

Rogers Fire Department



Yearly Activity Report 2009

Mission Statement

It is the mission of the Rogers Fire Department to provide exceptional risk-related services to our customers.

Vision Statement

It is the vision of the Rogers Fire Department to be an established authority, nationally recognized in every risk-related discipline.

Statement of Values

1. Our employees are our most valuable resource
2. Relationships with internal and external agencies are integral to our success
3. Reducing risk to all of our customers and employees is paramount
4. We embrace character, integrity, and ethical behavior

Strategic Statements

The RFD will:

- Provide opportunities for all personnel to be properly prepared to accept higher roles and responsibilities within the Department.
- Provide emergency response consistent with professionally recognized standards of coverage.
- Be fiscally responsible to the community and seek alternative funding sources.
- Work to prevent or reduce loss to the community by fire and other occurrences.
- Strive for excellence in EMS delivery.
- Establish itself as a leader in emergency management.
- Be progressive in personnel management and critical thinking.

COMMAND STAFF AND DEPARTMENT LEADERSHIP

Fire Chief Tom Jenkins

Deputy Fire Chief of Administration Allan Skogen

Deputy Fire Chief of Training and Support Jake Rhoades

Fire Marshal Travis Hollis

Battalion Chief Eddie Thompson (A)

Battalion Chief Bryan Hinds (B)

Battalion Chief David Whitlow (C)

Assistant Fire Marshal William Rumsey

Public Information Officer Michael Dean



TABLE OF CONTENTS

Message from the Fire Chief.....	5
Authorized Strength Summary.....	6
Personnel Transactions and Awards.....	7
Department Achievements.....	8
Administrative.....	8
Training.....	9
Emergency Medical Services.....	11
Prevention and Inspection.....	12
Field Operations.....	13
Communications.....	14
Budget Information.....	15
Statistical Summary.....	19
Comparative Statistics.....	27
2009 Structural Fires Map.....	31
2009 Motor Vehicle Accident Map.....	32
2009 Medical Emergencies Map.....	33
2009 Incident and Training Photos.....	34

MESSAGE FROM THE FIRE CHIEF

I am proud to submit our annual report to Mayor Steve Womack, City Councilors, and the Citizens of Rogers. During my first year as Fire Chief, I have been fortunate to work with a professional staff that truly cares about the safety of the City of Rogers. Our vision and mission for the department was identified and refocused this year. We have undoubtedly made significant gains in our equipment, training, organization, and policy. As a department we will continue to progress as an "all hazards" department and prepare to meet the needs of our city over the next decade.

In 2009, our department realigned most of our operation. Everything from ranks and vehicle numbering, to nozzles and personnel assignments changed in 2009. We sold eleven vehicles, creating revenue of approximately \$350,000 for the city. We also acquired three new ambulances, two new command vehicles, and two brush pumpers over the last year. New standard operating procedures have been created, and old procedures modified to accurately reflect how we do business.

During the upcoming year we will focus on continued expansion of the fire department's fleet and training programs. We will also emphasize transparency in fire department operations through active participation with the press and use of the fire department's interactive website. Fiscal Year 2010 will likely be one of the busiest years in RFD history.

I take pride in the Rogers Fire Department. Every day, the men and women that comprise this organization work hard to ensure the safety of those who live, work, or travel through our city.

A handwritten signature in black ink, appearing to read "Tom C. Jenkins". The signature is fluid and cursive, with the first name "Tom" being more prominent.

Tom C. Jenkins
Fire Chief

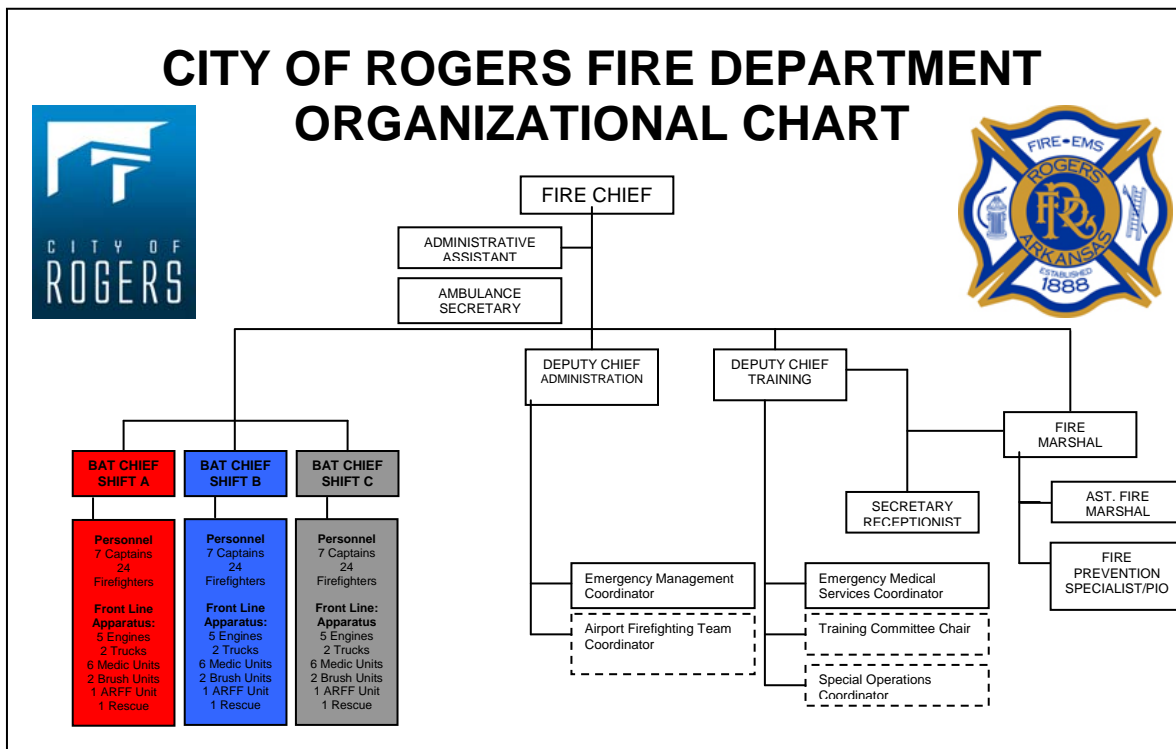
2009 AUTHORIZED STRENGTH SUMMARY

Sworn Members:

Chief of Department - 1
Deputy Fire Chief - 2
Battalion Chief - 3
Battalion Chief (Fire Marshal) - 1
Captain (Assistant Fire Marshal) - 1
Captain (Field Operations) - 21
Firefighters - 69

Non-Sworn Members:

Public Information Officer - 1
Administrative Assistant - 3



PERSONNEL TRANSACTIONS AND AWARDS

Probationary Firefighters Hired

Richie Butler assigned to Station 1, A-Platoon
Zach Lehman assigned to Station 4, A-Platoon
Bill Hellard assigned to Station 6, C-Platoon
Al Jones assigned to Station 7, B-Platoon

Retirements

Captain Tommy Thompson
Captain Bruce Jensen
Firefighter Jason Hahn

Awards

Firefighter of the Year
John Bobholz (Station 4, B-Platoon)

Company Officer of the Year
Nathan Keck (Station 5, A-Platoon)

Paramedic of the Year
Doug Earp (Station 7, C-Platoon)

Probationary Firefighter of the Year
Chase Sutherlan (Station 1, B-Platoon)

Fire Company of the Year
Engine 2, C-Platoon
Captain Darrell Thomas
Firefighter Jackie Slyter
Firefighter Joseph Jerabeck

July 2009 Letter of Commendation - Engine 2, C-Platoon
Joseph Jerabeck, Eric Kincy, Jackie Slyer

ADMINISTRATIVE SECTION

The Administrative Section of the Fire Department is comprised of the department's command staff. This section is responsible for the management of personnel issues, department budgeting, strategic planning, and other essential management of the organization.

Accomplishments for 2009:

- Auctioned eleven surplus apparatus and trailers
- Acquired funds for the replacement of special operations team equipment
- Completed the construction and remodel of Fire Station 5, 2525 Pinnacle Hills Parkway
- Promoted three Firefighters to the rank of Captain - Field Operations
- Complied with new ANSI standards regarding traffic safety
- Collaborated with Wal-Mart Aviation regarding efforts to seek FAA Part 139 certification for the Rogers Municipal Airport
- Updated 90 standard operating procedures
- Accepted delivery of three new ambulances, two command vehicles, and two brush pumpers
- Ordered a new pumper to replace Engine 2, and a new heavy rescue to replace Rescue 5
- Established a new organizational structure and ranking system
- Conducted a complete overhaul of the department website
- Applied to the Assistance to Firefighters Grant Program and Staffing for Adequate Fire and Emergency Response Grant Program
- Expended 98% of allotted funds in human resources (\$6,052,210.99) and 92% of allotted funds in operating expenses (\$615,306.60)
- Researched and developed plans for resource allocation, to include personnel, equipment, and stations
- Conducted a strategic planning session with nearly one third of the entire fire department in attendance
- Developed a new personnel evaluation system and schedule

TRAINING SECTION

The Training Section of the Fire Department is led by the Deputy Fire Chief of Training and Support. The Deputy Fire Chief of Training is supplemented by the training committee and various on-shift instructors. This section is responsible for probationary firefighter training, officer development, company standards, various training plans, and all standard training classes.

In 2009, Deputy Fire Chief Jake Rhoades was hired to assume the duties of this section.

