The process reviewed our organizational mission statement, vision, and values to insure we are aligned with those of our community and our members. A brighter tomorrow always begins with a critical looks at where we are today. Gaps between today and tomorrow were analyzed, and plans made to close them.

This strategic plan spans the next five years, providing clearly defined goals, objectives, and critical tasks to achieve that better tomorrow. I am excited for our community and our organization as we embark on the path to perpetual improvement. It has been my privilege to server this organization and our community over the past thirty-five years. The one constant throughout those years has always been change. My retirement in early 2022 will marker another organizational change with new leadership to represent the office of the fire chief. It is with the utmost confidence in the quality and character of Chief Comer that I look forward to a truly bright future for this organization and our community.

David Howard
Fire Chief

Message from Assistant Chief Comer

I want to personally thank Chief Howard for his 35 plus years of service to the Iona-McGregor Fire District. His support and leadership in pursuing a proactive approach to planning has positioned the District for continued progression and success. I would also like to thank all the community members and internal stakeholders who contributed their thoughts and ideas during the planning process.

The planning process identified goals focusing on better communications; employee training and development; public education and community relations; developing facilities and equipment; and improving organizational management to name a few. The progress of this plan will be monitored and amended as needed to maintain currency.

We stand committed to the execution and realization of the vision contained herein.

Respectfully,
Seth Comer
Assistant Fire Chief

Introduction

The Iona McGregor Fire Protection and Rescue District (IMFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors to the district within Lee County, Florida. IMFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the district's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the IMFD's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the IMFD with an opportunity to develop its long-term direction and focus. Members of the organization's community and district stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.



IONA MCGREGOR FIRE PROTECTION AND RESCUE DISTRICT STRATEGIC PLAN

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IONA MCGREGOR FIRE PROTECTION AND RESCUE DISTRICT

STRATEGIC PLAN 2021 - 2026

Organizational Background

The origins of the Iona McGregor Fire Protection and Rescue District (IMFD or “the district”) date back to 1945 when House Bill 757 created the Lee County Fire Control District. Lee County provided fire service until 1962, when they began paying the City of Fort Myers for fire control service. In April 1965, a volunteer fire department and rescue squad was created to meet the growing demand for service in the area known as Iona McGregor. In September 1965, the newly formed Iona McGregor Volunteer Fire Department and Rescue Squad was officially chartered as a nonprofit Florida corporation.

By the end of 1970, a fire station was constructed and, just a year later, 24-hour service began when the first fully paid employee went on duty. By the close of 1975, the district had grown in equipment and personnel, and voters

had approved the Iona McGregor Fire Protection and Rescue Service District's creation. In 1977, a second station was opened, and staffing grew by seven paid firefighters, a paid fire chief, a paid fire marshal, and a secretarial assistant.

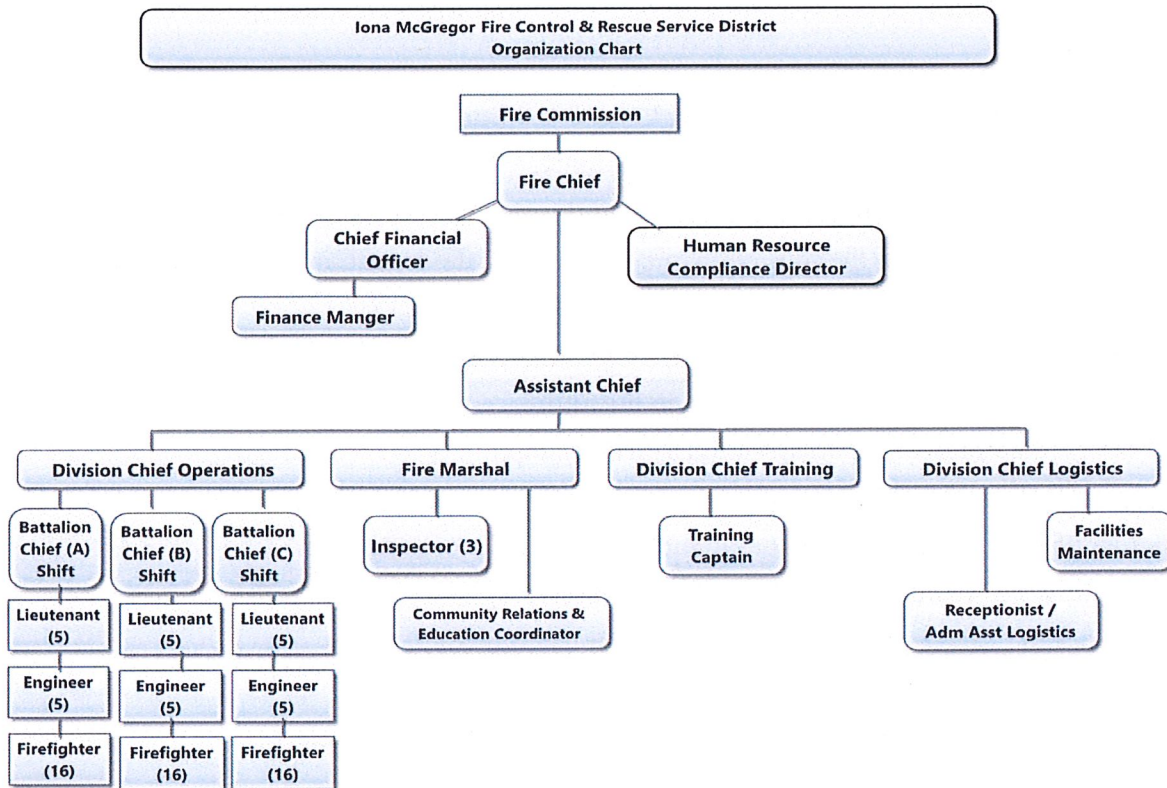


In 1983, voters approved a millage system for district funding. Growth in the district's population and a subsequent increase in call volume led to increased staffing throughout the 1980s. In 1990, a third station opened with offices, maintenance facilities, and a fitness and training center. A fourth station opened in 2003, and a fifth opened in 2010.

