



**TRUCKEE MEADOWS FIRE PROTECTION DISTRICT, NV
FIRE CHIEF**

INTERVIEW BOOK

May 5, 2025



FIRE CHIEF



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY & THE DISTRICT

The Truckee Meadows Fire Protection District (TMFPD) is located in the magnificent Sierra Nevada Mountains and covers an area of 6000 square miles bordering California and Oregon. Washoe County's pleasant climate spans the full range of the four seasons and is characterized by low humidity and rainfall, moderate snowfall and sunshine more than 300 days per year. A population of approximately 500,000 enjoy an excellent quality of life with abundant recreational activities, arts and cultural amenities, fine dining, not to mention a variety of entertainment options.

The City of Reno is the county seat and the fourth-largest city in Nevada. Known as the "Biggest Little City," Reno has a bustling downtown, diverse neighborhoods, a major university, and a top-ranked international airport. Nearby are the communities of Sparks and Incline Village (Located in Lake Tahoe). In addition, Washoe County includes miles of high desert and mountains providing additional growth potential in the County's vast unincorporated areas.

Founded in 1972, TMFPD began as a collection of volunteers who were passionate about the community and fire safety. Since then, TMFPD has grown to a department of almost 150 professional operational and wildland firefighters. The District currently operates 10 full time fire stations spread throughout the District ranging from Cold Springs in the north, Washoe Valley in the south, Verdi/Mogul in the west, Hidden Valley in the east, and everywhere in between. TMFPD serves the unincorporated areas of Washoe County which includes the areas not governed by its own local municipal corporations. Truckee Meadows Fire Protection District is committed to excellence, service and the protection of life and property in our community. We are dedicated to our community, its residents, and visitors offering advanced paramedic life support, fire suppression and fire prevention mitigation services. The District promises to maintain constant readiness at all times of the year and respond to all types of emergencies.

THE POSITION

The Fire Chief is the chief executive officer of the Truckee Meadows Fire Protection District and reports directly to the Truckee Meadows



Fire Protection District Board of Fire Commissioners. The Fire Chief plans, directs, manages, and oversees all activities and operations of the District and is responsible for the overall operation of the Fire District with guidance from the Board of Fire Commissioners. The duties include leading and commanding all personnel, drafting and enforcing policies, making staffing decisions, and overseeing all District services. Key responsibilities include but are not limited to the following:

- Providing leadership and mentorship to department personnel, fostering a positive work environment and professional development.
- Ensuring compliance with local, state, and federal regulations related to fire and emergency services.
- Effective management and oversight of the fire district, including administration, budgeting, and resource allocation.
- Assessing division workloads, administrative support systems, and internal reporting relationships; identifying opportunities for improvement and implementing protocols as needed.
- Implementing policies and procedures applicable to administrative functions and providing policy guidance. Providing direction on major projects or problem areas.
- Making effective data-driven decisions, adhering to industry best practices, and is skilled and strategic in balancing position priorities with daily responsibilities while carrying



out long-term plans for the District's growth and sustainability.

- Possessing heightened knowledge and ability in the principles and practices of budgeting and the governance of a political subdivision of the State.
- Overseeing the development, administration, and implementation of the District budget as approved by the Board of Fire Commissioners and approving expenditures and implementing budgetary adjustments as appropriate and necessary.
- Creating and building on existing relationships with other agencies and government entities to foster collaboration within the region.



The incumbent will possess the ability to plan, organize, and direct a progressive public agency with several functional areas. Knowledge of fire protection, EMS, hazardous materials, fire codes and standards, and emergency management practices are required. Strong verbal and written communication skills, with the ability to engage with diverse stakeholders, are pertinent to the position. The Fire Chief must be experienced in conducting research and utilizing data to propose solutions and make decisions through effectively communicating the District's strategic planning needs and facilitating the long-term vision for the District to its employees, the Board of Fire Commissioners and the community.

THE IDEAL CANDIDATE

The District seeks a strong, approachable, and responsive leader with a solution-oriented mindset and exceptional political insight to serve as the next Fire Chief. The ideal candidate will demonstrate integrity and professionalism, listen actively for opportunities, anticipate challenges, and take proactive steps to resolve issues. The Fire Chief needs to be an effective communicator who can consider diverse perspectives, make informed decisions, clearly relay the rationale behind those decisions, and build public trust. The next Fire Chief will be skilled in articulating the "why" behind District and County matters, ensuring transparency and clarity while supporting the District's Strategic Plan.



The successful candidate will possess strong political and business acumen, with the ability and skill sets to develop and implement the department's strategic goals, objectives, and policies in alignment with the Fire District's mission and vision. TMFPD encourages candidates with proven leadership experience in managing emergency response operations, fire prevention, and public safety programs to apply.

Applicants should be adept at developing formal agreements and contracts with other agencies and communities, managing mutual aid agreements, and coordinating joint operations with neighboring fire departments and emergency services organizations. A deep understanding of inter-governmental relations, complex public policy issues, contract development, and contract law is essential.

Qualified candidates will hold a Bachelor's degree in Fire Science, Business Administration, Public Administration, Emergency Management, or a related field, along with a minimum of 15 years of progressively responsible experience in fire service, including at least five (5) years in a senior management position (e.g., Division Chief, Deputy Fire Chief, or Fire Chief). Candidates must also hold a Certified Fire Officer (CFO) or Executive Fire Officer (EFO) certification, NFPA Fire Officer III certification with the ability to obtain Fire Officer IV within two years, and a valid driver's license.

COMPENSATION

The annual salary range for the Fire Chief position is \$205,732 – \$308,588 for qualified Police/Fire PERS candidates, and \$208,000 – \$312,000 for regular PERS candidates; salary placement is dependent upon experience, qualifications, and PERS status. The District also offers a competitive benefits package which can be found on the website:

<https://tmfcpd.us/human-resources-benefits-docs/>

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

**Filing Deadline:
March 23, 2025**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the Truckee Meadows Fire Protection District. Candidates will be advised of the status of the recruitment following the selection of the Fire Chief.

If you have any questions, please do not hesitate to call Ms. Stephanie Dietz at:

(916) 784-9080

Please note that this recruitment will be managed in accordance with Nevada's Open Meeting/Public Records law. Applicant information will remain confidential until such time as the candidate is selected as a finalist in the selection process. At that time, applicant information including candidate name, application, cover letter, resume, and other submitted information (with personal identification information redacted) may be provided to the Washoe County Board of Fire Commissioners as part of the Commission Meeting Agenda.

This is an unclassified position appointed by the Board of Fire County Commissioners and serves at the pleasure of the Board of Fire County Commissioners pursuant to NRS 474.163.



**TRUCKEE MEADOWS FIRE PROTECTION DISTRICT, NV
FIRE CHIEF**

FINALISTS

Micheal Despain

Interim Deputy Fire Chief, Redmond Fire Department, Redmond, WA

Richard J. Edwards

Fire Chief, Stockton Fire Department, Stockton, CA

Timothy Soule

Fire Chief, Rural Metro Fire Department Central AZ, Phoenix, AZ

Loren Dale Way

Interim Fire Chief/Chief Executive Officer, Truckee Meadows Fire Protection District,
Reno, NV

Walt W. White

Fire Chief, Sparks Fire Department, Sparks, NV

**TRUCKEE MEADOWS FIRE PROTECTION DISTRICT, NV
FIRE CHIEF**

INTERVIEW SCHEDULE

Monday, May 5th, 2025

Location: Washoe County Complex
1001 E Ninth Street
Human Resources
Building A
Reno, Nevada 89512

8:30 AM *ORIENTATION*

9:00 AM Loren Dale Way

10:00 AM Michael Despain

11:00 AM Timothy Soule

12:00 PM *LUNCH*

1:00 PM Richard J. Edwards

2:00 PM Walt W. White

DEBRIEFING

LOREN DALE WAY

PROFESSIONAL EXPERIENCE

- 2020 - present **Truckee Meadows Fire Protection District, Reno, NV**
Interim Fire Chief/Chief Executive Officer (2025 - present)
Deputy Fire Chief (2020 - 2025)
- 2000 - 2020 **North Las Vegas Fire Department, North Las Vegas, NV**
Deputy Fire Marshal/Battalion Chief (2006 - 2020)

EDUCATION

B.A., Business Administration, National Labor College, Silver Springs, MD

Loren Dale Way

March 19, 2025

Dear Ms. Dietz and the Truckee Meadows Board of Fire Commissioners,

I am writing to express my interest in competing for the position of Fire Chief / CEO with the Truckee Meadows Fire Protection District (TM). As a native Nevadan with more than thirty years in the fire service including more than nineteen years of Chief Officer leadership and management experience and numerous nationally recognized professional certifications including Chief Fire Officer Designation, Fire Marshal Designation, Certified Fire Marshal, Certified Building Official, Certified Fire Protection Specialist, and Certified Fire and Explosion Investigator, a Bachelor of Arts in Business Administration, and two Associate of Applied Science degrees in Fire Science Management and Fire Science Technology, I believe I have the experience and skillset to lead TM in its next phase.

I have worked for TM for the past five years as the Deputy Fire Chief – Fire Marshal and Human Resources. Prior to coming to TM, I spent twenty years serving the City of North Las Vegas Fire Department. This community was the fastest growing city in the US and the most diverse (18th most in US) and industrialized city in the State of Nevada. I gained significant experience that helped me focus on building relationships internally and externally as well as with the business and development community, helping and ensuring that everyone's goals and objectives are reasonably accommodated with overall safety being achieved. Emerging from the Great Recession, I had the opportunity to co-lead an effort cross-departmentally among several internal Departments to collaborate and devise newer methods of providing our services that streamlined our processes and made our teams more agile in dealing with the development community.

As the Fire Marshal for TM, I was hired to build the Division from the ground up, training personnel, developing policy and procedure, and creating an electronic database. My team and I were able to create numerous successes in a brief period to include rebuilding relationships with several internal and external partners and resolving a long-standing, costly issue for the District. I began developing relationships from the very beginning with all employees of TM as well as with the community. I was able to quickly bridge these gaps and ensure that we were working directly and diligently with everyone to create smoother, more efficient processes with stakeholders and between work groups. Further, I have established relationships with other regional agencies like Reno and Sparks Fire Departments and other regional Chief Officers as well as created strong working relationships with Washoe County Sheriff's Office, REMSA Health, Truckee Meadows Water Authority, and Truckee Meadows Regional Planning Agency. I was able to successfully resolve a 25-year-old issue of fire hydrant maintenance in favor of the District saving substantial personnel time, resources, and revenue for the District in perpetuity. I led the Joy Lake Fire Origin and Cause Investigation that resulted in bringing the arson suspect to justice and being convicted on all counts.

As the Interim Fire Chief / CEO of TM, I immediately set to work on issues to ensure the future of the District. We held fact-finding for the Non-Supervisory CBA in which L2487 declared impasse. I had to prepare the District's stance for a Joint/Concurrent Meeting of local government entities on the topic of consolidation of fire services. I have purchased and delivered wallboards for our facilities of our updated Mission, Vision, and Values to ensure all employees know it and live it. I sought to be more inclusive of the District's other management positions in our Executive picture wall in HQ. I explored ideas to ensure future financial sustainability and am preparing two Resolutions for the Board of Fire Commissioners that create restricted Capital Projects and Extraordinary Repair, Maintenance, or

Improvement of Capital Projects Funds in order to annually fund the District's buildings and equipment needs.

My years of service to TM and my involvement locally demonstrate my commitment to my career and my region. These past five years with TM have also made me more astutely aware of the political dynamics in the region as well as current service delivery models and the need to further regionalize the integration of service delivery amongst the fire agencies in the region. I have also spent considerable time getting to know every employee of the District and identify future leaders within the District and begin collaborating with them to develop the necessary knowledge, skills, and abilities for promotion within the organization. The philosophy I continually impart to team members is to "do right" rather than to "be right."

My involvement in the region has continued to grow along with my continued pursuit of professional development. In 2021, I received the designation of Chief Fire Officer from the Center for Public Safety Excellence. This credential demonstrates my continual development in fire service leadership and dedication to professionalism and continuous growth, striving for professional excellence. In 2022, I was appointed to the Governor's Board of Fire Services in which we help provide direction and governance to the Nevada State Fire Marshal's Office. In 2024 and 2025, I was elected to be the Chairperson of this Board. Regionally, I organized and coached the regional Fire Marshal's in development of the Northern Nevada Fire Code Amendments for the adoption of the 2024 International Fire Code.

