



# MI-WUK/SUGAR PINE FIRE PROTECTION DISTRICT

*"Providing Quality Emergency Response And Fire Protection For The Public"*

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## Minutes of the Board of Directors

Regular Meeting, 7:00 PM, Tuesday, February 14, 2017

Mi-Wuk Sugar Pine Fire Protection District

24247 Highway 108, Mi Wuk Village, California

1. Call to Order: 7:00 PM
2. Pledge of Allegiance
3. Roll Call
  - a. President Welch Present
  - b. Vice President Rucker Absent
  - c. Treasurer Johnson Present
  - d. Director Klipple Present
  - e. Director Doss Present
  - f. Also Present:
    - i. Chief Crabtree Present
    - ii. Department Secretary Dahlin Present
    - iii. Others \_\_\_\_\_
4. Oral Communications: This is the time for the public to address the Board of Directors on any matter not on the agenda, but within the jurisdiction of the Board of Directors. Each person shall be permitted to speak for no more than 5 minutes; persons speaking on the behalf of an organization may speak for no more than 15 minutes. Those wishing to speak on a matter that is on the agenda may do so at the time the item is taken up by the Board of Directors. There were no comments from the public.
5. Approval of Minutes of the December 13, 2016 Regular Meeting. Action: Director Johnson moved to approve. Director Doss seconded. Ayes: 4. Noes: 0. Motion carried.
6. Written Communications
  - a. SDRMA 2015-16 Annual Report
  - b. Columbia College Fall 2016 Fire Academy Graduation Program and Plaque
  - c. Property Appraisal of Mi-Wuk Sugar Pine FPD As of December 31, 2016, prepared by Specialty Property Appraisals, LLC for FAIRA
  - d. Late item: Resignation letter from Director Rucker – No Action Taken -- will be on March 14, 2017 Agenda
  - e. Late item: CSDA training brochures; President Welch
  - f. Late item: SDRMA Notification of Board Elections; President Welch

7. Reports:

- a. Financial Reports
  - i. Trial Balance from Tuolumne County Treasurer's Office; Effective November 30, 2016. No Action Required
  - ii. Trial Balance from Tuolumne County Treasurer's Office; Effective December 31, 2016. No Action Required
  - iii. Budget Status Report from Tuolumne County Treasurer's Office; Effective November 30, 2016. Action: Director Johnson moved to approve. Director Klipple seconded. Ayes: 4. Noes: 0. Motion carried.
  - iv. Budget Status Report from Tuolumne County Treasurer's Office; Effective December 31, 2016. Action: Director Johnson moved to approve. Director Klipple seconded. Ayes: 4. Noes: 0. Motion carried.
  - v. Expenses by Check and Credit Card; MWSP Quick Books; Effective November 30, 2016. No Action Required
  - vi. Expenses by Check and Credit Card; MWSP Quick Books; Effective December 31, 2016. No Action Required
- b. Swearing in and badge pinning of new Fire Fighter; Chief Crabtree swore in Firefighter Brendan Danicourt. His parents pinned his badge on him.
- c. Auxiliary Report: Sherry Blake, MWSPFPD Auxiliary President, read an updated report for January which is in the meeting record along with the original report.
- d. Community Assistance Support Team (CAST) Report: Tim Wallace was not present.
- e. Highway 108 FireSafe Council Report; Director Johnson. There was no meeting in January. The next meeting will be on February 28<sup>th</sup>.
- f. Chief's Report; Chief Crabtree gave a verbal report.
  - i. With the Boards approval, he plans to take vacation February 23 – 27, 2017
  - ii. Snow weekend – there were over 25 calls in 12 hours, almost all were within the District. He expressed his appreciation for PG&E and County roads.
  - iii. Snow mobile rescue – Bottini Apple Ranch Rd., the TomCar was used but it got stuck.
  - iv. Snow mobile rescue – Leland Meadows, the District assisted Station 55, Pinecrest. CAL Fire sent an engine from Twain Harte to cover and responded to a call in the District.
  - v. Former MWSP Board Member Joe Gil passed away. Chief Crabtree expressed his thanks for all that Joe and Diane Gil have done for the District and community over the years.
  - vi. Soberanes Fire – the District will be receiving a reimbursement of almost \$12,000 for sending Captain Collier to the fire. This is in addition to the almost \$6000 already received for sending him to the Trailhead Fire.
  - vii. The District sent an engine to cover Station 55, Pinecrest, for its annual dinner.
  - viii. RFP for the Tuolumne County Fire Study – they have received 4 proposals. After screening they will be before the Tuolumne County Board of Supervisors in March.

- ix. The Districts last volunteer, James Ballowe, has moved to Phoenix.
- x. Chief Crabtree attended a PG&E Public Safety Liaison Meeting in Stockton on December 15, 2016.
- xi. Chief Crabtree conducted a Tailgate Safety Meeting for Nate's Tree Service on the topic of 'County Trees' on December 20, 2016. Nate's has the contract with Tuolumne County to remove the County trees in this area.
- xii. Chief Crabtree met with CAL Fire Chief White at his office on January 4, 2017 to discuss topics of mutual concern between the two agencies.
- xiii. Chief Crabtree attended the CSDA Gold Country Chapter workshop on 'Parliamentary Procedure' in San Andreas.
- xiv. The District has made two Engineer appointments: Joel Lafayette and Chris Bandle.
- g. District Budget Committee; Director Johnson. The committee did not meet.
- h. District Policies & Procedures Committee; Director Doss. The committee did not meet.
- i. Operational Integration Committee; Directors Doss said that they are waiting to hear back from Twain Harte Fire. There was discussion about the timing in regards to the Tuolumne County Fire Study and the Districts Strategic Plan. Also, Chief Crabtree said that the next step would be for the Committee to meet to put in writing some of the specifics and services that would be part of the agreement.

8. Action Items:

- a. First Draft of Strategic Plan submitted by Bill Metcalf 11/28/2016; Chief Crabtree talked to Mr. Metcalf regarding spreading the 5 projects over 5 years. It was discussed that it would be better to focus on the top 2-3 priorities. It was decided that Chief Crabtree, President Welch, Director Johnson and possibly Jim Gibson would meet to revise the Strategic Plan accordingly. They will have a revised version for the March 14, 2017 Regular Meeting.
- b. Independent Audit Proposal for Fiscal Year ending June 30, 2016 to be conducted by Blomberg & Griffin Accountancy Corp., as required by Government Code section 26909, at a cost of \$2,975.00; Chief Crabtree. Director Johnson moved to approve. Director Doss seconded. Ayes: 4. Noes: 0. Motion carried.
- c. Levy Administration Services Agreement between Mi-Wuk Sugar Pine Fire Protection District and SCI Consulting Group for FY 2017/18 through FY 2019/20 with an annual cost the 1<sup>st</sup> year of \$6210, 2<sup>nd</sup> year - \$6396, 3<sup>rd</sup> and final year - \$6588. Director Johnson moved to approve. Director Doss seconded. Ayes: 4. Noes: 0. Motion carried.
- d. Proposal to revise the 2016/2017 Annual Budget by transferring \$30,594 from Overtime Salaries (\$21,212) and Maintenance – Grounds (\$9,382) to Regular Salaries (revised budget: \$220,694). Adoption of revised budget requires two-thirds vote; Chief Crabtree. Director Johnson moved to approve, with the understanding that it will impact deferred maintenance. Director Klipple seconded. Ayes: 4. Noes: 0. Motion carried.

- e. Proposal to establish IRS Section 125 Cafeteria Plan for employee health, dental, and vision insurance at an annual cost of \$13,200; Funded by eliminating two part-time positions (Battalion Chief – Training Officer & Captain – Safety Officer), and transferring \$5,520 from Fire Chief salary. Simple majority vote required; Chief Crabtree. Item tabled until the March 14, 2017 Regular Meeting.
  - f. Resolution Number 2017.02.14.1 authorizing the District to close the petty cash account at Umpqua Bank, Twain Harte, CA and by transfer of the \$500.00 (five hundred dollar) balance to open a new petty cash account at Oak Valley Community Bank, Sonora, CA. for a savings of \$10.00 per month. Director Klipple moved to approve. Director Doss seconded. Ayes: 4. Noes: 0. Motion carried.
9. Director's Comments and Requests: Directors may report about various matters involving the District or may request matters be included on subsequent meeting agenda(s) for discussion and/or action. Discussion will be limited to that necessary to clarify an issue or request. No action will be taken. There were no comments.
10. Final audience comments. There were no comments.
11. Adjournment: 9:53 PM

Approved by the District Board of Directors in the meeting assembled March 14, 2017

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Michael Welch, President



**California Special  
Districts Association**  
*Districts Stronger Together*

**DATE:** February 17, 2017

**TO:** CSDA Voting Member Presidents and General Managers

**FROM:** CSDA Elections and Bylaws Committee

**SUBJECT: CSDA BOARD OF DIRECTORS CALL FOR NOMINATIONS  
SEAT C**

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The Elections and Bylaws Committee is looking for Independent Special District Board Members or their General Managers who are interested in leading the direction of the California Special Districts Association for the 2018 - 2020 term.

The leadership of CSDA is elected from its six geographical networks. Each of the six networks has three seats on the Board with staggered 3-year terms. Candidates must be affiliated with an independent special district that is a CSDA Regular member located within the geographic network that they seek to represent. (See attached Network Map)

The CSDA Board of Directors is the governing body responsible for all policy decisions related to CSDA's member services, legislative advocacy, education and resources. The Board of Directors is crucial to the operation of the Association and to the representation of the common interests of all California's special districts before the Legislature and the State Administration. Serving on the Board requires one's interest in the issues confronting special districts statewide.

**Commitment and Expectations:**

- Attend all Board meetings, held every other month at the CSDA office in Sacramento.
- Participate on at least one committee, meets 3-5 times a year at the CSDA office in Sacramento.  
*(CSDA reimburses Directors for their related expenses for Board and committee meetings as outlined in Board policy).*
- Attend CSDA's two annual events: Special Districts Legislative Days - held in the spring, and the CSDA Annual Conference - held in the fall.
- Complete all four modules of CSDA's Special District Leadership Academy within 2 years.  
*(CSDA does not reimburse for expenses for the two conferences or the Academy classes even if a Board or committee meeting is held in conjunction with the events).*

**Nomination Procedures:** Any Regular Member in good standing is eligible to nominate one person, a board member or managerial employee (as defined by that district's Board of Directors), for election to the CSDA Board of Directors. **A copy of the member district's resolution or minute action and Candidate Information Sheet must accompany the nomination. The deadline for receiving nominations is May 19, 2017.** Nominations and supporting documentation may be mailed or faxed.

Nominees will receive a Candidate's Packet in the mail. The packet will include campaign guidelines.

CSDA will mail ballots on June 2<sup>nd</sup>. The ballots must be received by CSDA no later than 5:00 p.m. August 4, 2017. The successful candidates will be notified no later than August 8, 2017. All selected Board Members will be introduced at the Annual Conference in Monterey, CA in September 2017.

