



## KENSINGTON FIRE PROTECTION DISTRICT

**DATE:** August 21, 2024  
**TO:** Board of Directors  
**RE:** Strategic Planning District Goals and Initiatives  
**SUBMITTED BY:** Mary A. Morris-Mayorga, Consultant

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### Recommended Action

Staff recommends the Board review and discuss the updated strategic planning goals, then consider the following potential actions:

- Approve the strategic planning goals (as written or with revisions);
- Direct staff to update Policy 0010 Goals for a first reading at the September meeting; and/or
- Provide other direction to staff as determined by the Board.

### Background

The Board of Directors met on April 24, 2024, and May 6, 2024 to discuss strategic planning goals. An Ad Hoc Committee for Goals was formed to organize and condense the broad list of goals for additional Board discussion. The Committee provided a consolidated list with a proposed update to the Policy on Goals for the Board's review, discussion, and direction, initially at the June 19, 2024 meeting.

At the Board of Directors meeting on July 17, 2024, the Board directed staff to further refine the wording to bring back to the Board. Using the combination of condensed goals from the committee and director requested goals/initiatives, the document has been revised as follows:

- Introduction Page - listed the existing mission, objectives, and definition of terms (goals, initiatives, action steps).
- Goals - streamlined wording to serve as overarching goals which can be used to update *Policy 0010 Goals*;
- Initiatives - refined the wording to be less implementation in nature; and
- Action Items - listed key steps to support the initiatives.

For ease of reference to facilitate discussion, I retained the director requested initiatives and existing associated goals below the shaded area. In comparing other agency strategic planning efforts, goals appeared broad and briefly worded so this approach seemed to work well. This current draft is provided for Board discussion, feedback, further direction, and/or approval.

### Fiscal Impact

Costs of strategic planning goals and initiatives would be incorporated into the budget as determined.

**Attachment:** Strategic Planning Goals and Initiatives (Draft)  
*Policy 0010 Goals* (existing and example revised)



# Kensington Fire Protection District Strategic Planning Goals and Initiatives

August 21, 2024

## 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.

## Objectives (Policy 0005)

- 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.

## Definitions

This strategic planning document includes three major components:

- Goals: organizational goals are broad with a long-term focus that serve as the foundation for guiding and setting strategic initiatives.
- Initiatives: subordinate to a goal, this identifies major efforts to accomplish the goal(s).
- Action Items: the smallest component of the strategic plan where critical tasks are identified to meet an initiative or goal.

**Goal 1 – Mitigate wildfire risk through vegetation management**

Initiative	Action Items
Prioritize a plan for reducing fire risk along and within Kensington’s borders	<ul style="list-style-type: none"> <li>• Establish short-term and 3-year goals, to be developed with EBRPD, with progress reviewed at least quarterly</li> <li>• Form a subcommittee to manage partnership with EBRPD and other agencies</li> <li>• Include annual budget funding to support efforts in coordination with EBRPD</li> <li>• Leverage partnerships between KFPD, El Cerrito, and external agencies to share fuel threats and successes</li> <li>• Regular engagement with existing efforts in the community engaged with fire mitigation</li> </ul>
Elevate issue of vegetation management within the town as a priority for Kensington	<ul style="list-style-type: none"> <li>• Support, through public education, the need for and benefits of vegetation management and home hardening</li> <li>• Revisit process for supporting replanting and vegetation removal efforts within Kensington (e.g. with grants, donations)</li> <li>• Support ongoing and developing Firewise efforts within the community</li> </ul>

Director Requested Initiatives:

- Develop a comprehensive plan, integrating EBRPD, El Cerrito, Berkeley, and Richmond as needed, which can be used as a basis for grant applications and actionable work. DL
- Establish a fund whereby citizens can make tax-deductible donations to promote the district’s planned vegetation management. DL
- Consider the formation of a dedicated subcommittee to establish and manage partnership of fire prevention efforts with EBRP and WCCCSO along the ridgeline. RA
- Strengthen the relationship and deepen the engagement between the Kensington Fire Protection District (KFPD) board of directors and the KFPD manager with the El Cerrito - Kensington Fire Chief in order to work together on relationships with East Bay Regional Park and other fire agencies with fire fuel threats and concerns similar to Kensington. JS
- Work with El Cerrito fire department on possible cost cutting measures and improvements in fire prevention in Tilden Park and reduced fire risk on Kensington residential properties. JW
- Establish a fire hazard reduction program with East Bay Regional Park District and budget at least \$100,000 annually to reduce fire risk JW
- Establish a “top-three” prioritized list for vegetation management issues to be reviewed at each board meeting (what, when, where, how) – propose two of these be ridgeline brush management and communication to upper Kensington property owners with vegetation management issues. RA

Existing Related 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.*

**Goal 2 – Enhance emergency preparedness through external engagement**

Initiative	Action Items
Facilitate coordinated emergency preparedness and planning	<ul style="list-style-type: none"> <li>• Assess the potential to form a joint Emergency Preparedness Committee (EPC) relationship with KPPCSD</li> <li>• Support the Community Emergency Response Team (CERT) and other groups as identified for community awareness and preparedness</li> <li>• Engage with external partners (e.g. Contra Costa County, neighbor agencies) for coordinated planning</li> </ul>
Refine the role of Emergency Preparedness Coordinator to serve the evolving needs of the District	<ul style="list-style-type: none"> <li>• Implement enhanced utilization of the EP Coordinator by El Cerrito-Kensington Fire when practical</li> <li>• Identify and coordinate certification and training program(s) for the District and community</li> </ul>

Director Requested Initiatives:

- Move EPC to a committee under both KPPCSD and KFPD with at least one director - and ideally two - from each board participating in it. DM
- Approach KPPCSD with a goal of establishing a standing joint evacuation preparedness committee to enhance community ability to evacuate in the event of an emergency. RA
- That the district consider each natural hazard it faces proportionally to the risk: fire (including wildfire), earthquake, landslide, fire following earthquake, earthquake induced landslides, severe weather, flooding, etc. and do something every month about each one. DM
- Identify and pursue appropriate certification and training, along with more robust board of director advisory oversight, for an ongoing emergency preparedness coordinator role. JS

Existing Related Goals:

*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.*

**Goal 3 – Commit to excellent service delivery through best practices**

Initiative	Action Items
Seek and maintain District certifications	<ul style="list-style-type: none"> <li>• Establish and maintain strategic initiatives</li> <li>• Enhance Board and staff collaboration and communication</li> <li>• Improve Board member access to resources for training</li> <li>• Review and realign staffing and committee structures with strategic goals and initiatives</li> </ul>
Support identification of revenue enhancement(s)	<ul style="list-style-type: none"> <li>• Identify potential grant funding opportunities</li> <li>• Establish list of potential grant funded projects or programs</li> <li>• Prepare for application of grant funding opportunities</li> <li>• Evaluate fees for potential adoption or revision</li> </ul>

Director Requested Initiatives:

- To enhance the district’s reputation, aggressively pursue and continuously maintain the Kensington Fire Protection District of Distinction certificate through timely board member training and satisfaction of all administrative requirements. JS
- To recruit and retain top quality staff, strategically align the Kensington Fire Protection District staffing structure, including number of employees and desired expertise, with the District’s strategic goals and objectives. JS
- Identify steps the district can take to promote insurance renewals. DL
- Improving communication between GM and board with district news as it happens - say, update emails. DM
- Improve communication between board members, provide more ways to engage with each other without violating the Brown Act. Bulletin board? Jam board? DM
- Keep many goals already established in the policy handbook and specify how they can be accomplished. Communicate those goals and plans for their accomplishment to the public/engage the public more. DM
- Revisit Policies and Procedures manual on the topic of volunteer participation on district subcommittees with a goal of expanding the use (if possible and prudent). RA
- Establish clear “rapid-response” mechanism for responding to grant opportunities. RA
- Take the necessary steps to obtain government grants for the reduction of fire risks similar to grants awarded nearby communities by Con Fire, Measure C and the Dept. of Forestry. JW

