

Running Head: DETERMINING FIRE AND LIFE SAFETY COMMUNITY SERVICES

Determining Fire and Life Safety Community Services

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Abstract

The problem was that fire prevention services could not be effectively evaluated and measured against related community needs and expectations. Determining how to align services with those needs and expectations, with the ability to measure the accuracy and effectiveness was the purpose of the research. Action research methodology was used. The research questions served to compare public service performance with similar organizations and allied agencies. Interviews were conducted with two groups of code officials; interview questions compared services, determined level of commonality and provided perspective on community awareness and customer service expectations. The literature review provided a variety of current and past perspectives and validated the importance of these public services. The interview results focused the comparison of services within the categories of engineering, enforcement and education activities. Although types of services were comparable in both mandated and voluntary responsibilities the research found significant variances in enforcement programs, engineering and permit activities as well as education programs. There was an affirmed common commitment by all participants to provide public services that meet mandated responsibilities and provide public value in a manner that is in alignment with the needs and expectations of each community. However, while there was a conviction for this commitment, there was also a necessity to balance the constraints of the current economic hardship that transcends each community and organization. Recommendations were made to the San Ramon Valley Fire Protection District to approve an administrative policy that defined a foundation for fire and life safety community services with modifications to current programs based on the research findings. This effort would support the development of standards that are structured to measure organizational performance and validate that programs and services meet expected service levels.

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Introduction

It is essential that government deliver public services that provide value. To ensure value, it is critical to have a defined foundation that is aligned with community needs and expectations, and promotes the opportunity for successful business operations.

Fire Prevention services have historically varied among local jurisdictions in both mandated and voluntary programs. Although services vary, the common objective is to save lives, reduce injury, protect the environment and protect property.

The San Ramon Valley Fire Protection District is currently going through the process of accreditation with the Center for Public Safety Excellence, Inc (2010). Through this process members of the District conducted an in depth self-assessment of all aspects of the organization. The basis for this effort is to ensure District business operations are aligned with best industry practice.

The purpose for this research paper was to determine whether the Fire Prevention Division of the San Ramon Valley Fire Protection District is providing public services that are meeting community needs as well as California state law and local ordinance. In addition, the research compared both mandatory and non-mandatory services with similar organizations within California. The applied research project (ARP) utilized the Action Research methodology. The result was the development of a District administrative policy that outlines core fire prevention and life safety services and programs.

The research questions were (a) what public services are necessary in order to meet California State Law and the San Ramon Valley Fire Protection District Fire Code adopted in accordance with Ordinance No. 22? (b) what public services is the SRVFPD Fire Prevention Division currently providing? (c) what public services are Fire Prevention Divisions of CPSE Accredited

fire departments and fire departments with similar Fire Prevention Divisions providing? (d)

How can the SRVFPD best organize and document in policy the core public services provided by the Fire Prevention Division?

Background and Significance

The fire service can no longer rest on the reputation of having public trust. It must have a culture that embodies the principles of community integration, as well as, government transparency and accountability while functioning on the sole source of public funds.

The San Ramon Valley Fire Protection District has begun the process to become an accredited agency through the Center for Public Safety Excellence, Inc. (2010). A primary reason in seeking accreditation was to ensure that the District services and operations were being provided to the community in an effective, efficient and responsible manner as determined by a third party and established process. The effort of accreditation included an in depth self-assessment of all organizational services and duties. While the self-assessment of Fire Prevention Services preliminarily indicated that performance levels met the accreditation criteria, the District is still in the process of accreditation.

Although the accreditation process suggests current performance is meeting best industry practice, current policies and procedures do not provide a quantifiable benchmark against community needs and expectations. Internal documents have evolved into a multitude of standards and forms that are not coordinated or structured to measure, support, verify and validate the level of expected service. The establishment of defined and quantifiable services and programs is necessary in determining effective public value and community expectation for the San Ramon Valley.

The Executive Development course curriculum of the United States Fire Administration, Executive Fire Officer Program (2010) was focused on improving management and leadership skills. As a manager, it is imperative to establish a shared vision with the community that includes direction, priorities and expectations to sustain continued success. While benchmarking against other agencies provides valuable information and has merit, simply meeting or exceeding the service levels of comparable communities does not ensure effective service and public satisfaction. The public expects service that is tailored to their community needs and expectations, and provided at a reasonable cost and in an efficient manner.

The San Ramon Valley Fire Protection District, Fire Prevention Division responsibilities include; building and fire code compliance, fire investigation, emergency preparedness, emergency management, community education, public information, risk reduction and District outreach and communication services. Establishing performance standards for these services will establish a foundation from which a professional culture of shared talent and an adaptable workforce will flourish. The deliverable District administrative policy will foster each of the five goals outlined in the United States Fire Administration Strategic Plan for fiscal years 2009 to 2013 (U.S. Fire Administration, 2009) with emphasis on the first goal, to reduce risk at the local level through prevention and mitigation.

Literature Review

In conducting research for this project, a number of reference documents were utilized. These documents provided a variety of perspectives and a breadth of subject matter understanding.

As part of the research, fundamentals of management were found in the Fire Chief's Handbook, Barr, et al. (2003) discussed the art of providing adequate direction and coaching to an empowered workforce that includes organizational anchors of a clearly defined mission,

organizational values, clear customer expectations, policies and realistic and complete standard operating procedures. The authors further describe the need to constantly manage and develop these anchors to keep them current. They suggest that an important and fundamental consideration for the policy development of fire prevention services is the legal authority with which the organization performs its duties.

In a publication directed toward effective supervisory practices of governmental agencies, Walsh (1994) discusses the components to providing quality customer service. She states that as a supervisor you should continuously improve how you do your work in order to provide quality service that meets your customers' needs. She provides further clarification that citizens are considered local government "customers" because they receive services that their government delivers and pay for those services through their taxes. She suggested that customers judge the quality of government services by two basic criteria: "(1) How well you deliver what you promise; and (2) How you handle their problems and expectations" (p. 332).

Bugbee and Cote (1988) defined the following principles of fire prevention:

Fire prevention encompasses all the means used by fire departments to decrease the incidents of uncontrolled fire. The fire prevention methods employed by fire department personnel involve engineering, education and enforcement. Good engineering practices can do much to provide built-in safeguards to help prevent fires from starting and to limit the spread of fire should it occur. Education can instruct and inform groups and individuals of the dangers of fire and its possible effects, and of appropriate behaviors and reactions when faced with a fire situation. Enforcement is the legal means of correcting deficiencies that pose a threat to life and property. (p. 314)

The core of fire prevention services are concisely summarized, as a customer service that applies current fire and building codes to form the foundation for maintaining a built environment and minimize the effects of fire and other events that occur (Barr, et al., 2003). In California, a fire district may adopt a fire prevention code by reference. Furthermore, California law states that a fire district may adopt building standards more stringent than those building standards adopted by the State Fire Marshal (Hlth. & Sfty. Code, §13869). The State of California further legislates that the enforcement of building and fire code provisions and other regulations adopted by the State Fire Marshal are required to be enforced by the chief of any fire district and their authorized representative (Hlth.& Sfty. Code, §13145-13146).

Bugbee and Cote (1988) aptly summarize the relationship between fire and building codes in that building codes usually apply to new construction or to major alterations and fire codes apply after the building is occupied. They found that this is usually the point at which the authority of the building official ends and the fire official begins. They suggest that this does not preclude the interaction of the two officials during both the buildings development and subsequent use. In practice, they found that many jurisdictions assign responsibilities to building and/or fire officials in both building and fire code applications. Notably, Bugbee and Cote stated, “The division of authority varies considerably among communities” (p. 332) suggesting that the community plays a role in establishing responsibilities among plan review and ongoing code compliance inspections of existing buildings.

For several decades there have been efforts to identify the problems and solutions to reducing life loss and property loss. How a community identifies, delivers and prioritizes services and programs that promote fire and life safety vary. The United States Fire Administration published the proceedings from the 1947 President's conference on fire prevention, within the publication

is a letter dated January 3, 1947 authored by President Harry Truman (2002). He stated in the letter,

The serious losses in life and property resulting annually from fire cause me deep concern. I am sure that such unnecessary waste can be reduced. The substantial progress made in the science of fire prevention and fire protection in this country during the past forty years convinces me that the means are available for limiting this unnecessary destruction. (p.2)

In this letter President Truman requested a conference be held to address the issues. This request was fulfilled through The President's Conference on Fire Prevention on May 6, 7 and 8 of 1947 and resulted in a comprehensive overview of the necessities of fire prevention in communities. The program and proceedings of the conference were well documented. A deliverable product was developed for local fire agencies, entitled "A Guide to Community Organization for Fire Safety." (2002, p. 7) It included 11 objectives for local fire officials and their community members which included; increased community awareness, personal responsibility, eliminating fire hazards, modern codes and ordinances, rigid enforcement, school education, adequate fire department equipment and training of personnel, awareness of emerging hazards, support of public officials, inspection of all residential occupancies and the organization of a community disaster relief plan.