### **Expiring Terms**

(See enclosed map for Network breakdown)

<b>Northern Network</b>	Seat C Fred Ryness, Burney Water District*
<b>Sierra Network</b>	Seat C Peter Kampa, Saddle Creek Community Services District*
<b>Bay Area Network</b>	Seat C Stanley Caldwell, Mt. View Sanitary District*
<b>Central Network</b>	Seat C Sandi Miller, Selma Cemetery District*
<b>Coastal Network</b>	Seat C Vincent Ferrante, Moss Landing Harbor District*
<b>Southern Network</b>	Seat C Arlene Schafer, Costa Mesa Sanitary District*

(\* = Incumbent is running for re-election)

If you have any questions, please contact Beth Hummel at 877-924-CSDA or [bethh@csda.net](mailto:bethh@csda.net).



California Special  
Districts Association  
*Districts Stronger Together*

## 2017 BOARD OF DIRECTORS NOMINATION FORM

Name of Candidate: \_\_\_\_\_

District: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

Network: \_\_\_\_\_ (see map on back)

Telephone: \_\_\_\_\_

(PLEASE BE SURE THE PHONE NUMBER IS ONE WHERE WE CAN REACH THE CANDIDATE)

Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Nominated by (optional): \_\_\_\_\_

Return this form and a Board resolution/minute action supporting the candidate and Candidate Information Sheet by fax or mail to:

CSDA  
Attn: Beth Hummel  
1112 I Street, Suite 200  
Sacramento, CA 95814  
(877) 924-2732 (916) 442-7889 fax

***DEADLINE FOR RECEIVING NOMINATIONS – May 19, 2017***







**California Special  
Districts Association**  
*Districts Stronger Together*

## 2017 CSDA BOARD CANDIDATE INFORMATION SHEET

The following information **MUST** accompany your nomination form and Resolution/minute order:

Name: \_\_\_\_\_

District/Company: \_\_\_\_\_

Title: \_\_\_\_\_

Elected/Appointed/Staff: \_\_\_\_\_

Length of Service with District: \_\_\_\_\_

1. Do you have current involvement with CSDA (such as committees, events, workshops, conferences, Governance Academy, etc.):

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2. Have you ever been associated with any other state-wide associations (CSAC, ACWA, League, etc.):

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3. List local government involvement (such as LAFCo, Association of Governments, etc.):

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4. List civic organization involvement:

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**\*\*Candidate Statement** – Although it is not required, each candidate is requested to submit a candidate statement of no more than 300 words in length. **Any statements received in the CSDA office after May 31, 2017 will not be included with the ballot.**

February 14, 2017

Ms. Bonnie Dahlin  
Department Secretary  
Mi-Wuk/Sugar Pine Fire Protection District  
Post Office Box 530  
Mi-Wuk Village, California 95346

APPROVED FEB 21 2017  
*LL*

Dear Ms. Dahlin,

### IMPORTANT NEWS FOR YOUR 2017-18 FISCAL YEAR BUDGET

On behalf of the Special District Risk Management Authority Board of Directors we are pleased to announce the Board took action on February 2, 2017, approving **no rate increase for the Workers' Compensation Program for 2017-18!**

While the Board took action to keep rates the same, each Member has their own Experience Modification Factor (EMOD) which also contributes to their overall annual contribution amount. **The increase in your EMOD is an important factor in your overall estimated annual contribution increase for 2017-18.** If you wish to discuss how SDRMA can work with you to lower your EMOD please contact Dennis Timoney, SDRMA Chief Risk Officer.

To assist your agency in their budgeting process, SDRMA has estimated 2017-18 annual contribution amounts using your agency's applicable Individual Class Code Rates, Experience Modification Factor (EMOD) and prior year Estimated Payroll Wages. Your agency's actual annual contribution amount will also vary from 2016-17 as a result of in your reported payroll, EMOD (worksheet attached) and Credit Incentive Program (CIP) points earned.

Summary	2017-18	2016-17	\$ Change	% Change
Estimated Annual Contribution	\$17,609	\$12,386	\$5,223	42%

Detail	2017-18	2016-17
2016-17 Estimated Payroll Wages	\$221,580	\$221,580
Member's Individual Class Code Rates	See attached	See attached
Risk Factor - <i>if applicable</i>		
EMOD	145%	102%
Advanced Credit Incentive Program (CIP)	15%	15%
5% Multi-Program Discount - <i>if applicable</i>	\$0	\$0

#### Other Important Items to Note:

- The Board also approved a longevity distribution for 2016-17 which will be applied to your agency's 2017-18 renewal invoice! Additional details will be mailed under a separate letter later this month.
- Members receive an automatic Multi-Program Discount of 5% per program (Property/Liability and Workers' Compensation) when they belong to both programs.
- SDRMA's Safety/Claims Education Day/Annual Membership Meeting is Tuesday, March 28 at the Hilton Sacramento Arden West Hotel and is FREE to SDRMA members including meals. For more information, please visit our website at [www.sdrma.org](http://www.sdrma.org) and click on "Register for a Training Workshop" on the right side of the page.
- Members considering to withdraw from coverage with SDRMA for the 2017-18 program year are required to submit a "Notice of Intent to Withdraw" according to SDRMA Bylaws by April 1 and must have completed the initial 3-year commitment period. Members not renewing coverage for 2017-18 will be ineligible to receive the longevity distribution credit recently approved by the Board.

Thank you for your continued participation in helping make SDRMA the premier risk management program in California. If you have any questions, please contact Heather Thomson, Chief Financial Officer at 800.537.7790 or [hthomson@sdrma.org](mailto:hthomson@sdrma.org).

Sincerely,  
Special District Risk Management Authority

*Jean Bracy*  
Jean Bracy, President  
Board of Directors

February 22, 2017

Ms. Bonnie Dahlin  
Department Secretary  
Mi-Wuk/Sugar Pine Fire Protection District  
Post Office Box 530  
Mi-Wuk Village, California 95346

**RE: Workers' Compensation Longevity Distribution**

Dear Ms. Dahlin,

On February 2, 2017, the SDRMA Board of Directors approved a longevity distribution for the eighth year in a row. The Longevity Distribution Policy was adopted by the Board to recognize and reward members for their loyalty and commitment to SDRMA programs. The policy is consistent with the goals and objectives of the Board's strategic business plan and helps ensure pool stability by rewarding members for remaining in our Property/Liability and Workers' Compensation programs.

**This year, the Board approved a longevity distribution in the amount of \$463,920 for Workers' Compensation members and \$247,965 for Property/Liability members.** For the Workers' Compensation program, over 90% of members will receive the distribution credit and for the Property/Liability program, over 91% of members will receive the distribution credit.

Congratulations! Since you have participated in our Workers' Compensation Program for 3 years as of June 30, 2016, your agency will receive a longevity distribution credit on your 2017-18 renewal contribution invoice in the amount of \$94. We encourage you to share this valuable news with your governing body!

There is no action required by your agency. Every member that has completed the 3 full program year initial commitment period for the Workers' Compensation program is eligible to receive a longevity distribution credit when they renew coverage. The longevity distribution may be declared by the Board of Directors each year only after all Board policy reserve requirements have been met. The amount available for the longevity distribution is the amount of investment earnings on reserves above the Board approved confidence level for each program as of June 30. The distribution is weighted based on the member's length of time in that program and the amount of the member's annual contributions compared to the total contributions of all pool members.

**REMINDER** – SDRMA's Safety/Claims Education Day/Annual Membership Meeting is Tuesday, March 28 at the Hilton Sacramento Arden West Hotel and is FREE to SDRMA members including breakfast, lunch and refreshments. For more information, please visit our website at [www.sdrma.org](http://www.sdrma.org) and click on "Register for a Training Workshop" on the right side of the page.

Thank you for your participation and helping make SDRMA a premier risk management provider! If you have any questions, please contact the SDRMA Finance Department at 800.537.7790 or 916.231.4141.

Sincerely,  
Special District Risk Management Authority



Jean Bracy, President  
Board of Directors

## TRIAL BALANCE

BY FUND

## Selection Criteria:

Fiscal Year 2017 Period 7 (January)

Fund 9030 Mi-Wuk Fire District

<u>Account</u>	<u>Description</u>	<u>Beginning</u>	<u>Net Activity</u>	<u>Ending</u>
100100	Equity In Treasurers Pooled Ca	174,746.43	-26,020.95	148,725.48
100400	Petty Cash	500.00	0.00	500.00
120000	Land	73,132.00	0.00	73,132.00
122000	Buildings And Improvements	731,393.11	0.00	731,393.11
124000	Equipment	240,961.85	0.00	240,961.85
124500	Vehicles	41,063.00	0.00	41,063.00
127000	Accum Depreciation-Bldgs & Imp	-186,836.00	0.00	-186,836.00
129100	Accum Depreciation-Equipment	-154,078.00	0.00	-154,078.00
	<b>Total Assets</b>	<b>920,882.39</b>	<b>-26,020.95</b>	<b>894,861.44</b>
202100	Accounts Payable	0.00	0.00	0.00
202200	Sales Tax Payable	-288.06	288.06	0.00
203150	Payroll Clearing Account	0.00	0.00	0.00
203210	Salaries & Benefits Payable	-4,063.89	-2,240.34	-6,304.23
203500	Federal Withholding Payable	-594.54	-319.00	-913.54
203600	FICA Payable	-831.34	-445.67	-1,277.01
203700	State Withholding Payable	-135.20	-48.73	-183.93
203935	Deferred Compensation Benefits	-175.00	-70.00	-245.00
203945	SDI Payable	-48.93	-26.18	-75.11
	<b>Total Liabilities</b>	<b>-6,136.96</b>	<b>-2,861.86</b>	<b>-8,998.82</b>
262010	Agency Obligation	-160,351.43	0.00	-160,351.43
280600	Capital Assets, net	-745,635.96	0.00	-745,635.96
	<b>Total Fund Balance</b>	<b>-905,987.39</b>	<b>0.00</b>	<b>-905,987.39</b>
411110	Ppty Taxes -Current Secured	-86,168.07	0.00	-86,168.07
412110	Ppty Taxes - Current Unsecured	-3,963.81	0.00	-3,963.81
441110	Interest Income	-384.23	0.00	-384.23
458110	State - Homeowners' Property T	-986.24	0.00	-986.24
459119	State - Emergency Fire Fightin	-5,748.20	0.00	-5,748.20
459206	State- SRAFPF Grant	0.44	0.00	0.44
462209	Federal- SAFER	-10,643.00	0.00	-10,643.00
469207	Fed- VFA Grant	0.28	0.00	0.28
469840	Other Govs- San Francisco	0.00	-613.00	-613.00
471211	Benefit Assessments-Fire Assmt	-136,057.42	0.00	-136,057.42
483110	Miscellaneous Income	-390.00	0.00	-390.00
483111	Misc Income - Reimbursements	-2,567.61	-196.00	-2,763.61
489100	Sonora Foundation Grant	-14,522.89	0.00	-14,522.89
496060	Donations- Auxiliary-Utilities	-1,294.94	-298.76	-1,593.70
496063	Donations- Auxiliary- Clothing	0.00	-838.50	-838.50
496065	Donations- Auxiliary- Misc	-2,215.98	-123.93	-2,339.91
	<b>Total Revenue</b>	<b>-264,941.67</b>	<b>-2,070.19</b>	<b>-267,011.86</b>
511110	Regular Salaries	117,012.55	18,732.28	135,744.83
511140	Salaries - Termination	596.25	0.00	596.25
511150	Part-Time Salaries	13,196.05	3,000.91	16,196.96
511160	Overtime Salaries	21,837.75	2,158.80	23,996.55
512215	Employee Physicals	196.00	0.00	196.00
512225	Life Insurance	2,415.00	21.00	2,436.00
512310	Workers Compensation Insurance	12,746.21	0.00	12,746.21
512410	F.I.C.A.	11,671.91	1,827.73	13,499.64
521210	Clothing & Personal Supplies	1,822.35	1,359.95	3,182.30
521310	Communications	1,853.04	133.86	1,986.90
521425	Food - Other	506.86	0.00	506.86
521510	Household Expense	969.43	141.07	1,110.50
521610	Insurance	5,823.58	0.00	5,823.58

