

**ANALYZING THE NEED FOR OPERATIONS DISTRICT CHIEF AIDES TO
ASSIST WITH ADMINSTRATIVE EFFICIENCY AND OPERATIONAL SAFETY IN
THE CINCINNATI FIRE DEPARTMENT**

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ABSTRACT

The Cincinnati Fire Department Operations District Chiefs are tasked with numerous responsibilities, both operationally at emergency scenes and during the day to day routine administrative assignments that are critical aspects of commanding the district. The problem this research will investigate is the lack of district chief aides in the Cincinnati Fire Department and the affect it has on administrative efficiency and operational safety as it relates to the Operations Bureau district chiefs. The purpose of this research was to determine if there is a need for the operations district chiefs to be assigned an aide to assist them with the administration of their duties during a tour of duty. An evaluative research method was utilized to answer the following questions: (1) Do other fire departments utilize aides for operations district chiefs? (2) Do departments who have the district chief aide position feel they are beneficial to the department? (3) Would the implementation of a district chief aide have an impact on administrative and emergency operations of the Cincinnati Fire Department? (4) Are there other options available to assist the district chief with the administration of their duties? The research was conducted utilizing a literature review, a survey to 30 urban metropolitan fire departments across the United States, and a survey to the district chiefs and captains who fill in the absence of district chiefs. The results indicated that that there is overwhelming support by operations district chiefs and captains for the creation of an aide position, and that the job of an operations district chief would be more efficient with administrative duties and provide safer operations during emergency responses and incidents. Recommendations include creating and establishing the district chief aide position, one for each operations district chief per 24 hour tour, for a total of 12 new permanent positions at the rank of captain. An alternative recommendation due to funding that

would assist with administrative duties is to rotate the department wide staffing duties or utilize a support staff position for scheduling, and purchase new staffing software for time efficiency.

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INTRODUCTION

In 2003, the Cincinnati Fire Department experienced the Line of Duty Death of Firefighter Oscar Armstrong III. Following this event, the Cincinnati Fire Department released the Line of Duty Death Enhanced Report Oscar Armstrong III, an internal departmental report that was published to produce the facts of this incident as well as to make recommendations for improvement within the Cincinnati Fire Department (Line of Duty Death Enhanced Report Oscar Armstrong III, 2004, p. 6). Recommendation number one from this report is assigning an aide to each operations district chief. This district chief aide is to assist the district chief as an administrative assistant for routine day to day business such as staffing, scheduling, training, inquiries from the public currently handled by the district chief, and overall successful management of the district. During emergency scene operations, the district chief aide could be assigned as accountability officer, safety officer, sector officer, communications officer, or other role as ordered by the incident commander (Line of Duty Death Enhanced Report Oscar Armstrong III, 2004, p. 72). To this date, no aide positions have been created therefore the operations district chiefs have not been assigned aides.

The routine, day to day operations and administrative responsibilities that district chiefs are responsible for, with the exception of emergency responses or critical issues that need to be handled immediately, are mostly standard and routine for each tour of duty. Even though these duties and responsibilities are predictable, this presents a daily dilemma for the operations district chiefs due to the amount of time it takes to complete the administrative duties, as well as ensuring that other supervisory responsibilities are completed proficiently during the tour. As an example, training and drilling with companies under their command is not only a policy set forth in the Cincinnati Fire Department (Cincinnati Fire Department Procedures Manual, Section 102,

p. 6) for operations district chiefs, but it is also a basic practice and standard of the United States Fire Service in general (NFPA 1410, 2015 Edition, Chapter 1, p. 7). However, operations district chiefs have allowed their participation in company and district drills to become a lower priority by favoring the other duties and responsibilities that are mostly administrative, that must also be completed. Recommendation number 22 in the Armstrong LODD Report states “District Chiefs must take an active role in district level training exercises. Fire fighting skills reinforcement and evaluation should be included in district level training and minimum company standards performance evaluations” (Line of Duty Death Enhanced Report Oscar Armstrong III, 2004, p. 60). This is an extremely problematic scenario for the district chief assigned to District Four of the Cincinnati Fire Department due to the additional administrative responsibilities that the other district chiefs do not have.

An additional task that has historically been given or assigned to the chief aide’s position of fire departments that have utilized them is being the chief’s driver. A problem that an operations district chief encounters on a daily basis is in the Cincinnati Fire Department to drive and operate the command vehicle, specifically while responding to emergencies. Responding in an emergency fashion is dangerous enough, as has been documented numerous times in the fire service and has been the basis for several liability court cases nationally, but the district chief has other tasks to do while responding that distracts and takes away their full attention while driving. A district chief must listen to and process the information provided over the radio by a dispatcher and begin the size-up and decision making process. While driving to the emergency, the district chief must operate and talk on the radio, operate and utilize information being sent through the mobile data computer (MDC), and also must be able to locate the incident using GPS technology if the district chief is not familiar with the particular location they are responding to. The district

chief driving to an emergency paired with the aforementioned distractions have caused multiple close call accidents for the district chiefs as evidenced and documented in a survey conducted by the author for this research (Table 7).

Statement of the Problem

The daily responsibilities of the Cincinnati Fire Department district chief have been increasing over time and becoming more complex, both operationally and administratively, without any additional personnel assistance or support staff. The problem this research will investigate is the lack of district chief aides in the Cincinnati Fire Department and the affect it has on administrative efficiency and operational safety as it relates to the operations district chiefs. Additionally, there has never been a comparison conducted of other similarly situated fire departments as to whether the district chief aide position is utilized or filled, and what responsibilities that the aide performs in relation to the needs of the Cincinnati Fire Department.

Purpose of the Study

The purpose this research will serve will be whether or not the recommendation and reasoning to institute a district chief(s) aide position is a valid proposal, or are there alternative solutions to the administrative and operational problems and concerns identified within this research.

Research Questions

The evaluative research method was used to answer the following questions:

- 1.) Do other fire departments utilize aides for operations district chiefs?
- 2.) Do departments who have the operations district chief aide position feel they are beneficial to the department?
- 3.) Would the implementation of a district chief aide have an impact on administrative and emergency operations of the Cincinnati Fire Department?
- 4.) Are there other options available to assist the district chief with the administration of their duties?

BACKGROUND AND SIGNIFICANCE

The Cincinnati Fire Department prides itself on being the first professional paid fire department in the United States, serving the City of Cincinnati since April 1, 1853. The City of Cincinnati is located in southwest Ohio, has a continually increasing population of just under 300,000 residents, and is just shy of 79 square miles. The Cincinnati Fire Department is a full service fire department consisting of approximately 860 personnel divided into the following five bureaus: Administrative, Human Resources, Fire Prevention, Emergency Management, and Operations.

The largest of the five bureaus is the Operations Bureau, which is divided into four geographical areas referred to as districts. Each district and associated assets are managed by a district chief who, in the chain of command, reports directly to the Operations Bureau assistant chief. The Operations Bureau consists of 26 ALS engine companies, 12 ladder companies, two heavy rescues, 12 ALS transport units, three EMS supervisors, one safety officer, one ARFF company, and four district chiefs. Other auxiliary units and apparatus that are cross staffed by fire companies include four Zodiac rescue boats, ordinance disposal, water tanker, two mass casualty units, two mass decontamination units, one trench/collapse trailer, and two foam units. The daily authorized staffing is 193 personnel 24 hours a day, seven days a week operating out of 26 firehouses. There is also a daytime Monday through Friday support staff that include one administrative district chief, one emergency medical services district chief, one special operations district chief, one administrative captain, and one civilian administrative assistant, who are in addition to the 193 daily authorized personnel strength. The Operations Bureau responds to approximately 72,000 calls for service per year which include fire suppression, emergency medical services, hazardous materials incidents, specialized technical rescue,

ordinance disposal, waterway emergencies, and various other requests for assistance. In addition to emergency responses and hazard mitigation, responsibilities of the Operations Bureau are conducting fire inspections, facilitating fire drills, and various other fire prevention and public assistance activities. Other routine company activities include daily training and drills as well as fire hydrant maintenance throughout the city.

