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MAYOR TERRY TORNEK
& COUNCILMEMBERS
It is my pleasure to support and join the Fire Chief in presenting the City of Pasadena Fire Department Strategic Plan for FY 2018 – FY 2022. Consistent with the City’s mission to deliver exemplary municipal services responsive to the entire community, the fire department has effectively engaged key stakeholders and groups in Pasadena to help develop this five-year plan. The department initiated the planning process with a Steering Committee comprised of fire management, labor leaders, and other key staff members. Working with experts in the field, the committee developed tools to receive critical feedback from its fire department staff members and a variety of community stakeholders including neighborhood and business associations, other city departments, operating companies, media groups, and non-profits.

The plan also addresses specific goals outlined by the City Council to: improving, maintaining and enhancing public facilities and infrastructure; increasing conservation and sustainability; support and promote the quality of life and local economy; and ensure public safety. Although the city’s budget remains challenged, the department has outlined important priorities and plans to maintain its exceptional service to the community in a fiscally responsible way. Pending future funding, the department has a plan to remain on target for continuous improvement as identified by the Commission on Fire Accreditation International when it attained Accredited Agency status in August 2015.

As you read through the plan, please feel free to share your thoughts with the department or my office directly. To continue our success in being a world-class city with excellent services, quality of life and a premier destination for business, culture and tourism; we need your continued feedback as well as premier public safety services for our community.

Respectfully,

Steve Mermell
City Manager
MESSAGE FROM THE FIRE CHIEF
On behalf of the Strategic Planning Development Team and Fire Management, I would like to thank all members of the Pasadena Fire Department (PFD) for their time and dedication toward completion of the PFD Strategic Plan for FY2018 – 2022. Thanks to your efforts, we have a solid plan to follow for the next five years that is achievable and responsive to your values for our department.

Thanks to a significant amount of input from our residents, businesses, fellow City employees, and other key stakeholders, we have also included goals and objectives to ensure our plan meets the needs and expectations of the community we serve. On behalf of the PFD, thanks to all of our community partners who took the time to answer our survey or give input to our plan in one of our interviews or workshops. Your feedback was invaluable and is key to our sustainability and success into the future.

As you read our plan, you will find overarching goals, key objectives, some history and a look at where we are going in the future. For instance, our goals for the period of this plan include a deliberate focus on our employees. To ensure we deliver the best services possible to our customers and community, we must ensure our employees are safe, healthy, equipped and highly trained.

The PFD strives to meet or exceed the highest standards set for fire departments and is honored to be one of only 45 of the 30,052 fire departments in the United States that are both Insurance Services Office (ISO) Class 1 and Accredited by the Center of Public Safety Excellence’s (CPSE) Commission on Fire Accreditation International (CFAI). In the State of California, only four fire departments have achieved both distinguished results. The department’s Emergency Medical Services (EMS) patient care program and its exceptional emergency response times are recognized as industry best practices. In addition, the PFD partners with other agencies to ensure the City is successful as it serves as the host to the world during many special events such as the Rose Parade and the Rose Bowl Game.

Although the work has already begun, we are excited and grateful to share our plan with the world and formally begin its implementation which is guaranteed to benefit the residents, businesses and visitors of the great City of Pasadena.

Sincerely,

Bertral T. Washington
Fire Chief
VISION STATEMENT

Members of the Pasadena Fire Department, through our commitment to innovation, service and excellence, will always strive to be leaders in fire and life safety services, and the model of a successful fire department.

MISSION STATEMENT

The mission of the Pasadena Fire Department is to provide protection of life, property and the environment from the effects of fires, medical emergencies, and hazards; we engage the community in our mission through progressive community outreach.