## TRIAL BALANCE

BY FUND

## Selection Criteria:

Fiscal Year 2017 Period 7 (January)

Fund 9030 Mi-Wuk Fire District

Account	Description	Beginning	Net Activity	Ending
522110	Maintenance Equipment	1,999.21	420.29	2,419.50
522120	Maint Equip-Vehicles	9,588.99	888.75	10,477.74
522122	Maint- Vehicles- Internal	7,315.35	309.78	7,625.13
522177	Fire Extinguisher Testing	240.00	0.00	240.00
522510	Maintenance - Buildings & Imps	1,270.06	52.14	1,322.20
522512	Maintenance - Grounds	0.00	34.15	34.15
523210	Dues & Memberships	2,956.00	0.00	2,956.00
525110	Office Expense	1,612.19	20.34	1,632.53
525140	Office Expense - Photocopy	44.12	30.75	74.87
525150	Office Expense - Postage	813.12	0.00	813.12
526110	P S & S-Professional Services	11,847.72	47.00	11,894.72
526124	P S & S-Auditor-Controller	1,156.25	131.75	1,288.00
527210	Rents & Leases-Equipment	1,529.14	311.48	1,840.62
528110	Special Departmental Expense	2,199.80	0.00	2,199.80
529110	Transp. & Travel - Fuel	3,575.90	638.10	4,214.00
529120	Travel - Training And Seminars	750.00	0.00	750.00
529130	Trans. & Travel - Private Auto	366.06	35.35	401.41
529140	Travel	13.47	0.00	13.47
529210	Utilities	3,638.88	657.52	4,296.40
542200	Buildings & Improvements	97.50	0.00	97.50
544900	Misc./Specialized Equip.	14,522.89	0.00	14,522.89
	<b>Total Expenditures</b>	<b>256,183.63</b>	<b>30,953.00</b>	<b>287,136.63</b>
822	Overtime Hours	969.20	102.80	1,072.00
850	Vacation Taken	249.60	28.85	278.45
852	Sick Leave	226.00	26.00	252.00
	<b>Total Non-Budgetary Expenditures</b>	<b>1,444.80</b>	<b>157.65</b>	<b>1,602.45</b>
		<b>1,444.80</b>	<b>157.65</b>	<b>1,602.45</b>

Report ID TCGL0008

## TRIAL BALANCE

Run Date 2/22/201

BY FUND

Page 3

Selection Criteria:

Fiscal Year 2017 Period 7 (January)

Fund 9030 Mi-Wuk Fire District

<u>Account</u>	<u>Description</u>	<u>Beginning</u>	<u>Net Activity</u>	<u>Ending</u>
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PeopleSoft  
ORGANIZATION BUDGET STATUS

Report ID: TCGL0012R

Fiscal Year: 2017 As of: 01-31-2017

Fund: 9030

Department: \$

Beg. Account: 4\$

Program Code: \$

to 999999

Mi Wuk Fire

Fund	Dept.	Program	Account	Description	Budgeted Amount	Current Period	Amount Received	Remaining Amount	Percent Remaining
9030	204500	0000	41110	Ppty Taxes - Current Secured	158,995.00	0.00	86,168.07	72,826.93	45.80
9030	204500	0000	41210	Ppty Taxes - Current Unsecured	4,187.00	0.00	3,963.81	223.19	5.33
9030	204500	0000	41410	Ppty Taxes - Prior Unsecured	85.00	0.00	0.00	85.00	100.00
9030	204500	0000	41610	Supplemental Property Taxes	2,360.00	0.00	0.00	2,360.00	100.00
				<b>Total Taxes</b>	<b>165,627.00</b>	<b>0.00</b>	<b>90,131.88</b>	<b>75,495.12</b>	<b>45.58</b>
9030	204500	0000	44110	Interest Income	500.00	0.00	384.23	115.77	23.15
				<b>Total Revenue From Use of Money And</b>	<b>500.00</b>	<b>0.00</b>	<b>384.23</b>	<b>115.77</b>	<b>23.15</b>
9030	204500	0000	45810	State - Homeowners' Property T	2,100.00	0.00	986.24	1,113.76	53.04
9030	204500	0000	459119	State - Emergency Fire Fightin	0.00	0.00	5,748.20	-5,748.20	0.00
				<b>Total State Revenues</b>	<b>2,100.00</b>	<b>0.00</b>	<b>6,734.44</b>	<b>-4,634.44</b>	<b>-220.69</b>
9030	204500	0000	462209	Federal - SAFER	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	469207	Fed- VFA Grant	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	469840	Other Govs- San Francisco	613.00	613.00	613.00	0.00	0.00
				<b>Total Federal Revenues</b>	<b>613.00</b>	<b>613.00</b>	<b>613.00</b>	<b>0.00</b>	<b>0.00</b>
9030	204500	0000	471211	Benefit Assessments Fire Assmt	250,002.00	0.00	136,057.42	113,944.58	45.58
				<b>Total Charges for Services</b>	<b>250,002.00</b>	<b>0.00</b>	<b>136,057.42</b>	<b>113,944.58</b>	<b>45.58</b>
9030	204500	0000	483110	Miscellaneous Income	600.00	0.00	390.00	210.00	35.00
9030	204500	0000	483111	Misc Income - Reimbursements	0.00	0.00	1,861.16	-1,861.16	0.00
				<b>Total Miscellaneous Revenues</b>	<b>600.00</b>	<b>0.00</b>	<b>2,251.16</b>	<b>-1,651.16</b>	<b>-275.19</b>
9030	204500	0000	491110	Sale Of Fixed Assets	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	496060	Donations- Auxiliary-Utilities	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	496063	Donations- Auxiliary- Clothing	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	496065	Donations- Auxiliary- Misc	0.00	0.00	0.00	0.00	0.00
				<b>Total Other Financing Sources</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
				<b>Department Total</b>	<b>419,442.00</b>	<b>613.00</b>	<b>236,172.13</b>	<b>183,269.87</b>	<b>43.69</b>

Report ID: TCGL0012R

Fiscal Year: 2017 As of: 01-31-2017

Fund: 9030

Department: §

Beg. Account: 4§ to 999999

Program Code: §

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ORGANIZATION BUDGET STATUS

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MI #uk- Special Projects

Fund	Dept.	Program	Account	Description	Budgeted Amount	Current Period	Amount		Remaining Amount	Percent Remaining
							Received			
9030	204550	0000	459206	State- SRAFF Grant	3,180.00	0.00	-0.44		3,180.44	100.01
				Total State Revenues	3,180.00	0.00	-0.44		3,180.44	100.01
9030	204550	0000	462209	Federal- SAFER	18,060.00	0.00	10,643.00		7,417.00	41.07
9030	204550	0000	462207	Fed- VFA Grant	30,997.00	0.00	-0.28		30,997.28	100.00
				Total Federal Revenues	49,057.00	0.00	10,642.72		38,414.28	78.31
9030	204550	0000	483111	Misc Income - Reimbursements	1,000.00	196.00	902.45		97.55	9.76
9030	204550	0000	489100	Sonora Foundation Grant	0.00	0.00	14,522.89		-14,522.89	0.00
				Total Miscellaneous Revenues	1,000.00	196.00	15,425.34		-14,425.34	-1,442.53
9030	204550	0000	496060	Donations- Auxiliary-Utilities	3,300.00	298.76	1,593.70		1,706.30	51.71
9030	204550	0000	496063	Donations- Auxiliary- Clothing	4,650.00	838.50	838.50		3,811.50	81.97
9030	204550	0000	496065	Donations- Auxiliary- Misc	1,840.00	123.93	2,339.91		-499.91	-27.17
				Total Other Financing Sources	9,790.00	1,461.19	4,772.11		5,017.89	51.26
				Department Total	63,027.00	1,457.19	30,639.73		32,387.27	51.07
				Fund Total	482,469.00	2,070.19	267,011.86		215,457.14	44.66

End of Report



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to 999999

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ORGANIZATION BUDGET STATUSPage No. 1  
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Mi Wuk Fire

