



ANNUAL REPORT 2017

City of Vandalia Division of Fire



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MESSAGE FROM THE FIRE CHIEF



On behalf of the entire City of Vandalia Fire Division team, I am pleased to present you with the Division of Fire's 2017 Annual Report. The information included will provide you with insight into the hard work and dedication that all of the members of the Division put into the organization day in and day out. It is only through a cooperative team effort that we are able to accomplish our "Mission".

I feel that the statistical information included in this report clearly highlights our capability to perform. The report details both the emergency and non-emergency activities of the Division in 2017. The contents truly highlight the amount of time that the Fire Division staff spends dedicating themselves to servicing the needs of our community.

We are proud of our work and what we have accomplished in 2017. We hope that you can identify that pride through this report. We are grateful for the opportunity to serve and for the support provided to the Division by the community, the City Manager, the Mayor, and members of Council. We look forward to your continued support in the years to come.

Thank you for the opportunity to serve.

Respectfully submitted,

Chad E. Follick, Fire Chief

"THE VFD WAY"

The Mission - "Our mission is to provide superior fire, emergency medical, educational and prevention services to the citizens we serve. By consistently delivering these services in a courteous, safe and professional manner we hope to enhance the quality of life for the citizens of Vandalia."

The Vision - "Our vision is to be a progressive Fire/EMS service that provides the highest quality service at the lowest possible cost to our customer."



Our Customer Service Philosophy - The "customer" is formally defined as "one who buys goods or services", and informally defined as "any person with whom one has dealings." Our organization traditionally adopts an informal approach and our organizational vocabulary is "keeping it simple" and informal. The Division of Fire no longer limits its organizational definition of the term "customer" to its formal interpretation. We have expanded our definition to include any person who receives our services, and anyone with whom our members have dealings. To those customers we promise the following level of service.

CAPITAL IMPROVEMENT PROJECTS 2017

1. **Fire Hose Replacement Project (\$15,000)** - the goal of this project is to systematically replace aging and deteriorating fire hose as a part of a regular capital budget project (every three years). The Division of Fire retired and disposed of 1250 foot and purchased 3000 foot of firefighting hose in 2017.



2. **Radio Replacement Project (\$20,000)** - the goal of this project was to ensure that every firefighter operating at the scene of a fire, EMS, or rescue emergency has a reliable radio in his/her hands. Radio communications are essential to firefighter safety and are often the only direct line of communication that a firefighter has to report his/her progress on the fire ground, and/or to announce that they are in trouble. The Division of Fire purchased three (3) APX6000 portable Motorola radios, and one (1) APX 6500 mobile radio (for new medic) within this project.



3. **Rescue Equipment Upgrades (\$22,000)** – the goal of this project was to better equip the Division of Fire Rescue Fire Engine with stabilization equipment that can meet the demand of our “heavier” rescues. The technical rescue challenges facing the Division of Fire’s special operations firefighters can be summarized in the following categories; “planes, trains, and automobiles”. The Division of Fire has experienced a greater number of larger vehicle rescue problems over the last two-three years. In each case the Division of Fire has identified the need for heavier duty stabilization equipment. The Division of Fire used this project to add a complete set of *Paratech* rescue struts and additional rope rescue equipment to the Division of Fire’s Rescue Engine.



4. **Command Vehicle Replacement Project (\$45,000)** - the goal of this project was to replace/upgrade the Division of Fire Shift Commander's Command Vehicle. The Shift Commanders were using a Sports Utility Vehicle that was over ten years old, had over 120,000 miles on it, and was starting to become a maintenance problem with reoccurring and expensive repairs. In May of 2017 the Shift Commander's placed (see photos above) a 2017 F250 Super Duty 4x4 Pick-Up Truck into service. The truck was outfitted with a shelving unit for equipment (heart monitor, drug box, and county drug cache) that need to remain in a climate controlled atmosphere and a roll-out equipment shelf which carries the fire and rescue equipment the Shift Commander needs to perform his duties within their 24 hour shift. This vehicle is essentially the Shift Captain's rolling office.



5. **Medic Unit Replacement Project (\$250,000)** - the goal of this project was to replace the Division of Fire's 2008 Ford van chassis medic unit. In the fall of 2017 the Division of Fire took delivery and placed into service (photo above) a 2017 International Horton heavy-duty medic unit. The unit has a liquid spring suspension which should provide a notably better ride for our customers and staff. The medic also has a new stretcher locking system that makes it easier for crews to safely load patients on a stretcher in and out of the medic. The locking system also acts as a charger for the electric patient cots.

ANNUAL AWARDS

Firefighter of the Year 2017

Anthony Miller



Firefighter/Paramedic Anthony Miller began his career with the Division of Fire as a paid-on call/part-time firefighter/EMT in 2008. In 2010, Firefighter Miller was hired as a career firefighter/paramedic/inspector. Firefighter Miller is assigned to Fire Station 2, on third platoon. Firefighter Miller assists in the coordination of the Division of Fire's fire training and special operations (technical rescue) training programs.

Firefighter Miller's Captain wrote in his nomination: *"During the past several years, Firefighter Miller has demonstrated an outstanding work ethic and an unwavering positive attitude toward both fellow firefighters, supervisors, and citizens in the community. Firefighter Miller has been called upon numerous times to "go above and beyond" his normal duty assignments. Firefighter Miller's efforts, energy, and expertise have increased the Division of Fire's overall capabilities. Exemplifying selflessness and a caring image that the public associates with members of the fire service, He is a highly valued member of the department and is certainly a strong and obvious candidate to consider as our Firefighter of the Year".*

Firefighter Miller has been recognized as the Division of Fire's EMS person of the year in 2010, the Division of Fire's Firefighter of the Year in 2012, and a member of the Montgomery County Fire Chief's County Firefighting Crew of the Year in 2012, for his crews "first due" actions during their response to the 2012 Halloween F1 tornado that struck Vandalia.

EMS Person of the Year

Jason Lawler



Firefighter/EMT Jason Lawler has been with the Division of Fire since 2009, first as a paid-on call member and now as a part-time shift person. Firefighter Lawler is assigned to Fire Station 1 on first platoon. A peer that nominated Firefighter Lawler wrote: *"I would like to nominate EMT Lawler as the EMS Person of the Year. Jason is one of the most skilled and knowledgeable EMT's I have ever worked with. I have learned a great deal from EMT Lawler, my knowledge both on the medic and on the ladder have increased immensely since joining the Division of Fire back in March. Jason has gone "above and beyond" the typical crew member to ensure that Candidates get the training they need to be successful on the crew. EMT Lawler is friendly and compassionate to our patients and he works very hard to shine a positive light on the Division of Fire both on and off duty."*

Firefighter Lawler, has taken on additional responsibilities on his shift, Firefighter Lawler helps to maintain the Division of Fire EMS bikes and the fire station pantry program. This is Firefighter Lawler's second time receiving the Division of Fire's EMS Person of the Year honors.

Letters of Commendation & Challenge Coins

1. Cardiac Alerts- the Division of Fire recognizes our personnel for quickly identifying the signs and the symptoms of a critical cardiac event, providing quick, efficient pre-hospital care, and for rapidly transporting these critically ill patients to an intervention facility, where in most cases the customer go directly to an operating room for emergency heart cauterization.

