



Moraga-Orinda Fire District

Board of Directors

REGULAR MEETING
November 16, 2016
7:00 p.m. OPEN SESSION

PLEASE NOTE NEW MEETING ADDRESS:

Mosaic Room
Hacienda de las Flores
2100 Donald Drive
Moraga, CA 94556

1. OPENING CEREMONIES
 - 1.1. Call the meeting to Order
 - 1.2. Roll Call
 - 1.3. Pledge of Allegiance
 - 1.4. Core Values – Service, Honor, Integrity
2. PUBLIC COMMENT

The public is invited to speak on any matter not appearing on the agenda including Closed Session, and within the subject matter jurisdiction of the District. Comments should be limited to three minutes. Please state your name and address for the record.
3. CONSENT AGENDA
 - 3.1. **Meeting Minutes – November 2, 2016**
Staff Recommendation: Receive and File
 - 3.2. **Monthly Incident Report – October 2016**
Staff Recommendation: Receive and File
 - 3.3. **Monthly Financial Report – October 2016**
Staff Recommendation: Receive and File
 - 3.4. **Monthly Check/Voucher Register – October 2016**
Staff Recommendation: Receive and File
 - 3.5. **Quarterly Treasurer’s Report**
Staff Recommendation: Receive and File
 - 3.6. **Quarterly Ambulance Billing Report**
Staff Recommendation: Receive and File
4. REGULAR CALENDAR
 - 4.1. **2016-21 Strategic and Business Plans**
Staff will present information to the Board regarding the Strategic and Business Plans.
Staff Recommendation: 1) Discuss; 2) Deliberate; 3) Approve 2016-21 Strategic and Business Plans
 - 4.2. **Presentation of the District’s Financial Transparency Site - OpenGov**
Staff will present information to the Board on the District’s new financial transparency site hosted by OpenGov.
Staff Recommendation: 1) Receive and File
5. COMMITTEE REPORTS
 - 5.1. **Finance Committee (Directors Barber & Weil)**
6. ANNOUNCEMENTS
 - 6.1. **Brief information only reports related to meetings attended by a Director at District expense (Government Code Section 53232.3(d))**
 - 6.2. **Questions and informational comments from Board members and Staff**

7. ADJOURNMENT

The Moraga-Orinda Fire Protection District ("District"), in complying with the Americans with Disabilities Act ("ADA"), requests individuals who require special accommodations to access, attend and/or participate in District Board meetings due to a disability, to please contact the District Chief's office, (925) 258-4599, at least one business day prior to the scheduled District Board meeting to ensure that we may assist you.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the Moraga-Orinda Fire District to a majority of members of the Board of Directors less than 72 hours prior to that meeting are available for public inspections at 1280 Moraga Way, Moraga, during normal business hours.

I hereby certify that this agenda in its entirety was posted on November 10, 2016, at the Moraga and Orinda Fire Administration offices, Stations 41, 42, 43, 44, and 45. Agenda provided to the Moraga Town Office (Hacienda) and Orinda City Hall.



Grace Santos, District Clerk



Moraga-Orinda Fire Protection District

BOARD OF DIRECTORS REGULAR BOARD MEETING MINUTES

November 2, 2016

1. Opening Ceremonies

The Board of Directors convened in Open Session at 7:00 P.M. on November 2, 2016 at the Sarge Littlehale Community Room, 22 Orinda Way, Orinda, California. President Anderson called the meeting to order.

Present were the following Directors and Staff:

President Anderson	Director Weil
Director Barber	Stephen Healy, Fire Chief
Director Evans	Sean Perkins, Battalion Chief
Director Famulener	Grace Santos, District Clerk

2. Public Comment

There were no comments from the public.

3. Consent Agenda

Motion by Director Evans and seconded by Director Famulener to receive and file Item 3.1 Meeting Minutes, 3.2 Monthly Financial Report, 3.3 Quarterly Balance Sheet, and 3.4 Surplus Vehicle. Said motion carried a unanimous 5-0 roll-call vote (Ayes: Anderson, Barber, Evans, Famulener and Weil).

4. Regular Calendar

4.1 Standards of Cover Report

The last District Standards of Cover report was produced in 2006. The purpose for completing this documentation is to assist the District to ensure a safe and effective response force for fire suppression, emergency medical services, homeland security, and specialized response situations.

Using a specified methodology, the "Standards of Cover Report" (SOC) is a report that required extensive research, study, and evaluation. It provides an overview of the community, the agency, community risk assessment, critical task analysis, agency service level objectives, distribution and concentration measures. The report provides documentation of reliability studies and historical performance through charts, graphs, tables, and maps, as well as the distribution and concentration of fixed and mobile resources. The document defines the District's placement of companies (number, type, and location) in relation to the potential demand placed on them by the type of risk and historical needs within the community.

The District used the Commission of Fire Accreditation International (CFAI) process, and incorporated the following changes:

1. Updated CFAI reference materials, which include different "total" response time measurements
2. Updated and applied definition of population densities
3. Use of sophisticated GIS network modeling and maps
4. Availability of data to analyze time-on-task, response capacity, call concentration, and response patterns.
5. Increased focus on community risks and risk-reduction programs
6. Integration of updated and improved operational policies
7. Commitment to setting goals that are reasonably attainable

Chief Healy gave a PowerPoint presentation and answered questions from the Board.

Richard Olsen, Moraga resident, thanked Chief Healy and staff for a fine report.

After a brief discussion by members of the Board and staff, motion by Director Evans and seconded by Director Barber to receive the report, accept the standards of coverage, and directed staff to submit the final document to the Board for adoption. Said motion carried a unanimous 5-0 roll-call vote (Ayes: Anderson, Barber, Evans, Famulener and Weil).

5. Committee Reports

5.1 Finance Committee (*Directors Barber & Weil*)

There was nothing to report.

6. Announcements

6.1 Brief information only reports related to meetings attended by a Director at District expense

(Government Code Section 53232.3(d))

There was nothing to report.

6.2 Questions and informational comments from Board members and Staff

Chief Healy reported that he met with Steve Stewart, Construction Manager for the Station 43 project, regarding solar. They plan to bring back the solar project information to the Board at the January 18, 2017 meeting.

Chief Healy announced that the Station 43 Project Groundbreaking Ceremony is on Wednesday, November 9, at 2:00p.m.

6.3 District Report

Jacob Airola, MOFD Engineer Paramedic, gave a slideshow presentation of significant events and activities. The presentation included information on the Moraga vehicle and vegetation fire that occurred on October 18, 2016, and a report on the open water rescue training that some firefighters attended.

7. Adjournment

At 8:39 P.M., President Anderson called for adjournment of the regular meeting.



Grace Santos
Secretary to the Board

MOFD Response Time Summary by Incident Type (grouped) for All Code 2 and Code 3 Responses.

Will only show Incident Types that are applicable. EMS/Rescue - Structure Fires (actual type is in structure) - Vegetation Fires - Other Types Grouped (Alarms/Hazards/Pub Svc/Etc) Data Based On Completed RMS Incident Report Data entered by Company Officer - Not based on Raw CAD Data...

	October, 2016			Totals
	Structure Fires	All Other Types	EMS / Rescue	
Incident Totals	1	134	145	280
Median Turnout	0.43	1.80	1.55	1.62
Median Resp Time	7.62	6.98	5.72	6.03
Resp Time (90th%)	7.62	13.37	12.13	12.52

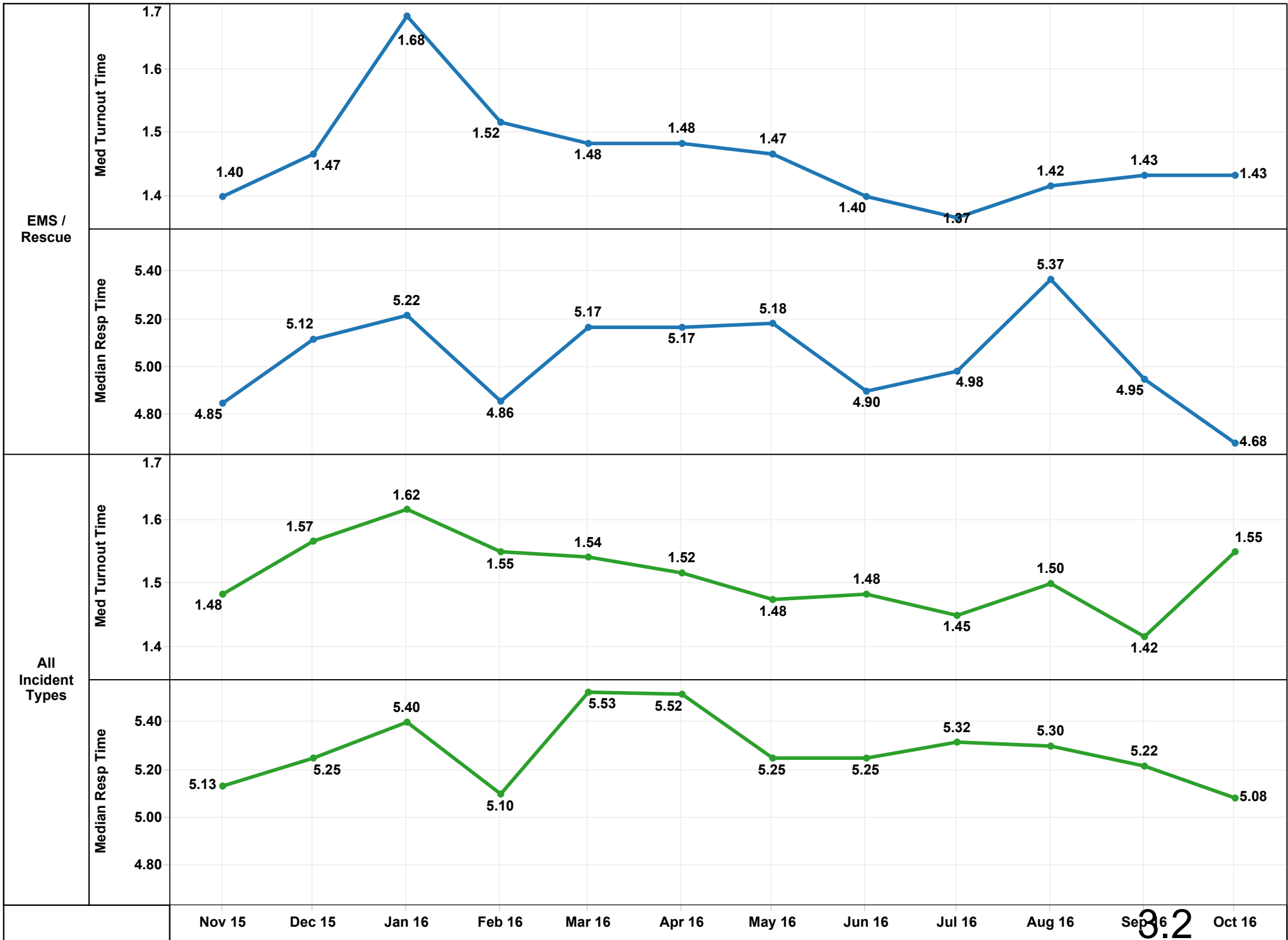
Code 3 Response Time Summary by City and Incident Type. Times shown are based on the First Responding Units Arrival at Scene of Emergency.