The United States Fire Administration (1990) report America Burning Revisited was the result of a national workshop held November 20 through December 2, 1987. The introduction states that one of the objectives of the conference participants was to recommend guidelines for local, state and federal efforts to reduce the life and property loss from fire. The effort developed a working structure of seven Task Force groups. The Task Forces' identified many critical

issues. One issue discussed the lack of adequate standards to evaluate the delivery of fire department services. Another issue stated was the public's lack of awareness related to the fire problem and provided the need for education and the use of media to target key groups as a viable solution. The report suggested that the fire service needs to market itself and its mission more effectively. In regard to the built environment the report stated the need for local governments to plan and control land use with consideration of the development on water supply, access roads and other fire hazards particularly in wildland-urban interface areas. A key issue identified was the ability to obtain information in order to effectively analyze the fire problem and evaluate programs. The report also identified that the role and responsibilities of the fire service are being redefined as the environment and the demands of local government change. The task force groups found that local government continue to face critical issues related to engineering, enforcement and education programs.

One of the most current national sources reviewed by the researcher was the United States Fire Administration Strategic Plan Fiscal Years 2009-2013 (United States Fire Administration, 2009). The Strategic Plan identified five goals to be achieved over four years. The first goal identifies the need to reduce risk at the local level through prevention and mitigation. The second goal is to improve local planning and preparedness. While these goals are of a federal level agency, both the first and second goal is suggested to be dependent on the actions and success of local government programs.

Another key document included in the research is the San Ramon Valley Fire Protection District, 2008-2013 Strategic Plan (San Ramon Valley Fire Protection District, 2009). This document, adopted by the SRVFPD Board of Directors in November 2009, outlined several

goals that include financial sustainability, personnel development, and continually evaluating programs and practices as part of the vision and goals of the organization.

In an article published by "Fire Rescue Magazine", Crawford (2008) described current issues local government is facing regarding adequate resources and obstacles related to delivering fire safety education. He found a solution of collaboration as a tool for success. He shares his experience implementing a school education program that necessitated collaboration with other public agencies in order to meet the limited available time within the school curriculum. He describes the value of partnership by concluding, "If we and other partners in this effort had been unwilling to cede some ground in the interest of the greater good, we all would have lost" (p. 70). Sigal (1988) aptly promoted the value of fire prevention in the "American Fire Journal" by cautioning the fire service in the article, "Don't Disconnect Fire Prevention Programs". Sigal recognizes a public apathy towards the fire problem and the value of fire prevention programs. He closes his article with the following statement, "A fire is a killer when it's ignored. Fire prevention programs save lives" (p. 7). Crawford (2008) and Sigal (1988) both suggest the need for the fire service to be self reflective and adaptable by promoting fire prevention services and removing obstacles that impede success.

In summary, the literature revealed common themes throughout. Research covering over 70 years and developed by a variety of stakeholders, identified similar issues and solutions. While the chronology of the research revealed steady progress in fire prevention efforts, it also confirmed that continuous and evolving effort is necessary in order to maintain this progress. The literature confirms and promotes the need and benefit of fire prevention services and a comprehensive, community-based fire prevention policy.

Procedures

Participants

The researcher interviewed two groups of code officials as part of this applied research paper. One group of code officials was directed towards a representative sample of local fire marshals throughout California. The purpose was to collect a service inventory, compare services, and determine level of commonality. The second group of code officials was directed towards building officials who serve the communities within the San Ramon Valley Fire Protection District. The purpose of these interviews was to determine level of service overlap, and to gain a second perspective on community awareness and expectations. Observation of interview participants, documented in Appendix E, was studied to obtain a holistic understanding of governing authority, responsibilities and duties, organizational structure, financial condition, insight to level of service, program innovations and level of direct community interaction. Participants were provided in the interview notes titled, Fire Marshal Interview Notes and Results Summary (Appendix C). The building official group interviewed were R. Meigs, City of San Ramon (personal communication, March 23, 2010), M. Leontiades, Town of Danville (personal communication, March 23, 2010) and K. Dumford, County of Contra Costa (personal communication, March 23, 2010). Interview notes based on the personal communication with the researcher was outlined in Appendix D, Building Official Interview Notes.

Interview Groups

The fire marshal group interview questions were called the Fire Marshal Interview Questionnaire (Appendix A) and were presented to a statewide, representative sample of 10 peers. Since the San Ramon Valley Fire Protection District is currently undergoing the Center for Public Safety, Inc. (2010) accreditation process, three participants representing already-

accredited organizations were included. However, because there are only four fire departments currently accredited in California, not all participants fall into this category. Each of the local fire marshals represents a local fire department, whose organizational structure and bureau responsibilities are similar to that of the District. The service area populations vary from approximately 20,000 to 1.4 million and as a result, the size of the fire prevention bureau within each of these jurisdictions varies accordingly. While bureau size may vary, basic organizational structure and bureau responsibilities remain essentially comparable to one another, and to the San Ramon Valley Fire Protection District. Finally, these individuals were selected based on the researcher's familiarity with the participant, and a like-minded understanding of terms and responsibilities.

The second interview group was conducted with three building officials, interview questions are outlined in the Building Official Interview Questionnaire (Appendix B). In California, local government building code enforcement is jointly achieved through the local building and fire departments. Therefore, surveying the building officials provided the second, necessary perspective of how effective enforcement can be achieved, as well as, the code officials' perception of community awareness. The three building officials, who collectively represent the entire service area of the District, provided a direct comparison with the services of the San Ramon Valley Fire Protection District, Fire Prevention Division. While the fire marshal interview questions provided a comparative analysis of similar organizations serving a variety of customers, the building official interview questions provided comparisons with a common customer base, substantially enhancing the research value.

Interview Questions

The interview questions were developed with the goal of obtaining comparative data from a variety of similar organizations, in order to determine level of duties and responsibilities related to engineering, enforcement and education services and programs, and to obtain additional perspectives on what constitutes effective enforcement.

The first set of questions, those directed towards local fire marshals, sought to gain a better comparative understanding of similar fire prevention organizations. Questions reflected three categories; engineering, code enforcement, and community education/outreach. These interview questions can be found in Appendix A.

The engineering and code enforcement questions solicited agency-specific information related to methods of engineering compliance, enforcement protocol, adopted codes, and areas of enforcement redundancy and overlap. For example, one question asked which specific occupancy classifications are required to be plan reviewed and inspected during construction and tenant improvement work. As with the compliance and enforcement questions, the education/outreach questions provided a comparative analysis. These questions sought to measure the extent of fire prevention outreach and education. They helped to gauge the level of engagement a fire prevention bureau has with its community as well as the resultant degree of public awareness that might exist from community to community.

Questions were designed to garner closed-ended answers, thus facilitating the comparative analysis. For example, the question, *Does your fire department provide conditions of approval as part of the land use process?* is structured to receive a simple, yes/no answer, which allows a direct comparison of specific procedures within multiple jurisdictions.

The second set of interview questions, those directed towards local building officials, focused on potential areas of enforcement service overlap and redundancy, as well as community perception of enforcement and permitting activities. The interview questions can be found in Appendix B. The overlap/redundancy questions sought to determine the perceived value of these areas that the building official and fire marshal enforcement overlap. The first building official interview question asked was, *In your opinion, is there unnecessary overlap and/or duplication of services among our code compliance permit activities.*

Relative to community perception, questions attempted to solicit the building official's perspective on community awareness and community expectations. Responses provided additional perspective on community awareness and therefore, assisted in gaining a more accurate picture from the code official's perspective. For example, one question asked whether or not the building official would be interested in conducting joint community outreach (with the fire marshal), with a goal of heightening community awareness about the benefits of building permits. Answers revealed the building official's perception of community awareness, as well as benefits of joint enforcement. Since these questions solicited respondents' perception, the questions were structured to allow open-ended, descriptive answers that reflected personal perspective.

