Resource Deployment: Defending Our Delivery Model

League of California Cities – Fire Chiefs Leadership Seminar

Tom Jenkins
What we are talking about...

- the overlapping mission of today’s fire and EMS services
- tactics that ensure adequate response models are maintained in your community
- understanding the importance of data collection and dissemination
Who is this guy?

Tom Jenkins, Fire Chief
City of Rogers, AR

The Official Credentials:

MPA, EFO, CFO, CEMSO, MiFireE
NFPA 1710 Technical Committee
IAFC FSTAR 1 and 2 Working Group
UL PPV Study Technical Committee
IAFC President 2017-2018
The Real Credentials

• I’ve lived through multiple Mayors/City Managers as a chief officer and had to **defend the investment** we make in fire/EMS service delivery.

• I have watched helplessly as fire chiefs were forced to cut resources because they were **ill-prepared** to defend their delivery model.

• We’ve built a great FD in Rogers---even during hard economic times. This wasn’t done through politics alone – it was done based on **hard facts**.
Disclaimer...

- Service delivery is always a local recipe. I won't pretend to know your job better than you.
- However, the ingredients that local departments use affect others. Don’t use bad science.
- Our delivery model must evolve, but not at the expense of the fundamentals.
What is the Typical FD?
• Minimum staffing of 3 per fire company (mean = 3.1)
• Stations distributed throughout a political jurisdiction
• Costly service ($178 per capita mean cost)
• Fire-based EMS delivery (not necessarily transport) is common
• Although we are equipped for structure fires, they’re rare (1.1 fires per 1000 citizens average).

• Jurisdictions big and small confine and control fires (as a percentage) with the same basic outcomes (fire confined to object or room of origin versus confined to floor or building of origin).
• Response times are **mediocre** regardless of demographic and get worse in larger cities (63% average compliance with NFPA 1710 turnout and travel times).

• EMS calls are the bulk of the business and become a greater fraction as population increases. The ratio of EMS to fire calls in the study was 89:1!
How does this impact the perception of the FD from decision makers (elected officials)?
• Firefighters are underworked and overpaid
• Fires are an endangered species and we’re wasting money trying to staff adequately and buy fancy ‘toys’
• EMS requires fewer resources than fighting fires
Fewer fires, so why are there far more firefighters?

By Fred S. McChesney
September 4, 2010

Why we need to take the 'Fire' out of 'Fire Department'

Firefighters don't actually fight that many fires these days. It's time to rethink how we deliver costly emergency services.

July 1, 2015

GOVERNING

THE STATES AND LOCALITIES

Finance, Health, Infrastructure, Workforce, Politics, Public Safety, Urban Education

SMART MANAGEMENT

Why firefighters are underworked and overpaid

MARGARET NEVINS
PUBLISHED ON MAY 23, 2013
UPDATED ON MAY 11, 2014

It's good to be a firefighter, especially if you live in a small town. You're one of the best paid guys around. You get lots and lots of time off to go fishing or hunting or run your own business on the side. And your union always gets its way.

There's just one problem: The people you work for can't afford you anymore.

"We're spending 35 percent of our operating budget on firefighters," Ted Holdred, the mayor of Thorold, Ont., told me the other day. "It's not sustainable. We've had to reduce our staff..."

s a town of 6,500 in southwestern Ontario. It has 15 city firefighters. So, you can imagine how the 35 percent figure got him worried.

An arbitrator recently awarded a 3.2 percent raise that bumped their pay to $62,000 last year. The province has decided that those rates should be spread throughout the province. Most of these towns' Sunshine List (because their compensation is...)

In the lucrative part-time job. Starting next year, Thorold's 24-hour shifts, which means they work approximately 14 hours a week. The advantages of this arrangement are obvious.