2009 Training Committee Members

Mike Cerasale	Lance Loyer	Brent Rush
Doug Earp	Nathan Keck	Dusty Meredith
	David Storm	

Accomplishments for 2009:

- Developed the Annual Training Plan (ATP), which serves as a template for standardized and systematic training each year
- Successfully delivered and hosted the 2009 Northwest Arkansas Fire Academy Standards School
- Implemented new policy regarding probationary firefighter training, thus increasing the Rogers Probationary Fire Academy to 12 weeks
- Instituted a formal training documentation system
- Hosted a two-week Hazardous Materials Technician training class through the Arkansas Department of Emergency Management
- Completed live burn training for all RFD members in conjunction with the 2009 Fire Academy
- Sent four members to National Fire Academy Residency Courses
- Created an Annual Training Plan for the Special Operations Team (ATP-SOT) that addressed the specific needs of those team members
- Modified promotional standards to require additional experience and coursework for eligibility to Captain and Battalion Chief
- Completed training for three new paramedics

TRAINING SECTION

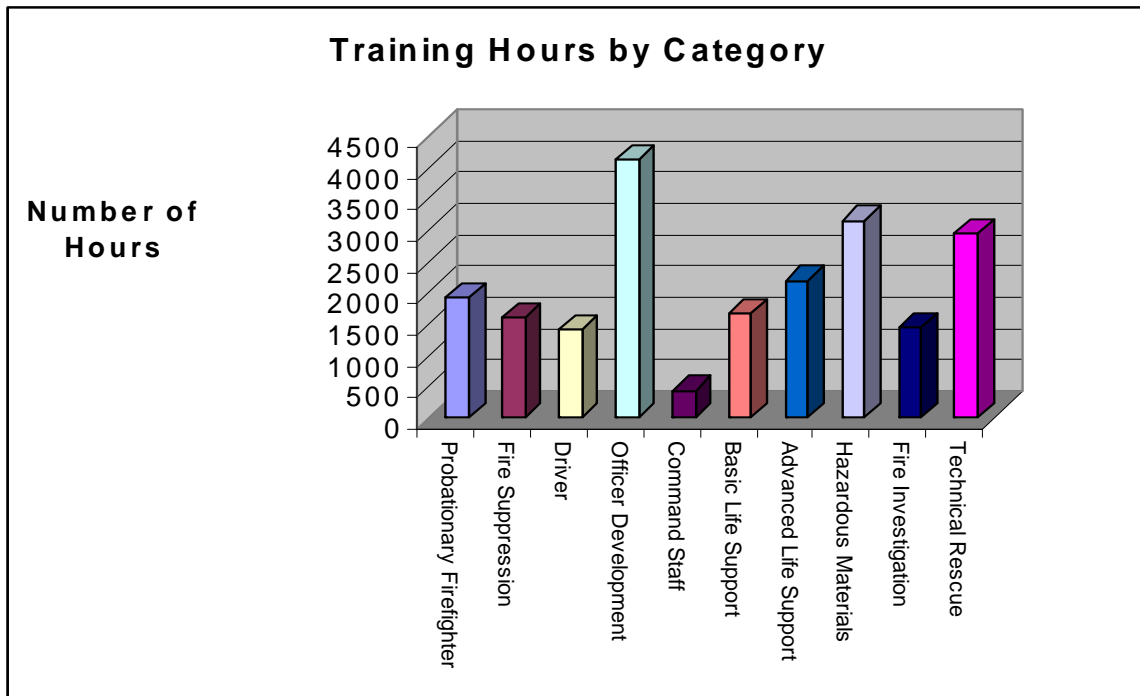


Figure 1 - Training hours by training category (2009)

2009 National Fire Academy Attendance

4 Resident course (Emmitsburg, Maryland) attendees:

Firefighter John Richert - Fire Inspection Principals R220
Deputy Chief Jake Rhoades -Executive Analysis of Community Risk Reduction R274
Fire Marshal Travis Hollis - Executive Planning R506
Assistant Fire Marshal William Rumsey - Fire Inspection Principals: Structures and Systems R222

2009 Conference Attendance

- International Association of Fire Chiefs, Southwest Division Conference (Little Rock, AR) - 4 Attendees
- International Fire Marshal's Association Conference (Chicago, IL) - 1 Attendee
- Hosted the Arkansas Fire Marshal's Association Conference

EMERGENCY MEDICAL SERVICES SECTION

The Emergency Medical Services (EMS) Section of the Fire Department is led by the Deputy Fire Chief of Administration and coordinated by the EMS Officer, Captain Doug Earp. In addition to these officers, the EMS Section also receives guidance and support from the EMS Advisory Committee. This section is responsible for patient care, ambulance billing, narcotics inventory, equipment acquisition, emergency medical dispatch, and medical care quality assurance.

In 2010 a full-time Captain will be hired to manage the emergency medical function of the fire department.

Accomplishments for 2009:

- Outfitted and placed into service three new Braun ambulances at Stations 1, 4, and 5
- Placed into service two Styker Pro-Power Cots
- Established quality control guidelines and processes for patient care reports
- Completed an outside audit of equipment, procedures, narcotics, and protocols
- Developed protocols for emergency medical service delivery into rural Benton County and the incorporated cities of Little Flock and Cave Springs
- Created a new hospital patient care report to comply with state law and hospital requests for information
- Placed Engine 2 into service as the first paramedic-equipped fire company in Rogers
- Developed Station 5 as a medical supply hub for ambulances on the western side of the city
- In conjunction with Mercy Hospital and Northwest Benton County, established a STEMI (Elevated "ST" segment Myocardial Infarction) alert policy
- Added secondary airway devices to all ambulances

PREVENTION AND INSPECTION SECTION

The Fire Marshal's Office (FMO) manages the functions of fire prevention and inspection. Included within the responsibilities for this section are: public education, fire investigation, plans review, new construction inspection, existing construction inspection, fire prevention, and accident prevention. This section is led by the Fire Marshal who is assisted by an Assistant Fire Marshal, and Public Information Officer. The FMO is also staffed with a full-time administrative assistant. Augmenting inspection efforts are fire companies who are assigned low-hazard inspections.

Accomplishments for 2009:

- Hired a full-time Fire Prevention Specialist
- Developed a City of Rogers Competence Test for Fire alarm and Fire Sprinkler Contractors per ordinance
- Led the fire department effort to update applicable city codes to current practice
- Represented the State of Arkansas at the International Fire Marshal's Association Conference in Chicago, IL
- Conducted training for Field Operations personnel in company-level inspections
- Developed a monthly activity reporting system to track department activities in all categories
- Applied for a Fire Prevention and Safety Grant from the Department of Homeland Security in the amount of \$65,000
- Developed a smoke detector installation policy and tracking procedure to quantify the location and demographic of citizens requesting free smoke detectors
- Developed an online burn permit form and procedure

Fire Marshal Statistics

Confirmed Arson Fires - 12
Fire Investigations - 9
Notice of Code Violations Issued - 118
Code Citations Issued - 0
Online Burn Permits Issued: 1,218
Fuel Savings from using Online Burn Permits: \$3,300

FIELD OPERATIONS SECTION

The Field Operations Section of the fire department is the largest and most complex section of the entire organization. This section indirectly interfaces with all of the other sections to provide emergency service delivery. Field Operations is managed by Battalion Chiefs who serve as Citywide Tour Commanders for each of the three shifts. These Battalion Chiefs report directly to the Fire Chief. Serving under the Battalion Chiefs are Captains who manage each of the city's seven fire stations. In total 93 members of the fire department are assigned to this section. The responsibilities of field operations section center around emergency response and operational readiness.

Eddie Thompson, A-Platoon

Bryan Hinds, B-Platoon

David Whitlow, C-Platoon

Accomplishments for 2009:

- Minimum manning increased to ensure all fire companies maintain a 100% compliance with 3 firefighters
- Added three multi-gas meters (one each) to Truck 1, Truck 5, and Rescue 5
- Completed a comprehensive evaluation and upgrade of hazardous materials and technical rescue equipment
- Changed rank titles to reflect current fire department vernacular
- Instituted a multiple alarm rating system for systematic structural fire resource requests
- Disbanded the Fire Investigation Team
- Consolidated the Technical Rescue and Hazardous Materials teams into the "Special Operations Team"
- Established a company fire inspection policy
- Purchased three new sets of hydraulic extrication tools, which were placed on Truck 1, Truck 5, and Rescue 5
- Completed minimum apparatus inventory to standardize equipment on trucks, pumpers, and ambulances
- Assessed 100% of the personal protective equipment to facilitate budgetary replacement in FY2010

COMMUNICATIONS SECTION

The Communications Section of the fire department is a shared resource with the Rogers Police Department. Rogers Communications Division (RCD) is a unit of eighteen dispatchers and three supervisors that staff three, eight-hour shifts. RCD is directly supervised by a Police Captain. The Fire Chief maintains staff authority of fire and ambulance operations in the 911 center. RCD has adequate physical resources to staff six dispatch consoles. In FY2010 significant upgrades to the facility will establish it as the most modern 911 Center in Northwest Arkansas.

Accomplishments for 2009:

- Completed three comprehensive run card upgrades to ensure accurate and appropriate responses in all areas of the city and Benton County
- Completed two dispatcher training sessions at the fire department training center
- Established the Medical Priority Dispatch System from the National Academy of Emergency Dispatch as the standard 911 call interrogation system
- Completed Emergency Medical Dispatcher training for six firefighters and eight dispatchers
- Collaborated with the police department on future planning for dispatch procedures, equipment, and supervision
- Updated radio programming templates to allow for Motorola MDC-1200 signaling functionality
- Upgraded New World Computer Aided Dispatch units to NIMS compliant resource designations

BUDGETARY SUMMARY

The FY2009 budget for the Rogers Fire Department saw a six percent increase of FY2008. The established budgetary goals and objectives for the Rogers Fire Department, as well as outcomes, are provided below:

1. Renovate the Fire Training Center

2009 Action: A complete structural assessment of the Fire Training Center in 2009 showed that a severe water leak, originating in the roof, was causing mold issues throughout the interior. In 2010 action will be taken to remediate the training center and redesign it to better fit the current and future needs of the RFD.

2. Design Station 8 and begin site work

2009 Action: A revised Resource Allocation Study (RAS) for RFD resources indicated that the original location for Station 8 was inappropriate. Further research showed that Rainbow Road and Southgate Road provided the most strategic location based on current and future growth patterns. The funds for construction of Station 8 will be requested in the 2011 Bond Issue.

3. Develop an apparatus assessment to direct short and long-term needs

2009 Action: A complete assessment of the department's fleet was completed. A complete realignment of resources resulted in the auctioning of numerous apparatus that were no longer needed by the RFD. Significant action was taken to address immediate needs, with the remaining items delayed until the 2011 Bond Issue.

4. Initiate a re-write of the City's emergency preparation manual

2009 Action: A fulltime position to manage emergency preparedness was requested for the FY2010 budget. This will permit the development of a city emergency response plan and emergency plans for all city facilities.

