



Livermore-Pleasanton Fire Strategic Plan FY 2021-22 through FY 2025-26

*Prepared for the Livermore-Pleasanton Fire Department and the Cities of Livermore and Pleasanton
by Management Partners*



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Message from the Strategic Planning Committee

Strategic Planning Committee

LPFD

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This Strategic Plan sets the path for the Livermore-Pleasanton Fire Department (LPFD) for the next five years. It is the first comprehensive Strategic Plan for the Fire Department and was developed by a Strategic Planning Committee comprised of the leadership team from LPFD and executive staff from the Cities of Livermore and Pleasanton.

It is intended to serve as a broad leadership and management framework for the department's direction, including the establishment of the department's goals and objectives, and the implementation of annual strategic actions and timelines for completion over the next five years. In developing this framework, the leadership team from LPFD and executive staff from the Cities of Livermore and Pleasanton commit to work collaboratively in support of this approved Strategic Plan.

LPFD was created in 1996 when leaders from the two Cities merged their separate fire departments to better utilize resources for fire and emergency services to the communities. The commitment continues as it was at the start of LPFD to ensure and provide exceptional fire and emergency services to both communities in an operationally efficient and fiscally responsible manner. In doing so, LPFD is focused on the recruitment and retention of a well-trained, equipped, and diversified workforce to achieve this commitment.

Our new vision sets the path that we are on for LPFD: ***"To be leaders in the fire service by demonstrating innovation, adaptability, and diversity in all we do."*** We also acknowledge that our founding principles remain relevant, serving to anchor the organization's ability to fulfill its new vision. In this way, it not only serves as the foundation for all that we do, but connects LPFD's past, present, and future.

As we implement the goals, objectives, and strategic actions contained in this Strategic Plan, we will continue to build on the partnerships we have established. The success of the Livermore-Pleasanton Fire Department will always be a team effort.

Updated – April 2023



Formation of LPFD

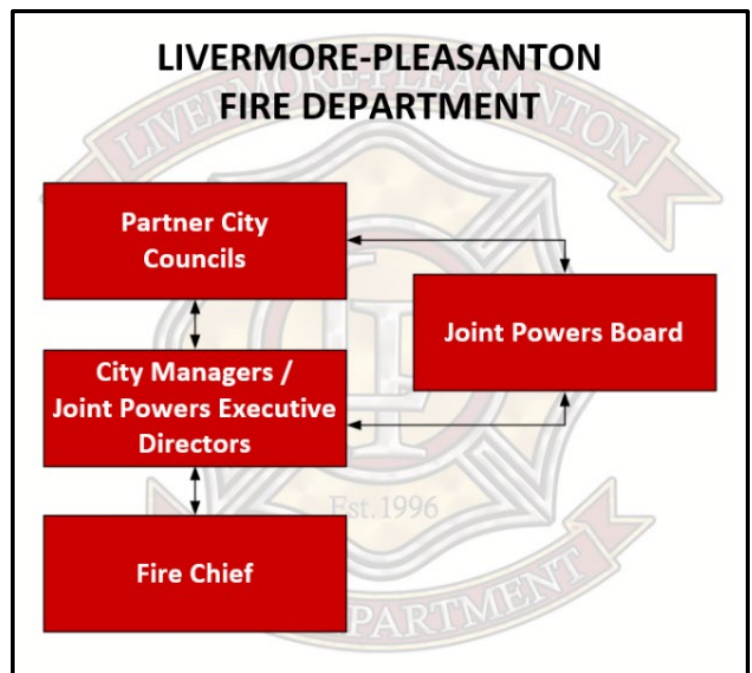


The Livermore-Pleasanton Fire Department was formed in 1996 by the City Councils of the Cities of Livermore and Pleasanton. The goal of this partnership is to promote efficient administration and effective delivery of fire services without the additional overhead of an independent fire agency.

This arrangement allows for essential fire and emergency services to be provided jointly by both cities. Its formation is made possible through a Joint Power Authority (JPA) agreement, a legal construct available in the State of California that enables two or more agencies to voluntarily provide and deliver services within a multi-jurisdictional setting.

A JPA Board of Directors, including two members of each City Council, approves and recommends the annual budget to each respective partner City Councils.

The two City Managers serve as JPA Executive Directors and provide overall administrative direction to the Fire Chief in alignment with allocated resources and approved goals and objectives. Human resources, finance, legal services and various support functions are provided by the two Cities.