CORE VALUES

Accountability, Integrity and Flexibility
POPULATION

CITY AREA
23.13 mi²

POPULATION
142,250

DAYTIME POPULATION (Est.)
240,000
BUREAU MISSION STATEMENTS
FIRE OPERATIONS

The Fire Operations Bureau maintains a constant state of readiness for emergency response through training, maintenance of equipment and a desire to serve our community. The Department is an all-risk fire department and provides the community with fire suppression responses, emergency medical services (EMS), technical rescue and hazardous materials responses. The Operations Bureau responds to all natural and man-made emergencies and non-emergency public assistance incidents.

FIRE PREVENTION AND ADMINISTRATION

The mission of Fire Administration is to provide leadership and vision for the Department that is consistent with City Council policies and community expectations. Fire Administration supports the Department’s efforts to maintain a safe community and contribute to an improved quality of life by providing effective and progressive public safety services. By engaging the community in our mission through open and continuous outreach, the Department seeks to ensure that our services are industry-leading and relevant to the needs of our residents, visitors and businesses. By applying the core values of Accountability, Integrity and Flexibility, the Department leads Pasadena toward a safer, more secure and prosperous community for the future.

Fire Prevention strives to reduce risks and losses associated with fires, burns and environmental hazards. The Division uses a customer-centered approach in its public education programs and code development and enforcement initiatives, which are designed to prevent and minimize harm to our community. In addition, Fire Prevention provides technical assistance to other city departments for items related to fire codes. Safety and prevention is accomplished through plan reviews, inspections, hazardous vegetation mitigation, monitoring and regulating the storage and use of hazardous materials, fire investigations and a variety of community awareness programs.
8 FIRE STATIONS
8 FIRE ENGINES
5 RESCUE AMBULANCES
1 RESCUE CUSHION
1 WATER TENDER
1 URBAN SEARCH AND RESCUE (USAR)
Insurance Services Office (ISO) Class 1 Rating and Accredited Agency status by the Center of Public Safety Excellence (CPSE):

The Pasadena Fire Department strives to maintain the highest standards of performance for its community, and is honored to be 1 of only 45 fire departments in the nation that are both Insurance Services Office (ISO) Class 1 and Accredited by the Center of Public Safety Excellence’s (CPSE) Commission on Fire Accreditation International (CFAI). In the State of California only four fire departments have achieved both distinguished results (November 2017).

The Department was awarded Accredited Agency status in 2015 by CFAI, and the continued approval of our Annual Compliance Reports validates our performance as one of the best fire departments in the world. Our Class 1 Public Protection Classification rating from ISO, an organization that independently evaluates municipal fire protection efforts throughout the United States, reflects our quick responses to our community’s needs, our ability to mitigate risks at the highest possible standard, and our personnel’s dedication to preserving life, property and environment. A Class 1 rating is also used to determine fire insurance premiums for homeowners and businesses, and contributes to factors that help reduce fire insurance rates for the City.
ISO CLASSIFICATION LETTER

September 28, 2015
Mr. Michael Beck, Manager
Pasadena
100 North Garfield Ave. Room S-228
Pasadena, California, 91101

RE: Pasadena, Los Angeles County, California South
Public Protection Classification: OUI/1X
Effective Date: January 01, 2016

Dear Mr. Michael Beck,

We wish to thank you Chief Bertram Washington and Mr. Dave Jones for your cooperation during our recent Public Protection Classification (PPC) survey. ISO has completed its analysis of the structural fire suppression delivery system provided in your community. The resulting classification is indicated above.

If you would like to know more about your community’s PPC classification, or if you would like to learn about the potential effect of proposed changes to your fire suppression delivery system, please call us at the phone number listed below.

ISO’s Public Protection Classification Program (PPC) plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers – including the largest ones – use PPC information as part of their decision-making when deciding what business to write, coverage to offer or prices to charge for personal or commercial property insurance.

Each insurance company independently determines the premiums it charges its policyholders. The way an insurer uses ISO’s information on public fire protection may depend on several things – the company’s fire-loss experience, ratemaking methodology, underwriting guidelines, and its marketing strategy.