5. Fill all budgeted positions in the Fire Department

2009 Action: All budgeted positions were filled.

BUDGETARY SUMMARY

The fire department budget is divided into three major areas: Human Resources (\$6,198,340), Operations and Maintenance (\$670,800), and Capital Expenditures (\$155,000). The total allocation to the Rogers Fire Department in FY2009 was \$7,024,140. Just over 88% of the entire fire department budget is allocated to human resource expenditures. Of the total funds allocated to human resources, 80% is for salaries and wages, while 20% is dedicated towards benefits and retirement.

The allocation of funds to operations and maintenance covers numerous fire department operational categories. The largest expenditures are for maintenance of vehicles, equipment, and facilities. In total those lines account for 21.5% of the total budget, or \$127,500.

Capital expenditures are requested each year to maintain a modern fleet of fire apparatus and other equipment. In 2009, one ambulance was requested at an estimated cost of \$155,000. Other capital expenses occur from non-budgeted accounts, such as previous bond issues or Arkansas Act 833 or 988 funds. Those funds are not analyzed in this report.

BUDGETARY SUMMARY

Revenue

Acct #	Acct Name	Budgeted Amount	Revenue	Budget - Transactions	% Used / Rec'd
	Ambulance				
43305	Fees	\$ 800,000.00	\$ 723,352.57	\$ 76,647.43	90%
44410	Alarm Fees	\$ -	\$ -	\$ -	0%
45600	Grants	\$ -	\$ -	\$ -	0%
49100	Misc Rev	\$ -	\$ -	\$ -	0%
49250	HM Reimb	\$ 10,000.00	\$ 11,612.85	\$ (1,612.85)	116%

Expense - Human Resources

Acct #	Acct Name	Budgeted Amount	Expenses	Budget - Transactions	% Used / Rec'd
60105	Salaries	\$ 4,817,702.00	\$ 4,038,745.91	\$ 778,956.09	84%
61110	Overtime	\$ 65,000.00	\$ 167,629.03	\$ (102,629.03)	258%
61130	Sch OT	\$ 70,000.00	\$ 46,460.54	\$ 23,539.46	66%
61145	Cont. Labor	\$ -	\$ 8,429.97	\$ (8,429.97)	N/A
61175	Health Ins	\$ 628,355.00	\$ 596,876.81	\$ 31,478.19	95%

Expense - Operations and Maintenance

70005	Training	\$ 65,000.00	\$ 53,389.45	\$ 11,610.55	82%
70015	Uniforms	\$ 65,000.00	\$ 64,308.64	\$ 691.36	99%
70020	Health	\$ 10,000.00	\$ 11,437.20	\$ (1,437.20)	114%
70100	Operating	\$ 40,000.00	\$ 41,213.55	\$ (1,213.55)	103%
70105	Medical	\$ 80,000.00	\$ 76,936.87	\$ 3,063.13	96%
70110	Office	\$ 9,000.00	\$ 9,554.78	\$ (554.78)	106%
70130	Electric	\$ 48,000.00	\$ 39,282.41	\$ 8,717.59	82%
70135	Nat Gas	\$ 44,000.00	\$ 24,339.03	\$ 19,660.97	55%
70145	Wireless Phone	\$ 15,200.00	\$ 17,448.73	\$ (2,248.73)	115%
70155	Bldg Maint	\$ 55,000.00	\$ 53,973.74	\$ 1,026.26	98%
70160	Eqpt Maint	\$ 37,500.00	\$ 33,453.96	\$ 4,046.04	89%
70165	Veh Maint	\$ 85,000.00	\$ 93,597.11	\$ (8,597.11)	110%
70167	Fuel Exp	\$ 68,600.00	\$ 57,686.64	\$ 10,913.36	84%
70170	Dues/Sub	\$ 20,000.00	\$ 20,059.44	\$ (59.44)	100%
70200	Eqpt Lease	\$ 7,500.00	\$ 3,970.89	\$ 3,529.11	53%
70205	Small Tools	\$ 7,500.00	\$ 3,989.41	\$ 3,510.59	53%
70260	Pub Relations	\$ 7,500.00	\$ 4,664.75	\$ 2,835.25	62%
70268	Prof Services	\$ 6,000.00	\$ 6,000.00	\$ -	100%

Figure 2 - Rogers Fire Department Budget, Excluding Capital Items

BUDGETARY SUMMARY

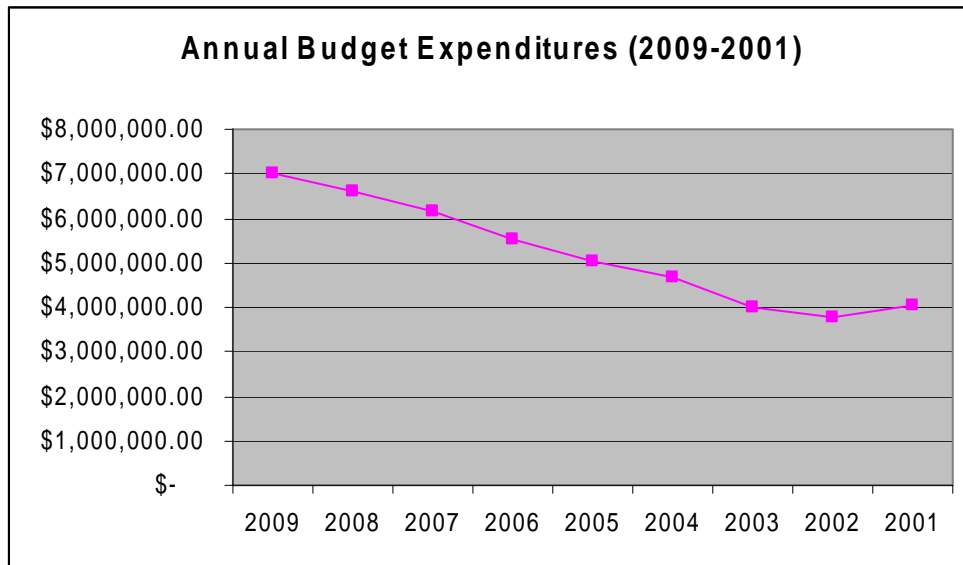


Figure 3 - Annual Budget Expenditures (2009-2001)

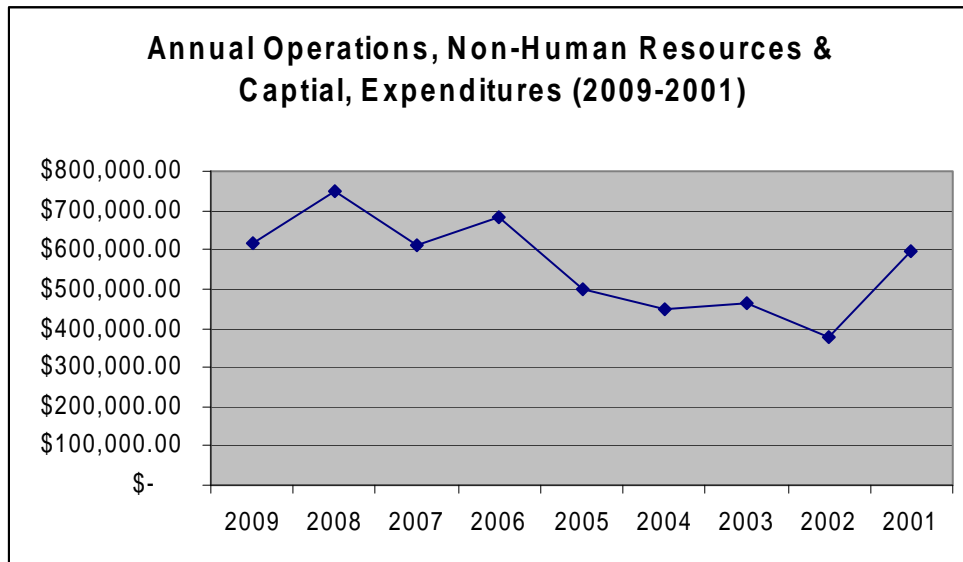


Figure 4 - Annual Budget Expenditures, HR and Capital Excluded (2009-2001)

STATISTICAL SUMMARY

Emergency Calls

Total Number of Emergency Incidents: 5,312
Total Number of Apparatus Responses ("Runs"): 8074
Average Apparatus per Call: 3.47
Average Number of Fire Calls per Day: 0.43
Average Number of EMS Calls per Day: 10.65

Response Times

Average Turnout Time: 1 Minute, 33 Seconds
Average Response Time: 4 Minutes, 40 Seconds
Average Total Time of Call: 34 Minutes, 44 Seconds

Mutual Aid Responses

Total Incidents Where Aid is Given: 79
Total Incidents Where Aid is Received: 7

Casualties

Number of Civilian Injuries: 3
Number of Civilian Fatalities: 4
Number of Firefighter Injuries: 3
Number of Firefighter Fatalities: 0

STATISTICAL SUMMARY

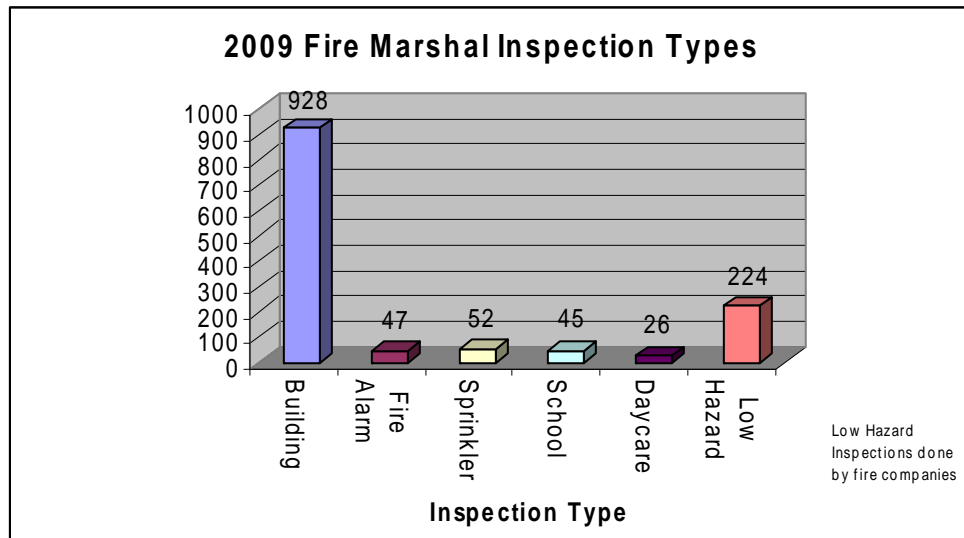


Figure 5 - Fire Marshal Inspection Types (2009)

