



## Livermore-Pleasanton Fire Department Joint Powers Authority

NOTICE IS HEREBY GIVEN, pursuant to section 54956 of the California Government Code, a special meeting of the Livermore-Pleasanton Fire Department Joint Powers Authority is hereby called for:

**Date/Time:** Friday, May 23, 2008 at 8:00 a.m.

**Location:** Livermore-Pleasanton Fire Department Headquarters  
Fire Chief's Conference Room  
3560 Nevada Street  
Pleasanton, CA 94566

**Purpose:** SPECIAL MEETING AGENDA

1. Call to Order and Roll Call
2. Selection of Chairperson
3. Public Comment – *Comments are limited to items listed on this Meeting Agenda*
4. Approve Minutes of July 16, 2007
5. Review and consider the update to the 2008-09 Consolidated Operating Budget
6. Receive the 2007 Annual Report
7. Adjournment

**Posted:** May 19, 2008

### NOTICE

In compliance with the Americans with Disabilities Act, the meeting room is wheelchair accessible and disabled parking is available. If you are a person with a disability and you need disability-related modifications or accommodations to participate in this meeting, please contact the City Clerk's Office at (925) 931-5027. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. {28 CFR 35.102-35, 104 ADA Title II}

**Joint Powers Authority****STAFF SUMMARY REPORT**

May 19, 2008

**TO:** HONORABLE BOARD MEMBERS

**FROM:** Joint Executive Directors  
Fire Chief

**SUBJECT: Budget Update – Year Two of the Fiscal Year 2007/08 & 2008/09  
Consolidated Budget**

**SUMMARY**

Staff is presenting for the Board's consideration the update to the second year of the LPFD's Fiscal Year 2007/08 and 2008/09 consolidated budget. Since November 1, 1998, the LPFD has tracked its budget expenditures for fire and life-safety services provided to the partner cities of Livermore and Pleasanton through one consolidated budget. This consolidation brings together all personnel, maintenance, and operations costs, as well as equipment for new and replacement information systems, and capital outlay appropriations under one budget.

The partner cities continue to budget for certain expenses separately in their individual City and capital improvement program budgets, therefore the consolidated budget does not contain appropriations for new facility construction/facility renovation, fire vehicle and apparatus replacement, or fleet maintenance.

**RECOMMENDATION**

Staff recommends that the Board receive and file this report updating the second year of the two-year Livermore-Pleasanton Fire Department (LPFD) Consolidated Budget Fiscal Year 2008/09 and forward a recommendation of approval to the partner City Councils.

## **DISCUSSION**

This proposed budget takes into consideration the economic downturn with local revenues remaining vulnerable to unfunded State mandates and the State's economic uncertainty. While the partner cities have fared better than other Bay Area communities, the softened real estate market has had a ripple affect in causing sales and property taxes to fall short of projections.

Challenged with financial constraints resulting from the current economic downturn, Staff has sought out the most cost efficient and creative solutions possible in proposing a conservative budget. The proposed FY 2008/09 budget is fiscally responsible in that it plans for what may be long term economic uncertainty but maintains the Department's commitment to provide the highest quality fire and life-safety services to the community. Staff is approaching the long-term strategic planning process in much the same way, as various options are being explored in funding the needs of the Department.

In the short term, to assist each partner city in their efforts to offset expenses, the LPFD will continue to hold several positions vacant, which will be covered in more detail later in this report. As in the past, staff has evaluated the budget for all materials, supplies, and capital outlay and presents to the Board a budget for the next year that allows for only the necessary items required to continue providing safety and service to the community.

As the LPFD moves forward into fiscal year 2008/09, a budget issue that is currently being addressed is the new Governmental Accounting Standards Board requirement (GASB #45). The implementation date for GASB #45 is June 30, 2009. GASB #45 requires that the long-term liability and annual retiree medical costs be measured and disclosed. The long-term liability and costs associated with the LPFD Retirees' Medical Reserve Fund, for which contributions are shared by each partner city, are subject to this standard. Pleasanton Staff has been working with their actuary who is preparing a summary of all the trust provider options available and is surveying those providers to identify their administrative fees, composition of governing board, expected rate of return on investments, minimum deposit, frequency of disbursements, termination of employer participation, etc. Once this analysis has been completed and reviewed, recommendations for next steps will be prepared and presented to the JPA Board.

Allocation of the Consolidated Budget to the Partner Cities

The conclusion of this fiscal year will mark the eleventh year of the consolidated budget. We have found the cost-sharing methodologies and formulas developed during consolidation effectively represent the appropriate cost to the partner cities. As a refresher, the partner cities portion the cost for fire service in the following manner:

<b>Cost Share Formulas</b>		
<b>Budget Activity</b>	<b>Salaries &amp; Benefits</b>	<b>Maintenance &amp; Operations</b>
Administrative Services & Disaster Preparedness	Cost is shared 50-50 by partner cities	Cost is shared 50-50 by partner cities
Fire Prevention Bureau & Hazardous Materials Program	50% of the cost is shared 50-50 by partner cities  50% apportioned based on the number of new construction and tenant improvement permits in each city	50% of the cost is shared 50-50 by partner cities  50% apportioned based on the number of new construction and tenant improvement permits in each city
Fire Operations & Suppression	<u>Line Administration:</u> cost is shared 50-50 by partner cities  <u>Line Personnel:</u> Cost is shared per number of full-time firefighters per classification per partner cities	Cost is shared per number of full-time firefighters per classification per partner city
Emergency Medical Services	Cost is shared per number of full-time firefighters per classification per partner cities	Cost is shared per number of full-time firefighters per classification per partner cities
Asset Management	Not applicable	Costs are charged to only the partner city incurring the expense

In addition to sharing the operating costs of the LPFD, the partner cities also share the overhead costs associated with managing the activities of the Department. Specifically, Pleasanton provides payroll, accounts payable, accounts receivable, duplicating and mailing services, information technology, and human resources and workers' compensation administration. The existing JPA Cost Share Agreement does not address janitorial services for the LPFD Headquarters. Because it is not in the existing agreement, Pleasanton bills Livermore separately for their share of the janitorial services, which for fiscal year 2008/09 are \$5,700. At both the beginning and end of each fiscal year, each partner city calculates the total cost of these services, which are factored into the total cost of fire service.

The Consolidated Operating Fire Budget - Fiscal Year 2008/09

The proposed 2008/09 budget seeks to maintain the same approach as the 2007/08 budget, whereby staff has budgeted for only essential operating needs. The overall 2008/09 LPFD Consolidated budget reflects a 3% increase over the previous fiscal year. The two areas that are driving the increase are Personnel costs and Training and Transportation expenses. Per the Labor Agreement, pay rates for bargaining covered positions receive a 4% COLA in both fiscal years 2007/08 and 2008/09.

Although not ideal, in an effort to offset the MOU increases, the Department will continue to hold several positions vacant. The LPFD mid-year savings in personnel costs for fiscal year 2007/08 totals approximately \$225,900. For fiscal year 2008/09, the Department will defer the hiring of three (3) firefighter positions for the majority of the fiscal year. The firefighter vacancies will be filled in March 2009 to coincide with the next Fire Academy. In addition, a vacant Fire Inspector position will be held for fiscal year 2008/09. The cost savings for these positions combined is approximately \$170,500. These amounts are net savings in that they have been adjusted to capture any overtime or professional service costs required to provide appropriate staff coverage resulting from the vacancies.

The following table reflects the change in labor costs from fiscal year 2007/08 to 2008/09:

<b>Labor Only Costs</b>	<b>1-Year Labor Cost</b>	<b>1-Year Labor Increase</b>
Adjusted Fiscal Year 2007/08 Budget <sup>1</sup>	\$ 25,334,289	
Adopted Fiscal Year 2008/09 Budget	\$ 25,310,139	
<b>Proposed Fiscal Year 2008/09 Budget</b>	<b>\$ 26,580,241</b>	<b>\$ 1,270,102</b> 4.97%
<i>The factors contributing to the labor only costs are as follows:</i>		
Annual Cost of Living Increase per Labor Agreements		4.00%
Employer Contribution to the Public Employees Retirement System (PERS) Premium has increased 0.15% from the projected rate of 24.89% to 25.04% for Fiscal Year 2008/09		\$108,430 0.15%

Staff will continue to manage the impacts of vacancies as they occur in all areas of the Department. The majority of Department vacancies are anticipated to occur through traditional retirement and disability-retirement attrition. To the extent possible, Staff will fill any upcoming vacancies through promotion, which is consistent with the Department's philosophy and commitment to employee retention, long-term development, and succession planning. With this in mind, it should be noted that the transition from the Division Chief to Battalion Chief Classification is complete. As anticipated, this change has greatly improved line staff supervision and communications across the Department.

<sup>1</sup> Labor Only Costs: Adjusted Fiscal Year 2007/08 Budget reflects salary savings.

As mentioned earlier in this report, contributions to the Retirees' Medical Reserve Fund are shared by each partner city. The City of Livermore's contribution to the fund will be reduced by \$350,000 in 2008/09 from the original budget of \$1.4 million to \$1.050 million. The Personnel expenditure includes medical benefit payments. Actuarial estimates were used for these budgeted figures, and actual costs may be less than the estimate of the pay-as-you-go costs. The budget estimate for professional services includes actuarial and legal consulting, and may also experience actual costs less than budgeted. The balance in the reserve is expected to be \$12.9 million at the end of 2008/09.

<b>Retirees' Medical Reserve Fund</b>		
	<b>Fiscal Year 2007/08</b>	<b>Projected Fiscal Year 2008/09</b>
<b>Beginning Balance, July 1</b>	\$10,846,433	\$12,120,095
Revenue		
Benefit Accruals	1,400,000	1,050,000
Interest Earnings	410,000	400,000
Total Revenue	\$1,810,000	\$1,450,000
Transfer In (Out)		
Net Transfers	\$0	\$0
Expenditures		
Personnel	470,000	562,000
Professional Services	66,338	10,000
Total Expenditures	\$536,338	\$572,000
<b>Ending Balance, June 30</b>	<b>\$12,120,095</b>	<b>\$12,998,095</b>

The annual contribution to the LPFD Workers' Compensation Fund (benefit accruals) is transferred from the LPFD budget and costs are shared between each JPA member. Revenues and expenses are roughly equal to one another for both fiscal years 2007/08 and 2008/09. It is expected that reserves will show a slight improvement and grow to \$1.3 million by the end of 2008/09.

<b>Worker's Compensation Fund</b>		
	<b>Fiscal Year 2007/08</b>	<b>Projected Fiscal Year 2008/09</b>
<b>Beginning Balance, July 1</b>	\$ 1,245,160	\$ 1,284,160
Revenue		
Benefit Accruals	800,000	800,000
Interest Earnings	92,000	80,000
Total Revenue	\$892,000	\$880,000
Transfer In (Out)		
Net Transfers	\$0	\$0
Expenditures		
Insurance	143,000	143,000
City Liability Costs	650,000	650,000
Insurance Administration	60,000	60,000
Total Expenditures	853,000	853,000
<b>Ending Balance, June 30</b>	<b>\$1,284,160</b>	<b>\$1,311,160</b>

The 2008/09 budget will also reflect a 20% increase in Transportation and Training expenses. Increases in costs for this category are attributed to an ongoing trend of stricter compliance requirements for all safety and emergency medical personnel. The cost increase is for both number and frequency of outside training attended, as well as for restructuring of certain components of in-house training to meet the new standards:

<b>Transportation &amp; Training</b>		
<b>Fiscal Year</b>	<b>Cost</b>	<b>Increase/Decrease</b>
Adjusted Fiscal Year 2007/08 Budget	\$ 73,050.00	
Proposed Fiscal Year 2008/09 Budget	\$ 88,200.00	\$15,150.00 20.7%

The fiscal year 2008/09 budget projects a decrease in the Repair and Maintenance area of approximately 6%. Staff continues to work on improving efficiencies in maintaining the Department's field and office equipment, including revising the replacement schedule based on a cost analysis of continued maintenance versus new procurement:

<b>Repair &amp; Maintenance</b>		
<b>Fiscal Year</b>	<b>Cost</b>	<b>Increase/Decrease</b>
Adjusted Fiscal Year 2007/08 Budget	\$ 295,222	
Proposed Fiscal Year 2008/09 Budget	\$ 276,550	(\$18,672) -6.3%

The fiscal year 2008/09 budget will also reflect a reduction in the Capital Outlay expenditures of approximately 97%. The Department purchased new SCBA equipment during fiscal year 2007/08, resulting in a larger than typical budget for Capital Outlay. The budget for fiscal year 2008/09 is more in line with previous budget years for Capital Outlay:

<b>Capital Outlay</b>		
<b>Fiscal Year</b>	<b>Cost</b>	<b>Increase/Decrease</b>
Adjusted Fiscal Year 2007/08 Budget	\$ 686,856.00	
Proposed Fiscal Year 2008/09 Budget	\$ 18,500.00	(\$668,356.00) -97.3%

As mentioned, the Department purchased new SCBA Equipment during 2007/08. The new equipment serves to both improve firefighter safety and meet new NFPA standards. The original project scope was to refurbish the existing equipment. However, due to new compliance standards, the project was revised to a purchase of new equipment that would meet the updated standards. The total expense of the purchase is reflected in the Capital Outlay portion of the 2007/08 budget. It should be noted, however, that supplemental funding is being received through a Federal Homeland Security Grant, which will offset the equipment cost by \$203,904:

Federal Homeland Security AFG Grant SCBA Equipment					Pleasanton's Share 50%		Livermore's Share 50%	
Total Project Cost	Grant Funded Portion	Federal Contribution (.80 of Grant)	Combined Local Match (.20 of Grant)	Unfunded Balance	Local Match Share (.20x.50)	Unfunded Balance Share	Local Match Share (.20x.50)	Unfunded Balance Share
\$679,556					25,488	212,338	25,488	212,338
	254,880	203,904	50,976	424,676	\$237,826		\$237,826	

The last area of the 2008/09 budget to be discussed is Materials and Supplies. As mentioned earlier in this report, Staff has only budgeted for the most essential items necessary to provide fire and life-safety services to both communities, with a budget nearly equal to that of fiscal year 2007/08:

Materials & Supplies		
Fiscal Year	Cost	Increase/Decrease
Adjusted Fiscal Year 2007/08 Budget	\$ 1,412,183	
Proposed Fiscal Year 2008/09 Budget	\$ 1,413,748	\$1,565 .11%

In order to maintain appropriate budget levels, the Department engages in an Annual Spending Exercise. This exercise started out with the limited goal of meeting the Mid-Year Budget process requirements, but has since evolved into a useful tool for the Department. Because this process requires peer collaboration and communication across all levels of the Department, it has proved effective in facilitating teamwork. The spending exercise has also been useful in promoting an environment where all members of the LPFD work together to seek out maximum savings, promote spending accountability, strengthen the Department's commitment to the community, and to request the appropriate levels of equipment, supplies, and materials needed to work effectively.

