



GREATER NAPLES FIRE RESCUE DISTRICT
'Professionalism, Integrity, Compassion'

STRATEGIC DIRECTION 2023-2027

**A BLUEPRINT FOR TODAY AND TOMORROW
“CREATING A CULTURE OF EXCELLENCE”**





GREATER NAPLES FIRE RESCUE





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EXECUTIVE STATEMENT

EXECUTIVE STATEMENT

The biggest strength we have as your Fire District is the personnel that strive to meet any challenge presented. Our personnel continue to provide the best in Fire and Life Safety services to the community we serve.

The strategic plan reflects those goals and objectives we hope to achieve over the next five years as your Fire Service. The strategic plan also provides a snapshot of the statistical data to reflect our future operation. It lists many of the accomplishments achieved over the past years and outlines an overview of the different sections and services we will be providing going into the future.

The strategic plan describes many projects that we have identified that will require funding to update and even replace some facilities. Several of those facilities are out of date and no longer meet current fire codes, as well as current hurricane codes. We are forecasting the anticipated costs associated with those facilities. This will need to be addressed so that we can remain in the service area and have safe facilities for our personnel.

The District has grown to 240 members, operating out of 19 facilities who represent Greater Naples Fire Rescue. We have started work on many new projects such as grants to build a new Training, Fleet, and Logistics facility. If approved, it will provide the facilities necessary to continue the mission; all to enhance the services we provide to our personnel and the community.

The following pages contain a lot of information, I hope you find it informative. The Greater Naples Fire Rescue District stands ready to respond to your time of need and we will utilize this plan to ensure our community receives the most professional and efficient emergency response and life safety services possible. Lastly, I'd like to thank you for your support in allowing me and my staff the opportunity to serve you. Your understanding, generosity, and kindness is always greatly appreciated.

Respectfully,

A handwritten signature in blue ink that reads "J. Nolan Sapp".

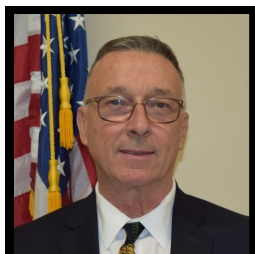
J. Nolan Sapp, Fire Chief



ABOUT GREATER NAPLES FIRE RESCUE DISTRICT



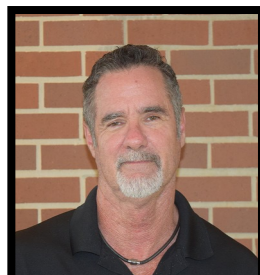
ABOUT THE DISTRICT



Kevin Gerrity
Chairman

The Greater Naples Fire Rescue District (i.e., GNFD or the District) is an Independent Special Fire Control District as defined within Florida State Statute Chapters 191 and 189. The District, an amalgamation of the East Naples Fire Control and Rescue District and the Golden Gate Fire Control and Rescue District, was created by an approved November 2014 voter referendum and the State of Florida Governor on May 12, 2014 – codified within the Laws of Florida, Chapter 2014-240.

Within said law and chapter, Articles III and IV describe the District’s Power and Governing Board respectively. Under Article III, the District has the authority and responsibility to “...establish, equip, operate, and maintain a fire department and rescue service,” including, but not limited to, providing for fire hydrant and water supply applications, fire and rescue training facilities, fire equipment and personnel facilities, and provide services beyond district boundaries in cooperation with other governmental partners – local, state, and/or federal.



David Stedman
Vice-Chairman

The District Governing Board – Board of Commissioners – is comprised of five (5) elected officials, elected pursuant to Chapter 191, Florida Statutes, by district electors in a nonpartisan election that serve for a 4-year term. The “Board” possesses all administrative duties as established in Chapters 189 and 191, Florida Statutes, with the major responsibilities being adopting rules and regulations (i.e., policymakers) for the District, approving the annual budget and accompanying resolutions, hiring the Fire Chief, and approving respective Collective Bargaining Agreements.



Charlie Cottiers
Treasurer



Nick Biondo
Secretary



Al Duffy
Commissioner



DISTRICT DEMOGRAPHICS

DISTRICT DEMOGRAPHICS

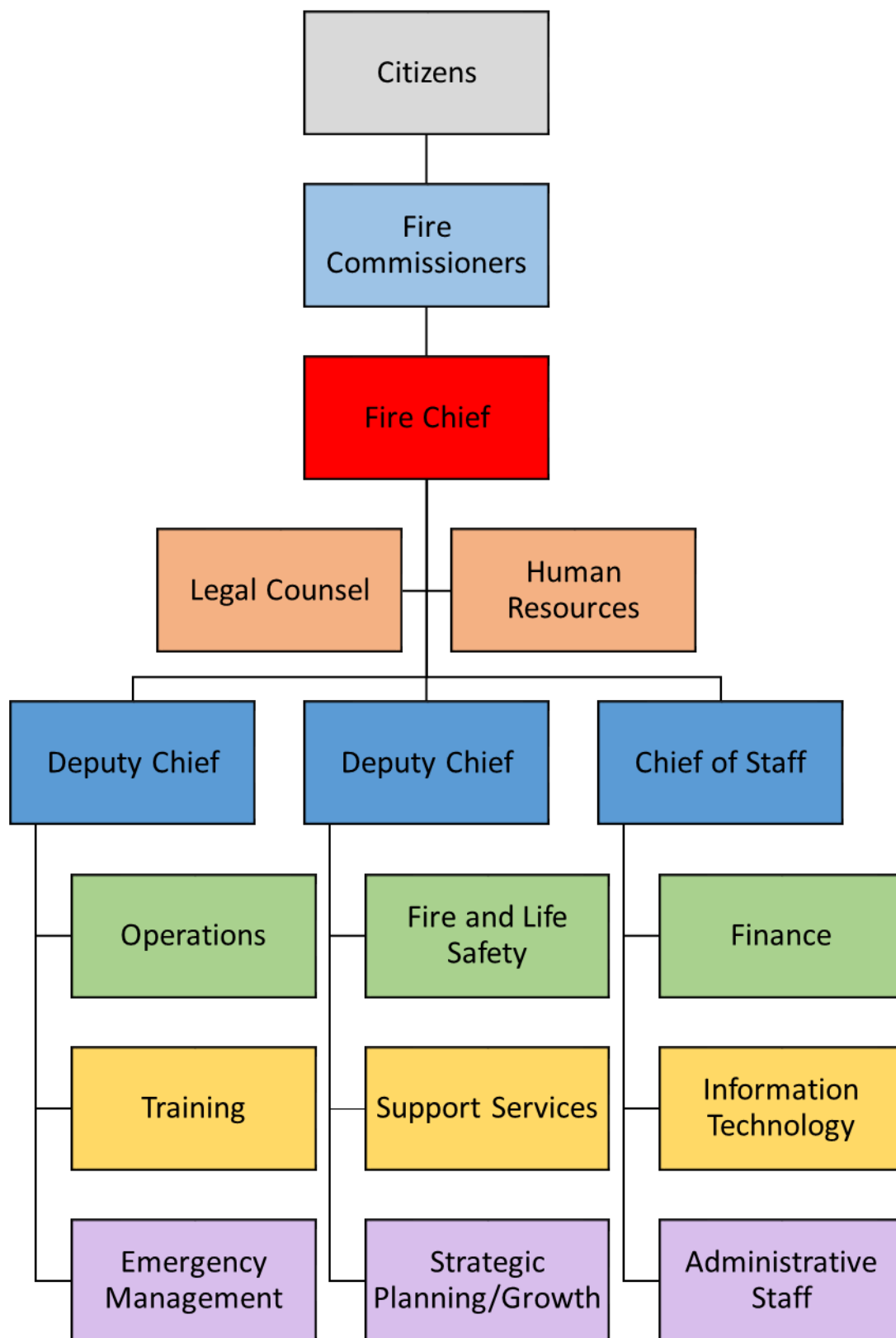
The District serves the communities of Chokoloskee, Everglades City, Golden Gate Estates, Golden Gate City, East Naples, Isles of Capri, Port of the Islands, unincorporated Collier County, and State/Federal conservancy lands. Through an All-hazards mission philosophy, GNFRD protects over 1,500 square miles, to over 160,000 permanent residents (42% of Collier County's population estimate), through 16 fire stations, with 186 sworn front-line operations personnel and 49 sworn/non-sworn administrative personnel - responding to 27,366 calls for service. The 2022 "calls for service" is on pace to exceed 2021 by approximately 10%, and the aforementioned is conducted within a FY 2022 operating budget of \$39,464,275.