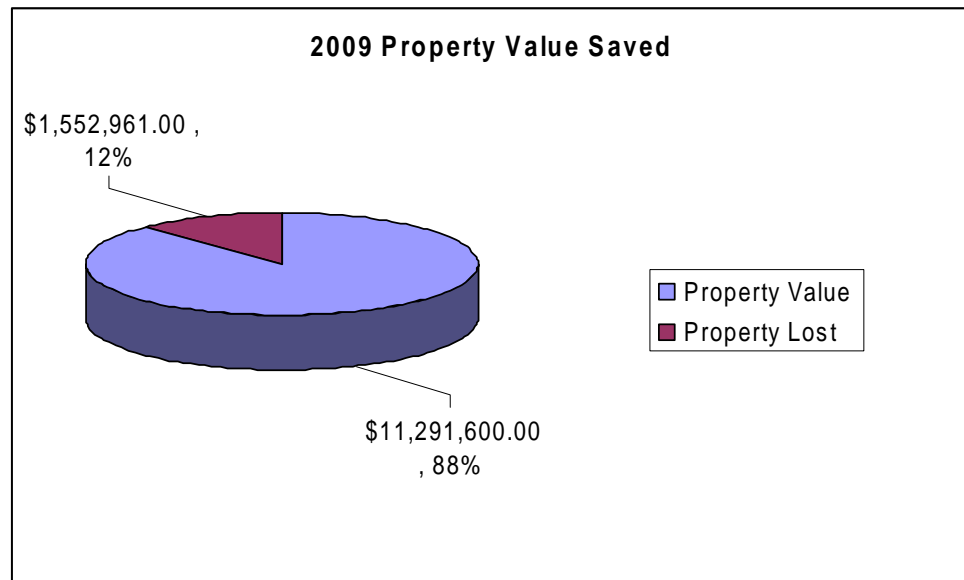


Figure 6 - Fire Property Value and Value Lost Due to Fire (2009)

STATISTICAL SUMMARY

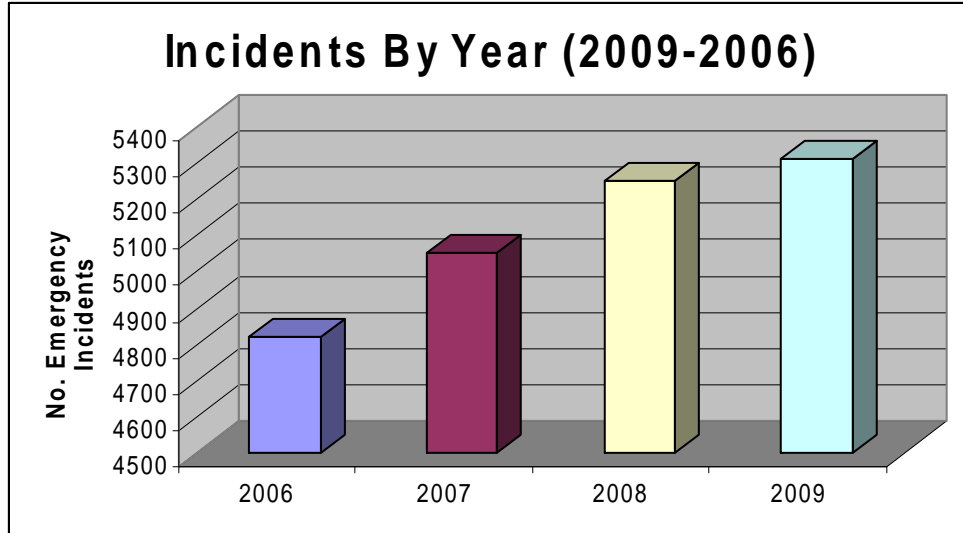


Figure 7 - Total Emergency Incidents for 2006-2009

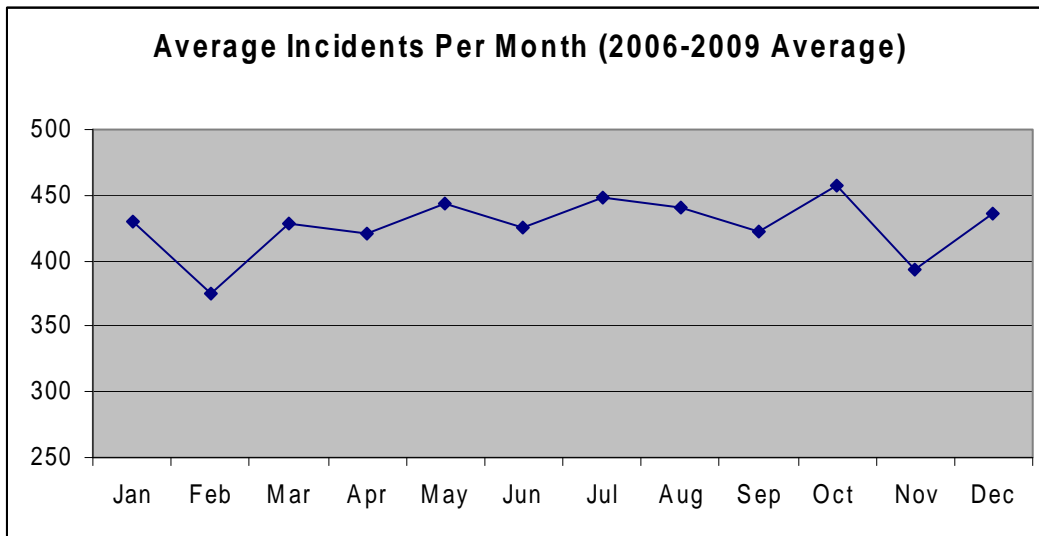


Figure 8 - Average Number of Emergency Incidents Each Month (Average from 2009-2006)

STATISTICAL SUMMARY

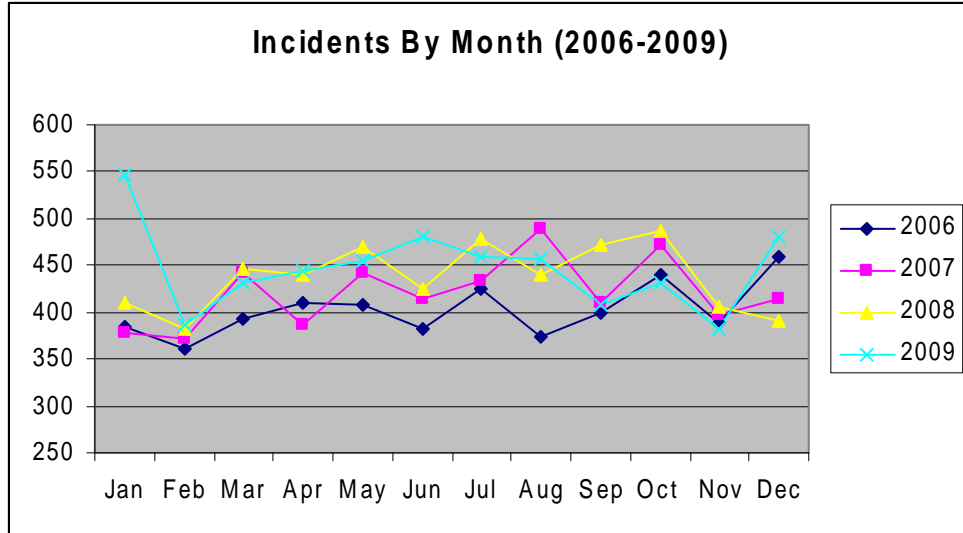


Figure 9 - Emergency Incidents by Month (2009-2006)

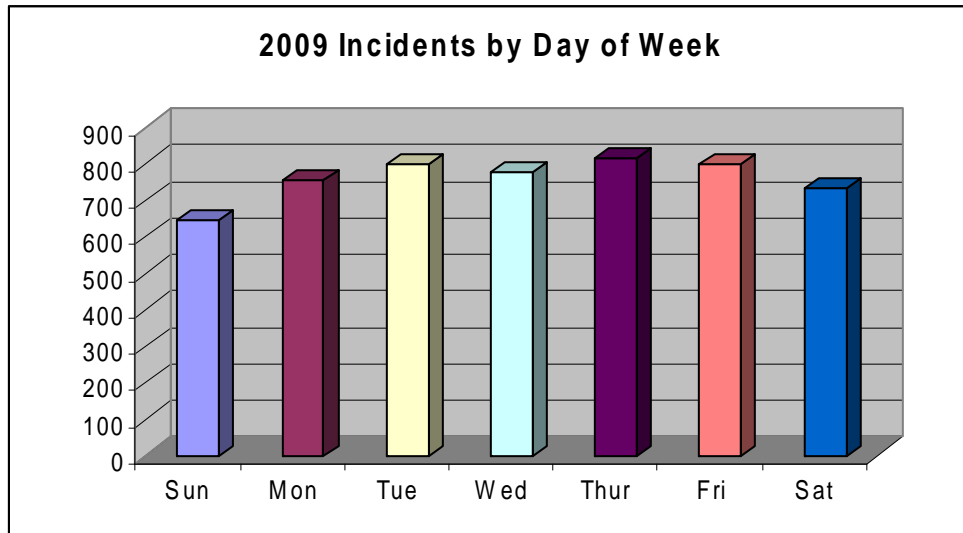


Figure 10 - Emergency Incidents by Day of the Week (2009)

