



Implementation of Minimum Service Standards (MSS) at the Fire and Rescue Service of East Lombok Regency

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Article Info	ABSTRACT (10 PT)
Keywords: Implementation, Minimum Service Standards (SPM), Public Service, Fire and Rescue Department, East Lombok	This study aims to analyze the implementation of Minimum Service Standards (SPM) in the field of fire services at the Fire and Rescue Department of East Lombok Regency, identify supporting and inhibiting factors, and formulate improvement strategies to enhance the effectiveness and quality of public services. This research employs a descriptive qualitative method, with data collected through interviews, observations, and documentation. The results indicate that the implementation of SPM has been carried out in accordance with national policy as regulated in the Minister of Home Affairs Regulation (Permendagri) No. 18 of 2021, yet its execution remains suboptimal. The response time indicator generally meets the target of 7–15 minutes in areas near fire stations, but it is difficult to achieve in remote regions due to limited resources, equipment, and geographical constraints. Supporting factors include the strong commitment and professionalism of personnel, a structured coordination system, and the presence of community fire volunteers (Retkar). Meanwhile, obstacles include insufficient human resources, limited budget, inadequate infrastructure, and weak inter-agency coordination. The study recommends strengthening human resource capacity, establishing additional fire stations in each district, modernizing firefighting equipment, and developing a Master Plan for Fire and Rescue Management (RISKAP) to ensure a more responsive, professional, and nationally standardized emergency service system.

1. INTRODUCTION

One of the components of public service is fire management. A fire is an uncontrolled event that occurs when fire burns an object or area, often causing damage and losses. Fires can occur in various places, such as houses, buildings, forests, and others (Sandiasa, 2018).

Public service is defined in Law Number 25 of 2009 as activities to fulfill citizens' needs for goods, services, or administrative services in accordance with statutory regulations. The essence of public service is the provision of excellent service that reflects the obligation of government officials as public servants. Along with the increasing public demand for service quality, the government is required to provide services that are professional, effective, and efficient (Mallawi & Novia Nursaidaindah, 2023).

To ensure service certainty, every public service delivery must have service standards. These standards serve as binding benchmarks that must be followed by service providers and also function as instruments for public oversight. In the context of basic services, the

government establishes a policy of Minimum Service Standards (MSS), which specifies the types and quality of public services that must be available to the public nationally. Minimum Service Standards (MSS) aim to ensure equal access to basic services and also serve as a guideline for regional planning and budgeting (Satria et al., 2025).

In the field of fire management, the main legal basis is Minister of Home Affairs Regulation (Permendagri) Number 18 of 2021 concerning Minimum Service Standards for the Fire Sub-Affair at the Regency/City level. This regulation emphasizes that fire management is a mandatory government affair for local governments, as stipulated in Law Number 23 of 2014 concerning Regional Government. The main responsibility lies with the Regency/City Fire and Rescue Service, with clear targets such as rapid response time, adequate personnel, and supporting infrastructure (Putri et al., 2023).

The local context of East Lombok Regency shows the high urgency of services provided by the Fire and Rescue Service of East Lombok. Based on data from the Regional Disaster Management Agency (BPBD) and the Fire and Rescue Service of East Lombok Regency, over the past five years (2021–2025), there has been an average of 50–70 fire incidents per year, with peaks occurring during the dry season due to land burning activities. In addition, flooding still occurs regularly with an average of 15–25 incidents per year, while other emergency incidents such as traffic accidents, animal rescues, and fallen trees reach 30–40 incidents per year (Hakim, 2023). This data confirms that the capacity of the Fire and Rescue Service of East Lombok Regency is highly critical in disaster risk mitigation (District et al., 2025).

In addition, it is important to note that fire and rescue services are also aligned with the global development agenda. Based on the Sendai Framework for Disaster Risk Reduction 2015–2030 and the Sustainable Development Goals (SDGs), particularly SDG 11 on Sustainable Cities and Communities, strengthening the capacity of Fire and Rescue Services is an essential part of strategies to build disaster-resilient cities and communities (UNDRR, 2021). This emphasizes that the implementation of Minimum Service Standards (MSS) for Fire and Rescue Services is not merely a matter of regulatory compliance, but also a contribution to achieving both global and national development targets.