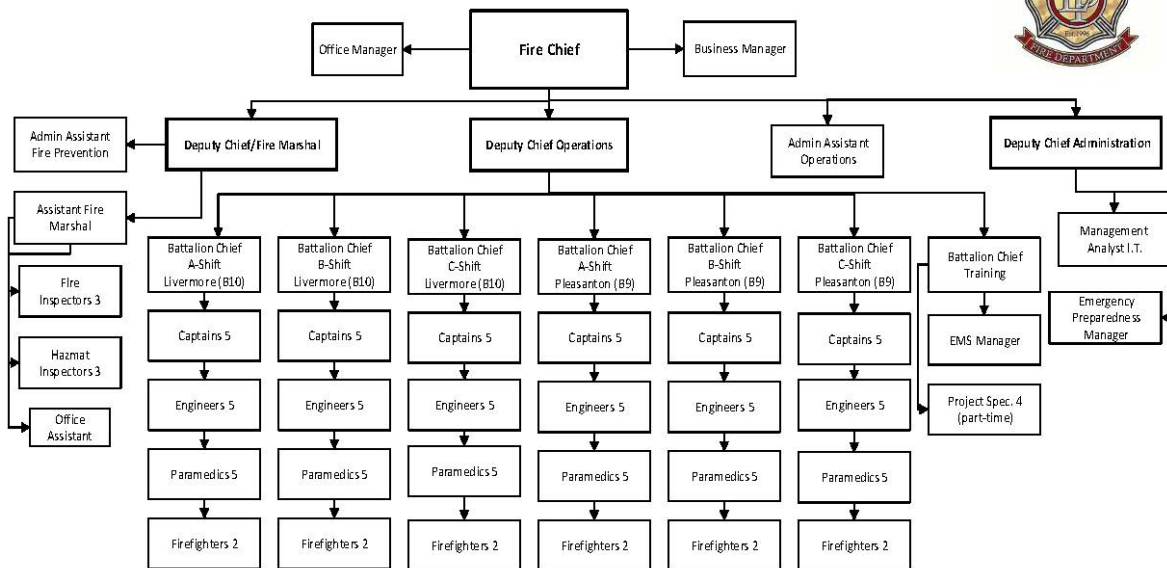


LPFD Overview

The response area for LPFD is approximately 49.45 square miles, encompassing the communities of Livermore and Pleasanton. The department serves the two communities through 10 fire stations, with five stations in each city. The LPFD headquarters is located in Pleasanton, as well as the department’s fire training facility. *Attachment A* shows the location of each fire station.

LPFD has 128 full-time employees, with eight engine companies and two truck companies. Emergency operations services include fire suppression, emergency medical response, rescue emergencies, hazardous materials incident response, and general emergency assistance to the public. LPFD also provides services related to fire inspection and prevention, public safety education, and disaster preparedness coordination.

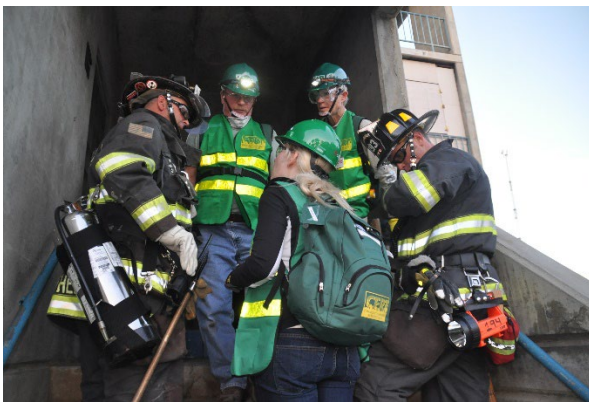
Organization Chart



Revised 4/18/23



Strategic Planning Process



The two City Managers appointed a Strategic Planning Committee to guide the strategic planning process. This committee was comprised of LPFD chief officers, City Managers, City Attorneys, department heads representing finance and human resources, and executive support staff.

Implementation Action Plan

A separate Implementation Action Plan accompanies this Strategic Plan. It contains timelines and lead assignments. A table summary containing the fiscal year for each of the objectives and action items associated with each goal is provided in *Attachment C*.

Environmental Scan

Factors that are important in planning for the future of the LPFD were identified in an environmental scan prepared by Management Partners with input from the Strategic Planning Committee and LPFD staff. Key factors include population projections, demographic changes, call volumes and trends, and wildland fire trends. Elements of the environmental scan are in *Attachment D*.

Gap Analysis Questionnaire

A gap analysis questionnaire was completed by members of the Strategic Planning Committee, providing early input about strengths, weaknesses/limitations, opportunities, and threats (SWOT); goals; mission, vision and values. The results were consolidated and presented at the first strategic planning workshop.

Internal LPFD Strategic Plan – 2017

LPFD staff developed an internal strategic plan in 2017 that identified important operational needs and goals. Major elements from the internal plan were incorporated into this new Strategic Plan.

Strategic Planning Meetings

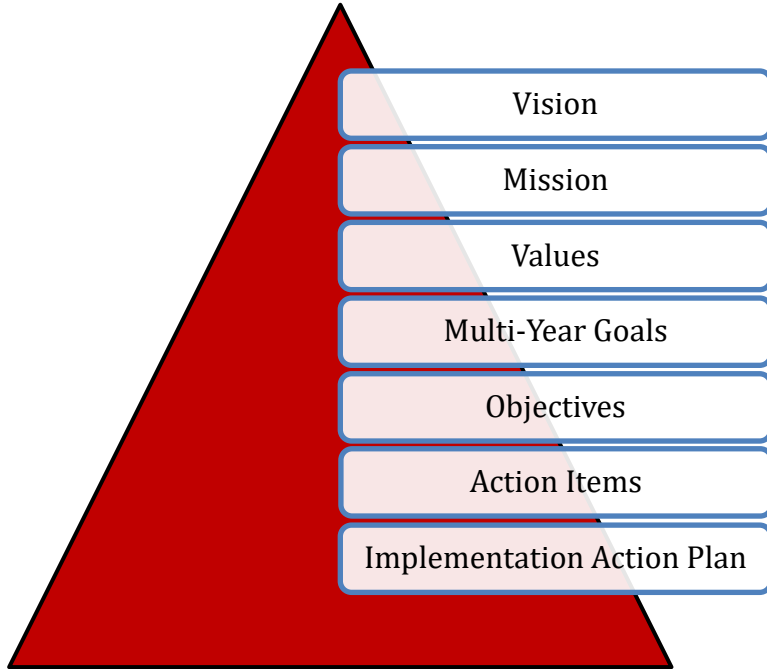
A series of strategic planning meetings were held via Zoom as part of the process of providing and synthesizing information and developing the Strategic Plan.