As an independent special fire control district, we operate analogous to a city or county, and provide services within our jurisdictional boundaries to include: Suppression, Urban Search and Rescue, Marine Emergency Operations, Dive Operations, countywide Hazardous Materials response team, Emergency Medical Services, Fire and Life Safety, Investigations, Emergency Management, Growth Management/Strategic Planning, Administration, Finance, Human Resources, Information Technology, Professional Development/Training, Support Services to include Facilities, Logistics, and Fleet Maintenance, Community Emergency Response Team (CERT), and community risk reduction.

Our fire District community is a blend of new growth, existing residential and commercial infrastructure, rural estate and agricultural living, industrial and commercial zoning enclaves, with a large blend of non-profits, governmental occupancies, and private and public schools. In essence, GNFD provides a plethora of services to our residents, businesses, and annual visitors that call our region of Florida home during the seasonal months through our core values of Professionalism, Integrity, and Compassion.



DISTRICT DEMOGRAPHICS





PURPOSE

SERVING YOU IS OUR PURPOSE

MISSION

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

VISION

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

VALUES

*Professionalism
Compassion
Integrity*

The following pages contained within this document serve our residents, elected officials, and personnel with a “blueprint” towards Service Excellence. The FY 23-27 strategic plan is a dynamic and living document requiring annual monitoring incorporating changes/modifications as Local, State, and Federal conditions – economic and public policy – change.

2021 DISTRICT HIGHLIGHTS



BUILDING ON THE FOUNDATION

- Completed the Fiscal Year 2022 Goals and Objectives
- Completed a \$14.975 CDBG-MIT grant for the 10-acre Shearwater Street parcels
- Commenced with our COPCN project team to apply for a Class 3 ALS-Non Transport License
- Fire Operations responded to 27,366 calls for service from 16 fire stations
- Finance developed and the BOFC approved a FY 2021 \$45,840,603 operating budget
- Fire & Life Safety completed 6,534 new construction inspections covering 138,377,516 square feet
- Fire & Life Safety completed 2,349 existing building inspections
- Four Fire Plans Reviewers conducted 5,377 building reviews for NFPA compliancy
- Logistics responded to 1,005 service/maintenance requests on District facilities
- Logistics completed more than 40 district-wide capital and non-capital projects
- Professional Development completed more than 14 instructional topics to District personnel – for example, rapid rope rescue, hose advancement, aircraft operations
- Professional Development with Special Operations completed annual USAR training and Dive members completed their Watermanship testing protocols
- Fleet completed the annual NFPA 1911 and 1932 testing requirements on District apparatus
- Fleet began annual NFPA 1901 fire apparatus testing requirements

2021 DISTRICT HIGHLIGHTS



ACKNOWLEDGMENTS AND STRATEGIC PLANNING WORKING GROUP

The District is very appreciative for the following individuals' time and community commitment for serving on the strategic planning working group – through your efforts and dedication we have a future “blueprint” for Creating a Culture of Excellence:

1. Commissioner Al Duffy
2. Jim Craft
3. George Danz
4. Local 2396 Representatives - Executive Board
5. District Chief Forrest Campbell

COMMISSIONER AL DUFFY

Since 1985 Commissioner Duffy has called Collier County home, and is a proud 38-year veteran fire service member starting as a volunteer firefighter in the State of New York, then completing a 33-year career in Collier County, Florida - retiring in 2019 as a Battalion Chief with North Collier Fire Rescue. Commissioner Duffy possesses an Associate Degree in Fire Science, a State of Florida certified Fire Service Instructor 2, Fire Officer 2, and Hazardous Materials Technician. Commissioner Duffy became a Fire Commissioner in December 2020.

JIM CRAFT

Born in Evansville, Indiana; Jim Craft and family moved to Naples when he was a child. Jim started J.C. Drainfield in 1979 while still attending Lely High School. In 2020, after owning the company for 41 years alongside his brother Jack (passed in 2016), he sold his company to his nephews. In the early 1980's, Jim formed the Golden Gate Moose Lodge #1654 and he became the youngest Governor of any Lodge in the U.S. At the age of 28, he became the youngest President of FOWA (Florida Onsite Wastewater Association) and stayed active within the organization until he retired. In retirement, he enjoys spending time with his wife Eileen, their children, and 11 grandchildren; and taking weekly trips to Immokalee bringing food for children and the elderly. Jim's focus now is missionary work with trips to Peru, Guatemala, Poland, and Ukraine with Naples Church.

GEORGE DANZ

Originally from Michigan, George now calls Collier County home, and proudly served in the United States Air Force for 4 years. George has a distinguished fire service/EMS career serving as a Fire Chief and Director of Emergency Services in Michigan, Wisconsin, and Broward County, Florida – retiring as the Chief of Operations and Director of Broward County Medical Examiner and Trauma Services Division. George currently serves as the Secretary of the East Naples Civic and Commerce Association, Member of the Emergency Medical Services Committee of Collier County Fire Chiefs, Vice-President of the International Association of Fire Chiefs Foundations, and Trustee on the Greater Naples Fire Pension Plan.

DISTRICT SERVICES AND SECTIONS



As one of the largest independent special fire control districts in the State of Florida, providing service to over 160,000 residents covering 1,512 square miles from 16 fire-rescue stations and 6 ancillary facilities, it remains imperative to function like a county/municipal organization and provide a multitude of services through various work disciplines. The following services are provided through dedicated sworn- and non-sworn (civilian) personnel.

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 liaison work with the Human Resources Branch; 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. **Growth Management:** Provides district-wide direction and guidance with strategic planning initiatives concerning population estimates and density, fire station and ancillary site locations, service demand patterns, and serving as a district liaison to Collier County Growth Management Division.
4. **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.
5. **Operations:** Provides an all-hazards service platform and is the largest functional unit within the District. With 178 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, dive rescue, marine emergency response, hazardous material response, and light technical rescue. The latter is accomplished through 16 fire stations covering over 1,512 square miles of rural, urban, and suburban communities.
6. **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 practices.

DISTRICT SERVICES



DISTRICT SERVICES

DISTRICT SERVICES AND SECTIONS— CONTINUED

7. **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.
8. **Support Services:** Provides district-wide ancillary support through logistical, facilities, and fleet services.
 - a. The Logistics Branch 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 Facilities Branch is responsible for daily maintenance and repair of district facilities to include minor air conditioning, plumbing, electrical, and structural issues.
 - c. The Fleet Branch 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.
9. **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.
10. **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.
11. **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.



WHY PLAN STRATEGICALLY?

Planning strategically is a crucial element in an organization's annual processes to ensure the community receives optimal service delivery in a cost efficient and effective manner. The exercise of planning strategically provides the organization with a framework to properly adjust and adapt as necessitated by the respective community, coupled with, understanding the internal and external stimuli placing demands on the agencies' resources. The ability for an organization to remain nimble in a constantly evolving global environment is paramount for service delivery with an equal importance applied to District personnel and its citizenry – not an easy task!