Limitations

Since the research methodology selected (interviews) was intended to provide organizational comparisons, every effort was made to include similar organizations. However, while the fire departments surveyed were similar in terms of organizational structure and assigned responsibilities of the fire prevention bureau's and the communities were relatively similar in terms of socio-economic factors, the methodology was limited by slight to moderate differences

in the communities surveyed. Differences in geographic, socio-economic, and political structures slightly compromised the ability to make a direct, “apple-to-apple” comparison. Additionally, portions of both fire marshal and building official interview questions relied to a certain degree, on individual perspective. Individual perspective by its nature is influenced by many factors including personal upbringing and experience. Therefore, these perspectives may have been presented through a variety of prisms but are accepted as provided with the intention of good faith and honesty.

Results

The first research question asked: (a) what public services are necessary in order to meet California State Law and the San Ramon Valley Fire Protection District Fire Code adopted in accordance with Ordinance No. 22 of the SRVFPD? The California fire official is charged with ensuring compliance of certain provisions, the overarching authority is pursuant to the California Health and Safety Code, Sections 13145 and 13146 (2010) that delegate's authority to local fire officials for the enforcement of provisions adopted by the State Fire Marshal and contained in the California Building Standards Code. The local adoption of a fire prevention code is allowed pursuant to the California Health and Safety Codes Section 13869 (2010), which results in additional enforcement and compliance responsibilities not regulated by the state. Several of the Fire Marshal Interview Questions (FMIQ) found in Appendix A was developed to provide a level of comparison to meeting the intent of fire prevention responsibilities considered a regulatory responsibility in order to meet state laws and local ordinances. This was applicable to engineering and enforcement services; all education services are considered voluntary services. The responses from the participants were documented in Fire Marshal Interview Notes and Results Summary (Appendix C). The Fire Marshal Interview Notes and Results Summary

assessed whether or not the engineering and enforcement services of the San Ramon Valley Fire Protection District were being accomplished in the same manner as other fire departments in meeting the intent of the responsibilities' delegated and adopted by law and ordinance respectively. As shown in Table 1. Mandated Responsibilities, all respondents answered that they adopt a local fire code that contains provisions that are more restrictive than the California Fire Code and all stated that they do not adopt the California Building Code which is comparable to the actions of the San Ramon Valley Fire Protection District and result in similar mandated responsibilities.

Table 1. Mandated Responsibilities

Fire Marshal Interview Questionnaire (FMIQ)	YES responses	FMIQ Question #
Does your department adopt a fire prevention code	10	1(a)
Does your adopted fire code have more restrictive standards than the California Fire Code	10	1(b)
Does your department adopt the California Building Code	0	2

In general, all of the questions asked on the Fire Marshal Interview Questionnaire (Appendix A) provided a level of understanding and a logical method to answer the second, third and fourth research question which asked; (b) what public services is the SRVFPD Fire Prevention Division currently providing? (c) what public services are Fire Prevention Divisions of CPSE Accredited Fire Departments and Fire Departments with similar Fire Prevention Divisions providing? and (d) how can the SRVFPD best organize and document in policy the core public services provided by the Fire Prevention Division?

The fire marshal interview questions are foundationally built on the current services, programs and staff responsibilities of the San Ramon Valley Fire Protection District, Fire Prevention Division. Quantifiable results assisted in the organization of an administrative policy. Based on the literature review the results were categorized utilizing the Bugbee and Cote (1988) description of engineering, enforcement and education.

The sixth question in the Fire Marshal Interview Questionnaire was asked in three parts; (a), (b) and (c). The analysis of part (a) is displayed in Table 2. Engineering. The services and programs within Table 2 included land-use processes, fire department access, fire flow, fire protections systems, fire code permits and occupancy plan review for both new construction (NC) and tenant improvement (TI). Each line item is referenced to one of the questions in the Fire Marshal Interview Questionnaire and the order is based on the number of "yes" responses in descending numerical order found in the Fire Marshal Interview Notes and Results Summary (Appendix C). The results show that the services are essentially the same among all of the agencies except for the occupancy plan review service. There are varying occupancy plan review services but the majority of the agencies reviewed all occupancies for both new construction and tenant improvement. Question six, part "b" and part "c" compared compliance responsibilities' and whether or not the participants shared those with their building department. The Fire Marshal Interview Notes and Results Summary (Appendix C) results conclude that seven out of the ten departments share the responsibility of enforcing the State Fire Marshal regulations with the building department and two departments confirmed that all plan review services were provided by the building department. Question eight of the Fire Marshal Interview Notes and Results Summary (Appendix C) identified that in addition to shared responsibilities with the building department there is overlap or duplication of services within occupancy plan review and

inspection services which is consistent with San Ramon Valley Fire Protection District practices which revealed a potential area of unnecessary redundancy.

Table 2. Engineering

Fire Marshal Interview Questionnaire (FMIQ)	YES responses	FMIQ Question #
California Environmental Quality Act (CEQA)- Review	10	4
Conditions of Approval during land-use process	10	5
Fire Department Access Review	10	9
Fire Flow and Associated Water Supply Installation	10	10
Fire Suppression and Detection Systems	10	11
Issuance of Fire Code Permits	10	13a
Assembly Occupancy Plan Review NC/ TI	8/8	6
Educational Occupancy Plan Review NC/ TI	8/8	6
Hazardous Occupancy Plan Review NC/ TI	8/8	6
Institutional Occupancy Plan Review NC/ TI	8/8	6
Laboratory Occupancy Plan Review NC/ TI	8/8	6
Residential Occupancy Plan Review NC/ TI	8/8	6
Factory Occupancy Plan Review NC/ TI	7/7	6
Mercantile Occupancy Plan Review NC/ TI	7/6	6
Storage Occupancy Plan Review NC/ TI	7/7	6
Business Occupancy Plan Review NC/ TI	6/5	6

The results of the Fire Marshal Interview Questionnaire questions that encompass enforcement services are shown in Table 3. Enforcement services are conducted on an ongoing or annual basis. The responses to the fourteenth question are noted in the Fire Marshal Interview

Notes and Results Summary (Appendix C) and vary in yearly intervals of occupancy inspections, except that all ten participants affirmed that they annually complete all State Fire Marshal mandated annual inspections of Residential, Educational and Institutional occupancies. The annual hazard/weed abatement program is considered a mandated responsibility when enforcement is in hazardous wildland-urban interface areas and provisions enforced are required defensible space around structures pursuant to the California Government Code (§ 51175-51189, 2010) and the California Public Resources Code (§4291, 2010). Two participants do not have wildland-urban interface areas that require this enforcement as noted in the Fire Marshal Interview Notes and Results Summary (Appendix C). Question 13(b) of the Fire Marshal Interview Notes and Results Summary further established that although all ten participants issue fire code permits, eight annually renew fire code permits and two issue fire code permits until revoked. The San Ramon Valley Fire Protection District issues fire code permits annually. Table 3 outlines the results of services deemed enforcement type and the order is based on the number of "yes" responses in descending numerical order, the results conclude that the fire service has a considerable amount of discretion when determining level of service within enforcement activities.

Table 3. Enforcement

Fire Marshal Interview Questionnaire (FMIQ)	YES responses	FMIQ Question #
Residential Occupancy Inspection, SFM Annual	10	14
Educational Occupancy Inspection, SFM Annual	10	14
Institutional Occupancy Inspection	10	14
Assembly Occupancy Inspection	10	14
Hazardous Occupancy Inspection	9	14
Residential Occupancy Inspection, State License Care Facility	8	14
Annual Hazard/Weed Abatement Inspection	8	17
Annual Renewal of Fire Code Permits	8	13b
Business Occupancy Inspection	7	14
Mercantile Occupancy Inspection	7	14
Factory Occupancy Inspection	6	14
Storage Occupancy Inspection	6	14

The education services and results, outlined in Table 4 are based on the San Ramon Valley Fire Protection District educational services that are available to the community, have a developed curriculum and are provided on specific dates scheduled by the District in contrast to only providing upon request. The Fire Marshal Interview Questionnaire (Appendix A) questions were specific to the District service level based on class duration, content and availability in order to provide criteria for comparison. All educational services are considered a voluntary service. The results shown in Table 4 found a considerable difference in services among the school education programs, however, there are other delivery methods provided by the

participants departments that include targeted grades and assembly style programs, noted in the Fire Marshal Interview Notes and Results Summary (Appendix C).

