

Revising the Lancaster Fire Department's Organizational Structure

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CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

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ABSTRACT

A study of Lancaster Fire Department's Organizational Structure has been completed in this research study. The study was completed to offer an alternate chain of command that takes into account our EMS portion of the department as well as filling some gaps in the command structure. The issue of playing "catch up" when it pertains to staffing is a common problem in the fire service and at times plagues the productivity.

Research of present published media and standards were completed as well as surveys of the department's personnel. A descriptive method of research was used in this study. The author interviewed several individuals both inside and outside the department.

Questions posed and answered for this study were as follows:

1. What is the organizational structure best suited for Lancaster Fire Department needs?
2. How does the EMS portion of the fire department fit into the organizational structure of like departments?
3. What changes to Lancaster Fire Department's structure are required to fulfill an adequate span of control ratio?
4. How can required duties be delegated throughout the command structure?

The author documented duties that are required of the department being partially or incompletely performed by extra duty personnel. The incomplete EMS chain of command has created a void in the span of control as well.

Recommendations have been made to create positions and restructure present positions to properly fill the required duties. These new positions allow for administration to be more

creative in delegation of duties, fulfilling required and preferred duties, and provide for an intact chain of command with proper span of control.

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INTRODUCTION

Statement of the Problem

In the last decade the number of assigned medic personnel at Lancaster Fire Department has nearly doubled from 24 to 45. They have also began charging for medic runs, developed an advanced life support engine company first responder program and put a third full time medic unit in service. These advances along with more stringent training and reporting requirements have expanded the medic personnel ranks and created issues in training these personnel.

The fire service has been known to take a reactive approach to staffing issues throughout past history. Even when administration intends to become proactive by adding personnel to fill needed positions before the need becomes a problem, they sometimes find themselves leaving important issues out. Unfortunately, the issue that arises in this situation is "who is in charge here". In order to keep proper span of control, unity of command, and quality succession cycles, they must consider filling in the middle when adding personnel to the bottom.

This study will include descriptive research methodologies. It will attempt to balance the personnel to compliment the growing emergency medical requirements of the city of Lancaster, and fulfill the internal needs of the department.

Purpose of the Study

The purpose of this study was to propose a change in Lancaster Fire Department's organizational chart and provide a report to the administration of Lancaster Fire Department for use in staffing decisions. In this study the author studied the fire service standards for department organization and surveyed personnel to determine inadequacies and/or reallocations

required. It is the author's intention to present alternatives to the present organization and offer a more fluent span of control.

Research Questions

The following questions are answered by this descriptive research project:

1. What is the organizational structure best suited for Lancaster Fire Department needs?
2. How does the EMS portion of the fire department fit into the organizational structure of Lancaster Fire Department?
3. What changes to Lancaster Fire Department's structure are required to fulfill an adequate span of control ratio?

Lancaster Fire Department is a moderate size city fire department that services about

35,000 residents. The demographics of the city have changed in the past 25 years from industrial blue collar residents to more of a bedroom community for surrounding cities' workforces.

Lancaster also has several large retirement communities, along with a continued growth in these communities. The growth of Lancaster Fire Department has been a step behind the required needs of the city for the last two decades. The medic run volume has increased from twenty thousand per year in 1994 to over seven thousand in 2007. In an attempt to appease the problem the department has increased personnel in the widest used service of the department which is the emergency medical forces.

In 2004 the training academy coordinator position was eliminated in an effort to cut costs

and as a trade to fill a company position. It soon became obvious that a department of this size would require a position to keep up on the requirements of providing and documenting quality training for the personnel. As an example, several individuals have experienced troubles during Department of EMS audits for continuing education hours. Some have lost certifications while others were not able to prove training attended due to poor documentation. The training officer position is presently being filled on a volunteer basis as an extra duty for a senior medic. Other duties required for operation of an emergency medical service are also being delegated to a lieutenant as extra duty.