Regular Updates

An implementation action plan has been prepared containing timelines and lead assignments. It will be monitored and updated regularly. Each year, the strategic plan will be fully reviewed to track progress and adjust timelines as needed.



Strategic Plan Components



Our Vision and Mission



Vision

Our desired future for LPFD:

To be leaders in the fire service by valuing innovation, adaptability and diversity in all we do.

Mission

The purpose of LPFD:

Our commitment is to provide exceptional and equitable public safety services that protect and enhance life, property, and the environment in collaboration, and with the support, of the communities we serve.



Principles and Values

Our three **Guiding Leadership Principles** provide the foundation for the work of the Livermore-Pleasanton Fire Department. Each person takes ownership for demonstrating these principles.

Guiding Leadership Principles

Public Service: We provide reliable, compassionate and responsive services, reflecting the diversity of our communities, listening closely to all individuals, and continually improving in all we do.

Collaboration: We build alliances and work with a range of partners, making us stronger and better equipped to serve the public.

Accountability: We demonstrate ethical conduct and personal responsibility, holding ourselves to high standards.

Our **values** provide the basis for how we work to achieve our vision and mission.

Values

Integrity

We are honest, fair, trustworthy, and fully committed to doing what is right for the communities we serve.

Duty

We are sworn to be responsible, accountable and morally obligated to perform to the best of our abilities.

Courage

We demonstrate bravery by standing up for what's right, confronting adversity and challenges, and by putting others before self.

Honor

We take pride in being members of the fire service, respecting past and present members, while striving to make the organization better for those who follow.

Professionalism

We adhere to highest standards of conduct, and are dedicated to our jobs and to delivering services with expertise, competence, and skill.



Multi-Year Goals



Each of the **five goals** has an associated set of objectives and action items established to achieve the goals over five years.

Goal A: Services

Goal B: Public Information and Community Engagement

Goal C: Workforce and Training

Goal D: Facilities and Equipment

Goal E: Communications and Administration



The objectives and action items shown with each of the goals in the following pages will be implemented through a **collaboration** with LPFD management, other LPFD personnel, and staff from the Cities of Livermore and Pleasanton.



The goals cover a **broad range of important initiatives** intended to position the department well for the next five years.

The starting year is shown in parentheses for each objective and action strategy.



Goal A: Services

Ensure effective fire suppression, prevention, emergency medical and disaster services to meet the evolving needs of our communities and other changing conditions.

Starting year is shown in parentheses.

Objectives and Action Items

Objective A1: Identify appropriate performance measures, emergency staffing levels and deployment to meet or exceed the expectations of the partner cities.

Action A: Complete a community risk assessment. (FY2021-22)

Objective A2: Monitor ambulance transport needs and services within Alameda County. (FY 2022-23)

Action A: Coordinate with and receive information from the Alameda County Emergency Medical Services Agency (ALCO EMS) and other relevant agencies and take steps as needed to ensure uninterrupted ambulance services to Pleasanton and Livermore.

Objective A3: Prepare for changes in delivery of ambulance transport in Alameda County. (FY 2026)

Action A: Assess different models of EMS service provision and identify the costs of the different models. (FY2025-26)

Objective A4: Continue coordination between LPFD and the two cities on disaster management (FY 2021-22 and ongoing)

Action A: Coordinate with each City's Emergency Operations Center staff to ensure continuity of operations.

Objective A5: Increase current Insurance Services Office (ISO) ratio.

Action A: Identify actions necessary for an ISO upgrade, provide information to the ISO and verify information is correctly captured to give the LPFD the highest possible rating.



Goal B: Public Information and Community Engagement

Enhance public awareness and engagement to strengthen LPFD partnerships with the community, including the region's diverse communities.

Starting year shown in parentheses.

Objectives and Action Items

Objective B1: Develop a comprehensive public information and community engagement program. (FY 2021-22)

Action A: Conduct an analysis of public outreach strategies, including adding a civilian Communications and Public Relations Coordinator who would have responsibility for public outreach, complement incident information, community relations, and engagement through various communication platforms, including social media and other traditional formats.

Action B: Ensure that applicable policies are implemented to promote effective, responsive, and appropriate uploading of social media content to keep residents and businesses informed.

Action C: Pursue outreach and establish connections to diverse groups in the community.

Action D: Explore establishing new community education opportunities such as a Citizen Fire Academy.

Objective B2: Enhance the LPFD Community Emergency Response Team. (CERT). (FY 2021-22)

Action A: Increase the number of CERT trained community members who are emergency response volunteers in the event of a local or regional disaster.



Goal C: Workforce and Training

Ensure LPFD has and maintains a well-trained and high performing workforce through targeted and routine training and development opportunities for managers, front-line supervisors, and fire suppression, inspection and support personnel.

Starting year shown in parentheses.

Objectives and Action Items

Objective C1: Assess the management structure. (FY 2021-22)

Action A: Revise job descriptions and conduct recruitments for Business Manager and Management Analyst positions; secure funding for Battalion Chief positions.

Objective C2: Develop a succession plan to support career development opportunities. (FY 2021-22)

Action A: Implement an instructional services agreement with Las Positas College for in-service fire training, which will aid in professional development and succession planning, improve efficiency and minimize and/or reduce fiscal impacts to LPFD.

Action B: Through a collaborative process with the two cities, design a specific training curriculum for chief officers.

Action C: Conduct a training needs assessment to identify gaps in training for all segments of the organization.