		October, 2016			
		Incident Totals	Median Turnout	Median Resp Time	Resp Time (90th%)
Orinda	EMS / Rescue	57	1.38	4.58	8.77
	All Other Types	11	1.88	6.48	9.07
	Totals for City	68	1.42	4.71	9.14
Moraga	EMS / Rescue	51	1.37	4.40	6.52
	All Other Types	16	1.69	4.69	9.37
	Totals for City	67	1.48	4.45	7.00
Lafayette	EMS / Rescue	7	1.72	7.80	9.86
	Structure Fires	1	0.43	7.62	7.62
	All Other Types	4	1.53	10.24	12.62
	Totals for City	12	1.67	7.80	12.37
Overall Total		147	1.47	4.73	9.00

Response Totals By Incident Type

	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Total
All Others (Alarms / Pub Service / Etc.)	108	97	97	89	104	83	102	112	112	79	132	136	1,251
EMS / Rescue	163	162	154	121	162	157	158	163	153	114	120	124	1,751
Structure Fires	2	3	1	4	2	2	2	5	2	2	1	1	27
Veg Fires	1			1			3	4	5		1	1	16
Vehicle Accidents	17	26	10	8	29	15	21	10	12	12	16	18	194
Grand Total	291	288	262	223	297	257	286	294	284	207	270	280	3,239

Run Chart for MOFD EMS / Rescue and All Incident Types for the last full 12 months. Median Turnout and Response Times By Month for First At Scene Units



Incident Types

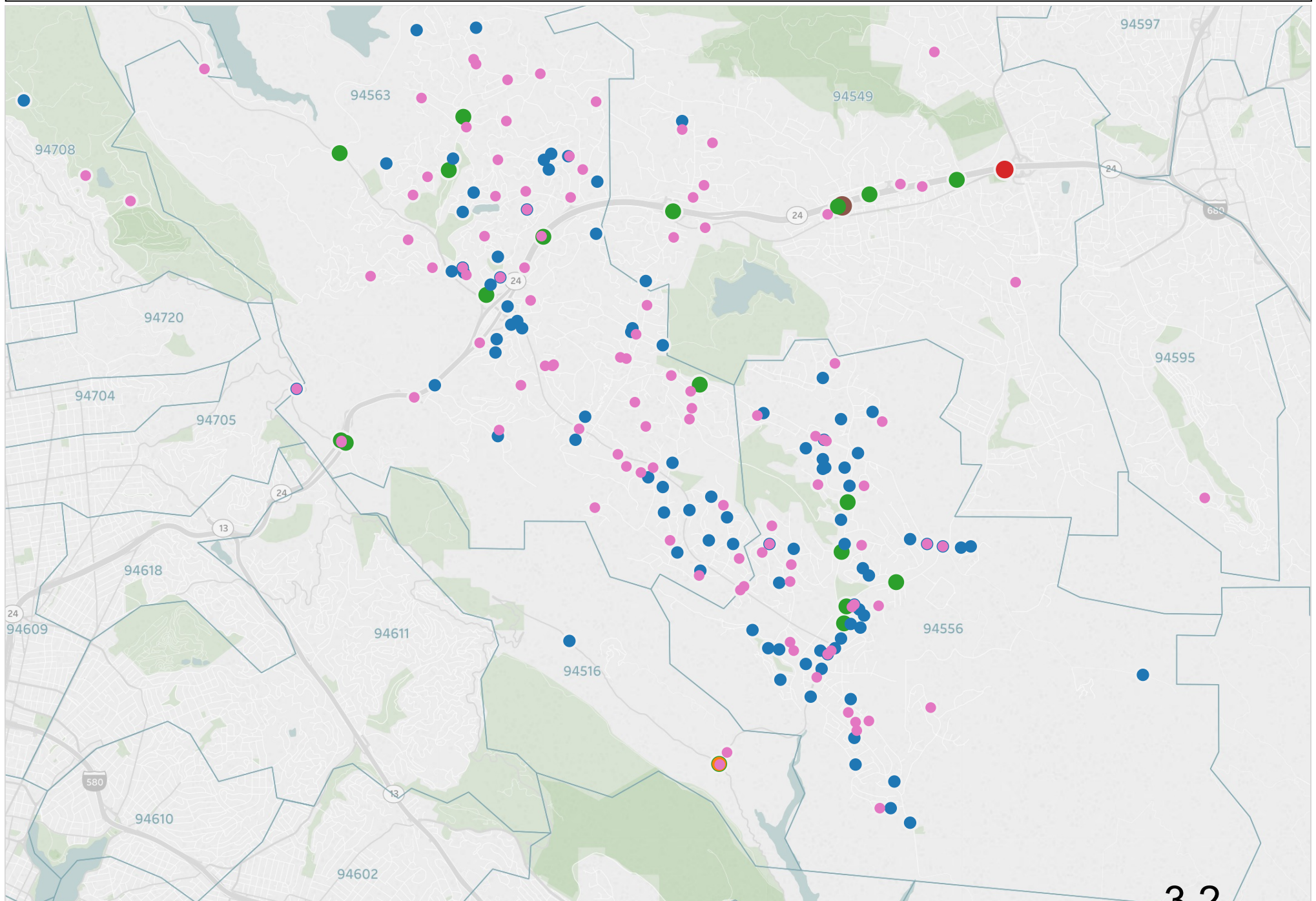
■ All Others (Alarms / Pub Service / Etc.) ■ EMS / Rescue

■ Veg Fires

■ Vehicle Accidents

■ Structure Fires

Incident Location Map for MOFD October 2016



Moraga-Orinda Fire District
Statement of Revenues and Expenditures - Capital Projects Fund Actual to Budget-16/17
From 7/1/2016 Through 10/31/2016

		Current Period Actual	YTD Budget - Original	YTD Budget Variance - Original	Percent Total Budget Remaining - Original
Revenue					
Taxes					
Fire Flow Tax	4066	1,076,738.44	1,070,214.00	6,524.44	0.61%
Total Taxes		1,076,738.44	1,070,214.00	6,524.44	0.61%
Use of Money & Property					
Investment Earnings	4181	3,256.67	1,000.00	2,256.67	225.67%
Total Use of Money & Property		3,256.67	1,000.00	2,256.67	225.67%
Charges for Service					
Impact Mitigation Fees	4743	56,000.00	10,000.00	46,000.00	460.00%
Total Charges for Service		56,000.00	10,000.00	46,000.00	460.00%
Total Revenue		1,135,995.11	1,081,214.00	54,781.11	5.07%
Expenditures					
Other Expense					
Bank Fees	7510	60.00	100.00	40.00	40.00%
Fire Flow Tax Collection Fees	7531	750.00	11,500.00	10,750.00	93.48%
Capital Contingency-Facilities, ...	7700	821.13	150,000.00	149,178.87	99.45%
Fire Fighting Equip-Fixed Asset ...	7701	0.00	20,000.00	20,000.00	100.00%
Apparatus/Vehicles-Fixed Asset...	7703	36,061.56	144,700.00	108,638.44	75.08%
Buildings-Station #41-Fixed Ass...	7705	13,335.88	50,000.00	36,664.12	73.33%
Buildings-Station #43-Fixed Ass...	7706	328,491.37	4,477,000.00	4,148,508.63	92.66%
Misc. Equipment Expense	7709	19,172.42	179,770.00	160,597.58	89.34%
Transfers to Debt Service Fund	7999	130,476.80	362,165.00	231,688.20	63.97%
Total Other Expense		529,169.16	5,395,235.00	4,866,065.84	90.19%
Total Expenditures		529,169.16	5,395,235.00	4,866,065.84	90.19%
Excess of Revenues Over/ (Under) Expenditures		606,825.95	(4,314,021.00)	4,920,846.95	(114.07)%

Moraga-Orinda Fire District
Statement of Revenues and Expenditures - General Fund Actual to Budget 16/17
From 7/1/2016 Through 10/31/2016

		Current Period Actual	Total Budget \$ - Original	Total Budget \$ Variance - Original	Percent Total Budget Remaining - Original
Revenue					
Taxes					
Property Tax-Current Secured	4010	16,289,748.55	17,556,871.00	(1,267,122.45)	(7.22)%
Property Tax-Supplemental	4011	150,841.32	300,000.00	(149,158.68)	(49.72)%
Property Tax-Unitary	4013	0.00	203,699.00	(203,699.00)	(100.00)%
Property Tax-Curr Unsecured	4020	567,696.30	605,000.00	(37,303.70)	(6.17)%
Prop Tax- Prior Secured	4030	(1,408.57)	(61,010.00)	59,601.43	(97.69)%
Prop Tax-Prior Supplement	4031	0.00	(25,262.00)	25,262.00	(100.00)%
Prop Tax Prior Unsecured	4035	13,793.05	(10,000.00)	23,793.05	(237.93)%
Total Taxes		<u>17,020,670.65</u>	<u>18,569,298.00</u>	<u>(1,548,627.35)</u>	<u>(8.34)%</u>
Intergovernmental Revenue					
Homeowners Relief Tax	4385	0.00	158,000.00	(158,000.00)	(100.00)%
CA FF JAC Training Funds	4440	0.00	25,091.00	(25,091.00)	(100.00)%
Other/In Lieu of Taxes	4580	0.00	902.00	(902.00)	(100.00)%
Measure H-Emerg Med Ser Subsid	4896	0.00	86,592.00	(86,592.00)	(100.00)%
Total Intergovernmental Revenue		<u>0.00</u>	<u>270,585.00</u>	<u>(270,585.00)</u>	<u>(100.00)%</u>
Charges for Service					
Permits	4740	614.00	2,364.00	(1,750.00)	(74.03)%
Plan Review	4741	130,125.00	170,000.00	(39,875.00)	(23.46)%
Inspection Fees	4742	11,144.00	24,000.00	(12,856.00)	(53.57)%
Weed Abatement Charges	4744	4,908.76	6,774.00	(1,865.24)	(27.54)%
CPR/First Aid Classes	4745	892.00	2,000.00	(1,108.00)	(55.40)%
Reports/ Photocopies	4746	55.00	350.00	(295.00)	(84.29)%
Other Charges for Service	4747	5,664.00	8,650.00	(2,986.00)	(34.52)%
Total Charges for Service		<u>153,402.76</u>	<u>214,138.00</u>	<u>(60,735.24)</u>	<u>(28.36)%</u>
Charges for Service - Ambulance					
Ambulance Service Fees	4898	254,269.03	1,048,120.00	(793,850.97)	(75.74)%
Ambulance Service Fee Reimbursements	4899	(34,905.65)	(67,980.00)	33,074.35	(48.65)%
Ambulance Collection Recovery Payments	4900	598.65	3,000.00	(2,401.35)	(80.05)%
Total Charges for Service - Ambulance		<u>219,962.03</u>	<u>983,140.00</u>	<u>(763,177.97)</u>	<u>(77.63)%</u>
Other Revenue					
Other Revenue-Strike Team Recovery	4971	0.00	332,718.00	(332,718.00)	(100.00)%
Other Revenue & Financing Sources	4972	0.00	46,174.00	(46,174.00)	(100.00)%
Other Revenue-Misc.	4974	1,031.82	1,000.00	31.82	3.18%
Misc Rebates & Refunds	4975	713.19	1,000.00	(286.81)	(28.68)%
Sale of Surplus Property	4980	0.00	1,000.00	(1,000.00)	(100.00)%
Total Other Revenue		<u>1,745.01</u>	<u>381,892.00</u>	<u>(380,146.99)</u>	<u>(99.54)%</u>
Total Revenue		<u>17,395,780.45</u>	<u>20,419,053.00</u>	<u>(3,023,272.55)</u>	<u>(14.81)%</u>
Expenditures					
Salaries & Benefits					
Permanent Salaries	5011	2,559,565.89	8,015,911.00	5,456,345.11	68.07%
Temporary Salaries	5013	56,350.78	174,950.00	118,599.22	67.79%
Overtime	5014	715,179.54	1,860,025.00	1,144,845.46	61.55%
Deferred Compensation	5015	40,099.12	105,887.00	65,787.88	62.13%
Overtime - Strike Team	5016	333,095.48	276,730.00	(56,365.48)	(20.37)%
Contract Services	5018	35,162.90	100,000.00	64,837.10	64.84%

