



THE SAFE COMMUNITY PROJECT

STRATEGIC PLAN

2025-2027



EXECUTIVE DIRECTOR OVERVIEW

The Safe Community Project, a non-profit public benefit organization, is celebrating its 16th year of operation. We started as a public education initiative for elementary school students and have since grown into a full-service community resilience organization. We provide support for fire departments and other partners, helping to create more resilient communities. Our services include wildfire mitigation, home fire safety, older adult safety, elementary school fire safety presentations, high school cardiopulmonary resuscitation (CPR) classes, earthquake survival education, continuing education for professional first responders, and Emergency Operations Center (EOC) as well as response plans training for public venues and large corporate organizations. All of our work is aimed at building more resilient communities.

Our forward-thinking 2025-2027 strategic plan represents a dynamic and inclusive framework that prioritizes ongoing input and feedback from our diverse members and the communities we are dedicated to serving.

Through close collaboration with both internal and external stakeholders, we have achieved remarkable progress in enhancing the safety of every community we engage with. Each of our initiatives is subjected to thorough review and evaluation to ensure that they have a direct and positive impact on the individuals who benefit from our support and services. We actively seek feedback, conduct detailed evaluations, and draw on a wide range of expertise to implement comprehensive surveys, numerous community meetings, and thoughtfully curated events.

The Safe Community Project has a history of publishing annual reports outlining our operations. We are now focusing on a strategic plan to emphasize measured expansion, stability, and operational readiness. Our mission, vision, and core values guide our efforts as a non-profit organization dedicated to community welfare, public safety, and community resilience.

1. Creating safer, more resilient communities and preparing them for likely disasters
2. Treating all persons equally, with respect, empathy, and care
3. Supporting our partners with reliable, measurable, and practical initiatives
4. Enhancing collaborative efforts, engaged leadership, and responsible management
5. Fostering personal, professional, and career development opportunities for all our members while building vital organizational succession

The strategic plan for 2025-2027 is a crucial milestone in the ongoing development of the Safe Community Project. As a non-profit organization in the public safety sector, we are prepared to tackle the challenges and seize the opportunities for growth. Our devoted team is united by a strong belief in our vision, mission, and goals. Together, we are committed to delivering outstanding work and creating a meaningful impact in the diverse communities we serve.



A handwritten signature in black ink, reading "David Barrett". The signature is stylized with a large, sweeping "D" and a long, horizontal stroke at the end.

David Barrett, Executive Director

A man in a dark blue police uniform with two stars on his collar is speaking into a microphone held by another person. He is wearing sunglasses and a red shirt underneath. In the background, there is a blue tent with a logo and the text "RMS SAVE L". A large professional video camera is visible on the right side of the frame.

OUR VISION

"The Safe Community Project will be an innovative leader in the development of more prepared, resilient, and engaged communities."

OUR MISSION

"To aid in the process of safeguarding lives, property, and the environment."



CORE VALUES

COMMUNITY ENGAGEMENT: We actively involve the community in safety and preparedness initiatives.

EDUCATION AND AWARENESS: We believe in continuous education and training and promoting fire safety awareness, disaster preparedness, and life-saving skills.

INCLUSIVITY AND ACCESSIBILITY: We are committed to ensuring that all programs are accessible and inclusive to everyone in the community.

INNOVATION AND ADAPTABILITY: We embrace innovative approaches and adapt to new challenges and technologies to enhance safety and preparedness.

COLLABORATION AND PARTNERSHIP: We build strong partnerships with local organizations, schools, government agencies, and businesses to create a unified approach to community safety.

EMPOWERMENT AND SELF-RELIANCE: We empower individuals with knowledge and skills to protect themselves, their families, and their communities.

INTEGRITY AND TRANSPARENCY: We are committed to upholding integrity, transparency, and accountability in all our endeavors.

