Greater Naples Fire Rescue District
Goals and Objectives
Adopted Fiscal Year 2026-2027

Mission

The Mission of the Greater Naples Fire Rescue District is to protect life and property by providing emergency response services and education for residents, businesses, and visitors of our community.

Vision

Increase response effectiveness
Enhance professionalism and operational efficiencies
Use taxpayer dollars responsibly

Values

Professionalism ~ Integrity ~ Compassion

District Purpose and Goals

The Greater Naples Fire Rescue District ("District"), an independent special district and a public body corporate and politic of the State of Florida, was created under Chapter 2014-240 laws of Florida. As stated in the charter, the District shall have the authority and responsibility to establish, equip, operate, and maintain a fire department and rescue service. The aforementioned shall include providing services of fire hydrants and other types of water supply, buildings for housing fire equipment and personnel, training facilities for fire and rescue, and other buildings deemed necessary by the district board to provide adequate protection from unwanted fire and to carry out rescue operations. In addition, the District shall have the authority to extend its services beyond the District boundaries, provided it is in cooperation with another governmental entity, whether federal, state, county, or municipal. The District shall have all the powers and duties granted by this charter and chapters 189 and 191, Florida Statues.

In meeting the District's purpose and goals, and in accordance with Florida Statute 189.0694, goals and objectives have been set for the following programs and activities that are undertaken by the District.

Operations
Fire Suppression
Advanced Life Support/Basic Life Support
All Hazards Rescue
Training

Fire & Life Safety
Community Risk Reduction
Code Enforcement
Public Education
Community Outreach
Investigations

Support Services
Human Resources
Information Technology
Fleet Maintenance
Facilities Maintenance
Finance

Fire Suppression

Operations provides an all-hazards service platform and is the largest functional unit within the District. With 242 operations personnel, working in a three-platoon shift system 24 hours on-duty and 48 hours off-duty, operations provide the following services: fire suppression, ALS/BLS non-transport services, all hazards rescue including but not limited to: dive rescue, marine emergency response, hazardous material response, and technical rescue; and training.

Fire Suppression: The District's fire suppression program is a modified approach due to the diversity of the District (urban and rural) and framed by goals aligned with NFPA 1710 response and staffing standards. The efficiency, adequacy, and effectiveness of the fire suppression program supports protection of life and property within the 1,512 square mile jurisdiction that includes contracted areas of Ochopee and Mile Marker 63. Moreover, the shared goal with neighboring fire departments is represented by mutual and automatic aid agreements. The collective effort seeks to maximize the District's ability to meet standards and provide fire protection for the community. The District's Fire Suppression program is expected to maintain adequate and consistent staffing, response readiness, and overall ability to provide fire protection for the community.

Goal: Provide adequate staffing levels to meet response standards.

⇒ **Objective**: Conduct timely promotional testing to maintain appropriate staffing levels for each position.

⇒ **Objective**: Keep squad-type vehicles staffed as often as possible to reduce response times while enhancing service levels.

⇒**Objective:** Conduct annual evaluation of operational staffing and apparatus deployment to assess response time performance and make adjustments for appropriate distribution.

Measurement: Meet or exceed NFPA standards for response times

Standards: NFPA 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, SOG 410.1

ALS/BLS Non-Transport Services

Operations

ALS/BLS Non-Transport Services: The District provides a non-transport EMS service with patient transportation services being rendered by Collier County Emergency Medical Services (CCEMS). The District's provision of non-transport ALS response to all medical and rescue calls provides timely and specialized response to the public in accordance with NFPA 1710 and NFPA 450. Emergency response personnel are able to initiate life-saving care prior to the arrival of a transport unit, and supplement the transport staff for high-priority transports when needed.

Goal: To provide timely and appropriate emergency medical care for the sick or injured.

⇒ **Objective**: Hire Firefighters that are certified Paramedics when possible.

⇒ **Objective:** Support personnel becoming a credentialed Paramedic.

⇒ **Objective**: Have a quality improvement/quality assurance (QI/QA) program in place to improve system performance and patient outcomes.

⇒ **Objective**: Maintain compliance with all state and local requirements to maintain a Certificate of Public Convenience and Necessity (COPCN) which provides the District the designation as an Advanced Life Support (ALS) provider in the State of Florida.

⇒ **Objective:** Increase the number of ALS equipment available for first due apparatus.

⇒ **Objective:** Prepare to train all certified personnel on new advanced pre-hospital regional medical protocol.

Measurement: Maintain adequate number of credentialed Paramedics and ALS capable equipment; QI/ QA 100% of medical documentation

Standards: NFPA 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, NFPA 450 *Guide for Emergency Medical Services and Systems* , SOG 410.1, FAC 64J

All Hazards Rescue

All Hazards Rescue: All hazards response readiness, and ability to manage expanding incidents through established structure is a community need and foundational focus of emergency services. The District is a partner of Collier County's all hazards program. The District is expected to maintain response readiness through staffing, training and logistics elements, in support of mitigation of various incident types.

