

DRAFT

Central Lyon County Fire District
Fire Chief Recommended Priorities and Expectations
October 1, 2026-October 1, 2027

DRAFT FOR BOARD REVIEW AND CONSIDERATION

Per the adopted employment agreement with Fire Chief Tim McHargue (Chief McHargue), Section 6, A,

Upon hiring and at the time of each annual evaluation thereafter, the Board of Directors, with input from Employee, shall adopt priorities and expectations for Employee for the ensuing year.

The following priorities and expectations are presented by the Fire Chief as recommendations for consideration by the Board of Directors. They are intended to provide a starting point for Board discussion and may be modified, expanded, removed, or otherwise revised by the Board prior to adoption.

The Board recognizes that operations of the District are dynamic and adjustments may be necessary to these priorities and expectations. If significant adjustments are necessary during the year, the Fire Chief will communicate those circumstances to the Board in a timely manner and seek direction as appropriate.

Proposed Leader's Intent

During October 2026 through October 2027, Central Lyon County Fire Protection District will build upon the organizational and administrative improvements of the preceding years by focusing on long-term sustainability, organizational capacity, community risk, responsible growth, and implementation of the District's strategic direction. The Fire Chief will continue to lead with transparency, fiscal responsibility, accountability, collaboration, and a commitment to the District's Vision and Core Values while preparing the organization to meet the evolving needs of the communities it serves.

Mission, Vision, and Core Values

Mission

We proudly stand ready to serve; forged in trust, ownership and committed excellence dedicated to safeguarding our communities.

Vision

Central Lyon County Fire will lead through innovation, driven by uncompromising standards, adapting to evolving challenges with integrity and empathetic service. Every Member-Every Day!

Core Values

Heart: Relentless Drive and Compassion.

Gratitude: Honoring the trust our community places in us and teammates beside us.

Duty-Bound: Owning our mission, serving our organization, each other, and our communities with respect and honor.

Adaptability: Resourcefulness and resolve in the midst of chaos.

Confidence: Steady under pressure, decisive in action.

Proposed Priorities and Expectations

1. Complete and Begin Implementation of the 2028-2031 Strategic Plan

Priority: Complete a comprehensive three-year strategic plan that establishes the District's organizational direction and provides measurable objectives for 2028-2031.

Expectations:

- Complete the strategic planning process with meaningful participation from the Board, employees, labor groups, and community stakeholders.
- Evaluate the District's mission, vision, core values, service priorities, organizational capacity, and anticipated future demands.
- Evaluate the District's strengths, weaknesses, opportunities and threats.
- Present the completed Strategic Plan to the Board for review and consideration.
- Develop measurable objectives, responsible parties, and timelines for implementation.
- Establish a process for routinely reporting progress to the Board.

2. Prepare for potential data center, Silver Springs, and District Growth

Priority: Continue development of the District's partnership with data centers and prepare for the operational impacts associated with the Silver Springs Data Center and other significant development occurring within the District.

Expectations:

- Maintain regular communication with business developers and other appropriate stakeholders regarding development timelines and anticipated fire and EMS service requirements.
- Identify staffing, apparatus, facilities, fire prevention, training, communications, and operational requirements associated with anticipated development.
- Develop appropriate funding and partnership strategies to mitigate impacts to existing District taxpayers and service levels.
- Coordinate development planning with the District's Strategic Plan, capital planning, and community risk assessment.
- Keep the Board informed of significant developments, commitments, funding opportunities, and decisions requiring Board direction.

3. Strengthen Long-Term Financial Sustainability

Priority: Continue strengthening the District's financial systems and establish a sustainable long-term financial framework capable of supporting existing services and anticipated growth.

Expectations:

- Continue improvements to budgeting, accounting, purchasing, internal controls, financial reporting, and administrative processes.
- Maintain the District's accounting and financial reporting practices consistent with Generally Accepted Accounting Principles (GAAP) applicable to state and local governments, including applicable standards established by the Governmental Accounting Standards Board (GASB).
- Provide the Board with financial reporting that is accurate, consistent, transparent, and sufficient to support the Board's fiscal oversight and informed decision-making responsibilities.
- Maintain appropriate reserve and fund-balance strategies.
- Integrate apparatus, facilities, equipment, technology, and personnel requirements into long-term financial planning.
- Pursue appropriate grants, partnerships, cost-sharing opportunities, and other lawful revenue sources.
- Provide the Board with clear and timely financial information necessary for informed decision-making.
- Evaluate administrative processes for opportunities to improve efficiency while maintaining appropriate accountability and internal controls.

4. Implement Long-Term Fleet, Facilities, and Capital Planning

Priority: Establish a sustainable capital planning process for apparatus, vehicles, facilities, major equipment, and other significant District assets.

Expectations:

- Maintain a multi-year apparatus and vehicle replacement schedule.
- Identify anticipated replacement costs and appropriate funding strategies.
- Evaluate current and future facility requirements based upon community growth, staffing, operational needs, and service delivery.
- Incorporate capital requirements into the District's long-term financial and strategic planning.
- Provide the Board with periodic updates regarding major capital needs, project status, funding, and anticipated replacement timelines.

5. Develop Organizational Capacity, Leadership, and Succession

Priority: Strengthen the District's workforce and leadership capacity to ensure continuity, accountability, professional development, and organizational resilience.

Expectations:

- Continue development of succession planning throughout the organization.

- DRAFT
- Identify critical positions, responsibilities, and organizational functions requiring redundancy.
 - Develop employees for future leadership and specialized assignments.
 - Promote cross-training and information sharing to reduce organizational dependence on individual employees.
 - Evaluate organizational structure and staffing as service demands and District responsibilities evolve.
 - Continue developing training, professional development, mentoring, and promotional opportunities appropriate to the needs of the District.

