

NFPA® 1201

Standard for
Providing Fire and
Emergency Services
to the Public

2010 Edition



NFPA, 1 Batterymarch Park, Quincy, MA 02169-7471
An International Codes and Standards Organization

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NFPA® 1201

Standard for

Providing Fire and Emergency Services to the Public

2010 Edition

This edition of NFPA 1201, *Standard for Providing Fire and Emergency Services to the Public*, was prepared by the Technical Committee on Emergency Service Organization Risk Management. It was issued by the Standards Council on October 27, 2009, with an effective date of December 5, 2009, and supersedes all previous editions.

This edition of NFPA 1201 was approved as an American National Standard on December 5, 2009.

Origin and Development of NFPA 1201

Sections of this document were developed by the Committee on Fire Department Organization and adopted by NFPA on a tentative basis in 1963, 1964, 1965, 1966, and 1967. In 1968, the entire document was adopted as NFPA 4B, *Recommendations for Management of a Fire Department*. The document was revised, renumbered, and retitled as NFPA 4, *Organization for Fire Services*, in 1971. In 1977, the document was completely revised and renumbered as NFPA 1201.

The 1984 edition, retitled *Recommendations for the Organization for Fire Services*, was a complete revision that incorporated new chapters on emergency management and emergency medical services. At the same time, the existing 13 chapters were reorganized into 18 chapters.

In 1989, NFPA 1202, *Recommendations for Organization of a Fire Department*, and NFPA 1301, *Guide to Public Fire Prevention Criteria*, were integrated into NFPA 1201, and the document was completely revised. New chapters on government responsibility, incident command systems, and hazardous materials were added.

The Technical Committee on Public Fire Service Organization and Operations revised the 1994 edition from a recommended practice to a standard. The chapters were expanded to include updated material that was important to fire department organizations, and the appendix material was expanded to include additional explanatory material.

The 2000 edition of NFPA 1201, with the new title *Standard for Developing Fire Protection Services for the Public*, was a reconfirmation of the 1994 edition. In 1997, NFPA's Standards Council had disbanded the Technical Committee on Public Fire Service Organization and Operations and assigned the project to a new technical committee. The Technical Committee on Emergency Service Organization Risk Management reviewed the 1994 edition and felt that the material contained was still relevant to fire departments. Concurrently, the two new fire service organization and deployment committees (the Technical Committee on Fire and Emergency Service Organization and Deployment — Career and the Technical Committee on Fire and Emergency Service Organization and Deployment — Volunteer) were developing documents that would address fire department issues, especially deployment capabilities, contained in NFPA 1201. Because the proposed documents were under development, the technical committee determined not to revise NFPA 1201 but to hold it in place until the two new technical committees could finish their work.

The 2004 edition was rewritten to comply with the *Manual of Style for NFPA Technical Committee Documents* and to update appropriate material. The title of the document was changed to *Standard for Providing Emergency Services to the Public* to better reflect the contents of the standard.

The 2010 edition has moved code enforcement from Section 5.2 to a new Chapter 6. Items dealing with how to implement certain requirements were moved to Annex A. The word "fire" was added back into the title.

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This list represents the membership at the time the Committee was balloted on the final text of this edition. Since that time, changes in the membership may have occurred. A key to classifications is found at the back of the document.

NOTE: Membership on a committee shall not in and of itself constitute an endorsement of the Association or any document developed by the committee on which the member serves.

Committee Scope: This Committee shall have primary responsibility for documents on emergency service organizations structure, operations, and risk management.

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NOTICE: An asterisk (*) following the number or letter designating a paragraph indicates that explanatory material on the paragraph can be found in Annex A.

A reference in brackets [] following a section or paragraph indicates material that has been extracted from another NFPA document. As an aid to the user, the complete title and edition of the source documents for extracts in mandatory sections of the document are given in Chapter 2 and those for extracts in informational sections are given in Annex B. Extracted text may be edited for consistency and style and may include the revision of internal paragraph references and other references as appropriate. Requests for interpretations or revisions of extracted text shall be sent to the technical committee responsible for the source document.

Information on referenced publications can be found in Chapter 2 and Annex B.

Chapter 1 Administration

1.1* Scope. This standard contains requirements on the structure and operations of fire emergency service organizations (FESOs).

1.2* Purpose. This standard is intended for the use and guidance of persons charged with providing emergency services to protect lives, property, critical infrastructure, and the environment from the effects of hazards (e.g., fire, medical emergency, hazardous materials, natural disaster, community infrastructure disruption).

1.3* Application. This standard addresses the structure of fire emergency service systems and organizations involved with the delivery of fire and emergency services that serve a defined area and are generally under the auspices of a governing authority.

1.4* Equivalency. Nothing in this standard is intended to prevent the use of systems, methods, or devices of equivalent or superior quality, strength, fire resistance, effectiveness, durability, and safety over those prescribed by this standard.

1.4.1 Technical documentation shall be submitted to the authority having jurisdiction to demonstrate equivalency.

1.4.2 The system, method, or device shall be approved for the intended purpose by the authority having jurisdiction.

Chapter 2 Referenced Publications

2.1 General. The documents or portions thereof listed in this chapter are referenced within this standard and shall be considered part of the requirements of this document.

2.2 NFPA Publications. National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

NFPA 101®, *Life Safety Code*®, 2009 edition.

NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2010 edition.

NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, 2007 edition.

NFPA 1561, *Standard on Emergency Services Incident Management System*, 2008 edition.

NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, 2010 edition.

NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*, 2010 edition.

2.3 Other Publications.

2.3.1 Other Publications.

Merriam-Webster’s Collegiate Dictionary, 11th edition, Merriam-Webster, Inc., Springfield, MA, 2003.

Title 18, U.S. Code, Section 2332a, “Use of Weapons of Mass Destruction.”

2.4 References for Extracts in Mandatory Sections.

NFPA 402, *Guide for Aircraft Rescue and Fire-Fighting Operations*, 2008 edition.

NFPA 472, *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*, 2008 edition.

NFPA 1021, *Standard for Fire Officer Professional Qualifications*, 2009 edition.

NFPA 1142, *Standard on Water Supplies for Suburban and Rural Fire Fighting*, 2007 edition.

NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, 2007 edition.

NFPA 1521, *Standard for Fire Department Safety Officer*, 2008 edition.

Chapter 3 Definitions

3.1 General. The definitions contained in this chapter shall apply to the terms used in this standard. Where terms are not defined in this chapter or within another chapter, they shall be defined using their ordinarily accepted meanings within the context in which they are used. *Merriam-Webster’s Collegiate Dictionary*, 11th edition, shall be the source for the ordinarily accepted meaning.

3.2 NFPA Official Definitions.

3.2.1* Approved. Acceptable to the authority having jurisdiction.

3.2.2* Authority Having Jurisdiction (AHJ). An organization, office, or individual responsible for enforcing the requirements of a code or standard, or for approving equipment, materials, an installation, or a procedure.