My leadership style is that of a collaborative, servant leader who focuses on partnerships internally and with businesses and development, I foster a team atmosphere with staff, clearly stating expectations, providing the necessary training for our staff to perform their duties, and developing systems to hold all members, including myself, accountable. This collaboration has included working with County Commissioners, Board of Fire Commissioners, Contractors, City Councils, local and regional Planning Commissions, Public Works, and Utilities as well as serving on regional code committees, presenting before the Nevada Home Builders Association and the Associated General Contractors, and testifying to the Nevada Legislature.

My career demonstrates significant industry experience, taken together with my education and certifications, and my exemplary service to TM for more than five years makes me a strong candidate for the Fire Chief / CEO position. I am excited for the opportunity to continue serving the Truckee Meadows Fire Protection District and the Board of Fire Commissioners as the leader of the organization and look forward to meeting with you to fully discuss how my qualifications and experience will meet the needs of the Truckee Meadows Fire Protection District.

Thank you for your consideration.

Respectfully,

A handwritten signature in cursive script that reads "Dale Hay". The signature is written in black ink and is positioned at the end of the letter.

Loren Dale Way

Summary

- 30+ years of experience in all aspects of the Fire Service
- 19+ years of experience in Leadership and Management
- 24+ years of experience in Fire Prevention and Fire Investigation
- Chief Fire Officer / Fire Marshal designations and numerous certifications including Fire Fighter
- Bachelor of Arts – Business Administration and two Associate degrees related to Fire Science
- Fire Code Official for a highly industrialized city of 250,000 citizens and large Fire District
- Member of various local Boards including the Nevada Governor's Board of Fire Services
- ICS 100 / 200 / 300 / 400 / 700 / 800

Professional Experience

Truckee Meadows Fire Protection District

January 2025 - Present

Interim Fire Chief / CEO – Fire Marshal

Reno, NV

Fire Chief / CEO for the largest (6,500 sq mi) Fire District in the State of Nevada leading and effectively managing all aspects of the District. Mentoring District personnel and providing a positive and professional work environment. Ensure compliance with local, state, and federal regulations. Assess and evaluate division workloads, administrative support systems, and internal reporting relationships identifying opportunities and implementing process improvement. members of the public, and other stakeholders.

Key contributions include:

- Represented District in Joint/Concurrent Meeting of all local government on the topic of regional consolidation.
- Prepare District Budget for FY25-26 to include the creation, by Resolution, of two restricted funds: Capital Projects and Extraordinary Maintenance, Repair or Improvement of Capital Projects, to ensure financial sustainability for the District.
- Leading District efforts related to Operational Regionalization within the region.
- Retained a lobbyist for the District for collaboration and representation for the 83rd Legislature.
- Developed and Implemented a Legislative Policy for the District.
- Reopened labor negotiations while awaiting the outcome of pending fact-finding decision.

Deputy Fire Chief – Fire Prevention & Human Resources

February 2020 – January 2025

Fire Code Official for the largest (6,500 sq mi) Fire District in the State of Nevada leading and commanding all aspects of the District's Fire Prevention Division. Interact extensively with the development community, state and local governmental representatives, members of the public, and other stakeholders. Oversee all Human Resources Management for the District. Act as Fire Chief as needed.

Key contributions include:

- Updated and adopted the Fire Code and implemented a new Fee Schedule within 100 days in position.
- Generated more than \$100,000 in Revenue from Building Plan Review in the first six (6) months of collecting service fees and more than \$1.5 million in total Revenue collected to date.
- Resolved the 25-year-old issue of fire hydrant ownership and maintenance saving the District more than \$100,000 per year in perpetuity in expenditures and associated labor.
- Developed First Due software to create existing building database system and ready to implement operational permit program within twelve (12) months in position.
- Coordinated with Washoe County Building Department and implemented E-Plan Review within two months after Covid-19 outbreak and have been 100% E-Plan review submittal and return since.
- Led the Joy Lake Fire (August 2022) Origin and Cause investigation which resulted in bringing the arson suspect to justice and being convicted on all five counts.

City of North Las Vegas

Deputy Fire Marshal / Battalion Chief

January 2006 – February 2020

North Las Vegas, NV

Fire Code Official for the 3rd largest (262,500), most industrialized, fastest growing, and most diverse municipality in the State of Nevada, 18th most diverse in the United States. Led and commanded all aspects of the City's Fire Prevention Division. Supervise and manage staff and budget of \$1.5 million. Interact extensively with the development community, state and local governmental representatives, members of the public, and other stakeholders.

Key contributions include:

- Increased Annual Revenues from operational permits by 160.50% over a four-year period.
- Implemented over-the-counter plan review services before the other departments with only one staff member in this functional area.
- Coordinated transition of paper records system for Annual Operational Permit payments into the City's financial software providing better tracking of revenues and enhanced internal controls.
- Increased total number of Annual Operational Permits 78.25% without increasing staff.
- Revised Fire Plan Review process to increase efficiencies and meet new construction goals of the Building Official and PAC Manager.

Education

Bachelor of Arts, Business Administration

National Labor College

Silver Springs, MD

GPA: 4.0/4.0

Associate of Applied Science, Fire Science Management

College of Southern Nevada

North Las Vegas, NV

GPA: 3.45/4.0 Honors Graduate

Associate of Applied Science, Fire Science Technology – Urban Fire Fighting

College of Southern Nevada

North Las Vegas, NV

GPA: 3.41/4.0 Honors Graduate

Professional Certifications / Licensure

Chief Fire Officer, Center for Public Safety Excellence

NFPA Fire Service Instructor II (NFPA 1041), Nevada State Fire Marshal

NFPA Fire Officer IV (NFPA 1021), Nevada State Fire Marshal

Certified Fire Protection Specialist, National Fire Protection Association

NFPA Firefighter II, Nevada State Fire Marshal

Certified Fire and Explosion Investigator, National Association of Fire Investigators

Fire Marshal, Center for Public Safety Excellence

INVF Qualified Wildland Fire Investigator, National Wildland Coordinating Group

Certified Fire Marshal, International Code Council

NFPA Fire Marshal (NFPA 1037), Nevada State Fire Marshal

IS-775 EOC Management and Operations, FEMA

Certified Building Official, International Code Council



FIRE CHIEF

SUPPLEMENTAL QUESTIONNAIRE

Please keep answers concise and specific.

1. What experience do you have with managing fire protection in the wildland urban interface?

Throughout my time managing fire prevention and protection in the wildland urban interface (WUI) for the Truckee Meadows Fire Protection District, I have been able to apply provisions of the WUI Code that make defensible space requirement more applicable to our landscape. These proactive code applications have already yielded results as recently as the Davis Fire. Over time we will see greater results with a more fire-resistant and resilient community through the increased use of fire-resistant building materials and methods. Since we have many high-end residential developments in the WUI, it is essential to have fire suppression stations in close proximity to these areas, which the District already has thanks to earlier standards of cover analysis. I was hired in February 2020 to build a comprehensive Fire Prevention Division for the District. Part of this involved creating a Wildland Division to institute a fuels reduction program and other preventative mitigation efforts like firebreaks in our WUI areas, primarily

along the Sierra front range. This Division is mainly funded through NV Energy, to protect its infrastructure, and other governmental grants that allow us to perform fuels mitigation work in other areas of the TM District. We have assisted with community preparedness and planning by partnering with Washoe County Emergency Management and coordinating clear evacuation routes for residents during critical incidents. We have also harnessed technology with cooperative efforts with Washoe County Emergency Management using a software platform called Perimeter to assist with community evacuations. This has been successfully utilized in two large wildland urban interface fires in 2024. We have partnered with UNR and the Living With Fire Program in providing a variety of public education to our citizens such as defensible space planning, fire-resistant plants, and home hardening techniques for existing buildings.

2. How have you managed relationships with the press and the community?

As Chief Officer of the TM Executive Team, I attend the Washoe County Community Advisory Board (CAB) meetings several times throughout the year to hear community input and provide thoughtful and responsive answers to various citizen questions. I work diligently to ensure I maintain excellent relationships with the press and the community in our region. As an agency leader, I am accessible and responsive, transparent, and honest, to both the press and our citizenry. I work closely with the District's Communication Manager/PIO who proactively engages with our local press almost daily and regularly arranges discussions and interviews for me with local, regional, and national media outlets seeking information on the District and incidents in our region. Additionally, I have attended and presented at numerous civic organizations such as Rotary International and other community groups. My experience is extensive with public education events at area schools. I have also participated in a number of short videos and infomercials explaining fire prevention and risk reduction techniques. As a resident and citizen of the Fire Protection District, I frequently interact with the community and citizenry even when I'm off work.

3. What experience do you have developing and managing a budget?

Overall, I have twenty (20) years' experience in developing and managing divisional budgets according to Nevada laws. As an Executive member of TM Administration for the last five (5) years, I have assisted the Fire Chief in preparing the annual District budget. As the Interim Fire Chief / CEO of TM, I am responsible for preparing and submitting the FY25-26 budget for Board approval in May 2025. Through my own initiative, I recognized and forecasted an immediate need to restrict and protect certain revenues to ensure they are allocated to critical and specific District needs. I have prepared two Resolutions to submit to the Board of Fire Commissioners that will stabilize our budget process by annually committing funding to capital projects and extraordinary repairs and maintenance of capital projects. Creating these restricted funds provides a more disciplined method of saving and directing revenue to our specific spending priorities. These budgetary measures will be completed ahead of the final Fire Chief / CEO selection to ensure that we are restricting revenue in these funds each year for upcoming building projects, apparatus needs, and putting the District on a stronger financial path its future needs and replacement costs. Putting these Resolutions to the Board will also help to ensure a revenue stream toward the station we have designed and anticipate constructing in Washoe Valley.

MICHEAL DESPAIN

PROFESSIONAL EXPERIENCE

- 2021 - present **Redmond Fire Department**, Redmond, WA
Interim Deputy Fire Chief
- 2018 - present **M.E.D. Enterprises Inc.**, Lincoln, NE
President/Chief Executive Officer
- 2020 - 2021 **Piedmont Fire Department**, Piedmont, CA
Interim Fire Chief
- 2020 **Rocklin Fire Department**, Rocklin, CA
Interim Fire Chief
- 2016 - 2020 **Lincoln Fire & Rescue**, Lincoln, NE
Fire Chief
- 2012 - 2016 **Clovis Fire Department**, Clovis, CA
Fire Chief/Fire Marshal
- 2006 - 2012 **Fresno Fire Department**, Fresno, CA
Interim Fire Chief (2012)
Fire Deputy Chief/Fire Marshal (2006 - 2012)
- 2003 - 2006 **Clovis Fire Department**, Clovis, CA
Deputy Fire Chief (2006)
Battalion Chief (2003 - 2006)

EDUCATION

- M.A., Management, National University, Fresno & San Diego, CA
B.A., Management, Fresno Pacific College, Fresno, CA

MICHEAL DESPAIN MA, EFO, CFO, MIFireE.



Dear Board of Fire Commissioners,

I am writing to express my interest in the position of Fire Chief for Truckee Meadows Fire Protection District (TMFPD). With over 40 years of experience in public safety, including service as Fire Chief for multiple agencies in three different states, and consulting for fire departments nationwide, I bring a deep understanding of regional service delivery, operational efficiency, and strategic leadership. TMFPD's commitment to innovation, regional collaboration, and community-focused service aligns seamlessly with my expertise and passion for advancing the fire service.

Throughout my career, I have successfully led regionalization efforts, strategic planning initiatives, and operational improvements across multiple jurisdictions in multiple states. My work includes merging agencies, negotiating automatic aid agreements, and optimizing resource deployment to ensure cost-effective, high-quality service delivery. Notably, I have played a key role in the ongoing development of a Regional Fire Authority in Washington State, which will consolidate multiple agencies to enhance efficiency while reducing costs, and result in one of the most affluent fire agencies in on the west coast. These experiences have reinforced my ability to navigate complex governance structures, collaborate with elected officials, and implement data-driven solutions that improve both firefighter safety and community outcomes.

My leadership philosophy is centered on mentorship, collaboration, and accountability. I believe in fostering an environment where employees feel valued and empowered, ensuring a strong pipeline of future leaders within the organization (how I would want to be treated if I was an employee). At the same time, I recognize the importance of decisive leadership in crisis situations and have extensive experience managing large-scale emergency incidents having served as member of a Type 1 Incident Management Team for nine years and as host agency for FEMA-Nebraska Task Force 1 for many years. My ability to balance these leadership approaches has earned me a strong track record of labor relations success, organizational growth, and stakeholder trust. I can provide over 20 years of contacts, including IAFF labor groups, elected officials and national fire service leaders to vouch for my past accomplishment and capabilities.