STATISTICAL SUMMARY

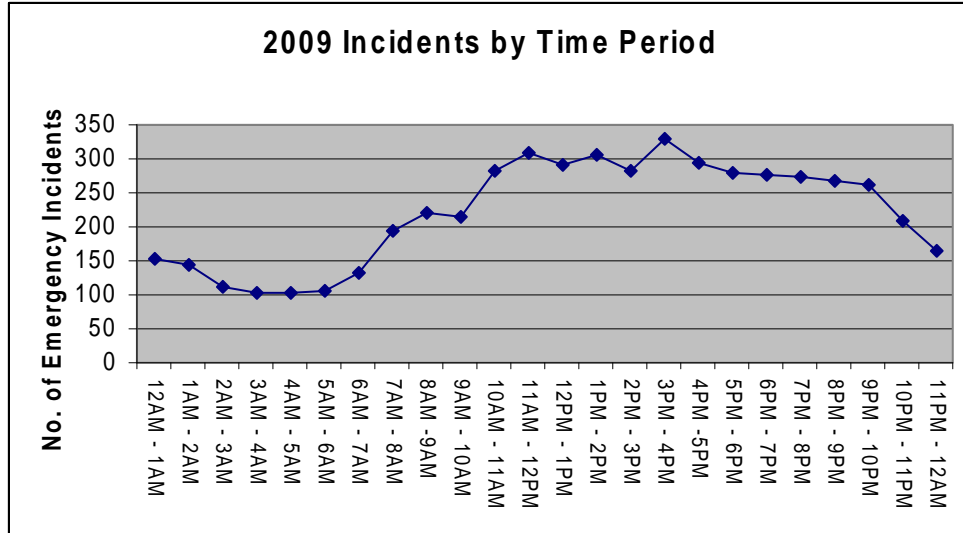


Figure 11 - Number of Emergency Incidents by Time Period (2009)

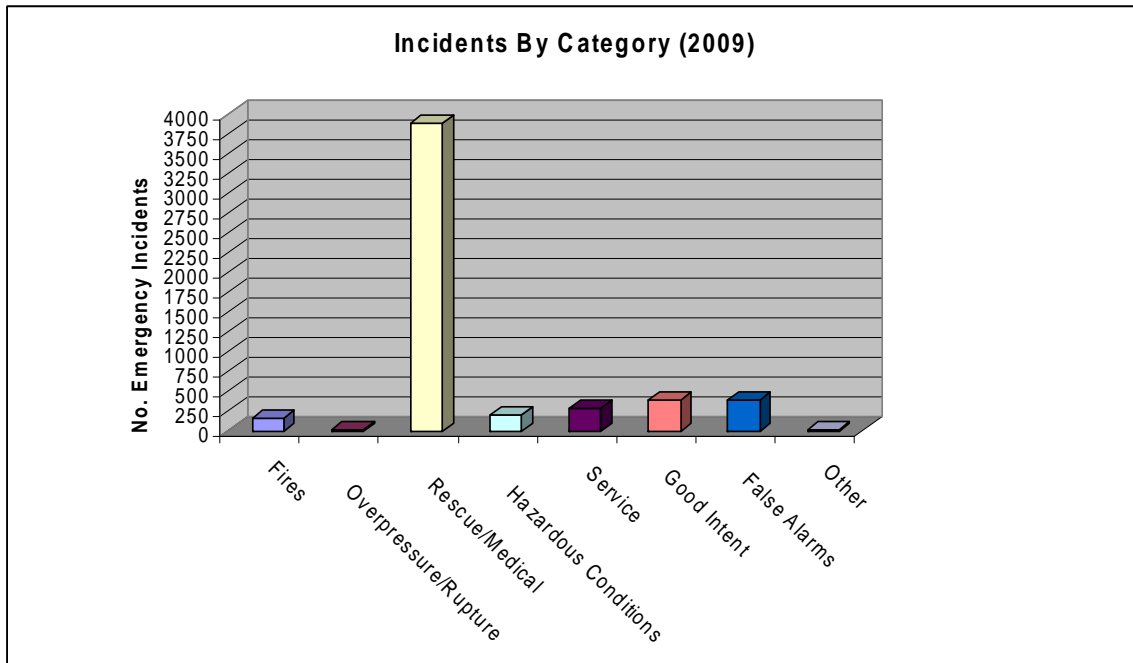


Figure 12 - Incidents by NFIRS Category (2009)

STATISTICAL SUMMARY

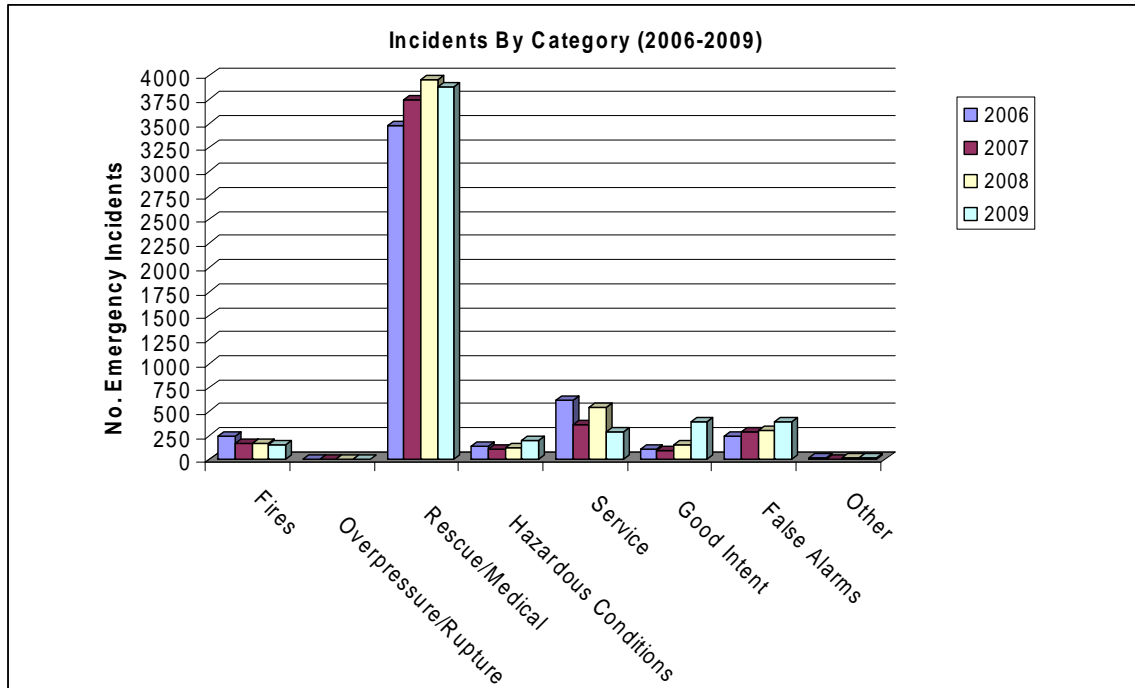


Figure 13 - Incidents by Category (2009-2006)

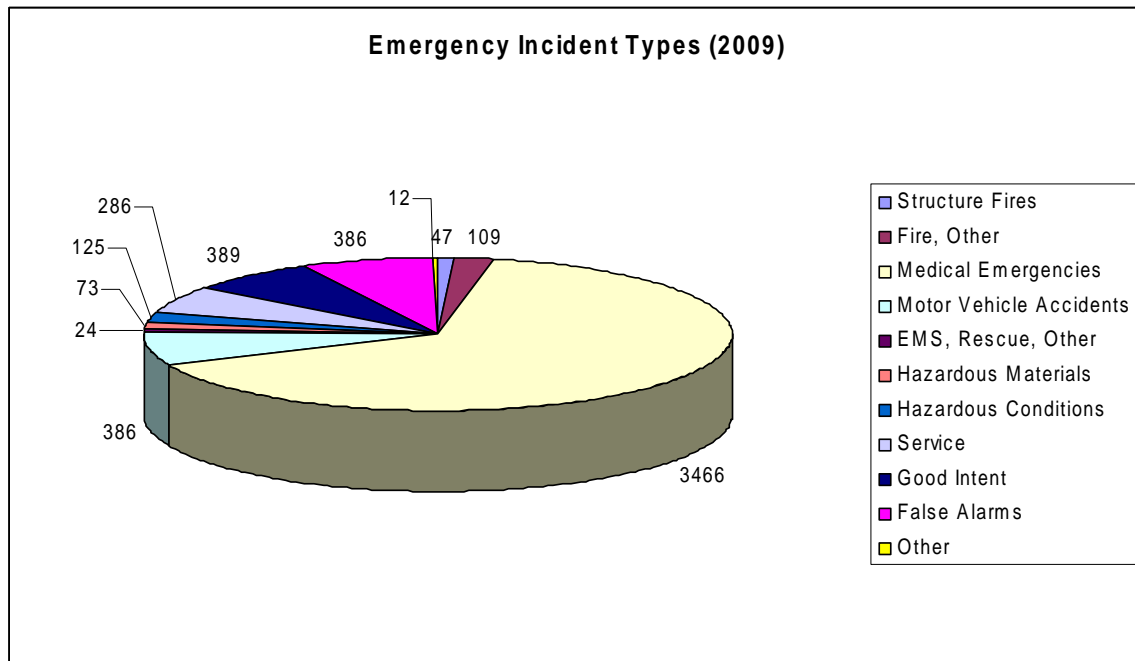


Figure 14 - Emergency Incident Types by Common Name (2009)

