

SIGNATURE PAGE

The parties hereto have caused their duly-authorized representatives to execute this Memorandum of Understanding effective June 23, 2014.

CITY OF PASADENA

PASADENA FIRE FIGHTERS
ASSOCIATION

Michael J. Beck, City Manager

Don Cervantes, PFFA President

Kristi Recchia, Director of Human Resources

Scott Austin, PFFA Secretary/Treasurer

Peter J. Brown, Liebert Cassidy Whitmore

Stephen H. Silver, Silver, Hadden, Silver,
Wexler and Levine

Kevin Costa, Deputy Fire Chief

Garrett Madrigal, PFFA Second Vice
President

Jaime Arellano, Management Analyst

Raffy Bitchakdjian, PFFA Director

John Scott, PFFA Director

EXHIBIT I - A

**PASADENA FIRE FIGHTERS
SCHEDULE OF COMPENSATION RATES
(40-Hour Rates)**

Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Fire Captain	42.5428	45.2531	47.9177	50.5481	53.2241	n/a	n/a
Fire Engineer	36.0897	38.3616	40.6561	42.9165	45.0980	n/a	n/a
Fire Fighter I	24.9683	26.9442	31.2890	n/a	n/a	n/a	n/a
Fire Fighter II	n/a	n/a	n/a	34.0283	36.0043	37.8903	39.9336

Effective the pay period that includes July 1, 2014:

Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Fire Captain	44.6699	47.5158	50.3136	53.0755	55.8853	n/a	n/a
Fire Engineer	37.8942	40.2797	42.6889	45.0623	47.3529	n/a	n/a
Fire Fighter I	26.2167	28.2914	32.8535	n/a	n/a	n/a	n/a
Fire Fighter II	n/a	n/a	n/a	35.7297	37.8045	39.7848	41.9303

Effective the pay period that includes July 1, 2015:

Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Fire Captain	45.7867	48.7036	51.5714	54.4024	57.2824	n/a	n/a
Fire Engineer	38.8415	41.2867	43.7561	46.1889	48.5367	n/a	n/a
Fire Fighter I	26.8721	28.9987	33.6748	n/a	n/a	n/a	n/a
Fire Fighter II	n/a	n/a	n/a	36.6230	38.7496	40.7794	42.9785

Effective the pay period that includes July 1, 2016:

Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Fire Captain	46.9314	49.9212	52.8607	55.7625	58.7145	n/a	n/a
Fire Engineer	39.8126	42.3188	44.8500	47.3436	49.7501	n/a	n/a
Fire Fighter I	27.5439	29.7237	34.5167	n/a	n/a	n/a	n/a
Fire Fighter II	n/a	n/a	n/a	37.5385	39.7184	41.7989	44.0530

Hourly rates are based on a work week of 40 hours.

N/A means not applicable.

EXHIBIT I - B

**PASADENA FIRE FIGHTERS
SCHEDULE OF COMPENSATION RATES
(56-Hour Rates)**

Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Fire Captain	29.6297	31.4288	33.2965	35.1184	37.0087	n/a	n/a
Fire Engineer	25.0808	26.6632	28.3021	29.8054	31.3878	n/a	n/a
Fire Fighter I	17.3341	18.7711	21.7463	n/a	n/a	n/a	n/a
Fire Fighter II	n/a	n/a	n/a	23.6210	25.0020	26.4053	27.7638

Effective the pay period that includes July 1, 2014:

Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Fire Captain	31.1112	33.0002	34.9613	36.8743	38.8591	n/a	n/a
Fire Engineer	26.3348	27.9964	29.7172	31.2957	32.9572	n/a	n/a
Fire Fighter I	18.2008	19.7097	22.8336	n/a	n/a	n/a	n/a
Fire Fighter II	n/a	n/a	n/a	24.8021	26.2521	27.7256	29.1520

Effective the pay period that includes July 1, 2015:

Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Fire Captain	31.8890	33.8252	35.8354	37.7962	39.8306	n/a	n/a
Fire Engineer	26.9932	28.6963	30.4601	32.0781	33.7811	n/a	n/a
Fire Fighter I	18.6558	20.2024	23.4045	n/a	n/a	n/a	n/a
Fire Fighter II	n/a	n/a	n/a	25.4221	26.9084	28.4187	29.8808

Effective the pay period that includes July 1, 2016:

Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Fire Captain	32.6862	34.6709	36.7312	38.7411	40.8264	n/a	n/a
Fire Engineer	27.6680	29.4137	31.2216	32.8800	34.6256	n/a	n/a
Fire Fighter I	19.1222	20.7075	23.9896	n/a	n/a	n/a	n/a
Fire Fighter II	n/a	n/a	n/a	26.0577	27.5811	29.1292	30.6278

EXHIBIT II

LIST OF SURVEY CITIES

1. Alhambra
2. Arcadia
3. Burbank
4. Culver City
5. Downey
6. El Segundo
7. Glendale
8. Long Beach
9. Los Angeles City
10. Los Angeles County
11. Monterey Park
12. Monrovia
13. San Gabriel
14. Santa Monica
15. South Pasadena
16. Torrance
17. West Covina

EXHIBIT III

WAGE ADJUSTMENT EXAMPLES

EXAMPLE #1 - August 15, 1988

Hourly rate on August 14, 1988 for the Fire Captain I (Top Step).....\$17.07
Guarantee 4.0% raise effective August 15, 1988..... + .68
.....\$17.75

*Using the Consumer Price Index for Los Angeles-Long Beach, Series A, with a 1967 base, for Urban Wage Earners and Clerical Workers, an index number of 336.3 has been established for the month of June, 1987. EXAMPLE: The index number for the month of June, 1988 has been established at 353.2.

MONTH	YEAR	INDEX
June	1987	336.3
June	1988	353.12

The index number has increased by 16.9. This equals a 5.0253% increase. All CPI index numbers and CPI wage adjustments shall be rounded to the nearest one-tenth. In place of the guarantee 4.0% raise, a 5.0% raise in the hourly rate shall be effective August 15, 1988.

Hourly rate on August 14 for Fire Captain I (Top Step).....\$17.07
5.0% raise effective August 15, 1988..... + .85
.....\$17.92

****THE 5% RAISE SHALL APPLY TO ALL CLASSIFICATIONS**

EXAMPLE #2 - August 14, 1989

Hourly rate on August 13, 1989 for Captain I (Top Step).....\$18.20
Guarantee 4.5% raise effective August 14, 1989..... + .82
.....\$19.02

*Using the Consumer Price Index for Los Angeles-Long Beach, Series A, with a 1967 base, for the Urban Wage Earners and Clerical Workers, an index number of 353.2 has been established for the month of June 1988. EXAMPLE: The index number for the month of June, 1989, has been established at 372.4.

MONTH	YEAR	INDEX
June	1988	353.2
June	1989	372.4

The index number has increased by 19.2. This equals a 5.436% increase. All CPI index numbers and CPI wage adjustments shall be rounded to the nearest one-tenth. In place of the guarantee 4.5% raise, a 5.4% raise in hourly rate shall be effective August 14, 1989.

**The 5.4% raise shall apply to all classifications.

EXAMPLE #3 - OCTOBER 1998 MARKET ADJUSTMENT PROCESS

Hourly rate on October 11, 1998 for Fire Captain (Top Step) is \$23.10. The hourly rate multiplied by the hours per month (243.583) results in a monthly base for this position of \$5627.

The City of Pasadena pays 2% of salary toward a post-retirement medical trust:

$$\$5627 \times .02 = \$113$$

The total of the monthly base pay plus the City's 2.0% contribution toward a post-retirement medical trust equals:

$$\$5627 + 113 = \$5739$$

The City of Pasadena also pays the employee's portion (9%) to the retirement system:

$$\$5627 \times .09 = \$506$$

The City of Pasadena also pays 4% of the employee's salary to those who possess an EMT-D certificate:

$$\$5627 \times .04 = \$225$$

The total of the Pasadena monthly base, the 2% post-retirement medical trust contribution, the 9% retirement payment, and the 4% EMT-D certificate pay shall be used as the amount for survey purposes. This amount shall be known as the survey total.

$$\$5739 + 516 + 230 = \$6485$$

If on October 12, 1998 any one of the Pasadena classifications survey totals are below the top 25th percentile (as defined in the MOU) of the 17 agency survey, then an increase shall be applied to the applicable classifications, to be effective on October 12, 1998.