Beyond my technical expertise, I am personally drawn to the Truckee Meadows region and its unique fire service challenges, including wildland-urban interface risk, regional service opportunities, and evolving community needs. Several regional fire service leaders have encouraged me to consider this role, recognizing the potential for further regional collaboration—an area where I have consistently delivered successful outcomes. As I enter the final phase of my career, I am eager to dedicate my experience to one organization and community, ensuring that TMFPD remains a leader in fire service innovation and operational excellence long after my time.

I welcome the opportunity to further discuss how my experience and leadership can support TMFPD's mission and the communities it serves. Thank you for your time and consideration. I look forward to the possibility of joining your team and, for a short time, wearing the same patch and badge of this amazing organization, and contributing to the continued success of Truckee Meadows Fire Protection District.

Thank you for your consideration,

Micheal Despain



MICHEAL DESPAIN

M.A., EFO, CFO, MIFIREE



EDUCATION:

National Fire Academy / 1998 - 2001
Emmitsburg, Maryland
Executive Fire Officer (EFO)

National University / 1997 - 1998
Fresno, California
Master of Arts - Human Resource Management

Fresno Pacific College / 1995 - 1996
Fresno, California
Bachelor of Arts - Management and Organizational Development

Fresno City College / 1990 - 1994
Fresno, California
Associate of Science - Fire Science

SUMMARY

Micheal Despain has over 40 years of experience in the public safety field, previously serving as fire chief or interim fire chief for several fire agencies in three states. Chief Despain has served as a subject matter expert and consultant on fire and EMS deployment projects for the U.S. Fire Administration and Center for Public Safety Excellence. He has also served as a board member for the League of California Cities and California Fire Chiefs Association, developing policy and legislation on numerous state and national fire service issues. He speaks regularly at a broad array of conferences and training venues on emergency service outcomes, professional development and other contemporary issues facing the fire service. Over the years he has made substantial contributions to written publications and standards development in fire and life safety and has been an adjunct instructor at National University, providing graduate-level instruction on safety/environmental program management.

PROFESSIONAL EXPERIENCE

PRESIDENT / CEO

5/2015 – Present

M.E.D. Enterprises Inc. / Lincoln, NE

Provide consulting services to fire/EMS agencies and industry-specific private businesses. Key services include interim chief fire officer services, facilitated strategic planning, standards of cover development, efficiency studies, professional development planning, liability mitigation, and fire service specific - diversity improvement planning.

INTERIM DEPUTY CHIEF

7/2021 – Present

City of Redmond Fire Department / Redmond, WA

Contract position (through M.E.D. Inc) providing administrative support to the agency. Provide technical expertise for emergency unit deployment options, financial analysis, contract negotiations, strategic planning, liability mitigation, and organizational efficiency.

- Negotiated an updated contract with King County Fire District 34 (additional revenue of \$5.7 million over five years)
- Completed a community-driven strategic plan
- Completed a comprehensive Standards of Cover report
- Secured grants for the purchase of the first electric fire engine in the State of WA (\$1,800,000)
- Currently finalizing an EMS Transport Fee update (est. revenue of \$900,000 per year)
- Currently coordinating the development of a Regional Fire Authority that will coalesce four agencies, 23 fire stations, 550 firefighters, with a combined budget of \$200 million

INTERIM FIRE CHIEF

12/2020 – 04/2021

City of Piedmont Fire Department / Piedmont, CA

Contract position providing administrative support to the agency. Aided with their recruitment process for a permanent fire chief.

INTERIM FIRE CHIEF

7/2020 – 12/2020

City of Lincoln Fire & Rescue Department / Lincoln, NE

Contract position providing administrative support to the agency. Aided with their recruitment process for a permanent fire chief.

INTERIM FIRE CHIEF

4/2020 – 7/2020

City of Rocklin Fire Department / Rocklin, CA

Contract position providing administrative support to the agency. Aided with their recruitment process for a permanent fire chief.

FIRE CHIEF

7/2016 – 3/2020

City of Lincoln Fire & Rescue Department / Lincoln, NE

Executive management level position responsible for all fire and ALS transport service activities within the Department. Member of the City of Lincoln executive management team assisting with the establishment of organizational priorities and provision of services. The City of Lincoln is the second largest city in Nebraska, home to the state capitol and the University of Nebraska. LF&R is host agency for FEMA US&R Task Force #1.

Agency Demographics:

Budget; \$41 million, 16 stations, 325 personnel, 100 sq. mi. (fire) 1,000 sq. mi. (EMS), serving the City of Lincoln and portions of a five-county region, protecting a population of approximately 300,000.

Key Accomplishments:

- Improved annual EMS revenues by \$900K in first year. EMS transport program is funded with 100% user fees: no general fund subsidies.
- Successfully walked legislation through the Unicameral on behalf the entire state of Nebraska for a Ground Emergency Medical Transport program
- Preserved over \$500,000 in positive cash balance during budget close of both FY17, 18 and 19
- Completed the construction of five new fire stations in four years
- Developed agency strategic plan and standards of cover
- Agency completed its fifth consecutive candidacy for accreditation by the Commission on Fire Accreditation International (CFAI)
- Received the inaugural Randy R. Bruegman Innovation Award by the Center of Public Safety Excellence (CPSE/ March 2019).

FIRE CHIEF/ FIRE MARSHAL

8/2012 – 7/2016

City of Clovis Fire Department / Clovis, CA

Executive management level position responsible for all fire service activities within the Department. Member of the City of Clovis management team assisting with the establishment of organizational priorities and provision of services.

Agency Demographics:

Budget; \$13.8 million, 5 stations, 68 personnel, 26 square miles, serving the City of Clovis and portions of the Fresno County Fire Protection District, protecting a population of approximately 115,000.

INTERIM FIRE CHIEF

1/2012 – 5/2012

City of Fresno Fire Department / Fresno, CA

Executive management level position responsible for all fire service activities within the Department and contract service areas. Member of the City of Fresno management team assisting with the establishment of organizational priorities and provision of services.

Agency Demographics:

Budget; \$54 million, 24 stations, 380 personnel, 336 square miles, serving the City of Fresno (5th largest city in California), North Central Fire Protection District, Fig Garden Fire Protection District, Fresno-Yosemite International Airport and portions of the Fresno County Fire Protection District, protecting a population of 600,000.

FIRE DEPUTY CHIEF/FIRE MARSHAL

10/2006 – 8/2012

City of Fresno Fire Department / Fresno, CA

DEPUTY FIRE CHIEF

3/2006 – 10/2006

City of Clovis Fire Department / Clovis, CA

BATTALION CHIEF

2003 – 2006

City of Clovis Fire Department / Clovis, CA

ADJUNCT INSTRUCTOR

1998 - 2001

National University / Fresno, CA

Provided graduate-level instruction on safety/ environmental program management. Developed course curriculum, administered tests, graded project papers. Substitute instructor for other courses as needed.

Work history prior to 1996 not included but available.

OTHER EXPERIENCE

SENIOR CONSULTANT

2015 - 2022

Fitch & Associates LLC

Provide subject matter expertise to fire agencies seeking to measure and report outcomes with demonstrated value to the community and elected officials.

SENIOR CONSULTANT

2020 - Present

Fire Stats, LLC

Provide subject matter expertise to fire agencies seeking to measure and report outcomes with demonstrated value to the community and elected officials.

Client List:

- Clovis Fire Department, CA
- El Dorado Hills Fire Department, CA
- Encinitas Fire Department, CA (3 agencies, multiple projects)
- Fowler Fire Department, CA
- Lathrop-Manteca Fire District, CA
- Manteca Fire Department, CA
- Oxnard Fire Department, CA
- Piedmont Fire Department, CA
- Ripon Consolidated Fire District, CA
- Rocklin Fire Department, CA
- Rodeo-Hercules Fire District, CA
- Roseville Fire Department, CA
- Santa Clara County FPD, CA (multiple projects)
- Vista Fire Department, CA
- Woodland Fire Department, CA
- Mountain View Fire & Rescue District, CO
- Fort Myers Fire Department, FL
- North Port Fire Department, FL
- St. George Fire Department, LA
- Plain Township Fire Department, OH
- Prince George's County Fire Department, MD
- Brooklyn Park Fire Department, MN
- Lincoln Fire & Rescue, NE (multiple projects)
- Omaha Fire Department, NE
- Prince George County Fire & EMS, VA
- Camano Island Fire Rescue, WA
- King County Fire District 34, WA
- King County Fire District 45, WA
- Redmond Fire Department, WA
- Snohomish County Fire Dist. #7, WA (multiple projects)
- South Whidbey Island Fire & EMS, WA
- Vancouver Fire Department, WA

PEER ASSESSOR

2007 - 2021

Center for Public Safety Excellence / Chantilly, VA

Provide subject matter expert evaluation of fire agencies in pursuit of fire service accreditation.

Agency List:

- Tacoma Fire Department, WA
- Temple Terrace Fire Department, FL
- China Lake Naval Weapons Base, CA
- Cobb County Fire and Rescue, GA
- El Paso Fire Department, TX
- Kent Regional Fire Authority, WA
- Colorado Springs Fire Department, CO
- Denver Fire Department, CO

PROFESSIONAL/COMMUNITY AFFILIATIONS

- | | |
|---|----------------|
| • Nebraska Fire Chiefs Association – Member | 2016 - 2020 |
| • California Fire Chiefs Association – Executive Board Member | 2016 - 2016 |
| • League of California Cities – Board Member | 2014 - 2016 |
| • Congressional Fire Services Institute – Member | 2012 - 2019 |
| • Institute of Fire Engineers – Member (MIFireE) | 2008 - Present |
| • Central Valley Fire Chiefs Association – Member (2008/2010 – President) | 2003 - 2016 |
| • California Fire Chiefs Association – Member | 2003 - 2016 |
| • International Association of Fire Chiefs – Member | 2003 - Present |

PROFFESIONAL CONTRIBUTIONS

Center for Public Safety Excellence Conference, Orlando, FL 21st Century Fire Service and Emergency Services / Co-Presenter	3/2023
Charlotte-Mecklenburg Diversity Conference, Charlotte, NC Promoting DEI in the Fire Service / Co-Presenter	11/2022
King County Fire Chiefs Conference, Squamish, WA Career Survival in the Fire House – Promoting DEI in the Fire Service / Presenter	9/2022
International Association of Fire Chiefs Conference, San Antonio, TX Career Survival in the Fire House – Promoting DEI in the Fire Service / Presenter	8/2022
Diversity, Equity, and Inclusion in the Fire Service League of California Cities - Western City, Online Article. / Co-Author	12/2021
International Association of Fire Chiefs Conference, Charlotte, NC Career Survival in the Fire House – Promoting DEI in the Fire Service / Presenter	8/2021
International Association of Fire Chiefs/Missouri Valley Conference, Cheyenne, WY Robust Use of Data in the Fire Service / Co-Presenter	7/2021
Fire Service Executive Development Institute (Washington DC) Measuring and Reporting Outcomes that Matter / Presenter	4/2021
Congressional Fire Service Institute (virtual) 21st Century Fire Service and Emergency Services / Co-Presenter	4/2021
ADAPT 2020 Summit How the 21st Century Fire Service Can Fiscally Survive the Coming Economic Crisis / Presenter	11/2020
Chief's Edge (International Association of Fire Chiefs) The 21st Century Fire & Emergency Services (White Paper presentation) / Presenter	10/2020
FireRescue1 (Online Magazine Article) Understanding Fire Loss Estimates and what it means for Foreground Operations / Author	8/2020
North Carolina Fire Chiefs Association Reporting and Measuring Outcomes that Matter / Presenter	2/2020
International Association of Fire Chiefs/Missouri Valley Conference, Grand Junction, CO Reporting and Measuring Outcomes that Matter / Presenter	6/2019
Center for Public Safety Excellence Conference, Garden Grove, CA Reporting and Measuring Outcomes that Matter & Randy R. Bruegman Innovation Award / Co-Presenter	3/2019
International Association of Fire Chiefs Conference, Dallas, TX Reporting and Measuring Outcomes that Matter & Your First Year as Fire Chief / Co-Presenter	8/2018

Center for Public Safety Excellence Conference, Garden Grove, CA Reporting and Measuring Outcomes that Matter / Co-Presenter	3/2018
International Association of Fire Chiefs Conference, Charlotte, NC Your First Year as Fire Chief / Co-Presenter for 2017 Conference	8/2017
Center for Public Safety Excellence Conference, Garden Grove, CA Best Practices in Fire-Based EMS / Co-Presenter	3/2017
League of Nebraska Municipalities Conference, Lincoln, NE EMS Transport Deployment and Reimbursement / Presenter	11/2016
League of California Cities Conference, Long Beach, CA How Bad Data is Hurting the Fire Service. / Co-Presenter	10/2016
Commission on Fire Accreditation International (CFAI) Standard of Cover Manual, 6th Ed. / Co-Author/Technical Advisor	12/2015



**FIRE CHIEF
SUPPLEMENTAL QUESTIONNAIRE**

Please keep answers concise and specific.

