

A Fire/EMS/Safety CENTER PUBLICATION



THE MINNESOTA FIRE CHIEF'S RESPONSIBILITIES

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THE MINNESOTA FIRE CHIEF'S RESPONSIBILITIES

Whether elected by the department or appointed by the elected officials of your city, you, the new fire chief, are faced with some challenges. As a former chief put it, "there's only one person who is more lonely than the greenest recruit on the department -- the new chief".

That white helmet of yours is a heavy piece of headgear. When you put it on, you assume ultimate responsibility (and accountability) for how well your firefighters are trained; their safety on the fire ground; code enforcement, fire prevention and public fire safety education in your community; interaction with local, county and state officials; and daily department administration. In effect, you are running a business; its "product" is fire protection.

This article was written to help you -- the new fire chief -- to get your administration off to a good start. It's not a "how-to" text; it can't be because each department is a bit different. But there are issues and concerns common to most departments, regardless of size. This paper will introduce you to them.

ADMINISTRATION

The fire service organizations in the United States have always been paramilitary organizations. There are valid reasons for this. The fire ground has never been a suitable place for democratic committee meetings or debate. One person evaluates the conditions, thinks out an attack plan, and issues orders to accomplish rescue, fire control and property conservation. Of course, firefighting occupies a very small percentage of a fire chief's time.

Fire ground activities are the ultimate "payoff" for the time a department spends in training, maintenance and administration, but none of these activities can be performed effectively using the usual "chain of command" approach.

Administration of a fire department requires a team management approach. You will find very quickly that you cannot do it all yourself. You and your officers must get together and decide what your goals and objectives are and when they must be met. Here are some of the people who should be on your administrative team.

FORMER CHIEF - The former chief can be invaluable to you in identifying the problems encountered in the past as well as the solutions. In some cases, working with the former chief can be a delicate matter. You should make every effort to enlist his cooperation.

TRAINING OFFICER - Establishing an effective training program should be a high priority. Your training officer must be highly motivated, a good instructor and

enthusiastic about the job. You must assign your training officer the training goals, provide the authority to accomplish tasks, a budget and other resources.

ADMINISTRATIVE ASSISTANT - You will need help with the paperwork. Select a person that is comfortable with, and good at, administrative tasks.

MAINTENANCE OFFICER - Usually, every department has someone who has the background for this task. Set goals for expected maintenance levels, furnish a maintenance budget and provide the support to accomplish this task.

WATER SUPPLY OFFICER - If water supply is a problem in your area of responsibility, appoint a WSO to pre-plan water resources and how to best access them.

FIRE MARSHAL - At least one member of the department should have the responsibility for code enforcement and fire prevention. If possible, a PUBLIC EDUCATION OFFICER can assist in providing community based programs in fire prevention.

RELIEF ASSOCIATION OFFICERS - If your department is going to receive and disburse funds, a relief association with the appropriate elected officers, is the best vehicle for this. More information on how this can be accomplished is available from your regional Minnesota Fire Department Association Representative, or Minnesota Area Relief Association Coalition (MARAC).

These people and others, will be the main members of your team. With their help and the help of your line officers (Assistant Chiefs, Captains, etc.) you can set department goals and objectives. Meet with your officers and staff frequently, solicit input, encourage initiative and praise accomplishments. If you can be absent for a week, month or more and the department continues to operate efficiently, you are doing a good job.

MUTUAL AID

You and your department are going to confront incidents that are just too big for you to handle alone. The concept of "mutual aid" -- assistance from neighboring fire departments at major emergencies -- is a historic concept in the fire service.

A good mutual aid plan involves an organization of two or more fire departments located in relatively the same geographic area. It may consist of agreements with fire departments in two or more townships or cities, departments in part of a county or even departments in multiple counties.

A mutual aid agreement is a formal contract among cities or towns that calls for aid in the

form of personnel and equipment to be furnished to the other on request. The elected officials of participating cities and towns sign the agreement. You don't have the authority to send personnel and equipment out of your jurisdiction unless the City Council or Town Board approves it.

A department must have the necessary personnel and equipment to protect the jurisdiction first and participate in mutual aid agreements as a second priority.

Mutual aid drills are essential to effective mutual aid operations. Iron out the problems at frequent drills to insure you are ready for "the big one". There are other sources of mutual aid in many communities that may be of use at an incident. School buses for evacuation; dump trucks and dirt to build dikes for hazardous materials spills; snowplows for winter emergencies; tank trucks for additional water supply, etc. Utility companies usually respond promptly when requested and local contractors may have a variety of useful specialized equipment.