At the local level, fire incidents and disasters in East Lombok have significant socio-economic impacts. Residential fires result in the loss of household assets, while agricultural land fires disrupt farmers' economic productivity. Flash floods cause damage to infrastructure and pose threats to public health. The accumulation of these losses is most heavily felt by low-income communities; therefore, strengthening the capacity of the Fire and Rescue Service can also be viewed as a social protection strategy (Hakim, 2023).

Based on initial observations at the Fire and Rescue Service of East Lombok Regency, the implementation of Minimum Service Standards (MSS) in the region faces significant gaps. The main challenges include limited human resources in terms of both quantity and competency, insufficient budget allocation, fire-fighting facilities and infrastructure that are not proportional to actual needs, and limited supporting infrastructure such as fire hydrants. This condition indicates a gap between national standards and local realities.

Based on the description above, research on the evaluation of the implementation of the Minimum Service Standards (MSS) policy at the Fire and Rescue Service of East Lombok Regency is highly important. This evaluation is expected to identify gaps, analyze their causes, and provide data-based recommendations that can strengthen regional planning and budgeting.

Based on a review of previous studies, it is evident that the implementation of Minimum Service Standards (MSS) shows varying results across different regions and sectors. For example, research by Anggi Dwi Putra (2021) in Sumedang Regency found that the implementation of fire service MSS was relatively good, although it was constrained by inadequate infrastructure and overlapping authorities. Meanwhile, Annisa Fitri et al. (2022) in Pesisir Selatan Regency emphasized the role of socialization, simulation, and inter-agency cooperation in the implementation of MSS, with the main challenges being geographical conditions and public awareness.

In addition, research by Rapita Fitriani (2023) in the health sector highlighted limitations in human resources and infrastructure as the main obstacles to achieving MSS targets. The differences in context, service sectors, and regional characteristics indicate that the factors influencing the success and obstacles of MSS implementation are highly dependent on local conditions in each region. To date, there has been no specific study examining the implementation of Minimum Service Standards (MSS) at the Fire and Rescue Service of East Lombok Regency, which faces a relatively high frequency of fire incidents, limited budget allocation, and inadequate infrastructure. Therefore, this study is conducted to fill this research gap and contribute empirically to enriching the comparison of MSS implementation across regions (Pratiwi, 2023).

The intensity of fire incidents in East Lombok Regency from the beginning of 2025 has been recorded at 141 fire events in the East Lombok area. These fire incidents involved all fire service working units (UWK) in East Lombok, including UWK Pringgabaya, Terara, Keruak, and the Sukamulia Headquarters (Mako Sukamulia).

2. METHOD

This study aims to analyze the implementation of Minimum Service Standards (MSS) in the fire management sector at the Fire and Rescue Service of East Lombok Regency, identify its supporting and inhibiting factors, and formulate improvement strategies to make public services more effective and of higher quality. This research uses a descriptive qualitative approach, with data collection techniques through interviews, observation, and documentation.

3. RESULTS AND DISCUSSION

3.1 Implementation of Minimum Service Standards (MSS)

Response Time

Based on an interview with Sofiyan from the Fire Suppression and Rescue Division, when asked, "How is the implementation of the Minimum Service Standards (MSS) carried out in daily activities, such as fire handling or rescue operations, particularly in terms of response time?", he explained that the implementation of the MSS has been carried out in accordance with the Standard Operating Procedures (SOP) applied at the Fire and Rescue Service of East Lombok Regency.

According to him, the ideal response time applied by the agency is a maximum of 7 minutes from the receipt of a report until the fire unit arrives at the incident location. This time standard serves as the main benchmark in assessing the speed and effectiveness of the team in responding to emergency calls. Although in practice there are still various constraints such as travel

distance, traffic congestion, and narrow road access, officers continue to strive to meet this target through a tiered coordination system involving personnel, team commander (Danru), platoon commander (Danton), section head (Kasi), and the head of the agency (Kadis). Sofiyan emphasized that response speed is one of the key indicators of public service performance in the fire and rescue sector.

Based on an interview with Ikhsan from the Prevention Division, when asked a similar question, “How is the implementation of the Minimum Service Standards (MSS) carried out in daily activities, such as fire handling or rescue operations, particularly in terms of response time?”, he explained that the main indicator of the Minimum Service Standards (MSS) at the Fire and Rescue Service of East Lombok Regency is a 15-minute response time.