3.2.3 Shall. Indicates a mandatory requirement.

3.2.4 Should. Indicates a recommendation or that which is advised but not required.

3.2.5 Standard. A document, the main text of which contains only mandatory provisions using the word “shall” to indicate requirements and which is in a form generally suitable for mandatory reference by another standard or code or for adoption into law. Nonmandatory provisions shall be located in an appendix or annex, footnote, or fine-print note and are not to be considered a part of the requirements of a standard.

3.3 General Definitions.

3.3.1 Aid.

3.3.1.1* Automatic Aid. A plan developed between two or more fire departments for immediate joint response on first alarms. [1142, 2007]

3.3.1.2* Mutual Aid. Reciprocal assistance by emergency services under a prearranged plan. [402, 2008]

3.3.2* Company. A group of members that is (1) under the direct supervision of an officer or leader; (2) trained and equipped to perform assigned tasks; (3) usually organized and identified as engine companies, ladder companies, rescue companies, or squad companies; (4) usually operated with one piece of fire apparatus (pumper, ladder truck, elevating platform, rescue, squad, ambulance); and (5) arriving at the incident scene on fire apparatus or assembled at the scene prior to assignment

3.3.3* Fire and Emergency Service Organization (FESO). Any public, private, governmental, or military organization that provides emergency response, fire suppression, and related activities, whether for profit or government owned and operated.

3.3.4* Fire Department. An organization providing rescue, fire suppression, and related activities.

3.3.5 Hazardous Material. A substance (either matter — solid, liquid, or gas — or energy) that when released is capable of creating harm to people, the environment, and property, including weapons of mass destruction (WMD) as defined in 18 U.S. Code, Section 2332a, as well as any other criminal use of hazardous materials, such as illicit labs, environmental crimes, or industrial sabotage. [472, 2008]

3.3.6 Special Operations. Those emergency incidents to which the fire department responds that require specific and advanced training and specialized tools and equipment. [1500, 2007]

3.3.7* Standard Operating Procedure. A written organizational directive that establishes or prescribes specific operational or administrative methods to be followed routinely for the performance of designated operations or actions. [1521, 2008]

3.3.8 System.

3.3.8.1* Fire and Emergency Service System. A method of providing services through a planned and organized network of physical and human resources utilizing mandates with a defined mission.

3.3.8.2 Incident Management System (IMS). A system that defines the roles and responsibilities to be assumed by personnel and the operating procedures to be used in the management and direction of emergency operations; the system is also referred to as an incident command system (ICS). [1021, 2009]

Chapter 4 Governance and Administration

4.1 Governing Authority Responsibilities.

4.1.1 The entity responsible for the establishment and operation of the FESO shall adopt a formal statement of purpose that includes the general types of services to be provided, the area to be served, and the delegation of authority.

4.1.2 The level(s) of services to be provided by the FESO shall be determined by the FESO or by the authority having jurisdiction.

4.1.3* The resources and personnel required to provide the level of service(s) outlined within 4.1.2 shall be determined by the FESO or by the authority having jurisdiction.

4.2 Scope of Authority.

4.2.1* The entity responsible for the establishment of the FESO shall create the legal authority for operation of the FESO.

4.2.2 The FESO shall operate within and comply with the existing laws in respect to its areas of jurisdiction and responsibilities.

4.3 Concept of Risk.

4.3.1 The FESO shall carry out a program to develop public awareness and cooperation in management of risk, based on analysis of relevant loss records and potential hazards in the identifiable physical and social sectors of the community.

4.3.2 The means and level of service provided and the degree of risk accepted by the jurisdiction shall be subject to local determination.

4.3.3 Regular Examinations.

4.3.3.1 The FESO shall develop programs under which regular examinations are performed in every part of the service area in which hazardous situations could develop.

4.3.3.2 Examinations shall emphasize those locations identified with a high level of hazard to life, property, or critical systems.

4.3.4 FESOs shall assist in reducing risk to persons and organizations in the service area potentially affected by hazardous conditions or situations.

4.3.5* The FESO shall provide customer service-oriented programs and procedures to accomplish the following:

- (1) Prevent fires, injuries, and deaths from emergencies and disasters
- (2) Mitigate fires, injuries, deaths, property damage, and environmental damage from emergencies and disasters
- (3) Recover from fires, emergencies and disasters
- (4) Protect critical infrastructure
- (5) Sustain economic viability
- (6) Protect cultural resources

4.3.6 Relations with the Local Government.

4.3.6.1 The FESO leader shall communicate closely with the governing authority, chief executive, and governing body.

4.3.6.2 The FESO shall ensure that the members of the governing authority are kept fully informed of the department's achievements, operations, and challenges.

4.3.6.3 The FESO shall carry out a program to seek input from the public regarding expectations for and satisfaction with the types and levels of services provided.

4.4 Master Planning.

4.4.1 A master plan shall be created to coordinate the vision, mission, values, and goals of the FESO.

4.4.2 The fire and emergency service system shall include a master plan for a service-area-wide balanced and cost-effective hazard management strategy that takes into consideration existing conditions and anticipates overall community growth.

4.4.3 The master planning process shall be designed to evaluate the specific types and levels of risk in a service area.

4.4.4 The master plan shall be directed toward improving and maintaining the effectiveness and efficiency of FESOs.

4.4.5 The master plan shall take a proactive approach to the community's changing needs for service.

4.4.6 The fire and emergency service system shall include a continuing program of research and planning that encompasses examination of any or all aspects of the fire and emergency service system.

4.4.7 Research and planning within each FESO shall include maintaining ongoing relationships with other agencies involved in the service area.

4.4.8 FESO leaders shall be kept informed of development plans, projected service demands, operational changes, alternative approaches, and problems that could develop as change occurs.

4.4.9 The master planning process shall attempt to project the future emergency service needs of a service area for 10 to 20 years.

4.4.10 Master planning shall be utilized to develop and maintain fire and emergency service resources to manage the levels of risk that will prevail in the service area.

4.4.11* Master planning shall consider alternative approaches in risk management.

4.4.12 Within the master planning process, the FESO shall prepare practical contingency plans for implementation in the event of curtailed ability of the local government.

4.5 Organizational Structure.

4.5.1 The FESO shall have a leader and an organizational structure that facilitates efficient and effective management of its resources to carry out its mandate as required in 4.1.2.

4.5.2 The FESO shall have an organizational structure of the size and complexity required to accomplish its mission.

4.5.3 Policy Statement.

4.5.3.1 The FESO leader shall develop and adopt a formal policy statement that includes the specific types and levels of services to be provided by the organization, the service area, and the delegation of authority to subordinates.

4.5.3.2 The policy statement shall be reviewed periodically and updated to reflect current conditions.

4.5.3.3 The FESO leader shall determine the organization, number, and distribution of the operating line units of the department.

4.5.3.4 The FESO shall have an organizational plan that illustrates the relationship of the individual operating divisions to the entire organization.