Additional state mandates are expected in January 2007 that will require additional training and documentation for fire personnel. Presently, firefighter training is being provided on a crew by crew basis with little or no documentation. At this time the department needs a pro-active approach to preparing for these requirements.

BACKGROUND AND SIGNIFICANCE

The management of the department's EMS system is presently delegated to several individuals as an additional task to their regular duties. With adding an additional medic in the recent past and mandated training requirements, the duties are becoming unmanageable.

LITERATURE REVIEW

"Management in the Fire Service" (1999) by Harry Carter and Erwin Rausch has become a standard in the fire service for management theory. The authors state "Clearly, today's fire chiefs and officers are more than fire scene leaders. They must also be knowledgeable in all those newer functions that apply to their departments and skilled in managing human, physical, and economic resources. Possibly most important, they must be flexible to adapt to rapidly emerging technological developments and the equally rapid changes of the political and social environment." (Carter & Rausch, 1999 p. 30)

This book covers the requirements for preparing a department as required by the statement above. By dissecting the basic foundation of a department the authors build an understanding of how each piece plays a vital part of the organization. Requirements for each level of responsibility are discussed through out the book and the portion that each plays in completing the department are explained fully. Multiple illustrations of departments organization are provided with justifications of each position.

"Managing Fire Services" (1988) by Coleman and Granito. In this book several sections were of interest to the research subject. Chief Coleman details the evolution of the "fire service" into the "fire and EMS service. (Coleman & Granito, 1988 p. 347) "Accompanied by lengthy debates in the 1970's and early 1980's about whether emergency medical services (EMS) were an appropriate activity for the fire service, EMS has become a reality for the majority of fire

departments in the United States. Today between half to three-quarters of the emergency incidents handled by a typical fire department are EMS related." This section of the book provides a distinct process in which fire departments are or should follow to implement the process of progressing into a present day status.

The authors of this book explain management issues in dealing with personnel changes and acceptance of these changes. Human relations are taken into account for the purpose of managing members of the department in a way that is not traditional to the fire service. (Coleman & Granito, 1988) "Today's organization contrasts with the traditional one; it tends to have educated career employees; complex and intellectual tasks; electronic and other sophisticated technologies; recognition of multiple cause and effects; and a distinct overlap between management and workers."

Span Control (Entrepreneur Magazine January 2001 Henrick). This article discusses the topic of span of control as it is used in the business world. As the fire service evolves, a tendency to lean closer to the business world arises, with both entities adopting practice from the other. (Henricks, 2001) "Span of control is widely taught in management schools and widely employed in large organizations like the military, government agencies and educational institutions. Yet few entrepreneurs know the term or are willing to admit any limit to the number of people they can directly oversee."

The article covers many issues parallel to the fire service including understaffing and micro management. Justification for span of control's use and the history and the development are included in this article.

"Medic Merger" (Fire Chief, March, 2005) by Lowe. "Medic Merger" is a real life account from this author of the experience of completing the task of joining a department's fire

and EMS services. Steps required to develop officers on either side of the service to prepare for the merger are discussed in detail. (Lowe, 2005) “The demands of being a leader in an integrated fire/EMS department will be enormous. The image of firefighters lounging around the fire stations waiting on the occasional fire alarm has vanished in most departments. The frequency and complexity of contemporary fire officers’ professional development will be immense.”

This reading serves as a template for developing a department into the dual role the fire service has evolved into.

“Fire Service Organisational Change – too hot to handle? (Fire, March, 2004) by Richard. Right from the start of this article questions arise as to its origin. The author is obviously of British decent considering the spelling differences noted in the title and article. The content of the article pertains to change acceptance more than just organizational change. (Raymond, 2004) “...the unfreezing of the current thought and behavior patterns will be very difficult to achieve in some services and single initiative, poorly planned change programmes may therefore fail due to resistance” This author, through his research, offers a proven approach to change.

