

Sanibel Fire & Rescue District



Strategic Plan



2026-2031

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MESSAGE FROM THE FIRE CHIEF

Strategic planning is a vital process that bridges our current realities with our future aspirations. Through a comprehensive internal review of our operations and infrastructure, we gain a clear perspective on our strengths, our vulnerabilities, and the evolving demands placed upon our district. This critical assessment of our mission, vision, and core values ensures that our strategic focus remains perfectly aligned with the needs of the island. To build a more resilient tomorrow, we must take an honest look at where we stand today—analyzing the gaps in our capabilities and charting a definitive, actionable course to close them.



KEVIN BARBOT
Fire Chief

This strategic plan serves as our roadmap for the next five years, establishing clear objectives, benchmarks, and critical tasks. For the Sanibel Fire Rescue District, this period is deeply tied to our continued recovery and long-term infrastructure reconstruction, based around resiliency. A cornerstone of this forward momentum is the complete reconstruction of Station 171 and the completion of Fire Station 172. While navigating complex funding processes and unforeseen delays has tested our patience, our commitment to delivering a state-of-the-art, hardened facility remains unwavering. This plan outlines the necessary steps to not only finalize these vital infrastructure projects but to secure our overall operational readiness, fortify our resources, and ensure we are prepared for whatever challenges the future holds.

I am incredibly proud of the resilience this organization has consistently demonstrated. As we embark on this path of continued improvement, I am excited for what the next five years will bring. It is a profound privilege to serve as your Fire Chief, and I look forward to leading the Sanibel Fire Rescue District forward as a steadfast beacon of safety, service, and strength.



MEET OUR BOARD



SEAT ONE
COMMISSIONER MCCURRY



SEAT TWO
COMMISSIONER COCHRANE



SEAT THREE
COMMISSIONER MUENCH

Organization Overview

The Sanibel Fire & Rescue District (SFRD) provides an all-hazards approach to protecting the lives, property, and environment of the residents, businesses, and visitors of Sanibel Island within Lee County, Florida. Since our formal establishment in May 1955, the District has remained steadfast in its commitment to delivering outstanding service, continually adapting over the decades to meet the unique challenges and evolving needs of our island community. SFRD consistently works to achieve and maintain the highest levels of professionalism, operational readiness, and efficiency on behalf of those we serve.

To ensure comprehensive coverage across the island, the District operates out of two strategically located facilities: Station 171 and Station 172. As part of our ongoing commitment to long-term resilience, Station 171 is currently undergoing a complete reconstruction to provide a state-of-the-art, hardened facility capable of withstanding future environmental challenges. From these two stations, our highly dedicated staff of 26 full-time members—spanning Administration, Operations, Prevention, and Training—coordinate to deliver the best emergency services to those in need.

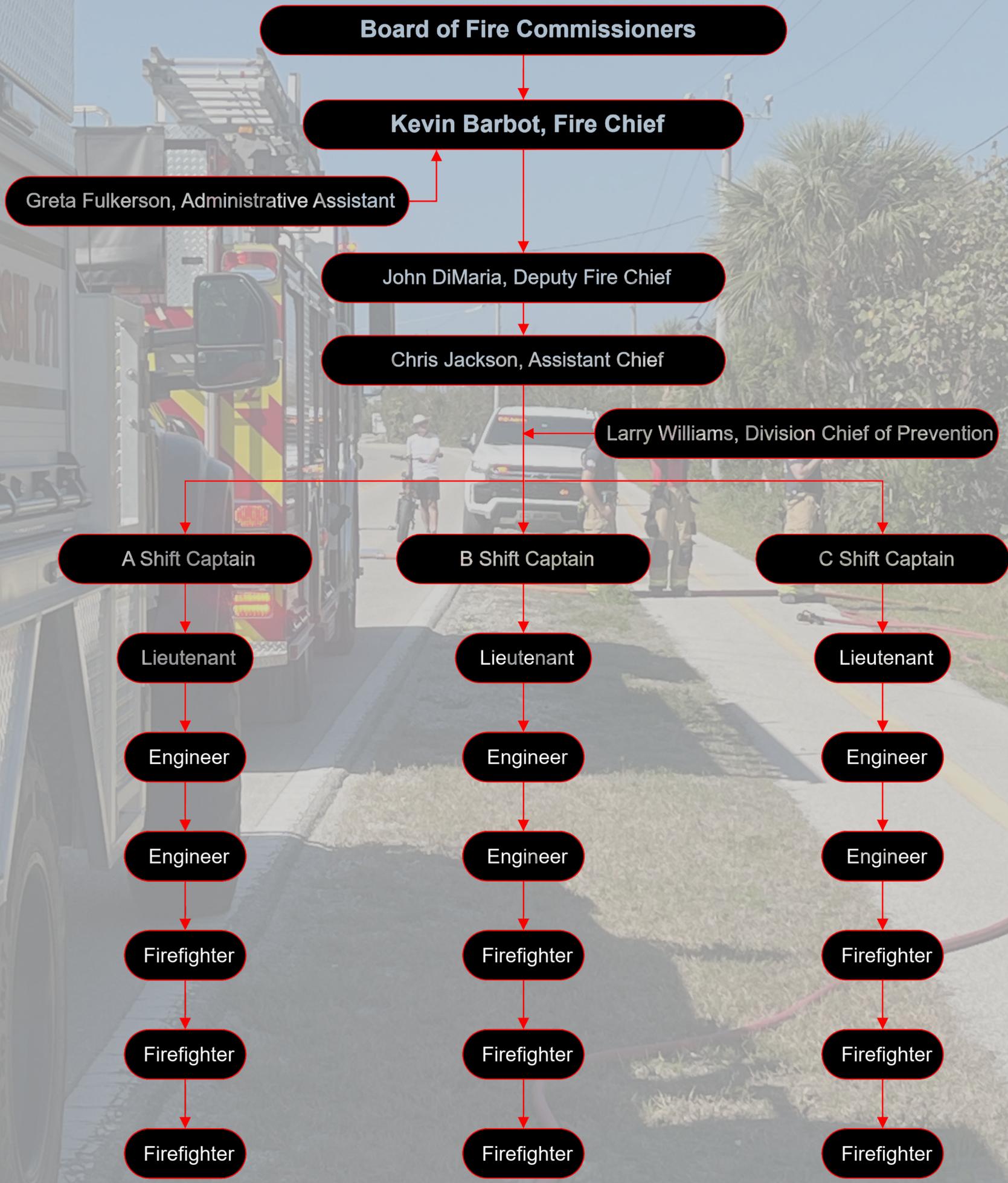
Our highly trained personnel are equipped to handle a wide array of complex emergencies. The District's specialized response capabilities include, but not limited to, structural and wildland Fire Operations, Advanced Life Support (non-transport) medical care, Advanced Water Rescue, Hazardous Materials Response, and high angle rescue. Beyond emergency response, the SFRD serves as a proactive, all-hazards prevention resource for the island, offering critical life safety inspections, fire plans review, and public education programs.