6. Maintain Productive Labor and Organizational Relationships

Priority: Maintain effective working relationships with represented and unrepresented employees while preserving management accountability and the operational and financial interests of the District.

Expectations:

- Work toward sustainable multi-year collective bargaining agreements with Local 4728 and the Chiefs Association.
- Create an Unrepresented Employee District Resolution outlining employment parameters with unrepresented personnel.
- Maintain regular Labor/Management communication.
- Provide timely and accurate information to the Board regarding significant labor matters.
- Promote professional communication, mutual respect, accountability, and appropriate problem-solving throughout the organization.
- Continue opportunities for the Fire Chief and Chief Officers to engage directly with line personnel and administrative employees.
- Maintain appropriate management authority and accountability consistent with Board policy, adopted agreements, and applicable law.

7. Advance EMS System Development

Priority: Evaluate and strengthen the District's EMS delivery system to provide effective, clinically appropriate, operationally sustainable service.

Expectations:

- Continue development and evaluation of Community Paramedicine/Mobile Integrated Health initiatives and other EMS system improvements.
- Evaluate EMS staffing, deployment, response performance, clinical quality, and operational effectiveness.
- Assess the long-term financial sustainability of EMS programs and service delivery.
- Strengthen partnerships with Lyon County, neighboring fire districts, hospitals, medical direction, dispatch, air ambulance providers, and other EMS stakeholders.
- Evaluate opportunities to reduce unnecessary system demand while improving patient outcomes and access to appropriate care.

8. Evaluate Community Risk and Service Delivery

Priority: Develop an objective framework for evaluating community risk, response capability, deployment, and future resource requirements.

Expectations:

- Evaluate current and anticipated community risks throughout the District.
- Review response data, service demand, response performance, station locations, staffing, apparatus deployment, mutual-aid reliance, and significant development.
- Establish appropriate performance measures to assist the Board in evaluating District service delivery.
- Use community risk and operational data to inform recommendations regarding staffing, stations, apparatus, prevention, training, and other resource decisions.
- Incorporate significant findings into the Strategic Plan and long-term capital and financial planning.

9. Determine the Long-Term Direction of the Fuels and Wildland Program

Priority: Determine and implement an appropriate leadership, operational, and financial model for the District's Fuels and Wildland Program.

Expectations:

- Evaluate the current leadership and organizational structure of the program.
- Assess program costs, revenue, grants, contractual obligations, staffing, equipment, and long-term fiscal sustainability.
- Evaluate the program's relationship to the District's statutory responsibilities, community risk, and overall mission.
- Identify opportunities to improve operational effectiveness and accountability.
- Present recommendations to the Board regarding the appropriate long-term structure and direction of the program.

10. Strengthen Regional Partnerships and Interagency Coordination

Priority: Continue development of partnerships that improve service delivery, regional preparedness, operational capability, and responsible use of District resources.

Expectations:

- Continue development and evaluation of the Care Flight partnership and other appropriate regional initiatives.
- Strengthen relationships with Lyon County, neighboring fire districts, law enforcement, dispatch, emergency management, healthcare partners, and other governmental agencies.
- Pursue cooperative training, planning, grant, communications, equipment, and operational opportunities when beneficial to the District.
- Maintain appropriate mutual- and automatic-aid relationships while ensuring the District maintains sufficient capability to serve its own communities.

- Bring significant agreements or commitments before the Board when Board authorization or policy direction is appropriate.

11. Continue Policy, Administrative, and Accountability Improvements

Priority: Institutionalize the administrative and management systems necessary to support a professional, accountable, and sustainable organization.

Expectations:

- Continue modernization and maintenance of District policies and procedures.
- Ensure policies and administrative practices remain consistent with applicable law, labor agreements, Board direction, and organizational needs.
- Maintain effective employee evaluation, supervisory, project-management, and accountability systems.
- Continue improving the use of technology and data to support management and Board decision-making.
- Maintain meaningful performance information and dashboards for Board oversight.
- Establish systems and practices that can be sustained through future leadership transitions.

12. Support Board Governance, Statutory Compliance, and Efficient Administration

Priority: Assure the Board of Directors is supported in meeting applicable annual training, statutory, governance, and administrative requirements while maintaining efficient, transparent, and well-documented Board processes.

Expectations:

- Working with District staff and legal counsel as appropriate, maintain an annual Board compliance calendar identifying required training, statutory deadlines, recurring actions, filings, notices, and other governance requirements.
- Assure Board members receive timely notice of and reasonable opportunities to complete required annual training and other applicable governance requirements, with appropriate records maintained by the District.
- Plan for Board succession and continuity, including elections, appointments, officer transitions, vacancies, onboarding, and transfer of institutional knowledge, as applicable.
- Promote efficient Board meeting processes through timely agenda development, complete and concise staff reports, organized supporting documents, clear recommendations, and appropriate follow-up on Board direction and actions.
- Assure Board agendas, minutes, resolutions, policies, records, and other governance documents are prepared, maintained, and processed in accordance with applicable legal requirements and District practices.
- Periodically evaluate Board administrative processes and recommend improvements that strengthen efficiency, transparency, compliance, and continuity.

Board Review and Adoption

These proposed priorities and expectations are submitted by the Fire Chief as recommendations to assist the Board of Directors in establishing its priorities and expectations for the Fire Chief for October 1, 2027 through October 1, 2028. Following Board review and discussion, this document may be amended as directed by the Board and returned for formal consideration and adoption.

Upon adoption, these priorities and expectations will serve as the Board's annual direction to the Fire Chief, subject to adjustment as organizational conditions, community needs, or Board direction warrant.

Board President

Date

Fire Chief

Date

Board Secretary / Attest

Date