



Glendale
Fire Department
FY 2004-05
Annual Report







Our GFD Vision

We are role models in our community and leaders in the Fire Service.

We are innovative and invest in our people through training, education and equipment.

We are accountable to each other and to those we serve for our <u>duties</u>, our <u>promises</u> and our <u>actions</u>.

We promote each other through teamwork, effective communication and participative decision-making.

We are committed to our Mission and dedicated to our profession.

We are an organization driven by positive attitudes and united by mutual respect and trust.

We "Help People" best through honoring our values, accomplishing our mission and achieving our vision."

"We Help People"

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Glendale Fire Department

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Glendale City Council

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City Manager

James E. Starbird

Assistant City Manager Robert K. McFall



Christopher Gray Fire Chief

> **Robert Doyle** Fire Marshal

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Support Battalion Chief

Corey Creasey
Training Battalion Chief

Steve HowardBattalion Chief - A Platoon

Bill Bailey

Battalion Chief - B Platoon

Harold ScogginsBattalion Chief - C Platoon

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Administrative Battalion Chief

Michael Matlock

Sr. Executive Analyst

Lenia Scanlon

Administrative Analyst

Janet Scollard

Executive Secretary

September 2005

Mr. James Starbird City Manager

On behalf of the dedicated employees of the Glendale Fire Department, it is my pleasure to present the 2005 Annual Report to you. The Glendale Fire Annual Report has been changed from a calendar year based report to a fiscal year report. This report covers the Department's activities and accomplishments for the period from July 1, 2004 to June 30, 2005. This change has been made to better integrate our planning and budgeting functions with those of the city as a whole.

The department's outstanding response to the January Metrolink derailment was the result of all parts of the department coming together to do what we do. From the outstanding work of our Verdugo dispatchers, the difficult work performed by our firefighters in extrication and medical treatment, and the follow-up by our Prevention staff, every aspect of what we do and have done for the past several years was on display for the world to see. The thousands of hours of training, equipping, coordinating and planning that we perform each year came together to save lives in an effective and efficient manner.

Our staff was further challenged with the recordbreaking rains December through February. The City's Emergency Operations Center was opened on several occasions to coordinate the city's response to the intense downpours and mudslides and to help coordinate disaster relief and recovery.

Prevention of fire is an important component of what we do and in the past 12 months we completed the reorganization of the Fire Prevention Bureau; we "civilianized" most inspections with a talented staff while simultaneously improving productivity.

Substantial upgrades to our response equipment and communications have been made in the past 12 months.



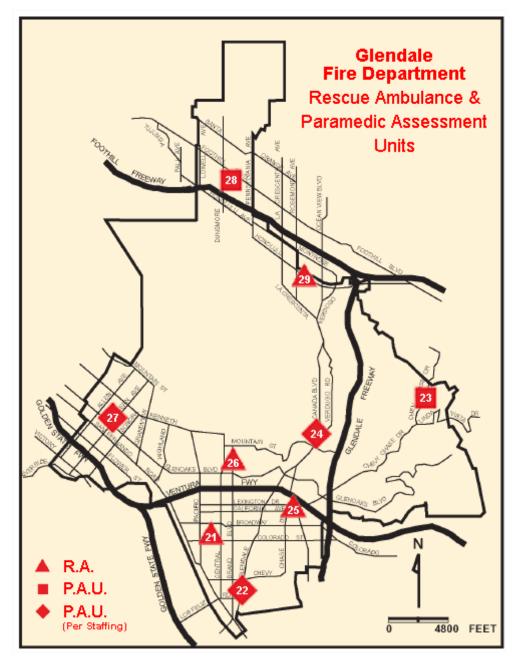
We replaced four (4) engines and two (2) trucks and ordered USAR and HAZMAT apparatus. We are completing the first upgrade to our Computer Aided Dispatch system in more than ten years.

Our challenge for the year ahead will be to develop strategies for funding replacement of Stations 26 and 29 and to put a fifth Rescue Ambulance into service.