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new classifications will improve the predictive value for insurers while benefiting both commercial and residential property owners. We’ve published the new classifications as “X” and “Y” — formerly the “9” and “8B” portion of the split classification, respectively. For example:

- A community currently graded as a split 6/9 classification will now be a split 6/6X classification; with the “6X” denoting what was formerly classified as “9.”
- Similarly, a community currently graded as a split 6/88 classification will now be a split 6/6Y classification, the “6Y” denoting what was formerly classified as “8B.”
- Communities graded with single “9” or “8B” classifications will remain intact.
- Properties over 5 road miles from a recognized fire station would receive a class 10.

PPC is important to communities and fire departments as well. Communities whose PPC improves may get lower insurance prices. PPC also provides fire departments with a valuable benchmark, and is used by many departments as a valuable tool when planning, budgeting and justifying fire protection improvements.

ISO appreciates the high level of cooperation extended by local officials during the entire PPC survey process. The community protection baseline information gathered by ISO is an essential foundation upon which determination of the relative level of fire protection is made using the Fire Suppression Rating Schedule.

The classification is a direct result of the information gathered, and is dependent on the resource levels devoted to fire protection in existence at the time of survey. Material changes in those resources that occur after the survey is completed may affect the classification. Although ISO maintains a pro-active process to keep baseline information as current as possible, in the event of changes please call us at 1-800-444-4554, option 2 to expedite the update activity.

ISO is the leading supplier of data and analytics for the property/casualty insurance industry. Most insurers use PPC classifications for underwriting and calculating premiums for residential, commercial and industrial properties. The PPC program is not intended to analyze all aspects of a comprehensive structural fire suppression delivery system program. It is not for purposes of determining compliance with any state or local law, nor is it for making loss prevention or life safety recommendations.

If you have any questions about your classification, please let us know.

Sincerely,

Dominic Santana
Manager - National Processing Center

cc: Chief Bertram Washington, Chief, Pasadena Fire Department
Ms. Karen Peterson, Administrator, Pasadena Police Communications
Mr. Dave Jones, Water Superintendent, Pasadena Water & Power
Accredited Agency Letter of Agreement

On August 26, 2015, the Commission on Fire Accreditation, International (CFAI) awarded Accreditation or Reaccreditation status to Pasadena Fire Department, hereinafter referred to as Agency. The CFAI is an approved authority through the Center for Public Safety Excellence (CPSE).

As an Internationally Accredited Fire Organization; the Agency agrees to the following:

1. The Agency agrees to comply with all current policy and procedures of the CFAI;
2. The Agency agrees to maintain at least one Accreditation Manager (Coordinator) as the primary contact for CFAI;
3. The Agency agrees to submit an Annual Compliance Report at least 45 days prior to their Accredited Anniversary date;
4. The Agency agrees to pay their annual dues within 30 days upon receipt of invoice from CPSE;
5. The Agency agrees to work towards compliance with the latest edition of the Fire and Emergency Services Self-Assessment Manual;
6. The Agency agrees to refrain from any activity that would create disrepute or negatively impact the image or integrity of CPSE;
7. The Agency agrees to consider participation in the Annual Excellence Conference, when not prohibited by financial obstacles;
8. The Agency agrees to serve as an ambassador of the Accreditation model and process of organizational continuous improvement.

Signed:  

8/31/15

Chief, CEO or Chief Administrative Officer of the Accredited Agency

Date

9/1/15

City/County Administrator or Representative of Authority Having Jurisdiction

Digitally signed by Karl Ristow
DN: cn=Karl Ristow, o=CPSE, ou, email=kristow@publicsafetyexcellence.org, c=US
Date: 2015.09.15 08:48:02 -04'00'

CFAI Program Director, Center for Public Safety Excellence

Date

Updated- March 2015
GOAL 1:
ENHANCE COMMUNITY INTERACTIONS

Guiding Principle: Enrich the lives of Pasadena residents by understanding the needs of the diverse communities and providing a consistent point of contact for community members and elected officials.