This means that after receiving a report from the public, the fire unit is expected to arrive at the scene and carry out the first water suppression within a maximum of 15 minutes. In addition to the main unit, Fire Volunteers (Relawan Pemadam Kebakaran/Retkar) at the village level also play an important role in accelerating the initial response. If Retkar arrives at the scene earlier and conducts initial firefighting actions, it is still considered part of the achievement of the Minimum Service Standards (MSS).

According to Ikhsan, the achievement of this response time is highly dependent on geographical conditions, the distance between sub-districts, and the availability of fire stations and fleets. Therefore, the agency is making efforts to expand service posts across regions and strengthen volunteer networks to support the fulfillment of the 15-minute response time target.

Based on an interview with Helmi from the Infrastructure and Facilities Division, when asked about the implementation of the Minimum Service Standards (MSS) in relation to response time, he explained that the response time standard applied by the agency is a maximum of 15 minutes from the moment a report is received until the fire team arrives at the incident location and conducts the first water suppression.

According to him, the speed of response is strongly influenced by the readiness of supporting facilities and infrastructure, such as the condition of vehicles, firefighting equipment, and communication systems. One of the main challenges faced is that some fire trucks are already old and require regular maintenance to ensure they remain operational.

However, the agency continues to make gradual efforts to renew its fleet and ensure the availability of water at strategic points to speed up the firefighting process. Helmi also emphasized that optimizing the 15-minute response time can only be achieved through synergy between technical readiness and operational management, including regular vehicle maintenance, the development of digital-based communication systems, and routine training

for operators and technicians. These efforts are expected to improve the effectiveness of emergency services and minimize response delays in the field.

Based on interviews with the three informants, it can be concluded that the implementation of the Minimum Service Standards (MSS), particularly in the aspect of response time, has been carried out fairly well by the Fire and Rescue Service of East Lombok Regency.

The Fire and Rescue Service of East Lombok Regency sets a response time target ranging between 7 and 15 minutes after receiving reports from the public. Sofiyan stated that the ideal response time target applied by the suppression and rescue division is a maximum of 7 minutes, while Ikhsan and Helmi explained that the official standard in the Minimum Service Standards (MSS) document refers to a 15-minute limit for arriving at the incident location and carrying out the first water suppression.

The three informants agreed that the success in achieving the response time target strongly depends on rapid internal coordination across all levels of personnel, adequate support of facilities and infrastructure, and community involvement through village-level Fire Volunteers (Relawan Pemadam Kebakaran/Retkar).

However, there are still obstacles that affect the effectiveness of response time, such as limited fire truck availability, wide geographical conditions, long distances between sub-districts, and narrow road access in some rural areas.

To address these constraints, the agency is working to strengthen its capacity by establishing additional fire stations in each sub-district, conducting regular personnel training, renewing the fire truck fleet, improving communication systems, and increasing public awareness regarding the importance of providing road access for fire vehicles.

These efforts are expected to improve the speed and effectiveness of emergency services so that the response time targets in accordance with the Minimum Service Standards (MSS) can be consistently achieved across all areas of East Lombok Regency.

Availability of Human Resources (HR)

Based on an interview with Jamiludin regarding the question, “How do human resources and supporting facilities contribute to achieving the Minimum Service Standards (MSS) targets?”, he explained that the human resources (HR) within the agency already possess formal qualifications, where most personnel have completed Firefighter Training Level 1 (Diklat Pemadam 1) as well as technical training such as Vertical Rescue.

Efforts to improve human resource capacity are carried out regularly through training programs and simulations. This aligns with the agency’s commitment to continuously strengthen the professionalism of firefighting personnel. However, the number of human resources remains limited when

compared to the vast area of East Lombok Regency, which consists of 21 districts.

Firefighting Fleet and Supporting Facilities

Based on an interview with Jamiludin regarding the question, “How do human resources and supporting facilities contribute to achieving the Minimum Service Standards (MSS) targets?”, it was identified that the firefighting fleet and equipment are still limited, and some units are already old. The agency stated the need to increase operational vehicles and establish fire service posts in every sub-district to ensure more equitable service coverage. Currently, water refilling for the fire trucks is carried out using a drilled well available at the agency office. These limitations affect the speed and effectiveness of service delivery, especially in areas far from the main fire station.

