

Goals/Objectives/Action Strategies	Lead Person	Team Members	Status	Comments/Progress
<b>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.</b>				
Objectives & Action Strategies	Lead Person	Team Members	Status	Comments/Progress
<b>A1. Identify appropriate performance measures, emergency staffing levels and deployment to meet or exceed the expectations of the partner cities.</b>				
<b>Action A:</b> Complete a community risk assessment. (FY2021-22)	Rosa Ramos		In-Progress	Work is in progress by AP Triton. The contract began in Fall 2023. Draft report delivered on 8/5, technical review to be completed by 8/30.
<b>A2. Monitor ambulance transport needs and services within Alameda County. (FY 2022-23)</b>				
<b>Action A:</b> 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.	Chief Testa	DC Lacey EMSM Ayers	In-Progress	4-8-24 update: Patients in Livermore and Pleasanton continue to experience delayed ambulance response. LPFD is actively seeking ways to partner with the current and future EOA contractor to improve services including consideration of “surge” ambulances.
<b>A3. Prepare for changes in the delivery of ambulance transport in Alameda County. (FY 2026)</b>				
<b>Action A:</b> Assess different models of EMS service provision and identify the costs of the different models. (FY2025-26)	DC Lacey	Chief Testa EMSM Ayers	In-Progress	Aligns with A2. Significant system changes are anticipated with the awarding and implementation of the 911-transport EOA contract. Specific FRALS changes are yet TBD.
<b>A4. Continue coordination between LPFD and the two cities on disaster management (FY 2021-22 and ongoing)</b>				
<b>Action A:</b> Coordinate with each City's Emergency Operations Center staff to ensure continuity of operations.	LPFD Emergency Preparedness Manager Hein	Pleasanton Training and Emergency Services Manager Lopez  Livermore Emergency Manager Cole	Complete	Joint Livermore, Pleasanton, LPFD, LPD, and PPD Genysys Evacuation Platform implemented, and training completed. Coordinated with both cities to staff and promote multiple Vaccination Points of Dispensing. Tri-Valley Hazard Mitigation Plan update underway. Veoci communications platform training was completed in July 2024. In June of 2024, Tracy Hein retired, and the position has been frozen.

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<b>A5. Increase current Insurance Services Office (ISO) ratio.</b>				
<b>Action A:</b> 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.	DC Lacey		Move to FY2024 - 2025	Moved to FY 2024-2025 to align with scheduled review –work is underway though including meetings and contact with the ISO and web access granted to review status, errors, and gaps.

<b>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.</b>				
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<b>B1.</b> Develop a comprehensive public information and community engagement program. (FY 2021-22)				
<b>Action A:</b> 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.	Rosa Ramos	Pleasanton Comms Manager Heather Tiernan  Livermore Deputy City Manager Marie Weber		Rosa attends regular monthly PIO/Communications Meetings. Disaster preparedness and community engagement messaging on LPFD social media platforms. The LPFD does not have a PIO FTE or PTE. Rosa has been designated as a Communications Lead, but the duties and title need to be formalized. This is a void that will be discussed at the retreat planned for February 2024.  Tripepi Smith has been retained to develop a Communications Strategy, Communications Policy, Social Media Policy, Brand Guidelines, and various other communication tools. Draft Strategies and Policies are under review (as of April 2024). Brand Guidelines and Graphics were finalized in July 2024.
<b>Action B:</b> Ensure that applicable policies are implemented to promote effective, responsive, and appropriate uploading of social media content to keep residents and businesses informed.	HR Dir. Scoggins		In-Progress	Draft policies have been submitted to HR and legal for review.
<b>Action C:</b> Pursue outreach and establish connections to diverse groups in the community.	Rosa Ramos		Move to FY2024 - 2025	
<b>Action D:</b> Explore establishing new community education opportunities such as a Citizen Fire Academy.	Chief Testa Rosa Ramos		Move to FY2024 - 2025	
<b>B2.</b> Enhance the LPFD Community Emergency Response Team. (CERT). (FY 2021-22)				
<b>Action A:</b> Increase the number of CERT-trained community members who are emergency response volunteers in the event of a local or regional disaster.	LPFD Emergency Preparedness Manager Hein		Complete	Graduated the following: Spring 2022 - Class of 18; Fall 2022 - Class of 27 Spring 2023 - Class of 29; Fall 2023 - Class of 21 Spring of 2024 - Class of 30