Mutual aid is planning. Plan on which fire departments you'll call on for help. Keep a list of other department's equipment. Plan which local resources should and can be called on for help. Plan how you will respond to a call for help from another department.

PUBLIC RELATIONS

There are going to be times while you are the chief that public support for your ideas will be important. A new truck is needed or a new station must be built. You may need pagers for improved alarm communications, etc. The ideal way to get public support is to visit each household and explain to the people you protect what your plans include. This is not always possible. The next best method is to develop a public relations program to get the support you require. Such a program is easy to start. Often it only involves a conference with the editor or reporter from your local newspaper. Explain your plan and needs, and ask the editor or reporter for suggestions as to the best way that information can be transmitted to the public. That contact can serve you well for your entire career as chief.

Don't limit your contacts to the local newspaper. Most communities are served by radio and cable television and are also interested in your story. Stop in and introduce yourself to the news directors of these stations and ask them what topics they would be interested in hearing about.

On the fire ground or at other incidents, be sure you give the media prompt attention and accurate information. If necessary, assign one of your officers to escort them around the incident. Accurate and timely information can prevent embarrassing misunderstandings with the "media".

GOOD RELATIONS WITH GOVERNMENT

Every fire department in Minnesota relies on local government for support. This is true

whether the department is "municipal" or "independent". Local government is responsible for establishing the "level" of fire protection in a community. They decide on how much money is going to be spent on personnel and equipment.

This means that you, as fire chief, must establish good relationships with your elected public officials as well as your fellow municipal officials. The desire to be kept up-to-date is particularly strong in local government officials. Keep them informed - report to them periodically on the status of the department. Personally distribute a summary of your annual report and see to it that it reaches the public. Individual board or council members should know you well enough to approach you with questions and comments.

You should also work hard to establish and maintain a good working relationship with the chief of police, county sheriff, city and county emergency management directors, director of water services/public works and other providers of city/town services.

The city manager or town clerk is a key figure in municipal government. These officials are usually the ones given the responsibility for "holding costs down", which translates to budget cuts. If you have kept proper records and can fully justify your expenditures, you will probably get what you want in most cases. The days when a fire department could justify itself just by existing are gone. A good, active working relationship between you, your council or board, your manager, clerk and other officials are mandatory -- and in a tight spot, you will be surprised at how valuable those relationships can be.

Don't forget county and state elected officials. Introduce yourself to your county commissioners, senators and representatives. Invite them to your fire department events and make sure they are aware of your activities. Occasionally, issues arise at county and state level that will require you to provide input to these officials and its easier if you have an on-going relationship.

FIRE PROTECTION CONTRACTS

Fire protection contracts - agreements between local government bodies or with property owners to furnish fire protection - can be problems for Minnesota fire chiefs when they are not properly written. If your department provides protection under contract, its your job to make specific recommendations as to the terms of the contract. A contract should provide for a fair share of the costs of providing service to the fire department.

The length of the contract should be long enough to assure the people protected that they will have continuity of service, provide for "fair share" payments, and to allow the fire department provider to increase personnel, equipment and other resources if necessary to meet contract protection requirements. as of this writing, contracts of 3-5 years in duration are common.

There is no "standard" fill-in-the-blank contract for fire protection. Contracts are individually negotiated documents, which may contain any provisions the contracting parties agree to. Legal assistance is always advisable in contract preparation. There are several considerations that should be included in all contract negotiations for fire protection. These include:

1. Authorization for the fire department to respond outside the city or town limits.
2. Geographic description of the area to which the department will respond. (Include a map.)
3. The minimum number of firefighters and type of equipment that will respond to a particular type of call.
4. Circumstances under which the department will not respond (i.e. weather, fire in primary jurisdiction, etc.). Circumstances under which the department may be re-called and who makes that decision.
5. Beginning and expiration dates of the contract and whether it is automatically renewed in the absence of a nonrenewal notice. Dates when either party must file a notice of non-renewal. A provision for continuance of service for a specified period if contract is not to be renegotiated.
6. Method of fee computation whether by formula or other means (so much per section, flat rate per year, standby fee, run fee, etc.).
7. Date when parties are billed. Date when payment due. Procedure for appealing disputes.
8. Provision for audit or arbitration when parties cannot agree.

Additional assistance on contracts is provided in the Fire/EMS/Safety Center publication: "Guidelines for Minnesota Fire Protection Contracts", March 1992.

