



MEETING DATE: February 5, 2025

AGENDA ITEM: 6. Approval of Proposal- Beckwourth Peak FPD Strategic Planning Process

FROM: Jack Rosevear

RE: Approve Agreement with Chief Forrest Craig for District Strategic Planning Process

REASON FOR RECOMMENDED BOARD ACTION:

The Strategic Planning process is extremely important to set the direction for the new District. The Board will be setting direction and very involved in the process being offered. It is important for the Board to understand the plan, the District's requirements to assist with organization/logistics and to approve the planning process.

BACKGROUND:

Chief Forrest Craig presented an outline of the strategic planning process and his credentials, at the January 8th Board Meeting. The Board directed Staff to present an action plan to move forward, at the February 5th meeting. Attached is the plan and an agreement with Chief Craig. Chief Craig is donating his expertise and services to the District for no charge. There are expectations of the District to assist in the organization and delivery of the plan. Expectations of the District and Chief Craig are outlined in the attached documents.

IMPACTS TO THE CUSTOMER:

The process will have a very positive effect for our customers. The new District was approved by the voters and its success is important. Having a well designed plan in place for the District will promote its efficiency, organization and productivity.

FISCAL IMPACT:

No negative impact to the current budget. Chief Craig is generously donating his time and expertise to the Fire District. A strategic plan for the District is important for the new district's growth and direction for the future.

RECOMMENDATION:

Approve the Agreement and move forward with the Strategic Planning process for BPPFD.

ATTACHMENTS:

- A. CHIEF CRAIG COVER LETTER
- B. BPPFD - PSA (1)
- C. ATTACHMENT A - HOST AGENCY FACILITATION AND SITE REQUISITES
- D. ATTACHMENT B -STRAT PLANNING TEAM - ROLES RESPONS AND EXPECTATIONS
- E. INTERNAL STAKEHOLDER INVITATION - DRAFT
- F. EXTERNAL STAKEHOLDER INVITATION - DRAFT

Forrest M. Craig
P.O. Box 317
Portola, CA 96122
(415) 755-7394
chiefsplat@gmail.com

January 13, 2025

Jack Rosevear, Fire Chief
Beckwourth Peak Fire Protection District
180 Main Street
Beckwourth, CA 96129

Re: Proposal for *Stakeholder Driven* Strategic Plan Facilitation
"Creating Your Future by Design"

Dear Chief Rosevear,

I am pleased to present the attached proposal which includes a summary of the process and steps to assist your organization in developing a *Stakeholder Driven Strategic Plan* often referred to as a Community Driven Strategic Plan.

One important view of strategic planning is that it is a process – not a project, by which to create your organization's future by design and to implement continuous quality improvement in your organization. This process allows opportunity for succession management to occur within the organization in that it allows members to participate in the design and implementation of initiatives that might be out of their area of expertise. This offers stretch assignments and an opportunity to gain knowledge and experience while operating in a safe environment. Coaching and mentoring will assist these members in successfully accomplishing their assignment and professional development.

The distinction "stakeholder driven" invites members of your community to share with you what it is that they expect from the Beckwourth Peak Fire Protection District (BPPFD) and what services and programs are important to them. It allows an opportunity for stakeholders to express any concerns they may have about your organization and also to tell you what they really like and what you do very well. Examples of external stakeholders might include:

- Chamber of Commerce
- Local Chapter of the American Red Cross
- Fire Safe Council – Firewise Committee members
- Local Hospital(s) representative
- Public Utilities – Water, Electric, Sewer, Refuse-Disposal
- Neighborhood Association key members
- Local Developers/Contractors
- Community Colleges

- Residents/businesses that have utilized the BPPFD emergency services
- Selected Businesses/Industry Employers
- Other direct relationship stakeholders such as:
 - EMS transport providers
 - County EMS Director
 - County & Local Building Officials
 - County and Local Community Development – Planning Director
 - County Sheriff Department and CHP
 - County and Local Public Works Director
 - County ECC and/or Cal Fire
 - US Forest Service
 - Others

This input allows for the clearing to occur that enables you to *create your future by design* – improving what it is you do well and to incorporate those services and initiatives that might be missing from your stakeholder's perspective.

A session will be facilitated with you and BPPFD Board of Directors to establish the vision of the organization. A subsequent session with internal stakeholders will be facilitated to generate the organization's mission and values. The mission, vision and values are the foundation of BPPFD in all that you do and represent as an organization and should be communicated regularly to its members and the communities you serve.