1. Structure Public Education Programs:
   • Focus on specific programs, topics and messages department-wide
   • Use available data/information to create messages designed to educate the public and create targeted messaging for needs specific to each area/community/group, such as top incident types, etc.
   • Develop an aggressive, focused image/PR campaign to promote the Department and increase community understanding of services and service value
   • Develop Community Outreach campaign that explains the fundamental operations of the PFD. Create a variety of materials and messaging designed for the various segments of the Pasadena community
   • Develop programs and targeted messaging for open-houses and station visits
   • Incorporate the Explorer program in community engagement
   • Set standards for customer service and improve non-emergency contact with the community
2. **Create a Public Education Committee:**
   - Develop a dedicated staff/group to enhance departmental programs’ effectiveness
   - Develop Chief’s Advisory Committees
   - Utilize data, metrics and measures to demonstrate/validate high performance and service value
   - Develop a streamlined method for disseminating information about performance activity and measures department-wide and externally

3. **Work with policy makers and major stakeholders on the PFD services and service value:**
   - Develop a strategic in-house training course specifically for policy makers and major stakeholders to better understand the PFD services and value (similar to Community Fire Academy model)
   - Use accreditation, ISO Class 1, and industry standards to explain current staffing models and optimum deployment, high performance and service value
   - Publish Self-Assessment Manual to increase transparency for both internal and external stakeholders, and process for continuous evaluation and improvement
   - Explore the PFD newsletter and include information consistently in City Manager’s Newsletter

4. **Increase collaborative opportunities:**
   - Include community leaders and City departments in the strategic planning
   - Include fellow City departments and community leaders during the implementation of the strategic plan
   - Develop annual reviews, including metrics, to monitor progress of the strategic plan
   - Collaborate with community organizations/associations (business, neighborhood, faith-based, non-profits, other government agencies, etc.) to deliver messaging during public events. More interaction between major stakeholders and floor personnel
   - Use Citizen’s Service Center resources to track requests and community needs
GOAL 1: ENHANCE COMMUNITY INTERACTIONS
GOAL 2: FOCUS ON EMPLOYEES

Guiding Principle: Cultivate a positive environment of comradery, transparency and departmental pride while enhancing employee physical and mental well-being to maintain exemplary firefighting capabilities.

1. Improve company pride and comradery:
   - Establish mentor programs to empower and support employee development
   - Reinforce personal responsibility of commitment and dedication to the fire service profession and the community we serve
   - Ensure the organizational focus is on the mission of the fire service for the Pasadena Fire Department
2. **Develop a culture of transparency and ensure that the Fire Chief’s vision is carried out at all levels in the organization:**
   - Ensure that the vision and priorities from management are relayed to the line level and management decisions are understood
   - Establish an internal plan for open lines of communication to facilitate clear and consistent operating guidelines
   - Establish command notes to ensure consistent messaging throughout the Department
   - Set expectations for how often and what kind of information is being distributed
   - Develop a practice of weekly, transparent dissemination of information discussed at the command staff meetings, including pending issues relating to purchases and procurement processes

3. **Take advantage of shift changes:**
   - Establish guidelines to develop consistency in shift meetings
   - Create opportunities to learn, train and share ideas and best practices between shifts
   - Complete, distribute and ensure Department wide training on Standard Operating Guidelines (SOG)
   - Establish regularly scheduled Bureau level meetings to increase consistent communications

4. **Enhance focus on well-being, physical, mental health:**
   - Create positive team building activities to engage between stations and shifts to develop Department unity and engage employees
   - Establish routine communication from management to ensure information related to organizational challenges, projects and direction are understood department wide
   - Establish peer support program to address non-operational, personal matters
   - Provide clear understanding and access to EAP resources for the support of the employees
GOAL 3: IMPROVE DEPARTMENT TRAINING PROGRAMS

Guiding Principle: Ensure a well-trained professional fire service work force through pro-actively investing in training, safety and wellness.