WHY?



GREATER NAPLES FIRE RESCUE





STRATEGIC PLANNING ELEMENTS

- ◇ Understanding our Core Mission and Value System – Our Service Philosophy
- ◇ Outlining our Core Service Areas and Priority Identification
- ◇ Knowing our Community
- ◇ Identification of Agency Strengths, Opportunities, Deficiencies, and Threats
- ◇ Identification of Service Gaps
- ◇ Timeline Identification for Service Gap Completion
- ◇ Planning Vision – Our Blueprint

STRATEGIC PLANNING PURPOSE— WHY SO IMPORTANT?

- ◇ Establishes Short- and Long-term Direction – Districtwide
- ◇ Provides for a link between the annual budget process
- ◇ Provides for a link between the overall goals and objectives
- ◇ Provides for a link between the Capital Improvements Program (CIP)
- ◇ Delineation of Resource Optimization and Utilization
 - ◆ Personnel
 - ◆ Apparatus
 - ◆ Facilities
 - ◆ Service Areas
 - ◆ Information Technology

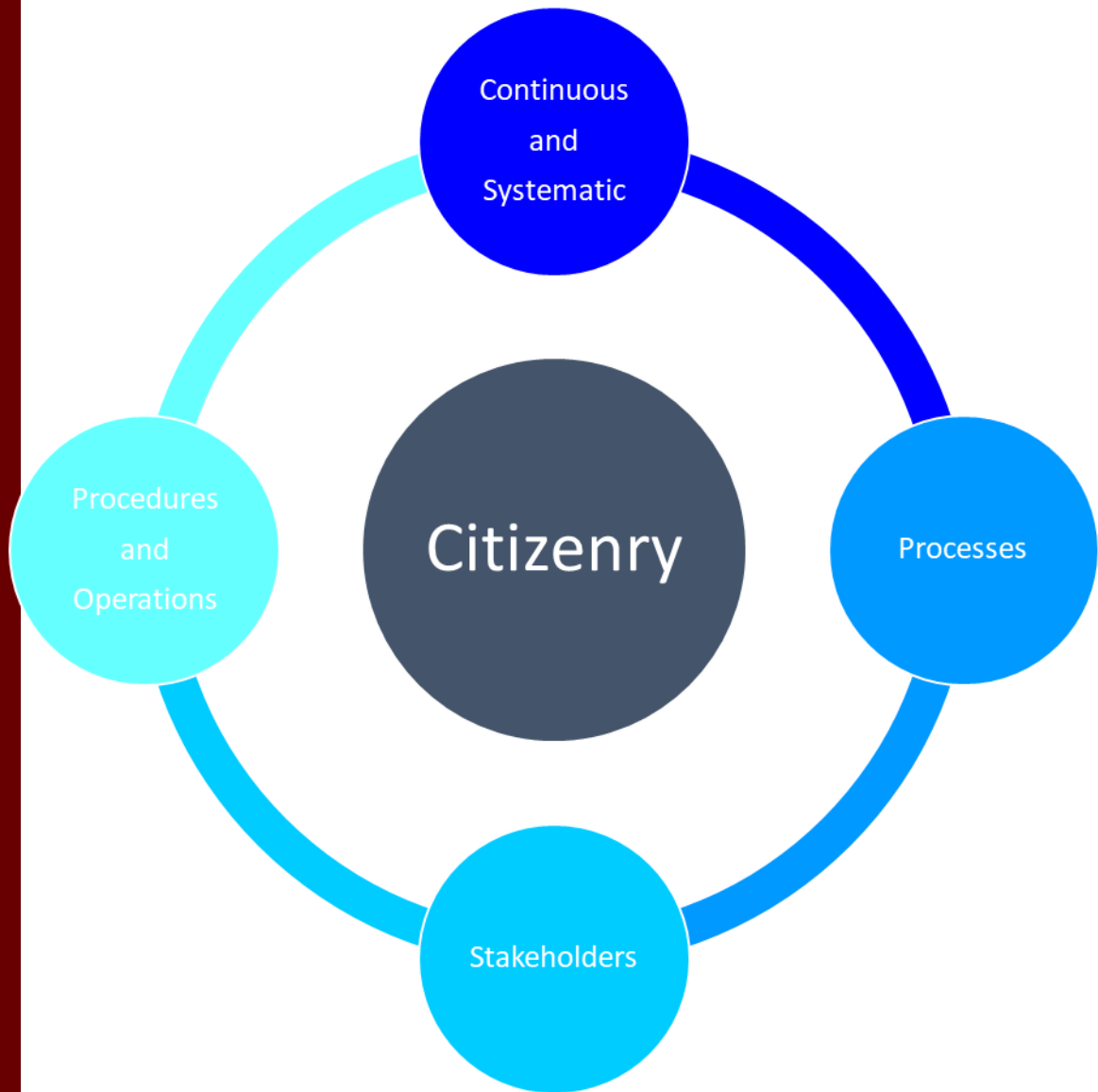
POSSIBLE STRATEGIC PLANNING “PITFALLS”

- ◇ Completely delegate to an outside planner
- ◇ Insufficient time spent in the long-range planning aspect
- ◇ Failure of long-range goal development with associated monetary costs
- ◇ Lack of necessary involvement from “key” internal personnel
- ◇ Lack of managerial performance measurement, monitoring, and adjustments
- ◇ Organizational climate and culture NOT willing to accept change
- ◇ Lacks flexibility and simplicity in scope and implementation