Strategic initiatives (goals), objectives, and critical tasks will be generated by your internal stakeholders (members of your organization) that cover a projected time frame of three to five years into the future. Continuous quality improvement is a result of this process by initiating the use of metrics to measure and report performance on what it is you say you are going to do and how well you are doing it.

Through a series of sessions with members of your organization - the internal stakeholders, the work culminated over the course of the facilitation will result in the delivery of a draft document incorporating best industry practices for your review and edification, then delivery of a final draft *Stakeholder Driven Strategic Plan*.

The proposal takes into account the following options: 1. Utilizing clerical and administrative support services by members of your organization - labor and other services necessary to complete the process including but not limited to: providing administrative and clerical duties with respect to identifying and notifying stakeholders of time and meeting locations; providing a site location and logistics required to facilitate all sessions; providing copying and duplication services; and providing clerical services to produce the draft and final strategic plan document. This is a valued and very much appreciated service where cost savings can be realized by your agency. Or 2. Outsourcing administrative services at the cost of the agency, to a third party for development and producing a draft and final strategic plan document.

It is anticipated that at some point you may choose to engage your County Board of Supervisors and/or other agency/council members within your service area and offer them opportunity to provide input, review your work and provide insight or feedback. This time was not included in the proposal but could be included based on an hourly agreement depending on how much additional time you would like to include. The final plan could be amended to incorporate such input and then formalized as a final document for BPPFD Board approval.

Best practices for strategic planning according to the Commission on Fire Accreditation International contain two factors which are imperative to successful strategic planning. First, you must communicate to all members of the organization the value of strategic planning and how the organization's plan will affect the individual. The process is enhanced when as many of the members as possible, across all ranks and functional areas of the organization are included in the strategic planning process. Second, a process should be established whereby the progress and performance toward accomplishing the initiatives can be measured. The strategic plan is very dynamic and will change as circumstances and as your own situation change. A review and reporting process at the minimum should occur at 3 - 6 month intervals.

This strategic planning proposal incorporates recognized best practices for public service organizations. If you have another process or direction that you would prefer to utilize, it would be my pleasure to discuss this further and with more clarity provide you with a proposal that meets your needs.

Thank you for this exciting opportunity to be considered as your facilitator. I look forward to working with you, your team, and your communities. Please contact me at (415) 755-7394 or by email at chiefsplat@gmail.com if you have any questions, request clarification, or wish to modify the scope of the agreement in any way. Thank you again and I look forward to hearing from you soon.

Sincerely,



Forrest M. Craig, Principal-Facilitator

Enclosures:

- 1) Proposal for Stakeholder Driven Strategic Plan Facilitation
- 2) Professional Services Agreement
- 3) Attachment "A" – Host Agency Facilitation & Site Requisites
- 4) Attachment "B" – Strategic Planning Team Roles, Responsibilities and Expectations

Proposal

To

Beckwourth Peak Fire Protection District
180 Main Street
Beckwourth, CA 96129

for

Stakeholder Driven Strategic Plan & Facilitation

January 13, 2025

By Forrest M. Craig

Overview

Forrest M. Craig (hereinafter referred to as the “Facilitator”) is a retired Chief Fire Officer delivering executive and senior management training, mentoring and strategic planning facilitation. Our mission is to position individuals and organizations to cause transformational breakthroughs in professional development and performance. The Facilitator achieves this mission through a variety of programs and mediums including:

- Provide facilitation and guidance for Strategic Planning processes in organizations and providing methodologies for delivering and implementing successful work plans.
- Develop education and training opportunities for current and future supervisors, managers, and executives.
- Build personal, professional and leadership competencies for the new leadership pipeline in organizations.
- Focus on achieving excellence and professional mastery at all supervisory, management and executive level positions in organizations.
- Inspire unparalleled levels of personal and professional achievement.
- Provide executive coaching and mentoring to current and future candidates.
- Infuse Succession Management into organizational talent development.
- Introduce critical thinking methodologies to make sound decisions in organizations.
- Enable candidates to act responsibly, lead proactively who exemplify organizational values, and personal and professional accountability.

Please contact Forrest M. Craig for more information about any of the programs, projects or assistance offered.