Today, the 100 personnel of the IMFD provide fire, rescue, and emergency services from five stations to nearly 80,000 residents within a jurisdiction of approximately 42 square miles of land and more than 20 miles of shoreline and canals.

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Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the community's voice drives operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as "a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why."¹

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)

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management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which can be provided in the future.
5. Revisit the values of the organization’s membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and IMFD stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief David Howard and the team of professionals who participated for their leadership and commitment to this process.

Development of this strategic plan began in August 2020 with a CPSE-hosted meeting with community members (as named in the following table). To ensure broad representation, the district identified community stakeholders comprised of some who reside or work within the coverage area, and some who were recipients of the IMFD’s service(s).

Iona McGregor Fire Protection and Rescue District Community Stakeholders				
Mary Burns	John Dattilo	Robert Deyo	William Durkee	Mark Hackney
Deana Homs	Matt Horton	Dena Kilgus	Marilyn Kranich	Scott Krieger
Yitzchok Minkowicz	Miriam Ortiz	Todd Porter	Cathi Sampson	Bernedette Sheeran
Walter Still	Sid Tracy	Justin Turnbull	LaVada Williamson	

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Community Group Findings

A key element of the IMFD's organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the district invited community representatives to provide feedback on services provided by the IMFD. Respondents were asked to provide a prioritized perspective of the IMFD's programs and services. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The district stakeholders utilized the community stakeholders' full feedback in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the district needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the IMFD through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	141
Rescue – Basic & Technical	2	125
Fire Suppression	3	121
Domestic Preparedness Planning and Response	4	81
Hazardous Materials	5	66
Marine Rescue and Firefighting	6	64
Community Risk Reduction/Fire Prevention	7	63
Public Fire and Life Safety Education	8	58
Fire Investigation	9	37

See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.

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District Stakeholder Group Findings

The district stakeholder work sessions were conducted over three days in March 2021. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the IMFD's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the IMFD, as named and pictured below.

Iona McGregor Fire Protection and Rescue District Stakeholders				
James Andersen	Khalid Aquil	Todd Barber	Tre Bryant	Seth Comer
Megan Contreras	Brian Crisman	Nick Fischer	Alex Gonzalez	Joel Guzman
Rebecca Guzman	Diana Hernden	David Howard	Jason Martin	Marc Mascarelli
Jackielou Mozes	Martin Palijan	Dom Prochilo	Mike Quilty	Edwards Steffens
Dionne Streete	Brian Tansey	Mark Winzenread	John Wisdom	Joshua Wright



District Stakeholders

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Mission

The mission provides an internal aspect of an organization's existence and, to a degree, an empowering consideration for all IMFD members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**We exist to exceed the expectations of our community
by protecting lives and property through exemplary emergency response,
community risk reduction, and public outreach.**



District Stakeholders Work Session

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Values

Values embraced by all organization members are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was later enhanced further, as reflected here:

PRIDE | We have a passion for the fire service, and believe it is the most noble of professions. It is not about us. It is about the community we serve and the fire service. We further believe it is the ultimate privilege to represent the IMFD and strive for excellence in our delivery of services. This pride for our department drives us in the continual pursuit of excellence.

COMPASSION | Caring is not just a part of our job but is fundamentally who we are. The IMFD empathizes with the distress of our citizens and employees, and we are eager to assist.

DIVERSITY | We value the foundational necessity of diversity. We embrace a spectrum of personal attributes; welcome variance in thought and perspective; and advocate for equality in opportunity.

PROFESSIONALISM | In the pursuit of continuous professionalism, we invest in the development of personnel; are uncompromising in delivering excellent service; and are committed to community advocacy.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that they guide the individuals who make up the IMFD to accomplish goals, objectives, and day-to-day tasks.

IONA MCGREGOR FIRE PROTECTION AND RESCUE DISTRICT

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Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the district. Supporting services are all the internal and external programs and services that help the IMFD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the district's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the district stakeholders understand that, to deliver the identified core programs, many local, state, and national supporting services support its delivery.

Through a facilitated brainstorming session, the district stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.



District Stakeholders Work Session

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SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. District stakeholders participated in this activity to record IMFD's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the district stakeholders.



District Stakeholders Work Sessions

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Critical Issues and Service Gaps

Following the identification and review of the IMFD's SWOT, two separate groups of district stakeholders met to identify themes as primary critical issues and service gaps (found in *Appendix 3*). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



District Stakeholders Work Session

Strategic Initiatives

Based on all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Iona McGregor Fire Protection and Rescue District's Strategic Initiatives			
Internal Communications	Personnel Resources	Community Relations	
Training	Physical Resources	Organizational Guidance	Accreditation

Goals and Objectives

To continuously achieve the mission of the IMFD, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. These should become a focus of the district's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the IMFD's leadership.

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Goal 1	Enhance internal communications to promote consistent messaging between all personnel.		
Objective 1A	Identify and remove barriers to communication to facilitate the development of policies and procedures.		
Timeframe	1 year	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Establish a focus group to develop a survey to identify the current barriers. • Evaluate survey results. • Utilize focus group to develop an action plan to address communication barriers. • Develop a policy for internal communications (email, phone, text). • Design a training plan for the newly created policy. • Conduct training for the newly created policy. • Evaluate effectiveness of the policy on a yearly basis. 		
Objective 1B	Incorporate available technology to improve accessibility to information.		
Timeframe	18-24 months	Assigned to:	DC Logistics
Critical Tasks	<ul style="list-style-type: none"> • Research and select video conferencing (VTC) options. • Obtain funding for implementation of VTC. • Develop an SOG and implement training of VTC. • Review <i>SharePoint</i> for accessibility. • Ensure <i>SharePoint</i> documents are current and applicable. • Develop and implement training for <i>SharePoint</i>. 		
Objective 1C	Evaluate meeting frequency and audience required to improve communication efficacy.		
Timeframe	18-24 months	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Identify types of meetings needed (admin, command staff, ops, special teams, daily shift meetings, etc.). • Analyze meeting format options, necessary frequency, and required audiences (in-person/virtual). • Identify responsible party for chairing various meetings. • Identify consistent format for meetings (agenda items, action items, minutes). • Implement a meeting schedule. • Review the efficiency of meetings. • Review the meeting schedule quarterly. • Revise the format as necessary. 		