Fund	Dept.	Program	Account	Description	Budgeted Amount	Current Period	Encumbered Amount	Expended Amount	Remaining Amount	Percent Remaining
9030	204500	0000	51110	Regular Salaries	190,100.00	18,732.28	0.00	129,598.83	60,501.17	31.83
9030	204500	0000	51120	Salaries - Vacation Cashout	0.00	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	51132	Recruitment Expense	0.00	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	51140	Salaries - Termination	0.00	0.00	0.00	596.25	-596.25	0.00
9030	204500	0000	51150	Part-Time Salaries	23,000.00	3,000.91	0.00	16,196.96	6,803.04	29.58
9030	204500	0000	51160	Overtime Salaries	60,000.00	2,158.80	0.00	23,996.55	36,003.45	60.01
9030	204500	0000	51215	Employee Physicals	1,350.00	0.00	0.00	196.00	1,154.00	85.48
9030	204500	0000	51225	Life Insurance	2,650.00	21.00	0.00	2,436.00	214.00	8.08
9030	204500	0000	51230	Workers Compensation Insurance	12,311.00	0.00	0.00	12,746.21	-435.21	-3.54
9030	204500	0000	51240	F.I.C.A.	19,134.00	1,827.73	0.00	13,029.47	6,104.53	31.90
				<b>Total Salaries and Employee Benefits</b>	<b>308,545.00</b>	<b>25,740.72</b>	<b>0.00</b>	<b>198,796.27</b>	<b>109,748.73</b>	<b>35.57</b>
9030	204500	0000	52120	Clothing & Personal Supplies	1,000.00	68.80	0.00	79.98	920.02	92.00
9030	204500	0000	52130	Communications	2,860.00	133.86	0.00	1,836.90	1,023.10	35.77
9030	204500	0000	521425	Food - Other	500.00	0.00	0.00	227.95	272.05	54.41
9030	204500	0000	52150	Household Expense	600.00	27.91	0.00	208.39	391.61	65.27
9030	204500	0000	52160	Insurance	5,824.00	0.00	0.00	5,823.58	0.42	0.01
9030	204500	0000	52210	Maintenance Equipment	2,000.00	420.29	0.00	2,419.50	-419.50	-20.98
9030	204500	0000	522120	Maint Equip-Vehicles	10,000.00	888.75	0.00	10,445.11	-445.11	-4.45
9030	204500	0000	522177	Fire Extinguisher Testing	10,000.00	309.78	0.00	7,625.13	2,374.87	23.75
9030	204500	0000	522510	Maintenance - Buildings & Imps	200.00	52.14	0.00	240.00	10.00	4.00
9030	204500	0000	522512	Maintenance - Grounds	15,000.00	34.15	0.00	1,072.20	-872.20	-436.10
9030	204500	0000	523210	Dues & Memberships	3,000.00	0.00	0.00	2,956.00	44.00	1.47
9030	204500	0000	525110	Office Expense	1,000.00	20.34	0.00	1,389.08	-389.08	-38.91
9030	204500	0000	525140	Office Expense - Photocopy	350.00	30.75	0.00	74.87	275.13	78.61
9030	204500	0000	525150	Office Expense - Postage	2,000.00	0.00	0.00	625.12	1,374.88	68.74
9030	204500	0000	526106	P S & S - Tax Admin Fee	3,500.00	0.00	0.00	0.00	3,500.00	100.00
9030	204500	0000	526107	P S & S - Parcel Fee	2,850.00	0.00	0.00	0.00	2,850.00	100.00
9030	204500	0000	526110	P S & S - Professional Services	19,000.00	47.00	0.00	7,644.72	11,355.28	59.76
9030	204500	0000	526124	P S & S-Auditor-Controller	1,600.00	131.75	0.00	1,288.00	312.00	19.50
9030	204500	0000	527110	Publications & Legal Notices	300.00	0.00	0.00	0.00	300.00	100.00
9030	204500	0000	527210	Rents & Leases-Equipment	3,400.00	311.48	0.00	1,840.62	1,559.38	45.86
9030	204500	0000	527220	Rents & Leases - Phone	0.00	0.00	0.00	0.00	0.00	0.00
9030	204500	0000	527310	Rents & Leases - Bldgs & Impro	100.00	0.00	0.00	0.00	100.00	100.00
9030	204500	0000	527410	Small Tools	500.00	0.00	0.00	0.00	500.00	100.00
9030	204500	0000	528110	Special Departmental Expense	2,500.00	0.00	0.00	1,297.38	1,202.62	48.10
9030	204500	0000	528184	SDE-Awards & Certificates	50.00	0.00	0.00	0.00	50.00	100.00
9030	204500	0000	529110	Transp. & Travel - Fuel	10,000.00	600.68	0.00	3,771.49	6,228.51	62.29
9030	204500	0000	529120	Travel - Training And Seminars	700.00	0.00	0.00	750.00	-50.00	-7.14
9030	204500	0000	529130	Trans. & Travel - Private Auto	800.00	35.35	0.00	330.67	469.33	58.67
9030	204500	0000	529140	Travel	100.00	0.00	0.00	13.47	86.53	86.53

PeopleSoft  
ORGANIZATION BUDGET STATUS

Report ID: TCGL0012

Fiscal Year: 2017 As of: 01-31-2017

Fund: 9030

Department: 4

Beg. Account: 4

Program Code: 4

Mi Wuk Fire

Fund	Dept.	Program	Account	Description	Budgeted Amount	Current Period	Encumbered Amount	Expended Amount	Remaining Amount	Percent Remaining
9030	204500	0000	529210	Utilities	5,100.00	492.96	0.00	2,808.78	2,291.22	44.93
9030	204500	0000	529910	Expendable Equipment	105,584.00	0.00	0.00	0.00	500.00	100.00
				<b>Total Services and Supplies</b>		<b>3,605.99</b>	<b>0.00</b>	<b>54,803.09</b>	<b>50,780.91</b>	<b>48.10</b>
9030	204500	0000	691110	Appropriation For Contingencie	180,194.00	0.00	0.00	0.00	180,194.00	100.00
				<b>Total Appropriation for Contingencie</b>	<b>180,194.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>180,194.00</b>	<b>100.00</b>
				<b>Department Total</b>	<b>594,323.00</b>	<b>29,346.71</b>	<b>0.00</b>	<b>253,599.36</b>	<b>340,723.64</b>	<b>57.33</b>

PeopleSoft  
ORGANIZATION BUDGET STATUS

Report ID: TCGL0012

Fiscal Year: 2017 As of: 01-31-2017

Fund: 9030

Department: \*

Beg. Account: \$ to 999999

Program Code: \$

MI Muk- Special Projects

Fund	Dept.	Program	Account	Description	Budgeted Amount	Current Period	Encumbered Amount	Expended Amount	Remaining Amount	Percent Remaining
9030	204550	0000	511110	Regular Salaries	12,349.00	0.00	0.00	6,146.00	6,203.00	50.23
9030	204550	0000	511132	Recruitment Expense	200.00	0.00	0.00	0.00	200.00	100.00
9030	204550	0000	512310	Workers Compensation Insurance	330.00	0.00	0.00	0.00	330.00	100.00
9030	204550	0000	512410	F.I.C.A.	1,010.00	0.00	0.00	470.17	539.83	53.45
				<b>Total Salaries and Employee Benefits</b>	<b>13,889.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6,616.17</b>	<b>7,272.83</b>	<b>52.36</b>
9030	204550	0000	521210	Clothing & Personal Supplies	14,200.00	1,291.15	0.00	3,102.32	11,097.68	78.15
9030	204550	0000	521310	Communications	1,440.00	0.00	0.00	150.00	1,290.00	89.58
9030	204550	0000	521425	Food - Other	0.00	0.00	0.00	278.91	278.91	0.00
9030	204550	0000	521510	Household Expense	400.00	113.16	0.00	902.11	-502.11	-125.53
9030	204550	0000	522120	Maint Equip-Vehicles	0.00	0.00	0.00	32.63	-32.63	0.00
9030	204550	0000	522510	Maintenance - Buildings & Imps	0.00	0.00	0.00	250.00	-250.00	0.00
9030	204550	0000	525110	Office Expense	1,250.00	0.00	0.00	243.45	1,006.55	80.52
9030	204550	0000	525150	Office Expense - Postage	1,200.00	0.00	0.00	188.00	1,012.00	84.33
9030	204550	0000	526110	P S & S-Professional Services	0.00	0.00	0.00	4,250.00	-4,250.00	0.00
9030	204550	0000	527110	Publications & Legal Notices	0.00	0.00	0.00	0.00	0.00	0.00
9030	204550	0000	527210	Rents & Leases-Equipment	0.00	0.00	0.00	0.00	0.00	0.00
9030	204550	0000	528110	Special Departmental Expense	520.00	0.00	0.00	902.42	-382.42	-73.54
9030	204550	0000	529110	Transp. & Travel - Fuel	1,168.00	37.42	0.00	442.51	725.49	62.11
9030	204550	0000	529120	Travel - Training And Seminars	0.00	0.00	0.00	0.00	0.00	0.00
9030	204550	0000	529130	Trans. & Travel - Private Auto	0.00	0.00	0.00	70.74	-70.74	0.00
9030	204550	0000	529210	Utilities	3,300.00	164.56	0.00	1,487.62	1,812.38	54.92
9030	204550	0000	529310	Expendable Equipment	11,130.00	0.00	0.00	0.00	11,130.00	100.00
				<b>Total Services and Supplies</b>	<b>34,608.00</b>	<b>1,606.29</b>	<b>0.00</b>	<b>12,300.71</b>	<b>22,307.29</b>	<b>64.46</b>
9030	204550	0000	542200	Buildings & Improvements	0.00	0.00	0.00	97.50	-97.50	0.00
9030	204550	0000	544400	Fire Equipment	0.00	0.00	0.00	0.00	0.00	0.00
9030	204550	0000	544900	Misc./Specialized Equip.	0.00	0.00	0.00	14,522.89	-14,522.89	0.00
				<b>Total Fixed Assets</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>14,620.39</b>	<b>-14,620.39</b>	<b>0.00</b>
				<b>Department Total</b>	<b>48,497.00</b>	<b>1,606.29</b>	<b>0.00</b>	<b>33,537.27</b>	<b>14,959.73</b>	<b>30.85</b>
				<b>Fund Total</b>	<b>642,820.00</b>	<b>30,953.00</b>	<b>0.00</b>	<b>287,136.63</b>	<b>355,683.37</b>	<b>55.33</b>