Table 3. Education- Classes and Programs

Fire Marshal Interview Questionnaire (FMIQ)	YES responses	FMIQ Question #
CERT Program	8	29
Extinguisher Training Class	7	26
Juvenile Fire Setter Program	7	25
CPR and AED Training Class	4	21
HeartSafe Community	4	22
Wildland Fire Preparedness Class	3	28
ReadyPerson Training Class	2	20
Personal Emergency Preparedness Class	2	27
Preschool-Annual "Hug a Firefighter", each school	2	12
Second Grade-Annual, each class of every school	2	15
Third Grade-Annual, each class of every school	2	16
Fourth Grade-Annual, each class of every school	2	17
Fifth Grade-Annual, each class of every school	2	18
Personal Emergency Preparedness Class	2	27
Kindergarten-Annual, each class of every school	1	13
First Grade-Annual, each class of every school	1	14
Senior Fall and Fire Prevention Class	1	23
New Parent Class	0	24

Several of the fire marshal interview questions gauged additional services, programs and responsibilities as shown in Table 5. Other Fire Prevention Responsibilities and Services. The participant's responses provided an understanding of the ancillary duties that allowed the researcher to give consideration to organizational structure, current activities and duties. The results are not for inclusion of the proposed policy but provide insight to other responsibilities that are of value and demanding of staff time and/or financial resources. Each line item is referenced to the result of a question found in Fire Marshal Interview Notes and Results Summary (Appendix C).

Table 5. Other Fire Prevention Responsibilities and Services

Fire Marshal Interview Questionnaire (FMIQ)	YES responses	FMIQ Question #
Fire Investigation	10	15
Emergency Support-ICS; Plans, Logistics, Information	8	38
Public Information	6	35
Public Counter- Fire Prevention Technical Services	6	37
Community Newsletter/Outreach Publications	5	34
Fire Safety Trailer-Community Event Support	5	40
File of Life	4	31
Volunteer or Intern Program	4	41
Emergency Management -Disaster Planning	3	36
Smart911	1	32

The building official interview provided a current perspective of customer service levels and community awareness related to the value of our shared services. In the interview with R.Meigs (personal communication, March 23, 2010) he shared that he believed that there was unnecessary overlap and duplication of services within the context of our code compliance permit activities. M. Leontiades (personal communication, March 23, 2010) believed that there was no needless duplication of services and that it was an added benefit to the community by providing added assurance the project is built safely. He qualified the statement by adding, as long as it does not burden the customer. K. Dumford (personal communication, March 23, 2010) had a similar opinion when interviewed and summarized that the overlap allows for better customer service and problems are worked out together.

All three building officials provided suggestions for improvement of our shared services, the content of the interviews are noted in Building Official Interview Notes (Appendix D). R. Meigs (personal communication, March 23, 2010) suggested that better coordination of plan review programs and occupancy inspection services would be of value to our community.. M. Leontiades (personal communication, March 23, 2010) and K. Dumford (personal communication, March 23, 2010) both stated that communication between our agencies and a better understanding of each others procedures would improve customer service.

R. Meigs (personal communication, March 23, 2010) described how the City of San Ramon ensures that their services are aligned with the service expectations of the community by monitoring complaints and utilizing an established mitigation process that includes a sub-committee to the City Council. He shared the success of the process is in part due to the City Council members ability to understand the community needs and provide sound mitigation measures that ensure policies and ordinances are enforceable. M. Leontiades (personal

communication, March 23, 2010) aptly stated that he continues to meet the community expectations by establishing and meeting performance benchmarks that deliver a professional level of service of expected turn around times for plan review. K. Dumford (personal communication, March 23, 2010) shared his experience ensuring customer satisfaction by having a high level of interaction with customers, in order to identify issues and adjust processes when necessary. He believes that open communication and consistency among regulatory agencies is a fundamental customer expectation that needs to be provided (Appendix D).

R. Meigs (personal communication, March 23, 2010) believes that the community has a level of awareness related to the need for permits and code enforcement activities. However, he finds that the problem is that residents are not always sure if a personal project has a level of importance that warrants a permit. Homeowners often base their decision on a perceived hazard. For example he stated that most of the community members obtain permits for electrical work because they are concerned with shock and fire hazards, however, they do not always obtain permits for plumbing and are unaware that sewer gases becomes toxic and explosive. The discussion led to the last question asked on how to enhance services. R. Meigs (personal communication, March 23, 2010) responded that education and outreach are necessary utilizing all forms of media and community events. M. Leontiades (personal communication, March 23, 2010) agreed that most community members are aware however, the economic climate is changing their priorities. He discussed the value of educating homeowners about the benefits of permits and the challenge to find a low cost way of getting the word out. K. Dumford (personal communication, March 23, 2010) shared his perspective on community awareness and that diversity in the socio-economics of our community is a factor in convincing some community members the importance of permits and in contrast; developers generally prefer government

overlap to reduce their liability. He reemphasizes the need for communication and to better understand each others procedures and requirements so that we can better assist our customers (Appendix D).

Observation of interview participants found in Appendix E provided insight and knowledge to understand that some participants are in the process of redefining how their organization provides essential services and there is a lack of resources and funding to continue services at a level that was provided two years ago. The governing authority whether an independent service district or a department within a city municipality is a significant factor in determining operating revenue. It was observed that each fire department provides essentially similar services but each one in a different manner. For example, most departments do plan review of occupancies but the level of review is varied among all agencies as compared with how much of the building code is plan reviewed and of those provisions how much is inspected during construction. Program innovations were learned and provided additional knowledge of community interaction. Several of the fire marshal's interviewed have programs targeted toward teenagers including firefighter cadet programs and a CPR training program for ninth graders.

Discussion

The results of the Fire Marshal Interview Questionnaire, does your fire department conduct plan review and inspection for the following occupancies varied among the participants with two participants not conducting plan review of any occupancy but instead having the service completed by the building department. Reaching further into the engineering services the Fire Marshal Interview Questionnaire asked, what other agency/department enforces the State Fire Marshal building standards and regulations, of the eight departments that do conduct plan review services the answer was consistent among seven participants identifying the building department.

The result is further validated in the literature review, Bugbee and Cote (1988) identify that in general practice, the engineering responsibilities are shared between building and fire officials in building and fire code application and that division of authority varies considerably among communities. R. Meigs (personal communication, March 23, 2010), M. Leontiades (personal communication, March 23, 2010), and K. Dumford (personal communication, March 23, 2010), had slightly varied responses to the Building Official Interview Questionnaire (Appendix B) question that asked whether there is unnecessary overlap and/or duplication of services among our code compliance activities. Collectively there response revealed that there is some unnecessary overlap but in general, the shared services are a benefit to the community with the stipulation that there is room for additional improvement in delivery procedures (Appendix D).

The literature review validated the importance of engineering services in the 1947 Presidents Conference on Fire Prevention, A Guide to Community Organization for Fire Safety (2002), which identified two out of eleven objectives as the need to maintain modern building codes and fire prevention ordinances as well as enforcing building code and fire prevention codes in all premises (United States Fire Administration, 2002). This assists in prioritizing efforts among San Ramon Valley Fire Protection District engineering services and the importance of having a comprehensive understanding among building and fire departments shared services in order to ensure both effective and efficient customer service levels and desired outcomes of fire and life safety protection within our built environment. The overlap in shared services may provide an opportunity to better streamline services, reduce plan review turn around times and find new opportunities to contribute to the economic vitality of our community. Every day that a business is delayed from opening due to a regulatory obstacle should be considered. Increase communication with customers as stated by K. Dumford (personal communication, March 23,

2010), is an excellent solution when determining performance benchmarks and identifying the customer needs and expectations. The interviews with partnering building officials were positive and welcoming to the researcher. The level of importance all three building officials place on customer service affirmed making improvements to our essential services and increasing the public awareness of the value of those services is a commitment that we share for our community.

Another significant discovery was among the responses to Fire Marshal Interview Questionnaire relative to enforcement services, the results revealed both commonality and substantial variance among participants primarily related to service intervals. The San Ramon Valley Fire Protection District commits significant staff time to occupancy inspections and the annual renewal of fire code permits. The Fire Marshal Interview Questionnaire asked the fire marshal group how long fire code permits were issued for, eight of the departments stated on an annual basis and two departments responded that they are issued until revoked. The San Ramon Valley Fire Protection District issues permits annually but the consideration of extending some lower risk permits would result in a significant amount of staff time that could be reallocated, likewise with the potential of adjusting the service intervals of occupancy inspections. Additionally, R. Meigs (personal communication, March 23, 2010), pointed out enforcement services as an area that has unnecessary overlap and should be reviewed for better efficiency and coordination of responsibilities. The common theme throughout the interviews with the building officials was the importance of customer service and community needs. In their opinion, our agencies are doing a good job, but it requires constant attention to understand and meet customer expectations. Walsh (2003), found an excellent set of criteria for how citizens judge governmental services, which was simply, how well you deliver what you promise and how you

handle their problems and expectations. This further reinforces the idea that policies, performance benchmarks and performance standards are key components to customer satisfaction.

