

Running Head: ALTERNATIVE RISK REDUCTION SERVICE DELIVERY METHODS

Alternative risk reduction service delivery methods and systems for Marin County Fire Services.

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Abstract

The purpose of this research was to provide the Marin County Fire Chief's Association with comprehensive information on the current delivery methods and systems used by Marin County Fire Departments and to identify alternative service delivery systems that provide greater efficiency. The problem is that when viewed on a countywide basis, there is lack of efficient coordinated fire prevention and risk reduction services resulting in inconsistent service delivery to Marin's constituents. Descriptive research methodology was used to answer the following questions: a) What fire prevention and risk reduction services are currently provided by Marin County Fire Departments and Districts?, b) What are the current staffing levels of Marin Departments delivering fire prevention and risk reduction services?, c) What alternative delivery systems or methods are being used by other similar size counties and departments?, and d) What service delivery systems and methods are being used by other service organizations and industries? A community risk reduction service delivery questionnaire was distributed to sixteen Marin County Fire agencies to answer the questions as well as a literature review. Results indicated that regionalization through contracts and JPA's is the most efficient service delivery method for Marin County fire services. Further study was recommended in areas of standardizing plan check, permit, inspection, records management and cost accounting systems.

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Introduction

The County of Marin, California has 19 separate fire service jurisdictions and authorities, not including the San Quentin State Prison, delivering various levels of all risk emergency service and community risk reduction services. The problem is that when viewed on a countywide basis, there is lack of efficient coordinated fire prevention and risk reduction services resulting in inconsistent service delivery to Marin's constituents.

The purpose of this research is to provide the Marin County Fire Chief's Association (MCFCA) with comprehensive information on the current delivery methods and systems used by Marin County Fire Departments and Districts and to identify if any, alternative service delivery systems and concepts that may provide greater efficiency. Descriptive research methodology is used to answer the following questions:

1. What fire prevention and risk reduction services are currently provided by Marin County Fire Departments and Districts?
2. What are the current fire prevention and risk reduction staffing levels of Marin Departments delivering fire prevention and risk reduction services?
3. What alternative fire prevention and risk reduction delivery systems or methods are being used by other similar size counties and departments?
4. What service delivery systems and methods are being used by other service organizations and industries?

Background and Significance

Marin County is one of nine bay area counties linked to San Francisco by the Golden Gate Bridge to the south and to the east bay by the Richmond-San Rafael Bridge. Marin County is bordered on the north and northeast by Sonoma County and on the west by the Pacific Ocean.

The County encompasses approximately 520 square miles and possesses a variety of topography, climate, and vegetation, from the tidal flats of the coastline and bay shores to the slopes of Mt. Tamalpais; from the dense stands of redwood and pine to the inland grasslands and exposed rocky areas; and the coastal fogs that naturally condition the warm inland temperatures in summer.

According to the *Association of bay area governments 2000 census data*, published by the Association of Bay Area Governments (ABAG), Marin's population is 247,289. The county population is blended and racially diverse consisting of 78.6% White, 11.1% Hispanic or Latino, 4.5% Asian, 2.8% Black or African American, 2.7% other race, 0.3% American Indian and Native Alaskan, and 0.1% Native Hawaiian and other Pacific Islander. (Bay Area Census, 2000)

There are 104,990 total housing units of which 60,679 are family housing units. (Bay Area Census, 2000) The June 2005 median home price index in Marin County was \$1,033,500. (Westbay Properties, 2005)

Marin County provides all risk emergency response services through a variety of systems and methods of governance. These include municipal fire departments, independent special fire districts, Joint Power Authorities (JPA), Community Service Districts (CSD), and volunteer fire departments. The following are Marin County's fire service agencies by type of governance:

Municipal Fire Departments

Corte Madera Fire Department (CMD)

Larkspur Fire Department (LRK)

Mill Valley Fire Department (MLV)

Ross Fire Department (ROS)

San Rafael Fire Department (SNR)

County Departments and Community Service Districts

Marin County Fire Department (MRN)

Marinwood Fire Department (MRW)

Inverness Public Utility District Volunteer Fire Department (INV)

Independent Special Fire Districts

Bolinas Fire Protection District (BOL)

Kentfield Fire Protection District (KNT)

Novato Fire Protection District (NOV)

Sleepy Hollow Fire Protection District (SHFPD)

Southern Marin Fire Protection District (SOM)

Tiburon Fire Protection District (TIB)

Joint Power Authorities

Ross Valley Fire Department (RVY)

Volunteer Fire Departments and Private Fire Brigades

Muir Beach Volunteer Fire Department (MUI)

Nicasio Valley Volunteer Fire Department (NCS)

Stinson Beach Volunteer Fire Department (SNB)

Skywalker Ranch Fire Brigade (SKY)

This applied research project is consistent with the United States Fire Administration's (USFA) operational objectives by revealing critical issues that will promote "a comprehensive, multi-hazard risk reduction plan" countywide (NFA EFOP ARSSC, 2005, p.3). Additionally, by creating community risk reduction program efficiency, reduction in life loss and injury to all age groups within the community and to firefighters is likely to occur.

This author investigates the community risk reduction services and service delivery methods of Marin County and other similar fire jurisdictions. This research project is related to the Leading Community Risk Reduction (LCRR) course of the Executive Fire Officer Program (EFOP) because management decisions implemented through an effective community risk reduction program require service delivery strategies that “integrates emergency response; code enforcement; legislative process to adopt codes, standards, and prevention-related ordinances; plan review and design; fire and life safety education; public information and relations; risk-reduction-related economic incentives; and other mitigation activities” (NFA LCRR LCRR-Student Manual 2005, p. SM 0-15) . This research is intended to provide the MCFCA with comprehensive information on the current delivery methods and systems used by Marin County Fire Departments and Districts and to identify if any, alternative service delivery systems and concepts that may provide greater efficiency.

Literature Review

Consolidation, regionalization, and mergers have been implemented for a variety of reasons, in a variety of fire service organizations across the country (and not without misconception) by various means. Prodigious research has been conducted and case studies written based upon the available literature. What this author suggests is that there are alternative methods and systems to functionally consummate organizations with similar functional responsibilities and capabilities. A goal is to identify the most appropriate method and system for merging like services.

According to McCormick, Patrick J. (2000), alternative methods to consolidation “include mutual aid, automatic aid, joint powers agreements (JPA) and countywide mutual procurement programs”. (American Fire Journal, February, 2000) McCormick suggests in his

article *Examining the Feasibility of Regional Consolidation*, that there are two major benefits to consolidation, that being shared personnel and shared facilities. What McCormick (2000) claims is that the fire service is excellent at providing just that, emergency service. However, other functional and what he terms functional areas of “staff specialization” creates better use of personnel and their expertise. Some areas of specialization the McCormick (2000) includes are “improved training, statistical analysis, public education, fire prevention” and other related functions such as procurement and communications facilities. (p. 22)

McCormick (2000) states, “Fire prevention programs, for instance, will benefit from more available personnel who are able to implement better more-thorough programs. Fire prevention inspections by in-service fire companies will provide many more staff hours devoted to inspections”. (p. 22)

MCFCA provides several areas of service delivery coordination. According to MCFCA (2006), Fire Investigation Team Annex, *Marin County Mutual Aid Annex*, the MCFCA provide coordinated and regional fire cause and origin investigation services countywide through a designated and recognized specialized team of professional fire service personnel.