Personnel Recognized	Incident Specifics
Captain Garver & Firefighter/EMT Stubblefield	Chest Pains, February 2017, Damian Street
Firefighter/Paramedic Buker & EMT Todd	Chest Pain, September 2017, Halcyon Drive
Firefighter/Paramedic Buker, Firefighter/EMT Marcum, and Firefighter/EMT Monroe	Heart Attack, September 2017, Pool Ave
Firefighter/EMT Fox & Firefighter/EMT Monroe	Chest Pain, October 2017, Leaf Tree

2. Stroke Alerts- the Division of Fire recognizes our personnel for quickly identifying the signs and symptoms of a stroke. In these situations, the rapid identification, treatment and transport of a customer exhibiting the signs and symptoms of a stroke is essential to creating a positive outcome for a customer suffering a stroke.

Personnel Recognized	Incident Specifics
Firefighter/Paramedic Mullet, Firefighter/EMT Stubblefield, and Firefighter/EMT Kimmel	Stroke, September 2017, Desales Drive

3. Customer Service Recognition- the Division of Fire recognizes employees that embody and, in some cases, go "above and beyond" the Division of Fire's Customer Service Philosophy by providing superior customer service and/or satisfaction.

Personnel Recognized	Incident Specifics
Firefighter/Paramedic Carrol and Firefighter/EMT Walker	Pediatric Injury Call, May 2017, Walked into Fire Station 2.
Code Enforcement Officer Kim Hannahan	Recognition of service from local company, November 2017

The Division of Fire's "Save Citations"

1. In September of 2017, second platoon firefighters (Captain Garver, Firefighter/Paramedic Buker, Firefighter/EMT Reilley, and Firefighter/EMT Monroe) responded to a cardiac arrest on Greystone Circle. Crews arrived to find CPR in progress and were quickly able to place the LUCAS CPR device into service and obtain an advanced airway. Shortly after initiating advanced life support care the crew noted that the patient had a spontaneous return of a pulse and of breathing during transport. Because of their efforts, the patient was discharged from the hospital and has gone on to make a full recovery.

The Division of Fire's "Unit (Crew) Citations"

1. In July of 2017, second platoon firefighters (Captain Pinson, Firefighter Buker, Firefighter Mullet, Firefighter Anderson, Firefighter Stubblefield, and Firefighter Wilson) responded to the report of a dwelling fire at 49 Long Street, crews arrived to a single story, single-family residence with heavy fire venting from a front door and window at the "A" side of the structure. Assisted by firefighters from Butler Township the fire was quickly confined and a primary and secondary search of the building conducted. During the secondary search crews located and rescued two dogs. K9 Ekko was carried from the building and was not doing well, crews retrieved EMS equipment from the ladder truck and were able to resuscitate the dog in the front yard. Ekko has made a complete recovery thanks to the actions of the firefighters on that crew.



2. In June of 2017, first platoon firefighters (Firefighter Copp, Firefighter Reilley, Firefighter Fellers, and Firefighter Dotson) responded mutual aid to the Dayton International Airport on the report of an aircraft crash. Crews arrived to find members of the Airport, Butler, and Dayton Fire Departments working to free two trapped Thunderbird pilots. Crews worked with no substantial break in a driving rainstorm on uneven, muddy, and unstable ground for nearly two hours to provide fire suppression and rescue support to the DIA and Wright Pat ARFF crews. Crews worked in the "HOT" zone for nearly the entire operational period in close proximity to what was repeatedly described to responders working in and around the "HOT" zone as an imminent explosive threat. The teamwork, dedication and professionalism that the crew demonstrated undoubtedly helped to create the positive outcome for not only the two trapped pilots, but also for all of the bystanders, law enforcement, and rescue teams working on site that day.



3. During "Trick or Treat" on October 31st Engine 2's crew (Firefighter/Paramedic Mitchell, Firefighter/EMT Paxson, and Firefighter/EMT Holbrook) went "above and beyond" to demonstrate outstanding customer service when they used their iPhone to broadcast Halloween music over the engine's PA speakers, drawing kids and their parents from all over the neighborhood.



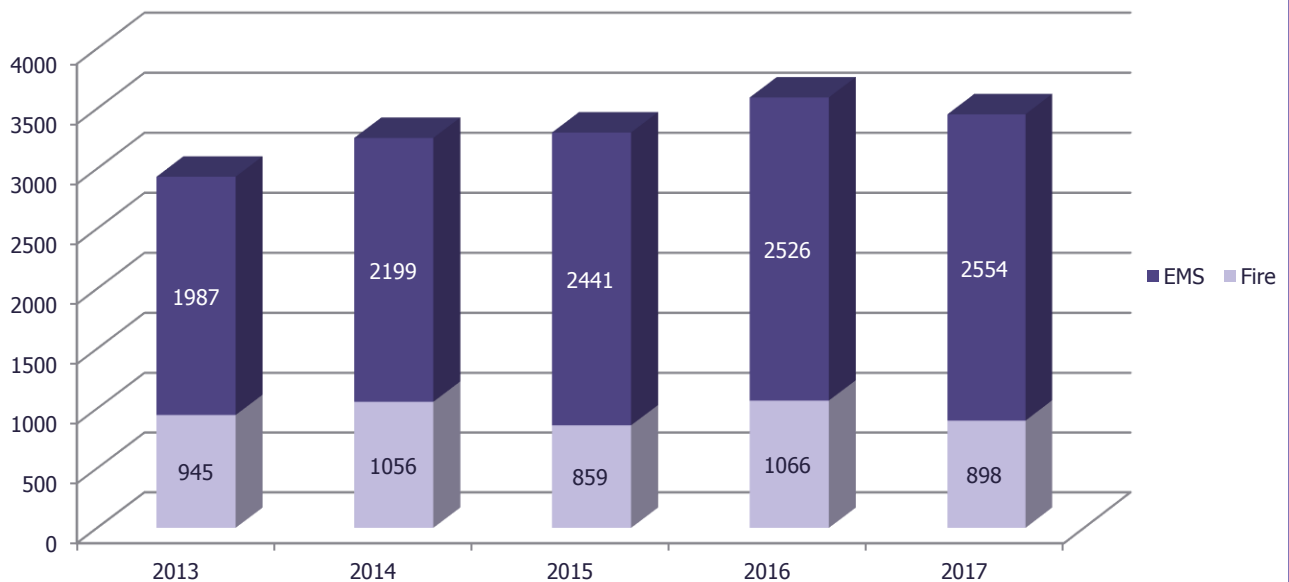
RESPONSE DATA

Calls for Service

The Division of Fire continues to see steady increases in emergency medical calls for service. The Division of Fire answered a total of **3452** calls for service in 2017.



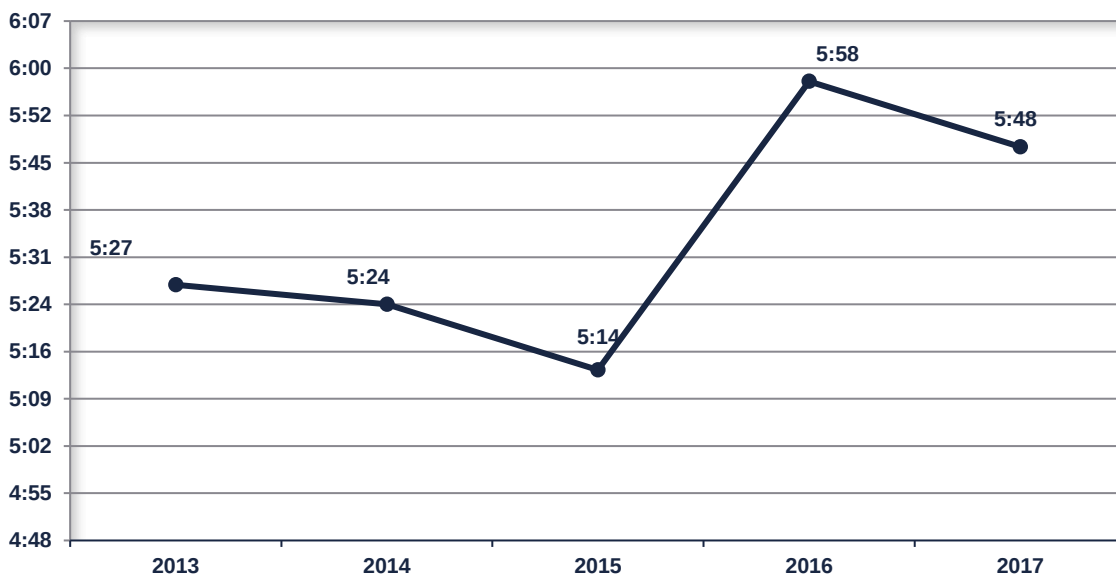
The chart below is a comparison of calls for service over the past five years, the darker purple represents EMS calls (2554) and the lighter purple represents fire responses (898).