STATISTICAL SUMMARY

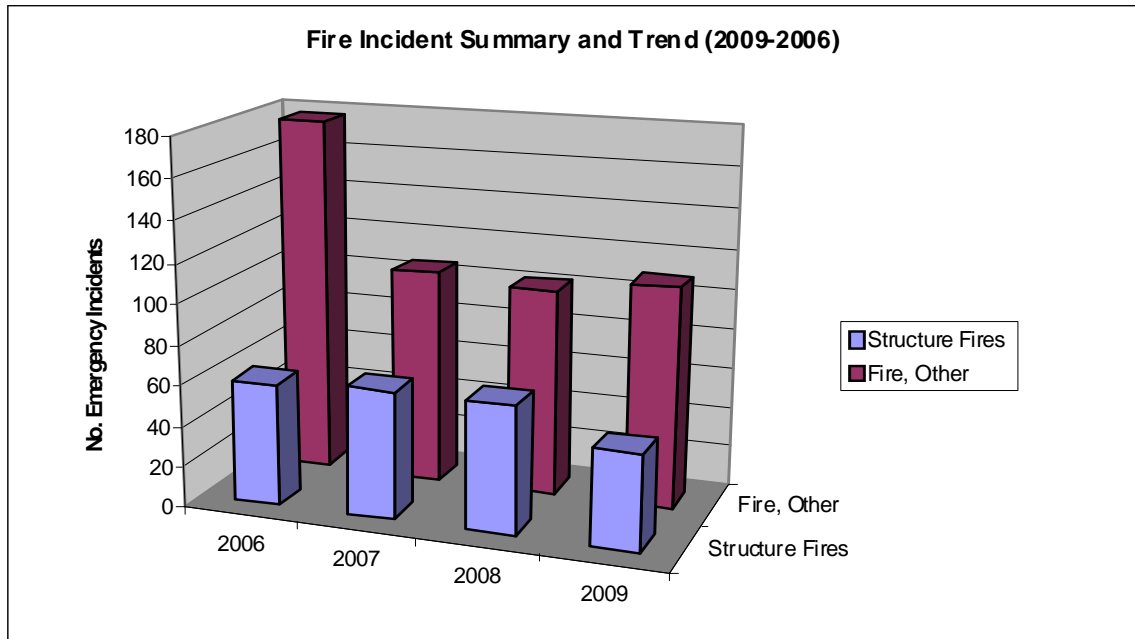


Figure 15 - Comparison and Trend of Fires, Structural and Non-Structural (2009-2006)

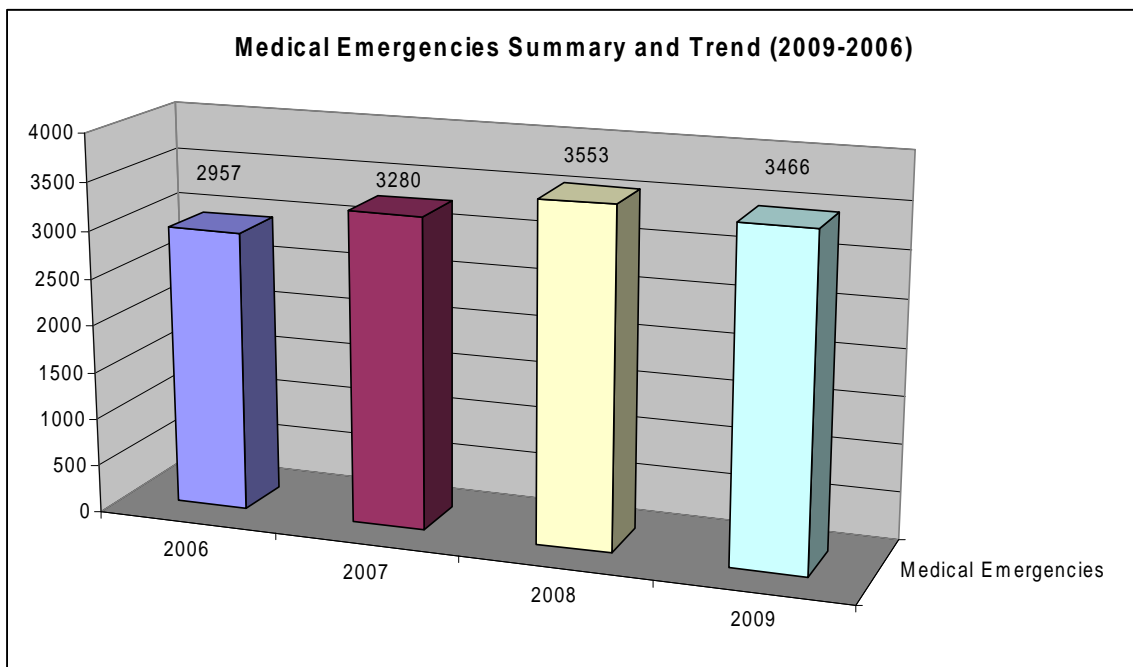


Figure 16 - Trend of Medical Emergencies (2009-2006)

STATISTICAL SUMMARY

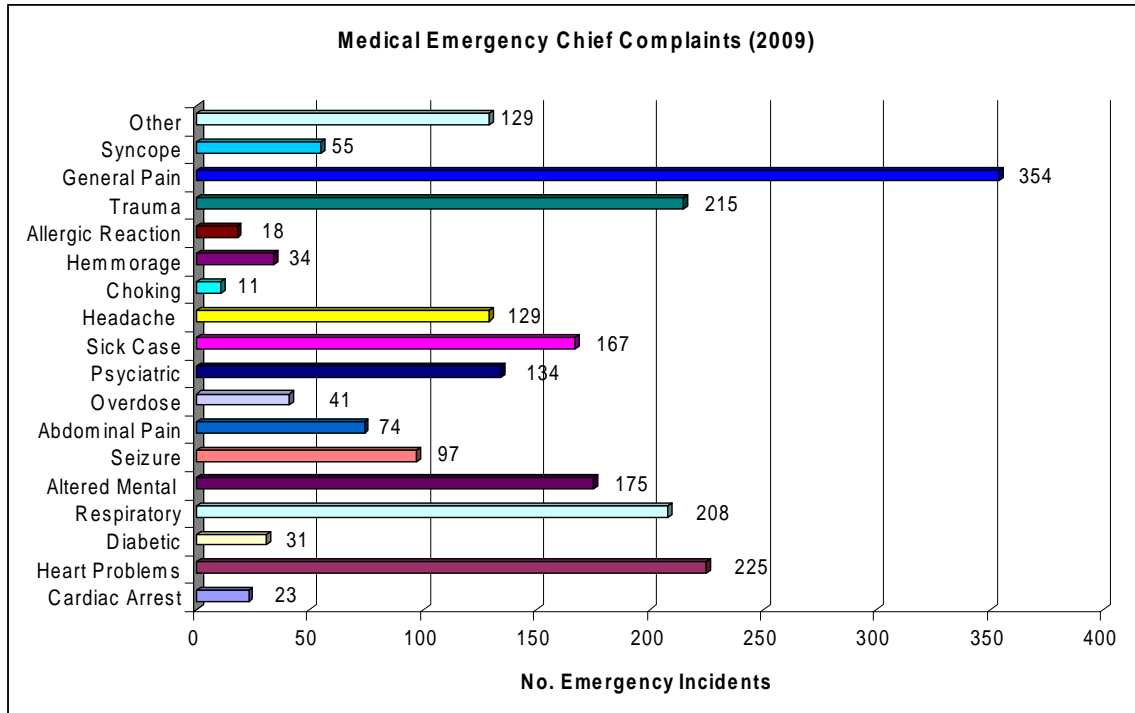


Figure 17 - Medical emergency chief complaints (2009)

COMPARATIVE STATISTICS

Part of the Yearly Activity Report serves to provide vital statistics and accomplishments for the previous fiscal year. Comparisons to previous years and realistic reports of progress are required. Another necessary feature is to compare the Rogers Fire Department to other similar cities. Finding "like cities" is a difficult process. Not all cities share the same challenges, demographics, or operate their fire departments in the same manner. Using information from the website www.city-data.com the Rogers Fire Department determined the following cities had similarly-sized fire departments and municipal demographics:

Broken Arrow, Oklahoma
Norman, Oklahoma
Edmond, Oklahoma
Tupelo, Mississippi
Midwest City, Oklahoma
Victoria, Texas
Fayetteville, Arkansas
Springdale, Arkansas

Through a fair comparison, it is apparent that the citizens of Rogers, Arkansas receive excellent fire protection (lowest property loss due to fire) in an efficient manner (2nd lowest overall budget, and 3rd lowest in personnel size). The following pages provide a graphic comparison of the departments in terms of budget, human resources, and loss due to fire.

COMPARATIVE STATISTICS

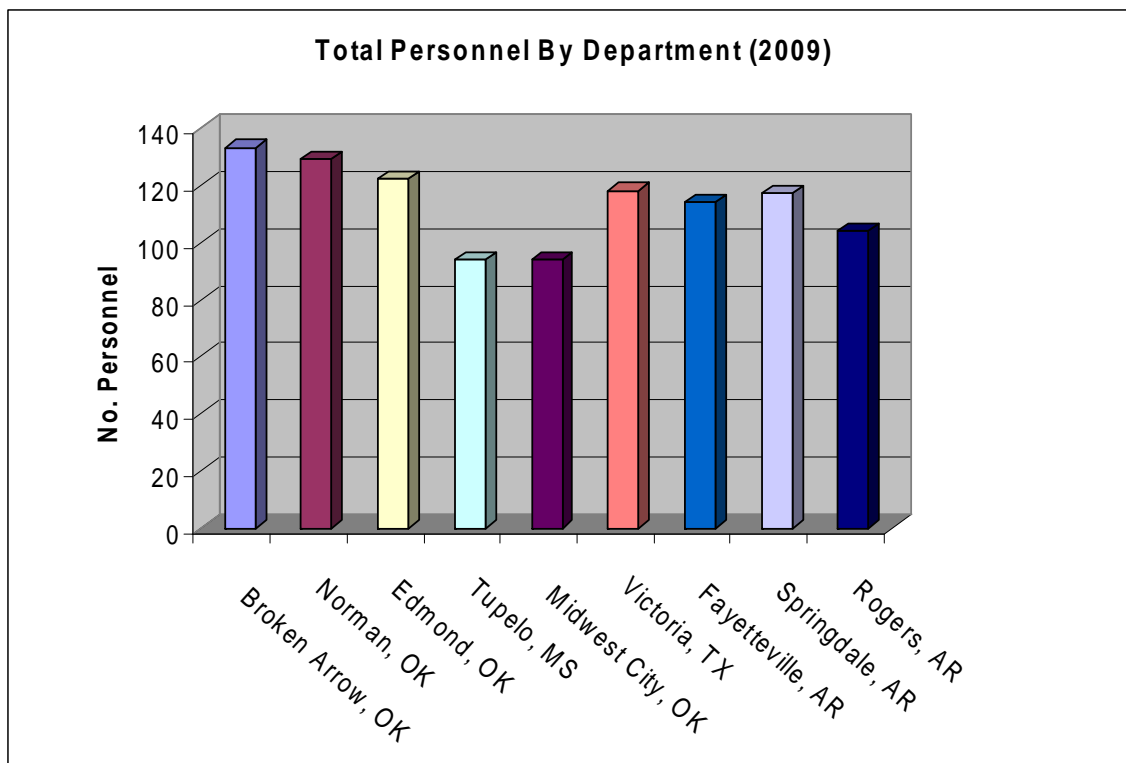


Figure 18 - Comparison of Total Personnel by Department (2009)

Discussion:

Although the Rogers Fire Department is the third largest in terms of department size, it is also compared to other departments who do not operate paramedic ambulances. Tupelo (MS), Midwest City (OK), Fayetteville (AR), Edmond (OK), and Norman (OK) do not operate ambulances. Operating ambulances requires additional human resources to provide for transport to the hospital, replenishment of supplies, and the technical expertise to administer life-saving procedures. When compared to other cities providing paramedic ambulance service (Broken Arrow, OK; Springdale, AR; and Victoria, TX), Rogers operates with the fewest personnel.