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Goal 2 Review personnel programs and resources to improve delivery to employees.

Objective 2A Improve information and access of departmental Behavioral Health Access Program (BHAP) to enhance and maintain personnel health.

Timeframe 12 months **Assigned to:** Health and Safety Officer

- Critical Tasks**
- Create a survey for evaluation of current program effectiveness.
 - Analyze results and identify gaps in the current program.
 - Amend current program, as needed.
 - Organize and execute an information rollout of program updates.
 - Review and reevaluate program structure and effectiveness after one year and every three years after.

Objective 2B Design and implement an employee evaluation program to support employee development.

Timeframe 18-24 months **Assigned to:** DC Operations

- Critical Tasks**
- Research evaluation methods for employee performance evaluations.
 - Analyze and design formats for IMFD.
 - Finalize and implement employee performance evaluations.
 - Review for effectiveness and amend gaps annually.

Objective 2C Obtain quality employees to match community expectations.

Timeframe 6 months **Assigned to:** Assistant Chief

- Critical Tasks**
- Review current hiring and evaluation methods.
 - Define IMFD expectations for quality employees.
 - Insert values of expectations into the current probationary process.
 - Reassess with each hiring process.

Objective 2D Design and implement a succession program to guide the IMFD's growth and development.

Timeframe 12 months **Assigned to:** Assistant Chief

- Critical Tasks**
- Evaluate current IMFD succession efforts.
 - Research industry best practices for succession.
 - Design and publish IMFD succession program.
 - Reevaluate on an annual basis.

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Goal 3

Refine the public education and fire inspection programs to strengthen community relations.

Objective 3A Review current community programs to identify areas of improvement.

Timeframe 3-4 years **Assigned to:** Fire Marshal

- Survey community to identify their needs.
- Research best practices for community programs.
- Compare against current programs available.
- Critical Tasks**
 - Create improved programs, program structure, and design.
 - Explore funding as necessary.
 - Execute programs within the community.
 - Review programs every two years and revise as necessary.

Objective 3B Analyze existing fire inspection and code enforcement processes to explore areas for improvement.

Timeframe 2-3 years **Assigned to:** Fire Marshal

- Evaluate current internal and external inspection processes for effectiveness.
- Identify where the current programs could be improved through community surveys,
- Critical Tasks**
 - Research legislative requirements to identify best practices and industry standards.
 - Seek funding and approval for the development of new programs.
 - Create and implement new programs.
 - Review programs annually to determine efficacy.
 - Revised programs as necessary.

Objective 3C Review and revise external communication methods to better inform the community.

Timeframe 18-24 months **Assigned to:** Fire Marshal

- Review current media policies.
- Research industry standards for efficient external communications.
- Create an outreach invitation and establish relationships.
- Critical Tasks**
 - Develop programs and policies.
 - Secure new funding.
 - Implement the newly modified program.
 - Review on an annual basis.

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Goal 4 **Develop a more comprehensive training program to better serve the evolving needs of our district.**

Objective 4A **Develop a standard mentorship program for the fire district to improve employee development.**

Timeframe 36-48 months **Assigned to:** DC Training

- Identify mentorship programs within other organizations.
- Analyze, review, and revise the mentorship program to fit district needs.
- Define the role and responsibilities of a mentor.
- Define criteria to be a member.
- Critical Tasks**
 - Define who is eligible to enter as a mentee.
 - Develop the train-the-trainer program.
 - Seek approval and funding for program implementation.
 - Implement the mentorship program.
 - Review and revise mentorship program, as needed.

Objective 4B **Increase access to live fire training to enhance fireground proficiency.**

Timeframe 12-18 months **Assigned to:** DC Training

- Identify current and potential live-fire training locations/facilities.
- Identify the number of 16- and 40-hour live-fire instructors.
- Determine the number of instructors necessary to perform training.
- Develop relationships with other agencies that have existing facilities.
- Critical Tasks**
 - Analyze the needs of the IMFD.
 - Research state/NFPA 1403 standards.
 - Develop training schedule.
 - Implement the training program.
 - Review annually to identify deficiencies.
 - Revise the program as needed.

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Objective 4C	Develop a standard format for report writing to improve the quality of incident documentation.		
Timeframe	18-24 months, ongoing	Assigned to:	DC Training
Critical Tasks	<ul style="list-style-type: none"> • Identify current deficiencies in report writing. • Analyze statutory reporting requirements. • Develop a standard for report writing in accordance with best practice. • Train personnel on newly adopted report writing standard. • Implement the new report writing standard. • Review and revise adopted report writing standard through the ongoing QA process. • Conduct an annual comprehensive review of the report writing standard. 		
Objective 4D	Expand focus on BLS training for all provider levels to improve patient outcomes.		
Timeframe	24 months, ongoing	Assigned to:	DC Training
Critical Tasks	<ul style="list-style-type: none"> • Analyze current standards and trends with BLS care. • Identify department deficiencies in relation to BLS care provision. • Develop a training program that addresses identified training deficiencies. • Seek approval for budgeting impact. • Implement the training program. • Annually review and revise the training program based on provider evaluations. 		