Response Times

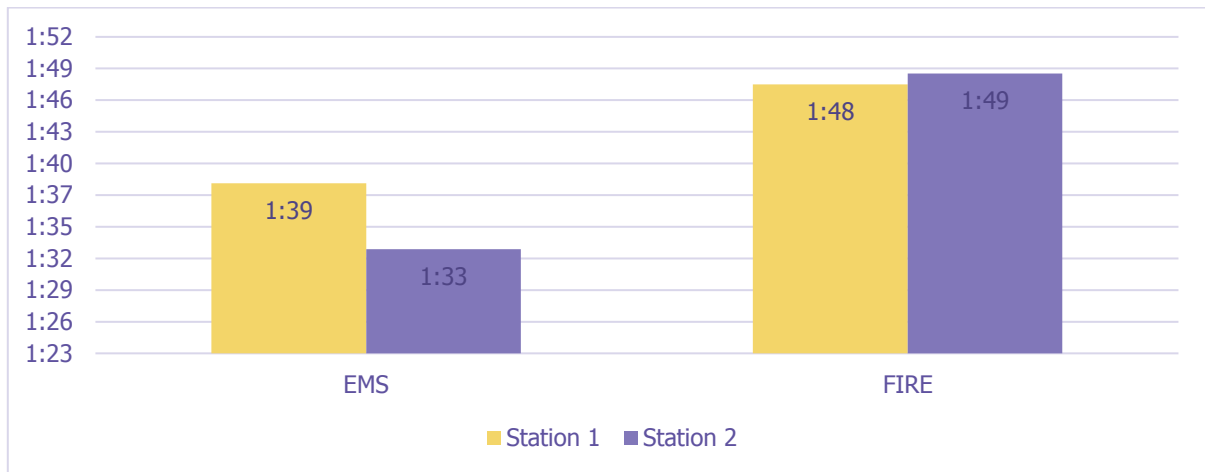
The Division of Fire takes pride on being able to provide efficient and timely service to its customers. This statistic is one of the most closely monitored by the Division of Fire. The Division of Fire is committed to achieving an average target response time of five (5) minutes or less to any dispatched emergency. The response time recommendations of the National Fire Protection Association (NFPA 1710 standard) are slightly higher than those established by the Division of Fire. When asked why, the answer is simple; we feel we can get there faster than the national average (standard).

The average monthly response time in 2017 was 5:48, which is almost a full minute above our target response time of five minutes (5:00). The table below shows a five year “snap shot” of the average annual response time.



Achieving this five-minute target response time is a goal of the Division of Fire; we are consistently evaluating monthly response times and “tweaking” our operations to improve those times.

Turnout times are one way for the Division of Fire to “tweak” our response times, turn-out time is the amount of time it takes firefighters to get dressed, get on the apparatus, and get out the door (respond). The Division of Fire tracks turn-out times for both FIRE and EMS calls for service. Typically the EMS turn-out times are quicker because firefighters do not have to get dressed in their protective clothing to respond to this type of call for service.



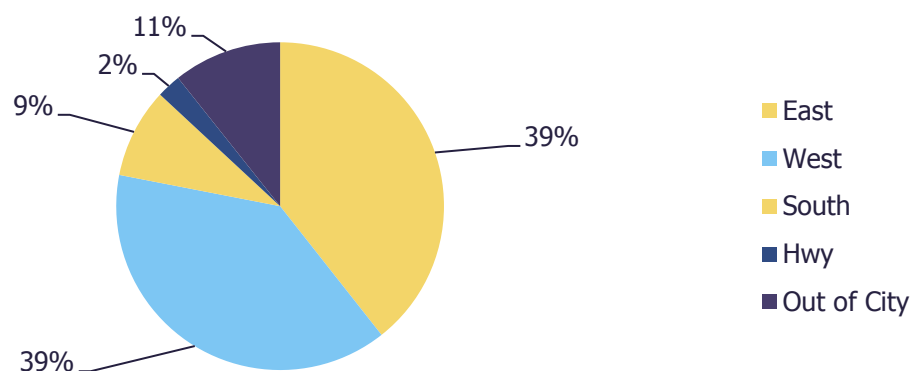
The table above shows that both fire stations are quick to turn-out, Station 2 is actually several seconds faster on EMS responses and Station 1 is actually a second faster on fire responses.

Response by District

The Division is committed to providing the highest quality service in the fastest and most efficient manner possible. The Division of Fire's ideal staffing and deployment strategy puts Vandalia fire/EMS operating from three fire stations, two of which are jointly staffed with Butler Township Fire Department. Our joint deployment plan ensures that the closest most appropriate fire/EMS resource is sent to calls for service no matter the jurisdiction (Vandalia or Butler Township). This strategy is what is best for the customer and is evident in the reduction in the use of outside EMS mutual aid.

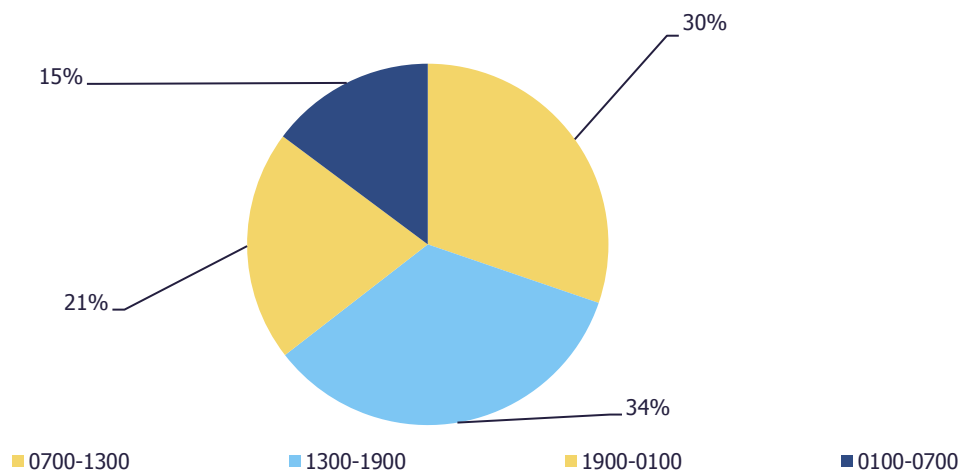
The Division feels that it has a very good handle on where the calls are occurring within the city, however, we continue to assess and "tweak" our deployment strategy. The Division of Fire is committed to responding to a customer's emergency quickly and effectively.

