

Bonnet Shores Fire District Strategic Planning Session #3



BONNET SHORES
FIRE DISTRICT

Narragansett, Rhode Island 02882

Established 1932

Kevin O'Brien – Meeting Facilitator

Date: November 13, 2025

Today's Agenda



1. Welcome & Prior Meeting Recap
 1. Mission, Vision, Core Values
2. Review, Discuss & Finalize SWOT
 1. Categorize by Theme
3. Brainstorm on Strategic Priorities
4. Meeting Close


Meeting Setup and Approach



Roles:

1. Meeting Facilitator – Kevin O'Brien
2. Topic(s) Brainstorming Lead – Deborah Pannullo
3. Scribe – Lisa O'Brien

Reference Materials site has the documents being reviewed tonight – how to get to the folder



FIRE DISTRICT

Narragansett, Rhode Island 02882

Established 1932

Type keywords...

ABOUT

COUNCIL

COMMITTEES & GROUPS

HARBOR

COMMUNITY

TAX INFO

TRASH & MORE

CONTACT

BSFD Annual Meeting

BSFD Index to Email Blasts

BSFD Job Descriptions

BSFD Strategic Planning

ByLaws, Charters & Ordinances

Complete Meeting Schedule

Council Meeting Materials and Replays

Council Members

Other Elected Officials

Financial Reports

Land Trust

Legal

BSFD 2000 MASTER PLAN

2025 STRATEGIC PLAN

2013 RI FIRE DISTRICTS REPORT

25 Strategic Planning Documents

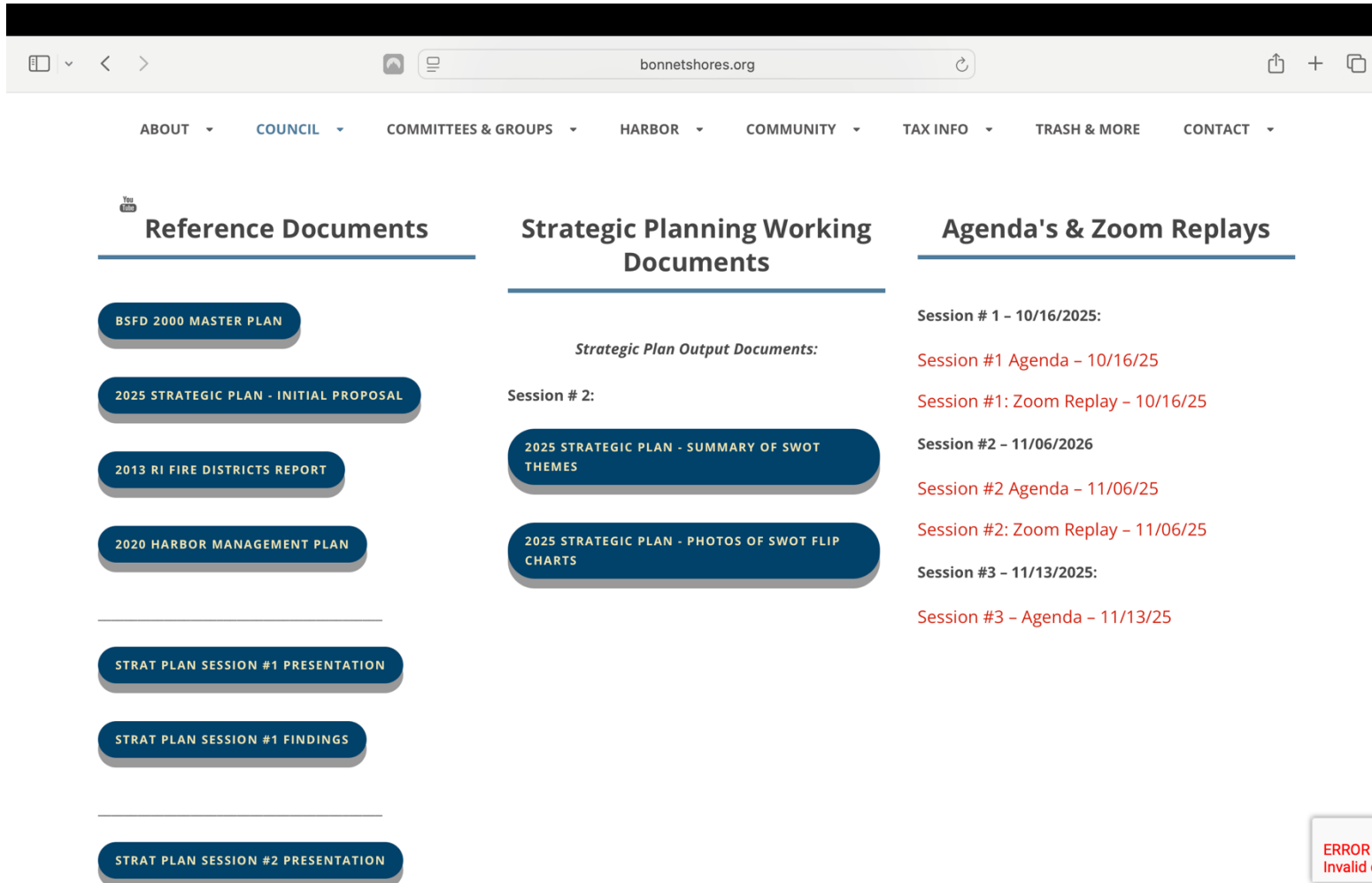
Strategic Planning Working Documents

Strategic Plan Drafts and In Process Documents – TBD

https://bonnetshores.org/strategic-planning/

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Reference Materials site has the documents being reviewed tonight – 4 documents added



Proposed BSFD Mission Statement

Last meeting starting point

The Bonnet Shores Fire District is dedicated to serving its seaside community through responsible development and management of fiscal, environmental and community resources entrusted to it. We strive to enhance community members quality of life through open and responsive governance while providing dependable services that ensure safety, social opportunity, and protect the long-term coastal character of the community and its assets.

We accomplish this by adhering to the following core values:

- Integrity
- Respect
- Enthusiasm
- Responsible Stewardship
- Sustainability

Feedback

- Too long and detailed for a Mission Statement
- Needs to be more about community and less about BSFD council
- Recommended moving detail to Vision and Core Values

Proposed BSFD Mission Statement