There are four operations district chiefs who work each day and are scheduled on what the fire service refers to as a 24/48 tour, or platoon, system. The district chiefs' departmental designation is assigned as District One, District Two, District Three, and District Four which correspond to which district they have responsibility for. These district chiefs are responsible for the personnel, buildings, apparatus, and equipment during their tour of duty. The district chiefs are also responsible for tactical pre-planning, training (conducting and observing), proficiency of the companies in the district, and discipline of members. Further duties include responding to emergencies and assuming the role of the incident commander, ensuring all company incident and routine reports are completed, and for coordinating and distributing the personnel on duty to provide adequate staffing on the companies (Cincinnati Fire Department Procedures Manual, Section 102, p. 6).

As previously noted, on March 21, 2003 Firefighter Oscar Armstrong was killed in the line of duty while fighting a residential structure fire. A recommendation was made to institute district chief aides to assist with emergency scene accountability or any other support role needed at the discretion of the district chief or the incident commander. The position of a permanent chief's aide has still not been developed or filled, but the need for scene support to the incident commander was still a concern and a priority. In July 2014, a *safety engine* concept was instituted on structure fire responses, which is an extra engine added to the structure fire

compliment on the initial dispatch. The sole role of this company is for the officer and fire apparatus operator to report to the command post and assist the incident commander with accountability, communications, and the self-contained breathing apparatus tracking system. The two firefighters from the safety engine join up with the firefighter rapid assistance team, making a total of six firefighters available for these duties (Cincinnati Fire Department Operations Manual, Section 203.1, p. 27). A problem that the Cincinnati Fire Department has encountered is the safety engine being utilized by the incident commander for fire suppression or civilian rescue when faced with life threatening emergency situations and not replacing them with another engine company, as was the case at a structure fire on March 26, 2015 that included the line of duty death of Fire Apparatus Operator Daryl Gordon (Enhanced Line of Duty Death Report, Fire Apparatus Operator Daryl Gordon, 2016, p. 117). At incidents where the incident commander reallocates the safety engine to other time sensitive emergent tasks and subsequently does replace them with another engine company, there is a delay with setting up firefighter accountability and the self- contained breathing apparatus tracking system until the arrival of the replacement engine company. The adopted safety engine concept implemented into emergency operations functions as it is intended a majority of the time, but there still are instances where it is not as effective as a dedicated person whose only purpose is to assist the district chief or incident commander at an emergency scene.

The safety engine concept was developed to fill support roles to the district chief at emergencies, but nothing has been implemented to assist with the day to day administrative workload that has caused the district chiefs to give other responsibilities, such as properly managing and drilling with their companies, a lower priority of importance. This is mostly a concern with the district chiefs who are assigned to District Four. Although the least busy

district chief as far as emergency call dispatches, the District Four chief by far has the greatest administrative workload of the four district chiefs on duty each day. The District Four chief is responsible for coordinating, balancing, and maintaining the department wide daily staffing in addition to the other responsibilities assigned to an operations district chief during their tour of duty. The following are the call volumes and working time for each district chief in 2015:

- District One: 1752 responses with a working time of 395 hours and 51 minutes
- District Two: 1396 responses with a working time of 309 hours and 05 minutes
- District Three: 1834 responses with a working time of 418 hours and 50 minutes
- District Four: 1082 responses with a working time of 264 hours and 29 minutes (Cincinnati Fire Department Annual Report 2015, 2016, p. 13)

As this author was assigned to District Four in the past, managing the department wide staffing is an extremely time consuming job in and of itself. This assignment and responsibility leaves little time during the day, and occasionally evenings, to complete all of the other tasks associated and required of an operations district chief. After each district chief coordinates staffing for their own district, they then fax the staffing form to the District Four chief. After completing their own district staffing report and receiving the staffing reports from the other three districts, the District Four chief then completes the department wide staffing using a master worksheet and a pencil. This information is then transferred to a personnel scheduling system software program that is outdated, inefficient, and redundant. When overtime must be summoned to meet the minimum staffing requirements, personal phone calls must be made to each member who is needed, which could be up to 25 personnel equating to 25 phone calls. This time consuming responsibility keeps the District Four chief from interacting with the companies for training, drilling, officer meetings, and professional development. The City of Cincinnati

hired the consulting firm Tri-Data to conduct a comprehensive assessment of the Cincinnati Fire Department. In February 2006, the report was released which includes the following excerpt as it relates to district chiefs and staffing management:

The district DCs who have an oversight of day to day operations have an inordinate amount of daily paperwork. Most of it is related to scheduling and staffing. All of the DCs we talked to agreed that it is unmanageable at times and that it is a daily occurrence. Most of the paperwork is done by hand, and subsequent calls can throw the whole scheduling process off for a day. It also seems to a certain degree to interfere with the process of truly managing other aspects of running a district, including training, morale, officer professional development, etc. (Tri-Data, 2006, p. 199)

Another excerpt from the Tri-Data report included this recommendation and explanation:

Recommendation 94: Staffing software (i.e. Telestaff) resources should be procured for use by the CFD. Having no automated staffing system contributes to a serious lack of efficiency and accountability. An inordinate amount of time and personnel is being spent on daily staffing issues, which bogs down the management level in operations. A viable IT staffing system would greatly increase the efficiency of running the operations division, and in the long run pay for itself by freeing up the DC level of management for other operational concerns (Tri-Data, 2006, p. 199-200)

The issue of district chiefs not properly managing their district or training with their companies had a direct impact on events that took place at structure fire on March 26, 2015. At this incident, some of the most basic firefighting skills performed by companies were identified as being deficient causing a negative impact on the event, such as what would be considered a

routine fire that took over 20 minutes to get water on the fire. Some of the basic operational deficiencies that were noted at this particular incident were primary attack line deployment, back up line deployment, problem solving, rescue strategies, SCBA tracking system, and apparatus operation to name a few (Enhanced Line of Duty Death Report, Fire Apparatus Operator Daryl Gordon, 2016, p. 89). These deficiencies are something that a district chief should train on with their companies before an incident occurs to ensure there is proficiency with these tasks. Due to the administrative workload, primarily for the District Four chief, it can be extremely difficult, if not impossible, for this to occur.

The potential impact this study could have will be to determine how an aide to the operations district chiefs would assist them with their overall effectiveness, both administratively and operationally. Additionally, this research should provide the City of Cincinnati administration the necessary information to determine whether or not there is a need to implement the operations district chief aide position or whether other changes for the operations district chiefs, or procedures, are in order.

LITERATURE REVIEW

The rank of District Chief in the Cincinnati Fire Department lies between Captain and Assistant Chief in the chain of command is commensurate with the rank of Battalion Chief or similar rank title in other fire departments in the United States, sharing mostly the same duties and responsibilities dependent upon the exact assignment within the department. The Cincinnati Fire Department Procedures Manual lists the following as the daily responsibilities of an operations district chief:

- Responsible for all of the buildings, apparatus, and equipment of the district during their assigned tour of duty
- Responsible for distributing available manpower in order to form the most efficient unit possible
- Responsible for efficient operations of companies at incidents until relieved by a superior officer
- Responsible for discipline in the district
- Responsible for proficiency of the companies commanded in firefighting and other emergency responses. Ensures proficiency of fire companies in the district by observing drills and conducting combined drills within the district
- Responsible for supervising the inspection program for those companies commanded
- Conducts tactical inspections for pre-fire planning
- Responsible for the proper reporting of incidents and routine reports from the district

- Responsible for record keeping within their district, including personnel records

and district manpower roster

(Cincinnati Fire Department Procedures Manual, 2015, Section 102, p. 6)