4.6 Intercommunity Organization (Mutual Aid and Automatic Aid).

4.6.1* The FESO shall have written mutual aid and automatic arrangements with other jurisdictions or providers of special operations or particular services.

4.6.2 All personnel shall receive training to ensure compatible operations.

4.6.3 Operational methods shall be as uniform as practical.

4.7 Finance.

4.7.1* Responsibility for the functions of budget control shall fall under the direction of the FESO leader.

4.7.2 The FESO budgetary system shall reflect and support the organization's goals, objectives, and expected outcomes.

4.7.3 The FESO shall have a system of accounts for financial administration that includes a record of funds received and expended.

4.7.4 The FESO shall follow generally accepted accounting practices (GAAP) or similar financial operating practices required by the governing authority.

4.7.5 Physical Facilities.

4.7.5.1 Financing of physical facilities shall be coordinated with the master plan and with overall financial policies and the capital improvement financing of the governing authority.

4.7.5.2 An ongoing list of capital projects shall be compiled.

4.7.5.2.1 Studies and surveys shall be undertaken to establish the priority of the capital projects.

4.7.6 Records.

4.7.6.1 An FESO's records on purchases shall be sufficiently detailed to permit the FESO leader to have data available for the actual cost estimates needed for planning and budgeting purposes.

4.7.6.2 Records shall be maintained on requisitions, quotations from bidders, purchase orders, and general correspondence.

4.7.6.3 Applicable record-keeping practices shall be developed, instituted, and maintained in accordance with nationally recognized standards, as well as federal, state or provincial, and local requirements.

4.7.7 Specifications for purchases shall be based on applicable standards.

4.8 Asset Control.

4.8.1 Inventory Control System. An inventory control system that provides a record of the custody and location of major items shall be established and updated annually.

4.8.1.1 The FESO shall maintain a current inventory of all buildings, land, apparatus, vehicles, and equipment owned, leased, utilized, or maintained by the FESO.

4.8.1.2 This inventory shall include the current status of all assets of the department, project the remaining service life, and serve as a tool for future needs and procurement.

4.8.2 Maintenance Procedures.

4.8.2.1 Routine maintenance procedures shall be established for all FESO facilities, including equipment, land, buildings, and grounds.

4.8.2.2 These procedures shall address the building structure, including exterior and interior finish, as well as each major component of the building.

4.8.3 Design of Facilities. Fire and emergency response facilities shall be designed to meet their respective service demands in terms of space for practical utilization by apparatus and personnel.

4.8.3.1 Construction specifications shall include details to be included in new emergency response facilities or installations that provide for efficient, safe, and convenient functioning of the FESO.

4.8.3.2 Specifications shall comply with the requirements of NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, and NFPA 101, *Life Safety Code*.

4.9 Audit. The FESO shall undergo an annual independent financial audit.

4.10* Risk Management Plan. The FESO shall develop an internal risk management plan.

4.11 Professional Development.

4.11.1 Purpose. The FESO shall have training and education programs and policies to ensure that personnel are trained and that competency is maintained in order to effectively, efficiently, and safely execute all responsibilities.

4.11.2 Management Functions.

4.11.2.1* The FESO leader shall be responsible for the FESO's professional development program and shall be permitted to designate an individual to manage the program.

4.11.2.2* The FESO leader shall budget for training facilities, expendable supplies, training aids, and training personnel, including in-house and guest instructors, where used.

4.11.2.3 The FESO leadership shall coordinate training with other activities, maintain training records, and assist the training officer in evaluating the effectiveness of the program.

4.11.2.4 The FESO leader shall meet the requirements of applicable professional qualifications standards.

4.11.2.5 Safety shall be a primary consideration in all training exercises and drills.

4.12* Emergency Management Program. The FESO shall develop, implement, and maintain a program to mitigate, prepare for, respond to, and recover from disasters and emergencies within the service area.

4.13* Management Information Systems (MIS).

4.13.1 The FESO shall develop a management information system for the FESO.

4.13.2* A management information system shall be maintained to support the management of the FESO by providing the leaders with data that indicate the effectiveness of the organization in its programs and procedures.

4.13.3* The MIS shall maintain a history of services delivered and performance outcomes as measured against goals established through the master plan.

4.13.4 The FESO leader shall review legal requirements relating to reporting and retention of records and shall specify the records to be kept and the methods of gathering data.

4.13.4.1 A records retention and destruction policy shall be instituted consistent with applicable legal requirements.

4.13.5 The FESO leader shall regularly receive, analyze, and act on reports that detail organization activity and performance.

4.13.6 The FESO leader shall regularly submit reports that summarize organization activity and performance to the governing authority served by the FESO.

4.14 Communications.

4.14.1 Purpose. The FESO shall ensure the provision of a reliable communications system to facilitate prompt delivery of services throughout the service area.

4.14.2 Emergency Communications.

4.14.2.1 All emergency communications facilities and equipment shall comply with NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*.

4.14.3 Nonemergency Communications.

4.14.3.1 The FESO shall have a functional business communications system separate from the emergency communications system.

4.14.3.2 This system shall be designed and operated in a manner to ensure that emergency communications take priority over nonemergency messages.

4.14.3.3 Where components of the emergency communications system are utilized for nonemergency purposes, such use shall yield to the priority of emergency functions.

4.15 Annual Report.

4.15.1 The FESO leader shall submit a written annual report to the governing authority served by the FESO.

4.15.2 The annual report shall include an analysis of the organization's performance compared with the goals established in the master plan, important events, incidents, changes that have occurred during the year, and recommendations for the coming year.

Chapter 5 Engineering

5.1 General.**5.1.1 Purpose.**

5.1.1.1 The FESO shall have a defined process for identifying and addressing environmental factors in the community that affect its risk for fires and other emergencies.

5.1.1.2 This process shall encompass consideration of relevant engineering challenges and potential solutions with respect to the following:

- (1) Risk assessment
- (2) Water supply
- (3) Planning

5.1.2 Responsibility. The FESO shall be responsible, within the limits of its legal authority, for identifying and addressing environmental factors in the community that affect its risk for fires and other emergencies.

5.2 Community Planning.

5.2.1* The research and planning function shall encompass the examination of all aspects of the community that relate to current demands and future needs of the community (e.g., planning, zoning, and growth strategies).

5.2.2 The research and planning shall be directed toward improving and maintaining a responsive approach to the community's changing needs.

5.3 Water Supply.

5.3.1 Purpose. The FESO shall develop and maintain a regular program for evaluating all sources of water supplies and delivery systems for fire fighting within the community and shall facilitate the delivery of adequate water supply consistent with community fire risk and FESO capabilities.

5.3.2* Responsibility. The FESO is responsible for ensuring the availability of sufficient water supplies for fire fighting throughout the community.

5.3.3 Water Supply Operations.

5.3.3.1* The FESO shall have policies and procedures for utilization of available water supplies, both piped and static, taking into account any weaknesses or deficiencies and providing contingency plans for potential service outages.

