

Fire Chief's Handbook



North Dakota

State Fire Chief's Association

2021

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Introduction

It is our hope that this handbook will be used by all levels of our state fire service to serve as a reference guide for your decision making process.

It is the goal of the North Dakota State Fire Chief's Association to educate, train, and inform our membership. Some of the information provided in this handbook is very dynamic and has been gathered from various individuals and organizations web sites.

In this book you will find information to address some of the questions you may have while you are preparing to become or have attained the position of Chief. The information contained within this document is a compilation from many different sources and multiple authors.

Chapter 1: Government

U.S. Government

Each state elects two senators for staggered 6-year terms. Senators represent the entire state. North Dakota's senators are:

- Kevin Cramer
SH-110 Hart Senate Office Building
Washington, DC 20510
(202)224-2043
- John Hoeven
38 Russell Senate Office Building
Washington, DC 20510
(202)224-2551

The United States is divided into 435 congressional districts, each with a population of about 710,000 individuals. Each district elects a representative to the House for a two-year term. Representatives are also called congressmen/congresswomen. North Dakota's representative is:

- Kelly Armstrong
1740 Longworth House Office Building
Washington, DC 20515
(202)225-2611

State Government

How a bill becomes a law in North Dakota.

Between the conclusion of the organizational session and the regular session (usually from December 10 through December 24), a legislator may prefile a bill with the Legislative Council. The Legislative Council staff numbers the bill and has the bill printed so that copies are available when the Legislative Assembly convenes in regular session. These prefiled bills are technically introduced on the first day of the regular session, even though they have received numbers, have been printed, and have been referred to the appropriate standing committees by the Lieutenant Governor (for Senate measures) or the Speaker of the House (for House measures).

During a legislative session, a legislator can deliver a bill to the bill clerk of the appropriate house any time during the day. If the bill has not been prepared by the Legislative Council staff, the bill is delivered to the Legislative Council staff for a review to determine if the bill complies with the form and style requirements for bills. The Legislative Council staff prepares the bill in accordance with the requirements, then returns the form and style bill to the bill clerk. Every bill received by the bill clerk before the deadline set for that day is numbered by the clerk and is

introduced during the Ninth Order of Business (the order for introducing bills of that house). Upon introduction, the bill's title is read by the Secretary of the Senate or Chief Clerk of the House. This is known as the First Reading.

Once a bill receives its first reading, this procedure is followed:

1. The presiding officer refers the bill to a standing committee with the appropriate subject matter jurisdiction over the bill, e.g., a bill relating to game and fish licenses would be referred to the Natural Resources Committee. The committee chairman schedules a public hearing on the bill. By custom every bill referred to committee is scheduled for public hearing.
2. After public hearing the committee must report the bill back to the floor for a vote. The legislative rules require every bill referred to committee to be reported back to the floor for a vote. A committee report is received during the Fifth Order of Business. A committee must make one or more of the following recommendations with respect to a bill: do pass, do not pass, be amended, be referred to another committee, or be placed on the calendar without recommendation.
3. Every bill reported from committee is placed on the calendar for consideration during the Eleventh Order of Business (the order for Second Reading, when measures are voted on for final passage) the next day. If the recommendation is for amendment, the amendment is voted on first under the Sixth Order of Business (when amendments are considered), rather than final passage, and then the amended bill is voted on the day following the day of the vote on the amendment. For example, a bill is reported back on Wednesday (during the Fifth Order), the amendment is voted on Thursday (during the Sixth Order), and the vote on final passage is on Friday (during the Eleventh Order). If the bill passes, it is messaged (delivered) to the other house, where a similar procedure is followed. If the bill is amended in the other house, it is returned to the house of origin for concurrence. If the house of origin does not concur, the presiding officer of each house appoints three members to a six-member conference committee to resolve differences. The house of origin votes on the conference committee report first, then the other house votes on the conference committee report.
4. Once a bill has passed both houses in exactly the same form, it is enrolled (retyped with all amendments in place) by the Legislative Council staff, signed by the presiding officer of each house, and delivered to the Governor for approval.
5. The Governor may sign a bill and forward it to the Secretary of State, forward a bill to the Secretary of State without signature, or veto a bill or items in a bill. While the Legislative Assembly is in session, a bill becomes law if the Governor neither signs nor vetoes it within three legislative days after its delivery to the Governor. If the Legislative Assembly is not in session, a bill becomes law if the Governor neither signs nor vetoes it within 15 days, Saturdays and Sundays excepted, after its delivery to the Governor. If the Governor vetoes a bill while the Legislative Assembly is in session, the Governor must return the bill to the house of origin for a vote on whether to sustain (agree with) the veto. If the house of origin passes the bill by a two-thirds vote of the members-elect, the bill is sent to the other house

and if that house passes the bill by a two-thirds vote of the members-elect, the veto is overridden and the bill is delivered to the Secretary of State.

A law usually takes effect on August 1 after its filing with the Secretary of State. An appropriation measure for the support and maintenance of state departments and institutions or a tax measure that changes tax rates takes effect on July 1 after its filing with the Secretary of State. Later effective dates can be specified in a bill, and a law that is declared an emergency measure and which passes each house by a vote of two-thirds of the members-elect of each house can take effect upon its filing with the Secretary of State.

Testifying

You have the right, as do all citizens, to testify before the North Dakota Legislative Assembly on any bill or resolution.

North Dakota has one of the most open legislatures in the nation. Every bill must have a public hearing before a legislative committee, must be publicly voted upon by the committee, and then must come before the full House or Senate for still another public vote.

Your opportunity to testify on a bill comes at the committee hearing.

Legislative committees meet in rooms on the ground floor or in the legislative wing of the State Capitol. You can come into a committee meeting at any time, even if the door is closed or a hearing is in progress.

Lists of the legislative committees, committee members, and the days and places committees meet are available at the Legislative Information Kiosk in the hall between the Senate and House chambers.

You can find out which committee will be hearing the bill in which you are interested by calling the toll-free number and asking for information or inquiring in person at the Legislative Information Kiosk. Also, most of the state's daily newspapers carry listings of all the bills that are introduced and of scheduled committee hearings.

In addition to checking with the Legislative Information Kiosk, you can find out what bills are being heard by what committees by reviewing the TV monitors on the kiosk and in the hall of the ground floor of the Capitol. All committee hearings are listed on these monitors weekly.

You can get copies of bills from the Bill and Journal Room. However, if the bill has been amended, the printed bill may not include the amendments.

Hearings Before North Dakota Legislative Committees Are Generally Informal and Few Rules Need Be Observed!

Before the Hearing You Should:

- Find out when and where your bill will be heard. Be on time for the hearing. Usually, once a hearing is closed on a particular bill, no further testimony is heard.
- Plan your testimony. It is not necessary, but it is helpful, to have written copies of your comments available.
- See if other persons will be testifying on your bill. If so, try to coordinate your testimony before the hearing to avoid duplication.
- Contact the Secretary of State's office if you are going to testify on behalf of anyone but yourself, to see if you must register as a lobbyist.

At the Hearing You Should:

- Be present at the start of the hearing. All persons present usually get a chance to speak, but sometimes, because of large turnouts, it is not possible to give everyone a chance to speak. If you do not get a chance to testify, your presence may be acknowledged and you might be asked if you favor or oppose the bill. And, you can always submit written testimony.
- Sign the witness sheet at the lectern. Give the bill number, whether you favor or oppose the bill, your name, your lobbyist registration number if you have one, and who you represent if other than yourself.
- Wait your turn. The chairman announces the beginning of the hearing on a particular bill. The clerk will read the bill. The first speaker is usually the bill's sponsor. The chairman then asks for testimony, first from proponents and then opponents.
- Plan on following the custom (although it is not absolutely necessary) of beginning your remarks by addressing the chairman and committee members, giving your name and address, and why you are there. For example: "Mr. or Madam Chairman, and members of the committee, my name is John Q. Public from Edwinton. I'm in favor of this bill because, etc."
- Be brief. Do not repeat what others have said. The hearings are informal, so be conversational. Avoid being too technical. Avoid using acronyms or technical references unless you first explain what they mean.
- Do not be nervous, or worried about doing something wrong. There are no "rights and wrongs" about testifying. Legislators are just your friends and neighbors who want to hear what you have to say.
- Expect some questions and comments from committee members. These questions are not designed to embarrass you, but merely to provide additional information.
- Avoid any clapping, cheering, booing, or other demonstrations.