We appreciate the outstanding commitment shown by the community, the City Council and other departments of the city in enabling us to serve them so ably. We know that we cannot be effective without their support.

Christopher R. Gray

Fire Chief



Station 21

421 Oak St.

Rescue Ambulance & Paramedic Engine & Truck (Per Staffing)

Station 22

1201 South Glendale Ave.

Paramedic Engine (Per Staffing)

Station 23

3303 E. Chevy Chase Dr.

Paramedic Assessment Engine

Station 24

1734 Cañada Blvd.

Paramedic Engine (Per Staffing)

Station 25

353 N. Chevy Chase Dr.

Rescue Ambulance & Paramedic Engine (Per Staffing)

Station 26

1145 North Brand Blvd.

Rescue Ambulance & Paramedic Engine & Truck (Per Staffing)

Station 27

1127 Western Ave.

Paramedic Engine (Per Staffing)

Station 28

4410 New York Ave.

Paramedic Assessment Engine

Station 29

2465 Honolulu Ave.

Rescue Ambulance & Paramedic Engine & Truck (Per Staffing)

Fire Administration 421 Oak St.

Fire Prevention Admin. 420 West Harvard St.

Training Center
541 West Chevy Chase Dr.

Mechanical Maintenance 210 East Palmer

Verdugo Fire Communications Center 421 Oak St.

Fire Prevention / Environmental Management Ctr. 780 Flower St.

OPERATIONS

METROLINK INCIDENT

The ability of Glendale Fire to respond to a mass casualty incident was put to the test in the early morning hours of January 26, 2005 when a Metrolink Train, on its way to Union Station in Los Angeles, derailed. The 6:02 a.m. incident resulted in 11 fatalities, 129 patients transported and another 101 patients treated and released at the scene. The incident required all of the department's resources including firefighters, hazardous materials and Urban Search and Rescue personnel.

Emergency response responsibilities were shared with the Los Angeles Fire City Department as the incident site was located on the border between the two jurisdictions. Fortunately, the time of day meant that additional personnel could be held over from the previous shift. This was true for fire agencies and well as for area hospitals. Our continual training of personnel and training with other agencies paid dividends. The incident was handled quickly and professionally.







RECORD SETTING RAINS

Over a two-month period, we saw some of the heaviest rainfall in local history. Fire companies responded non-stop to rain-related incidents from December 27 through January 10. During the week of January 7, more than 12 inches of rain fell, triggering mudslides, evacuations, traffic collisions, flooding calls and alarm malfunctions. Nearly 11 more inches of rain fell between February 17 and 22. The Emergency Operations Center was opened to monitor and coordinate response activities during both storms.



BREATHINGAPPARATUS

The entire department was outfitted with new breathing apparatus during this year. Following City Council authorization, the department purchased 115 complete self-contained breathing apparatus with 30-minute cylinders. Self-Contained Breathing Apparatus (SCBA) refers to the system of providing respiratory protection to firefighters via masks and air supply.

The new apparatus provide:

- Greater protection from CBRN (chemical, biological, radiological, nuclear) agent permeation.
- Heads Up Display. The H.U.D. provides visual alert signals for breathing air cylinder content and for battery condition, which is accomplished by a series of lights that can be seen within the field of vision of a given facepiece.

- A Rapid Intervention Crew (RIC) Universal Air Connection (UAC). This is a "quick-connect" male fitting that provides for the emergency "trans-filling" of a cylinder from a rapid intervention SCBA unit, or "donor" cylinder.
- Lighter weight air cylinders.
- Fewer moving parts.
- Improved communications devices. The new units have integrated voice amplification technology that has addressed the issue of communication on the fireground.



NEW APPARATUS

Four (4) new Pierce Quantum fire engines and two (2) Pierce Quantum aerial ladder trucks were received and outfitted during the year.



NEW PERSONNEL

After successfully completing a rigorous 14-week Academy, a well-attended and organized graduation ceremony was held on June 10, 2005. Our guest speaker was GFD alumnus and current Long Beach Fire Chief, Dave Ellis. Seven (7) new firefighters began work on June 12.