Mayor

Are HSAs the new Rx for retirement saving?
Headlines

• “XYZ Fire Department braces for staffing cuts during budget season”
• “ABC to reduce fire department staffing in cost-cutting move”
• “Budget cuts slash LMN fire department staff in half”
The Fire Service has an Identity Crisis

- Name & Mission

Identity crisis.
Signs of a Problem....
The Two Common Tactics
Opponents of conventional fire/EMS delivery models often discredit the number of structural fires using predictable tactics, like:

The numbers of structural fires are inflated because the FDs are counting incidents that they shouldn’t (cooking fires, alarms, etc).
From a consulting website:

“Most systems report ‘structure fires’. However, in fire classifications a structure fire is a fire “in or near a structure”. Thus a dumpster fire near a building would often be classified as a structure fire even if the building was in no danger.”
A Blind Focus on EMS

- **Disclaimer:** EMS is a huge and important part of our business
- Fire calls require inefficiency (i.e.: overwhelming resources) to account for safety
- Musical chairs with fire & EMS apparatus means something is always left out
- Don’t let the term “all-hazards” evolve into “most frequent hazards”
A Worrisome Headline...

“Fewer Flames and a Shift in Focus”
“Medical calls the new priority for fire departments”
Look at our cell phones

- Traditional Mission: Making Phone Calls
- Modern Mission: Texting, Internet, Camera

Just because 73% of Americans use their phone primarily for the “modern mission”, does it mean that the mission of making phone calls is any less important?
The Typical Arguments of Opponents

- “Data does not give a clear picture of what is really happening.” - **DISCREDIT**
- “It is critical that deployment not be based upon the worst case scenario” - **DOWNPLAY**
- “Staffing needs for these two disparate types of calls (fire and medical) are in conflict” - **DISASSOCIATE**
Here is your “elevator speech”

• It isn’t Fire Vs. EMS ----- It is Fire AND EMS

• Educate decision makers about fire problem (it’s not even an endangered species!)

• Understand the paradox of concentration and distribution in service delivery

• Just because we’ve expanded our mission – doesn’t mean we need to shrink ability
How You Can Take Action:

1. Know the science behind our industry
2. Measure and report data that reflects the real attributes of our work
3. Understand the strategies and tactics of dealing with City Hall
4. Improve the perception of the department
NIST EMS Field Experiment
Conclusions

• 100 full-scale EMS experiments to tell us:
  – Medical emergency tasks are “labor intensive”
  – “Crews with three- or four-person first responders completed [patient] removal between 1.2 and 1.5 minutes faster than smaller crew sizes.”
Seattle / King County – Resuscitation Academy

• High Performance ("Pit Crew") CPR:
  – Switch compressors every two minutes
  – Minimize interruptions to keep cerebral and coronary blood flow requirements
  – 5 to 7 responders necessary

Headline:
“Radical CPR shift triples ‘saves’ for county firefighters”
EMS Staffing

• Although folklore says that EMS calls require less staffing on fire companies, reality says that time sensitive, pre-hospital medical emergencies need a staffing level similar to fire risk per fire company.

• The “conflict” between fire and EMS staffing isn’t so realistic.

• Discussion of EMS should reinforce staffing needs, not minimize them!
NIST Fireground Field Experiment
Conclusions

• 60 full-scale fire experiments examining crew sizes from two to five on three engines, one ladder, and a command vehicle found that:
  – More firefighters on scene creates a safer environment and better results
  – If occupant rescue is our most important priority, two-person crews won’t work

The most important quote of all:

“The fire modeling showed clearly that two-person crews cannot complete essential fireground tasks in time to rescue occupants...”
COLLECT AND USE BETTER DATA
Data in Fire/EMS Organizations

• Only things that are measured can be improved.
• A careful balance of data and action is a key component to keeping our organizations healthy.
• Demand data to support decisions, requests and ideas from your subordinates.
Data + Action:
Four Classifications of Fire Departments
Department Types

- Immature: -Data +Action
- Progressive: +Data +Action
- Flawed: -Data -Action
- Paralyzed: +Data -Action
What we’re counting must improve!

Which incident response is better?

A. A response to a house fire with 15 firefighters arriving within ten minutes total response time and the first-due company arriving within four minutes travel time, or;

B. A response to a house fire with 15 firefighters arriving within seventeen minutes total response time and the first-due company arriving after nine minutes travel time.
Performance isn’t always measured in minutes and seconds!