End of Report

# MI-WUK/SUGAR PINE FIRE PROTECTION DISTRICT

## Expenses by Check and Credit Card

January 2017

Type	Date	Num	Name	Memo	Account	Class	Split	Amount
Check	01/04/2017	1137	Gold Country Regional ...	Jan. Workshop - Parliamentary Training - Larry Crabtree	529120 - Travel-Training & S...	500 Reg Dept	100400 - Umpqua Bank	25.00
Credit Card ...	01/04/2017	433878	Wilmer Public Safety G...	Inv. E1544988 -badges - 2 engineer / 3 firefighter	521210 - Clothing & Personal ...	500 Reg Dept	6438 - MiWuk Sugar Pl...	457.49
Credit Card ...	01/05/2017		JS WEST PROPANE	Districts 60% of Dec. propane - Invoice#734112	529210 - Utilities	500 Reg Dept	6446 - MiWuk Sugar Pl...	243.85
Credit Card ...	01/05/2017		JS WEST PROPANE	Auxiliaries 40% of Dec. propane - Invoice#734112	529210 - Utilities	550-MWF400...	6446 - MiWuk Sugar Pl...	162.56
Credit Card ...	01/09/2017		Waste Management	Inv. 130103-0544-2 for Dec. - Aux. to reimb.	521510 - Household Expense	550-MWF400...	6438 - MiWuk Sugar Pl...	113.16
Credit Card ...	01/09/2017		TUD	101/1/16 to 12/10/16 Fire Meter	529210 - Utilities	500 Reg Dept	6446 - MiWuk Sugar Pl...	118.63
Credit Card ...	01/09/2017		TUD	101/1/16 to 12/10/16	529210 - Utilities	500 Reg Dept	6446 - MiWuk Sugar Pl...	127.48
Credit Card ...	01/09/2017		Mountain Alarm Inc.	Inv. 0114046 quarterly service 01/17 through 03/17	527210 - Rents & Leases - Eq...	500 Reg Dept	6438 - MiWuk Sugar Pl...	114.00
Credit Card ...	01/09/2017		TWAIN HARTE LUMB...	Vacuum bags	521510 - Household Expense	500 Reg Dept	6438 - MiWuk Sugar Pl...	5.36
Credit Card ...	01/09/2017		TWAIN HARTE LUMB...	Misc., batteries, tool handles	522110 - Maintenance Equip...	500 Reg Dept	6438 - MiWuk Sugar Pl...	81.90
Credit Card ...	01/09/2017		TWAIN HARTE LUMB...	Short line for E771	0-E771 - Maint. Equip. Vehicl...	500 Reg Dept	6438 - MiWuk Sugar Pl...	43.98
Credit Card ...	01/09/2017		TWAIN HARTE LUMB...	Sink valve returned / Red Phone parts purchased	522510 - Maintenance-Buildin...	500 Reg Dept	6438 - MiWuk Sugar Pl...	-5.81
Credit Card ...	01/09/2017		TWAIN HARTE LUMB...	Ice melt	522512 - Maintenance - Grou...	500 Reg Dept	6438 - MiWuk Sugar Pl...	34.15
Credit Card ...	01/09/2017		GENERAL WHOLESA...	Inv. S4285424.001 - App bay rear light bulbs	522510 - Maintenance - Grou...	500 Reg Dept	6438 - MiWuk Sugar Pl...	57.95
Credit Card ...	01/10/2017		TUD	8/1/16 to 10/10/16 Fire Meter	529210 - Utilities	500 Reg Dept	6446 - MiWuk Sugar Pl...	0.00
Credit Card ...	01/10/2017		Inland Business Systems	Inv. 0F4995 - Quarterly copy overage for 09/23/16 to 12/23/16	525140 - Office Expense - Ph...	500 Reg Dept	6438 - MiWuk Sugar Pl...	30.75
Credit Card ...	01/10/2017		Department of Justice	Live Scan	526110D - DOJ LiveScan - Pr...	500 Reg Dept	6438 - MiWuk Sugar Pl...	47.00
Credit Card ...	01/11/2017		WAL-MART	Replacement coffee carafe	521510 - Household Expense	500 Reg Dept	6438 - MiWuk Sugar Pl...	11.82
Credit Card ...	01/11/2017		WAL-MART	9 volt batteries for tools	522110 - Maintenance Equip...	500 Reg Dept	6438 - MiWuk Sugar Pl...	12.90
Credit Card ...	01/12/2017		SHAWN K. HALL	Invoice# 0109A - Sharepoint & One Drive Issues	522110 - Maintenance Equip...	500 Reg Dept	6438 - MiWuk Sugar Pl...	140.00
Credit Card ...	01/13/2017	433876	C and C Designs / Merl...	Inv. 3716 Uniform T shirts - Aux to reimb.	521210 - Clothing & Personal ...	500 Reg Dept	6438 - MiWuk Sugar Pl...	1,291.15
Credit Card ...	01/18/2017	433881	LOWE'S	saw fuel	522110 - Maintenance Equip...	500 Reg Dept	6438 - MiWuk Sugar Pl...	64.59
Credit Card ...	01/18/2017	433881	LOWE'S	hydraulic oil for E771 ladder rack	522110 - Maintenance Equip...	500 Reg Dept	6438 - MiWuk Sugar Pl...	13.98
Credit Card ...	01/18/2017		Firetech Inspection Ser...	Inv. 011817C - ground ladder testing	522110 - Maintenance Equip...	500 Reg Dept	6438 - MiWuk Sugar Pl...	120.90
Check	01/18/2017	00505909	Streamline	Invoice 94424 - Dec..	521310 - Communications	500 Reg Dept	100100 - Equity in Trea...	50.00
Check	01/18/2017	00505816	AT & T	11/1/2016 - 12/10/2016	521310 - Communications	500 Reg Dept	100100 - Equity in Trea...	83.86
Check	01/18/2017	00505920	US Bank Equipment Fi...	12/29/2016 - 1/29/2017 Inv. 321384455	527210 - Rents & Leases - Eq...	500 Reg Dept	100100 - Equity in Trea...	197.48
Check	01/18/2017	00505925	ZAK'S AUTO SHACK	brakes	0-C770 Maint. Equip. Vehicl...	500 Reg Dept	100100 - Equity in Trea...	781.20
Check	01/18/2017	00505925	ZAK'S AUTO SHACK	Dec. fuel	529110 - Transportation&Trav...	500 Reg Dept	100100 - Equity in Trea...	600.68
Check	01/18/2017	00505925	ZAK'S AUTO SHACK	Dec. E772 fuel	529110 - Transportation&Trav...	550-MWF500...	100100 - Equity in Trea...	37.42
Check	01/18/2017	00505925	ZAK'S AUTO SHACK	valve stem & tire repair	Tractor - Maint.	500 Reg Dept	100100 - Equity in Trea...	14.59
Credit Card ...	01/21/2017		Chevron	Fuel - E771	529110 - Transportation&Trav...	500 Reg Dept	6453 - MiWuk Sugar Pl...	99.17
Credit Card ...	01/21/2017		Chevron	Fuel - U770	529110 - Transportation&Trav...	500 Reg Dept	6453 - MiWuk Sugar Pl...	45.59
Credit Card ...	01/23/2017		COMCAST	01/01/17 to 01/31/17	521310 - Communications	500 Reg Dept	6446 - MiWuk Sugar Pl...	126.08
Credit Card ...	01/23/2017		COMCAST	01/01/17 to 01/31/17 - Aux. to Reimb. for TV Upgrade	521310 - Communications	550-MWF400...	6446 - MiWuk Sugar Pl...	25.00
Credit Card ...	01/23/2017		MYERS-STEVENS & ...	Jan. premium - Inv. 1231341	512225 - Life Insurance	500 Reg Dept	6446 - MiWuk Sugar Pl...	31.50
Credit Card ...	01/27/2017		UNITED STATES POS...	Return of engineer testing material to FPSI	525150 - Office Expense - Po...	500 Reg Dept	6438 - MiWuk Sugar Pl...	19.57
Credit Card ...	01/27/2017		H & S Parts & Service	Inv. #17543 - hydraulic line repair	Tractor - Maint.	500 Reg Dept	6255 - Collier - MiWuk ...	60.07
Credit Card ...	01/27/2017		UNITED STATES POS...	Ship 4 boxlights to Streamlight & stamps	525150 - Office Expense - Po...	500 Reg Dept	6438 - MiWuk Sugar Pl...	57.25
Credit Card ...	01/30/2017		UNITED STATES POS...	Fuel - E771	529110 - Transportation&Trav...	500 Reg Dept	6438 - MiWuk Sugar Pl...	78.54
Check	01/31/2017		Chevron	Service Charge	526110 - P S & S - Profession...	500 Reg Dept	100400 - Umpqua Bank	10.00
								5,630.79

## **Report of the Auxiliary President March 2017**

-The March Potluck was held on March 1 with fourteen in attendance.

-Our March lunch and meeting was held at Noon Wednesday, March 8, 2017 at Papa's New Roost on Highway 108 due to lack of adequate parking at the Firehouse. Twenty-five members were in attendance. Four guests were present: Patricia Rea and Pamela Massman of our community and Buffy Bandle and Deen Martin of the Strawberry Fire District.

-Blythe Klipple and Sherry Blake provided a summary of the February Fire Board Meeting.

-The Auxiliary will be purchasing a new 7-8 cubic foot freezer.

Ann Coleman, Chairman, announced that tickets are now available from Eileen Hill (\$20 each) for our first big fundraiser of the year, the "Garden Party" Luncheon and Fashion Show on May 5 at 11:30.

-Current membership is at 246, which is normally about 296 at this time of year.

- Chief Crabtree was unavailable to speak as planned at our meeting in regard to the future of our Fire District. We now plan to have him speak at our April meeting.

Sherry Blake  
Auxiliary President

COPY

February 14, 2017

President Mike Welch  
Director John Johnson  
Director Ron Doss  
Director Blythe Klipple  
Secretary Bonnie Dahlin  
Chief Larry Crabtree  
Captain Collier

I am notifying the Mi-Wuk Sugar Pine Fire Protection District Board of Directors that I will be resigning my position as Vice President/Director effective immediately. It was my honor to serve this District and I will continue to support the Fire Department in the future. I hold the utmost respect for our Firefighters and will always pray for their safety and well being.

I have made many good friends serving this community and I will miss all of you.

Sincerely,

Micki Rucker

A handwritten signature in black ink that reads "Micki Rucker". The signature is written in a cursive, flowing style.



# MI-WUK/SUGAR PINE FIRE PROTECTION DISTRICT

*"Providing Quality Emergency Response And Fire Protection For The Public"*

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## NOTICE OF VACANCY

Interested persons are hereby notified that  
there is a vacancy on the

### BOARD OF DIRECTORS of the MI-WUK SUGAR PINE FIRE PROTECTION DISTRICT

The position to be filled by this appointment is the balance of a 4 year term  
which ends at noon, Friday, December 7, 2018.

Applications are available at the  
Mi-Wuk Sugar Pine Fire Protection District located at:  
24247 Highway 108, Twain Harte CA 95383  
or: Request by mail PO Box 530 Mi-Wuk Village, CA 95346  
Phone: (209) 586-5256  
Chief Crabtree: LCrabtree@mwspfire.us  
Or Board Director John Johnson: semjase2@aol.com

Applications must be received by \_\_:00 P.M. \_\_\_\_\_, 2017  
(Month -- Day)

The Board of Directors anticipates interviewing applicants and making  
an appointment on or before \_\_\_\_\_, 2017  
(Month -- Day)

# STRATEGIC PLAN

Mi-Wuk Sugar Pine Fire Protection District



Adopted: January 2017



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## EXECUTIVE SUMMARY

In November 2016, the Mi-Wuk Sugar Pine Fire Protection District, recognizing the value of having a clear forward vision in these challenging times, embarked on a journey to develop a strategic plan. The process began with a public meeting to solicit board input from community leaders and representatives of public safety agencies in surrounding communities and concluded with adoption of this strategic plan by the Board of Directors in March 2017.

The planning group identified three (3) key strategic priorities for the future, as well as a goal and objectives to accompany each priority. The priorities and their goals are as follows:

1. **Fiscal Planning**  
The fire district will develop and implement a process for long term fiscal planning looking forward 3-5 years. The process will assess future revenue and expense, using best available history and projections and allowing for unanticipated deviations. The process will be used to inform the budgeting and planning process for the current and future budget years.
2. **Operational Integration**  
The fire district will explore options for functional and operational integration with other public agencies and move forward where indicated.
3. **Staffing**  
The fire district will explore staffing options and identify a plan to enhance daily staffing of fire district operations.

The plan includes goals and objectives for each of these strategic priorities, as well as a process for ongoing review and periodic adjustment of the priorities and the plan.

Details of the planning process and the specifics of the strategic goals and objectives can be found in the pages of this document.

## INTRODUCTION

This strategic plan is a document intended to communicate with the Mi-Wuk Sugar Pine Fire Protection District (and its stakeholders) the organization's mission, vision, values, strategic priorities, goals, and the actions needed to achieve those goals. This plan document reports these elements of a plan, as well as an overview of pertinent organizational history and the process used to create the plan.