(Raymond, 2004) “This multi faceted approach to change I am suggesting will, if well organized, send a message to all members of the service that:

- We are serious about the change;
- All members can get involved in the change;
- There will be no going back;
- People will be supported through the change;
- Management encourages open dialogue with staff about the change process.”

“What Does Your Organizational Chart Say About Safety?” (Firehouse Magazine, February 2001) by Daniels of the Seattle fire department discusses the concept of a dedicated fire safety officer in a department. In his study, a decrease in fire ground injuries after the implementation of a dedicated safety officer was recorded. (Daniels, 2001) “This utilization of Safety 2 has contributed to a 70% decrease in fire ground injuries in the Seattle Fire Department in the past five years.” Further duties of this position during non-emergency times were expanded to fill a health and safety officer for the department.

The title of this article clearly asks your department value firefighter safety enough to dedicate positions to it. Assistant Chief Daniels’ study was able to prove the additional funds required to provide the needed positions. (Daniels, 2001) “Dedicating resources to the function of safety does not guarantee the elimination of all safety issues... However, safety resources can reinforce the development of a culture of safety in an organization.”

Several NFPA references were reviewed for this study. The pertinent excerpts can be found in appendix C. These references come from expected national standards in the fire service. The standards are used to develop a department to meet expected standards of safety and operations.

In the beginning of the process for this study, an evaluation of issues the department is facing was completed. This evaluation included a review of department procedures and interviews with the administrative staff. The evaluation was completed in order to supply a topic for study that would provide assistance to remedy actual issues the department had been facing.

Discussion was held with the chief staff of the department, union officials, and fire department members during the evaluation. A consensus was developed on two key issues the department could use improvement. From the discussions the decision was made to research the organizational structure and define what positions may be lacking.

Development of the project began with producing questions for the project. Many questions were found and narrowed to the questions researched in this paper. The questions selected were chosen to decide were the organizational chart of Lancaster Fire Department needed improvements.

Data collection continued the process of researching this issue. Information was gathered from local libraries, department records, the internet and a trip to the National Fire Academy. Research of the National Fire Protection Administration manuals provided guidelines for organization and positional duties.

The author completed interviews through out this research. Firefighter/Paramedic Steve Matfin of Lancaster Fire Department was interviewed for about two hours. FFP Matfin is presently performing the duties of training officer on an extra duty basis. His official position at Lancaster is on Medic 3, as a medic. This interview was chosen to research the present needs the department had for a training officer and the amount of time required to perform the duties. Topics for questions included; How much time is spent presently, the ability to perform the

PROCEDURES

position as an extra duty, and are department needs being met by filling this position in this manner.

Additional Interviews were conducted with Doug Orahood and John Kenningson from the Ohio Department of Public Safety. The purpose of these interviews were to establish the needs for reporting emergency medical service (EMS) training, quality assurance, and the requirements for future reporting of firefighter continuing education. These interviews were in conjunction with a Central Ohio Fire Prevention monthly meeting and training.

Assistant Chief Robert Bates from Madison Township Fire Department provided information on his department during an interview conducted at the Ohio State Fire Marshall's office. The interview was one hour long with questions such as staffing of his department and expected duties of each position.

Two surveys were conducted with this project. Both surveys used Lancaster Fire Department personnel as subjects. The first survey was a focus group survey which included nineteen selected individuals from the department. The group was selected from the members as a sample of the department. Nineteen of the ninety-five member were given the focus survey, making the sample group 20% of the department. A mixture of ranks was used to create a broad sample of the department, as well as individuals from all sections of the department. The questions were open-ended to obtain input to develop the second survey. The focus group survey and a summary of the answers can be found in Appendix A.

The second survey was developed from the first survey's answers. A sample can be seen in Appendix B. In this survey the author attempted to use the entire department as the study group. The surveys were hand delivered to each recipient to expedite and ensure participation. Seventy-five of the ninety-five members completed surveys, making the survey group 79% of

the department.

