



## KENSINGTON FIRE PROTECTION DISTRICT

**DATE:** June 19, 2024  
**TO:** Board of Directors  
**RE:** Strategic Planning District Goals  
**SUBMITTED BY:** Rick Artis and Jim Watt, Ad Hoc Committee for Goals

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### **Recommended Action**

The Board's Ad Hoc Committee for Goals will present recommended wording for goals discussed by the Board at two previous Strategic Planning meetings, for Board discussion and direction for next steps.

### **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 has provided a consolidated list with a proposed update to the Policy on Goals for the Board's review, discussion, and direction.

### **Fiscal Impact**

The list of proposed initiatives to include in the FY 2024-25 Budget amounts to \$435,000 which could be funded by net operative surplus funds.

**Attachment:** Strategic Planning Consolidated Goals (Draft)  
KFPD Policy Goals (proposed revised)  
KFPD Policy Goals (existing)  
Strategic Planning Initiatives FY 2024-25 Costs  
Strategic Planning Goals Summary from May 6, 2024

## Consolidated proposed and prior district goals

There were 42 original goals used as input to this draft, from the current BOD and the Policies and procedures manual. They were grouped into five categories, and synthesized into 15 goals (some with sub-bullets)

Draft synthesized goals in each category are in **bold at the beginning of each section**

In smaller font in each category:

- 2024 as-proposed goals are listed in plain font with bolded initials representing director authorship
- *Italicized goals* are related current entries from the Policies and Procedures manual, separated for clarity

## **Vegetation Management and Wildfire Risk mitigation**

**Develop a plan for reducing fire risk along the Kensington/EBRPD Interface including:**

- **Prioritized short-term and 3-year goals, to be developed with EBRPD, with progress reviewed at least quarterly**
- **A subcommittee to establish and manage partnership with EBRPD and other agencies**
- **Yearly budgetary allocation to support efforts in coordination with EBRPD**
- **Heightened engagement through the Fire Chief with ongoing intra-agency discussions and potential learnings from local fire mitigation successes**
- **Regular engagement with existing efforts in the community engaged with fire mitigation**

**Elevate issue of vegetation management within the town as a priority for Kensington:**

- **Support, through public education, the need for vegetation management and home hardening and the benefits therefrom**
- **Revisit process for supporting replanting and vegetation removal efforts within Kensington (e.g. with grants, donations)**
- **Support ongoing and developing Firewise efforts within the community**

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 EBRPD and WCCCSD 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**

*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.*

## Emergency Preparedness

**Formalize a joint Emergency Preparedness Committee (EPC) relationship between KPPCSD and KFPD (including with the Fire Chief/El Cerrito), to facilitate coordinated planning, synergies of staffing and effort and concerted engagement with other agencies (e.g. Contra Costa County)**

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

**Refine and update the role of Emergency Preparedness Coordinator in parallel with evolving the mission of the EPC**

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**

*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.*

## Other district operations and policies

**Insure District performance, standards and service delivery remain at a high level through:**

- **Maintenance of the District of Distinction certification and other administrative requirements of the district**
- **Review and realignment of staffing and committee structures with strategic goals**
- **Facilitating clear communication between staff and the BOD, and the District and the citizens of Kensington**

**Develop and provide resources to effectively support both identification of grant opportunities and timely and rapid application to appropriate agencies**

**Review ongoing issue of insurance non-renewals and scope of mitigating actions available to the district**

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**

*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.*

## **District intergovernmental relations**

### **Invest in a strong working relationship with the KPPCSD:**

- **Develop a collaborative Public Safety mindset, and identify actions the districts can take in concert to address the needs of Kensington**
- **Support the necessary framing for financial and governance analyses related to the study of a potential unified district structure**

**Identify tractable steps available to strengthen ambulance and dispatch service in the district**

**Support continued district participation in area-wide wildfire response training exercises**

**Continue to evaluate opportunities to engage in cost-saving or service-enhancing programs with agencies in surrounding areas**