To systematically document the District's path into the future and ensure our capabilities continue to exceed expectations, the following strategic plan has been developed. By engaging in a lengthy internal review process, SFRD critically examined our current operations, infrastructure vulnerabilities, and core philosophies. This process provided the District with an opportunity to establish a clear, long-term direction. This resulting strategic plan is intended to guide the organization within established parameters, ensuring the Sanibel Fire & Rescue District remains a resilient, highly effective, and forward-thinking organization for years to come.



ORGANIZATIONAL CHART

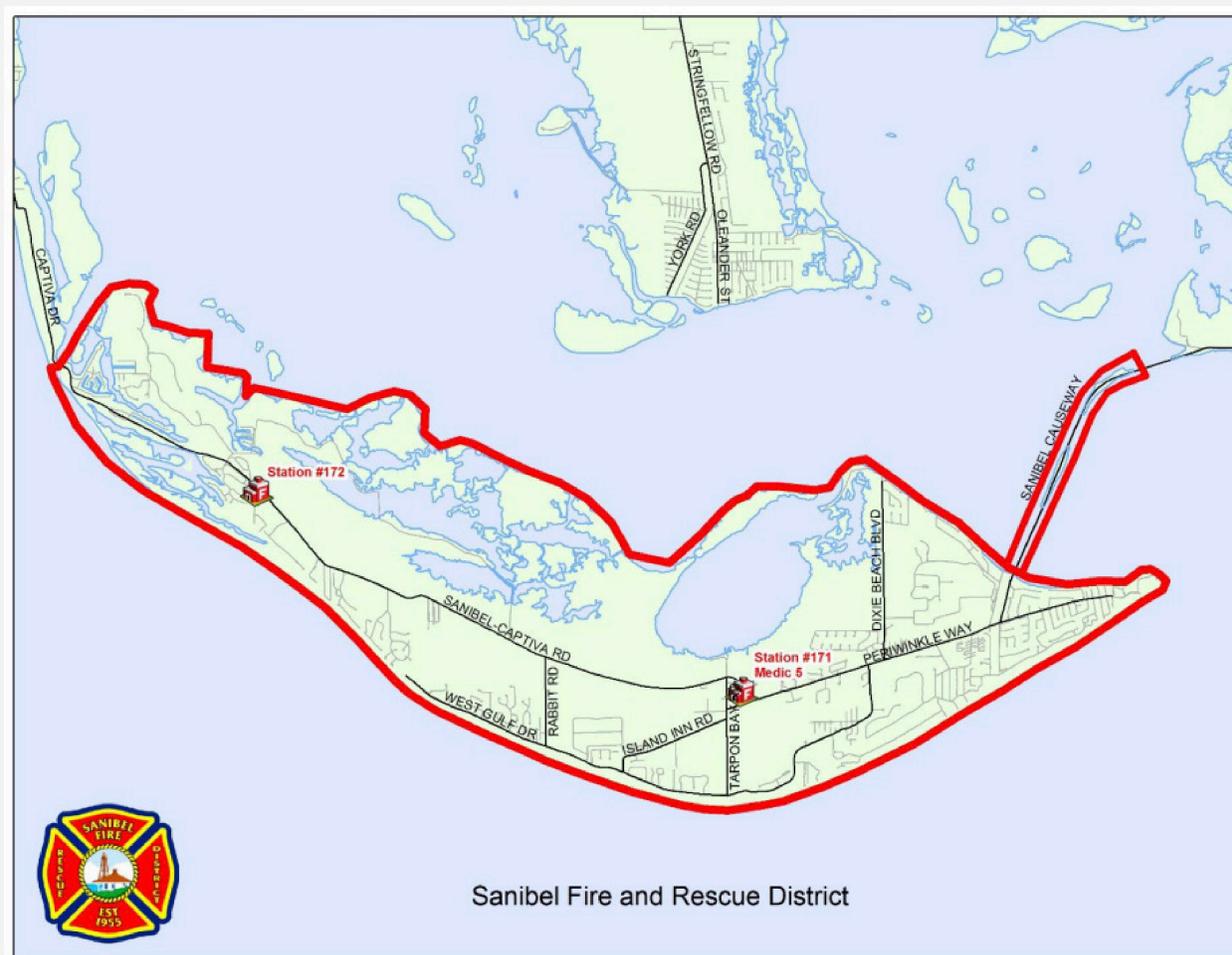
FY 2026 Organizational Chart



BOUNDARIES

The boundaries of the Sanibel Fire & Rescue District encompass the entirety of Sanibel Island, a barrier island situated in Lee County, Florida. The District boundaries begin at the easternmost jurisdiction line on the Sanibel Causeway, extending westerly to incorporate the causeway spans and islands. From the island's easternmost tip at Point Ybel, the boundary follows the shoreline south and west along the Gulf of Mexico to the bridge at Blind Pass, which serves as the geographic and jurisdictional boundary between Sanibel and Captiva Island. The boundary then traverses easterly and southerly along the northern shorelines abutting Pine Island Sound and San Carlos Bay, returning to the point of origin.