Operations

Goal: Enhance operational capabilities within the Urban Search and Rescue Program (USAR).

⇒ **Objective**: Increase the technical-operational capabilities of the current Type II Technical Rescue Team (TRT).

⇒ **Objective**: Increase number of technicians in the core five disciplines: Rope Rescue, Vehicle Machinery Rescue, Confined Space Rescue, Structural Collapse Rescue, Trench Rescue

Measurement: Maintenance of adequate staffing levels, particularly special operations, training that is supportive of the program, and maintenance of associated certifications.

- TRT cache is added to each budget cycle to increase capabilities.
- TRT team training occurs every month of the year with two months accounting for individual member assessments. Members are encouraged to complete the Tech level classes.
- Current roster of members on shift is 26 with two additional rostered members being non-shift.
- Rostered members would need to increase by another 10 members in order to increase the mandatory TRT daily staffing capabilities.

Standards: Florida Administrative Code 69A-37.065

Goal: Enhance operational capabilities within the MERT (Marine Emergency Response Team).

⇒ **Objective**: Increase the capabilities of the current MERT Team through documented training and enhanced equipment.

⇒ **Objective**: Increase the number of MERT members to reduce overtime liability and introduce the MERT Deckhand program.

All Hazards Rescue

⇒ **Objective**: Increase the capacity of the District's response to the emerging threat of flooding.

Measurement: Maintenance of adequate staffing levels, particularly special operations, training that is supportive of the program, and maintenance of associated certifications.

- MERT equipment is added to each budget cycle to increase capabilities.
- MERT team training occurs every month of the year with two months accounting for individual member assessments. Members are encouraged to complete the USCG Six Pack license.
- Rostered members would need to increase by another 9 members in order to reduce overtime cost.
    - **Standards**: GNFD MERT Task Book, GNFD MERT Deckhand Task Book, NFPA 1925

Training

Training: 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 practices.

Operations

Goal: Successfully design and implement positional performance objectives with the introduction of task books and developmental academies.

⇒ **Objective**: Develop a performance objective standard for each rank Firefighter-Battalion Chief.

⇒ **Objective:** Create a generic task book template encompassing performance objectives for each rank.

⇒ **Objective**: Implement each task book as a promotional requirement per the collective bargaining agreement

Measurement: List of applicable performance objectives for each rank.

Measurement: Task book template for each rank.

Measurement: Task book implemented as requirement during promotional process announcements.

Standards: NFPA 1001, 1002, 1021, GNFD Organizational Standards Manual

Goal: Successfully design and implement new hire recruit orientation for Class 27-01.

⇒ **Objective**: Develop/update the performance objective standard for new hire firefighters.

⇒ **Objective:** Develop/update the new hire recruit orientation curriculum and schedule.

⇒ **Objective**: Begin and end the new hire orientation program with all new hires that meet the districts recruit firefighter standard.

Measurement: Performance objectives meet the needs of both recruit firefighters and operational expectations.

Measurement: All new hire recruits successfully complete the orientation process.

Standards: GNFD New Hire Recruit Manual and Task Book, GNFD Organizational Standards Manual, NFPA 1001.

Training

Goal: Begin the planning to build a Training Facility.

⇒ **Objective**: Develop a needs analysis and conceptual design for a future training facility.

⇒ **Objective**: Determine/identify grant opportunities.

Measurement: Creation of a conceptual design layout document.

Measurement: Creation of Architectural drawings and site development.

Standards: NFPA

Operations

Community Risk Reduction

Fire & Life Safety provides professional fire & life safety code knowledge and public education activities throughout the community in an effort to save lives, prevent injuries, 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 systems analysis, special community event inspections, attending local, state, and national educational seminars/conferences, attending local planning, zoning, and site development meetings, and providing origin and cause investigations coupled with assisting the State Fire Marshal's Office/Bureau of Fire, Arson, and Explosives Investigations.

Community Risk Reduction: The community risk reduction activities and programs are designed to address the need for proactive measures to prevent emergencies and mitigate potential risks in order to improve public safety and community well-being. The expected benefits of the District's community risk reduction activities and programs include improving the safety and well -being of community members, visitors, and first responders, reducing the frequency and severity of accidents and emergencies, and increasing public awareness and fire & life safety education.

Goal: All water supply coordination and maintenance records housed within the District's records management system and ArcGIS platform.

⇒ **Objective**: To have a dedicated records management system and ArcGIS program for accessing and tracking locations and records for all water supply lines and fire hydrants within the Greater Naples Fire Rescue District. This will aid in timely response to inquiries, ISO site visits, and fire hydrant readiness for emergency response.

Measurement: Continue cross referencing of comparable water supply data from the Collier County Growth Management ArcGIS program for accuracy and completeness.

Measurement: Continue cross referencing of comparable water supply data from the City of Naples ArcGIS program for accuracy and completeness.

Measurement: Continue cross referencing of comparable water supply data from the Port of the Islands Community Improvement District for accuracy and completeness.

Measurement: Continue cross referencing of comparable water supply data from Everglades City records for accuracy and completeness.