Personal observations were also a part of the data collection. The author noted issues that pertained to specialized positions in the department and followed processes through the organization. Special attention was noted to communications and work assignment in the chain of command. Special meetings and training were also attended through out the study to document the efficiency of the planning and implementation of the processes.

Focus Group Survey

In the initial survey (survey 1, see appendix A) nineteen members were surveyed with

nine responding. Survey 1 was conducted to gather information for Survey 2. The format of the survey was essay answers. The author chose this format to allow the respondent the freedom to inject information prevalent to the study. A summary of the answers was completed and areas of concern established.

Question number one asked for input on perceived missing positions. Do you feel there

are any positions in our organizational structure missing at Lancaster Fire Department? 100% of the respondents expressed the need for an EMS officer. 70% stated that a training officer is

needed with 40% suggesting a combination of both. The respondents were split on the rank of the position between assistant chief and captain.

Question number two, What, if any, difficulties have you experienced at the Lancaster

Fire Department due to the organizational structure, was a sounding board for several issues.

The overall consensus was issues with EMS chain of command continuity. Other issues such as communication in the chain of command and distribution of work were raised as concerns. An interesting comment on the inability to complete projects due to lack of non company officers

(40 hour officers) was brought into the arena.

Question number three, Do you see any issues with the "span of control" for Company

personnel, was answered with a simple no by 30% of the respondents. The remainder discussed EMS span of control issues and Engine House One's company staffing to ratio being short on the

officer side.

RESULTS

Question number four, Is there a need for restructuring of the Fire Prevention organizational chart, and how would that best be done, was answered with a definite need for restructuring by 100% of the respondents. The majority of the respondents see a definite need for additional personnel to complete the tasks required. Suggestions to increase inspectors to allow the officer to operate in his role were noted. Company inspections were suggested as well as public education by on crew personnel.

Question number five, Do you feel the company level EMS supervision is sufficient? What improvements to the EMS organizational structure would you suggest, was answered nearly anomalously by expressing a lack of EMS chain of command. The majority of the respondents suggested an EMS chief or captain with each crew having an appointed EMS officer. A suggestion to further extend the EMS chain to a senior medic on each unit was added.

Question number six, Have you experienced or witnessed (presently or in the past) any concerns due to training documentation, availability, or quality, presented quite a few issues. An overall concern for training availability was expressed in several replies. The inability to take advantage of specialized training due to lack of personnel was a majority concern. Interruption of required training while on duty was also expressed. As for documentation, the consensus was that it has improved with the implementation of our present training academy coordinator (TAC). However, suggestions were made that the TAC job is still unable to be performed correctly as a part time position.

Question number seven, How should the duties of Training Officer be filled, was answered by the majority as it should be a forty hour position. Additional comments were made to suggest an additional training officer assigned on each crew.

Question number eight, How should the duties of Medical Operations Officer be filled,

basically was answered with the same suggestions on question seven.

Question number nine, We have discussed an EMS officer position in the past. At what

rank should that position be filled if it were instituted? 70% of the respondents felt an assistant

chief would be appropriate, with the remainder choosing a captain.

Question number ten, Considering the last three questions, what qualifications should be

required for the positions discussed? Although it was understood that this would be a civil

service test and some restrictions as to the qualifications requirements could not be made, many

suggestions were made. Most respondents felt the officers in question should have ten years

service, paramedic, EMS and/or fire instructor and management/supervisor training. It was

suggested that a reasonable amount of time could be afforded after promotion to these positions

to obtain the requirements.

Survey Two

In this survey an attempt to reach the entire department was made. Sixty-five of ninety-

five members responded, for a participation rate of 68%. Figures 1 through 3 state the

demographics of members surveyed.

Figure 4.