The District boundaries include a unique set of target hazards inherent to a barrier island environment. These include: the J.N. "Ding" Darling National Wildlife Refuge, which comprises thousands of acres of dense, limited-access wildland; The Sanibel School; the Island Water Association reverse-osmosis plant and the City of Sanibel's water reclamation facility; numerous places of worship; specialized environmental and biological facilities including the Clinic for the Rehabilitation of Wildlife (CROW); the Sanibel Marina; and a high concentration of densely populated, multi-story resort condominiums and commercial occupancies along the Gulf Drive and Periwinkle Way corridors.



From Recovery to Readiness: The Post-Ian Planning Shift



The "Why": A Narrative of Strategic Resilience

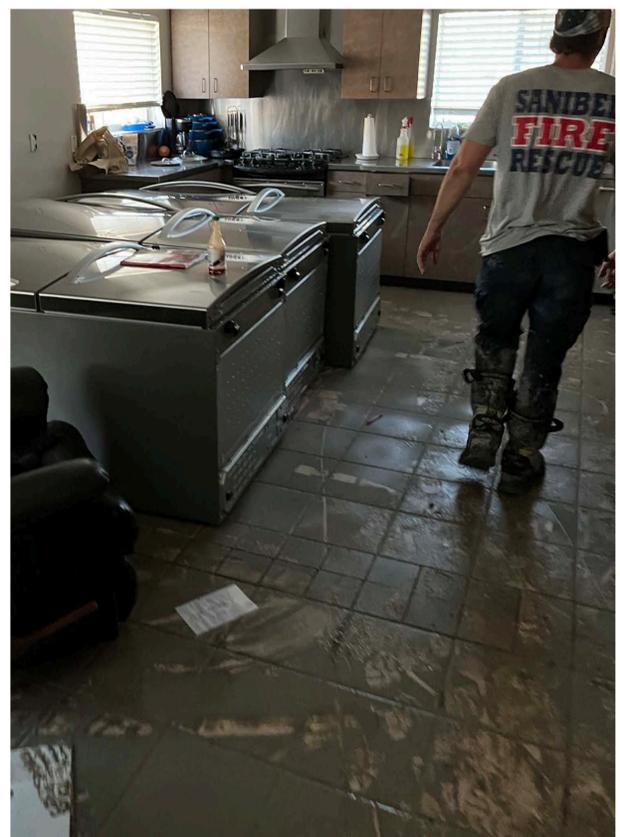
The 2022–2025 strategic planning cycle for the Sanibel Fire & Rescue District was fundamentally redefined by the catastrophic landfall of Hurricane Ian in September 2022. Following the storm's impact, the District's administrative and operational priorities were immediately diverted from long-term planning to the urgent necessity of disaster stabilization and life-safety missions. In the immediate aftermath, our operational focus was dedicated strictly to island-wide protection, executing mission-critical post-storm operations such as the EV and Propane Tank mitigation programs.