This fire had response times that met the 89th percentile, which means they weren’t compliant with industry standards, even though the blaze was confined to a small part of the home.
What we measure now:

1. Timeliness of dispatch

Additional Elements:

1. Utilization and compliance with standard dispatch protocol (Medical Priority Dispatch System, etc)
2. Accuracy of information (location, call type, etc)
Emergency Response Triangle

- **Dispatch**
- **Turnout**
- **Travel**
- **Outcome**
What we measure now:

1. Timeliness of turnout

Additional Elements:

1. Compliance with initial deployment (were the right units dispatched and taken for the emergency described)
Emergency Response Triangle

- Dispatch
- Turnout
- Travel
- Outcome
What we measure now:

1. Timeliness of travel to the incident.

Additional Elements:

1. Proper navigation and route selection based on traffic, location of incident, probable assignment.
Emergency Response Triangle

- Dispatch
- Turnout
- Travel
- Outcome
What we measure now:

1. Fire Loss
2. Return of Spontaneous Circulation (ROSC) in cardiac arrest
Additional Elements:
1. Fire task completion
2. Patient care metrics
3. Adherence to science-based tactics (softening the target, recognition of ventilation-limited or fuel-limited fires, etc)
4. Grading of the incident
Fire Task Completion
Benchmark: NIST Residential Fire Suppression Studies based on crew size

1. Primary Search
2. Water on Fire
3. Water Supply Established

<table>
<thead>
<tr>
<th>Task</th>
<th>2-Person Crew</th>
<th>3-Person Crew</th>
<th>4-Person Crew</th>
<th>5-Person Crew</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Search</td>
<td>12m 16s</td>
<td>9m 10s</td>
<td>8m 47s</td>
<td>8m 38s</td>
</tr>
<tr>
<td>Water on Fire</td>
<td>10m 16s</td>
<td>9m 16s</td>
<td>8m 41s</td>
<td>8m 1s</td>
</tr>
</tbody>
</table>
Measuring outcome gives us an opportunity to create the next generation of Post Incident Analysis...

Post Incident Analysis 2.0

- Radio and E911 Audio
- Video/Photos
- Objective Grading
With the infrequent nature of complex incidents, make your PIAs count!

- Create a thorough review by IC and appropriate chief officers
- Review of radio transmissions recorded at the alarm center
- Review of helmet and dash camera video as well as elements captured by the public on social media
Grading the things that matter!

- What do people want in Fire & Emergency Service –
  - Speed
  - Capacity
  - Adaptability
### Rogers Fire Department Incident Performance Evaluation Structure Fire Form 105

The Incident Performance Evaluation-Structure Fire (IPF-SF) form is utilized to evaluate the performance of Rogers Fire Department personnel at structure fire incidents to determine if all organizational objectives and standards were met. An IPF-SF form shall be completed by the Fire Chief or his designee for any structure fire that meets the requirements for a Post Incident Evaluation according to Rogers Fire Department SOP 105. Additionally, an IPF-SF form may be completed for any structure fire incident at the discretion of a Command Staff.

#### Score Rating Scale

- 3 - Performance unacceptable
- 2 - Performance unsatisfactory and need improvement
- 1 - Performance satisfactory
- 0 - Performance exceptional and efficient

### A. Time Objectives

<table>
<thead>
<tr>
<th>Time</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>N/A</td>
<td>3</td>
</tr>
</tbody>
</table>

#### Time Objectives

- A1. The call was processed by the dispatch center within 90 seconds.
- A2. All responding units turned out within 90 seconds of time of dispatch.
- A3. The first arriving fire suppression company had a travel time of 240 seconds or less.
- A4. The 1st alarm, Effective Response Force (ERF), had a travel time of 480 seconds or less.

### B. Fundamentals

- B1. The incident was reported to a tactical channel.
- B2. All units operated on the correct channel throughout the incident.
- B3. All units chose the most direct and appropriate route of travel to the incident.
- B4. A complete and accurate initial report-up was provided by the first arriving unit.
- B5. The appropriate strategic level of operation was utilized (firefighter defensive or non-active).
- B6. The appropriate initial command mode was chosen (command, task, attack, control).
- B7. Three legs of communication were utilized throughout the incident.
- B8. Exposure areas were addressed in a timely manner.
- B9. The fire was contained to the structure in which it was located upon fire department arrival.
- B10. A pager alarm was requested if appropriate.
- B11. Appropriate RIT terminology was used throughout the incident.