After the Hearing:

- Some committees vote right after a hearing. Others wait until the end of the meeting. Some postpone voting until another meeting.
- All committee action is public, so you can stay to listen to committee debate and its vote, even though the public comment portion of the hearing is over.
- One or two days later you can check with the committee clerk, your legislator, or the Legislative Information Kiosk to find out how the committee voted on your bill.

You have a right to testify on any bill before a legislative committee. Legislators want to hear what you have to say.

County Government

North Dakota is divided into 53 counties. Each of these counties has an elected commission that governs the county. Counties in North Dakota vary on the commission members. To find additional information about your county government, go to: <http://www.ndaco.org/>

Municipal Government

Throughout the United States, many different forms of local government are implemented. Though all forms of municipal government may exercise the same basic power structure, there are a variety of different relationships between the legislative (alderman/trustee/councilman) and executive (mayor/president) branches, within these different forms of government.

Individual state constitutions allow for city charters to adopt a constitutional “home-rule” whereby, the citizens of a city may decide which form of municipal government they wish to implement. Some states may, however, impose certain restrictions.

1. Council-Manager

The newest of the three major forms of city government, the council-manager form quickly gained acceptance among cities of all sizes and continues to be the most popular form in American cities with a population of more than 10,000. In this form of home rule, cities operate with a city council as a policy body and a city manager as the chief executive-administrative officer of city government.

In a council-manager form of government, the council is the governing body of the city elected by the public, and the manager is hired by council to carry out the policies it establishes. The council usually consists of five to nine members including a mayor (or council person) who is either selected by the council or elected by the people as defined in the city charter. The size of the council is generally smaller than that of a mayor council municipality, and council elections are usually nonpartisan.

The council provides legislation direction while the manager is responsible for day-to-day administrative operation of the city based on the council’s recommendation. The mayor and council, as a collegial body, are responsible for setting policy, approving the budget and determining the tax rate. The manager serves as the council’s chief advisor. Managers also serve at the pleasure of the council and are responsible for preparing g the budget, directing day-to-day operations and hiring and firing personnel. Typically, the mayor is recognized as the political head of the municipality, but is the member of the council and does not have the power to veto legislative actions.

2. Mayor-Council

A mayor-council city government consists of a mayor and a number of council members or aldermen. The mayor is elected at large, and the aldermen may be elected at large, but generally are chosen from wards or aldermanic districts. The mayor presides at council meetings and is the chief executive officer of the city. He is properly the head of the police force and the budgetary officer of the city. The council is the legislative agent; the proposals and appointments of the mayor are or may be subject to its approval.

This form of city government has assumed two types. A mayor elected at large and a council elected either by wards, at large, or by a combination of the two, characterizes both the weak mayor-council and the strong mayor-council. In the weak mayor-council type, the mayor is not a chief executive in the true sense. Mayoral powers are limited in appointments and removals, as well as veto; and there are a large number of elected officials and boards. Many legal powers of the council prevent the mayor from totally supervising city administration.

In the strong mayor-council form, the mayor has the power to appoint and remove most department heads, and only a few officials are elected. In addition, he prepares the budget for the council's consideration and has an effective veto power.

The mayor-council form of government is the form that most closely parallels the American federal government, with an elected legislature and a separately elected executive. The mayor or elected executive is designated as the head of the city or county government. The extent of his or her authority can range from purely ceremonial, to functions, to full-scale responsibility for day-to-day operations. But the mayor's or elected executive's duties and powers generally include the following: hiring and firing department heads, preparation and administration of the budget, and veto power (which may be overridden) over act of legislature.

The council has the following responsibilities: adoption of the budget, passage of resolutions with legislation, auditing the performance of the government, and adoption of general policy position. In some communities the mayor or executive may assume a larger policy-making role, and responsibility for day-to-day operation is delegated to an administration appointment by, and responsible to, the mayor.

Townships

Generally speaking, a township will consist of Mayor and three to five elected committee members. The committee members will act as the legislative body and assumes all legislative responsibilities not placed on the office of mayor. The township committee may delegate, by ordinance, all, or a portion of executive responsibilities. For more information go to:
<http://www.ndtoa.com/>

Special District Governments

The Special District Governments (SDG), the third form of local government, provides services, which are tailored to address the special needs of citizens as they urbanize the rural communities of the state. There are many special districts providing water, sewer, fire, recreation, health, trash collection, natural gas and airport services.

The creation of Special Districts allows the community to exercise the highest form of democracy by allowing citizen to choose leadership who will address the service needs of the community. The governing body of the Special Districts may be appointed or elected, and has the authority to provide a needed service which may be funded by user fees or tax assessments.

Chapter 2: State Fire Resources

North Dakota Office of State Fire Marshal

The North Dakota State Fire Marshal's Office enforcement and focus is on the following:

- 1) The prevention of fires
- 2) The storage, sale, and use of combustibles and explosives
- 3) The installation and maintenance of automatic and other fire alarms and fire extinguishing equipment
- 4) The means and adequacy of exits in case of fires from all public and private elementary and secondary schools, from public places, and from all other places in which fifty or more persons congregate from time to time for any purpose
- 5) The suppression of arson and the investigation of the cause and origin of fires
- 6) The education of the citizens of North Dakota through organized programs on the hazards of fire

The North Dakota State Fire Marshal contact information is:

North Dakota State Fire Marshal
4205 State St.
Bismarck, ND 58501-5016
(701) 328-5555

North Dakota Department of Emergency Services

The Division of Emergency Management and State Radio Communications were combined in 2003 to establish an integrated State Operations Center. Two years later, action during the 59th Legislative Assembly created NDDDES comprised of the Division of Homeland Security and State Radio Communications.

Culminating in 1979 with the creation of the Federal Emergency Management Agency (FEMA), emphasis changed from nuclear preparedness to coordinating natural disaster preparedness, mitigation, response, and recovery activities. In addition to its disaster and statewide emergency communications roles, the department maintains homeland security responsibilities. It operates in a dynamic environment that encompasses an increasing number of natural disasters, prevention activities to deal with continuously evolving security threats, and the ever present need to improve state infrastructure to provide interoperable communications resulting in efficient and reliable public safety services. Its mission is to conduct planning, coordination, communications, and operations for the safety and security of all North Dakota citizens.

The Adjutant General, MG Alan S. Dohrmann, serves as Director and is Chairman of the Department of Emergency Services Advisory Committee (DESAC) charged to provide direction and guidance in policy formation. Its members represent major customer and stakeholder constituencies that include local and state law enforcement, public health, emergency medical

services, city and county government, local fire services, local emergency management, private enterprise, information technology and statewide 9-1-1 services.

The department provides 24/7 emergency communications and resource coordination with more than 50 lead and support agencies, private enterprise, and voluntary organizations to assist local jurisdictions in disaster and emergency response activities. It administers federal disaster recovery programs and the Homeland Security Grant Program. NDDES also manages the Emergency Management Assistance Compact (EMAC) that serves as a national clearinghouse through which member states may request and provide mutual aid assistance.

Local and tribal governments maintain direct responsibility for initial response to incidents, emergencies, disasters, or catastrophes. Local emergency managers serve a key role in coordinating response and recovery efforts by providing situational awareness and accompanying resource requirements. NDDES supports response and recovery coordination with emergency managers in each county and tribal nation within the state of North Dakota as well as the cities of Bismarck and Fargo.

North Dakota Department of Emergency Services can be contacted at:

Fraine Barracks Lane - Building 35
PO Box 5511
Bismarck, ND 58504
T: 701.328.8100
F: 701.328.8181
Toll Free: 800.773.3259

ND Fire Chief's Association

The Articles of Incorporation state the association was formed for the following five purposes. Below each of the purposes are examples and efforts of the ND Fire Chief's Association in recent years.

1) To Improve the Quality of Fire Protection

- Guidance on Best Practices: To assist fire chiefs on best practices in the fire service including national standards, 1710, 1720, Firefighter/Fire Officer, GIS, ISO, etc. The Fire Chief's Association also provides guidance and leadership to fire chiefs who have a wide array of responsibilities including fire suppression, specialized rescue, ems, fire prevention, safety, administration, recruitment and retention, fire investigations, training, financial management, policies and regulations and planning. Fire chiefs are responsible for each of these functions in their communities and fire protection districts.
- Fire Chiefs Guide: To provide fire chiefs with guidance on operations, planning, prevention, laws and regulations, mutual aid, contracts, standard operating guides and procedures, local and state requirements, etc.

- Recruitment and Retention: To provide guidance and support to fire departments on workforce recruitment and retention.
- Leadership: To lead the fire service through statewide issues pertaining to legislation, funding, administration, training, suppression, ems, hazardous materials, technical rescue, and other emergency services. To promote partnerships and build alliances with stakeholder groups.