COMPARATIVE STATISTICS

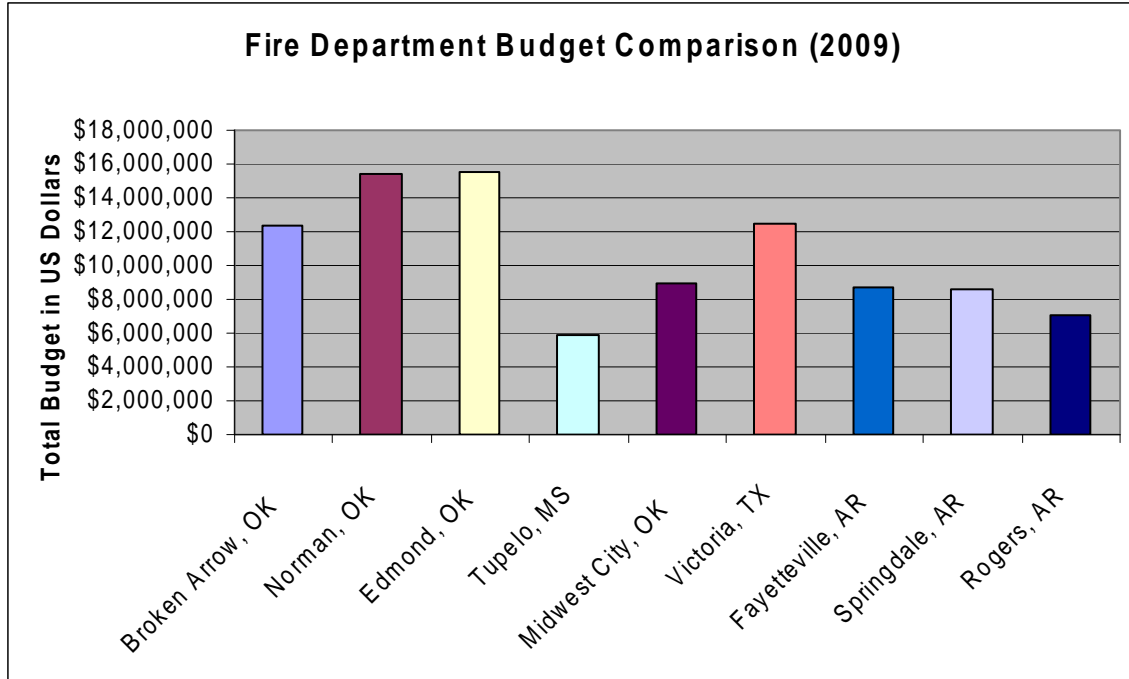


Figure 19 - Fire Department Budget Comparison (2009)

Discussion:

The Rogers Fire Department has the second smallest budget in the comparison. Only Tupelo, MS operates with a smaller budget. When comparing to departments who operate paramedic ambulances, Rogers is clearly the lowest - operating with almost 50% fewer funds than some similar departments.

COMPARATIVE STATISTICS

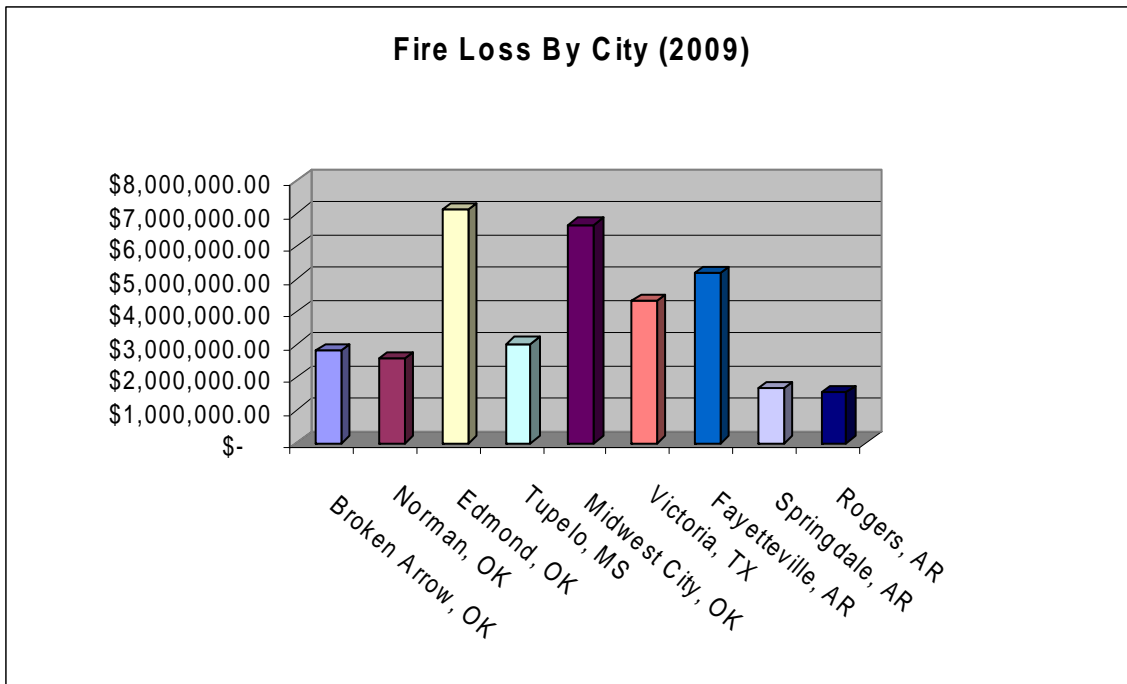


Figure 20 - Comparison of Fire Losses by City (2009)

Discussion:

The City of Rogers has the lowest amount of property loss due to fire then any of the other communities surveyed. Causes for this include a strong fire prevention program in businesses, schools, and the media. The Rogers Fire Department also has a high ratio of fire stations to square miles protected, as can be seen in the graph below. Fire prevention, when coupled with quick responses, translates into a higher percentage of property saved from fire.

City	Stations	Square Miles	Ratio (Square Miles Per Fire Station)
Broken Arrow, OK	6	105	17.5
Norman, OK	7	196	28
Edmond, OK	5	100	20
Tupelo, MS	7	52	7.4
Midwest City, OK	5	26	5.2
Victoria, TX	5	882	176.4
Fayetteville, AR	7	60	8.6
Springdale, AR	6	44	7.3
Rogers, AR	7	33	4.7

Figure 21 - Comparison of Stations, Square Miles, and Square Miles per Fire Station (2009)

STRUCTURAL FIRES MAP

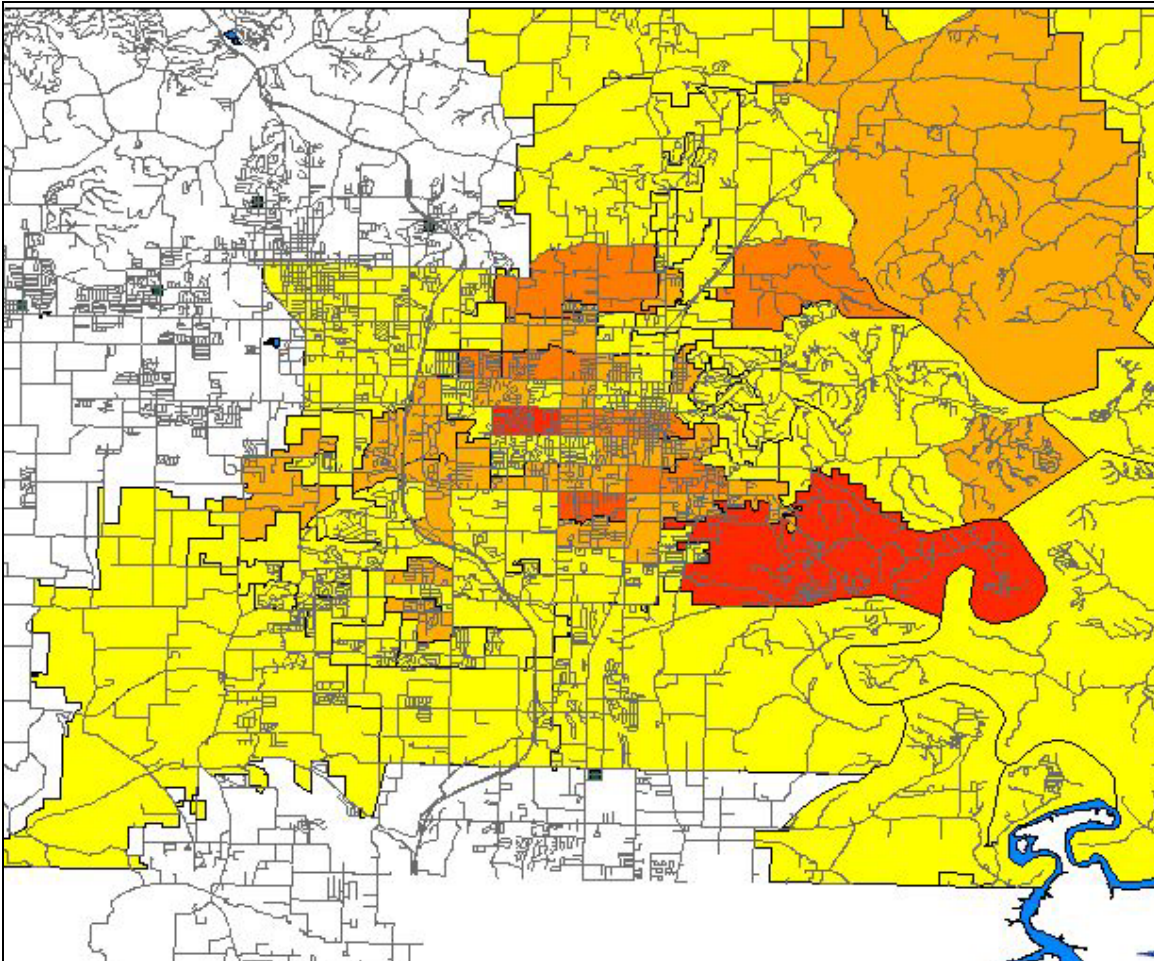
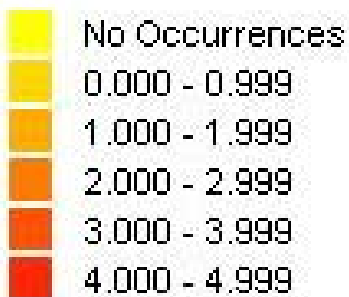