EXCELLENCE IN SERVICE TO COMMUNITY

Introduction

The Safe Community Project, through its public safety divisions (MySafe:LA and MySafe:Riverside) and its in-service training division, plays a crucial role in preparing the community in the greater Los Angeles and Riverside areas to be more resilient when faced with disasters. The organization collaborates with multiple partners, particularly fire departments, to bridge gaps in first responders' field operations and prevention activities.

The 2025 - 2027 strategic plan is focused on the Safe Community Project's vision and initiatives to create safer neighborhoods in the greater Los Angeles and Riverside regions. The plan, developed with input from members, advisors, and board members, serves as a forward-looking roadmap.

The organization raises funds from federal, state, and local grant providers, as well as receiving support from private foundations. The Safe Community Project collaborates with a number of fire departments including the Los Angeles City Fire Department, Glendale Fire Department, San Marino Fire Department, Murrieta Fire and Rescue, Hemet Fire Department, Corona Fire Department, Riverside City Fire Department, CAL FIRE (including Riverside County), and support entities such as the Governor's Office of Emergency Services (CalOES). The organization's informal collaborations also extend to law enforcement, emergency management departments, animal services groups, the NFPA, the American Red Cross, and others.

The 2025 - 2027 strategic plan is a living document that requires regular review and adjustments to help the Safe Community Project achieve its mission of providing the highest quality of service. This involves adhering to the structural principles of performance leadership, measurement, and management.





EXCELLENCE IN SERVICE TO COMMUNITY (cont.)

Organizational Performance Leadership

As the Safe Community Project (SCP) and its diverse public safety and training divisions undergo development and growth, we are dedicated to establishing a well-defined roadmap. To attain this goal, the Safe Community Project is actively integrating three distinct yet interconnected processes: performance leadership, performance measurement, and performance management. These processes aim to ensure effective leadership, evaluate performance, and manage performance to achieve the organization's objectives.

Performance leadership starts with a clear vision for the future, drawing on past and present experiences. This vision, supported by the board of directors and advisors, provides a definite direction for our non-profit organization. The vision is broken down into specific goals, each serving a unique purpose. This empowers SCP members and inspires and motivates them to contribute to the organization's growth and development.

Some of the key aspects of performance leadership specific to SCP include:

- 1. VISION AND GOALS:** Establishing a clear vision and setting measurable goals that align with the Safe Community Project's mission, including developing strategies to enhance community engagement and raise awareness about safety and emergency preparedness.
- 2. TEAM DEVELOPMENT:** Building and nurturing a skilled and motivated team involves recruiting passionate individuals, providing ongoing training, and fostering a collaborative and supportive work environment.
- 3. PERFORMANCE STANDARDS:** Implementing a system to track and evaluate the organization's performance, which includes setting key performance indicators (KPIs) to measure progress, conducting regular assessments, and making data-driven decisions to optimize outcomes.
- 4. COMMUNITY ENGAGEMENT:** Leading efforts to engage and educate the community involves organizing outreach events, building partnerships with local organizations, and using various communication channels to disseminate safety information.
- 5. ADVOCACY AND INFLUENCE:** Representing the Safe Community Project and its divisions in public forums, advocating for safety policies, and building relationships with stakeholders are essential to raising the organization's profile and securing support for its initiatives.
- 6. RESILIENCE AND ADAPTABILITY:** Demonstrating resilience in the face of challenges and adapting to changing circumstances is crucial for maintaining momentum and continuing to serve the community effectively during crises or unexpected events.
- 7. GOAL SETTING:** Clearly defining short-term and long-term goals that align with the mission of the Safe Community Project. This involves identifying specific, measurable, achievable, relevant, and time-bound (SMART) objectives for various programs and initiatives.
- 8. MEMBER DEVELOPMENT:** Supporting member professional growth and development by providing training, setting clear performance expectations, and offering constructive feedback.
- 9. STAKEHOLDER COMMUNICATION:** Maintaining open and transparent communication with stakeholders, including community members, partners, donors, and volunteers. Regularly reporting on performance and progress helps to build trust and demonstrate accountability.
- 10. RECOGNITION AND REWARD:** Recognizing and appreciating the hard work of our staff, volunteers, and community partners is essential. The Safe Community Project will take time to celebrate achievements and milestones together, as this helps boost morale and inspires everyone to keep striving for excellence.