The table below represents the total number of calls for service that were received in each of the Division of Fire's five (5) response zones in 2017.



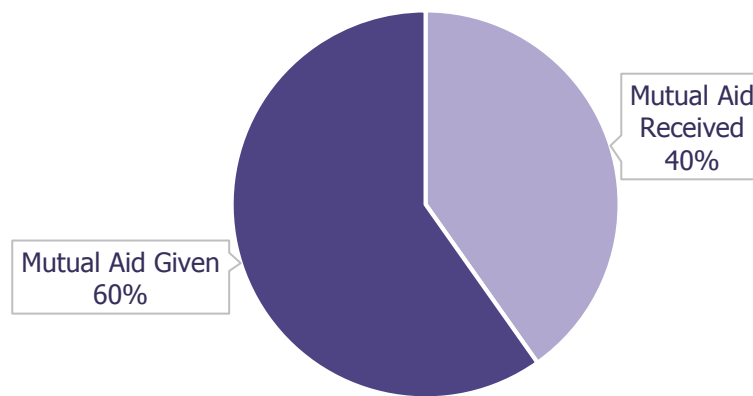
Response times are definitively one of the primary measuring tools that a customer uses to rate the level of service he/she receives from the Division of Fire. The Division of Fire works very hard to meet our response time goals. But there are other statistics that are just as important to the Division and its vision.

Another area we look at when doing operational assessments is the time of day that calls occur. The chart below represents the time frames that fire/EMS calls were received in 2017.

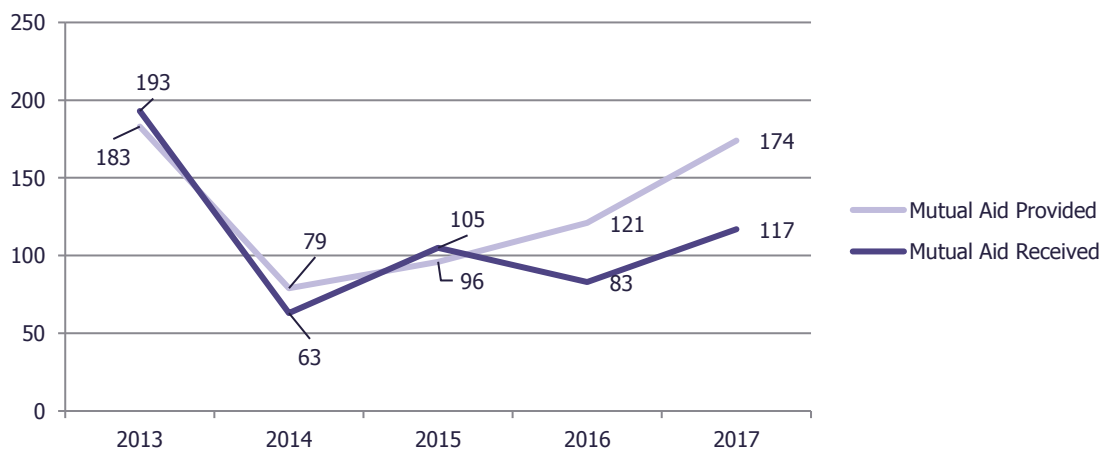


Mutual Aid

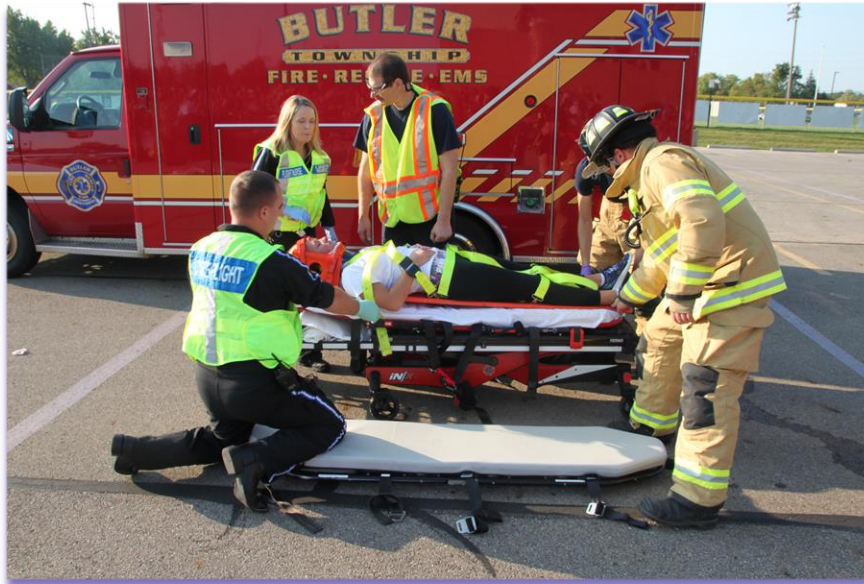
The tables below represent an accounting of the total number of Mutual Aid calls that the Division of Fire responded to and/or requested in 2017. We believe that our staffing and deployment plan affords us the ability to keep City of Vandalia fire/EMS resources in the city and available to our Vandalia customers. The table below provides a summary of the total mutual aid that was both provided and received by the Division of Fire in 2017 (these numbers DO NOT include "joint responses" with Butler Fire, these "mutual aid" responses are tracked separately below).



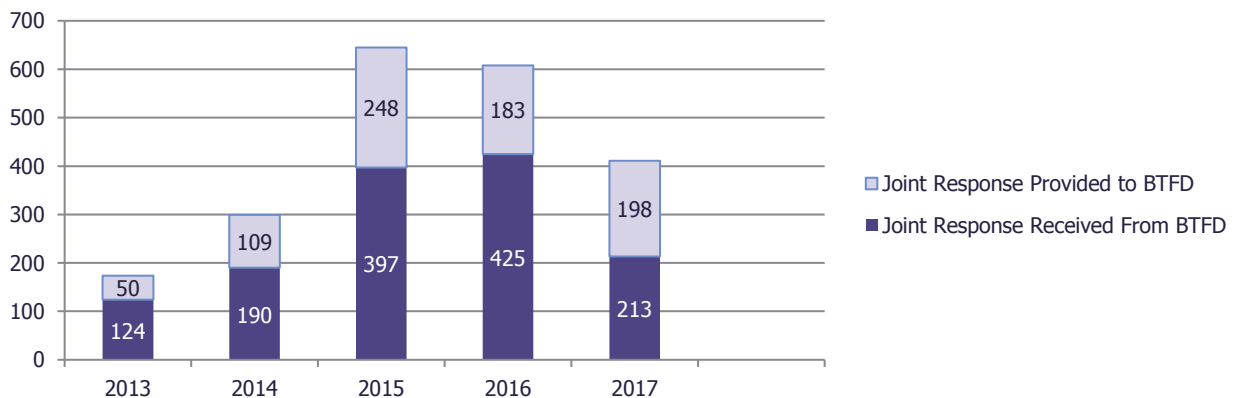
The Division of Fire realized an increase in both the amount of mutual aid that we provided and received from other jurisdictions in 2017.