Once initial life-safety and stabilization were achieved, the District shifted into a state of "Dynamic Strategic Execution."

This marked a deliberate pivot from emergency response to long-term recovery, refocusing our administrative efforts toward the total reconstruction of critical infrastructure and the aggressive pursuit of outside funding to replace our battered facilities.

The appointment of Fire Chief Kevin Barbot in October 2022 initiated a critical period of organizational realignment. To address the unprecedented challenges of our post-storm reality, significant administrative shifts were required as a fundamental part of our recovery.

Over the next 18 months post-Hurricane Ian, an extensive administrative restructuring occurred, creating a specialized leadership structure designed specifically to oversee a complex, multi-million-dollar infrastructure rebuild. While the formal documentation of a 5-year outlook was suspended to meet the demands of this emergency, the District's strategic intent remained clear. Over the last three years, the District has successfully secured over \$18 million in non-tax funding, including the \$2 million State Revenue Loss Grant and \$8.1 million in state appropriations for Station 172, along with other grants. This period of "active recovery" has successfully bridged the gap from total infrastructure loss to the current phase of long-term stability.



From Recovery to Readiness: The Post-Ian Planning Shift

The Transition to the 2026–2031 Strategic Cycle



With the adoption of this document, the Sanibel Fire & Rescue District officially transitions from an emergency recovery posture to a formal five-year planning trajectory. This plan documents the accomplishments realized during the recovery—such as the modernization of the marine and beach rescue fleets and the design of our fire station rebuild and reconstruction—and integrates them into a sustainable roadmap for the future. The District is no longer simply rebuilding; it is hardening its facilities and equipment, modernizing its policies, and ensuring fiscal sustainability for the residents and business owners of Sanibel.



From Recovery to Readiness: The Post-Ian Planning Shift

Capital Improvement Projects and Infrastructure Modernization

The Sanibel Fire & Rescue District has embarked on an unprecedented period of capital improvement, expensing more than \$18 million from various state and federal grant funding sources into infrastructure and specialized equipment to ensure the long-term safety and resilience of the island. At the forefront of this effort is the total reconstruction of the District's primary facilities. Fire Station 172, having exceeded the FEMA 50% rule for repair, has been completely rebuilt as a hurricane-hardened facility at an investment exceeding \$8.1 million. This project includes modern fire station capabilities ready to withstand the needs of the District. Simultaneously, the District has moved into the design and procurement phase for a \$9.2 million reconstruction of Fire Station 171. This project, managed by an internal build team and award winning architectural firm, is designed to meet 2 CFR 200 federal compliance standards to maximize CDBG-DR grant funding.

Beyond vertical infrastructure, the District has aggressively modernized its fleet and facility systems to address the unique challenges of the post-Ian environment. This includes the acquisition of the M172 RIB (Inflatable Rescue Boat) for enhanced shoreline response and the deployment of two specialized Can-Am rescue units for rapid medical transport in beach zones, representing a \$49,150 investment. The apparatus fleet was further strengthened with the purchase of a new Brush 171 truck for \$195,807 and the strategic replacement of administrative vehicles using insurance proceeds. To ensure operational continuity during future disasters, the District installed a Starlink satellite internet system at both fire houses and a \$36,260 replacement breathing air cascade system at Station 172. Finally, as a commitment to fiscal and environmental sustainability, the District authorized the installation of a 25.3 kW solar photovoltaic system at Station 172. This \$110,061 project utilized insurance proceeds and qualified for a 30% IRS green-energy credit, providing a 4.5-year return on investment through power-bill savings. All of these capital improvements have been strategically funded through outside grants, insurance, and impact fees, successfully modernizing the District's capabilities without placing unnecessary tax burden on the residents of Sanibel.



**CURRENT LEVELS OF SERVICE
EQUIPMENT**

The District's line personnel operate the following apparatus and support vehicles:

Ladder 171: 2018 Sutphen SL75 Aerial Ladder

Engine 172: 2019 Sutphen Monarch Fire Engine

Engine 179: 2013 Sutphen Shield S3 Fire Engine

Brush 171: 2024 Ford F550 Brush Truck

Brush 172: 1995 Stewart-Stevenson Brush Truck

Marine 171: 2021 Metal Craft Interceptor 27' Boat

Marine 172: 2025 Rescue Inflatable Boat with 20HP Suzuki

Rescue 171: 2023 Can-Am Defender Side-by-Side

Rescue 172: 2024 Can-Am Defender Side-by-Side

Support 172: 2015 John Deere Gator HPX

Special Ops 171: 2023 Forest River 6x12 Enclosed Trailer

Utility 171: 2016 Ford F150

Sanibel 1: 2023 Chevy Tahoe

Sanibel 2: 2022 Ford F250

Sanibel 3: 2024 Chevrolet 1500

Sanibel 6: 2022 Ford F150



CURRENT LEVELS OF SERVICE

STAFFING

Currently the District employees:

9 –Firefighters

6 –Engineers

3–Lieutenants

3–Captains

1–Administrative Assistant

1–Division Chief of Prevention / Fire Marshal

1–Assistant Fire Chief

1–Deputy Fire Chief

1–Fire Chief

The firefighters, lieutenants, and captains are divided into three shifts with a 24/48-hour work schedule. This means that shift personnel work 24 hours on duty, followed by 48 hours off duty. The Administrative Assistant, Division Chief of Prevention / Fire Marshal, Assistant Fire Chief, Deputy Fire Chief, and the Fire Chief work a flexible 40-hour work week.



Budget Overview

The Sanibel Fire & Rescue District operates with a fiscally responsible budget designed to maintain optimal emergency response capabilities while funding critical long-term infrastructure improvements. For the fiscal year ending September 30, 2026, the District's proposed total budget is \$28,125,694. It is important to note that this total budget is significantly higher than usual due to the ongoing Capital Improvement Projects (CIP) for the reconstruction of Station 171 and the completion of Station 172.

Revenue : The District's incoming revenue for FY26 is projected at \$12,114,812. A primary source of this funding is ad valorem taxes, which account for \$7,449,632. A secondary source of funding comes from impact fees, which are collected and forwarded by our partners at the City of Sanibel. Because our island district is almost fully developed, this generates a minimal amount of incoming funds, averaging approximately \$10,000 per year. By law, impact fees are restricted funds that can only be used to finance capital improvements—such as expanding facilities or acquiring new apparatus and equipment—required to accommodate new growth. They cannot be used for routine maintenance or daily operating expenses. Additional revenues are generated through permit fees and interest income. Furthermore, our FY26 revenue includes a \$4,000,000 Federal Grant, providing essential financial support for our major ongoing facility projects. In addition to new incoming revenues, the District maintains a strong carry-forward balance of \$16,010,882, ensuring continued financial stability during this intensive building phase.

Expenditures : Total non-reserve expenditures for the year are budgeted at \$14,304,875. Of this, \$7,089,875 is dedicated to daily operations, which includes \$5,772,607 for personnel services and \$1,317,268 for operating expenditures. Furthermore, \$7,215,000 is allocated to capital outlay, reflecting our continued investment in the Station 171 and 172 facilities, as well as essential apparatus replacements.

Reserves : To ensure long-term resilience and readiness for unforeseen emergencies, the District holds robust assigned reserve funds. These include a \$7,100,818 Fund Balance Reserve designated for operations, a \$3,000,000 Operating Reserve, and a \$2,000,000 Disaster Reserve. Specialized assigned reserves are also maintained to sustain our fleet and gear, including \$1,100,000 for apparatus, \$105,000 for fire equipment, and \$65,000 for EMS equipment.



Budget Overview

BUDGET SUMMARY FY 2026

SANIBEL FIRE & RESCUE DISTRICT
 District Budget For Fiscal Year Ending in September 30, 2026

		General Fund			
		Amendment No. 2	PROPOSED		%
		2025	FY 26 Budget	YOY Variance	Change
REVENUES					
Ad valorem taxes (Millage 1.3915)	\$	6,160,860	\$ 7,449,632	1,288,772	21%
Intergovernmental revenues:					
State firefighter supplement		12,000	12,000	-	0%
Federal Grant		80,000	4,000,000	3,920,000	4900%
State grant		1,875,000	20,000	(1,855,000)	-99%
Local grant - LC-EMS CAM		58,080	58,080	(0)	0%
Permits and fees		75,120	30,600	(44,520)	-59%
Miscellaneous:					
Interest		663,650	527,000	(136,650)	-21%
Other		172,300	17,500	(154,800)	-90%
FY Incoming Revenue Subtotal (all categories above)		9,097,010	12,114,812	3,017,802	
Carry Forward		18,452,817	16,010,882	(2,441,935)	-13%
TOTAL REVENUES		27,549,827	28,125,694	575,867	2%
EXPENDITURES					
Current					
Public safety					
Personnel services		5,359,232	5,772,607	413,375	8%
Operating expenditures		1,171,704	1,317,268	145,564	12%
Total FY Operating Expenditures		6,530,936	7,089,875	558,939	9%
Capital outlay		6,170,423	7,215,000	1,044,577	17%
Debt service					
Principal reduction		-	-	-	-
Interest and fiscal charges		-	-	-	-
Total Expenditures		12,701,359	14,304,875	1,603,516	13%
Reserves					
Fund Balance Reserve - Designated for o		8,128,468	7,100,818	(1,027,650)	-13%
Disaster Reserve Balance - Assigned		2,000,000	2,000,000	-	0%
Apparatus Reserve Fund - Assigned		1,100,000	1,100,000	-	0%
Operating Reserve Fund - Assigned		3,000,000	3,000,000	-	0%
Fire Equipment Reserve Fund - Assigned		105,000	105,000	-	0%
EMS Equipment Reserve Fund - Assigned		65,000	65,000	-	0%
Sick/Vacation - Assigned		450,000	450,000	-	0%
TOTAL EXPENDITURES		27,549,827	28,125,694	575,867	2%
EXCESS REVENUES				-	-
OVER (UNDER) EXPENDITURES				-	-