PLANNING

"Fire Protection Master Planning" involves the analysis of current fire problems and available resources and leads to a plan to reduce these problems. The key to "master planning" is recognition that fire is a community problem -- not just a fire department problem. It is the community and its elected officials who must decide what level of risk is acceptable. Community input is necessary to define the problem and establish the means to minimize or solve those problems.

One source for planning input is the Insurance Service Office (ISO). ISO grades community fire protection by assigning point values to various resources as well as fire department operations and equipment. Your manager, clerk or local governing body can request an evaluation for ISO or you may use a previous evaluation to determine the best methods for upgrading your ISO rating. ISO grades departments and assigns a classification from 1 - 10. The lower the rating, the lower the fire insurance ratings in your community (Ratings of 1 thru 6 effect premiums on commercial properties only). Implementation of ISO recommendations may cost more than local government is willing to spend but they should have an opportunity to determine cost benefits for those improvements. Another aspect of planning is hazard evaluation and preplanning. Why plan? Because no one likes surprises.

If you react to problems on a day-to-day basis, the best you will ever be able to do is to attempt to keep up -- or to react to a crisis. Your job will be much easier if you anticipate problems by being

"proactive", that is, anticipating problems before they occur. You can start evaluating hazards and preplanning in your protection area by examining the following fire protection "factors":

-How many fires occur each year? Where do they occur? What is causing them?

-What are the "target" hazards in your area? (The occupancies with the greatest fire risks.) Have these target hazards had problems in the past?

-Are there target hazards in your community that your department could not effectively control in the event of a fire? If so, it is your duty to notify the hazard owner and the local governing body of this fact.

-What are your department's resources in terms of personnel, equipment and water supply? Preplanning can range from sophisticated drawings of the buildings and grounds complete with floor layouts, utility shutoffs, exits, etc. to a simple tour of a facility by members of the department in order to acquaint them with the facility. Written preplans are becoming more common in Minnesota fire departments and serve to avoid tactical surprises during an emergency.

Good planning can have a very positive impact on the budget process. If your local governing body knows you have a plan to replace your '70 pumper in 3-5 years, they will react more favorably than if you announce you need a new truck tomorrow. The same principle applies to replacing or adding to the fire station or new hose, SCBA's, etc. Good short and long range planning allows you to deal with "problems" on your own terms.

ADMINISTRATIVE PROCEDURES (SOP) AND TACTICAL STANDARD OPERATING GUIDELINES (SOG)

Operating a fire department without written rules, regulations or bylaws is difficult. "Rules" decided on in the minutes of department meetings are not easily retrieved when needed and spoken orders may be forgotten or misinterpreted in a short time. Written rules and regulations in the form of administrative and tactical standard operating procedures help to make clear to all members what is expected of them in terms of day-to-day administration as well as emergency operations.

Here are some examples of activities that should be covered under an administrative standard operating procedure (Admin SOP): Fire department organizational chart; general conduct of members; wearing of uniform; duties and responsibilities of officers and firefighters; compensation; meetings and drills; maintenance schedules, etc. Examples of subjects covered in a Tactical Standard Operating Guideline (TACSOG) include: Response to fire calls; fire ground operations; rescue procedures; mutual aid procedures, etc. These documents serve as guide for officers to use on various incidents and responses.

Sample copies of these standard operating procedures can be obtained from the Fire/EMS/Safety Center.

BUDGETS

Whatever the source of your department's financial support, you must decide how much money will be needed to meet departmental expenses and provide for capital improvements or expenditures. This is

the purpose of a budget.

Budgets are prepared annually. Your local governing body budgets on a calendar year basis (Jan. 1 - Dec 31) and your department budget will be prepared to cover the same time period. City councils approve budgets some time before October 10 for the following calendar year so that taxes can be calculated. Town voters approve budgets at their annual meeting on the second Tuesday in March. Budget items are generally broken down into two categories "capital expenses" and "operating expenses".

Capital expenses are generally large dollar expenditures for items that have a relatively long life- such as apparatus, buildings, hose, etc. Operating expenses are monies spent for "consumable items"--paper, fuel, utilities, repairs, etc.

Regardless of the size of the fire problem, most departments have to carry out five separate programs or activities if they are to control their problems effectively and efficiently: pre-emergency planning; fire prevention; training; public fire safety education; and maintenance. The money spent and in what priority is a decision that must be made by each fire department. Two key points to preparing a budget are the "detail" and "justification". A good budget itemizes the anticipated costs and explains why the item is needed. Capital improvement budgets require the greatest detail and justification simply because they involve the greatest expenditures. Barring an emergency situation, the budget should remain stable through the years and should contain no surprises for the local governing body. This requires both short and long range planning and regular updating of both. Intelligent planning for the replacement of fire apparatus is a relatively simple task. If plans indicate an apparatus capital expenditure of \$100,000 over the next ten years, than \$10,000 must be built into the budget each year to meet that requirement. You should be able to answer the following five questions in order to effectively plan for apparatus replacement.