DRAFT

## MISSION STATEMENT

**The mission of the Mi-Wuk Sugar Pine Fire Protection District is to serve the residents of and visitors to the community and to partner with them to provide protection from fire, medical emergencies, and other dangerous conditions.**

## VISION STATEMENT

While carrying out the mission of the Mi-Wuk Sugar Pine Fire Protection District, we will seek to:

- Be there to help when asked, to maintain the quality of life for Mi-Wuk and Sugar Pine residents.
- Enhance the quality of life for Mi-Wuk and Sugar Pine residents.
- Provide the highest level of service possible to optimize safety.
- Develop and maintain effective internal and external relationships in a transparent, responsible, and proactive manner.
- Promote an effective work environment through respect, honesty, and integrity.
- Set attainable goals that can be achieved through shared responsibility and accountability.

Our future depends on shared leadership, employee empowerment, and responsiveness to the community.

## VALUES

*Quality of Life*

*Service*

*Safety*

*Relationships*

*Transparency*

*Responsiveness*

*Proactive*

*Respect*

*Honesty*

*Integrity*

*Shared Responsibility*

*Accountability (internal and external)*

*Shared Leadership*

*Employee Empowerment*

*Responsiveness to the Community*

## GOALS

The heart and primary purpose of a strategic plan is to identify a set of goals and objectives for the organization going forward. These goals should be linked to the biggest or most significant issues/challenges facing the organization and should serve as guidance during the plan lifespan for budgeting and organizational priorities.

There are several principals that should guide the selection and development of organizational strategic goals:

- Strategic goals should be visionary and describe the desired state when the goal is accomplished
- Strategic goals should be quantifiable. That is, they can be measured. We will be able to know when progress is being made and when they are complete.
- Each goal should include a set of objectives that define the process/steps necessary to achieve the goal.
- There must be accountability in the plan, so that it is clear who (person or group of people) is responsible.
- There should be a timetable or benchmarks identified to assist in progress measurement and evaluation.
- A measurement metric should be identified. How will progress be measured and how will we know when it is complete?
- What are the costs (if known)?

Given the extensive issues facing the Mi-Wuk Sugar Pine Fire Protection District identified in an environmental assessment process, the planning group set out to identify the most significant issues facing the district. The following issues were identified as being of the highest organizational priority:

1. Fiscal Planning
2. Operational Integration with County/Neighboring Cooperators
3. Staffing

Additional issues that were identified, but did not rise to the level of the top three were as follows. These issues may be utilized in the future and may be added to this plan as items in the top 3 are completed.

- Fleet
- Community Risk Reduction
- Facilities
- Enhance EMS Availability
- Enhance Ability to Participate in State Mutual Aid System

The remainder of this section of the plan will describe the goal statements and accompanying objectives for addressing each of the strategic priorities.

DRAFT



## Goal 1 – Fiscal Planning

The fire district will develop and implement a process for long term fiscal planning looking forward 3-5 years. The process will assess future revenue and expense, using best available history and projections and allowing for unanticipated deviations. The process will be used to inform the budgeting and planning process for the current and future budget years.

### OBJECTIVES

1. Fire Chief Appoints Fiscal Planning Committee (within 1 month of Board approval of strategic plan)
2. Committee Reviews Goal and Objectives and Develops Workplan (including schedule)
  - Workplan is submitted to Fire Chief and Board for approval (within 2 months of committee appointment)
  - Upon approval of workplan, Committee proceeds with objectives
  - Approved workplan is incorporated into this Strategic Plan upon approval
3. Obtain and assemble recent financial history – both revenue and expense. (Schedule as identified in Board approved work plan)
4. Identify sources for projecting future revenue and expenses. (Schedule as identified in Board approved work plan)
5. Develop methods (charts, etc.) for projecting revenue and expenses (Schedule as identified in Board approved work plan)
6. Develop initial fiscal plan that reports on the next 3-5 years of revenue and expense and report to Board. (Schedule as identified in Board approved work plan)
7. Monitor projections and provide updates at least annually (coordinated with budget development process). (Schedule as identified in Board approved work plan)

#### Accountability:

Board of Directors:	Review and Approve Committee Workplan Review and Approve Fiscal Planning Process Developed by Committee Receive Projections as Developed Use Fiscal Planning Results to Guide Future Budgeting and Planning
Fire Chief:	Appoint Fiscal Planning Committee

**Support Fiscal Planning Committee as per work plan**

**Committee Members:** Develop proposed workplan and submit to Board for approval

Upon Board approval of workplan, implement the workplan per timetable

Once process is developed, monitor process, update projects, and provide periodic updates to the Fire Chief and Board of Directors, in support of the budgeting process.

DRAFT

## Goal 2 – Operational Integration

The fire district will explore options for functional and operational integration with other public agencies in the region and move forward where indicated.

### OBJECTIVES

1. Fire Chief Appoints Operational Integration Committee  
(within 1 month of Strategic Plan approval by Board of Directors)
  - Include 2 Board members, 1 Chief, 1 staff member, and 1 Auxiliary member)
2. Committee Reviews Goal and Objectives and Develops Workplan (including schedule)
  - Workplan is submitted to Fire Chief and Board for Approval  
(within 2 months of committee appointment)
  - Upon approval of workplan, Committee proceeds with objectives
  - Approved workplan is incorporated into this Strategic Plan upon approval
3. Research options, best practices, and lessons learned about functional and operational integration from the published literature and from actual practice by other comparable public safety agencies (Schedule as identified in Board approved work plan)
  - Identify those that are most applicable to the situation at MWSPFPD
  - Specifically explore:
    - Feasibility of service integration or share services with Twain Harte
    - Obtain proposal from CalFire for contract services
4. Explore degree of interest in functional/operational integration by potential partner agencies (Schedule as identified in Board approved work plan)
  - Typically starts with informal conversations
5. Develop recommendation to the Board of Directors on functional and operational integration (Schedule as identified in Board approved work plan)
  - Identify potential partner(s)
  - identify specific potential functional or operational integration
  - Identify what is involved with getting there (costs, process, etc.)
6. Upon approval/direction of Board of Directors, implement the recommendations  
(Schedule as identified in Board approved work plan)
7. Monitor opportunities for functional and operational integration on an ongoing basis  
Update/revise recommendations to Board as needed. (Ongoing)
8. Periodically report to Fire Chief and Board of Directors as specified in workplan  
(Ongoing)

**Accountability:**

**Board of Directors:** Review and Approve Committee Workplan  
Receive and approve/provide guidance to Committee on Opportunities

**Fire Chief:** Appoint Committee  
Assist Committee in Identification of Opportunities  
Assist Committee with Obtaining Needed Information  
Receive Periodic Updates from Committee – provide Guidance  
Provide Periodic Reports to Board of Directors

**Committee Members:** Develop workplan for Board Approval  
Implement workplan as approved by Board  
Periodically review workplan and adjust as needed  
Provide periodic reports to Board of Directors and Fire Chief

### Goal 3 – Staffing

The fire district will explore staffing options and identify a plan to enhance daily staffing of fire district operations.

#### OBJECTIVES

1. Fire Chief Appoints Staffing Committee  
(within 6 months of Board approval of Strategic Plan)
2. Committee Reviews Goal and Objectives and Develops Workplan (including schedule)
  - Workplan is submitted to Fire Chief and Board for Approval  
(within 2 months of committee appointment)
  - Upon approval of workplan, Committee proceeds with objectives
  - Approved workplan is incorporated into this Strategic Plan upon approval
3. Research pertinent standards, guidelines, and best practices for staffing in comparable-sized fire departments. (Schedule as identified in Board approved work plan)
  - Include options for paid, volunteer, and other staffing models
4. Research compensation and benefits packages and options for staffing in comparable-sized fire departments  
(Schedule as identified in Board approved work plan)
5. Identify potential alternative revenue sources to fund staffing (i.e. SAFER grants)  
(Schedule as identified in Board approved work plan)
6. Develop proposed staffing model and submit for Board approval as a goal
  - Include staffing configuration and justification
  - Include work schedule
  - Include recommended compensation/benefits
  - Include potential cost for fully implemented recommendation  
(Schedule as identified in Board approved work plan)
7. Upon approval of staffing goal by Board of Directors, develop implementation plan to get from current state to desired goal. Submit for Board of Directors approval.  
(Schedule as identified in Board approved work plan)
8. Upon approval by Board, implement the plan as specified.  
(Schedule as identified in Board approved work plan)
9. Monitor staffing status and plan progress. Adjust as needed.  
(Ongoing)

10. Provide periodic updates to Board of Directors and Fire Chief.  
(Ongoing)

**Accountability:**

- Board of Directors:** Approve Committee Workplan  
Consider and Approve Staffing Model Goal  
Consider and Approve Staffing Model Implementation Plan  
Receive periodic updates on Staffing
- Fire Chief:** Appoint Staffing Committee  
Monitor Committee Activity  
Receive Periodic Updates from Committee and Report to Board
- Committee Members:** Develop initial workplan  
Implement the approved work plan  
Develop Staffing Goal for Board Approval  
Develop Staffing Goal Implementation for Board Approval  
Implement the plan  
Monitor and adjust as needed  
Periodically report to Board of Directors and Fire Chief

## STRATEGIC PLANNING BACKGROUND AND PROCESS

### HISTORY

The Mi-Wuk Fire Protection District was originally formed in 1959. In 1974, the Mi-Wuk Fire Protection District consolidated with the Sugar Pine Fire Protection District to form the Mi-Wuk Sugar Pine Fire Protection District.

The Fire District serves approximately 1,500 residences within the communities of Mi-Wuk Village and Sugar Pine along the Highway 108 corridor, and provides additional fire protection and emergency services through its automatic and mutual aid agreements with the Tuolumne County Fire Department and other surrounding fire districts. The Fire District currently provides services using a combination of paid professional firefighters and officers, volunteer firefighters, interns, an active and engaged Auxiliary, and the Community Assistance Support Team (CAST). The Fire District is governed by a 5-member Board of Directors that are elected by residents of the community. The Board members serve 4-year terms.

The Fire District is a full-service fire department and maintains fire equipment for both structural and wildland firefighting. In addition to fire suppression and emergency medical response, the Fire District provides public education, fire prevention programs, and other community focused programs. The location and topography of the community presents a significant risk of wildland fire. The Fire District provides a proactive approach to wildland fire by performing residential defensible space inspections and responding to wildfires outside the community before they can impact the District.

### STRATEGIC PLANNING INITIATIVE

Recognizing the value of having a forward-looking plan that guides the organization into the future, while at the same time taking care of day-to-day business and operations, the Board of Directors and Fire Chief initiated a process in mid-2016 to develop a Strategic Plan for the Fire District. Bids were solicited and a consultant was selected to assist the Fire District with this endeavor. The process included the following major steps:

1. Review of pertinent history and related documents
2. Conduct a public outreach meeting to solicit input from community leadership
3. Conduct an initial planning meeting with the Board of Directors and staff of the District
4. Development of DRAFT Strategic Plan
5. Draft plan circulated for review and comments. Edits made as needed.
6. Public Board of Directors meeting to discuss and revise the draft as needed.
7. Final edits accomplished and final draft provided to the Board of Directors
8. Board of Directors Review, Discussion, and Approval/Adoption

As identified in Step 2 above, the District convened a public outreach meeting on November 9, 2016 from 3:00 PM to 5:00 PM to solicit input and comments from members of the community and surrounding public safety agencies. Attendees at the public outreach meeting are listed in Appendix A of this document. The public outreach meeting agenda was as follows:

- Introductions
- Review of Purpose of the Meeting
- What is Strategic Planning?
- Value and Importance of Community Input
- Fire Department Overview (Status and future concerns)
- Community Input Session
  - What do participants see as the major issues facing the community now?
  - What do participants see as the major issues facing the community in the future?
  - What do participants believe are the current issues facing the Fire District?
  - What do participants believe will be the significant issues facing the Fire District in the future?
- Overview of the process from this point forward

The output of the community outreach session is included in this document in the Environment Assessment section of this document.