Moraga-Orinda Fire District
Statement of Revenues and Expenditures - General Fund Actual to Budget 16/17
From 7/1/2016 Through 10/31/2016

		Current Period Actual	Total Budget \$ - Original	Total Budget \$ Variance - Original	Percent Total Budget Remaining - Original
Worker's Compensation Recovery	5019	(24,180.60)	(40,000.00)	(15,819.40)	39.55%
Payroll Taxes -FICA,SUI	5042	58,680.30	166,110.00	107,429.70	64.67%
Payroll Processing Fees	5043	4,712.76	20,000.00	15,287.24	76.44%
Retirement Contributions	5044	1,421,792.75	4,440,332.00	3,018,539.25	67.98%
Life/Health Insurance-Permanent Employees	5060	329,281.19	1,107,452.00	778,170.81	70.27%
Employee's-Health Insurance Contribution	5061	(75,304.77)	(262,140.00)	(186,835.23)	71.27%
Retiree Health Insurance	5062	398,844.22	1,300,000.00	901,155.78	69.32%
Retiree-Health Insurance Contribution	5063	(116,253.86)	(430,000.00)	(313,746.14)	72.96%
Unemployment Insurance	5064	0.00	10,000.00	10,000.00	100.00%
Retiree-Health OPEB Contribution	5065	118,000.00	118,000.00	0.00	0.00%
Vision Insurance	5066	6,007.66	13,000.00	6,992.34	53.79%
Workers' Compensation Insurance	5070	353,128.00	706,005.00	352,877.00	49.98%
Total Salaries & Benefits		6,214,161.36	17,682,262.00	11,468,100.64	64.86%
Operating Expense					
Office Supplies	6100	6,270.52	18,150.00	11,879.48	65.45%
Postage	6101	1,695.09	8,500.00	6,804.91	80.06%
Books & Periodicals	6102	1,226.42	8,850.00	5,623.58	82.10%
Printer Ink Cartridges	6103	274.82	7,500.00	7,225.18	96.34%
Telephone/Communication	6110	13,354.95	45,000.00	31,645.05	70.32%
Dispatch/Comm Center Services w/ AVL MDT	6111	0.00	170,000.00	170,000.00	100.00%
Utilities- Sewer	6120	3,061.80	3,800.00	738.20	19.43%
Utilities-Garbage	6121	4,997.10	14,870.00	9,872.90	66.39%
Utilities-PG&E	6122	15,678.28	67,040.00	51,361.72	76.61%
Utilities-Water	6123	2,678.85	15,120.00	12,441.15	82.28%
Utilities-Medical Waste	6124	790.00	2,150.00	1,360.00	63.26%
Small Tools & Instruments	6130	739.52	21,250.00	20,510.48	96.52%
Minor Equipment/Furniture	6131	186.13	2,000.00	1,813.87	90.69%
Computer Equipment & Supplies	6132	1,061.24	10,000.00	8,938.76	89.39%
Gas Power Chain Saw/Other Equipmen	6133	0.00	12,000.00	12,000.00	100.00%
Fire Trail Grading	6135	13,320.00	20,500.00	7,180.00	35.02%
Fire Fighting Equipment & Supplies	6137	696.61	12,300.00	11,603.39	94.34%
Fire Fighting Equipment-Hoses & Nozzles	6138	4,250.13	16,500.00	12,249.87	74.24%
Fire Fighting Equipment-Class A Foam	6139	0.00	1,500.00	1,500.00	100.00%
Medical & Lab Supplies	6140	33,872.94	110,000.00	76,127.06	69.21%
Food Supplies	6150	1,848.31	8,500.00	6,651.69	78.26%
Safety Clothing & Personal Supplies	6160	8,935.10	65,000.00	56,064.90	86.25%
Non-Safety Clothing & Personal Supplies	6161	400.00	2,000.00	1,600.00	80.00%
Household Expense	6170	3,897.74	22,825.00	18,927.26	82.92%

Moraga-Orinda Fire District
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From 7/1/2016 Through 10/31/2016

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Household Expense-Linen	6171	3,833.70	15,330.00	11,496.30	74.99%
Public & Legal Notices	6190	299.28	4,750.00	4,450.72	93.70%
Dues, Memberships & Professional Fees	6200	1,461.50	19,790.00	18,328.50	92.61%
EMT/Paramedic Licensure Fees	6201	1,200.00	5,500.00	4,300.00	78.18%
Rent & Leases (Equipment)	6250	18,990.46	42,950.00	23,959.54	55.78%
Computer Software & Maintenance	6251	33,081.22	78,875.00	45,793.78	58.06%
Website Development & Maintenance	6252	1,620.00	1,700.00	80.00	4.71%
EPA ID# Verification Fee	6264	0.00	200.00	200.00	100.00%
CCC HazMat Plan (CUPA)	6265	2,519.00	3,000.00	481.00	16.03%
BAAQMD & Environmental Health Fees	6266	617.00	750.00	133.00	17.73%
Air Monitor Maintenance & Replacement	6269	0.00	2,000.00	2,000.00	100.00%
Maintenance -- Equipment	6270	13,588.42	67,975.00	54,386.58	80.01%
Central Garage Repairs	6271	9,442.96	160,000.00	150,557.04	94.10%
Central Garage Gasoline & Oil	6272	17,123.73	80,000.00	62,876.27	78.60%
Central Garage Tires	6273	808.18	15,000.00	14,191.82	94.61%
Service/Repair Fuel System Dispensers	6274	0.00	4,500.00	4,500.00	100.00%
Aerial Ladder & Pump Testing	6275	0.00	800.00	800.00	100.00%
Smog Inspections	6276	300.00	500.00	200.00	40.00%
Air Compressor Quarterly Service	6278	1,922.29	1,500.00	(422.29)	(28.15)%
Hydro Test SCBA & Oxy Cylinder	6279	0.00	2,000.00	2,000.00	100.00%
Tank Testing	6280	0.00	3,000.00	3,000.00	100.00%
Maintenance -- Building	6281	28,488.36	64,660.00	36,171.64	55.94%
Maintenance -- Grounds	6282	2,250.08	12,650.00	10,399.92	82.21%
Meetings & Travel Expenses	6303	5,458.47	34,200.00	28,741.53	84.04%
Employee Assistance Program	6309	1,825.05	4,300.00	2,474.95	57.56%
Medical - Pre-Emp Processing and Annual Exams	6311	80.00	43,000.00	42,920.00	99.81%
Ambulance Billing Administration Fees	6312	13,621.80	60,000.00	46,378.20	77.30%
Outside Attorney Fees	6313	20,242.24	96,000.00	75,757.76	78.91%
Outside CPR Instructors	6314	800.00	3,500.00	2,700.00	77.14%
CCC County Tax Administration Fee	6316	0.00	175,000.00	175,000.00	100.00%
Professional Services	6317	4,714.82	41,773.00	37,058.18	88.71%
Professional Services - Labor Negotiator	6318	0.00	10,000.00	10,000.00	100.00%
Professional Services - Technology	6319	41,998.00	262,000.00	220,002.00	83.97%
Professional Services - Pre-Employment Investigations	6320	20,880.25	15,000.00	(5,880.25)	(39.20)%
Professional Services - Promotional Exams & Recruitment	6321	5,525.00	29,000.00	23,475.00	80.95%
Professional Services-OPEB Actuarial Valuation	6322	0.00	13,000.00	13,000.00	100.00%

Moraga-Orinda Fire District
Statement of Revenues and Expenditures - General Fund Actual to Budget 16/17
From 7/1/2016 Through 10/31/2016

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Exterior Hazard Removal	6323	2,758.75	12,000.00	9,241.25	77.01%
Professional Services-Prop Tax Audit & Forecasting	6326	3,150.00	12,600.00	9,450.00	75.00%
Professional Services	6327	2.29	10,000.00	9,997.71	99.98%
Burn Trailer Grant Maintenance	6352	2,800.00	3,000.00	200.00	6.67%
Testing Materials & Training Props	6354	4,805.22	10,000.00	5,194.78	51.95%
Career Development Classes	6357	5,379.00	26,000.00	20,621.00	79.31%
Target Safety Online Training	6359	0.00	6,195.00	6,195.00	100.00%
Training & Education Classes-Paramedic & EMT CE	6360	210.00	10,000.00	9,790.00	97.90%
District Sponsored Training-Mandated	6361	14,685.20	60,000.00	45,314.80	75.52%
Educational Courses/Conferences Board	6377	0.00	2,200.00	2,200.00	100.00%
Election Expense	6465	0.00	18,000.00	18,000.00	100.00%
Recruiting Costs	6470	359.40	30,000.00	29,640.60	98.80%
Strike Team Supplies	6474	10,978.79	12,550.00	1,571.21	12.52%
Community Emergency Response Team	6475	1,522.51	11,000.00	9,477.49	86.16%
Exercise Supplies/Maint.	6476	4,306.11	9,100.00	4,793.89	52.68%
Recognition Supplies	6478	36.93	16,300.00	16,263.07	99.77%
Other Special Departmental Exp	6479	7,822.79	72,000.00	64,177.21	89.14%
Public Education Supplies	6480	2,123.55	9,500.00	7,376.45	77.65%
CPR Supplies	6481	758.75	3,000.00	2,241.25	74.71%
LAFCO	6482	9,743.86	10,500.00	756.14	7.20%
Emergency Preparedness Expense	6484	5,464.80	8,500.00	3,035.20	35.71%
Misc. Services & Supplies	6490	14,662.50	38,700.00	24,037.50	62.11%
Property & Liability Insurance	6540	46,620.92	53,000.00	6,379.08	12.04%
Total Operating Expense		<u>510,118.73</u>	<u>2,481,703.00</u>	<u>1,971,584.27</u>	<u>79.44%</u>
Other Expense					
Bank Fees	7510	2,100.12	5,000.00	2,899.88	58.00%
Interest on County Teeter Account	7520	0.00	100.00	100.00	100.00%
County Tax Collection Fees	7530	0.00	300.00	300.00	100.00%
Total Other Expense		<u>2,100.12</u>	<u>5,400.00</u>	<u>3,299.88</u>	<u>61.11%</u>
Total Expenditures		<u>6,726,380.21</u>	<u>20,169,365.00</u>	<u>13,442,984.79</u>	<u>66.65%</u>
Excess of Revenues Over/ (Under) Expenditures		<u>10,669,400.24</u>	<u>249,688.00</u>	<u>10,419,712.24</u>	<u>4,173.09%</u>

Moraga-Orinda Fire District
Statement of Revenues and Expenditures - Debt Service Fund Actual to Budget-16/17
From 7/1/2016 Through 10/31/2016