EXAMPLE: The top 7 agencies on October 11, 1998, in the position of Fire Captain I are:

1. CULVER CITY \$7028.00
2. L.A. COUNTY 6994.00
3. SANTA MONICA 6955.00

4.	BURBANK	6781.00
5.	L.A. CITY	6761.00
6.	LONG BEACH	6504.00
7.	PASADENA	6485.00

If you subtract Pasadena's amount from the midway point between positions #4 and #5, which is the top 25th percentile point, you will find it will take an additional \$286.00 to match that position. The \$286.00 equals 4.4% of Pasadena's \$6485.00. For this example, the Fire Captain's hourly rate would be increased by 4.4%, to reposition Pasadena into the top quarter of the market place. This increase shall be effective October 12, 1998.

This same survey and adjustment shall be completed for the Fire Engineer and Fire Fighter II classifications represented by the PFFA, and shall be effective on October 12, 1998. Adjustments negotiated for the Fire Fighter II classification shall be applied to the Fire Fighter I, Paramedic I and Paramedic II classifications.

In 2005, the calculation methodology no longer included the post-retirement medical contribution for Pasadena.

EXHIBIT IV

CITY OF PASADENA AND PASADENA FIRE FIGHTERS ASSOCIATION, LOCAL 809 DRUG AND ALCOHOL POLICY

Article 1

Purpose

It is the purpose of this policy to ensure that unit members who perform their job do so free of the effect of alcohol or any substances (whether illegal or not), maintain a drug free work environment, to eliminate substance abuse and its effects in the workplace and to ensure that all employees are able to perform their duties safely and efficiently in the interests of the public, the City, their fellow employees and their own interests as well.

Policy

Local 809 and the City recognize that drug or alcohol use in the workplace is a serious problem which can jeopardize employee safety, morale and productivity, and/or service to the public. The parties further recognized the importance of a safe, healthy and productive work environment and the need to eliminate any substance abuse in the workplace. The City and the Local 809 agree that employees who use or possess illicit drugs or alcohol on the job have committed a violation of this policy. The City and the Local 809 recognize that employees have a right to personal privacy and confidentiality as long as their conduct does not affect their ability to fulfill their duties to the employer. The goals of this policy are to prevent drug and alcohol use and impairment on the job and to encourage voluntary treatment and rehabilitation of those employees who acknowledge having a drug or alcohol problem that affects their ability to fulfill their employment duties. The City is supportive of those who seek help voluntarily and may authorize the use of earned sick leave, vacation or leave of absence. The City will be equally committed in identifying and disciplining those who continue to be substance abusers and do not seek help.

Application

This policy agreement applies to all employees holding classifications represented by Local 809 and pertains to alcohol, and to all substances, drugs or medications, legal and illegal, that could impair an employee's ability to effectively and safely perform the functions of the job. All testing pursuant to this agreement will be based solely upon "reasonable suspicion".

Article 2

Notice and Education

- A. All bargaining unit employees shall be provided with a copy of this agreement. Newly-hired employees represented by this association shall be given a copy of this agreement upon hire. Supervisors shall be familiar with the provisions of the agreement and shall be available to respond to questions. The City shall periodically disseminate educational materials regarding drug and alcohol use and abuse to all management as well as represented employees.
- B. All employees including management and supervisory personnel shall be trained, with periodic updating, to correctly identify symptoms of being under the influence of drugs and alcohol. Training shall include observation, documentation and reporting procedures and methods to identify workplace substance abuse. Any supervisor who has not received appropriate training shall be deemed incapable of having "reasonable suspicion" under this agreement unless such reasonable suspicion is consistent with the criteria outlined in Article 4 - C.