With consideration of the LPFD operating expenses and factors discussed above, the proposed Fiscal Year 2008/09 Consolidated Fire Budget totals \$ 28,727,239. This cost is allocated between the five budget activities as follows:



Allocation of the Consolidated Budget to the Partner Cities

Per the JPA cost share formulas, the total proposed Fiscal Year 2008/09 consolidated budget of \$28,727,239 would be allocated to each partner city as follows:

<b>Proposed Fiscal Year 2008/09 Consolidated Fire Budget</b>			
<b>Budget Activity</b>	<b>LPFD FY 2008/09 Budget<sup>2</sup></b>	<b>Pleasanton FY 2008/09 Budget<sup>2</sup></b>	<b>Livermore FY 2008/09 Budget<sup>2</sup></b>
<b>Operating Budget per Cost Share Formulas:</b>			
Administrative Services & Disaster Preparedness	1,459,334	729,667	729,667
Fire Prevention Bureau & Hazardous Materials	1,815,694	907,847	907,847
Operations & Suppression	24,944,314	12,472,157	12,472,157
Emergency Medical Services	445,616	222,808	222,808
Asset Management	62,300	26,000	36,300
<b>Subtotal-Annual Consolidated Fire Budget<sup>3</sup></b>	<b>\$ 28,727,239</b>	<b>\$ 14,358,479</b>	<b>\$ 14,368,779</b>
<b>Additional Direct Charges &amp; Adjustments:</b>			
Retirees' Medical Reserve Fund	(350,000)	0	(350,000)
Dispatch Services from Livermore to Pleasanton	0	142,521	(142,521)
Admin Headquarters Janitorial Service	0	(5,729)	5,729
Credits for Shared Revenues & Reimbursements	(172,186)	(86,213)	(85,973)
Support From Pleasanton for Payroll, Human Resources, Finance, & Central Services etc.	0	(308,057)	308,057
<b>Subtotal-Direct Charges &amp; Adjustments</b>	<b>(\$522,186)</b>	<b>(\$257,478)</b>	<b>(\$264,708)</b>
<b>Total<sup>3</sup></b>	<b>\$ 28,205,072</b>	<b>\$ 14,101,001</b>	<b>\$ 14,104,071</b>

<sup>2</sup> Does not include fire apparatus and light duty vehicle maintenance or replacement; facility construction; facility renovation; or facility operating expenses.

<sup>3</sup> Each cities total may result in a greater share due to rounding.

## FISCAL AND ADMINISTRATIVE IMPACTS

The increased labor costs discussed above and the total fiscal impact of the consolidated budget to each partner city for year two of the Two-Year Budget is shown below.

<b>Allocation of Costs to Partner Cities</b>			
<b>Partner City</b>	<b>Adjusted Fiscal Year 2007/08</b>	<b>Proposed Fiscal Year 2008/09</b>	<b>Variance Increase/Decrease</b>
<b>Pleasanton</b>	13,541,423	14,101,001	559,578
<b>Livermore</b>	13,574,804	14,104,071	529,267
<b>Totals<sup>4</sup></b>	<b>\$ 27,116,211</b>	<b>\$ 28,205,072</b>	<b>\$ 1,088,845</b>

Attachments:

- Livermore-Pleasanton Fire Department Budget Highlights 2007-08/2008-09

---

<sup>4</sup> Each cities total may result in a greater share due to rounding.



**LIVERMORE-PLEASANTON FIRE DEPARTMENT  
BUDGET HIGHLIGHTS  
2007-08/2008-09**

The following costs are joint budget costs shared between Pleasanton and Livermore:

- ◆ The materials and supplies budget requested mirrors the spending levels of fiscal year 2006/07. This budget does not contain funding for new program initiatives.
- ◆ Approximately \$64,000 in fiscal year 2007/08 and \$78,700 in fiscal year 2008/09 for training to include captain's academy, hazardous materials training, driver operator training, as well as updates to the training program to comply with mandated and certification requirements in fire rescue and medical disciplines.
- ◆ Approximately \$104,000 is requested in 2007/08 and \$77,000 in 2008/09 for fire training supplies and materials, which will aid the ongoing training efforts of the Department.
- ◆ Approximately \$27,000 is included in each year to continue the disaster preparedness programs in both cities. These funds will provide city staff training and community training programs.
- ◆ \$90,000 is included in both 2007/08 and 2008/09 for the comprehensive medical examinations, as well as wellness and fitness programs for safety personnel. This includes a fire department physician consultant who is certified in occupational health.
- ◆ Overtime costs were calculated using an average five-year trend of hours required to serve both communities and respond to reimbursable Federal Emergency Response Agency (FEMA) incidents. The LPFD received FEMA reimbursements of close to \$500,000 in both FY 2006/07 and FY 2007/08.

# **Livermore-Pleasanton Fire Department**



**Annual Report  
2007**

May 2008

Ms. Linda Barton  
City Manager  
City of Livermore

Mr. Nelson Fialho  
City Manager  
City of Pleasanton

Dear Ms. Barton and Mr. Fialho:

On behalf of the members of the Livermore-Pleasanton Fire Department (LPFD), I am pleased to present you with the 2007 Annual Report. This Report provides an overview of the Department's accomplishments during calendar year 2007 and gives a summary of the goals, challenges, and opportunities that lay ahead for the LPFD Team in 2008.

2007 was an exciting and dynamic year for the LPFD. The union and management teams worked together to negotiate a new 3-year labor contract. The Department also worked diligently to design and implement several innovative programs which focused on the four pillars of the vision for the future of the LPFD that I outlined in my "State of the Department" address; operational excellence, regional leadership, building a sustainable organization, and being the bridge between to the two partner cities.

To implement this vision, we developed and implemented a variety of new programs. In the area of operations, we placed a renewed emphasis on skills training with the goal of improving multi-company coordination and firefighter safety during large scale events. At the regional level, we partnered with Alameda County and Fremont Fire Department to conduct a joint recruit academy and we worked with several of our regional partners to deliver multi-company training programs for in-service companies. This year our sustainability programs included the acting battalion chief program which gave several company officers an opportunity to gain first hand knowledge and experience at the command level. This program resulted in a sufficient pool of internal candidates to hold a closed promotional exam for battalion chief. We also developed academy programs for engineer and captain. The major emphasis on bridge building this past year has involved working with the partner cities on the adoption of new building and fire codes, user fee studies, customer service initiatives, and disaster preparedness programs.

This Annual Report also looks to our future and sets out several ambitious goals for 2008. These goals include continuing the planning and design work for the replacement of Fire Station No. 9 in Livermore, developing of a 5-year Strategic Plan for the Department, and replacing the Department's aging radio system.

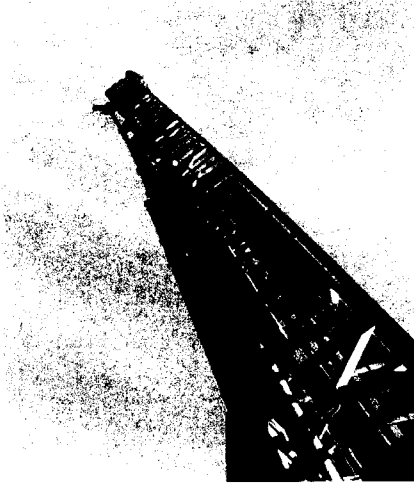
The members of the LPFD continue to provide the highest quality emergency and non-emergency fire and life-safety services. The accomplishments of 2007 were only possible through their ongoing dedication and commitment to our mission and core values. It is to each of them that I extend my deepest appreciation for their service.

Sincerely,

Bill Cody  
Fire Chief

## INTRODUCTION

The Livermore-Pleasanton Fire Department (LPFD) is an all risk emergency response and community service organization serving the Cities of Livermore and Pleasanton. The Department's core purpose is to make the Livermore and Pleasanton communities safe for all citizens to live and work through the protection of life, property, and the environment. The Department seeks to minimize risk to people, property, and the environment by responding to all fire, medical, rescue, and hazardous materials incidents. The LPFD's highly skilled and trained staff is guided in providing the highest quality fire and life-safety services to its customers through its core values:



- Commitment to Caring
- Dedication to Safety
- Dignity and Respect for All
- Integrity and Pride
- Provide Solutions
- Value Tradition – Evolve with Innovation

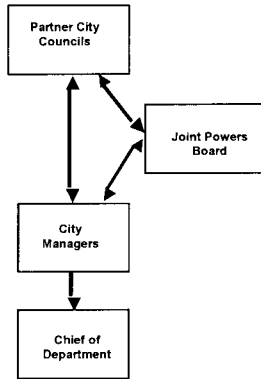
To meet the needs of the Livermore and Pleasanton communities, the LPFD provides fire suppression, emergency hazardous materials response, emergency medical service, and specialized rescue with eight engine companies and two truck companies strategically located in ten fire stations throughout the Cities of Livermore and Pleasanton. The Department's administrative and non-emergency safety services, including fire prevention and hazardous materials regulations, emergency medical services system management, emergency preparedness, training, information technology, finance, and public information are provided from the Department's headquarters in Pleasanton.

### Organization Plan

The Livermore-Pleasanton Fire Department is organized under a joint powers authority (JPA) agreement with essential support services provided by the partner cities of Livermore and Pleasanton. This partnership structure provides an efficient administration and effective delivery of life-safety services without the additional overhead of a completely independent fire district.



The JPA Board of Directors has limited independent power delegated to it by the partner city councils, whereas the members acts as a subcommittee of both city councils to understand fire and emergency medical service issues in depth. All major decisions by the Board of Directors require ratification by the respective city councils. If such ratification is not attained, the issue is returned to the Board of Directors and executive management staff for further work. In this joint consensus partnership neither city can dictate to the other. Thus, the JPA Board of Directors, combined with the joint budget, provide an effective tool in maximizing the delivery of fire services, controlling costs, and maintaining local control in determining service levels.



At the time of consolidation in 1996, a cost sharing plan was developed to allow each partner city to pay its fair share of the joint operating expenses of the LPFD. This plan shares overall headquarters and administrative expenses by different formulas on a program by program basis. By structuring the formulas according to each program, the cities are able to maximize their cost benefit, as well as better match service levels with the evolving needs of their own community.

Administrative costs are generally shared 50/50 by each city; each partner city pays for their share of support services such as payroll, personnel, risk management, and dispatch. Fire Prevention expenses are shared based on units of service provided (the number of new construction and tenant improvement permits issued per city, per calendar year). Fire Operations and Suppression expenses are shared between the partner cities based on the number of firefighters each city requires. Self-determining the number of firefighters in this way, is an example of how each community is able to maintain local control and effectively meets their own independent service level requirements. Each city also individually maintains and purchases its own fire stations and fire apparatus.

In Fiscal Year 2007/08, the consolidated LPFD budget was \$27,801,600. The budget is allocated between five budget activities as follows:

Operations and Suppression		\$24,346,448	
Emergency Medical Services		\$ 414,011	
Fire Prevention/Inspection		\$ 1,708,070	
Administration		\$ 1,270,771	
Asset Management		\$ 62,300	
	<b>Total Consolidated Budget</b>		
<b>Cities Grand Total</b>	<b>\$27,801,600</b>	<b>\$13,917,585*</b>	<b>\$13,884,031*</b>

\*Each city's share results in a greater total due to rounding

## AN OVERVIEW OF THE DEPARTMENT

In 2007, the Department staff consisted of 30 fire captains, 30 fire engineers, 30 firefighter/paramedics, and 18 firefighters in line operations, 6 chief officers, 5 managers, 1 emergency preparedness manager, 6 fire prevention inspectors, 1 hazardous materials coordinator, and 4 office support staff. These members of the LPFD provide emergency and non-emergency fire and life-safety services through the following Divisions and Programs:

### Operations Bureau

- Fire Suppression and Rescue Division
- Training Division
- Emergency Preparedness Program

### Fire Prevention Bureau

- Inspection/Investigation Division
- Hazardous Materials Regulatory Program
- Public Education Program

### Administration Bureau

- Administrative Services Division
- Information Systems and Communications
- Emergency Medical Services and Public Information

## OPERATIONS BUREAU

The Operations Bureau is the largest of the Department's three bureaus and provides all risk emergency response and public assistance services to the Livermore and Pleasanton communities.

### Fire Suppression and Rescue Division

Fire Suppression and Rescue Division personnel provide 24/7/365 emergency response services with a daily staffing compliment of 36 members on 10 fire companies. The majority of the calls received by the Department are medical emergencies. The LPFD manages emergency medical responses at the advanced life support level (ALS). All suppression personnel are certified as emergency medical technicians (EMTs) and each company has at least one trained firefighter-paramedic to provide advanced life support.



The Division maintains a team of highly trained hazardous materials specialists ready to respond to hazardous materials emergencies along the I-580/I-680 corridor and the high-tech industry in both Livermore and Pleasanton.



In addition to providing emergency services, the Fire Suppression and Rescue Division also seeks to enhance public safety through improvements in planning, prevention programs, and public outreach activities. Through partnership with the Fire Prevention Bureau, the Fire Suppression and Rescue Division assists in the reduction of risk to persons, property, and the environment by conducting fire and life-safety inspections of industrial and commercial occupancies through the Annual Fire Inspection Program (AFIP). Each engine company captain is responsible for communicating the results of the inspections to the Fire Prevention Bureau. If follow-up inspections are necessary, they are assigned to fire inspectors.

The Fire Suppression and Rescue Division also provides general public assistance in its ongoing commitment to providing outstanding customer service. This includes a wide range of services including removal of children and pets locked in cars, assisting people locked out of their homes, participating in public education activities, and helping disabled persons in need.

In providing these services, the Fire Suppression and Rescue Division seeks to achieve the following performance standards:

- Respond to all fire and medical incidents within 7 minutes 90% of the time.
- Reduce fire losses by containing fires to the area of involvement at the time fire companies arrive on scene.
- Provide public education programs including cardiopulmonary resuscitation (CPR) and Citizen Emergency Response Teams (CERT) training.

Calls for service are continuing to increase with the growth of both communities, and while the Fire Suppression and Rescue Division is meeting the service demands of today, the Department continuously evaluates its performance to plan for the challenges of the future.

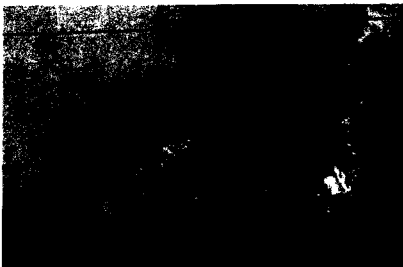


*For a complete statistical analysis of emergency workload measures, please refer to the charts and maps at the end of the report.*

<u>Emergency Responses by Type of Call</u>		<u>Emergency Response by District</u>	
Fires	512	District No. 1 - S/W Pleasanton	998
Medical Aid	7,014	District No. 2 - Stoneridge	1,106
Hazardous Conditions	170	District No. 3 - Santa Rita	1,021
Service	1,941	District No. 4 - S/E Pleasanton	1,160
Alarms	854	District No. 5 - Ruby Hills	265
		District No. 6 - East Avenue	1,242
		District No. 7 - Rincon Avenue	2,018
Total Calls for Service	10,491	District No. 8 - Springtown Area	1,113
		District No. 9 - S/W Livermore	989
		District No. 10 - N/W Livermore	516
		Lab and Alameda County Fire	<u>63</u>
		Total Calls for Service	10,491

• **Mutual Aid Strike Teams**

The Alameda County Fire Mutual Aid Plan works in conjunction with the State of California Master Mutual Aid Agreement to provide assistance to fire jurisdictions that need additional resources to manage emergencies that exceed the capability of the local agency. The plan is implemented when local agency resources have been depleted to the point that, in the opinion of the fire chief, additional resources are necessary to provide reasonable protection for the jurisdiction.



The Mutual Aid Plan includes a daily listing of personnel and equipment from each jurisdiction in Alameda County that can be deployed as Strike Teams, Task Forces, Single Resources, or Overhead Command Teams.