ADMINISTRATION AND SUPPORT

UNIFIED RESPONSE

On February 14, the Unified Response Automatic Aid Plan began its six-month trial period. After many years of work, implementation of the plan marks a milestone in cooperation and fire protection for all Area C



cities. In essence, fire agencies will be dispatched to reported fire incidents (not EMS at this time) within Area C jurisdictions as though there are no city limit lines. Suppression resources closest to the incident are being dispatched irrespective of which agency they belong to.

This test, successful so far, will result in improved fire protection for each agency, greater firefighter safety and faster response times. If this test continues to be successful, it will result in one area-wide mutual aid agreement that replaces most of the aid agreements currently in existence between the participating agencies.

Reported Incidents by Category											
	FY00-01	FY01-02	FY02-03	FY03-04	FY04-05						
Fire	1,968	1,799	1,700	1,701	1,733						
Medical	11,062	11,442	11,235	11,795	11,850						
Other/OOV*	1,103	1,192	1,186	977	1,254						
Total	14,133	14,433	14,121	14,473	14,837						
*Includes service in	cidents and mutu	al aid provided	outside the Ver	dugo System							





SAN GABRIELAPPARATUS

As a part of our ongoing effort to maximize taxpayer investment in public facilities, our Mechanical Maintenance Section began performing apparatus maintenance for San Gabriel Fire Department on a reimbursement basis. This arrangement contributes to the expertise of our mechanics, brings revenue to the city, and will better position our maintenance facility to perform this type of work when management reorganization of Glendale's mechanical maintenance operations is completed. This apparatus maintenance partnership also strengthens the ability of all of the Area "C" cities to respond to emergencies in a coordinated fashion.

EMS



5THANNIVERSARY

March 1, 2005 marked the fifth anniversary of the Glendale Fire Department Paramedic Transport Program providing advanced life support services to the citizens and visitors of Glendale. Our initial program model involved four Rescue Ambulances, two Assessment Engines and two Extension Units to provide outstanding quality emergency medical service. Since the program began, we have provided more than 50,000 patient transports.

Planning and preparation for our Paramedic Program began long before implementation of our firebased Paramedic Transport Program. The change to a fire department-based transport program put the City in control over the quality of our EMS service and yielded immediate improvements in response time and patient care.

We began with 18 paramedics in September 1999, running two (2) Paramedic Engines while we sent another 18 for paramedic training. As soon as we had 36 fully trained and certified paramedics, we were able to begin our program on March 1, 2000.

Over the past five years, our program has grown to become one that other agencies look to for ideas and

innovations, such as 12-lead EKG's, use of the Oxylator, the Glendale MEDIC subscription program, FireMed Pro for EMS data collection and analysis, and the upcoming Fast-Mag research trial for stroke patients. All of our evaluations and audits by the Department of Health Services have been exemplary, thanks to the meticulous efforts of our EMS staff.

The success of our paramedic program demonstrates the high level of motivation and caring that is typical of our personnel and support staff. Our Medical Director, Dr. Ed Noll, is helping to take us to the next level and one way or another, we all share the credit for improvements in service provided to citizens and visitors of Glendale over the past five years.



PROGRAM EXPANSION

During FY 04-05 we were able to take advantage of new Los Angeles County Paramedic regulations that permit paramedics on engines and trucks to provide a greater spectrum of Advanced Life Support care while awaiting the arrival of a rescue ambulance. This is especially important to patients with heart related problems who need specific medications for stabilization.

Now all of our apparatus can be and usually is staffed with a paramedic who can administer these life-saving medications. Previously, only Engines 23 and 28 were capable of providing this care (in addition to the rescue ambulances).



GLENDALE MEDIC

As of June 30, we have approximately 1,334 active members. This upsurge in membership follows the mailing of program brochures in May and June GWP bills. We are still working on being able to insert program brochures into invoice envelopes.

Glendale Medic is, in effect, a prepayment program for the patient's share of a paramedic ambulance bill. For an annual membership of \$60, a member and other members of a household are held harmless for any required co-payment for an ambulance response. In the event there is no insurance, then the rates charged for service are 50% of the list price for services.