The BSFD 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.

Proposed BSFD Vision Statement



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.

Proposed Core Values



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- Integrity
- Respect
- Responsible Stewardship
- Social engagement

SWOT Review & Theme Categorization



SWOT Topics grouped by themes aligned to the BSFD mission, vision, core values and topics discussed in the first meeting (see next 2 slides)

Review Meeting #1



Top things attendees would like to achieve with the BSFD Strategic Planning Process

Listed in order of most comments

When updating the BSFD operating documents build on the positive BSFD foundation. Do not start with a clean slate

Define a unified, proactive, forward looking BSFD strategic plan that aligns BSFD community efforts and spending

Define and publish BSFD operating processes that live for the long term

Build a unified and collaborative community where all residents are proud of where they live and understand their voices are heard

Maximize use of BSFD assets. Maximize the BSFD community potential.

Provide transparent clear and unified communication to all community members

Resolve the BSFD voting rights issue

Review Meeting #1



Key words for BSFD Mission Statement **in priority order of most comments**

Residents and inhabitants
Provide essential services for the BSFD community
Community & recreation
Integrity, enthusiasm and respect for neighbors
Open and responsive governance
Protect and improve recreational assets
Fiscal responsibility
Maintain and improve infrastructure
Seaside community
Conduct of inhabitants
Communication
Respect for everyone
Preserve BSFD assets
Improve BSFD resources

Initial SWOT themes



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

SWOT Themes - Summarized

Row Labels	▼ Opportunity	Strength	Threat	Weakness	Grand Total
⊗ Asset		71	16	115	202
Asset		71			71
Asset Maintenance			16	79	95
Asset Utilization				36	36
⊗ General		41	14		55
?		5	14		19
People		36			36
⊗ Guidelines			19	85	104
Guidelines-Communication			7	30	37
Guidelines-Community			12	55	67
⊗ Outreach	51		25		76
Outreach	51		25		76
⊗ Social	10	13		42	65
Social Program	10	13		33	56
Social Program/Guidelines - Communication				9	9
⊗ Update Charter			25	9	34
Update Charter			25	9	34
⊗ (blank)		0		0	0
N/A				0	0
People		0			0
Grand Total	61	125	99	251	536

Theme 1 - Assets (202 Votes)

