



**GREATER NAPLES FIRE RESCUE DISTRICT
BOARD OF FIRE COMMISSIONERS
Action Item Worksheet**

NEW BUSINESS

Agenda Item: III. A.
Subject: Fire Chief's Goals and Objectives
Meeting Date: September 10, 2026
Prepared By: Chris Wolfe, Fire Chief

Background

As stipulated in the Fire Chief's Employment Agreement, annual goals and objectives are to be established in coordination with the budget process. These are the proposed goals for the upcoming fiscal year in alignment with organizational priorities and resource planning.

Funding Source/Financial Impact

Not Applicable

Recommendation

Approval of the annual Fire Chief Goals and Objectives.

Potential Motion

I move to approve the Annual Fire Chief Goals and Objectives for Fiscal Year 2026-27.

Attachment

1) Fire Chief Goals and Objectives FY 26-27 Draft

Legal Review

This AIW and its contents have been reviewed by legal counsel for sufficiency.

- ☐ Approved
- ☐ Not Approved
- ☒ Not Applicable

GNFD Fire Chief Goals and Objectives Fiscal Year 2026-2027

Fiscal Management

Balanced Budget & Financial Oversight

- Collaborate with the Board of Fire Commissioners to adopt a balanced FY 2026/2027 budget with an emphasis on maintaining healthy funding reserves.
 - Develop a fund balance policy.
- Monitor and analyze monthly financial statements to ensure fiscal accountability.
- Proactively research and pursue applicable grant opportunities to diversify revenue streams.
- Continue to enhance reimbursement processes for Stations 60, 61, and 63 to maximize cost recovery.
- Effectively work through the transition of the MM63 agreement to Collier County to ensure no service interruptions.
- Monitor property tax reduction legislation and develop strategies to continue to provide services to the community while balancing the growth and sustainment of the District.

Capital Budget Planning & Execution

- Execute approved Year Two capital projects as scheduled.
- Continue project construction and closeout of station rehabilitation and HMGP (Hazard Mitigation Grant Program) hardening initiatives.
- Continue design and planning phases for the rebuilding of Stations 21, 23, and 90.
- Continue the design and planning process for the development of Station 26 (East Trail).

Operational Efficiency

Organizational Clarity & Process Improvement

- Ensure employees receive clear, consistent guidance, with defined tasks and expectations.
- Continue the comprehensive review and revision of all District policies, guidelines, and procedures.
- Continue to make improvements to staffing models to support enhanced response capabilities with reduced fiscal impacts.
- Continue to make improvements in special operations responses/capabilities.
- Strengthen community risk reduction through operational integration.

GNFD Fire Chief Goals and Objectives Fiscal Year 2026-2027

- Continue to maintain All-Hazards preparedness for complex incident response and mitigation.
- Develop a dynamic resource deployment strategy to prepare for potential service reductions.
- Balance hiring and promotions to maintain District operations for today and the future.
- Continue to explore technology enhancements that will provide for more automation and increased efficiencies to maximize staff capacity.
- Begin to take steps to evaluate the areas where the District can become more risk-tolerant for General Liability and Health Insurance.
- Strengthen inventory management and purchasing processes to improve efficiency, accountability, and responsible use of District resources.

Response Optimization & Regional Coordination

- Ongoing analysis and strategic placement of apparatus to improve response times.
- Collaborate with county partners to enhance the call intake process and enable data-driven response adjustments.
- Evaluate and recommend alternative response strategies to reduce costs and optimize equipment use.
- Continue collaboration with neighboring counties to ensure efficient emergency management in remote regions.

Leadership & Human Resources

Workforce Competitiveness & Development

- Monitor regional employment trends to maintain GNFD's status as a competitive and attractive employer.
- Continue to prioritize Mental Health and collaborate with Labor and community partners to develop a more accepting culture.
- Continue to engage in positive labor relations discussions and contract negotiations.
- Continue to update all job descriptions with a priority on the Chief Officer level.
- Implement a performance review framework, starting with department objectives and expanding to employee development for all non-CBA employees
- Engage in meaningful professional development:

GNFD Fire Chief Goals and Objectives Fiscal Year 2026-2027

- Proactively obtain the required CEUs to maintain current certifications.
- Continue pursuing CFO Designation through Center of Public Safety Excellence.
- Begin pursuing options for a graduate degree in a related field.

Internal Communication & Staff Deployment

- Continue hosting quarterly district-wide Town Hall meetings to foster transparency and engagement.
- Develop and implement solutions to address the physical separation between administrative office locations and improve the deployment of daytime personnel.
 - Continue to enhance the Divisional relationships following the FY26 relocation of daytime personnel.
- Realignment of the Fire and Life Safety Division to provide for additional cross-training and positional responsibilities.

Staff Training and Professional Development

- Assess the feasibility of hosting necessary courses for internal promotions in-house.
- Continue to ensure compliance with the ALS/BLS Community Initiative.
- Continue to work collaboratively with the Collier Medical Director Coalition and implement regional guideline changes to ensure the District continues to provide high-quality pre-hospital care.
- Continue to develop and implement operational positional academies and task books.
- Continue realigning operational training programs to capture a greater percentage of contact hours.
- Continue implementing performance objectives training for applicable ranks within operations.
- Continue pursuing the development of in-house promotional processes to reduce financial impact of using outside vendors.
- Successfully implement the Collier County Common Fire Ground Guidelines.

Immediate & Long-Term Planning

Strategic Growth & Interagency Collaboration

- Continue to assess and provide recommendations for the District's future growth and service delivery needs.
- Begin developing the next version of the District's Strategic Plan for 2028-2033.

GNFD Fire Chief Goals and Objectives Fiscal Year 2026-2027

- Continue to engage other Fire Districts to gauge interest to actively collaborate, building on the momentum of the FY 2025 tri-board meeting to strengthen regional collaboration and efficiency:
 - Engage in strategic discussions with Fire District Liaisons.
 - Propose and plan for an annual tri-board meeting.
 - Continue to encourage and participate as scheduled in consolidation conversations to explore long-term efficiencies.
- Develop a staffing model incorporating growth and staff attrition.
 - Ensure a mentoring plan is developed based on staff attrition and implemented in a timely manner to ensure successful personnel transitions.

Regulatory Engagement & Fee Structures

- Maintain active dialogue with County officials to advocate for updates to the Land Development Code.
- Work towards a more efficient plan review process and enhanced methods for fee collection.
 - Continue to work with Collier County to ensure high-quality plan review and maintain regular check-in meetings.
- Continue to research and implement a formal process for the collection of delinquent fees.
- Conduct an internal Cyber Security compliance audit and begin implementation of critical items. Develop a long-term strategy for more complex findings.
- Complete a new Impact Fee Study and implement recommendations as appropriate to ensure impact fees accurately reflect the cost of growth and future capital needs.