Article 3

Prohibited Conduct and Employee Obligations

- A. No employee shall possess or use any illegal substance or drugs while on duty.
- B. While on duty, no employee shall bring onto City property or have in his or her possession or ingest any alcoholic beverage, controlled substance or drug, illicit or legal, unless such employee has lawfully been prescribed the controlled substance by his or her physician.
- C. Employees shall not present themselves for duty while under the influence of drugs or alcohol.
- D. The employee shall notify their supervisor of the effects or possible effects of medications or drugs, prescription, which may interfere with the safe and effective performance of equipment. The employee is not required to disclose the name of the drug or the reason for which the drug was prescribed.
- E. Employees must provide, within a reasonable period of time, bona fide verification of a valid prescription for any potentially impairing drug or medication identified when a drug screen and confirming (Gas Chromatography-Mass Spectrometry) test is positive.

Article 4

Reasonable Suspicion

- A. The City may require an employee to submit to a medical evaluation or a drug screen only where it has a reasonable suspicion that the employee is under the influence of drugs or alcohol while on duty, and where the specific procedures provided below are followed. If the City representatives determine that there is a need to interview the employee for whom reasonable suspicion is suspected, the employee will have the right to secure a representative if available within one hour (prior to be actually tested) in accordance with his/her rights under the Firefighters Bill of Rights Act.

- B. Random, mass or individually scheduled testing of employees for drug or alcohol, which is not based on reasonable suspicion and not performed pursuant to the specific procedures described below, is prohibited by this article of the collective bargaining agreement.

- C. Reports of drug use or aberrant behavior which are not confirmed by specific observations as provided below shall not constitute reasonable suspicion.

- D. "Reasonable suspicion" exists only when all of the following elements are present:
 - 1. An employee observes another employee exhibiting aberrant or bizarre behavior, inability to do their job, using an illegal substance at the worksite, possessing drugs or alcohol at the worksite or other signs or symptoms of being under the influence;
 - 2. The employee's behavior or symptoms are observed and confirmed by a supervisor;
 - 3. The symptoms and/or behavior are of the type recognized and accepted by medical science as being under the influence caused by alcohol or controlled substances; and
 - 4. In determining if reasonable suspicion exists the supervisor shall consider other factors (such as, but not limited to, fatigue, lack of sleep, side effects of prescription and/or over the counter medications, reactions to noxious fumes or smoke, etc.) which may explain the behavior of the employee.
 - 5. "Reasonable suspicion" is a clear indication based on objective facts and personal observation of at least two employees, both who must be a supervisor, sufficient to lead a reasonably prudent person to suspect that an employee is under the influence of drugs or alcohol so that the employee's ability to perform the functions of the job safely, effectively

and efficiently is impaired. For example, any combination of any of the following may constitute reasonable suspicion:

- a) Slurred speech;
 - b) Odor of an alcoholic beverage on breath;
 - c) Unusual, anti-social behavior which is so unusual that it warrants summoning a supervisor or anyone else with authority;
 - d) Unsteady walking and movement;
 - e) An accident involving the employee and/or equipment or property where the cause may be symptomatic of suspected use of drugs or alcohol;
 - f) Patterns of physical altercation;
 - g) Unusual behavior where the cause may be symptomatic of suspected use of drugs or alcohol;
 - h) Possession of alcohol or drugs unrelated to job responsibilities;
 - i) Information obtained from a reliable person with personal knowledge. The supervisor shall verify or corroborate such information prior to requesting or ordering an employee to submit to a drug test.
- E. The involvement of an employee in an accident or on-the-job injury shall not, standing alone, constitute the reasonable suspicion required by this agreement.
- F. Each supervisor, employee or other witness who observes on-duty conduct tending to establish reasonable suspicion will document in writing the specific symptoms or behaviors observed at the time of the observation. The supervisor must record the date, time and location of their observations.
- G. When a bargaining unit employee has reasonable suspicion that a management or other non-bargaining unit employee may be under the influence or impaired while on duty, the bargaining unit employee or employees may report that suspicion to the next level supervisor (up to and including the Department Head) who is then under an obligation to investigate.