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**

*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.*

## Infrastructure Investment

Engage in biannual review of potential infrastructure investments to augment the district's public safety mandate

- Update current water system improvement plan; identify remaining areas that could benefit from upgrading
- Review hydrant proximity to Hilltop School and Tilden park; identify areas of need

Provide Red-Flag-Day/wildfire evaluation and planning support efforts to engage (with KPPCSD and the County) with a focus on

- Emergency vehicle access routes to the Kensington interface with Tilden Park
- Traffic control, parking regulation and evacuation protocols

Maintain and report annually to the community on the seismic integrity and functional adequacy of Kensington's fire station

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**

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

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

## **REVISED GOALS**

Establish an ad hoc committee to work with EBRPD to reduce fire risk from Tilden Park. Ad hoc committee to report quarterly to full board on progress and for cost implementation approvals.

Establish an ad hoc committee to identify and solve issues involving access by emergency vehicles and Kensington residents use of identified emergency access routes.

Review existing fire hydrant accessibility and develop plan for new fire hydrants and access routes to deal with a Tilden Park fire.

Set aside annual capital expenditures to be used by the KFPB to meet the objectives of reducing fire risk from EBRPD and adequate emergency vehicle and residential access.

Hire financial consultant to seek grant opportunities to cover the cost of reducing fire risk and providing better emergency access routes In Kensington.

Increase participation in CERT and Firewise to reduce fire and earthquake risks.

Work with Fire Chief on additional efforts and funding that can reduce fire risks on Kensington residential properties.

Meet regularly with the KPPCSD to develop a coordinated emergency response for fire and earthquake concerns.

Prudently manage District funds.



# 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  
 FIVE YEAR FINANCIAL FORECAST - Line Item Detail  
 June 4, 2024

TOTAL OPERATING EXPENDITURES	\$ 4,609,995	\$ 5,025,130	\$ 4,994,130	\$ 5,414,890	\$ 5,575,258	\$ 5,981,904	\$ 6,412,676	\$ 6,885,152
NET OPERATING SURPLUS/(SHORTFALL)	\$ 987,096	\$ 957,529	\$ 988,529	\$ 800,296	\$ 866,999	\$ 727,224	\$ 567,228	\$ 369,004
CAPITAL EXPENDITURES								
(1) Rolling Stock Set-aside (Transfer from General F	202,800	210,912 167,489	210,912 167,489	219,348	228,122	237,247	246,737	256,607
(2) Equipment and Furniture	-	-	100,000	1,000,000	-	-	-	-
(3) PSB - Temporary Facilities	894,649	-	-	100,000	-	-	-	-
PSB Renovation	1,326,573	5,881,093	5,881,093	700,000	-	-	-	-
(4) Total Capital Expenditures	\$ 2,424,022	\$ 6,048,582	\$ 6,048,582	\$ 919,348	\$ 228,122	\$ 237,247	\$ 246,737	\$ 256,607
DEBT SERVICE*	\$ -	\$ -	\$ -	\$ 141,570	\$ 141,525	\$ 141,478	\$ 141,428	\$ 141,377
TOTAL EXPENDITURES	\$ 7,034,017	\$ 11,073,712	\$ 11,042,712	\$ 6,475,808	\$ 5,944,905	\$ 6,360,629	\$ 6,800,841	\$ 7,283,136
CHANGE IN FUND BALANCE	\$ (1,436,926)	\$ (5,091,053)	\$ (5,060,053)	\$ (41,274)	\$ 725,474	\$ 585,746	\$ 425,800	\$ 227,627
Building Loan Drawdown	1,926,120	-	-	-	-	-	-	-
ENDING GENERAL/SPECIAL FUND BALANCE	7,475,985	4,740,030	4,771,030	4,510,408	5,007,761	5,356,260	5,535,323	5,506,343
ENDING CAPITAL/ROLLING STOCK FUND BALANCE	3,219,973	1,032,364	1,032,364	1,251,712	1,479,834	1,717,081	1,963,818	2,220,425
ENDING FUND BALANCE	10,695,958	5,772,394	5,803,394	5,762,120	6,487,595	7,073,341	7,499,141	7,726,768