1. Original cost of apparatus?
2. Estimated replacement cost of apparatus?
3. When will it be replaced (Retirement date)?
4. How much will it depreciate each year?
5. What is its anticipated trade-in value?

To obtain the information you need, you must set up records to accumulate the cost of operating and maintaining each piece of apparatus for a given yearly period. The day you receive a piece of apparatus, set the retirement date. You then set up a depreciation record for each year. Try to stagger the retirement dates of various pieces of apparatus so that many pieces need not be replaced in a short time period. Remember, the replacement of capital items can be accomplished by depreciating these items over their useful lives, charging this depreciation as an expense item each year and setting aside amounts equal to the depreciated amounts in a "capital improvement fund" or some other device approved by your local governing body. The same procedure outlined above can be used to replace hose, SCBAs and other equipment items. When preparing your budget, resist the temptation to "pad" or overestimate the budget. If you end up with leftover dollars at the end of the year, local government officials can assume you cannot forecast accurately.

COMMON BUDGET ITEMS

OPERATING EXPENSES	RECEIPTS	CAPITAL EXPENSES
Utilities	Contract Receipts	Apparatus Depreciation
Fuel and Lubricants	Highway Reimbursement	Equipment Depreciation
Insurance Premiums	Railroad Reimbursement	SCBA's
Office Supplies		Hose
Maintenance Supplies		Nozzles
Repair Expenses		
Firefighting Supplies (Foam, air, Protective Clothing etc.)		

RECORDS AND REPORTS

A records system should be provided to supply the fire chief and officers with data indicating the effectiveness of the department in its operations. It is essential to maintain records on incidents, inspections, training and SCBA maintenance. Each year, more Minnesota fire departments are involved in litigation where records and reports provide the "written history" of the event.

There are basic reports, which are essential to fire department operations. These include:

1. Minnesota Fire Incident Report: All fire chiefs are required by law to report fires involving more than \$100.00 in loss. The State Fire Marshal prefers reports on all fires to insure accurate data can be maintained for the entire state. A handbook is available from the Deputy State Fire Marshal in your region.

2. Training Records. Records on subjects taught, dates, and names of participants need to be accurately maintained in the event of a firefighter death or injury. MN-OSHA inspects training records in these cases. Sample training records may be obtained by contacting the Fire Instructors Association of Minnesota, c/o Tom Pressler, 8419 Kell Ave. So., Bloomington, MN 55437-1501 (952-831-4761).

3. Self Contained Breathing Apparatus SOP. This procedure, which is written for your department, establishes the procedures for use as well as maintenance requirements for all SCBA's as required by MN-OSHA. The Fire/EMS/Safety Center has samples you may review.

4. Maintenance Records. A detailed record of work performed, dates, by whom and cost. These records will be used for budget preparation and also provide warranty information if required.

5. Personnel Records. A separate file for each person on the department containing: dates of service; medical history; compensation; accidents/injuries; exposure to toxic chemicals, etc. Personnel records, similar to those of other city employees, should be kept on every

department member.

6. Annual Report. This can be a valuable public relations tool for your department. A simple statement of what activities took place, who participated, how much money you spent, etc.

With the development of inexpensive microcomputers, which can store and retrieve information as needed for a very low cost; data analysis and data storage (record keeping) becomes a much simpler task. The Fire/EMS/Safety Center can furnish information on computers and software for fire service use.

DUE DATES OF COMMON RECORDS AND REPORTS

RECORD OR REPORT	DUE	SENT TO
Fires involving damage exceeding \$100; all fires of unknown origin (Minn. Stat. 299F.04)	Within 1 week of fire	State Fire Marshal Dept. of Public Safety 444 Cedar Street, #145 St. Paul, MN 55101-5145 651-215-0500 FAX: 651-215-0525
Fire Investigation Report	Within 1 week of fire	State Fire Marshal Dept. Public Safety 444 Cedar Street, #145 St. Paul, MN 55101-5145 651-215-0500 FAX: 651-215-0525
Claim for reimbursement for extinguishing fires caused by railroad locomotives (Minn. Stat. 219.761)	Within 60 days	Railroad Corporate Office within state
Certification of service areas protected	As soon as possible after the first of the year for the preceding year.	Minn. Dept. of Revenue Property Tax Division 600 N. Robert St. St. Paul, MN 55146 651/296-5141
Fire Equipment Certificate	As soon as possible after the first of the year for the preceding year.	Minn. Dept. of Revenue Property Tax Division 600 N. Robert St. St. Paul, MN 55146 651-296-5141
Firefighters Relief Association Reporting Form	Value under \$200,000: March 31 Value over \$200,000: June 30	Minnesota State Auditor Suite 400 525 Park Street St. Paul, MN 55103 651-296-2551
Fire Protection Service Reporting Form	For departments without Relief Assns: Due June	Minnesota State Auditor Suite 400

