



KENSINGTON FIRE PROTECTION DISTRICT
SPECIAL MEETING OF THE BOARD OF DIRECTORS
AGENDA

Wednesday, April 24th, 2024 6:30 p.m. - 8:30 p.m.
 Kensington Community Center, 59 Arlington Avenue, Meeting Rm 3
 Kensington, CA 94707 (in-person and hybrid)

How to Submit Public Comments:

Prior to the meeting: Members of the public may submit public comment by emailing the Board President and Board Clerk prior to the meeting by emailing: public.comment@kensingtonfire.org. Such comments will be noted as received and their contents orally summarized; however, if you attend the meeting, you will need to make your comment during the meeting.

During the meeting: Public comment will be taken on each agenda item, and comment on issues on the agenda will be taken at the beginning of the meeting. Members of the public who attend the meeting either in-person or via Zoom are allowed to provide public comment verbally with a maximum allowance of 3 minutes per individual comment, subject to the Chair's discretion. Each member of the public will be allotted the same maximum number of minutes to speak as set by the Chair, except that public speakers using interpretation assistance will be allowed to testify for twice the amount of the public testimony time limit (California Government Code section 54954.3(a)).

In-person: At points in the meeting when the meeting chair requests public comment, members of the public participating in-person can simply raise their hand to be recognized.

Via Zoom: If participating via internet, please click the "raise hand" feature located within the Zoom application screen. If connected via telephone, please dial "*9" (star, nine).

Accommodations: To enable the District to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35.102-35.104 ADA Title 1), if you need special assistance to participate, please email public.comment@kensingtonfire.org 48 hours prior to the meeting.

Agenda and supplemental materials: This agenda is available on the KFPD website under the relevant meeting date: <https://www.kensingtonfire.org/governance>. Please note that supplemental materials will be posted on the website with the agenda as soon as they are available prior to the meeting. Additional information and/or materials may be presented at the meeting itself.

PLEASE NOTE: The District will use Zoom to allow virtual access to this meeting. This additional means of access is provided as a courtesy to the public and is not required by law. The meeting will continue to be conducted at the physical address provided above regardless of any interruption or failure of the Zoom transmission.

Hybrid Meeting Option via Zoom Internet Address:

https://us06web.zoom.us/j/85214654143?pwd=6Wth1SjsgXfgmgQ8MFtfaKJE5j9G6A.6f5wrxBVFVT_DglmK

Telephone Access:

(669) 444-9171 or (719) 359-4580 or (253) 205-0468

Webinar ID: 852 1465 4143

Passcode: 663291

TIMING OF AGENDA ITEMS: *Approximate times are included below but may vary to accommodate appropriate discussion time and attention to the individual items.*

1. (6:30pm) CALL TO ORDER/ROLL CALL

President Levine, Vice President Madugo, Director Artis, Director Stein, Director Watt

2. (6:32pm) ANNOUNCE AND ADJOURN TO CLOSED SESSION – Barry (Supporting Material)

- a. Closed Session: The Board may recess to consider matters of pending litigation (GC 54956.9), personnel (GC 54957), labor relations (GC 54957.6), and real property negotiations (GC54956.8). Records are not available for public inspection.

Subject: PENDING LITIGATION (GC54957)

Title: Public Safety Building Seismic Renovation

Action = Information, discussion, and motion

3. (7:32pm) RECONVENE TO OPEN SESSION – Levine

Report on action taken by the Board during closed session, if any, pursuant to California Government Code Section 54957.1

4. (7:34pm) STRATEGIC PLANNING – Barry (Supporting Material)

The board will discuss ideas for strategic planning and give staff direction.

Action = Discussion, direction, and motion

5. (8:30pm) ADJOURNMENT

The next regular meeting of the Board of Directors of the Kensington Fire Protection District will be held on Wednesday, May 15, 2024 at 7:00pm at the Kensington Community Center. The deadline for agenda items to be included in the Board packet is Wednesday, May 1, 2024, by 1:00pm. The deadline for agenda-related materials to be included in the Board Packet is Wednesday, May 8, 2024, by 1:00pm.



KENSINGTON FIRE PROTECTION DISTRICT

DATE: April 24, 2024
TO: Board of Directors
RE: Strategic Plan
SUBMITTED BY: Tim Barry, Interim General Manager

Background

At the April 17 Regular Board meeting, I presented the information, below, as a means for the board to discuss how it wants to proceed with a strategic plan. This session is designed to be a continuation of that discussion and give staff direction for next steps. Another strategic planning session is scheduled as a special board meeting for Monday, May 6th at 6:30 p.m. at the KCC Room 3.