On November 10, 2016 from 8:00 AM to 4:00 PM, members of the Board of Directors, the Fire Chief, members of the MWSPFPD, and other key individuals met to discuss and provide input into the strategic planning process. Attendees at this strategic planning meeting are listed in Appendix B of this document. The agenda for the strategic planning meeting was as follows:

- Introduction
- What Is Strategic Planning?
- Process Overview
- Environmental Assessment
- Assessment of Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis)
- Mission Statement
- Vision Statement
- Values
- Development of Goals and Objectives
- Discussion of Wicked Problems Facing the Fire District
- Methodology for Review and Update of the Plan
- Plan Implementation

The output of the strategic planning meeting is found in the following portions of this document.



## PRINCIPALS OF STRATEGIC PLANNING

As defined by the Balanced Scorecard Institute (<http://balancedscorecard.org>), Strategic Planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

A Strategic Plan is a document used to communicate with the organization (and its stakeholders) the organization's goals, the actions needed to achieve those goals and all other critical elements developed during the planning process.

While engaged in Strategic Planning, it is important for participants to be mindful of the following best practices related to strategic planning:

As the planning participants worked through the meeting agenda and the task of creating a strategic plan, they were guided by the following principals of effective strategic planning:

**FOCUS:** The key to a successful strategic plan is FOCUS. Every organization, regardless of size, has limited resources and strategy is all about effectively deploying an organization's resources where they will have the most positive impact on the community.

**LEARN TO SAY NO:** One of the most important things a great strategic thinker does is figure out what to say "NO" to. What products or services should we not offer? What current activities should we abandon?

**LIMIT THE NUMBER OF GOALS:** If you have 10 strategic goals, you do not have a strategy. The most successful organizations focus in on 3-5 major strategic initiatives. Anything more than that causes a lack of focus and ultimately a lack of success.

**STRATEGIC PLANNING IS EDUCATED GUESSING:** No matter how hard you try, it is difficult or impossible to predict the future with 100% accuracy. Strategic planning, by its nature, is a process that assembles a wide set of data and engages knowledgeable individuals in a process of collectively identifying and planning for a future. But never forget that it is not a certainty – it is an educated guess that can and should be adjusted as needed going forward.

**ALIGNMENT:** Alignment is a word used to describe the condition when the leadership of an organization is in agreement. As it relates to strategic planning, if the senior team (Board, officers, and members) is not 100% on board and committed to the strategic direction of the organization, the plan will fail. For this reason, it is essential that these leaders be involved and engaged in the process and 'own' the resulting document as their own.

**MEASUREMENT and ACCOUNTABILITY:** What gets measured gets done. A major reason that many strategies are not effectively executed is because there is no way to determine what the expectations are and how they will be achieved and measured. Ambiguity breeds mediocrity.

The following sections of this document describe the future world that the District faces, as best can be determined, and identifies the issues, challenges, and problems that were considered as the participants in the planning process selected the District's strategic priorities.

## ENVIRONMENTAL ASSESSMENT

Organizations do not exist in a vacuum. Instead, they live in an ongoing relationship with the environment that surrounds them. For a fire district, this environment includes the community (geography, demographics, economy, risk profile); other public safety neighbors/partners; and a host of other factors.

### Community Input

As the first step in the planning process, the MWSPFPD convened a public meeting to solicit input from a broad range of community members and representatives of key area agencies. Nearly 40 invitations were sent and 26 individuals attended the meeting held on November 9, 2016 in the Community Room at the MWSPFPD headquarters fire station. A complete list of those in attendance and their organizational affiliation (if any) can be found in Appendix A of this document.

After introductions by Fire Chief Larry Crabtree and a brief overview of the planning process, attendees were asked for their thoughts on the most significant issues facing the communities of Mi-Wuk Village and Sugar Pine. A summary of their responses is as follows:

#### *Tree Mortality*

An ongoing problem due to a combination of drought and bug infestation  
Contractors are currently working in the communities to remove dead trees  
Thousands of dead trees in surrounding forests

- Significant increase in community wildfire risk
- Impact on property values
- Impact on availability and cost of homeowner's insurance
- Impact on life safety for residents and visitors
- Unknown duration

#### *Aging Population*

Demographics of the community are changing  
Majority in attendance felt that population is aging  
Lots of retirees (limited/fixed income)

- Older population results in higher need for service (especially EMS)

#### *Wildfire Risk*

#### *Road Conditions*

Poor road conditions (maintenance)  
Increasing traffic (seasonal)  
Road design often inadequate for today's traffic demand

#### *Seasonal Population Variation*

Summer versus winter versus shoulder seasons  
Results in variable demand for services

#### *Surrounded by Federal (US Forest Service) Land*

Limits future community growth opportunities  
Contributes to wildland fire risk

#### *Ambulance Response Time*

Some in attendance felt that response times were inadequate (too long)  
County EMS representative in attendance clarified that response time standard for the community is 20 minutes and the current system is meeting that goal (average 19-20 minutes)

#### *Water Availability*

Multiple water purveyors in communities  
Two primary sources: wells and above-ground flume

- Infrastructure is vulnerable to disruption
- Supply is impacted by ongoing drought

#### *Economy*

Tax base is flat  
Not much new construction, but there is an uptick in remodel/renovation projects  
Local jobs are hard to find – many residents are commuters or retirees or seasonal  
Local income for full-time residents tends to be low

#### *Impact of Non-Residents*

Communities see a lot of through-traffic, passing through on Hwy 108 enroute to recreational areas  
Many seasonal visitors are not residents or property owners – they need services but do not contribute to the cost

#### *Local Control*

Strong desire to have local control  
Resistance to depending on other communities for services  
Pride in ownership for the community and its institutions (fire district)

Public meeting attendees were then asked to consider the future and identify those significant issues they see on the horizon in the 3-5 year time frame:

### *Cost of Living*

The overall cost of living (in general and the cost to live in the community) will continue to increase.

### *Property Value*

Modest increase in property values (leading to a modest increase in property tax revenue)

Driven by remodels/renovations, not so much new construction

### *Uncertain Impact of New Laws/Regulations*

Some discussion of the impact that the recent change in minimum wage will have on businesses and government agencies (like the fire district)

Unknown what other new laws or regulations may be implemented in the future that will be a challenge

### *Impact of Legalization of Marijuana*

Marijuana agriculture is currently present in the surrounding areas and is part of the local economy

Now that recreational use of marijuana has been approved by referendum, unknown impact that this may have on local growers and the communities they are in

### *Impact of Gaming Facilities*

There are no casinos located in the community, but there are two in the area:

- Black Oak
- Chicken Ranch

Because they are located 'down the hill', little direct impact on MWSP community  
Casinos are good community neighbors and support area communities financially

Following the general discussion about broad issues facing the communities, attendees at the public meeting were asked to focus on the fire district and what they know or believe to be the issues it is presently facing:

### *Fiscal Pressure*

Attendees were generally aware that the fire district is facing increased costs (fleet, facilities, cost of service delivery, salaries) without corresponding increases in revenue

### *Recruitment and Retention of Personnel*

Given limited revenue, it is difficult to offer competitive wages and benefits to attract and retain long-term employees

### *Requests/Demands for Service Outside District Boundaries*

Due to geography and road systems, the fire district is the closest and most reasonable provider of emergency services for a significant area outside the district boundary.

66% of the fire district's responses are outside its boundaries

*Meeting Industry Standards*

- Training Requirements
- Fleet Maintenance and Age
- Personal Protective Equipment

*Unfunded External Mandates That Increase Costs*

*Vulnerable Infrastructure*

- Water availability and reliability

*Reliance on Grants*

The district is successful in obtaining grants, but it is a two-edged sword

- Allows district to make purchases it could not otherwise afford

- Requires staff time and effort to apply and implement

Examples of grants obtained:

- Personal protective equipment

- EMS equipment

- Apparatus

- Wildland fuel reduction

- Recruitment/retention

*Efficiency/Optimization of Services*

- Are limited resources being used most effectively to meet service needs?

*Cost of Doing Business*

- Costs continue to increase at a level greater than revenue increases

*Interagency Coordination*

- Local fire agencies have excellent history of cooperation and coordination

- County discussing a fire study which could lead to system changes

Attendees were then asked to focus their attention on issues they believe the fire district needs to be concerned about looking forward 3-5 years:

*Fleet Maintenance/Replacement*

*Supporting Organizations*

Historically, the fire district has received a great deal of support (both in volunteer labor and in financial resources) from its Auxiliary. The average age of the Auxiliary members is getting higher (matching the aging of the community) and there was some question/concern

about whether the Auxiliary would be able to continue providing the degree of support it has in the past.

Likewise, the Community Assistance Support Team (CAST) provides several volunteer services to the fire district and concern was expressed about its ability to continue.

*Recruitment/Retention of Workforce*

*Succession Planning for Future District Leadership*

*Impact of New Minimum Wage Law on District Costs*

*Maintaining (or enhancing) Level of Services Provided Given Financial Pressures*

May need to drive consideration for expansion or consolidation

*Advanced Life Support (ALS) Availability in Community*

Fire district currently provides basic life support first response to medical emergencies

Long ambulance response times (20 minutes) may indicate that some sort of ALS service may be needed in the community

*Mutual Aid Agreements*

Local and regional agreements may need to be negotiated/renegotiated

*Monitor and Proactively Participate in County Efforts to Study Fire Service*

*Investigate Alternative Revenue Options*

Financial sustainability needs to be the long-term goal

Consider fees for external services (outside the district boundaries)

*Internal (Fire District) Environmental Assessment*

The Fire District Board of Directors, chief officers, and staff convened on November 10, 2016 to continue the process begun in the public meeting. As a first order of business, the group reviewed the environmental assessment conducted at the public meeting and was asked if anything significant was missed or if there were crucial issues not mentioned.

In general, it was felt that the public meeting had identified the major issues facing the community and the fire district both currently and over the next 3-5 years. The planning group did, however, feel that the issues could be consolidated into several large 'bundles' to simplify discussions going forward:

*Financial*

Increasing expenses

Flat or limited revenue opportunities

A critical component in dealing with almost every other issue facing the district

### *Staffing*

Fire departments deliver service and service delivery requires people

Options for staffing the district are limited

Highly dependent on availability of funding

Need to recruit and retain capable and qualified personnel

### *Tools to Do the Job*

Fleet

Equipment

Personal Protective Gear

### *Community Demographics*

Changing community

- While public meeting attendees felt that community is aging, there was some disagreement in the fire district planning group where there was some though that it is changing, but not necessarily to get older. Older residents are being replaced by younger property owners.

