



BONNET SHORES  
FIRE DISTRICT

Narragansett, Rhode Island 02882

*Established 1932*

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**Bonnet Shores Fire District**  
**2025 Strategic Planning Workshops**

**Workshops Summary and**  
**BSFD Council Recommendation**

**Kevin O'Brien**

**Strategic Planning Lead**

**Date: January 9, 2026**

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## **Executive Summary:**

In September 2025 the BSFD Council launched a strategic planning effort, including hosting community workshops, with the intent to define and document a BSFD strategic plan. The goal of the plan and associated workshops was to:

1. Define, document and publish BSFD operating statements (Mission, Vision and Core Values) that clarify the BSFD purpose and strategic direction as well as inspire the BSFD to become a role model community.
2. Guide future BSFD decision making and work effort prioritization
3. Inspire BSFD community involvement and pride
4. Shape a positive BSFD community culture
5. Define a roadmap to optimize use of the BSFD's finite resources
6. Define annual programs that can help fill the gap between the current state and approved vision.

The 2025 workshop sessions were opened to the entire BSFD community, both in person and remote, and consisted of 4 sessions run between September 18, 2025, and December 4, 2025. Just over 30 people attended at least one session including 6 of the 7 BSFD Council members. The workshops followed a common strategic planning framework and included healthy debate. The workshops achieved the following:

1. Defined and secured approval, from the BSFD Council, for the BSFD's first Mission, Vision and Core Values statements in its 93-year history.
2. Documented the current state of the BSFD community against the newly approved BSFD mission and vision statements
3. Documented 59 SWOT (Strengths, Weakness, Opportunity and Threats) Topics
  - o Strengths (12), Weakness (32), Opportunity (5), and Threats (10) in the context of the current state
4. Consolidated and prioritized the 59 SWOT topics into 5 operational themes
5. Framed out three program recommendations supporting the operational themes. The program objectives being to help fill the gap between the agreed current state and approved BSFD vision statement.
6. Detailed out high-level frameworks for each of the 3 programs, including providing recommendation on goals, initial activities and volunteer participants
7. Documented a 2026 implementation recommendation for the BSFD Council to vote on so the Strategic Planning workshop efforts could move to the implementation phase. The recommendation is in this document's recommendations section.

The baseline strategic planning phase is complete.

1. A mission, vision and set of core values that the BSFD community uses as its guiding compass has been approved by the council and posted to the [BSFD website](#)
2. The 2025 Strategic Workshop Summary and 2026 implementation recommendations is posted on the BSFD Website. See link

The next step is to discuss the 2025 Strategic Planning workgroup 2026 implementation recommendations and approve it as is or adjust as appropriate.

## **2025 BSFD Strategic Planning workshop plan and timeline:**

- September 8<sup>th</sup>, 2025 – The newly formed BSFD Council, at its opening special meeting, unanimously voted to launch a Strategic Planning initiative and assigned Kevin O’Brien, as the strategic planning lead.
- September 17<sup>th</sup>, 2025 – The BSFD Council unanimously approved launching the BSFD Strategic Planning Workshops to be led by Kevin O’Brien. Here is a [link to the approved plan](#).
- September 18<sup>th</sup>, 2025 – The first of four open Strategic Planning community workshops commence. [See collaboration site and meeting materials](#).
- November 19<sup>th</sup>, 2025 – The BSFD Council unanimously approved the strategic planning committee’s recommended BSFD Mission, Vision and Core Values statements. See link to [BSFD Web Page](#).
- December 4<sup>th</sup> – The final workshop concludes with 3 2026 program recommendations and input on how to structure them.
- January 12, 2026 –BSFD Strategic Planning workshop finding and recommendations posted to the website (see link)
- January 21,2026 – Kevin O’Brien, BSFD Strategic Planning Lead, raises the 2025 Strategic Planning Workshop recommendation with the BSFD council for a discussion and vote.