Objective C3: Expand LPFD's recruitment efforts. (FY 2021-22)

Action A: Conduct DEI Assessment

Action B: Identify DEI implementation strategies, secure funding, staffing and implement

Action C: Create a recruitment strategy with human resources. Increase outreach to targeted groups with up-to-date handout and display materials

Objective C4: Expand the wellness/fitness program to include mental health and nutrition. (FY 2021-22)

Action A: Identify vendors to enhance mental health and wellness services.

Objective C5: Assess the department's employee safety and Injury and Illness Prevention Program. (FY 2022-23)

Action A: Conduct a review of the program with Pleasanton HR Director and Livermore Risk Manager

Objective C6: Expand partnerships with other fire departments and community colleges. (FY 2021-22)

Action A: Explore potential LPFD Academy for Entry Level Recruits with Los Positas College

Action B: Partner with local fire agencies to conduct joint fire academies and training activities.



Goal D: Facilities and Equipment

Prioritize reliable and efficient facilities and equipment that meet current and future needs.

Starting year shown in parentheses.

Objective D1: Forecast and evaluate the facilities and equipment replacement. (FY 2021-22)

Action A: Conduct a comprehensive program review

Make approved equipment purchases, as planned and funded annually:

Action B: Replace self-contained breathing apparatus (SCBA)

Action C: Purchase air/light rehabilitation utility vehicle

Action D: Replace heart monitors

Action E: Add new dedicated tow vehicle for rescue vehicles

Action F: Assist with selection of used aircraft rescue and fire- fighting (ARFF) vehicle

Action G: Purchase reserve/training tractor drawn aerial

Action H: Purchase telehandler in collaboration with other City of Pleasanton departments

Objective D2: In collaboration with both cities IT staff, identify and purchase software and technology needed to improve safety and efficiency.

Review and consider information technology improvements. FY 2021-22):

Action A: New alerting system for dispatching alarms

Action B: Replace IP Phones to 1G phones

Action C: Replace server with mirrored systems

Action D: Migrate to a single system for data gathering

Action E: Migrate to a cloud-based time and attendance solution

Action F: Replace, upgrade and implement emergency operational response software (in coordination with Alameda County Regional Emergency Communications Center – ACRECC)

Action G: Transition countywide evacuation system to the Livermore and Pleasanton Police Departments

Objective D3: Build new or update existing fire stations, based on each City's service level expectations. (FY 2024-25)

Action A: Finalize new Fire Station 3

Action B: Renovate or replace Fire Stations 2 and 6

Action C: Purchase new generators for Fire Stations 5 and 6

Objective D4: Forecast and evaluate each City's fleet. (FY 2024-25)

Action A: Forecast with staff from the two Cities to coordinate replacement cycles and future planning and streamline LPFD Purchasing Policy and PO form.



Goal E: Communications and Administration

Provide effective administration and strengthened communications.

Starting year shown in parentheses.

Objectives and Action Items

Objective E1: Improve existing communication pertaining to policy and administrative decision-making. (FY 2021-22)

Action A: Establish three work teams for purposes of information sharing, streamlining processes, and problem-solving: (1) Payroll/Human Resources/LPFD (2) Finance/ LPFD/ 3) Labor/Human Resources/Management

Action B: Establish a calendar and process for providing progress reports on the Strategic Plan to stakeholders.

Action C: Evaluate the effectiveness of agenda topics on the regularly scheduled meetings held with the two cities and LPFD and make changes as needed.

Action D: Develop a streamlined purchasing process.

Action E: Implement cost-sharing allocations between both cities for the operations of the Fire Training Facility to ensure ongoing maintenance, supplies and services, including short- and long-term repairs and replacement.

Action F: Strengthen the existing labor-management forum comprised of LPFD management (including the Co-Executive Directors) and IAFF Local 1974 to build relationships and increase communications.

Objective E2: Develop an operational plan to implement and communicate the adopted Strategic Plan, including regular updates to the organization and/or interested stakeholders (FY 2021-22)

Action A: Develop and complete a form to track and monitor progress, revising and providing updates on a regular basis.

Objective E3: Coordinate and plan for transitioning all administrative services to one City. (FY 2025-26)

Action A: Convene and collaborate with staff and relevant stakeholders.

Action B: Update cost allocation plan.



Implementation and Reporting



Implementation Action Plan

The Implementation Action Plan, which accompanies the Strategic Plan, contains the starting year and lead person assigned for each objective and action item. Timelines may be adjusted based on changing priorities, budget and personnel availability. Projects will be presented to the LPFD Executive Committee for discussion to ensure a common set of understandings before significant work is done. A summary table by implementation year is provided in *Attachment C*.

Reporting

Progress reports will be provided to officials in the cities of Livermore and Pleasanton, and the Livermore-Pleasanton Fire Department employees on a regular basis. This will include a formal status report every six months to the Executive Directors and an annual progress report to the Joint Powers Board. LPFD will seek feedback about implementation from Livermore and Pleasanton, so there is an ongoing dialogue and clear



direction provided about the fire and emergency services function of the two cities.