Another aspect of the research revealed many differences in education programs, while the importance of education is outlined throughout the literature review, notably in the 1947 Presidents Conference of Fire Prevention (United States Fire Administration, 2002), America Burning Revisited (United States Fire Administration, 1990), Crawford (2008) and Sigal (1988). The availability of education, curriculum, target audience and means of delivery considerably varied among communities. The research validated the value of education however, when it is not a mandated program it can be difficult to retain in an economic climate of limited revenue. The San Ramon Valley Fire Protection District takes pride in our school education program, serving kindergarten through the fifth grade, teaching each classroom in every school annually. However, the response to questions in the Fire Marshal Interview Questionnaire (Appendix A), revealed that most agencies are providing school education in different forms such as assembly style and targeting certain grades as observed in Appendix E. The District has committed nearly the equivalent of one full-time staff member to the school education program, alternatives have been discussed as to whether an assembly like style would be as effective. However, the District is cautioned to make program modifications until there is a better understanding of the result. For example, it is important to understand the threshold at which a certain number of children in the room begins to decline the effectiveness of a program and how much does that line vary depending on age.

Barr, et al. (2003) discussed the essential need and value of having policies and standard operating procedures. These are foundational to building an organizational structure of efficiency

and measured value. Sigal (1988) summarized the need for fire prevention programs with conviction in his words, "Fire prevention programs save lives" (p. 7). Crawford (2008) recognized the challenges can be overcome through partnerships and shared resources.

In summary, by skimming the surface of fire prevention programs and service levels it is apparent that there is a commitment among the respondents to meet their community's expectation. The challenges that we collectively face is the ability to balance mandated responsibilities and voluntary programs that may be considered of greater value to the community. Clear expectations and policies are an essential foundation. Governmental agencies must find new ways of sharing talent and promoting wellness within our communities in both public safety and financial sustainability. Public services and regulatory responsibilities can not hinder the recovery of our financial condition and must strive to find new ways to achieve our common goal.

Recommendations

The purpose of this Applied Research Paper is to recommend the San Ramon Valley Fire Protection District approve the inclusion of a new administrative policy that outlines the core fire prevention and life safety services as drafted in SRVFPD Administrative Policy: Fire Prevention and Life Safety Community Services (Appendix F). Based on the research the administrative policy is categorized into engineering, enforcement and education services. As a result of the research and observations the policy proposes modifications to current District engineering and enforcement services to include substantial changes to permitting and inspection activities. The modifications included extended inspection intervals for businesses with low risk uses and an increase in service intervals for buildings with fire protection systems. The policy is a necessary foundation, step one in meeting a vision to serve our community as a progressive and adaptable

fire prevention and life safety organization. Consideration to the perspective of the community is imperative, while the services provided are vital, the way in which those services are accomplished must continue to evolve within the organization to remain in alignment with community expectations. Measuring the effectiveness and efficiency of programs can be a challenge however; the success results in large part with having a solid foundation. This foundational policy allows for the future development of quantifiable performance standards, benchmarks and measured effectiveness.

There are many "right" pathways to reach a given point or end result. Readers who desire to replicate this study should gain their peers perspectives of their successes and challenges to get a better understanding of the possibilities and options. Prior to conducting the work, have a clear understanding of the economic factors that need to be considered. Build relationships of open communication that transcend through stakeholders, co-workers, and community. It is also important to understand and reasonably incorporate the authority that governs the agencies responsibilities.

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Appendix A

Fire Marshal Interview Questionnaire

Jurisdiction:_____

Person Interviewed:_____

Number of Fire Prevention Personnel:_____

Number of Fire Stations:_____

Number of Fire Suppression Personnel:_____

Population Served:_____

Is your fire department accredited?_____

Does your fire department have a policy that outlines the fire prevention services and programs?_____

Community Development and Construction Services

Question 1.

a.Does your fire department adopt a fire prevention code that includes provisions other than the California Fire Code? Yes____No____

b.If yes, Does the fire prevention code have amendments that are more restrictive than those adopted in the California Fire Code? Yes____No____

Question 2.

Does your fire department adopt the California Building Code? Yes____No____

Question 3.

Does your fire department contract any code compliance services? Yes____No____

Question 4.

Is the fire department part of the CEQA process? Yes ____No____

Appendix A

Fire Marshal Interview Questionnaire (Cont.)

Question 5.

Does the fire department provide conditions of approval as part of the land-use process?

Yes____No____

Question 6.

a.Does the fire department conduct occupancy plan review and inspection for the following occupancies?

	NC-Yes	NC-No	TI-Yes	TI-No	Notes
A-Assembly					
B-Business					
E-Educational					
F-Factory					
H-Hazardous					
I-Institutional					
M-Mercantile					
R-Residential					
S-Storage					

Appendix A

Fire Marshal Interview Questionnaire (Cont.)

b.If yes, Does your fire department ensure compliance of all SFM building standards and regulations? Yes____No____

c.If no, What other agency/department enforce the SFM building standards and regulations in your jurisdiction?

Question 8.

Is there overlap or duplication of plan review and inspection services with the building department within your jurisdiction? Yes____No____

Question 9.

Does your fire department conduct plan review and inspection for fire department road access? Yes____No____

Question 10.

Does your fire department conduct plan review and inspection for fire flow and associated installation? Yes____No____

Question 11.

Does you fire department conduct plan review and inspection for fire suppression and detection systems? Yes____No____

Question 12.

Does your fire department conduct plan review and inspection for defensible space requirements in wildland areas (generally during planning phase)? Yes____No____

Appendix A

Fire Marshal Interview Questionnaire (Cont.)

Question 13.a.Does your fire department conduct plan review and inspection for fire code permits? Yes____No____

b.If yes, How long are the permits issued for? Annual__Until Revoked__Other____

Occupancy Inspections

Question 14. Does your fire department conduct occupancy inspections?

	Yes	No	Notes
A-Assembly			
B-Business			
E-Educational(SFM)			
F-Factory			
H-Hazardous			
I-Institutional			
M-Mercantile			

R-Residential (SFM)			
S-Storage			
R-StateLicensed			
E-State Licensed			
I-State Licensed			

Question 15.

Does your fire department determine fire cause and origin? Yes_____No_____

Question 16.

If yes, are the investigators assigned to the Fire Prevention Division? Yes_____No_____

Question 17.

Does your fire department have an annual hazard abatement program? Yes_____No_____

Community Education-The SRVFPD provides the following community education programs, please indicate if you provide the same type of program.

Question 18.

Preschool-Annual “Hug a firefighter” delivered annually to all licensed preschools.

Question 19.

Kindergarten-Annual 30-minute program to all classes

Appendix A

Fire Marshal Interview Questionnaire (Cont.)

Question 20.

First Grade-Annual 30-minute program to all classes

Question 21.

Second Grade-Annual 30-minute program to all classes

Question 22.

Third Grade-Annual 30-minute program to all classes

Question 23.

Fourth Grade-Annual 30-minute program to all classes

Question 24.

Fifth Grade-Annual 30-minute program to all classes

Question 25.

Does your fire department provide school education programs to other grades or a different style of delivery? Yes____No____

Other Programs Available to the Community

Question 26.

Does your fire department provide CPR and AED Training?

Question 27.

Does your fire department provide Extinguisher Training?

Question 28.

Does your fire department provide a new parent class? Note-New Parent Class includes basic infant CPR, First Aid, Vehicle Safety and Home Safety topics.

Appendix A

Fire Marshal Interview Questionnaire (Cont.)

Question 29.

Does your fire department provide ReadyPerson Training?

Note-ReadyPerson Training-This program is for cub scouts and girl scouts and includes; recognizing an emergency, first aid and home fire safety. Curriculum covers the requirements for the Webelos Readyman Badge.

Question 30.

Does your fire department provide a Senior Fall and Fire Prevention program?

Note-Senior Fall Prevention- This is a 45-minute program for older adults on fall and fire prevention.

Question 31.

Does your fire department provide a File of Life program?

Note-File of Life-This program is designed to provide the District emergency response personnel with critical medical information that is posted at home and carried in the wallet. There is a red reflective sticker for the front door of the home to alert responders.

Question 32.

Does your fire department provide a Smart911 program?

Note-Smart911-This is an internet program that allows residents to provide information to the dispatch center. Information may include; medical history, occupants with special needs, property access issues and emergency contact information.

Question 33.

Does your fire department have a Juvenile Fire Setter Program?

Appendix A

Fire Marshal Interview Questionnaire (Cont.)

Question 32.

Does your fire department have a Personal Emergency Preparedness Program?

Note-Personal Emergency Preparedness-This program focuses on earthquake preparedness for the home.