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Goal 5	Further develop the district's physical resource management to better serve the needs of the personnel and community.	
Objective 5A	Improve district facilities to better meet the needs of emergency operations and service to the community.	
Timeframe	18-24 months	Assigned to: DC Logistics
Critical Tasks	<ul style="list-style-type: none"> • Research and identify needs of current district infrastructure. • Develop a plan to evaluate the district's training facilities and bay exhaust mitigation systems. • Analyze findings for actionable inadequacies. • Develop a plan of action to address deficiencies. • Seek funding/approval for improvements to district infrastructure. • Implement improved plans for district infrastructure. • Review district needs in accordance with state and federal statutes. 	
Objective 5B	Review district's equipment compatibility with neighboring departments in support of continuity of service delivery.	
Timeframe	9-12 months	Assigned to: DC Operations
Critical Tasks	<ul style="list-style-type: none"> • Identify the equipment used by surrounding districts. • Analyze the district compatibility with other agencies' equipment. • Develop a list of equipment compatibility needs with other agencies. • Review compatibility with outside agencies annually. 	
Objective 5C	Improve the district's information technology to better meet the needs of personnel and the community.	
Timeframe	18-24 months	Assigned to: DC Logistics
Critical Tasks	<ul style="list-style-type: none"> • Identify opportunities for software improvements. • Analyze current district software for deficiencies and improvement opportunities. • Research available software for replacement or upgrades. • Seek funding/approval for software purchases. • Develop a training program for new software. • Implement new software into the organization. • Review functionality of new software and revise, as needed. 	
Objective 5D	Revise data entry protocols into PSTRAx to improve asset management.	
Timeframe	18-24 months	Assigned to: DC Logistics
Critical Tasks	<ul style="list-style-type: none"> • Identify assets to be tracked. • Ensure accurate inventory list. • Input inventory data into PSTRAx. • Input maintenance schedule into PSTRAx. • Develop policy for use of PSTRAx. • Create training video/s for PSTRAx. 	

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Goal 6	Refine organizational management to sustain the highest quality service to our community.		
Objective 6A	Review information systems to ensure production of usable data (e.g., ESO, Mobile Eyes, Aladtec, PSTRAX, etc.)		
Timeframe	6 months	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Establish a focus group to decide what data needs to be collected and what performance measures to establish. • Decide what applications are required to capture what's needed. • Budget for newly identified applications. • Train the focus group on how to input data. • Focus group to provide training to the organization. • Identify individuals (one per station) who will review applications daily to ensure accurate input. • Revise as necessary based on the monthly report. 		
Objective 6B	Evaluate existing policies and procedures to ensure they are accurate, necessary, and appropriately communicated.		
Timeframe	12-18 months	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Establish a focus group and assign members specific portions of the policy. • Members will identify what policies need revision and/or creation. • Final draft to be presented to the focus group. • Final draft submitted for approval by the fire chief. • Approved policy changes will be emailed to all employees for implementation within 30 days. • Focus group to meet annually to review and revise as needed. 		
Objective 6C	Implement a document management system to eliminate operational inconsistencies.		
Timeframe	18-24 months	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Utilize policy and procedures focus group to shop for a document management system. • Budget for a document management system. • Create a policy on the utilization of the document management system. • Schedule vendor to train the organization on the document management system. • Implement a schedule for employees to review and sign policies. • Document management system revisions will be tied to policies and procedures updates. 		

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Goal 7

Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence.

Objective 7A

Form team or committee structures with management components as needed to pursue and maintain accreditation.

Timeframe

30 days

Assigned to:

Assistant Chief

**Critical
Tasks**

- Identify the needed team or committee structure(s) for the various components of the accreditation process.
- Create the management oversight positions to lead the teams or committees, as well as the process overall.
- Establish team or committee member criteria.
- Determine the composition of the teams or committees.
- Solicit participation to meet the composition of the teams or committees.
- Develop and complete the selection process.
- Provide the needed educational components provided through the CFAI to ensure the relevant members have the needed training.

Objective 7B

Develop a community-driven strategic plan.

Timeframe

3 months and on-going

Assigned to:

Assistant Chief

**Critical
Tasks**

- Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about IMFD.
- Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats.
- Establish critical issues and service gaps. Determine specific strategic initiatives.
- Develop goals, objectives, critical tasks, and appropriate timelines, to include levels of measurability, to achieve over five years.
- Create a vision for the developed strategic plan.
- Publish and distribute the formal strategic plan to stakeholders as determined by the organization.

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Objective 7C	Implement the community-driven strategic plan.		
Timeframe	3 months, on-going	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Create a strategic planning subcommittee to review the draft strategic plan. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps. • Evaluate goals and objectives within the draft plan and further define critical tasks as needed to ensure clarity with each goal. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 		
Objective 7D	Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.		
Timeframe	6 – 12 months	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on hazard and risk assessment and standards of cover preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish the Community Risk Assessment - Standards of Cover. • Maintain and annually update the Standards of Cover document. 		
Objective 7E	Conduct and document a self-assessment of the district utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.		
Timeframe	6 months	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on writing a CFAI self-assessment manual. • Assign self-assessment manual category and criterion writing to the district accreditation committee/team members as appropriate. • Review self-assessment and ensure all reference items are in order. 		

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Objective 7F	Achieve agency accreditation by the CFAI.		
Timeframe	4 months	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of Accredited status. 		
Objective 7G	Maintain accreditation with the CFAI.		
Timeframe	Ongoing	Assigned to:	Assistant Chief
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend CFAI “Dayroom Discussion” web-meetings for continued education. • Participate in the accreditation process by providing “peer assessors” for external district review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 		

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Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the IMFD's global vision but rather to confirm the futurity of the work that the district

"Vision is knowing who you are, where you're going, and what will guide your journey."