The National Fire Protection Agency (NFPA) is an international organization whose mission is to reduce the worldwide burden of fire and other hazards on the quality of life by developing and advocating scientifically based consensus codes and standards, research, training, and education (IAFF NFPA 1710 Implementation Guide, 2002 p. 1-1) NFPA 1710 is the standard that sets guidelines for fire department staffing, response times, and other factors vital to the performance of a fire departments duties (IAFF NFPA 1710 Implementation Guide, 2002 p. 3). This standard is of significant importance because it applies the documented and proven science of fire behavior and emergency medicine to the basic resource requirements for effective fire and emergency service deployment (IAFF NFPA 1710 Implementation Guide, 2002, p. 1-2). NFPA 1710 defines a district chief aide as “Staff aide.” A firefighter or fire officer assigned to a supervisory chief officer to assist with the logistical, tactical, and accountability functions of an incident, division, or sector command.” The standard further expands on this definition by saying:

This member is assigned to a chief supervisory officer who assists at scene operations, which can include personnel accountability, communications, and other logistical and administrative support. In addition, this member can assist in coordinating training activities, respond to citizen inquiries, coordinate staffing issues and sick leave follow-up, and assign resource allocations for facilities and apparatus under the supervisory chief officer’s jurisdiction. Staff aides can be

known as field incident technician, staff assistant, battalion firefighter, or battalion adjunct (NFPA 1710, 2016, Annex A, A.3.3.48, p. 17)

Chapter 5 of NFPA 1710 indicates that a chief supervisory officer shall be dispatched or notified to respond to all full alarm assignments. This section goes on to state that “chief supervisory officers shall have staff aides deployed to them” (NFPA 1710, 2016, Chapter 5, 5.2.2.2.3 and 5.2.2.2.5, p. 10).

There are no local, state, or national guidelines mandating the duties or use of an aide. Since there are no state, local, or nationally mandated guidelines or laws that were specific to chief aides, the ability to compare fire departments can be used as a resource (Lang, 2010, p. 49)

According to Klaene and Sanders in 2012, a chief’s aide can assist the IC in organizing and coordinating a safe and effective operation (Structural Firefighting Strategy and Tactics, p. 14). This is evidenced as recommendations in the Line of Duty Death reports from Chicago and San Francisco, among others, released by National Institute for Occupational Safety and Health. A recommendation in the 2011 San Francisco report states “Ensure that Incident Commanders are provided a chief’s aide at all structure fires (CDC/NIOSH F2011-13, p. 25).”

Recommendation number seven in the 2012 Chicago report states “Ensure that incident commanders are provided chief aides to help manage information and communication (CDC/NIOSH F2012-28, p. 21).” In a 2011 on-line article from Fire-Rescue Magazine, Ciarocca and Harms indicate that an aide is an essential part of the command structure and they serve in a position that significantly increases firefighter safety. The chief and his aide work as a team (Ciarocca and Harms, 2011). In the Fire Chief’s Handbook sixth edition, Nick Brunacini discusses the benefits of having a “senior advisor” and “support officer” at the command post to assist the incident commander. The senior advisor verifies the strategy and incident action plan

implemented by the incident commander match the incident conditions and makes sure that the incident has the right resources in place to effectively and safely manage the incident. The support officer role includes taking over the tactical worksheet and tracking the incident resources which allows the incident commander to focus on what is going on in the operational sectors (The Fire Chiefs Handbook, 2003, p. 538). Further research indicates that fire departments operating in urban areas are faced with significantly more complex problems, and with more frequency, than do suburban or rural areas (Varone, 1997, p. 295).

In addition to assisting the incident commander on the fire ground, chief's aides are also utilized to assist with administrative duties such as assisting with daily staffing issues both planned and unforeseen leaves taken by personnel, preparing injury reports, and being a point of contact when the chief is not available (Lasky, 2005). In addition to the previously listed administrative duties, another important duty that a chief and his aide are responsible for is the battalion training and facilitating company level drills (Ciarocca and Harms, 2011). The need for more district chief involvement in company and district level training is brought forth in the Daryl Gordon LODD report (Enhanced Line of Duty Death Report, Fire Apparatus Operator Daryl Gordon, 2016, p. 195) and as a recommendation in the Oscar Armstrong LODD report (Line of Duty Death Enhanced Report Oscar Armstrong III, 2004, p. 73). In 2006, Tri-Data states that "Having no automated staffing system contributes to a serious lack of efficiency and accountability." The Tri-Data report further states that "A viable IT staffing system would greatly increase the efficiency of running the operations division..."(p. 199-200) Kronos Workforce Management builds staffing software and programs to meet the specific needs of their customers which can reduce the amount of time spent on scheduling by 80% (personal communication, November 2016).

The Officer/Enlisted Aide Handbook published by the Department of the Army of the United States of America lists the aide as the following:

As an aide to a general officer, you are placed in a most important, but often precarious, position. With little or no authority, you may be charged with heavy responsibilities (although not exceeding that of command). Your primary mission is simply to assist the general in the performance of his or her duties, a simple definition, but a monumental task (U.S. Army General Officer Management Office, August 2009 p. 2).

This same Officer/Enlisted Aide Handbook advises that the aide is responsible for office duties that include scheduling, preparation of appointments and meetings, review of correspondence, coordination of staff actions, assistance in personnel matters, and drafting of routine correspondence (U.S. Army General Officer Management Office, August 2009 p. 12). The United States Air Force also utilizes aides to assist officers carry out their official duties. Examples of Enlisted Aide duties include performing minor tasks and details which would otherwise be at the expense of the officer, assist the officer in discharging their general duty, serving as a point of contact for the officer, and providing administrative assistance (USAF, 2008).

Carter and Rausch state that aides perform valuable services in the operation of the incident command system. They further state that the chief's aide position does not exist in every fire department therefore the functions must be performed or assigned to other firefighters on a part time basis (Management in the Fire Service, 1999, p. 49-50). This idea is supported as the Cincinnati Fire Department utilizes a "safety engine" on all structure fire responses. The safety engine is an additional company dispatched to structure fire responses and the officer of the safety engine assumes the accountability officer role and the fire apparatus operator manages

the self-contained breathing apparatus (SCBA) tracking system and assists with communications or another support task that may be needed at the scene of an emergency (Cincinnati Fire Department Operations Manual, Section 203.01, p. 27). Lang's research states:

Matthew (1996) criticized the idea of drafting an aide from personnel on the emergency scene. He stated that a critical element of the aide's role depends on effective communication between the chief and the aide during the chaos of an emergency. The lack of experience of the aide and the unfamiliarity between the aide and the chief could contribute to the breakdown in critical communication. (Lang, 2000, p. 20)

Driving and operating the chief's vehicle is also traditionally a responsibility assigned to an aide. Having someone else drive to the scene allowed the chief to check pre-plans and read incident information relayed over the mobile computer terminal (Lasky, 2005). The U.S. Fire Administration advises that there are a variety of things that have become distractions to those driving and operating vehicles while responding to emergencies. These distractions include mobile computers, map books, pre incident documentation, and emergency radios. Drivers who have had their attention diverted away from the road and directed toward one of these distractions are at a greater risk for being involved in a collision (FEMA, 2014, p. 47). Traffic collisions involving emergency responders have increased significantly over the last ten years coinciding with the rise in technology utilized by these responders. The use of electronic equipment in vehicles, such as in car computers, has been cited as a factor in several collisions (Gazzar, 2014). In 1997, Varone reported that a fire department reinstated the aide position they had previously eliminated after a deputy chief was killed in a vehicle accident while responding to a fire (p. 289). Lang states that "battalion chiefs must monitor radio traffic, track unit

responses and staffing levels, and identify response routes and details of the incident location, at the same time, driving with lights and siren and talking on the radio.” (2000, p. 33)

To summarize, the literature review revealed a number of things concerning whether chief aides would assist with administrative efficiency and operational safety. Although a majority of fire departments do not have chief aides, the literature shows that chief aides are considered useful and relevant positions within the hierarchy of a fire department's organizational structure, as well as other similar organizations such as the military. The literature shows that chief aides are valuable in assisting with non-emergency routine administrative functions of a district chief, such as staffing, that currently takes up a great deal of time for district chiefs. Chief aides are also beneficial with assisting the incident commander during operations at emergency scenes as a second set of eyes and ears, or functioning in any other support role they may be assigned. Chief aides are also responsible for driving to the emergency to allow the district chief to concentrate on incident information being relayed via a radio or MDC, and allow the chief to monitor the size-up and strategic and tactical decisions by the first arriving companies. Increased technology and distracted driving are not specific to the Cincinnati Fire Department, but to other public safety entities as well. The literature review influenced this applied research by providing knowledge and material in regards to how operations district chief aides may assist with administrative efficiency and operational safety in the Cincinnati Fire Department.