Supporting Infrastructure (Fleet, Water Supply, Hydrants, and Protective Equipment)

Based on interviews with three operational staff members, namely Sofiyan, Ikhsan, and Helmi, regarding the availability of facilities and equipment (fleet, water supply, hydrants, and personal protective equipment/PPE), an overview was obtained of the condition and readiness of supporting infrastructure at the Fire and Rescue Service of East Lombok Regency.

According to Sofiyan from the Fire Suppression and Rescue Division, the availability of fire trucks is still very limited and most of them are relatively old. Currently, the agency operates around 12 units of firefighting vehicles, consisting of several types such as Toyota Dyna BU 342 R, Mitsubishi FE 347, Mitsubishi 349, Hino, Kajama, as well as Isuzu ELF and NKR 71 HD water tank trucks. This limitation in both quantity and condition directly affects the speed of fire response in the field. He emphasized that fleet renewal and the addition of operational vehicles are urgently needed, particularly to reach sub-district areas located far from the main station.

Meanwhile, Ikhsan from the Prevention Division explained that the water source used by the Fire and Rescue Service of East Lombok Regency comes from a drilled well located at the main office of the agency. According to him, the availability of water is sufficient and there are no significant obstacles in the process of refilling fire truck tanks. However, he highlighted the limited availability of urban hydrants in rural areas, which forces teams to travel quite far to obtain additional water supply. Currently, hydrants are only available in several key locations such as hospitals, the regent’s office, and urban areas.

Therefore, the agency is working to coordinate with the local government and the regional water utility company (PDAM) to increase the number of hydrant points in strategic areas.

From the Infrastructure and Facilities Division, Helmi added that personal protective equipment (PPE) for firefighters is still limited and some items have

experienced a decline in quality due to long-term use. The types of PPE used include protective helmets, firefighting suits, heat-resistant boots, gloves, and self-contained breathing apparatus (SCBA). He explained that the procurement of new PPE is carried out gradually in accordance with the regional budget capacity. In addition, the agency also provides safety training and equipment maintenance programs to ensure that personnel are able to keep their equipment in a ready-to-use condition for every rescue operation.

Based on interviews with the three informants, it can be concluded that the supporting infrastructure at the Fire and Rescue Service of East Lombok Regency is still limited in terms of both quantity and condition. Although the water supply from the drilled well is adequate, old fire trucks, the limited number of hydrants in rural areas, and the shortage of personal protective equipment remain major constraints.

To address these issues, the agency continues to make efforts to modernize its fleet, increase the number of hydrants in fire-prone areas, and gradually procure new PPE. These measures are expected to improve the effectiveness of firefighting and rescue operations, as well as support the more optimal achievement of Minimum Service Standards (MSS) across all areas of East Lombok Regency.

Education and Socialization

Based on an interview with Jamiludin regarding the question, “To what extent is coordination carried out with other agencies such as BPBD, the Health Office, or village authorities in the implementation of the Minimum Service Standards (MSS)?”, he explained that the agency has conducted outreach activities and established Fire Volunteers (Relawan Pemadam Kebakaran/Retkar) in several villages through the Prevention Division.

The existence of Retkar is an important component in achieving MSS targets because initial response actions can be carried out by the community before the fire service arrives at the scene. However, there are still many villages that do not yet have active Retkar units. Public awareness regarding fire prevention is also still relatively low, as officers noted that residents are often unresponsive to sirens and do not yet understand proper traffic etiquette when fire trucks are passing through.

3.2 Supporting and Inhibiting Factors

1. Human Resources (HR) Factor

Based on an interview with Jamiludin regarding the question, “What is the biggest challenge faced in the implementation of the Minimum Service Standards (MSS)?”, it was found that the human resources (HR) factor is a key element in the implementation of MSS. The results of the study show that personnel at the Fire and Rescue Service of East Lombok Regency already possess basic competencies and technical certifications such as Firefighter Training Level 1 (Diklat Pemadam 1) and Vertical Rescue training, indicating conformity with national standards in the fire service sector.

In addition, the commitment and work ethic of field personnel are relatively high. This is reflected in their responsiveness in handling public reports and their discipline in following MSS standard procedures, such as emergency response protocols and post-incident reporting.

