



GOALS, OBJECTIVES, AND PERFORMANCE MEASURES ANNUAL REPORTING October 1, 2024- September 30, 2025

Message from the District: The Florida Legislature established new regulations for all special districts during their 2024 legislative session to enhance accountability and transparency. Starting on October 1, 2024, or by the end of the first full fiscal year after its creation (whichever comes later), each special district must establish goals and objectives for each program and activity. Districts are also required to develop performance measures and standards to assess the achievement of these goals and objectives.

Each special district is required to publish an annual report on its website by December 1 each year, with the initial report due by December 1, 2025. This annual report will outline the District's goals, objectives, performance metrics, deliverables, and essential work processes. By using performance measures and standards, the District will ensure it is heading in the right direction, and maximizing its limited resources.

Background: The Fort Myers Beach Fire Control District (FMBFD) is an Independent Special District established in 1949, and serves a population of approximately 7,573 within a five-square-mile area. The district is governed by an elected five-member Board of Fire Commissioners and has adopted a 2.80-mill ad valorem levy for FY25 on properties located in the district. FMBFD is an all-hazards fire district providing traditional fire suppression, fire prevention, medical first response (MFR), and ground emergency medical transport (GEMT) (ambulance) service at the advanced life support (ALS) level.

FMBFD operates three fire stations (one of which is being rebuilt following damage sustained during Hurricane Ian in 2022) and six frontline response apparatus, including cross-staffed units, with EMS resources deployed from all district fire stations. FMBFD employs 15 administrative and support staff and 48 operational staff. FMBFD currently has an Insurance Services Office (ISO) Public Protection Classification (PPC) of Class 2.



Strategic Priorities and Objectives

The Stakeholder Perspective

- **Goal: Achieve excellence in stakeholder's perception of safety**
 - Objective: Measure effectiveness of existing education programs to increase stakeholder's actual and perceived sense of safety (car seat program, AED, & CPS programs, etc.)
 - Conduct evaluation of existing public education programming
 - Outcome: The District has conducted 8 CPR/AED classes for the period. Several of the groups have scheduled additional classes to be performed in 2026.
 - Outcome: The District has installed 9 car seats for the period, with customers coming by way of reference from other satisfied customers.
 - Update education program based on evaluation findings
 - Outcome: CPR mannequins were replaced this year providing enhanced feedback to class participants. Three (3) Automatic External Defibrillator (AED) training units were added to enhance cardiac resuscitation training.
 - Outcome: New Life Safety Specialist was trained and certified in car seat installation during this period.
- **Goal: Increase opportunities for stakeholder engagement**
 - Objective: Increase educational and preparedness programs throughout the community
 - Evaluate the need and opportunities for increased staffing to enable implementation of educational programs and community risk reduction activities
 - Outcome: Staffing levels were evaluated with regard to the level of CRR programs offered and delivered and found it to be sufficient. Because the community is still recovering from the effects of Hurricane Ian, many condo / multi-family associations are still out of service or vacant.
 - Fund staffing consistent with needs identified
 - Outcome: The District is sufficiently funding the required human resources
 - Objective: Develop and sustain forums for community access
 - Evaluate and implement opportunities for remote and/or recorded access to Fire Commission meetings
 - Outcome: The District live streams Fire Commission meetings with the video available on the District's website.



The Financial Perspective

- **Goal: Implement financial and revenue strategy to sustain current and meet future needs**
 - Objective: Implement long-term system of contributions and withdrawals to maintain capital infrastructure and organizational health
 - Assess options for enhanced service delivery, including fee-based system
 - Outcome: The District evaluated and revised its Life Safety Fee Schedule, refining many items to the benefit of the community.
 - Outcome: During the latest budget cycle, the District performed a deep analysis of the current economic conditions to identify trends in property values for the near future. The District is positioning for potential near-term reductions in property values and subsequently, ad-valorem revenue decreases.
- **Goal: Achieve operational efficiency**
 - Objective: Develop and implement an Information Technology (IT) plan to support internal and external District operations and administration
 - Evaluate adopted technology for efficiency and effectiveness. Fund, monitor, and update plan
 - Outcome: Most on premise core technologies have been moved to secure Microsoft cloud instances. New cloud-to-cloud backups ensure data availability and redundancy. In the event of a natural disaster all District Administration and fleet operations can continue seamlessly from mobile offices and in-vehicle mobile computers.
 - Objective: Develop and implement a cyber security resilience plan
 - Develop and implement a cyber security program and management plan to achieve cyber resilience
 - Outcome: Multi-factor authentication methods have been implemented to secure all user logins. Ransomware detection and remediation software is installed automatically on all District computers to ensure immediate network isolation and quick roll back in the event of any malware detection.