PROCEDURES

The first procedure that was used to assist the author with this research project consisted of several informal conversations and discussions of personal communication with current and past district chiefs in the Cincinnati Fire Department relating to administrative and operational topics. The topics and ideas contained within these conversations and discussions were transcribed into brief notes in a journal that was kept for reference by the author of this project as the research progressed over time.

The research utilized an extensive literature review, which consisted of the Learning Resource Center at the National Fire Academy, printed fire service trade publications and journals, online fire service trade publications and journals, Cincinnati Fire Department reference material, several printed fire service text books, and other standard and Boolean searches utilizing the Google search engine which allowed the author to find related research data and information outside of the fire service.

Additional data was collected through two survey type questionnaires. A paper survey was distributed via the interdepartmental mail system of the City of Cincinnati to 20 of the 23 current district chiefs (Appendix 1). The reason only 20 were surveyed was due to one district chief being deployed for active military duty, one district chief absent due to long term medical leave, and one district chief being the author of this research. The survey was also sent to 14 captains who are qualified and permitted to fill in the absence of a regularly assigned district chief (Appendix 2). This survey was also requested to be returned by a specific date, allowing three weeks for the survey to be completed and returned to the author utilizing the same interdepartmental mail system. The survey was reviewed by two battalion chiefs from separate

large metropolitan fire departments and two district chiefs in the Cincinnati Fire Department prior to being distributed.

The second survey was put together using SurveyMonkey®, and was distributed to 30 randomly selected metropolitan fire departments from a list of cities that was generated from previous research conducted by the author (Appendix 3). Fire departments that were known by the author to have chief aides and those who were known not to have chief aides were utilized, however the surveys did not ask for the name of the department to be included in the response. To determine to whom the coinciding link should be directed to within the randomly selected fire departments, the author utilized the respective fire departments online website contact information and either made a phone call to the contact number listed or completed an online contact form. The contact information of the individual that was given to the author from a representative of the randomly selected department was then utilized to direct an e-mail with an introduction, explanation of the research project, and the coinciding SurveyMonkey® link. The author spent four days collecting contact information for the random fire departments that were selected for this project. The survey link was left open for 30 days after the last randomly selected fire department contact person was notified with the e-mail containing the survey link. The electronic mail system used was the authors account provided by the City of Cincinnati. This survey was reviewed by two battalion chiefs from separate large metropolitan fire departments and two district chiefs in the Cincinnati Fire Department prior to be distributed. The survey can be found in Appendix 3.

Definition of Terms

Battalion Chief. For the purpose of this research, it is synonymous with District Chief (Author).

CAGIS. CAGIS (Cincinnati Area Geographic Information System) is an enterprise-wide consortium that provides Cincinnati and Hamilton County government agencies and private utilities with access to real-time technology solutions for decision support, leading to improvements in the coordination, efficiency and quality of public service. This system is utilized by Cincinnati Fire Department personnel to assist with traveling to emergency locations (<http://cagismaps.hamilton-co.org/cagisportal/about>).

Mobile Data Computer. Is a computerized device used in public transit vehicles, taxicabs, courier vehicles, service trucks, commercial trucking fleets, military logistics, fishing fleets, warehouse inventory control, and emergency vehicles, such as police cars, to communicate with a central dispatch office. They are also used to display mapping and information relevant to the tasks and actions performed by the vehicle such as CAD drawings, diagrams & safety information (https://en.wikipedia.org/wiki/Mobile_data_terminal).

Tactical Worksheet. The tactical worksheet is a critical piece of equipment because it helps the IC organize these and other tasks by providing reminders, prompts and a convenient workspace for tracking companies and apparatus. It is a means to record vital information that may help them make future operational decisions. By documenting the assignments, sector/division/group officers, and sector/division/group resources, the IC creates a visual reference of the overall fireground organization and deployment. (Harms, 2010)

Working Time. Working time begins when a company is dispatched to an incident and ends when the company becomes available for the next run. (Turley, 2016)

Limitations of the Study

The informal discussions and conversations with current and past district chiefs were conducted only by way of a chance encounter or meeting between the author and other party. There was not an opportunity for the other person to prepare for the conversation, and discussions were solely based off of personal opinion and experience. The survey that was sent to the randomly selected departments was biased in regard to being sent to urban, metropolitan departments and was not sent to any other fire departments in the surrounding area to Cincinnati or the State of Ohio. The survey requested basic factual departmental data but also allowed for subjective responses by the persons completing them. Therefore, it could be expected that some personal bias exists regarding the answers to the questions contained in the survey which may not be a true reflection of their departments use or non-use of an aide position. A total of 23 out of 30 surveys were returned. The survey sent to the members of the Cincinnati Fire Department also contained questions asking for personal experiences and subjective responses which could be skewed by the respondents preconceived opinion on the topic of the research. A total of 16 out of 20 responses were returned from district chiefs and a total of 12 out of 14 responses were returned from the captains who were deemed eligible to complete the survey.

RESULTS

The first research question was “Do other fire departments utilize aides for operations district chiefs?” The author had prior knowledge that other fire departments in fact did utilize chief aides for operations district/battalion chief positions and this prior knowledge was verified by the literature review that was conducted for this project. Next, a total of 30 randomly selected fire departments were sent a survey by the author regarding the use of chief aides (Appendix 3). These departments were chosen from a list the author compiled for previous research on another topic. Out of the 30 surveys that were sent, 23 were returned with 6 (26.09%) reporting that they utilized full time aides, 2 (8.70%) reporting that they were utilized based on activity level or unusual circumstances, and 15 (65.22%) indicated they did not have aides for operations chiefs within their department (Appendix 4).

The second research question was “Do departments who have the operations district chief aide position feel they are beneficial to the department?” The survey sent to the 30 randomly selected departments asked whether those who had the chief aides position within their department felt that they were the aides were beneficial during emergency incidents only, assisting with routine administrative duties only, were beneficial with both emergency and administrative duties, or not beneficial to their department at all. From the 23 surveys that were completed and returned, six respondents who utilized full time chief aides and all six (100%) indicated that chief aides were beneficial with assisting the operations district chief at both emergency operations and routine administrative functions (Appendix 5).

In addition to the emergency and administrative duties of a district chief noted in the literature review, district chiefs are assigned extra daily administrative duties. Of the 23 departments who returned the survey, 17 (73.91%) were assigned additional administrative

functions while six (26.09%) were not. This survey question did not delineate if there was a correlation of the utilization of an aide and having responsibility for additional duties (Appendix 6)

Of the 15 respondents who indicated that they do not have an operations chief aide, 13 replied that they are not provided any form of additional assistance with their daily administrative duties and the remaining two did not answer this question (Appendix 7). The survey also contained a “comments” request so that the respondent had an opportunity to clarify or expand on the answer and information that they provided. There were no negative comments provided by the six respondents who utilized chief’s aides and five of the six respondents provided the following comments (not corrected for spelling, punctuation, sentence structure, etc...):

- “Beneficial at assisting the chief officer at emergency scenes AND assisting with routine administrative duties”
- “His aide (we call them Chief’s Drivers) handles a good portion of the staffing.”
- “The ‘aid’ is a Captain who scribes or acts as Safety at emergency incidents and assists with administrative functions in down time.”
- “Over the years, the EC position has assumed more duties which has freed up the battalion chiefs to be more available to the crews in the district.”
- “The BC and his aide form a district management team that work closely together to oversee, plan and manage all district activities and emergency operations.”
- “Chief aides are indispensable. They are a very important part of the command element.”