2) To Elevate the Standards of Fire Education

- Leadership and Motivation: Research and implement sessions to promote fire service leadership/motivation. Explore partnership opportunities with NDFA for implementation at regional and state schools. To increase the number of leadership training sessions. To implement an agenda at the annual conference that provides quality information and material.
- Company Officer: To research and implement I-Chiefs Company Officer Development. To promote succession planning for Chief level positions.
- Insurance Services Office: To provide high level and in-depth training for fire chiefs on the ISO Community Fire Protection Rating Schedule.

3) To Promote Cooperation with Other Interested Associations, Organizations and Governmental Agencies

- Establish Coordinated Direction by Identifying Roles and Mission of Stakeholders: Develop Fire Caucus to consist of Fire Chiefs, Arson Investigators, Fire Prevention, State Fire Marshal, Firefighters Association, Forest Service, Professional Firefighters.
- ND Firefighter's Association Collaboration: To discuss roles, mission, use of funds, expectations, premium tax impact to fire departments.
- ND State Fire Marshal's Office Collaboration: To promote leadership on fire prevention, fire investigations, fire inspections, plan review and legislations. To assist the state with leadership on the IFC including the adoption, interpretations, utilization and training.
- Establish Communications with ND Peace Officers, League of Cities, LAST, BCI, Association of Counties, State Health, EMS Association, and any other partner agency of the fire service: Engage in meetings and other opportunities to promote coordination and cooperation.

4) To Guard and Foster the Welfare and Material Interests of Its Membership

- Develop a Financial Plan with Multi-Year Vision: To review fee structure, financial flow, etc. and to make recommendations for a plan that will sustain the needed direction.
- Provide Membership with Information on GAP Insurance: Review coverage currently available through WSI and provide membership with information – Review feasibility of any additional coverage recommendations

- Develop a Communications Plan through Use of Technology, Email and Web:
Replace current practices of communication to membership with available technology.

5) To Promote the Common Good, the Community Welfare and the General Welfare of the State of North Dakota and It's Inhabitants by Seeking and Establishing Efficient Means of Affording Fire Protection.

- Legislation: To be active in legislation such as support for fire service funding – analyze legislation for fire department impacts – fire insurance premium tax – communications and interoperability – fireworks – fire prevention – fire code – retirement – death and cancer – workforce coverage – etc.
- L.A.S.T: To coordinate with L.A.S.T. and promote, support the team throughout the state fire service.

North Dakota Firefighter's Association

The North Dakota Firefighter's Association was organized June 4, 1884 and incorporated February 3, 1891 to promote the safety and welfare of the North Dakota Firefighter's Association members through uniform and established training standards. The North Dakota Firefighter's Association is a non-profit, charitable, educational 501 C 3 Organization. The Mission of the North Dakota Firefighter's Association is established in Chapter 18 of the North Dakota Century Code and for Legislative purposes is a political sub-division of the State of North Dakota.

North Dakota Firefighter's Association Mission

The Mission of the North Dakota Firefighter's Association is to promote the safety and welfare of the Association members through uniform and established training standards. North Dakota Firefighter's Association has a national affiliation with the Region VIII TRADE, the United States Fire Administration, the National Fire Academy and the North American Fire Training Directors. This mission shall be achieved by: providing a coordinated training service and standardized certification program, maintaining open communications and cooperative training opportunities between all emergency response organizations, and conveying information to members on firefighter safety, health, and equipment issues.

The North Dakota Firefighters Association can be contacted at:

1502 Grumman Ln Suite 2
P.O. Box 6127
Bismarck, ND 58506
701-222-2799

North Dakota Firefighters Museum

The North Dakota Firefighter's Museum is dedicated solely to preserving and presenting the storied histories, rich traditions and heritage of firefighting, firefighters and the fire service within the great State of North Dakota. The museum's officials made the public announcement in 2005 and held the Museum's Grand Opening during Fire Prevention Week in October 2006.

Through the efforts of Donald H. Huettl family, with the support of the Community of Garrison, and the Executive Board of the North Dakota Firefighter's Association, this Non-Profit Corporation has been established to organize, build and operate a museum to preserve and present firefighting related records, photos, artifacts, memorabilia and equipment.

Each and every department in the state has a rich history that is replete with outstanding, colorful, or interesting firefighters, equipment, apparatus, and incidents. The organizers are asking individuals and fire departments across the state to document and share their histories with the public through the North Dakota Firefighter's Museum.

In 2012, the North Dakota Firefighter's Museum became home to the North Dakota Fallen Firefighter's Memorial. The memorial remembers and recognizes all North Dakota fallen firefighter's whom have lost their lives in the line of duty. The memorial features a front stone honoring all firefighter's past and present as well as three flagpoles flying a United State Flag, North Dakota Flag, and a Fallen Firefighter's Flag. Behind the stone are two granite pillars that bear the names of each fallen firefighter etched in the granite. The NDFA Past President's Association chose the museum to be home of the memorial and worked diligently in fundraising money to make it happen.

North Dakota Firefighter's Museum Mission

The Museum will establish a depository for the various records, artifacts, and memorabilia relating not only to firefighters, but to fire departments, fire incidents, and other such things with rich traditions and history relating to the Fire Service in the State of North Dakota.

The Museum will serve to receive, classify, preserve, arrange and display the depository materials to allow them to be viewed in an interesting and educational manner by the general public.

The Museum will establish and maintain a Firefighter Hall of Fame with an annual induction ceremony and banquet to honor the firefighters elected each fall during Fire Prevention Week.

Through it's programs the Museum will promote and further the education of the general public about fire safety and an awareness of the public fire service profession, both volunteer and paid, to ensure the safety of this and future generations of North Dakotans.

The ND Firefighters Museum can be contacted at:

52 N Main Street
P.O. Box 1000
Garrison, ND 58540
701-463-2345
NDFM@restel.com

Chapter 3: Grants

Assistance to Firefighters Grant Program

A program of the Federal Emergency Management Agency, grants are awarded to fire departments to enhance their ability to protect the public and fire service personnel from fire and related hazards. Three types of grants are available: Assistance to Firefighters Grant (AFG), Fire Prevention and Safety (FP&S), and Staffing for Adequate Fire and Emergency Response (SAFER). The AFG Program web site at <https://www.fema.gov/grants/preparedness/firefighters> provides more information about each of these grants and offers resources to help departments prepare and submit grant requests.

Citizen Corps Funding

Fire Corps is one of the five partner programs under Citizen Corps; therefore, registered Fire Corps programs are eligible to apply for grants through Citizen Corps Councils. Citizen Corps grants are distributed at the state level and each state's grant guidelines vary. For more information on opportunities to apply for Citizen Corps funds in your state, contact your state Citizen Corps Point of Contact. For more information on Citizen Corps, visit <https://www.ready.gov/hi/grants>

United States Fire Administration (USFA) Grants and Funding

The USFA provides information for fire departments and other first responder organizations on financial assistance available from the USFA and other federal agencies. Highlighted information includes the Assistance to Firefighters Grant Program, the Catalog of Federal Domestic Assistance, and other ideas for funding alternatives. For more information, visit www.usfa.fema.gov/grants.

Federal Grants Wire

Federal Grants Wire is a free resource to search for information about available federal grants, government grants, and loans. The site offers over 1,800 federal grant and loan opportunities, organized by sponsoring agency, applicant type, and subject area to help you find funding opportunities applicable to your program and/or agency. There is also a searchable grant directory and index. Additionally, Federal Grants Wire has multiple resources which provide information such as the definition and classifications of federal grants, how to write grant proposals, tips on applying for federal grants, application eligibility requirements, and more. Visit www.federalgrantswire.com for more information.

FireGrantsHelp.com

The mission of FireGrantsHelp.com is to provide first responders with a comprehensive resource for grant information and assistance. This site features an extensive database of available grants, with a library of information including federal grants as well as state, local, and corporate grant opportunities. FireGrantsHelp.com also offers a multitude of grant assistance tools, from the

'Grants 101' tutorial to a wide range of links to research and reference sites.
Visit www.firegrantshelp.com for more information.

FM Global Fire Prevention Grant Program

FM Global, one of the world's largest business property insurers, has created a new Fire Prevention Grant Program so that fire departments - as well as national, state, regional, local, and community organizations - can more effectively prevent fire, the leading cause of commercial and industrial property damage. Funding from this program is available to support a wide variety of fire prevention, preparedness, and control efforts, including arson prevention and investigation; pre-fire planning for commercial, industrial, and institutional facilities; and fire prevention education and training initiatives, to name a few. For more information or to apply for a Fire Prevention Grant, visit www.fmglobal.com/grants.