MCFCA also provides coordinated specialized service delivery to hazardous material incidents through a JPA entitled *Joint powers agreement for hazardous material response*, Marin County Fire Chiefs Association (1983).

According to an Executive Fire Officer (EFO) Applied Research Project Paper (ARP), *An evaluation of regional cost allocation models and applications for the alameda county fire department*, Gilbert, S. (2003) revealed that fire suppression delivery services within Alameda County, CA were not coordinated prior to 1990. In 1993, the Alameda County Board of Supervisors, based on a regional study conducted after the Oakland Hills “Tunnel Fire” in 1992

that destroyed over 3,000 homes, found that forming a new “dependent special district” would provide for a “regional fire service delivery system that had value, would save money, would provide a higher level of service and could be accomplished if the political will existed for such an endeavor”. (p. 6)

An article from *Fire Engineering Journal & Fire Prevention*, describes more than the concept of consolidation but rather regionalization of fire service operations. At the Fire 2004 conference, Chief Fire Officer Association (CFOA) President Alan Doig (2004) called for a renewed trust and confidence of governments move to regionalize fire rescue services on the UK. Although the concept of the article focuses on large scale regionalization with particular respect to counter terrorism response, there is a common parallel to local consolidation efforts and joint power agreements. Doig (2004) challenges his colleagues and the “stakeholders” to find the positive aspects of regionalization and not to merely accept that by establishing a larger regional government, while it may appear to be more bureaucratic, would automatically enable less flexibility and take greater control away from local fire brigades. (p. 2)

Doig (2004) emphasizes the positives – “greater efficiency in funding and managing specialist services such as procurement, effective resilience planning for large scale emergencies, and setting-up regional personnel and human resource functions”. (p. 2) He references an important key point from the Bain Report (2002), *A Blueprint for Modernization*, when considering regionalization, “the executive leaders that make up the management of the regionalization movement in the UK must also be managed by leaders that have a clear understanding of the issues and needs at the local community level”. (p. 2)

Author of several books on organizational transformation, Marks, M. (2003) in his most recent book *Charging Back Up the Hill*, focuses specifically on mergers, acquisitions, and

downsizing organizations. According to the author, mergers of any organizations require understanding the links between “transition management and employee motivation”. (p. 99) He fully describes the pitfalls of failed planning before, during, and after mergers or acquisitions of organizations and what they should and can do to avoid if not illuminate many of the psychological and behavioral consequences experienced during such a transformation.

Marks (2003) explains how not having a clear vision of the new organization and not clearly communicating it, will inhibit the merging of two different organizational cultures. In his discussion of individuals adapting to transition of organizations he sets forth links between transition conditions and how those transitions affect employee motivation.

Marks (2003) states, “fearful, suspicious, and cynical workforces in many organizations is in large part due to what I refer to as organizational MADness – the impact of Mergers, Acquisitions, and Downsizings on short term employee well-being and long term organizational effectiveness”. (p. 10) His research indicates that despite the frequency of mergers and acquisitions, organizations achieve their financial or strategic objective less than 25% of the time. He attributes this to failing to anticipate and engage techniques that enable managers to recognize and understand how people adapt to transitions immediately following a merger or acquisition.

Marks (2003) emphasizes that the need for organizations to stay competitive and “rightsize by eliminating unnecessary work and responding to legal, economic, technological, and consumer changes.” (p. 11) He also suggests that in order for this to occur, it is paramount that the method in which the merger, acquisition, and/or downsize does not inhibit the motivation, performance, or effectiveness of the new organization nor its personnel. The author discusses numerous examples of corporate transformations including the acquisition of Amoco

by British Petroleum (BP). He explains that the overall long term health and sustainability of Amoco's physical and human assets (infrastructure and its employees) was actually enhanced and improved from the acquisition of BP. Other examples highlighted were the merger and acquisitions of the airlines following the September 11, 2001 terrorism events.

Thompson, A. & Strickland, A. (1998) in their book *Strategic Management Concepts and Cases*, discuss processes and provide examples of how companies develop, implement and execute corporate strategies that best suit their current competencies and future endeavors. The authors provide lessons that companies should consider when crafting business strategies that ultimately lead to competitive advantage.

Thompson, A. & Strickland, A. (1998) emphasize "competent execution of a well conceived strategy is not only a proven receipt for organizational success but also the best test of managerial excellence". (p. 3)

The authors provide 5 tasks for strategy making:

1. Forming a strategic vision of what the company's future business make-up will be and where the organization is headed.
2. Setting objectives – converting strategic vision into specific performance outcomes for the company to achieve.
3. Crafting a strategy to achieve the desired outcomes.
4. Implementing and executing the chosen strategy efficiently and effectively.
5. Evaluating performance and initiating corrective adjustments in vision, long-term direction, objectives, new ideas, and new opportunities. (p. 3)

Thompson, A. & Strickland, A. (1998) also provide business strategies for industry leaders, runner up firms and weak businesses. Business strategies for industries leaders include: a) stay on the offensive strategy, b) Fortify and defend strategy, c) follow-the-leader strategy”. (pp. 201-202) “Industry leaders” are considered large conglomerates with strong name recognition and that have power due to size of the organization. Industry leaders such as “Anheuser-Bush (beer), Intel (microprocessors), McDonalds (fast food), Gillette (razor blades), Campbell Soup (canned soups), Gerber (baby food), and AT&T (long distance telephone service)” usually implement a “low cost leadership strategy or a differentiation strategy”. (p. 200) The primary business strategy is centered on being the industry leader and retaining very large market share.

For “runner-up” business strategies, Thompson, A. & Strickland, A. (1998) describe these as business strategies for firms that are not as large as the industry leaders and that “they are up and coming market challengers” or are entrenched in a “follow-the leader” strategy that encompasses offensive strategies to gain market share or to increase positioning. (p. 202) Business strategies for runner-up firms include: “a) Vacant-niche strategy, b) Specialist strategy, c) Ours-is- better-than theirs strategy, d) Content the follower strategy, e) Growth-via-acquisition strategy, and f) Distinctive-image strategy”. (pp 203-204)

According to Thompson, A. & Strickland, A. (1998) strategies for weak business are used by firms that are failing or are in a position of declining market share and generally employ one of four business strategies. These include: “a) Offensive or differentiation strategy, b) Fortify and defend strategy, c) Immediate

abandonment strategy, and d) Harvest strategy”. (p.204) Weak businesses generally are trying to employ strategies to either stay solvent as long as possible or implement an immediate exit strategy.

Kouzes, J. & Posner, B. (2002) *The Leadership Challenge*, provide insight on building “cultures of collaboration”. The authors emphatically imply that “collaboration is the critical competency for achieving and sustaining high performance”. (p. 88) It is suggested that rather than attack and demean competitors, leaders should collaborate to capture and promote greater value for their customers and community.