However, in quantitative terms, the number of available personnel is still not proportional to the size of the service area. East Lombok Regency consists of 21 sub-districts with a wide population distribution, while the number of firefighters and available response teams is not yet sufficient to reach all areas quickly and evenly. This condition is in line with Van Meter and Van Horn's (1975) policy implementation theory, which states that the availability of adequate human resources, both in terms of quantity and quality, is a key determinant of successful policy implementation.

2. Budget Factor

Based on an interview with Jamiludin regarding the question, "How is the planning and budgeting process for programs related to the achievement of Minimum Service Standards (MSS) indicators?", it was found that the budgeting for MSS-related activities is still prioritized and focused on essential needs such as fleet maintenance and the implementation of firefighting and rescue operations. This condition has resulted in limited optimization of equipment renewal and the addition of fire trucks.

Budget constraints also affect the delayed replacement of old vehicles that have exceeded their operational lifespan, thereby impacting the effectiveness and speed of service delivery in the field.

In addition, budget allocation for training and human resource development is also still limited. Training activities are often only carried out when there is support from the provincial government or the Ministry of Home Affairs. This condition indicates that financial factors are a significant structural constraint in achieving Minimum Service Standards (MSS) targets, as emphasized by Edward III (1980), who stated that without adequate financial resources, policy implementation is unlikely to achieve optimal outcomes.

3. Infrastructure Factors

Based on an interview with Jamiludin regarding the question, "How do human resources and supporting facilities contribute to achieving the Minimum Service Standards (MSS) targets?", it was found that the availability of facilities and infrastructure plays a direct role in the effectiveness of MSS implementation, particularly in meeting the response time indicator.

The interview results show that the number of operational fire trucks is still limited and most of them are relatively old. This condition increases the risk of technical failures during field operations.

In addition, supporting infrastructure such as urban hydrants and strategic water sources is still lacking, especially in rural areas. Some regions such as Jerowaru and Sekaroh even need to travel long distances to refill fire trucks in

other areas such as Tutuk, which consequently extends emergency response time.

However, there is also a significant supporting factor, namely the availability of a drilled well at the main office of the Fire and Rescue Service as a water refilling source. This facility facilitates the refilling of fire trucks for operations around the urban center. In the future, the agency plans to establish additional fire posts in each sub-district to ensure more equitable service coverage. This effort is a strategic step to narrow the gap between the ideal Minimum Service Standards (MSS) and the actual conditions in the field.

4. Regulatory and Inter-Agency Coordination Factors

Based on an interview with Jamiludin regarding the question, “What are the biggest challenges faced in implementing the Minimum Service Standards (MSS) in East Lombok?”, from a regulatory perspective, the Fire and Rescue Service of East Lombok Regency already has a clear legal basis for carrying out its functions and services, namely Minister of Home Affairs Regulation (Permendagri) Number 18 of 2021 concerning Minimum Service Standards (MSS). In addition, the agency has also developed internal MSS documents that are used as references for reporting and routine evaluation.

However, at the implementation level, cross-sector coordination still needs to be strengthened. Although there is already operational cooperation with the Regional Disaster Management Agency (BPBD) and the Health Office, inter-agency integration remains incidental and has not yet been fully institutionalized within an integrated fire management system. In addition, collaboration with village governments and Fire Volunteers (Relawan Pemadam Kebakaran/Retkar) still needs to be expanded, as not all villages currently have active Retkar units. These volunteers are actually an important component in achieving MSS indicators, particularly the 15-minute response time after receiving a report.

As a strategic step, the agency has initiated the development of the Fire and Rescue Management System Master Plan (Rencana Induk Sistem Penanggulangan Kebakaran dan Penyelamatan/RISKAP), which is planned to begin in 2026. This document is expected to serve as an integrative instrument to unify various agencies and clarify the division of responsibilities across government levels—from the regency to the village level.

4. CONCLUSION

Based on the research findings obtained through interviews with the Head of the Fire and Rescue Service of East Lombok Regency and three operational staff members, namely Sofiyan, Ikhsan, and Helmi, it can be concluded that the implementation of the Minimum Service Standards (MSS) in East Lombok Regency has been aligned with national policies as regulated in Minister of Home Affairs Regulation (Permendagri) Number 18 of 2021, although in practice it still faces several field-level constraints.

The implementation of the Minimum Service Standards (MSS) covers several important aspects, namely response time, the availability of human resources (HR), supporting infrastructure such as fire trucks, water supply, hydrants, and personal protective equipment (PPE), as well as prevention activities and community empowerment.