Question 33.

Does your fire department have a Personal Wildland Preparedness Program?

Note-Wildland Preparedness- This program is based on the Ready, Set, Go program.

Community Outreach/Marketing/Information and Emergency Preparedness

Question 34.

Does your fire department have a community newsletter or other regular marketing programs?

Question 35.

Does your fire department have a dedicated Public Information Office or Officer?

Question 36.

Does your fire department have a dedicated Emergency Manager job position?

Question 37.

Does your fire department provide technical services available to the public during business hours?

Question 38.

Does your fire prevention personnel provide emergency support functions within the Incident Command System?

Appendix A

Fire Marshal Interview Questionnaire (Cont.)

Question 39.

Does your fire department have a citation program?

Question 40.

Does your fire department have a Fire Safety Trailer?

Question 41.

Does your fire department have a volunteer or intern program?

Question 42.

Does your fire department have a CERT program?

Question 43.

Is your fire department part of a HeartSafe community program?

Appendix B

Building Official Interview Questionnaire

Jurisdiction _____

Person Interviewed _____

In your opinion, is there unnecessary overlap and/or duplication of services among our code compliance permit activities?

Where do you think our shared services can be improved?

How do you ensure that your services are aligned with the service expectations of the community?

Do you believe our community understands the importance of permits and building code enforcement?

If no, what do you think you and I can do to enhance services?

Appendix C

Fire Marshal Interview Notes and Results Summary

Persons Interviewed between March 15 and March 25, 2010;

Laura Blaul, Fire Marshal, Orange County Fire Authority, Irvine, CA

Ken Carter, Fire Marshal, City of Torrance Fire Department, CA

Russ Cole, Fire Marshal, Woodland Fire Department, CA

Darren Drake, Fire Marshal, City of Napa Fire Department, CA

Richard Gallegher, Fire Marshal, Culver City Fire Department, CA (CPSE-Accredited)

John Haberek, Fire Marshal, City of Folsom Fire Department, CA

Dennis Mathisen, Fire Marshal, City of Roseville Fire Department, CA (CPSE-Accredited)

Michael Mentnik, Fire Marshal, Moraga-Orinda Fire District, CA

Bill Tyler, Fire Marshal, Novato Fire District, CA (CPSE-Accredited)

Ed Foster, Carpinteria-Summerland Fire District, CA

Community Development and Construction Services

Question 1.

a. Does your fire department adopt a fire prevention code that includes provisions other than the California Fire Code?

Y	N	Other	Notes
10			

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

b.If yes, Does the fire prevention code have amendments that are more restrictive than those adopted in the California Fire Code?

Y	N	Other	Notes
10			

Question 2.

Does your fire department adopt the California Building Code?

Y	N	Other	Notes
	10		

Question 3.

Does your fire department contract any code compliance services?

Y	N	Other	Notes
6	4		Hazard abatement, plan review and inspections

Question 4.

Is the fire department part of the CEQA process?

Y	N	Other	Notes
10			

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 5.

Does the fire department provide conditions of approval as part of the land-use process?

Y	N	Other	Notes
10			

Question 6.

a. Does the fire department conduct occupancy plan review and inspection for the following occupancies?

	NC-yes	NC-no	TI-yes	TI-no	Notes
A-Assembly	8	2	8	2	
B-Business	6	3	5	5*	*4, 5. with spec hazard only
E-Educational	8	2	8	2	
F-Factory	7	3	7	3	
H-Hazardous	8	2	8	2	
I-Institutional	8	2	8	2	
L-Laboratory	8	2	8	2	
M-	7	3	6	4*	*4,5. with spec hazard only

Mercantile					
R-Residential	8	2	8	2	
S-Storage	7	3	7	3	

b.If yes, Does your fire department review and inspect all SFM building standards and regulations?

Y	N	Notes
1	7	Two departments do not conduct occupancy plan review.

c.If no, What other agency/department enforce the SFM building standards and regulations in your jurisdiction?

Notes
All seven departments responded- Building Department

Question 8.

Is there overlap or duplication of plan review and inspection services with the building department within your jurisdiction?

Y	N	Notes
8	2	

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 9.

Does your fire department conduct plan review and inspection for fire department road access?

Y	N	Notes
10		

Question 10.

Does your fire department conduct plan review and inspection for fire flow and associated installation?

Y	N	Notes
10		

Question 11.

Does your fire department conduct plan review and inspection for fire suppression and detection systems?

Y	N	Notes
10		

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 12.

Does your fire department conduct plan review and inspection for defensible space requirements in wildland areas?

Y	N	Notes
8		Two departments do not have a need to inspect.

Question 13.

a.Does your fire department conduct plan review and inspection for fire code permits?

Y	N	Notes
10		

b.If yes, How long are the permits issued for; annual or until revoked?

A	UR	Other	Notes
8	2		

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Occupancy Inspections

Question 14.

Does your fire department conduct occupancy inspections?

	yes	no	Notes
A-Assembly	10		.
B-Business	7	3	
E-Educational(SFM)	10		
F-Factory	6	4	
H-Hazardous	9	1	
I-Institutional	10		
M-Mercantile	7	3	
R-Residential (SFM)	10		

S-Storage	6	4	
R-StateLicensed (not mandated)	8	2	
• Engine Company does most inspections, prevention personnel do all SFM mandated including license care. Occupancies less than 2000 sq ft are done every two years • Prevention resp for SFM mandated, LCF's, Assembly w/hood. Eng Co has low (4yr), Med (2yr) and High(annual) • Goal to insp all annually. Prev resp for high haz occ., permits, hospital. Eng co scheduled to comp 10 per month. SFM mandated are priority. Generally not able to inspect all businesses every year. • Eng Co inspect occ with FC permit annually. Prevention staff inspect SFM annually and other occ tri-annually. LCF only when 850 request • Eng Co inspect B and M occupancies annually. Prevention staff inspect SFM mandated occ and assembly annually • Prevention staff inspects state mandated occupancies and assembly, RCFE, H-occ • Prevention staff inspect all occupancies annually • Annually inspect SFM mandated and high risk, no insp B,F,H,L,M,S • Annually inspect all occupancies			

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 15.

Does your fire department determine fire cause and origin?

Y	N	Other	Notes
10			

Question 16.

If yes, are the investigators assigned to the Fire Prevention Division?

Y	N	Other	Notes
10			• Cadre of both prevention and suppression personnel • FM lead, engine co cadre (incentive pay 4%), Multi-County TF avail

Question 17.

Does your fire department have an annual hazard abatement program?

Y	N	Other	Notes
8			Two departments do not have a need to do so.

Community Education

The SRVFPD provides the following community education programs, please indicate if you provide the same type of program.

Question 18.

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Preschool-Annual “Hug a firefighter” delivered annually to all licensed preschools.

Y	N	Other	Notes
2	8		

Question 19.

Kindergarten-Annual 30-minute program to all classes

Y	N	Other	Notes
1	9		

Question 20.

First Grade-Annual 30-minute program to all classes

Y	N	Other	Notes
1	9		

Question 21.

Second Grade-Annual 30-minute program to all classes

Y	N	Other	Notes
2	8		

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 22.

Third Grade-Annual 30-minute program to all classes

Y	N	Other	Notes
2	8		

Question 23.

Fourth Grade-Annual 30-minute program to all classes

Y	N	Other	Notes
2	7		

Question 24.

Fifth Grade-Annual 30-minute program to all classes

Y	N	Other	Notes
2	8		

Question 25.

Does your fire department provide school education programs to other grades or in a different delivery method?

Y	N	Other	Notes
3	6		K-6 Assembly style with engine co personnel By request only

			Comb prev/eng co- Assembly K-3, Assembly 4-5 High school-9th grade CPR
--	--	--	---

Other Programs Available to the Community

Question 26.

Does your fire department provide CPR and AED Training?

Y	N	Other	Notes
4	6		

Question 27.

Does your fire department provide Extinguisher Training?

Y	N	Other	Notes
7	3		

Question 28.

Does your fire department provide a new parent class?

Note-New Parent Class includes basic infant CPR, First Aid, Vehicle Safety and Home Safety topics.

Y	N	Other	Notes
	10		Buckle-up Baby with prevention personnel as car seat tech, lead agency, Countywide Child Safety Coalition, hospital lead, FD agency participant, Teen parent class

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 29.

Does your fire department provide ReadyPerson Training?

Note-ReadyPerson Training-This program is for cub scouts and girl scouts and includes; recognizing an emergency, first aid and home fire safety. Curriculum covers the requirements for the Webelos Readyman Badge.