### C. Incident Command

- C1. Command was established by the first or second arriving fire company.
- C2. Standing Fireground Orders were followed.
- C3. Deviations and Justification.
- C4. The Incident Commander developed and implemented an appropriate Incident Action Plan.
- C5. The Incident Commander made appropriate IC assignments.
- C6. All units assigned to the incident received an assignment.
- C7. The Incident Commander completed a Handover Worksheet (Form 40) for the incident.

### Fire Attack

- D1. Positioning of the fire attack engine was appropriate.
- D2. The appropriate tactics were chosen to attack the fire.
- D3. The appropriate size attack line was chosen to attack the fire.
- D4. Water was applied to the fire in the safest, quickest way possible.
- D5. The ladder company was properly positioned for access to the structure.
- D6. Airflow to the fire was properly limited to prevent fire growth/flashover.
- D7. Proper control of the entry door was exercised.

### Search and Rescue

- E1. Search of the structure began in a timely manner.
- E2. The most appropriate search method was utilized.
- E3. The primary search was completed and communicated to the incident commander.
- E4. The secondary search was completed and communicated to the incident commander.
- E5. During Vent-Enter-Illumine Search (VEIS), personnel properly isolated the room/area being searched.

### Ventilation

- F1. The proper ventilation method was chosen.
- F2. Ventilation efforts were properly timed and coordinated with fire attack.
- F3. The positive pressure ventilation fan was deployed to the front door or other appropriate location.

### Water Supply

- G1. The unit assigned to establish water supply chose the best route of approach to the scene.
- G2. The Water Supply Group selected the most appropriate hydrant.
- G3. Water supply was established to the fire attack engine before tank water was depleted.
- G4. The ladder company was prepared to accept water supply.

### Structure Overhaul

- H1. Salvage operations began in a timely manner.
- H2. Building contents not damaged by fire were protected.
- H3. The fire scene was completely and thoroughly overhaul.

### Scene Safety

- I1. The Rapid Intervention Group was established in a timely manner with the appropriate equipment.
- I2. The Rapid Intervention Group performed appropriate ancillary tasks.
- I3. The Incident Commander initiated a Personal Accountability Report (PAR) when warn.
- I4. The Personal Accountability Report (PAR) was performed correctly by all companies.
- I5. No firefighter casualties occurred during the incident.
- I6. Accountability passports and helmet tags were complete and accurate.

### Medical

- J1. The Medical Group assessed the scene for patients.
- J2. The Medical Group deployed appropriate support equipment in anticipation of patient treatment.
- J3. The Medical Group treated patients appropriately and requested more resources when necessary.
- J4. The Medical Group performed prehospital and initial patient care.

Total number of competencies ______ divided by number of observed categories ______ = ______

---

Deputy Chief Signature: [Signature] Date: [Date]
Fire Chief Signature: [Signature] Date: [Date]
Assess performance in the following categories:

- Time Objectives
- Incident Command
- Search and Rescue
- Water Supply
- Scene Safety
- Incident Fundamentals
- Fire Suppression
- Ventilation
- Salvage and Overhaul
- Medical Service
C. Incident Command

C1. Command was established by the first or second arriving fire company.

C2. Standing Fireground Orders were followed.
   List deviations and justifications:

C3. Deviations from Standing Fireground Orders were justified and appropriate.

C4. The Incident Commander developed and implemented an appropriate Incident Action Plan.

C5. The Incident Commander made appropriate ICS assignments.

C6. All units assigned to the incident received an assignment.

C7. The Incident Commander completed a Tactical Worksheet (Form 40) for the incident.

D. Fire Attack

D1. Positioning of the fire attack engine was appropriate.

D2. The appropriate tactics were chosen to attack the fire.