<b>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.</b>				
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<b>C1.</b> Assess the management structure. (FY 2021-22)				
<b>Action A:</b> Revise job descriptions and conduct recruitments for Business Manager and Management Analyst positions; secure funding for Battalion Chief positions	Chief Testa		Complete	Successful recruitments of a Business Manager and Management Analyst are complete. Implementation of second Battalion Chief complete.
<b>C2.</b> Develop a succession plan to support career development opportunities. (FY 2021-22)				
<b>Action A:</b> 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.	DC Lacey		Complete	ISA fully implemented
<b>Action B:</b> Through a collaborative process with the two cities, design a specific training curriculum for chief officers.	HR Dir. Scoggins			LPFD has internally created a Battalion Chief development program. LPFD looks forward to Human Resources' future involvement in Deputy Chief and Fire Chief curriculum development when they become available to partner on this Action.
<b>Action C:</b> Conduct a training needs assessment to identify gaps in training for all segments of the organization.	BC Kurtz			
<b>C3.</b> Expand LPFD's recruitment efforts. (FY 2021-22)				
<b>Action A:</b> Conduct DEI Assessment	Chief Lacey		Complete	DEI Assessment completed in 2023.
<b>Action B:</b> Identify DEI implementation strategies, secure funding, staffing and implement	Chief Lacey		Complete and on-going	Funding for DEI implementation is included in the LPFD budget.
<b>Action C:</b> Create a recruitment strategy with human resources. Increase outreach to targeted groups with up-to-date handouts and display materials.	DC Lacey	HR Dir. Scoggins ASD Olson	In-Progress	Multiple outreach events were attended. Broad recruitments underway for Entry and Lateral Firefighter-Paramedic. LPFD looks forward to Human Resources future involvement in recruitment efforts when they become available to partner on this Action.

<b>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.</b>				
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<b>C4.</b> Expand the wellness/fitness program to include mental health and nutrition. (FY 2021-22)				
<b>Action A:</b> Identify vendors to enhance mental health and wellness services.	BC Moyles	HR Dir. Scoggins DC Lacey	Complete	Through the onboarding of Claremont and expansion of the EAP services provided, this item is considered complete but will be monitored.
<b>C5.</b> Assess the department’s employee safety and Injury and Illness Prevention Program. (FY 2022-23)				
<b>Action A:</b> Conduct a review of the program with Pleasanton HR Director and Livermore Risk Manager	Chief Testa DC Lacey	HR Dir. Scoggins HR Hassebrock CAO RM Sidhu	Complete	A meeting was held on April 5, 2024. It was the collective opinion of the partner cities that all that can be done to lower workers comp rates and improve outcomes is already underway.
<b>C6.</b> Expand partnerships with other fire departments and community colleges. (FY 2021-22)				
<b>Action A:</b> Explore potential LPFD Academy for Entry Level Recruits with Los Positas College	Chief Testa DC Lacey DC Solak	BC LaRont Dean Kramer Capt. Seaton	Complete	The first LPC/LPFD fire academy was completed in July 2024.
<b>Action B:</b> Partner with local fire agencies to conduct joint fire academies and training activities.	Chief Testa DC Lacey BC Kurtz		Complete/On-going	LPC/LPFD Fire Academy included a partnership with Piedmont Fire. LPFD hosted Bay Area Firefighters Conference, USAR medic training, Haz Mat Technician/Specialist training, and others.

<b>Goal D: Facilities and Equipment – Prioritize reliable and efficient facilities and equipment that meet current and future needs.</b>				
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<b>D1.</b> Forecast and evaluate the facilities and equipment replacement. (FY 2021-22)				
<b>Action A:</b> Conduct a comprehensive program review	DC Lacey	Public Works Dirs.	Complete/On-going	New Business Manager has been on-boarded at LPFD. A review of current process and proposals is underway. Standing meetings are set with both cities.
<b>Action B:</b> Make approved equipment purchases, as planned and funded annually. ○ Replace self-contained breathing apparatus (SCBA)	DC Solak	BC Dickey	Complete	New SCBA's purchased and placed in-service in 2022. Apparatus have a 15-year service life and are part of LPFD's capital replacement schedule.
<b>Action C:</b> Make approved equipment purchases, as planned and funded annually. ○ Purchase air/light rehabilitation utility vehicle	DC Lacey		Complete	Air, Light and Rehab unit ordered in 2024 with an expected delivery in 2028.
<b>Action D:</b> Make approved equipment purchases, as planned and funded annually. ○ Replace heart monitors	EMS Manager Ayers		Complete	Replaced in 2021. Anticipated 10-year service life and included in the capital replacement budget.
<b>Action E:</b> Make approved equipment purchases, as planned and funded annually. ○ Add a new dedicated tow vehicle for rescue vehicles	DC Lacey		In-Progress /Unfunded	Temporary vehicles are paired with rescue trailers. No funding is currently available for permanent dedicated tow vehicles.
<b>Action F:</b> Make approved equipment purchases, as planned and funded annually. ○ Assist with the selection of used aircraft rescue and firefighting (ARFF) vehicle	DC Lacey		On-hold/Unfunded	Livermore Airport is no longer pursuing passenger or other services that would require the acquisition of an ARFF unit.
<b>Action G:</b> Make approved equipment purchases, as planned and funded annually. ○ Purchase reserve/training tractor-drawn aerial	DC Lacey		Complete	The City of Berkeley gifted the LPFD JPA a used reserve truck. Under the JPA contract with the City of Livermore Fleet Services, the unit was brought up to JPA standards. The JPA will continue to seek a more modern reserve truck.
<b>Action H:</b> Make approved equipment purchases, as planned and funded annually. ○ Purchase a telehandler in collaboration with other City of Pleasanton departments	DC Lacey		On-hold/Unfunded	Fiscal conditions and leadership changes have at minimum paused this initiative. The JPA will look at building this into the next two-year budget.