Firehouse Subs Public Safety Foundation Grants

Firehouse Subs Public Safety Foundation has a program to assist emergence service entities obtain life-saving equipment as well as fire prevention, safety, and disaster preparedness educational tools. If your fire department or Fire Corps program is located in a community served by a Firehouse Subs restaurant, consider applying for needed equipment and/or fire prevention resources. For more information, visit <https://firehousesubsfoundation.org/>

State Farm Safe Neighbors Grant

State Farm Insurance, a national insurance agency providing auto, fire, life and health policies, and bank account coverage, is committed to meeting the needs of communities through the State Farm Safe Neighbors Grant. This grant program provides funding in three focus areas: Safe Neighbors (safety), Strong Neighborhoods (community development), and Education Excellence (education). Grant proposals are accepted year-round. Requests for local initiatives are considered by State Farm field offices. Each office determines the types of grants it will support, based on available funding. For more information, visit www.statefarm.com/aboutus/community/grants.

Walmart Grant

Together, Walmart and the Walmart Foundation generally provide more than \$1 billion in cash and in-kind to support programs that align with our philanthropic priorities. Our philanthropic approach is rooted in our company's mission to create opportunity, so people can live better. For more information, visit: <https://walmart.org/how-we-give>

Local, State, and National Training Organizations

Many local, state, and national organizations provide grants to support various causes in their communities. Donations vary from cash to in-kind services and can provide the support your Fire Corps program needs to administer or expand its services. For instance, a local screen-printing store may donate t-shirts or services to supply uniforms for your members or a local awards shop

may sponsor awards for outstanding volunteers in your program. Often you can gain support from local businesses simply by asking.

Chapter 4: Training

Occupational Safety and Health Administration (OSHA)

North Dakota is considered a non-OSHA state. This does not mean that they do not need to comply with OSHA regulations. OSHA sets the bare minimum protections employers must adhere to, and the agency encourages states to run their own programs (which still have to be approved by OSHA). Some states have set programs that are even stricter than federal laws. In addition, federal programs cover most private sector employees as well as public sector employees working for the federal government. The agency's regulations specifically exclude employees who work for state or local governments – like police, firefighter and other emergency workers. Therefore, some states have chosen to cover those employees under their own plans.

OSHA regulations, as they relate to structural firefighting, will be found in *Title 29 of the Code of Federal Regulation (29CFR)*. OSHA regulations are law and are penal in nature. Listed below are some of the most important OSHA Regulations with regards to fire department training. To put it in the simplest of terms, you must train people for whatever tasks he or she has the potential to be assigned. People should only do the tasks they have been trained to do.

- OSHA 1910.120 *Hazardous Waste Operations and Emergency Response*
- OSHA 1910.120 (Appendix E) *Training Curriculum Guidelines (Non-mandatory)*
- OSHA 1910.130 *Blood borne Pathogens*
- OSHA 1910.132 *Personal Protective Equipment*
- OSHA 1910.134 *Respiratory Protection*
- OSHA 1910.146 *Permit Required Confined Space*
- OSHA 1910.147 *Lock Out/Tag Out*
- OSHA 1910.156 *Fire Brigades*
- OSHA 1926.65 *Hazardous Waste Operations and Emergency Response*
- OSHA 1926.65 (Appendix E) *Training Curriculum Guidelines (Non-mandatory)*

Insurance Services Office (ISO)

The Insurance Service Office (ISO) will be covered in greater detail later within this document. In this section, only the training requirements of ISO will be discussed. ISO will send a representative to review training records. The purpose of this section is to assist you in obtaining maximum credit for your training program. It is important to know that the ISO representative will expect to see clear and complete documentation on all trainings. It is helpful if you can maintain a complete set of records both for the individual and each category listed in this section. Records must be kept in accordance with the general criteria in NFPA 1401, *Recommended Practice for Fire Service Training Reports and Records*.

- Company Training Program

Company training at fire stations include training using streets, buildings and open areas. 16 hours per company member per month. Firefighter training should be in accordance with the general criteria of NFPA 1001, *Standard for Firefighter Professional Qualifications*.

- Officer Training Program and Certification Program

Officer training should be in accordance with the general criteria of NFPA 1021, *Standard for Fire Officer Professional Qualifications*; NFPA 1521, *Standard for Fire Department Safety Officer*; NFPA 1561, *Standard on Emergency Services Incident Management System*.

- Officer Certification. Certification of each current officer with responsibilities in fire suppression in accordance with the general criteria of NFPA 1021, *Standard for Fire Officer Professional Qualifications*.
- Officer Continuing Education. Continuing education for officer training on or off site, 12 hours per year for all officers.

- New Driver/Operator Training Program

60 hours (or certification) in accordance with the general criteria of NFPA 1002, *Standard for Fire Apparatus Driver/Operator Professional Qualifications*.

The New Driver Operator Training Program should be in accordance with the general criteria of NFPA 1002, *Standard for Fire Apparatus Driver/Operator Professional Qualifications*, and NFPA 1451, *Standard for a Fire Service Vehicle Operators Training Program*.

- Existing Driver/Operator Training Program

Driver and operator training should be in accordance with the general criteria of NFPA 1002, *Standard for Fire Apparatus Driver/Operator Professional Qualifications*, and NFPA 1451, *Standard for a Fire Service Vehicle Operations Training Program*. This program is limited to 12 hours per year for full credit.

- Hazardous Materials Training Program

This is limited to 6 hours per year for full credit. Hazardous materials training should be a minimum awareness level in accordance with the general criteria of NFPA 472, *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*.

- Recruit Training Program

240 hours per recruit within the first year of employment or tenure (or certification) in accordance with the general criteria of NFPA 1001, *Standard for Firefighter Professional Qualifications*.

Firefighter training should be in accordance with the general criteria of NFPA 1001, *Standard for Firefighter Professional Qualifications*. Credit is given for class hours spent towards the completion of Firefighter I and II training. Firefighters who obtain the Firefighter I and II

designation before employment or within the first year of employment meet the intent of this section.

- Building Familiarization for Pre-Incident Planning Program

The fire department should make building familiarization and pre-incident planning tours of each commercial, industrial, institutional, and other similar building at least annually. Records of the inspections (either in digital or other formats) should include complete and up-to-date notes and sketches, which must be available to the responding incident commander.

Building familiarization and pre-incident planning should be in accordance with the general criteria of NFPA 1620, *Standard for Pre-Incident Planning*.

Training Resources for Fire Departments

The following links are provided to assist you with obtaining training for your members. Many of these programs are online in format, but are in no way intended to be a substitute for an established fire department training program. These resources are meant to compliment your training program.

- Federal Emergency Management Agency (FEMA)
<https://training.fema.gov/>

There are numerous FEMA Training Agencies. You can access the following through the link above.

1. Center for Domestic Preparedness (CDP)

At the resident campus in Anniston, responders can receive training on incident management, mass casualty response, and emergency response to a catastrophic natural disaster or terrorism.

2. Emergency Management Institute (EMI)

The Emergency Management Institute (EMI) provides emergency management training to responders to minimize the impact of disasters.

3. National Training and Education Division (NTED)

The National Training and Education Division (NTED) provides more than 125 training courses to effectively function during mass consequence events.

4. National Fire Academy (NFA)

The National Fire Academy (NFA) serves as the training division of the United States Fire Administration (USFA).

- Texas Engineering Extension Service (TEEX)
<https://teex.org/>

- SERTC
<https://sertc.org/>

SERTC strives to teach you to understand the processes that are required to deal with a transportation accident involving hazmat and to understand the options that are available to you. Training on the actual transportation equipment that you'll encounter in the field will help you to be prepared to deal with real world emergencies. This training will assist you with being able to do your job safely and effectively.

They offer hands-on training based on OSHA 29 CFR 1910.120 (q) and NFPA Standard 472 requirements including Hazmat Awareness, Operations, Technician, Specialist Level Courses and Incident Commander as well as advanced refresher courses. The WMD Technician Course has been approved for funding by the United States Office for Domestic Preparedness. Contact your state grants administrator for information on how these grants may be available to pay for your attendance for this course.

- International Association of Fire Chiefs (IAFC) – Missouri Valley Division
<https://mvdiafc.org/>

The Missouri Valley Division of the IAFC is a regional association that provides information and programs to assist you with your duties as a Fire Chief. Membership is required for certain benefits.

- International Association of Fire Chiefs (IAFC)
<https://www.iafc.org/>

The IAFC is an international association that provides information and programs to assist you with your duties as a Fire Chief. Membership is required for certain benefits.