D3. The appropriate size attack line was chosen to attack the fire.
   % involved:  
   NFF:  
   gpm

D4. Water was applied to the fire in the safest, quickest way possible.

D5. The ladder company was properly positioned for access to the structure.

D6. Air flow to the fire was properly limited to prevent fire growth/flashover.

D7. Proper control of the entry door was exercised.
E. Search and Rescue
E1. Search of the structure began in a timely manner.
E2. The most appropriate search method was utilized.
E3. The primary search was completed and communicated to the incident commander.
E4. The secondary search was completed and communicated to the incident commander.
E5. During Vent-Enter-Isolate-Search (VEIS) personnel properly isolated the rooms being searched.

F. Ventilation
F1. The proper ventilation method was chosen.
F2. Ventilation efforts were properly timed and coordinated with fire attack.
F3. The positive pressure ventilation fan was deployed to the front door or other appropriate location.

G. Water Supply
G1. The unit assigned to establish water supply chose the best route of approach to the scene.
G2. The Water Supply Group utilized the most appropriate hydrant.
G3. Water supply was established to the fire attack engine before tank water was depleted.
G4. The ladder company was prepared to accept water supply.

H. Salvage and Overhaul
H1. Salvage operations began in a timely manner.
H2. Building contents not damaged by fire were protected.
H3. The fire scene was completely and thoroughly overhauled.

I. Scene Safety
I1. The Rapid Intervention Group was established in a timely manner with the appropriate equipment.
I2. The Rapid Intervention Group performed appropriate ancillary tasks.
I3. The Incident Commander initiated a Personnel Accountability Report (PAR) when warranted.
I4. The Personnel Accountability Report (PAR) was performed correctly by all companies.
I5. No firefighter casualties occurred during the incident.
I6. Accountability passports and helmet tags were complete and accurate.
Case Study – Apartment Fire June 2014
Grading Feedback, Overall Score: 2.065

The Bad:
1. Greater alarm request was delayed
2. Door control

The Good:
1. Brief initial report and command mode
2. Quick application of water
Case Study – House Fire April 2014
Grading Feedback, Overall Score: 2.04

<table>
<thead>
<tr>
<th>The Bad:</th>
<th>The Good:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 1&lt;sup&gt;st&lt;/sup&gt; alarm didn’t arrive within NFPA 1710 time</td>
<td>1. Door control was conducted early.</td>
</tr>
<tr>
<td>2. Water supply was delayed (tank water was exhausted)</td>
<td>2. The target was “softened” prior to entry</td>
</tr>
<tr>
<td></td>
<td>3. “Big water” was deployed early and appropriately</td>
</tr>
</tbody>
</table>
Benefits

• Provides interval data to help show improvement or weakness in high-risk, low-frequency incidents
• Provides a comprehensive review of the performance at the incident – not limited to just time
• Allows for local “flavor” for tactics and tasks
• Outcome-based metrics by shift / geographic area
• It shows we’re serious about improvement
NAVIGATE CITY HALL
The fundamentals of city hall

• Fire and EMS is rarely a natural priority
• We’re seen as necessary but bloated
• 10% or less of FD calls are for fires
  – Compare to Law Enforcement where only 5% of their calls are for violent crimes!
What is our “currency” to our community?

- Routine experts in community health, safety, and incident response
- Leaders in low frequency disasters
- Trust
- Popularity
The Politics of Deployment

• Our relationship and interaction with appointed (City Manager) and elected (Mayor) officials is pivotal to our success. The relationship is complex and involves
  – Interdependence
  – Reciprocal influence

Elasticity and Malignancy
Politicians: It takes *one* to know *one*!

- Get close to top often
- Remove obstructions
- Finance and police can derail Fire/EMS *easily*
  - Turn these people into believers
- Avoid isolation from other city leaders (where is your office?)
- Become a well known face
Influence?

• Not just the rank or title
• Perceived expertise and networks

“...policy actors who get along well with others and who are well-connected in local policy context tend to achieve more success”

Norman, 2009 p.652
Be skillful in arguing

• Argumentation is a skill that requires patience and education in a step-by-step process. Plan it out!

• See around corners with tough decisions and make a “no” from elected officials difficult.