Budget Overview

Budget Trends and Capital Improvement Funding

The accompanying 3-Year Revenue and Reserve Comparison table illustrates the District's financial posture over recent fiscal cycles. When reviewing these figures, it is essential to recognize the significant fluctuations in our total annual budgets. These variations are not indicative of shifting day-to-day operational costs, but rather reflect the substantial influx of state and federal grant funding strategically secured for our ongoing Capital Improvement Projects (CIP).

Specifically, the "Intergovernmental Revenues" category demonstrates the vital financial assistance the District has pursued to rebuild and harden our infrastructure. For example, the FY24 actuals reflect an \$8,278,501 State Grant, while our FY26 proposed budget anticipates a \$4,000,000 Federal Grant. These major funding injections are strictly designated for the complete reconstruction of Station 171 and the finalization of Station 172.



Because of the timing of these large-scale facility projects and the receipt of their associated grants, both our total recognized revenues and our annual carry-forward balances appear exceptionally high when compared to historical, pre-construction averages. By aggressively seeking and securing these external funds, we ensure that the financial burden of these essential, multi-million-dollar infrastructure improvements is significantly offset. This strategy allows the District to modernize our facilities without compromising our reserve funds, guaranteeing our ongoing operational readiness and capacity for future disaster recovery.



Budget Overview

Budget Trends and Capital Improvement Funding

Category	Actual FY 2023/2024	Actual FY 2024/2025	Budget FY 2025/2026
Ad Valorem Millage	1.4000	1.3915	1.3915
Ad Valorem Taxes	\$6,061,443	\$6,266,665	\$7,449,632
Intergovernmental Revenues			
State Firefighter Supplement	\$11,730	\$11,519	\$12,000
Federal Grant	\$426,412	\$243,647	\$4,000,000
State Grant	\$8,278,501	\$1,848,046	\$20,000
Local	\$61,526	\$62,186	\$58,080
Miscellaneous Revenues			
Permits and Fees	\$262,811	\$125,360	\$30,600
Interest	\$639,987	\$709,993	\$527,000
Other	\$63,302	\$22,168	\$17,500
Carry Forward	\$18,452,817	\$15,587,422	\$16,010,882
Total Revenues & Available Funds	\$34,258,529	\$24,877,006	\$28,125,694
Reserves (Assigned & Designated)			
Fund Balance Reserve - Designated for operations	\$4,653,078	\$8,128,468	\$7,100,818
Disaster Reserve Balance - Assigned	\$1,700,000	\$2,000,000	\$2,000,000
Operating Reserve Fund - Assigned	\$2,500,000	\$3,000,000	\$3,000,000
Apparatus Reserve Fund - Assigned	\$1,005,000	\$1,100,000	\$1,100,000
Fire Equipment Reserve Fund - Assigned	\$105,000	\$105,000	\$105,000
EMS Equipment Reserve Fund - Assigned	\$65,000	\$65,000	\$65,000
Sick/Vacation - Assigned	\$450,000	\$450,000	\$450,000
Total Budgeted Reserves	\$10,478,078	\$14,848,468	\$13,820,818