RECORDS RETENTION

Paramedic regulations require that adult patient care records (PCRs) be maintained for seven (7) years. For minor patients, records must be kept until the child reaches 18 and then for one (1) additional year. Since the beginning of the Paramedic Program in March 2000, we have generated more than 50,000 records.

During FY 04-05, we began to store these records in a digital format to comply with state recordkeeping requirements. More than



35,000 records generated between March 2000 and September 2003 are now being stored in a DVD format. Records generated after September 2003 are already being digitally stored.

Paramedic Program (7/1 to 6/30)											
2003 2004 2005											
EMS Incidents Dispatched	11,235	11,795	11,850								
Billed through June	\$5,987,410	\$6,322,730	\$6,778,077								
Receipts through June	\$3,304,588	\$2,749,114	\$3,147,702								
PCRs Processed	10,666	10,830	10,164								
Receipts Per PCR Processed	\$309.82	\$253.84	\$309.69								
Glendale Medic Write Downs	n/a	n/a	\$11,312								

Rescue Ambulance Responses (7/1 to 6/30)												
2003 2004 2005												
RA21	3,339	3,451	3,539									
RA25	2,991	3,098	3,331									
RA26	2,692	2,801	3,064									
RA29	1,335	1,448	1,421									
Total Responses	10,357	10,798	11,355									

PREVENTION

REORGANIZATION

Fire Prevention was able to consolidate its inspection and permit functions in one facility with the relocation of our Fire Inspectors to the Environmental Management Center. While some building improvements are yet to be completed, the consolidation into one facility will result in a more efficient inspection operation. This consolidation is the final step of the Fire Prevention reorganization begun more than a year ago.

WOODEN ROOFS

A major effort was started this year that should yield dividends for years to come. Wooden roofs are a major source of concern due to their high combustibility. In 1989, the city began requiring all new construction and re-roofing projects of greater than 25% of the existing roof area to be of noncombustible materials. FPB staff is preparing an ordinance to "sunset" the remaining 160 homes in the High Fire Hazard Area.



JUNIOR FIRE

On May 27, we held our 51st annual Junior Fire Program Picnic at Verdugo Park to recognize the students who participated. This program, which is fully funded from contributions by the Pasadena/Glendale Board of Realtors and the Glendale Firefighters' Club, spreads our fire safety message to every fifth-grader in Glendale.

FIRE SAFETY TRAILER

This year was the second year of our Fire Safety Trailer Program. Using a specially built trailer donated by the Children's Burn Foundation, programs are held in local elementary schools to teach third-graders the proper response to fire. The Burn Foundation also supports the work of the LA Troupe that presents the message in dramatic form to our children.

Item	TOTAL
Planning Entitlements	142
Zoning Reviews	1,042
GWP Projects	5
Public Works Projects	27
GRA Project Reviews	5
GRAND TOTAL	1,221
Plan Review I	,
Plan Review I Item Building Plans	TY 04/05 TOTAL
Item	TY 04/05 TOTAL 1,163
Item Building Plans	TY 04/05 TOTAL 1,163 2,850,000
Item Building Plans (estimated sq. ft.)	TY 04/05 TOTAL 1,163 2,850,000
Item Building Plans (estimated sq. ft.) Fire Plans	FY 04/05 TOTAL 1,163 2,850,000 930

TRAINING, SAFETY AND EMERGENCY MANAGEMENT

GRANTS

During 2004-2005, we received notice of the receipt of grant funds under the Federal Government's 05 State Homeland Security Grant Program (SHSGP) and under the 05 Urban Area Security Initiative (UASI) in the amounts shown below. The funds will be used to help enhance communications interoperability and to link regional fire dispatch centers:

Grant	Amount
Domestic Preparedness Equipment	\$ 279,625
Metropolitan Medical Response Contract	\$ 880,000
2003 Homeland Security Grant	\$ 2,268
State Domestic Preparedness Grant	\$ 167,820
State Homeland Security Grant	\$ 379,037
Homeland Security Grant FY2004	\$ 1,048,169
Metropolitan Medical Response System FY2004	\$ 400,000
UASI Grant FY2004	\$ 649,717
UASI Grant Part 2 FY2003	\$ 650,000
FY 2005 UASI	\$ 3,169,417
FY 2005 SHSGP	\$ 2,000,000

EOCACTIVATIONS

The Emergency Operations Center was activated on three (3) occasions during the past year. These activations were as a result of record-breaking rains in January and February and due to the Metrolink incident on January 26.