1. Explain your experience in providing a regional service approach to the following areas: Fire Protection, specifically the area of Wildland Urban Interface, Emergency Medical Services, and Fire Prevention.

I have extensive experience in regional fire service delivery, having led and facilitated numerous service agreements, mergers, and collaborative efforts between agencies. Throughout my tenure as a chief fire officer, every agency I served had some level of regional service arrangement, requiring regular evaluation to ensure agreements remained effective, equitable, and beneficial to all stakeholders.

I have successfully negotiated and implemented multiple regionalization initiatives that have enhanced fire protection, wildland-urban interface mitigation, emergency medical services, and fire prevention. Below is a selection of key projects:

- **In progress:** Leading the creation of a **Regional Fire Authority (RFA)** among the cities of **Bellevue, Kirkland, Redmond, and King County Fire District 34 (WA)**.
 - This initiative aims to deliver **more efficient and cost-effective services** by consolidating resources.
 - The proposed RFA will incorporate **25 fire stations, 550 firefighters, and serve a population of over 500,000** with an estimated **\$220 million budget**.
 - The involved jurisdictions are currently determining the appropriate timeline for a public ballot measure.
- **In progress:** Assisting the **City of Kingsburg (CA) Fire Chief** in updating an **automatic aid agreement** with **Tulare County Fire Department**.
- **2024:** Negotiated the merger of **Rodeo-Hercules Fire District** into the **Contra Costa Fire Protection District (CA)**. This merger will take effect on **July 1, 2025**.
- **2023:** Facilitated the merger between the **City of Redmond and King County Fire District 45 (WA)**. The entire negotiation process was completed in **less than 90 days**.
- **2022:** Successfully renegotiated a **five-year emergency services contract** between the **City of Redmond and King County Fire District 34**.
- **2018:** Led the negotiation of a **regional Advanced Life Support (ALS) and EMS Transport contract** involving **eight fire agencies** surrounding the **City of Lincoln (NE)**.
- **2015:** Negotiated an **Automatic Aid Agreement** between the **City of Clovis (CA)** and the **Fresno County Fire Protection District**.
- **2011:** Assisted in the **merger of North Central Fire Protection District and Fig Garden Fire Protection District** into the **City of Fresno (CA)**, overseeing negotiations and logistics.

These projects demonstrate my ability to streamline operations, reduce costs, and enhance service delivery through regional collaboration. My approach ensures that agreements are sustainable, mutually beneficial, and strategically aligned with community needs and fiscal responsibilities.

2. What is your leadership style? How will that style translate into becoming the next Fire Chief of the Truckee Meadows Fire Protection District?

My leadership style is adaptive and situational, balancing mentorship, collaboration, and decisiveness depending on the circumstances.

- **Mentorship & Collaboration:** I prefer a **mentoring approach** that fosters leadership development and succession planning. While I often have a strategic direction in mind, I actively encourage input from both formal and informal leaders. This ensures **buy-in from the team, builds future leaders, and strengthens organizational resilience.**
- **Crisis Leadership:** In high-risk situations such as **fireground operations or crisis-level incidents**, my approach shifts to an **authoritative style** within the framework of the **Incident Command System (ICS)** and **risk management principles.**
- **Proven Relationship-Building:** My career has been defined by **strong collaboration** with **labor groups, unrepresented employees, support staff, public safety partners, elected officials, media, and—most importantly—the communities I've served.** This ability to unify stakeholders has contributed to **successful regional initiatives and operational improvements** in multiple agencies.

Over the past 20+ years as a Chief Fire Officer, I have successfully led six different agencies across three states. My leadership approach has consistently resulted in positive workforce engagement, operational improvements, and enhanced community trust. I am confident that, as Fire Chief of Truckee Meadows Fire Protection District, I will quickly establish strong relationships with personnel, key stakeholders, and the community.

3. Describe your experience with managing a department, including your understanding of budget, human resources and risk management.

I have extensive experience managing all core administrative functions of a fire agency, including budget oversight, human resources, and risk management. Much of my leadership experience has been within fire district governance models, where the fire chief has direct authority over financial management, personnel administration, risk mitigation, lobbying efforts, and operational logistics.

Budget & Financial Management:

- Managed complex budgets across multiple agencies, ensuring **fiscal responsibility, operational efficiency, and long-term sustainability.**
- Worked within **both municipal and fire district models**, balancing the financial expectations of elected boards, city councils, and other governing entities.
- Led budget negotiations, strategic financial planning, and cost-saving initiatives to **maximize service delivery while maintaining fiscal discipline.**

Human Resources & Workforce Management:

- Recruited, hired, and—when necessary—terminated personnel at all levels, including key administrative positions responsible for **HR, finance, and risk management**.
- Managed labor relations and contract negotiations, ensuring **fair and effective personnel policies that align with operational goals and community expectations**.
- Provided leadership development and mentoring programs to strengthen **succession planning and organizational resilience**.

Risk Management & Governance:

- Oversaw **organizational risk management**, particularly in areas of **workforce safety, liability reduction, and compliance with state and federal regulations**.
- Managed governance structures involving **multiple elected bodies** simultaneously, including:
 - A **three-member board** for the **North Central Fire Protection District**
 - A **three-member board** for the **Fig Garden Fire Protection District**
 - A **seven-member city council, city manager, and strong mayor** for the **City of Fresno**
 - All at the same time.
- In my current role with the **Redmond Fire Department**, I serve as the **fire chief's designee** (for four years) in coordinating governance and operational efforts for the **Board of Commissioners for King County Fire District 34**.

Consulting & Organizational Efficiency:

For the past 10 years, I have also worked as a consultant for fire agencies nationwide, helping departments improve efficiency, financial sustainability, and risk management strategies—with human resources being one of the highest-risk factors in fire service operations.

My direct leadership experience, combined with a broad consulting background, has given me a comprehensive perspective on managing fire agencies of various sizes and governance models. I am confident that this experience will translate seamlessly into leading Truckee Meadows Fire Protection District, ensuring financial strength, workforce excellence, and effective risk mitigation, which should provide peace of mind for the Board of Commissioners.

4. The next Fire Chief of Truckee Meadows Fire Protection District will need to have a strong dedication to customer service. Describe your approach to providing service to the following customers: residents, businesses, employees, and regional partners.

I have built a career around **developing customer-centric fire agencies** and have contributed to national discussions on this topic through white papers, strategic planning methodologies, and conference presentations. My approach to customer service is rooted in understanding the difference between activities, outputs, and outcomes—ensuring that our efforts are not just measured by what we do, but by the real impact we have on our community.

Customer Service Model: Activities → Outputs → Outcomes

- **Activities** – The daily tasks we perform, such as **fire response, EMS, training, inspections, and public education.**
- **Outputs** – The quantitative measures of those activities, such as **response times, number of inspections, and training hours completed.**
- **Outcomes** – The ultimate measure of success, answering the question: **Are we making a meaningful difference?**
 - **Fire Containment:** How often do we stop fires at the **room of origin?**
 - **Cardiac Survival Rates:** Are we improving **life-saving EMS outcomes?**
 - **Insurance & Economic Impact:** How do our operations influence **fire insurance premiums** for residents and businesses? Do we help businesses stay in business when they experience a fire?
 - **Cost Efficiency:** How does our **cost per capita** compare to regional benchmarks?

Serving Key Stakeholders:

- **Residents:** Prioritizing **rapid response, prevention efforts, and community engagement** to enhance public safety.
- **Businesses:** Partnering with the business community to ensure **fire prevention, risk reduction, and continuity of operations.**
- **Employees:** Fostering a **supportive, accountable, and well-trained workforce** that delivers high-quality service.
- **Regional Partners:** Strengthening **mutual aid agreements, automatic aid, and regional collaborations** to maximize **efficiency, effectiveness, and resource-sharing** across jurisdictions. Ensuring strong partnerships means not only improving emergency response capabilities but also fostering **proactive planning and shared solutions** to regional challenges.

My leadership philosophy ensures that **customer service is not just about responding to emergencies—it's about delivering measurable, high-value outcomes that enhance safety, efficiency, and quality of life.** A key component of this is the ability to **translate complex data into clear, actionable insights** through reports and real-world success stories that make information **more accessible and impactful for decision-makers and the public.**

This approach will guide my leadership at Truckee Meadows Fire Protection District, ensuring that we remain focused on delivering meaningful results that matter to our stakeholders.

5. Why are you interested in this position?

As I approach the final five to seven years of my career, I am seeking an opportunity where I can apply my experience in a meaningful and lasting way. Over the past decade, I have had the privilege of working with hundreds of fire agencies across the U.S., advising on best practices, regionalization, and operational improvements. While this work has been incredibly rewarding, I am now looking to focus my efforts on a single organization and community—one where I can build deep, lasting relationships and drive impactful change.

Relocating to the Reno area has been a long-term personal and professional goal. While I could make this move without joining Truckee Meadows Fire Protection District (TMFPD), I believe that true engagement with a community comes from being an active leader within a respected organization. TMFPD offers the kind of forward-thinking, well-resourced environment where I can contribute both my experience and my passion for regionalization, an area where I have been fortunate to achieve significant success.

Additionally, several fire chiefs in the region have encouraged me to consider TMFPD, recognizing that opportunities exist for regional collaboration and service enhancements. Given my expertise in inter-agency cooperation, cost-efficient service delivery, and strategic growth, I see this role as an ideal fit for both my skills and my professional aspirations.

Ultimately, TMFPD presents an exciting opportunity to contribute to a dynamic and growing organization while also allowing me to complete my career in a community I deeply respect. I believe TMFPD has a great deal to offer me as I round out my fire service career, and I believe I have a great deal to offer TMFPD in return.

TIMOTHY SOULE

PROFESSIONAL EXPERIENCE

- 2019 - present **Rural Metro Fire Department**, Phoenix, AZ
Fire Chief
- 2018 - 2019 **Bureau of Land Management**, Las Vegas, NV
AD-ICT3, DIVS, TFLD, SOFR
- 2016 - 2017 **Twin Falls Fire and Rescue**, Twin Falls, ID
Fire Chief
- 2011 - 2016 **East Fork Fire Paramedics Districts**, Gardnerville, NV
Deputy Fire Chief/Deputy Emergency Manager
- 2010 - 2011 **Evergreen Fire Rescue**, Kalispell, MT
Duty and Training Officer/Paramedic
- 2009 - 2010 **County of Flathead**, Kalispell, MT
Emergency Medical Services Manager
- 1999 - 2009 **Kalispell Fire Department**, Kalispell, MT
Assistant Chief/Training Chief (2007 - 2009)
IAFF Local President (2004 - 2007)
Fire Lieutenant/Training Officer (2002 - 2007)
Firefighter/Paramedic (1999 - 2002)
- 1995 - 1999 **South Euclid Fire Department**, South Euclid, OH
Firefighter/Paramedic
- 1991 - 1999 **Newbury Volunteer Fire Department**, Newbury, OH
Fire Lieutenant/Paramedic/Training Officer (1994 - 1999)
Firefighter/EMT (1991 - 1999)

EDUCATION

- M.S., Social Administration, Case Western Reserve University, Cleveland, OH
B.A., Psychology, Case Western Reserve University, Cleveland, OH

Timothy Soule

Tim Soule

February 19, 2025

Truckee Meadows Fire Protection District Fire Chief Search
Committee:

I am excited to pursue the opportunity to join the Truckee Meadows Fire Protection District leadership team as the next Fire Chief. I have enclosed my resume detailing my thirty-three years of fire and emergency medical service experience and my additional human services, administrative, and managerial experience.