A photograph showing the silhouettes of five firefighters walking away from the camera towards a fire truck at night. The scene is illuminated by the red and white emergency lights of the truck, creating a hazy, atmospheric effect. The firefighters are wearing full protective gear, including helmets and jackets. The fire truck is visible in the background, with its lights glowing brightly.

These ten fundamental principles of leadership propel the organization's growth and potential. Developing a successful strategic plan necessitates defining these principles and effectively managing them.





EXCELLENCE IN SERVICE TO COMMUNITY (cont.)

Organizational Performance Measurement

How are vision and goals established through performance leadership collected and updated? This process forms the foundation for performance measurement, which involves defining, quantifying, and reporting the quality of the established goals. There are eight key factors that support performance measurement, including:

- 1. DEFINING OBJECTIVES:** Establishing clear, specific objectives for the Safe Community Project that align with the overall mission of promoting safety and preparedness in the community.
- 2. KEY PERFORMANCE INDICATORS (KPIs):** Identifying KPIs to measure project success, including community training, reduced response times, safety equipment installations, and safety awareness campaign effectiveness.
- 3. DATA COLLECTION:** Implementing robust methods to collect data related to the identified KPIs. This can include surveys, interviews, observations, and the use of technology to track participation and outcomes of various initiatives.
- 4. BASELINE ASSESSMENT:** Conducting an initial assessment to establish baseline data is crucial for measuring future performance, as it helps to understand the starting point and set achievable improvement targets.
- 5. IMPACT MEASUREMENT:** The Safe Community Project measures its initiatives by collecting changes in community knowledge, behavior, and preparedness, as well as measuring reductions in incidents and improvements in emergency response.
- 6. REPORTING AND COMMUNICATION:** Regularly reporting performance measurement findings to stakeholders, such as community members, partners, and funders, to maintain transparency and accountability by communicating progress, challenges, and successes.
- 7. FEEDBACK MECHANISMS:** Establishing mechanisms to gather feedback from the community and other stakeholders is essential. This feedback can provide valuable insights into the project's perceived effectiveness and areas requiring additional attention or improvement.
- 8. OUTCOMES:** This approach focuses on comprehensive data collection to track both short-term and long-term outcomes. Short-term goals may encompass immediate boosts in community participation and awareness, while long-term objectives could revolve around achieving enduring enhancements in community safety and resilience.

The Safe Community Project can measure its progress toward its goals effectively, adjust to challenges, and optimize its contributions to community safety and preparedness through consistent performance measurement.



EXCELLENCE IN SERVICE TO COMMUNITY (cont.)

Organizational Performance Management

Linking vision and measurement together constitutes performance management. The management components address the question: Are the activities and outputs in line with organizational goals that support the mission of the Safe Community Project? By implementing the following principles, the organization will effectively manage and enhance its forward-looking vision to sustain its focus on growth and stability. The organization relies on ten fundamental principles, including:

- 1. GOAL MANAGEMENT:** The process of clearly delineating both short-term and long-term objectives that align with the mission of the Safe Community Project necessitates the identification of specific, measurable, achievable, relevant, and time-bound (SMART) goals pertinent to various programs and initiatives.
- 2. PERFORMANCE ENHANCEMENT:** It is crucial to utilize key performance indicators (KPIs) to monitor progress toward predefined objectives. These important metrics include quantifying the number of community members who have received training, measuring the impact of educational outreach initiatives, assessing the effectiveness of emergency preparedness programs, and comprehensively evaluating community engagement levels. Tracking KPIs and implementing changes based on results is essential to leadership, measurement, and management.
- 3. DATA ANALYSIS:** Implement systems to analyze data on various aspects of organizational operations. This includes evaluating feedback from program participants, tracking participation rates, and assessing the outcomes of safety interventions. Analyzing this data helps identify strengths and areas for improvement.
- 4. REGULAR ASSESSMENTS:** Conducting regular performance reviews is essential for assessing progress. This process involves holding periodic meetings to review key metrics, evaluate program effectiveness, and address any challenges that may arise.
- 5. ONGOING MONITORING:** Continuously monitoring the project's progress by regularly analyzing the collected data helps in identifying trends, assessing intervention effectiveness, and making timely strategy adjustments.
- 6. CONTINUOUS IMPROVEMENT:** Utilizing the valuable feedback from performance evaluations is essential for driving continuous improvement efforts. This can involve enhancing training programs, revising educational materials, or introducing new strategies to bolster community outreach and engagement.
- 7. MEMBER DEVELOPMENT:** Supporting professional growth and development by providing training, setting clear performance expectations, and offering constructive feedback.
- 8. RESOURCE ALLOCATION:** Ensuring efficient resource allocation to support organizational goals, including effective budgeting, securing funding, and optimizing personnel, technology, and materials.
- 9. STAKEHOLDER COMMUNICATION:** Maintaining open and transparent communication with stakeholders, such as community members, partners, donors, and volunteers, and regularly reporting on performance and progress to build trust and demonstrate accountability.
- 10. ADAPTABILITY:** In the face of shifting circumstances, it is essential to remain vigilant and knowledgeable about emerging safety concerns, modify programs to align with the community's ever-changing needs, and be fully equipped to address and manage emergencies or crises effectively when they arise.

EXCELLENCE IN SERVICE TO COMMUNITY (cont.)

Conclusion

Effective performance management is of utmost importance for the Safe Community Project, as it allows the organization to stay dedicated to its mission, consistently improve its programs, and maximize its impact on the safety and preparedness of regional residents. Tracking key performance indicators (KPIs) and implementing results-based changes is crucial across all leadership, measurement, and management phases. We employ SMART tactics to measure task assignment, tracking, and accountability (not included in this version of the Strategic Plan). This strategic approach will empower the Safe Community Project to continuously enhance its initiatives and expand its positive influence on the well-being of the people in the regions it serves.



SELECT HISTORICAL RESULTS

Student Engagement



3rd
GRADE



4th
GRADE

498,740 +



Smoke Alarms



89,840

INSTALLED/
DELIVERED



10,000 DONATED
TO LAFD



American
Red Cross

3,950

INSTALLED FOR
RED CROSS





CPR Training

692
CERTIFIED

8,240
HIGH SCHOOL



43,920
HANDS-ONLY



Wildfire



138,000

PEOPLE

68,500

HOMES





GOAL ONE



STRATEGIC GOALS

GOAL ONE

Create safer, more resilient communities from disasters, including wildfires, house fires, earthquakes, etc.

Strategies

1. EVOLVE COMMUNITY RISK REDUCTION

As an early adopter of community risk reduction (CRR), SCP understands the scope of implementation, from analysis to strategic goals, tactical implementation, and results-driven metrics.

2. EXPAND GEOGRAPHIC REACH

With two primary public safety divisions (MySafe:LA and MySafe:Riverside), the Safe Community Project should not only ensure best practices within those geographical regions but also identify an additional city/county that would benefit from the services and initiatives provided.

3. EXPAND FORMAL AND INFORMAL AGENCY PARTNERSHIPS

Foster stronger relationships with partner first-responder organizations to address operational gaps and advance community resilience initiatives.

4. BUILD STRONGER COMMUNITIES

It is imperative to sustain engagement with at-risk populations, not solely to raise awareness but also to implement pivotal initiatives pertaining to home fire safety, wildfire resilience, disaster preparedness, and the fostering of collaborative communities.



GOAL TWO



STRATEGIC GOALS

GOAL TWO

Treat all persons equally, with respect, empathy, and care.

Strategies

1. CREATE AN INCLUSIVE CULTURE

Foster a workplace or community environment where all individuals feel valued, respected, and empowered to contribute fully, regardless of their background, identity, or abilities.

