SERVICE ~ HONOR ~ TRADITION

DISTRICT PERFORMANCE GOALS AND OBJECTIVES STATUS UPDATE AS OF 12-01-26

5368 Useppa Drive | Ave Maria, Florida 34142 | 239-657-2111 | www.IMMFIRE.com | Fiscal Year 2026

SERVICE ~ HONOR ~ TRADITION

Mission

It is our mission to protect the life and property of our customers – The Citizens and Visitors of the Immokalee Fire Control District – by providing public safety services, fire suppression, fire prevention and education, emergency medical services and hazardous incident mitigation at the highest level of service in a courteous and ethical manner.

Philosophy and Goals

The Immokalee Fire Control District is committed to protecting the people and property within our community. We will be responsive to the needs of our citizens and visitors by providing rapid, professional, humanitarian services essential to the health, safety, and well-being of the community.

We will accomplish our mission through prevention, education, fire suppression, emergency medical response, and other emergency and non-emergency activities. We will actively participate in our community, serve as role models, and strive to efficiently use all necessary resources at our command to provide a product deemed excellent by our citizens and visitors.

Values

Service ~ Honor ~ Tradition

Districts Purpose

The Immokalee Fire Control District ("District"), is an Independent Special Taxing District established by an act of the Florida Legislature in 1955 (Chapter 55-30666 Laws of Florida), with the latest revision to the District's codification included in Chapter 2000-363 Laws of Florida and signed by the Governor into law on May 22, 2000, and operating under the authority of Chapters 189 and 191, Florida Statutes. The legislation created a fire control and rescue district covering 234 square miles of Collier County, Florida. The purpose of the District is to provide fire protection and prevention services, establish and maintain emergency medical and rescue response services, and acquire and maintain firefighting, rescue, medical, transport, and other emergency equipment.

In meeting the district's purpose and goals, the district operates using an All-hazards incident management philosophy in the service delivery platform under an organizational structure encompassing Division Chiefs that lead and supervise the following organizational functions:

- Administration
- Finance
- Human Resources
- Growth Management
- Operations
- Professional Development/Training
- Fire and Life Safety
- Support Services
- Information Technologies
- Emergency Management
- Grants Management

Organizational Function/Unit Overview

1. Administration: Provides administrative support to the Fire Chief and Command Staff; provides direction, oversight, and coordination for the annual budget process; manages the information technology systems; manages the payroll system; develops and monitors district and community surveys; performs Human Resources functions; and, prepares, reviews, and presents District staff reports to staff and District officials.

2. Human Resources: Provides district-wide direction and guidance to staff and district officials on local, state, and federal HR laws, rules, and regulations; develops appropriate HR systems for the employee's on-boarding experiences through their organizational life- cycle; designs, develops, and monitors the employee's performance evaluations/appraisals; and, monitors/evaluates the district health, wellness, and benefit programs.

3. Finance: Provides financial support and guidance to district staff, elected officials, and community members. Finance is responsible for all payroll, accounts payables/receivables, revenue and expenditure projections, annual budget development and associated budget amendments, and any special financial projects needed within the district.

4. Operations: Provides an all-hazards service platform and is the largest functional unit within the district. With 30 uniformed personnel, working in a three-platoon shift system 24 hours on-duty and 48 hours off-duty, operations provide the following services: fire suppression, emergency medical services, hazardous material response, and light technical rescue. The latter is accomplished through 3 fire stations covering over 234 square miles of rural, urban, and suburban communities.

5. Professional Development & Training: Provides a multitude of service delivery enhancements through high caliber and progressive training, various educational delivery mediums, and professional development curriculum. The aforementioned is accomplished through quality control mechanisms, strategic initiatives, staying abreast of local, state, and federal compliancy rules, regulations, and administrative codes, and working with regional partners to achieve industry best practice.