In 2007, the LPFD responded to a total of 21 requests for Out-of-County Mutual Aid, and one request for Out-of-State Mutual Aid (Ketchum, Idaho) totaling 115 days and 45 personnel. All of the incidents were related to severe fire activity.



Participation in the Mutual Aid Programs has strengthened the LPFD's relationships with neighboring jurisdictions as well as State and Federal agencies. The benefits to our local community include on-the-job-training and experience that would not otherwise be available to LPFD personnel.

The LPFD also provided two fire engines for district coverage in Contra Costa County as part of a regional effort that allowed Contra Costa County Fire Department firefighters to attend the memorial service for Captain Matt Burton and Engineer Scott Desmond. These two firefighters perished on July 21, 2007, while attempting to rescue an elderly couple from their burning home.



Incident Date	Incident Name	Days	Personnel
7/8/2007	Antelope Complex	6	1
7/24/2007	Elk Complex	8	1
7/8/2007	Antelope Complex	2	1
7/7/2007	Zaca 1	10	4
7/7/07	Tungsten	1	1
7/13/07	GB MAC Staging	1	1
8/30/2007	Stevens	2	4
8/26/2007	Zaca 2	5	1
8/23/2007	Zaca 2	7	1
8/23/2007	Zaca 2	8	4
9/5/2007	Redding	2	1
8/29/2007	Wallow	7	1
9/7/2007	Moonlight	8	1
8/23/2007	Castle Rock	18	1
9/4/2007	Lick	5	4
9/11/2007	Moonlight	5	1
9/15/2007	Butler 2	6	4
10/21/2007	Witch	7	4
10/21/2007	Witch	7	4
10/21/2007	Witch	7	1
10/25/2007	Rice	3	4
<b>Totals</b>		<b>115</b>	<b>45</b>

• **Fleet Services Program**

During 2007 the Fleet Service Program continued to support the LPFD’s mission with a coordinated effort between the cities Fleet Divisions at the Pleasanton Operation Service Center and Livermore Maintenance Service Center. These centers scheduled and provided the preventative maintenance, repairs, and modifications to the Department’s 52 vehicles.

The LPFD Fleet Committee developed specifications for three replacement vehicles. These vehicles include a Type III fire engine, a stakeside utility pick up truck and an electric EMS response vehicle. All units should be delivered and placed in service during 2008.



The Fleet Supervisor has continued to update and refine the Fleet Replacement Schedule to meet the future fleet needs and budget for replacement vehicles in a fiscally responsible manner with each partner city.

• *Hazardous Materials Response Team*

In 2007, the Livermore-Pleasanton Fire Department responded to 87 incidents involving hazardous materials. Several of these incidents required more than one Hazardous Materials Specialist on scene to safely resolve the incident. We continue to have numerous incidents involving more common but no less hazardous materials including gasoline, diesel fuel, natural gas, muriatic acid, and other household chemicals that can harm people and the environment.

The Hazardous Materials Response Team consists of 18 members all trained to the level of Haz Mat Specialist. All members of the Haz Mat Team attended 24 hours of refresher training on critical areas of responsibility including chemical identification, monitoring and remediation. The LPFD continues to work with our regional partners to develop a cooperative vision of coordinated Hazardous Materials response. We regularly participate in drills and exercises with Teams throughout the Bay Area. In-house training provided by members of the Hazardous Materials Team has helped prepare the entire Livermore-Pleasanton Fire Department to respond to incidents involving Weapons of Mass Destruction and acts of Terrorism.



Pleasanton Fire Department to respond to incidents involving Weapons of Mass Destruction and acts of Terrorism.

The Battalion Chief responsible for the Hazardous Materials Team attends quarterly meetings with the Alameda County Fire Chief's Haz Mat Working Group to coordinate purchasing, training, grant requests, and deployment of equipment throughout the County. Through these meetings we ensure that when multiple Haz Mat Teams respond, they can work together seamlessly and effectively. Equipment purchases and grants spending is coordinated to best meet the needs of all the Haz Mat Teams in the County.



In the past two years, the Alameda County Fire Chief's Haz Mat Working Group received grant

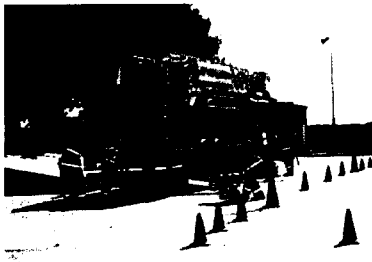
funding to purchase emergency medical equipment for Mass Casualty events, Emergency Mass Decontamination equipment and trailers to transport the equipment. The LPFD now has two trailers outfitted with all the equipment necessary to decontaminate fire equipment, personnel and multiple victims of a “weapons of mass destruction” (WMD) event such as a nuclear, biological, chemical or radiological release. In 2007, the entire Department was trained to operate this equipment and assist the Haz Mat Team.



The Haz Mat Team meets quarterly to review operations and policies, modify team member assignments, conduct training exercises, and develop the Haz Mat Team Training Plan for the upcoming year. In 2007, the Team completed an update of the training props used during exercises conducted at the LPFD tower. This included the chlorine tank training prop and the pipe tree used to practice stopping leaks in stationary plumbing. Haz Mat Team members conducted refresher training for all Department members to maintain Haz Mat First Responder Operational Level Certification and Weapons of Mass Destruction Operational Level Certification.

• *Truck Operations*

In 2007, the LPFD added a number of items to the ladder truck inventories. This new equipment allows the truck companies to complete tasks more effectively and added additional incident support and rescue capabilities. Electric blower fans were added to the trucks in both cities. These fans allow the fire department to remove smoke more efficiently from structures without producing engine exhaust.



Truck 1276 added two additional seats allowing the vehicle to hold up to six firefighters. This addition allows Reserve Firefighters and Explorers to ride-a-long with the Truck Company and assist where appropriate. Large Area Search Bags were also added to both trucks. In conjunction with additional training, firefighters can now more effectively

search for and rescue victims from large buildings such as the big box stores and hotels.

The LPFD also sent one Truck Company Officer to the Riverside Truck Academy in Southern California. This intensive two week training program allowed the Captain to return to the LPFD and instruct the entire Department on current techniques for truck operations such as elevator rescue, victim location and removal, and ventilation.



- *Equipment and Personal Protective Equipment*

The Department continued its OSHA compliant program of inspecting, maintaining and replacing Personal Protective Equipment in 2007. In addition to the maintenance program, six new firefighters were trained and equipped with protective equipment.

The Equipment program supplied the equipment necessary to outfit a new Type III Urban-Wildland Interface fire engine that was put into service in 2007. In addition, equipment on all of the fire apparatus was maintained or replaced as needed.



- *Field Communications*

In 2007, the entire inventory of VHF radio equipment (the radios primarily used in multi-agency responses such as large vegetation fires) was re-programmed to allow the LPFD to better communicate with other fire departments. The majority of the programming was done by LPFD personnel at significant savings to the Department. Older radios were replaced and additional radios were added to inventory to provide improved firefighter safety and meet the needs for interagency communications. The LPFD continued to research options for replacing its outdated 800 MHz radio system. A consultant provided information to the Department that will allow the LPFD to choose how best to proceed in the next few years.

- *Color Guard*

In 2007, the Livermore-Pleasanton Fire Department Color Guard participated in seven events including promotional ceremonies, an academy graduation, the Veteran's Day Parade and an Operation SAM event commemorating the sacrifices of public safety officers on September 11, 2001. The LPFD Color Guard performed jointly with the Pleasanton Police Department's Color Guard at the annual employee appreciation luncheon.



## Training Division

The LPFD Training Division is responsible for coordinating and conducting training for all fire suppression personnel. Specialized training for support staff and Fire Prevention personnel is also coordinated through the Training Division.



The Division's goals are to:

- Ensure that all new LPFD firefighters are fully trained to respond safely and effectively to emergency incidents.
- Conduct and/or coordinate in-house and contract training for LPFD suppression personnel to enhance skills and proficiencies.
- Ensure compliance with all Federal and State Occupational Safety and Health Administration mandates and regulations.

The Training Division also manages and maintains the Training Center. The Training Center is used not only by LPFD personnel, but by employees from both partner cities and several other outside agencies.

The Training Chief also oversees the Health and Safety Committee which is responsible for reviewing accidents and near misses. The Committee develops recommendations for policy and/or procedural that contribute to the overall health and safety of LPFD employees.



Each year, the Training Division assesses the training needs of all fire suppression personnel and develops in-house programs or coordinates attendance at inter-agency training programs to fulfill these needs. In 2007, the Training Division developed and

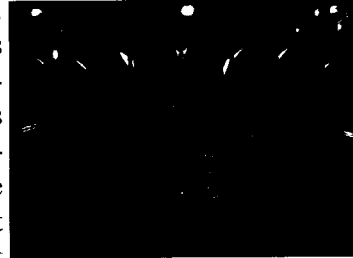
implemented the following programs:

- ***Program Administration***

The Training Division manages and coordinates the Department of Motor Vehicles Class B driver's license program, the probationary training programs for Firefighters, Engineers and Captains, the California Firefighter Joint Apprenticeship Committee (CFFJAC) program, and the California Incident Command Certification System (CICCS). The Training Division also coordinates the Driver Operator and Aerial Certification courses. Through involvement with the Alameda County Fire Chiefs Training Officers, the Division is involved in countywide training programs for Wildland, High-Rise and Multi-Casualty Incident. In 2008, the Division's training program will expand to include a Captain's Academy. This program is designed to prepare future company officers for the position of Company Officer.

- ***Promotional Examinations***

As members of the LPFD retire, the Training Division works closely with the Administrative Services Division and Pleasanton Human Resources to conduct promotional examinations for the positions of Fire Engineer, Fire Captain, and Battalion Chief. Applicants are tested on a wide range of job-related skills and tasks through assessment centers and written exams. The Training Division is responsible for developing the testing criteria and standards for administering these examinations. In 2007, the Training Division conducted promotional examinations for Fire Engineer, Fire Captain and Battalion Chief. All exams were conducted without the assistance of an outside facilitator. This enabled the Department to administer a high quality exam designed to specifically meet the needs of the organization. Using Department resources substantially reduced the cost of these exams.



- ***Entry Level Examinations and Recruit Training Academy***

The LPFD regularly conducts recruit academies to train entry level-firefighters. In 2007, the LPFD participated in two academies; the XAL entry level academy (see *Interagency Training* below) and a lateral-entry firefighter academy. Two lateral entry firefighter-paramedics participated in a five week program that built on their existing training and introduced them to the LPFD standard operations and procedures.

- ***Interagency Training***

This year the Livermore-Pleasanton, Alameda County, and Fremont Fire Departments jointly sponsored and conducted the first XAL Academy. This entry level academy was designed to train new inexperienced firefighters and firefighter-paramedics to the level of California State Fire Marshal Firefighter I. This was an enormous undertaking due to the scope of the curricula and the different cultures of the participating agencies. The 16-week program was comprehensive and demanding and prepared the novice firefighters for the complexities of their new position. It is intended that an XAL academy will be held annually by the three sponsoring agencies with opportunities for other fire agencies in the eastbay to send recruits through the program.

- ***Alameda County Training Officer's Association***

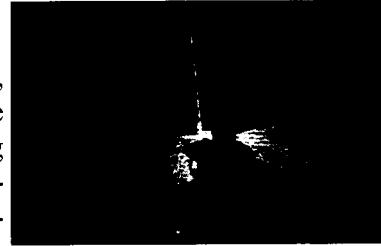
As a participant in the Alameda County Training Officers' Association, the LPFD coordinating and/or sponsored a variety of training programs with region-wide participation. In 2007, the LPFD Training Division coordinated two Ethical Leadership in the Classroom programs, which are required for certification of all California State Fire Marshal instructors. The Training Officers' Association is also responsible for coordinating the annual Wildland training exercise at Camp Parks in Dublin.





- ***Acquired Buildings Program***

In order to enhance the training experience of LPFD firefighters, the Acquired Buildings Program combines the resources of the Training Division, Fire Prevention Bureau and the cities Building Departments to find and make arrangements for the use of privately owned buildings for training. This program allows firefighters to practice their fire suppression, forcible entry, ventilation, and search and rescue skills in actual buildings. This is a vital enhancement to the training that occurs in the static environment found at the training center. In 2007, the LPFD Acquired Buildings Committee arranged for the use of several soon-to-be demolished buildings at the Hexcel site in Livermore. Over several days, each LPFD engine company rotated through the property to train on critical fire suppression and rescue skills.



- ***Critical Incident Stress Management***

In 2006, the LPFD reinstated the Critical Incident Stress Management (CISM) Program. Three firefighters were trained and certified as peer counselors. The program was expanded in 2007 to raise the level of training from basic to advance and three additional peer counselors were added. These firefighters work with other LPFD firefighters to manage the stress of extreme incidents and help keep people functioning at their highest level. The interventions included phone contacts, one-on-one personal interactions, post incident defusings and formal debriefings.

LPFD peer counselors are part of a larger group of firefighters from all over Alameda County who respond to firefighters in need throughout the Bay Area. In 2007, our CISM team participated in 36 phone calls, 16 one-on-one interactions, 8 defusings, and 5 debriefings. This included assisting Contra Costa Fire Department after the tragic death of two of their firefighters last summer. Also, for the first time, the peer counselors were able to offer their unique assistance to a group of citizens. Employees of Home Depot witnessed the death of one of their peers during a training meeting in Livermore. The LPFD peer support team responded to provide initial grief support for the conference attendees and staff. The Home Depot expressed their sincere thanks for the care and sensitivity shown by the firefighters.

- ***Technical Rescue Program***

The LPFD provides annual training in confined space rescue as mandated by Cal OSHA. With the cooperation of the City of Pleasanton, a training site was dedicated and is located at the Fire Training Center. Located at the site are props that simulate a collapsed building, underground vaults, trenches, and heavy concrete debris.

This site is regularly used to train LPFD personnel and is a certified Regional Training Center for confined space, trench and Rescue Systems I. Instructors from the LPFD provided the mandatory Cal-OSHA training to several other agencies. The site is also used by California Task

Force 4, the Federal Emergency Management Agency (FEMA) sponsored Urban Search and Rescue team, of which 15 LPFD employees are members.

- ***Swift Water Rescue Program Swift Water Rescue Program***

Swift water/flood search and rescue incidents may occur in the cities of Livermore and Pleasanton or in adjacent areas of Alameda County. There are four arroyos in the LPFD District: the Arroyo de la Laguna, Arroyo del Valle, Arroyo Las Positas, and Arroyo Mocho. In addition, there are large bodies of still water which are accessible to the public such as Shadow Cliffs and the gravel quarries. These can become attractive to the public, especially youths, in spite of their potential danger.

Swift water is extremely dangerous and rescues are extremely hazardous for both victims and rescuers. There is no substitute for training and experience. The LPFD has the equipment and trained personnel in three levels of operational expertise: Awareness, Operations, and Technical. Specialized equipment used by the LPFD includes a Zodiac inflatable boat, dry suits, personal flotation devices and rope systems that allow Department to respond to a variety of both moving and still water emergencies. Annual flood water rescue training is done to insure that LPFD firefighters remain ready to act in the event of a water event.



- ***Joint Apprenticeship Program Joint Apprenticeship Program***

The Joint Apprenticeship Program is sponsored by the California Professional Firefighters and the California State Fire Marshal's Office. It was developed to ensure that fire department personnel that are newly appointed to their positions (firefighter, firefighter paramedic, fire engineer, and fire captain) receive adequate training in their new positions. Enrollment and compliance with the program offers many benefits to the Department. State money is placed in an account that is used to enhance the Department's training program.