1. Establish clear Standard Operating Procedures and Standard Operating Guidelines (SOPs & SOGs):
   - Develop consistency regarding practices, training programs and techniques
   - Establish procedure to systematically review and update all SOPs/SOGs
   - Identify committee and review groups that will meet regularly to review/approve SOPs & SOGs
   - Ensure appropriate labor/management input on the SOP & SOG development process
• Establish policies and procedures to distribute SOPs & SOGs and make those documents available to all Department personnel

2. **Assign a training committee or cadre inclusive of all ranks:**
   • Incorporate both old and new training techniques and vet various training recommendations to the Department
   • Develop a curriculum for specialized and in-service training for department-wide consistency
   • Develop a policy for Captains to have responsibility for training at each station and to ensure consistency in following SOPs and SOGs

3. **Create a training calendar and dedicate time for training on Operations’ calendar:**
   • Update training matrix so it both identifies mandated and recommended training; break down matrix to address each rank and specialty assignments
   • Ensure calendar identifies mandatory training timelines/deadlines to ensure departmental compliance
   • Establish process for attending training; make training more accessible to all ranks. Offer specialized and advanced training, designate and identify groups/individuals in those areas

4. **Fully implement and streamline existing technology for training:**
   • Establish committee to identify technology needs for management of training records and training programs, and presentation of training
   • Identify existing technologies being used by the PFD
   • Assess effectiveness of current technologies and identify gaps
   • Work with City’s IT Department to identify current City owned technologies to bridge the identified gaps
   • Develop and implement best practices based on committee’s recommendations
   • Identify and address Wi-Fi gaps at the PFD facilities
5. **Focus on both web-based and hands-on training:**
   - Ensure Wi-Fi availability at the PFD facilities, which will allow web-based training
   - Ensure sufficient number of work computers are available for personnel to take web-based in-service and other training
   - Identify any mandated fire service training that can be done online; save time and travel costs by using this method when possible

6. **Bring more programs on-site for easier coordination:**
   - Coordinate regional training to gain more leverage
   - Identify agencies that the PFD can partner with to bring more training to the department and the region
   - Develop procedure to properly notify all department personnel of available training, especially for in-house and local training

7. **Find alternative ways to fund and access training:**
   - Utilize approved training funds more strategically
   - Implement requirements for value added and accountability for personnel who attend outside training
   - Identify in-house Subject Matter Experts (SMEs) and increase number of certified trainers
   - Use those SMEs/certified trainers to present training for the PFD and offer those classes to outside agencies to generate training revenue
   - Identify additional space in the city that can be used for training
   - Learn training and funding models from similar fire departments and identify best practices at other agencies that can be implemented in the PFD
   - Network with other agencies to identify opportunities to partner in training for both better training and cost sharing
GOAL 4: IMPROVE DEPARTMENT FACILITIES
**Guiding Principle:** Establish plans to provide for scheduled maintenance and necessary replacement of facilities to ensure they are properly located and designed for optimal response and service delivery.

1. **Seek external funding and grant opportunities:**
   - Identify a grant writer to secure grant funding for facility improvement
   - Partner with private and government agencies to identify and pursue jointly funded projects
   - Develop a statement of work timeline and contract for hiring a consulting firm to determine the viability of a bond measure to fund the infrastructure needs of the PFD

2. **Educate decision makers on importance of functioning facilities and equipment:**
   - Commit to regular status updates in management meetings
   - Commit to regular status updates in department head meetings
   - Use existing city automated systems and technology to improve tracking and maintenance of department facilities

3. **Collaborate with other City departments or outside organizations:**
   - Use Maintenance Assistance for Homeowners (MASH) for simple facility repairs
   - Utilize other available options by improving communications and prompt responses
   - Conduct regular meetings to ensure that repair requests are accommodated

4. **Improve tracking and communication regarding status of facilities repairs and maintenance:**
   - Assign departmental point(s) of contact to follow up consistently
   - Develop existing technological systems like Lucity for equipment facility repairs and maintenance
   - Develop and implement the ability to use push notifications for expiring equipment and facility upkeep and repair
   - Utilize existing systems to track budgets and forecast future needs
GOAL 5: IMPROVE MANAGEMENT OF EQUIPMENT, UNIFORMS AND APPARATUS

Guiding Principle: Enhance interdepartmental collaboration and accountability and implement advanced technologies to maximize effectiveness and efficiency of existing equipment, while maintaining a high standard for operational safety.

