



**FIRE SERVICES**  
**Chief Mark Burdick**

**Mission Statement:**

Fast - Caring - Innovative - Professional

**Department Description:**

The Glendale Fire Department provides Fire, Rescue, and Emergency Medical Services to the citizens of Glendale. Within the scope of our work are five core interactive services including:

- Fire Prevention and Education (Public Education, Inspections, Investigations, Code Adoption)
- Fire Suppression (Firefighting)
- Emergency Medical Services (Advanced Life Support and Basic Life Support)
- Special Operations (Hazardous Materials and Technical Rescue)
- Crisis Response (Social Services)

The Glendale Fire Department utilizes the Automatic Aid System, intergovernmental agreements with surrounding agencies, public/private partnerships, and our highly skilled and dedicated staff to guarantee high quality services to those in our community.

**FISCAL YEAR 2013**

<b>GOALS</b>	
<b>Goal</b>	Strive to increase public education through community outreach and implement a Community Emergency Response Team (CERT Team) that is deployable within the city of Glendale.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Activities</b>	Community Education: <ul style="list-style-type: none"> <li>• CCC-CCR and AED Classes</li> <li>• Drowning Impact Awareness Activities</li> <li>• Events: Staff Safety Booths</li> <li>• Fire Drills at Senior Living Facilities</li> <li>• Fire and Life Safety Presentations</li> <li>• Fire Pal Program</li> <li>• Healthier Safer Lives Program</li> <li>• Home Safety Inspections</li> <li>• Pre-school Headstart Presentations</li> <li>• Residential Lock Box Program</li> <li>• Safety Trailer Events</li> <li>• Smoke Detector Walks</li> <li>• Youth Firesetter Intervention Program</li> <li>• Youth Firesetter Prevention Classes</li> <li>• Youth Firesetter Train-the Trainer Classes</li> </ul>



<b>Activities (con't)</b>	Community Emergency Response Team (CERT): <ul style="list-style-type: none"> <li>• CERT 21-Hour Basic Class</li> <li>• CERT Continuing Education Classes</li> <li>• Implement a Deployable CERT Team for Glendale</li> </ul>
<b>Expected Outcomes (Perf. Measures)</b>	Indirectly reduce the number of medical emergencies, injuries, near drowning, deaths, and fires in Glendale by increasing citizen's knowledge and skills on fire and life safety issues.
<b>Time Commitment</b>	This goal provides an ongoing time commitment. Efforts to educate the public in order to prevent loss of life and property are a continuous goal of the Fire department.
<b>Expected Challenges</b>	Limited staff creates challenges; however, the department has been able to maintain services with the assistance of Safety Educator and CERT Volunteers.
<b>Goal</b>	Enhance response times.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Ensure that emergency responding personnel are staffed in the field and deployable, without diminishing service delivery.</li> <li>• Properly train and certify Emergency Medical Technicians and Paramedics.</li> <li>• Maintain apparatus and equipment to reduce delays in emergency response.</li> <li>• Continue to conduct periodic reviews of deployment strategies to better utilize all apparatus and crews to our greatest advantage.</li> </ul>
<b>Expected Outcomes (Perf. Measures)</b>	<p>The Fire department's travel time goals are in compliance with the best practices prescribed by the Commission on Fire Accreditation International:</p> <ul style="list-style-type: none"> <li>• For 90% of all emergency incidents, the first unit shall arrive on-scene within 5-minutes 12-seconds.</li> <li>• For 90% of structure fires, an effective response force consisting of 3-engines, 1-ladder and 2-commanders shall arrive on-scene within 10-minutes 24-seconds.</li> </ul>
<b>Time Commitment</b>	This is an ongoing effort as the Fire department consistently strives to improve response times.
<b>Expected Challenges</b>	Due to reduced budget and vacancies, constant staffing will continue to be a challenge.