- ***Local Area Peer Review Board Local Area Peer Review Board***

The California Incident Command Certification System (CICCS) was formed to provide guidelines for the education and experience necessary to safely mitigate wildfires in the dynamic and dangerous California wildfire area. A local area peer review board has been formed within the LPFD to provide guidance and assurance that its members meet the requirements of the CICCS. The LPFD completed requirements for 14 Engine Boss, 4 Strike Team Leader (Trainees), 2 Safety Officers, 1 Public Information Officer and 1 other single resource position. This past year 22 members were added to the Resource Ordering and Staging System (ROSS) list which controls the deployment of mutual aid resources nationwide.



- ***Reserve Firefighter Program***

The Training Division also oversees the Reserve Firefighter Program. The goal of the Reserve Program is to help prepare young men and women ages 21 and over for employment as firefighters. The Reserves attend three training drills per month, participate in a minimum of 16 hours per month of ride-along time, and respond to call outs for work details. They also assist LPFD with various community and public education events.



In December of 2007, the decision was made to increase the total roster from 21 to 25. A two part entry exam was held consisting of a Physical Abilities Test and a personal interview. Ten people were selected to fill openings and to bring the roster up to full complement.

- ***Fire Explorer Program***

The Explorer Program, sponsored through the Boy Scouts of America provides opportunities for young men and women, ages 16-21 to work with firefighters, learning basic skills and test the waters for future career opportunities.

The Fire Explorers train twice month. They are introduced to the responsibilities and duties of a professional firefighter. Some Explorers have moved successfully into the Reserve Program. In March of 2008, five Explorers are scheduled to attend the Explorer workshop in Southern California where they will be able to train with Explorers from all over the State doing hands on exercises.

Both the Reserve and Explorer programs help teens and young adults further their knowledge of firefighting and EMS and decide if a career in the fire service is right for them. The LPFD firefighters assist them in preparing for entry exams and coach them on pursuing the appropriate education to prepare them for a successful career in the fire service.

***Training Division Accomplishments:***

- Participated in the Spring XAL Fire Academy
- Assisted with instructing in the Fall XAL Academy
- Held a five week lateral entry academy in Fall of 2007
- Completed a 1-week LPFD Aerial Certification program for prospective engineers
- Administered the 18-month Firefighter probationary studies program and the 12-month Engineer and Captain programs
- Conducted an annual training planning workshop
- Facilitated over 20,000 hours of fire suppression and rescue training mandated by the State and Federal agencies
- Coordinated the annual multi-agency Wildland exercise at Camp Parks



- Participated in a 6-day Rapid Intervention Crew training program sponsored by the Alameda County Training Officers' Association
- Performed an audit of the Department's training records
- Rented LPFD training facilities to several outside agencies for emergency training including: San Ramon, Berkeley, Chevron and Richmond Fire Department
- Coordinated ongoing Training Center maintenance
- Organized and updated certification records for all Department employees
- Issued "Red Cards" for each employee indicating their certifications and qualifications according to the California Incident Command Certification System (CICCS)
- Provided Department personnel to serve as evaluators on promotional and entry level boards for other agencies
- Monitored the LPFD Company Performance Evolutions standards testing
- Provided instructors to other fire agencies for specialized training (wildland, rescue, EMS)
- Provided training for six LPFD personnel to the Advanced level for Critical Incident Stress Management
- Trained all Captains in Intermediate Wildland Fire Behavior
- Trained all Captains in Crew Boss (a requirement for Engine Boss Certification through CICCS)
- Trained all Captains in Firing Operations (a requirement for Engine Boss Certification through CICCS)
- Supported 24 employees in attending 42 Company Officer, Chief Officer and professional development classes



### **Emergency Preparedness Program**

The LPFD Emergency Preparedness Program has one full-time staff member dedicated to assisting the cities of Livermore and Pleasanton prepare for disasters such as earthquakes and other catastrophic events. The program oversees the development and updating of the Livermore and Pleasanton Emergency Management Plans and is also responsible for:

- Technology for Emergency Operations Center (EOC) data management
- Technology for community notification
- Training for each City's EOC staff
- Coordination of LPFD's community training program including: CPR, First Aid, AED, Community Emergency Response Team (CERT), and personal and family preparedness
- Disaster Preparedness Programs for local businesses including Business Emergency Response Teams (BERT) and Local Emergency Action Plan (LEAP)

- ***Disaster Preparedness Education***

During 2007, the LPFD Emergency Preparedness Coordinator and a team of disaster preparedness volunteers conducted a series of one-hour disaster preparedness classes for businesses and residents in the cities of Livermore and Pleasanton. This presentation is tailored to the requesting group. Individuals can attend a general community class at no cost.



- ***CERT Training***

LPFD instructors taught 40 people in the community about disaster preparedness, disaster medicine, utilities management, how to safely operate a fire extinguisher, how to conduct search and rescue, and damage assessment through a 24-hour Community Emergency Response Training (CERT) program.



- ***Training for City Staff***

Both Livermore and Pleasanton EOC staffs participated in the Alameda countywide disaster drill. This drill allows the cities to put into practice the training they have received and hone their emergency management procedures.

- ***Disaster Preparedness/LEAP Program***

Each City has established a partnership with various local businesses to ensure continuity of services following a local emergency or disaster. LPFD offered training courses on individual and family preparedness for employees of these partner businesses.

## **FIRE PREVENTION BUREAU**

In August 2007, the Fire Prevention Bureau implemented a re-classification of the Inspector positions. This re-class integrated the fire and hazmat inspectors into a single unified inspector position. The benefit of this combined position is that a single inspector will have the responsibility for completing all required inspections for the majority of permitted facilities in the cities of Livermore and Pleasanton. In addition, primary fire investigation responsibilities were transferred to the Incident Commander on all fire incidents. Fire Prevention investigators are utilized on an on-call basis when the Incident Commander determines that additional resources are needed on the fire scene to assist with cause and origin or crime scene investigation.

The current authorized staffing in the Fire Prevention Bureau consists of six Fire Inspectors, a Hazardous Materials Coordinator, an Assistant Fire Marshal, a Fire Marshal and two support

staff. The Bureau continues to support development services in the cities of Livermore and Pleasanton by providing project review services with the permit centers, plan checks, and construction inspections for code compliance and responses for fire investigation, hazardous materials emergencies, and customer service requests.

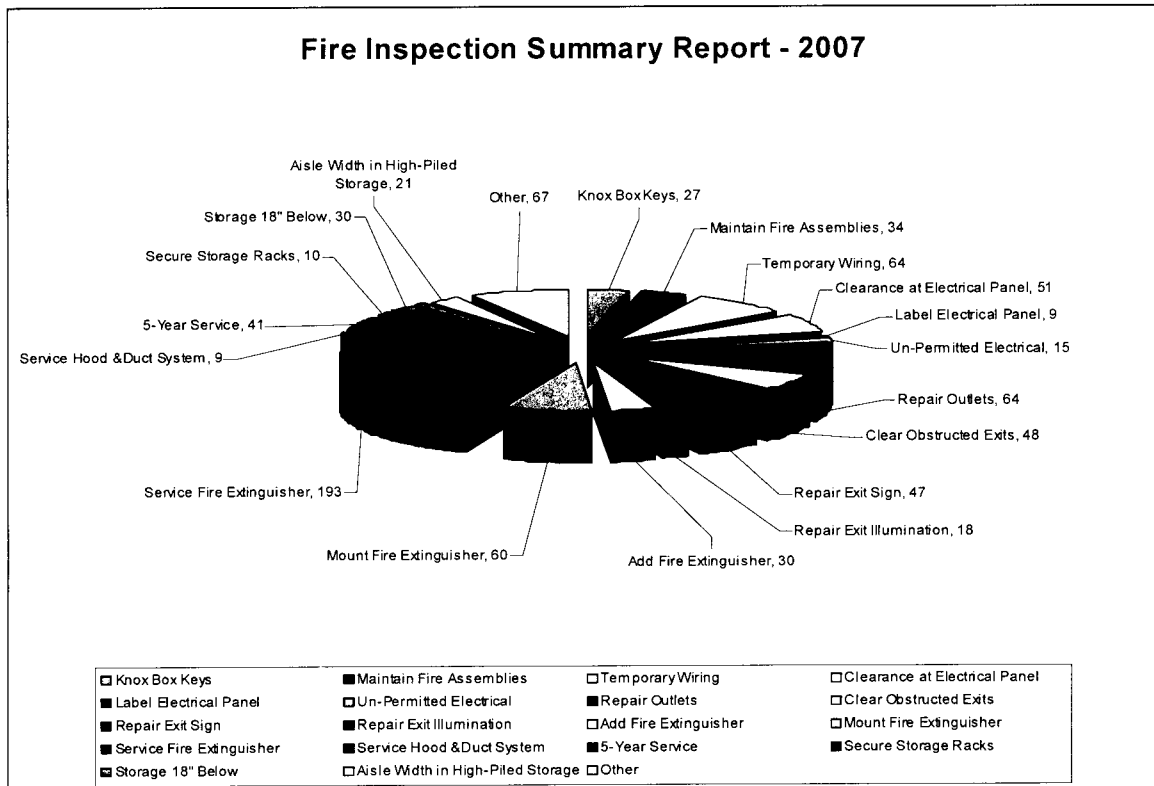
#### Fire Inspection and Investigations Division

Fire Prevention inspections are provided to the community to ensure compliance with Federal, State, and County Codes as well as local ordinances for fire and life-safety. In addition, they are performed as an extension of the fire plan check process to ensure compliance with the operational features of the emergency systems for property protection, environment, and life-safety for the community.

State law requires that State Buildings, schools, hotels/lodging, institutional and care homes be inspected annually. New construction inspections are provided for all new buildings and tenant improvements to ensure compliance with the Fire Code. This code deals with the people, operations, equipment, processes and products of the industry as a whole. This process does not slow down as we approach build out but it fluctuates with the changing economy, change of ownership or the change of use within the commercial community.

The daily service demand for fire inspections in new construction and tenant improvements decreased by 21% from the previous year (2,438 in 2006 to 1,960 in 2007 - 1,086 inspections in Pleasanton and 858 inspections in Livermore). The Bureau completed a total of 237 fire permit inspection and the Engine Companies completed 466 annual inspections for a combined total of 703 inspections (396 inspections in Pleasanton and 307 inspections in Livermore). In addition, the Bureau completed 60 inspections at non-permitted sites, 69 Customer Service Requests, and 92 Engine Company Referrals for both cities. The most common fire code violations were:

Service Fire Extinguisher	193	23%
Temporary Wiring	64	8%
Repair Outlets	64	8%
Mount Fire Extinguisher	60	7%
Clearance at Electrical Panel	51	6%
Clear Obstructed Exits	48	6%
Repair Exit Sign	47	6%
5-Year Service	41	5%
Maintain Fire Assemblies	34	4%
Add Fire Extinguisher	30	4%
Storage 18" Below	30	4%
Knox Box Keys	27	3%
Aisle Width in High-Piled Storage	21	3%
Repair Exit Illumination	18	2%
Un-Permitted Electrical	15	2%
Secure Storage Racks	10	1%



• **Annual Fire Inspection Program (AFIP)**

The Annual Fire Inspection Program (AFIP) provides the business community with fire inspections on an annual basis. Facilities requiring permits are inspected by Fire Inspectors. These facilities require special attention due to the changing regulations at the State level. We provide a basic fire code survey in addition to education on the application of new regulatory changes affecting the facility. Information on violations and deficiencies is tracked through a database. The results are used to develop educational documents and training programs for the business community. This data is also applied to construction plan checks and inspections to identify and apply corrective measures during planning and construction of new facilities.



Engine Companies are an integral part of the AFIP program. They conduct routine fire inspections to ensure compliance with fire safety regulations, provide education, and develop and update facility pre-plans for fire life-safety system components. This program requires a three year cycle to complete. A number of low hazard facilities were moved to a self-inspection program, which allows them to perform their own fire safety assessment during the off years. The triennial inspection sites have shown a higher compliance rate due to the efforts of the inspectors in

training and educating business owners and operators on state regulations and county compliance paperwork. This reduction of time and service demand has been reflected in the proposed fee study and can be attributed to the time spent in previous visits to help businesses becoming compliant.



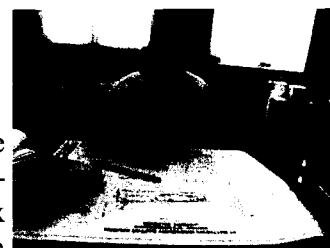
- *Weed Abatement Program*

The Weed Abatement Program is an annual program that seeks to reduce the risk of vegetation fires on vacant parcels which constitute a fire hazard. A list of properties is compiled through parcel surveys and citizen complaints. This year the Weed Abatement Program included 205 parcels in Pleasanton and 160 parcels in Livermore as potential fire hazards. There were 365 Weed parcels in 2007 as compared to 508 weed parcels in 2006. This represents a total reduction from year to year of 29%. This reduction was primarily due to voluntary compliance, construction or change in use of the parcel. Utilizing GIS and the Assessors Parcel database to verify each parcel from the previous year has helped in removing duplicate sites and developing a more accurate list of properties requiring weed abatement. The latest citizens' survey showed a positive response towards the LPPD's Weed Abatement Program. Of the 365 total sites, only 55 or 15% required city contractor abatement.



- *Plan Check Services*

Plan checks performed by the Fire Prevention Bureau included fire alarm systems, fire suppression systems, hazardous materials processes, aboveground and underground tank installations, and complex fire code reviews. In 2007, 361 plan checks were performed (113 in Pleasanton and 248 in Livermore). The Prevention Bureau also provided code compliance services to the two cities Permit Centers, Planning, and Construction Services Departments through participation in the weekly Staff Review meetings, Advanced Team (Livermore only) meetings and special project meetings.



The Fire Prevention Bureau contributed to the goals and objectives of the fire department by concentrating efforts in providing exceptional customer service along side Planning, Engineering, Building and other City Departments for community and construction projects from concepts through final acceptance. This cooperation is carried out in the field during the inspection process to help keep projects on-schedule which benefits contractors and developers by completing of a code compliant fire-safe building.



***Major projects completed during 2007 include:*****Livermore:**

- Bankhead Theater
- Deer Ridge Vineyards
- Kohl's Department Store
- Porsche of Livermore

**Pleasanton:**

- Birch Terrace
- Pleasanton Marriot
- Roche Molecular
- Pleasanton Assisted Care Facility

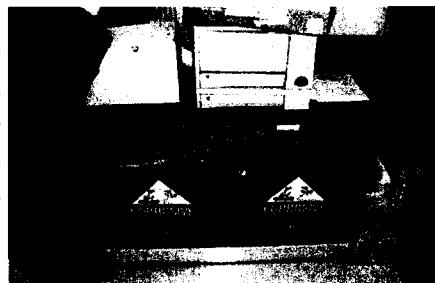
**Hazardous Materials Regulatory Program**

Certified Unified Program Agency (CUPA) inspections are incorporated into the AFIP element by performing the required inspections for Federal, State Regional and local county agencies in a coordinated effort. The direct benefit to the facility is that a single local agency provides oversight for the required six regulatory programs for compliance and inspection services which would otherwise require multiple agency inspections and oversight. Compliance for the multi-agencies is coordinated by the Livermore-Pleasanton Fire Inspectors. A benefit to the surrounding community is the assurance of identification, communication and safety plans for hazardous materials, storage tanks and other potentially hazardous processes. The Unified Program consolidates six hazardous materials programs:

- Hazardous Waste Generator program
- On-Site Treatment of Hazardous Waste program
- Hazardous Materials Business Plan program
- Accidental Release Prevention program
- Underground Storage Tank program
- Above Ground Petroleum Tank program

The hazardous materials regulatory program, works with over 680 facilities that store and/or use hazardous materials as a part of their operations to ensure applicable life-safety and environmental standards are met.