Joint Responses



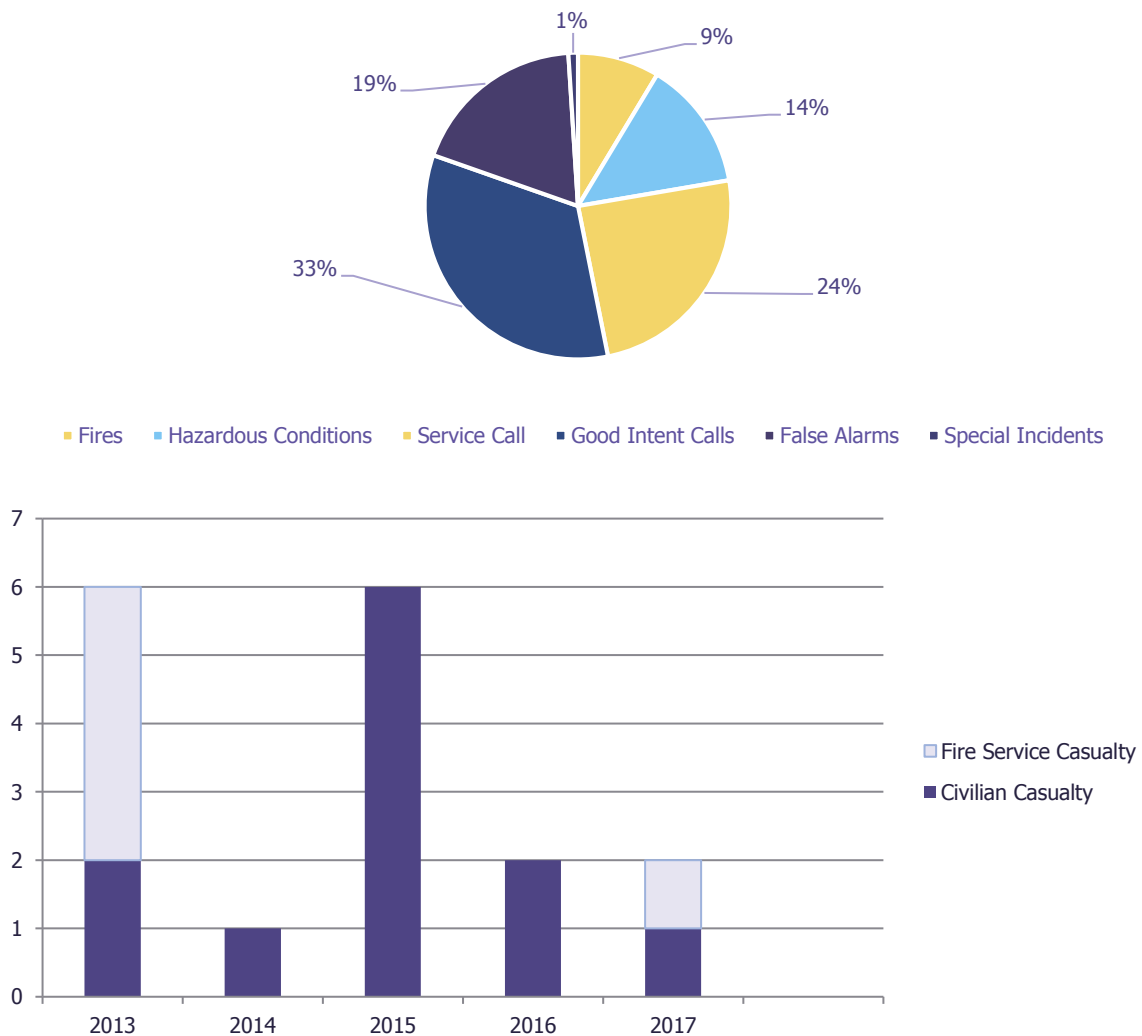
The goal of our joint deployment program is to provide customers in both the City and the Township with the best fire/EMS services available to them and to do so at the lowest possible cost to the tax payer. It is clear that both organizations feel that this vision is best achieved through our ongoing cooperative effort. The table below provides statistical data on the total number of fire/ems incidents where the Division of Fire provided a fire/ems response (lighter purple) and the total number of incidents where a “joint response” from Butler Fire was received by Division of Fire (darker purple).



FIRE OPERATIONS

The Division of Fire answered **898** fire related calls for service in 2017. Fire related calls accounted for approximately **26%** of our total call volume.

The Division of Fire responded on **35** incidents that classify as “structure fires” in 2017. The table below provides a breakdown of the “major call types” other than Emergency Medical Services (EMS) calls that make up that **898** fire related calls for service that the Division of Fire handled in 2017.

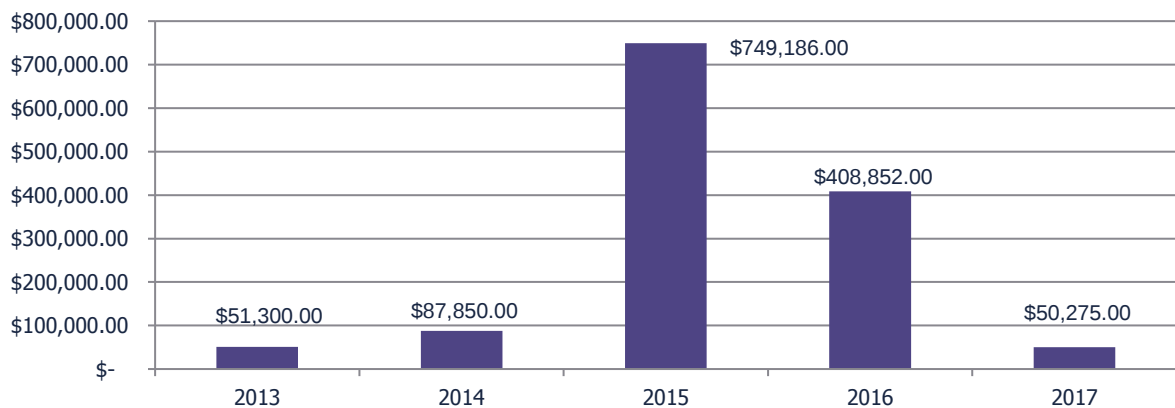


The Division of Fire continues to realize a significant reduction in the number of civilian fire casualties (injuries) in 2017, in fact, the Division of Fire only recorded one (1) civilian casualty, and that injury was very minor in nature. On the downside, the Division of Fire did record one (1) fire service casualty in 2017; this injury was also minor in nature.

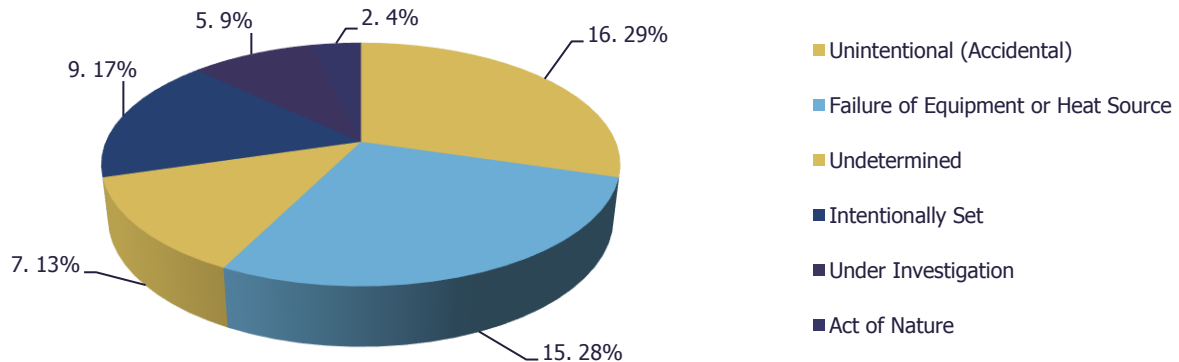


The Division of Fire defines an actual fire as a “dollar loss fire” when the fire causes a tangible property loss. The Division of Fire responded to fifteen (15) fires that were classified as “dollar loss fires” in 2017. The Division of Fire recorded the lowest total dollars loss that it has experienced in ten years, in 2017 the Division of Fire experienced fire loss of **\$50,275.00**. Loss in residential and/or commercial structures were \$18,000 in 2017 which accounted for approximately 36% of that total loss figure. Fires in passenger vehicles accounted for the remaining \$32,275.