Conclusion



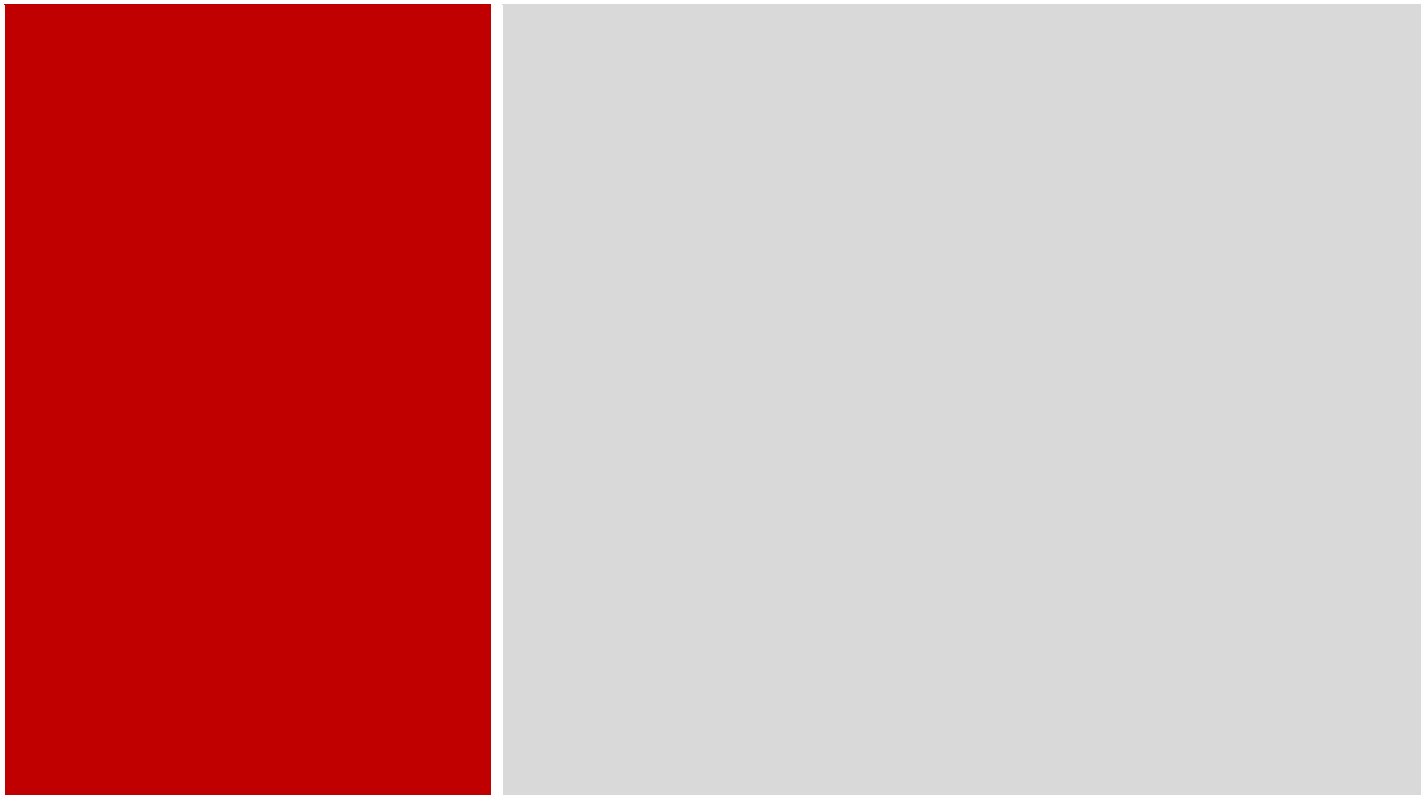
This Strategic Plan is designed to guide the work and future of the Livermore-Pleasanton Fire Department. The plan articulates the vision and mission of the department and establishes a set of goals, objectives, and actions to guide the work of the department over the next several years.

An accompanying Implementation Action Plan sets forth timelines and assignments for implementing the strategic plan.

The Strategic Plan reflects the guidance and input of the Strategic Planning Committee. LPFD is committed to continuing collaboration with the community, City staff, and other City departments in achieving the goals of this Strategic Plan.

***Thank you to everyone who contributed
to this important initiative.***





Photos provided by the Livermore-Pleasanton Fire Department, the City of Pleasanton and the City of Livermore.



Attachment A: LPFD Fire Stations

The 10 fire stations serving the communities of Livermore and Pleasanton are shown below.



Station 1 & Headquarters
3560 Nevada Street (Pleasanton)



Fire Station 2
6300 Stoneridge Mall Road (Pleasanton)



Fire Station 3
3200 Santa Rita Road (Pleasanton)



Fire Station 4
1600 Oak Vista Parkway (Pleasanton)



Fire Station 5
1200 Machado Place (Pleasanton)



Fire Station 6
4550 East Avenue (Livermore)



Fire Station 7
951 Rincon (Livermore)



Fire Station 8
5750 Scenic Avenue (Livermore)



Fire Station 9
1919 Cordoba Avenue (Livermore)



Fire Station 10
330 Airway Boulevard (Livermore)



Attachment B: Implementation Schedule Summary

The **year to start** for each objective and action strategy associated with each goal is shown in the table below. Many items will require multiple years of attention, but only the starting year is shown in this table. A separate Implementation Action Plan accompanies the Strategic Plan, which shows assignments. Year 1 is FY 2021-22. Year 5 is FY 2025-26.