Throughout my professional career, I have successfully utilized a leadership style with volunteer, combination, and career fire departments that promote a positive, innovative, and consensus-building organizational environment. I have a strong background in incident and emergency management, including wildland fire suppression, and a proven track record of building positive stakeholder relationships. During my career, I have worked with numerous elected and advisory Boards. My leadership/management experience includes strategic planning, budget development and management, employee negotiations, personnel supervision and development, and development and implementation of training, safety, and leadership programs. I have a unique blend of experience and education to help manage the growth process, develop mentoring relationships and teams, and healthily manage conflict.

Thank you for your time and consideration for this position. I look forward to meeting with you and discussing how my experience and qualifications might benefit the Truckee Meadows Fire Protection District.

Sincerely,

Tim Soule MS, EFO, CFO

Timothy Soule

Fire Chief

Public Safety Professional with a career that spans “all-hazard” and emergency medical response in urban, suburban, and rural settings. A proven leader committed to integrity, excellence, and service.

EDUCATION

PhD in Organizational Development and Leadership (ODL)

University of Arizona Global Campus, Anticipated graduation March, 2026

Chief Fire Officer Designation

Commission on Professional Credentialing, CPSE

Executive Fire Officer

National Fire Academy, Emmitsburg MD

Senior Executive Institute

Weldon Cooper Center for Public Service, University of Virginia, VA

Masters of Science, Social Administration

Case Western Reserve University, Cleveland, OH

Bachelor of Arts, Psychology

Case Western Reserve University, Cleveland, OH

PROFESSIONAL EXPERIENCE

Fire Chief: 2019 to current

GMR/Rural Metro Fire Department – Maricopa/Pinal Counties, AZ

Directs an “all-risk” career department, including transport EMS, of 160 personnel staffing ten stations serving a population of approximately 250,000. This includes supervision of fleet, administration, and operations.

Duties include budget administration, emergency management, and major incident response.

AD-ICT3, DIVS, TFLD, SOFR: 2018-2019

Bureau of Land Management; Southern Nevada District - Las Vegas, NV

Deployed to numerous wildland events during the 2018 and 2019 fire seasons with the Nevada Type 3 Incident Management Team 1, Great Basin Incident Management Team 1, or as a single resource assigned as either an ICT3, DIVS, TFLD or SOFR.

Fire Chief: 2016-2017

Twin Falls Fire and Rescue - Twin Falls, ID

Directed an all-risk, career department of 42 personnel staffing four stations serving a population of approximately 55,000 covering 75 square miles. Duties included budget administration, emergency management, major incident response and serving on the City’s Executive Leadership Team.

Deputy Fire Chief/Deputy Emergency Manager, 2011-2016

East Fork Fire and Paramedic Districts - Douglas County, NV

Served as Deputy Chief of a combination-type department of 64 career personnel and 97 volunteers working out of 12 stations and serving a population of approximately 55,000 covering 680 square miles. Led the Training and Safety, Communications, and Information Technology Divisions, and managed the department’s budget. Alternated as Duty Chief for major incident response and emergency management.

Timothy Soule

PREVIOUS EXPERIENCE

Fire Science Program Director

Arizona Western College, Yuma, AZ - 2020-2022

Paramedic/Field Training Officer

GMR/Medic West - Las Vegas, NV – 2018-2019

Duty and Training Officer/Paramedic

Evergreen Fire Rescue, Kalispell, MT - 2010-2011

Emergency Medical Services Manager

Flathead County Office of Emergency Management, Kalispell, MT - 2009-2010

Assistant Chief/Training Chief, 2007-2009

IAFF Local President, 2004-2007

Fire Lieutenant/Training Officer, 2002-2007

Firefighter/Paramedic, 1999-2002

Kalispell Fire Department, Kalispell MT – 1999-2009

Emergency Services Coordinator/Adjunct Faculty

Flathead Valley Community College, Kalispell, MT – 2000-2004

Firefighter/Paramedic

South Euclid Fire Department, South Euclid, OH – 1995-1999

Fire Lieutenant/paramedic/Training Officer, 1994-1999

Firefighter/EMT, 1991-1994

Newbury Volunteer Fire Department, Newbury, OH – 1991-1999

CERTIFICATIONS

- Chief Fire Officer Designation, Commission on Professional Credentialing, CPSE
- National Fire Academy Executive Fire Officer
- State of Nevada/NFPA Fire Officer III
- State of Nevada NFPA Fire Instructor II
- Hazardous Materials Technician, Incident Commander, Safety Officer
- State of Ohio NFPA Fire Inspector I
- IFSAC Firefighter II
- State of Nevada Lead Evaluator
- NWCG Incident Commander Type 3
- NWCG Division Supervisor
- NWCG Task Force Leader
- NWCG Engine Boss
- NWCG Firefighter I

PROFESSIONAL AND COMMUNITY INVOLVEMENT

- International Association of Fire Chiefs, 2007 - current
- Yuma County Suicide Prevention Coalition – Yuma, AZ 2020 – 2022
- Suicide Prevention Area Network – Advisory Board member, Twin Falls, ID 2016 – 2017
- Salvation Army – Advisory Board member, Twin Falls, ID 2016 – 2017
- National Fire Academy – Adjunct Instructor, Emmittsburg, MD 2013 – 2019
- Douglas County Family Court – Court Appointed Special Advocate (CASA), Minden, NV 2015 – 2016
- State of Nevada Fire Marshall's Office – Adjunct Instructor, Minden, NV 2015 – 2016
- Suicide Prevention Network – Board of Directors, President, Minden, NV 2013 – 2016



FIRE CHIEF
SUPPLEMENTAL QUESTIONNAIRE

Please keep answers concise and specific.

1. Explain your experience in providing a regional service approach to the following areas: Fire Protection, specifically the area of Wildland Urban Interface, Emergency Medical Services, and Fire Prevention.

Few, if any, fire service organizations can meet 100% of the emergency needs of their community with in-house resources. As such, this requires collaborative relationships between regional partners. Especially in the arena of wildland suppression in the wildland-urban interface, wildfires regularly cross over the boundaries of federal, state, and private land ownership, requiring the collaborative efforts of these partners to protect lives and property and mitigate the emergency. I have been involved in preparation and suppression efforts in multiple western states, and Nevada is a leading example of the positive relationships between federal, state, and private land partnerships with neighboring cooperators and the impact that has on wildfire outcomes. I have been involved in "field general" pre-season cooperator meetings, staff

rides, and sandtable exercises that effectively build relationships prior to the season and plan for mutual response scenarios. Annual operating plans, state and federal contracts and communications updates also fall into the regional approach to effective wildfire management. This year, especially with concerns over the federal staffing and response, the regional approach and preseason planning will be even more instrumental for effective response and safety during these incidents.

There are two primary systems for the provision of fire-based emergency medical services (EMS); the cross-staffing of firefighter/EMT/medics and parallel fire and EMS programs with independent staffing. I prefer the cross-staffing model as I believe it is the most cost-responsible means to provide for more firefighters on the scene of fire emergencies while still meeting the EMS needs of the community. The problem with this model is that, during a fire emergency, EMS response capacity to the community can be diminished, leading to the need for a regional approach to EMS provision. Mutual aid agreements with public and private partners are necessary, as are pre-incident planning for responses to mass casualty and large public events. Automatic aid and closest available resource dispatching are also regional initiatives that ensure the highest level of service to the community for fire and EMS provision.

Fire prevention and community risk reduction (CRR) initiatives will be enhanced with a regional approach as well. In Arizona, we have worked with the Department of Fire and Forestry Management to institute the FireWise program in multiple communities in the Rural Metro Fire service areas. This has enhanced our department's relationship with these communities while better preparing them for the potential of a wildfire event. We have also implemented Community Connect that connects individual homeowner information to the department's fire record management system allowing responding crews to access this information. CRR programs are enhanced by working with state and local partners like local hospitals, departments providing services to children, families, and seniors, and community groups.

2. What is your leadership style? How will that style translate into becoming the next Fire Chief of the Truckee Meadows Fire Protection District?

I have formally and informally been studying leadership over the past 15 years. My style is a blend of servant leadership and leadership by intent. As a leader, I believe I am responsible for serving and supporting others and developing more leaders, not followers. The foundation of leadership by intent is the ability to clearly articulate a leader's intent and what "success" looks like while assessing the competence and ability of others to carry that out. From the fireground to strategic planning, this assessment allows for the greatest likelihood of success. Servant leadership is grounded in ethical and compassionate leadership behavior and the desire to serve. With these perspectives, the quality of organizational culture is enhanced, and professional development, empowerment, and high morale are natural outcomes.

As the next Fire Chief of Truckee Meadows Fire Protection District (TMFPD), I would incorporate these styles into accomplishing three objectives in the first year. I can think of no greater priority to be successful than to develop trusting relationships. This

includes department personnel, the District Board, regional cooperators, and the community. While all relationships take time, humility in putting others before oneself, transparent and respectful communication, and goal alignment greatly enhance the development of trust. Secondly, there will be a need to develop an understanding of the department, operationally and culturally. This would be accomplished through a SWOT (strengths, weaknesses, opportunities, and threats) analysis of operations, budget, and logistics. Relationship building and department analysis would drive the third priority for year one, which would be to integrate into the culture of TMFPD and prepare for future initiatives, including growth and development.

3. Describe your experience with managing a department, including your understanding of budget, human resources, and risk management.

I have viewed my role as the fire chief as working to align the department and its personnel with the mission, vision, and values that help define the organizational culture and achieve its primary purpose of community service. A positive organizational culture exhibits a high degree of employee empowerment, buy-in, motivation, and goal achievement (community service). This alignment needs to occur operationally as well as in supplemental and support processes like the budget, human resources, and risk management. I believe I have been successful as a Fire Chief in these areas.

With a fire district, the budget preparation process usually begins in January with the formation of a budget committee, looking at the current year's budget, upcoming challenges, and the creation of a budget calendar. Requests from department members are solicited for non-capital and CAPEX. Department divisions create a draft budget with their operational requests. Early to mid-spring, the State releases revenue projections, and the budget committee begins prioritizing division and CAPEX requests. A draft balanced budget, with opening and closing fund balances as defined by the Fire Board, is developed and presented by the fire chief in late April or early May. Work sessions are held by the Fire Board in May with public readings in June. Final Board adoption is in late June for the beginning of the FY on July 1st.

Ideally, current budgetary needs are anticipated and planned for within the current budget. Budget overruns (OT, small equipment, fleet repairs, etc....) are managed with line-item transfers as defined through Fire Board policy. Statutorily defined changes in the budget, usually CAPEX additions or changes in fund balances, may require public hearings. Statutorily protected emergency and capital funds help with unanticipated emergency needs in the current year and for building up capital for future expenditures.

Future capital expenditures should have a capital replacement schedule. This includes apparatus, monitors, SCBA, and facility needs. Monies are allocated annually into a CAPEX fund for use to purchase items on the schedule. Future station locations, site, infrastructure, and facility costs are managed through public bond processes in my experience.

Human resources assists in managing employer-employee relations like compensation and benefits, training and development, recruitment and hiring, and organizational safety, culture, and compliance. More commonly, human resource professionals have been relegated to workplace compliance, recruitment, and on-

boarding/off-boarding. This narrow focus loses the benefits that strategic human resource management can bring to an organization in the areas of organizational culture, workforce motivation, and employee satisfaction.

Traditional risk management is the process of assessing, identifying, and mitigating risks to an organization and its workforce. Hopefully, this occurs at all levels of the organization and includes daily activities in emergent and non-emergent situations as well as more strategic applications like information technology and continuity of operations (COOP) planning. With a strong human resources program, workforce risk management and OSHA compliance can remain with HR, while higher-level risks like driving, medication management and storage, IT security, and others can be addressed with the risk-management professional or program.

4. The next Fire Chief of Truckee Meadows Fire Protection District will need to have a strong dedication to customer service. Describe your approach to providing service to the following customers: residents, businesses, employees, and regional partners.

Servant leadership is an excellent foundation for providing excellent service to internal and external customers. There are several traits and characteristics that are beneficial to providing quality customer service. I try to be visible and accessible to the workforce and citizens on and off duty. I have been this way my entire career, as I believe one is representing the department on and off duty. I believe that listening and trying to understand another's perspective is critical for those who are being served to feel like they are being heard and understood. The purpose of service is to help others (employees, citizens, businesses, regional partners) achieve their goals and feel empowered to be successful. Businesses need to feel that their livelihoods are protected and that business inspections are for their benefit. Regional partners need to know that their responsibilities are understood and respected and that their personnel will be cared for and kept safe. Residents need to know that their needs are understood and that their tax dollars are being spent judiciously. Finally, employees need to know that they are respected and valued and that their needs are considered in decision-making for the organization.