Measurement: Continue cross referencing of comparable water supply data from Copeland records for accuracy and completeness.

Measurement: Continue cross referencing of fire hydrants notated in GNFD map books for accuracy and completeness.

Measurement: Continue cross referencing and tracking of all alternative water supply systems notated in GNFD map books for accuracy and completeness.

Standards: Florida Fire Prevention Code 8th Edition, NFPA Codes and Standards

Code Enforcement

Code Enforcement: Fire & Life Safety Inspections are a critical part of fostering a safer community by focusing on eliminating hazards and educating residential occupants, contractors, and business owners by ensuring they remain informed on relevant fire codes and their role in fire safety and hazard prevention.

Goal: Establish enhanced inspection technology for fire & life safety inspection efficiency.

⇒ **Objective**: Full implementation of the District-Wide EPR Fireworks software program to reduce the inspection time spent on the jobsite completing paperwork, eliminate duplication of efforts, aid in reliable and timely invoicing and collection of inspections fees, assist in the consistent data entry of inspection records, provide critical occupancy information to responding personnel.

Measurement: Q&A inspection reports prior to committing them, produce and track routine invoicing reports.

⇒ **Objective**: Continue progress in moving open inspections that reside in the MobileEyes inspection platform over to EPR Fireworks.

Measurement: Run MobileEyes reports on open inspections to verify progress and proper transfer into EPR Fireworks.

Goal: Enhance the Florida Fire Prevention Code compliant periodic inspections program.

⇒ **Objective**: Continued enhancement of a periodic inspections program and the associated data entry of Greater Naples Fire Rescue District community occupancies that are required to receive periodic fire & life safety inspections and the Florida Fire Prevention Code inspection frequency requirements.

Measurement: As data is accurately entered into EPR Fireworks, the auto-scheduling feature will be utilized for periodic inspections scheduling. Routine reports and/or EPR Dashboard are utilized to track inspections due and progress along with Florida Fire Prevention Code compliance.

⇒ **Objective**: Continue advancing the overall fire & life safety impacts within the Greater Naples Fire Rescue District community through effective and enhanced periodic inspections that incorporate tracking fire & life safety incidents within the community as they relate to periodic inspections.

Measurement: Evaluate and compare NERIS reports and periodic inspection reports on a recurring basis to uncover trends in fire & life safety incidents in specific occupancy types.

Code Enforcement

Goal: Continue to enhance the continuity between fire plans review and field fire inspections.

⇒ **Objective:** Enhance the continuity between Collier County fire plans review and District field fire inspections through continued progress with written procedures, guidelines, and directives relative to fire plans review and fire & life safety teams.

Measurement: Recurring review of procedures, guidelines, and directives with both teams to evaluate areas in need of improvement along with areas of success.

⇒ **Objective**: Meet industry development demands by providing enhanced customer service relations with contractors, developers, business owners, and end-users through cohesive fire plans review and District field inspections, including the inclusion of fire plans review in EPR Fireworks reporting and related communications.

Measurement: Routine collaborative review meetings between Collier County fire plans review and District Fire & Life Safety Section liaison and fire inspectors, email communications, and EPR Fireworks reporting.

Standards: F.S. 633.118, Florida Fire Prevention Code 8th edition, NFPA 1730, 2019 *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations*

Public Education/Community Outreach

Fire & Life Safety

Public Education:

Goal: Provide educational programs to the community on fire prevention, safe evacuation, CPR, Stop the Bleed, emergency preparedness, etc.

⇒ **Objective**: Provide support to CERT communities in the District.

⇒ **Objective**: Offer CPR certification classes to the community.

⇒ **Objective**: Provide opioid overdose information to the community.

⇒ **Objective**: Provide Home Oxygen Therapy and Bi-Directional Fuse devices, training, and education to the community.

Measurement: Tracking of completed public programs

Community Outreach:

Goal: Engage with the community through events, meetings, and social media to promote fire and life safety.

⇒ **Objective:** Attend and/or plan community/school events that focus on fire and life safety in the District, advertise the community/school events on social media to further educate the public.

⇒ **Objective:** Identify ways to improve external communications used by the District.

⇒ **Objective:** Establish partnerships with local businesses, organizations, and government agencies to promote fire safety and prevention.

Measurement: Tracking of completed public programs, Social Media engagement statistics

Standards: Florida Fire Prevention Code 8th Edition, NFPA Codes and Standards

Investigations

Investigations: Proper investigation and reporting of fires enables the Florida State Fire Marshal's office to provide accurate statistical data to agencies, such as the National Fire Protection Association, to meet their mission of protecting life, property, and the environment from the devastation of fire.

Goal: Continue conducting comprehensive origin and cause fire investigations to identify patterns and trends, providing the District with a better understanding of the underlying factors contributing to fire incidents, along with the ability to implement targeted prevention strategies. This proactive approach will enhance public safety and foster community awareness and education on fire prevention measures.