- The National Volunteer Fire Council (NVFC)
<https://www.nvfc.org/>

The NVFC provides training on topics that focus on the needs of volunteer firefighters (fire and EMS/Rescue).

Chapter 5: National Fire Protection Association

Training

NFPA standards are national consensus standards and are accepted as best practices and industry standards. These standards serve as a guide as to what your practices are going to be compared to in a court of law. While all NFPA standards are relevant to the fire service, those listed below are training related in nature. These standards can help you develop a quality training program that is in line with current national trends. More information and complete list of standards is available at: <https://www.nfpa.org/codes-and-standards/>

Fire Service Training Related NFPA Standards:

- NFPA 291 *Standard on Fire Flow Testing and Marking of Hydrants*
- NFPA 472 *Standard on Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*
- NFPA 1001 *Standard on Firefighter Professional Qualifications*
- NFPA 1002 *Standard for Fire Apparatus Driver/Operator Professional Qualifications*
- NFPA 1006 *Standard for Technical Rescuer Personnel Professional Qualifications*
- NFPA 1021 *Standard for Fire Officer Professional Qualifications*
- NFPA 1026 *Standard for Incident Management Professional Qualifications*
- NFPA 1033 *Standard for Fire Investigator Professional Qualifications*
- NFPA 1041 *Standard for Fire Service Instructor Professional Qualifications*
- NFPA 1201 *Standard on Providing Fire and Emergency Services to the Public*
- NFPA 1250 *Standard on Fire and Emergency Services Organization Risk Management*
- NFPA 1401 *Standard on Fire Protection Training Reports and Records*
- NFPA 1402 *Standard on Facilities for Fire Training and Associated Props*
- NFPA 1403 *Standard on Live Fire Training Evolutions*
- NFPA 1404 *Standard on Fire Service Respiratory Protection Training*
- NFPA 1407 *Standard on Training Fire Service Rapid Intervention Crews*
- NFPA 1410 *Standard on Training for Initial Emergency Scene Operations*
- NFPA 1451 *Standard on Fire Service Vehicle Operations Training Program*
- NFPA 1500 *Standard on Fire Department Safety, Health, and Wellness Program*
- NFPA 1521 *Standard on Fire Department Safety Officer Professional Qualifications*
- NFPA 1561 *Standard on Emergency Services Incident Management System and Command Safety*
- NFPA 1581 *Standard on Fire Department Infection Control Program*
- NFPA 1582 *Standard on Comprehensive Occupational Medical Programs for Fire Departments*
- NFPA 1584 *Standard on Rehabilitation Process for Members during Emergency Operations and Training Exercises*
- NFPA 1620 *Standard Recommended Practice for Pre-Incident Planning*

- NFPA 1710 *Standard on Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*
- NFPA 1720 *Standard on Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Volunteer Fire Departments*

NFPA standards can be a good source of information when drafting departmental guidelines. NFPA standards were drafted with input from industry leaders, manufacturers and fire service professionals. NFPA standards are on a revision cycle and are kept current. There are currently two revision cycles per year where standards are updated, and any clarifications and amendments are issued.

Response

National Fire Protection Agency (NFPA) is a standard for deployment and operations. Chapter 1 of NFPA is the Administration section of the standard. The list of standards below is only a guideline listed in the NFPA standard. You will need to purchase or borrow the entire document prior to doing your research. The Standards listed below are the current editions as January, 2021. You will need to make sure that there is not a more current edition available prior to your research.

Fire suppression operations shall be organized to ensure that the fire department fire suppression capabilities include sufficient personnel, equipment, and other resources needed to deploy fire suppression resources efficiently, effectively and safely.

NFPA 1710: Standard for the Organization and Deployment and Fire Suppression Operation, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.

This standard contains minimum requirements relating to the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by substantially all career fire departments. The requirements address functions and objectives of fire department emergency service delivery, response capabilities, and resources. This standard also contains general requirements for managing resources and systems, such as health and safety, incident management, training, communications, and pre-incident planning. This standard addresses the strategic and system issues involving the organization, operation, and deployment of a fire department and does not address tactical operations at a specific emergency incident.

NFPA 1720: Standard for the Organization and Deployment and Fire Suppression Operation, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments.

This standard contains minimum requirements relating to the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by volunteer and combination fire departments. The requirements address functions and outcomes of fire department emergency service delivery, response capabilities, and resources.

This standard also contains minimum requirements for managing resources and systems, such as health and safety, incident management, training, communications, and pre-incident planning. This standard addresses the strategic and system issues involving the organization, operation, and deployment of a fire department and does not address tactical operations at a specific emergency incident. This standard does not address fire prevention, community education, fire investigations, support services, personnel management, and budgeting.

NFPA 901: Standard Classification for Incident Reporting and Fire Protection Data.

NFPA 901 provides the latest guidelines to help fire departments and other fire protection organizations effectively share data with other agencies. It provides a common language and definitions that define and describe elements and classifications used by many fire departments in the United States and other countries to describe fire damage potential and experience during incidents. This document describes and defines data elements and classifications used by many fire departments in the United States and other countries to describe fire damage potential and experience during incidents. It does not provide guidelines for a reporting system or related forms.

There are many companies out there that offer a fire reporting system: Firehouse, Fire Programs, and so forth. The Fire Marshal's Office is the collection point for the NFIRS compliance which is a requirement to be eligible for many state and federal grants.

Equipment

NFPA 1801: Standard on Thermal Imagers for the Fire Service.

This standard contains requirements for new thermal imagers used by fire service personnel during emergency incident operations. In addition to criteria for design, product labeling, and certification of thermal imagers, this document also defines performance requirements including temperature range, electromagnetic emission and immunity, and resistance to vibration and heat as well as test methods for image recognition, corrosion, viewing surface abrasion, field of view, impact acceleration resistance, and more.

NFPA 1901: Standard for Automotive Fire Apparatus.

This standard defines the requirements for new automotive fire apparatus and trailers designed to be used under emergency conditions to transport personnel and equipment and to support the suppression of fires and mitigation of other hazardous situations. Comprehensive coverage includes general requirements that apply to all types of fire apparatus as well as specific chapters for a wide range of vehicle types from pumpers to aerial fire apparatus to special service apparatus, such as rescue vehicles and haz-mat vehicles, as well as quints and mobile foam apparatus.

NFPA 1906, Standard for Wildland Fire Apparatus.

This standard defines the requirements for new automotive fire apparatus, including apparatus equipped with a slip-on fire-fighting module, designed primarily to support wildland fire

suppression operations. Provisions include criteria for wildland mobile water supply fire apparatus; chassis and vehicle components; low-voltage electrical systems and warning devices; driving and crew areas; body, compartments, and equipment mounting; pumps for wildland fire fighting and associated equipment; water tanks; foam proportioning systems for Class A foam concentrate, and compressed air foam systems.

NFPA 1931: Standard for Manufacturer's Design of Fire Department Ground Ladders.

This standard provides manufacturers of fire department ground ladders with a set of performance requirements against which ladders are to be certified to ensure that the ground ladders are reliable and safe to use. Provisions apply to the manufacture of all new ground ladders and multi-purpose ladders intended for use by fire department personnel for rescue, fire fighting operations, and training. In addition to overall design and verification requirements for all ground ladders, criteria cover specific issues applicable only to single, roof ladders, extension, combination, folding, and pompier ladders.

NFPA 1936: Standard on Rescue Tools.

This standard specifies performance requirements for powered rescue tools and components that are used by emergency services personnel to facilitate the extrication of victims from entrapment. In addition to presenting provisions for product design, performance, and testing of powered rescue tools and their components that perform spreading, lifting, holding, crushing, pulling, or cutting functions, NFPA 1936 also sets criteria for product conformance verification to assist purchasers in selecting powered rescue tools that are code-compliant.

NFPA 1961: Standard on Fire Hose.

This standard defines the design and construction requirements for new fire hose, the testing required to verify the design and construction, and the inspection and testing required of all new fire hose. Requirements apply to attack hose, supply hose, occupant use hose, forestry hose, and suction hose. Types of tests include kink, burst, adhesion, ozone resistance, cold bending, and flexibility and compressibility.

NFPA 1964: Standard for Spray Nozzles and Appliances.

This standard provides performance requirements for fire-fighting spray nozzles to assure purchasers or authorities having jurisdiction that these nozzles are suitable for fire suppression use. Provisions apply to new adjustable-pattern spray nozzles intended for general fire-fighting use, for marine and offshore platform fire-fighting use, or for use with fire hoses affixed to standpipe systems. Specific areas addressed include operational design requirements, construction materials, test methods, and compliance testing.