FACILITY UPGRADES

During FY 04-05 we were able to significantly upgrade the Training Center Facility. The Training Classroom was repainted inside and out, re-carpeted and windows and window coverings were replaced. In addition, a new roof was installed on the Captain's office.

We were also able to replace the standpipe in the training tower (burn building). The standpipe is a plumbing system that provides a water connection for training in multi-story building fire scenarios. The existing standpipe was old and was unsafe to use under training conditions. Additionally, the drafting pit was outfitted with new plumbing that was installed and fabricated by GWP. This plumbing is an integral part of the pump testing process that occurs on an annual basis. The drafting pit is also used as a training tool for engineers who need to practice drawing water from a static source. We are currently in the process to replace the roof of the burn building which has served us well over many years, but which has become structurally unsafe with repeated use. This work is scheduled for late 2005.

We were also able to acquire a portable container modified for use as a locker room for our Training Academies. It provides a secure area for recruits to change and store their equipment and protective clothing.



PERSONNEL

During FY 04-05 we administered a promotional exam for Battalion Chief and managed the Recruit Firefighter Academy for Recruit Class 21. Seven (7) Firefighters made it through our rigorous 14-week academy. Two (2) of the seven were previously Fire Cadets, the first "homegrown" firefighters that have been developed under our Fire Cadet Program.



VERDUGO FIRE COMMUNICATIONS

MONTEREY PARK JOINS VERDUGO

The Verdugo Dispatch Center provides fire and EMS dispatch services to Glendale, Pasadena and Burbank. Staffed by Glendale Fire personnel, these three (3) cities' fire departments are "member" agencies and contribute to funding the annual operation of the Center, as well as making annual contributions to the reserve for equipment replacement. Additionally, the Center contracts with six (6) other agencies, (Monrovia, Arcadia, San Gabriel, South Pasadena, Sierra Madre and San Marino) to provide dispatching services for a set fee, the revenue from which supplements the Center's reserve for equipment replacement.

On February 1, 2005, the Verdugo Fire Communications Center began dispatching service for the Monterey Park Fire Department. Monterey Park has approximately 3,675 incidents per year.

On June 13, the Alhambra City Council authorized their fire department to also become a Verdugo contract agency. Dispatching is expected to begin in spring 2006. Alhambra has approximately 5,000 incidents per year.

With these two additions, the Verdugo Center will dispatch approximately 60,000 calls per year and will be dispatching for all of the Area C cities in Region I of the California Office Emergency Services mutual aid system. In addition to providing superior dispatching and a far lower cost than individual cities can provide, the participation of all Area C cities enables rapid dispatch of more resources because of the coordination that Verdugo provides.

CAD UPGRADE

Substantial progress was made on our Computer Aided Dispatch (CAD) system during the year. Phase 1 of the upgrade went "on-line" on June 15 with no serious problems. New computer hardware was installed on the dispatch floor and in the computer room and the CAD programming was moved to new Alpha servers. The old VAX system will remain on-line for two years for document retention needs.

Phase 2, the installation of mapping on dispatch computers and mobile computer terminals in the fire apparatus is expected to occur in early 2006. An Automatic Vehicle Location system will be installed in spring 2006, followed by Automatic Vehicle Recommendation and Routing. These enhancements will enable dispatchers to visualize the locations of incidents and emergency response units throughout the 11 cities and the system will automatically recommend the closest available emergency units, resulting in faster response times.