5.3.3.2 Written agreements shall be consummated with all parties concerned where the auxiliary water sources are privately owned or under the control of a separate public authority.

7.2* Responsibility. The FESO shall have a system to accomplish the requirements of Section 7.1 that includes program development, delivery, evaluation, and revision.

Chapter 8 Emergency Operations

8.1 General. The FESO shall provide resources, planning, and training that are consistent with the level of service identified in the scope of authority and responsibilities for emergency operations.

8.2 Incident Management. The FESO shall utilize an incident management system for all emergency operations that meets the requirements of NFPA 1561, *Standard on Emergency Services Incident Management System*.

8.3 Deployment of Resources. The FESO shall develop a deployment of resources implementation plan in accordance with NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, or NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*.

8.4 Safety/Health/Risk Management. The FESO shall develop a safety, health, and risk management implementation plan to comply with all federal, state or provincial, and local applicable laws, codes, regulations, or standards and NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*.

8.5 Incident Reporting.

8.5.1* The FESO shall develop and implement a field reporting mechanisms for incident reporting, data collection, and future planning and decision making.

8.5.2 All records and reports shall follow the FESO records management policy that ensures confidentiality where appropriate or required.

8.6* Emergency Medical Service Protocols. The FESO that provides emergency medical service shall maintain a close working relationship with a physician or medical authority to provide an applicable level of medical supervision for the service level to which the FESO is authorized.

Annex A Explanatory Material

Annex A is not a part of the requirements of this NFPA document but is included for informational purposes only. This annex contains explanatory material, numbered to correspond with the applicable text paragraphs.

A.1.1 Fire and emergency service organizations provide a myriad of services to the community. Public fire protection services can include, but are not limited to, fire suppression, fire prevention, public life safety education, emergency management, rescue, emergency medical service, hazardous materials response, response to other emergencies, and law enforcement (e.g., incident investigation, code application enforcement).

A.1.2 The standard includes requirements that are intended to provide effective and efficient protective services that operate on a sound basis to reduce risk to lives and property, to deal with incidents that occur, and to prepare for anticipated

Chapter 7 Public Education

7.1* Purpose. The FESO shall coordinate public education programs that enhance the community's understanding regarding the role of the FESO, the risks faced by the public, and appropriate prevention and intervention activities.

incidents. It sets minimum standards for the provision of public fire protection and other emergency services.

A.1.3 In North America, protection of the public from fire and other related hazards is generally regarded as a local government function, often within a regulatory framework. The basic requirements contained in this standard could be adopted by a private organization or by a governmental organization operating under a different structure. The basic principles of organization are similar, whether operated by a city, town, county, special district, voluntary organization, state or federal agency, or private organization, even though administrative practices might vary. This standard is complemented by several documents used to evaluate emergency service organizations. The documents include the ISO *Fire Suppression Rating Schedule* (FSRS); the *Fire and Emergency Services Self-Assessment Manual*, by the Commission on Fire Accreditation International; and NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, and NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*.

A.1.4 There is a fundamental concept of fire risk associated with modern society. Public fire service organizations are expected to reduce the risk in their areas of jurisdiction by taking measures to prevent the outbreak of fires, to limit the extent and severity of fires, to provide for the removal or rescue of endangered persons, to control and extinguish fires that occur in the jurisdiction, and to perform other emergency response operations and delivery of emergency medical service.

The cumulative effects of preventive efforts, risk reduction and control, and fire suppression capabilities result in variable levels of risk to the jurisdictions and their residents.

The risk remaining after deduction of the cumulative effect of the public fire service organization's efforts is the responsibility of individuals, including owners, operators, occupants, and casual visitors to properties. It should be noted that fire risk cannot be completely avoided or eliminated.

A strategic planning method can result in the proposal of means other than suppression that contribute to an acceptable level of fire protection. An example of this is the securing of legislation to require automatic sprinkler systems in buildings, thus providing a protection alternative that reduces the level of risk and the demands on the fire service. In addition, requiring smoke detectors, sprinkler systems, or both in residential properties ensures that occupants will be alerted so they can self-rescue and summon the fire department early in the development of a fire, thus minimizing life and property loss due to fire. The primary result of sound strategic planning is the shift of emphasis from fire suppression to fire prevention.

The model shown in Figure A.1.4 provides an example of how a community and its citizens can be an integral part of public fire protection.

A.3.2.1 Approved. The National Fire Protection Association does not approve, inspect, or certify any installations, procedures, equipment, or materials; nor does it approve or evaluate testing laboratories. In determining the acceptability of installations, procedures, equipment, or materials, the authority having jurisdiction may base acceptance on compliance with NFPA or other appropriate standards. In the absence of such standards, said authority may require evidence of proper installation, procedure, or use. The authority having jurisdiction may also refer to the listings or labeling practices of an organization that is concerned with product evaluations and is thus in a position to determine compliance with appropriate standards for the current production of listed items.

A.3.2.2 Authority Having Jurisdiction (AHJ). The phrase "authority having jurisdiction," or its acronym AHJ, is used in NFPA documents in a broad manner, since jurisdictions and approval agencies vary, as do their responsibilities. Where public safety is primary, the authority having jurisdiction may be a federal, state, local, or other regional department or individual such as a fire chief; fire marshal; chief of a fire prevention bureau, labor department, or health department; building official; electrical inspector; or others having statutory



FIGURE A.1.4 Systems Management and Leadership Model. (Courtesy of Dennis Compton)

authority. For insurance purposes, an insurance inspection department, rating bureau, or other insurance company representative may be the authority having jurisdiction. In many circumstances, the property owner or his or her designated agent assumes the role of the authority having jurisdiction; at government installations, the commanding officer or departmental official may be the authority having jurisdiction.

A.3.3.1.1 Automatic Aid. This process is accomplished through simultaneous dispatch, documented in writing, and included as part of a communication center's dispatch protocols.

A.3.3.1.2 Mutual Aid. This is part of the written deployment criteria for response to alarms, as dispatched by the communications center.

A.3.3.2 Company. *Company*, as used in this standard, is synonymous with company unit, response team, crew, and response group, rather than synonymous with a fire department. Jurisdictions exist where the response capability of the initial arriving company is configured with the response of two apparatus. In some jurisdictions, the fire apparatus does not have seated and belted positions for four personnel and therefore would respond with an additional vehicle(s) [e.g., personnel-owned vehicles (POVs)], in concert with the initial arriving engine to carry additional personnel. This response would ensure that a minimum of four personnel are assigned to and deployed as a company.

The intent of this definition and the requirements in the standard are to ensure that these two (or more) pieces of apparatus would always be dispatched and respond together as a single company. Some examples of this include the following:

- (1) Engine and tanker/tender that respond outside a municipal water district
- (2) Multiple piece company assignment, specified in a fire department's response SOPs, such as an engine company response with a pumper and a hose wagon
- (3) Engine with a vehicle personnel carrier
- (4) Engine with an ambulance or rescue unit
- (5) Engine and members who respond in their POVs

A.3.3.3 Fire and Emergency Service Organization (FESO). See A.1.1.