	30 for preceding year.	525 Park Street St. Paul, MN 55103 651-296-2551
Claim for reimbursement for extinguishment of grass fire on state highway right-of-way		Minn. Dept. of Transportation District Engineer of your District

TRAINING

Without good training for all department personnel, the money spent for equipment and buildings is poorly spent and the community receives low quality services. Many Minnesota fire departments have excellent training programs that are the key to good departmental performance.

The chief is responsible for the training of the department's members, but a good training program requires such a substantial investment of time and effort, that a training officer must be appointed.

Training should be a delegated function with enough independence to get the job done by a dedicated and energetic person(s), but with enough management from the chief to insure that it effectively and efficiently moves the personnel toward broad department goals. All officers should be given the opportunity to advise the training officer regarding subject matter, hours and other aspects of the program. The training officer is responsible for getting training input from officers and firefighters and plans, conducts and coordinates the department training effort. The training officer should have a cadre of instructors to work with.

The chief and his officers should evaluate the general effectiveness of the training program at least once, annually. The personnel who participate in the training should offer evaluation and suggestions for improvement.

Performance at a fire or major drill is a poor place to test your training program but by observing work activity one can make determinations of whether training has increased skills and performance levels.

Numerous opportunities for training are available through the local colleges located throughout Minnesota. Contact the college's fire training coordinator for more information.

Other in state training opportunities include Regional; State Fire Schools; National Fire Academy weekend courses; Fire Instructor's Association of Minnesota (FIAM) seminars and workshops and the State Fire Marshal's Office. The National Fire Academy at Emmitsburg, MD offers a wide range of courses that may be attended by any firefighter upon an application approved by the chief. Literature on all of these events is mailed directly to all Minnesota fire departments. If you are not receiving yours, contact the Fire/EMS/Safety Center to verify your correct address.

TRAINING OPPORTUNITIES

TYPE	PROVIDER
Management Training	Minnesota Colleges and Universities MN State Fire Chief's at Annual Conference

Training Officer Seminars and Workshops	Fire Instructor's Association of Minnesota
Fire Fighter I and II, Pump Operator, Tactics etc.	Minnesota Colleges and Universities
Arson Detection and Reporting Public Fire Safety Education	State Fire Marshal
Hazardous Materials	Minnesota Colleges and Universities Minn. Division of Emergency Management
Arson Investigation Seminars	State Fire Marshal Int'l Association of Arson Investigators - Minnesota Chapter
Relief Association Workshops	Minnesota Area Relief Association Coalition Minnesota Fire Dept. Association
First Responder, EMT, Paramedic and Refresher Training	Minnesota Colleges and Universities
Wildland Firefighting	Minnesota Department of Natural Resources Contact your District Forester

THE FIRE CHIEF AND THE LAW

Laws that affect the fire service in Minnesota are promulgated at the federal, state and local level in the form of United States Codes, Minnesota Statutes, County and Municipal Ordinances.

Laws enacted at these levels have an impact on your job and on the operation of a fire department. You have a responsibility to yourself, your department members, and your community to become as familiar as possible with the laws that govern your operation.

Municipal ordinances are very important. You must examine the ordinances that establish and/or govern your department. These ordinances are normally the source of your authority. You, as fire chief, have only the powers that are set forth in those ordinances. You should provide input to your local governing body by recommending additions or changes.

State law also governs your right to reimbursement for railroad and highway right-of-way fires and relief association operation. State law also governs municipal liability in cases of torts (injuries) to others, worker's compensation, unemployment compensation and hazardous substances.

Many agencies in Minnesota promulgate "rules" that effect you and carry the force of state law. MN-Depts. of Transportation, Dept. of Public Safety, and the Pollution Control Agency all have rules which effect fire departments.