VERDUGO INCIDENTS BY AGENCY AND CATEGORY FY2004-5

	VERD	UGO	ARCA	ADIA	BURB	ANK	GLEND	ALE	MONR	OVIA	MONTE PAR		PASAE	DENA	SAN GA	BRIEL	SAN MA	ARINO	SIER		SOUTH	H PAS.
CATEGORY	# INCI- DENTS	%	# INCI- DENTS	%	# INCI- DENTS	%	# INCI- DENTS	%														
FIRE	9,208	17.1	914	22.1	1,532	17.5	1,733	11.7	504	15.5	180	11.4	3,099	20.5	300	13.8	184	17.9	100	15.4	271	16.7
MEDICAL	40,019	74.2	2,907	70.4	6,612	75.5	11,850	79.9	2,449	75.5	1,134	72.0	10,996	72.6	1,631	74.9	547	53.2	464	71.3	1,069	65.8
SERVICE	3,809	7.1	267	6.5	552	6.3	1,024	6.9	244	7.5	155	9.8	915	6.0	136	6.2	165	16.0	81	12.4	231	14.2
OTHER	98	0.2	2	0.0	9	0.1	26	0.2	0	0.0	4	0.3	32	0.2	3	0.1	7	0.7	3	0.5	11	0.7
00V**	835	1.5	37	0.9	52	0.6	204	1.4	47	1.4	103	6.5	107	0.7	107	4.9	126	12.2	3	0.5	43	2.6
TOTAL	53,969		4,127		8,757		14,837		3,244		1,576		15,149		2,177		1,029		651		1,625	

^{*}Partial year (Monterey Park joined the Verdugo System on Feb. 1, 2005)

^{**}OOV = Responses of Verdugo agencies to points outside the Verdugo System such as Alhambra, LA City and LA County

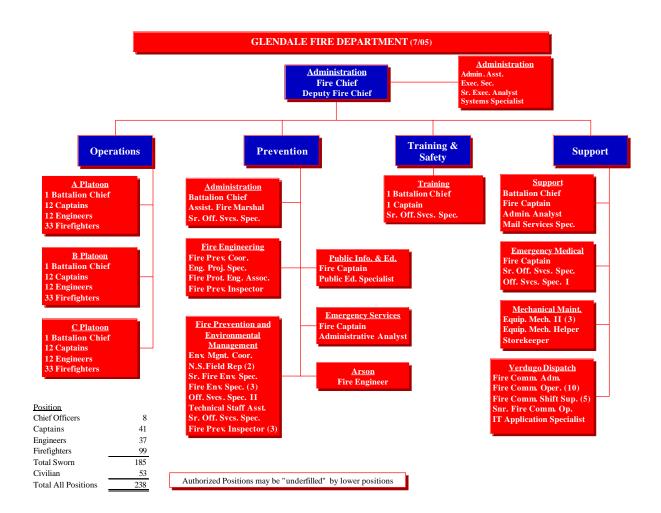
		GFD Au	thorized Position	s FY 2004-200	5				
	Fire Admin	Fire Operations	Mechanical Maintenance	Fire Prevention	Emergency Services	Fire Grants	Environ. Management	Verdugo Fire Comm.	Paramedio Program
Administrative Analyst		_			0.5	0.5	_	1	
Administrative Assistant	1								
Assistant Fire Chief	0.9						0.1		
Assistant Fire Marshal				1					
Engineering Project Specialist							1		
Environmental Management Coordinator							1		
Equipment Mechanic Helper			1						
Equipment Mechanic II			3						
Executive Secretary	1								
Fire Battalion Chief	1	3	0.25	0.5			0.5	0.25	0.5
Fire Captain	1	36	1	1	0.5	0.5			1
Fire Chief	0.9						0.1		
Fire Comm. Shift Supervisor								4	
Fire Communications Administrator								1	
Fire Communications Operator								10	
Fire Engineer		36		1					
Fire Environmental Specialist							3		
Fire Prevention Coordinator				1					
Fire Prevention Inspector				3					
Fire Protection Engineer 1									
Fire Protection Engineer Assoc									
Fire Protection Engineering Associate							1		
Firefighter		81							18
Mail Services Specialist	1								
Neighborhood Services Field Rep.							2		
Office Services Specialist II									1
Office Services Specialist II	1			2			1		1
T Application Specialist								1	
Public Education Specialist				1					
Senior Executive Analyst	0.5								0.5
Snr. Fire Comm. Operator								1	
Snr. Fire Env. Specialist							1		
Storekeeper			1						
Systems Specialist						1			
Γechnical Staff Assistant							1		
ГОТАL	8.30	156.00	6.25	10.50	1.00	2.00	11.70	18.25	22.00
GFFA	1.00	153.00	1.00	2.00	0.50	0.50	0.00	0.00	19.00
GCEA	4.00	0.00	5.00	8.00	0.50	1.50	11.00	18.00	2.00
Exec	0.90	0.00	0.00	0.00	0.00	0.00	0.10	0.00	0.00
Management	2.40	3.00	0.25	0.50	0.00	0.00	0.60	0.00	1.00
vianagement	8.30	156.00	6.25	10.50	1.00	2.00	11.70	18.25	22.00