The Enforcement Component is another element of the CUPA program in which LPPFD participates as a member of the County Environmental Task Force. The main mission of this task force is to foster uniform and coordinated application of enforcement standards. When voluntary compliance cannot be obtained, cases are referred to an enforcement mechanism (Administrative Enforcement Option or Formal Enforcement to the District Attorney) gaining compliance through this mechanism frequently results in fines and penalties to a business. These fines and penalties are utilized within the CUPA program for training, equipment and/or other specific uses for improving the CUPA program. There have been 12 cases/facilities referred to formal enforcement since 2003 with 9 cases closed. Three others are in the process of being settled and several others are pending.



In 2007, staff began working on a project that will allow fire inspectors to bring computers and printers into the field with them. Staff researched the experiences of other agencies currently using these tools. We did a needs/cost analysis of hardware options and field tested software. These computers will be connected to the Fire Department's computer server and to the internet. This will allow inspectors to significantly streamline their activities, produce typewritten inspection reports in the field, and provide information to customers much more quickly. In 2008, staff will field test the selected tablet PC and printer and expand our inspection documentation software's capabilities.



### Public Education Program

The LPPFD's Public Education Program identifies public education needs and develops outreach programs that deliver high quality and cost-effective life-safety programs to the Livermore and Pleasanton communities.

The Fire Prevention Bureau continues to participate in programs that provide education to the citizens and business communities in conjunction with the Operations Bureau and Training Divisions for fire and life-safety events. The Bureau's Public Education/Outreach programs for 2007 included:

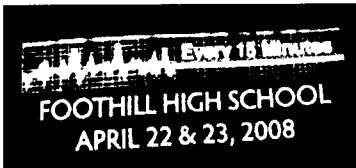


- Farmers Market - both cities provided fire and life safety education and tours of the Fire Safety Trailer
- Trick-or-Treat Night – City of Livermore
- Public Education displays for City Hall – April – Earthquake and Emergency Preparedness and October – Fire Prevention Week and Household Hazardous Waste Clean up

- Community Open House at all Livermore-Pleasanton Fire Stations – October
- Two Neighborhood Preservation community clean up events in Livermore
- Public education and outreach on the laws pertaining to fireworks along with aggressive enforcement in cooperation with the Livermore and Pleasanton Police Departments

***Highlights of the Department's public education and outreach efforts include:***

- LPFD assisted the Livermore and Pleasanton Police Departments in their presentation of the Every 15 Minutes Program. Through this program students from Livermore, Granada, Amador and Foothill High Schools were taught about the risks associated with drinking and driving. LPFD fire companies responded to a staged car accident involving high school students. Student actors participated as injured or deceased vehicle occupants that were extricated, medically triaged and treated by LPFD personnel. These students were then transported to participating hospitals by American Medical Response ambulance crews.



- LPFD assisted the City of Pleasanton Aquatic Center in developing an Incident Action Plan (IAP) for the Pacific Masters swim meet which drew a crowd of over 1,000 people during the three-day event. The IAP delineated roles and responsibilities for aquatic center staff and event coordinators in the areas of crowd control, 911 activation, Automatic External Defibrillator (AED) deployment, and access for first responders to reach the patient. Routes for dropping off swimmers while keeping an area clear for first responders, were developed and maintained throughout the event. The IAP proved successful during an actual emergency medical incident. Aquatic Center staff effectively deployed their AED on a patient in cardiac arrest. Aquatic Center staff members converted a lethal cardiac rhythm to a viable rhythm and Fire Department first responders were able to continue lifesaving interventions. Firefighters had immediate access to the patient and AMR safely transported the patient to Valley Care Hospital for further evaluation and treatment.
- LPFD purchased an Emergency Medical Support vehicle for use at functions that require street closures, these events made access by normal fire engines next to impossible. This cart is staffed at an ALS level and provides EMS at a number of parades, events, and street fairs.
- LPFD set up the Fire Safety House at numerous events this past year. Through the Fire Safety House, children and adults learn ways to exit a building, proper response to smoke alarms and procedures for ensuring that their homes are fire safe.
- Our Second Annual Disaster Preparedness Fair in Livermore was coordinated by the LPFD disaster volunteers and held in conjunction with the City of Livermore's Farmers

Market. This event drew a crowd of over 1,000 people. Several local vendors participated and shared many preparedness related items. Disaster preparedness and fire safety information was distributed at several other events including the Livermore Wine Festival and Downtown Trick-or-Treat.

- Three middle schools in Pleasanton were visited during their schools' career days. Firefighters promoted firefighting as a career to eighth graders at Pleasanton, Hart, and Harvest Park Middle Schools.
- In October LPFD participated in "Storytime with a Firefighter" held at both cities libraries.
- The LPFD continues to provide station tours for scouting groups, clubs, and community members wishing to see the stations and learn about the fire service.



In Total, the LPFD shared important safety messages at 180 events throughout the year to an estimated 350,000 people.



## ADMINISTRATION BUREAU

In 2007, administrative responsibilities were redistributed among management team members in order to improve operational effectiveness. The Emergency Medical Services (EMS) Division is now responsible for the following programs:

- EMS licensing and Quality Assurance
- Workers Compensation
- Public Information
- Wellness and Fitness
- Recruitment

## Emergency Medical Services and Public Information

The EMS Division supports Firefighters who are state licensed Paramedics and Alameda County certified Emergency Medical Technicians. All fire suppression personnel are trained in accordance with state and local requirements. Dedicated to offering our communities the highest level of care, field personnel can provide medical interventions for both adult and pediatric patients suffering from a multitude of conditions ranging from medical conditions to traumatic injuries.

- *EMS Event Cart*

Thanks to donations from several public and private agencies, the LPFD now has a customized EMS golf cart. This Cart is equipped with lights, siren, and the same medical equipment carried on a fire engine. This EMS cart is staffed by an LPFD firefighter team comprised of a paramedic and EMT to deliver patient care during large City sponsored community events.

Due to its compact size and mobility, the EMS cart will allow fire personnel to move quickly through a crowded venue, provide care to a patient, and then transport the patient out of the event area to a waiting ambulance.



The total cost of the cart with the modifications and gurney was approximately \$30,000. Fireman's Fund Insurance Company and UnionBanc Insurance Services, Inc. awarded the LPFD with a \$19,000 grant for the purchase of the vehicle. The grant was made through Fireman's Fund Insurance Company's Heritage program. The balance of the funding for the cart modifications, trailer and medical equipment was provided by the Livermore Police Department's asset seizure funds, Farmers Insurance in Pleasanton, Wal-Mart in Pleasanton, and the California Refuse Removal Council.

- *Alameda County EMS Assessment*

Alameda County Emergency Medical Services contracted with Fitch and Associates to conduct an EMS system review, make system design recommendations and improvements, and assist the County in the preparation of the Ambulance Transport Request For Proposal (RFP). Data

was gathered and analyzed to benchmark Alameda County against other EMS systems for response time performance, clinical quality, and financial sustainability.

LPPFD as an EMS provider and stakeholder actively participated in this assessment process by attending several meetings facilitated by the Consultants and supplied all LPPFD suppression personnel with an Alameda County survey. This on-line survey provided field personnel an opportunity to present their overall impression of the current EMS system and make recommendations for system changes. The LPPFD worked in conjunction with the Alameda County Fire Chiefs Association to provide an historical accounting of the history of Alameda County EMS.



- ***Workers' Compensation***

The responsibility for managing the Department's Workers' Compensation Program has been assigned to the EMS Manager. LPPFD continues to work collaboratively with City of Pleasanton Human Resources and the City's contracted Third Party Administrator, Innovative Care Solutions (ICS).

The EMS Manager is now involved with the medical care of each injured firefighter from the time the injury is reported until the firefighter returns to full duty. This process entails working in conjunction with ICS to facilitate doctor's appointments and necessary medical care in order to return a firefighter to a modified duty capacity until cleared for full duty or directly back to full duty.

Department-wide training has been conducted regarding the accurate and timely reporting of a work related injury in accordance to State law. The LPPFD is working collaboratively with ICS to capture data which can be used to improve overall firefighter fitness through the Department's Wellness/Fitness Program.

- ***Wellness and Fitness***

A Request For Proposal (RFP) was distributed in April 2007, to local Health Care Agencies seeking a Physician to continue to provide a Fire Department Wellness-Fitness Program. After reviewing responses from three local Providers, LPPFD selected Premier Comp in Pleasanton, to continue providing a physician based wellness and fitness services.

The LPPFD Wellness and Fitness Program began in 2002 with a complete baseline medical examination for each firefighter and continues to evaluate the health and fitness of all firefighters throughout their career. The physician has established a one to one relationship with each LPPFD firefighter in order to evaluate and prescribe a wellness and fitness program specific to their unique needs. Particular attention is paid to cardiovascular health with an understanding of its importance to firefighter longevity.

It is the intention of the LPFD to ensure the health and well-being of each firefighter, by treating work-related illnesses and injuries at an early stage and also reducing on-the-job injuries and illnesses.

- ***Public Information***

The EMS Manager is also the LPFD Public Information Officer (PIO). The primary responsibility of this assignment is to promote community understanding of LPFD objectives, events, and accomplishments while working collaboratively with each City's PIO.



***Accomplishments:***

- Since July 2007, the following events have been publicized: Disaster Preparedness Fair, EMS Cart Dedication Ceremony, Toys for Tots Campaign, and two LPFD retirements
- LPFD worked collaboratively with the Tri-Valley Herald to write an article promoting the use of automatic external defibrillators in the Health Club setting
- Upon the return of the LPFD crew deployed to combat fires in Southern California, an interview with Channel 30 was arranged for firefighters to candidly share their experiences

- ***Recruitment***

The LPFD experienced a significant number of vacancies in 2007 due to retirements, promotions, and other job opportunities. The following positions became available for recruitment:

- Administration
  - Office Assistant (1 position)
  - Administrative Assistant (1 position)
  - Emergency Preparedness Manager (1 position)
  - Management Analyst (1 position)
- Operations
  - Battalion Chief (2 positions)
  - Captain (3 positions)
  - Engineer (2 positions)
- Fire Prevention
  - Fire Inspector (1 position)
  - Fire Marshal (1 position)

Promotions are normally made from an internal candidate pool thereby creating vacancies in the rank of firefighter. In an effort to hire for this rank, LPFD participated in two large recruitment events hosted by Los Positas College and the California Firefighter Joint Apprenticeship Committee. Interest cards were completed and submitted to City of Pleasanton Human Resources for future contact.

### **A LOOK AHEAD TO 2008 – OPPORTUNITIES AND CHALLENGES**

As we look toward the future, two of the significant issues that continue to require a major commitment of time and financial resources are succession planning and career development. Although we have made progress in both of these areas over the past year, they remain high priorities for ensuring the long term health and sustainability of the organization. The turnover of personnel in key leadership positions continues. Five of the six of the chief officers, the fire marshal, assistant fire marshal, and one-half of the company officers have been appointed to their positions within the past 3 years. The loss of institutional knowledge and experience has had a significant impact but it has also created new opportunities.

During the past year the Department has taken several positive steps to creating a learning organization. New policies and programs are providing people with opportunities to learn and practice the skills needed to operate successfully at the next level. The training programs are providing a good foundation of knowledge and developing essential leadership skills. The experiential opportunities provided through our acting programs along with one-on-one mentoring are preparing personnel for new leadership responsibilities at all levels throughout the organization.

The next critical step for the Department is to create a five year strategic plan. This plan will encompass personnel development and resource deployment strategies to meet the changing demographics in both partner cities. Some of the key issues impacting future service delivery include interoperable communications, local and regional traffic, increasing density, and gray-ing of the population.

Some of the projects and programs that the Department will continue to work on during the upcoming year include:

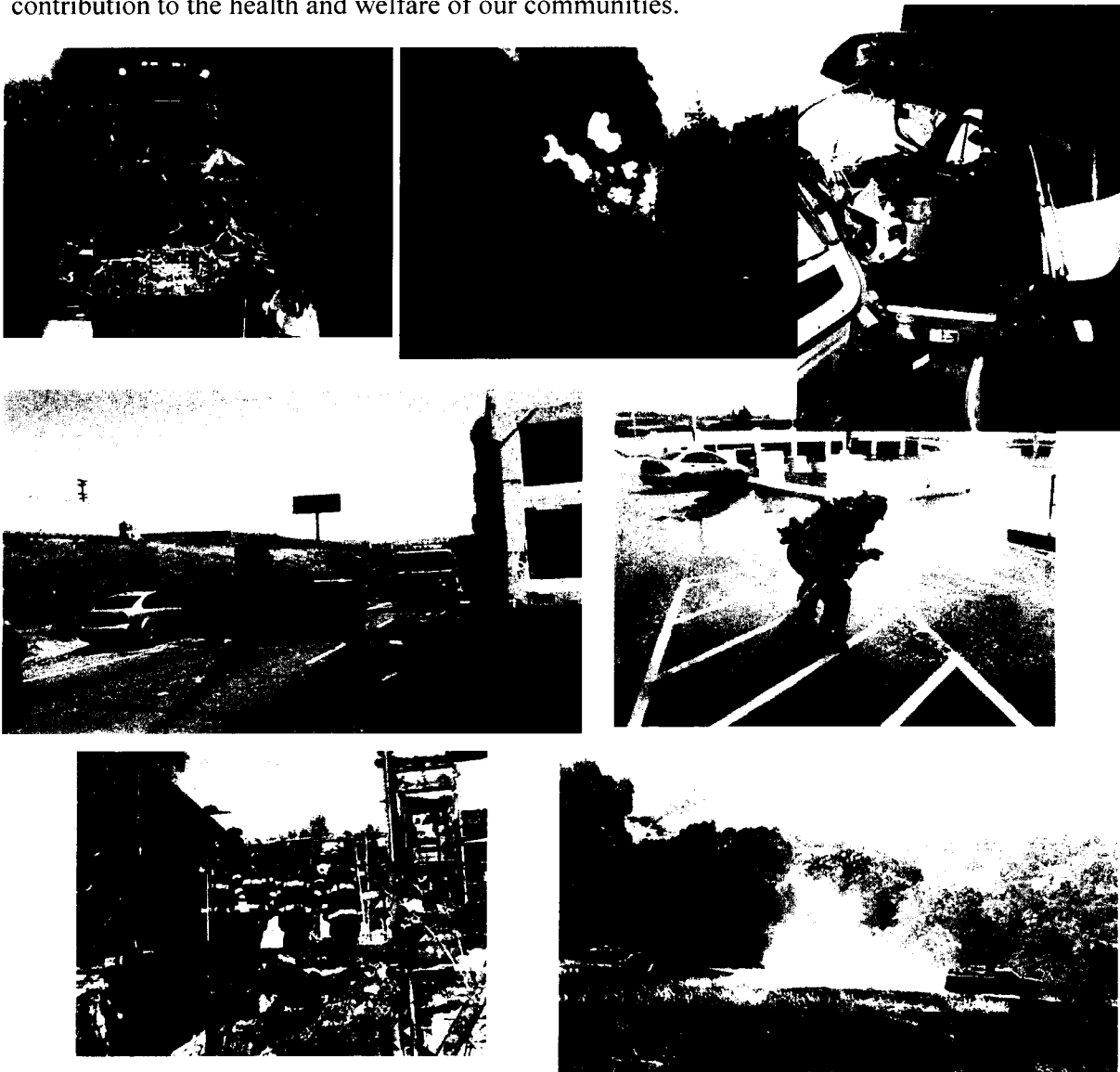
- Developing and implementing Succession Planning and Career Development programs to address the expected turnover of personnel
- Expanding our public education and community preparedness programs to ensure that residents and businesses are becoming more self-reliant in disaster situations
- Developing a 5-year Strategic Plan for the LPFD that will take a comprehensive look at the current and future needs of the organization and create a road map for the development of programs and policies that will ensure a continuation of the excellent service levels that have become the hallmark of the Department



- Building a replacement fire station for station 9 in Livermore
- Funding and implementing an interoperable radio communications system

### CONCLUSION

The LPFD continues to deliver excellent customer service by staying true to our mission, which is to make our community safe for all citizens to live and work through protection of life, property and the environment. As we work to implement the programs identified for the upcoming year, we will also continue to evaluate current programs to ensure that we are making a positive contribution to the health and welfare of our communities.