The third research question was “Would the implementation of a district chief aide have an impact on administrative and emergency operations of the Cincinnati Fire Department?” The district chiefs and captains eligible to fill in for district chiefs of the Cincinnati Fire Department, were sent a survey seeking input regarding the duties and responsibilities currently assigned to the operations district chiefs. A total of 16 out 20 surveys from district chiefs were completed and returned, and 12 out 14 surveys from eligible captains were completed and returned.

Of the 16 district chiefs that responded, all of them reported that when assigned to District One, District Two, and District Three, they had ample time to complete the responsibilities and additional administrative duties assigned to each respective District. Conversely, when they were assigned to District Four, 12 out of 16 responses (75%) indicated that there was not enough time in a tour to complete the routine duties and the additional administrative responsibilities assigned to the position. The other four responses from the district chiefs who responded to the survey, two indicated that they neither agree nor disagree about having sufficient time while assigned to District Four, and two others did not answer the question (Table 1).

Table 1
Sufficient Time to Complete Additional Daily Administrative Duties

	District 1	District 2	District 3	District 4
Strongly Agree	7	5	8	0
Agree	5	6	4	0
Neither Agree nor Disagree	2	2	2	2
Disagree	0	0	0	2
Strongly Disagree	0	0	0	10
No Response	2	3	2	2

Based on 16 responses from district chiefs

The captains of the Cincinnati Fire Department who responded to the survey reported that when assigned to District One, District Two, and District Three, all of them reported they had ample time to complete the responsibilities and additional administrative duties assigned to each respective District while acting in the capacity of a district chief. Out of the 12 captains that responded who are eligible to fill in for district chiefs, 8 of them have been assigned to District Four and all eight (100%) of them have indicated that they feel they do not have sufficient time to complete the regular and additional duties when assigned there. The other four captains who completed this survey do not fill in for District Four and this was documented as a “not applicable” or specifically documented on their returned survey (Table 2).

Table 2

Sufficient Time to Complete Additional Daily Administrative Duties

	District 1	District 2	District 3	District 4
Strongly Agree	2	0	0	0
Agree	5	5	8	0
Neither Agree nor Disagree	3	1	1	0
Disagree	0	0	0	5
Strongly Disagree	0	0		3
No Response	2	6	3	4

Based on 12 Responses from Captains

In 2014, the Cincinnati Fire Department instituted the safety engine concept for all structure fire responses and two of the personnel on the safety engine are designated to assist the incident commander with accountability and the SCBA tracking system. The survey sent out to Cincinnati Fire Department district chiefs and captains revealed that 100% (16 out of 16 district chief responses and 12 out of 12 captain responses) indicated that the safety engine personnel assisting at the command post are beneficial (Table 3). As stated by Carter and Rausch in the Literature Review, the chief's aide position does not exist in every fire department therefore the functions must be performed or assigned to other firefighters on a part time basis, which is the intent of the Safety Engine in the Cincinnati Fire Department (p. 49-50).

Table 3
Safety Engine Personnel Considered Beneficial

Yes	No	No Response
28	0	0

Based on 28 Responses

The literature review listed one of the many functions of the chief's aide as a driver of the vehicle allowing the district chief to concentrate on other functions while responding to an incident (Lasky, 2005). Additionally, the literature review has revealed a rise in emergency responders involved in motor vehicle accidents due to technology (Gazzar, 2014). The author included four "yes" or "no" questions in the survey sent to district chiefs and captains acting as district chiefs in the Cincinnati Fire Department regarding responding to an emergency incident and the operation of the vehicle during the response. The first question revealed that 10.71% of the respondents stated that they have been involved in an automobile accident while responding to an emergency, although though details were not collected in the survey as to the cause (Table 4). The second question was whether or not they MDC was utilized for incident information while driving to an emergency, which 71.43% indicated that they do in fact use the text information on the MDC (Table 5). The third question was whether or not the CAGIS Firebird mapping/GPS program was used to assist in responding to the location of an incident, 42.84% acknowledged that they do use it to assist them while responding (Table 6). The last of the four questions about driving to an emergency incident asked whether the person believes that they have had a close call, or "near miss", incident while responding to an emergency incident, which 78.57% state they have (Table 7).

Table 4
Involved in Accident Responding to an Incident

Yes	No	No Response
3	25	0

Based on responses from 16 District Chiefs and 12 Captains

Table 5
MDC Utilized while Responding

Yes	No	No Response
20	7	1

Based on responses from 16 District Chiefs and 12 Captains

Table 6
Utilize CAGIS Firebird While Responding

Yes	No	No Response
12	15	1

Based on responses from 16 District Chiefs and 12 Captains

Table 7
Close Call or Near Miss Driving to an Emergency Incident

Yes	No	No Response
22	6	0

Based on responses from 16 District Chiefs and 12 Captains

The survey to the Cincinnati Fire Department district chiefs and captains included a list of duties that an aide or a driver may perform that would potentially benefit them as a district chief, or acting district chief, during their tour of duty. The following figures denote the responses of the 16 out of 20 district chiefs who returned the survey:

1. Assist with operation of vehicle	81.25%
2. Assist with incident command/ management duties at emergency	81.25%
3. Assist with personnel accountability at emergency	81.25%
4. Assist with fire ground radio communication	81.25%
5. Assist with MDC use	87.50%
6. Assist with company training and/or drills	62.50%
7. Assist with manpower/staffing	50%
8. Assist with reports and other daily administrative duties	68.75%
9. Assist with other projects	81.25 %
10. Other (please list below)	
a. Act as a scribe, document incident	
b. Answering phone	
c. Allow the DC to concentrate on the incident information and begin planning prior to arrival	
d. Second set of eyes, someone to bounce thoughts off of	
e. Officer development. Training captains for DC job	

The following figures denote the responses received from the 12 out of 14 captains who returned the survey regarding the list of duties that an aide or driver may perform that would potentially benefit them when filling in as an acting district chief:

1. Assist with operation of vehicle	91.66%
2. Assist with incident command/ management duties at emergency	91.66%
3. Assist with personnel accountability at emergency	100%

4. Assist with fireground radio communication	91.66%
5. Assist with MDC use	66.66%
6. Assist with company training and/or drills	50%
7. Assist with manpower/staffing	41.66%
8. Assist with reports and other daily administrative duties	50%
9. Assist with other projects	75%
10. Other (please list below)	
a. Utilize “next out” captains for training purposes	
b. Assist with preplans, drilling, training, etc..	

Finally, the survey sent to the Cincinnati Fire Department district chiefs and captains allowed for the respondents to document or add comments that they deemed would be useful regarding the utilization, or lack of, chief’s aides. The following are comments that were handwritten by the district chiefs on the survey (not corrected for spelling, punctuation, sentence structure, etc...):

- “I feel D-4 does not have adequate time to complete all duties he is responsible for, due to city manpower. He has to wait for the other Dist’s manpower, and other issues.”
- “I do not utilize MDC while driving, it is hard to drive and see info. I rely on radio info.”
- “Not being familiar with a running area causes me to rely on the CAGIS or GPS to assist in getting to the run.”

- “Aide to me would be most beneficial while driving and at the fire scene (communications, accountability, odds + ends stuff).”
- “I agree with aides, but it is \$1.5 million/yr increase in budgeting. I currently see greater needs in training. But I think we need them.”
- “In my opinion D-4 cannot effectively supervise their District and fulfill the manpower requirements for the dept. There isn’t enough time in the day to do manpower and supervise, drill, etc with their assigned companies and yet this lack of training is the first thing referenced in LODD’s.”
- “D4 is supervised and managed by telephone.”
- “An aide would be a great benefit but the cost seems prohibitive.”