"We Help People"

	Gienuaie	r ire Department A	uthorized Positions		
_	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-0
Fire	164	168	167	-	-
Fire Administration	-	-	-	7	
Fire Operations	-	-	-	153	1 5
Fire, M echanical M aint.	-	-	-	6	
Fire Prevention	1 2	1 2	12	1 2	1
Emergency Services	1	1	1	1	
Fire Communications	17	17	18	1 8	1
Hazardous Materials	1 2	1 2	12	1 2	1
Fire Paramedic	2 1	2 1	21	2 1	2
Fire Grant	-	-	1	1	
TOTAL	227	231	232	232	2 3
_		ndale Fire Departm			
	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-0
Fire	17,632,693	19,215,455	20,196,657	-	-
Fire Administration	-	-	-	925,984	1,126,32
Fire Operations	-	-	-	21,809,082	26,836,72
Fire, M echanical M aint.	-	-	-	468,382	560,46
Fire Prevention	1,205,959	1,298,511	1,342,321	1,525,239	1,327,90
Emergency Services	146,450	150,670	179,963	177,517	161,36
Fire Communications*	644,462	658,895	696,348	729,958	769,62
Hazardous Materials	1,493,869	1,468,899	1,553,761	1,730,757	1,649,86
Fire Paramedic	3,207,424	3,027,176	6,016,625	6,906,269	7,849,44
Fire Grant	-	-		568,108	921,89
TOTAL *Glendale's share of Verdugo	24,330,857 Fire Communication	25,819,606	29,985,675	34,841,296	41,203,60
o ionalic o share of veraugo					
		Glendale Communi	•	0.4.10.5	
Assessed Valuation		\$	15,830,670,571	04/05	
Population Square Miles			207,007 30.59	1/1/2005	
		Incident Hist	ory		
Calendar Year	2001	2002	2003	2004	
Fire	1,827	1,791	1,737	1,579	
M edical	11,398	11,224	11,662	11,471	
Service and OOJ	1,194	1,143	1,074	1,024	
TOTAL	14,419	14,158	14,473	14,074	







Core Values of the GFD

- GFD Personnel believe in "Helping People" first and foremost.
- GFD Personnel do the right thing...acting in the best interest of all concerned.
- Our Personnel have a shared vision and follow through...they communicate.
- GFD Personnel are approachable, optimistic, positive, loyal, protective and upbeat.
- Our Personnel take great care of and pride in the GFD and its members.
- GFD Personnel are committed to serving and reflecting the needs of our community.
- GFD Personnel are team players personally and professionally...they are very flexible.
- GFD Personnel strive to be confident and competent and believe in "Safety First."
- GFD Personnel are open, personable and highly ethical.
- GFD Personnel relate and work well with others.
- GFD Personnel are involved and engaged with the community and department.
- GFD Personnel represent themselves, the department and city...very, very well.





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