A.3.3.4 Fire Department. The term *fire department* includes any public, governmental, private, or military organization engaging in this type of activity.

A.3.3.7 Standard Operating Procedure. It is a requirement of the authority having jurisdiction to develop and utilize a policy or guideline for organizational directives for the operation of the fire department.

A.3.3.8.1 Fire and Emergency Service System. Figure A.3.3.8.1 is a representation of the components of a public fire and emergency service program and was used as a template for this standard.

A.4.1.3 One model for analyzing the personnel needed to achieve the level of service(s) outlined within 4.1.2 is an analysis consisting of a process where the scope of services

and duties along with their time requirements are combined to determine the total hours required. This section is not intended to develop personnel levels outlined within Section 7.3. Figure A.4.1.3 outlines the procedure.

Step 1. Scope of Services, Duties, and Desired Outputs. Identify the services and duties that are performed within the scope of the organization. Outputs should be specific, measurable, reproducible, and time limited. Among the elements can be the following:

- (1) Administration
- (2) Data collection, analysis
- (3) Delivery
- (4) Authority/responsibility
- (5) Roles/responsibilities
- (6) Local variables
- (7) Budgetary considerations
- (8) Impact of risk assessment

Step 2. Time Demand. Quantify the time necessary to develop, deliver, and evaluate various services and duties identified in Step 1, taking into account the following:

- (1) Local nuances
- (2) Resources that impact personnel needs

Task	Time per task	Total time required

Step 3. Required Personnel Hours. Based on Step 2 and historical performance data, convert the demand for services to annual personnel hours required for each program. Add any necessary and identifiable time not already included in the total performance data, including the following:

- (1) Development/preparation
- (2) Service
- (3) Evaluation
- (4) Commute
- (5) Prioritization

Task	# Task	Time per task ¹	Task commute time	Other ²	Total

¹ Includes preparation, site, research, follow-up, and report.

² Includes personnel functions, administrative functions, interruption time, and prioritization.

Step 4. Personnel Availability and Adjustment Factor. Average personnel availability should be calculated, taking into account the following:

- (1) Holiday
- (2) Jury duty
- (3) Military leave
- (4) Annual leave/vacation
- (5) Training
- (6) Sick leave
- (7) Fatigue/delays/other

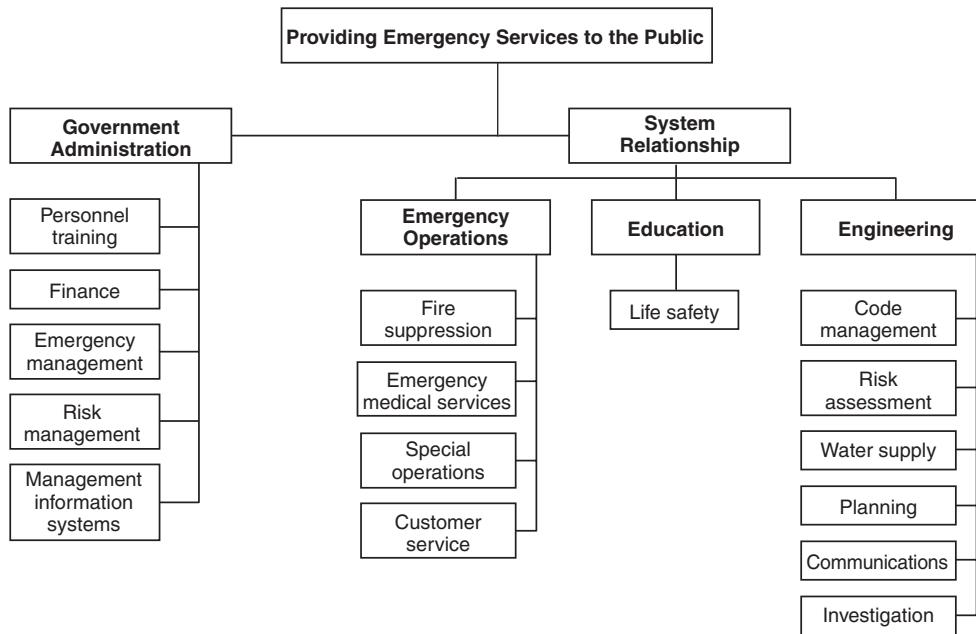


FIGURE A.3.3.8.1 Components of a Public Fire and Emergency Service Program.

Example. Average personnel availability is calculated for holiday, annual, and sick leave per personnel member:

— Annual hours at 100% availability	(___ hours/week × 52 weeks/year) (hours per year per person)
— Less annual leave and holiday	(___ days per year at ___ hours per day)
— Less estimated sick leave	(average ___ days per year at ___ hours per day)
— Less annual training	(___ days per year at ___ hours per day)
Personnel hours subtotal (hours per year per person)	___
Times uncertainty factor at ___% × ___ = ___	
Total available hours (hours per year per person)	___

Step 5. Calculate Total Personnel Required. Division of the unassigned personnel hours by the adjustment factor will determine the amount of personnel (persons/year) required. Any fractional values can be rounded up or down to the next integer value. Rounding up provides potential reserve capacity; rounding down means potential overtime or assignment of additional services conducted by personnel. (Personnel can include personnel from other agencies within the entity, community, private companies, or volunteer organizations.)

Correct calculations based on the following:

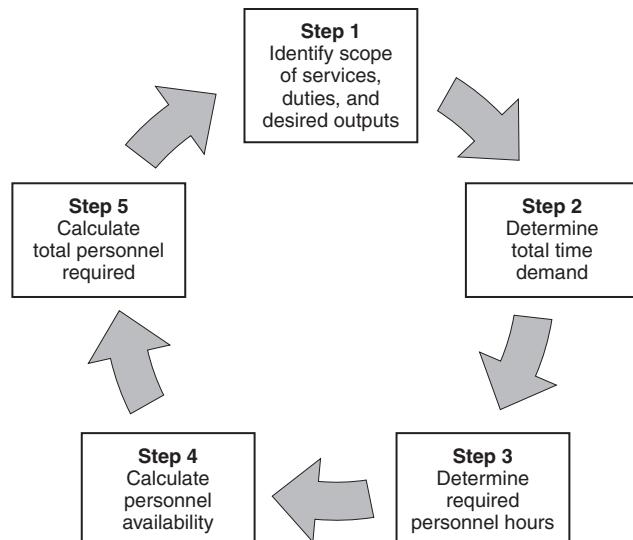


FIGURE A.4.1.3 Process for Analyzing Personnel Needs

- (1) Budgetary validation
- (2) Rounding up/down
- (3) Determining reserve capacity
- (4) Non-personnel resources impact on personnel (materials, equipment, vehicles)

$$\frac{\text{Total demand hours}}{\text{Adjustment factor}} = \text{Personnel positions}$$

A.4.2.1 For a public FESO, enabling legislation can come from federal laws, state statutes, municipal charters, or charters of townships, fire districts, or counties. For a private

FESO, authority for operation can come from actions of a board of directors or other corporate body, or it can be established by contract. (See also NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*.)