⇒ **Objective:** Thorough investigation and reporting equips the District and the Florida State Fire Marshal's Office with precise statistical data. This collaboration supports the District's mission to protect life and property by providing emergency response services and education as well as preserving the environment from the catastrophic impact of fire.

Measurement: Recurring review and analysis of fire incidents and investigations.

Standards: F.S. 633, NFPA 921 *Guide for Fire and Explosion Investigations, 2024 edition.*

Human Resources

Support Services provides district-wide ancillary support through Human Resources, Information Technology, Fleet maintenance, Facilities Maintenance, and Finance.

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.

Goal: Obtain approval for and implement a time and attendance system for non-collectively bargained employees.

⇒ **Objective:** Evaluate available time and attendance systems to identify a solution that improves the accuracy and efficiency of employee timekeeping and payroll reporting.

⇒**Objective:** Present recommendations for approval and coordinate the implementation of the selected system, including employee and supervisor training.

Measurement: Approval and successful implementation of a time and attendance system for non-collectively bargained employees.

Standards: Fair Labor Standards Act (FLSA), Employee Handbook and applicable district governing documents.

Goal: Develop a comprehensive mental health program for current and retired District employees.

⇒ **Objective:** Evaluate existing mental health resources and identify opportunities to expand services that support the mental health and well-being of current and retired employees.

⇒**Objective:** Develop recommendations for a District mental health program, including available resources, access to services, and education for employees and retirees.

Measurement: Development and presentation of a comprehensive mental health program with an implementation plan.

Goal: Evaluate anticipated staffing vacancies and coordinate the recruitment and onboarding of firefighters.

⇒ **Objective:** Analyze anticipated vacancies, including projected retirements and other staffing changes, to identify recruitment needs.

Human Resources

⇒**Objective:** Coordinate the recruitment and selection process for Firefighter Class 27-01, including application review, written examinations, interviews, and pre-employment requirements.

⇒ **Objective:** Coordinate the onboarding process to ensure selected candidates complete all required employment documentation and are prepared for their assigned start date.

Measurement: Completion of the recruitment, selection, and onboarding process for Firefighter Class 27-01.

Measurement: Analysis of anticipated vacancies to support future staffing and recruitment planning.

Information Technology

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.

Goal: Keep the District's Information Technology infrastructure updated to current industry standards.

⇒ **Objective:** Throughout the FY, replace outdated and obsolete technology with new computer workstations, tablets, and Mobile Data Terminals.

⇒ **Objective:** Finalize Netmotion deployment in our MDT environment.

⇒ **Objective:** Finish installing Sierra Wireless units in our vehicles to provide greater field connectivity and more reliable location data.

⇒ **Objective:** Finalize the setup of a Radio Management server that will simplify updating our Motorola radios at remote facilities.

Measurement: Completion of projects

Facilities Maintenance

Fleet Maintenance: Fleet Maintenance 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.

Goal: Monitor continuing education credits for fleet mechanics.

⇒ **Objective**: During FY 2026/27, develop a monitoring checklist of Automotive Service Excellence courses taken and disciplines achieved.

⇒ **Objective:** Provide educational opportunities for Fleet Technicians to maintain proficiency for the multiple systems.

Measurement: Cost per course/per fleet mechanic to keep certifications current; number of new certifications ascertained and cost per certification.

Goal: Minimize vehicle and apparatus downtime in shop.

Objective: Create an established preventative maintenance schedule and program for district fleet.

Measurement: Develop a baseline out-of-service metric of the time spent in the shop for a given repair work order.

Goal: Determine the Cost Benefit of creating a secondary fleet location.

⇒ **Objective:** Conduct a Cost Benefit Analysis to determine the feasibility and the benefits of re-establishing a secondary fleet location. This assessment will also include the benefits and measure the reduction of travel required for Operations Staff to access fleet.

Measurement: Determine if Fleet's efficiency can be increased by establishing a secondary location. In addition, any potential cost savings of insourcing the servicing of passenger vehicles.

Standards: NFPA/ASE

Facilities Maintenance

Facilities Maintenance: Facilities Maintenance is responsible for daily maintenance and repair of district facilities including, but not limited to, minor air conditioning, plumbing, electrical, and structural issues.

Goal: Establish a standardized Facility maintenance program.

⇒ **Objective**: Develop a standardized list of facility equipment.

⇒ **Objective**: Strive to increase efficiency in completing maintenance related service request tickets by 25%.

Measurement: Tracking completed ticket open times to completion.

Goal: Develop and implement a capital facility plan.

⇒ **Objective:** Continue coordination of new construction, current facilities repairs, and grant projects to facilitate an efficient process.

Measurement: Implementation of plan.

Standards: Applicable local building codes

Finance

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.

Goal: Develop a Fund Balance Policy for the General Fund.

⇒ **Objective**: Establish a structure of funds and determine the minimum levels of funds that will ensure service delivery.

⇒ **Objective:** Create a plan to meet future needs.

Measurement: Adoption of policy, adequate financial reserves to guard against financial instability

Goal: Prepare and monitor the Annual Budget in a timely manner according to statute.