2. IMPROVE REPRESENTATION AND ACCESS

Increase the diversity of employees, leadership, or participants by ensuring that underrepresented groups have equitable access to opportunities, resources, and positions of influence.

3. ADDRESS SYSTEMIC BARRIERS

Identify and dismantle structural inequalities or biases in policies, procedures, and practices that disadvantage certain groups, replacing them with more equitable and fair systems.

4. PROMOTE EQUITY IN DEVELOPMENT AND ADVANCEMENT

Ensure that professional development, training, and career advancement opportunities are equitable, supporting the success and growth of individuals from diverse backgrounds.

5. ENGAGE IN CONTINUOUS EDUCATION AND ACCOUNTABILITY

Provide ongoing education and training on issues of equity, diversity, and inclusion, while establishing metrics and accountability systems to track progress and address shortcomings in EDI initiatives.



GOAL THREE



STRATEGIC GOALS

GOAL THREE

Support our partners with reliable, measurable, and practical initiatives.

Strategies

1. DEFINE EACH INITIATIVE

Develop operational and solution-oriented plans for all public-facing programs. This includes, but is not limited to, wildfire resilience, home fire safety, older adult home safety, earthquake resilience, elementary student fire safety, high school student CPR training, as well as firefighter training and preparedness.

2. MAXIMIZE OUR ROLE AS A “FORCE MULTIPLIER”

Continue to listen and seek opportunities where gaps may exist within a partner’s scope of practice, enhancing the collaborative relationship and providing value to each partner entity.

3. DELIVER QUALITY SUPPORT

Utilize internal mentoring, training, and advancement to ensure the highest level of service, adding value to trusted public safety and grantor relationships.

4. COUNT EVERYTHING

Collect and analyze metrics related to all public-facing initiatives, comparing pre- and post-retention, success, and improvements in the audience being served.



GOAL FOUR



STRATEGIC GOALS

GOAL FOUR

Continue to develop collaboration, engaged leadership, and responsible management, supporting a viable, stable organization.

Strategies

1. BUILD MEANINGFUL LEADERSHIP

Expand the organization's board of directors, adding expertise in financial, legal, public and government relations.

2. MAXIMIZE SUBJECT MATTER EXPERTISE

Expand the organization's advisory council, adding subject matter experts who may over time migrate to the board of directors.

3. DEVELOP A CAPABLE BENCH

Establish a "depth chart" of member expertise, so that all facets of the organization have consistent delivery of services.

4. MENTOR THOSE MEMBERS WHO DEMONSTRATE LEADERSHIP POTENTIAL

Provide key members with individual leadership mentoring and training, where appropriate, so that each operational unit within the organization may continue to grow and mature over time.



GOAL FIVE



STRATEGIC GOALS

GOAL FIVE

Prioritize initiatives focused on prevention and reducing the impact of specific hazards, particularly wildfires, floods, earthquakes, and house fires.

Strategies

1. ENGAGE THE COMMUNITY IN PREVENTION PLANNING

Develop Community Wildfire Protection Plans that enable communities to take proactive steps to reduce the fuel load, flammability of homes, and impact on communities within the Wildland Urban Interface (WUI). This includes both dense urban communities, such as the City of Los Angeles, and smaller, more rural communities who lack the resources to develop their own plans.

2. CONTINUE MAKING INDIVIDUAL HOMES SAFER

Expand home inspections and fire safety improvements (such as the installation of 10-year, sealed smoke alarms) to multiple regions within the State of California. This strategy must look beyond the notification safety of residents and include improvements to an individual's home (via home retrofitting or hardening), creation of defensible space, and neighbor-to-neighbor cooperation relative to disaster resilience.

3. SUPPORT THE COMMUNITY WITH FIRE RISK REDUCTION ACTIVITIES

Help communities implement education and advice related to home wildfire retrofitting (also known as "home hardening") and the creation of defensible space around homes, community hillsides, and common areas. These actions will be executed taking into account all required protections and policies, resulting in lowered ignition risk from fire. This will be a priority for at-risk communities that cannot afford to take these actions alone.