6. Fire and Life Safety: Provides professional fire and life safety code knowledge and public education activities throughout the community in an effort to save lives and reduce property loss. This is achieved through the following activities: daily existing building/assembly and new construction inspections, business tax license inspections, fire plan review and oversight, water/fire flow and fire hydrant testing, fire protection system(s) analysis, special community event inspections, attending local and state educational seminars/conferences, attending local planning, zoning, and site development meetings, and provide origin and cause investigations coupled with assisting the State Fire Marshal's Office.

7. Support Services: Provides district-wide ancillary support though logistical, facilities, and fleet services.

    a. The logistics division procures and provides supplies to all facilities and fleet to include operational perishables, personal protective clothing/equipment, and storage of said items. Logistics is also responsible for repair and maintenance of fire operations equipment.
    b. The logistics division is responsible for daily maintenance and repair of district facilities to include minor air conditioning, plumbing, electrical, and structural issues.
    c. The logistics division is responsible for all district fire apparatus and staff vehicle maintenance services. This includes minor and major repairs such as preventive maintenance work, engine and transmission service, brake service, fabrication and welding work, fire pump testing, and overall fleet life cycle monitoring.

8. Information Technology: Provides specialized computer and network security operations within the district. I.T. is responsible for network and server administration, hardware and software compliance/installation, cellular phone and accompanying network responsibilities, server maintenance, licensing review and compliance, and assistance with technical matters.

9. Emergency Management: Provides specialized disaster management guidance to include planning, preparedness, mitigation, response, and recovery activities. Serves as the liaison with regional emergency management partners and the Collier County emergency operations center (EOC), and the multi-jurisdictional local mitigation strategy working group.

10. Grants Management: Provides all facets of grant-related activities to include research, writing, auditing, records maintenance, and performance requirements. Work with local state, and federal grant partners to ensure District compliance with respective rules, regulations, laws, and administrative codes.

Goals, Objectives, and Performance Metrics

Fleet

1. Goal: Develop a training resource guide for operations personnel.
    a. Objective: During the second quarter of FY 2022 maintain and update fleet repair checklist.
        i. Measurement: Track the number of "minor" repair requests entered into the Fleet Management System.
        Status: Completed with initiation and use of Vector Check It/Inventory software.
2. Goal: Establish a fuel record management recording database.
    a. Objective: During FY 2022 implement a fuel record database for District fleet through monitoring staff, reserve, and front-line apparatus.
        i. Measurement: Gallons of fuel used per vehicle type and cost per gallon.
        Status: Completed with initiation and use of Fuel Cloud software.
3. Goal: Establish a replacement plan for our vehicles.
    a. Objective: By the end of the fourth quarter in FY 2022, implement a capital asset replacement plan for our apparatus and staff vehicle
        i. Measurement: Track and monitor repair cost to determine whether repair or replacement is better suited.
        Status: Phase 1 of the replacement plan (apparatus) is complete. Phase II (plan for all capital equipment replacement) is in progress.
4. Goal: Minimize vehicle and apparatus downtime in shop.
    a. By the end of quarter three in FY 2022, have an established preventative maintenance schedule and program for district fleet.
        i. Measurement: Develop a baseline out-of-service metric in FY 2022 of the time spent in the shop for a given repair work order.
        Status: In progress. With the use of Vector Check It, a preventive maintenance software program, we continue to work on quantifying and analyzing data for down time, etc.

Facilities

1. Goal: Establish cost and repair mechanisms for facility maintenance.
    a. Objective: During FY 2022 develop a tracking system/database for work orders inputted, processed, and closed out.
    Status: Completed with the initiation and use of Vector Check It software.

2. Goal: Monitor utility usage district-wide.
    a. Objective: During FY 2022 implement a utility usage database to account for usage changes through the year.
        i. Measurement: Utility costs and usage per square foot.
        Status: Completed.

Logistics

1. Goal: Establish a grouping of fixed-term contractual District vendors.
    a. Objective: By the end of quarter three in FY 2022, have a comprehensive, standardized vendor list of the following trades: Air Conditioning, Lawn/landscape, Electrical, Plumbing, and Emergency Generator.
        i. Measurement: Final listing of trades for monitoring purposes
        Status: In progress. This will be completed by the fourth quarter of fiscal year end 09-30-27.