⇒ **Objective:** Monitor the Budget through monthly reports, conduct quarterly adjustments (where necessary), end of year reviews/audit

Measurement: TRIM Compliance letter, Income Statement

Goal: Successfully complete the annual audit without findings.

⇒ **Objective:** Upload all required documentation into the auditor's portal in a timely manner.

Measurement: Audit report

Goal: Develop an Online Payment Policy to ensure that funds received by the District are handled according to best practices.

⇒ **Objective:** Physical Security will be enacted to ensure funds are secured.

Measurement: Policy adoption and compliance

Goal: Ensure compliance with current/awarded state and federal grant applications.

⇒ **Objective**: Properly track and monitor state and federal grants awarded for quarterly performance and annual audit reviews.

Measurement: Number of properly completed reports provided to the respective state and/or federal grant agency.

Standards: GAAP, GASB standards, TRIM requirements, FDEM guidelines, FEMA guidelines

Greater Naples Fire Rescue District

Goals and Objectives

Adopted Fiscal Year 2024-2025

Status as of September 30, 2026

Mission

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Increase response effectiveness
Enhance professionalism and operational efficiencies
Use taxpayer dollars responsibly

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In meeting the District's purpose and goals, and in accordance with Florida Statute 189.0694, goals and objectives have been set for the following programs and activities that are undertaken by the District.

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Fire Suppression

Operations provides an all-hazards service platform and is the largest functional unit within the district. With 207 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, ALS/BLS non-transport services, all hazards rescue including but not limited to: dive rescue, marine emergency response, hazardous material response, and technical rescue; and training.

Operations

Fire Suppression: The District's fire suppression program is a modified approach due to the diversity of the District (urban and rural) and framed by goals aligned with NFPA 1710 response and staffing standards. The efficiency, adequacy, and effectiveness of the fire suppression program supports protection of life and property within the 1,512 square mile jurisdiction that includes contracted areas of Ochopee and Mile Marker 63. Moreover, the shared goal with neighboring fire departments is represented by mutual and automatic aid agreements. The collective effort seeks to maximize the District's ability to meet standards and provide fire protection for the community. The District's Fire Suppression program is expected to maintain adequate and consistent staffing, response readiness, and overall ability to provide fire protection for the community.

Goal: Provide adequate staffing levels to meet response standards.

⇒ **Objective**: Hire and staff 21 Firefighters and promote Engineers and Lieutenants to offset overtime needed to cover positions on apparatus.

⇒ **Objective**: Increase the number of squad-type vehicles into the operational response matrix full time to reduce response times while enhancing service levels.

Measurement: Reduction of response times

Standards: NFPA 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, SOG 410.1

As of September 30, 2026:

- **GOAL MET- 39 Firefighters hired and on shift effective 05/26**
- **GOAL MET- added 1 squad to the staffing matrix with mandatory staffing requirements.**

ALS/BLS Non-Transport Services

Operations

ALS/BLS Non-Transport Services: The District provides a non-transport EMS service with patient transportation services being rendered by Collier County Emergency Medical Services (CCEMS). The District's provision of non-transport ALS response to all medical and rescue calls provides timely and specialized response to the public in accordance with NFPA 1710 and NFPA 450. Emergency response personnel are able to initiate life-saving care prior to the arrival of a transport unit, and supplement the transport staff for high-priority transports when needed.

Goal: To provide timely and appropriate emergency medical care for the sick or injured.

⇒ **Objective**: Hire Firefighters that are certified Paramedics when possible.

⇒ **Objective:** Support personnel becoming a credentialed Paramedic

⇒ **Objective**: Have a quality improvement/quality assurance (QI/QA) program in place to improve system performance and patient outcomes.

⇒ **Objective**: Maintain compliance with all state and local requirements to maintain a Certificate of Public Convenience and Necessity (COPCN) which provides the District the designation as an Advanced Life Support (ALS) provider in the State of Florida.

⇒ **Objective:** Increase the number of ALS equipment available for first due apparatus.

⇒ **Objective:** Prepare to train all certified personnel on new advanced pre-hospital regional medical protocol.

Measurement: Increase number of credentialed Paramedics and ALS capable equipment; QI/QA 100% of medical documentation

Standards: NFPA 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, NFPA 450 *Guide for Emergency Medical Services and Systems* , SOG 410.1

As of September 30, 2026:

- **GOAL MET- The District added 18 newly credentialed paramedics as of 06/26**

All Hazards Rescue

Operations

All Hazards Rescue: All hazards response readiness, and ability to manage expanding incidents through established structure is a community need and foundational focus of emergency services. The District is a partner of Collier County's all hazards program. The District is expected to maintain response readiness through staffing, training and logistics elements, in support of mitigation of various incident types.

Goal: Enhance operational capabilities within the Urban Search and Rescue Program (USAR).

⇒ **Objective**: Increase the technical-operational capabilities of the current Type II Technical Rescue Team (TRT).