Workshop Plan approved at September 17th 2025 Council Meeting

### **BSFD Strategic Plan Proposed process & timeline**

- September 2025 Council Meeting -- Agree on Proposed Approach
- Host Workgroup sessions – finish by early November
- November 2025 Council meeting – Provide first draft and get input
- Post November meeting -- Post for wider community input
- Host 2nd workgroup session(s) to refine based on input
- January 2026 Council meeting – Review Second draft and request alignment on proposed priorities, actions and funding
- Late January - Start Execution
- May/June 2026 Council meeting – Review proposed annual report
- 2026 Annual meeting – Review plan and report. Ask for 2026 plan input
- After Annual meeting – 2026 Update, back to top - continuous improvement

**BSFD Mission, Vision & Core Values (Workshop #1, 2) – See published agenda):**

Developing the BSFD Mission, Vision and Core Values took significant effort and was a discussed over the first two workshops. Many ideas were suggested and discussed but, in the end, the following collaborative proposal came forth. They were approved as a group by the BSFD Council on November 19<sup>th</sup>, 2025, and published on the [BSFD Website](#)

***Mission:*** The Bonnet Shores Fire District is dedicated to enhancing the community’s quality of life by providing dependable services, programs, coastal environment protection, and improving shared resources that make the community welcoming, vibrant, and sustainable.

***Vision:*** BSFD is a role model community with open and responsive government and actively engaged citizens dedicated to enhancing the quality of life and managing the long-term sustainability of its entrusted assets.

***Core Values:*** Integrity, Respect, Responsible Stewardship, Social engagement

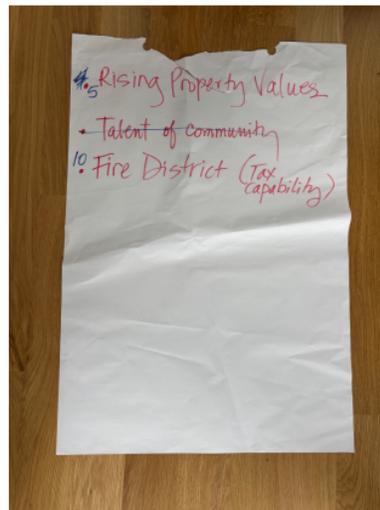
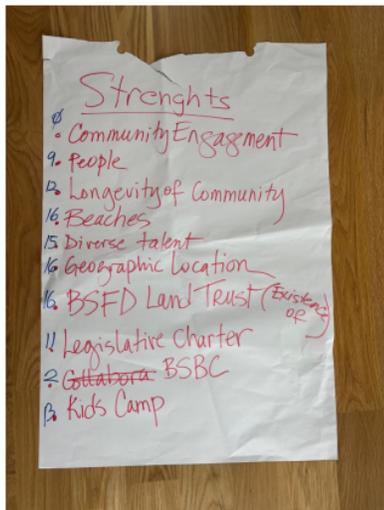
## **BSFD Current State (Workshop #2) – See published agenda:**

Workshop participants used a common strategic planning approach called SWOT (Strengths, Weakness, Opportunities and Threats) to define the current state of the BSFD against its newly defined mission and vision statements. The SWOT workshop process was reviewed with meeting participants before they started work. It was described as follows:

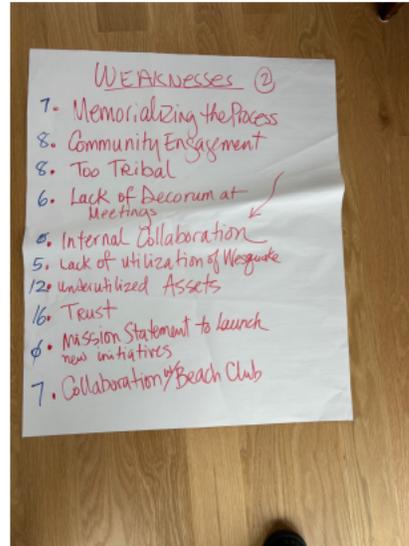
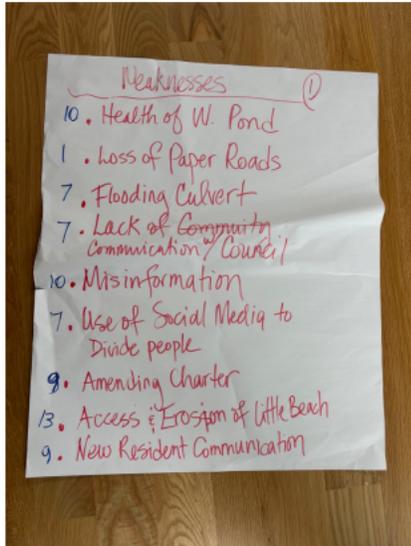
- Strengths are internal attributes that give an advantage toward achieving the mission statement.
- Weakness are internal limitations that hinder achieving the mission statement.
- Opportunities are external factors that could be leveraged to achieve the mission statement.
- Threats are external risks that could harm mission statement achievement.