Row Labels	▼ Opportunity	Strength	Threat	Weakness	Grand Total
⊗ Asset		71	16	115	202
⊗ Asset		71			71
Beaches		16			16
BSBC		2			2
BSFD Land Trust		16			16
Fire Distric Taxing Capability		10			10
Geographic Location		16			16
Legislative Charter		11			11
⊗ Asset Maintenance			16	79	95
Access & Erosion of Little Beach				13	13
Asset Maintenance				12	12
Cliff and Beach Erosion				13	13
Climate Change (Weather)			16		16
Equipment of Community Center (Captital Budget)				10	10
Flooding Culvert				7	7
Handicapped Access to Beaches				7	7
Health of Wesquake Pond				10	10
Infrastructure				7	7
⊗ Asset Utilization				36	36
Lack of Consistent Management of Fire District (not a personal concern with our current manager, Mark)				10	10
Lack of Utilization of Wesquake Pond				5	5
Under Utilization of Community Center				9	9
Under Utilized Assets				12	12

Theme 2 – Guidelines/Process (104 Votes)

Row Labels	▼ Opportunity	Strength	Threat	Weakness	Grand Total
☞ Guidelines			19	85	104
☞ Guidelines-Communication			7	30	37
Lack of Communication with BSFD Council				7	7
Lack of Decorum at Meetings				6	6
Misinformation			7	10	17
Use of Social Media to Divide People				7	7
☞ Guidelines-Community			12	55	67
Calculation of Annual Taxes				2	2
Collaboration with Beach Club				7	7
Lack of Process and Rules				14	14
Loss of Paper Roads				1	1
Memorializing the Process				7	7
Public Safety			12		12
Renters of Control/Rental Management				8	8
Trust				16	16

Theme 3 – Outreach (76 Votes)

Row Labels	▼ Opportunity	Strength	Threat	Weakness	Grand Total
▣ Outreach	51		25		76
▣ Outreach	51		25		76
Greater Collaboration with the town of Narragansett	15				15
Optimizing Shared Services with the town	9				9
Overdevelopment (both Bonnet and Narragansett)			9		9
Rental Properties			10		10
State/Federal Funding Grants	15				15
URI Partnership	12				12
Zoning and Planning alignment with the town			6		6

Theme 4 - Social (65 Votes)

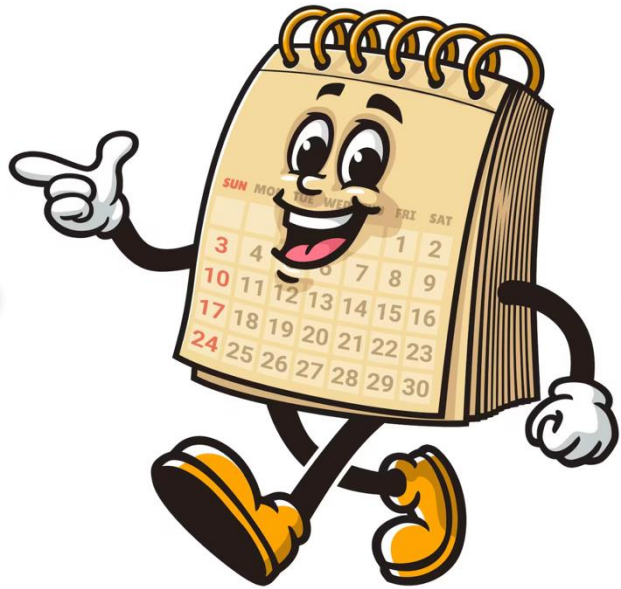
Row Labels	▼ Opportunity	Strength	Threat	Weakness	Grand Total
⊗ Social	10	13		42	65
⊗ Social Program	10	13		33	56
Community Center	10				10
Community Engagement				8	8
Few Young Families				3	3
Internal Fund Raising Opportunities				12	12
Kids Camp		13			13
Seasonal Residents				2	2
Too Tribal				8	8

Theme # 5, 6, 7 – General, People & Update Charter

Row Labels	▼ Opportunity	Strength	Threat	Weakness	Grand Total
⊗ General		41	14		55
⊗ ?		5	14		19
Rising Property Values		5	7		12
Rising Property Values older members/all			7		7
People		36			36
Diverse Talent		15			15
Longevity of Community		12			12
People		9			9

Row Labels	▼ Opportunity	Strength	Threat	Weakness	Grand Total
⊗ Update Charter			25	9	34
⊗ Update Charter			25	9	34
Amending Charter				9	9
Elimination of Fire District			13		13
Process of Amending our Charter			12		12

Remaining Workshop Schedule



Dates:

- ~~Tuesday November 20th (cancelled)~~
- Thursday December 4th

Time:

- All Meeting start at 6:30 PM
- All scheduled for 2 hours