⇒ **Objective**: Increase number of technicians in the core five disciplines: Rope Rescue, Vehicle Machinery Rescue, Confined Space Rescue, Structural Collapse Rescue, Trench Rescue

⇒ **Objective:** Increase mandatory TRT daily staffing for increased response capabilities.

⇒ **Objective**: Increase the capacity of the District's response to the emerging threat of flooding.

Measurement: Maintenance of adequate staffing levels, particularly special operations, Training that is supportive of the program, and maintenance of associated certifications.

- TRT cache is added to each budget cycle to increase capabilities.
- TRT team training occurs every month of the year with two months accounting for individual member assessments. Members are encouraged to complete the Tech level classes.
- Current roster of members on shift is 24 with three additional rostered members being non-shift.
- Rostered members would need to increase by another 10 members in order to increase the mandatory TRT daily staffing capabilities.

Standards: Florida Administrative Code 69A-37.065

As of September 30, 2026:

- **GOAL NOT MET- due to increased training requirements and standards, the team will only add an additional 4 by 11/26 for a total of 26.**

Training

Operations

Training: 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 practices.

Goal: Develop a Five-year training strategy.

⇒ **Objective**: Prepare a needs analysis regarding the educational requirements and training curriculum to meet the District's current and future training agenda.

Measurement: Determine/List Federal/State/and Local training requirements.

Measurement: Determine/List current training resource inventory.

Measurement: Conduct surveys with training staff on current resource and staff capabilities and report results to the Fire Chief.

As of September 30, 2026:

- **GOAL MET- the District has established a 5- year training plan**
- **The District has acted on all survey feedback**
- **Training resource inventory has been completed**
- **Current resources and staff capabilities reported to Fire Chief**

Goal: Begin the planning to build a Training Facility.

⇒ **Objective**: Develop a needs analysis and conceptual design for a future training facility at our Shearwater street parcels.

⇒ **Objective**: Determine/identify grant opportunities.

Measurement: Conceptual design layout document.

Measurement: Architectural drawings and site development.

Standards: NFPA

As of September 30, 2026:

- **GOAL MET- progress on this initiative was started but deferred pending Board decision.**

Community Risk Reduction

Fire & Life Safety

Fire & Life Safety provides professional fire & life safety code knowledge and public education activities throughout the community in an effort to save lives, prevent injuries, 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 systems analysis, special community event inspections, attending local, state, and national educational seminars/conferences, attending local planning, zoning, and site development meetings, and providing origin and cause investigations coupled with assisting the State Fire Marshal's Office/Bureau of Fire, Arson, and Explosives Investigations.

Community Risk Reduction: The community risk reduction activities and programs are designed to address the need for proactive measures to prevent emergencies and mitigate potential risks in order to improve public safety and community well-being. The expected benefits of the District's community risk reduction activities and programs include improving the safety and well -being of community members, visitors, and first responders, reducing the frequency and severity of accidents and emergencies, and increasing public awareness and fire & life safety education.

Goal: All water supply coordination and maintenance records housed within a single software program.

⇒ **Objective**: To have personnel dedicated to water supply coordination for accuracy.

Measurement: Progress reports developed and provided to District staff.

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

Measurement: Cross referencing of comparable water supply data from the Collier County Growth Management ArcGIS program for accuracy and completeness.

Measurement: Cross referencing of comparable water supply data from the City of Naples ArcGIS program for accuracy and completeness.

Measurement: Cross referencing of comparable water supply data from the Port of the Islands Community Improvement District for accuracy and completeness.

Measurement: Cross referencing of comparable water supply data from Everglades City records for accuracy and completeness.

Measurement: Cross referencing of comparable water supply data from Copeland records for accuracy and completeness.

Measurement: Cross referencing of fire hydrants notated in GNFD map books for accuracy and completeness.

Measurement: Cross referencing and tracking of all alternative water supply systems notated in GNFD map books for accuracy and completeness.

Standards: Florida Fire Prevention Code 8th Edition, NFPA Codes and Standards

As of September 30, 2026:

- **GOAL MET- the District hired a Water Supply Technician meeting or exceeding established goals and objectives.**

Code Enforcement

Fire & Life Safety

Code Enforcement: Fire & Life Safety Inspections are a critical part of fostering a safer community by focusing on eliminating hazards and educating residential occupants, contractors, and business owners by ensuring they remain informed on relevant fire codes and their role in fire safety and hazard prevention.

Goal: Establish enhanced inspection technology for fire & life safety inspection efficiency.

⇒ **Objective**: Full implementation of the District-Wide EPR Fireworks software program to reduce the inspection time spent on the jobsite completing paperwork, eliminate duplication of efforts, aid in reliable and timely invoicing and collection of inspections fees, assist in the consistent data entry of inspection records, provide critical occupancy information to responding personnel.

Measurement: Q&A inspection reports prior to committing them, produce and track routine invoicing reports.

⇒ **Objective**: Progress in moving open inspections that reside in the MobileEyes inspection platform over to EPR Fireworks.

Measurement: Run MobileEyes reports on open inspections to verify progress and proper transfer into EPR Fireworks.