NFPA 1971, Standard on Protective Ensembles for Structural Fire Firefighting and Proximity Fire Fighting.

This standard protects firefighting personnel by establishing minimum levels of protection from thermal, physical, environmental, and bloodborne pathogen hazards encountered during structural and proximity firefighting operations.

NFPA 1981: Standard on Open-Circuit Self-Contained Breathing Apparatus (SCBA) for Emergency Services.

This standard establishes levels of respiratory protection and functional requirements for SCBA used by emergency services personnel. Requirements cover certification, labeling, design requirements, performance requirements, and test methods and apply to all open-circuit SCBA and combination SCBA/SARs used during firefighting, rescue, hazardous materials, terrorist incidents, and similar operations where responders may encounter confined spaces, atmospheres that are unknown, atmospheres that are or could become Immediate Dangerous to Life and Health (IDLH), or atmospheres that are or could become oxygen deficient.

NFPA 1983, Standard on Life Safety Rope and Equipment for Emergency Services.

This standard specifies requirements for life safety rope and associated equipment used to support emergency services personnel and civilians during rescue, firefighting, or other emergency operations, or during training. Criteria cover the design, performance, testing, and certification of new life safety rope, escape rope, water rescue throwlines, life safety harnesses, belts, manufacturer-supplied eye terminations, moderate elongation laid life safety rope, belay devices, and auxiliary equipment for emergency services personnel.

NFPA 1999: Standard on Protective Clothing for Emergency Medical Operations.

This standard specifies requirements for EMS protective clothing to protect personnel performing patient care during emergency medical operations from contact with blood and body fluid-borne pathogens. It also includes additional requirements that provide limited protection from specified CBRN terrorism agents. Provisions apply to the design, performance, testing, documentation, and certification of new emergency medical protective ensembles and ensemble elements, including garments, gloves, helmets, facemasks, and footwear, and also to ensembles for additional CBRN protection from specified biological and radiological terrorism agents in liquid-splash and particulate environments.

Chapter 6: Administration

Hiring

Application

A sample process was provided by the Dickinson Fire Department.

Volunteer Members

- a. Application is received.
- b. Background is conducted (at this time in state only; under review).
- c. Background completed.
- d. Applicant scheduled to meet with 3-member interview committee. Prior to the interview, a six-station physical ability test is administered. Physical ability test passed to continue to interview.
- e. Interview Committee recommendation presented at the next regular monthly meeting. All members have an opportunity for input.
- f. Upon acceptance, the applicant is on probation for up to 6 months as they go through our basic training.
- g. Applicants must have obtained or be in the process of obtaining Firefighter I certification within two years of joining.
- h. Each volunteer member's attendance at meetings and trainings is reviewed quarterly and compared to pre-determined benchmarks for good standing.

A physical or pre-employment drug screen is not administered. Under review.

Full Time Positions

Applications for full time positions will follow the City's HR policy for Civil Service positions.

- a. Application received by HR Dept.
- b. Application reviewed for eligibility.
- c. Up to seven applicants per position will be selected to continue.
- d. Interview panel names provided to HR.
- e. Written test appropriate to position is scheduled.
- f. Interviews conducted.
- g. Conditional offer of employment extended to applicant. Upon acceptance, background and pre-employment drug screen is ordered.
- h. Successful applicant will be scheduled for a FD physical.
- i. New firefighter will be on probation for a minimum of 90 days during which time they must complete our Firefighter's task book.

A physical ability test component is under consideration for full time positions. Up to now, it has been viewed that if an applicant has Firefighter I or II certification, which is a requirement, they are physically capable.

See Appendix A: Sample application packet

Purchasing

It is important that we be considered good stewards of public money, and that we bid and award our purchases fairly. Purchasing must be conducted legally, ethically, and in line with your organizational procedures. Examples of important questions that you want to ask are the following:

- 7) Is there a limit set before having to receive multiple bids on the purchase(s) (\$500, \$1000, etc.)?
- 8) Prior to awarding the bid, who has the authority to approve the purchase?
- 9) Is the person conducting the purchase following all guidelines set by the department, city, county, etc? In addition to following your organization's guidelines to the bid process, some other guidelines you may need to reference for guidance with your purchasing of certain equipment may be listed in the ISO (Insurance Services Office) and the NFPA (National Fire Protection Association) website and/or manual.

Important questions to ask prior to the purchase include:

- 1) Does the purchase meet the department needs and not wants? Developing a committee to evaluate the needs of the department may help keep you focused on departmental needs when spending public funds. A well designed committee can research a product and save time before going to bid.
- 2) Is the purchase within budget?
- 3) Have you secured all necessary for obligated funds prior to obligating your organization?

Contact the person who is in charge of the finances of your organization to get a better understanding of the procedures that need to be followed. This person can help you make a smoother transition by offering information when it comes time for those larger purchasing items.

Insurance

Gap Insurance

Organizations could experience a "Gap" in coverage of wages, equipment, or liability from what your current insurance company compensates and actual loss incurred therefore a supplemental insurance policy might be beneficial. Contact your respective insurance agent to ensure adequate

coverage in the event of losses in wage, equipment, or liability. Several insurance agencies provide supplemental insurance coverage specific to the emergency services.

Some supplemental emergency service insurances include:

- Death Benefits
- Impairment Benefits
- Income Protection
- Medical Expenses
- Family Assistance
- Organized Athletics Coverage
- Inland Marine
- Liability
- Emergency Vehicle

Property/Casualty Insurance

ISO defines property/casualty insurance as insurance on homes, cars and businesses. Technical, property insurance protects a person or business with an interest in physical property against its loss or the loss of its income-producing abilities. Casualty insurance mainly protects a person or businesses against legal liability for losses caused by injury to other people or damage to the property of others. Several companies offer coverage for property/casualty insurance.

Workforce Safety and Insurance (WSI)

North Dakota Workforce Safety & Insurance (WSI) is an exclusive, employer financed, no-fault insurance state fund covering workplace injuries and deaths. As the sole provider and administrator of the workers' compensation system in North Dakota, WSI's vision is a safe, secure, and healthy North Dakota workforce.

WSI also believes that by encouraging safety programs we can prevent injuries from happening. They support safety consultations, education and training, safety incentive programs, safety grants and continual focus on workplace safety by employers and employees. WSI is committed to helping employers and employees recognize and correct safety hazards, preventing workplace injuries. More information on the services provided by WSI can be found:

<https://www.workforcesafety.com/about-us/overview>

Career firefighters are covered under the presumptive clause in North Dakota. More information can be found at: <http://www.legis.nd.gov/cencode/t65c01.pdf>.

Policies and Procedures

Depending on the definition adopted by the authority that has jurisdiction, the document may be called standard operating procedures (SOPs), standard operating guidelines (SOGs), policies and procedures manual (PPM), or general orders (GOs). These documents contain the mission

statements, responsibilities, and authority of the organization, and each of its functional positions. Important questions to ask include the following:

- 1) Does the department currently have policies and procedures?
- 2) If so, when was the last time they were reviewed, updated and/or changed? Policy and procedure documents should be an ongoing process for the organization.
- 3) Do you have buy in from the members of the organization, and are they giving information feedback for the betterment of the department?
- 4) Does the policy(s) meet the organizations current operations? Example: is the response policy for fire alarms the same as car fires? Has the district you serve installed hydrants recently? Make sure your policies and procedures are reflecting everyday practice. Having no policy may be bad, but having a policy that you do not follow is even worse.

Budgeting

Justifying a budget request requires valid documentation and supporting evidence. Accurate research and internal records maintenance provide support for the request. Some effective budget justification requires the following:

- 1) Review and understand the history, status, uses and relationship to all department accounts.
- 2) Conduct research studies dealing with salaries, benefits, and personnel.
- 3) Establish and serve as a strong advocate for department budget priorities in consultation with funding administration.
- 4) Use of in house records dealing with run reports, maintenance costs, operational changes due to services provided. ISO requirement may justify this.
- 5) Automatic/mutual aid agreement or any other contractual requirements.

Equipment Maintenance and Compliance

- 1) Does the department equipment meet the needs of the service provided?
- 2) Prioritize
- 3) Review standards to seek guidance for safety, ISO, NFPA
- 4) State contracts

Strategic Planning

Strategic planning is the process of formulating and implementing decisions about an organization's future direction. Strategic planning can be based off of four fundamental questions asked on an organizational basis:

- 1) Where are we now?
- 2) Where are we going?

- 3) How do we get there?
- 4) How do we measure our progress?

