



STRATEGIC PLAN

2024-2029

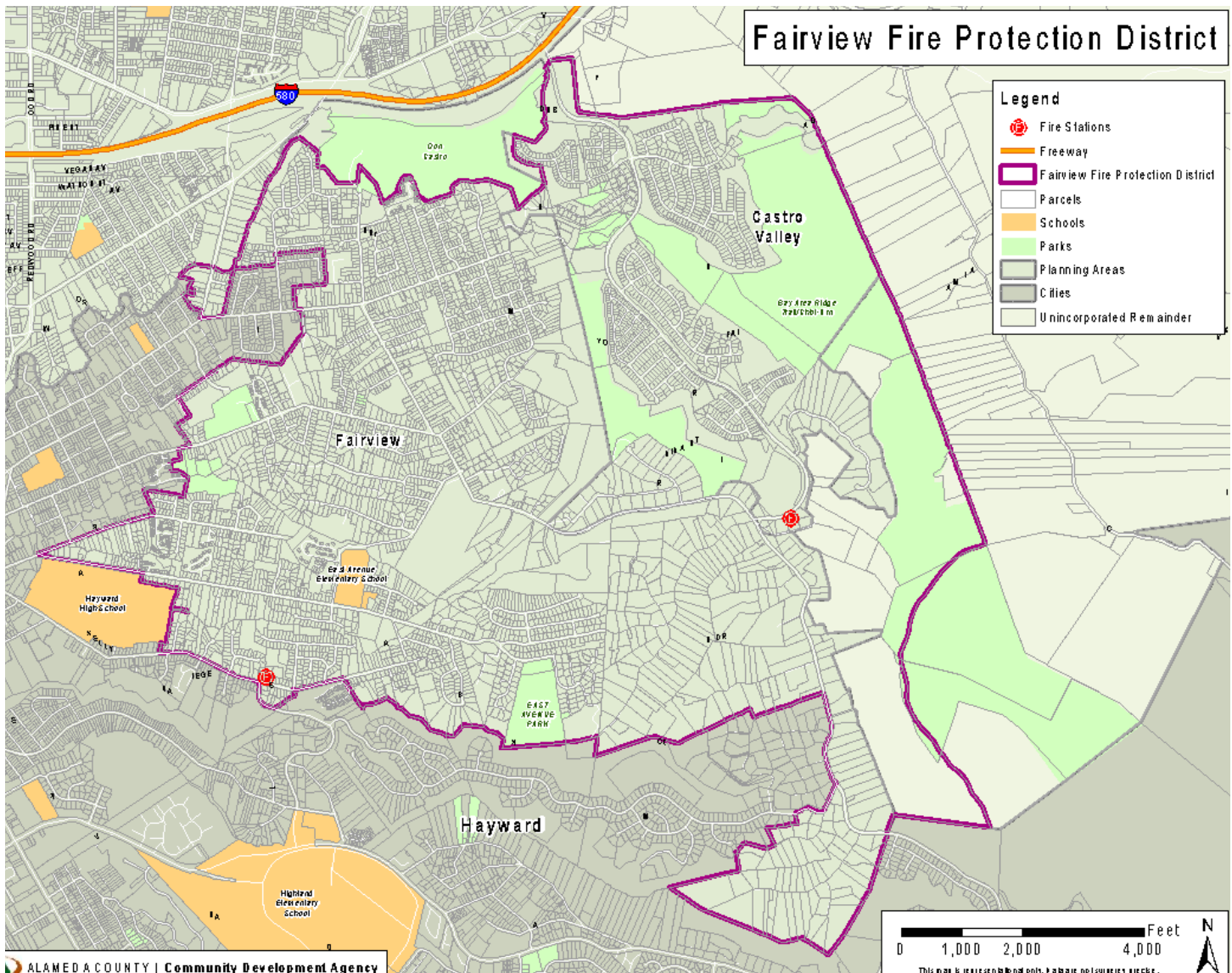
Fairview Fire Protection District

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ABOUT THIS DOCUMENT

On March 9, 2024, the Fairview Fire Protection District Board held a workshop to develop its 2024-2029 Strategic Plan. During the workshop, the Board reviewed its 2019-2024 Strategic Plan and conducted an environmental scan, which consisted of a community survey and a Strengths, Limitations, Opportunities, Threats (SLOT) analysis to set priorities, metrics and strategic tasks for the next five years. The Board adopted this Plan on March 25, 2024.