5. Why are you interested in this position?

I am interested in returning to the Nevada fire service and working for a quality organization like TMFPD. The scope of services provided and the department's size and response profile fit my knowledge and experience. I am also excited by the regionalization efforts with the cities of Reno and Sparks. The automatic aid system here in Phoenix is an excellent example of the type of regionalization effort that appears to be being examined in Washoe County. It is an exciting prospect to be involved in this type of effort to improve service delivery and operational efficiency in the region. I also intend to retire in eight years and TMFPD is the type of organization I would like to end my career with. My wife and I greatly enjoyed our time in Gardnerville, NV, and look forward to returning to the area.

RICHARD J. EDWARDS

PROFESSIONAL EXPERIENCE

- 2000 - present **Stockton Fire Department**, Stockton, CA
Fire Chief (2020 - present)
Deputy Fire Chief II- Administration (2019)
Fire Marshal – Division Chief (2017 - 2019)
Battalion Chief (2014 - 2017)
Fire Captain/Paramedic (2007 - 2014)
Firefighter Engineer/Paramedic (2006 - 2007)
Firefighter Paramedic (2000 - 2006)
- 1999 - 2000 **Folsom Fire Department**, Folsom, CA
Firefighter Paramedic
- 1998 - 1999 **Georgetown Fire Department**, Georgetown, CA
Firefighter Paramedic

EDUCATION

- M.A., Organizational Leadership/Public Administration, Waldorf University, Forest City, IA
B.A., Emergency Management, Waldorf University, Forest City, IA

Richard J. Edwards

March 2, 2025

Dear Ms. Dietz:

I am excited to apply for the position of Fire Chief with the Truckee Meadows Fire Protection District. Throughout my career, I've been committed to serving communities with dedication, integrity, and a deep respect for teamwork. I have honed these skills by serving at every rank of the Stockton Fire Department, including Fire Chief, for the past five years. I believe strong leadership is about more than just strategy; it is about people, collaboration, and making a meaningful impact every day.

As a dedicated mentor and leader, I have consistently prioritized the growth and development of team members, understanding the importance of fostering a supportive and empowering environment where individuals can thrive personally and professionally. Through coaching, mentorship programs, and leadership development initiatives, I have empowered individuals to reach their full potential and assume positions of greater responsibility, cultivating a pipeline of future fire service leaders. I take pride in my ability to assemble incredible teams and ensure that our firefighters have the support and resources they need to serve at their best.

During my tenure as Fire Chief, I have managed a range of organizational issues and professional challenges, including leading an organization through the uncertainty of a global pandemic, growth and healing following a line-of-duty death, creation of an accredited regional fire and EMS dispatch center, and recovering from municipal bankruptcy. I have worked closely with cross-functional teams to improve emergency response, build lasting partnerships across agencies, and make data-driven decisions that enhance safety and efficiency. Whether advocating for necessary resources, mentoring future leaders, or developing policies that benefit both first responders and the public, I am committed to fostering a culture of trust, accountability, and continuous improvement.

My success as an innovative chief officer, savvy budget manager, and trusted executive leader positions me to bring creativity and vision to shape the future of the Truckee Meadows Fire Protection District. I look forward to the opportunity to discuss how my leadership style and experience align with the needs of the Truckee Meadows Fire Protection District. Thank you for considering my application.

Respectfully,

Richard J. Edwards

Richard J. Edwards

RICHARD J. EDWARDS

Executive Chief Officer

Fire Protection | Emergency Medical Services | Emergency Management

Experienced Fire Chief with progressive fire service and public safety management experience. Leverages proven leadership skills in management, budget, planning, operations, communications, and labor relations at the local government level. Brings professional acumen specific to the fire department, emergency services and general municipal management. Collaborative professional adept at rapport building with local, regional, and State policy makers to benefit community stakeholders. An action-oriented and dedicated public servant committed to developing future generations of fire safety practitioners.

PROFESSIONAL EXPERIENCE

STOCKTON FIRE DEPARTMENT, Stockton, CA

2000 – Present

Fire Chief/Deputy Director of Emergency Services, 2020 – Present

Chief Executive of the Stockton Fire Department (SFD), operating 17 ALS companies from 13 stations with 210 sworn members, 49 professional staff, and an annual budget of \$86.2 million. Protecting more than 375,000 residents including 4 contracted fire districts. SFD responded to over 60,000 calls for service in 2024 (including over 275 structure fires). The SFD actively participates in the California Master Mutual Aid program with personnel trained in urban search and rescue, hazardous materials response, water rescue and wildland firefighting. The SFD Division of Training is home to a regional Accredited Local Academy by State Fire Training. The department also staffs a full-service Fire Prevention Bureau and an accredited regional Emergency Communications Center (Providing fire and EMS dispatch services for 90% of San Joaquin County). Additionally, the SFD coordinates citywide emergency preparedness and manages the Emergency Operations Center.

- Successfully navigated a global pandemic, leading with empathy and compassion.
- Formed a three-agency Joint Powers Authority to provide 9-1-1 ambulance transport services in San Joaquin County.
- Developed the Homeless Outreach Team (HOT) to provide resources and public education to our unsheltered population.
- Dissolved a 9-1-1 Communications JPA; establishing a regional Emergency Communications Center with EMD.
- Restored previously shuttered Engine and Truck Companies.
- Adopted a One Page Strategic Plan focusing on sustainable service delivery through succession planning while prioritizing members' mental health and well-being.
- Implemented a comprehensive mental health program.
- Increased daily staffing in collaboration with Eastside Rural Fire District.
- Restored a previously fractured relationship with the LEMSA, securing a new 5-year First Responder ALS Agreement.
- Partnered with labor to identify progressive solutions to address recruitment, retention, and increased participation in promotional examinations, while reducing mandatory overtime.
- Leveraged grant opportunities to construct a new state of the art Emergency Operations Center, replaced an end of life station alerting system, trained paramedics and procured 10 new fire apparatus.
- Past Vice President of San Joaquin County Fire Chiefs Association

Deputy Fire Chief II-Administration, 2019

Managed the fire department's business operations including fiscal affairs, contracts, personnel, logistics, capital improvement projects, strategic planning and data analytics. Assisted the Fire Chief in policy development, operational planning and management of department programs. Represented the City and the Fire Chief's Office at community stakeholder events, countywide committees, and State EMS hearings. Coordinated the City's Emergency Preparedness Program. Commanded the Fire Department in the absence of the Fire Chief.

- Revised the City's Emergency Operations Plan and Annexes.
- Developed a plan and implemented SB438 return of the live 9-1-1 caller to the SFD Dispatch Center.

Richard J. Edwards

Fire Marshal- Division Chief, 2017 – 2019

Directed the full-service Fire Prevention Division, providing leadership to 24 staff, responsible for a \$2.8M budget. Conducted public education seminars to enhance citizens' fire safety skills and mitigate incidents. Investigated cause and origin of fires. Participated in two State fire code review and re-write taskforces to address educational facility occupancy standards and residential building construction standards for homes located in the Wildland Urban Interface. Partner with department heads from Community Development, Building, Administrative Services, Code Enforcement and Information Technologies divisions to establish technological solutions, streamline interdepartmental communication, and automate billing and data entry.

- Collaborated with key municipal departments to identify buildings in severe violation of code, consulting on methods to enforce regulations and increase public safety outcomes.
- Restored the Fire Prevention Bureau to pre-bankruptcy staffing levels via tactful negotiation and tenacious outreach efforts; obtained funding for five new positions, establishing ongoing funding mechanism to maintain a fully staffed bureau.
- Developed and managed the Stockton Safe and Sane Fireworks program; initiative ensures citizens' safety by providing vendors with structured permitting, merchandise, and sales regulations and notifying the public of designated hours and locations for fireworks usage.

Management Representative I.A.F.F. Local 456, 2014 – 2019

Resolved issues regarding the reclassification of Fire Marshal position and Fire Prevention Bureau staffing to restore productive labor-management interaction. Engaged in multiple committees to represent bargaining group, expanding staff healthcare options and acquiring the right to review healthcare actuaries.

- Negotiated for Division and Battalion Chiefs throughout collective bargaining process; advocacy efforts secured three-year contract, maintaining city's Plan of Adjustment during post-bankruptcy period.
- Advocated for and successfully obtained a side letter to address mandatory hiring to ensure constant staffing.

Battalion Chief, 2014 – 2017

Managed battalion of eight companies in the SFD, supervising engine-based and truck/USAR-based paramedic companies, hazardous materials response team, and water rescue team. Spearheaded strategic plan development, identifying key components and fiscal responsibilities regarding wildland fire suppression capabilities to statewide stakeholders. Designed curriculum and delivered subsequent wildland firefighting training. Facilitated records management, budget allocation, and equipment procurement. Developed and enacted countywide policies, setting parameters for administrative actions of California Office of Emergency Services Fire and Rescue Branch overhead personnel.

- Coached and mentored Company Officers to develop leadership skills, refine command and control capabilities, and prepare them for future promotional opportunities.
- Commanded units on scenes of fires and other multidisciplinary response teams, rapidly assessing risks and executing life-saving interventions.
- Managed the Wildland Firefighting Program, expanded overhead opportunities to include Fireline EMT/Paramedics and Rapid Extraction Module Support positions to enhance our skillsets and provide opportunities to operate within a complex emergency organizational structure fostering familiarity with the Incident Command System.
- Lead the procurement of three Type 6 fire engines; the long-term endeavor required specification development, securing funding, vehicle ordering, and familiarization training.

Executive Board Member & Secretary I.A.F.F. Local 456, 2005 – 2011

Contributed to creation of several concession packages to help avoid bankruptcy during collective bargaining. Served as grievance process observer, including arbitration hearings. Helped deliver Firefighter Bill of Rights training to all union members.

- Partnered with a public relations firm to market Stockton Fire Department services as city entered bankruptcy.

Richard J. Edwards

TEACHING EXPERIENCE

SIERRA COLLEGE, BUSINESS AND TECHNOLOGY DIVISION, Rocklin, CA 2014 – Present
Adjunct Professor

Instructs a core Fire Officer Certification course, *Firefighting Strategies and Tactics*, each semester for the Fire Science Program. Additionally, creates and implements lesson plans, PowerPoint presentations, and training evolutions to foster basic firefighter competencies as a cadre instructor for the Sierra College Regional Fire Academy.

- Developed curriculum to benefit both face-to-face and distance learners, increasing accessibility and equity in the Fire Science Program.

ADDITIONAL FIRE EXPERIENCE

<i>Fire Captain/Paramedic</i> , City of Stockton, CA	2007 – 2014
<i>Firefighter Engineer/Paramedic</i> , City of Stockton, CA.	2006 – 2007
<i>Firefighter Paramedic</i> , City of Stockton, CA	2000 – 2006
<i>Firefighter Paramedic</i> , City of Folsom, CA	1999 – 2000
<i>Firefighter Paramedic</i> , Georgetown Fire Protection District, CA	1998 – 1999
<i>Volunteer Firefighter</i> , Diamond Springs/ El Dorado Fire District, CA	1995 – 2001

EDUCATION & CREDENTIALS

Master of Arts, Organizational Leadership/Public Administration- Waldorf University, Forest City IA

Bachelor of Arts, Emergency Management- Waldorf University, Forest City, IA

Associate of Arts, Business Administration- Sierra College, Rocklin, CA

Chief Fire Officer (CFO) Designation 2024- Center for Public Safety Excellence

Diversity, Equity, and Inclusion for Strategic Impact Certification 2023- University of the Pacific, Stockton, CA

Local Governance Summer Institute 2019 Cohort- Stanford University, Palo Alto, CA

Certified Chief Fire Officer, CA (State Fire Marshal) Fire Training and Education System

New Executive Chief Officer, National Fire Academy U.S. Fire Administration

Certified Emergency Management Specialist, California Specialized Training Institute

Licensed Paramedic-State of California Emergency Medical Services Authority

ICS 100, 200, 300, 400 NIMS 700, 800, Federal Emergency Management Agency

PROFESSIONAL ASSOCIATIONS

California Fire Chiefs Association

League of California Cities

National Fire Protection Association

International Association of Fire Chiefs

San Joaquin County Fire Chiefs Association

International Association of Fire Fighters

National Fire Academy Alumni Association



FIRE CHIEF
SUPPLEMENTAL QUESTIONNAIRE

Please keep answers concise and specific.