Y	N	Other	Notes
2	8		Station Tour for scouts FF Explorer prog for Boy Scouts and Girl Scouts (Fie Cadets) Fire Cadets 14-18yrs of age, uniformed

Question 30.

Does your fire department provide a Senior Fall and Fire Prevention program

Note-Senior Fall Prevention- This is a 45-minute program for older adults on fall and fire prevention.

Y	N	Other	Notes
1	9		

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 31.

Does your fire department provide a File of Life program?

Note-File of Life-This program is designed to provide the District emergency response personnel with critical medical information that is posted at home and carried in the wallet. There is a red reflective sticker for the front door of the home to alert responders.

Y	N	Other	Notes
4	6		

Question 32.

Does your fire department provide a Smart911 program?

Note-Smart911-This is an internet program that allows residents to provide information to the dispatch center. Information may include; medical history, occupants with special needs, property access issues and emergency contact information.

Y	N	Other	Notes
1	9		

Question 33.

Does your fire department have a Juvenile Fire Setter Program?

Y	N	Other	Notes
7	3		

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 32.

Does your fire department have a Personal Emergency Preparedness Program?

Note-Personal Emergency Preparedness-This program focuses on earthquake preparedness for the home.

Y	N	Other	Notes
2	8		

Question 33.

Does your fire department have a Personal Wildland Fire Preparedness Program?

Note-Wildland Preparedness- This program is based on the Ready, Set, Go program.

Y	N	Other	Notes
3	5		Countywide programs with FireWise, Fire Safe Council, CWPP

Community Outreach/Marketing/Information and Emergency Preparedness

Question 34.

Does your fire department have a community newsletter or other regular marketing programs?

Y	N	Other	Notes
5	5		City website, City Comm Officer, Local cable TV, Facebook, Twitter, Nixel

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 35.

Does your fire department have a dedicated Public Information Office or Officer?

Y	N	Other	Notes
6	4		

Question 36.

Does your fire department have a dedicated Emergency Manager job position?

Y	N	Other	Notes
3	7		

Question 37.

Does your fire department provide technical services available to the public during business hours?

Y	N	Other	Notes
6	4		By appointment, M-F 8-5 , M-F 1-3, M-F 8-11

Question 38.

Does your fire prevention personnel provide emergency support functions within the Incident Command System?

Y	N	Other	Notes
8	2		Plans, logistics, IO, damage assessment

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 39.

Does your fire department have a citation program?

Y	N	Other	Notes
9	1		

Question 40.

Does your fire department have a Fire Safety Trailer?

Y	N	Other	Notes
5	5		Several agencies have a regional resource

Question 41.

Does your fire department have a volunteer or intern program?

Y	N	Other	Notes
4	6		Pick up backboards, station tour assistance, abatement inspections, JFS

Question 42.

Does your fire department have a CERT program?

Y	N	Other	Notes
6	4		

Appendix C

Fire Marshal Interview Notes and Results Summary (Cont.)

Question 43.

Is your fire department part of a HeartSafe community program?

Y	N	Other	Notes
4	6		

Appendix D

Building Official Interview Notes

Date: March 23, 2010

Personal Communication

Subject: Interview Notes- Reggie Meigs,

Building Official for the City of San Ramon, CA

1. In your opinion, is there unnecessary overlap and/or duplication of services among our code compliance permit activities?

Response: Yes.

2. Where do you think our shared services can be improved?

Response: Coordination of plan check, field inspection and code enforcement on violations outside the development process.

3. How do you ensure that your services are aligned with the service expectations of the community?

Response: Monitor complaints, including types of complaints and the impact on neighbors. City council is advised to take action or not with advisement of options. City Council has a standing Policy Committee that is made up of two council members. The Policy Committee is advised of activity that is controversial. The Building Official provides background, issues, impacts and solutions to the committee. The committee then provides a recommendation for action to the full Council. The City Council members are a good measure for the community because they are elected. An example is a program that was developed as a result of complaints of temporary storage containers being placed in residential driveways for extended or indefinite periods. The

Appendix D

Building Official Interview Notes (Cont.)

process allowed the city to move forward with mitigation measures that are designed to ensure policies and ordinances are enforceable.

4. Do you believe our community understands the importance of permits and building code enforcement?

Response: The community at large does, however, they are not always sure if a personal project has a level of importance that warrants a permit, because they are not aware of the hazard . For example, most of the community members obtain permits for electrical work because they are concerned with shock and fire hazards, however, they do not always obtain permits for plumbing and are unaware that sewer gases becomes toxic and explosive. Water heaters are another example.

5. What do you think you and I can do to enhance services?

Response: Public outreach, cable TV, staff booths at community events with information that the community can pick up and also have a building department representative available to answer questions. The city has a program that promotes community members to get involved in government activities and committees called San Ramon Government

101. Community members that attend hear from every department of the City. The department representative discusses what they do and why it is important.

Appendix D

Building Official Interview Notes (Cont.)

Date: March 23, 2010

Personal Communication: Christina Jamison

**Subject: Interview Notes - Mike Leontiades, Building Official for
the Town of Danville, CA**

1. In your opinion, is there unnecessary overlap and/or duplication of services among our code compliance permit activities?

Response: No, there is no needless duplication of services. Building and Fire representatives are aware of collaborative efforts and results of assisting with each others services during inspections. With that said, we need to ensure that we do not burden our customers. The benefit to the community is that the project is built safely. It is good to have a second set of eyes as long as it does not burden the customer. It is very important to duplicate some areas of permit activities.

2. Where do you think our shared services can be improved?

Response: More consistent communication and understanding between our agencies. Building department needs to know when the fire department has to make inspections for projects so that the building representative ensures the inspection is completed at the correct time. The permit card may be able to be modified to ensure the record of inspection details the required inspections and ensures all required inspections are complete prior to final. We need to provide a higher level of customer service particularly in this economic climate. Make the process simple and understandable for customers. Maintain joint meetings between our agencies. Improve our means of communication.

Appendix D

Building Official Interview Notes (Cont.)

3. How do you ensure that your services are aligned with the service expectations of the community?

Response; Promise and deliver a professional level of service of expected turn around times for plan review.

4. Do you believe our community understands the importance of permits and building code enforcement?

Response: Most are aware. Homeowners are putting on their tool belts and learning the process of both construction and permitting. However the economic climate is changing some priorities. There are some that are trying to save money by not obtaining a permit. Ramifications of a leak in the shower pan, electrical hazards on a simple bathroom remodel are significant issues that can be a result of non-permitted work.

5. What do you think you and I can do to enhance services?

Response: Focus on EDUCATION--Education of homeowners, marketing the benefits of permits would be great but it costs money. Need to find a low cost way of getting the word out. Use disasters to emphasize the benefit of building and fire codes; emphasize that what we do helps reduce casualties and reaffirm why we require plan review and inspection. There is not a problem with our customer service, need to focus on education to the community.

Appendix D

Building Official Interview Notes (Cont.)

Date: March 23, 2010

Personal Communication: Christina Jamison

Subject: Interview Notes - Kevin Dumford, Building Supervisor for Contra Costa County

1. In your opinion, is there unnecessary overlap and/or duplication of services among our code compliance permit activities?

Response: No, there is overlap but it allows for better customer service having two sets of eyes on those provisions. Problems are worked out together.

2. Where do you think our shared services can be improved?

Response: Having more open communication between our agencies.

3. How do you ensure that your services are aligned with the service expectations of the community?

Response: A high level of interaction with customers, this involves about 50 phone calls a day and helps to identify issues and adjust processes when necessary. The public wants open communication and consistency with regulatory agencies.

4. Do you believe our community understands the importance of permits and building code enforcement?

Response: The diversity in the socio-economics play a role in convincing some community members of the importance due to their financial constraints. Developers generally prefer government overlap to reduce their liability.

5. What do you think you and I can do to enhance services? Response: Understand each others procedures and requirements so that we can better assist our customers.

Appendix E

Observations

Observation of interview participants was studied to obtain a holistic understanding of governing authority, responsibilities and duties, organizational structure, financial condition, insight to level of service, program innovations and level of direct community interaction.

The researcher observance of interview participants provided insight and knowledge to understand that some participants are in the process of redefining how their organization provides essential services and that there is a lack of resources and funding to continue services at a level that was provided two years ago. Further, financial difficulties have resulted in staff layoffs and positions left vacant. The governing authority whether an independent service district or a department within a city municipality is a significant factor in determining operating revenue. It was observed that each fire department provides essentially similar services but each one in a different manner. For example, most departments do plan review of occupancies but the level of review is varied among all agencies as compared with how much of the building code is plan reviewed and of those provisions how much is inspected during construction. Program innovations were learned and provided additional knowledge of community interaction. Several of the fire marshal's interviewed have programs targeted toward teenagers including firefighter cadet programs and a CPR training program for ninth graders. Observation of the building official interview participants provided insight to the community served by the District as well as staff performance and current performance benchmarks. The level of high priority to meet the community needs and expectations was validated and the desire to find new ways of providing shared essential services affirmed a common goal.