CREATE A CULTURE OF EXCELLENCE THROUGH A SHARED VISION

CULTURE

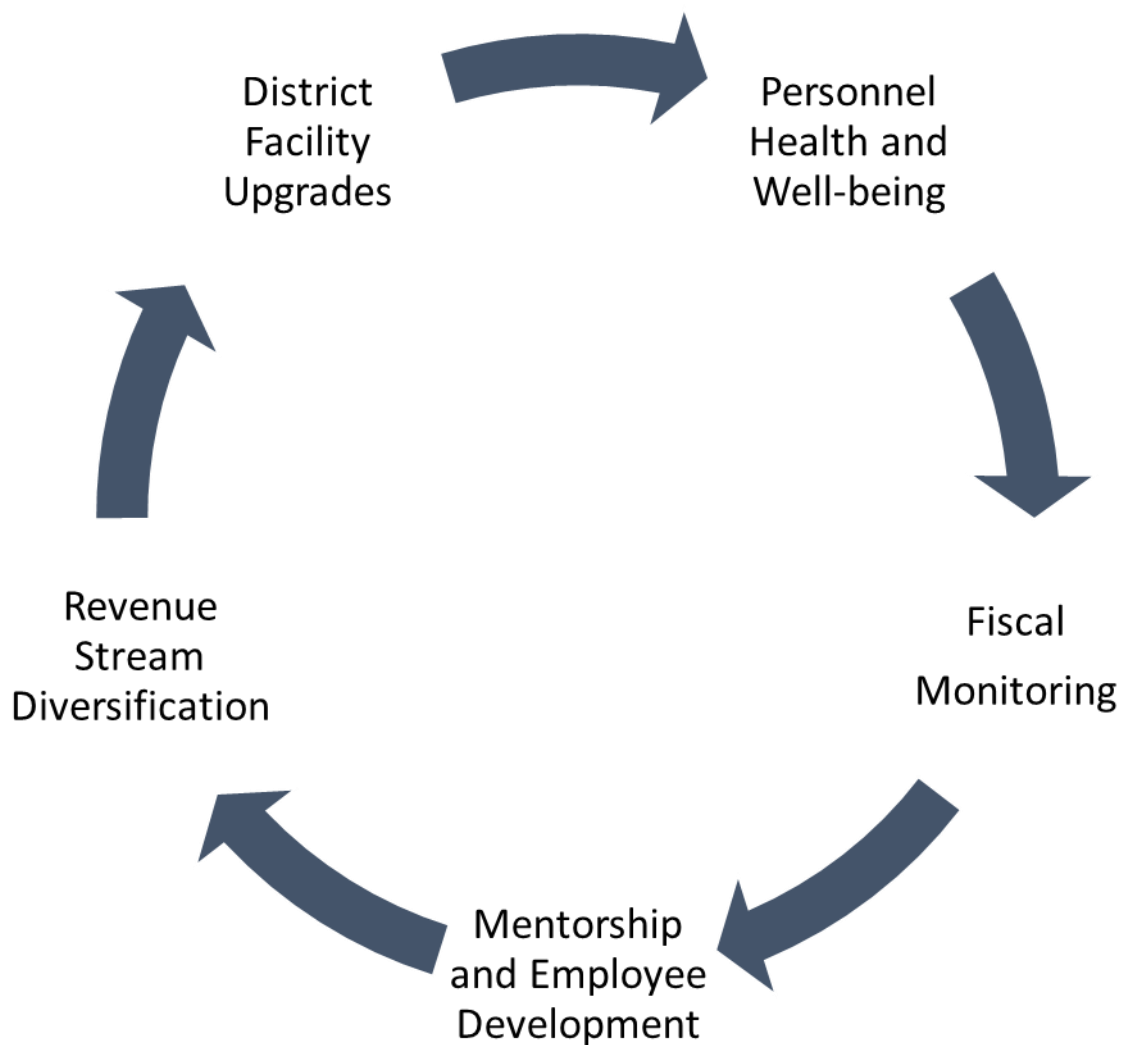


In an effort towards “Creating a Culture of Excellence,” identification of the District’s overarching Goals, Strengths, Weaknesses, Opportunities, and Threats becomes paramount. The following pages highlight the District’s efforts in moving the service benchmark to a higher community standard.



IDENTIFIED ORGANIZATIONAL THEMES

In essence, recognizing and enhancing/improving the following organizational themes:



ORGANIZATIONAL THEMES



IDENTIFIED SWOT

STRENGTHS

- Our Organization
- Labor and Management Cooperation
- Employee's commitment to education
- District planning efforts
- Response times
- Special Operations Group
- Community Partnerships and Relationships

WEAKNESSES

- Response times
- District geography
- Inaccessible District areas
- Infrastructure
- Lack of training facility
- Mentorship/Succession planning
- Policy-making cooperation
- District marketing/branding
- Single revenue source – Ad valorem

OPPORTUNITIES

- Residential and Commercial growth
- Service expansion
- Revenue diversification
- Enhancing district partners and community relations
- Closest unit dispatch

THREATS

- Economic downturn – Local, State, and Federal
- Speed of District growth – Commercial and Residential development
- Potential municipal annexation efforts

IDENTIFIED SERVICE PRIORITIES AND GAPS



The following identified District items require attention during the Strategic Planning cycle:

- ◇ Capital Infrastructure Replacement Schedule(s)
– Facilities and Fleet
- ◇ Revenue Stream Diversification and Additional Funding Mechanisms
- ◇ Post-retirement Healthcare
- ◇ Span of Control and Hierarchical Relationships
- ◇ Personnel Staffing Ratios – Districtwide
- ◇ Cost of Living within Collier County / Affordable Housing
- ◇ Response Time Distances and Traffic Patterns
- ◇ Community Education and Relations
- ◇ Adequate Training Facility
- ◇ Community Growth outpacing current District funds
- ◇ Mentorship Opportunities and Succession Planning
- ◇ Impact Fees and Leasing versus Owning



SERVICE PRIORITIES



IDENTIFIED SERVICE GAPS PRIORITIES AND POTENTIAL DIRECTION

DIRECTION

1. Capital Infrastructure Replacement Schedule(s) – Facilities and Fleet
 - a. Capital Improvements Program (CIP) Development (FY 2023)
 - b. Component within the Annual Budget Development (FY 2023)
 - c. Board of Commissioner Approved – Annual process (FY 2023)
2. Revenue Stream Diversification and Additional Funding
 - a. Pursue a non-ad valorem fire fee assessment (August or November 2024)
 - b. Pursue a bond referendum to use ad valorem dollars (August or November 2024)
 - c. Pursue legislative changes that address a sales or hotel/bed tax (January 2024)
 - d. Pursue a millage rate increase (August or November 2024)
 - e. Pursue and establish an equity-line of credit for capital facility projects (started in FY 2022)
3. Post-employment Health Insurance
 - a. Delve into the policy and funding mechanisms surrounding the current District PEHP plan (FY 2023)
4. Span of Control / Hierarchical Relationships / Proper Staffing (Continuous item)
 - a. Determine districtwide staffing ratios – Operations and Administration
 - b. Review Industry Best Practices
 - c. Address as needed to ensure industry-wide standards are followed
 - d. As needed, rectify through the annual budget appropriation process
5. Collier County Cost of Living and Affordable Housing (Continuous item)
 - a. Speak with Local and State elected officials to develop a strategy moving forward that incorporates affected stakeholders



DIRECTION

6. Response Time Differences and Traffic Patterns (Continuous item)
 - a. Review fire station response time metrics against industry standards
 - b. Address fire station (existing and new) deficiencies and rectify as needed
 - c. Meet with Collier County Traffic/Road/Bridge engineers when planning new fire stations to ensure proper traffic flow operations
7. Community Public Relations
 - a. Hire a Public Relations/Community Education Specialist to “promote and market” the District (Fiscal Year 2023)
8. Training Facility
 - a. Commence with site development on our vacant parcels (Shearwater Street) for a new training facility – regardless of grant funding (FY 2025/2026)
9. Address Community Growth exceeding District Funds (Commence in FY 2023)
 - a. Item #2 – Revenue Diversification and additional funding mechanisms
10. Districtwide Mentorship and Succession Planning
 - a. In conjunction with the Local and through Human Resources, create a district-wide mentorship and succession planning model for future promotions and career advancements – covers operations and administration chief officer positions (FY 2023)
11. Impact Fee Modeling and Study Update
 - a. Ascertain a new impact fee study (Start in FY 2022 and complete in FY 2023)
 - b. Review the cost/benefits of leasing versus owning and the financial impacts to the impact fee rate structure (Start in FY 2022 and complete in FY 2023)



FACILITY ADDITIONS

IDENTIFIED FACILITY ADDITIONS AND UPGRADES

FIRE STATION 20

- Complete remodel of existing 3-bay station
- Cost for remodel \$2.948 million
- Completion Year – 2025/2026

FIRE STATION 21

- Complete tear down of existing building
- Cost for new facility \$5.478 million
- Completion Year – 2026/2027

FIRE STATION 23

- Complete tear down of existing building
- Cost for new facility \$3.331 million
- Completion Year – Monitor annually

FIRE STATION 60

- Complete tear down of existing building
- Cost for new facility \$4.947 million
- Completion Year – Funding dependent on the City of Everglades City

FIRE STATION 70

- Complete tear down of existing facility
- Cost for new facility \$6.259 million
- Completion Year – Monitor annually

FIRE STATION 73

- Addition to existing facility (Administration)
- Cost for addition \$4.812 million
- Completion Year – Monitor annually

FIRE STATION 90

- Complete remodel of existing facility or tear down
- Respective costs approximately \$3 million to \$5 million (dependent on project scope)
- Completion Year—Monitor annually

IDENTIFIED FACILITY ADDITIONS AND UPGRADES



FIRE STATIONS

FIRE AND LIFE SAFETY COMPLEX

- Building remodel – convert training room and add office space
- Cost for addition \$809,800
- Completion Year – Monitor annually

SUPPORT SERVICES AND TRAINING COMPLEX

- Training Tower, Classrooms, Support Services Building, and Warehouse
- Cost for new facility \$16.558 million
- Completion Year – To be determined (possible grant funding for \$14.975 million)

NOTE: COSTS SHOWN ARE IN 2021 DOLLARS. FROM A MULTIPLIER EFFECT, ANNUAL PROJECT DELAYS FROM 2021 “COULD” INCREASE COSTS APPROXIMATELY 16% BASED ON AREA COMMERCIAL CONSTRUCTION ESTIMATES.