The benefits of strategic planning are that it provides a destination, identifies strategy, recognizes the risks, determines the needed resources, builds flexibility, and provide the change needed to create your ideal future. The department may set one-year and five-year departmental goals with the members. There are many resources available to assist an organization through the planning process.

Managing Citizens and Personnel

Citizens

Create an environment where your employees will take some risk to provide quality customer care. The environment should require the risk to be within the scope of the department policy and procedures, yet allow the employee to go the extra mile in delivering customer service and feeling the ownership and pride of going that extra mile. The employee must be creative in the ways they serve the public, and always seek excellence in the services provided. A good reference book is Alan Brunacinni's book on customer service.

Personnel

Develop shared goals with your employees. This means using all the knowledge you have in your organization from top to bottom. By sharing ideas, dreams and concerns, the organization can set forth the goals, visions, and outcomes it desires. Developing the plan will have strong support and buy in from the organization to move in the right direction. Health and fitness in the organization is your concern and legal responsibility. Firefighters are responsible adults and should be treated as such. Remember discipline in private and reward in public. When an employee does something good for you, remember to thank them.

Records Retention

The State of North Dakota records management program which is located at: <https://www.nd.gov/itd/services/records-management-program>. A Records retention program will allow organizations to maintain records for period of time and then employ a system of action to manage them. A records retention program will decrease risk on the organization. A search for the various types of documents is available at: <https://apps.nd.gov/itd/recmgmt/rm/recSer/retention.pdf>

Fair Labor Standard Act (FLSA)

The Fair Labor Standards Act (FLSA) establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector and in Federal, State, and local governments. This standard has specific rules in regard to firefighters. More information can be found at:

<https://www.dol.gov/agencies/whd/fact-sheets/8-flsa-police-firefighters>

Liability Protection

See Appendix B – Fire Department Management and Liability Issues (Minnesota League of Cities)

Fire Premium Tax

The Insurance Premium Tax has been a source of revenue for fire departments and fire districts for many years. The Insurance Premium Tax was established in 1887, before North Dakota was a state. Insurance Premiums were taxed at a rate of 2%. The revenue generated from the tax was distributed to any city, town or village with a qualified fire company having at least 15 members and meeting the proper equipment requirements. Insurance companies were required to record which fire district provided the fire protection for the insured property. When the premium tax was collected the money is distributed to the fire district where the insurance policies were sold. For almost 100 years, 100% of the amount of money collected from the Insurance Premium Tax on fire related insurance was distributed to fire departments and fire districts. For much of that time it was a continuing appropriation.

Today, the amount distributed is estimated to be only 67% of the premium taxes collected. An additional fiscal impact to the local fire departments is that the state funding source for NDFA is from the premium tax fund, they receive 5.5% of the monies before the remainder distribution to the fire departments. Last session (2017), the fire chiefs and NDFA agreed to the 5.5% if the funding needed to come from the premium tax. The Fire Chief's Association is dedicated to working to increase and protect the funding allocated to the local fire departments.

Reference: North Dakota State Statute: Section 18-04

Mill Levy Rules

A mill is 1/10th of a penny, or expressed mathematically as .001. To calculate the value of a mill, or determine how much money a taxing authority can generate with 1 mill can be determined rather easily once you know how much taxable valuation is available to your jurisdiction. Taxable valuation for a specific taxable jurisdiction or district for a specific year should be available at your county auditor's office.

Taxable valuation is determined in the following way.

The local assessor who should be a trained expert in local property valuations appraises/estimates the market value of all real property in their jurisdiction or assigned area of assessing (city or county, or both) to arrive at a True and Full Value (market value) of all taxable property.

Note: Agricultural land is not determined by comparable sales however but rather by a production formula including an average trend of prior years that is determined by NDSU.

The True and Full Value for each parcel is then multiplied by 50% to arrive at an assessed value. Then the assessed value is multiplied by either 9% (.09) for residential property, or 10% (.10) for commercial property to arrive at a taxable value.

Therefore, the examples are indicated below:

Agricultural Land - \$100,000 True and Full Value x .50 = \$50,000 x .10= \$5,000 Taxable Value

Commercial Building - \$100,000 True and Full Value x .50= \$50,000 x .10= \$5,000 Taxable Value

Residential Building - \$100,000 True and Full Value x .50= \$50,000 x .09= \$4,500 Taxable Value

SHORTCUT TO DETERMINING THE VALUE OF A MILL IN YOUR DISTRICT FOR ESTIMATING COLLECTION FROM PROPERTY TAX

Once you have a calculated taxable value, or a total of taxable values for the district, you apply the mill levy. For instance, if your district has a total of \$1,000,000 of Taxable Valuation, then the calculation would be:

Example

\$1,000,000 Taxable Valuation x 1 mill (.001) = \$1,000 in property taxes would be raised off of 1 mill applied to \$1,000,000 in Taxable Valuation.

Or, the shortcut to determine how much 1 mill would raise for a taxing district would be:

What is the Total Taxable Valuation less 3 zeros? So if your total taxable valuation is \$42,000,000 million, 1 mill would raise \$42,000 dollars in property taxes for your district. (\$42,000,000 x .001=\$42,000)

Chapter 7: Insurance Services Office

The Insurance Services Office (ISO) is an independent organization that primarily serves insurance companies, insurance regulators, and others by providing information about a fire department, water supply for firefighting, and the system for receiving and handling fire alarms. In order to do this, ISO collects and analyzes information on fire departments and assigns a Public Protection Classification. This is a number rating ranging from Class 1 to Class 10. Most U.S. property insurers use the ISO classification to some extent when determining insurance rates for a given property in a given area. This section is in no way intended to fully explain the complex rating system utilized by ISO in determining a department's Public Protection Classification.

The Fire Suppression Rating Schedule (FSRS) is a manual containing the criteria ISO uses in reviewing the fire prevention and fire suppression capabilities of individual communities or fire protection areas. The schedule measures the major elements of a community's fire protection system and develops a numerical grading called a Public Protection Classification (PPC™).

Our FSRS employs nationally accepted standards developed by such organizations as the National Fire Protection Association (NFPA), the American Water Works Association (AWWA), and the Association of Public-Safety Communications Officials (APCO) International. When those organizations update their standards, the ISO evaluation changes as well. The PPC program always provides a useful benchmark that helps fire departments and other public officials measure the effectiveness of their efforts — and plan improvements.

The FSRS lists a large number of items (facilities and practices) that a community should have to fight fires effectively. The schedule is performance based and assigns credit points for each item. Using the credit points and various formulas, ISO calculates a total score on a scale of 0 to 105.5.

To receive certain PPC ratings, a community must meet minimum criteria. After a community meets those criteria, the PPC rating depends on the community's score on the point scale.

The FSRS considers three main areas of a community's fire suppression system: emergency communications, fire department (including operational considerations), and water supply. In addition, it includes a Community Risk Reduction section that recognizes community efforts to reduce losses through fire prevention, public fire safety education, and fire investigation.

Emergency Communications

A maximum of 10 points of a community's overall score is based on how well the fire department receives and dispatches fire alarms. Our field representatives evaluate:

- The emergency reporting system
- The communications center, including the number of telecommunicators
- Computer-aided dispatch (CAD) facilities

- The dispatch circuits and how the center notifies firefighters about the location of the emergency

Fire Department

A maximum of 50 points of the overall score is based on the fire department. ISO reviews the distribution of fire companies throughout the area and checks that the fire department tests its pumps regularly and inventories each engine and ladder company's equipment according to NFPA 1901. ISO also reviews the fire company records to determine factors such as:

- Type and extent of training provided to fire company personnel
- Number of people who participate in training
- Firefighter response to emergencies
- Maintenance and testing of the fire department's equipment

Water Supply

A maximum of 40 points of the overall score is based on the community's water supply. This part of the survey focuses on whether the community has sufficient water supply for fire suppression beyond daily maximum consumption. ISO surveys all components of the water supply system. We also review fire hydrant inspections and frequency of flow testing. Finally, we count the number of fire hydrants that are no more than 1,000 feet from the representative locations.

Community Risk Reduction

The Community Risk Reduction section of the FSRS offers a maximum of 5.5 points, resulting in 105.5 total points available in the FSRS. The inclusion of this section for "extra points" allows recognition for those communities that employ effective fire prevention practices, without unduly affecting those who have not yet adopted such measures. The addition of Community Risk Reduction gives incentives to those communities who strive proactively to reduce fire severity through a structured program of fire prevention activities.