2. Goal: Analyze district-wide fuel management and usage.
    a. Objective: By the end of quarter four in FY 2022, research, procure, and implement a cloud-based fuel management system to monitor fuel usage and site trends.
        i. Measurement: System installation with district-wide site reporting.
        Status: Completed.

3. Goal: Analyze district-wide consumable supplies.
    a. Objective: By the end of quarter four in FY 2022, establish a system to ensure each site has approximately ¼ of normal operating supplies on the shelf for emergency purposes.
        i. Measurement: Monitor and track ordering trends.
        Status: In progress. Estimated completion date is fourth quarter of fiscal year ended 09-30-27.

4. Goal: Add staff to the Support Services Division
    a. Objective: During FY 2022 determine the staffing needs for the Support Services Division in relationship to increases in personnel, facilities, and apparatus.
        i. Measurement: Needs analysis preparation
        ii. Identify funding mechanisms to accomplish goal.
        Status: Completed – added Facilities Coordinator and Lieutenant in Support Services.

Emergency Management

1. Goal: Increase involvement within Collier County's Mitigation Strategy Working Group.
    a. Objective: During FY 2022 attend 100% of Collier County's Local Mitigation Strategy Working Group meetings.
        i. Measurement: Number of meetings attended.
        Status: Completed.

2. Goal: Institute a mindset of district-wide continuity planning.
    a. Objective: During FY 2022 begin the process of Continuity of Operation Planning (COOP) – strategy development and document development.
        i. Measurement: COOP outline and beginning a COOP document.
        Status: In progress. Estimated completion date is fourth quarter of fiscal year ended 09-30-27.

3. Goal: Become more involved in the Florida Emergency Management arena.
    a. Objective: During FY 2022 subscribe to, and become a member of the Florida Emergency Preparedness Association (FEPA).
        i. Measurement: Membership and participation activities.
        Status: In progress.

Grants Management

1. Goal: Centralization of district-wide grants management.
    a. Objective: Establish the Battalion Chief of Administration as the main Point-of- Contact (POC) for all District grants.
        i. Measurement: Revise and change state and federal grant portals to reflect the Battalion Chief of Administration as the District's POC.
        Status: Position vacant – goals on hold.

2. Goal: Enhance the District's ability to apply for grant opportunities.
    a. Objective: Develop a district-wide grant management team to encompass multiple individuals with varying skill sets and experience backgrounds.
        i. Measurement: The actual team.
        Status: In progress.

3. Goal: Increase the District's knowledge on grant management processes.
    a. Objective: Members of the grant team to enroll in FEMA-type grant curriculum covering multiple facets of the grant process.
        i. Measurement: Type and number of courses attended during FY 2022.
        Status: The District's Chief Financial Officer is scheduled to attend FEMA grant course by the end of 9-30-27.

4. Goal: Ensure compliance with current/awarded state and federal grant applications.
    a. Objective: Our Finance Section tracks and monitors state and federal grants awarded for quarterly performance and annual audit reviews.
        i. Measurement: Number of properly completed reports provided to the respective state and/or federal grant agency.
        Status: Chief of Staff and Chief Financial Officer tracking existing grants.

Growth Management

1. Goal: Commence with District-wide site mapping
    a. Objective: Work with Fire Operations to create a jurisdictional map of District owned sites, fire stations, and ancillary facilities.
    b. Objective: Work with Fire and Life Safety to address new growth patterns and areas within the District.
    c. Objective: Determine what type of occupancies are being constructed in the District regarding new growth (e.g., Residential or Commercial).
    Status: Completed.

2. Goal: Commence with Strategic Planning
    a. By the beginning quarter 4 FY 22, have a Board of Fire Commission approved District Strategic Planning document.
    Status: Phase 1 – completed. Phase 2 (financial plan) in progress but awaiting vote and impact of constitutional amendment.