IDENTIFIED NEW FIRE STATIONS

FIRE STATION 26

(EAST TRAIL NEAR LAKE PARK BLVD)

- Area growth and population density – Mix of Residential and Commercial Units
- District owns land (8.75 acres)
- Cost for new facility \$6 million
- Completion Year – 2028

FIRE STATION 27

(OUTER DRIVE)

- Area growth, and concurrent calls within zone from surrounding fire stations (20, 21, and 22)
- District owns land (1.5 acres)
- Cost for new facility \$3 million
- Completion Year – 2027



IDENTIFIED FACILITIES

IDENTIFIED FUTURE LAND PURCHASES/ COLLABORATIVE FACILITIES

- Possible joint facility with North Collier Fire near Krape Road (2025/2026)
- South of GG Blvd, East/West 28th Avenue – need 5 acres (\$500,000)
- North of Manatee Road /East Trail – need 2-5 acres (\$250,000 - \$500,000)
 - * Note: See maps in the Appendix Section for current and future station locations.

IDENTIFIED APPARATUS AND FLEET

ENGINES

- 70,71,23, 22 (lease expires July 2023)
- 61 and new 27
- 60 and new 26
- 74,24,73,75, and 90 (August 2022 leases ending) – replace in FY 2027
- Completion Year – Monitored annually
- Cost for a new engine approximately \$600,000 (does not include fire equipment)

SQUADS

- 21, 20 (new), and 70 (new)
- 72
- 76
- 25
- Completion Year – Monitored annually
- Cost for a new squad approximately \$200,000 (does not include equipment)



IDENTIFIED FACILITIES

LADDER

- New Tower 21 – move current L21 to north end of the District 72
- Completion Year – Monitored annually
- Cost for a new ladder approximately \$1.2 million with a 24-month lead time

SPECIALTY

- Special Response Unit 73 – possible state funding
- Rehab Unit (new)
- Mobile Command Unit (new MCU)
- Air 72/Cascade System
- Completion Year – Monitored annually
- Cost for a new Rehab and MCU approximately \$1.1 million per unit

BOATS

- 90 and 60 – Boat 60 is possible Collier County Government funding
- Completion Year – Monitored annually
- Cost to replace Boat 90 approximately \$800,000





IDENTIFIED PERSONNEL NEEDS

IDENTIFIED PERSONNEL NEEDS

FISCAL YEAR 2023

- Fire Station 74 (new) – 15 FF's – \$1.5 million
- Fire Station 20 (additional) – 6 FF's – \$600,000
- Fire Station 70 (additional) – 6 FF's – \$600,000
- Fire and Life Safety – 2 new Inspectors – \$200,000
- Fire and Life Safety – New Division Chief Assignment (internal move up) – \$40,000
- Fire and Life Safety – Public Education and Community Education position - \$80,000
- Fire and Life Safety – Hydrant Technician (part-time assignment) - \$30,000
- Administration – New Data and Quality Control Analyst - \$100,000
- Administration – New Public Information Officer/Legislative Aide - \$85,000
- Support Services – New Mechanic, Logistics Technician, and Facilities Technician - \$300,000
- Professional Development – New Division Chief, Fire Lt., EMS Lt., and Training Specialist - \$250,000 (then, add the cost for shift personnel adjustments/position backfill)

FISCAL YEAR 2025

- Fire Station 26 (new) – 15 FF's - \$1.5 million
- Fire and Life Safety – 4 Plan Reviewers - \$380,000
- Fire and Life Safety – Accounting Technician for Plan Review Section - \$90,000
- Support Services – Mechanic and Logistics Technician - \$200,000

FISCAL YEAR 2026

- Fire Station 27 (new) – 15 FF's - \$1.5 million
- Fire and Life Safety – 1 inspector – \$100,000
- Support Services – 1 Facilities Technician - \$100,000

FISCAL YEAR 2027

- Fire Operations – 10 to 15 new FF's - \$1 – 1.5 million
- Fire and Life Safety – 1 inspector - \$100,000

NOTE: IDENTIFIED PERSONNEL INCLUDE SALARY AND BENEFITS AT THE 2021 LEVEL.

IDENTIFIED TECHNOLOGY NEEDS



- ◇ **New Mobile Data Terminals (MDT's) for Support Services**
 - ◇ **Net Motion Network deployment**
 - ◇ **New Firewall VPN**
 - ◇ **New facility routers**
 - ◇ **New Fire and Life Safety Tablets**
 - ◇ **New Domain and Storage Servers**
 - ◇ **New Wireless Access Point for Fire Stations**
- * **Fiscal year implementation is not identified; however, these items are identified for budgetary purposes during this strategic plan.**

MDT's – Fire Operations	\$2,100.00 per unit
Net Motion Network	Still ascertaining – Identified Need
Firewall VPN Routers	\$10,000 - \$14,000 total cost
Fire and Life Safety Tablets	\$2,000 per unit
Domain and Server Storage	\$8,000 - \$10,000 total cost
Wireless access points – Fire Stations	\$5,000 total cost

IDENTIFIED TECHNOLOGY NEEDS



PROFESSIONAL DEVELOPMENT

PROFESSIONAL DEVELOPMENT NEEDS



The Professional Development/Training section outlined a multitude of various capital items over the next five fiscal years not shown in the plan; however, said items need to be addressed during the annual budget development process for review, prioritization, and approval. One identified item added for fiscal year 2023 includes a \$25,000 capital outlay for medical supplies – this pertains to our Class 3 Non-Transport Advanced Life Support (ALS) certificate.





CONCLUDING STATEMENT

The “Blueprint” presented in this document is one component within a dynamic and fluid environment – continually changing to meet current organizational and local community demands. Once adopted by the Board of Fire Commissioners the plan does not “sit on a shelf,” rather, it becomes an integral component within the annual budget process requiring monitoring and updating to reflect the current fiscal environment.

The Strategic Direction/Plan is best depicted in the following graphic that highlights various synergistic parts working together to better serve the organization and our community.