Objectives and Action Strategies	Year to Start				
	FY 2021- 22	FY 2022- 23	FY 2023- 24	FY 2024- 25	FY 2025- 26
Goal A: Services					
<i>Objectives</i>					
1. Complete a standards of coverage review to identify appropriate emergency service levels and performance measures, incorporating regional issues and City-approved levels of service for each community.	✓				
2. Monitor ambulance transport needs and services within Alameda County and take steps as needed to ensure uninterrupted services to Pleasanton and Livermore.		✓			
3. Assess the feasibility of establishing a community paramedicine program, which is a system that integrates emergency medical staff with the healthcare system.			✓		
4. Establish close coordination between LPPFD and the two cities on disaster management to ensure efficient and effective responses during disaster emergencies.	✓				
5. Review and consider Insurance Services Office (ISO) Fire Protection Class 2 status for LPPFD.			✓		
<i>Action Strategies</i>					
a) Coordinate with each City's Emergency Operations Center staff to ensure continuity of operations.	✓				
b) Prepare a cost analysis for ISO Class 2 upgrade.			✓		
c) Assess different models of community paramedicine and identify the costs of the different models.			✓		
Goal B: Public Information and Community Engagement					
<i>Objectives</i>					
1. Develop a comprehensive public information and community engagement program coordinated with both cities to expand two-way communication with the public, develop awareness of	✓				



Objectives and Action Strategies	Year to Start				
	FY 2021- 22	FY 2022- 23	FY 2023- 24	FY 2024- 25	FY 2025- 26
LPPD services and major initiatives, increase disaster preparedness through involvement of community members, and highlight LPPD employment opportunities.					
2. Enhance the LPPD Community Emergency Response Team (CERT) Program participation to increase the number of trained community members who are emergency response volunteers in the event of a local or regional disaster.	✓				
<i>Action Strategies</i>					
a) Conduct an analysis of public outreach strategies, including adding a civilian Public Information Officer who would have responsibility for public outreach, complement incident information, community relations, and engagement through various communication platforms, including social media and other traditional formats.	✓				
b) Ensure that applicable policies are implemented to promote effective, responsive, and appropriate uploading of social media content to keep residents and businesses informed.	✓				
c) Pursue outreach and establish connections to diverse groups in both communities.			✓		
d) Explore establishing new community education opportunities such as a Citizens' Fire Academy.			✓		
Goal C: Workforce and Training					
<i>Objectives</i>					
1. Assess the management structure and span of control at the chief officer level to ensure alignment of expected management and leadership responsibilities, including achievable expectations for operational duties and necessary administrative functions.	✓				
2. Develop a succession plan to support career development opportunities throughout all levels of the organization.	✓				
3. In collaboration with human resources, expand LPPD's recruitment efforts to increase department diversity to more closely match the communities' composition, including in the areas of gender, race, and ethnicity.	✓				
4. Develop a comprehensive management and leadership training and development program for all chief level positions to ensure strong administrative skill sets are maintained and greater awareness of public policy and administration principles are achieved.	✓				
5. Expand the wellness/fitness program to include mental health and nutrition, and other aspects as needed for all LPPD personnel.	✓				



Objectives and Action Strategies	Year to Start				
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
6. In collaboration with human resources, assess the department's employee safety and Injury and Illness Prevention Program to identify trends and develop practical measures to enhance safety and reduce injuries and workers' compensation costs.		✓			
7. Expand partnerships for regional training with other fire departments and community colleges to improve efficiency and minimize and/or reduce fiscal impacts.	✓				
<i>Action Strategies</i>					
a) Implement an instructional services agreement with Las Positas College for in-service fire training, which will aid in professional development and succession planning, improve efficiency and minimize and/or reduce fiscal impacts to LPFD.	✓				
b) Conduct a training needs assessment to identify gaps in training for all segments of the organization.			✓		
c) Through a collaborative process with the two cities, design a specific training curriculum for chief officers.	✓				
d) Identify vendors to enhance mental health and wellness services.	✓				
e) Develop a specific action plan to increase the diversity of the department.	✓				
f) Strengthen the existing labor-management forum comprised of LPFD management (including the Co-Executive Directors) and IAFF Local 1974 to build relationships and increase communications.	✓				
Goal D: Facilities and Equipment					
<i>Objectives</i>					
1. Evaluate the facilities and equipment replacement planning and funding program through a collaborative process involving staff of LPFD and the two cities.	✓				
2. In collaboration with both Cities' information technology staff, identify software and technology needs and make appropriate purchases to improve efficiency and safety.	✓				
3. In collaboration with supporting City departments, conduct a needs assessment and build new or update existing fire stations, based on each City's policies and service level expectations.				✓	
4. Purchase or replace equipment to deliver needed services while balancing each community's expectations.	✓				
5. Evaluate the number and type of vehicles within the Fire Department and each City's fleet to improve and/or sustain emergency response times.				✓	
6. In collaboration with finance staff, identify ways to streamline the purchasing process for apparatus and fleet.	✓				



Objectives and Action Strategies	Year to Start				
	FY 2021- 22	FY 2022- 23	FY 2023- 24	FY 2024- 25	FY 2025- 26
<i>Action Strategies</i>					
a) Review and consider information technology improvements.	✓				
b) Review and consider implementing fire station improvements.				✓	
c) Make approved equipment purchases, as planned and funded annually.	✓				
Goal E: Communications and Administration					
<i>Objectives</i>					
1. Improve existing communication methods pertaining to policy and administrative decision-making, and improved finance and human resources services to identify opportunities for information sharing, streamlining processes, and enhanced understanding and clarity for the organization.	✓				
2. Develop an operational plan to implement and communicate the adopted Strategic Plan, including regular updates to the organization and/or interested stakeholders.	✓				
<i>Action Strategies</i>					
a) Establish two work teams for purposes of information sharing, streamlining processes, and problem solving: (1) payroll/human resources/LPFD and (2) finance and LPFD staff.	✓				
b) Establish a calendar and process for providing progress reports on the Strategic Plan to stakeholders.	✓				
c) Evaluate the effectiveness of agenda topics on the regularly scheduled meetings held with the two cities and LPFD and make changes as needed.	✓				
d) Develop a streamlined purchasing process.	✓				
e) Implement cost-sharing allocations between both cities for the operations of the Fire Training Facility to ensure for ongoing maintenance, supplies and services, including short- and long-term repairs and replacement.	✓				



Attachment C: Environmental Scan Highlights

The following information was from the environmental scan developed as part of the process. It provides context for this Strategic Plan. It includes LPFD staffing information, community demographics, population projections, call volume by year and time of day, California wildfire statistics, and information about social media.