Ronny Coleman, (2003), in *Fire Chief*, describes the conflicts with identifying value and economies of scales when determining if performance of service providers will deliver. (Fire Chief, April 2003). The article emboldens the concern of political bodies and the elements of human nature. Coleman (2003) argues:

Unfortunately, human nature can create problems following a consolidation. I have found that political bodies invariably feel cheated because their resources were being used elsewhere. The entire process of consolidation is to have economies of scale that provide a mutual benefit to the entities to contribute to it. (¶ 9)

The author emphasizes that a consolidation break-up can be avoided by doing adequate preparation up front. This is the concept is also supported by Marks (2003).

Coleman (2003) believes that performing an accurate assessment of the total organizations participating in a consolidation effort if not performed in detail prior to that effort, will result in decisions and processes established that are based on bad or no information that will probably end in dissolution. Coleman (2003) writes:

The baseline should be an accurate description of what you actually had on the ground in your resource pool prior to creating a new entity. One of the best ways of demonstrating this is to make sure that both your department and the other agency have done an adequate job of mapping responses, jurisdictional area and experiential requirements. By creating a baseline map and using it as part of any future discussion about effectiveness of the consolidation, you will have done your part in preparing for this marriage.” (¶ 20)

In a journal article entitled *Amalgamated Deal*, Fire Chief, written by Greenshields, Laird (2002), the author describes Ottawa Canada’s merger of nine fire departments into one, and was based upon the legislative restructuring mandate of the province of Ontario.

According to Greenshields (2002), the amalgamation was unprecedented. He writes “The nine former departments all had different service levels... each of the nine former services had its history, culture, and traditions”. (¶ 5, 8) The article emphasizes the greatest challenge of creating a “single integrated composite fire service” is that there were no “success models” in Canada that could be used as a template for the amalgamation. (¶ 8)

Among numerous challenges, Greenshields (2002) identifies three standardization issues to ensure better interoperability “SCBA, the radio system, and dispatch”. (¶ 29) However, the author also highlights the challenge of harmonizing personnel and bringing unions into the planning and discussion phases early so as to create the rapport necessary to come to a “new collective agreement” that wasn’t necessary perfect but sound foundation from which to build. (¶ 13)

In a journal article *Merger in a Metropolitan Town*, by Page, J. O. (2004), Tift County Georgia combined eight fire departments into one. Coordinated via a county ballot initiative called Special Purpose Local Option Sales tax (SPLOST), the sales tax measure designated funds to improve fire protection. Funds were used to purchase a ladder truck, build a new fire headquarters, and two substations. (Fire Rescue Magazine October 2004)

In addition to improving the fire protection fleet and facilities, a significant portion of the funds were used to upgrade fire flow and the departments' "Insurance Services Office (ISO) rating dropped from a Class 6 to a Class 4." (p. 119) This effort reduced fire insurance premiums in portions of the county served by the strictly volunteer fire departments. The article emphasizes that these communities benefited where otherwise, if the merger did not take place, these communities would not have realized the benefit. With insurance premium savings, Tift County Fire Department was able to hire three additional career positions to aid in providing 2 in 2 out compliance. Other areas where economies of scale were realized were "Capital expenses, supplies, and maintenance". (p. 121)

According to an EFO ARP, *Merging four fire prevention divisions into one new unit*, Thorson (2003) studies four western Washington State fire districts' fire prevention divisions and their varied service levels, programs, and staffing. One of the four districts was the Federal Way Fire Department. Thorson (2003) bases his research on the hypothesis that "increased efficiencies of scale could be used to place more firefighters on the street, improving the services to all persons within the new boundaries." (p.6)

Thorson (2003) provides examples of how the four surrounding fire districts have "a long history of providing fire and emergency medical services (EMS) to their communities". (p. 8) A commonality among the four fire agencies is that they are considered separate independent

districts neither governed by nor accountable to local municipal governance. As such their method of revenue collection, taxation, service delivery priority, and governance are also aligned. Thorson (2003) implies that because of this aligned method of governance delivery of fire prevention services by one coordinated group could better serve the community and provide code enforcement efficiency.

Church (2005) in *Community Newsletter*, (Spring 2005) explains the similarities between two agencies and what benefits the community could expect by approving a ballot initiative merging the Federal Way Fire Department and Kings County Fire District #26. Church (2006) writes:

The Federal Way and Des Moines fire districts share similarities in several areas:

- Both are special service districts governed by elected Boards of Fire Commissioners. If the merger is approved, the five commissioners from Federal Way would combine with the three commissioners from District 26 to create a new board of eight commissioners. During the next six years the board would reduce back to five commissioners.
- Both provide fire protection and emergency medical services to their City and unincorporated King County residents. Emergency and non-emergency services to the Federal Way and Des Moines area will stay the same or be increased.
- Both use Valley Communications Center for dispatch service. Federal Way and Des Moines Police Departments also use Valley Communications. When an emergency call is placed to 911, the same

people in the same place will process the call. The same firefighters and King County Medic One paramedics will be dispatched to provide service.

- Both have maintained the same voter-approved tax rate of \$1.50 per \$1000 of assessed valuation for the past four years. Economies of scale gained by merging include reduced overhead costs by combining the business and administrative functions, elimination of some positions through retirements and attrition, and reduced vehicle costs by selling or not replacing duplicate apparatus. These economies of scale items would not raise the existing tax rate. (§ 5)

In a journal article by Wright, D. (2004) *Board to Distraction*, the author explains how regionalization has taken shape in England, Scotland, and Wales. The framework for regionalization was initiated to transform “disparate organizations into one homogenous entity”. (p. 20)

Wright (2004) reveals that this arrangement is not without disadvantage. “Local fire and rescue authorities working in isolation do not have the capacity to provide an efficient and effective service. These include specialist areas such as responding to terrorist incidents, and services such as training and procurement”. (p. 20) The author concludes that “such collaboration should yield efficiency improvements” however fails to support that statement with empirical evidence. (p. 20) Wright (2004) suggests that other areas of efficiency improvements such as fire investigation and human resources are also viable.

Wright (2004) provides an overview of the system of governance from which regionalization is delivered. Regional Management Boards (RMB) similar to governing boards

of directors and councils are appointed with business administration and management experience as a requisite. The goal has been to create “business change managers” who can implement the modern agenda through crafting and implementing business plans. (p. 21)

Procedures

The Research Method

Descriptive research methodology will be utilized for this applied research project through literary reviews of periodicals, journals, reports, internet sites, Executive Fire Officer (EFO) Applied Research Project (ARP) research papers, interviews, and from questionnaires from each fire agency in Marin County.

To answer research questions number 1 and 2, a community risk reduction service delivery questionnaire instrument (Appendix A), was distributed to sixteen of the nineteen Marin County Fire agencies. Muir Beach Volunteer Fire Department, Sleepy Hollow Fire Protection District (which is now contracts for fire suppression and prevention with Ross Valley Fire Department), and the San Quentin State Prison did not participate nor provide responses to the questionnaire.