**FISCAL YEAR 2012**

**Area of Innovation:**

- Innovative programs such as Continuous Chest Compressions (CCC) and Rapid Anti-Convulsive Medicine Prior to Arrival Trial (RAMPART) continue to be successful. In a recent press conference, a national study involving the University of Arizona College of Medicine and Glendale Fire revealed superior emergency treatment. A better, safer



emergency treatment for potentially fatal seizure victims has been found, according to the National Institute of Health. The results of the two-year study involving the drugs administered by emergency personnel to seizure victims showed that an alternate drug given by intramuscular injection, is faster and is a more effective way to stop prolonged seizures. The RAMPART study is sponsored by the National Institute of Health at no cost to the department. Out of 30 Fire department's who participated nationally; GFD was ranked #1 on enrollment and quality.

- The department launched a six-month, grant-funded pilot program to operate an engine company out of Luke Air Force Base. The unit, staffed by two Glendale firefighters and two Air Force firefighters is the first of its kind in the nation. The success of this program will determine if this dual-staffed unit could become a full time operation in the future.

**Accomplishments:**

- The department has been approved for re-accreditation for an additional five years (2012 – 2017). The department has maintained its accredited status since 2002, awarded by the Commission on Fire Accreditation International, a private organization dedicated to assisting fire departments in achieving excellence. This year the department completed a thorough, self-assessment of the entire department and invited a Peer Assessor Group of four fire service professionals through the Commission on Fire Accreditation International agency, to do a thorough review and confirmation of the data provided by the department. This exercise enables all divisions to regularly evaluate their efficiency, and to strive toward continuous quality improvement. We are proud to report that the Commission has approved accreditation status to the Glendale Fire Department for the next five years.
- An analysis of investigated structure fires revealed that 92% of structure values were saved through effective fire ground operations. This speaks to the value of the 5,706 hours of fire-related training received by the field personnel.
- Crisis Response units dispatched to traumatic incidents contributed an average of five hours per shift to engine company availability. Their presence on-scene either released an engine company sooner, or enabled other companies to remain in service, available for other incidents.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Strive to increase public education and outreach.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the goal met?</b>	Yes. During 2011, the Community Services Division increased public education/outreach and awareness by providing the following events: <ul style="list-style-type: none"> <li>• CCC-CPR: 160 one-hour classes; 5,126 students and 815 adults trained in CCC-CPR and AED utilization</li> <li>• CERT: Community Emergency Response Training: Two 21-hour classes; 42 graduates.</li> <li>• Drowning Impact Awareness: City Proclamation and August Awareness Month.</li> </ul>



<b>Was the goal met? (con't)</b>	<ul style="list-style-type: none"> <li>• Fire Drills at Senior Living Facilities: 3 Drills: 174 resident participants.</li> <li>• Fire and Life Safety Presentations: 34 one-hour presentations; 1,699 attendees.</li> <li>• Fire Pal Program: 15 Fire Pals; 34 Schools approximately 12,200 students in K-3rd grade taught per month.</li> <li>• Healthier Safer Lives Program: 4 Events; 139 Participants.</li> <li>• Pre-school Headstart Presentations: 21 Classes; 281 Children and 115 Parents.</li> <li>• Safety Educator Events: 35 Events: staffed booths – 15 volunteers.</li> <li>• Safety Trailer: 6 Events; 54 Classes; 94 Participants.</li> <li>• Youth Firesetter Intervention Program 3-hour Interventions: 12 Classes; 20 Youth and 18 Parents.</li> <li>• Youth Firesetter Prevention Presentations: 9 Classes; 236 Attendees.</li> <li>• Youth Firesetter Train-the-Trainer Courses: Three separate two to six day classes: Three separate classes; 138 Attendees.</li> <li>• 15 Volunteers gave 726 Hours that equates to \$15,413.90 worth of valued time (in-kind).</li> </ul>
<b>What were the Performance Measures?</b>	Indirectly reduce the number of medical emergencies, injuries and fires in Glendale by increasing citizen's education on safety related issues.
<b>Obstacles/Challenges</b>	Limited staff creates challenges; however, the department has been able to overcome this with the numerous hours donated by volunteers.
<b>Goal</b>	Enhance response times.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the goal met?</b>	<p>Yes, this goal was met.</p> <ul style="list-style-type: none"> <li>• FIRE baseline: The first engine company arrived at 90% of Glendale structure fires within 4-minutes 34-seconds travel time. The full alarm assignment (effective response force) arrived on the scene within 8-minutes 40-seconds travel time.</li> <li>• EMS baseline: For 90% of EMS incidents, the travel time for the first arriving unit with AED capability was within 5-minutes 34-seconds.</li> <li>• ALS baseline: For 90% of ALS incidents, the travel time for the arrival of ALS paramedic services was within 5-minutes 31-seconds.</li> </ul>