Staffing Information

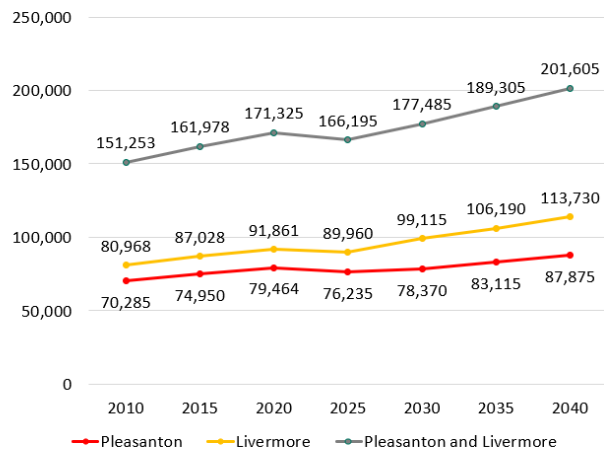
Division	2016-17	2017-18	2018-19	2019-20	2020-21
Administration	13.5	13.5	13.5	13.5	13.5
Emergency Operations	99.0	99.0	99.0	102.0	102.0
Fire Prevention	9.0	9.0	9.0	9.0	9.0
Total	121.5	121.5	121.5	124.5	124.5

Note: Three full time equivalent firefighters at Station 9 are funded by the Veteran's Administration Hospital.

Data provided by LPFD; February 2021



Population Projections

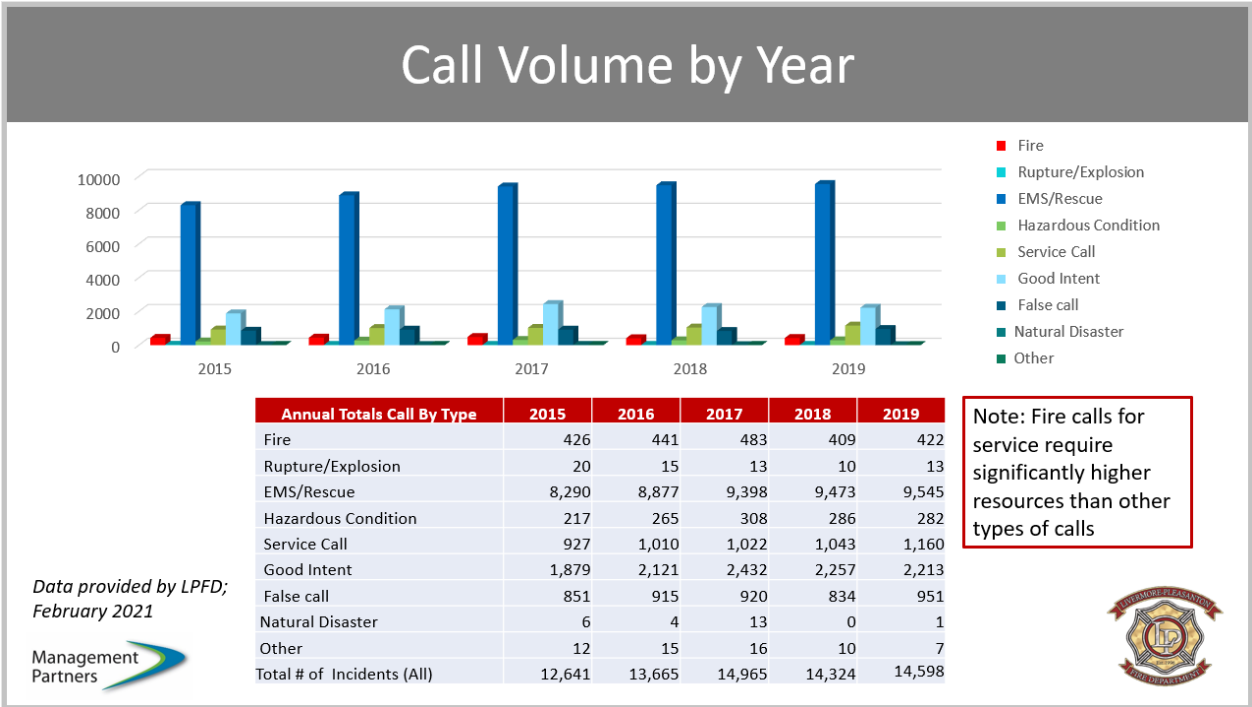
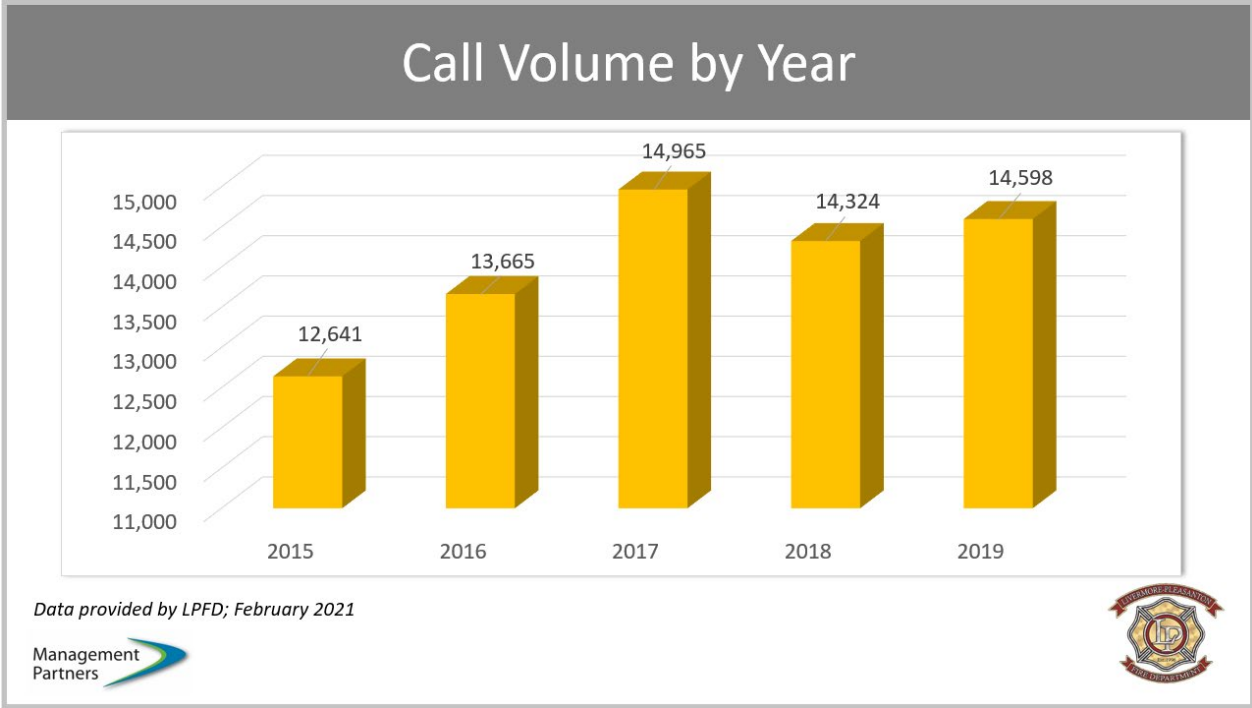