Various organizations monitor laws, rules and regulations in Minnesota. These include the State

Chief's Association; Minnesota State Fire Department Association; League of Minnesota Cities and Minnesota Association of Townships.

In Minnesota, recent court decisions show a trend towards holding municipalities liable for the negligence of their employees. Some examples of actions that have resulted in lawsuits against municipal fire departments include:

1. Failure to use proper firefighting tactics.
2. Failure to enforce building and/or fire codes when the responsible official was aware of a violation and took no action to correct it.
3. Negligent operation of fire apparatus involved in an accident.

Municipalities may and do purchase liability insurance to protect themselves and their employees against damages as a result of court decisions. This does not relieve you or your firefighters of the obligation to fulfill your responsibilities with due care and to the best of your ability.

FIRE PREVENTION

Many volunteer departments provide outstanding inspection programs. Firefighters are trained in basic inspection technique and each member trained conducts several inspections per year. Thus, a medium sized community has all of its commercial buildings inspected at least once annually.

A good fire prevention program also includes public fire safety education using programs such as Learn Not to Burn, Exit Drills in the Home (EDITH), and Stop, Drop and Roll. Contact the State Fire Marshal Public Fire Safety Education Supervisor for detailed information on these programs.

FIREGROUND MANAGEMENT

The Incident Commander (IC) is the individual with overall responsibility for incident command. The role of the IC is one of a professional manager and commander. The term "professional" refers to training, dedication and the desire to perform to the best of one's abilities and composure. It has no bearing on whether the IC is a career or volunteer officer." (Brunacini, Fire Ground Command)

Fire ground activities are either "strategic" or "tactical". Strategic decisions are usually made by the IC and include whether the fire will be attacked from the outside (exterior attack) or attacked by personnel operating lines inside a building (interior attack). Mutual aid requests and major logistical decisions are included in strategy. Tactical decisions are those made by the IC's subordinate officers and include ventilation; hose line placement, sector command, etc.

Numerous courses in fire ground management and tactics are available at various locations throughout Minnesota. An effective chief has a thorough grasp of tactical concepts and trains subordinates in their application.

The fire chief is responsible for all of the activities that take place on the fire ground; rescue, fire control and property conservation, in that order.

A thorough analysis of operations at recent fires can be very helpful in improving firefighting techniques, strategy and tactics. An honest and frank post-fire critique can pay big dividends for any department.

FIRE SERVICE AND RELATED AGENCIES

STATE FIRE SERVICE AGENCIES:

1. Fire/EMS/Safety Center
Minnesota State Colleges & Universities
1450 Energy Park Drive – Suite 100-B
St. Paul, Minnesota 55108-5265
651/649-5454
800-311-3143
Fax: 651/649-5409
<http://www.firecenter.mnscu.edu>

The Fire/EMS/Safety Center gathers and distributes information concerning and benefiting the fire service. It gathers and catalogs information and houses an extensive library. Its staff uses those resources as a foundation to offer advice and consultation to fire departments, municipal officials, state agencies, legislators and the public. The State Director of Fire Training facilitates the delivery of firefighting training programs to over 12,000 Minnesota firefighters on an annual basis. In conjunction with the Minnesota State Colleges, the Fire/EMS/Safety Center sponsors the Minnesota State Fire School.

2. State Fire Marshal Division
444 Cedar Street - Ste 145
St. Paul, MN 55101-5145
612/215-0500
Fax: 651/215-0525
<http://www.dps.state.mn.us/fmarshal/fmarshal.html>

The State Fire Marshal and personnel of that department are charged with inspection and investigation of certain occupancy and use structures, investigation of suspicious fires and related deaths and coordination of fire code enforcement. The State Fire Marshal's Office collects fire incident reports from throughout the state. Deputy State Fire Marshals are available for initial training in incident reporting and under certain circumstances, fire investigation training. Codes and Plans Specialists will provide advice on and interpretations of the State Fire Code. State Fire Marshal staff also conducts periodic inspections of hotels, motels, resorts, hospitals, and nursing homes and supervised living facilities. Fire Departments requesting 2% State Aid are also inspected upon request.

3. Governor's Council on Fire Prevention and Control
c/o State Fire Marshal Division
444 Cedar Street - Ste 145
St. Paul, MN 55101-5145
651/215-0500
Fax: 651/215-0525

The Council presently operates under governor's Executive Order as a focal point for fire safety improvement. It has helped create cooperative working relationships among state agencies and fire service organizations charged with responsibilities for fire protection.

