



KENSINGTON FIRE PROTECTION DISTRICT

DATE: April 17, 2024
TO: Board of Directors
RE: Strategic Plan
SUBMITTED BY: Tim Barry, Interim General Manager

Background

In the March 20, 2024 Board meeting, I wrote in the General Manager's report that it's recommended to wait until the fifth board member is appointed before embarking upon the new strategic planning process. Director Rick Artis is to be sworn in at this meeting and join the board, so that time has arrived.

The district's current mission, objectives and goals are posted to the website under Policy and Employee Handbook and Operations Manual, and will be reviewed by the board as part of the strategic planning process. A lot has transpired since these were adopted and the direction of the current board is to go through a process and develop the district's strategic plan. There are many models and methods of strategic planning. I've attached one such framework for a strategic plan, generated by organizational support website Asana.com. An informative article by Julia Martins can be found on their website at <https://asana.com/resources/strategic-planning> and I've attached what they call an Issue-based Model (Attachment A) as an example of a framework our district could use. The article states that the five basic steps of a strategic plan are:

1. Assess your current business strategy and business environment.
2. Identify your company's goals and objectives.
3. Develop your strategic plan and determine performance metrics.
4. Implement and share your plan.
5. Revise and restructure as needed.

There are many websites and resources on this subject, and this is just one; however their clear, straight forward approach is one I appreciate. Directors and Chief Saylor may have their own ideas of a framework to use, and if the board chooses to use a consultant, they will no doubt have a preferred method of generating a plan.

Discussion

This item is for board discussion and to give staff direction on how the board wishes to proceed. I am not an expert on the topic, and I'm new to the organization, but I've participated in extensive strategic planning processes in a couple of city organizations where I served in the past. I'm sure our directors have also had their own experiences in their organizations. Questions the board may want to discuss may be:

- a. Does the board wish to utilize district staff to facilitate the process, or hire a consultant.
- b. How detailed should the plan be and what are the expectations for monitoring progress towards stated goals and objectives?
- c. When does the board wish to conclude the process and implement the strategic plan?
- d. What input from key individuals and organizations in the community does the board wish to receive and in what manner?

A special board meeting is scheduled in April, a part of which is to begin the process, further identify elements the board wishes to see in the process, and give staff further direction.