## **LPCD Year 2007 Response Analysis Overview**

On the following pages are several graphs and maps that review the types of emergencies the LPCD responded to during calendar year 2007, where the workload occurred, and the response times involved. The total number of responses decreased 3.3 percent in 2007. This is slightly less than the average annual increase since 2000. Medical incidents continue to make up the largest portion of the emergency response workload at 67% of the total.

### **Response Time Measures**

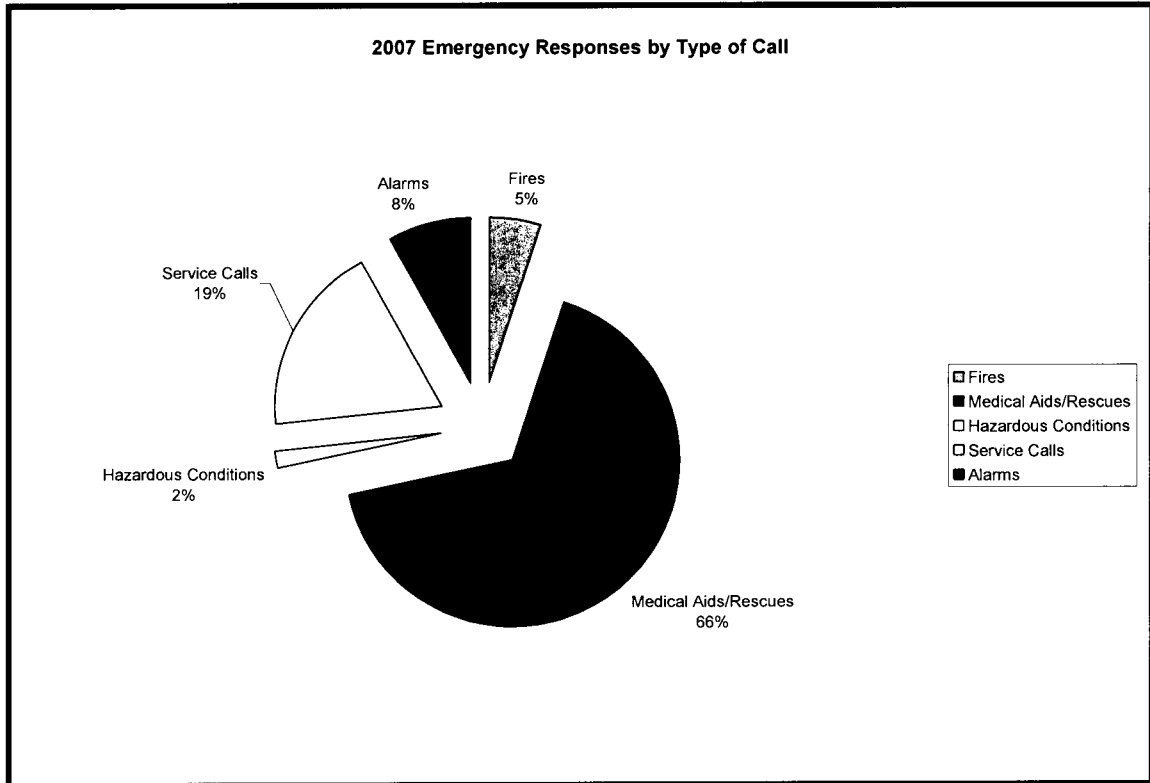
The term response time has undergone a positive change in the fire service in the past few years that more accurately describes actual performance. In the past, most departments used the term *average* to describe their response time performance. This figure is very misleading as statistically the term *average* means that 50 percent of the data points measured exceed the mean or mid-point. For fire department purposes, responses worse than *average* are not desirable. The current trend for response time measures (adopted by the LPCD since consolidation in 1996) is to report the fractile measure or the percent of the whole measure actually completed. Thus, instead of stating a response time goal of an “*average* of five minutes,” we would more clearly state, “respond within five minutes 90 percent of the time.”

Additionally, there was no common definition among American fire agencies as to what comprises response time – some agencies measured it from the time of 911 call answered by dispatch, others from the time the fire crew was notified, and still others from the time the fire engine was actually rolling. All agreed to stop the measure when the unit arrived at the curb at the emergency location. The current best practice, (also adopted by the LPCD) is to measure *total reflex time* and define it as the time from the answer of the 911 call by dispatch to the time the unit stopped at the scene. This is the time the customer perceives from the 911 call to help arriving.

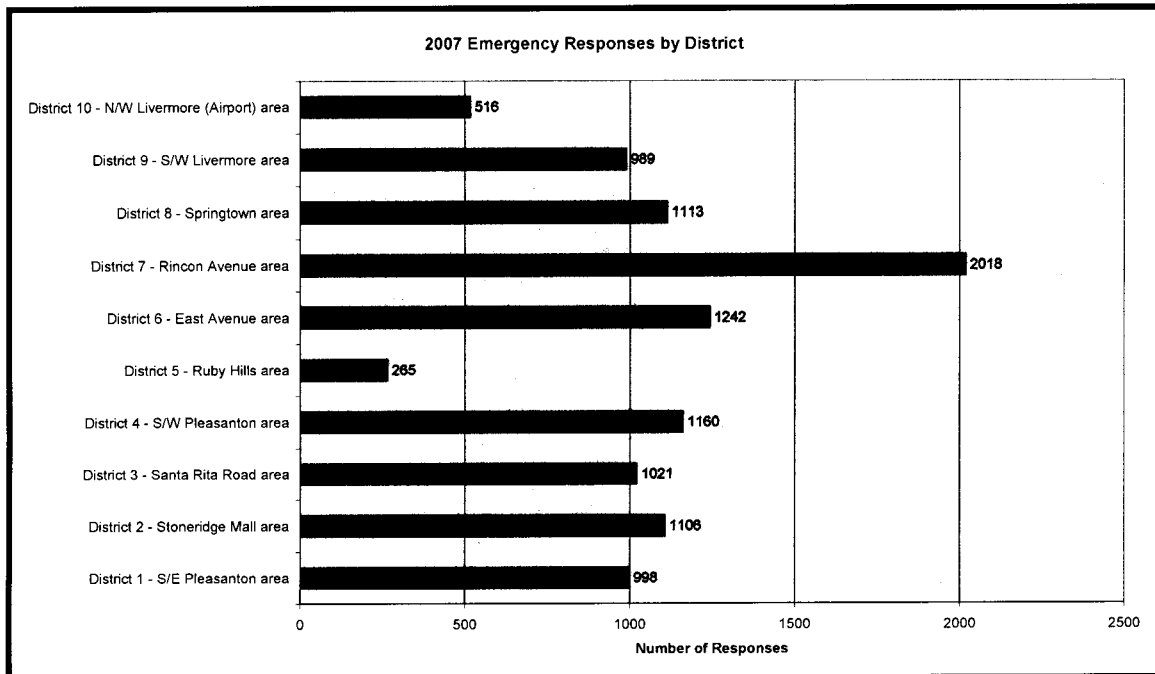
The LPCD has established a seven-minute *total reflex time* goal comprised of a five-minute travel time, plus one-minute for dispatch processing and one minute for the crew to get dressed in the appropriate protective clothing and get the engine rolling. Prior to consolidation, both cities used a “five-minute” *average* response time measure that was usually defined as travel minutes only, not *total reflex time*.

For 2007, the Department met this response goal 89 percent of the time for reported building fire incidents. These times reflect fire station location and travel over surface streets. The overall incident response performance was 87 percent for all call types. This is an improvement over the performance reported in 2006, and is very good considering the increases in traffic congestion on both local streets and freeways.

**Chart 1**  
**Emergency Responses by Type of Call**



**Chart 2**  
**Emergency Responses by District**



**Chart 3  
2007 LPFD Emergency Responses**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2007
Medical	573	557	621	592	635	606	552	529	540	615	635	559	7014
Fires	35	19	42	43	46	64	66	61	35	41	28	32	512
Hazardous Conditions	20	15	13	13	15	14	13	13	16	12	12	14	170
Service Calls	228	124	116	156	164	160	161	186	164	151	158	173	1941
Alarms	84	61	62	71	81	67	57	73	66	67	72	93	854
<b>2007 RESPONSE TOTALS</b>	<b>940</b>	<b>776</b>	<b>854</b>	<b>875</b>	<b>941</b>	<b>911</b>	<b>849</b>	<b>862</b>	<b>821</b>	<b>886</b>	<b>905</b>	<b>871</b>	<b>10491</b>
2006 RESPONSE TOTALS	823	838	870	854	1047	940	984	890	857	835	868	947	10753
2007/2006 Difference	+117	-62	-16	+21	-106	-29	-135	-28	-36	+51	+37	-76	-262

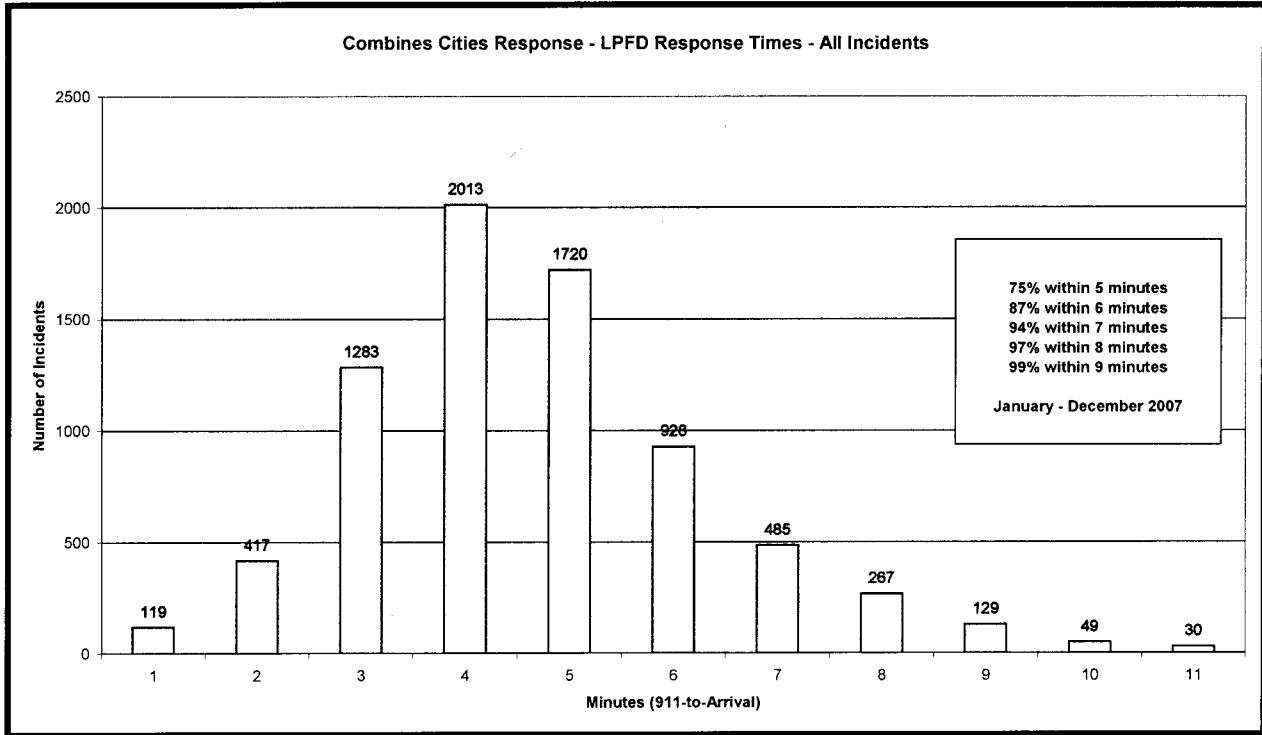
**Chart 4  
2007 Emergency Responses By Type Of Call**

	DIST 1	DIST 2	DIST 3	DIST 4	DIST 5	DIST 6	DIST 7	DIST 8	DIST 9	DIST 10	LAB/ ALCO	LPFD TOTALS	PCT
Medical	707	746	668	852	155	828	1444	647	668	272	27	7014	67%
Fires	45	41	41	39	17	57	104	74	64	25	5	512	5%
Haz Conditions	17	18	13	18	5	24	20	18	15	20	2	170	2%
Service	162	199	193	179	50	223	341	270	193	124	7	1941	19%
Alarms	67	102	106	72	38	110	109	104	49	75	22	854	8%
2007 Responses Per District	998	1106	1021	1160	265	1242	2018	1113	989	516	63	10491	100%
% of Total	10%	11%	10%	11%	3%	12%	19%	11%	9%	5%	1%	100%	