Highlights of this Plan include:

- Updated Mission and Values
- Added Vision Statement
- Priorities for 2024-2029
- 2024-2029 Strategic Tasks

The Board will review this Plan annually as part of its budget process. The General Manager will prepare a report on the status of the Board's metrics and strategic tasks each year by May, so the Board can update the Plan and propose any tasks to prioritize in the upcoming fiscal year. The Board will adopt updates to the Plan by June each year, so the budget document reflects any funding changes needed to complete these tasks.

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ABOUT THE DISTRICT

The Fairview Fire Protection District serves a unique, suburban-rural community located in the wildland-urban interface between the San Francisco East Bay's densely populated coastal communities and open space hills. As the only locally controlled and elected entity representing the District's residents, the Fairview Fire Protection District Board seeks to be a leader in providing public safety and emergency services to the local community.

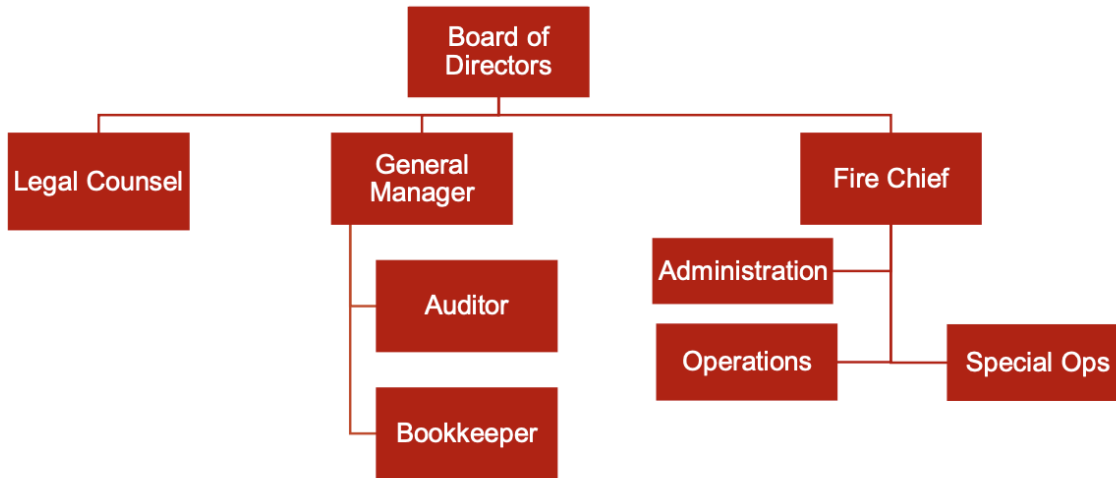
The Fairview Fire Protection District is an independent Special District, established under the Fire Protection District Law of 1987, Health and Safety Code, Section 13800, of the State of California. The District is governed by an elected five-member Board of Directors who serve staggered four-year terms. The District contracts with the City of Hayward Fire Department for fire and emergency services.

The District's service area encompasses 4.2 square miles, comprising the Fairview and Five Canyons communities. The District serves approximately 14,653 residents and contains wildland areas, single-family homes, multi-family residential complexes, elementary schools, agricultural and equestrian areas.

The major revenue sources of the District are property taxes, a special tax for emergency medical services, and interest income. An annual audit provides a complete financial statement for the District.



ORGANIZATIONAL CHART AND ROLES



Board Members: As elected representatives of the community, the Board Members set the District’s policies and strategic direction by working closely with the General Manager, Fire Chief and General Counsel. They set the annual budget and provide fiscal oversight of the District’s funds. Bi-annually, they are required to attend a training session on the Brown-Act and Ethics Laws and Ethics Principles for Public Service.