1. Develop a technology strategic plan:
   • Establish a committee that conducts a multi-phased approach to select and implement best technologies and systems for the PFD
   • Identify all current technology and software needs of the PFD
   • Identify all software and programs currently in use by the PFD
• Assess effectiveness of current systems and identify gaps
• Collaborate with City IT Department to determine if the City has available technologies

2. Develop organized, simple and consistent system for tracking inventory:
• Utilize current city software systems to enable the department to better manage its fleet
• Equipment and tools need to be more accessible and managed by multiple people to ensure that there is more than a single point of contact
• Identify personnel to be responsible for equipment maintenance and repairs tracking
• Identify personnel to provide status updates to better understand missing inventory or malfunctioning equipment
• Ensure proper training on inventory software and responsibilities
• Develop a process for requesting additional equipment and resources and work with Admin and the City to budget for long-term needs
• Use data to demonstrate status of resources

3. Designate liaison(s) to communicate with Fleet Maintenance/City Yards:
• Develop a formal fleet process
• Consider developing an SOP to ensure consistency in that process
• Develop reports that communicate information and status
• Schedule formal and informal meetings between fleet and bureau/station liaisons
• Avoid single points of contact/failure

4. Hold Fleet Maintenance accountable for follow up on status repairs:
• Develop a capital improvement program system to ensure that equipment is replaced and that funding is available for the replacement
• Conduct quarterly meetings with fleet at the line and management level
• Developed a system for replacing vehicles
GOAL 6:
FOCUS ON THE ORGANIZATION
Guiding Principle: Taking care of the PFD’s most valuable assets and achieving excellence through innovation, quality data, sound fiscal management and transparency to maintain high levels of service delivery to the community.

1. **Encourage open-rank meetings:**
   - Create inclusive committees to increase departmental participation
   - Conduct semi-annual, in-person, all-hands state of the department meetings for the Chief to disseminate organizational information, to include question and answer session
   - Share new ideas and ensure open lines of communication
   - Improve communication between all three shifts to provide more face-to-face interactions and enhance department comradery
   - Reinforce a culture of management being approachable and accessible
   - Develop command staff meeting executive notes to be distributed to management for consistent messaging to the organization
   - Clearly establish who is responsible for each program to ensure accountability for feedback and follow-up and that needs are being heard and addressed

2. **Establish a method for achieving continuous organizational improvement and utilize high quality data systems to reflect best practices in the industry to capture the true impact of the fire service:**
   - Cultivate a cohesive accreditation committee to identify data sources that will be required to provide accurate and reliable forecasting and quality analytics
   - Develop better recording practices by field personnel and determine the IT systems/infrastructure required to manage the necessary data
   - Designate leaders/managers to track and maintain the strategic plan
   - Publish the Self-Assessment Manual to increase transparency for both internal and external stakeholders
   - Establish processes for continuous evaluation and improvement
   - Use data as a means to communicate with all stakeholder groups
3. Consistent messaging from top to bottom, between management and floor personnel:
   • Utilize more face-to-face interactions for communication
   • Build continuity across shifts and processes for sharing information between shifts and stations
   • Include formal recognition, not only from the top down, but also from peer-to-peer consistently showcasing exemplary effort and services provided on a routine basis
   • Increase internal pride based on department-wide distribution of the PFD’s accomplishments and productivity statistics
   • Internally inform and educate the department on collection, interpretation and publishing of response and activity data