1. Explain your experience in providing a regional service approach to the following areas: Fire Protection, specifically the area of Wildland Urban Interface, Emergency Medical Services, and Fire Prevention.

The Stockton Fire Department (SFD) has continually been tasked to do more with less resources, requiring me to have a mindset of regionalization where appropriate to stretch resources and provide emergency services more efficiently and cost-effectively. The SFD provides fire protection and EMS services to the City of Stockton and four fire districts under municipal service contracts, some dating back to the 1970s. Recently, I have begun to

renegotiate these contracts to increase rates and cover additional staffing as these districts' populations continue to grow and service demands increase. I am currently working with the San Joaquin County Board of Supervisors and the San Joaquin Local Formation Commission to dissolve one of these districts, consolidating them into the City of Stockton for fire protection services. I am optimistic that this dissolution will serve as a model for neighboring jurisdictions to increase service delivery and accelerate property annexations into the city under our Development Master Plan.

Specifically, in Wildland Urban Interface, the SFD has partnered with neighboring fire agencies on mutual and automatic aid agreements to streamline emergency responses and get the closest resources to emergency incidents, regardless of jurisdiction. These agreements have also necessitated the discussion on a countywide move-up and cover plan to backfill firehouses in areas impacted by major incidents. We have also implemented regional training to bring smaller neighboring jurisdictions to our training division for live-fire, incident command, and technical rescue training to increase interoperability and preparation in advance of significant incidents. The SFD is also a partner in the California Master Mutual Aid Agreement, routinely sending resources (apparatus and overhead) all across California for preposition assignments during red-flag weather events or rapidly expanding wildfires. Further, expanding on our regional approach, the SFD is also home to an accredited regional 9-1-1 fire and EMS dispatch center serving more than ninety percent of San Joaquin County, and we are actively working on plans to bring the rest of the county agencies into the center by 2026.

In the area of EMS, I have been a driving force in creating a regional Joint Powers Authority with the City of Stockton, the City of Lodi, and the City of Tracy (South San Joaquin Fire) to provide 9-1-1 ambulance transport services. This JPA is currently negotiating with a private ambulance company to form a public-private partnership to bid on the next San Joaquin County Request for Proposals for exclusive ambulance transport services later this spring. This "alliance model" will help to increase the number of ambulances across San Joaquin County while providing additional revenue to increase the number of paramedics and EMS resources in our partner agencies.

We have also taken a regional approach to address fire prevention issues in San Joaquin County. As the Fire Marshal in 2017, I worked with the San Joaquin County Fire Warden to standardize the adoption of the California State Fire Code to ensure our fire districts and municipalities were using identical code versions. This has helped to ensure consistency across jurisdictional lines while improving compliance among businesses and developers. Since then, we have collaborated on specific ordinances to address major pallet yard fires and illegal fireworks, helping to ensure enforcement is the same, regardless of jurisdiction, to keep bad actors from moving locations, avoiding more stringent regulations. During June and July, we also work collaboratively with all fire departments and districts in the county on a regional public education campaign to denounce the use of illegal fireworks. On the fire investigation side, the SFD was the original signatory to the San Joaquin County Fire Investigation Unit (FIU) and currently has four investigators assigned. The FIU comprises members from several organizations, including the District Attorney's Office, and is available to any fire agency in the county to assist with complex fire investigations. The FIU and County Fire Chiefs have also worked to secure regional grants to help fund equipment purchases and training that have benefited every agency.

A regional service approach is not just a strategy. It is a necessity in today's complex fire and EMS landscape. By fostering interagency collaboration, resource-sharing, and

unified planning, we have strengthened public safety, improved operational efficiency, and enhanced resilience in the county.

2. What is your leadership style? How will that style translate into becoming the next Fire Chief of the Truckee Meadows Fire Protection District?

As a Fire Chief, my leadership style adapts to different situations, personnel, and organizational needs. My leadership styles primarily fluctuate between authentic, servant, and transformational. As someone with high standards of integrity and who makes decisions based on principles to create meaningful relationships, I spend the most time practicing authentic leadership. As an authentic leader, I am open and honest, cognizant of my strengths and weaknesses, and not afraid to acknowledge mistakes. I also take the time to think about different perspectives and how my decisions may affect people differently. When I advocate for our members, whether for new equipment, mental health services, or practicing mentorship, I demonstrate servant leadership. I have found that servant leadership is important for the well-being and growth of my department, ensuring that members are empowered. I also recognize the importance of collaboration in fulfilling our mission to the community. While equally crucial for organizational growth, professional development, and creating a vision for my teams, I practice transformational leadership. As a transformational leader, I've led a fire service team to implement a strategic plan representing all divisions in the Stockton Fire Department. This plan was created in partnership with city leaders and community members, helping to identify priorities and strategies to achieve our collective goals.

As the next Fire Chief of the Truckee Meadows Fire Protection District, I will continue to practice these leadership styles while continuing to grow as a leader. Each style brings value to the organization and the community we serve. Being a good communicator, authentic in how I approach challenges, and mindful of how decisions from my office may affect people differently are essential skills to foster inclusivity and build trust in the organization and the community. Similarly, as the new Fire Chief, I expect to spend a lot of time in the firehouses and meeting with community stakeholders, actively listening again to build trust and strong lasting relationships. As the fire district explores opportunities for shared services or regionalization in the future, these leadership qualities will be essential for long-term success.

3. Describe your experience with managing a department, including your understanding of budget, human resources and risk management.

I have had the pleasure of serving as the Fire Chief for the City of Stockton for the past five years. During this time, I have gained tremendous experience managing a full-service fire department, especially regarding budget, human resources, and risk management.

The Stockton Fire Department has a Finance Officer who assists me in budget preparations, fee studies, audits, and managing an annual budget of more than \$86.2 million. Our budget cycle, including planning, proposals, and approvals, usually takes about three months, with our Fiscal Year beginning on July 1st each year. Our budget comprises the annual budget (operating budget), our Capital Improvement Plan, and our annual Fee

Schedule. The department's Fire Prevention Bureau and Emergency Dispatch Center are enterprise funds that do not require general fund subsidies and have fund balances due to decreased labor costs. The department also benefits from a ballot measure that generates a quarter-cent sales tax, which helps to fund personnel, training, and apparatus. Over the past five years, the department has received over \$16 million in federal grants for staffing, apparatus, and specialty equipment. These grants have different federal auditing requirements that require significant time. To ensure we meet our budget, I have quarterly meetings with division managers to review expenses and adjust as necessary. These meetings also allow one to prioritize new requests that may not have been considered during the budget planning process. All ongoing costs in our budget are also placed in the City's Long-Term Financial Plan (LRFP) to help illustrate ongoing pension cost obligations, budgetary reserves, and revenue forecasts. The LRFP is instrumental when considering new positions, service contracts, or updated collective bargaining agreements.

Our human capital is the most essential part of the fire department. Within the SFD, I have 259 employees represented by five bargaining groups and a Civil Service Commission. During COVID, we struggled to fill vacancies within our firefighter and dispatcher ranks. We have worked hard to streamline hiring and onboarding processes, negotiate signing bonuses, and establish a recruitment team. We have partnered with our local colleges, high schools, and trade schools to attend regular recruitment fairs, and we host an annual open house dedicated to recruitment. I have also worked directly with City Human Resources to make structural changes to our labor agreements to increase pay and benefits for jobs with the highest attrition rates. These changes have resulted in a less than 5% vacancy rate in the Firefighter and Dispatcher positions. We have also created several new job specifications, including Emergency Manager, Fire Department Administrative Manager, Public Safety Information Systems Analyst, and Supervising Fire Inspector. I have had the opportunity to sit on both sides of the table for collective bargaining, helping to negotiate six contracts. As far as discipline, the department maintains a progressive discipline policy that conforms to the California Firefighter Bill of Rights. I also have experience in Skelly hearings and disciplinary arbitrations.

As Fire Chief, I take a proactive approach to risk management by emphasizing prevention, training, and strategic planning. Through the SFD's monthly Safety Committee meetings, we conduct regular risk assessments to identify potential hazards, whether from emergency operations, firehouse environments, or administrative functions. We create a culture of accountability and preparedness by implementing standard operating procedures, reinforcing safety policies, and ensuring compliance with industry best practices. Training also plays a critical role, with ongoing drills, after-action reviews, and scenario-based exercises designed to enhance decision-making while minimizing our firefighter's exposure to risk. Additionally, we leverage data analytics and technology to improve operational efficiency and firefighter safety. Incident trends, near-miss reports (blue and green sheets), and real-time data help refine tactics, allocate resources effectively, and reduce injuries. Through a review of emergency response data, the SFD decided to eliminate dive rescue from our water rescue program as the frequency of injuries and illnesses, even with risk mitigation changes, could not be justified based on the frequency of calls and the absence of positive outcomes. Ultimately, the department aims to protect our personnel and the public by fostering a culture committed to safety, resilience, and continuous improvement.

I have effectively and safely led a full-service fire department while balancing fiscal responsibility, human resource management, and risk mitigation.

4. The next Fire Chief of Truckee Meadows Fire Protection District will need to have a strong dedication to customer service. Describe your approach to providing service to the following customers: residents, businesses, employees, and regional partners.

Throughout my fire service career, my approach to service has been built on a foundation of customer service, strong relationships, and unwavering commitment to those we serve. Whether responding to emergencies, educating the community on fire prevention, or collaborating with regional partners, our duty extends beyond just answering calls. I have developed a personal ethos that drives me as a public servant. My ethos is rooted in customer service, ensuring our organization provides the highest level of fire protection services to our community while taking the very best care of the men and women who provide those services. We exist to provide a sense of safety, trust, and dependability to the residents, businesses, employees, and our regional partners.

For our residents, service begins long before an emergency. It starts with engagement, education, and accessibility. By offering fire prevention programs, community outreach, and open lines of communication, we empower residents to take proactive steps toward safety. When an emergency does occur, they can trust that our response will be swift, professional, and compassionate. Every call for service is an opportunity to interact positively with our community members, providing reassurance and demonstrating our commitment to their well-being. The Stockton Fire Department (SFD) offers several fire prevention programs, such as school tours, fireworks safety demonstrations, slip and fall programs at senior living facilities, and fire safety presentations. We also host open houses at our firehouses to see what a day in the life of a firefighter entails, including apparatus displays, vehicle extrication demonstrations, and fire extinguisher training.

Our business community is a critical partner in maintaining safety and resilience. Through proactive fire inspections, emergency preparedness training, and collaboration on risk reduction strategies, we ensure a safe environment for employees and customers. Businesses are the backbone of our community, and our goal is to support their success while prioritizing fire and life safety standards. Fire inspections and code enforcement should be approached from the perspective of an opportunity to interact with our business community, providing education and strengthening resilience. A customer-focused approach means being accessible, responsive, and willing to work with businesses to find practical solutions, prioritizing safety and operational success. This mantra speaks to the culture of the SFD's relationship with our business community. We strive to work with community members to engineer safe occupancies and operations, providing additional education when appropriate to eliminate safety hazards and reserving enforcement actions when all other attempts fail. The SFD Fire Prevention Bureau maintains a public dashboard in partnership with our Community Development Department to illustrate permit times, project valuations, and the number of review cycles before permits are issued. The department also meets quarterly with our industry working group, bringing together developers, contractors, trade associations, and city staff to highlight programmatic changes, address challenges, and foster relationships for continuous dialogue.

Internally, our employees are our greatest asset. I believe in leading with integrity, empathy, and vision to cultivate a culture of professionalism, continuous learning, and teamwork. I firmly believe that when personnel are supported, well-trained, and valued, they

provide higher customer service. In the SFD, we invest in professional development, mental health and wellness programs, and leadership growth to ensure our team operates at the highest standards. Specifically, we now sponsor a limited number of members annually to attend paramedic, hazardous materials, urban search and rescue, water rescue, and peer support training. We have also developed a model health and wellness program with peer support, mental health clinicians, facility dogs, and comprehensive physicals with cancer screenings. Last year, we also established the Community Connection Committee, representing employees and supervisors from each of our divisions in addressing mentorship, employee of the month service awards, and organizational concerns. A motivated and engaged workforce translates into better service for those who rely on us.