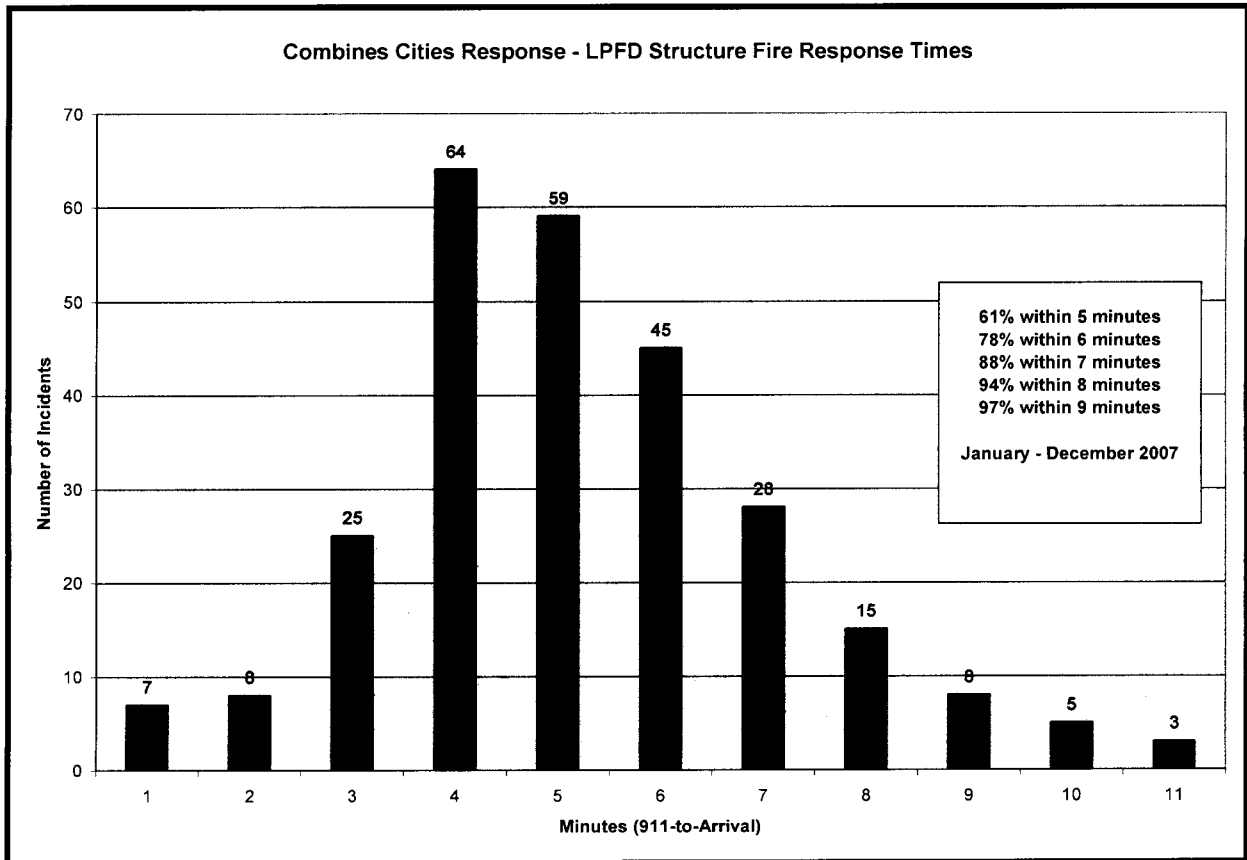
**Chart 5  
Summary of 2007 Responses**

	2007 LIVERMORE	2007 PLEASANTON	2007 LAB/ALCO	
<b>MEDICAL</b>	3859	3128	27	7014
<b>FIRES</b>	324	183	5	512
<b>HAZ CONDITIONS</b>	97	71	2	170
<b>SERVICE</b>	1151	783	7	1941
<b>ALARMS</b>	447	385	22	854
<b>2007 Responses per District</b>	<b>5878</b>	<b>4550</b>	<b>63</b>	<b>10398</b>
<b>% of Total of Responses</b>	<b>56%</b>	<b>43%</b>	<b>1%</b>	

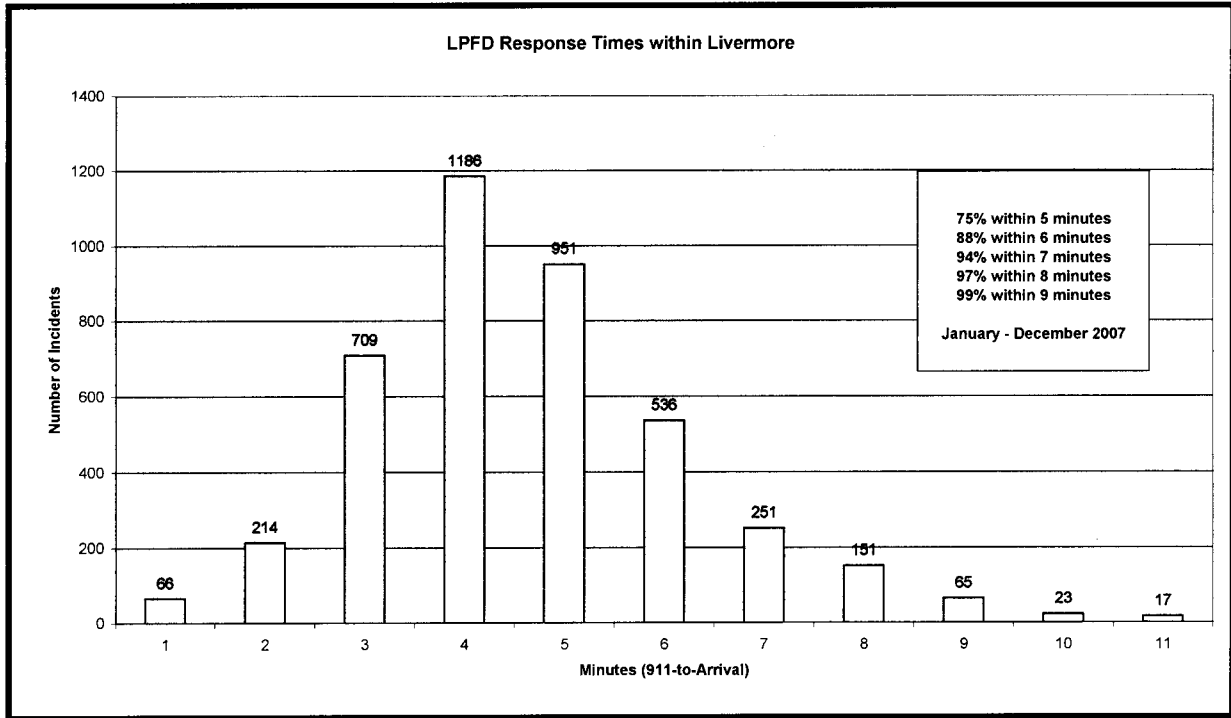
**Chart 6**  
**Combined Cities Response – LPFD Response Times – All Incidents**



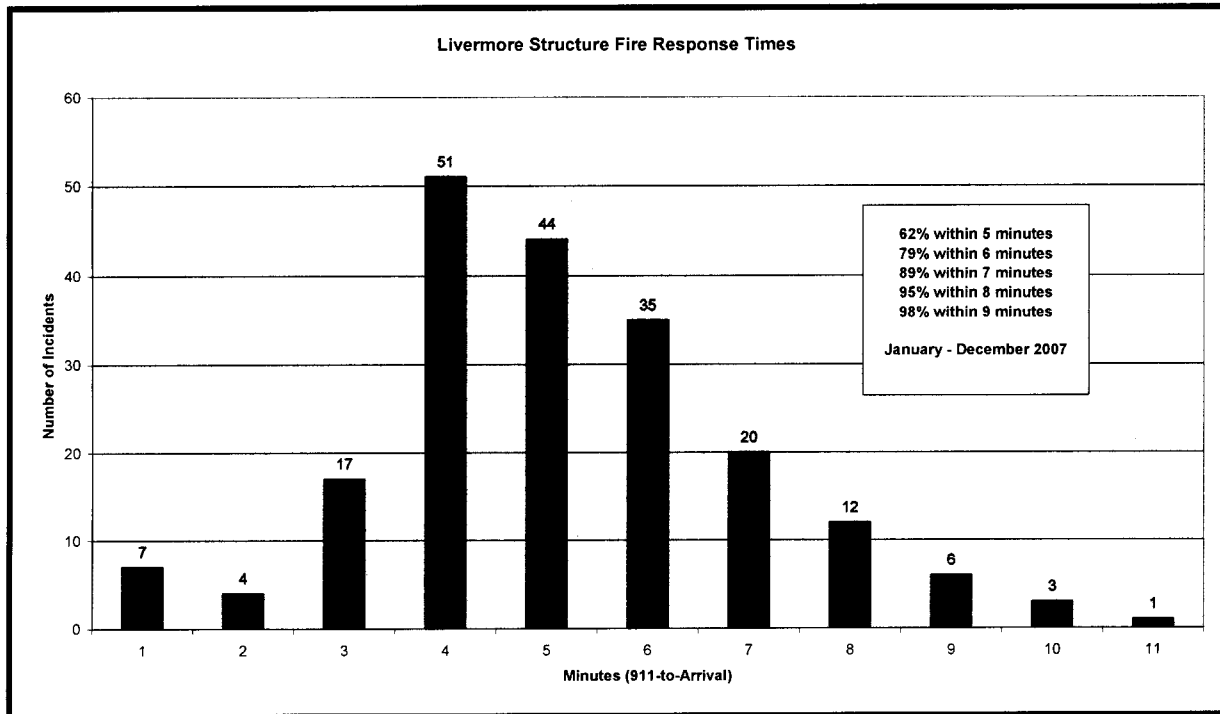
**Chart 7**  
**Combined Cities Response – LPFD Structure Fire Response Times**



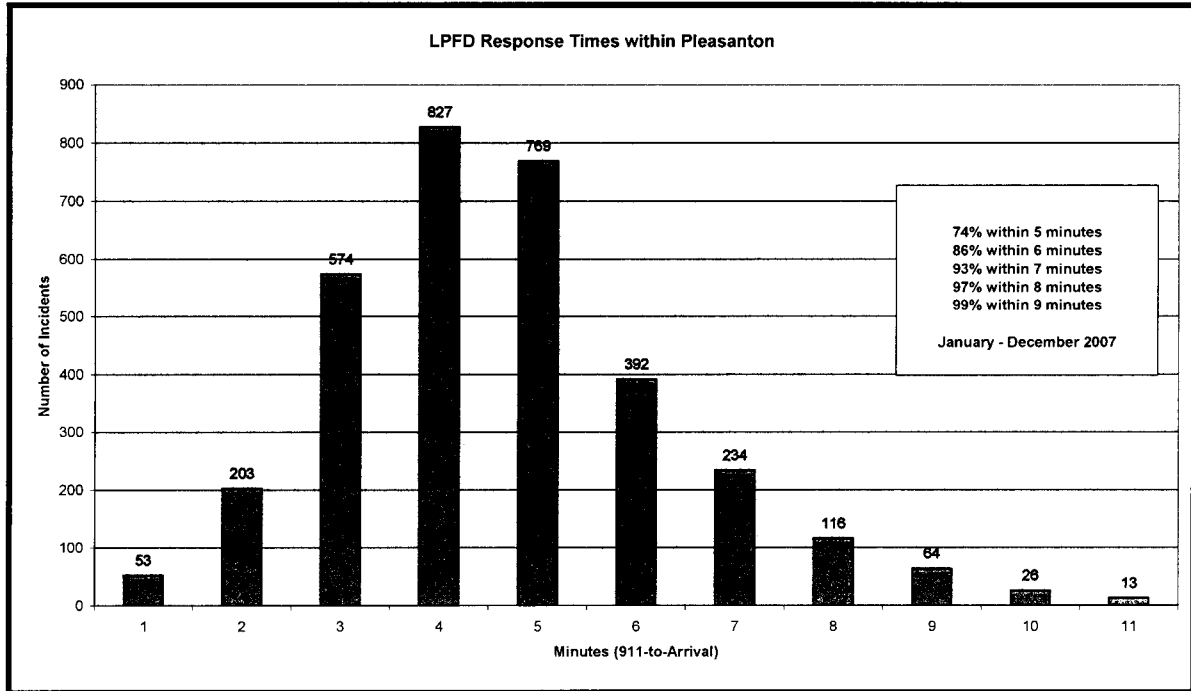
**Chart 8**  
**LPFD Response Time within Livermore**



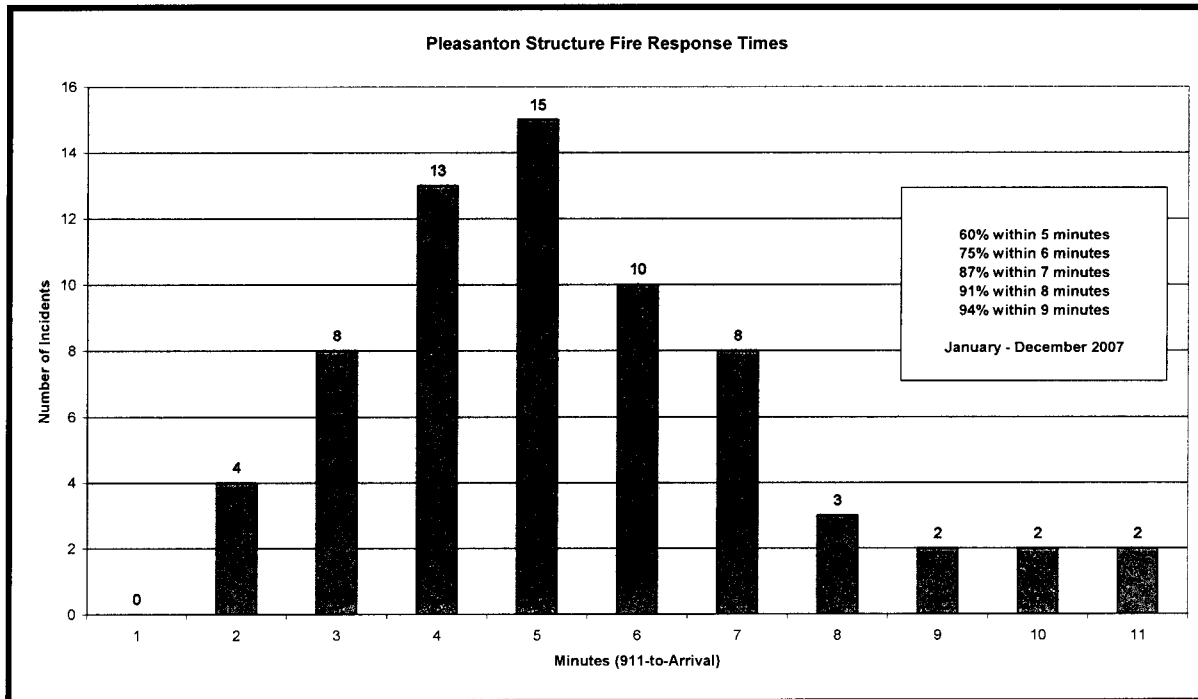
**Chart 9**  
**Livermore Structure Fire Response Times**



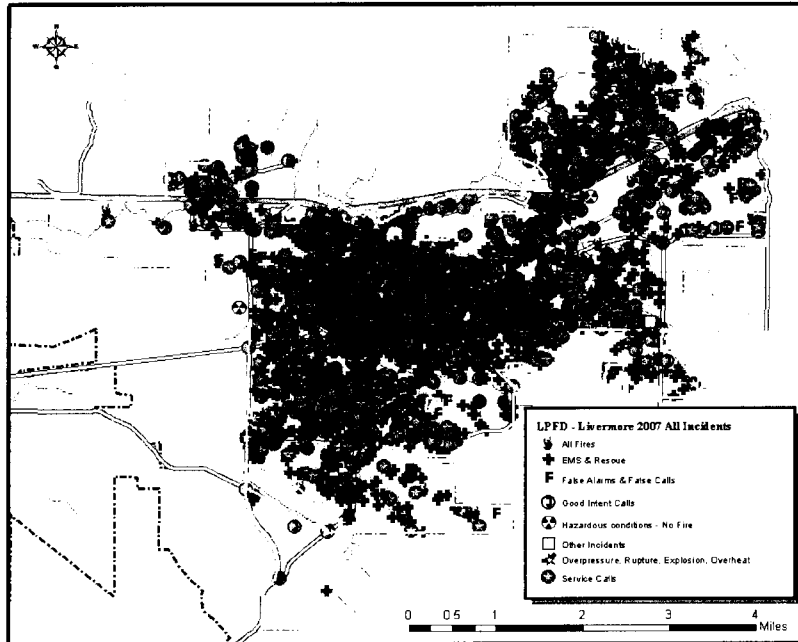
**Chart 10**  
**LFPD Response Times Within Pleasanton**