In terms of response time, the interview results show that the ideal response time applied by the Fire and Rescue Service of East Lombok Regency ranges from 7 to 15 minutes, calculated from the moment a report is received until the fire unit arrives at the scene and conducts the first water suppression. According to Sofiyan from the suppression division, the ideal response time target is a maximum of 7 minutes, whereas Ikhsan and Helmi stated that the official standard in the Minimum Service Standards (MSS) document refers to a maximum of 15 minutes. In practice, the achievement of this response time is highly dependent on the distance to the incident location, road conditions, and the geographical characteristics of the area. Areas located near the main fire station such as Selong and Labuhan Haji are generally able to meet the response time standard, while remote areas such as Jerowaru, Sekaroh, and East Wanasaba often experience delays due to limited fire trucks and difficult access routes to the incident locations.

From the human resources (HR) aspect, the research findings show that the Fire and Rescue Service of East Lombok Regency has approximately 120 personnel, most of whom already possess competency certifications such as Firefighter Training Level I (Diklat Pemadam I) and Vertical Rescue training. This indicates an improvement in the capacity and professionalism of field personnel. However, the number of human resources is still not proportional to the large service area of East Lombok Regency, which consists of 21 sub-districts.

To address this limitation, the agency has strengthened its network by establishing Fire Volunteers (Relawan Pemadam Kebakaran/Retkar) in several villages as the frontline responders before the main fire trucks arrive. This initiative represents an adaptive implementation of the Minimum Service Standards (MSS) in response to local conditions.

Meanwhile, from the infrastructure aspect, interview results with the three operational staff members indicate that the condition of fire trucks, water sources, hydrants, and personal protective equipment (PPE) remains a major challenge. According to Sofiyan, the agency currently has only 12 fire trucks, most of which are relatively old and frequently require routine maintenance. In terms of water supply, Ikhsan explained that the main source comes from a drilled well at the agency office, which is sufficient for operational needs. However, public hydrants are still very limited and are only available at a few urban points such as the regent's office, hospitals, and densely populated areas. In rural areas, firefighters often need to travel considerable distances to obtain additional water supply.

Meanwhile, according to Helmi from the infrastructure division, the condition of personal protective equipment (PPE) such as helmets, fire-resistant suits, gloves, boots, and self-contained breathing apparatus (SCBA) has largely deteriorated due to prolonged use. The procurement of new PPE is carried out gradually in accordance with the regional budget capacity.

In addition, education and public outreach activities are also an important part of the implementation of the Minimum Service Standards (MSS). Based on interviews with informants, the Fire and Rescue Service has implemented outreach programs through the "Fire Hazard Awareness Community" initiative, as well as the establishment of Fire Volunteers (Relawan Pemadam Kebakaran/Retkar) in several villages.

This program aims to increase public awareness in preventing and handling fires independently before firefighters arrive at the scene. However, these education and outreach activities are not yet evenly distributed across all areas due to limited personnel, budget constraints, and low public awareness regarding the importance of fire disaster preparedness.

Theoretically, the implementation of Minimum Service Standards (MSS) in East Lombok can be explained through the Van Meter and Van Horn (1975) model, which emphasizes six key factors of policy implementation success: policy standards and objectives, resources, characteristics of implementing agencies, inter-organizational communication, implementer disposition, and external environmental conditions.

Based on the research findings, these six factors have been implemented fairly well, but not yet optimally. The most significant obstacles are related to limited infrastructure, aging fire trucks, uneven availability of hydrants, and the wide and difficult-to-access geographical conditions of the region.

The agency's effort to develop the Fire and Rescue Management System Master Plan (RISKAP) in 2026 is a strategic step to strengthen policy integration and cross-sector coordination, while also clarifying the division of responsibilities across government levels from the regency to the village level.

Overall, the findings of this study indicate that the implementation of Minimum Service Standards (MSS) at the Fire and Rescue Service of East Lombok Regency has been carried out fairly well and shows positive progress. The high commitment of personnel, a structured coordination system, and community volunteer support are key factors contributing to successful implementation. However, to ensure that MSS can be achieved optimally and evenly across all areas, strategic measures are still needed, including the addition of fire trucks and hydrants, increased operational funding, regular human resource training, and strengthening the role of the community in the fire management system.