Facilitator Headquarters:

Forrest M. Craig
P.O. Box 317, Portola, CA 96122
Telephone (415) 755-7394
chiefsplat@gmail.com

Scope of Work

The scope of work incorporated in this Proposal includes facilitating a stakeholder driven strategic planning process via: Two (2) Pre-sessions; One (1) staff orientation; and Four (4) facilitated sessions. One (1) session will be with external stakeholders identified by the Beckwourth Peak Fire Protection District (BPFDP); and three (3) internal stakeholder sessions with selected and identified members of the BPFDP. Days and hours of the facilitation may be modified to accommodate the BPFDP Board of Directors and its members. The proposed session agendas are as follows:

Pre- Session with Staff and Fire Chief Orientation – 2 hours

Conduct an informational overview and orientation of the intended strategic planning process with the BPFDP staff, Fire Chief and “planning team”. See Attachment “B” to the Professional Services Agreement for Planning team purpose, roles and responsibilities. The overview and orientation will include:

- Describing the benefits of asking for input from both internal and external stakeholders.
- Describing the advantages of having a planning team, what roles and how the team can participate in the planning and logistics of the entire process.
- Provide and review an objectives and critical task matrix that can be a tool used by the planning team to identify the what, who and when particulars of the tasking of the process.
- Outline the key expectations and outcomes for each of the five facilitated sessions.
- Provide the planning team an opportunity to ask questions and prepare for the logistics required of each session.

Pre- Session Workshop with Fire Chief and Board of Directors – 2 hours

Conduct an Workshop with Fire Chief and Board of Directors to facilitate development of the District’s Vision Statement, conduct a values exercise and prioritize services. This session will include:

- Guiding the Fire Chief and Board in developing a Vision Statement looking 5-7 years into the future.
- Conducting a Values exercise to identify values important to the organization.
- Facilitate administration of survey instruments that identify service priorities.

Session I – 1 ½ to 2 hours (suggested working lunch)

Conduct one (1) external stakeholder meeting (with 30-35 members of the broad community) geographically located to obtain feedback on:

- The priority of the Fire District's core programs and services in ranked order.
- Stakeholder expectations. What do they expect from the BPPFD?
- Stakeholder concerns – What concerns do the external stakeholders have about the BPPFD, its programs and services? What might be missing?
- From the view of the external stakeholder – What do they like about the BPPFD? – What does the organization do well?
- An opportunity to communicate other general comments, considerations and input about the BPPFD.

Session II – Full Day (7 hours) schedule may be modified

Meet with internal stakeholders (members of the BPPFD) to:

- Participate in an orientation about the BPPFD strategic planning process.
- Review the external stakeholder input and feedback – without edification.
- Develop, review and formalize the BPPFD Mission and Values. Get Agreement.
- Have the internal stakeholders list and concur on the fire district's core services and support services.
- In groups, have the members conduct a SWOT analysis. Then review, get clarification and consolidate the identified strengths, weaknesses, threats and opportunities.
- From the issues identified in the SWOT analysis, have the members identify critical issues and service gaps. Critical issues are those that directly relate to core services and service gaps are those that directly relate to support services.

Session III – Full Day (7 hours) schedule may be modified

Meet with internal stakeholders to:

- Participate in a brief orientation on how to write Strategic Initiatives (Goals); Objectives to accomplish the initiatives; Critical Tasks with timeframes (not dates); and metrics for measuring performance.
- Using the information collected from the previous session – the SWOT analysis, critical issues and service gaps - working in groups, members will develop 8- 10 strategic initiatives; develop objectives with timeframes (not dates) to accomplish the goals; and critical tasks to accomplish each objective. Costs for accomplishing the goals and establishing metrics for measuring performance will be completed at a subsequent session.
- Review what work has been accomplished by each group and then share their initiatives collectively with the members for questions, clarification, verification and validation.

Session IV – Full Day (7 hours) schedule may be modified

Meet with internal stakeholders to:

- Continue working in groups to develop and complete strategic initiatives; set objectives to accomplish the goals; critical tasks with timeframes (not dates); and metrics for measuring performance.
- Finally, facilitate an overview of the various forms of metrics that are typically used to evaluate performance of goals and objectives. Also, conduct a final review of the vision statement to ensure that the strategic initiatives incorporate and encompass what the organization will achieve and how it will be positioned in the future. A process for next steps on how to develop work plans, budget and reports on progress will be offered.