Changing support organizations

- Aging and future viability of Auxiliary and CAST

### *Community Risk*

Wildfire

Severe Weather

Infrastructure Vulnerability

Tree Mortality

Geography

Resource Availability



## ASSESSMENT OF ORGANIZATIONAL STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

After the Environmental Assessment discussion, the planning group turned its attention to an assessment of the district's strengths, weaknesses, opportunities, and threats for dealing with the issues and challenges before it.

### STRENGTHS

When thinking about the issues facing the district, what are the internal strengths that the district can bring out to respond and deal with the challenges?

*Significant Community Support*

*Experienced Leadership*

*Dedication, Commitment, and Positive Attitude of the Staff*

*Facilities (Fire Station and Administrative Space) are Good*

*Auxiliary (tremendous support, both logistically and financially)*

*Ability to Get Grants/Alternative Funding*

*Adaptability and Can-Do Attitude*

*Excellent Response Times Inside the District (5 minutes or less)*

*Excellent Relationships with Cooperators (neighboring public safety agencies)*

*Dedicated Funding Source (Benefit Assessment, separate from Property Tax)*

*Excellent EMS Relationships*

*Very Good at Doing a Lot with a Little*

*Engaged and Involved Board of Directors*

*Excellent Relationships Between Board and Staff*

*Excellent Administrative Support*

## WEAKNESSES

When considering the issues and challenges facing the district now and going forward, what internal skills or abilities is the district lacking or what needs to be shored up as it moves forward?

### *Fleet*

- The fleet is aging
- Cost of maintenance is increasing and consuming more budgetary resources

### *Limited Revenue and Limited Options for Enhancing Revenue*

### *External Political Relationships*

### *Staffing*

- On duty staffing numbers
- Skill set
- Ability to recruit and retain staff
- Ability to offer competitive compensation and benefits

### *Fiscal Planning*

- Ability to look beyond the current budget

### *Ability to Participate in the State Mutual Aid System*

### *Facility*

- Although current facility is good, it requires maintenance
- Deferred maintenance is accumulating

### *Disaster Preparedness*

## OPPORTUNITIES

When considering the issues and challenges facing the district now and going forward, what opportunities exist, externally, that may assist in meeting them?

### *Pending Fire Service Study by the County*

- Pending Municipal Service Review (MSR) by the Local Agency Formation Commission (LAFCO)*
  - Potential for changing district sphere of influence or boundaries

*Demand for External Mutual Aid Responses (State mutual aid system – reimbursable)*

*Need for and Demand for Community Disaster Preparedness*

*Opportunities for Shared Services Arrangements with Other Agencies*

*Alternative Funding/Financing Options for Capital Purchases*

Paying cash may not be the best method

*Enhancement of Relationship with Red Cross*

## THREATS

When considering the issues and challenges facing the district, what external factors exist that could threaten the district or its ability to meet the challenges?

*County's Consolidation Agenda*

Does not appear to include small districts

Does not provide a seat at the table for small districts in the process

*Previous County Studies and Grand Jury Report*

Recommend one county fire department

*Pending County Fire Services Study*

*Increasing Demand/Expectations for Service Delivery Outside District Boundaries*

*State Laws/Regulations/Unfunded Mandates*

Minimum Wage Laws

*Changing Industry Standards*

*Continuing Problem with Tree Mortality in the Forest and in the Community*

*Lack of Community Disaster Preparedness*

*Water Supply Vulnerability*

## WICKED PROBLEMS

'Wicked Problems' is a term borrowed from social sciences that describes problems, issues, or challenges that are large, complex, and beyond the control of any one entity. They usually have multiple diverse stakeholders and each of those stakeholders likely has different interests, a different perspective on the issues, and a different proposed solution. Solving 'wicked problems' often creates a whole new set of issues that must be faced.

Because of the complexities of wicked problems, they are often ignored in strategic planning processes because they can't be easily defined, quantified, or measured. However, they are still there and often consume a significant amount of organizational time and energy. For this reason, the MWSPFPD planning group discussed the wicked problems facing the district and identifies the most significant ones below. Although they are not included in the set of organizational goals identified in this plan, they are still very real and must be kept in mind by the MWSPFPD Board of Directors and leadership going forward. The fire district may not own the issues and may not be able to solve them, but it will need to be actively engaged in monitoring and engaging on these issues as appropriate.

### Tree Mortality

This regional issue will continue into the foreseeable future and certainly for the lifetime of this plan. Its causes are beyond the control of the fire district, but the district must deal with the consequences.

### Changing Community Demographics

In the same way that 'form follows function', a fire department needs to adapt to the community it serves. The drivers and the results of the demographic changes occurring in the Mi-Wuk Sugar Pine Community are beyond the control of the fire district, but the district must closely monitor the changes in the community it serves to adapt and remain relevant in the future.

### Unfunded Mandates

Unfunded mandates are external requirements that drive internal changes for the district – most often in the form of increased costs – without accompanying revenue. They may arise from new laws/regulations (minimum wage) or from changing industry standards (NFPA standards for vehicle or PPE replacement). While the district has little ability to directly impact the implementation of these mandates, it must closely monitor their development and build mechanisms into its plans and budgets to address them as they arise.

### County Fire Services Study and Consolidation Agenda

Tuolumne County has a long history of studying how fire service is delivered in the County. All previous studies have ended with the same result, a recommendation for a single,

county-wide department. The county Grand Jury has also weighed in with a similar recommendation. Currently, the County is preparing to embark on another study and there is little reason to suspect a different outcome. This is a bigger issue than just the MWSPFPD, but it is one that could have positive or negative impacts on the district and the communities it serves. The district needs to be engaged and actively participate, as opportunities present themselves.

#### Water Availability/Vulnerability

Water is, obviously, a significant firefighting resource. But it is also a much bigger public issue. There was much discussion during this planning process about the age and vulnerability of the water supply in the area. There are other agencies, that are responsible for water delivery and it's not the fire districts job to fix the issues. But it is the fire districts responsibility to monitor water availability for firefighting purposes and do all that it can to assure that an adequate supply exists.

## PLAN REVIEW AND UPDATE PROCESS

For a strategic plan to accomplish its intended purpose, it must be a living document that is reviewed periodically, adjusted and updated when needed, and generally kept alive and up to date. To accomplish this task, the following review and update processes will be followed:

1. All Strategic Plan Committees will report to the Fire Chief when any objective or another similar benchmark is accomplished. In December of each year, each committee will prepare a summary report of their activities for the previous 12 months, include their progress to date, and make any suggestions/recommendations concerning adjustment or modification of their goal or objectives.
2. The Fire Chief will provide a brief report to the Board of Directors at every monthly meeting on any Strategic Plan-related activities that have been accomplished since the previous Board meeting. This should include, as a minimum, any specific objectives or benchmarks that have been achieved by any of the individual Strategic Plan Committees.
3. Annually, at the January Board of Directors meeting, the Fire Chief and Strategic Planning Committees shall present an update to the Board of Directors. This update should include a status report from each committee and any recommendations for adjustment and modifications to the strategic goals and objectives.
4. No later than 5 years from approval/adoption of this strategic plan, the Board shall initiate a discussion about the value and feasibility of a complete plan update.

## APPENDIX A

### PARTICIPANTS IN PUBLIC MEETING NOVEMBER 9, 2016 MWSPFPD COMMUNITY ROOM

Priscilla Baxter	MWSPFPD
Dan Blake	MWSPFPD Auxiliary
Sherry Blake	MWSPFPD Auxiliary
Linda Clark	MWSPFPD Auxiliary
Drew Collier	Captain, MWSPFPD
Larry Crabtree	Fire Chief, MWSPFPD
Sue Crabtree	MWSPFPD Auxiliary
Nickie Doss	MWSPFPD Auxiliary
Ron Doss	Member, MWSPFPD Board of Directors
James Gibson	Mi-Wuk Village Resident
Eric Hall	Tuolumne Utility District (Water)
John Johnson	Member, MWSPFPD Board of Directors
Richard Knudson	Twain Harte Community Services District
Todd McNeal	Fire Chief, Twain Harte Fire Department
Tim Miller	Sonora Area Resident
Brian Robison	
Miki Rucker	Vice President, MWSPFPD Board of Directors
Bill Schneiderman	Sugar Pine Resident
Gary Sipperley	Twain Harte Community Services District
Clarence Teem	Tuolumne County Emergency Medical Services Agency
Tom Trott	Twain Harte community Services District
Kirk M. Wallace	Community Member
Laurie Wallace	MWSPFPD Auxiliary and C.A.S.T. Member
Tim Wallace	MWSPFPD and C.A.S.T.
Joan Walton	MWSPFPD Auxiliary
Josh White	Unit Chief, CalFire & Fire Chief, Tuolumne County Fire Department

## APPENDIX B

### PARTICIPANTS IN STRATEGIC PLANNING MEETING NOVEMBER 10, 2016 MWSPFPD COMMUNITY ROOM

James Ballowe	Volunteer Firefighter, MWSPFPD
Chris Bandley	Relief Captain, MWSPFPD
Drew Collier	Captain, MWSPFPD
Larry Crabtree	Fire Chief, MWSPFPD
Bonnie Dahlin	Secretary, MWSPFPD
Ryan Delgado	Captain, MWSPFPD
Diane Egan-Dies	Defensible Space Program, MWSPFPD
Ron Doss	Member, MWSPFPD Board of Directors
Bernard Garcia	Intern, MWSPFPD
Thomas Garcia	Reserve, MWSPFPD
John Johnson	Member, MWSPFPD Board of Directors
Mike Konklin	Battalion Chief, MWSPFPD
Jim Krussow	MWSPFPD
Evan Royce	Tuolumne County
Miki Rucker	Vice President, MWSPFPD Board of Directors
Laurie Wallace	MWSPFPD Auxiliary and C.A.S.T Member
Tim Wallace	MWSPFPD C.A.S.T. Team
Jan Walton	MWSPFPD Auxiliary
Mike Welch	President, MWSPFPD Board of Directors



	Cash	Benefit	Cost
Fire Chief	\$ 125.00		\$ 125.00
Secretary		\$ 125.00	\$ 125.00
Captain	\$ 125.00		\$ 125.00
Engineer		\$ 125.00	\$ 125.00
Engineer		\$ 125.00	\$ 125.00
Monthly Total	\$ 250.00	\$ 375.00	\$ 625.00
Annual Total	\$ 3,000.00	\$ 4,500.00	\$ 7,500.00

	Reallocate	Cumulative Reallocation	Still Needed
Training Officer	\$ 4,800.00	\$ 4,800.00	\$ 2,700.00
Safety Officer	\$ 2,880.00	\$ 7,680.00	\$ (180.00)
Fire Chief*			
Maintenance - Grounds			
Part-Time Salaries			
Secretary			