		Current Period Actual	Total Budget \$ - Original	Total Budget \$ Variance - Original	Percent Total Budget Remaining - Original
Revenue					
Taxes					
Property Tax-Current Secured	4010	3,219,473.00	3,219,473.00	0.00	0.00%
Total Taxes		3,219,473.00	3,219,473.00	0.00	0.00%
Use of Money & Property					
Investment Earnings	4181	1.60	0.00	1.60	0.00%
Total Use of Money & Property		1.60	0.00	1.60	0.00%
Other Revenue					
Transfers In	4999	130,476.80	362,165.00	(231,688.20)	(63.97)%
Total Other Revenue		130,476.80	362,165.00	(231,688.20)	(63.97)%
Total Revenue		3,349,951.40	3,581,638.00	(231,686.60)	(6.47)%
Expenditures					
Other Expense					
Pension Obligation Bond Principal Payment	7900	2,100,000.00	2,100,000.00	0.00	0.00%
Pension Obligation Bond Interest Payment	7901	484,546.50	914,283.00	429,736.50	47.00%
Apparatus Lease Principal Payment	7902	0.00	83,359.00	83,359.00	100.00%
Apparatus Lease Interest Payment	7903	0.00	5,860.00	5,860.00	100.00%
Lease Agreement Station 43 Principal	7906	100,000.00	200,000.00	100,000.00	50.00%
Lease Agreement Station 43 Interest	7907	30,476.80	72,946.00	42,469.20	58.22%
Total Other Expense		2,715,023.30	3,376,448.00	661,424.70	19.59%
Total Expenditures		2,715,023.30	3,376,448.00	661,424.70	19.59%
Excess of Revenues Over/ (Under) Expenditures		634,928.10	205,190.00	429,738.10	209.43%

Moraga-Orinda Fire District
 Check/Voucher Register - Check Register
 From 10/1/2016 Through 10/31/2016

Check Number	Check Date	Name	Check Amount	Transaction Description
10-11...	10/11/2016	CCCERA Retirement	157,690.65	CCCERA retirement payment-Sept. contributions
23981	10/4/2016	A-1 Door Service	1,500.00	Materials payment-Admin security gate install
23982	10/6/2016	AFSCME Council 57	168.15	Period ending 9/30/16
23983	10/6/2016	ALSCO - American Linen Divi...	1,179.60	September 2016 linen
23984	10/6/2016	American Fidelity	2,213.49	Period ending 9/30/16
	10/6/2016	American Fidelity	1,096.10	Supplemental deductions-Period Ending 09/30/16
23985	10/6/2016	American Messaging	152.47	Paging Service October 2016
23986	10/6/2016	Bandwidth.com, Inc.	416.49	Service 10/1/16-10/31/16
23987	10/6/2016	Biomedical Waste Disposal	79.00	Sept. 2016 Medical Waste A/C #0349
	10/6/2016	Biomedical Waste Disposal	79.00	Sept. 2016 Medical Waste A/C #0350
23988	10/6/2016	Bound Tree Medical, LLC	347.87	Misc supplies
23989	10/6/2016	California Diesel & Power	412.50	Generator reset
23990	10/6/2016	Central Contra Costa Sanitary...	3,061.80	2016-2017 Annual Sewer Service Charges
23991	10/6/2016	Contra Costa Federal Credit ...	1,035.62	Period Ending 09/30/16
23992	10/6/2016	Curiel Construction	6.00	Overpayment refunded-125 El Toyonal
23993	10/6/2016	Definitive Networks, Inc.	13,966.00	Service coverage for September 2016
23994	10/6/2016	Duo-Safety Ladder Corporation	4,405.10	5 24' ladders
23995	10/6/2016	Glatfelter Claims Managemen...	5,000.00	Deductible: CATR216030833-00001
23996	10/6/2016	Governmentjobs.com, Inc.	8,803.00	NeoGov setup, implementation, training and license
23997	10/6/2016	IAFF Local 1230 Dues	7,387.81	Period Ending 09/30/16
23998	10/6/2016	IAFF Local 1230 Insurance	1,828.94	Period Ending 09/30/16
23999	10/6/2016	LeapFrog Plumbing	189.00	Clear kitchen drain
	10/6/2016	LeapFrog Plumbing	5,470.10	Laundry closet installation
24000	10/6/2016	L.N. Curtis & Sons	2,494.41	Structure coat and pants-Brashem
	10/6/2016	L.N. Curtis & Sons	76.30	Webbing
24001	10/6/2016	Moraga-Orinda Professional F...	510.00	Period Ending 09/30/16
24002	10/6/2016	Moraga Hardware & Lumber	5.46	Mounting tape
	10/6/2016	Moraga Hardware & Lumber	29.51	Tarp for griddle trailer
24003	10/6/2016	Office Depot	117.84	Copy paper, index crads duct tape and binding materails
	10/6/2016	Office Depot	59.55	Copy paper, tally counter and electrical tape
	10/6/2016	Office Depot	(2.84)	credit for electrical tape not delivered
24004	10/6/2016	Premier COMP Medical Grou...	80.00	2 DMV exams
24005	10/6/2016	Dennis Rein	201.74	Reimb. Comm Support expenses and per diem for Ca...
24006	10/6/2016	Safeway, Inc	6.74	Water for Board meeting
24007	10/6/2016	Smart Clean Building Mainten...	245.00	October cleaning service
24008	10/6/2016	Stewart Enterprises II	6,991.56	Services 9/14/16-10/04/16
24009	10/6/2016	William Svozil	3,163.85	Services 9/18/16-9/30/16
24010	10/6/2016	Verizon Wireless	1,156.38	Account 623714059-00001 Service 08/24/16-09/23/16
24011	10/13/2016	Alisa Ann Ruch Burn Foundati...	1,475.00	Proceeds from pancake breakfast at Open House
24012	10/13/2016	ADP, Inc.	374.71	ADP Payroll Fees ending 09/30/16
24013	10/13/2016	Airgas USA, LLC	184.85	Tank Rental-Station 41- #2118770 -September 2016
	10/13/2016	Airgas USA, LLC	30.75	Tank Rental-Station 44- #2902766 -September 2016
	10/13/2016	Airgas USA, LLC	220.55	Tank Rental-Station 45- #2867225 -September 2016
24014	10/13/2016	AMPKO Contracting, Inc.	65,169.00	Station 43 demolition
24015	10/13/2016	A T and T	148.03	Acct# 9391053307 09/01/16-09/30/16 Emergency lan...
	10/13/2016	A T and T	30.97	Acct#0011712900145 09/01/16-09/30/16 Conference ...
24016	10/13/2016	Bay Area News Group	299.28	CA fire code amendments notice-9/21/16 and 10/5/16
24017	10/13/2016	BKF Engineers	177.50	Services July 18, 2016 to Aug. 14, 2016-Station 41 wa...
24018	10/13/2016	Contra Costa County	31,533.89	Building permit fees
24019	10/13/2016	Chang, Ruthenberg and Long	2,580.00	Legal services
24020	10/13/2016	Comcast	86.32	8155 40 005 0208428 Station 41-09/29/16-10/28/16
24021	10/13/2016	EBMUD	165.01	Water 06/01/16-09/21/16
24022	10/13/2016	FedEx Kinko's	7.36	Copy of plans for Chief Healy
	10/13/2016	FedEx Kinko's	163.50	Inspection forms
24023	10/13/2016	Uriel Garcia	3,645.00	GIS services 8/08/16-8/19/16
	10/13/2016	Uriel Garcia	2,137.50	GIS services 8/22/16-10/09/16

Moraga-Orinda Fire District
 Check/Voucher Register - Check Register
 From 10/1/2016 Through 10/31/2016

Check Number	Check Date	Name	Check Amount	Transaction Description
24024	10/13/2016	Industrial Safety Supply	380.00	38 Quantitative fit testing
	10/13/2016	Industrial Safety Supply	1,566.00	58 SCBA flow testing
	10/13/2016	Industrial Safety Supply	264.51	SCBA repair parts
24025	10/13/2016	The KSD Group, Inc.	643.63	Management Services 08/26/16-09/25/16-St 41 Wash ...
24026	10/13/2016	Lafayette Car Wash	43.90	Car wash 8/31 and 9/30-D. Rein
24027	10/13/2016	L.N. Curtis & Sons	572.69	Wildland coat and pants-Brashem
24028	10/13/2016	Moraga Hardware & Lumber	42.67	Tarps to cover wood for training
24029	10/13/2016	Office Depot	120.44	Chairmat
	10/13/2016	Office Depot	25.17	Expedite stamper
	10/13/2016	Office Depot	123.71	Hanging tabs, glue, rubberbands and cleaning supplies
24030	10/13/2016	Paymentus Group, Inc.	165.90	Credit card fees-September 2016
24031	10/13/2016	Pacific Gas & Electric	218.52	07/16/16-08/16/16 Station 43
	10/13/2016	Pacific Gas & Electric	670.71	09/02/16-10/03/16 Station 44
	10/13/2016	Pacific Gas & Electric	1,779.28	09/02/16-10/03/16 Station 45 Electric
	10/13/2016	Pacific Gas & Electric	407.85	09/06/16-10/04/16 Admin
	10/13/2016	Pacific Gas & Electric	827.35	09/06/16-10/04/16 Station 41
	10/13/2016	Pacific Gas & Electric	1,125.02	09/06/16-10/04/16 Station 42 Electric
	10/13/2016	Pacific Gas & Electric	101.44	09/07/16-10/05/16 Station 42 Gas
24032	10/13/2016	Pitney Bowes	169.14	St 41 Postage Machine Rental A/C #17220373 07/30/...
24033	10/13/2016	Republic Services	638.32	October 2016 Trash A/C#302100093245
	10/13/2016	Republic Services	81.56	October 2016 Trash A/C#302100094052
	10/13/2016	Republic Services	432.82	October 2016 Trash A/C#302100095331
	10/13/2016	Republic Services	81.56	October 2016 Trash A/C#302100108522
24034	10/13/2016	Shah Kawasaki Architects	2,295.00	Revised retaining wall footings
24035	10/13/2016	Staples Advantage	25.87	Misc. supplies-Station 43
	10/13/2016	Staples Advantage	97.21	Misc. supplies-Station 45
24036	10/13/2016	Stewart Enterprises II	2,543.18	Reimb. expenses 9/23/16-10/10/16
24037	10/13/2016	Terracon Consultants, Inc	500.00	Geotechnical plan review
24038	10/13/2016	Triple R Electric	172.00	Install power cable for security door
	10/13/2016	Triple R Electric	120.62	Kitchen repair
24039	10/13/2016	Kenneth L. Akins	1,200.00	Salary survey data
24040	10/13/2016	U.S. Bank	20,777.11	A/C #4246-0445-5564-6748 08/22/16
24041	10/18/2016	Abila	3,270.00	MIP Maintenance & Support Service 12/20/16-12/19/17
24042	10/18/2016	ADP, Inc.	575.02	HR/Benefits Workforce processing fees ending 9/25/16
24043	10/18/2016	Bomac's Inc.	503.80	Repair door handle and lock assembly
24044	10/18/2016	Comcast	86.25	8155 40 006 0191002 Station 44-10/14/16-11/13/16
	10/18/2016	Comcast	86.25	8155 40 006 0191028 Station 43-10/14/16-11/13/16
24045	10/18/2016	Dell Financial Services	302.99	Rental & Admin Fee 11/01/16-11/30/16 A/C #001-8402...
24046	10/18/2016	EBMUD	132.82	Water 08/02/16-09/29/16 3/4" meter
	10/18/2016	EBMUD	419.74	Water08/02/16-09/29/16 6" meter
24047	10/18/2016	Employee Benefits Specialist...	1,202.98	November 2016 vision
24048	10/18/2016	Federal Express	43.40	Envelopes to and from John Bakker
24049	10/18/2016	HomeTeam Pest Defense, LLC	45.00	Pest Control A/C #1035425 Inv. 48001131
	10/18/2016	HomeTeam Pest Defense, LLC	42.90	Pest Control A/C #1133175 Inv. 48001163
	10/18/2016	HomeTeam Pest Defense, LLC	45.00	Pest Control A/C #914925 Inv. 48001130
	10/18/2016	HomeTeam Pest Defense, LLC	46.80	Pest Control A/C #916501 Inv.48000519
24050	10/18/2016	Hunt & Sons, Inc.	768.44	Fuel A/C #72371
	10/18/2016	Hunt & Sons, Inc.	1,254.33	Fuel A/C #72372
24051	10/18/2016	Law Offices of Terry Roemer	8,086.00	Legal Services
24052	10/18/2016	L.N. Curtis & Sons	277.95	3 HD vehicle brackets
	10/18/2016	L.N. Curtis & Sons	119.90	Vehicle bracket 10# cart
24053	10/18/2016	Monte Deignan & Associates	727.00	Station 43 mold survey, testing and analysis
24054	10/18/2016	Office Depot	186.13	2 drafting stools
	10/18/2016	Office Depot	74.45	Copy paper and calculator
24055	10/18/2016	Peterson Trucks, Inc.	550.14	Repair M44
24056	10/18/2016	Santiago Martinez	1,350.00	Temp station 43 services-Final payment