Existing Related Goals:

*Continued implementation of upgraded computer-based systems for records and reports.*

*Continuously improve access to and utilization of fire service weather information network.*

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

*Prudently manage District funds.*

**Goal 4 – Create strategic intergovernmental alliances**

Initiative	Action Items
Invest in a strong working relationship with the KPPCSD	<ul style="list-style-type: none"> <li>• Develop a collaborative Public Safety mindset and identify unified actions to address the needs of Kensington</li> <li>• Support the fiscal analysis related to the study of a potential unified district structure</li> </ul>
Strengthen ambulance and dispatch services	<ul style="list-style-type: none"> <li>• Explore strategic alliances with other fire and emergency medical agencies west of the East Bay Hills</li> </ul>
Evaluate opportunities for cost-saving and/or service-enhancing programs with agencies in surrounding areas	<ul style="list-style-type: none"> <li>• Identify inter-agency contracts, demonstration projects, or joint powers agreements</li> </ul>

Director Requested Initiatives:

- Explore strategic synergies with El Cerrito Fire Department and other fire agencies for administrative and emergency coordination staffing, including possible inter-agency contracts, demonstration projects, or joint powers agreements. JS
- Support Ridgeline Financial Analysis and engage in good faith in the near term with KPPCSD to provide necessary framing for a unified district structure. RA
- Develop and maintain a strong working relationship and active communication with the KPPCSD and hold at least two joint meetings/year. Discuss each district's needs and goals, financing issues, and how each district can support them all of them. DM
- Make ambulance service improvements in the district. DL
- Explore strategic alliances with other fire and emergency medical agencies west of the East Bay Hills to strengthen ambulance service and integrate dispatch service, including across the West Contra Costa and the Alameda County line. JS

Existing Related Goals:

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

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

*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.*

**Goal 5 – Invest in infrastructure to strengthen service delivery to the community**

<b>Initiative</b>	<b>Action items</b>
Review potential infrastructure investments to augment the district's public safety mandate	<ul style="list-style-type: none"><li>• Update current water system improvement plan; identify remaining areas that could benefit from upgrading</li><li>• Evaluate hydrant proximity to Hilltop School and Tilden park; identify areas of need</li></ul>
Support Red-Flag-Day/wildfire evaluation and planning support efforts	<ul style="list-style-type: none"><li>• Engage with other agencies (KPPCSD, County) on:<ul style="list-style-type: none"><li>- emergency vehicle access routes to the Kensington interface with Tilden Park</li><li>- traffic control, parking regulation and evacuation protocols</li></ul></li></ul>

Director Requested Initiatives:

- Review recent (water) system improvements and determine next steps. DL
- Add additional fire hydrants adjacent to Tilden Park, better emergency vehicle access to the park and cul-de-sac turn around at Lake Drive. JW
- Establish a path of travel for emergency access vehicles to reach the Tilden park interface. Budget sufficient money to widen streets used for emergency vehicles and Kensington home owner access. JW
- Install an emergency traffic signal at Arlington and Sunset and realign current access route. JW

Existing Related Goals:

*Maintain Fire Station No. 55's functional adequacy and seismic structural integrity.*

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

# KENSINGTON FIRE PROTECTION DISTRICT POLICY MANUAL

## 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.



# KENSINGTON FIRE PROTECTION DISTRICT POLICY MANUAL

## **Goals** *(example with updated goal wording)*

Mitigate wildfire risk through vegetation management.

Enhance emergency preparedness through external engagement.

Commit to excellent service delivery through best practices.

Create strategic intergovernmental alliances.

Invest in infrastructure to strengthen service delivery to the community.