The following are the comments that were hand written by the captains who returned the survey (not corrected for spelling, punctuation, sentence structure, etc...):

- “You cannot safely use the PMDC or Firebird while driving”
- “When I am above grade, I am by myself and it is easy to get distracted when looking at computer. I have drifted out of my lane and have had other close calls when looking at computer.”
- “The information relayed via MDC can provide vital information pertaining to the incident. Unfortunately, a DC/acting DC can not safely utilize the MDC and operate the vehicle.”
- “Having one individual responding in a vehicle alone, attempting to drive and manage radio, communications, the MDC and other distractions is unsafe.”

- “If there were someone to drive while the DC began to manage communications and other information received while enroute they would be much further ahead when they arrive onscene.”
- “MDC/CAGIS distracts from operating vehicle safely.”
- “I think having a driver would help the DC focus completely on fire ground operations enroute to the emergency.”
- “When responding, the MDC is a huge distraction.”
- “Feel that when responding, it is distracted driving when updates are given and answering radio.”
- “There’s a tremendous amount of things going on on the way to a 1-alarm that we’re probably lucky more/worse things haven’t happened en route by all of the distractions from driving.”
- “I find myself constantly looking at computer + road. I find myself drifting out of lanes.”
- “I had received no training for D4 duties. I feel there is little time to balance staffing + everything else (runs/training/visiting firehouses). You are constantly answering the phone and adjusting the manpower.”

The fourth research question was “Are there other options available to assist the district chief with the administration of their duties?” As previously mentioned, in 2014 the Cincinnati Fire Department instituted the safety engine into its operational procedures which assign personnel from a specific company upon dispatch to assist the incident commander with accountability and communications at the command post during an incident. The surveys sent to

the Cincinnati district chiefs and captains found that 100% of both the district chiefs and captains surveyed believe the safety engine personnel are beneficial to the incident commander at an emergency. Several of the metropolitan departments surveyed that do not provide chief aides do have procedures similar to the Cincinnati Fire Department that address providing assistance to the incident commander at the scene of an emergency, also noted in the Literature Review of this research.

The survey sent to Cincinnati district chiefs and captains had an overwhelming negative response in regards to the additional administrative duties assigned to the District Four chief, specifically as it relates to managing the department wide staffing. There were no questions asked on either the survey sent to the Cincinnati Fire Department members, or the survey sent to outside departments, regarding additional options for administrative assistance. However, the author, along with other command staff of the Cincinnati Fire Department, participated in a teleconference with Kronos Workforce Management regarding staffing and scheduling computer programs. Kronos determined that they can build a scheduling software program specific to the needs of the Cincinnati Fire Department. They have further indicated that the program will reduce the current time spent by the district chief on scheduling by up to 80%.

DISCUSSION

The results of this applied research paper indicate that not every fire department utilizes an aide for their operations chiefs nor are there any local, state, or federal laws or regulations governing such. There are, however, numerous resources citing the responsibilities of chief aides at emergency incidents and assisting with administrative functions such as the National Fire Protection Association (NFPA), and within other information obtained through the literature review. The utilization of aides for chief officers is not specific to the fire service, as the United States Army and the United States Air Force also employ aides to assist officers with the administration of their duties.

The feedback that was received from the surveys indicate that those who have aides, the daily administrative and emergency duties are in line with the aide duties recommended by NFPA. Of the departments that responded to the survey who have aides, all have indicated that they prove to be beneficial to their organization. A department who responded to the survey indicated that they recently lost the aide position within their organization described it as a “significant change”, and it continues to be a challenge adapting to the fire ground responsibilities an aide previously held responsibility for.

The Cincinnati Fire Department is similarly situated to other metropolitan fire departments in regards to not having an aide assigned to operations chiefs or having an assistant to help with the daily and emergency scene responsibilities that their position entails. Likewise, the Cincinnati Fire Department’s management of emergency incidents has also become more complex along with other fire departments as “incident commanders are faced with an increasing array of concerns and critical decisions that must be addressed while operating under extreme time constraints” (Herlihy, 2001, p23). There were two CDC/NIOSH line of duty death reports,

out of many, that were cited in this research indicating that the duties and responsibilities that would be handled by an aide were not performed, or performed inappropriately, at an incident where there was a firefighter fatality. The subsequent recommendations in these reports were to assign chief's aides.

The safety engine procedure implemented by the Cincinnati Fire Department has been beneficial to the incident commanders as far as designating personnel to assist with accountability and maintaining the computer aided SCBA tracking program. There are several other departments around the country who utilize this, or a similar operational concept, by assigning a fire company to assist the incident commander at incidents. However, there are still tasks left to the incident commander that would be best served being taken care of by an aide such as monitoring one or more radio channels, handling some of the face to face communication, maintaining incident documentation, setting up the command post, operating cell phones, computers, performing reconnaissance, conducting a 360 degree size up, monitoring conditions, advising of response routes, serving as a liaison, and serving as a partner to the chief when operating inside a structure (Varone, 2000, p44-45)

One recommended duty of a chief's aide is to function as the chief's driver to an emergency. An area of concern found within the Cincinnati Fire Department is driving to an emergency and using a computer (MDC) for incident information and driving directions, in addition to communicating on portable radios and making strategic and tactical decisions at the same time. The survey sent to district chiefs and captains revealed a significant "yes" answer to whether they have encountered a "close call" or "near miss" auto accident as a result of being distracted while driving to the scene of an emergency.

On the administrative side of the duties of a Cincinnati Fire Department operations district chief, it was found that there was not a significant issue of completing the daily administrative and non-emergency tasks when assigned in District One, District Two, or District Three. However, the respondents did indicate that that a chief's aide would be beneficial in assisting with the completion of these duties. There was an overwhelming majority of respondents who indicate that when they are assigned to District Four, there is not ample time in the day to complete their duties, of which having responsibility for managing the department wide staffing being the biggest identified issue. A suggested remedy to the amount of time spent on staffing was provided in the TriData report given to the Cincinnati Fire Department in 2006.

RECOMMENDATIONS

Based upon the research that has been conducted, including literature review, research, and analyzing the collected data and information, this author believes that the operations district chiefs in the Cincinnati Fire Department would be well served by providing them assistance to make their jobs safer and allow more effective supervision of their respective district. By providing personnel, the operations district chiefs will be able to effectively and efficiently complete their daily administrative tasks and the additional staff will be a valuable asset to the incident commander during emergency scene operations.

The following recommendations from the author would be:

- Create 12 aide positions at the rank of captain, 1 for each district chief per unit day. The daily responsibilities of these positions would be developed and contained in the Procedures Manual and Operations Manual, where applicable. First and foremost, the aide would be a driver for the district chief since the author has concluded from the research that an extremely unsafe situation exists with the district chiefs in regards to MDC communications, processing information, making decisions, talking on the radio, and driving in an emergency mode to an incident. Furthermore, the aide would assist the district chief with routine non-emergency administrative functions such as staffing and coordinating area coverage for training, and be a personal assistant to the district chief as he/she functions as an incident commander at emergency scene operations. An unintended benefit of the aide position would be that it can be used to train captains for the district chief position.