Finally, for our regional partners, I understand that emergency services are the strongest when built on collaboration. The SFD maintains close relationships with law enforcement, ambulance providers, neighboring fire districts, other municipalities, county governments, and certain state agencies. We regularly coordinate with these partners on joint training exercises, mutual and automatic aid agreements, and shared resources to enhance our collective ability to respond efficiently to large-scale incidents. At the core of these partnerships are personal relationships fostered through my time as Chief. Investing in these relationships with regular check-ins for coffee or a quick lunch provides an opportunity to discuss challenges and opportunities or to celebrate successes. Investing in these relationships pays enormous dividends, as strong connections foster trust, enhance communications, and drive successful collaboration.

5. Why are you interested in this position?

I am excited about the opportunity to serve as the next Fire Chief for the Truckee Meadows Fire Protection District (TMFPD). I have extensive experience in fire service leadership and regional service delivery. I am eager to bring my skills and passion to a district that provides critical all-hazards emergency response to a diverse and growing community. The unique challenges and opportunities within TMFPD, from the wildland-urban interface and structural firefighting to EMS and rescue services, align well with my expertise in operational efficiency, resource management, and interagency collaboration. I am confident that my leadership can further enhance the District's ability to effectively serve the Washoe County residents.

Beyond my professional qualifications, I strongly desire to reside in and contribute to the Washoe County community. The area's natural beauty, outdoor recreation, and quality of life make it an ideal place for my family and me to call home. More importantly, I am drawn to the strong sense of community and the opportunity to engage with residents, local leaders, and partner agencies to strengthen public safety initiatives. My experience in fostering relationships with community stakeholders will be instrumental in maintaining TMFPD's reputation for exceptional service.

I also recognize the distinct advantages and challenges of leading a fire protection district compared to a municipal fire department. TMFPD operates across a vast and diverse service area, requiring strategic planning to balance urban, suburban, and rural emergency response needs. My background in regional service delivery has provided me with the skills to optimize resource deployment, enhance automatic and mutual aid agreements, and leverage technology and data analytics to improve service outcomes. I understand the operational nuances of a district model, including governance, funding

mechanisms, and interagency coordination. If given the opportunity, I would prefer to lead a fire district.

In summary, I am really interested in being the next Fire Chief. I view the upcoming challenges to the District as an opportunity to share my experiences in solving similar challenges while simultaneously growing the organization's future leaders. I would also be remiss not to mention that I am an avid outdoorsman with a passion for alpine skiing. I cannot imagine a better place to live and work than Washoe County.

WALT W. WHITE

PROFESSIONAL EXPERIENCE

- 2023 - present **Sparks Fire Department**, Sparks, NV
Fire Chief
- 2018 - 2023 **Amador Fire Protection District**, Amador, CA
Fire Chief
- 2014 - 2018 **Sacramento Fire Department**, Sacramento, CA
Fire Chief
- 2008 - 2014 **Sacramento Metropolitan Fire District**, Sacramento, CA
Assistant Chief/Director of Training, Health & Safety (2013-2014)
Battalion Chief (2008-2013)
- 1987 - 2008 **American River Fire Department**, Sacramento, CA
Fire Captain (1994-2008)
Fire Engineer (1993-1994)
Firefighter (1987-1993)
- 1986 - 1987 **King American Ambulance**, San Francisco, CA
Emergency Medical Technician

EDUCATION

- M.S., Executive Fire Service Leadership, Grand Canyon University, Phoenix, AZ
B.S., Fire Service Management, California State University, Sacramento, CA

March 10, 2025

To Whom It May Concern:

My belief is that life is about accepting challenges and pursuing new goals. With that in mind I am seeking appointment to the position of Fire Chief with the Truckee Meadows Fire Protection District. I bring to this position a history of hard work, a track record of accomplishments and a genuine desire to serve the residents and visitors of Washoe County. Throughout my career I have been diligently developing the skills necessary to step into this role. I fully understand the importance of this position, the requirements of a confidential employee and how the Fire Chief supports the County's mission.

Furthermore, I strongly feel that my background and experience make me an ideal candidate and that my personal values are in alignment with those of Washoe County and the fire service. I believe in communicating in a way that builds shared understanding and mutual trust, promoting cross-silo collaborations among allied agencies to build unity of efforts and improved capacity and community resiliency. I am committed to sustaining a work culture that encourages a positive, healthy, and safe environment, develops committed and engaged employees, and is managed equitably and with regard to the wellbeing of all staff.

Included with this letter of interest is a copy of my resume, which outlines my qualifications and suitability for this position. I genuinely appreciate your consideration of me for this career opportunity and I look forward to your response.

Walt W. White

WALT W. WHITE

OBJECTIVE

To strengthen the Truckee Meadows Fire Protection District through leadership, unity of mission and purpose and collaboration.

EDUCATION

DEGREES

Masters of Executive Fire Service Leadership

October 2009 - Grand Canyon University, Phoenix Arizona

Bachelor of Science, Fire Service Management

May 1991 - California State University Sacramento, Sacramento California

Associate of Science, Fire Technology

January 1989 - American River College, Sacramento California

CERTIFICATIONS

Accelerated Management

November 2024 - Yale University, New Haven, Connecticut

Psychology of Leadership

March 2024 - Cornell University, Ithaca, New York

Chief Fire Officer (CFO)

February 2020 - Commission on Professional Credentialing, Center for Public Safety Excellence (CPSE)

Executive Leadership Program (ELP)

August 2015 - Naval Postgraduate School, Monterey, California

National Preparedness Leadership Initiative (NPLI)

June 2013 - Harvard School of Public Health and Harvard Kennedy School of Government,
Center for Public Leadership, Cambridge, Massachusetts

Executive Fire Officer (EFO)

February 2006 - National Fire Academy, Emmitsburg, Maryland

Chief Officer

April 1998 - California Fire Training, Sacramento California

WORK EXPERIENCE

Fire Chief

City of Sparks, Nevada 2023- Present

Amador Fire Protection District (AFPD) 2018 – 2023

Sacramento Fire Department (SFD) 2014- 2018

Assistant Chief -Operations/ Director of Training Health & Safety

Sacramento Metropolitan Fire District (SMFD), Sacramento, California

2013 –2014

Battalion Chief - Operations/ Director of Training Health & Safety

SMFD 2008-2013

Fire Captain

American River Fire Department (ARFD/SMFD), Sacramento, California - 1994 – 2008

Fire Engineer

American River Fire Department (ARFD) 1993-1994

Firefighter

American River Fire Department (ARFD) 1987-1993

Emergency Medical Technician

King American Ambulance, San Francisco, California 1986-1987

Seasonal Firefighter

Marin County Fire Department, Woodacre, California 1985

Volunteer Firefighter

Novato Fire Protection District, Novato, California 1984-1987

Strike Team Leader (Qualified) (2011-present)**Urban Search & Rescue (USAR) – Western Region Sponsoring Agency Chief –**

Strategic Team Member (2014-2018)

Director of Fire District Association’s of California (FDAC) (2019 –2023)

Director, Division 9, Sacramento Metropolitan Fire District (2019 – 2023)

PROFESSIONAL ACHIEVEMENTS AND RECOGNITIONS

Inducted into Firefighter Challenge Hall of Fame (2024)

Led a successful effort to pass a community benefit assessment in Amador County, California (2023)

Volunteer of the year recognition for Fire Districts Association of California (2022)

Successfully lobbied for 8.1 million dollars of California State Budget funds to build a new fire station in Amador County (2022)

Led County Wide effort to establish Fire Wise Communities throughout Amador County (2021-2022)

Hosted World Firefighter Challenge competition in Sacramento, California (2018)

Improved cost recovery of Sacramento Fire Department nearly \$10 million annually (2014 - 2018)

Inducted into Guns and Hoses Hall of Fame (2016)

Led a regional effort to improve Out of Hospital Cardiac Arrest (OHCA) survival rates (2015)

Team citation for USAR deployment to Oso, Washington Mudslide (2014)

Developed a multi-agency Emergency Vehicle Operator training program-SMFD (2013)

Company citation for successful outcome of technical rescue operation-SMFD (2007)

Firefighter of the year -Point West Rotary (2004)

Led a successful community awareness campaign to pass a taxpayer special assessment (2000)

Employee of the year-ARFD (1999)

Commendation in recognition of Critical Incident Stress Debriefing Team-SMFD (1994)

PUBLICATIONS

Reframing Ethics for Sacramento Area Firefighters – *Learning Resource Center (NFA) 2006*

The Leverage of Leadership - *Fire Engineering (PennWell) August 2015- www.FireEngineering.com*

The Power of Effective Training - *Fire Engineering (PennWell) April 2015- www.FireEngineering.co*

REFERENCES AVAILABLE UPON REQUEST



FIRE CHIEF

SUPPLEMENTAL QUESTIONNAIRE

Please keep answers concise and specific.

- 1. Explain your experience in providing a regional service approach to the following areas: Fire Protection, specifically the area of Wildland Urban Interface, Emergency Medical Services, and Fire Prevention.** As a 40-year veteran of the Fire Service, I have worked in rural, suburban and urban communities. I have always worked collaboratively with allied agencies and take a regional perspective regarding managing risk, response and recovery. I have worked with city and tribal governments and in dependent and independent special districts. I have developed regional programs and most recently advocated for and agreed to host the first regional program coordinator position for the TRIAD regional hazardous materials response team. I have served as a fire chief for over a decade and deployed to multiple large wildfires in California and Nevada, as a qualified strike team leader, most recently to the Caldor Fire in 2021. Furthermore, I served as the Western Regional Sponsoring Agency Chief for the National Urban Search and Rescue (USAR) program from 2014 to 2018. I have worked in and oversaw the operations of high-volume Emergency Medical Systems (EMS) including the City of Sacramento that averaged 250

transports a day. While in that role I lead a regional effort to improve Out of Hospital Cardiac Arrest (OHCA) survival rates. Additionally while serving in the role of Fire Chief for the City of Sacramento, I appointed the City's first Fire Marshal and saw many large development projects from plan review through occupancy permitting, including multiple high-rises and the most technologically advanced arena in the National Basketball Association (NBA). Additionally, I reviewed and managed annual fire prevention inspections and fire investigation reports. Currently the Sparks Fire Department is partnering in a regional Community Wildfire Prevention Plan (CWPP).

- 2. What is your leadership style? How will that style translate into becoming the next Fire Chief of the Truckee Meadows Fire Protection District?** I have a Servant Leadership philosophy and a participative style of management. I believe in promoting and inspiring a value-based, mission-driven culture. I firmly believe that this is precisely the style of leadership required to lead a highly reliable public service organization like the Truckee Meadows Fire Protection District.
- 3. Describe your experience with managing a department, including your understanding of budget, human resources and risk management.** I bring to this position more than a decade of experience as a fire chief. I have served in the role with three separate fire agencies and have managed budgets from 3 million to over 175 million. I am very familiar with Generally Accepted Accounting Practices and Principles (GAAPP). I have managed every aspect of human resources from labor negotiations to hiring, personnel investigations, coaching, counseling, mentoring, employee evaluations. Grievance resolutions and employee layoffs and terminations. I have managed all risk fire agencies to include Occupational Health and Safety Association (OSHA) compliance and investigations as well as National Institute of Science and Technology (NIST) complaints. Additionally, I served as a principal member of a regional Serious Accident Review Team (SART). Furthermore, I have actively participated in multiple Standards of Cover (SOC) studies.
- 4. The next Fire Chief of Truckee Meadows Fire Protection District will need to have a strong dedication to customer service. Describe your approach to providing service to the following customers: residents, businesses, employees, and regional partners.** During my career, I have developed a true interest in community risk reduction and resiliency. In Amador County the Amador Fire Protection District hosted the first of its kind in the state of California, Wildfire Preparedness Fair at the County Fairgrounds. Furthermore, we worked with community members and regional partners in assisting over 40 communities in Amador County achieve accreditation as a National Fire Protection Association (NFPA) Firewise Community. I have maintained positive and professional relationships with business while not compromising code compliance. I have always taken pride in maintaining healthy labor and management relationships built on mutual understanding and trust. Additionally, I am an advocate of cross-silo collaboration and unity of mission and purpose with regional allied agencies to include public/private partnerships. While in Sacramento, I worked with California Professional Firefighters (CPF) and the Butte County Office of Education to host the State's first grant funded pre-apprentice program

and while working in Sparks, I worked with the Northern Nevada Fire Chiefs Association to develop and deliver the State's first girl's camp.

- 5. Why are you interested in this position?** I have a natural curiosity about my capacity to lead and I firmly believe that I could further regionalization of the Counties fire services in this role. I view the Truckee Meadows Fire Protection District as a premier fire agency and one that I would be honored and humbled to serve.