<p><b>What were the Performance Measures?</b></p>	<p>The department's Service Level Objectives for response times are:</p> <ul style="list-style-type: none"> <li>• 90% of the time - Arrive on-scene in six minutes or less for the arrival of the first arriving engine company at a fire suppression incident and/or eight minutes or less arrival of a full first alarm assignment at a fire suppression incident.</li> <li>• 90% of the time - Arrive on-scene in six minutes or less for the arrival of a unit with first responder or higher-level capability at an emergency medical incident.</li> <li>• 90% of the time - Arrive on-scene in eight minutes or less for the arrival of an advanced life support unit at an emergency medical incident, where this service is provided by the fire department.</li> </ul>
<p><b>Obstacles/Challenges</b></p>	<p>Reduced funding continues to be a challenge in staffing units.</p>

**FISCAL YEAR 2011**

**Area of Innovation:**

- Glendale Fire Department took over the responsibility of Infectious Control for its members. Prior to July 1, 2010 Phoenix Fire Department was providing the service. Estimated savings to Glendale Fire Department is \$5,000 - \$10,000 annually.

**Accomplishments:**

- Adopted the 2009 International Fire Code. The adoption of current model codes helps ensure that Glendale is a safe community by utilizing the most current fire code.
- Glendale Fire Department transitioned to the 700-800 megahertz radio system for non-hazard zone emergencies. This enhances communications with Automatic Aid fire department participants.

<p style="text-align: center;"><b>GOAL UPDATES</b></p>	
<p><b>Goal</b></p>	<p>Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices.</p>
<p><b>Related Council Goal</b></p>	<p>One community focused on public safety.</p>
<p><b>Was the goal met?</b></p>	<p>Yes. The department has implemented a continuous quality improvement plan for EMS in accordance with Arizona Department of Health Services rule R9-25-206.</p>
<p><b>What were the Performance Measures?</b></p>	<p>At minimum, review the following categories of pre-hospital patient encounter forms to ensure fire department personnel follow established protocols and procedures:</p> <ul style="list-style-type: none"> <li>•5% of all patient refusals, trauma, and medical incidents;</li> <li>•100% of all code arrests, cerebral vascular accidents (CVA), and acute coronary syndrome (ACS)</li> </ul> <p>Develop a process to implement corrective action when review of cases indicates a lapse in following pre-hospital protocols and/or procedures.</p>



**MISSION AND PERFORMANCE MEASURES**  
**Fire Services**

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<b>Obstacles/Challenges</b>	Shortage in staff has created challenges in meeting minimum reviews.
<b>Goal</b>	Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Was the goal met?</b>	Yes. In 2010, a Glendale unit capable of providing AED arrived on scene in less than 6-minutes travel time, 93% of the time for all ALS and BLS incidents.
<b>What were the Performance Measures?</b>	<p>The Glendale Fire Department's service level objective for first arriving unit at an emergency medical incident:</p> <ul style="list-style-type: none"> <li>•90 percent of all code three, 911 emergent incidents, the first unit will arrive on the scene in less than six minutes (travel time).</li> <li>•Advanced Life Support (ALS) units shall arrive on scene within eight minutes (travel time), 90 percent of the time. However, we strive to meet the National Fire Protection Association Standard 1710 travel time of four minutes.</li> </ul>
<b>Obstacles/Challenges</b>	Yes, reduced funding creates challenges in staffing units.

