

Board of Directors

Leslie West
Michael Justice
Susan Choi
Melissa Dimic
Mark McDaniel

The Role of the Board

To reinvest the taxes it collects in order to provide top emergency and fire services within its territory.

Fire Chief

Garrett Contreras

The Role of the Chief

In collaboration with the Board of Directors and in partnership with all members of the organization, provide direction, protection, and order to the District.

Our Process to Develop the Strategic Plan

In keeping with our tradition of service and commitment to our local community, the Fairview Fire Protection District (FFPD) Board of Directors began a rigorous process of strategic planning in April 2014. Strategic planning identifies focus and direction for organizations, in order to provide all stakeholders with quality service and responsiveness. It also outlines goals to ensure this direction is successfully established and followed.

As community leaders, we recognize the need for periodic assessment of community needs and expectations. Our methods are based on two-way communication and collaboration, in order to reach agreement on future priorities and goals. To this end we, the FFPD Board of Directors, hired facilitators to guide us through the strategic planning process.

The consulting team facilitators first conducted an environmental scan, which included interviews with each FFPD Board Director and the Hayward Fire Department Command staff. They also facilitated a meeting for the FFPD Ad Hoc Committee, a group of very engaged citizens.

The facilitators provided an online survey to FFPD residents and facilitated a well-attended “community at large” forum at one of our local schools. At this forum we, the FFPD Board of Directors, listened to and recorded community needs, concerns, and expectations.

The facilitators compiled and presented this data to us at a public working session, from which we identified priorities. The priorities became a guide for developing specific strategies and goals to fulfill the Fairview Fire Protection District’s mission, vision, and values. This will result in the FFPD Board of Directors providing the best service for the Fairview Fire Protection District. This Strategic Plan will be implemented in association with the Hayward Fire Department Strategic Plan.

A Strategic Plan is an ongoing and dynamic process. Therefore we, the FFPD Board of Directors, also commit to periodically reviewing and adopting our strategies and goals to continue upholding the Fairview Fire Protection District’s role in protecting our community.

How we will Implement this Plan

The District will implement this Strategic Plan through Hayward Fire Department staff and individual Directors chairing standing committees, as well as an auditor, bookkeeper, attorney, and a fire service management consultant, which are all under annual contracts. District constituents also actively contribute to achieving District objectives as they participate in various standing committees.

The FFPD annual budget process shall include the following:

- The FFPD Board President shall deliver a report to the FFPD Board about progress on Strategic Plan objectives in the current fiscal year (July 1 to June 30);
- Prior to Preliminary Budget approval, the Board shall propose specific Strategic Plan objectives to emphasize in the upcoming fiscal year and identify any funding necessary; and
- The Board shall adopt the annual Budget, including that year’s Strategic Plan objectives.

Our Mission

The Fairview Fire Protection District (FFPD) is dedicated to upholding its traditions of rapid response, innovation in responding to fire and medical/advanced life support emergencies, and initial response service for hazardous materials calls, while encouraging safety and prevention through assessment, education, and outreach, to our unique rural-urban interface community. FFPD's mission includes the following priorities: providing the best possible fire and medical emergency services for the Fairview community; enhancing ongoing internal and external communications; community outreach and engagement; collaboration and partnerships; and fiscal and resource management.

Our Values

- State-of-the-art emergency and fire service
- Community independence
- Interagency cooperation
- Responsiveness
- Communication

These values are reinforced by the commitment of each Director to continue to live by the following value-based statements:

- We model respectful and professional teamwork
- We communicate to each other and the public in a timely and transparent fashion
- We comply with the Brown Act and the Fire Protection District Law of 1987
- We listen to, care about, and have compassion for the community
- We actively seek community involvement

Our Strengths

The Fairview Fire Protection District provides to its citizens, in partnership via a contract with the City of Hayward Fire Department (HFD), the following superior fire and emergency services:

- Advanced life support (paramedics)
- Wildland fire suppression
- Fire prevention
- Fire inspection
- Fire Marshal
- Building plans review and compliance
- Weed abatement
- Public school education
- Staffing of emergency response equipment
- State-of-the-art equipment
- Daycare, rest home, and church fire inspection
- Disaster preparedness and CERT training
- Hazardous materials incident response
- Certified ISO 2 rating

Our Vision

As the only locally controlled and elected entity representing the residents of the Fairview Fire Protection District, we seek to be leaders in providing public safety and emergency services to the local community. We strive to provide the highest level of service while ensuring fiscal sustainability for the betterment of the District and our entire community.