A.4.3.5 The FESO should develop a comprehensive customer service plan that follows its formal statement of purpose as required in 4.1.1 and meets the needs of the customer base it serves.

Policies adopted by the FESO should cultivate an organizational behavior that is customer centered.

A.4.4.11 The FESO should recommend use of automatic detection and alarm systems, automatic fire suppression systems, and other forms of automatic risk/hazard protection.

A.4.6.1 Mutual aid and automatic aid agreements should address issues that include but are not limited to the following:

- (1) Indemnity
- (2) Liability for injuries
- (3) Reimbursement for cost of service
- (4) Authorization to respond
- (5) Level of personnel
- (6) Types of equipment
- (7) Resources to be made available
- (8) Designation of the incident commander
- (9) Workers compensation

FESO units should not respond to incidents without prior authorization.

A.4.7.1 Within a local jurisdiction's budget control operation, the FESO leader should work closely with the chief administrative officer and the department of finance on budget policy matters affecting the organization.

A.4.10 The plan should utilize NFPA 1250, *Recommended Practice in Fire and Emergency Services Organization Risk Management*, as a model.

A.4.11.2.1 Many FESOs designate a training officer to manage the professional development of the FESO. Following are typical responsibilities of a training officer:

- (1) A training officer should be designated and be responsible for supervising the work of the organization personnel assigned as instructors or assistants.
- (2) The training officer should furnish the subjects for the training program.
- (3) The training program should be coordinated with the needs of department personnel and should utilize resources that are available in the community.
- (4) The training officer should furnish the performance standards to be covered by the training program and should develop schedules to ensure that the members of the organization meet those standards.
- (5) The training officer should provide periodic reports to the organization leadership.
- (6) The training officer and instructors should meet the applicable professional qualifications at a level determined by the authority having jurisdiction based on the services being provided.

The effectiveness of department training should be evaluated on an ongoing basis by department personnel, using critiques as an aid in such evaluation. At least annually, training program effectiveness should be reviewed and a report made to the FESO leader.

The officers in charge of fire prevention, maintenance, communications, and other specialized bureaus should be responsible for special training needed by the personnel assigned to their particular function. These officers should coordinate this special training with other programs of the department and with the training officer. Specialized and advanced training courses should be provided for individuals or groups throughout the organizations to the extent that such specialized skills are needed in the carrying out of their duties. Examples include courses for prospective chief officers, chief officers' aides, and personnel for special duties, administration, fire prevention, fire investigation, fire safety education, communications, and maintenance. Other examples include advanced courses for operators of pumps, aerial devices, and special fire-fighting and rescue equipment and courses on advanced tactical operations.

A.4.11.2.2 The FESO should consider federal, state or provincial, and regional training programs where available and practical.

A.4.12 The emergency management program should be based on NFPA 1600, *Standard on Disaster/Emergency Management and Business Continuity Programs*, which details the specific process for developing an emergency management program and provides sample policy statements along with references. NFPA 1600 was developed in cooperation with representatives from the Federal Emergency Management Agency, the National Emergency Management Agency, and the International Association of Emergency Managers.

A.4.13 Detail, summary, and annual reports should be formatted in accordance with those found in the *Fire and Emergency Services Self-Assessment Manual*, published by the Commission on Fire Accreditation International.

A.4.13.2 Records should be maintained to satisfy legal requirements for local, provincial or state, and federal agencies as well as to provide the database from which management reports can be generated. Information should be collected so that it satisfies the requirements and provides useful data for decision making. However, it is necessary to do more than simply collect data. It should be analyzed and interpreted in relation to other statistics and factors. Training for use and interpretation of data by department personnel should be included when a reporting system is implemented.

A.4.13.3 Reports on emergencies are essential to providing an accurate record of a department's activities.

Reports also serve as a basis for determining local, state, and national fire trends and for establishing the needs of a fire department. NFPA 901, *Standard Classifications for Incident Reporting and Fire Protection Data*, should be used as the basis for classifying data on emergency incidents. The National Fire Incident Reporting System (NFIRS) of the Federal Emergency Management Agency should form the basis of an incident reporting system.

A.5.2.1 NFPA 1250, *Recommended Practice in Fire and Emergency Services Organization Risk Management*, establishes minimum criteria to develop, implement, or evaluate an FESO risk management program for effective risk identification, control, and financing. This can be achieved by using standard software programs such as RHAVE (risk, hazard, and value evaluation), developed by the U.S. Fire Administration and the Commission on Fire Accreditation International, or similar products.

A.5.3.2 The FESO should consider the ISO "Public Protection Classification Service" grading schedules and criteria

when developing a water supply strategy, and both the relevant criteria and the strategy should be communicated to the local governing body and water authority. Depending on community characteristics and infrastructure, this will require continual liaison with the local water authority and/or private property owners.

A.5.3.3.1 The FESO should develop and maintain inspection and testing procedures to evaluate the adequacy and availability of a public or private water supply for fire protection. The water supply systems should be installed, maintained, inspected, and tested in accordance with applicable standards and could include NFPA 24, *Standard for the Installation of Private Fire Service Mains and Their Appurtenances*; NFPA 1142, *Standard on Water Supplies for Suburban and Rural Fire Fighting*; and NFPA 291, *Recommended Practice for Fire Flow Testing and Marking of Hydrants*. In addition, American Water Works Association (AWWA) standards and Environmental Protection Agency (EPA) standards should be consulted.

It is important that command officers should have water resource information available to them en route to and at incidents. Each fire company should maintain a water resources map and records of its response area. The water resource information should include the following:

- (1) The location and size of water distribution mains in public or private water systems
- (2) The location and capacities of hydrants on the public or private system
- (3) Identification of any sections of the water source where insufficient flows or pressures might require special operations
- (4) The accessibility and capacity of auxiliary water supplies

The FESO leader should develop and implement policies and procedures for fire protection systems and water supply that are out of service within the service area. The FESO communication center should require water authorities, building owners, or managers of properties with fire protection systems or water supply systems to notify the FESO when any of the valves, alarm system, fire suppression system, or other fire protection system or device is out of service for maintenance, repairs, extensions, or other reasons. The FESO communications center should advise all stations on any fire protection or water system out of service for the purpose of posting this information for all members.

The FESO should encourage or require the installation and maintenance of private hydrant supply and automatic suppression systems and stay informed as to the nature and condition of these systems.

A.6.1.1 The enforcement of fire and life safety codes should be one of the major focus areas for the FESO.

A.6.1.2 The FESO should adopt and enforce a model fire code. If state or provincial law preempts local authority in the adoption or enforcement of a model fire code, the FESO should establish and implement policies and programs to assist the applicable agency in the enforcement of state or provincial fire codes.