The areas of community risk reduction evaluated in this section include:

- Fire prevention
- Fire safety education
- Fire investigation

Fire chiefs can access a complimentary copy of the FSRS on ISO's Fire Chiefs Online website by registering at: www.isomitigation.com/register.html

Chapter 8: Fire Prevention

The North Dakota State Fire Marshals office has developed a handbook for Fire Chief's that provide information in regard to inspections, investigations and other pertinent information. This handbook is available on their website: <https://attorneygeneral.nd.gov/public-safety/fire-marshal-safety-inspections>

Fire Danger Rating

The North Dakota Fire Danger Model uses gridded weather information to produce a county-based fire danger rating forecast for each of the next seven days. The model itself relies on weather inputs to calculate wildland fire behavior indices that are well-recognized by the wildland fire community and which are hallmarks of the National Fire Danger Rating System (NFDRS) that served as the basis for the prior fire danger map that was produced for the state by the Missoula Fire Lab. Benefits of running the North Dakota Fire Danger Model locally in the state include the following:

- Use of gridded weather data, averaged for each county, rather than extrapolating between a limited set of weather stations
- Ability to produce seven days of fire danger forecasts for each county in the state

The North Dakota Fire Danger Model directly uses the following weather inputs:

- Temperature
- Relative Humidity
- Wind Speed
- Cloud Cover

The new North Dakota Fire Danger Model was based on the same approaches taken by the prior map that was produced by the Missoula Fire Lab, so the daily fire danger ratings are heavily dependent on the simulated greenness or curing of native grasses, relative humidity, and wind speeds. Cured, dormant grasses, relative humidity below 25%, and sustained winds of 20 mph or greater will produce the most severe fire danger ratings. Those type of scenarios may cause the new fire danger index to reach the Very High or Extreme category, depending on temperatures and cloud cover, both of which also influence fire behavior. However, when the model simulates extensive greenness in grasses, then the daily fire danger index will be generally be in the Low, Moderate, or High Category, even with low relative humidity and strong winds, since the green component of grasses will tend to reduce fire behavior.

In comparison to the prior fire danger map, the new North Dakota Fire Danger model will tend to do the following:

- Act similar to the map that was produced for the state from the years 2015 through 2020
- Provide fewer ratings in the Very High and Extreme category than the map that was used during most of the 2021 fire season, but likely more than it produced from 2015 through 2020.

However, the new fire danger model will indeed capture the biggest fire days – as evidenced by its forecast of Extreme Fire Danger in parts of southwest North Dakota on April 1st, 2021, the day of the Medora-area wildfire. Similar behavior was observed on other critical fire weather days in the spring of 2021. The new North Dakota Fire Danger model WILL produce ratings in the Very High and Extreme category, but only on the most serious days when grasses are cured and weather conditions support critical fire behavior. A mix of dead and green grasses combined with critical fire weather conditions may still produce ratings in the High category, similar to the map that was produced for the state in previous years.

National Weather Service meteorologists are able to view the gridded fire danger data, and can use it to assist with determining the need for Red Flag Warnings more easily than in the past. However, they cannot make any adjustments to the resultant fire danger indexes. The fire danger itself will only be produced by the North Dakota Fire Danger Model using a combination of weather forecast information provided by National Weather Service meteorologists, and calculated wildland fire behavior indices.

For those that are interested, the following provides more technical details on the new North Dakota Fire Danger model. The model calculates information on fuel state (including the “greenness” or “curing” of grasses) using both observed and forecast weather data. The Live Herbaceous Fuel Moisture represents the approximate moisture content of the live grasses in the area, and is derived from the Growing Season Index, which models plant green-up and curing as it relates to observed temperatures and humidity, evaporative demand to plants, and day length. Conversely, the 1-hour Fuel Moisture reflects the moisture content of already-dead grasses. The North Dakota Fire Danger Model then uses both the weather and fuel state to calculate the following fire behavior indices valid daily at 1400 Local Daylight Time (as is the standard in NFDRS):

- Ignition Component (the probability that a firebrand will cause an actionable fire)
- Burning Index (estimate of the potential difficulty of fire containment; related to flame length)

The model calculates the Ignition Component and Burning Index at each location. It ranks the daily Burning Index relative to historical values of the index using “percentiles”, or rankings of its magnitude. The higher the percentile ranking a Burning Index is on a given day, the greater the difficulty is in containing a fire. Finally, at each location the intersection of that day’s Ignition Component and Burning Index value is found using the matrix below, yielding the fire danger rating:

Burning Index (BI)	Adjective Fire Danger Rating (R)				
< 90 th Percentile BI/4	L	L	L	M	M
90 th Percentile BI/4	L	M	M	M	H
90 th Percentile BI/2	M	M	H	H	VH
90 th Percentile BI	M	H	VH	VH	E
97 th Percentile BI	H	VH	VH	E	E
Ignition Component	0-20	21-45	46-65	66-80	81-100

As an example of the matrix usage in the model, a Burning Index in the 90th percentile and an Ignition Component of 70% would give a Fire Danger Rating of Very High (VH). In contrast, a Burning Index in the 90th percentile, but an Ignition Component of only 15% would provide a Moderate (M) Fire Danger. The latter scenario could occur when significant live fuel moisture is present, e.g., when grasses are relatively green. This is because the Burning Index in the model is strongly driven by weather conditions, especially wind and relative humidity (which influences the 1-Hour Fuel Moisture), but the Ignition Component is strongly influenced by the Live Herbaceous Fuel Moisture while also being regulated by weather conditions. In other words, the North Dakota Fire Danger Model is very dependent on the relative greenness of native grasses, which it simulates using the Growing Season Index.

Following the initial ratings determined by Ignition Component and the Burning Index, the North Dakota Fire Danger Model does a check on combinations of wind speeds, relative humidity, and Energy Release Component (ERC) values that are known to be associated with problematic wildland fire conditions. The ERC is a number related to the available energy per square foot within the flaming front at the head of a fire, and is essentially a composite fuel moisture index that reflects the contributions of all live and dead fuels of various sizes, not only grass fuels. Thus, the ERC values can reflect drought-related fuel loading, and these final checks on combinations of wind speeds, relative humidity, and ERC values were added to the North Dakota Fire Danger Model following monitoring of the preliminary version of the model in the spring and summer of 2021. These checks can force the final fire danger rating into a higher category than the Burning Index and Ignition Component methodology alone, which serves as a mechanism to capture the potential for drought-stressed fuels of various sizes to contribute to fire danger.

Resources

Federal/National Resources

Bureau of Criminal Investigations (BCI)

attorneygeneral.nd.gov

1-701-328-5500

Alcohol, Tobacco and Firearms (ATF)

www.atf.gov/st-paul-field-division/north-dakota-field-offices

1-701-293-2880

Federal Bureau of Investigations (FBI)

<https://www.countyoffice.org/nd-fbi-office/>

1-701-223-4875

National Fire Academy (NFA)

www.usfa.fema.gov/training/nfa/

1-800-238-3358

Federal Emergency Management Association (FEMA)

www.fema.gov/

1-202-646-2500

International Association of Fire Chiefs (IAFC)

<http://www.iafc.org>

1-703-273-0911

Department of Labor (DOL)

www.dol.gov/

1-866-487-2365

Office of Homeland Security

www.dhs.gov/

1-202-282-8000

US Fire Administration (USFA)

<http://www.usfa.fema.gov>

1-800-238-3358

National Fire Protection Association (NFPA)

<http://www.nfpa.org>

1-800-344-3555

Center for Public Safety Excellence (CPSE)

<https://www.cpse.org/>

1-703-691-4620

The National. Institute for Occupational Safety and Health (NIOSH)

www.cdc.gov/niosh

1-800-232-4636

National Volunteer Fire Council (NVFC)

www.nvfc.org

1-888-275-6832

Insurance Services Office

www.isomitigation.com/

Regional/State Resources

State Fire Marshal's Office

attorneygeneral.nd.gov/

1-701-328-5555

ND State Department of Emergency Services

www.nd.gov/des

1-701-328-8100

ND EMS Association

www.ndemsa.org/

1-701-221-0567

ND Firefighters Association

www.ndfa.net

1-701-222-2799

ND State Fire Chief's Association

www.ndfirechiefs.com/

ND State Fire Prevention Association

John Need, 701-443-5397

ND International Association of Arson Investigators

Mark Selle 701-690-7818

ND International Association of Firefighters

Darin Schimke

218-779-4122

Missouri Valley Division of International Association of Fire Chief's

<https://mvdiafc.org>,

620-341-7669

ND Forestry Service

www.ag.ndsu.edu/ndfs

1-701-228-5422

Workforce Safety and Insurance

www.workforcesafety.com/

1-800-777-5033

American Red Cross

www.redcross.org/

1-800-733-2767

Salvation Army

www.salvationarmyusa.org/