Projected Population Growth of 18% from 2020 to 2040

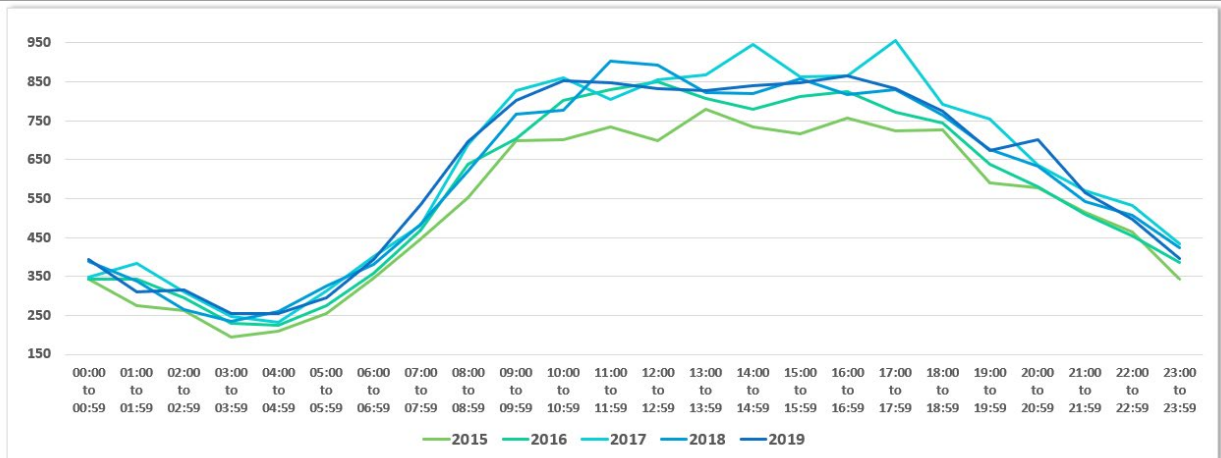
	Since 2010	2020 to 2040
Livermore	13%	24%
Pleasanton	13%	11%
TOTAL	13%	18%

Source: ABAG Data Projections 2025-2040; CA Dept of Finance Population Estimates 2010-2020.





Calls by Time of Day – 5 Year



Data provided by LPFD; February 2021



California Wildfires Pose Serious Risks

2020

- **8,100 wildfires to date; >4 million acres**

2019

- **7,860 wildfires in 2019; 259,823 acres**

2018

- **Camp Fire** in Butte County destroyed about 18,804 structures and burned 153,336 acres
- **Woolsey Fire** in Los Angeles and Ventura Counties burned 96,949 acres and 1,643 structures
- **Carr Fire** in Shasta and Trinity Counties burned 229,651 acres and destroyed 1,604 buildings

2017

- **7,117 total wildfires; 505,956 acres**



Sources: Public Policy Institute of California, *California's Water: Managing Droughts*; CA Department of Water Resources, *Drought and Water Year 2016: Hot and Dry Conditions Continue*; Wikipedia, List of California Wildfires; CAL Fire: http://cdfdata.fire.ca.gov/incidents/incidents_stats?year=2017



Social Media Now Imbedded in Public Safety Information

Several Factors:

- **Immediacy** – Ability to disseminate information first and correct inaccuracies quickly
- **Interaction** – Facilitates communication between the community and the department
- **Audience** – Free and widely accessible to the public
- **Scalable** – Can be tailored to the department’s needs and integrated into a wider strategy



Source: IACP Social Media Institute Website