Ken Blanchard

stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

Iona McGregor Fire Protection and Rescue District members are united in the pursuit of continuous improvement in all district operations.

Meeting or exceeding the needs and expectations of those within our district is evident in our commitment to community relations and demonstration of service delivery excellence.

Focusing on our internal communications, personnel relations, training and development, the provision of appropriate physical resources, and maintenance of organizational guidance ensures a world-class workforce.

Dedication to fulfilling our mission, living our values, and accomplishing our goals will guarantee that we bring this vision to fruition.

Performance Measurement

To assess and ensure that an organization delivers on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

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To establish that the district's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

The district has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in developing this plan, the district used professional guidance to conduct a community-driven strategic planning process. This strategic plan's success will not depend upon the implementation of the goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify district and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

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Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
BHAP	Behavioral Health Access Program
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the organization.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Input	A performance indication where the value of resources is used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
SOG	Standard Operating Guideline
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

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Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The result of an action. Something to accomplish in assisting the agency in moving forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.

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Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the IMFD. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process.

Community Expectations of the Iona McGregor Fire Protection and Rescue District (in priority order)

1. Quick Response (Weighted value: 75)
 - Rapid response time.
 - Speed of response to emergency events.
 - Appropriate response times.
 - Arrive promptly.
 - Rapid response to calls due to illness or fire alarm.
 - Immediate fast response.
 - Responsiveness to risks identified in the district.
 - Timeliness in response to potential risks.
 - With the large marina under construction, how will the department respond to emergencies or problems there?
2. Community Outreach/Involvement (Weighted value: 58)
 - Education of the community for fire safety, hurricane preparation, emergencies, and disasters.
 - Community involvement.
 - Provide input to the church about general needs in the community.
 - Provide community outreach to educate the general population on fire safety both at home and in public places.
 - Community understanding of the district's scope of service.
 - Educate the faith community about hurricane preparedness.
 - Provide CPR and AED training.

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- Public education of current fire regulations.
 - Offer interior inspections of residences/condos with owner approval.
 - Training for occupancy staff on proper use of fire extinguishers.
 - Provide educational materials for weekly/monthly newsletters.
 - Communication with stakeholders regarding potential risk.
 - Community understanding of response times.
 - Keep the community up to date.
3. District Personnel Training:(Weighted value: 46)
- Well-trained personnel.
 - Knowledge of how to handle emergency events.
 - Training for all members to keep skillsets high and current.
 - Trained fire, medical, and inspection staff.
 - Ongoing training to ensure personnel are qualified to do the job.
 - Adequate training and fitness of firefighters.
 - Knowledge of surroundings and the community.
 - Helpful firefighters that can problem solve.
 - Versatile crews that can rectify problems.
4. Values/Behavior (Weighted value: 22)
- Professionalism.
 - Dedication.
 - Positive attitude and conduct.
 - Kind and compassionate.
 - Ability to put people at ease during trauma.
5. Staffing/Benefits (Weighted value: 15)
- Well-staffed.
 - Proper staffing to do the job.
 - Continuing education and benefits for staff that show they are appreciated by the district and its residents.
6. Equipment (Weighted value: 13)
- Modern equipment that serves the characteristics of the area.
 - Needed equipment to do the job.
 - Proper tools for the job.
 - Properly working equipment for fire and rescue.
7. Fiscal Responsibility (Weighted value: 6)
- Efficient fire services.
 - Fiscal responsibility.
8. Rescue animals. (Weighted value: 3)
9. A tidy fire station. (Weighted value: 1)

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Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may, in fact, be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the IMFD. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process.

The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Iona McGregor Fire Protection and Rescue District (verbatim, in priority order)

1. Manpower/Staffing (Weighted value: 48)
 - Large district – although trying to be efficient, more manpower is needed.
 - Do they have enough staff?
 - During snowbird season, rescue squads are stretched thin.
 - Fully staffed?
 - Funding cuts or inadequate funding that will not provide the district with adequate resources.
 - That they have what they need to continue to do the great job that they do so well.
 - Does the district have the necessary personnel to staff all shifts throughout the district?
 - Possibility of a limited labor force.
 - Financial support.
 - Do they have adequate manpower to avoid exhaustion and burnout?
 - Are there any budget concerns that will cause disruption to staffing models?
 - Career incentives – wanting employees to stay.
 - Overtime/work environment with community growth – how does the district grow as well?
2. Facilities/Tools/Equipment (Weighted value: 37)
 - Facilities growth to keep up with district population growth.
 - Working equipment.
 - Do they really have the equipment they need to protect the Iona community?
 - Do they have updated technology?
 - That the fire crew has the appropriate fire protection equipment to do their job.

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- That they have the right tools to put out the fire.
 - Adequate equipment in the future due to budget cuts post-COVID.
 - Safety gear worn to prevent spread of germs when entering facilities.
 - Do they have adequate funding to maintain and update their equipment?
 - Does the district have all of the requirements to operate in existing buildings with regards to equipment and communications?
3. Code Enforcement/Inspections/Community Engagement (Weighted value: 27)
- More education seminars could be presented at community clubhouses.
 - I know so little about the district's services.
 - Do you know what the "file of life" is?
 - The building code department not working with the life safety department.
 - Many gated communities do not seem to be interested in having "outside" inspection of their development (often occupancies have common attics).
 - Fire door codes not the same for every business or facility.
 - Concern when a building goes through planning and passes, but then after fails inspection.
 - People not obeying rules which places neighbors at risk (grilling against the building).
4. Hostile Environment (Weighted value: 17)
- Is recruitment an issue given the current unrest in the United States?
 - Are you having a higher rate of retirement given the current unrest in the United States?
 - Concerned that COVID will spread through the firehouse.
 - Politics.
 - Do they feel supported by our community?
5. Training (Weighted value: 14)
- Proper knowledge for the job.
 - Squads should spend more time touring areas, especially gated communities.
 - Do they have the training on how to help dementia and mental health patients – what to do, or not do?
 - Concern that there is not enough training.
 - Concerned that response teams may get confused on location as many communities have similar names.