Figure 22 - Structural Fire Density by Map Box

Number of Occurrences



MOTOR VEHICLE ACCIDENTS MAP

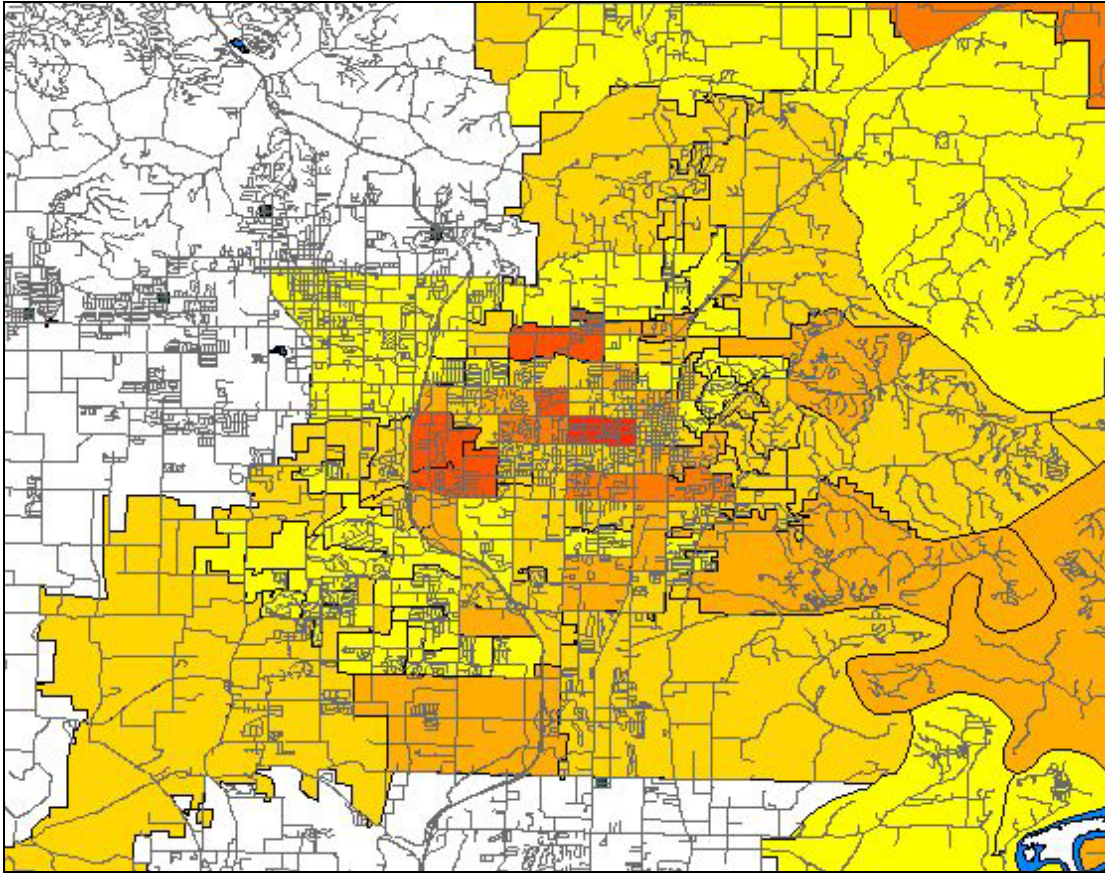
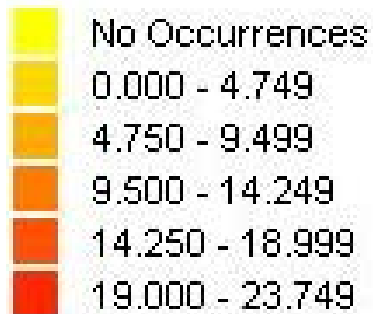


Figure 23 - Motor Vehicle Accident Density by Map Box

Number of Occurrences



MEDICAL EMERGENCIES MAP

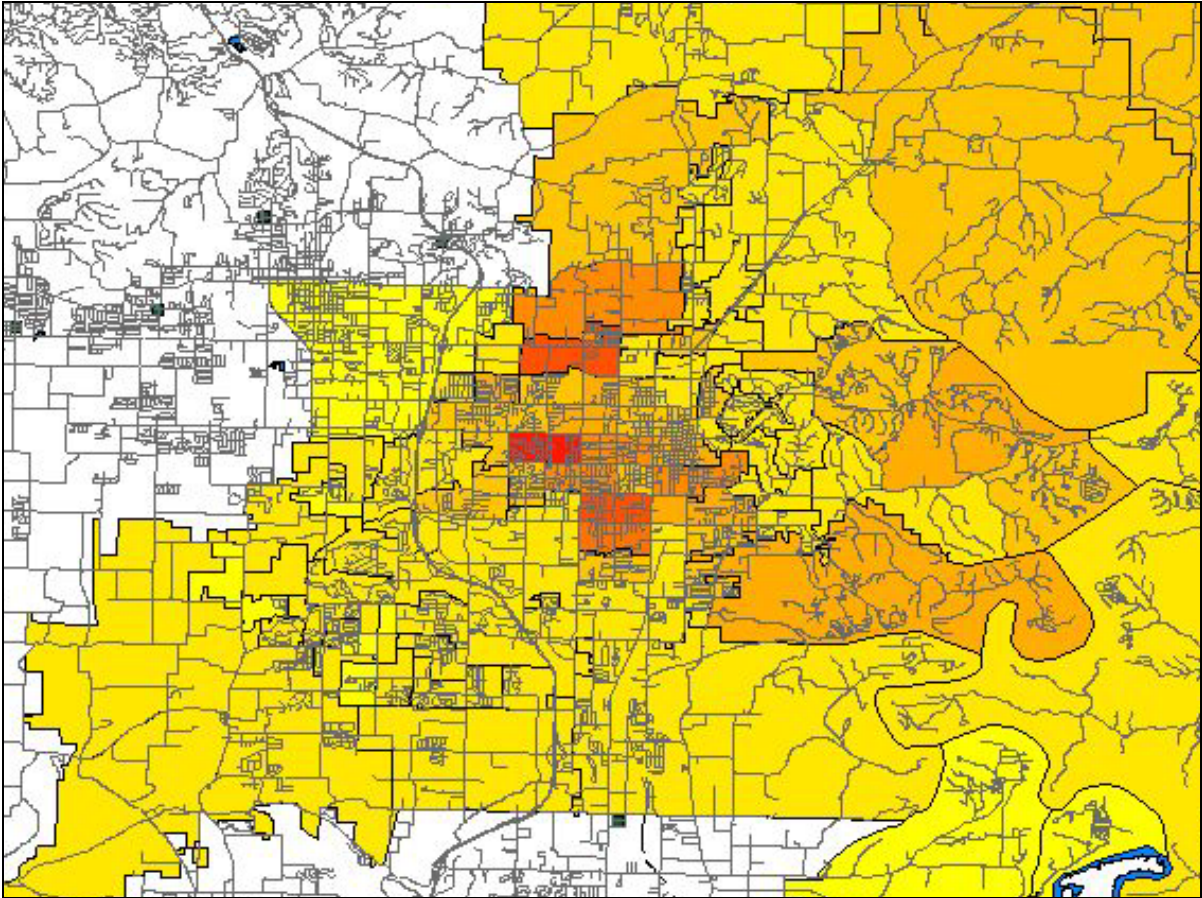
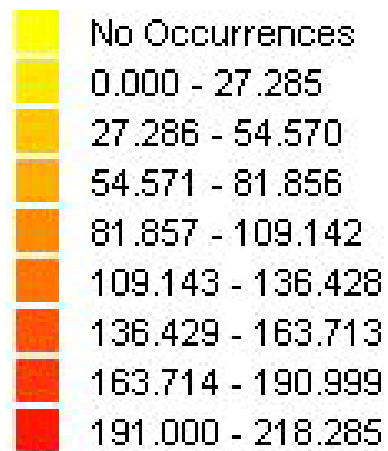


Figure 24 - Medical Emergency Density by Map Box

Number of Occurrences



INCIDENT AND TRAINING PHOTOS



Figure 25 - 2nd alarm fire in a residence, 900 South 21st Street (B-Platoon)



Figure 26 - Highrise Drill at Mercy Medical Center

INCIDENT AND TRAINING PHOTOS



Figure 27 - 1st alarm fire in an apartment on West Beechwood Drive (B-Platoon)



Figure 28 - Honor guard at the Northwest Arkansas Fire Academy graduation

INCIDENT AND TRAINING PHOTOS



Figure 29 - 1st alarm fire in a residence in the 900 block of west Poplar Street (A-Platoon)

INCIDENT AND TRAINING PHOTOS



Figure 30 - Mutual aid response to Avoca on a building fire (C-Platoon)



Figure 31 - Water rescue training in Lake Atalanta (C-Platoon)

INCIDENT AND TRAINING PHOTOS



Figure 32 – 1st alarm fire in an abandoned residence, 1300 North C Street (C-Platoon)



Figure 33 - Confined space rescue training at Dixieland and New Hope Road (B-Platoon)