Professional Development / Training

1. Goal: Develop a Five-year training calendar
    a. Objective: During FY 2022 prepare a needs analysis for the next five fiscal years regarding the five-year training calendar.
        i. Measurement: Determine/List Federal/State/and Local training requirements.
        ii. Measurement: Determine/List current training resource inventory.
        iii. Measurement: Conduct surveys with training staff on current resource and staff capabilities and report results to the Fire Chief.
        In progress: November 2023 hired full-time Division Chief of Training who increased training opportunities and training budget to meet the training needs over the next five years.
        Goal: Add staff to the Training Section **Completed. See b. below.**

    b. Objective: During FY 2022 determine the staffing needs for training in relationship to the five-year training needs.

i. Measurement: Needs analysis preparation.
ii. Measurement: Determine/identify grant opportunities.
iii. Measurement: Funding mechanisms available for goal completion.

Status: Completed. Full-time Division Chief of Training hired November 2023; Medical Director engaged September 2024; part-time EMS Training Captain hired May 2025 transition to full-time June of 2026; additional full-time Training Captain position filled September 2025.

2. Goal: Build a Training Facility
    a. Objective: During FY 2022 develop a needs analysis and conceptual design for a future training facility.
        i. Measurement: Conceptual design layout document.
        ii. Measurement: Architectural drawings and site development.

        Status: On hold due to financial constraints and uncertain future revenue.

3. Goal: Additional Education and Training for current Training Section Staff
    a. Objective: Prepare a needs analysis during FY 2022 regarding the educational requirements and training curriculum to meet the District's current and future training agenda.
        i. Measurement: Number of Incident management position courses taken.
        ii. Measurement: Number of applicable conferences attended – local, state, and federal curriculum.

        Status: Completed. Education and Training budget increased by 121% FYE 24 to allow more local, state and federal courses and conferences; increase education and training budget by an additional 47% FYE 25 to further expand training opportunities for staff., and increased an additional 7% FYE 27.

Fire Operations

1. Goal: Staffing additional Uniformed Personnel throughout the District.
    a. Objective: Within this FY, obtain board approval to hire and staff 3 uniformed personnel to allow Fire/EMS station #31 to reopen to fire suppression personnel.

    Status: Completed – Station 31 reopened April of 2023.

2. Goal: Enhance EMS capabilities District wide to Advanced Life Support.
    a. Objective: Staff fire apparatus with paramedics to ensure ALS service is available 24 hours a day.

Status: In progress. Certificate of Public Convenience and Necessity received; State of Florida ALS License received; paramedics in process of County credentialing training.

3. Goal: Enhance the District operational/emergency response posture.
    a. Objective: Increase the number of squad-type vehicles into the operational response matrix to reduce response times while enhancing service levels.
    Status: In progress.

Human Resources

1. Goal: Evaluate staffing data to determine proper staffing levels to ensure services provided within our surrounding areas remain constant and are not diminished.
    a. Objective: Develop the proper turnover measure to evaluate data over a 12-month period to determine an average for turnover and provide a breakdown by reason to determine if there are areas of concern for attrition.
    b. Objective: Develop and track the current full-time equivalency measure to evaluate data over a 12-month period including tracking current staff numbers by division and staff out on worker's compensation or personal-related leave (FMLA). Taking the data points allows command staff to determine average staff out and predict additional staffing as needed for upcoming fiscal years. Forecasting future staffing level fluctuations ensures hiring needs are appropriately outlined and stated in the annual budget.
        i. Measurement: Turnover rates including reason(s) for attrition.
        ii. Measurement: Current full-time equivalency (FTEs) versus number of staff on extended leaves of absences (worker's compensation and FMLA) to determine actual FTEs available.
        Status: In progress.

Administration

1. Goal: Human Resource and Finance workflow systems integration.
    a. Objective: Develop and monitor paid time off balances on individual employee.
    Status: Complete using staffing software.