Prior to distribution of the questionnaire, this author convened the input from five California Fire Chiefs in order to validate the instrument. Input was incorporated into the questionnaires as necessary to provide clarity and eliminate ambiguity. The questionnaires were disseminated to the agency representatives, in most cases the chief of the department, by a team of Marin County Fire Marshals. (Appendix B) Results and raw data from the questionnaires are presented in the Appendix to this ARP. (Appendix C)

To answer question number 3, the researcher conducted literary reviews of periodicals, journals, and EFO ARP’s obtained through the National Fire Academy, Learning Resource

Center. Additionally, interviews were conducted by this author with agency representatives, in most cases the Fire Chief, of four Fire Departments and agencies geographically adjacent to Marin County, or who had first hand knowledge of previous consolidation services in Marin County. Authorization to disclose information, statements, names, dates, time of interview, and agency utilized in this ARP was obtained by the author and granted by each person interviewed. This was necessary so as to provide the author with points of discussion and comparison relative to findings from the literature review. In addition, disclosure is necessary in order that others may validate the author's findings so as to provide duplication and follow-up research if warranted. Interview statements can be referenced in the Appendix of this ARP. (Appendix D)

To answer question number 4, the researcher conducted literary reviews of periodicals, journals, internet sites, books, and text references obtained through the School of Business at the Dominican University of California.

Limitations and Assumptions

Departments that responded to the questionnaire instrument indicated that many departments deliver fire prevention and CRR services not through full time personnel assigned to that function but rather through on duty engine company personnel assigned to shifts. Due to limited non specific program budgetary information and data surrounding this area of concern, this researcher limited the comparing, analysis and reporting to the types of services and the organizational level which those services were provided. As such, this research does not include a comparison or analysis of current agency cost allocation systems.

Definition of Terms

Association of Bay Area Governments (ABAG) – Is one of more than 560 regional planning agencies across the nation that assist in solving problems in areas such as land use, housing, environmental quality, and economic development.

Local Agency Formation Commission (LAFCO) - LAFCO is a seven-member Commission comprised of two city council members (chosen by the Council of Mayors), two county supervisor members (chosen by the Board of Supervisors), two special district members (chosen by Independent Special District election), and one public member (chosen by the members of the Commission). LAFCO was created by the California Legislature in 1963 to discourage urban sprawl and encourage the orderly formation and development of local government agencies. There is a LAFCO in each county in California.

Micropolitan Area – is a core based statistical area defined by the United States Office of Management and Budget having at least one urban cluster with a population of at least 10,000 but less than 50,000. These statistical areas are used by the Census Bureau.

Results

1. What fire prevention and risk reduction services are currently provided by Marin County Fire Departments and Districts?

To answer question number 1 this author obtained information through a questionnaire instrument (Appendix A) administered through one-on-one contact with the agency representatives. All Marin county fire agencies participated and responded to this questionnaire with the exception of Muir Beach Volunteer Fire Department, Sleepy Hollow Fire Protection District (which now contracts for fire suppression and prevention service with Ross Valley Fire Department), and the San Quentin State Prison. Raw data of the responses from the agencies that

responded to the questionnaire can be found in Appendix C. A total of sixteen fire agencies participated and provided responses to the questionnaire.

The questionnaire was organized so that the responses were grouped by CRR categories that represented and aligned with as close as possible, functional areas of responsibility within a fire prevention bureau. The ten primary areas of functional responsibility identified within the CRR questionnaire were listed as vertical constants. These functional areas of responsibility are: public education; code enforcement; vegetation management; construction and development; fire cause and origin investigation; fire prevention training; personnel; professional organizations; administrative assignments; and files maintenance and management. Within each of the CRR functional areas of responsibility, categories of activities and tasks were provided.

Agency responses were logged into seven personnel categories based upon which individual or group of individuals performed those particular CRR activities and tasks within that respective agency. In cases where the agency did not perform or provide a specific CRR activity or task, the response was listed as not applicable (NA) or left blank. The seven personnel categories were listed as a horizontal constant within each question and CRR functional area as follows: Fire Marshal (FM); Inspector (IN); Secretary/administrative clerk (SE); Engine Company (EC); Line Officer (LO); Volunteer (VOL); and Other (OTH). Numeral scores missing from the Tables indicate no agency responses were provided to the questionnaire in that category.

The position of Deputy Fire Marshal (DFM) was not listed as a specific personnel profile category because only the Novato Fire Protection District employees that position within the fire prevention bureau countywide. Responses that fell into this specific personnel profile category were included in the Line Officer category.

The personnel category of EC was included in the questionnaire to analyze and compare CRR activities among an agencies size based on total personnel, and whether the activities were performed by paid or volunteer agencies, or by both.

The category of LO was included in the questionnaire to analyze and compare CRR activities that were performed by line officers such as an engine company officer (CO) specifically assigned a specific activity or task; Battalion Chief (BC); Assistant Chief (AC); Deputy Chief (DC); or by the Fire Chief (FC). Other line officer designations from the responses received from other agencies included Fire Captain Specialist (FCS); Deputy Fire Marshal (DFM); Training Officer (TO); School Resource Officer (SRO); and Human Resources Officer (HR).

The category of VOL was included in the questionnaire to capture agency responses that provide CRR activities and tasks through the use of volunteer firefighters or citizen volunteers within their respective agency.

The category OTH was included in the questionnaire to capture agency responses where specific CRR activities and tasks are provided by another unit, division, or department within the agency.

Table 1.1.1 provides agency scoring related to the functional area of public education. The highest scoring personnel performing this function were LO with 87, followed by EC with 62, and FM with 37. The results indicate that a majority of the public education activities were performed by line officers and engine company personnel.

Table 1.1.1

Public Education

<u>Personnel</u> Activity	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Monthly media PSA's	2			9	3		2
Station open house	2		1	2	9	1	1
New resident welcome packet			1	11	3		3
School fire drills	2	1		8	6		1
CERT programs	4	1		1	10	2	3
Public information officer duties	4	1	1	4	8		6
Juvenile fire counseling	6	1	1	5	7		2
Station Tours	1		2	3	6		1
Fall prevention programs	3			4	3		1
Disaster preparedness for seniors	1			7	7		2
Special/community events	4		2	7	7	2	2
Career day/school programs	3				9		2
Agency newsletter	3				9		1
PSA's in theaters	1						1
Others	1			1			
Totals	37	4	8	62	87	5	28

Table 1.1.2 provides agency scoring related to the public education function specifically for the LO personnel category. Personnel within the LO category was more finely divided by specific rank and or position within the agencies and documented in the responses to the questionnaire. The results of the scores indicate highest scoring personnel performing this function were FC with 49, followed by CO with 28, and BC with 28. The results indicate that a majority of the public education activities within the line officer category were performed by the fire chief and equally among the company officer and the battalion chief.

Table 1.1.2

Distribution of scored responses of functional service delivery by type of line officer

Type of line officers	<u>SRO</u>	<u>CO</u>	<u>BC</u>	<u>AC</u>	<u>FC</u>
Totals	1	28	28	1	49

Table 1.2.1 provides agency scoring related to the functional area of code enforcement. The highest scoring personnel performing this function were FM with 88, followed by LO with 79, and EC with 69. The results indicate that relative equality exists for code enforcement activities performed by line officers and engine company personnel.