<b>Goal D: Facilities and Equipment – Prioritize reliable and efficient facilities and equipment that meet current and future needs.</b>				
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<b>D2.</b> In collaboration with both cities' IT staff, identify and purchase software and technology needed to improve safety and efficiency.				
<b>Action A:</b> Review and consider information technology improvements. FY 2021-22) ○ New alerting system for dispatching alarms	Rosa Ramos			Phoenix G2 System Upgrade is being managed by Alameda County Fire. An RFP has been released with proposals due August 2024.
<b>Action B:</b> Review and consider information technology improvements. FY 2021-22) ○ Replace IP Phones to 1G phones	Dir. Hammond			
<b>Action C:</b> Review and consider information technology improvements. FY 2021-22) ○ Replace server with mirrored systems	Dir. Hammond			
<b>Action D:</b> Review and consider information technology improvements. FY 2021-22) ○ Migrate to a single system for data gathering	Dir. Hammond			
<b>Action E:</b> Review and consider information technology improvements. FY 2021-22) ○ Migrate to cloud-based time and attendance solution	Rosa Ramos		Complete	Telestaff updated to supported cloud-based version from obsolete version.
<b>Action F:</b> Review and consider information technology improvements. FY 2021-22) ○ Replace, upgrade, and implement emergency operational response software (in coordination with Alameda County Regional Emergency Communications Center – ACRECC)	DC Lacey		Complete	Tablet Command was implemented to replace MARVLS.
<b>Action G:</b> Review and consider information technology improvements. FY 2021-22) ○ Transition the countywide evacuation system to the Livermore and Pleasanton Police Departments	DC Lacey		Complete	Genasys (formerly ZoneHaven) fully implemented countywide, and communications conducted with both police departments as the agencies holding evacuation authority.

**Goal D: Facilities and Equipment – Prioritize reliable and efficient facilities and equipment that meet current and future needs.**

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<b>D3.</b> Build new or update existing fire stations, based on each City’s service level expectations. (FY 2024-25)				
<b>Action A:</b> Finalize new Fire Station 3	DC Lacey		Complete	City of Pleasanton Engineering was the lead on this project which has been completed.
<b>Action B:</b> Renovate or replace Fire Stations 2 and 6	Chief Testa DC Lacey		In-Progress	Station 2 – no funding is currently available. Station 2 is on-hold. Station 6 – RFP for architecture has been awarded and project is in planning stages. COL Engineering is the lead on this project.
<b>Action C:</b> Purchase new generators for Fire Stations 5 and 6	DC Lacey	Public Works	In-Progress	Station 5- Pleasanton Public Works was the lead and has secured replacement. Station 6 – on-hold pending station replacement/remodel
<b>D4.</b> Forecast and evaluate each City’s fleet. (FY 2024-25)				
<b>Action A:</b> Forecast with staff from the two Cities to coordinate replacement cycles and future planning and streamline LPFD Purchasing Policy and PO form.	Gina Eleccion	Pleasanton Director of Operations and Water Utilities  ASD Olson		



<b>Goal E: Communications and Administration – Provide effective administration and strengthened communications.</b>				
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<b>E1.</b> Improve existing communication pertaining to policy and administrative decision-making. (FY 2021-22)				
<b>Action A:</b> 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	Chief Testa Gina Eleccion			Regular quarterly meetings are scheduled between COP, COL, and LPFD to facilitate ongoing communication, address issues, and identify efficiencies. Plan to align JPA services to a single city at the start of the next two-year budget cycle (7/1/25) is underway.
<b>Action B:</b> Establish a calendar and process for providing progress reports on the Strategic Plan to stakeholders.	Chief Testa		Complete	Template created and adopted by the Executive Directors. See E2.
<b>Action C:</b> Evaluate the effectiveness of agenda topics on the regularly scheduled meetings held with the two cities and LPFD and make changes as needed.	Chief Testa		Complete	Action completed with prior and current JPA Executive Directors
<b>Action D:</b> Develop a streamlined purchasing process.	Gina Eleccion			Livermore has updated its Purchasing Policy. LPFD Purchasing Policy was put on hold while we pursue moving finance services to Pleasanton in FY 25/26.
<b>Action E:</b> 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.	Gina Eleccion			This will be discussed during the FY 25-27 budget development.
<b>E2.</b> 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)				
<b>Action A:</b> Develop and complete a form to track and monitor progress, revising and providing updates on a regular basis.	Chief Testa		Complete	Nine in-person overview sessions were held between 7/23/2021 and 8/5/2021. This form was created to track and monitor progress and will be updated as needed.

<b>Goal E: Communications and Administration – Provide effective administration and strengthened communications.</b>				
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<b>E3.</b> Coordinate and plan for transitioning all administrative services to one City. (FY 2025-26)				
<b>Action A:</b> Convene and collaborate with staff and relevant stakeholders.	Gina Eleccion	Tina Olson		
<b>Action B:</b> Update cost allocation plan.	Gina Eleccion	Alexa Jeffress Tina Olson		