4. 2% State Aid
MN Dept. of Revenue
Property Tax Division
600 N. Robert St.
St. Paul, MN 55146
651-296-5141
<http://www.osa.state.mn.us/>

Minn. Stat. 69.021 provides for collection of a 2% tax on premiums for fire, lightning, sprinkler leakage and extended coverage insurance policies. These funds are distributed to municipalities based on the population and assessed valuation of the area provided with fire protection. A fire department's eligibility to receive these funds is determined by the Department of Revenue through examination of reports submitted annually.

5. MN Dept. of Natural Resources
Resource Protection Unit
500 Lafayette Road
St. Paul, MN 55155-4001
651-296-5971
<http://www.dnr.state.mn.us/>

The Resource Protection Unit is charged with overseeing and maintaining state wildlands including fire protection on those lands. They provide a great deal of assistance to Minnesota's fire service by providing wildland fire training and the coordination of Rural Development Act Title IV funding.

6. Emergency Medical Services Division
EMS Regulatory Board
2829 University Ave. S.E., Suite 310
Minneapolis, MN 55414
1-800-747-2011 or 612/627-6000
Fax: 612.627.5442
<http://156.98.156.25/index.htm>

This section regulates and licenses more than 300 ambulance services. Its staff develops and administers the state plan for emergency medical services. The section certifies emergency medical technicians and paramedics. They have developed a statewide EMS communications plan and process licenses and complaints.

7. Minnesota Division of Emergency Management (DEM)
MN Department of Public Safety
444 Cedar St., Suite 223
St. Paul, MN 55101
651-296-2233
<http://www.dps.state.mn.us/emermgt/>

DEM coordinates and provides support for county and local civil defense organizations. In a similar fashion, they join with its counterparts in five Midwestern states as Region V within the Federal Emergency Management Agency. The division's major operational responsibilities include mitigation, preparedness, response and recovery in the event of a disaster affecting the general public.

OTHER STATE FIRE SERVICE RELATED AGENCIES:

1. MN Division of State Building Codes and Standards
408 Metro Square
121 – 7th Place East
St. Paul, MN 55101-2181
651-296-4639
<http://www.state.mn.us/ebranch/admin/buildingcodes>

This division conducts plan reviews for state and state agency owned buildings, public schools, hospitals and nursing homes. They receive consumer complaints pertaining to manufactured homes (mobile homes) and prefabricated structures. They provide consultation services on code updates, training, and seminars and assist in interpretation of the State Building Code. They supervise the Building Official Certification Program and issue a quarterly newsletter. They also provide assistance to municipal officials in code adoption and application.

2. Occupational Safety and Health Division (MN-OSHA)
MN Dept. of Labor and Industry
443 Lafayette Road
St. Paul, MN 55155
651-284-5000 (General Information)
<http://www.doli.state.mn.us>

The Occupational Safety and Health Division (MN-OSHA) enforces the federal Occupational Safety and Health Act and promulgates state occupational safety and health rules.

3. MN-Pollution Control Agency (MN-PCA)
520 Lafayette Road
St. Paul, MN 55155
Information: 651-296-6300
Emergencies & Spills: 651-649-5451 State Duty Officer
<http://www.pca.state.mn.us>

The MN-PCA enforces the State's pollution control laws, particularly in areas relating to hazardous materials spills and leaks.

STATE FIRE SERVICE ORGANIZATIONS AND GROUPS:

1. MN State Fire Chief's Association (MSFCA)
Jim Heim, Executive Secretary
10983 S. Jackson Drive
P.O Box 15
Solon Springs, WI 54873
800-743-0911
jheim@centurytel.net <http://www.msfc.org>

The Fire Chief's Association represents chief officers throughout Minnesota. It provides educational programs at its Spring and Fall conferences. It is affiliated with the International Association of Fire Chiefs (IAFC) and the Canadian-American (CAN-AM) Fire Chief's Association. The Association is nationally known and respected for the ideas presented via its magazine The Minnesota Fire Chief.

2. Fire Instructor's Association of Minnesota (FIAM)
Tom Pressler
5214 West 84th Street
Bloomington, MN 55437
952-897-1008
Fax: 952-897-0703
fiamstore@worldnet.att.net <http://www.cris.com/~Fiam/>

FIAM provides a forum for fire service training personnel of all ranks. Founded in 1969, FIAM offers assistance in self-improvement, development and refinement of training, special studies, training aids and other instructional materials. It collects and distributes fire service training materials and holds seminars and workshops. Through its newsletter, FIAM keeps members abreast of advances and changes in the training field. FIAM distributes numerous visual aids and textbooks for major U.S. publishing firms.