General Manager: The General Manager oversees the implementation of the Strategic Plan tasks, manages District vendors and contracts in accordance with District policies, prepares the agenda and reports for Board meetings and prepares policies for Board consideration, organizes community outreach events and communications, liaisons with regional government, and ensures compliance with state and county regulations.

Hayward Fire Chief and Operations Staff: The Fire Chief and operations staff are responsible for day-to-day emergency medical, fire service delivery, and disaster response to District residents. In addition, Special Operations staff is responsible for conducting annual inspections, public education, emergency preparedness, and other special programs.

Hayward Fire Administrative Staff: Hayward administrative staff provides clerical and organizational support to the Board, General Manager and Fire Chief, including assembling and distributing meeting packets, posting public notifications, assisting with the development and monitoring of the budget, processing payments and facilitating the annual weed abatement and chipping programs.

Legal Council: The contracted attorney provides legal guidance to the Board on laws governing public meetings and public policies of Special Districts.

Bookkeeper: The contracted bookkeeper records the District’s financial transactions and produces regular financial statements for the Board.

Auditor: The contracted CPA conducts an annual audit of the District’s finances and reports findings to the Board.

ACHIEVEMENTS FROM THE PRIOR STRATEGIC PLAN

The District accomplished many of the objectives in the 2019-2024 plan, including:

- Continued a collaborative relationship with Hayward Fire Department
- Continued Residential Assistance Program for weed abatement
- Continued website improvement
- Continued to produce and mail annual newsletter
- Created Board Member Handbook
- Updated all Board policies to new format
- Eliminated Alameda County dispatch service fees, resulting in an annual savings of \$42,000.
- Purchased upgrades and additions to station/equipment
- Adopted fire flow standards for hydrants in new developments
- Established evacuation routes mapped with signage in the Kelly Hill area
- Renewed Certificate of Transparency
- Provided free wood chipping services using District budget and grant funds
- Held Open Houses with approximately 185 attendees at each event
- Held eight CPR classes
- Regained control of weed abatement enforcement from Alameda County
- Adopted Weed Abatement Ordinance
- Increased financial reserves each year by ensuring that revenues exceeded expenditures

MISSION

The District's mission is to:

- Ensure rapid and effective emergency response to our diverse and unique suburban-rural community
- Encourage safety and prevention through risk assessment and outreach services
- Maintain fiscal sustainability for the betterment of the entire District

VISION

The Fairview Fire Protection District will continue to foster the District's partnership with its contracted fire agency and to anticipate and respond to the diverse and changing needs of the community.

VALUES

The Fairview Fire Protection District Board and staff approach its mission with the following values:

- Innovative, state-of-the-art emergency services
- Fiscal Responsibility
- Community Collaboration and Teamwork
- Community Responsiveness
- Communication and Transparency

PRIORITIES

The Board adopts the following priorities for the five years of this Plan:

A. Emergency Preparedness

The Board will continue to work in partnership with its contracted fire agency, currently the Hayward Fire Department, to provide emergency preparedness and fire prevention education and training opportunities to the District's residents with an emphasis on the following:

- Evaluate evacuation routes and educate public
- Increase AC Alert awareness and participation
- Continue weed abatement program

B. Community Engagement

The Board will continue to grow its communication and outreach services to increase participation and engagement of the District's community members in training and events.

C. District Facilities

The Board will regularly conduct a needs assessment for ongoing facility improvements.

D. Succession Planning

The Board will prepare a plan for the recruitment and hiring of the District's General Manager. The Board will create opportunities for Directors to serve in and/or learn from multiple officer positions.

E. Sustain Robust Fiscal and Resource Management

The Board will continue to provide strong oversight of the District's finances to ensure fiscal sustainability and responsible management of taxpayer funds, including ongoing assessment and long-term planning for facility needs and equipment purchases.