Moraga-Orinda Fire District
 Check/Voucher Register - Check Register
 From 10/1/2016 Through 10/31/2016

Check Number	Check Date	Name	Check Amount	Transaction Description
24057	10/18/2016	SamClar	3,709.27	Training Officer furniture-Station 45
24058	10/18/2016	Shah Kawasaki Architects	15,488.75	Services 09/01/16 thru 09/30/16
24059	10/18/2016	Shred-it	66.00	September 2016 pick-up
24060	10/18/2016	Stewart Enterprises II	9,708.73	Services 10/05/16-10/17/16
24061	10/18/2016	St. Stephen's Episcopal Church	3,119.38	Temp Station rent-August and September
24062	10/18/2016	Lucas Trumpf	200.00	Paramedic license renewal-L. Trumpf
24063	10/18/2016	Verizon Wireless	56.20	12-lead modem wireless 09/11/16-10/10/16
24064	10/18/2016	Wells Fargo Bank	1,500.00	Trustee fees for 2016-17 Pension Obligation Bonds
24065	10/18/2016	White Nelson Diehl Evans LLP	650.00	2016 Gov't Tax Seminar-Sasser and Vargas
CP029	10/9/2016	Calif. Public Employees'	163,071.27	CalPers Health Ins
DD029	10/9/2016	Delta Dental Plan of Calif.	15,788.55	Delta Dental ACH payment
Report Total			611,822.03	

**MORAGA-ORINDA FIRE DISTRICT
TREASURER'S QUARTERLY INVESTMENT REPORT
SEPTEMBER 30, 2016**

Type of Investment	Financial Institution	Date of Maturity	Par Value/ Original	Market Value	Rate of Interest	Fiscal Year-to-Date Income
Cash	Contra Costa County	N/A	1,338,729	1,338,729	0.00%	0
Cash	Citibank	N/A	279,348	279,348	0.00%	0
Cash	Citibank	N/A	208,307	208,307	0.00%	0
Local Agency Investment Fund	Local Agency Investment Fund	N/A	12,747	12,751	0.60%	4,270
Money Market	Wells Fargo Bank Advantage Cash Investment Fund	N/A	3,278	3,278	0.01%	1
Money Market	Citibank	N/A	3,743,433	3,743,433	0.25%	2,476
Total			5,585,842	5,585,846		6,747

Average Weighted Yield 0.17%

Market values obtained from monthly statements issued by Citibank and Wells Fargo Bank

Sufficient funds exist to meet the District's financial obligations for the next six months using the County of Contra Costa's "Teeter Plan". In 1949, the California Legislature enacted an alternative method for the distribution of secured property taxes to local agencies known as the "Teeter Plan". The "Teeter Plan" is a tax distribution procedure by which secured tax tolls are distributed to the District on the basis of the tax levy, rather than on the basis of actual tax collections. While the County bears the risk of loss on delinquent taxes that go unpaid, it benefits from the penalties associated with these delinquent taxes when they are paid. In turn, the "Teeter Plan" provides the District with stable cash flow and the elimination of collection risk.

The September 2016 investments are in accordance with the District adopted investment policy.



Gloriann Sasser
Administrative Services Director

10/28/2016
Date

Wittman Enterprises LLC
Moraga-Orinda Fire District
Ambulance Billing-Fiscal Year 2016/2017-Revenue to Date
as of 9/30/16

	GROSS REVENUE(1)	MEDICARE WRITE OFFS (2)	MEDI-CAL WRITE OFFS (3)	RESIDENT WRITE OFFS (4)	OTHER CONTRACTUAL WRITE OFFS (5)	NET REVENUE (6)	CASH RECEIPTS (7)	REFUNDS (8)	NET RECEIPTS (9)	BAD DEBT WRITE OFFS (10)	ADJUSTMENTS (11)	NEW A/R BALANCE (12)
JULY '16	\$ 182,334.80	\$ 63,513.22	\$ 20,817.39	\$ 18,117.94	\$ -	\$ 79,886.25	\$ 96,397.15		\$ 96,397.15	\$ -	\$ 31.61	\$ 448,639.35
AUGUST '16	\$ 207,344.10	\$ 70,844.28	\$ 14,280.38	\$ 15,469.84		\$ 106,749.60	\$ 61,997.93	\$ -	\$ 61,997.93	\$ -	\$ 6.81	\$ 493,397.83
SEPTEMBER '16	\$ 173,285.25	\$ 69,787.12	\$ 16,376.41	\$ 19,488.54	\$ -	\$ 67,633.18	\$ 88,406.01	\$ 238.88	\$ 88,167.13	\$ 34,928.90	\$ (15.17)	\$ 437,919.81
OCTOBER '16												
NOVEMBER '16												
DECEMBER '16												
JANUARY '17												
FEBRUARY '17												
MARCH '17												
APRIL '17												
MAY '17												
JUNE '17												
YEAR TO DATE TOTALS	\$ 562,964.15	\$ 204,144.62	\$ 51,474.18	\$ 53,076.32	\$ -	\$ 254,269.03	\$ 246,801.09	\$ 238.88	\$ 246,562.21	\$ 34,928.90	\$ 23.25	
YTD PERCENTAGE OF REVENUE		36.26%	9.14%	9.43%	0.00%	45.17%	43.84%	0.04%	43.80%	6.20%	0.00%	
YTD PERCENTAGE OF NET REVENUE									96.97%			

1. GROSS REVENUE – Charges billed within the month.
2. MEDICARE WRITE OFFS – Contractual write down that MOFD is obligated to take as a Medicare provider
3. MEDI-CAL WRITE OFFS - Contractual write down that MOFD is obligated to take as a Medi-Cal provider
4. RESIDENT WRITE OFFS – Write Downs that are taken according to MOFD’s resident policy
5. OTHER CONTRACTUAL WRITE OFFS – Contractual write downs that are taken for other federal or state agencies
6. NET REVENUE – Revenue after all contractual obligations are taken
7. CASH RECEIPTS – Payments that are received in month.
8. REFUNDS – Overpayments that are refunded.
9. NET RECEIPTS – Payments after refunds have been removed.
10. BAD DEBT – Accounts that have been sent to the collection agency.
11. ADJUSTMENTS – Any adjustment that has been made to a previously billed account, (for example, incorrect mileage).
12. NEW A/R BALANCE – Balance of all accounts in system at the end of the month and in general ledger account #1051-Receiveables – Ambulance Billing.



Moraga-Orinda Fire District

TO: Board of Directors
FROM: Stephen Healy, Fire Chief
DATE: November 16, 2016
SUBJECT: Item 4.1 – 2016-21 Strategic and Business Plans

BACKGROUND

On October 5, 2016, staff presented the draft 2016-21 Strategic and Business Plans.

Direction was given to staff to incorporate over 20 changes that were discussed during the October 5, 2016 meeting, as well as elements from the updated (2016) Standards of Cover Report. Those changes have been incorporated into the plans (Attachments A, B and C).

The new plans are ready for approval.

RECOMMENDATION

- 1) Discuss, 2) Deliberate, 3) Approve 2016-21 Strategic and Business Plans

ATTACHMENTS

- 1) Attachment A – 2016-21 Strategic Plan
- 2) Attachment B – 2016-21 Business Plan

MORAGA-ORINDA FIRE DISTRICT

STRATEGIC PLAN

2016 - 2021



MORAGA-ORINDA FIRE DISTRICT

Mission Statement

With pride and professionalism, the Moraga-Orinda Fire District will provide the highest level of emergency and public service in response to the needs of our community.



Core Values:

SERVICE

HONOR

INTEGRITY

MORAGA-ORINDA FIRE DISTRICT

EXECUTIVE SUMMARY

Strategies provide guidance and direction to an organization as it frames what it is, what it does, and how it will accomplish the mission of the organization. This plan defines where the District is going, the environment in which it must operate, identifies threats to sustained service delivery and outlines a plan to achieve its goals. These concepts form the foundation for a strategic plan (Wallace, Mark, Strategic Planning, 2nd Ed., Fire Engineering, 2006).

This document provides an overview of the District; its services and service area; challenges, opportunities and threats; a list of proposed initiatives; and a Business Plan, that assigns responsibilities, context, and deadlines. When reading this plan, refer to the Business Plan to provide detail and context.

This plan was created by the employees of the District. All positions and ranks were represented, as well as the bargaining units and the Board of Directors. It was thoughtfully designed and created with the purpose of providing the framework for service delivery over the next several years. Excellent service delivery is directly related to having a purpose as well as sustainable revenue and managed expenses. No one knows with certainty what the next five years will bring and difficult decisions will inevitably present themselves. With this in mind, one intent of this document is to inform both internal and external stakeholders of strengths, weaknesses, opportunities, and threats. Fiscal, human resources, and organizational planning are included in the plan. This document will be reviewed and revised as necessary, including the District's Mission Statement, Core Values, and Vision to ensure that the District is meeting the needs of the citizens we serve.

Focus areas from the 2009-2011 MOFD Strategic Plan were reviewed. That plan contained elements of a business plan, which is now a separate document. Review of that document yielded three (3) successes and two (2) areas for continued improvement: succession planning and fire prevention. Plans from other agencies were reviewed as the process was initiated. Some of these plans were concise and others were not. The temptation to revisit obsolete goals, initiatives, and accomplishments as new goals was resisted throughout this process. As indicated within this report, there are presently a wide variety of challenges and opportunities facing the District.

Since 2009, some of the challenges and opportunities the District face have changed and some remain the same. What has not changed are the reasons our services exist, the reasons people join MOFD, and our commitment to the community. We use the word community because the MOFD is blind to the political borders within the District. MOFD is fully integrated organization that overlaps many jurisdictions.

When the process of developing an updated strategic plan began in 2014, the District was beginning to recover from the effects of a serious economic downturn. Since that time, the financial forecast of the District has greatly improved, thanks to the Board of Directors, staff, and employees, who care deeply about the District.