**BUDGET SUMMARY BY DEPARTMENT**  
**Fire Department**



**FIRE DEPARTMENT**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Budget</b>	<b>Percent Over FY 2012 Budget</b>
(1000) Air-Med & Logistics Ops (HALO)	\$713,102	\$736,989	\$736,989	\$767,633	4%
(1000) Ambulance Services	\$451,597	\$484,004	\$470,107	\$498,294	3%
(1000) Fire Administration	\$1,658,063	\$1,605,998	\$1,605,297	\$1,666,157	4%
(1000) Fire Community Services	\$12,412	\$15,250	\$14,487	\$15,250	0%
(1000) Fire Marshal's Office	\$826,394	\$812,173	\$809,600	\$813,458	0%
(1000) Fire Medical Services & Health	\$32,787	\$48,983	\$46,546	\$48,983	0%
(1000) Fire Operations	\$17,047,101	\$17,785,340	\$17,737,651	\$19,160,363	8%
(1000) Fire Resource Management	\$1,996,372	\$2,070,956	\$1,899,197	\$2,078,803	0%
(1000) Fire Special Operations	\$18,234	\$16,293	\$15,478	\$16,293	0%
(1000) Fire Training	\$11,406	\$13,656	\$12,973	\$13,656	0%
(1000) PS Training Ctr - Fire	\$436,937	\$567,227	\$567,227	\$581,875	3%
(1281) Fire - BCS Event	\$43,919	\$0	\$0	\$0	NA
(1281) Fire - Fiesta Bowl Event	\$45,396	\$159,942	\$159,942	\$159,942	0%
(1281) Stadium - Fire Event Staffing	\$193,710	\$229,886	\$229,886	\$229,886	0%
(1282) Arena - Fire Event Staffing	\$127,226	\$301,041	\$301,041	\$302,336	0%
(1282) Westgate - Fire Event Staffing	\$5,042	\$0	\$0	\$0	NA
(1283) CBRanch - Fire Event Staffing	\$44,892	\$28,852	\$28,852	\$28,852	0%
(1720) Fire - Special Revenue Fund	\$6,659,567	\$6,395,637	\$7,171,125	\$6,559,036	3%
(1840) Grant Approp - Fire Dept	\$956,462	\$4,500,000	\$1,100,000	\$3,500,000	-22%
(1842) PSSP Fire OT Grant	\$0	\$75,000	\$75,000	\$0	-100%
(2530) PS Training Ops - Fire	\$669,830	\$763,314	\$735,693	\$738,533	-3%
(2538) Glendale Health Center	\$29,719	\$54,000	\$54,000	\$54,000	0%
<b>Total - Fire Department</b>	<b>\$31,980,168</b>	<b>\$36,664,541</b>	<b>\$33,771,091</b>	<b>\$37,233,350</b>	<b>2%</b>

<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Budget</b>	<b>Percent Over FY 2012 Budget</b>
Wages/Salaries/Benefits	\$26,460,229	\$28,679,286	\$28,279,286	\$29,923,922	4%
Supplies and Contracts	\$3,785,328	\$7,161,620	\$4,790,732	\$6,195,554	-13%
Internal Premiums	\$744,630	\$612,827	\$612,827	\$639,543	4%
Internal Service Charges	\$989,981	\$922,702	\$922,702	\$919,501	0%
Operating Capital		\$122,562		\$147,074	20%
Work Order Credits		(\$834,456)	(\$834,456)	(\$592,244)	-29%
<b>Total - Fire Department</b>	<b>\$31,980,168</b>	<b>\$36,664,541</b>	<b>\$33,771,091</b>	<b>\$37,233,350</b>	<b>2%</b>

<b>FUND NUMBER / STAFFING BY PROGRAM</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Budget</b>	<b>Percent Over FY 2012 Budget</b>
(1000) Air-Med & Logistics Ops (HALO)	4	4	4	4	0%
(1000) Ambulance Services	2	2	2	2	0%
(1000) Fire Administration	13	14	13	13	-7%
(1000) Fire Marshal's Office	10	10	9	9	-10%
(1000) Fire Operations	188	188	188	188	0%
(1000) Fire Resource Management	4	5	4	4	-20%
(1282) Arena - Fire Event Staffing	1	1	1	1	0%
(1720) Fire - Special Revenue Fund	51	51	51	51	0%
(2530) PS Training Ops - Fire	6	6	5	5	-17%
<b>Total - Fire Department</b>	<b>279</b>	<b>281</b>	<b>277</b>	<b>277</b>	<b>-1%</b>