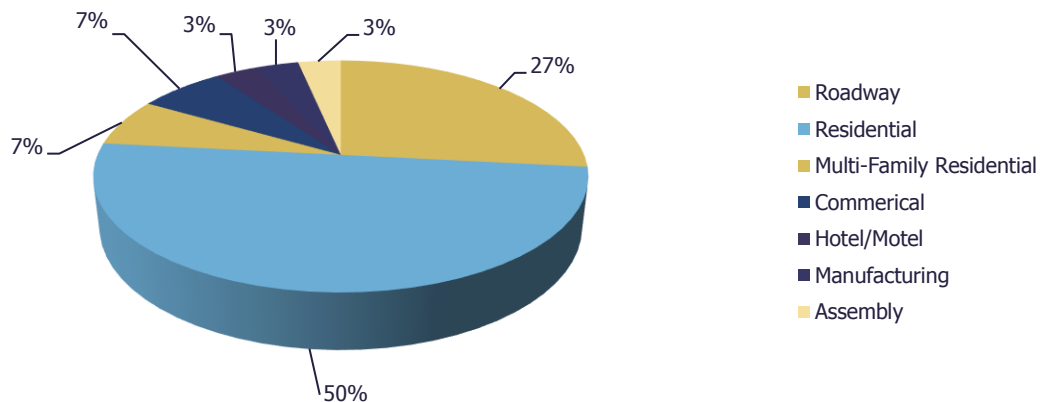
The table below provides a “snap shot” of the Division of Fire’s total dollar loss due to fire for the last five years.



An essential part of preventing fires and the injuries (or deaths) that result from these unfriendly fires is to understand what causes these fires. Every fire is investigated by the Division of Fire's Fire Prevention Bureau. In some cases, the Division of Fire will enlist the assistance of the Division of Police, and the State of Ohio's Fire Marshal's Office. The table below shows the designated "Cause of Ignition" for the dollar loss fires in 2017.

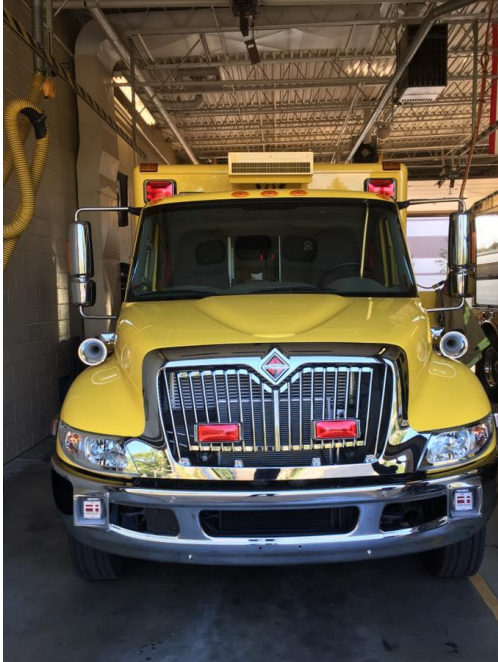


Just as critical as understanding the how a fire starts, is the understanding of the where, in what kind of occupancies are these fire incidents occurring? The table below highlights the statistical data that represents the type of occupancies that our dollar loss fires occurred.



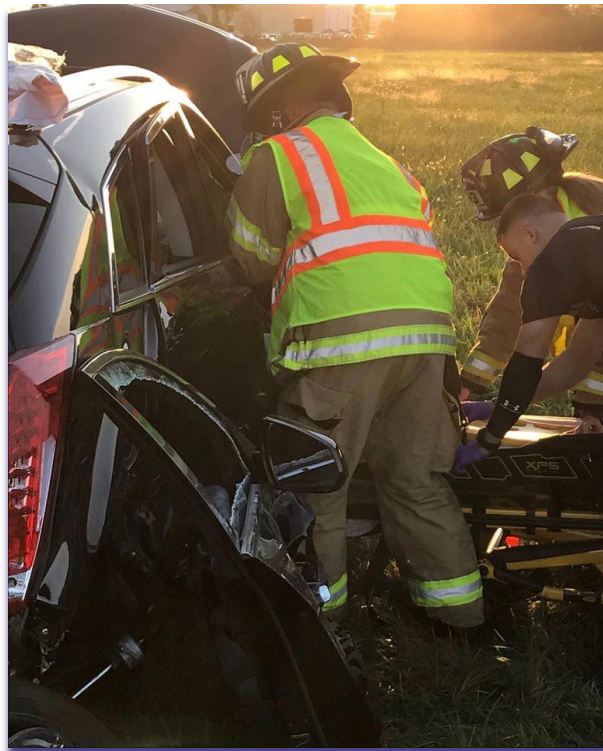
As you can see the largest percentage of the dollar loss fire in 2017 occurred in residential structures (50%), followed by passenger/commercial vehicle fires occurring on roadways (27%). We continue to focus our fire prevention and risk reduction efforts toward reducing the number of fires in residential (homes) and multi-family dwellings as these buildings pose the most risk and they typically don't have the fire safety systems that commercial buildings do (i.e. full coverage automatic fire alarms and sprinkler systems).

EMERGENCY MEDICAL SERVICES

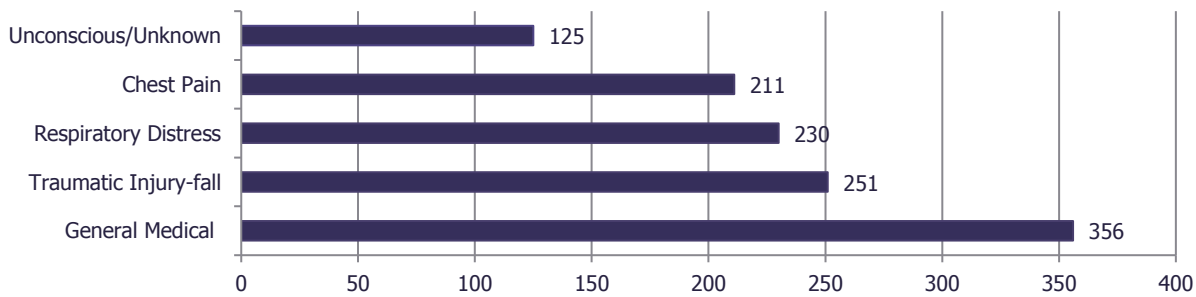


Statistically, emergency medical services (EMS) calls account for approximately 74% of the Division of Fire's call volume. The Division of Fire answered **2554** emergency medical calls for service in 2017.

EMS crews from the Division of Fire answer approximately **7** calls for emergency medical services each day. The goal of the Division of Fire's EMS service delivery system is to provide the highest level emergency medical care in the fastest and most efficient manner possible. Our continued Vision is to deliver that level of service at the lowest possible cost to the tax payer.



The table below represents the five most common EMS calls answered by the Division of Fire in 2017.