The remainders of the answers are recorded as percentages of respondents shown in

Figure 3: EMS Level of Training

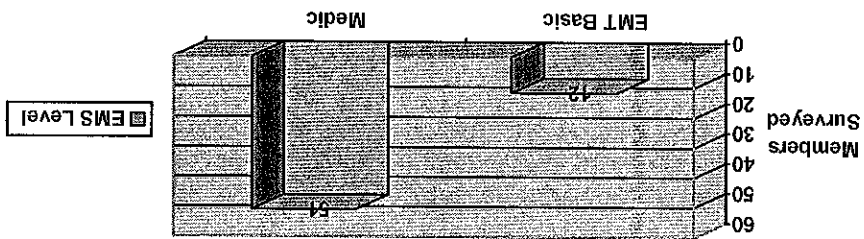


Figure 2: Department Positions Surveyed

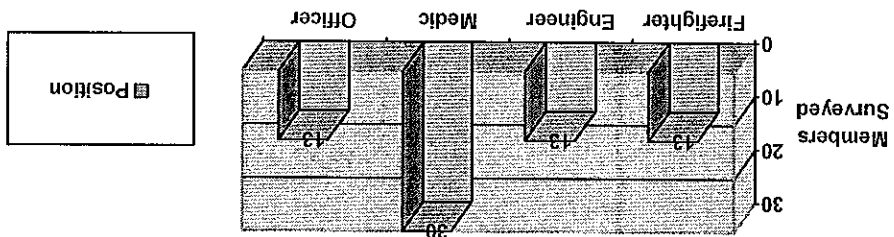


Figure 1: Years of Service

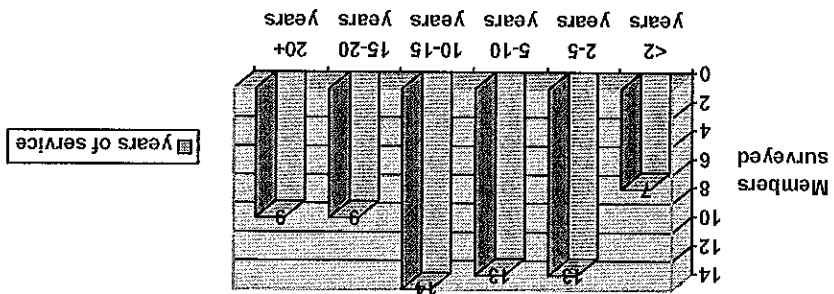


Figure 4: Organizational Questions

4. If Lancaster Fire department were to create a new officer's position, what one would be the most important one to add? EMS officer 74 Training officer 17 Administrative Officer 0 Other 9

5. What rank should the new officer have? FF 2 Lt. 32 Capt. 42 A.C. 22

6. What required training or certification should an EMS officer have before being promoted? (check all that apply) Paramedic 92 Instructor 52 Officer training 66 10 years or more service 40 Management training 42

7. What training or requirements should an EMS officer have to perform the duties of the position? (check all that apply) Paramedic 95 Instructor 58 Management training 43 10 years or more service 35 40 hour employee 54 Officer training 57

8. What training or requirements should a training officer have to perform the duties of the position? (check all that apply) Medic Training 72 10 years or more service 37 EMS and/or fire instructor 82 Management training 40 Officer training 68

9. What training or requirements should an administrative officer have to perform the duties of the position? (check all that apply) Management training 78 Medic Training 43 10 years or more service 57 EMS and/or fire instructor 35 40 hour employee 57 Paramedic 29 Officer training 55

10. Should there be a designated EMS officer per crew? Yes 54 No 46

11. Should there be a designated training officer per crew? Yes 48 No 52

12. Is there a need for a continuous EMS chain of command from medic level through chief officer? Yes 80 No 20

13. What changes in department training do you think is needed? (Check all that apply) better documentation 37 more consistent crew to crew training 80 increased availability of off duty training 52 on site officer development training 42 Advanced individualized training 40 college accredited training 51 Other 0

Figure 4: Secondary Survey

DISCUSSION

The focus group survey enlightened us on several issues in the Lancaster Fire Department. What was interesting was the harmony it showed with the opinions of the entire department in survey two. The studies showed a sound need for EMS restructuring to bring the department to today's standards. Mr. Carter states this best in the following words. (Carter & Rausch, 1999 p. 30) "Clearly, today's fire chiefs and officers are more than fire scene leaders. They must also be knowledgeable in all those newer functions that apply to their departments and skilled in managing human, physical, and economic resources. Possibly most important, they must be flexible to adapt to rapidly emerging technological developments and the equally rapid changes of the political and social environment."