Strategic Plan Draft Document Administration, Clerical Support and Editing

As a deliverable and based on the prior sessions work, Facilitator will, based on the agency's option selection:

Option 1: Utilize clerical and administrative support services by members of BPPFD - labor and other services necessary to complete the project including but not limited to: providing administrative and clerical duties with respect to identifying and notifying stakeholders of time and meeting locations; providing a site location and logistics required to facilitate all sessions; providing copying and duplication services; and providing clerical services to produce the draft and final strategic plan document. Compile a draft Strategic Plan document for BPPFD review and editing with administrative and clerical support from the agency. Facilitator will facilitate suggestions and amendments to draft Stakeholder Driven Strategic Plan and support the delivery a final Strategic Plan document.

Option 2: Utilize an outside vendor/consultant service to perform all clerical, administrative and document preparations (excluding identifying and notifying stakeholders of times and meeting locations; providing a site location and logistics required facilitating all sessions) a draft and final strategic plan at the expense of the agency.

Deliverables

Facilitator will provide the following deliverables:

- Provide a 1 ½ - 2 hour facilitated overview and orientation of the intended strategic planning process with the BPPFD staff, Fire Chief and planning team.
- Provide 2 Pre-session workshops as described herein.
- Provide one (1) - 2 hour facilitated orientation session for External Stakeholders identified by the BPPFD at a geographically convenient location to the stakeholders.
- Develop and administer an external stakeholder survey with program and service priorities using a direct comparison methodology. In addition, the survey will ask external stakeholders for input on their expectations of the BPPFD, concerns that they may have, what the BPPFD does well, and any other general comments. Compile results and provide to BPPFD as part of Session II with the organization's internal stakeholders.
- Provide three (3) full-days (7 hours each day – schedule may be modified) facilitated internal stakeholder sessions with identified members of the BPPFD.
- Provide written documentation and record keeping for each session.
- Present all findings to BPPFD.
- With clerical and administrative support from the BPPFD (depending on option selected by the agency) provide a draft Strategic Plan document and Annex to the BPPFD.
- After draft review, additional feedback, verification and validation of the results, provide facilitation of the final document.

Schedule and Completion of Services

The Facilitator will be responsible for delivering the aforementioned specific deliverables in keeping with the schedule described below:

Facilitator will complete specified deliverables as soon as practical based upon the Agency's schedule but not longer than 180 days from the date the Professional Services Agreement is executed. This time frame may be modified or extended upon mutual agreement of the parties.

Dates and schedule for the external and internal stakeholder sessions performed by the Facilitator will be mutually agreed upon by the parties.

Process Organization and Staffing

Chief Forrest Craig (retired) will serve as the lead facilitator. Chief Craig has served the fire service for over 33 years, and is a leader in fire protection planning and program implementation with extensive experience in executive leadership, professional development, and strategic planning. Prior to his retirement in 2009, Forrest served as a Division Chief with the Novato Fire Protection District in California, an Internationally Accredited Fire Service Agency.

Chief Craig holds a Bachelor's Degree in Public Administration and Master's Degree in Business Administration with an emphasis in Strategic Leadership. He is credentialed as a Chief Fire Officer by the Commission on Professional Credentialing, is an Executive Fire Officer Graduate from the National Fire Academy located in Emmitsburg MD, and has served as a mentor for the Commission on Fire Accreditation International (CFAI). He has served as a technical advisor for the Center for Public Safety Excellence located in Chantilly, Virginia facilitating Community Driven Strategic Planning in both the United States and Canada and served as a peer assessor on behalf of the CFAI, for an organization in Crete, Greece.

Forrest's most recent contributions have been directed to co-facilitating leadership and management sessions for private and public organizations. He has been lead facilitator in the Compleat Fire Officer Program developed by the late former California State Fire Marshal Chief Ronny J. Coleman. This program is designed to grow talent and expand leadership pipelines in organizations across the nation.

In addition to several published articles on leadership and mentoring, Forrest has recently co-authored and self-published his latest book entitled *Anchoring Ethics, Morals, and Values – Preventing Organizational Drift* (2014). Forrest has developed a series of leadership sessions utilizing classic and contemporary leadership models and principles designed for senior and junior executives and managers. Most sessions look at case studies of companies and organizations to add perspective and involve the participant's way of thinking about complex organizational issues. In the end, each session encompasses take-a-ways, practical and applied leadership lessons that can be readily integrated into their own situation.