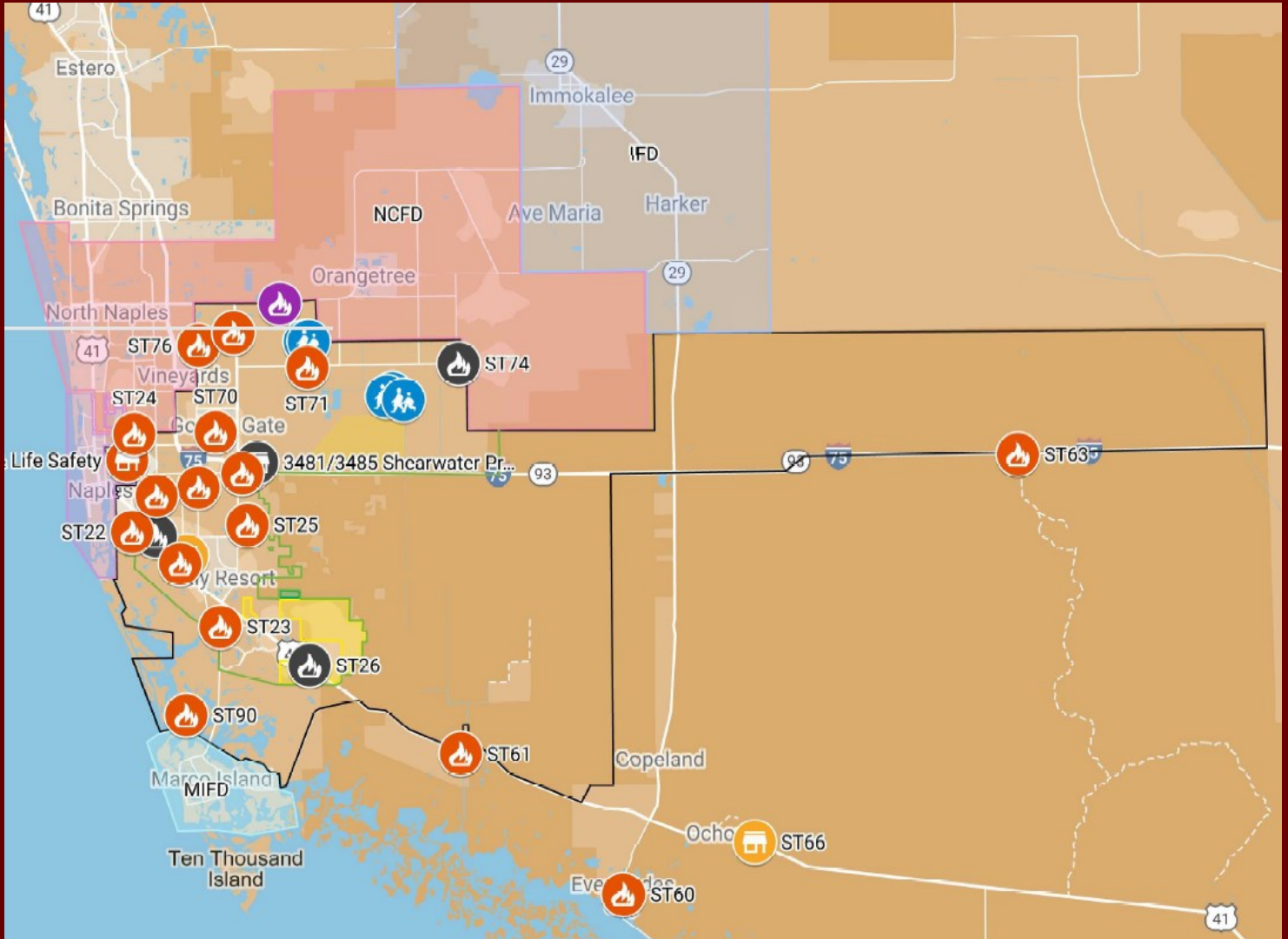


"A Culture of Excellence"