4. EXPAND ENGAGEMENT WITH LOCAL, STATE, AND FEDERAL INITIATIVES

Build stronger relationships with partner agencies, including those with statewide areas of responsibility to engage the public to be aware of risks (such as post-fire flooding), as well as actions to mitigate those risks. This must include statewide initiatives, such as the California Wildfire & Forest Resilience Task Force and the California Wildfire Mitigation Program.



GOAL SIX



STRATEGIC GOALS

GOAL SIX

Continue diversifying revenue streams to enhance financial stability and foster growth opportunities.

Strategies

1. CONTINUE SEEKING PROGRAMMATIC GRANTS

Continue applying for Federal and State level grants that align with the organization's core services, such as fire, earthquake, health, and public safety.

2. DEVELOP STRONGER PRIVATE FOUNDATION RELATIONSHIPS

Increase applications for core services capabilities with private foundations, working to achieve vital services to at-risk communities that fall in line with each foundation's established goals and objectives.

3. EXPAND EXPERT SERVICES REVENUE

Expand disaster preparedness and response services for entities needing emergency operations plans, staff training, exercises, and core capabilities through various mediums.

4. DEVELOP COMMUNITY DONATION INITIATIVES

Create initiatives that promote individual and group donations to specific projects, including expanding the existing "Firehouse:50" support group and introducing new options for generating revenue.





GLOSSARY

ADC	Advisory Council	IT	Information Technology
AIROPS	Air Operations Section (Fire)	LAcFD	Los Angeles County Fire Department
AOPS	Administration Operations	LAFD	Los Angeles City Fire Department
ARC	American Red Cross	LAHSA	Los Angeles Homelessness Services Authority
BOD	Board of Directors	NFPA	National Fire Prevention Association
Ca10ES	Governor's Office of Emergency Services	NIMS	National Incident Management System
CIO	Chief Information Officer	NTAS	National Terrorism Advisory System
DEI	Diversity, Equity, Inclusion	OCB	Operations Central Bureau (Fire, Law)
DHSA	Department of Homeland Security	OSB	Operations South Bureau (Fire, Law)
EOPS	Emergency Operations (Fire)	OVB	Operations Valley Bureau (Fire, Law)
EV	Electric Vehicles	OWB	Operations West Bureau (Fire, Law)
FEMA	Federal Emergency Management Agency	PEH	People Experiencing Homelessness
FO	Field Operations	PLN	Planning
CMO	Commander's Office	SA	Smoke Alarms
CO	Carbon Monoxide Detector	SME	Subject Matter Expert
FPB	Fire Prevention Bureau (Fire)	TSB	Training and Support Bureau (Fire)
GEO	Geographic Bureaus	UHRC	Unified Homelessness Response Center
HSD	Homeland Security Division		



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Dean Zipperman
Don Frazeur
Doug Barry

Dr. Anat Louis
Dr. George Rajacich
Dr. John D. Drake
Dr. Nanci Hanover
Dr. Robin Polito
DuRand Jones
Eddie Sell
Emada Tingirides
Enid Arana
Eric Garcetti
Eric Morimoto
Erik Scott
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Los Angeles Police Dept.
Luis Fierro
Margaret Stewart
Mario Rueda
Matthew Mendiola
Maurice Ghobrial
Maya Kalabic
Members of the FireHouse:50
Michael Boutte
Michael Castillo
Michael Moore
Michael Thomas
Millage Peaks
Murrieta Fire and Rescue
Nicholas Ferrari
Nicole Vazquez
Office of Mayor Karen Bass
Orin Saunders
Pasquale Torres
Rena Tian Dimes

Richard A. Diede
Rico Gross
Riverside City Fire Dept.
Riverside County Fire Dept.
Riverside County Supervisors
Robert Nelson
Robin Polito
Ronnie Villanueva
Ruben Torres
San Marino Fire Dept.
San Marino Police Dept.
Sarah Leitz
Scott Ferguson
Silvio Lanzas
Stacy Gerlich
Stacy Spell
Stephanie Cruz
Stephen Gutierrez
Steve Hissong
Steven Minnig
Steven Owens
Steven Reyes
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Symone Farrar
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In memory of our co-founder
and treasurer, Dean Cathey.