Cost Quotation

The Facilitator formal bid: \$0.00

Plus,

Option 1: \$0.00

Or,

Option 2: \$- To be negotiated by BPPFD and third party.

Facilitator's formal bid includes those services described and outlined in scope of services and deliverables noted above and contained herein.

Payment Schedule

There is no Facilitator fee to BPPFD for this specific service under this proposal and professional service agreement and therefore, no payment schedule.

Note: Work for additional services from the Facilitator which have been authorized and mutually agreed upon will be billed at the hourly rate plus expenses and invoiced monthly.

Remuneration Rate

The Agency may choose to retain the Facilitator for services beyond the scope of this Proposal. Such scope of service(s) and compensation will be executed hourly and as agreed to in writing by the Agency and the Facilitator at a remuneration rate of \$XXXXXX (to be mutually negotiated and agreed upon) per hour plus actual expenses and is separate from this specific proposal.

Benefits and Payments

The Facilitator shall receive no further benefits or additional consideration other than as expressly set forth in a written agreement.

The Agency shall not at any time during the term of the Professional Services Agreement reduce the base contract price, compensation or other financial benefits. There shall not be any refunds, reimbursements or compensation issued to the Agency by the Facilitator.

Statement of Availability

The Facilitator is available to start this project in the time frame agreed upon by the Agency and the Facilitator.

Conflict of Interest Statement

The Facilitator has neither directly, nor indirectly entered into any agreement, participated in any collusion or collusion activity, nor otherwise taken any action which in any way restrict or

restraint the competitive nature of this solicitation, including but not limited to, the prior discussion of terms, conditions, pricing or other offer parameters required by this solicitation.

The Facilitator is not presently suspended or otherwise prohibited from participation in this solicitation or any other contracting to follow thereafter by any government.

Neither the Facilitator nor anyone associated with the Facilitator have any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project.

In the event that a conflict of interest is identified in the provision of services, the Facilitator will immediately notify the Agency in writing.

Litigation

The Facilitator has no past and/or pending litigation or resolved lawsuits.

General Requirements

The Facilitator:

- A. Shall not assign or sublet the whole or part of this agreement without the prior written consent of the Agency;
- B. Will not refuse to hire, discharge, promote, demote or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age race, creed, color, sex, national origin, ancestry or disability;
- C. Agency policies and procedures shall govern the actions of the Facilitator and representative(s);
- D. Agrees to complete the work as scheduled by the agency, or within a mutually agreed upon modified time period not to exceed one hundred eighty (180) days; and
- E. Is an equal opportunity employer.

The Agency:

- A. Agrees to provide the site(s) and logistics required to facilitate all sessions as outlined in this proposal and in Attachment "A" of the Professional Services Agreement.

Notices

Either party to the Professional Services Agreement may terminate the agreement by giving 30 days written notice. Any notice required or permitted by the Professional Services Agreement shall be in writing and shall be personally served or shall be sufficiently given when served upon the other party as sent by United States Postal Service with postage prepaid.

Professional Services Agreement

This Professional Services Agreement (Agreement") made this _____ day of _____, 2025, by and between the Beckwourth Peak Fire Protection District (hereinafter referred to as the "Agency") and Forrest M. Craig doing business in Plumas County, California, (hereinafter referred to as "Facilitator").

Recitals:

The Agency desires to retain the services of the Facilitator for conducting a "Stakeholder Driven Strategic Plan & Facilitation" as more fully set forth in the Proposal dated January 13, 2025 and attached hereto.

Agreement:

The Agency, in consideration of mutual promises, covenants and conditions herein contained, agrees to pay the Facilitator \$0.00 to commence and complete the Stakeholder Driven Strategic Plan & Facilitation (hereinafter referred to as the "Project").

Duties:

The Agency agrees to comply with the Facilitator guidelines and timeframes to the extent reasonable and possible for the completion of the Project. The Agency will provide all labor and other services necessary to complete the Project including, but not limited to, providing administrative and clerical duties with respect to identifying and notifying stakeholders of time and meeting locations; providing a site location and logistics required to facilitate all sessions; providing copying and duplication services; and providing clerical services to produce the draft and final strategic plan document.

The Facilitator agrees to furnish subject matter experts and facilitators for the scope of services and deliverables relating to the completion of the project.

Termination:

Nothing in this agreement shall prevent, limit or otherwise interfere with the right of the Agency or the Facilitator to terminate this Agreement.