3. Int'l Association of Arson Investigators-MN Chapter
c/o State Fire Marshal Division
444 Cedar Street, #145
St. Paul, MN 55101-5145
651/215-0500
Fax: 651/215-0525
jschadegg@mediaone.net <http://www.mniaai.org>

The IAAI-Minnesota is dedicated to the education of its members in the field of arson investigation and prevention. It works closely with law enforcement, the judicial system and insurance industry.

4. Fire Marshal's Association of Minnesota (FMAM)
Secretary, Roberta "Robbie" Floyd
100 East 11th St,
St Paul, MN 55101 USA
(651) 228-6208
FAX: 651-228-6241
roberta.floyd@ci.stpaul.mn.us <http://fmam.org>

FMAM seeks to promote both public and professional awareness of fire prevention, public fire safety education and inspection. Membership is open to all working in those fields. To provide training and education of public officials involved in fire prevention duties. To enhance public education of fire safety and fire prevention method and practices. To preserve and improve the welfare of the community through advocacy of legislation designed to increase fire safety and fire prevention. To further the understanding of fire prevention practices through interaction and communication of ideas from the membership.

OTHER RELATED ORGANIZATIONS AND GROUPS:

1. League of Minnesota Cities (LMC)
Jim Miller, Executive Director
145 University Avenue West
St. Paul, MN 55103-2044
651-281-1200 or 1-800-925-1122
Fax: 651-281-1299

<http://www.lmnc.org>

The LMC provides legal and technical advice as well as general information to officials of member cities and others interested in municipal affairs. The League also maintains close contact with the Minnesota Legislature and advises legislators on bills concerning municipal government.

2. Minnesota Association of Townships (MAT)
David A. Fricke, Executive Director
705 Central Ave. E., P.O. Box 267
St. Michael, MN 55376
651-497-2330
<http://www.mntownships.org>

MAT is a non-profit corporation representing 1800 Minnesota townships. This Association is a voluntary organization with 96.8% participation. A Board of Directors representing 13 state districts guides MAT. The districts, consisting of County-Townships Associations, provide a forum for the dissemination of information and for resolving local problems.

3. ISO-Commercial Risk Services
Chuck Monson
Minneapolis, MN
612-926-8337

ISO
2525 Cabot Drive, Suite 105
Lisle, IL 60532
Phone: 630-955-1080
Fax: 630-955-1230
E-mail: info.lisle@iso.com <http://www.iso.com/>

Government-relations office serving: Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin

ISO has a great impact on Minnesota's fire service, as it is responsible for grading community water supplies and fire departments in order to determine fire insurance premiums. It also functions as a de facto consultant and will provide, on request of local government officials, recommendations for upgrading a community's fire protection.

NATIONAL AGENCIES AND ORGANIZATIONS:

1. National Fire Protection Association (NFPA)
Batterymarch Park
Quincy, MA 02269
617-770-3000
<http://www.nfpa.org>

NFPA is best known for the development of fire protection codes and standards. They also develop a wide range of publications and audiovisual materials on a variety of fire related topics. They are well known as the initiator and publisher of the National Fire Codes and the encyclopedic Fire Protection Handbook. Publications catalog and membership information can be obtained on request from NFPA.

2. CHEMTREC Chemical Transportation Emergency Center
Chemicals Manufacturers Association
2501 M Street NW
Washington, DC 20037
1-800-424-9300: Emergency information only, 24 hours
1-800-262-8200: General Information 0900-1800 hrs EST
<http://www.chemtrec.org>

When a fire department is confronted with a hazardous materials emergency, they may contact CHEMTREC and obtain information on spill control, recommended firefighting techniques and health, flammability and reactivity hazards.

3. National Fire Academy
National Emergency Training Center
16825 S. Seton Avenue
Emmitsburg, MD 21727
301-447-1000
<http://www.usfa.fema.gov/nfa/>

The Academy provides advanced fire protection training to members of the fire service nationwide. They offer programs in fire service technology, fire incident management, fire prevention, risk management and fire service organization management. A catalog may be obtained by request from the Academy.

4. International Society of Fire Service Instructors (ISFSI)
1259 Courthouse Road
Suite 202
PO Box 2320
Stafford, VA 22555
800-435-0005
540-657-2490 (in VA)
Fax: 540-658-1740
<http://www.isfsi.org/>

ISFSI provides an international forum for fire service instructors and sponsors the Fire Department Instructors Conference, an annual event heavily attended by instructors from across the country. They also provide workshops and seminars nationwide. A catalog can be obtained upon request.