



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.