As of September 30, 2026:

- **GOAL MET- the District completes all new inspection related reporting within the EPR Fireworks platform.**

Goal: Enhance the Florida Fire Prevention Code compliant periodic inspections program.

⇒ **Objective**: Enhancement of a periodic inspections program and the associated data entry of Greater Naples Fire Rescue District community occupancies that are required to receive periodic fire & life safety inspections and the Florida Fire Prevention Code inspection frequency requirements.

Measurement: As data is accurately entered into EPR Fireworks, the auto-scheduling feature will be utilized for periodic inspections scheduling. Routine reports and/or EPR Dashboard are utilized to track inspections due and progress along with Florida Fire Prevention Code compliance.

⇒ **Objective**: Advance the overall fire & life safety impacts within the Greater Naples Fire Rescue District community through effective and enhanced periodic inspections that incorporate tracking fire & life safety incidents within the community as they relate to periodic inspections.

Measurement: Evaluate and compare FFIRS/NERIS reports and periodic inspection reports on a

recurring basis to uncover trends in fire & life safety incidents in specific occupancy types.

As of September 30, 2026:

- **GOAL MET- the District routinely utilizes EPR Fireworks reports, the auto-scheduling feature within the EPR Fireworks platform for certain inspection types, and tracks re-inspection due dates and progress via the EPR Dashboard.**

Goal: Continue to enhance the continuity between fire plans review and field fire inspections.

⇒ **Objective:** Enhance the continuity between Collier County fire plans review and District field fire inspections through continued progress with written procedures, guidelines, and directives relative to fire plans review and fire & life safety teams.

Measurement: Recurring review of procedures, guidelines, and directives with both teams to evaluate areas in need of improvement along with areas of success.

⇒ **Objective**: Meet industry development demands by providing enhanced customer service relations with contractors, developers, business owners, and end-users through cohesive fire plans review and District field inspections, including the inclusion of fire plans review in EPR Fireworks reporting and related communications.

Measurement: Routine collaborative review meetings between Collier County fire plans review and District Fire & Life Safety Section liaison and fire inspectors, email communications, and EPR Fireworks reporting.

Standards: F.S. 633.118, Florida Fire Prevention Code 8th edition, NFPA 1730, 2019 *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations*

As of September 30, 2026:

- **GOAL MET- the District and Collier County personnel hold routine collaborative meetings to identify and address topics in need of enhancements.**

Public Education/Community Outreach

Fire & Life Safety

Public Education:

Goal: Provide educational programs to the community on fire prevention, safe evacuation, CPR, Stop the Bleed, emergency preparedness, etc.

⇒ **Objective**: Provide support to CERT communities in the District.

⇒ **Objective**: Offer CPR certification classes to the community.

⇒ **Objective**: Provide opioid overdose information to the community.

Measurement: Tracking of completed public programs

As of September 30, 2026:

- **GOAL MET- the District participated in 133 public programs.**
- **Training has taught 12 community CPR/AED classes to include the administration of Narcan for opiate overdoses.**

Community Outreach:

Goal: Engage with the community through events, meetings, and social media to promote fire and life safety.

⇒ **Objective:** Attend and/or plan community/school events that focus on fire and life safety in the District, advertise the community/school events on social media to further educate the public.

⇒ **Objective:** Identify ways to improve external communications used by the District.

⇒ **Objective:** Establish partnerships with local businesses, organizations, and government agencies to promote fire safety and prevention.

Measurement: Tracking of completed public programs, Social Media engagement statistics

Standards: Florida Fire Prevention Code 8th Edition, NFPA Codes and Standards

As of September 30, 2026:

- **GOAL MET- the District participated in 133 public programs.**
- **The District has 36,372 followers on social media**

Investigations

Fire & Life Safety

Investigations: Proper investigation and reporting of fires enables the Florida State Fire Marshal's office to provide accurate statistical data to agencies, such as the National Fire Protection Association, to meet their mission of protecting life, property, and the environment from the devastation of fire.

Goal: Conduct comprehensive origin and cause fire investigations to identify patterns and trends, providing the District with a better understanding of the underlying factors contributing to fire incidents, along with the ability to implement targeted prevention strategies. This proactive approach will enhance public safety and foster community awareness and education on fire prevention measures.

⇒ **Objective:** Thorough investigation and reporting equips the District and the Florida State Fire Marshal's Office with precise statistical data. This collaboration supports the District's mission to protect life and property by providing emergency response services and education as well as preserving the environment from the catastrophic impact of fire.

Measurement: Recurring review and analysis of fire incidents and investigations.

Standards: F.S. 633, NFPA 921 *Guide for Fire and Explosion Investigations, 2024 edition.*

As of September 30, 2026:

- **GOAL MET- the District routinely reviews and analyzes EPR Fireworks fire investigation reports to identify fire trends, including lithium-ion battery and home oxygen therapy related fires.**

Human Resources

Support Services provides district-wide ancillary support through Human Resources, Information Technology, Fleet maintenance, Facilities Maintenance, and Finance.

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.