STRATEGIC PRIORITIES

Priority A

Provide the best possible fire and emergency medical services for the Fairview community

Strategic Priorities

1. Continue to fund District's Equipment Replacement Fund so all emergency equipment can be replaced or updated in a timely manner
 - a. Finalize outfitting of new replacement Type 1 engine
 - b. Coordinate replacement of breathing apparatus according to HFD replacement schedule

2. Be proactive at managing risk
 - a. Continue to identify high risk areas and work with HFD to address those hazards
 - b. Educate residents via website and mailer on their role in fire safety and prevention

Priority B

Enhance ongoing internal and external communication

Strategic Priorities

1. Increase external communication
 - a. Continue to update/redesign website
 - b. Study use of Pulsepoint, Code Red, PEP, and CERT links on website
 - c. Earthquake preparedness information on website
 - d. Educate citizens about how they can get updated evacuation information during an emergency
2. Review Hayward Fire Department contract to ensure contract compliance and clarify contract language
 - a. Review contract with Hayward Fire Department Command staff annually
 - b. Clarify administrative and support roles of FFPD Board and the Hayward Fire Department
 - c. Continue to receive reports pertaining to Hayward Fire Department's compliance in meeting the response time performance measures, as stated in the FFPD contract
3. Enhance board effectiveness
 - a. Continue to train/review Brown Act, ethics, and bylaws bi-annually
 - b. Hold a Board retreat to update the Strategic Plan and participate in teambuilding training annually
 - c. Hold new Board Member orientation to perform effectively as Board of Directors for FFPD
 - d. Hayward Fire Department to provide orientation to fire operations to all existing and new Directors to develop an understanding of emergency operations
4. Communicate benefits of FFPD to the community
 - a. Post strengths and benefits to the community on the FFPD website
 - b. Post Strategic Plan on website
5. Respond to Fairview District constituents' questions, comments, and concerns
 - a. Continue to improve website comment capability
 - b. Assign website comment responses to Board Members
 - c. Hold periodic "community-at-large" forums
6. Host an annual Open House at our fire station for the district; provide the community with a chance to view fire equipment, meet staff, and to express concerns to Fire staff
 - a. Communicate through county, district, and local meetings to invite attendance to proposed events
7. Citizen and personnel development
 - a. Ensure that all schools in the district receive fire safety training annually
 - b. Participate in the City of Hayward mass notification system for providing timely alerts to residents in emergencies

Priority C

Community Outreach and Engagement

Strategic Priorities

1. Increase public participation in Board meetings and involvement on committees
 - a. Post calendar of meetings for the next year on website
 - b. Post agenda of Board meetings as per Brown Act and minutes as soon as approved by the Board

2. Evaluate Board meeting venues within our District that accommodate more public seating
 - a. List possible venues and costs
 - b. Decide on best feasible options
 - c. Communicate new venue, if changed

3. Increase visibility in community
 - a. Explore participation in National Night Out and other community events
 - b. Identify other organizations for participation opportunities (i.e. Hayward Local Area Committee (HLAC) and Hayward Area Recreation and Park District (HARD))

Priority D

Collaboration and Partnerships

Strategic Priorities

1. Improve LAFCO relationship and Alameda County Special Districts Association (ACSDA) participation
 - a. Assign board members to attend ACSDA meetings to represent the District’s interests and provide a brief report to the Board
 - b. Develop a process to proactively provide status to LAFCO on strategic initiatives and positive results

2. Enhance relationships with Fairview Stakeholders & District 4 Supervisor
 - a. Assign board members to attend District 4 Supervisors Fairview Stakeholders meeting and Unincorporated Community Services Committee meetings, as appropriate, to represent District’s interests and provide a brief report to FFPD Board
 - b. Continue to proactively provide status updates to Area Supervisor about strategic initiatives and positive results