Table 1.2.1

Code Enforcement

<u>Personnel</u> <u>Activity</u>	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Commercial occupancy inspections	4	1		10	5		1
State fire marshal occupancy inspections	8			8	7		1
Apartment-hotel inspections	3	1		9	4		1
Fire code permit issuance and inspections	6			1	4		2
Fire hazard complaints and investigations	7		1	3	7		1
Citations and administrative hearings	7		1	1	4		2
5 year fire sprinkler system test/maintenance	5			7	5		2
Hazardous occupancy inspections	5			5	8		2
Community service task force meetings	6				8		1
Miscellaneous complaints	6	1	1	4	6		1
Engine Company support for CRR activities	7		1	3	6		1
Day care, nursing homes, school inspections	7			8	8		1
Weed abatement inspection/enforcement	5		2	8	7		1
Others	2			2			
Totals	88	3	6	69	79		17

Table 1.2.2 provides agency scoring related to the code enforcement function specifically for the LO personnel category. Personnel within the LO category was more finely divided by specific rank and or position within the agencies and documented in the responses to the questionnaire. The results of the scores indicate highest scoring personnel performing this function were FC with 52, followed by CO with 25, and BC with 8. The results indicate that a majority of the code enforcement activities within the line officer category were performed by the fire chief, company officer, and battalion chief respectively..

Table 1.2.2

Distribution of scored responses of functional service delivery by type of line officer

Type of line officers	<u>FCS</u>	<u>DFM</u>	<u>CO</u>	<u>BC</u>	<u>FC</u>
Totals	1	4	25	8	52

Table 1.3.1 provides agency scoring related to the functional area of vegetation management.

The highest scoring personnel performing this function were LO with 40, followed by FM with 23, IN with 5, OTH with 4, and EC with 3. The results indicate that line officers perform the majority of vegetation management function followed by the fire marshal. Relative equality exists for vegetation management activities performed by inspectors, engine companies and other personnel.

Table 1.3.1

Vegetation Management

Personnel Activity	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Chipper programs and grants	3	1			7		
Neighborhood VMP projects	6	1		2	7		
Issue burn permits	4	1		1	3		1
Fire resistive landscape demo projects	3	1			6		
WUI newsletter	3				5		1
VMP grant writing	2				8		2
VMP projects for seniors	2	1			4		
Others							
Totals	23	5	0	3	40	0	4

Table 1.3.2 provides agency scoring related to the vegetation management function specifically for the LO personnel category. Personnel within the LO category was more finely divided by specific rank and or position within the agencies and documented in the responses to the questionnaire. The results of the scores indicate highest scoring personnel performing this function were FC with 19, followed by BC with 14, FCS with 5, and DFM with 5. The results

indicate that a majority of the code enforcement activities within the line officer category were performed by the fire chief, and battalion chief respectively. The fire captain specialist and deputy fire marshal scored equal but less than the battalion chief score and greater than the company officer score.

Table 1.3.2

Distribution of scored responses of functional service delivery by type of line officer

Type of line officers	<u>FCS</u>	<u>DFM</u>	<u>CO</u>	<u>BC</u>	<u>FC</u>
Totals	5	5	2	14	19

Table 1.4.1 provides agency scoring related to the functional area of construction and development. The highest scoring personnel performing this function were FM with 113, followed by LO with 79, and OTH with 29. The results indicate that the fire marshal performs the majority of construction and development function followed by the line officer. The score of 29 for other category indicates that much of these activities and tasks are performed by contractors, contract employees, and other units, divisions, and departments within agencies such as code enforcement or building official. This was revealed when reviewing the individual responses from agencies referenced in Appendix C.

Table 1.4.1

Construction and Development

<u>Personnel</u> Activity	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Plan reviews - planning	10	1			8		2
Plan reviews (building-fire, non-structural)	10	1			8		2
Inspections and scheduling	10	1	1		7		1
Technical advisory/development meetings	8				4		1
Planning/redevelopment agency meetings	8				6		1
Vegetation management plans	8				7		1
Fire sprinkler system plan review	10	1			5		4
Fire sprinkler system inspections	10	1		3	8		3
Fire alarm system plan review	10	1			4		5
Fire alarm system inspections	10	1		1	8		3
Hood and duct pre-engineered system plans	10	1			6		3
Hood and duct pre-engineered inspections	9	1		1	8		3
Others							
Totals	113	9	1	5	79	0	29

Table 1.4.2 provides agency scoring related to the construction and development function specifically for the LO personnel category. Personnel within the LO category was more finely divided by specific rank and or position within the agencies and documented in the responses to the questionnaire. The results of the scores indicate highest scoring personnel performing this function were FC with 60, followed by DFM with 11, and CO with 8. The results indicate that a majority of the construction and development activities within the line officer category were performed by the fire chief. Relative equality exists for construction and development activities performed by the deputy fire marshal and company officers.

Table 1.4.2

Distribution of scored responses of functional service delivery by type of line officer

Type of line officers	<u>FCS</u>	<u>DFM</u>	<u>CO</u>	<u>BC</u>	<u>FC</u>
Totals	1	11	8	3	60

Table 1.5.1 provides agency scoring related to the functional area of fire cause and origin investigation. The highest scoring personnel performing this function were FM with 16 and LO with 16, followed by OTH with 4, and IN with 2. The results indicate that the fire marshal and line officer equally performs the majority of fire cause and origin investigation function followed by other and inspector. Scores indicate that no cause and origin investigation is performed at the engine company level or by others.

Table 1.5.1

Fire Cause and Origin Investigation

<u>Personnel</u> Activity	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Investigator rotation scheduling	3				2		1
Develop field forms, data management, tools	5	1			4		1
Conduct cause and origin investigations	8	1			10		2
Totals	16	2	0	0	16	0	4

Table 1.5.2 provides agency scoring related to the fire cause and origin investigation function specifically for the LO personnel category. Personnel within the LO category was more finely divided by specific rank and or position within the agencies and documented in the responses to the questionnaire. The results of the scores indicate highest scoring personnel performing this function were equally distributed among the FC with 6, the BC with 6, and the CO with 6. Scoring for the FCS was 3 and the DFM was 1. The results indicate that a majority of the fire cause and origin activities within the line officer category were performed by the fire chief, Battalion chief and company officer.

Table 1.5.2

Distribution of scored responses of functional service delivery by type of line officer

Type of line officers	<u>FCS</u>	<u>DFM</u>	<u>CO</u>	<u>BC</u>	<u>FC</u>
Totals	3	1	6	6	6

Table 6.1 provides agency scoring related to the functional area of fire prevention training. The highest scoring personnel performing this function were FM with 37, followed by LO with 27, and EC with 11. The results indicate that the fire marshal performs the majority of fire prevention training function followed by the line officer and engine company respectively.