Article 5

- A. If a supervisor or manager has reasonable suspicion that the employee is under the influence or impaired by a substance, he/she is required to document the reasonable suspicion in writing and then request that another supervisor or manager observe the employee to determine whether the other manager or supervisor can verify if the reasonable suspicion indicators are present or not. If they are not, the employee may not be subjected to testing. If there is confirmation of the reasonable suspicion indicators after observing the employee, the manager or supervisor may order the employee to undergo drug and/or alcohol testing.

- B. If the test results for a controlled substance and/or alcohol are positive, the employee will be subject to disciplinary action which may result in discharge.
- C. After careful review of the employee's record, with the approval of the Fire Chief, the employee may elect to enter a drug/alcohol rehabilitation program. If the employee fails to complete the rehabilitation program the City may initiate disciplinary action up to and including discharge. If returned to his or her former position and will be subject to random testing.
- D. If the employee meets the criteria for reasonable suspicion and refuses to comply with an appropriate order to submit to drug testing the employee must be advised that such refusal constitutes insubordination and that serious disciplinary action up to and including discharge may result.

Article 6

- A. Employees ordered to submit to a medical evaluation or drug/alcohol test shall be referred to a designated medical facility. The employee shall be driven to the clinic by a person designated by the City and may be accompanied by the Union or other representative if the employee chooses.
- B. The employee shall produce and submit a urine sample or blood specimen or other appropriate specimen for analysis.
- C. The employee can be required to submit urine samples in accordance with appropriate chain of custody procedures. The employee shall, upon request provide a blood sample or other specimen in lieu of a urine sample.
- D. Subject to the provisions of paragraph A of Article 4 above, the employee may request that the Union representative be allowed to accompany the employee (if available immediately) to the testing site and observe the process consistent with the chain of custody procedures.
- E. The collection of the specimen shall be in accordance with standard protocol procedures. All specimen containers shall be sealed with tamper-proof evidence tape and labeled with the employee's identification number in the presence of the employee and the Union representative, if applicable.
- F. All the testing shall be done by a laboratory certified by the National Institute on Drug Abuse (NIDA) and licensed by the State of California. Such laboratory shall perform such quality assurance measures as will ensure the accuracy of the results it reports.
- G. All samples shall be tested using a screening test such as Enzymes Multiplied Immuno Technology, Thin Layer Chromatography, High Pressure Liquid Chromatography or Antibody Immunological testing. Following the screening

test all positive samples must be subjected to a confirming test using Gas Chromatography-Mass Spectrometry (GC-MS). Both City samples must be determined to be "positive" on the screening and confirmation tests to be deemed positive.

- H. The standard for a finding of "positive" shall be in accordance with the standards established by the U.S. Department of Health and Human Services.
- I. Using scientifically accepted protocol a sample of the urine shall be set aside for independent testing at the employee's request for 180 days.

Article 7

Interpreting Test Results

- A. The results of the urine or blood test shall be reported to the Fire Chief/ Human Resources Director.
- B. If the results are negative, the physician or health care practitioner shall immediately report that fact to the Fire Chief/Human Resources Director. The Fire Chief/Human Resources Director shall notify the affected employee. When results are negative the employee shall be entirely vindicated of any wrongdoing related to substance abuse.
- C. If the sample is positive, it may be concluded that the employee was recently exposed to the drug. Neither the City nor the physician may conclude that the individual was under the influence on the job on the basis of the test results alone. The City may consider the positive result together with the symptoms observed pursuant to Article 6 above, and form a judgment as to whether or not the employee was under the influence of alcohol or a controlled substance at the time of the test. Such conclusions shall be reported, in writing with the reason therefore, to the employee.
- D. The City shall, if requested, present the employee with a copy of all of the laboratory reports including, but not limited to all test results, computer printouts, interpretations, graphs, reports and chain of custody forms and a copy of all materials upon which a disciplinary action is based. If the Union and/or the employee elects not to have a split sample test within 120 hours the City can proceed with appropriate action.
- E. After considering the results of the split test performed for the employee, if presented, the City may impose discipline on the employee in accordance with Article 8, below.
- F. The City may discipline employees in accordance with the Discipline section of the MOU.