Priority E

Fiscal and Resources Management

Strategic Priorities

1. Protect and rebuild financial reserve
 - a. Establish standing Budget Committee
 - b. Assess reserve and establish maintenance level
 - c. Identify resources and services currently available to FFPD
 - d. Identify potential revenue sources
 - e. Develop and implement a preliminary 5-year fiscal plan to meet and sustain the reserve maintenance level
 - f. Protect and maintain fund balance
2. Create and follow a budget process
 - a. Develop a budget policy, and consider reinstating Board Treasurer position to oversee it
 - b. Continue to review current auditor contract for value received; adjust services as appropriate
3. Balance the budget
 - a. Establish budget goals
 - b. Review current assets for cost effectiveness and utility in serving our mission
 - c. Add, change, or dispose of assets to cost effectively serve our mission
 - d. Determine cost/benefit of hiring clerical support
 - e. Assess current contractors to determine cost/benefit versus hiring full-time staff
 - f. Determine the most cost effective method for use of legal firm under contract
 - g. Identify cost of running the District exclusive of contract for service with Hayward Fire Department
 - h. Address any budget deficits
4. Define future projects
 - a. Identify projects that will benefit the community, meet our mission, and provide funding accordingly
 - b. Establish standing committees as needed for support
 - c. Prioritize list for new projects
 - d. Identify grants to fund projects
 - e. Assign Board member and committees to oversee selected projects
 - f. Communicate project gains via website and public meetings

About Us

The Fairview Fire Protection District is an independent Special District as defined under the Fire Protection District Law of 1987, Health and Safety Code, Section 13800, of the State of California.

A five-member Board of Directors, elected by their constituents and each serving a staggered four-year term, govern the District. The Fire Chief oversees the general operations of the District in accordance with the policy direction prescribed by the Board of Directors.

The District's service area encompasses 4.2 square miles. Within the boundaries of the District are expansive wildland areas, single-family homes and multi-family residential complexes, agriculture, and equestrian areas. The total population served by the District in 2014 exceeded 13,000.

The major revenue sources of the District are property taxes, a special tax for basic emergency medical services, a First Responder Advanced Life Support reimbursement, and interest income. Total income for the year ending June 30, 2014 was \$2.7 million. The Audit for the District provides complete financial statements for the District.

A brief history of the District is noted below:

1938: Community volunteers organized Fairview Fire Department.

1947: Alameda County Board of Supervisors formed the Fairview Fire Protection District in response to a petition submitted by Fairview residents. The founding Volunteer Fire Chief was William G. Wolters. Fairview Fire Chief Joseph W. Ortiz was the first paid Fire Chief and the first Fire Chief in Alameda County to obtain his fire science degree.

1960s: Fairview Fire Protection District became the first Alameda County department to have a dedicated rescue rig for medical emergencies only. It was equipped with the best available line resuscitator. Historically, FFPD firefighters have earned the highest levels of medical certifications and training. FFPD became a mecca for training firefighters throughout the county.

1983: All unincorporated areas in Alameda County increased their supplemental EMS tax to \$10.00 (which has grown to almost \$15.00 today), while the Fairview Fire Protection District has held its tax until now to \$4.46.

1987: The Fairview Fire Protection District became subject to the new California "Fire Protection District Law of 1987."

1992: The FFPD developed a plan to more cost effectively deliver and improve services by contracting for services was signed with the City of Hayward.

1996: A Fairview citizen applied to LAFCo to have FFPD dissolved and to have the Alameda County Fire Department (ACFD) provide fire protection services to the Fairview area. Proponents of dissolution pointed to ACFD's paramedic program. At the urging of the FFPD Board, LAFCo agreed to delay their decision and wait for the outcome of Measure Z, which was placed on the ballot by the District, and gave voters the choice of dissolving the FFPD and receiving service from Alameda County Fire Department or retaining the FFPD and its autonomy (thereby supporting its decision to contract with City of Hayward for fire protection service). The vote was 55% against dissolving FFPD and in support of maintaining the autonomous special district and its elected board.

2001: With the completion of the Five Canyons development of 900 new homes in the territory of Fairview, the builder provided Fairview Fire Protection District with the newest state-of-the-art fire station in the region as a condition of this planned development as well as a new Type III fire engine.

2012: Fairview Fire Protection District extended its services contract with the Hayward Fire Department for an additional five years.

2013: LAFCO conducted a Municipal Services Review and adopted a provisional Coterminous Sphere of Influence resulting in the FFPD embarking on developing this new strategic plan.

2014: Fairview Fire Protection District has taken delivery of the newest, custom-built Type 1 fire engines in the region, and every one of Fairview Fire Protection District's fire engines continues to be staffed by at least one paramedic certified firefighter and typically three.

The Fairview Fire Protection District has been proudly serving the public for 76 years. It has had a long history of training firefighters who have become Fire Chiefs placed in locations within California, and as far away as Arizona, Colorado, and Idaho, and is now proud to be served by the Hayward Fire Department.