• Be a doctor, not a salesman – fix problems and don’t use tactics that aren’t true
Nice Rescue!
And we thought you guys were just a bunch of public employee union thugs.

Thanks, I think!
The PIO is an endangered species

• Of all the things that have made running a fire department MORE difficult, interaction with our communities has become much EASIER through the use of social media and technology

• Don’t be allergic to this new and easy method of defending our delivery model
PulsePoint

9-1-1

Phone

Running Man
Digital Engagement

Low Effort

Passive

Data-driven
ALERTS (All Agencies)

- CPR
  Verified

NOTIFICATIONS (Followed Agencies)

- Structure Fire
- Confirmed Structure Fire
- Vegetation Fire
- Confirmed Vegetation Fire
- Traffic Collision/Fire
- Expanded Traffic Collision
- Aircraft Emergency
- Hazardous Materials Response
Cardiac Arrest (OHCA)

In no other medical situation is there such a vital reliance on the community.
Social Media – It’s more than just Public Education

- Can reach elected officials directly or others who have influence on their decisions
- Easy to use by anyone authorized to do so
- Empower chiefs and other unorthodox members of the organization to collectively work on using it
- Double-edged sword (be careful what you post, grammar, etc)
How does this affect defending resource deployment?

• Instant access to large and influential elements of your community
• Passive and indirect evidence of resource deployment success and needs
What is our message?

- We do a lot for the community
- Fires still happen
- We use those big red trucks
- We put your tax money to good use and appreciate your support
- We aren’t sitting in recliners and playing ping pong
- All hazards response means a lot of resources
The message:

1. We are at work while you’re with your family.
2. Our firefighters are professional and healthy.
This post was made a few weeks prior to a city council vote on relocating a fire station.

The message:

1. Fire stations are community centers.
2. We serve as mentors, guides, and good community role models.
The message:

1. This is a dangerous job – even locally.
2. We are an organization that supports our own members.
1. We train extensively.
2. We appreciate and take care of new equipment.
This is what public servants look like. They’re cold, covered in soot, worn out and working holidays.
Rogers Fire Department added 3 new photos.

Published by Tom Jenkins [?] - May 5 - 🕒

The term “fire department” can be a misnomer. Here, Ladder 1-A rescues a hawk that became entangled in a tree. Great job fellas! #RogersRocks

Performance for Your Post

0 People Reached

264 Reactions, Comments & Shares

250 Likes
37 Loves
1 Wow
13 Comments
15 Shares

0 Post Clicks

0 Photo Views
0 Link Clicks
0 Other Clicks

NEGATIVE FEEDBACK

0 Hide Post
0 Report as Spam
0 Unlike Page

Get More Likes, Comments and Shares

Boost this post for $5 to reach up to 2,800 people.
<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>06/19/2014</td>
<td>Our 911 dispatchers provide one of the most important elements of safety to our firefighters.</td>
</tr>
<tr>
<td>06/19/2014</td>
<td>Senior firefighters and officers provide an important safety “blanket” for the department. Through their efforts, the department ensures safety.</td>
</tr>
<tr>
<td>06/18/2014</td>
<td>Today members of the Risk Reduction Division will be conducting fire inspections on furniture stores in the area.</td>
</tr>
<tr>
<td>06/17/2014</td>
<td>A key safety component to each firefighter is their assigned apparatus. From specialized rescue and emergency services, they ensure safety.</td>
</tr>
<tr>
<td>06/17/2014</td>
<td>Ladder 1 cooling off the kids at Eastside Elementary School today.</td>
</tr>
<tr>
<td>06/17/2014</td>
<td>Timeline Photos</td>
</tr>
<tr>
<td>06/16/2014</td>
<td>The Rogers Fire Department invests heavily into the training of recruit firefighters. The 18-week fire training program is comprehensive.</td>
</tr>
<tr>
<td>06/10/2014</td>
<td>This week is Firefighter Safety and Health Week. It is a time for fire departments to focus on the safety of firefighters and the community.</td>
</tr>
<tr>
<td>06/15/2014</td>
<td>RFD responds to hundreds of injury traffic accidents each year. Many of these accidents involve injury to pedestrians and cyclists.</td>
</tr>
<tr>
<td>06/14/2014</td>
<td>Happy Father's Day weekend from the crew of the Rogers Fire Department.</td>
</tr>
</tbody>
</table>