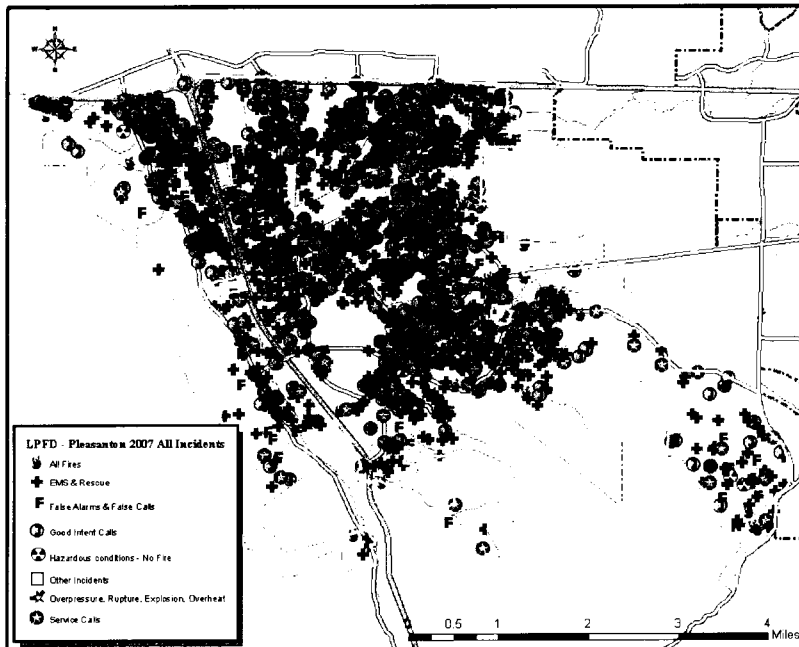
**Chart 11**  
**Pleasanton Structure Fire Response Time**



# Map 1 Distribution Of All Incidents in Livermore

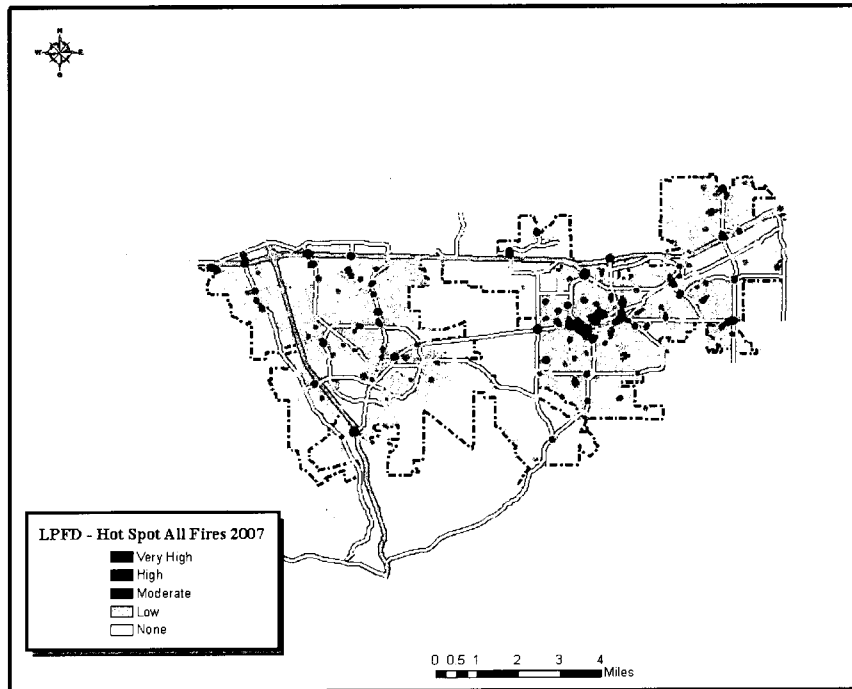


# Map 2 Distribution Of All Incidents in Pleasanton

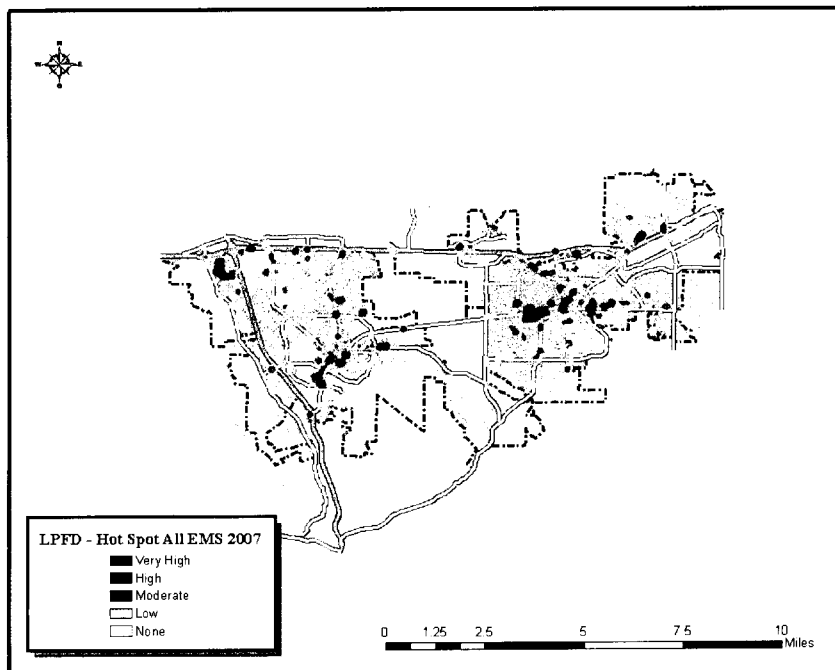




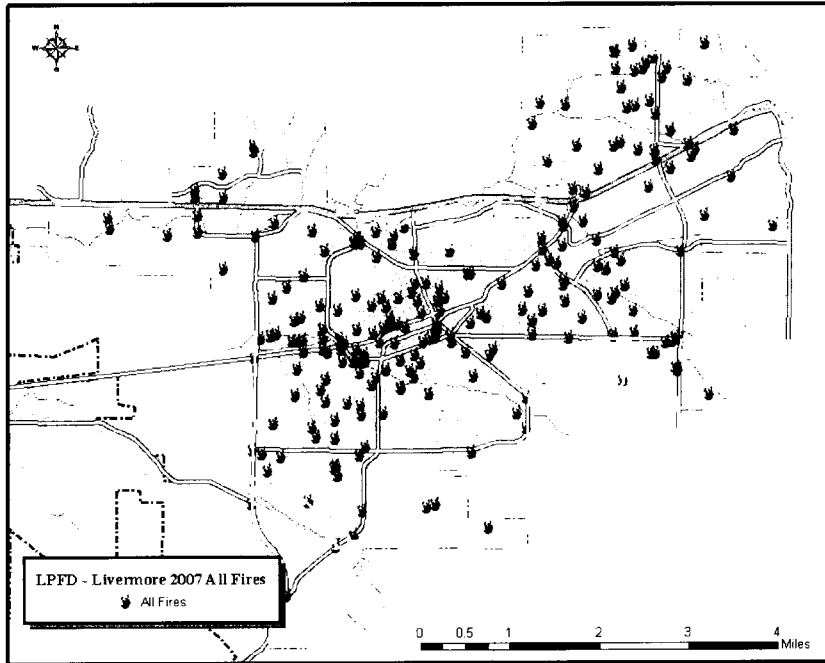
### Map 3 Hotspot Concentration Areas - All Fire Incidents



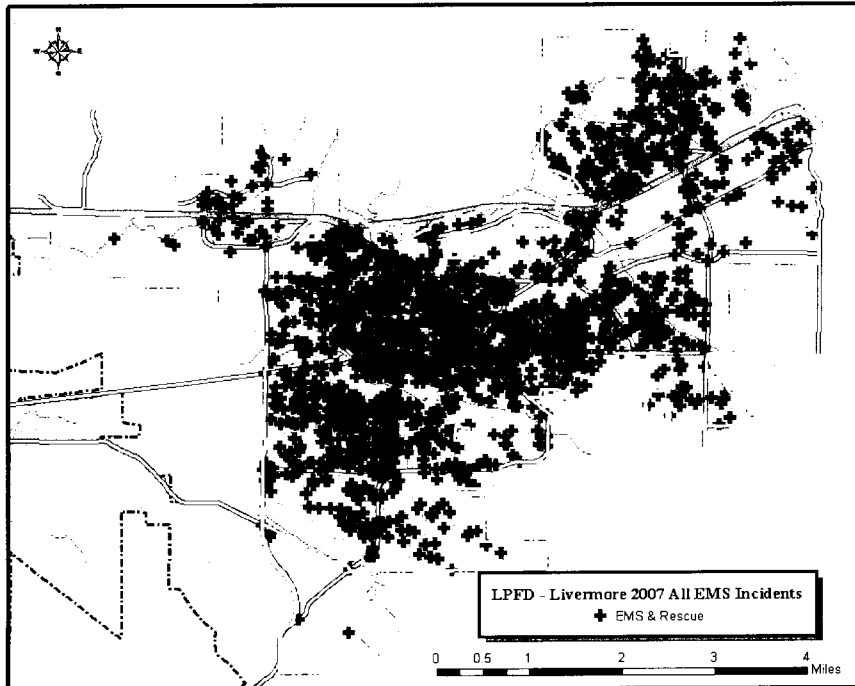
### Map 4 Hotspot Concentration Areas - All EMS Incidents



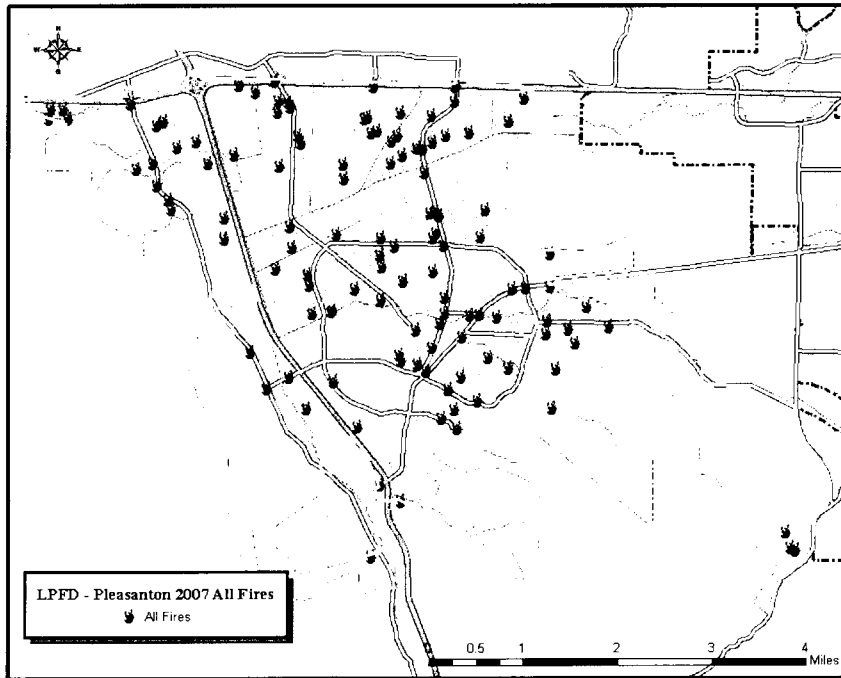
**Map 5**  
**Distribution Of All Fire Incidents in Livermore**



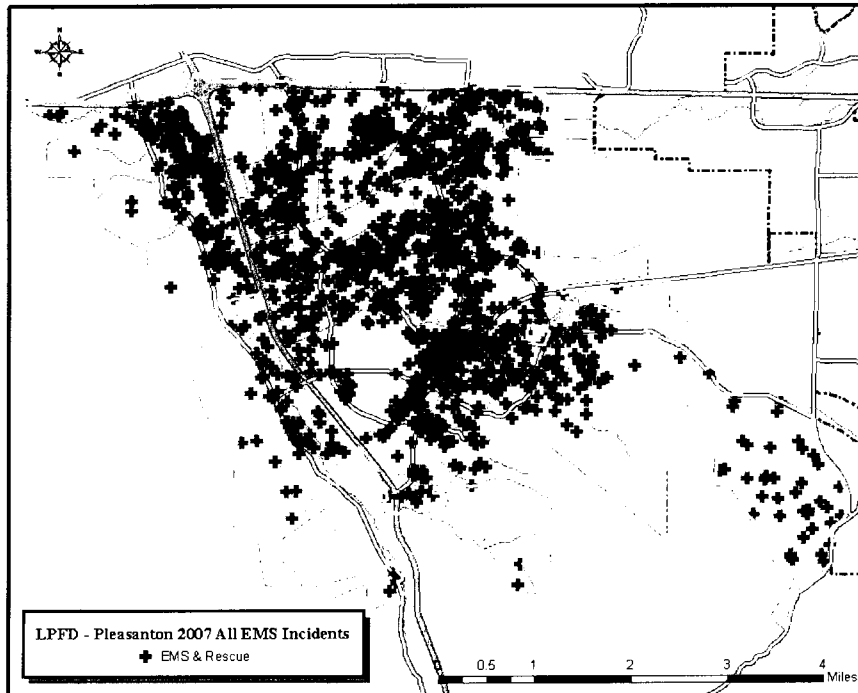
**Map 6**  
**Distribution Of All EMS Incidents in Livermore**



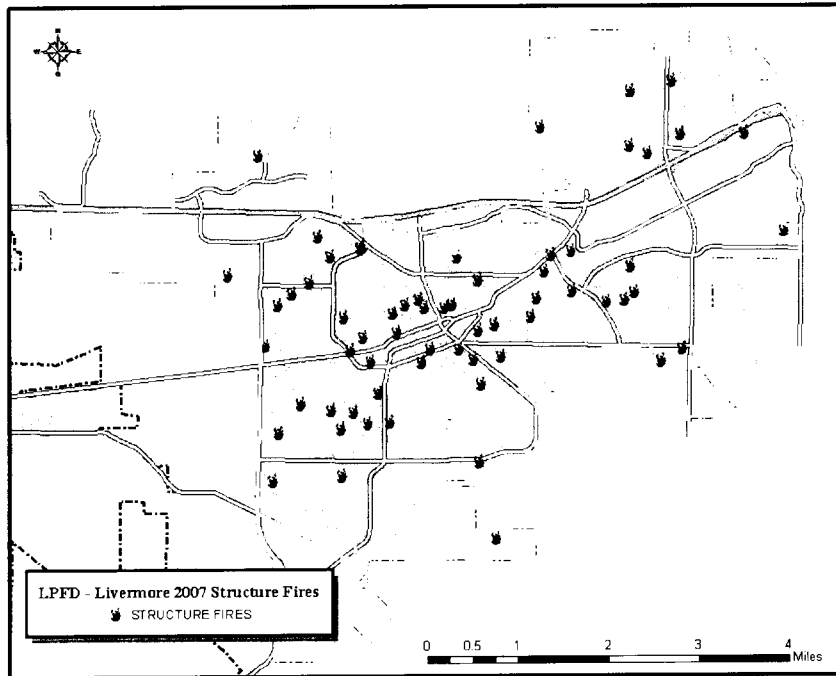
**Map 7**  
**Distribution Of All Fire Incidents in Pleasanton**



**Map 8**  
**Distribution Of All EMS Incidents in Pleasanton**



**Map 9**  
**Distribution Of All Structure Fires in Livermore**



**Map 10**  
**Distribution Of All Structure Fires in Pleasanton**