Table 1.6.1

Fire Prevention Training

<u>Personnel</u> <u>Activity</u>	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Tours of new construction projects with EC	7			3	4		
Review Inspection Procedures	8	1	1	1	5		2
Review water supply-hydrant systems	7			3	7		
Basic EC level fire investigation	5	1		3	6		
Review automatic fire detection and suppression systems with EC	10	1		1	5		2
Others							
Totals	37	3	1	11	27	0	4

Table 1.6.2 provides agency scoring related to the fire prevention training function specifically for the LO personnel category. Personnel within the LO category was more finely divided by specific rank and or position within the agencies and documented in the responses to the questionnaire. The results of the scores indicate highest scoring personnel performing this function were the FC with 12, the BC with 9, and the CO with 8.

Table 1.6.2

Distribution of scored responses of functional service delivery by type of line officer

<u>Type of line officers</u>	<u>FCS</u>	<u>DFM</u>	<u>CO</u>	<u>BC</u>	<u>FC</u>
Totals	0	2	8	9	12

Table 1.7.1 provides agency scoring related to the functional area of personnel. The highest scoring personnel performing this function were LO with 30, followed by FM with 20, and OTH

with 6. The results indicate that line officers perform the majority of personnel function followed by the fire marshal and others respectively. The score of 6 for other category indicates that some of these activities and tasks are performed by other units, divisions, and departments within agencies such as human resource, training officer, administrative analyst and building official. This was revealed when reviewing the individual responses from agencies referenced in Appendix C.

Table 1.7.1

Personnel

<u>Personnel</u> Activity	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Track and provide career development	6				7		1
Conduct personnel recruitment	4				7		1
Conduct personnel evaluations	3				4		1
Execute contracts for specialist inspectors, FPE's, or plan reviewers	6				4		1
Ensure training/certifications are current	1				8		2
Totals	20	0	0	0	30	0	6

Table 1.7.2 provides agency scoring related to personnel function specifically for the LO personnel category. Personnel within the LO category was more finely divided by specific rank and or position within the agencies and documented in the responses to the questionnaire. The results of the scores indicate highest scoring personnel performing this function were the FC with 17, the BC with 5, and the AC with 3. Scoring for the CO was 2 and HR was 1. The results indicate that a majority of the personnel activities within the line officer category were performed by the fire chief, Battalion chief and assistant chief.

Table 1.7.2

Distribution of scored responses of functional service delivery by type of line officer

Type of line officers	<u>HR</u>	<u>CO</u>	<u>BC</u>	<u>AC</u>	<u>FC</u>
Totals	1	2	5	3	17

Table 1.8.1 provides agency scoring related to the functional area of professional organizations and participation in same. The highest scoring personnel performing this function were FM with 36, followed by LO with 20, and OTH with 13. The results indicate that the fire marshal performs a majority of fire prevention training function followed by the line officer and other respectively.

Table 1.8.1

Professional Organizations

<u>Personnel</u> Activity	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Attend and participate in ICC Code committees and/or hearings	2						2
Attend and participate in NFPA committees and or hearings	2						1
Attend and participate in Cal Chiefs FPO	6	1			1		2
Attend and participate in MCFCA FPO	8	1		1	3		3
Members of MCFCA fire investigation team	6	1		1	4		3
Attend and participate in CCAI Roundtable	2				2		
Attend and participate in Marin disaster council	4				4	1	2
Attend and participate in Marin fire safe council	5	1			6		
Others	1						
Totals	36	4	0	2	20	1	13

Table 1.8.2 provides agency scoring related to the fire prevention training function specifically for the LO personnel category. Personnel within the LO category was more finely divided by specific rank and or position within the agencies and documented in the responses to the

questionnaire. The results of the scores indicate highest scoring personnel performing this function were the FC with 8, the DFM with 5, the CO with 5, the FCS with 2, and the BC with 1. The results indicate that of all line officers, the fire chief, deputy fire marshal and company officer participate in professional organizations.

Table 1.8.2

Distribution of scored responses of functional service delivery by type of line officer

Type of line officers	<u>FCS</u>	<u>DFM</u>	<u>CO</u>	<u>BC</u>	<u>FC</u>
Totals	2	5	5	1	8

Table 1.9.1 provides agency scoring related to the functional area of administrative assignments.

The highest scoring personnel performing this function were FM with 66, followed by LO with 50, and OTH with 14. The results indicate that the fire marshal performs a majority of fire administrative functions followed by the line officer and other respectively.

Table 1.9.1

Administrative Assignments

<u>Personnel Activity</u>	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Develop fire protection standards	8	1			5		1
Prepare quarterly reports	1				2		1
Prepare monthly reports	6				6		1
Prepare weekly reports	3				4		1
Prepares and manages budget	7		1		6		3
Provides personnel supervision and management for FPB	8				4		1
Performs operational assignments	9				3		1
Prepares fire code adoption	8				2		3
Attends council/board meetings	10				8		1
Participates in EOC/disaster planning	6				8		1
Others					2		
Totals	66	1	1	0	50	0	14

Table 1.9.2 provides agency scoring related to the administrative function specifically for the LO personnel category. Personnel within the LO category was more finely divided by specific rank

and or position within the agencies and documented in the responses to the questionnaire. The results of the scores indicate highest scoring personnel performing this function were the FC with 46, the AC with 4, the BC with 6, the CO with 2, and the DFM and FCS with 1 each. The results indicate that of all line officers, the fire chief by far performs a majority of the administrative function of the agency.

Table 1.9.2

Distribution of scored responses of functional service delivery by type of line officer

Type of line officers	<u>FCS</u>	<u>DFM</u>	<u>CO</u>	<u>BC</u>	<u>AC</u>	<u>FC</u>
Totals	1	1	2	6	4	46

Table 10.1 provides agency scoring related to the functional area of file maintenance and management. The highest scoring personnel performing this function were FM with 23, followed by LO with 25, OTH with 16, and equally scored was SE and EC with 6 each. The results indicate that the fire marshal and line officer equally perform a majority of file maintenance and management functions followed by other.

Table 1.10.1

Files maintenance and management

<u>Personnel</u> <u>Activity</u>	<u>FM</u>	<u>IN</u>	<u>SE</u>	<u>EC</u>	<u>LO</u>	<u>VOL</u>	<u>OTH</u>
Revise HMMP files and maintain masters	3		1		5		3
Maintain occupancy inspection database	7		2	1	5		2
Maintain file records/retention/management	6		3	1	4		2
Maintains video library	2			1	7		4
Maintains public ed materials/supplies	5			3	4		4
Others							1
Totals	23	0	6	6	25	0	16

Table 1.10.2 provides agency scoring related to the files maintenance and management function specifically for the LO personnel category. Personnel within the LO category was more finely

divided by specific rank and or position within the agencies and documented in the responses to the questionnaire. The results of the scores indicate highest scoring personnel performing this function equally were the FC and CO with 11 each. The results indicate that of all line officers, the fire chief and company officer perform a majority of the files maintenance and administrative function of the agency.