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Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the Iona McGregor Fire Protection and Rescue District (verbatim, in no particular order)

- Good to see so many stations throughout our community, making service time efficient.
- Very courteous, polite, and friendly fire personnel when in the public.
- Fire inspections are very up-to-date. Any questions or concerns are addressed.
- They have always been accommodating and have our best interest.
- All stations appear clean and well maintained.
- Pride of personnel evident in uniforms, overall conduct, and appearance.
- Professionalism – appear trained and retained.
- They have a thankless job and are taken for granted by too many people.
- Tremendous effort every time they are dispatched.
- The rescue squad handles senior citizens very well.
- Department members understand the area that they are responsible for.
- Knowledge and training seem to exceed expectations.
- Training of new employees and continued training yearly.
- Equipment maintained.
- Interaction that I have had with the fire department has always been positive.
- I think they do a good job. I always hear good things about them.
- Very tidy station.
- Great response times.
- Fire inspectors are getting better at their job – no code violations.
- Courteous to businesses and others.
- Good equipment.
- We've had timely and a good response from fire personnel.
- They have been compassionate.
- They have been professional and knowledgeable.
- In dealing with the fire district, I have found them to be responsive, helpful, and understanding.

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- Community presence – we appreciate the high visibility of district personnel within our community.
- Professionalism – interactions with district personnel are always exceptional.
- Community outreach – we have always enjoyed trips to the firehouse with cub scouts, etc.
- Great team.
- Responds in a timely manner.
- Very nice and friendly.
- Jackielou Mozes is an amazing great representative of a dedicated and caring community advocate.
- Communication with local residents/businesses.
- Response times to potential risks.
- Personnel responding to calls for service are found to be professional.
- Inspectors are helpful in providing information when requested and during inspections.
- Equipment is always clean and appears to be in working order.
- Classes I have attended have always been led by experienced instructors.
- Timely, well-trained, courteous, caring, and personable individuals.
- I and my family have been personally impacted and are recipients of both fire and EMS services. They conducted themselves in a very professional, courteous, and kind manner. I cannot express adequately my deep gratitude for these heroes.
- They have responded skillfully and compassionately when I call with health crisis and church.
- Freely offer advice and instruction to the church.
- Supported us as we sought their findings of need within the community as we developed a senior center.
- They provided a beloved neighbor a gift card to a restaurant, which she turned over to me to provide meals for the sick and homebound.
- From experience, the crews have arrived promptly to my business.
- They have professionally taken care of customers.
- They have done a good job with teaching younger kids in the district about fire safety. They also gave the kids a chance to tour the trucks.
- Have been great help with my church – from building inspections, emergency responses to incidents, hurricane preparation speakers, and training about AEDs – great job!
- The staff is well prepared and do a great job when called.
- Fire/Rescue has a tough job. I pray for them when I hear the siren.
- The participation in events that are attended by the department. The community, especially the children, love interaction with the firemen.

IONA MCGREGOR FIRE PROTECTION AND RESCUE DISTRICT

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Other Thoughts and Comments

The community was asked to share any other comments they had about the IMFD or its services. The following written comments were received:

Other Community Comments about the Iona McGregor Fire Protection and Rescue District (verbatim, in no particular order)

- Overall, a well-run District.
- Would love to tour a station and see how the crews live, eat, and work.
- Could the District come and comment on activity in our HOA? We would welcome a presentation.
- They bring the fire trucks to my church which is a highlight for the kids.
- Very happy with the work they do.
- As a business operator, we have had interactions with the department on multiple occasions and each occurrence has been pleasant and professional.
- Facilities that I have visited are always clean.
- They are a great partner in mission to the community.
- Promptness is key, and I thank you for being so quick to arrive on the scene.
- Do on-line instructional training on how to clean your oven so that the house doesn't fill with smoke and fire department called. Lol
- Really appreciate the quality of fire/rescue staff and programs that our area offers! Thank you to the citizens for paying taxes and the leadership that uses the funds wisely. I do hear of the concern of many fire districts in Lee County. I hope we can maintain fire/rescue district connection with the community.

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Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, the identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the district stakeholders identified the IMFD's strengths as follows:

Strengths of the Iona McGregor Fire Protection and Rescue District	
Education program reimbursement	Equipment - new and up-to-date
Big budget / stable tax base	Dedicated personnel
High-quality prevention program	Positive labor management relationship
Positive organizational culture	Proactive training department
Open-minded to change	Independent tax district
Strong community relations with neighboring districts/general public	Progressive advanced life support (ALS) program
Diverse career path opportunity	Good water supply
Depth of education across staffing	Physically fit personnel
Regional reputation	Diversity
Collaboration with surrounding agencies	Employee retention
Institutional knowledge	Competitive compensation
Motivated employees	Exceptional delivery of services
Accountability of probationary employees	Supportive fire commissioners
Strong community CPR program	Voluntary Employees Benefit Association plan
Good use of social media	Special teams
Well-funded capital replacement program	Newer fleet
Well-funded reserves	Great maintenance program
Marine Emergency Response Team program	Minimal to no debt
Cancer prevention measures	When we are at full staffing
Succession	Facilities maintenance
Dependent coverage	Educational leave
National level instructors	Health Savings Account seed money

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Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the district stakeholders as weaknesses:

Weaknesses of the Iona McGregor Fire Protection and Rescue District	
Minimum staffing	Reliance on ad valorem tax dollars
Inconsistent accountability	No performance evaluations
IT streamlining	Lack of maternity/paternity policy
No 'fit for duty' policy	Lack of facility maintenance
Reliance on offsite vehicle maintenance	Operational inconsistency (tactically)
Aging workforce	Complacency
Lack of behavioral health access program	Internal communication inconsistencies
Inadequate training facilities	Succession (lieutenant position and above)
SOG updates	Live fire training
Mentorship	Inconsistent report writing
HR training	Data collection
Rescue trucks – replacement	Current station locations
Internal demographics do not match community demographics	Lack of policy requiring employees to become paramedics within a time period
Difficulty in accessing prefire plans	Un-defined acting lieutenant periods -eligibility to test
Scope of responsibility thins resources	Functional consolidation
Burnout	Salary and benefits-driven applicants
Occupational carcinogen exposure management	Equipment compatibility with neighboring agencies
Mutual aid responsibilities	Lack of email checking by employees

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Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities both inside and beyond the traditional service area. The district stakeholders identified the following potential opportunities:

Opportunities for the Iona McGregor Fire Protection and Rescue District	
Develop a recruiting program targeting college athletes and military personnel	Ride along with outside agencies to assess how other organizations deliver emergency services
Lee County Fire Chiefs Association meeting – increase attendance	Obtain grants for public education and community education, programs in organization
Presenting to homeowners associations	Involved with more civic groups
Create community emergency response team (CERT)	Developing explorer program
Conference attendance	EMS/hospital time/experience
Community paramedicine	Water safety program
Falls prevention program	Pursue continued education/certifications
Interagency training	Countywide leadership
Community need-based outreach (i.e., food drives, toy drives)	In-home inspections
Public/private partnerships	Disaster preparedness education
Consolidation	Annexation

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the district stakeholders were as follows:

Potential Threats to the Iona McGregor Fire Protection and Rescue District	
Pandemic	Availability of supplies
Consolidation with other districts	Number of qualified applicants
Annexation	Natural disasters / incidents
Retirement changes	Increased demand for services
Strong economy / weak economy	Facility and network security
Longevity health	Increased automatic aid calls
Social changes that affect human resources	Baby boomers retiring / aging of our community
Rising medical and insurance costs	Changes in environmental regulations impacting fire apparatus
Future civil unrest	State and federal unfunded mandates
Reliance on ad valorem tax dollars alone	Political issues, state and local
Population growth impact on services	Economic inflation / rising operational costs

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Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the district should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the District Stakeholders

Initiative Link	Group 1	Group 2
Internal Communications	Internal Communications <ul style="list-style-type: none"> - Positive or negative of email communications - Inconsistency of messaging - Accountability - Technology utilization 	Internal Communications <ul style="list-style-type: none"> - Email - Chain of command (disseminating info) - Effective use of meetings - Shift to shift communications - Integrity of messaging - Apathy

Initiative Link	Group 1	Group 2
Personnel Relations	Human Resources <ul style="list-style-type: none"> - Staffing (operations) - Recruitment / retention - Succession - Live fire training - Fit for duty - Diversity - Formal coaching and mentoring programs 	Personnel Resources <ul style="list-style-type: none"> - Performance evaluations - Record keeping (HR records) - Lack of comprehensive BHAP - Succession - Complacency - Accountability - Overtime management

Initiative Link	Group 1	Group 2
Community Relations	Community Relations <ul style="list-style-type: none"> - Disaster preparedness education - Public/private partnership - CERT - Explorer program - Media relations - Code enforcement - Communication methods - Communication education 	Public Relations <ul style="list-style-type: none"> - Community outreach to homeowners associations and faith-based organizations - Community training (CPR, fire extinguisher) - Community education (car seat) - Inspections/code enforcement - Home inspections (courtesy)

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Initiative Link	Group 1	Group 2
Training	N/A	Training <ul style="list-style-type: none"> - Mentorship - Live fire - Report writing - EMS training (BLS)

Initiative Link	Group 1	Group 2
Physical Resources	N/A	Physical Resources <ul style="list-style-type: none"> - Inadequate training facilities - Equipment compatibility (with neighboring districts) - Bay exhaust systems - Aging rescue trucks - Inventory management - IT (budget/accounting)

Initiative Link	Group 1	Group 2
Organizational Guidance	Organizational Management <ul style="list-style-type: none"> - Lack of data collection - Operational inconsistencies - Validated method of performance evaluations - SOG review - Diversification of revenue - Control of expenditures 	Organizational Documents <ul style="list-style-type: none"> - SOG updates - Missing policies - Procedures - Document consolidation - Document management system



Iona-McGregor Fire District Executive Report

Executive Summary/ May 2021:

GENERAL:

- Progress continues in document development needed for accreditation.
 - Thus far we have completed the 2021-2026 Strategic Plan which is presented tonight, and much progress made on the risk assessment and standard of cover document.
 - Training on writing to the 250 best practice performance indicators was conducted and staff is working diligently on this project.

OPERATIONS:

- We currently have 2 firefighter openings with at least 2 more anticipated departures (retirement) before the conclusion of 2021.
 - We anticipate another hiring group in 2022, if not sooner.
- Cooperative training continued in late April with alternative vehicle focus (3 days and 6 sessions).
- We are taking the lead on collaborative Technical Rescue training with a shared monthly focus between departments desiring to participate.
 - Special operations will have an increased focus during the remainder of the year.
- Firefighter Bodiot (B73) has been credentialed as an Acting Engineer and we have quite a few others working through the process.
 - Multiple Acting Lieutenant candidates are working diligently as well.
- Orientation training with new E71 concluded on all 3 shifts, and we look forward to our next new apparatus (Squad 73) arriving later in the year.
- We have initiated our pre-hurricane SOG annual review and will hopefully have a less active season.

LOGISTICS:

- New Engine 71 ready for service by end of month.
- Current E71 will become E79 and be placed in reserves.
- New SQ73 in production. Mid-summer delivery.
- Annual Hose and ladder testing completed this month.