Either party may terminate the Agreement by giving thirty (30) days written notice. Any notice required or permitted by this Agreement shall be in writing and shall be personally served or shall be sufficiently given when served upon the other party as sent by United States Postal Service with postage prepaid.

Notice Addresses: Beckwourth Peak Fire Protection District
Jack Rosevear, Fire Chief
189 Main Street
Beckwourth, CA 96129

Forrest M. Craig, Principal - Facilitator
P.O. Box 317
Portola, CA 96122

General Provisions:

This Agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.

The laws of the state of California, United States of America, shall govern this Agreement.

This Agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. Neither party has relied upon inducements, concessions or representations of the fact, except as set forth in this written Agreement and Proposal.

If any provision or any portion thereof contained in this Agreement is held unconstitutional, invalid or unenforceable, the remainder of this Agreement, or portion thereof, shall be deemed severable and shall not be affected and shall remain in full force and effect.

In the event of any legal action between the parties hereto to enforce the provisions of this Agreement, the prevailing party shall be entitled to reasonable legal fees and costs as fixed by the Court.

The Facilitator shall receive no further benefits or additional compensation or consideration other than as expressly set forth in a written Agreement.

The Agency shall not at any time during the term of this Agreement reduce or increase the base agreement price, compensation or other financial benefits. There shall not be any refunds, reimbursement or compensation issued to the Agency by the Facilitator.

IN WITNESS WHEREOF, the parties hereto have executed, or caused to be executed by their duly authorized officials this Agreement, which consists of two (2) copies, each of which shall be deemed an original, on the first date written above.

Beckwourth Peak Fire Protection District

Forrest M. Craig

By: _____

By: _____

Principal – Facilitator

Title

Attachment “A”

Host Agency Facilitation & Site Logistics

Thank you and your organization in advance for being a host for the *Stakeholder Driven Strategic Planning & Facilitation process*. The following is in general the minimum requisites for being a host agency:

For Host Agency:

- Provide one room large enough for all participants i.e. 30-35+/- to sit at table with chairs.
- A table at the front of the room for facilitator materials and podium.
- Set-up room classroom style is preferable, or chevron with tables and chairs for participants.
- Provide LCD projector in the room w/sound and video/movie projector capability and PC cables.
- Large wall projection screen in the front of the room.
- Wall-white board with marker pens and three easels with “post-it” type chart paper in the room.
- Name tent cards at the tables for each participant with their name and their organization.
- Provide a staff or administrative person to “check-in” all participants when they arrive at the session.
- Provide a staff or administrative person to handle all site program logistics i.e. advertisement, invitations, registration, mail participant confirmations, maps to site, materials, duplication, pre-assignments and other facilitation needs and instructions.
- To have access to a copy/duplication facilities preferably on-site.
- Provide Facilitator(s) with an opportunity to tour the session site prior to the first session for geographic, logistic and orientation purposes.
- Provide an agency contact to be the focal point and act as the logistics and planning person for the session.

Attachment “B”

Strategic Planning Team

Roles, Responsibilities and Expectations

Overarching Goal

It will be the responsibility of the planning team to guide and coordinate (with facilitation by the facilitator/technical advisor) the Beckwourth Peak Fire Protection District strategic plan and its process.

Planning Team Roles

The planning team will consist of 3-5 members. A matrix organization should be considered that is functionally structured and not necessarily hierarchical. Roles might include:

Planning Section chief and deputy – These team members will be the leadership roles in planning, coordinating and accomplishing the overarching goal.

Documentation – A team or team members that coordinate and provide for all minutes of meetings, scribe as necessary at each facilitation session, assist the consultant with clerical administration in producing versions of the draft and final documents, copying and other administrative functions to support the team and process.

Finance – With input from the planning team and fire chief, develop a budget for achieving the overarching goal, monitor expenses, and provide for financial documentation and status reports.

Logistics – A team member to provide for all logistical needs to facilitate the Internal and External stakeholder sessions.

Expectations and Responsibilities

To achieve this goal, the planning team will be expected to develop and execute an action plan that fully delivers on the following:

Complete all aspects of facilitating the strategic planning process within the approved time frame.

To know, fully understand, support and help communicate to all members of the organization what is going to take place regarding the Strat Planning process.

Communicate and over communicate the Chiefs' message “Vision” to all about the process to members of the organization and external stakeholders.