Future Service Levels and Facilities



Current Facilities and Immediate Focus

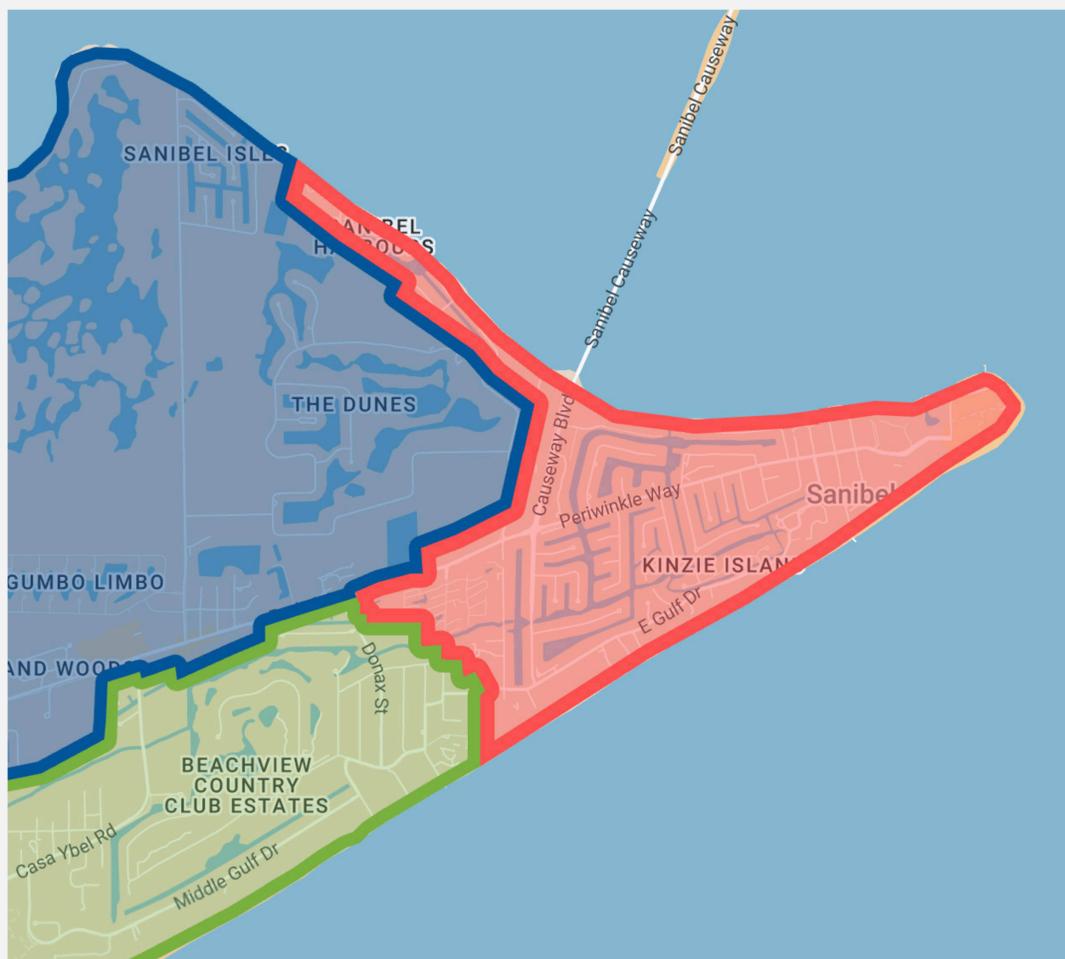
With the successful completion of the newly constructed Station 172 near Bowman's Beach, the District has secured a vital operational foothold on the west end of Sanibel. Over the next 24 months, our primary administrative and logistical focus will shift to the center of the island to finalize the complete reconstruction of Station 171. Once this central facility is fully operational, Sanibel Island will be protected by two highly resilient, state-of-the-art stations. These hardened facilities are specifically designed to weather whatever environmental challenges come our way, ensuring continuous operational readiness without ever compromising public safety.



Future Service Levels and Facilities

East End Expansion Strategy

As we look beyond our current infrastructure projects, we must address the evolving geographical and demographic demands of our response area. Over the next 36 to 72 months, a major strategic goal will be to pursue external grant funding and explore all possible avenues to acquire land on the east end of the island. The objective is to construct a smaller, supplementary one-to-two bay station designed to house a dedicated crew of two to three staff members.



This proposed east end facility would drastically improve our response times to that area of the island, which is particularly critical during our peak winter traffic season when travel along Periwinkle Way and Gulf Drive becomes severely congested. Additionally, an east end location would provide a much closer, strategic launch point for Marine 171, significantly reducing deployment times for water rescue calls.

We are acutely aware that land on Sanibel is exceptionally scarce and highly valued. By intentionally planning for a minimal one-to-two bay footprint, we can ensure that the new station remains unobtrusive to neighbors, seamlessly blending into the island's unique aesthetic, while also being highly fiscally responsible with our taxpayers' resources.

Meeting the Needs of a Recovering Island

Sanibel Island has bounced back with remarkable strength and resilience since the devastation of Hurricane Ian. Over the last three years, we have witnessed a major resurgence in tourism and seasonal residency—a true testament to the enduring beauty and popularity of our community. With this vibrant recovery comes an increased volume of emergency calls and a heightened demand for our services. As the island thrives, it is the Sanibel Fire & Rescue District's unwavering responsibility to adapt our service levels and infrastructure to ensure a profoundly safe environment for all our residents, business owners, and visitors.



Future Service Levels and Facilities

Equipment



To maintain optimal response capabilities and ensure the safety of our personnel, the anticipated future equipment and apparatus replacement needs of the District over the next five years will include:

Fire Engine Pumper (Engine 179 Replacement): The apparatus build committee is currently beginning work on the specifications and design to replace the aging Engine 179.

Multi-Purpose Response Vehicle (Brush 172 Replacement): Replacement of Brush 172 with a highly versatile, multi-purpose vehicle capable of high-water rescue, brush firefighting, and general rescue operations. This apparatus could serve as a primary asset for a future Station 173 on the east end of the island.

Marine Rescue Asset: An additional quick-response Rigid Inflatable Boat (RIB) or similar marine asset dedicated to Station 172 to enhance water rescue capabilities and response times on the west end of the island.