Prevention/Pub Ed:**Date: May 2021**

INSPECTION VOLUME:	705
VIOLATIONS CLEARED: past year to date	200
% OF MANDATED INSPECTIONS AVERAGE:	95%
CPR / AED CLASSES:	9
CHILD PASSENGER SAFETY:	5
PUBLIC EDU. EVENT(S):	1
EAP PRESENTATIONS:	0
FIRE INVESTIGATIONS:	0

SUPERVISOR'S SUMMARY:

- Another busy month; inspections near record volume
- New Occupancies permits remain strong/steady

TRAINING/EMS:

- Last month there was limited training due to employee physicals.
- Met with Firefighter Thompson to orient him on the credentialing process.
- Held the quarterly Safety Committee meeting addressing safety concerns in the organization.
- Team leaders conducted Monthly water ops and technical rescue training.
- Lt's performed three days of "lieutenants' choice" training to meet ISO facility training hours.
- Our Crews participated in the Lee County Coop training at the old Bonita Springs Dog Track.



Last 30 Days ▾

Apr 13, 2021 - May 12, 2021 ▾

50%

FIRE
Percentage of Total
Incidents

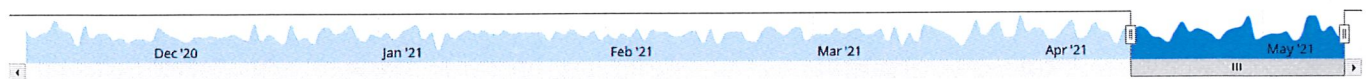
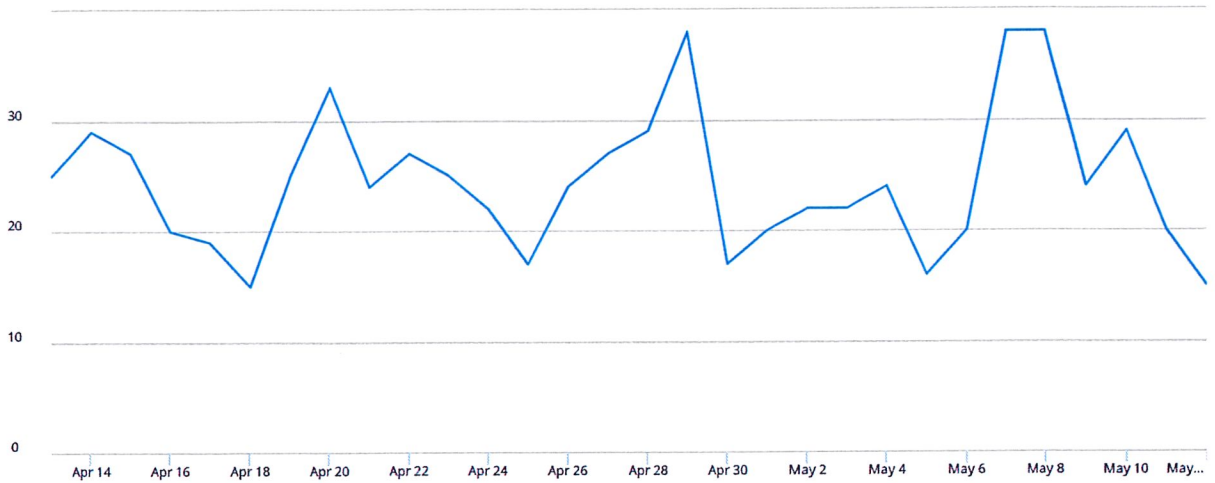
50%

EMS
Percentage of Total
Incidents

731

INCIDENTS
In Selected Time Slice

30

DAYS
In Selected Time Slice

Counts

% Rows

% Columns

% All

Week Ending	4/18/21	4/25/21	5/2/21	5/9/21	5/16/21	5/23/21	5/30/21	6/6/21	6/13/21	6/20/21	6/27/21	7/4/21	7/11/21	Total
(10) Fire, other			1											1
(11) Structure Fire		1	1											2
(14) Natural vegetation fire				3										3
(15) Outside rubbish fire					1									1
(25) Excessive heat, scorch burns with no ignition				2										2
(30) Rescue, emergency medical call (EMS), other	5	5	5	4	1									20
(31) Medical assist	10	25	19	22	10									86
(32) Emergency medical service (EMS) incident	49	55	56	75	25									260
(34) Search for lost person		1												1
(35) Extrication, rescue	2	2	1	1										6
(36) Water or ice-related rescue				1										1
(40) Flammable gas or liquid condition, other				1										1
(42) Chemical release, reaction, or toxic condition		1												1
(44) Electrical wiring/equipm. problem		2	3											5
(50) Service call, other		1	1	2										4

Week Ending	4/18/21	4/25/21	5/2/21	5/9/21	5/16/21	5/23/21	5/30/21	6/6/21	6/13/21	6/20/21	6/27/21	7/4/21	7/11/21	Total
(51) Person in distress			1											1
(52) Water problem		1												1
(54) Animal problem or rescue	1													1
(55) Public service assistance	18	17	19	22	7									83
(61) Dispatched and canceled en route	46	56	60	44	16									222
(62) Wrong location, no emergency found				1										1
(65) Steam, other gas mistaken for smoke	1													1
(70) False alarm and false call, other		1	3											4
(71) Malicious, mischievous false alarm		1			1									2
(73) System or detector malfunction			3											3
(74) Unintentional system/detect... operation (no fire)	3	4	4	4	3									18
Total	135	173	177	182	64									731



IAFF Local 1826

Southwest Florida Professional Fire Fighters & Paramedics District 7 Monthly Report

Meeting Date: 05/19/2021

General Information Update:

DVP Tansey has nothing to report.



IAFF Local 1826

Southwest Florida Professional Fire Fighters & Paramedics District 25 Monthly Report

Meeting Date: 05/19/2021

General Information Update:

Nothing to report -

DVP Mascarelli