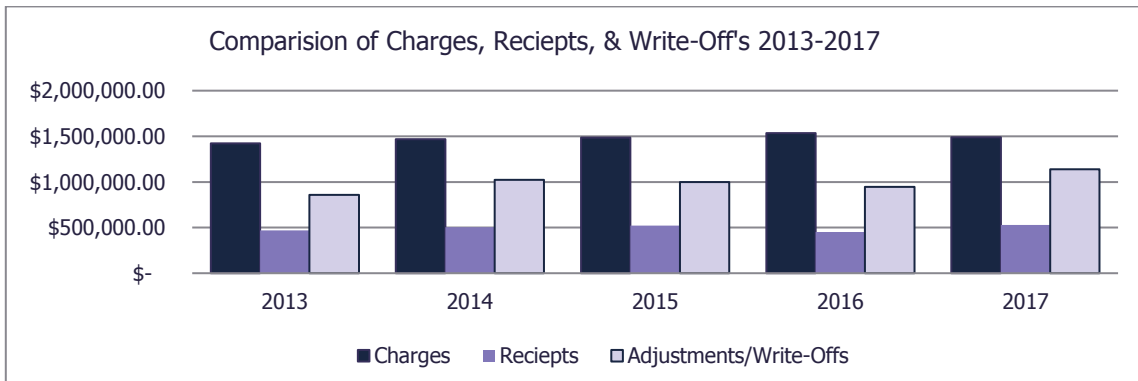
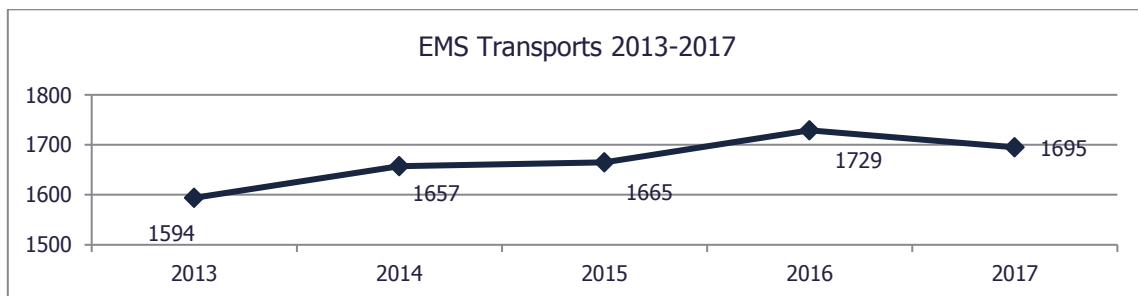


EMS Billing

To aid the Division of Fire in creating the “best service at the lowest rates”, the Division bills medical insurance companies (including Medicaid/Medicare) for EMS transports. The Division uses a “soft billing” approach in accordance with the Attorney General’s ruling. The Division’s third party billing agency submits bills to the medical insurance companies of both residents and non-residents. If the customer is uninsured the Division of Fire makes an attempt to paper bill the non-resident customer, and when there is no ability to pay, the debt is “written off” (forgiven).

In 2017, the Division of Fire transported **1,695** patients, the Division of Fire billed \$879.55 (average)/transport in 2017. The Division of Fire collect \$312.07 (average)/EMS call in 2017.

The Division of Fire billed \$1,490,843 for EMS services delivered in 2017, and collected **\$528,957.00** of that total amount billed in 2017. The Division of Fire adjusted or “wrote off” \$1,138,701.93 in potential EMS revenue in 2017. The tables below provide a five year comparison of total EMS transports and revenue.



FIRE PREVENTION BUREAU

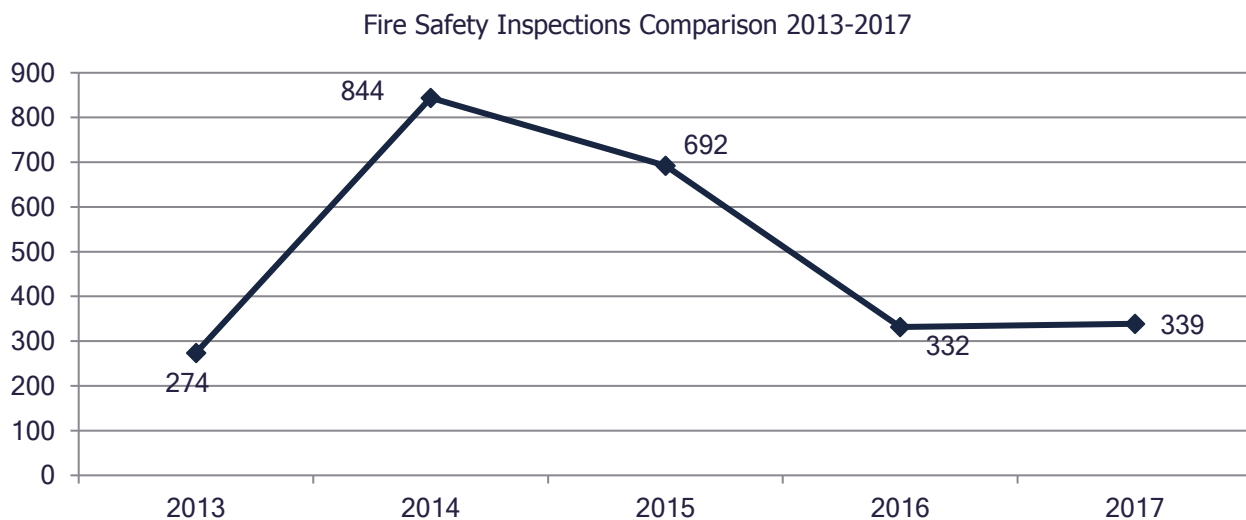
The mission of the Fire Prevention Bureau (FPB) is to deliver the Division of Fire's fire/injury prevention message. This mission is achieved through an aggressive public education and outreach campaign. The FPB uses fire safety inspections, pre-fire planning visits, public education, and school programming as conduits for disseminating our safety messages.



(Left) FPB providing CPR/AED refresher training to City Hall staff.

Fire Safety Inspections- Fire safety inspections and pre-fire planning serve two purposes; (1) ensuring that buildings where our customers live, work, or play are safeguarded against disasters (fire, weather, chemical releases, and acts of terrorism), and (2) to ensure that our first responders are aware of their first due and "target hazard" facilities which greatly enhances their ability to quickly make fire/EMS decisions and to participate in the creation of safe fire/EMS incident operations.

The Fire Prevention Bureau is responsible for providing annual fire safety inspections to nearly 800 occupancies throughout the City of Vandalia. The table below provides a five-year comparison of completed fire safety inspections.



It is important to note, in 2014-15 there were three inspectors (one full-time and two part-time) assigned to the Fire Prevention Bureau, and on-duty crews were still assisting the FPB by performing a small number of company level fire safety inspections. In 2016-2017 this work was being performed by two inspectors (one full-time and one part-time). In late 2017, the Division of Fire lost its part-time inspector, so for the immediate future the full-time Code Enforcement Officer and the Fire Chief are handling fire safety inspections.



The FPB continues to work to recruit and retain part-time fire safety inspectors, but this is becoming just as difficult to do as recruiting and retaining quality part-time fire/EMS personnel. The FPB is also working on a “self-inspection” process that can be used by smaller establishments in lieu of a full scale annual fire safety inspection by the FPB. These smaller establishments are businesses with small floor plans, offices with few outside customers visiting, may have little to no fire safety equipment required by code, and/or that have demonstrated an operational knowledge of fire safety and have had no issues with fire safety/building inspections in the past.