- Procure funding in to add the 12 permanent district chief aides which currently would be \$81,952 per position, not including fringe benefits or certification pay.
- Evaluate new staffing/scheduling software and methods for time savings and efficiency

The author recognizes that budgetary considerations dictate whether the previous recommendations to add aides are a viable option at the present time. The following are alternative recommendations that may help but will not replace the benefit of having aides:

- Research, evaluate, and purchase new staffing/scheduling software for time savings and efficiency. This recommendation is also included above and should be a priority either way.
- Rotate the department wide staffing and scheduling duties between all four district chiefs so it is not always District Four's responsibility or take away department wide staffing management from an operations district chief all together, possibly have a support staff person complete this task.
- Develop procedures addressing MDC usage while driving and research a safer way to relay information to the personnel who must function by themselves in a vehicle.
- Further research of how other fire departments are coping with these similar issues

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APPENDIX 1 – DISTRICT FIRE CHIEF SURVEY

INTERNAL SURVEY TO CINCINNATI FIRE DEPARTMENT DISTRICT CHIEF'S

What assignments have you had in the last 5 years as a DC? (Check all that apply)

40 Hour _____ District 1 _____ District 2 _____ District 3 _____ District 4 _____ Traveler _____

The following is an excerpt from the procedures manual outlining the operations district chief's duties and responsibilities listed in the procedures manual.

102.15 District Chief

- A. In the functional chain of command, the District Chief is directly below Assistant Chief in rank.
- B. The District Chief is responsible for all of the buildings, apparatus and equipment of the District or Division on his assigned tour of duty.
- C. Is responsible for distributing available manpower in order to form the most efficient unit possible.
- D. Is responsible for efficient operation of companies at incidents responded to unless relieved by a superior officer.
- E. Is responsible for discipline in their Division or district.
- F. Is responsible for the proficiency of the companies commanded in firefighting and other emergency responses. Insures proficiency of fire companies by observing drills and conducting combined drills within the district.
- G. Is responsible for supervising the inspection program for those companies commanded.
- H. Conducts Tactical Inspections of buildings for pre-fire planning.
- I. Is responsible for the proper reporting of incidents and routine reports from the district or Division.
- J. Is responsible for the proper record keeping in their district, including the personnel records and district manpower roster for their unit or Division.
- K. In the absence of a company officer, assigns an acting officer.
- L. Is responsible for proper transmission of information to the companies commanded.

Use the following scale to answer the below questions:

- 1. Strongly Agree**
- 2. Agree**
- 3. Neither Agree nor Disagree**
- 4. Disagree**
- 5. Strongly Disagree**

In addition to the regularly assigned duties and responsibilities, do you feel that you have sufficient time to complete the additional administrative duties assigned to District 1? ____

In addition to the regularly assigned duties and responsibilities, do you feel that you have sufficient time to complete the additional administrative duties assigned to District 2 (Ex: Vac/Hol Hotline)? ____

In addition to the regularly assigned duties and responsibilities, do you feel that you have sufficient time to complete the additional administrative duties assigned to District 3? ____

In addition to the regularly assigned duties and responsibilities, do you feel that you have sufficient time to complete the additional administrative duties assigned to District 4 (Ex: Department wide Staffing)? ____

Feel free to elaborate on any of the above responses on the back of this sheet or on a separate piece of paper.

Please answer the following with “Yes” or “No”

Do you feel that the safety engine personnel assisting at the command post during an incident are beneficial? _____

Have you ever been involved in an auto accident while responding to an incident in the district chief’s vehicle? _____

Do you utilize the MDC for incident information while responding to dispatched emergencies?_____ (If yes, please describe on the back of this paper how you utilize this information while driving)

Do you utilize the CAGIS Firebird while responding to dispatched emergencies for assistance with directions? _____ (If yes, please describe on the back of this paper how you utilize this information while driving)

Do you feel you have had a close call, or near miss, auto accident while responding/driving to an emergency due to being distracted with the MDC or communicating on the radio? _____

How would an aide or driver benefit you as a district chief? (Check all that apply)

____ Assist with operation of vehicle

____ Assist with incident command/management duties at an emergency

____ Assist with personnel accountability at an emergency

____ Assist with fireground radio communication

____ Assist with MDC use

____ Assist with company training and/or drills

____ Assist with manpower/staffing

____ Assist with reports and other daily administrative duties

____ Assist with other projects

____ Other (please list below)

Any other comments or suggestions regarding the use, or lack of, a chief's aide, please comment below and continue on the reverse side if needed.

APPENDIX 2 – FIRE CAPTAIN SURVEY

INTERNAL SURVEY TO CINCINNATI FIRE DEPARTMENT CAPTAINS WHO FILL IN AS DISTRICT

CHIEFS

What assignments have you had in the last 5 years as a DC? (Check all that apply)

District 1 _____ District 2 _____ District 3 _____ District 4 _____

The following is an excerpt from the procedures manual outlining the operations district chief's duties and responsibilities listed in the procedures manual.

102.15 District Chief

- A. In the functional chain of command, the District Chief is directly below Assistant Chief in rank.
- B. The District Chief is responsible for all of the buildings, apparatus and equipment of the district or Division on his assigned tour of duty.
- C. Is responsible for distributing available manpower in order to form the most efficient unit possible.
- D. Is responsible for efficient operation of companies at incidents responded to unless relieved by a superior officer.
- E. Is responsible for discipline in their Division or district.
- F. Is responsible for the proficiency of the companies commanded in firefighting and other emergency responses. Insures proficiency of fire companies by observing drills and conducting combined drills within the district.
- G. Is responsible for supervising the inspection program for those companies commanded.
- H. Conducts Tactical Inspections of buildings for pre-fire planning.
- I. Is responsible for the proper reporting of incidents and routine reports from the district or Division.
- J. Is responsible for the proper record keeping in their district, including the personnel records and district manpower roster for their unit or Division.
- K. In the absence of a company officer, assigns an actng officer.
- L. Is responsible for proper transmission of information to the companies commanded.

Use the following scale to answer the below questions:

- 1. Strongly Agree**
- 2. Agree**
- 3. Neither Agree nor Disagree**
- 4. Disagree**
- 5. Strongly Disagree**

In addition to the regularly assigned duties and responsibilities, do you feel that you have sufficient time to complete the additional administrative duties assigned to District 1? ____

In addition to the regularly assigned duties and responsibilities, do you feel that you have sufficient time to complete the additional administrative duties assigned to District 2 (Ex: Vac/Hol Hotline)? ____

In addition to the regularly assigned duties and responsibilities, do you feel that you have sufficient time to complete the additional administrative duties assigned to District 3? ____

In addition to the regularly assigned duties and responsibilities, do you feel that you have sufficient time to complete the additional administrative duties assigned to District 4 (Ex: Department wide Staffing)? ____

Feel free to elaborate on any of the above responses on the back of this sheet or on a separate piece of paper.

Please answer the following with “Yes” or “No”

Do you feel that the safety engine personnel assisting at the command post during an incident are beneficial? _____

Have you ever been involved in an auto accident while responding to an incident in the district chief’s vehicle? _____

Do you utilize the MDC for incident information while responding to dispatched emergencies?_____ (If yes, please describe on the back of this paper how you utilize this information while driving)

Do you utilize the CAGIS Firebird while responding to dispatched emergencies for assistance with directions? _____ (If yes, please describe on the back of this paper how you utilize this information while driving)

Do you feel you have had a close call, or near miss, auto accident while responding/driving to an emergency due to being distracted with the MDC or communicating on the radio? _____

How would an aide or driver benefit you as a district chief? (Check all that apply)

_____ Assist with operation of vehicle

_____ Assist with incident command/management duties at an emergency

_____ Assist with personnel accountability at an emergency

_____ Assist with fireground radio communication

_____ Assist with MDC use

_____ Assist with company training and/or drills

_____ Assist with manpower/staffing

_____ Assist with reports and other daily administrative duties

_____ Assist with other projects

_____ Other (please list below)

Any other comments or suggestions regarding the use, or lack of, a chief's aide, please comment below and continue on the reverse side if needed.