The workshop participants took to the SWOT process quickly and in the end came up with 59 SWOT topics (see charts below). The participants identified 12 Strengths, 32 Weakness, 5 Opportunities and 10 Threats.

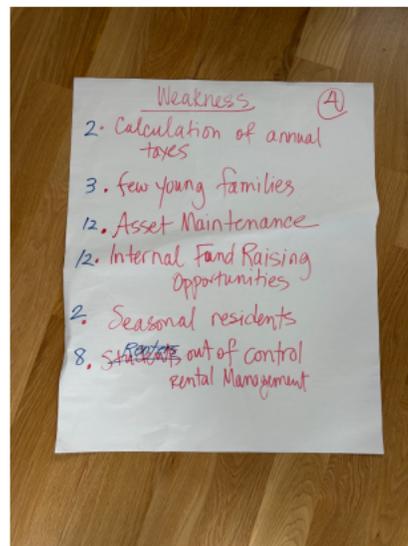
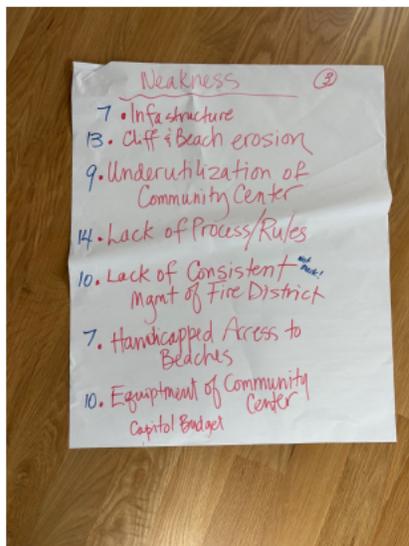
## Strengths