Appendix F

DRAFT: SRVFPD Administrative Policy; Fire and Life Safety Community Services

INTRODUCTION

To ensure continuity and consistency, it is essential to formalize the core business services provided by the Fire Prevention Division.

PURPOSE

To define the various types of services provided by the Fire Prevention Division.

To provide a scope of each service.

To provide the delegation of authority if mandated by State Law or Local Ordinance.

To provide a guide to the development of performance standards.

To provide a foundation for related standards, procedures and forms.

POLICY

It is the policy of the San Ramon Valley Fire Protection District, so far as practical, to enforce building standards adopted by the State Fire Marshal and published in the California Building Standards Code (CBSC, T-24) relating to fire and panic safety and other regulations of the State Fire Marshal in accordance with California Health and Safety Code Section 13146 (CHSC).. Furthermore, the District shall, so far as practical, enforce the provisions within the San Ramon Valley Fire Protection District Fire Code (SRVFPD-FC) and other laws and regulations including but not limited to; California Code of Regulations, Title 19 (CCR, T-19), California Government Code (CGC), California Public Resources Code (CPRC) and the California Penal Code (CPC).

Definition

RESPONSIBILITY

- It is the responsibility of the Fire Chief and his or her authorized representatives to carry out these responsibilities.
- It is the responsibility of the Fire Marshal to ensure the policies and procedures are kept current.

Appendix F

DRAFT: SRVFPD Administrative Policy; Fire and Life Safety Community Services (Cont.)

PROCEDURE

A. Planning and Development Engineering Services

1. Conditions of Approval

Scope. To provide conditions of approval to discretionary and ministerial land-use projects prior to entitlement.

Purpose. To ensure development is in compliance with requirements including but not limited to; infrastructure, access, hazard abatement, fire code provisions, fire protection and fire flow. Identify impact to District services and facilities.

Desired Outcome. Reduce undue hardship to development related to unforeseen code compliance provisions.

Authority: General Plan- San Ramon, Danville and Contra Costa County

2. California Environmental Quality Act

Scope. To participate in the State CEQA public process in order to assist in identifying potential significant environmental effects of proposed projects.

Purpose. To prevent significant, avoidable damage to the environment.

Desired Outcome. To minimize community risk and sustain adequate resources and facilities.

Authority. State CEQA guidelines

3. Building/Occupancy Plan Review and Inspection

Scope. To provide architectural plan review and inspection prior to construction or tenant improvement for all occupancies except U and R-3 occupancies to ensure compliance with CBSC T-24 and SRVFPD-FC.

Purpose. To minimize community risk and provide a reasonable degree of safety to life and property from fire and other hazards that impact the built environment.

Desired Outcome: Safeguard the public and emergency responders, reduce property loss, protect the environment and sustain community/business economic vitality.

Authority. CHSC, CBSC T-24, SRVFPD-FC, CCR T-19

4. Fire Department Access Plan Review and Inspection

Scope. To provide plan review and inspection for required fire department access roads and bridges including but not limited to dimension, support loads, surface, grade, obstructions, turning radius, fire lane identification, response efficiency, gates, barricades and traffic calming devices.

Purpose. To ensure the design, installation and maintenance of fire apparatus roads maintain emergency response efficiency.

Desired Outcome. To maintain the level of response time outlined in the Standards of Cover in an effort to provide the highest level of success in mitigating and minimizing the impacts from emergency services.

Authority. CBSC T-24, SRVFPD-FC, CPRC

Appendix F

DRAFT: SRVFPD Administrative Policy; Fire and Life Safety Community Services (Cont.)

5. Photovoltaic/Solar Systems Plan Review and Inspection

Scope. To provide plan review and inspection for photovoltaic systems installed on commercial and residential structures.

Purpose. To minimize the hazards to emergency responders and ensure adequate access to roofs.

Desired Outcome. To prevent injury to emergency responders, ensure adequate emergency operations and promote the protection of the environment.

Authority. SRVFPD-FC

6. Fire Protection Water Supplies

Scope. To provide an approved water supply capable of supplying the required fire flow.

Purpose. To provide adequate fire flow for emergency operations and minimize property and environmental damage due to fire.

Desired Outcome. To have a reliable a reliable water supply for fire fighting purposes and minimize the extent of property damage.

Authority. SRVFPD-FC

7. Fire Protection Suppression and Detection Systems

Scope. To plan review and inspect fire detections systems, fire alarm systems, fire monitoring systems, automatic fire extinguishing systems, standpipe systems and portable or fixed extinguishers.

Purpose. To protect life and property from the effects of fire.

Desired Outcome. To minimize life loss, injury and property damage and the impacts from fire on the business and residential community.

Authority. CBSC T-24, SRVFPD-FC

8. Lock Box Program

Scope. To facilitate the acquisition of fire department lock boxes for road access and building access when determined necessary. Maintain an accurate list of installations.

B. Code Enforcement Services

1. Fire Safety Inspection Program

Scope. To maintain compliance of fire and building code provisions. To inspect all buildings and fire protection systems annually. To inspect all State Fire Marshal required annual inspections annually. To inspect all state licensed residential care facilities annually. All other business occupancy inspection intervals to be determined by level of risk.

Purpose. To decrease the incidents of fire and to limit the spread of fire should it occur. To prevent injury or death due to incidents of fire. To educate and inform individuals of the dangers of fire and its possible effects, and of appropriate behaviors and reactions when faced with a fire situation.

Appendix F

DRAFT: SRVFPD Administrative Policy; Fire and Life Safety Community Services (Cont.)

Desired Outcome. To minimize life loss, injury and property damage and the impacts from fire on the business and residential community. Promote and educate fire safety.

Authority. SRVFPD-FC, CHSC, CCR-T19, CBSC-T24

2. Exterior Hazard Abatement Program

Scope. To identify hazardous fire areas within the District and mitigate the risk of life and structures from the intrusion of fire from wildland fire exposures and the spread of fire from structure to structure during such events. To mitigate fires from spreading from structures to wildland fuels. To reduce the occurrence of wildland fires that may threaten to destroy life, overwhelm fire suppression capabilities, or result in large property loss.

Purpose. The purpose is to enforce minimum requirements to clear vegetation and maintain defensible space in hazardous fire areas that will increase the ability of a building to resist the intrusion of flame or burning embers projected by a vegetation fire.

Desired Outcome. To minimize life loss, injury and property damage and the impacts from wildland fire incidents.

Authority. SRVFPD-FC, CHSC, CGC, CPRC

3. Issuance and Compliance of Fire Code Permits

Scope. To provide permission to an applicant; to store, use or handle materials, or to conduct processes which produce conditions hazardous to life or property in accordance with the current adopted Fire Code. A permit may be issued until revoked or for such a period of time as designated in accordance with District policy.

Purpose. To control activities, operations, practices or functions deemed hazardous to life and or property within the community.

Desired Outcome. Safeguarding to a reasonable degree, life and property from the hazards of fire, explosion and dangerous conditions as provided in adopted regulations and state law.

Authority. SRVFPD-FC, CHSC, CBSC T24

Appendix F

DRAFT: SRVFPD Administrative Policy; Fire and Life Safety Community Services (Cont.)

C. 1. Education Services and Programs

Scope. To provide community education programs that instruct and inform citizens of fire safety, fire prevention, life safety, appropriate behaviors and reactions during emergency events, disaster preparedness and disaster response. Programs will include a developed curriculum, method of delivery and means to evaluate effectiveness. Programs will be evaluated on a regular basis to ensure target groups and subjects are in alignment with community needs and expectations.

Purpose. To be proactive in reducing life loss and injury, property loss, environmental damage, business loss and other negative impacts. To be proactive to instruct citizens in actions to assist in emergency preparedness, disaster preparedness and emergency response. Encourage personal responsibility in citizen actions.

Desired Outcome . To reduce risk in the community. To reduce losses and injury.

Authority: CHSC

Core Programs. See individual curriculum for the following; CERT Program, Extinguisher Training, CPR/AED Training, Wildland Fire Preparedness, Ready person Training, Personal Emergency Preparedness, Preschool "hug a firefighter", School Education for K-5 and Senior Fire and Fall Prevention.