The Internal Operations Perspective

- **Goal: Efficiently and effectively respond to emergencies**
 - Objective: Ensure adequate protective equipment and turnout gear for emergency responders



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- Maintain inventory and replacement schedule for PPE needs
 - Outcome: The District was on-hold for firefighting ensembles due to an industry-wide issue with PFAS-impregnated materials. In the absence of an approved PFAS-free replacement material, the level of risk was evaluated, and a decision made to proceed with the replacement of all firefighting gear.
 - Fund and procure equipment
 - Outcome: The District has replaced all firefighting ensembles with the 2025 model. This objective was delayed due to the industry-wide issue with PFAS materials but has since been completed.
 - Outcome: The District has ordered the wholesale replacement of the firefighting self-contained breathing apparatus (SCBA) inventory. Currently, the delivery projection is January 2026.
 - Outcome: Firefighting helmets and boots that have reached end-of-life were replaced.
 - Objective: Ensure efficient and effective vehicle replacement and maintenance
 - Continue to update vehicle replacement plan (Initial 5-Year Capital Asset Plan) and revisit timeframe for replacement (including monitoring useful life of certain types of vehicles)
 - Outcome: The District evaluated the current Capital Sustainment Plan, made modifications to replacement timelines, and rebalanced reserves to account for updated replacement schedule.
 - **Goal: Achieve excellence as a high-performing organization**
 - Objective: Develop consistency in personnel management policy and practice
 - Standardize, update, revise, and create consistency among organizational policies, procedures, and documents
 - Outcome: The Deputy Chief position, which has been vacant since 2023 due to budget constraints following Hurricane Ian, has been filled. A primary task for this role is to review existing policies and procedures and revise or develop the necessary documents to meet this objective.
 - Objective: Address employee culture
 - Engage labor partners in implementing measures to enhance employee morale and solving organizational culture challenges
 - Outcome: Labor and management leaders have collaborated on initiatives to bring the parties together on joint initiatives. These initiatives are often focused on the community, supporting non-profits and not-for-profit associations.



- Develop opportunities for labor-management communication and collaboration
 - Outcome: A labor management committee has been formed, has met multiple times and will continue meeting on a monthly basis with the long-term goal of stability, requiring only quarterly meetings.
- Objective: Complete organizational performance review as mandated by the Florida Statute, Section 191.003
 - Implement improvement measures as suggested by performance review
 - Outcome: The District's first performance review was conducted in late 2023 by MGT of America Consulting, LLC. The sole recommendation included the following:
 - MGT recommends the District continue its efforts of looking for economically feasible ways to safely improve its response times.
 - Outcome: The District will relocate its most-expensive apparatus, Truck 33 to Station 31 once construction is completed in early 2026. The District is placing in service at Station 31, its Ford F-250 Support Vehicle to run routine emergency responses at a fraction the cost of operating the ladder truck. The personnel will be split amongst the two vehicles with the officer and engineer staffing the ladder truck and supporting the Training Division between emergency responses. The remaining personnel will staff the Support Vehicle. The separate crews will join up at emergencies that require both units and work as one Truck Company crew.

Employee Development & Learning

- **Goal: Recruit and train for excellence throughout the workforce**
 - Objective: Recruit for excellence in the workforce
 - Implement, evaluate, and monitor plan consistent with succession objectives
 - Outcome: The District has hired two highly-skilled Assistant Chiefs to oversee Operations and Training. The District made improvements to the collective bargaining agreement to award experience credits to newly-hired firefighters which has helped attract tenured employees from other fire and EMS departments in and out of the state of Florida.



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- Objective: Ensure all employees meet job performance requirements through fire and medical training in core competencies
 - Develop and implement annual training plan to ensure compliance
 - Outcome: The newly-hired Training Chief has reintroduced an enhanced annual training plan. Hands-on training occurs each week Tuesday through Thursday, providing consistency in operations between the shifts.
 - Monitor and evaluate progress
 - Outcome: reports are being produced monthly and quarterly on training, response performance measures, and outcomes.
 - Objective: Ensure all employees have opportunity for growth and development
 - Create opportunities for District mentoring and leadership development
 - Outcome: The Training Division has engaged multiple tenured employees to serve as instructors to recruit firefighters. Several members are capitalizing on opportunities to develop their skills via classes, conferences, and hands-on training.
 - **Goal: Ensure capacity to meet staffing needs at all levels of the organization**
 - Objective: Develop and implement leadership and personnel retention and succession plan
 - Outcome: HR is conducting Stay Interviews to see how the District can continue to improve. Training is offered to members with a focus on developing skills for their current position as well as the next position in the hierarchy of the organization.
 - Objective: Assess position vacancies in the short, medium, and long term(s)
 - Outcome: Most vacant positions that were frozen after the impact of Hurricane Ian have been funded and filled. The District is near full staffing at this time.

The District is currently creating its 2026-2030 Strategic Plan. The plan will be completed early January 2026, and submitted for the Board of Fire Commissioners' approval on January 28, 2026.