- G. Except as provided in Item D (above), the test results and other related lab test reports if any shall be transmitted directly to the Fire Chief/Director of Human Resources and shall not appear in an employee's general personnel folder. Information of this nature will be contained in a separate confidential medical folder that will be securely kept under the control of the Fire Chief/Director of Human Resources. The reports or tests results may be disclosed to City management on a strictly need-to-know basis and to the tested employee upon request. Disclosures, without patient consent, may also occur when: (1) the information is compelled by law or by judicial or administrative process; (2) the information has been placed at issue in formal dispute between the employer and employee; (3) the information is to be used in administering an employee benefit plan; (4) the information is needed by medical personnel for diagnosis or treatment of the patient who is unable to authorize disclosure.

Article 8

Voluntary Treatment or Rehabilitation

- A. Employees on their own volition may seek voluntary assistance for alcohol or substance abuse problems without prejudice. Voluntary assistance does not include situations where the substance abuse problem has been discovered by the City. An employee who seeks voluntary assistance shall not be disciplined or illegally discriminated against for seeking such assistance. Requests for such assistance shall remain confidential and shall not be revealed to other employees or management personnel without the employee's consent.
- B. Treatment in such programs may be covered by the employee or by the group medical plan.
- C. Any drug or alcohol testing performed pursuant to a voluntary treatment or rehabilitation program shall remain confidential.

Article 9

Miscellaneous Provisions

- A. Confidentiality. Results of all urine and/or blood tests performed pursuant to this agreement will be considered medical records and will be held in confidentiality to the extent permitted by law.
- B. Notwithstanding any provision in this policy, the parties understand that the City may pursue administrative action based on internal investigation of off duty misconduct.

- C. Interpretation of Policy. Any dispute over the meaning or application of this agreement shall be resolved pursuant to grievance arbitration procedures of the collective bargaining agreement.
- D. No Union Liability. The City agrees to indemnify, defend and hold Local 809 harmless in the event of a lawsuit by an employee alleging that his/her civil or constitutional rights have been violated by agreement to this substance abuse policy. The City shall have the exclusive right to determine whether any such claim or suit shall or shall not be compromised, resisted, defended, tried or appealed.
- E. Conflict with Other Laws. This agreement is in no way intended to supersede or waive an employee's federal or state constitutional rights and/or protections.

Article 10

Employee Assistance Program

- A. The City and Local 809 encourages the voluntary utilization of Employee Assistance Program (EAP). All EAP contacts are held in strict confidence by the EAP unless the employee requests, through specific written release of information that the Human Resources Director, supervisor, bargaining unit or other parties to be notified.
- B. The employee's compliance with the EAP program is voluntary. Absent just cause, the employee's job security and/or promotional opportunities will not be jeopardized by voluntary participation in the EAP or any other treatment service. Use of the program does not represent absolution for unsatisfactory job performance or conduct.
- C. Sick leave can be made utilized for self-referral appointments during regular work hours if the employee is unable to schedule them during off duty hours. Any earned leave time may be utilized for EAP participation. If any employee requires additional leave time he/she may request a medical leave of absence subject to approval by the Fire Chief.
- D. The EAP is available for assessment, diagnosis and referral to treatment. Any employee wishing confidential assistance can call the EAP provider and arrange an appointment with a counselor.

