



Greater Naples Fire Rescue District

Goals and Objectives

Adopted Fiscal Year 2024-2025

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 of the State of Florida and a body corporate and politic, 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 Statutes.

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 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.

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, 2025:

- **The District is in the process of hiring 39 new Firefighters.**
- **The District added 1 squad to the staffing matrix.**
- **Response times have decreased by 2% from call time to first unit arrival.**



ALS/BLS Non-Transport Services

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, 2025:

- **The District has credentialed 14 additional Paramedics**



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.

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, 2025:

- **The District has increased the USAR staffing by 3 members after accounting for attrition.**



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.

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, 2025:

- **The District has an established 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, 2025:

- **Progress on this initiative is temporarily deferred until higher-priority capital needs are fulfilled.**



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 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.



Community Risk Reduction

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, 2025:

- **The District is in the process of hiring a Water Supply Technician.**
- **The District continues to make progress during the process of hiring and training a Water Supply Technician to meet or exceed the established goals and measurement objectives.**



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:** 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, 2025:

- **The District continues to make progress moving open inspections from MobileEyes into the EPR Fireworks platform with a current completion percentage of approximately 70 percent.**
- **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.



Code Enforcement

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, 2025:

- **The District routinely utilizes EPR Fireworks reports, the auto-scheduling feature within the EPR Fireworks platform for certain inspection types, and tracks reinspection 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, 2025:

- **The District and Collier County personnel hold routine collaborative meetings to identify and**



Code Enforcement

address topics in need of enhancements.



Public Education/Community Outreach

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, 2025:

- **The District participated in 729 public programs.**
- **Training has taught 15 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, 2025:

- **The District participated in 729 public programs.**
- **The District has 19,647 followers on social media**



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: 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, 2025:

- 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, 2025:

- **This is in process.**

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, 2025:

- **The District implemented a civilian pay structure.**
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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, 2025:

- **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.**
- **The district changed its stance on radio management and decided to purchase all new APX next radio that will be programmed over the air and provide the latest technology. Research and development for this project were completed and sent for procurement.**



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, 2025:

- **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, 2025:

- **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, 2025:

- **The standard equipment package is in development and is 75% complete.**
- **An additional tech has been added to reduce work orders.**

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, 2025:

- **The District has developed a capital facility plan and will be implementing FY 25-26.**



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, 2025:

- **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, 2025:

- **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, 2025:

- **Complete**

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, 2025:

- **The District will stop 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, 2025:

- **The District completed all reports as required.**