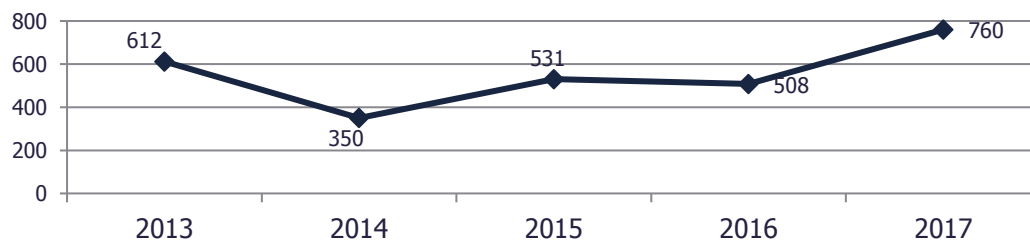
The FPB is also responsible for keeping up the Division of Fire’s pre-fire planning database (*Command Scope*). Command Scope is a mobile database that provides “real-time” intelligence to responding fire/EMS crews on any structure entered into the system that the Division of Fire is responsible for enforcing the fire code in (commercial, industrial, educational, etc.) and all “target or special hazard” occupancies or locations. To assist the FPB with this task the Division of Fire brought in a part-time Fire Prevention Intern in 2016, in the summer of 2017 our intern became a certified firefighter and was sent out to the company, we were not able to recruit a replacement in 2017. We are looking forward to getting an intern back in February of 2018, but that assignment will be short lived, as the intern will become a certified firefighter/EMT in May of 2018. The FPB logged **226** man-hours creating and/or updating pre-fire plans in Command Scope in 2017. This includes the implementation of **114** new pre-fire plans into our system in 2017.

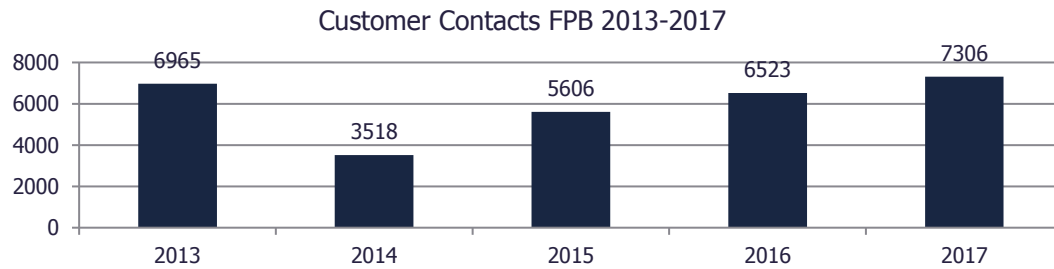
Public Education & Community Outreach- Public outreach and message delivery continues to be the best method for preventing fires, injuries and/or deaths from fires.



In 2017, members of the Division of Fire and our FPB performed **760** hours of public education/outreach. In these programs fire personnel came into contact with **7306** customers.

Fire Prevention "Man Hours" Outreach & Education 2013-2017





The Fire Prevention Bureau's work is sometimes difficult to quantify; for the most part, if fire related injuries/deaths, occurrences, and dollar losses are all down, it is safe to say that the Division of Fire is getting their message "out there".



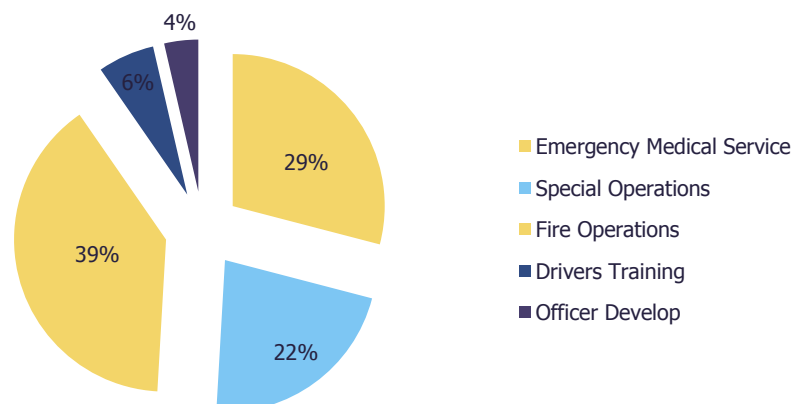
TRAINING

The Division of Fire and its staff are very much like a championship sports team in the following ways; firefighters/paramedics have to be mentally and physically prepared to play (respond) at game time. There are usually coaches on every call (command officer or firefighter in-charge), and we have a set of plays (operating procedures) for every game situation. The most distinctive way that fire personnel compare to a sports team is that they spend a great deal of time practicing their skills (training) and practice is how you “win” games (save lives and property).



The Division of Fire spent a great deal of time “practicing” in 2017, Fire and EMS personnel logged **3341** hours of fire, EMS, Hazardous Materials, and Special Operations (technical rescue) training in 2017.

That’s approximately **278** hours of training/month or approximately **9** hours of training per day. The chart below represents the breakdown of training conducted in 2017 by general training topics.

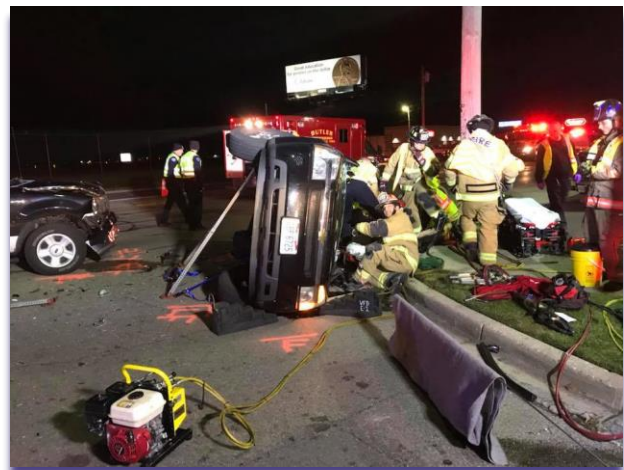


The Division of Fire's training plan is the key to empowering our employees to effectively deliver our Mission, Values, and most importantly, our Vision. Practice (or training) is essential to ensuring that the level of service provided to our customers is the most efficient, the most effective, and ultimately the BEST service available to them.



Crews completed animal first aid training provided by Dr. Joseph and the staff from My Favorite Pet-Vandalia Veterinarian.

The Division of Fire is considered a "full service" fire/rescue organization. The Division of Fire is prepared to handle a wide variety of emergency situations. The Special Operations Group (SOG) is tasked with special operations (technical rescues), the SOG maintains specialized equipment, conducts special operations risk analysis/pre-planning, and ensures that crews are properly prepared/trained to handle special rescue incidents.



Vandalia firefighters are trained in and ready to respond to any of the following “special” rescue/operation situations; such as, hazardous material incidents, rope rescues, and confined space rescues, trench collapse/rescues, lost person searches, automobile/machinery entrapments, and water/ice rescues.



These “special rescue” incidents are NOT regular occurring calls, so training and keeping crews proficient in these “special” skills sets is critically important to ensuring that crews are ready to deal with these technical/special rescue incidents. The Division of Fire committed **671** hours of training to Special Operations Training in 2017. Firefighters received instruction on rescue from confined space, the application of rope rescue tools and techniques, water rescue, ice rescue, conducting lost person searches, and response to hazardous materials releases/spills.



In 2017, the Division of Fire responded to approximately **25** “special rescue” incidents where firefighting crews had to employ special equipment, strategies, and tactics to rescue customers trapped.

Type of Rescue Incident	Total Number of Incidents
Rescue of victims from motor vehicles (requiring extrication)	7
Rescue of victims from stuck/stalled elevator	3
Rescue of victims from water/ice	2
Response to hazardous materials incidents	7
Response to lost person(s)	3
Rescue of animal(s)	3
Total Number of Special Operations Incidents	25