EXHIBIT V

JOINT LABOR MANAGEMENT COMMITTEE

Work Schedule

- A. The City and PFFA agree to establish a joint PFFA, Fire Management and Human Resources committee to study the 48/96 work schedule.
- B. The committee shall review other Fire Departments work schedules, identify the benefits of the work schedule change, the disadvantages of the work schedule, potential costs or savings as a result of the work schedule, benchmark data to use to evaluate and measure the impact of the schedule, provide a review of overtime impacts, identify policies that would need be to be modified, propose an implementation plan (including a pilot/trial period), and any other operational issue that a change to the 48/96 schedule may cause.
- C. The committee shall commence in January 2015 and provide a completed report to the City Manager and Fire Chief by July 1, 2015, and a re-opener on the subject of work schedules in September 2015.

EXHIBIT VI

PASADENA FIREFIGHTER'S ASSOCIATION LOCAL 809 NEIGHBOR/CUSTOMER SERVICE GUIDE

On April 7, 1995, *The Pasadena Firefighters Association Local 809* unanimously adopted this service guide as a philosophy for the way we plan to handle ourselves in professional relationships between the members of this Association, our superiors, our peers, our subordinates and the populace of Pasadena. We are professional firefighters, and the guidelines presented in this document are a clear and concise statement of how we intend to do our business.

For more than 100 years the Pasadena Fire Department has been building a legacy of serving the citizens of Pasadena. That is a tradition of which we can be very proud. It is a tradition that we build on every day. A tradition that must be continued by the next generation of Pasadena firefighters and the next and so on.

As employees of the City of Pasadena and members of the Pasadena Firefighters Association, our mission is to provide the best service possible to the citizens of Pasadena. We have a contractual obligation to be physically and mentally ready every time the tone sounds.

Most members of the Pasadena Firefighters Association understand and embrace this mission. The purpose of this guide is to emphasize and explain that mission for those who may not have learned it or for those who may have forgotten it. This should also help reinforce the importance of our mission for all members.

Our jobs are multifaceted. But the bottom line must always be "customer service." A positive attitude is clearly a must. Seventy percent of our calls are for some form of medical assistance, 20% are for fires ranging from brush to buildings, 10% are various service calls. Every call is very important to the person who called.

Each of those calls is an opportunity to interact with the public. That experience must be a positive experience for the person who called. Although we cannot solve every problem, we should make an honest, good faith attempt, using all of our resources to assist each person who calls.

In most cases we are only three minutes away from any resident in Pasadena. That places us in a unique position. We can and should be viewed as the principal safety net for our citizens.

Emergencies occur 24 hours a day. It doesn't matter if we are doing our physical training or if we just sat down for dinner or if it is four o'clock in the morning. To respond quickly, any time, day or night, arrive on the scene safely with a positive attitude and provide the best service we can is our goal. That is why we exist as Pasadena Firefighters. This is our charge as defined by the Fire Chief, the City Manager, the Mayor and Council and the citizens of Pasadena. Any member who cannot comply with this mission should/must find another occupation.

Routine Calls Important

Our job is more than just getting up for the “big one.” When there is a major fire, or people trapped at an auto accident or we have a child drowning, we get pumped up. We run to the rig, drive as fast as we can and usually do an outstanding job. But a professional does a good job on every call. It’s the routine call, shift after shift which separates the professional from the amateur. Because of the high volume of calls we respond to, it is easy to become complacent. Each call is our most important call at that time. We must be professional in our demeanor and treatment. We exist in a fish bowl. What we do is subject to the scrutiny of our peers, the person who called us, our supervisors, the medic, the elected officials and the taxpayers in general.

Competition for Scarce Resources

The private sector has gone through a decade of down-sizing. Millions of jobs have been eliminated. The public sector has not escaped entirely. From Pittsburgh to Fresno, fire stations have been closed and firefighters laid off. In the future, the demands on government will increase faster than revenues. Competition for tax dollars will be fierce. Our ability to progress will depend on our ability to relate to those who call us at four in the morning or during our dinner or while we are doing our physical training.

The pressure on all sectors of government is enormous. From the Federal Government to the local school district, taxpayers will not tolerate waste and they are not willing to increase taxes. Today’s tax burden is already perceived as too high. Competition from the private sector is encouraged by state legislators and City Councils. The demand for greater efficiency is the norm.