Goal: Evaluate staffing data to determine proper staffing levels to ensure services provided within our surrounding areas remain constant and are not diminished.

⇒ **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 and department to determine if there are areas of concern for attrition.

⇒ **Objective**: Develop and track the current full-time equivalency measure to evaluate data over a 12-month period including tracking current staff numbers by section 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.

Measurement: Turnover rates including reason(s) for attrition.

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.

As of September 30, 2026:

- **GOAL MET**

Goal: Evaluate salary and benefits package for civilian staff.

⇒ **Objective:** Conduct a benchmarking salary and benefits study for non-CBA staff positions to ensure that competitive compensation is offered to attract and retain the best talent.

Measurement: Ranking in established comparable agencies.
Standards: US Department of Labor, FLSA

As of September 30, 2026:

- **GOAL MET**

Information Technology

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.

Goal: Keep the District's Information Technology infrastructure updated to current industry standards.

⇒ **Objective:** Throughout the FY, replace outdated and obsolete technology with new computer workstations, tablets, and Mobile Data Terminals.

⇒ **Objective:** Implement Netmotion in our MDT environment.

⇒ **Objective:** Finish installing Sierra Wireless units in our vehicles to provide greater field connectivity.

⇒ **Objective:** Complete the setup of a Radio Management server that will simplify updating our Motorola radios at remote facilities.

Measurement: Completion of projects

As of September 30, 2026:

- **GOAL MET- the District has made progress in replacing outdated technology. The district completed a new technology spec and standard for technology district-wide, with drawings.**
- **Work began to replace the district's non-operational access control and CCTV systems.**
- **Sierra wireless upgrades are in progress.**

Fleet Maintenance

Fleet Maintenance: Fleet Maintenance 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.

Goal: Monitor continuing education credits for fleet mechanics.

⇒ **Objective**: During FY 2024/25, develop a monitoring checklist of Automotive Service Excellence courses taken and disciplines achieved.

Measurement: Cost per course/per fleet mechanic to keep certifications current; Number of new certifications ascertained and cost per certification.

As of September 30, 2026:

- **GOAL MET- Fleet has been an employee down and short-staffed. Fleet staff have continued with core education when time has been available to do so.**

Goal: Minimize vehicle and apparatus downtime in shop.

Objective: Create an established preventative maintenance schedule and program for district fleet.

Measurement: Develop a baseline out-of-service metric of the time spent in the shop for a given repair work order.

Standards: NFPA/ASE

As of September 30, 2026:

- **GOAL MET- Fleet has significantly increased PM services and is continuing to work on schedule.**

Facilities Maintenance

Facilities Maintenance: Facilities Maintenance is responsible for daily maintenance and repair of district facilities including, but not limited to, minor air conditioning, plumbing, electrical, and structural issues.

Goal: Establish a standardized Facility maintenance program.

⇒ **Objective**: Develop a standardized facility equipment package.

⇒ **Objective**: Reduce pending work orders by 25%.

Measurement: Number of emergency and non-emergency repairs completed.

As of September 30, 2026:

- **GOAL MET**

Goal: Develop and implement a capital facility plan.

⇒ **Objective:** Coordinate new construction, current facilities repairs, and grant projects to facilitate an efficient process.

Measurement: Implementation of plan.

Standards: Applicable local building codes

As of September 30, 2026:

- **In process**

Finance

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.

Goal: Develop a Fund Balance Policy for the General Fund.

⇒ **Objective**: Establishing a structure of funds and determine the minimum levels of funds that will ensure service delivery.

⇒ **Objective:** Create a plan to meet future needs.

Measurement: Adoption of policy, Adequate financial reserves to guard against financial instability

As of September 30, 2026:

- **In process**

Goal: Prepare and monitor the Annual Budget in a timely manner according to statute.

⇒ **Objective:** Monitor the Budget through monthly reports, conduct quarterly adjustments (where necessary), end of year reviews/audit

Measurement: TRIM Compliance letter, Income Statement

As of September 30, 2026:

- **GOAL MET- the District ended the year within budget and in compliance.**

Goal: Successfully complete the annual audit without findings.

⇒ **Objective:** Upload all required documentation into the auditor's portal in a timely manner.

Measurement: Audit report

As of September 30, 2026:

- **GOAL MET**

Goal: Develop a Cash and Check Handling policy to ensure that funds received by the District are handled according to best practices.

⇒ **Objective:** Physical Security will be enacted to ensure funds are secured.

Measurement: Adoption of policy and adherence to thereof.

As of September 30, 2026:

- **GOAL MET- the District stopped accepting cash October 1, 2025 and check handling procedures are being followed.**

Finance

Goal: Ensure compliance with current/awarded state and federal grant applications.

⇒ **Objective**: Properly track and monitor state and federal grants awarded for quarterly performance and annual audit reviews.

Measurement: Number of properly completed reports provided to the respective state and/or federal grant agency.

Standards: GAAP, GASB standards, TRIM requirements, FDEM guidelines, FEMA guidelines

As of September 30, 2026:

- **GOAL MET- the District completed all reports as required.**