APPENDIX 3 –AIDE SURVEY TO METRO FIRE DEPARTMENTS

1. Department Size?

- <400 personnel
- 401-800 personnel
- 801-1200 personnel
- >1200 personnel

2. What is the total number of personnel on duty per tour/shift?

3. What emergency service(s) does your department provide? (check all that apply)

- Fire
- EMS First Responder
- EMS Transport
- Technical Rescue
- HAZMAT
- Other (please specify)

4. Population of area served?

- <100,000
- 100,000-249,999
- 250,000-499,999
- 500,000-749,999
- 750,000-999,999
- >1,000,000

5. Total number of annual responses? (Fire, EMS, Rescue, Special Services, ETC)

6. For the purpose of this survey, a battalion or district is a group of several stations and multiple companies within a single fire department. A chief officer means the person who is in charge of the battalion or district and is responsible for the daily oversight of personnel, physical assets, operational proficiency, and administrative functions of their respective battalion or district. The chief officer also responds to emergencies and functions as the incident commander.

How many battalions or districts does your department consist of?

Does each battalion/district have its own chief officer assigned during a tour/shift?

7. Do your battalion/district chief officers have aides assigned to them?

- All battalion/district chief officers are assigned full time aides
- Some battalion/district chief officers are assigned full time aides based upon activity level and workload
- Battalion/district chief officers are assigned aides only when staffing permits
- Battalion/district chief officers are assigned aides only during unusual circumstances (civil unrest, natural disasters, large scale incidents, etc...)
- Battalion/district chief officers are not assigned aides

8. Skip this question if your department DOES have a full time aide assigned to the battalion/district chief officers.

If battalion/chief officers are not generally, or not at all, assigned aides in your department, does your department have a policy or system to give assistance to a chief officer at an emergency incident?

Yes

No

If yes, please describe below or email a copy of your department policy to craig.coburn@cincinnati-oh.gov

9. Skip this question if your your department DOES have a full time aide assigned to the battalion/district chief officers.

If battalion/district chief officers are not generally, or not at all, assigned aides in your department, are they provided any form of assistance to complete daily administrative duties?

Yes

No

If yes, please explain below or email a copy of your department policy to craig.coburn@cincinnati-oh.gov

10. Is a battalion/district chief officer who oversees a battalion/district also responsible for other duties such as department wide staffing, special operations, department supplies, communications, etc...

Yes

No

If yes, please explain below or email a copy of your department policy to craig.coburn@cincinnati-oh.govOther

11. Skip this question if your department DOES NOT have battalion/district chief aides.

If your battalion/district chief officers are assigned aides, do you feel they are:

Beneficial at assisting the chief officer at emergency scenes only

Beneficial at assisting the chief officer with routine administrative duties only

Beneficial at assisting the chief officer at emergency scenes AND assisting with routine administrative duties

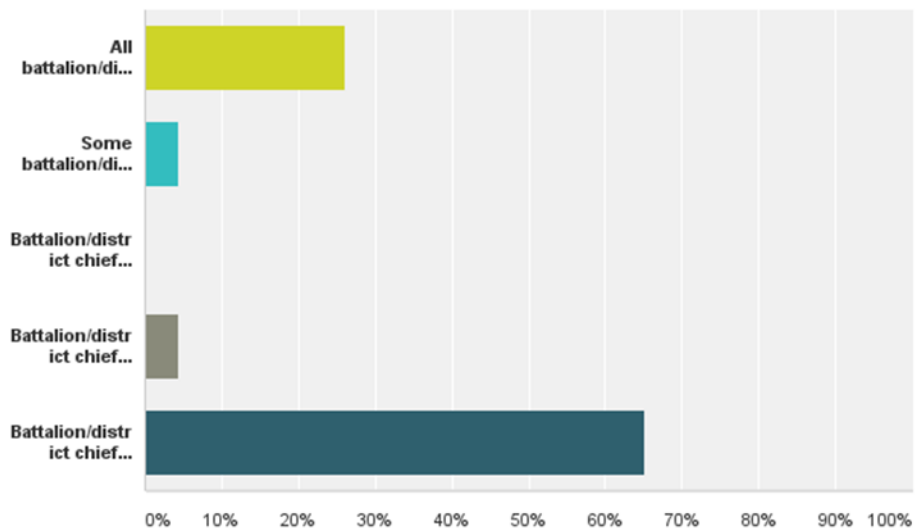
I feel that they are not beneficial to the battalion/district chief officer

12. If your department does have battalion/district chief aides, please briefly describe the duties assigned to the aides. You may also email a copy of your department SOP or job description concerning aides to craig.coburn@cincinnati-oh.gov

APPENDIX 4

Q7 Do your battalion/district chief officers have aides assigned to them?

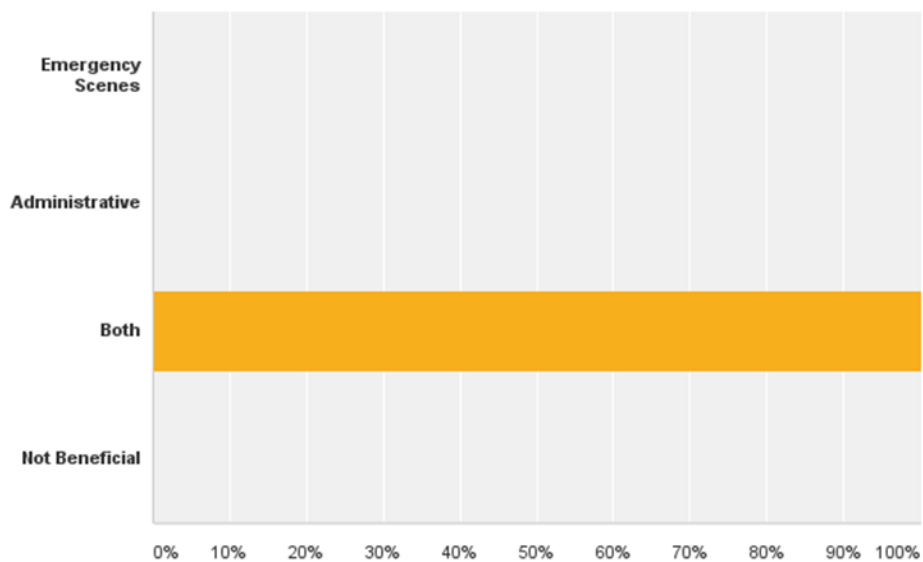
Answered: 23 Skipped: 0



APPENDIX 5

Q11 If your battalion/district chief officers are assigned aides, do you feel they are beneficial:

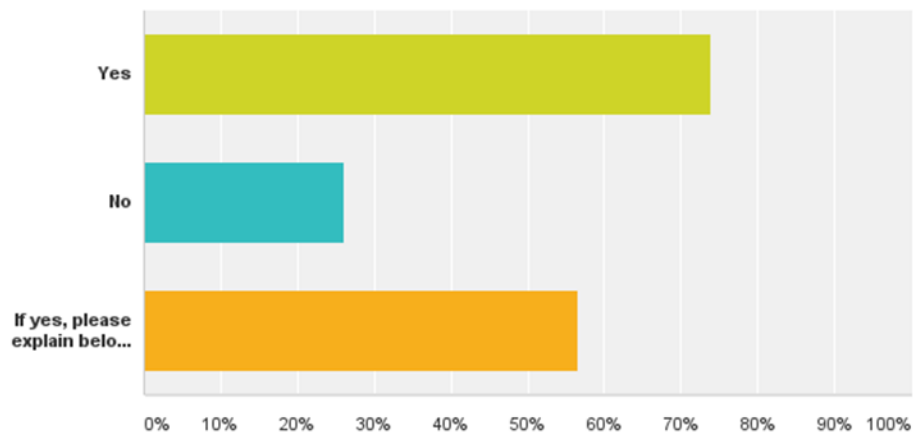
Answered: 4 Skipped: 19



APPENDIX 6

Q10 Is a battalion/district chief officer who oversees a battalion/district also responsible for other duties such as department wide staffing, special operations, department supplies, communications, etc...

Answered: 23 Skipped: 0



APPENDIX 7

Q9 If battalion/district chief officers are not generally, or not at all, assigned aides in your department, are they provided any form of assistance to complete daily administrative duties?

Answered: 13 Skipped: 10