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Conclusion

Based on the research findings on the implementation of the Minimum Service Standards (MSS) at the Fire and Rescue Service of East Lombok Regency, it can be concluded that its implementation has been aligned with national policies as regulated in Minister of Home Affairs Regulation (Permendagri) Number 18 of 2021, although it has not yet reached an optimal condition.

In general, MSS indicators such as response time, the availability of human resources (HR), supporting infrastructure (fire trucks, water supply, hydrants, and personal protective equipment/PPE), as well as prevention activities and community empowerment, have been maximally pursued by the agency despite various field constraints.

The average response time ranges from 7 to 15 minutes, in accordance with national standards. However, this achievement is only optimal in areas around Selong and Labuhan Haji, while remote areas such as Jerowaru, Sekaroh, and East Wanasaba often experience delays due to limited fire trucks, narrow road access, and difficult geographical conditions.

From the human resources (HR) aspect, the number of personnel of around 120 is considered adequate, with most having obtained Firefighter Training Level I (Diklat Pemadam I) and Vertical Rescue certifications. However, the ratio of personnel to the large service area of East Lombok Regency (21 sub-districts) is still not ideal. To address this

limitation, the agency has optimized the role of Fire Volunteers (Relawan Pemadam Kebakaran/Retkar) as the frontline responders at the village level in fire emergencies.

In terms of supporting infrastructure, several limitations are still identified, such as aging fire trucks, a limited number of hydrants, and declining quality of personal protective equipment (PPE). The main water source comes from a drilled well at the agency office, which is currently considered sufficient. However, the distribution of public hydrants is still concentrated in urban areas and has not yet reached rural villages.

Despite several constraints, the leadership commitment, strong internal coordination, and community support through the Fire Volunteer (Relawan Pemadam Kebakaran/Retkar) program and the “Fire Hazard Awareness Community” outreach activities are the main supporting factors in the successful implementation of the Minimum Service Standards (MSS). The biggest challenges in implementing MSS remain limited budget, inadequate infrastructure, and geographical conditions of the region.

Overall, the implementation of Minimum Service Standards (MSS) in East Lombok Regency has shown positive development and institutional capacity improvement, although it still requires system strengthening, increased budget allocation, and more equitable distribution of infrastructure to achieve fast, professional, and nationally standardized public services.

Recommendations

The local government needs to expand service coverage by establishing additional fire stations in each sub-district, especially in high-risk areas such as Jerowaru, Sakra, and Pringgabaya. The development of these additional posts is important to reduce travel time of fire trucks and ensure that the maximum 15-minute response time can be achieved in accordance with national Minimum Service Standards (MSS) provisions. Modernization of Fire Trucks and Operational Equipment Most of the current fire trucks and equipment are aging and require renewal. The local government is advised to allocate special funding through the Regional Budget (APBD), or establish cross-sector cooperation with institutions such as the National Disaster Management Agency (BNPB) and the Ministry of Home Affairs to support modernization of infrastructure that is more efficient and environmentally friendly.

Strengthening human resources requires improving personnel competencies through regular training and professional certification programs (Firefighter Training Level I and II, Vertical Rescue). The government may also open opportunities for educational cooperation with national fire training institutions so that the capacity development of personnel can be more evenly distributed across all areas.

The government needs to expand the establishment and training of fire volunteer units (Retkar) in all villages and sub-districts. Volunteers have proven to play an important role in the initial response to fires in remote areas. Local governments are also expected to provide incentives and recognition for active volunteers as a form of appreciation.

Improving Interagency Coordination and Disaster Management Governance
An integrated communication system is needed between the Fire Department, the Regional Disaster Management Agency (BPBD), the Health Office, the Police, and Village Governments so that disaster response can be carried out more quickly and in a coordinated manner. The government is also expected to accelerate the formulation of the Master Plan for the Fire and Rescue Management System (RISKAP) for 2026 as a strategic, region-based guideline. Developing Quantitative or Mixed-Methods Research
Future research may use a quantitative approach to measure the level of effectiveness and public satisfaction with fire services in a more structured and measurable way. Adding

New Variables in Implementation Analysis

Future studies may examine factors such as organizational culture, bureaucratic commitment, public service innovation, and the utilization of information technology in supporting emergency response systems.

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