We have become a dual mode service in the last three decades that will require additional services and positions. (Coleman & Granito, 1988 p. 347) "Accompanied by lengthy debates in the 1970's and early 1980's about whether emergency medical services (EMS) were an appropriate activity for the fire service, EMS has become a reality for the majority of fire departments in the United States. Today between half to three-quarters of the emergency incidents handled by a typical fire department are EMS related."

Additional supervision and a complete chain of command is certainly a desire of this department and a requirement to meet national standards. The NFPA standards states the emergency services the community requires. (NFPA 1201, 2004) "The ESO provide customer service oriented programs and procedures to accomplish the following:

- Save lives
- prevent or mitigate fires, injuries, and emergencies
- Work through a system of emergency management

- extinguish fires

- Minimize fire damage to property and the environment

- Protect critical infrastructure

- Perform emergency medical services

- Protect the community from other hazardous situation

- Perform response to and mitigation of events of terrorism

- perform rescue services

- perform other community-related services”

All of the focus group and an overwhelming majority (74%) of the second survey

respondents see a need for an EMS officer. This is mirrored several places in NFPA standards.

(NFPA 1201, 2004, section 4.5.1) The ESO shall have a leader and an organizational

structure that facilitates efficient and effective management of its resources to carry out

its mandate as required in 4.1.2.

(NFPA 1201, 2004, section 4.5.2) The ESO shall have an organizational structure of the

size and complexity required to accomplish its mission.

The EMS officer would need to be versatile in today’s services. The members of this

department feel the person chosen for the position should have or be able to procure the needed

facets of the job. Further confirmations of the needs are found in the research information.

(Coleman & Granito, 1988 p. 55) “Today’s organization contrasts with the traditional one; it

tends to have educated career employees; complex and intellectual tasks; electronic and other

sophisticated technologies; recognition of multiple cause and effects; and a distinct overlap

between management and workers.”

NFPA reflects the diversity required of EMS officers by the many expectations required

of them for operating an EMS system.

A.5.3 An EMS is defined as a comprehensive, coordinated arrangement of resources

and functions that are organized to respond in a timely, staged manner to medical emergencies, regardless of their cause. The term system can be applied locally or at the state, province, or

national level. The fundamental functions of an EMS system are the following:

- System organization and management
- Medical direction
- Human resources and training
- Communications
- Emergency response
- Transportation
- Care facilities
- Quality assurance
- Public information and education
- Disaster medical services
- Research
- Special populations

An EMS officer would be required to be flexible and able to continue his educational

process to keep up with the fast paced changes of the service. (Lowe, 2005) "The demands of

being a leader in an integrated fire/EMS department will be enormous. The image of firefighters

lounging around the fire stations waiting on the occasional fire alarm has vanished in most

departments. The frequency and complexity of contemporary fire officers' professional

development will be immense.” The respondents echoed this statement in the surveys agreeing that the EMS officer should be diverse in his training and education.

The EMS chain of command would further benefit from extending it completely from the chief to the paramedic position. According to the respondents they are nearly in full agreement (80%) for a complete chain of command. Management commonly over estimates their ability to manage with disregard to the required span of control. (Henricks, 2001) “Span of control is widely taught in management schools and widely employed in large organizations like the military, government agencies and educational institutions. Yet few entrepreneurs know the term or are willing to admit any limit to the number of people they can directly oversee.”

The preferred organizational structure for the department would include adding two positions and assigning additional duties to present officers. The addition of EMS management in the form of EMS assistant chief and designated EMS lieutenants would add the needed chain of command for the department. These additions would complete the EMS portion of the organizational structure of the Lancaster Fire department. An additional position of training officer would fulfill the requirements of the training academy.