4. Empower department personnel to deliver high quality customer service and build clear pathways to promotion through leadership training, mentoring program and succession plans across all bureaus, divisions and programs:
   • Work with Human Resources to standardize the promotional testing process and ensure the organization’s priorities and values are reflected in the process
   • Ensure candidates are aware of steps in the testing process to enable better individual preparation
   • Provide meaningful feedback for candidates related to their performance in the testing process
   • Develop in-house leadership training and identify outside leadership courses as well for the PFD personnel to attend
   • Create mentoring programs to pass on institutional knowledge and “the Pasadena Way”
   • Establish a committee to develop a department-wide mentoring program for organizational succession planning and to develop the future leaders of the organization
   • Create a culture of excellence through sustained succession planning to include mentoring at all levels to ensure clear expectations of competencies for promotion opportunities
   • Develop a committee to evaluate the performance appraisal system, including actual evaluation forms covering goals, objectives, achievements, training, participation, and performance
   • Determine frequency of performance appraisals
5. Identify opportunities for the Prevention Bureau and Operations Bureau to work more cohesively:
   - Enhance the revenue programs and develop long-term budget plans beyond the fiscal year
   - After projects are complete, ensure important information is shared across the department, and create routine meetings between both bureaus for input
   - Identify potential revenue enhancement opportunities
   - Streamline inspections for hydrants, fire alarms, and other fire and life safety systems
   - Grow staffing levels in Prevention Bureau so that those duties can be reduced in the Operations Bureau
   - Go paperless with iPads and identify appropriate apps on the iPads and other technologies to maximize efficiencies
   - Conduct a study to determine if current 3-hour per-month time allotment is adequate for the Operations Bureau to perform inspection duties

6. Explore grants and innovative ways for funding for programs across the department:
   - Collaborate with the chief, the executive team, city management and elected officials
   - Cultivate partnership with the PFD Fire Foundation and others to identify funding initiatives
   - Clearly identify all the PFD personnel that are most knowledgeable on grants administration
   - Assess value of permanent assignment, versus current collateral duty assignment during grant cycles
   - Consider moving those experts from Operations to Administration during the grant cycles
   - Apply for grant funding to pay for administration of grants and explore grant funding for backfill operational vacancies
ACKNOWLEDGMENTS

The development and adoption of the Pasadena Fire Department’s Strategic Plan 2018–2022 was possible due to the hard work and commitment from our Department staff, city leaders and community members. We gratefully acknowledge the contributions of those who participated in the process to help ensure that Pasadena Fire Department remains a leader in public safety. The completion of this plan is a testament to the dedication and commitment of our community to enhance the quality of life for the City of Pasadena.
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EXECUTIVE INTERVIEWS

Terry Tornek, Mayor, City of Pasadena
Steve Mermell, City Manager, City of Pasadena
Phillip Sanchez, Police Chief, City of Pasadena
Matthew Hawkesworth, Director of Finance, City of Pasadena
David Reyes, Director of Planning and Community Development, City of Pasadena
William Flinn, Ret. CEO, Tournament of Roses
Karen Knudsen, Emergency Department Manager, Huntington Memorial Hospital
Paul Little, President/CEO, Pasadena Chamber of Commerce
Michael Ross, CEO, Pasadena Convention Center
Jenny Van Slyke, Nurse Educator, Huntington Memorial Hospital
FACILITATOR WORKSHOPS
List of Workshops

June 2nd: Improve the Departments’ Training Tactics Workshop

June 12th: Focus on Organization/Maintain Exceptional Services to the Community through Professional Standards

June 13th: Enhance Community Interactions

June 14th: Improve Departments’ Facilities/Improve Management of Equipment, Uniforms and Apparatus/ Focus on Employees