Table 1.10.2

Distribution of scored responses of functional service delivery by type of line officer

Type of line officers	<u>TO</u>	<u>CO</u>	<u>BC</u>	<u>AC</u>	<u>FC</u>
Totals	1	11	2	1	11

2. What are the current fire prevention and risk reduction staffing levels of Marin Departments delivering fire prevention and risk reduction services?

To answer research question number 2, a community risk reduction service delivery questionnaire instrument (Appendix A), was distributed to sixteen of the nineteen Marin County Fire agencies. Muir Beach Volunteer Fire Department, Sleepy Hollow Fire Protection District (which now contracts for fire suppression and prevention with Ross Valley Fire Department), and the San Quentin State Prison did not participate nor provide responses to the questionnaire.

Question number 11 on the CRR questionnaire asked what software programs were used by the department or agency to manage their fire prevention, CRR inspections and occupancy records and reports.

Table 2.1 reveals the specified software program used based upon individual agency response.

Table 2.1

Occupancy inspection records and reports data management software program by agency

<u>Agency</u>	<u>Data management software program</u>
BOL	MS Word
CMD	Bio Key FireRMS (Old Sun Pro)
INV	NA
KNT	Filemaker Pro
LRK	MS Office
MLV	Dataease, Fire house, MS Access
MRN	Firehouse, MS Access
MRW	MS Excel
NOV	MS Access
ROS	Fire Programs (Florida)
RVY	Sun Pro
SKY	Filemaker Pro, Firehouse
SNB	NA
SNR	CUPA, MS Office
SOM	Pieces (custom program) changing to Firehouse
TIB	Fire Point Version 7.0.2

Seven of the agencies indicated that they used some type or form of Microsoft Office™ product. Three of the agencies indicated that they used Firehouse™ software. Two of the agencies indicated they used Filemaker Pro™ and two agencies indicated they used Sun Pro™ software. INV and SNB agencies did not provide responses to this question and it is not clear whether they don't use specific programs or that they did not respond to the question.

Table 2.2

Marin County fire agencies prevention and community risk reduction (CCR) staffing levels and annual budget allocation.

Agency	Department FTE's	CCR FTE's	CCR Annual Budget
BOL	2	1	\$1,000
CMD	21	1	\$204,334
INV	1	.5	N/A
KNT	11	0	\$8,000
LRK	21	0	No separate budget
MLV*	25.5	0	\$4,500
MRN	85	2	\$300,000
MRW*	11	0	\$6,000
NOV	93	4	\$780,124
ROS*	10	.5	\$5,000
RVY*	27	0	\$9,000
SKY	12	1	\$80,000 - \$90,000
SNB	0	0	\$5,000
SNR	77	4	\$525,000-\$550.00
SOM*	57	0	\$3,500
TIB	21	1	\$150,000

Note: *indicates no agency program budget and the amounts do not include allocation of shift personnel costs.

3. What alternative fire prevention and risk reduction delivery systems or methods are being used by other similar size counties and departments?

To answer question number 3, this researcher conducted literature reviews of journal articles, EFO ARP papers, and personal interviews were conducted at the local, state, national and international levels of fire service organizations. The research findings revealed that a variety of forms of service delivery are provided including: mergers, regionalization, JPA's, contract agreements, and consolidations. All forms of service delivery are similar but not exactly aligned.

In a personal interview with Robert Marcucci, retired Fire Chief of the City of San Rafael Fire Department, CA, conducted September 6, 2006, when asked about the most appropriate

method of service delivery among Marin Fire Departments, provided the example of the contractual agreement between the City of San Rafael and the Marinwood Community Services District located in California. Marcucci (2006) indicated that “the system is one more of regionalization and not consolidation”.

Consolidation as Marcucci (2006) explained has its drawbacks in that “an agency must succumb to the larger or more influential organization and there is little or no recourse for dissolution except through a government process outlined and as agreed upon by LAFCO”.

With regionalization, or contracting rather than consolidation, the organizations have the option to shop for the most financially advantageous service delivery available. Marcucci (2006) stated that “organizations can establish performance objectives based on desired outcomes. When comparing regionalization and consolidations this may be desired but there is no contractual accountability with consolidations”.

When asked what would be the one or two most significant considerations in regionalization, Marcucci stated that organizational culture and the political will of the governing organizations/agencies to regionalize is imperative. If the two cultures or political will to regionalize are not nearly aligned, it will be significantly more difficult for management before, during and after the merger takes place.

In a personal interview with Mike Stone, Fire Chief with the Southern Marin Fire Protection District (SOM), conducted September 16, 2006, he indicated that the jurisdiction is comprised of: Alto Richardson-Bay Fire Protection District (ARBFPD), Tamalpais Fire Protection District (TFPD), and the City of Sausalito Fire Department (SIT).

SOM also operates under a contract with the City of Sausalito to provide emergency fire services. The contract does not include fire prevention services. Plan reviews and inspections are provided for on a fee for service basis.

According to Chief Stone(2006) who was at that time the Deputy Fire Chief and Fire Marshal of TFPD in 1979, the City of Mill Valley (MLV) and the TFPD drafted an 11th hour Joint Powers Agreement (JPA) to consolidate fire services. This JPA was written by the former Fire Chief Bob Souza, TFPD and Fire/Police Chief Bill Walsh, MLV after the passage of Proposition 13, a California statewide ballot initiative that among other constraints significantly limited levying property tax increases by counties. The JPA between the 2 agencies was in place from 1980 to 1994.

Chief Stone (2006) stated that at the street level the functional response effort worked great. However, in 1994 the JPA ultimately broke apart because the governing directors and council lacked effective communication. Additionally Chief Stone (2006) indicated that because there was no consolidation implementation plan, combined with the lack of communication on what issues needed to be addressed to deliver better organizational change, this contributed to the dissolution between the two agencies. Chief Stone (2006) did indicate that emergency response service was improved under the consolidation.

Some of the primary issues that faced the JPA were that there were:

- 2 book keeping systems
- 2 separate employers
- 2 different systems of governance (City vs. Fire Protection District)

After the dissolution of the TFPD and MLV JPA in 1994, ARBFPD, the City of Mill Valley, Tiburon Fire Protection District (TIB), TFPD, and the City of Sausalito initiated a

consolidation study to form what is now called the Southern Marin Fire Protection District (SOM). During this effort, a committee of stakeholder representation was established consisting of fire administration, labor, council/governing agency members, and legal counsel. The financial commitment toward the committee's effort was significant.

In July 1999, the ARBFPD and TFPD formed the Southern Marin Fire Protection District. Chief Stone indicated that some of the rationale for Mill Valley, Tiburon, and Sausalito not joining the new District at that time was that the communities were satisfied with their perspective levels of service, along with having some fear of loss of uniqueness.

In a personal interview with Chief Losh, Fire Chief with the Sonoma County Fire and Emergency Services (SRR), CA, conducted August 28, 2006, he indicated that the service area consists of 640 square miles and the entire County is approximately 1,200 total square miles including all service areas served by others i.e. City of Santa Rosa Fire Department, Towns of Healdsburg and Windsor, City Petaluma Fire Department and other fire districts. There are 30 FTE positions; 250 volunteer firefighting force, 20 HMRT responders.