The span of control in the department is acceptable with the addition of the additional officers. These additions would create an EMS chain of command needed for accountability and organizational integrity.

The recommendation of this author is based on research data and the perceived needs of the department voiced in the survey of the department personnel. A restructuring and addition of two key positions is recommended as well as delegation of lower level duties to company officers. Two areas of concern can be addressed simultaneously by creating an assistant chiefs position whose main function would be managing the EMS portion of the department and the addition of a training officer at the level of captain. Both of these positions would be forty hour positions. Further restructuring of the duties of the three assistant chiefs would benefit the department and require additional research to define the job descriptions.

Two lieutenants from each crew should be designated as the training officer and EMS officer for the crew. This would further extend the chain of command through the crew captains to the newly appointed EMS officer and the training captain. The "senior medic" position for each medic unit could reinforce the chain of command and eliminate span of control issues on the EMS side of the department.

As for the fire prevention issues that were raised in this study, the present empty position should be filled to relieve some of the congestion. Additional study should be done to check on the feasibility of company inspections, public education duties, and a defined investigation process/personnel. With the additional forty hour captain a position has been created to alleviate the gap between the fire prevention lieutenant and the fire prevention assistant chief.

This recommended structure allows for maximum flexibility for the chief to use his upper and middle managers to their fullest potential. Two new non company officers will allow for completion of special projects such as searching for resources of revenue to include grant opportunities and purchasing opportunities.

RECOMMENDATIONS

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APPENDIX A – FOCUS GROUP STUDY

I am presently conducting research on improving and implementing changes in the Lancaster Fire Department's organizational structure. The results of this, and subsequent surveys, will be used to evaluate the need for a revised organizational structure. The answers you provide will be kept confidential and will be used strictly for research only.

The questions below are being submitted to a select group. From these answers, an additional survey will be prepared and distributed to the entire department. Please answer the questions fully, and don't let the space allotted here limit your response. Additional paper is encouraged.

Please return the survey as soon as possible in the inter-office envelope provided.

1. Do you feel there are any positions in our organizational structure missing at Lancaster Fire Department?

2. What, if any, difficulties have you experienced at the Lancaster Fire Department due to the organizational structure?

3. Do you see any issues with the "span of control" for Company personnel?

4. Is there a need for restructuring of the Fire Prevention organizational chart, and how would that best be done?

5. Do you feel the company level EMS supervision is sufficient? What

improvements to the EMS organizational structure would you suggest?

6. Have you experienced or witnessed (presently or in the past) any concerns due to training documentation, availability, or quality?
7. How should the duties of Training Officer be filled?
8. How should the duties of Medical Operations Officer be filled?
9. We have discussed an EMS officer position in the past. At what rank should that position be filled if it were instituted?
10. Considering the last three questions, what qualifications should be required for the positions discussed?

APPENDIX B – SECOND SURVEY

The following questions are part of an in depth study of the organizational needs of the Lancaster Fire Department. The data will be used to complete a research paper and suggest improvements to our department's organizational chart. Your input is greatly appreciated. Lt. Kurt Downhour

General Demographic Questions:

4. How long have you been employed by Lancaster Fire Department? <2 years ___ 2-5 years ___ 5-10 years ___ 10-15 years ___ 15-20 years ___ 20 + years ___
5. What position do you presently fill on Lancaster Fire Department? Firefighter ___ Engineer ___ Medic ___ Officer ___ Chief Officer ___
6. What is the highest level of EMS certification you have held? Basic EMT ___ Paramedic ___

Organizational Questions:

7. If Lancaster Fire department were to create a new officer's position, what one would be the most important one to add? EMS officer ___ Training officer ___ Administrative Officer ___ Other _____
8. What rank should the new officer have? FF ___ Lt. ___ Capt. ___ A.C. ___
9. What required training or certification should an EMS officer have before being promoted? (check all that apply) Paramedic ___ Instructor ___ Officer training ___ 10 years or more service ___ Management training ___
10. What training or requirements should an EMS officer have to perform the duties of the position? (check all that apply) Paramedic ___ Instructor ___ Management training ___ 10 years or more service ___ 40 hour employee ___ Officer training ___
11. What training or requirements should a training officer have to perform the duties of the position? (check all that apply) Medic Training ___ 10 years or more service ___ EMS and/or fire instructor ___ Management training ___ Officer training ___

12. What training or requirements should an administrative officer have to perform the duties of the position? (check all that apply) Management training ___ Medic Training ___ 10 years or more service ___ EMS and/or fire instructor ___ 40 hour employee ___ Paramedic ___ Officer training ___

13. Should there be a designated EMS officer per crew? Yes ___ No ___

14. Should there be a designated training officer per crew? Yes ___ No ___

15. Is there a need for a continuous EMS chain of command from medic level through chief officer? Yes ___ No ___

16. What changes in department training do you think is needed? (Check all that apply) better documentation ___ more consistent crew to crew training ___ increased availability of off duty training ___ on site officer development training ___ Advanced individualized training ___ college accredited training ___ Other ___

17. Comments

APPENDIX C - NFPA INFORMATION

National Fire Protection association (NFPA) 1201 (2004) now refers to fire departments

as part of an emergency services organizations (ESO). The standard further states the

requirement for the ESO to "provide customer service oriented programs and procedures to

accomplish the following:

1. Save lives

2. prevent or mitigate fires, injuries, and emergencies

3. Work through a system of emergency management

4. extinguish fires

5. Minimize fire damage to property and the environment

6. Protect critical infrastructure

7. Perform emergency medical services

8. Protect the community from other hazardous situation

9. Perform response to and mitigation of events of terrorism

10. perform rescue services

11. perform other community-related services

This standard also sets the requirements of organizational structure in section 4.5

Organizational Structure:

4.5.1 The ESO shall have a leader and an organizational structure that facilitates efficient

and effective management of its resources to carry out its mandate as required in 4.1.2.

4.5.2 The ESO shall have an organizational structure of the size and complexity required

to accomplish its mission.

Standards for training are also addressed in this standard:

Section 4.11 Training:

4.11.1 Purpose. The ESO shall have customer-centered training programs and policies that ensure that personnel are trained and that competency is maintained in order to effectively, efficiently, and safely execute all responsibilities consistent with the organization's master plan.

4.11.2.1 The ESO leaders shall be responsible for the ESO's training program and shall designate an individual to act as administrator of the program.

4.11.3.1 A training officer shall be designated and be responsible for supervising the work of the organization personnel assigned as instructors or assistants.

4.11.3.5 The training officer shall furnish the performance standards to be covered by the training program and shall develop schedules to ensure that the members of the organization meet those standards.

NFPA 1710 Standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments lists several useful references that deal with EMS system functions:

5.3.4 Quality Management

5.3.4.1 The fire department shall institute a quality management program to ensure that the service has response times as required in 4.1.2.1 for all medical responses.

5.3.4.2 Fire Department Medical Personnel Review

5.3.4.2.1 All first responder and BLS medical care provided by the fire department shall be reviewed by the fire department medical personnel.

5.3.4.2.2 This review process shall be documented

A.5.3 An EMS is defined as a comprehensive, coordinated arrangement of resources

and functions that are organized to respond in a timely, staged manner to medical emergencies, regardless of their cause. The term system can be applied locally or at the state, province, or

national level. The fundamental functions of an EMS system are the following:

- (1) System organization and management
- (2) Medical direction
- (3) Human resources and training
- (4) Communications
- (5) Emergency response
- (6) Transportation
- (7) Care facilities
- (8) Quality assurance
- (9) Public information and education
- (10) Disaster medical services
- (11) Research
- (12) Special populations