List of Attendees

Scott Austin     Jennifer Curtis     Paul Little     Kimberly Siemen
Pari Bagayee    Bill Cuskey       Ara Maloyan     Alex Souto
William Basulto Vannia De La Cuba Margo Morales  Rhonda Stone
Cushon Bell     Jose Enriquez     Mariam Movsesian Noreen Sullivan
Frank Boykin    Erika Estrada    Veronica Petty  Takako Suzuki
Tony Bagan      Bryan Frieders   Alexander Reyes Jon Trautwein
Michael Barilla Matthew Hawkesworth Randy Rich    Bertral Washington
AC Brown        Seaton King      Kevin Ross      David Watson
Matthew Caffey  Justin Hester   Michael Ross    Jana West
Stephanie Chang Anthony James    Carolyn Seitz   Kim Yu
Cheynne Chong   Jerry Kenoly     Oscar Sepulveda


NEIGHBORHOOD ASSOCIATIONS

7 Streets East Neighborhood Association
Alta San Rafael
Altos Arroyo Association
Arroyo Gardens Homeowner’s Association
Arroyo Terrace Association
Asociación de Vecinos Unidos
Banbury Oaks Neighborhood Association
Bellevue/Waldo/Pleasant & Euclid Residents
Brigden-Ranch Neighborhood Association
Brookmere Association
Bungalow Heaven Neighborhood Association
California Rose Court
Chapman Woods Association
Circle Preservation Association
Community Arms Residents Council
Craftsman Heights Neighborhood Association
Crawford Vista LMD Association
Daisy-Villa Neighborhood Association
Dearborn Groves Neighborhood Association
Downtown Pasadena Neighborhood Association
Dundee Heights Neighborhood Association
East Arroyo Resident’s Association
East Eaton Wash Neighborhood Association
East Orange Grove Neighborhood Association
Eaton Blanche Park Neighborhood Association
Eaton Canyon Wash Homes Association & Neighborhood Watch
El Rio/Lake Neighborhood Association
Elizabeth Street Neighbors
Florecita Farm Association of Neighbors
Flowers of Marengo
Fort Outpost Homeowner’s Association
Friends & Neighbors of Grant Park
Friends of Washington Park
Garfield Heights Neighborhood Association
Greenwood/Allen Neighborhood Association
Historic Highlands Neighborhood Association
Howard Street Neighbors
Huntington Circle Neighborhood Group
La Cresta Drive Association
Lincoln / Howard / Arroyo / Freeway (L.H.A.F.)
Lincoln Triangle Neighborhood Association
Linda Vista / Annandale Neighborhood Association
Loma Vista Neighbors
Lower Hastings Ranch Association
Madison Heights Neighborhood Association
Madison Neighborhood Partners MNP
Madison/Oakland Neighborhood Association
Marion Avenue Neighbors
Mentor Catalina Neighborhood Association
Michillinda Park Association Inc.
Monk’s Hill
Mountain Place Neighborhood Association
N.A.T.H.A-1
Neighbors of Arden Road
Normandie Heights Neighborhood Association
Oak Knoll Neighborhood Association
Oakdale/Rose Villa/Sierra Bonita Association
Orange Grove Village No. 1 Homeowners
Putney Area Neighbors
San Rafael Neighborhood Association
Seco Neighborhood Association
Sierra Madre Villa Neighborhood Association
Singer Park Neighborhood Association
South Allen Neighborhood Association
Sunset Avenue Neighborhood Association
Sunset Oaks Neighborhood Association
Victory Neighborhood Association
Victory Rose Neighborhood Association
Villa Corona Homeowner’s Association
Villa Marengo Homeowner’s Association
Villa-Parke Neighborhood Association
W.D. Edson Neighborhood Association
Washington Square Neighborhood Association
West Pasadena Residents’ Association (WPRA)
Asian Business Association
Black Business Association
Latin Business Association
Latina Women’s Business Association
National Automatic Merchandising Association
North Lake Business Association
North Pasadena Business Association
Old Pasadena Management District
Pasadena Association of Relators
Pasadena Business Association (PBA)
Pasadena Chamber of Commerce
Pasadena Hispanic Business Council
Pasadena Playhouse District Association
South Lake Avenue
PREVENTION BUREAU
LET US KNOW HOW WE’RE DOING.

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