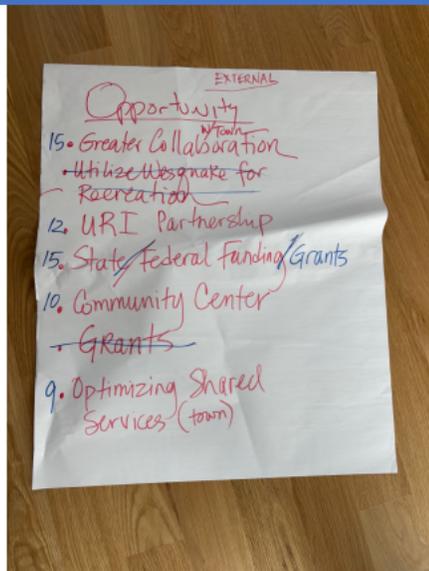
## Weaknesses 1/2



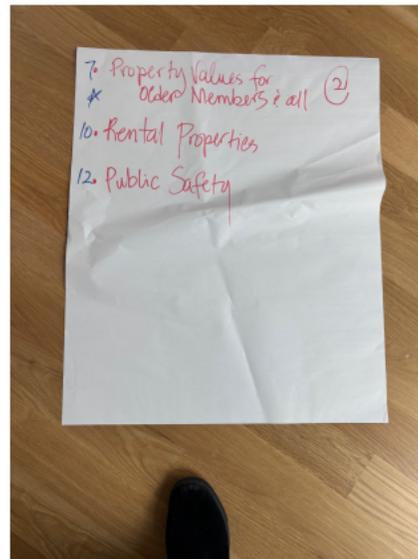
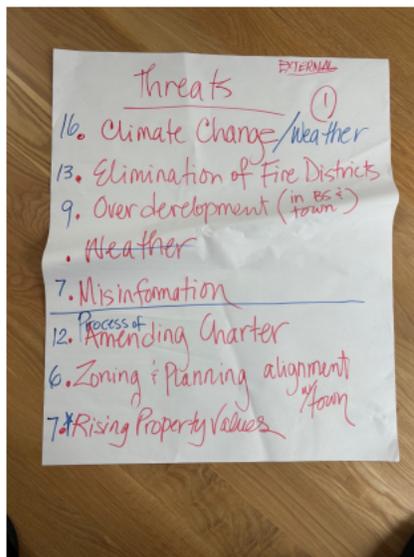
## Weaknesses 2/2



# Opportunities



# Threats



**BSFD Strategic Goals/Themes (Workshop #3) – See published agenda**

The 59 current state SWOT topics were grouped into the following 5 themes [See BSFD website link](#) for details on how this was completed.

- Asset Maintenance and Utilization
- Process/Guidelines for Community and Communication
- Outreach and Collaboration
- Social Programs and Community Engagement
- Update Charter

## SWOT Themes - Summarized

Row Labels	Opportunity	Strength	Threat	Weakness	Grand Total
<b>Asset</b>		<b>71</b>	<b>16</b>	<b>115</b>	<b>202</b>
Asset		71			71
Asset Maintenance			16	79	95
Asset Utilization				36	36
<b>General</b>		<b>41</b>	<b>14</b>		<b>55</b>
?		5	14		19
People		36			36
<b>Guidelines</b>			<b>19</b>	<b>85</b>	<b>104</b>
Guidelines-Communication			7	30	37
Guidelines-Community			12	55	67
<b>Outreach</b>		<b>51</b>	<b>25</b>		<b>76</b>
Outreach		51	25		76
<b>Social</b>		<b>10</b>	<b>13</b>	<b>42</b>	<b>65</b>
Social Program		10	13	33	56
Social Program/Guidelines - Communication				9	9
<b>Update Charter</b>			<b>25</b>	<b>9</b>	<b>34</b>
Update Charter			25	9	34
<b>(blank)</b>		<b>0</b>		<b>0</b>	<b>0</b>
N/A				0	0
People			0		0
<b>Grand Total</b>		<b>61</b>	<b>125</b>	<b>99</b>	<b>251</b>

**Define recommended 2026 Strategic programs (Workshop #4) - See published agenda**

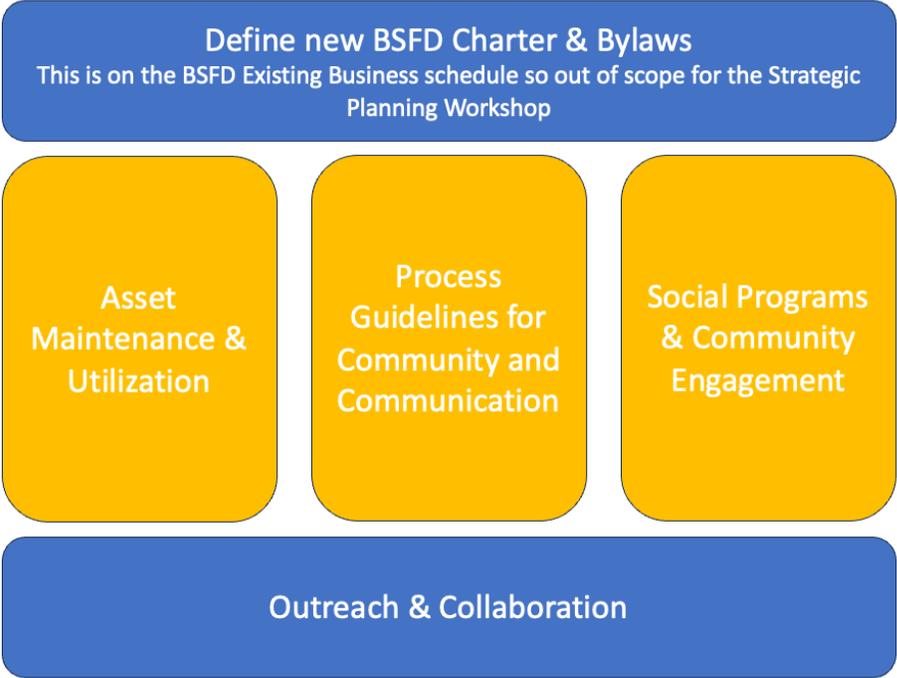
Three 2026 Operational program recommendations were developed. They align to the five theme and serve to help bridge the gap between the BSFD current state and newly approved BSFD Mission and Vision statements. The 3 resulting programs are as follows:

- 1. Asset Maintenance and Utilization
- 2. Process/Guidelines for Community and Communication
- 3. Social Programs and Community Engagement

The Outreach and Collaboration theme was discussed as a potential stand-alone program but, in the end, it was seen as something that could be pursued inside each program.

Updating the BSFD Charter was agreed as out of scope for this workshop. Updating the Charter and Bylaws is already on the BSFD radar and not something that needs input or recommendation from the 2025 strategic planning workshop group.

Below is a picture showing how the 5 themes and 3 operational programs relate. The three programs, in orange, take into consideration Outreach and Collaboration opportunities raised in the workshop sessions. The 3 programs will then support efforts to update the BSFD charter and bylaws.



In addition, the strategic planning workshop participants provided base inputs into the recommended 2026 programs. They are detailed below

### **Program #1 – Asset Maintenance and Utilization**

Goal: The goal of this program is to:

1. Document what BSFD assets are owned and require maintenance
2. Document the current state maintenance plan and expectation. Link to maintenance contracts where appropriate
3. Document the current state utilization plan and associated calendar if appropriate
4. Define and document ideal state maintenance plan
5. Define gap between the current state and ideal state maintenance and utilization plans
6. Propose solutions to the BSFD Council and/or Land Trust to fill maintenance and utilization gaps.
7. Document the process for inspecting what is expected. In cases where this doesn't exist come up with proposals for the council to approve.
8. Post the above documents in a transparent location, such as the BSFD Website, so all community members understand what maintenance is planned, expected and how it is being managed.
9. Post the reservation process and calendar in a transparent location, such as the BSFD Website, so all community members understand what it takes to reserve and use the assets as well as what the current availability is.

Lead: Kevin O'Brien has volunteered to lead this effort

Participants: Below is a list of current volunteers. Others are welcome.

1. Dave Kaufman
2. Bill DelGizzo
3. Joan Fandetti
4. Paulette Brousseau
5. Additional members are welcomed

Current Action Plan framework: See this link to the program management spreadsheet.  
See link.