Debt Service - FY 2019-20, 2020-21, 2021-22 - CalPERS Repayment; Beginning FY 2022-23 Debt Service = Facility Loan Repayment (\$2,160,000 25 year term @ 4.07%)

June 4, 2024

- (1) --- \$43,423 should have been taken out of unassigned capital reserves, not reserves for future rolling stock.
- (2) --- Assumes \$200,000 FF&E costs split between FY 23-24 and 24-25
- (3) --- Rent and closeout cost for temporary station
- (4) --- Adjusted total capital expenditures

**AVAILABLE CASH 24-25 ---NET OPERATING SURPLUS (\$800,296), LESS ROLLING STOCK (\$219,348) AND DEBT SERVICE (\$141,525) = \$439,378.**

**ADDITIONAL CAPITAL EXPENDITURES FOR A BALANCED BUDGET IN FY 24-25**

- \$50,000 --- AN ANNUAL CAPITAL SET-ASSIDE FOR PSB UPGRADES – includes repainting exterior \$16k and dining area \$5K.
- \$150,000 – E. B. Park fuel mitigation
- \$100,000 – Lake Drive cul de sac addition
- \$100,000 – hydrants at back of Kensington Hilltop School
- \$35,000 --- signal design and turn radius at Arlington/Sunset

**TOTAL CAPITAL EXPENDITURES IN FY 24-45 --- \$435,000**



## KENSINGTON FIRE PROTECTION DISTRICT

**DATE:** May 6, 2024  
**TO:** Board of Directors  
**RE:** Strategic Planning 6 Goals Summary  
**SUBMITTED BY:** Tim Barry, Interim General Manager

At the April 24th Special Board meeting, the board reviewed the attached district mission, goals and objectives (Exhibit A), discussed strategic planning and determined that it would be good for each director to put forward 6 goals important to them. I requested that directors send me those goals and I would present them back for this meeting. I found the goals to cover a few main categories of the district's business, so I listed them in those categories (not set in stone and in no particular order) with the director's initials who contributed the goal. This draft list is for discussion purposes.

### 1. Emergency Preparedness and Fire Prevention

- A. Vegetation management along Kensington's borders  
 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.  
 Establish a fund whereby citizens can make tax-deductible donations to promote the district's planned vegetation management. **DL**
- B. 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**
- C. 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**
- D. Identify and pursue appropriate certification and training, along with more robust board of director advisory oversight, for an ongoing emergency preparedness coordinator role. **JS**
- E. Review recent system improvements and determine next steps. **DL**
- F. 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**

- G. Establish a fire hazard reduction program with East Bay Regional Park District and budget at least \$100,000 annually to reduce fire risk **JW**
- H. Add additional fire hydrants adjacent to Tilden Park, better emergency vehicle access to the park and culdesac turn around at Lake Drive. **JW**
- I. 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**
- J. Install an emergency traffic signal at Arlington and Sunset and realign current access route. **JW**
- K. 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**
- L. 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**
- M. 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**
- N. 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**
- O. Consider the formation of a dedicated subcommittee to establish and manage partnership of fire prevention efforts with EBRP and WCCCSO along the ridgeline. **RA**
- P. 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**

## 2. District Management

- A. 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**

- B. 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**
- C. Identify steps the district can take to promote insurance renewals. **DL**
- D. 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**
- E. Improving communication between GM and board with district news as it happens - say, update emails. **DM**
- F. Improve communication between board members, provide more ways to engage with each other without violating the Brown Act. Bulletin board? Jam board? **DM**
- G. 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**
- H. 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**
- I. 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**
- J. Establish clear "rapid-response" mechanism for responding to grant opportunities. **RA**

### 3. Ambulance Service

- A. Make ambulance service improvements in the district. **DL**
- B. 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**