**Analytics!**
### Insights

#### Women
- 46% of fans are women.
- 46% of all Facebook users are women.

#### Men
- 53% of fans are men.
- 54% of all Facebook users are men.

#### Demographics

<table>
<thead>
<tr>
<th>Country</th>
<th>Your Fans</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States of America</td>
<td>2,914</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>6</td>
</tr>
<tr>
<td>Canada</td>
<td>6</td>
</tr>
<tr>
<td>Germany</td>
<td>4</td>
</tr>
<tr>
<td>Portugal</td>
<td>4</td>
</tr>
<tr>
<td>Mexico</td>
<td>3</td>
</tr>
<tr>
<td>Brazil</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City</th>
<th>Your Fans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rogers, AR</td>
<td>901</td>
</tr>
<tr>
<td>Bentonville, AR</td>
<td>202</td>
</tr>
<tr>
<td>Fayetteville, AR</td>
<td>171</td>
</tr>
<tr>
<td>Springdale, AR</td>
<td>98</td>
</tr>
<tr>
<td>Pea Ridge, AR</td>
<td>74</td>
</tr>
<tr>
<td>Lowell, AR</td>
<td>63</td>
</tr>
<tr>
<td>Centerton, AR</td>
<td>45</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Language</th>
<th>Your Fans</th>
</tr>
</thead>
<tbody>
<tr>
<td>English (US)</td>
<td>2,880</td>
</tr>
<tr>
<td>English (UK)</td>
<td>54</td>
</tr>
<tr>
<td>Spanish</td>
<td>23</td>
</tr>
<tr>
<td>Spanish (Spain)</td>
<td>5</td>
</tr>
<tr>
<td>Portuguese (Portugal)</td>
<td>4</td>
</tr>
<tr>
<td>Turkish</td>
<td>3</td>
</tr>
<tr>
<td>Slovak</td>
<td></td>
</tr>
</tbody>
</table>

---

**Note:** The data is from Facebook Insights and may vary over time.
Twitter

• Your department is already on twitter, regardless of whether you realize it!

• Hootsuite Application
SirAlexas
Fire that mama now”@MailSport: Andy Murray has been knocked out of the Rogers Cup by Jo-Wilfried Tsonga at the quarter-final stage.”

ZakHeald
@5NEWS car fire on new hope in Rogers. twitter.com/zakheald/status...

ZakHeald
@@KNWAnews Car fire on New Hope in Rogers. twitter.com/zakheald/status...

ZakHeald
@4029news car fire on New Hope in Rogers. twitter.com/zakheald/status...

twitter.com/zakheald/status... 1 retweet

trwll
Car fire at Walgreens on New Hope in Rogers. knwafox24 instagram.com/p/rctzWdTWxg/

ZakHeald
Car fire at Walgreens on New Hope in Rogers. knwafox24 instagram.com/p/rctzWdTWxg/

1 retweet

Roy__Rogers
#ObamasNewIraqPlan Fire a couple thousand troops US Army officers #ISIS
Zak Heald
@ZakHeald

Car fire at Walgreens on New Hope in Rogers. knwafox24
instagram.com/p/rctzWdTWxg/

2:15pm - 8 Aug 14
Car fire at Walgreens on New Hope in Rogers.
@knwafox24
Does it work?

- 5% of the city’s population
- One video post – seen by 1,021,952 people
- Comments and “likes” from city council members
In Summary

1. We must understand the science and research being done in Fire & EMS response.
2. Data must take on a greater and more comprehensive role in many organizations.
3. Dealing with elected officials is a science – be a politician and be proud of it.
4. Improving the perception of your department is as easy as 140 characters and an iPhone picture every few days.
Contact Information

Tom Jenkins
Fire Chief
City of Rogers (AR)

\texttt{tjenkins@rogersark.org}

479-644-5040 (Cell)