Neighbor/Customer Needs

Understanding our neighbors/customers and their needs allows us to maintain a seat at the table when decisions are made regarding City revenues. One of the more difficult things for some of our members to grasp is that we don’t get to define our job. We sometimes hear, “I was hired to be firefighter, not an EMS person or an ambulance attendant.” That unfortunately, is the cry of the dinosaur. Imagine someone at Intel, or Motorola or AT&T telling their boss that they were hired only for this or that. They would be mumbling to themselves in the unemployment line. We may have been hired to be firefighters, but the duties of firefighters in Pasadena and around the country have changed. Our job is to serve the citizens of Pasadena in any manner that enhances their safety and wellbeing as defined by the Fire Chief together with City Management, the Mayor and Council and the electorate.

If we can make the children of Pasadena safer by teaching safety protocols in grade school classes then that is our job. If we can increase the survival rate of heart attack patients by learning and using state of the art equipment and the latest medical techniques, then that is our job. If fires in high rise buildings are a threat to the occupants in those buildings, then we must train to fight high rise fires. The importance of firefighting and emergency medical service will continue. But we should not be afraid of or adverse to new and different demands for our services.

Neighbors/Customers

Viewing those who receive our services as “Neighbors/Customers” is a major cultural change for many of us. Every interaction with the public is an opportunity to positively impact public perception of the Pasadena Fire Department and its members. We respond to thousands of calls each year. On average, each call is viewed by the person who called and two or three friends, relatives or bystanders. In 3 - 4 years, every person in Pasadena will receive assistance or view us treating a patient or watch us at a fire or other emergency. That places us in a truly unique position to educate the public through our appearance, attitude and actions.

The L.L. Bean Company answers more than 10,000 customer inquiries a day! It is a 600 million dollar a year outdoor and sports products company. 100% satisfaction is not just a goal with them, it’s a guarantee. Their guarantee states, “All our products are guaranteed to give 100% satisfaction in every way. Return anything purchased from us anytime that proves otherwise.”

L.L. Bean assumes that a customer:

- is the most important person ever in the company.
- is not dependent on us, we are dependent on them.
- is not an interruption of our work, they are the purpose of it.

That philosophy would serve us well. The people who call us with problems are not interruptions to our work. They are our work. In our case, they are dependent on us but we are also dependent on them. They are the most important persons in our company.

Attitudes

Attitudes are infectious. We have an obligation to reinforce positive attitudes and attempt to correct negative behavior. We are customers every day in our personal lives. Whether we are going to the store or eating at a restaurant or purchasing a service. We expect quality service in our professional lives. If you witness an occasion of poor neighbor/customer service, it is our obligation to point it out either at the time or when you get back to the station. If poor neighbor/customer service is not dealt with at the time, then it becomes the norm. We have little room for negative attitudes or behavior on the Pasadena Fire Department.

Internal Brothers/Sisters/Customers

All members are important. Each is responsible and accountable for his or her actions or inaction. We are all members of the same team, but each of us is an individual with different beliefs and opinions. We are made up of men, women, African-Americans, Hispanics, Whites, Asian-Americans, Native Americans and more. Each of us is unique with our feelings, ideas, hopes and ways to do things. We should respect our diversity. From that diversity we gain strength. There is zero room for prejudice and intolerance on the Pasadena Fire Department. Our treatment of the public begins with how we treat each other. Each of us has a right to be

treated with dignity and respect. In turn, we have an obligation to treat others with the same dignity and respect.

Summary

The Pasadena Firefighters Association has a long history of providing quality service to the citizens of Pasadena because we respond to thousands of calls each year, some calls may seem routine to us. Each can, however, be important to the person who called. As professionals we must provide excellent service on each and every call, to each and every Neighbor/Customer. Our Neighbor/Customer service begins with our respect for and how we treat each other. It never ends. We have an obligation to carry on the tradition of providing the best service possible to those who need our assistance. That philosophy must be continued by each successive generation of Pasadena Firefighters.