1	Document History								
2	BSFD Asset Maint & Util Plan V1 - draft (12/3/2025)	Initial draft - Created for December 4, 2025 BSFD Strategic Planning workshop discussion. An initial idea on how to structure the asset maintenance and utilization plan. The asset list is not verified or complete. A few assets such as Kelly Beach and Little Beach have detail built out to open discussion on how this might look.							
3									
4									
5									
6									
7	<b>Category Name</b>	<b>Asset Major Name</b>	<b>Assets Subsets</b>	<b>Asset Description</b>	<b>Asset Details</b>	<b>Maintenance Plan Details</b>	<b>Daily</b>	<b>Weekly</b>	
8	Recreational	Kelly Beach	Kelly Beach	1.02 Acres of Ocean Front Property on Dunes Road	<a href="#">N-S-621</a>	Link to contract with BSBC - In this contract are details on exactly what is maintained, how it is maintained, etc.	TBD	TBD	TBD
9	Recreational	Kelly Beach	Boardwalk	Steps and boardwalk leading to beach			safety check	safety check	safety board
10	Recreational	Kelly Beach	Boardwalk					ramp and steps from boardwalk to beach	
11	Recreational	Kelly Beach	Boardwalk					landscaping and weeds	
12	Recreational	Kelly Beach	Benches	Benches at front and back of boardwalk			safety check	safety check	
13	Recreational	Kelly Beach	Footbath	Seasonal footbath shower - May-Sept			operational check	sand buildup	
14	Recreational	Kelly Beach	Porta Potty	Seasonal port-a-potty - May-Sept			check if needs cleaning or supplies		
15	Recreational	Kelly Beach	Beach Raking	BSBC to rake whenever they rake their beach		per sewer line easement agreement (link)	ensure beach is raked		
16	Recreational	Kelly Beach	Garbage - Beach	Seasonal garbage and recycle			ensure BSBC is conducting daily pickup		
17	Recreational	Kelly Beach	Garbage - Street	Garbage and Recycle pails			check if overflowing	assess if additional pails are needed	

Performance Metrics: TBD

Regular Report on Progress: TBD

## **Program #2 – Process Guidelines for Community and Communication**

Goal: The goal of this program is to document and publish a single policies and procedures manual that the district uses to execute its business. This includes communications policies and procedures. It is recommended to be published in in a single location, preferably on the BSFD Website, and have a regular update/review process surround it. Transparent publication will provide the community clarity on current approved process as well as provide a foundation for continuous process and policy improvement.

Lead: Jane Duran has volunteered to lead this effort.

Participants – See action plan

Action Plan: Given the current state, it is recommended that the entire BSFD Council participate in the first wave of this program workshops and offer an open invitation to the community to participate. It is recommended the workshops run like what was done for the Strategic Planning Workshops and include the following:

- Be held on a date with no other council business
- Be facilitated by a meeting moderator(s), as the strategic planning workshop sessions were
- Allow ample time to discuss - 1.5-to-2-hour sessions worked best in the strategic planning sessions.
- Optimize community participation by offering attendance via in person and remote. This aligns with its “actively engaged citizens dedicated to enhancing the quality-of-life” vision statement.
- Target at minimum 10 processes be defined before the 2026 BSFD Annual meeting. This would be 1 new process sponsored per council member and at least 3 from already approved processes list. A list of process ideas is in the Appendix.

### **Program #3 – Social Programs and Community Engagement**

Goal: The goal is to build social networks and sense of shared community responsibility. Strengthen community engagement to help achieve growth and development goals.

Lead: Deb Pannullo

Participants: Below is a list of people interested in joining the current team

- Carolyn DiLeo
- Kristen Deberghes
- Nancy Cordy
- Lisa O'Brien
- Elayne Casey
- Paulette Russo

Social Events to consider launching or enhancing

1. Annual Seasonal Kickoff event. This includes several ideas in one event such as
  - a. Welcoming back seasonal residents
  - b. Welcome newcomers
  - c. Kick off the summer season in spirit of prior Bonnet Days
2. More events in the Community Center
3. Kids Camp

## **Recommendations**

Below are recommendations to take the strategic plan to the implementation phase. As shown above, these recommendations address topics considered most important by the community and come with no request for additional funding.

1. Recommend the BSFD Council host working session(s) for the “Process and Guidelines for Community and Communications” program.
  - a. This is suggested to be council led because it consolidates several topics already in progress (annual meeting, fiscal responsibility, community access procedures, council agenda creation process, etc. and in addition, should result in clearly defined procedures that can be used in following council and workshop efforts.
  - b. Recommend these workshops run like the strategic planning workshops – see details under program 2.
2. Recommend the “Asset Management and Utilization” and “Social Programs and Community Engagement” as described above. All recommendation from these workshops will come to the BSFD council for input and a vote.
3. Recommend this document be shared in a Bonnet Blast to the community and include a way to capture community input and feedback.
4. Recommend a vote to approve BSFD Strategic Planning Operational Review and adjustment as an annual BSFD process. The annual process includes:
  - a. Updating the current state with community input
  - b. Reviewing the approved BSFD vision with community input
  - c. Updating implementation plans for the current calendar year with a focus on continuous improvement and filling the gap between the agreed BSFD current state and vision.
5. Recommend that Kevin O’Brien be given time at the 2026 annual meeting to review the 2025 Strategic Plan and get input for the 2026 Strategic Planning process. This would be the first implementation of the annual review process. It will be brief and include following:
  1. Quick overview of the 2025 process - 1 or 2 slide summary of the above
  2. Discuss what went well
  3. Discuss known areas to improve
  4. Request community input on 2026 Plan topics and planning process