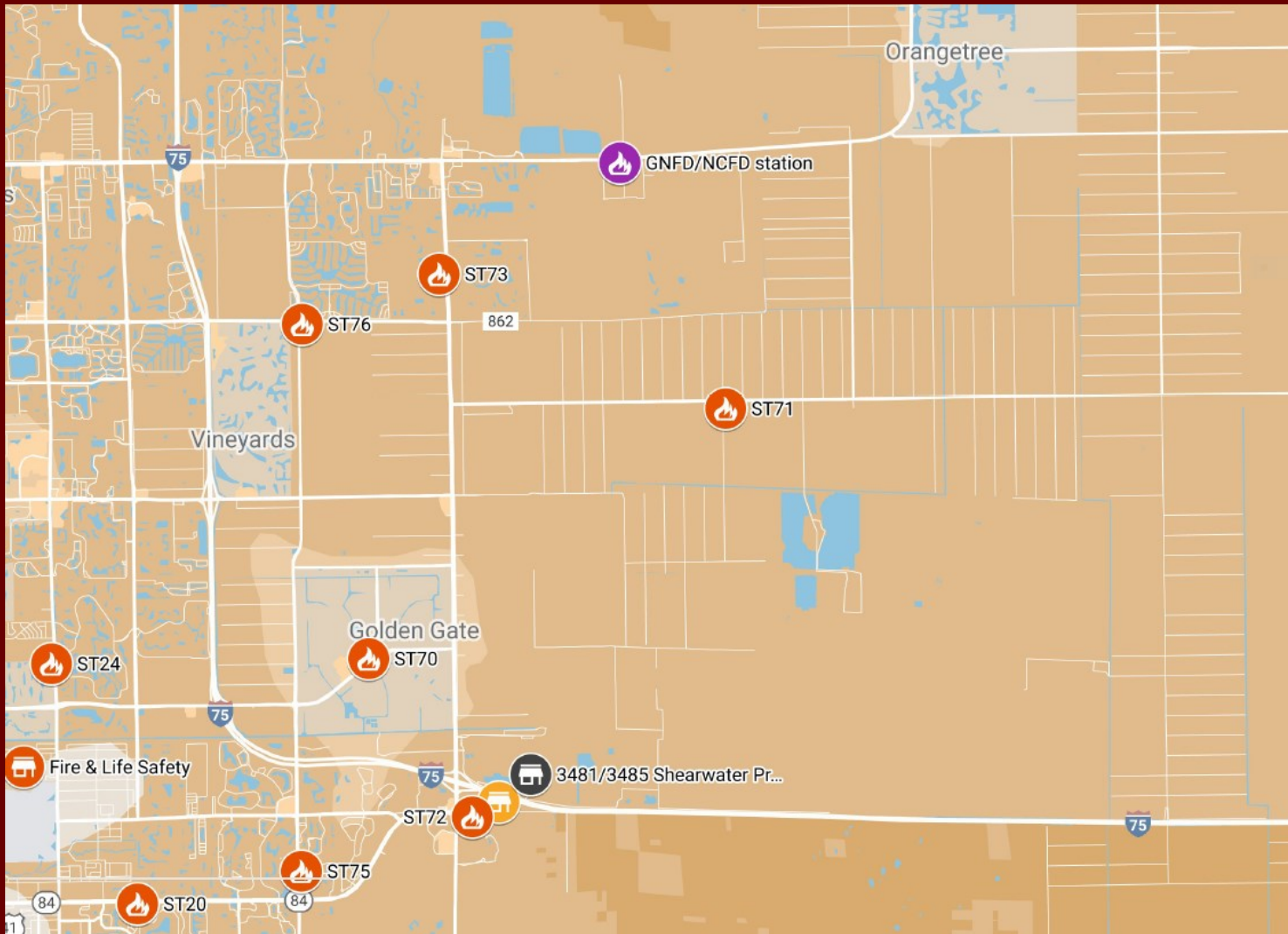
CONCLUDING STATEMENT



GREATER NAPLES FIRE DISTRICT

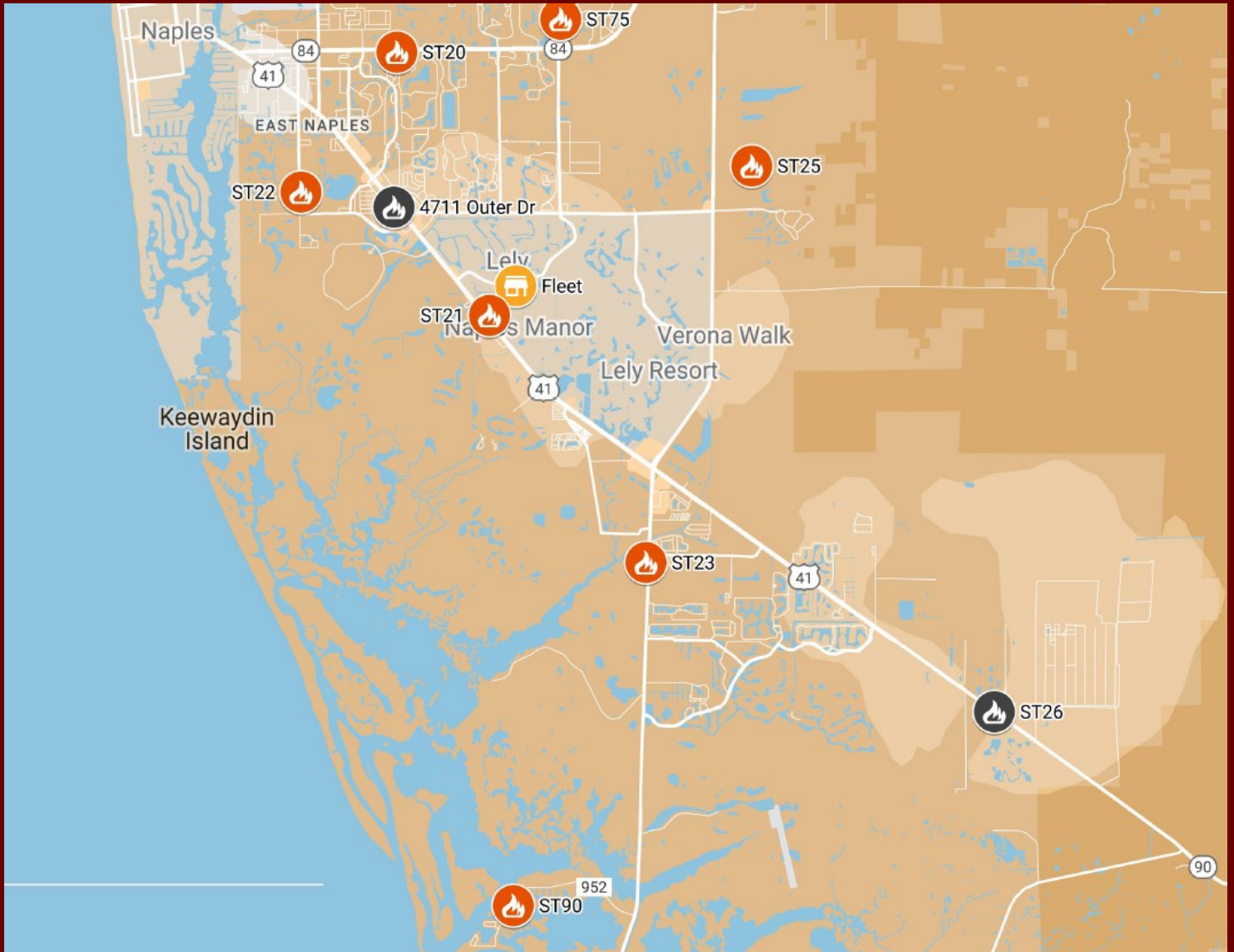


GREATER NAPLES FIRE DISTRICT NORTH

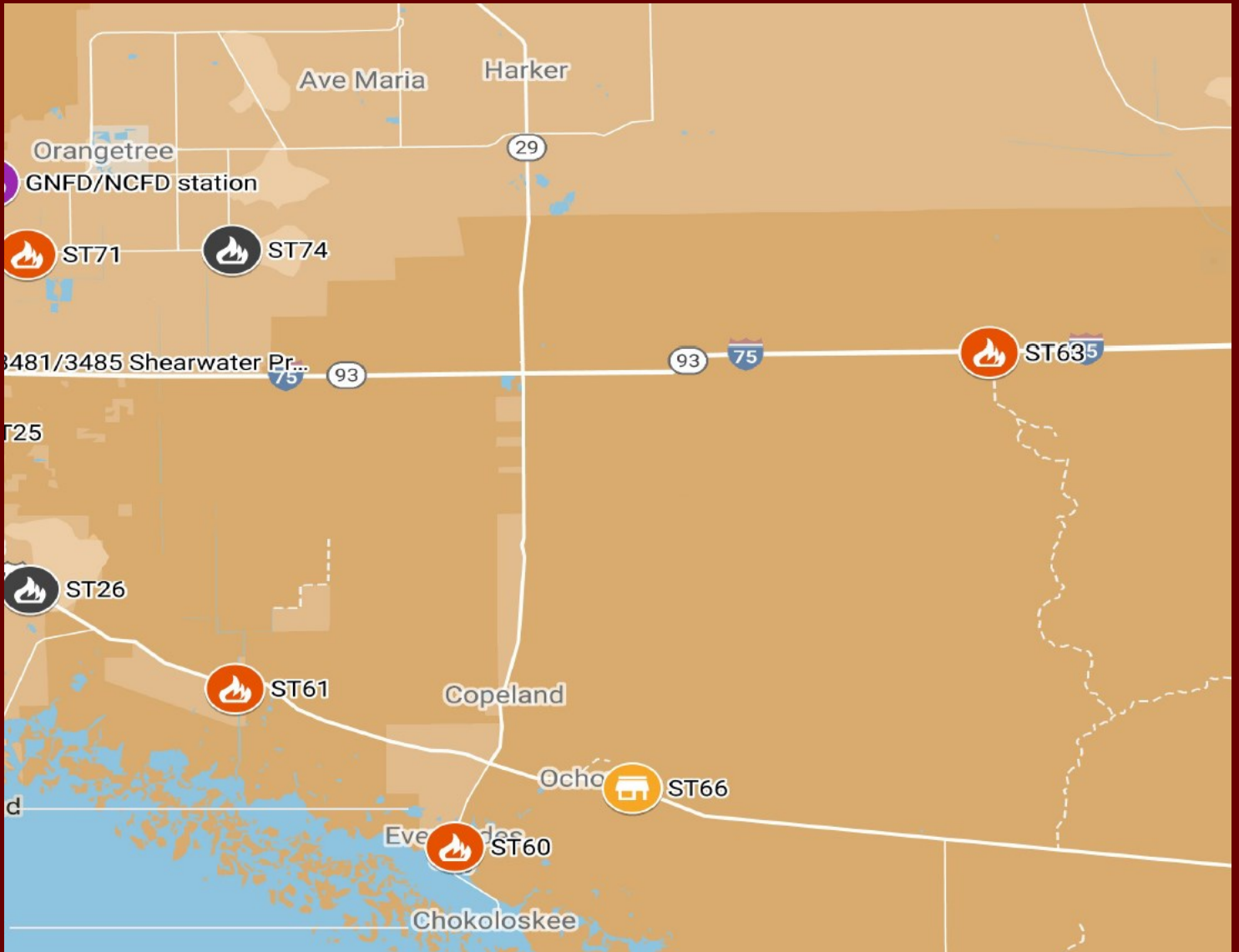




GREATER NAPLES FIRE DISTRICT SOUTH

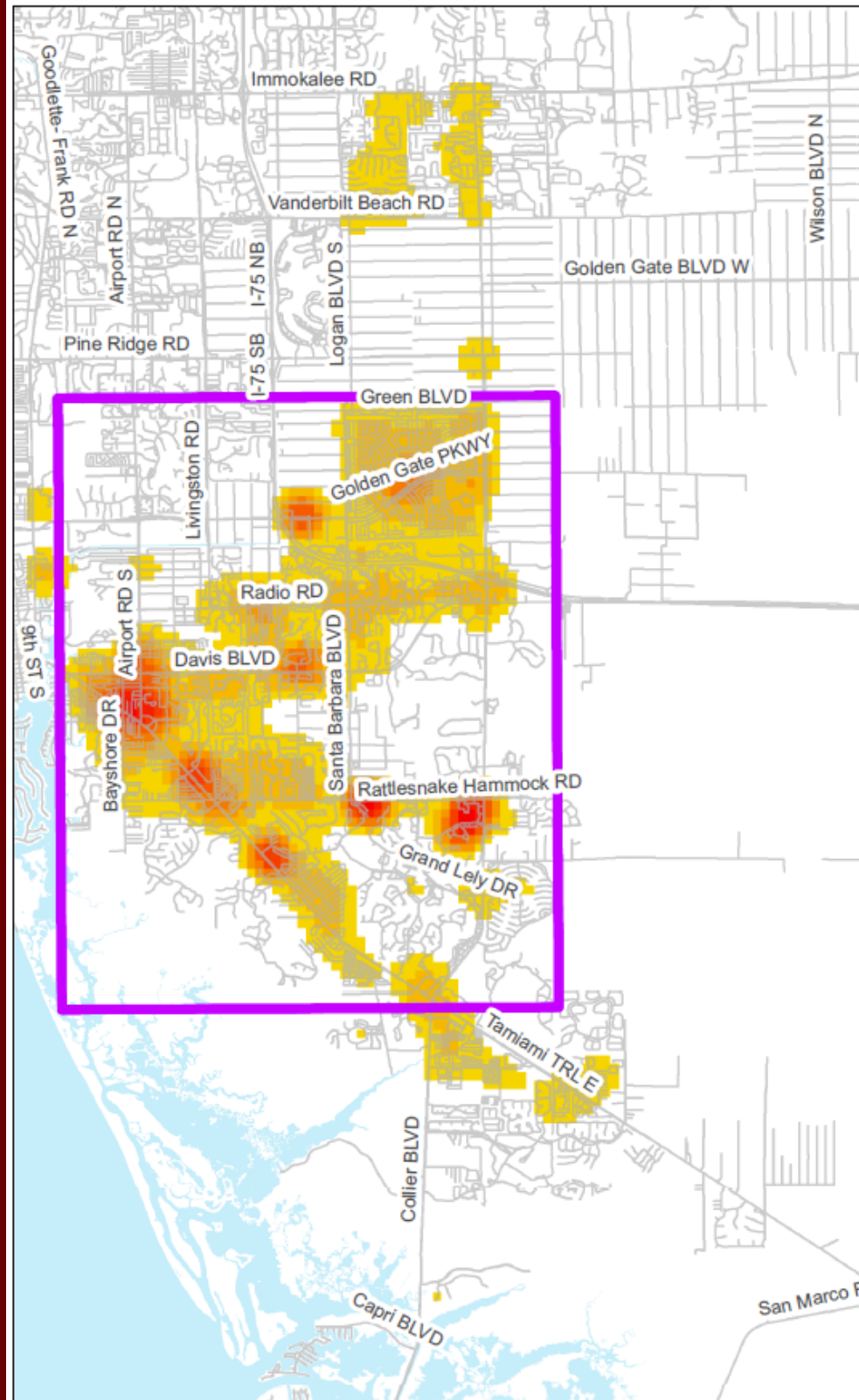


GREATER NAPLES FIRE DISTRICT EAST