This plan provides specific goals and assigns priorities within three divisions: Administration, Operations, and Fire Prevention. Other divisions, such as EMS, Finance, Human Resources, Emergency Preparedness, and Training are contained within these categories. Some relevant historical information is also contained within this plan in an effort to recognize and interpret patterns and trends that may be relevant to service demand and delivery.

Links to other documents can be found on the District's webpage at www.mofd.org. These include: 1) the 2016-21 Business Plan, 2) Fiscal Year Budgets, 3) CAFR's, 4) Long-Range Financial Plan, Long-Range Apparatus Replacement Plan, and Long-Range Facilities Plans, and 5) 2016 Standards of Cover Report.

MORAGA-ORINDA FIRE DISTRICT

BACKGROUND & DISTRICT OVERVIEW

INTRODUCTION

During 2014 and 2015, there were several major initiatives that preceded the beginning of the new strategic planning process. These included attaining a balanced budget with a 10% General Fund reserve, several financial policies, service delivery analysis, and the exploration of shared services with neighboring agencies.

In 2015, the District began a new 5-year Strategic Plan and Business Plan process with the goal of a meaningful process. The responsibilities of the Fire Chief were to provide the framework and vision, prepare the District for the process, and remain committed to quality throughout the process. The District followed a step-by-step process, which included document/policy review, framework, design, facilitator meetings, focus areas, internal stakeholder workshops, Board of Directors and public comment.

Additional initiatives began in 2015 and 2016 as the plan continued to be developed. These are included in the 2016 initiatives. Many are complete or already in-progress.

The internal stakeholder workshops evaluated five (5) external factors and eight (8) internal factors. These workshops were a critical component of the process because it engaged all permanent employees. The workshops yielded 18 recommendations. These recommendations were grouped into three categories: 1) MOFD program/plan initiatives, 2) external stakeholder initiatives, and 3) administrative policy directives. Categories 1 and 2 were integrated into this plan. Administrative directives can be achieved at the staff-level without flooding the plan.

DISTRICT OVERVIEW

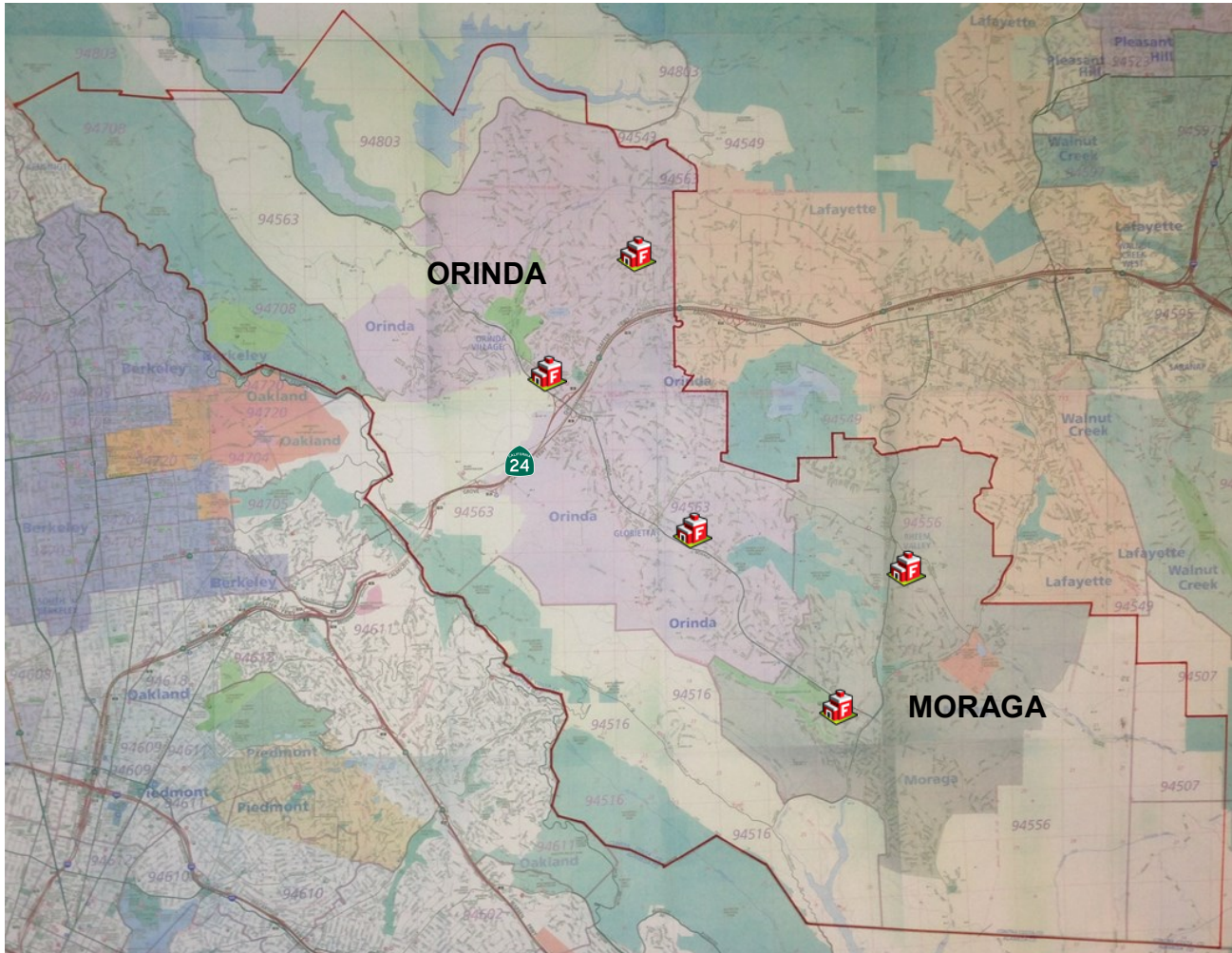
The Moraga-Orinda Fire Protection District (MOFD) was formed in 1997 as an integrated independent special district. MOFD was formed through the consolidation of the Moraga Fire Protection District and the Orinda Fire Protection District, to provide more efficient fire protection and emergency medical services to the communities of Moraga and Orinda and the surrounding unincorporated areas including the communities of Canyon and Bollinger Canyon.

MOFD is located nine (9) miles east of San Francisco in southwest Contra Costa County. It is bordered by the cities of Berkeley and Oakland to the west, the City of Lafayette to the east, and large open spaces, reservoirs, and regional parks to the north and south. MOFD is a fully-paid, "all-risk" fire service agency with 64 regular employees, six (6) temporary employees and 30 volunteers, including five (5) Board of Directors. The district encompasses 42 square miles, protecting approximately 38,500 residents in a combination of urban city centers; metropolitan, urban, suburban, and rural residential housing areas; a major college campus; and a mix of large regional parks, open spaces, reservoirs, and recreation areas.

There are approximately 14,091 parcels within the District. A large portion of north Orinda and several other smaller portions throughout the District are within areas designated by the State as Very High Fire Hazard Severity Zones (VHFSHZ). In addition, there are several occupancies that present high potential fire hazards, where additional resources are required to mitigate emergencies.

MORAGA-ORINDA FIRE DISTRICT

MOFD SERVICE AREA



In 2015, the district had 3,341 responses from five fire stations, which house five paramedic engine companies, one (cross-staffed) paramedic truck company, four paramedic ambulances (3 cross-staffed), and one Battalion Chief. The majority of emergency responses were for medical emergencies and rescues (56%). Other call types included fires, hazardous conditions, service calls, and false alarms. The trend for call volume shows an increase in medical emergencies as the population continues to age. Presently, 20% of the population is over the age of 65.

MOFD protects significant critical infrastructure and several target hazards, including Saint Mary's College of California, four (4) drinking-water storage reservoirs, a major power grid, two large natural gas transmission lines, a major 8-10 lane freeway, six (6) transportation tunnels (four vehicle and two train), two (2) senior apartment complexes, two (2) senior assisted living facilities, two (2) convalescent hospitals, and thousands of high-value homes.

MORAGA-ORINDA FIRE DISTRICT

FUTURE CHALLENGES & OPPORTUNITIES

The list of future challenges and opportunities MOFD will face and explore is lengthy and complicated. During the strategic planning process, senior staff identified issues that the District faces often, infrequently, and exclusively. Internal stakeholder workshops provided valuable insight to senior staff by identifying issues that were either missing, hidden or ignored. These insights helped bring balance to the plan through participation from within the organization.

Presently, the District is meeting service demands and generally accepted expectations. Emergency response, principally fire suppression and emergency medical services, remain the most visible services provided by the District. These are core functions for the District. Within each functional division of the District, there are wants, needs, and demands that must be prioritized.

For this plan to be relevant there must be a nexus between the District's mission and the continuing demands from each division. These demands must be easily explainable to not only our employees, but the public as well. Ultimately, every function of the District must be linked to the mission statement. In creating this plan, effort was made to align these issues. Throughout the development of the plan, senior staff were well aware of the fact that the Fire Chief and all employees would primarily be looking internally and that the District's Board of Directors would primarily look externally. For the public to have confidence in the plan, they must be assured that the District is looking in both directions, and that the resulting plan is sustainable, capable, reliable, and that response times to most emergencies are reasonable.

As a result of the economic downturn in 2008, the District's finances were significantly strained in late 2000s and early 2010s, resulting in decreased service levels and a General Fund deficit. The pension plan costs escalated and the District's unfunded liabilities for employee retirement increased. The budget was stabilized in 2014. As the District's economic outlook continues to improve, the Board of Directors funded a trust fund for retiree health coverage and is expected to approve a pension stabilization fund in early 2017. These initiatives must be balanced with continued service delivery and employee retention issues.

Certain conditions have also been identified that are beyond the control of the District, such as fire hydrant location and capacity, non-indigenous vegetation, topography, roadway design, and service levels of cooperating agencies (e.g.) fire service, water system. The District has excellent relationships with all external agencies and some agreements have been made to improve service delivery, however, additional effort should be exercised. This will require creativity, effort, and additional staff to accomplish.

The District completed an updated Standards of Cover Plan (SOC) on November 2, 2016, which established the distribution and concentration of fixed and mobile resources needed to reduce community risk within the Town of Moraga, the City of Orinda, and the surrounding unincorporated areas within the District. The updated SOC recommended assessing the feasibility of increased on-duty minimum staffing levels goals for response times based on international standards. The District will continue to monitor emergency response times, incident frequency, and response capacity. This plan calls for reevaluation of on-duty minimum staffing levels annually.

MORAGA-ORINDA FIRE DISTRICT

FIRE ADMINISTRATION

In 2006, there were 12 full-time administrative personnel and 18 part-time Reserve Firefighters, who performed both fire prevention and limited fire suppression duties. As of July 1, 2016, there are nine (9) full-time employees, three (3) part-time, five (5) temporary, and two (2) contract employees.

This reduction in full-time staffing has put pressure on programs and planning. This affects the entire organization because work is either shifted down the chain-of-command or back-logged. Although the firefighters welcome the additional work and responsibilities, it is difficult to coordinate administrative work (budgeting, planning, policy development, etc.) in alignment with firefighter shift schedules.

