

MORAGA-ORINDA FIRE DISTRICT



BUSINESS PLAN

2016 - 2021

SERVICE

HONOR

INTEGRITY

MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

TABLE OF CONTENTS

MISSION, VALUES, GOALS

FOCUS AREAS – 2016: Administration, Operations, Prevention

16-1	Initiative (Goal)	BUDGET AND STAFFING ANALYSIS – OPERATIONS COMPLETE
16-2	Initiative (Goal)	BUDGET AND STAFFING ANALYSIS - FIRE PREVENTION COMPLETE; CONTINUE ANNUAL ASSESSMENT
16-3	Initiative (Goal)	PROMOTIONAL EXAMS (2) COMPLETE; PENDING
16-4	Initiative (Goal)	APPARATUS REPLACEMENT PLAN COMPLETE
16-5	Initiative (Goal)	FIRE CODE ADOPTION IN-PROGRESS
16-6	Initiative (Goal)	FIRE STATION-43 PROGRAM IN-PROGRESS
16-7	Initiative (Goal)	STANDARDS OF COVERAGE REPORT COMPLETE
16-8	Initiative (Goal)	OPEB AND PENSION FUNDS; USE OF FUTURE RESERVES COMPLETE; PENDING
16-9	Initiative (Goal)	FACILITIES REPORT/PLAN IN-PROGRESS
16-10	Initiative (Goal)	BUDGET AND STAFFING ANALYSIS - OPERATIONS PLANNED

FOCUS AREAS – 2017: Administration, Operations, Prevention

17-1	Initiative (Goal)	FIRE STATION-43 PROGRAM IN-PROGRESS; EXPECTED COMPLETION OCTOBER 2017
17-2	Initiative (Goal)	CONTRACT (EXTENSION) NEGOTIATIONS (Local 1230, 2700, MOFCOA)
17-3	Initiative (Goal)	TRAINING MANDATES PLAN
17-4	Initiative (Goal)	BUSINESS PLAN COMPLETE
17-5	Initiative (Goal)	'CONCEPT OF OPERATIONS'
17-6	Initiative (Goal)	OPPORTUNITIES WITH SMC



MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

TABLE OF CONTENTS

17-7	Initiative (Goal)	PROMOTIONAL EXAM
17-8	Initiative (Goal)	RISK MANAGEMENT FRAMEWORK'
17-9	Initiative (Goal)	EMPLOYEE DEVELOPMENT PLAN

FOCUS AREAS – 2018: Administration, Operations, Prevention

18-1	Initiative (Goal)	BOARD ELECTION
18-2	Initiative (Goal)	FIRE STATION-41/TRAINING SITE PROGRAM
18-3	Initiative (Goal)	MANAGEMENT AUDIT / 'RIGHT-SIZING'
18-4	Initiative (Goal)	PROMOTIONAL EXAMS (2)
18-5	Initiative (Goal)	EMS & INFORMATION TECHNOLOGY

FOCUS AREAS – 2019: Administration, Operations, Prevention

19-1	Initiative (Goal)	FIRE CODE ADOPTION
19-2	Initiative (Goal)	FIRE STATION-41/TRAINING SITE PROGRAM
19-3	Initiative (Goal)	PROMOTIONAL EXAM

FOCUS AREAS – 2020: Administration, Operations, Prevention

20-1	Initiative (Goal)	BOARD ELECTION
20-2	Initiative (Goal)	FIRE STATION-41/TRAINING SITE PROGRAM
20-3	Initiative (Goal)	SERVICE DELIVERY, DEBT SERVICE, AND UNFUNDED LIABILITIES
20-4	Initiative (Goal)	PROMOTIONAL EXAMS (2)
20-5	Initiative (Goal)	MISSION STATEMENT & CORE VALUES

FOCUS AREAS – 2021: Administration, Operations, Prevention

21-1	Initiative (Goal)	SERVICE DELIVERY, DEBT SERVICE, AND UNFUNDED LIABILITIES
21-2	Initiative (Goal)	FIRE STATION-41/TRAINING SITE PROGRAM
21-3	Initiative (Goal)	PROMOTIONAL EXAM



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

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 on July 1, 2022, there will be an additional \$3.79 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 REPORT/PLAN

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

RESPONSIBLE: FIRE CHIEF, BATTALION CHIEF
COMPLETION: REPORT: MARCH 2017; PLAN: PENDING
PRIORITY: MEDIUM
STATUS: IN-PROGRESS

STRATEGY 2016-10 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 2017
PRIORITY: MEDIUM
STATUS: PLANNED



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 (EXPECTED COMPLETION: OCTOBER 2017)

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: COMPLETE

STRATEGY 2017-5 '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



MORAGA-ORINDA FIRE DISTRICT

BUSINESS PLAN

FOCUS AREAS – 2017 (CONT)

STRATEGY 2017-6 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 2017-7 PROMOTIONAL EXAM

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 2017-8 DEVELOP 'RISK MANAGEMENT FRAMEWORK'

Doc review, draft and create policy, implement policy, monitor policy. This will include, but is not limited to the issues of service delivery, cardiac arrest survival rates, and partnering to become HEARTSafe communities.

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

STRATEGY 2017-9 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; to include alternative options.

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 2018
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

For the selected option, 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 EXAM

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 FY 2022/23, the 2005 pension obligation bonds payment will be reduced in half; and in FY 2023/24 they will be eliminated. The District will therefore have an additional \$2.1 Million in FY 2022/23 and \$3.79 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 FY 2022/23, the 2005 pension obligation bonds payment will be reduced in half; and in FY 2023/24 they will be eliminated. The District will therefore have an additional \$2.1 Million in FY 2022/23 and \$3.79 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 EXAM

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



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