The FESO should actively promote the adoption and enforcement of a model building code. If state or provincial law preempts local authority in the adoption or enforcement of a model building code, the FESO should establish and implement policies and programs to assist the applicable agency in the enforcement of the state or provincial building code.

The FESO should identify any additional needs, beyond those of adopted codes and regulations, for selected supplemental fire protection measures and should initiate their legislative adoption by state or local ordinances.

The FESO that provides code enforcement needs to administer the program. Following are some suggested guidelines to assist the FESO in code enforcement administration:

- (1) The FESO should manage a structured program of code enforcement within the service area to satisfy the requirements of the codes and regulations in force.
- (2) The FESO responsible for administration of fire prevention regulations should establish an inspection schedule for all applicable new and existing properties in the service area. Where inspection intervals are set by law, they should be strictly followed, including the necessary follow-up on violations and reinspections.
- (3) Inspectors should have authority granted by governing authority to enforce the provisions of the fire prevention regulations.
- (4) Personnel enforcing the fire prevention regulations should meet the requirements of applicable professional qualification standards. The professional qualification standards should be utilized as job performance requirements for this position. In addition, other standards, which can include National Institute for Certification in Engineering Technologies (NICET) certification, should be reviewed, if applicable.
- (5) The FESO should appoint sufficient personnel to permit the execution of a competent fire prevention and code enforcement program, including follow-up and reinspection of violations. Where needed to ensure a thorough and sufficiently frequent inspection enforcement schedule, the FESO leader should utilize personnel by incorporating fire prevention duties into company activities. Personnel assigned to these duties should meet the requirements of Fire Inspector I of NFPA 1031, *Standard for Professional Qualifications for Fire Inspector and Plan Examiner*.
- (6) The FESO should provide a quality assurance program of scheduled field checks to determine the adequacy of inspections being performed.
- (7) The FESO, in coordination with legal counsel, should develop a program for notices of violations for code violations and the required follow-up of all notices of violations.
- (8) The FESO should provide prompt and complete personnel advisory services in the technical areas concerning advance planning for buildings and subdivisions, technical subjects, and code interpretation.
- (9) The code enforcement personnel also should assist fire suppression forces in developing pre-fire plans.
- (10) Accurate records should be kept and maintained of all complaints, permits, past inspections, legal action, investigations, and special conditions.

A.6.3 A procedure should be established to obtain the approval of the fire official on all matters that affect fire safety. Fire protection and safety criteria should be part of the building permit application, plans check, approval, and certificate-of-occupancy process.

A.6.4 The FESO that provides fire investigation needs to administer the program. Following are some suggested guidelines to assist the FESO in fire investigation organization:

- (1) All personnel should be trained in basic evidence preservation methods.
- (2) Personnel assigned to investigative positions should meet the applicable professional qualifications standards required by NFPA 1033, *Standard for Professional Qualifications for Fire Investigator*.
- (3) Control and release of all information regarding incidents and investigations should comply with the FESO's policy and applicable legal requirements.
- (4) The FESO should develop and maintain an investigation information system as a component of the FESO's overall management information system as required in Section 4.13.

A.7.1 A positive community relations program should be a continuing effort and a persistent, well-planned, and organized activity to promote community understanding and appreciation of fire department services.

Community relations is an important management function that identifies fire department activities with the various interests of the public. The fire department should justify its programs and resource needs with respect to other municipal departments that demand the attention of the public.

Due to the nature of community relations, the fire chief should personally monitor the program. The overall effectiveness of any community relations program is generally a direct reflection of the administrator's participation in the program. Wherever possible, a specialist should be assigned the responsibility for developing and implementing an organized program and identifying objectives, time frames, and evaluation measures.

The fire department management should ensure that its personnel fully understand the department's organization and functions and the role each is expected to play in the department's community relations program. Good community relations begin with positive behavior by all department members. A vital part of a good program is the positive public perception of personnel both on duty and off duty, especially during high-visibility activities.

A.7.2 Compiling programs and resources from existing proven sources is an acceptable means of program development. Fire officials recognize that public fire safety education is the most effective way to reduce fire incidence. The majority of fires and fire-related deaths and injuries occur in residential occupancies, which are more difficult to inspect because of social resistance and Constitutional protection. Education brings safety attitudes into the home. The FESO that provides public education programs needs to administer the program. Following are some suggested guidelines to assist the FESO in public education administration and program development:

- (1) The FESO should offer to work in concert with school systems, community organizations, special interest groups, corporate partners, and government agencies in delivering public safety information to determine the needs regarding fire, medical emergency, natural disaster, and other threats. The public fire safety education officer or specialist also might serve as spokesperson for the department if assigned the community relations responsibilities as well. This individual provides for continuity and responsibility for the fire safety education function.

- (2) While a fire department can make effective contributions working alone, it should enlist the cooperation of individuals in the community. A community committee adds enormously to the personnel time and resources available to accomplish fire safety education program objectives. Such a group might have administrative responsibility, policy responsibility, or both.
- (3) A community committee can be composed of representatives from the community, the fire department, or both. It usually has personnel responsibility for carrying out the program if there is no department personnel or specialist assigned.
- (4) Additional resource materials are available from documents and programs such as the following:
 - (a) NFPA 1035, *Standard for Professional Qualifications for Fire and Life Safety Educator, Public Information Officer, and Juvenile Firesetter Intervention Specialist*
 - (b) National Night Out Against Crime program
 - (c) NFPA Risk Watch® program
 - (d) FEMA Safe City Concept
 - (e) FEMA (and state) disaster management programs
 - (f) CATEYES
 - (g) National Safe Kids Coalition
 - (h) Fire Prevention Week campaign, promoted by NFPA
- (5) The FESO should communicate with the persons of its service area regarding the services available and delivered. The governing bodies should provide the fire department with an organizational structure and the necessary resources for community relations activities.
- (6) The fire department should carry out its public relations and educational programs in such a way as to strengthen the position of all departments of the local government with which it is associated. The chief executive official (mayor, city manager, town manager, or supervisor), heads of principal municipal or local government departments, and their employees generally should be kept informed of the fire department's operations and programs. Municipal department heads should be consulted in all programs that might affect their departments and in cases where support by their departments might be beneficial. The various planning agencies and the water and building departments should receive particular attention.
- (7) Fire department public relations programs should be coordinated with those of neighboring communities, especially regarding the timing and scope of effort in education campaigns. These programs should be coordinated with area, county, and statewide fire protection activities and fire prevention programs.
- (8) The FESO should evaluate response information to determine trends in emergency response causes, should monitor national trends for developing causes of incidents, and should make the most of special incident anniversaries by developing appropriate educational programs or messages. Good media relations are essential for the success of public education programs and the delivery of the fire safety message. Fire safety education differs significantly from the community relations objective of promoting community understanding and appreciation of fire department services.
- (9) Anniversaries of serious incidents (national and local) serve as opportunities to deliver safety information relative to a specific incident. Additionally, the change to and from daylight saving time (in March and November,

respectively) should be utilized in the same manner (e.g., as reminders to check smoke detector batteries).