2. Goal: Keep the District's Information Technology infrastructure updated to current industry standards.
    a. Objective: Throughout the FY, replace outdated and obsolete technology with new computer workstations, tablets, and Mobile Date Terminals.
    Status: Complete – workstations replaced every 3 to 5 years (based on warranty); tablets and Mobile Data Terminals replaced every 5 years.

Fire and Life Safety

1. Goal: Establish and monitor an enhanced periodic pre plan inspections program.
    a. Objective: Establishment of an enhanced periodic pre plan inspections program and the associated data entry of Immokalee Fire Control District community occupancies that are required to receive periodic fire & life safety inspections and the Florida Fire Prevention Code inspection frequency requirements.
        i. Measurement: Once all data is accurately entered into the Fire Works pre plan module, the auto-scheduling feature will be utilized for periodic pre plan inspections scheduling. Monthly reports will be created to track pre plan inspections due and progress.
        ii. Once all data is entered into the program, the Immokalee Fire Control District will have the ability to track pre plan inspection frequency for all occupancy types to ensure pre plans are updated regularly.
        Status: In progress in coordination with North Collier Fire Control and Rescue District who provides fire code plan review and inspections through an Interlocal Agreement with Immokalee Fire Control District.

    b. Objective: Advance the overall fire & life safety impacts within the Immokalee Fire Control District community through an effective and enhanced periodic inspections program by tracking fire & life safety incidents within the community as they relate to periodic inspections.
        i. Measurement: Evaluate and compare FFIRS reports and periodic inspection reports on a monthly basis to uncover trends in fire & life safety incidents in specific occupancy types.
        Status: In progress in coordination with North Collier Fire Control and Rescue District.

2. Goal: All water supply coordination housed within a single software program.
    a. Objective: To have personnel or an entity dedicated to water supply coordination.
        i. Measurement: Monthly progress reports developed and provided to the Immokalee Fire Control District.
        Status: In progress.

    b. Objective: To have a single ArcGIS program for accessing and tracking locations and records for all water supply lines and fire hydrants within the Immokalee Fire Control District. This will aid in timely response to inquiries, ISO site visits, and fire hydrant readiness for emergency response.

i. Measurement: Cross referencing of comparable water supply data from the Collier County Growth Management ArcGIS program for accuracy and completeness.
ii. Measurement: Cross referencing of comparable water supply data from the Immokalee Water and Sewer District ArcGIS program for accuracy and completeness.
iii. Measurement: Cross referencing of comparable water supply data from the Ave Maria Water and Sewer District for accuracy and completeness.
iv. Measurement: Cross referencing of fire hydrants notated in IFCD mapping software for accuracy and completeness.
v. Measurement: Cross referencing and tracking of all alternative water supply systems notated in IFCD mapping software for accuracy and completeness.

Status: In progress.

Service Delivery

As an Independent Special Fire Control District, Immokalee Fire Control District provides an all-hazards mission service platform to portions of unincorporated Collier County, including the communities of Immokalee and Ave Maria, and other State/Federal lands as requested encompassing 234 square miles through 3 fire stations, to over 24,000 full-time residents in Immokalee and 16,000 full-time residents in Ave Maria within an approved fiscal year 2026 operating budget of $ $10,613,045.

In an effort to provide proper fiscal stewardship coupled with delivering optimal service levels, the District, like all county fire/rescue agencies, uses closest unit dispatch on all fire and EMS calls, is a member of all mutual and automatic aid agreements between county partners, and takes part in the statewide regional response plan that offers operational assistance during times of emergency events spanning outside jurisdictional boundaries. The aforementioned posture enhances operational effectiveness, efficiency, and can lessen the economic operations of the District. In essence, the stated alternative service delivery methods provide a countywide operational platform that serves not only the respective jurisdiction, but all Collier County citizens.

Service Comparison

There are no similar services provided by municipal governments within the District's boundaries as the municipal governments reside outside of the District boundaries, and the county agency provides countywide emergency medical services and emergency transport. The District augments and supports the county EMS system with fire fighter EMT's and provides non-transport response capabilities.