Sincerely,

Kevin O’Brien - BSFD Council Member and Strategic Planning Lead

## **Appendix**

### **A. BSFD Process ideas List**

This is not a full list nor something that is suggested to be completed before May 2026. It is purely input to the process prioritization discussion.

1. Standard BSFD Policy documentation structure
  - a. Cover the main topics such as owner, date approved, next review date, links to external policy/laws, etc.
2. Standard Policy manual review process
3. BSFD Strategic Planning Operational Review
4. Annual meeting scheduling
5. Annual meeting execution
6. Council agenda creation and publishing
7. Council meeting facilitation
8. Council response to public emails
9. Remote participation in BSFD meetings including Council, Land Trust and Workshops
10. Community Center access
11. Community Center use and reservation
12. New Council Member Onboarding
13. Council Member Offboarding
14. Transparent community communication plan, guidelines and calendar
15. Annual budgeting and supporting budgeting process timeline
16. Social media usage
17. Public safety
18. Annual taxes calculation
19. Rental properties management
20. Add policies that were recently approved by the council including:
  - a. APRA Request Process
  - b. Memorial Bench Process
21. Add policies, that were previously approved and published in other locations such as the BSFD website or paper records. These need to be validated as approved and current before adding.

**B. Strategic Planning Workshop Website**



# Strategic Planning - 2025

Session Documents	Agenda's & Zoom Replays	Strategic Planning Working Documents/Outputs
<a href="#">BSFD Council Initial Proposal Presentation - Sept 17 2025</a>		
<p>Session 1 Documents: 10/16/2025</p> <p><a href="#">BSFD Strategic Planning Meeting 1 Presentation</a></p>	<p><a href="#">2025 10 16 Strategic Planning Session 1 Agenda</a></p> <p><a href="#">Session #1 Oct 16, 2025 Zoom Replay</a></p>	<p><a href="#">BSFD Strategic Planning Meeting 1 Findings</a></p>
<p>Session 2 Documents: 11/06/2025</p> <p><a href="#">BSFD Strategic Planning Meeting 2</a></p>	<p><a href="#">2025 11 06 BSFD Strategic Planning Meeting 2 Agenda</a></p> <p><a href="#">Session #2 Nov 06, 2025 Zoom Replay</a></p>	<p><a href="#">BSFD Strategic Planning SWOT Themes</a></p> <p><a href="#">BSFD Strategic Planning SWOT Exercise Original Charts</a></p>
<p>Session # 3: 11/13/2025</p>	<p><a href="#">BSFD Strategic Planning Meeting 3 Agenda Nov 13 2025</a></p> <p><a href="#">Session #3 Nov 13 2025 Zoom Replay</a></p>	<p><a href="#">BSFD Strategic Planning Meeting 3: Final Missions, Vision, Core Values</a></p>
<p>Session # 4: 12/04/2025</p> <p><a href="#">BSFD Strategic Planning Meeting 4</a></p>	<p><a href="#">BSFD Strategic Planning Meeting 4 Agenda Dec 4 2025</a></p> <p><a href="#">Session #4 Dec 04, 2025 Zoom Replay</a></p>	<p>Pending</p>
Reference Documents:		
<a href="#">BSFD 2000 Master Plan</a>		
<a href="#">2013 RI Fire Districts Report</a>		
<a href="#">Harbor Management Plan 05 20 2020 New</a>		