Staff and Support Vehicles: Ongoing, scheduled replacement of administrative and operational staff vehicles as they age out of their reliable service life.

Self-Contained Breathing Apparatus (SCBA): Complete replacement of all SCBA packs and bottles. This critical life-safety equipment will reach the end of its 15-year mandatory lifespan by 2031, with an anticipated replacement cost of approximately \$250,000.

Advanced Life Support Cardiac Monitors: Replacement of five medical cardiac monitors to maintain cutting-edge emergency medical capabilities across our response fleet, at an estimated cost of \$50,000 to \$60,000 per unit.

Marine 171 Repowering: Upgrading and repowering Marine 171 with twin 250-300HP outboard motors to ensure reliable and rapid water deployment, with an approximate cost of \$150,000.



Future Service Levels and Facilities

STAFFING

To meet evolving operational demands, the District's goal is to increase line staffing by three to six personnel over the next five years, contingent upon budget availability. This strategic expansion will actively decrease mandatory overtime costs, reduce personnel fatigue, and help support essential, resilient staffing levels throughout the island.

Upon the completion of Station 171, this targeted growth would allow the District to optimally operate with up to:

5 personnel operating out of Station 171

4 personnel operating out of Station 172

Furthermore, if the needed Station 173 becomes a reality on the east end of the island, this proactive hiring strategy ensures that staffing would already be trained and in place to allocate 2 to 3 personnel to that new facility.

With this growth, the District's future staffing model for 2031 could include up to 32 employees, maintaining our current administrative and command structure while bolstering our front-line response:

12 to 15—Firefighters

6-9—Engineers

3—Lieutenants

3—Captains

1—Administrative Assistant

1—Division Chief of Prevention / Fire Marshal

1—Assistant Fire Chief

1—Deputy Fire Chief

1—Fire Chief



Future Service Levels and Facilities



REVENUE

The District will continue to use ad valorem tax assessments as its primary source of operational funding, operating at the proposed FY26 millage rate of 1.3915. The District will also continue to utilize impact fees for permitted purposes; however, because our island is almost fully developed, this generates a minimal amount of revenue that is restricted by law

solely to capital improvements. To offset major costs, the District will aggressively continue to seek state and federal grants and alternative funding sources for capital improvement projects. While there is no immediate plan to raise the millage rate, the option to adjust it remains available should operational demands drastically shift.

As Sanibel Island continues its strong rebuilding phase following Hurricane Ian, we anticipate a steady restoration and growth of total property values. This natural growth in property values serves to strengthen our ad valorem revenue base over the next five years. However, looking ahead at our targeted staffing increases, apparatus replacements, and the potential need for a future Station 173, organic property value growth alone may not be completely sufficient to operate the District at these elevated proposed levels.

To navigate this, the District must proceed with extreme fiscal prudence. The Board of Fire Commissioners and District management will meticulously reevaluate the financial landscape and operational needs during each annual budget cycle. Through this process, the Board will determine the appropriate millage rate required to support the District, implementing only those strategic additions that are absolutely vital to our emergency operations and sustainably sound for our taxpayers' future.



Future Service Levels and Facilities



FUTURE OBJECTIVES

Expansion and Hardening of Facilities

Complete the total reconstruction of Station 171 in the center of the island to ensure a fully resilient, hardened primary facility.

Pursue land acquisition on the east end of the island for a proposed one-to-two bay facility (Station 173) to improve response times and provide higher level of service.

Secure external grant funding to fund the construction of Station 173 (East End Fire Station).



Future Service Levels and Facilities

FUTURE OBJECTIVES

Apparatus and Equipment Modernization

Finalize specifications and replace the aging Engine 179.

Replace Brush 172 with a multi-purpose high-water, brush, and rescue vehicle, potentially serving as the primary asset for Station 173.

Acquire an additional quick-response Rigid Inflatable Boat (RIB) stationed at Station 172 to enhance water rescue coverage on the west end of the island.

Repower Marine 171 with twin 250-300HP outboard motors to ensure rapid deployment capabilities.

Execute the phased replacement of all SCBA packs and bottles prior to their mandatory expiration in 2031.

Purchase five Advanced Life Support (ALS) cardiac monitors to maintain cutting-edge emergency medical care.

Enhance Staffing and Personnel Resilience

Increase line staffing by three to six personnel over the next five years.

Decrease mandatory overtime costs and reduce personnel fatigue through expanded staffing.

Transition daily operations to optimally staff five personnel at Station 171 and four personnel at Station 172 upon the completion of central infrastructure.

Develop a proactive staffing pool ready to deploy two to three personnel to the proposed Station 173.

Financial and Administrative Management

Aggressively seek and secure federal and state grants to fund capital improvement projects and infrastructure recovery.

Maintain extreme fiscal prudence to support strategic growth while operating within the established budget.

Maximize the use of restricted impact fees to finance applicable capital improvements as island development allows.





For inquiries, reach out to Sanibel Fire and Rescue District at
239-472-5525.