Two areas in particular, training and fire prevention have struggled to provide the minimum services expected by both the public and required to properly support safety personnel. Both service areas directly affect the safety of the public and our firefighters. Several initiatives were identified during preparation of the strategic planning process and during the stakeholder workshops:

- Analysis of Budget & Staffing:
 - ◆ Fire Prevention, Suppression and EMS
 - ◆ Enhance the Employee Development Plan
 - ◆ Right-size Fire Administration
- Analysis of UAAL, Pension Stabilization Fund, OPEB Fund, and Long-Range Financial Plan
 - ◆ Determine the level of threat that unfunded liabilities pose to the District and its ability to provide sustained service delivery. Also determine if paying off the pension UAAL is feasible and advisable.
- Revaluation of Facilities Plan
- Participate in Interest-based Contract Negotiations
- Develop and Implement “Concept of Operations” document
- Develop and Define Opportunities with St. Mary’s College
- Develop a “Risk Management Framework”
- Develop Improved Dissemination of Public Information
- Reassess the District’s Mission Statement and Vision

Overlap with other functional groups exists with many focus areas. As legal and regulatory issues increase, the District must proactively minimize the risks and exposures. The trend in this functional area is towards addressing increasing workloads.

In summary, there are several functional areas within administration that will need to be addressed to better support operations and minimize risk within the community. Support for emergency services delivery and community risk reduction should be recognized as the highest priorities, along with employee development and retention.

MORAGA-ORINDA FIRE DISTRICT

FIRE OPERATIONS

In 2006, there were 71 full-time safety personnel, including the Fire Chief, Battalion Chiefs, Captains, Engineers, and Firefighters. The annual call volume was 2,645. In 2015 there were 58 authorized safety personnel, who responded to 3,341 calls for service.

As a consequence of the economic downturn of the late 2000s and early 2010s, staffing was reduced. An increase in call volume was also expected (regardless of the economy) however, an interesting trend developed, which was predicted by the US Fire Administration: service for medical emergencies was predicted to dramatically increase as the population aged. This prediction, and the trend that has been observed within the District, match. From 2006 through 2012, the call volume increased by 13.2% or an average of 1.9% per year. From 2011 through 2015, the call volume for ambulance service increased by 19.7% or an average of 4% per year. This increase can be attributed to the people born after 1945 reaching their mid to late 60s, requiring increased service demands.

The reduction in full-time staffing and increased service demands has also put pressure on programs and planning typically managed by firefighters (as previously mentioned). Again, training and fire prevention have endeavored to fully meet expectations.

Several initiatives were identified during preparation for the strategic planning process and during the stakeholder workshops:

- Analysis of Budget & Staffing
- Develop Training Mandates Plan
- Develop a “Risk Management Framework”

As observed above, overlap with other functional groups exists.

The most noticeable trend within the operational group is the pressure to provide and receive sufficient mandatory training to meet the industry and regulatory standards. Although effort was focused towards using technologies to help deliver some training needs several years ago, it has been discovered that these methods cannot replace manipulative (hands-on) training. The lack of a (centrally located) fully developed training-site also inhibits these efforts because fewer companies are available to participate in multi-company training. The lack of a full-time Training Battalion Chief and adequate training site are the primary challenges facing the operations division.

Due to increasing call volume and gaps in ambulance response time (e.g.), re-staffing a full-time ambulance at Station-45 in the Orinda Village will be necessary by the end of 2018. Co-locating the new aerial ladder truck with the cross-staffed ambulance crew will be impractical. These two changes in the deployment of fire and EMS resources should be concurrent.

The trend in this functional area is towards increasing workloads, the projected need for increased staffing, and pressure to meet training mandates. Emergency services delivery should be recognized as the highest priority, along with employee development, retention and community risk reduction.

MORAGA-ORINDA FIRE DISTRICT

FIRE PREVENTION / COMMUNITY RISK REDUCTION

In 2006, there was one full-time Fire Marshal and 18 Reserve Firefighters, who performed a wide variety of fire prevention and community risk reduction services. The Fire Marshal was a safety employee, capable and authorized to perform fire investigations.

In 2014, staff conducted a management audit of the five functional areas within the division: 1) Public Education, 2) Exterior Hazard Reduction; 3) Code Enforcement, 4) Plan Review, and 5) Administrative (e.g.) hydrant testing, agency collaboration, grants. This audit yielded significant deficiencies in public education, which is the cornerstone of a community risk-reduction plan.

In 2016, the Fire Prevention Division was authorized additional staff to supplement the part-time/temporary Fire Prevention Aides and the contract plans checker.

Several initiatives were identified during preparation for the strategic planning process and during the stakeholder workshops:

- Analysis of Budget & Staffing
- Develop a “Risk Management Framework”
- Enhance the Employee Development Plan
- Develop Improved Dissemination of Public Information

As observed above, overlap with other functional groups exists.

The most noticeable trend within the prevention group is the pressure to provide public education and building plan checking services. Improved information technologies have made many of the fire prevention programs more efficient, but the division is still saturated and under-staffed. The lack of office space also inhibits these efforts.

In addition, no effort has been expended on the part of the organization towards succession planning to fill future openings within the division. Recruiting a highly qualified Fire Marshal from outside the organization will be difficult; and the unique nature of the District makes the position very difficult to learn.

The trend in this functional area is towards increasing workloads.

Community risk reduction should be recognized as the highest priority, along with emergency services, employee development, and retention.

MORAGA-ORINDA FIRE DISTRICT
1280 Moraga Way
Moraga, CA 94556
www.mofd.org



MORAGA-ORINDA FIRE DISTRICT



BUSINESS PLAN

2016 - 2021

SERVICE

HONOR

INTEGRITY

MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

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MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

FOCUS AREAS – 2016

STRATEGY 2016-1 BUDGET AND STAFFING ANALYSIS - OPERATIONS

Responsibly consider expenditure and revenue requirements to increase the on-duty minimum staffing level. To include Chief Officer positions, risk-based and regular staffing levels, and re-classification of Paramedic II's to Paramedic I's. Determine strategies to serve areas of the District beyond established response time goals.

RESPONSIBLE: FIRE CHIEF, ADMINISTRATIVE SERVICES DIRECTOR
COMPLETION: APRIL 2016
PRIORITY: HIGH
STATUS: COMPLETE

STRATEGY 2016-2 BUDGET AND STAFFING ANALYSIS – FIRE PREVENTION

Responsibly consider expenditure and revenue requirements to restore the (full-time) Assistant Fire Marshal position, responsible for planning, organizing and directing the general fire prevention and Fire Code compliance duties of the MOFD. This position was frozen in July of 2013. The Board has prioritized community risk reduction as a focus area for additional fire prevention efforts beyond the establishment of a Fire Inspector/Plan Examiner. Presently, the District expends considerable effort and resources to reduce the vulnerability to wildfire including an aggressive exterior hazard abatement program, home inspections, and public education initiatives.

RESPONSIBLE: FIRE CHIEF, FIRE MARSHAL, ADMINISTRATIVE SERVICES DIRECTOR
COMPLETION: APRIL 2016
PRIORITY: HIGH
STATUS: COMPLETE; CONTINUE ANNUAL ASSESSMENT

STRATEGY 2016-3 PROMOTIONAL EXAMS (2)

Conduct examination for Fire Engineer and Battalion Chief in order to fill vacancies within Fire District.

RESPONSIBLE: ADMINISTRATIVE SERVICES DIRECTOR, HR MANAGER
COMPLETION: APRIL 2016 AND DECEMBER 2016
PRIORITY: MEDIUM
STATUS: COMPLETE (APRIL), PENDING (DECEMBER)

STRATEGY 2016-4 APPARATUS REPLACEMENT PLAN

Determine short, medium, and long-term capital replacement needs for all MOFD vehicles.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF
COMPLETION: SEPTEMBER 2016
PRIORITY: MEDIUM
STATUS: COMPLETE (TO BE INCLUDED WITH STRATEGIC PLAN)

STRATEGY 2016-5 FIRE CODE ADOPTION

Adopt and amend California Fire Code and MOFD Ordinance.

RESPONSIBLE: FIRE CHIEF, FIRE MARSHAL, DISTRICT CLERK, DISTRICT COUNSEL
COMPLETION: JANUARY 2017
PRIORITY: HIGH
STATUS: IN-PROGRESS



MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

FOCUS AREAS – 2016 (CONT)

STRATEGY 2016-6 FIRE STATION-43 PROGRAM

Renew permits, complete architectural drawings phase (update), relocate crew to temporary site, award construction bid, begin grading and construction, monitor construction and progress of Fire Station-43.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF
COMPLETION: OCTOBER 2017
PRIORITY: HIGH
STATUS: IN-PROGRESS

STRATEGY 2016-7 STANDARDS OF COVERAGE

Update and analyze Fire District Standards of Coverage document using CFAI Standard and GIS modeling. Identify existing or emerging technologies that could enhance service delivery.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF
COMPLETION: NOVEMBER 2016
PRIORITY: HIGH
STATUS: COMPLETE

STRATEGY 2016-8 PENSION STABILIZATION AND OPEB FUNDS; LONG-RANGE FINANCIAL PLAN

Responsibly consider expenditure and revenue requirements to begin funding a pension rate stabilization fund and/or increase contributions towards the existing OPEB trust. On an annual basis, evaluate future projections to determine expected revenue totals (including reserves). Identify appropriate uses for increasing revenue (e.g.) improved service delivery, additional community risk-reduction initiatives, UAAL, OPEB, and debt service. The purpose of these initiatives is to ensure that the annual required contribution to retirees for pension and retiree health care coverage does not result in service-level reductions. An OPEB trust was established in 2015 and a pension stabilization fund is expected to be approved in early 2017. When the 2005 pension obligation bonds (POB's) are paid off in 2020, there will be an additional \$3.5 M available annually to address remaining pension liabilities and consider improved service delivery options.

RESPONSIBLE: BOARD OF DIRECTORS, FIRE CHIEF, ADMINISTRATIVE SERVICES DIRECTOR
COMPLETION: MARCH 2017 (Discuss annually)
PRIORITY: MEDIUM
STATUS: COMPLETE; PENDING

STRATEGY 2016-9 FACILITIES PLAN

Determine short, medium, and long-term capital needs for all six (6) MOFD facilities, including training site.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF
COMPLETION: MARCH 2017
PRIORITY: MEDIUM
STATUS: PENDING



MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

FOCUS AREAS – 2017

STRATEGY 2017-1 FIRE STATION-43 PROGRAM

Complete construction and move Station-43 crew back to quarters at the 20 Via Las Cruces site.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF
COMPLETION: OCTOBER 2017
PRIORITY: HIGH
STATUS: IN-PROGRESS

STRATEGY 2017-2 CONTRACT (EXTENSION) NEGOTIATIONS

Begin contract extension negotiations with Local 1230, 2700, and MOFCOA in January 2017. Some positions are well behind the regional job market averages.

RESPONSIBLE: FIRE CHIEF, BOARD OF DIRECTORS
COMPLETION: 2017
PRIORITY: HIGH
STATUS: PENDING

STRATEGY 2017-3 TRAINING MANDATES PLAN

Adopt and disseminate a "Training Mandates Plan". Doc review, draft and create plan, implement plan, monitor plan.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF
COMPLETION: MARCH 2017
PRIORITY: HIGH
STATUS: PENDING

STRATEGY 2017-4 BUSINESS PLAN

Create, adopt, and implement Business Plan to implement the 2016-21 Strategic Plan.