Develop the list of external stakeholders (with Fire Chief input).
Send invitations to external stakeholders for the external stakeholder sessions (2) - do the necessary follow-up phone calls for confirming attendance.

Coordinate all logistics for the external and internal stakeholder sessions see Attachment “A”.

Develop the list of internal stakeholders (with Fire Chief input).

Provide for photographic documentation for all sessions.

Send invitations to internal stakeholders for the internal stakeholder sessions (3) - do the necessary follow-up phone calls for confirming attendance.

Provide a scribe when necessary at External and Internal stakeholder sessions.

To develop and/or determine the authorized budget and monitor expenditures related to the process.

Ensure that all documents related to the contribution of the next session get collected at the end of each day for processing.

Administratively provide for and coordinate clerical services to assist the facilitator in developing various draft versions of the Strat Plan.

Coordinate the draft and final draft versions of the Strat Plan.

Participate as lead role for communication and roll out of draft and final Strat plan.

Provide communication and periodic progress reports to the fire chief throughout the process.

Keep meeting minutes of the planning team, including agendas, informational items, team member assignments, action items and team member attendance.

Department Letterhead

January 13, 2025

Fire Captain Smith
Beckwourth Peak Fire Protection District
XXX First Street
Portola, CA 95

Re: Invitation to Participate in Beckwourth Peak Fire Protection District –
Strategic Planning Process

Dear Captain Smith,

The Beckwourth Peak Fire Protection District is beginning its strategic planning process which will bookmark 2025 through 2030. We are very excited about the opportunity to be modeling a community driven strategic planning process and we to invite you to provide us with some valuable input on creating our future.

As a member and stakeholder in our organization, we value your opinions and would greatly appreciate the opportunity to hear from you by asking for your participation, input and feedback at our internal stakeholder sessions. Specifically we would like you to provide input in the following areas:

- To participate in a values exercise to help us consecrate the values of our organization – to establish aligned behavioral expectations of the community and of ourselves.
- To participate in a SWOT analysis identifying our organizational strengths, weaknesses, opportunities and threats.
- Finally, to sift through the information gleaned from the SWOT analysis to identify any critical issues and service gaps that may need addressing. Critical issues relate directly to core competencies (services) and service gaps relate directly to support services.
- This will be explained further and in greater detail by our facilitator.

You are invited to join us for the facilitation session scheduled for:

XXXXXX Dates
From 6:00pm to 9:00pm
Location TBD

Please RSVP Ms. XXXX at the Beckwourth Peak Fire Protection District at (800) XXX-XXXX or via email xxx@xxx.org. Should you have any questions please feel free to call me at (800) XXX-XXXX. Thank you for considering this special opportunity.

Sincerely,

Jack Rosevear, Fire Chief

Department Letterhead

January 13, 2025

Ms. Smith
XYZ Corporation
XXX First Street
Portola, CA 96122

Re: Invitation to Provide Input to Beckwourth Peak Fire Protection District -
Strategic Planning Process

Dear Ms. Smith,

The Beckwourth Peak Fire Protection District is beginning its strategic planning process which will bookmark 2025 through 2030. We are very excited about the opportunity to be modeling a community driven strategic planning process and we to invite you to provide us with some valuable input on creating our future.

As a prominent community member and stakeholder we value your opinions and would greatly appreciate the opportunity to hear from you by asking for your input and feedback at our external stakeholder facilitation. Specifically we would like you to provide input in the following areas:

- Using a ranked prioritization methodology let us know what programs and services are most important to you.
- What expectations you have of the Beckwourth Peak Fire Protection District.
- What concerns that you may have about the Beckwourth Peak Fire Protection District – what might be missing from our service delivery.
- Provide us with feedback/strengths about what the Beckwourth Peak Fire Protection District does well – what do you like about what we do, and
- Any other general comments you might like to add.

You are invited to join us for the facilitation session scheduled for:

Tuesday, December XX, 2025 (Insert Actual Date Here)
From 11:30am to 1:30pm
XYZ Facility located at:

Lunch will be provided for you. (Optional but you may garner better attendance)

Please RSVP Ms. XXXX at the Beckwourth Peak Fire Protection District at (800) XXX-XXXX or via email xxx@xxx.org. Should you have any questions please feel free to call me at (800) XXX-XXXX. Thank you for considering this special opportunity.

Sincerely,

Jack Rosevear, Fire Chief