The district's current mission, objectives and goals are attached (Exhibit A, B, C respectively) and posted to the website under Policy and Employee Handbook and Operations Manual (rev. 2020). There are many models and methods of strategic planning. I've attached one such framework (Exhibit D) 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 facilitator.
- 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?

Staff awaits your direction on whether to hire a facilitator and manner in which you'd like to proceed.

Strategic Planning

Issue-based model (source: Asana.com)

Also called goal-based planning model, this is essentially an extension of the basic strategic planning model. It's a bit more dynamic and very popular for companies that want to create a more comprehensive plan.

Best for:

- Organizations with basic strategic planning experience
- Businesses that are looking for a more comprehensive plan

Steps:

1. Conduct a SWOT analysis. Assess your organization's strengths, weaknesses, opportunities, and threats with a SWOT analysis to get a better overview of what your strategic plan should focus on. We'll get into how to conduct a SWOT analysis when we get into the strategic planning frameworks below.
2. Identify and prioritize major issues and/or goals. Based on your SWOT analysis, identify and prioritize what your strategic plan should focus on this time around.
3. Develop your main strategies that address these issues and/or goals. Aim to develop one overarching strategy that addresses your highest-priority goal and/or issue to keep this process as simple as possible.
4. Update or create a mission and vision statement. Make sure that your business's statements align with your new or updated strategy. If you haven't already, this is also a chance for you to define your organization's values.
5. Create action plans. These will help you address your organization's goals, resource needs, roles, and responsibilities.
6. Develop a yearly operational plan document. This model works best if your business repeats the strategic plan implementation process on an annual basis, so use a yearly operational plan to capture your goals, progress, and opportunities for next time.
7. Allocate resources for your year-one operational plan. Whether you need funding or dedicated team members to implement your first strategic plan, now is the time to allocate all the resources you'll need.
8. Monitor and revise the strategic plan. Record your lessons learned in the operational plan so you can revisit and improve it for the next strategic planning

phase.

The issue-based plan can repeat on an annual basis (or less often once you resolve the issues). It's important to update the plan every time it's in action to ensure it's still doing the best it can for your organization.

You don't have to repeat the full process every year—rather, focus on what's a priority during this run.

KENSINGTON FIRE PROTECTION DISTRICT POLICY HANDBOOK

Mission Statement

Our mission is to provide the highest level of service to Kensington in order to protect the lives, property, and environment of the community from the disastrous effects of fires, medical emergencies, natural disasters, and other hazardous conditions.

KENSINGTON FIRE PROTECTION DISTRICT POLICY HANDBOOK

Objectives

- Reducing loss of life and property and safeguarding Kensington by effectively responding to fire, rescue and medical emergencies, hazardous material incidents and major disasters;
- Helping residents of Kensington reduce the frequency and severity of fires, accidents and natural disasters by providing public education programs;
- Reducing threats to public safety by enforcing laws, codes and ordinances covering fire and life safety and by abating identified fire hazards on District, private and other agencies' property; and
- Maintaining personnel, apparatus, equipment and facilities in a constantly ready condition.

KENSINGTON FIRE PROTECTION DISTRICT POLICY HANDBOOK

Goals

Establish a wildland/urban interface fire prevention effort through an emphasis on public education while establishing vegetation management standards and legal enforcement procedures of implementation in subsequent years.

Maintain a Fire Hazard Reduction Program to work with the East Bay Regional Park District along the Kensington interface.

Maintain enhanced personnel skill levels in wildland firefighting and incident command by continued participation in area-wide wildland fire response training exercises.

Maintain Fire Station No. 65's functional adequacy and seismic structural integrity.

Manage and implement capital projects to provide adequate fire flow throughout Kensington.

Provide a comprehensive maintenance and certification test program to ensure readiness of complex fire apparatus and equipment.

Provide hazardous materials response training to meet annual mandated requirements and to ensure efficient operations with the Richmond Fire Department Hazardous Materials Response Team.

Maintain the earthquake and disaster preparedness program by supporting the Community Emergency Response Team (CERT).

Continuously update disaster planning by utilizing support from the City of El Cerrito and their planning process.

Continued implementation of upgraded computer-based systems for records and reports. Continuously improve access to and utilization of fire service weather information network.

Fully implement the fire protection contract with the City of El Cerrito and respond to other cost-saving and service-enhancing opportunities for functional integration of fire services with surrounding jurisdictions.

Maintain a program to identify and obtain grant funding to support and enhance the District's fire protection services.

Prudently manage District funds.

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