(10) The FESO should provide for an orderly flow of information to the citizens of the community to help increase their safety. All effective outlets for dissemination of information, including neighborhood, multicultural, social, and youth groups, should be considered.

(11) The FESO should make effective use of all communications media available, such as newspapers, the Internet, magazines, newsletters, in-house publications, radio and television stations, billboards, and vehicle advertising signage. Utilization of mass media is a basic resource for public education. Distribution of educational literature, displays, and exhibits also effectively reaches large numbers of people.

(12) Recent improvements in data collection and analysis allow identification of fire problems in a given neighborhood. Narrowly targeted campaigns are designed to utilize direct-mail, face-to-face, and telephone contact. These specialized campaigns have proved to be more effective for specific problems than mass media campaigns.

(13) The FESO should provide consulting and advisory services in public safety tailored to meet the needs of the various population elements in the service area.

(14) The FESO should make available and encourage the use of speakers, demonstrations, and audiovisual safety materials for presentations to or used by local entities. The department should analyze the problem of communicating with people in homes, stores, institutions, businesses, and other occupancies in a community to determine how best to educate each sector. A community relations program should establish the foundation for citizen cooperation in cases where the fire department wishes to enter private property for home fire safety surveys or inspections by ensuring that the purpose of such surveys or inspections is understood.

(15) A program of private home safety surveys should be part of the FESO's effort to reduce residential losses in the service area. The majority of fire deaths occur in the home. The home visit approach should be educational and designed to identify and explain existing hazards with suggestions for their elimination. Home fire safety survey programs accomplish direct elimination of fire hazards and have important educational aspects. Information on low-cost, quick-acting residential sprinkler systems and smoke detectors should be provided and strongly emphasized as part of home survey programs. During home visits, recommendations on other fire safety practices should be made. The program sometimes can be staffed by volunteers, senior citizens, and citizens with disabilities. All personnel performing home fire safety surveys should be trained and supervised by a designated, qualified fire department officer.

(16) Because children receive most of their formal education in schools, the elementary and secondary schools should be the focal point of their education and training in fire safety. The fire department should ensure that local school administrators are adequately supplied with fire safety information and materials. Prepackaged programs such as NFPA's *Learn Not to Burn*® and the NFPA's Project Burn Prevention program provide comprehensive, educationally sound curricula for kindergarten through grade 12.

(17) The fire department's responsibility is to convince and assist administrators and educators at local schools and in school districts to institute such programs, to help raise funds for materials, and to provide the necessary fire department resources for classroom visits and assemblies to reinforce program messages. Information on residential sprinklers and smoke detector programs are especially successful in conjunction with school programs that utilize children to carry information home to share with their parents.

(18) The FESO should encourage and assist industrial, commercial, and retail firms in instructing employees in safety practices. The minimum education for all workers should include instruction in how to use exit facilities and how to turn in a fire alarm. The fire department should encourage instruction by persuading private sector firms and organizations to provide classes, demonstrations, bulletin board displays of posters and informational materials, folder distributions, and publicity in company newsletters and bulletins published for employees. Fire exit drills should be held periodically where practicable.

(19) Special efforts and emphasis should be placed on safety training programs in hospitals, nursing homes, schools, and other occupancies where a high hazard or high risk to life could be involved.

(20) The FESO should conduct an ongoing public education and information program to ensure that citizens are aware of the correct methods for requesting emergency service, reacting to emergency alert systems, and contacting the FESO for routine matters.

Program Evaluation and Revision.

The following steps should be considered as part of a cyclical process to be completed every 3 to 6 months by the FESO:

- (1) Identify important local fire problems in order to make them a focus of the education effort, including gathering information on high-risk locations, victims, behaviors, and hazards.
- (2) Identify community resources, available materials, and potential audiences, then select the appropriate objectives that meet the community's needs and resources.
- (3) Create a program design by determining the content and format of the message and packaging the program for delivery to the community or to high-risk population groups.
- (4) Produce and distribute materials, train fire service personnel, and involve target audiences in the education process.

The impact of the program should be measured by comparing baseline data gathered prior to the program's implementation with data compiled at an appropriate point following the implementation of the program. Such data might include fire deaths, injuries, property losses, and number and type of incidents. Preprogram and postprogram data on awareness, knowledge, and behavior in the community should be compared to determine the success of the program and how it can be modified to improve its effectiveness.

Safety education programs should be monitored for effectiveness on an established basis and revised as necessary.

A.8.5.1 The FESO should participate in the national and state fire incident reporting systems.

A.8.6 Standard medical operating guidelines outlining performance criteria should be established and approved by the physician or medical authority and should include treatment modalities.

Annex B Informational References

B.1 Referenced Publications. The documents or portions thereof listed in this annex are referenced within the informational sections of this standard and are not part of the requirements of this document unless also listed in Chapter 2 for other reasons.

B.1.1 NFPA Publications. National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

NFPA 24, *Standard for the Installation of Private Fire Service Mains and Their Appurtenances*, 2010 edition.

NFPA 291, *Recommended Practice for Fire Flow Testing and Marking of Hydrants*, 2010 edition.

NFPA 901, *Standard Classifications for Incident Reporting and Fire Protection Data*, 2006 edition.

NFPA 1031, *Standard for Professional Qualifications for Fire Inspector and Plan Examiner*, 2009 edition.

NFPA 1033, *Standard for Professional Qualifications for Fire Investigator*, 2009 edition.

NFPA 1035, *Standard for Professional Qualifications for Fire and Life Safety Educator, Public Information Officer, and Juvenile Firesetter Intervention Specialist*, 2010 edition.

NFPA 1142, *Standard on Water Supplies for Suburban and Rural Fire Fighting*, 2007 edition.

NFPA 1250, *Recommended Practice in Fire and Emergency Services Organization Risk Management*, 2010 edition.

NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, 2007 edition.

NFPA 1600[®], *Standard on Disaster/Emergency Management and Business Continuity Programs*, 2010 edition.

NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, 2010 edition.

NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*, 2010 edition.

B.1.2 Other Publications.

B.1.2.1 CFAI Publications. Commission on Fire Accreditation International, 4500 Southgate Place, Suite 100, Chantilly, VA 20151.

Fire and Emergency Services Self-Assessment Manual, 5th ed.

B.1.2.2 Insurance Services Office Publications. ISO, Customer Service Division, 545 Washington Blvd., Jersey City, NJ 07310-1686.

Fire Suppression Rating Schedule.

“Public Protection Classification Service,” *Fire Suppression Rating Schedule*.

B.2 Informational References. The following documents or portions thereof are listed here as informational resources only. They are not a part of the requirements of this document.

National Fire Incident Reporting Systems Web Site. www.usfa.fema.gov/inside-usfa/nfdc/nfirs/nfirs.shtml.

B.3 References for Extracts in Informational Sections. (Reserved)