METRICS OF SUCCESS

The Board adopts the following performance metrics and targets to track the District's success at meeting its priorities:

	Performance Metric	Target
M.1	% of responses within 5 minutes and 50 seconds	90%
M.2	% of applicable occupancies inspected for fire safety annually	100%
M.3	% of applicable parcels inspected for weed abatement annually	100%
M.4	# of residents who are signed up for emergency alerts	10%, increase annually
M.5	# of residents who have been CERT/NERT/PEP trained	TBD
M.6	Level of Operating reserves	10% of budget
M.7	Level of Emergency reserves	85% of budget
M.8	Level of funding committed for capital purchases	Adequate to replace existing equipment

STRATEGIC TASKS

New or One-Time Tasks

The Board adopts the following strategic tasks to advance its 2024-2029 priorities. The Board will review these tasks each year as part of its annual budget process and will identify the tasks that will be worked on during the following fiscal year.

Emergency Preparedness	
A.1	Establish and confirm evacuation routes
A.2	Continue to inform public about evacuation routes
A.3	Increase AC Alert sign-ups
A.4	Continue Weed Abatement and Education
Community Engagement	
B.1	Continue to assess and enhance website
B.2	Promote increased participation in CPR/Safety classes
B.3	Continue to evaluate District needs and encourage community involvement
District Facilities	
C.1	Continue to assess and review District facilities
C.2	Evaluate feasibility and cost to repurpose historic Fairview Avenue Fire Station
Succession Planning	
D.1	Create succession plan for Board members and General Manager
Sustain Robust Fiscal and Resource Management	
E.1	Continue to maintain District's financial reserves through effective budgeting

ONGOING CHECKLIST

In addition to strategic tasks, the Board adopts the following objectives for implementation during the next five years. The Board will review and update these tasks annually to ensure ongoing completion.

Emergency Preparedness	
A.a	Receive bi-monthly reports from HFD on contractual performance measures
A.b	Review reported evacuation route issues
A.c	Continue to research viable evacuation route opportunities
Community Engagement	
B.a	Maintain up-to-date website
B.b	Mail an annual newsletter and weed-abatement courtesy letter
B.c	Host an annual open house event at Fire Station #8
B.d	Promote CPR and safety classes
B.e	Continue budget and funding for the community free chipping service
District Facilities	
C.a	Ongoing management of the District's facility, equipment and vehicle assets
Sustain Robust Fiscal and Resource Management	
D.a	Maintain financial reserves in accordance with Board policy
D.b	Maintain adequate Capital Replacement Fund
D.c	Review the strategic goals and tasks each spring and adopt updates with annual budget

HISTORY OF THE DISTRICT

1938: Community volunteers organized the 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 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 year

2013: LAFCO conducted a Municipal Services Review and adopted a provisional Cotermious Sphere of Influence resulting in the FFPD embarking on developing a 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.

2014: The District Board adopted a more enhanced Strategic Plan with community input.

2016: The District held First Annual Open House for Community to visit Fire Station, meet Firefighters and speak with Directors.

2018: The Board established the first Financial Reserve Policy that secures the financial future of the District.

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2018: The Board developed a new and improved District Website

- 2019:** The District established a hydrant fire flow requirement for new developments.
- 2020:** The District established a Fuels Management and Weed Abatement Ordinance
- 2020:** Replaced Fire Station 8 track-and-roller vertical front doors with horizontal, fold-open doors.
- 2021:** The Board adopted a resolution to approve acquisition of Polaris All-Terrain Vehicle
- 2023:** Fairview Fire Protection District was awarded the state recognized CSDA “Certificate of Transparency” for the second time.
- 2023:** Upgraded the Fire Station #8 Board meeting room to allow for remote participation
- 2023:** The Board created a Director’s Handbook
- 2023:** The Board adopted a Resolution of Support for the Alameda County Sheriff’s Department to strengthen enforcement of laws prohibiting fireworks
- 2024:** The Board adopted an ordinance stating formal prohibition of District-wide use of safe & sane fireworks
- 2024:** The Board adopted an ordinance reconfirming the District’s Weed Abatement Standards
- 2024:** The Board adopted the 2024-2029 Strategic Plan for the District with community input