GREATER NAPLES FIRE

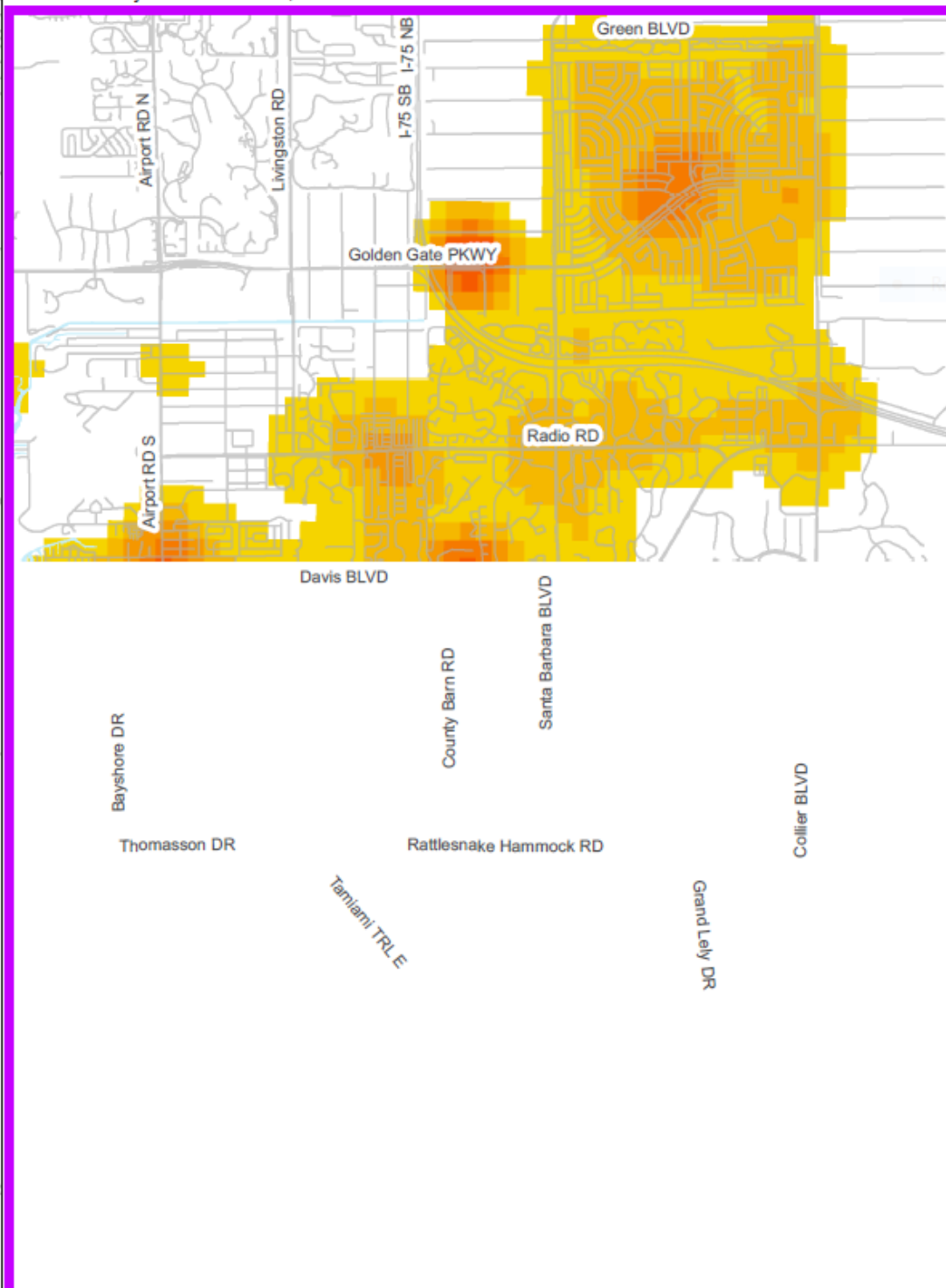




DISTRICT CALLS FOR SERVICE

Calls for Service - 2020/2021 (All Signals) within GNFD Zone Areas

Collier County Sheriff's Office, GIS Office - Oct. 2021





GREATER NAPLES FIRE RESCUE DISTRICT

'Professionalism, Integrity, Compassion'



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