RESPONSIBLE: FIRE CHIEF, ADMINISTRATIVE SERVICES DIRECTOR
COMPLETION: 2017
PRIORITY: HIGH
STATUS: PENDING (COMPLETION OF STRATEGIC PLAN)

STRATEGY 2017-5 BUDGET AND STAFFING ANALYSIS - OPERATIONS

Responsibly consider expenditure, revenue, and service demand requirements to increase the on-duty minimum staffing level to 19 or 20 personnel, including Chief Officer, risk-based and regular daily staffing-level positions. This analysis should occur each spring during annual budget development.

RESPONSIBLE: FIRE CHIEF, ADMINISTRATIVE SERVICES DIRECTOR
COMPLETION: MARCH 2018
PRIORITY: MEDIUM
STATUS: PLANNED



MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

FOCUS AREAS – 2017 (CONT)

STRATEGY 2017-6 'CONCEPT OF OPERATIONS' POLICY'

Create, adopt and disseminate 'Concept of Operations Policy'. Areas of focus: District mission; service; civilian and firefighter safety; hazard mitigation; operational activities in support of the District's mission; performance measures; employee interactions; chain-of-command; rules, regulations, policies, procedures, and (fireground) commanders intent; internal & external communications. Doc review, draft and create policy, implement policy, monitor policy.

RESPONSIBLE: FIRE CHIEF
COMPLETION: JUNE 2017
PRIORITY: MEDIUM
STATUS: PENDING

STRATEGY 2017-7 DEVELOP / DEFINE OPPORTUNITIES WITH ST. MARY'S COLLEGE

Establish framework. Topics: Safety, revenues, educational opportunities, service demands, partnerships. Meet with College Dean of Students and Public Safety Chief.

RESPONSIBLE: FIRE CHIEF, FIRE MARSHAL
COMPLETION: JUNE 2017
PRIORITY: MEDIUM
STATUS: PENDING

STRATEGY 2017-8 PROMOTIONAL EXAMS

Conduct examination for Fire Captain in order to fill vacancies within Fire District.

RESPONSIBLE: ADMINISTRATIVE SERVICES DIRECTOR, HR MANAGER
COMPLETION: JULY 2017
PRIORITY: MEDIUM
STATUS: PENDING

STRATEGY 2017-9 DEVELOP 'RISK MANAGEMENT FRAMEWORK'

Doc review, draft and create policy, implement policy, monitor policy.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF, FIRE MARSHAL
COMPLETION: OCTOBER 2017
PRIORITY: HIGH
STATUS: PLANNED

STRATEGY 2017-10 ENHANCE EMPLOYEE DEVELOPMENT PLAN

Doc review, draft and create plan, implement plan, monitor plan.

RESPONSIBLE: FIRE CHIEF, ADMINISTRATIVE SERVICES DIRECTOR, HR MANAGER
COMPLETION: DECEMBER 2017
PRIORITY: MEDIUM
STATUS: PLANNED



MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

FOCUS AREAS – 2018

STRATEGY 2018-1 BOARD ELECTION

Distribute election requirements, monitor Board of Directors and Fire District responsibilities, develop resolution and request consolidation with 2018 General Election.

RESPONSIBLE: FIRE CHIEF, BOARD CLERK, DISTRICT COUNSEL
COMPLETION: NOVEMBER 2018
PRIORITY: HIGH
STATUS: PLANNED

STRATEGY 2018-2 FIRE STATION-41 / TRAINING SITE PROGRAM

Evaluate facility and site needs for Fire Station-41, training grounds, and administration building; develop schematic drawings and space needs, make recommendations.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF, ADMINISTRATIVE SERVICES DIRECTOR
COMPLETION: 2021
PRIORITY: HIGH
STATUS: PLANNED

STRATEGY 2018-3 MANAGEMENT AUDIT / 'RIGHT-SIZING'

Conduct management audit, make recommendations.

RESPONSIBLE: FIRE CHIEF, FIRE MARSHAL, ADMINISTRATIVE SERVICES DIRECTOR, HR MANAGER
COMPLETION: MARCH 2017
PRIORITY: MEDIUM
STATUS: PLANNED

STRATEGY 2018-4 PROMOTIONAL EXAMS

Conduct examination for Fire Engineer and Battalion Chief in order to fill vacancies within Fire District.

RESPONSIBLE: ADMINISTRATIVE SERVICES DIRECTOR, HR MANAGER
COMPLETION: APRIL 2018 AND DECEMBER 2018
PRIORITY: MEDIUM
STATUS: PLANNED

STRATEGY 2018-5 EMS & INFORMATION TECHNOLOGY

Evaluate IT hardware, software, platform, and contractor to ensure that the Fire District is efficiently using technologies and protecting the District assets from cyber-attack. Evaluate ambulance service delivery and billing practices.

RESPONSIBLE: ADMINISTRATIVE SERVICES DIRECTOR
COMPLETION: NOVEMBER 2018
PRIORITY: MEDIUM
STATUS: PLANNED



MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

FOCUS AREAS – 2019

STRATEGY 2019-1 FIRE CODE ADOPTION

Adopt and amend California Fire Code and MOFD Ordinance.

RESPONSIBLE: FIRE CHIEF, FIRE MARSHAL, DISTRICT CLERK, DISTRICT COUNSEL

COMPLETION: JANUARY 2020

PRIORITY: HIGH

STATUS: PLANNED

STRATEGY 2019-2 FIRE STATION-41 / TRAINING SITE PRPGRAM

Complete architectural drawings, obtain permits, award construction bid, begin grading and construction of temporary fire station. Complete construction and move Station-41 crew to temporary quarters. Begin architectural drawings and permit process for Station-41 reconstruction.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF

COMPLETION: 2021

PRIORITY: HIGH

STATUS: PLANNED

STRATEGY 2019-3 PROMOTIONAL EXAMS

Conduct examination for Fire Captain in order to fill vacancies within Fire District.

RESPONSIBLE: ADMINISTRATIVE SERVICES DIRECTOR, HR MANAGER

COMPLETION: JULY 2019

PRIORITY: MEDIUM

STATUS: PLANNED



MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

FOCUS AREAS – 2020

STRATEGY 2020-1 BOARD ELECTION

Distribute election requirements, monitor Board of Directors and Fire District responsibilities, develop resolution and request consolidation with 2018 General Election.

RESPONSIBLE: FIRE CHIEF, BOARD CLERK, DISTRICT COUNSEL

COMPLETION: NOVEMBER 2020

PRIORITY: HIGH

STATUS: PLANNED

STRATEGY 2020-2 FIRE STATION-41 / TRAINING SITE PROGRAM

Complete architectural drawings, obtain permits, award construction bid, begin grading and reconstruction of Station-41. Complete construction and move Station-41 crew back to quarters. Begin architectural drawings and permit process for administrative reconstruction. Begin repurposing temporary station as classroom, boardroom, and administrative space. This will allow the Board to have a permanent meeting space, improve the effectiveness of the training facility, and have the Battalion Chief's and Emergency Preparedness Coordinator collocated with the rest of the administrative staff.

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF

COMPLETION: 2021

PRIORITY: HIGH

STATUS: PLANNED

STRATEGY 2020-3 SERVICE DELIVERY, DEBT SERVICE, AND UNFUNDED LIABILITIES

In 2021, the 2005 pension obligation bonds payment will be reduced in half; and in 2022 they will be eliminated. The District will therefore have an additional \$2 Million in 2021 and \$4 Million in General Fund money going forward. The Board, senior staff and key stakeholders will need to engage in a process to decide how to best use this revenue to fulfill the mission of the District. Options are: 1) add firefighters to increase on-duty staffing. This would increase the District's emergency response capacity and could improve the District's ISO rating; 2) add or relocate fire stations, 3) acquire or build a new centrally-located training site, 4) pay down OPEB and UAAL, and/or 5) increase community risk reduction initiatives such as fire prevention staff, public education, and vegetation management programs.

RESPONSIBLE: BOARD OF DIRECTORS, FIRE CHIEF, KEY STAKEHOLDERS

COMPLETION: 2021

PRIORITY: HIGH

STATUS: PLANNED

STRATEGY 2020-4 PROMOTIONAL EXAMS (2)

Conduct examination for Fire Engineer and Battalion Chief in order to fill vacancies within Fire District.

RESPONSIBLE: ADMINISTRATIVE SERVICES DIRECTOR, HR MANAGER

COMPLETION: APRIL 2020 AND DECEMBER 2020

PRIORITY: MEDIUM

STATUS: PLANNED

STRATEGY 2020-5 DISTRICT MISSION STATEMENT & CORE VALUES

RESPONSIBLE: FIRE CHIEF, ALL PERSONNEL

COMPLETION: JULY 2020

PRIORITY: MEDIUM

STATUS: PLANNED



MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

FOCUS AREAS – 2021

STRATEGY 2021-1 SERVICE DELIVERY, DEBT SERVICE, AND UNFUNDED LIABILITIES

In 2021, the 2005 pension obligation bonds payment will be reduced in half; and in 2022 they will be eliminated. The District will therefore have an additional \$2 Million in 2021 and \$4 Million in General Fund money going forward. The Board, senior staff and key stakeholders will need to engage in a process to decide how to best use this revenue to fulfill the mission of the District. Options are: 1) add firefighters to increase on-duty staffing. This would increase the District's emergency response capacity and could improve the District's ISO rating; 2) add or relocate fire stations, 3) acquire or build a new centrally-located training site, 4) pay down OPEB and UAAL, and/or 5) increase community risk reduction initiatives such as fire prevention staff, public education, and vegetation management programs.

RESPONSIBLE: BOARD OF DIRECTORS, FIRE CHIEF, KEY STAKEHOLDERS

COMPLETION: 2021

PRIORITY: HIGH

STATUS: PLANNED

STRATEGY 2021-2 FIRE STATION-41 / TRAINING SITE PROGRAM

Complete repurposing temporary station as classroom, boardroom, and administrative space.

RESPONSIBLE: ADMINISTRATIVE SERVICES DIRECTOR, HR MANAGER

COMPLETION: JULY 2021

PRIORITY: MEDIUM

STATUS: PLANNED

STRATEGY 2021-3 PROMOTIONAL EXAMS

Conduct examination for Fire Captain in order to fill vacancies within Fire District.

RESPONSIBLE: ADMINISTRATIVE SERVICES DIRECTOR, HR MANAGER

COMPLETION: JULY 2021

PRIORITY: MEDIUM

STATUS: PLANNED



Attachment B

MORAGA-ORINDA FIRE DISTRICT
1280 Moraga Way
Moraga, CA 94556
www.mofd.org





Moraga-Orinda Fire District

TO: Board of Directors
FROM: Gloriann Sasser, Administrative Services Director
DATE: November 16, 2016
SUBJECT: Item 4.2 – Presentation of the District’s Financial Transparency Site – OpenGov

Background

One of the goals included in the 2016/17 Annual Operating Budget is to implement software that allows interested parties to access, explore and share District finance and budget information in order to increase financial transparency. The District has contracted with OpenGov, Inc. to provide financial transparency software.

The District is now one of 180 government agencies in California using OpenGov. The software provides instant online access for interested stakeholders to quickly and easily explore the District’s current and historical revenues and expenditures, as well as assets and liabilities. At the touch of a button, users can create, analyze, and download customized reports and graphs summarizing up-to-date financial information. The software currently includes four fiscal years of data. This resource is a part of the District’s ongoing effort to enhance transparency and public engagement in local government.

Staff will present the new site at the Board meeting. The site will go live on November 17, 2016. To access the information, visit the Financial Transparency section of the District’s website at <http://www.mofd.org/about/financial-transparency>.

Recommended Action

Receive and file.