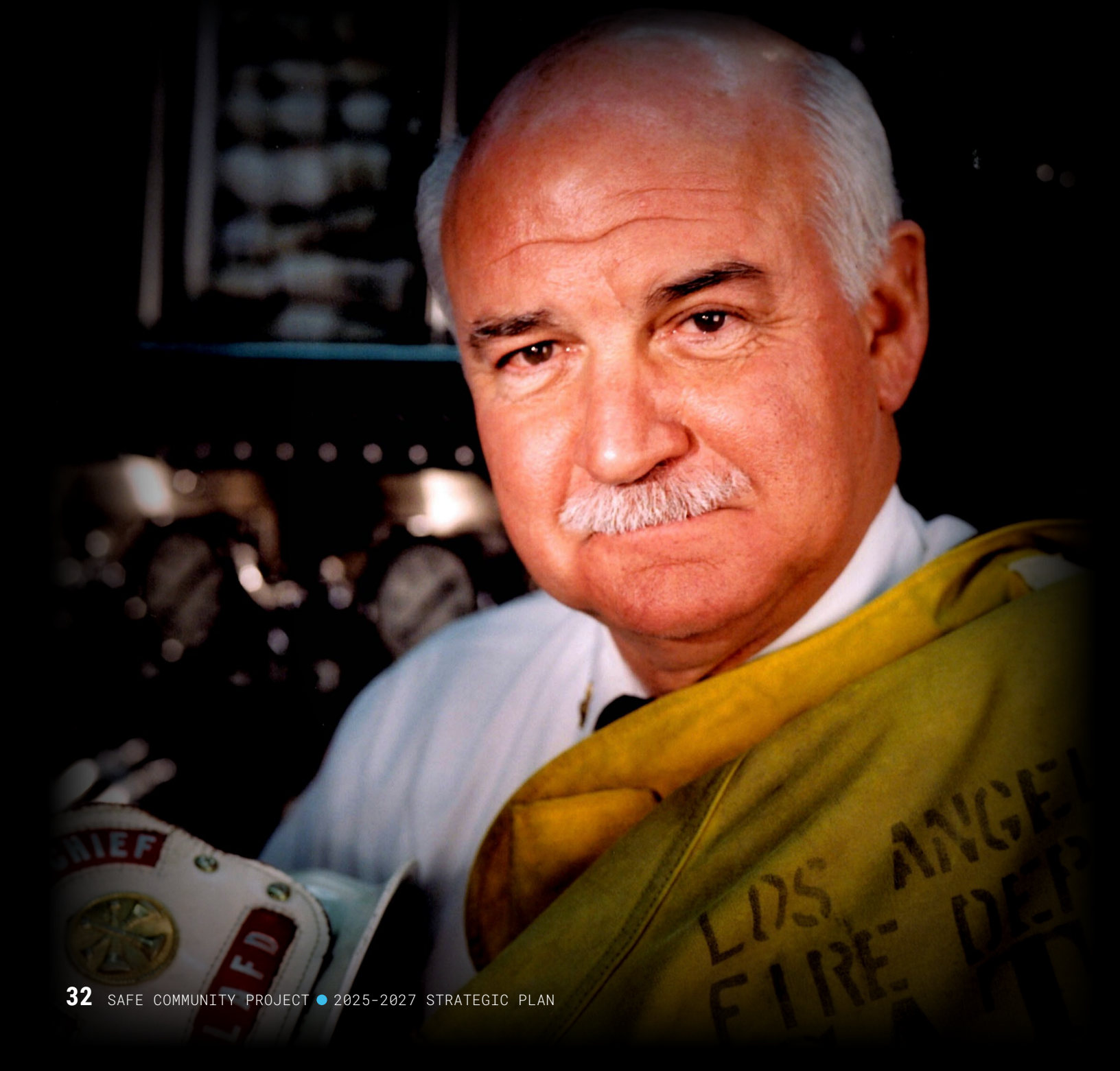




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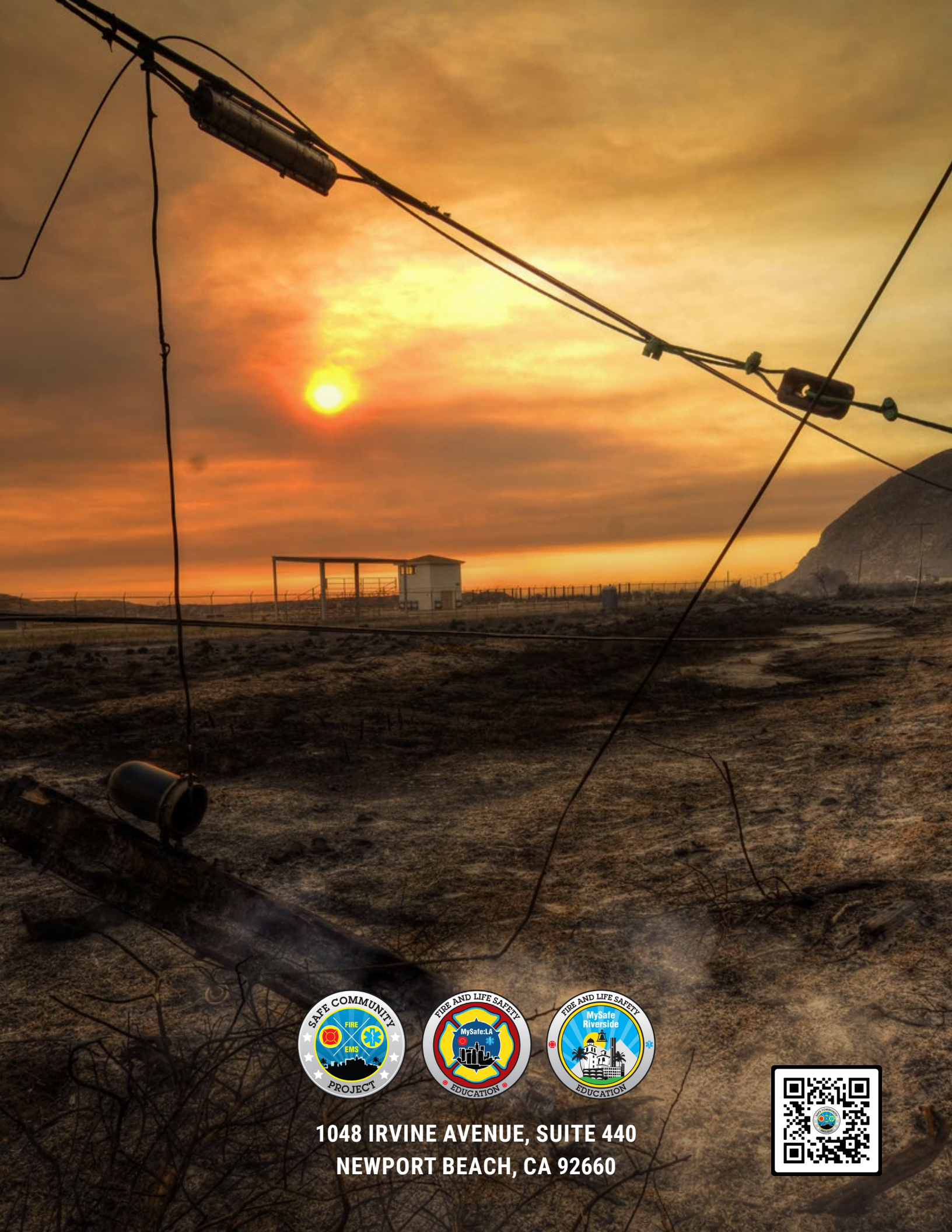
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1048 IRVINE AVENUE, SUITE 440
NEWPORT BEACH, CA 92660