The SSR includes 15 volunteer all risk fire companies. SSR also provides "contract" fire prevention services to 16 of the 19 independent Fire Protection Districts excluding Windsor, Cloverdale, and Roseland.

The Marin County Fire Chief's Association (MCFCA), CA, provides several areas of specialized service delivery coordination. The MCFCA provides coordinated and regional fire cause and origin investigation services countywide through a designated and recognized specialized team of professional fire service personnel.

MCFCA also provides coordination of specialized service delivery to hazardous material incidents through a JPA.

An article from *Fire Engineering Journal & Fire Prevention*, describes more than the concept of consolidation but rather regionalization of fire service operations. Doig (2004) called for a renewed trust and confidence as governments move to regionalize fire rescue services on the UK. The article focuses on large scale regionalization with particular respect to counter terrorism response where there is a common parallel to local consolidation efforts and joint power agreements.

The literature revealed that Wright, D. (2004) explains how regionalization has taken shape in England, Scotland, and Wales. The framework for regionalization was initiated to transform “disparate organizations into one homogenous entity”. (p. 20)

The literature also revealed that Greenshields (2002), describes the merger of nine fire departments into one in Ottawa Canada, and was based upon the legislative restructuring mandate of the province of Ontario.

According to Greenshields (2002), the amalgamation was unprecedented. He writes “The nine former departments all had different service levels... each of the nine former services had its history, culture, and traditions”. (¶ 5, 8) The article emphasizes the greatest challenge of creating a “single integrated composite fire service” is that there were no “success models” in Canada that could be used as a template for the amalgamation. (¶ 8)

Page (2004) describes combining eight fire departments into one in Tift County, Georgia. Coordinated via a county ballot initiative called Special Purpose Local Option Sales tax (SPLOST), the sales tax measure designated funds to improve fire protection.

According to Thorson (2003), four western Washington State fire districts’ fire prevention divisions were studied and their varied service levels, programs, and staffing.

Gilbert, S. (2003) revealed that fire suppression delivery services within Alameda County, CA were not coordinated prior to 1990. In 1993, the Alameda County Board of Supervisors, based on a regional study conducted after the Oakland Hills “Tunnel Fire” in 1992 that destroyed over 3,000 homes, found that forming a new “dependent special district” would provide for a “regional fire service delivery system that had value, would save money, would provide a higher level of service and could be accomplished if the political will existed for such an endeavor”. (p6)

4. What service delivery systems and methods are being used by other service organizations and industries?

To answer question number 4, this researcher conducted literary reviews of periodicals, journals, internet sites, books, and text references obtained through the School of Business at the Dominican University of California.

The literature review indicated five primary methods and rationale for businesses to merge or consolidate their strategic business units, subsidiaries, competitors, or parent corporations. These are through mergers, acquisitions, joint ventures, downsizing, and takeovers. Marks (2003)

According to Marks (2003), mergers, acquisitions, and downsizing of any organization requires understanding the links between “transition management and employee motivation”. (p. 99) The author fully describes the pitfalls of failed planning before, during, and after mergers or acquisitions of organizations and what they should and can do to avoid if not illuminate many of the psychological and behavioral consequences experienced during such a transformation.

Kouzes, J. & Posner, B. (2002) provide insight on building “cultures of collaboration”. The authors emphatically imply that “collaboration is the critical competency for achieving and

sustaining high performance”. (p. 88) It is suggested that rather than attack and demean competitors, leaders should collaborate to capture and promote greater value for their customers and community.

The literature review indicated that Thompson and Strickland (1998) discuss processes and provide examples of how companies develop, implement, and execute corporate strategies that best suit their current competencies and future endeavors. The authors provide lessons that companies should consider when crafting business strategies that ultimately lead to competitive advantage. Thompson and Strickland (1998) emphasize “competent execution of a well conceived strategy is not only a proven receipt for organizational success but also the best test of managerial excellence”. (p. 3)

Thompson, A. & Strickland, A. (1998) also provide business strategies for industry leaders, runner up firms and weak businesses. Business strategies for industries leaders include: a) stay on the offensive strategy, b) Fortify and defend strategy, c) follow-the-leader strategy”. (pp. 201-202) “Industry leaders” are considered large conglomerates with strong name recognition and that have power due to size of the organization. Industry leaders such as “Anheuser-Bush (beer), Intel (microprocessors), McDonalds (fast food), Gillette (razor blades), Campbell Soup (canned soups), Gerber (baby food), and AT&T (long distance telephone service)” usually implement a “low cost leadership strategy or a differentiation strategy”. (p. 200) The primary business strategy is centered on being the industry leader and retaining very large market share.

For “runner-up” business strategies, Thompson, A. & Strickland, A. (1998) describe these as business strategies for firms that are not as large as the industry leaders and that “they are up and coming market challengers” or are entrenched in a “follow-the leader” strategy that

encompasses offensive strategies to gain market share or to increase positioning. (p. 202)

Business strategies for runner-up firms include “(1) Vacant-niche strategy, (2) Specialist strategy, (3) Ours-is-better-than-theirs strategy, (4) Content the follower strategy, (5) Growth-via-acquisition strategy, and (6) Distinctive-image strategy”. (pp 203-204)

According to Thompson, A. & Strickland, A. (1998) strategies for weak business are used by firms that are failing or are in a position of declining market share and generally employ one of four business strategies. These include: “a) Offensive or differentiation strategy, b) Fortify and defend strategy, c) Immediate abandonment strategy, and d) Harvest strategy”. (p. 204). Weak businesses generally are trying to employ strategies to either stay solvent as long as possible or implement an immediate exit strategy.

Discussion

Research conducted by this author indicates prodigious studies in various forms of consolidated fire services have been previously conducted. Evidence exists through literary review and empirical datum that economies of scale and improved efficiencies are benefits of a regionalized approach to providing specialized services.

Marin County fire agencies have some experience in fire service consolidations, JPA's, and providing specialized services via contract agreements specifically in the example of Marinwood and City of San Rafael, CA (Marcucci 2006) and the MLV and TFPD, CA, (Stone 2006). The success and demise of the previous and current agreements in Marin and elsewhere appear to align with and reflect the views of other authors cited in the literature.

The rationale for such success or demise is remarkably similar to those suggested by Marks (2003) emphasizes the need for managers coordinating the merger to understand the

impacts and affects on people within the new organization during and immediately following the merger or acquisition.

According to Chief Stone (2006), a contributing factor to the dissolution of the consolidated fire service JPA between MLV and TFPD was due to a lack of effective communication between the governing boards. In addition, Chief Stone (2006) indicated that because there was no consolidation implementation plan, there was no effective communication on what issues needed to be addressed to deliver better organizational change.

In the case of the failed consolidation between MLV and TFPD the process for success was not assessed, planned for, nor evaluated as recommended by Marks (2003). According to the author, mergers of any organizations require understanding the links between “transition management and employee motivation”. (p. 99) He fully describes the pitfalls of failed planning before, during, and after mergers or acquisitions of organizations and what they should and can do to avoid if not illuminate many of the psychological and behavioral consequences experienced during such a transformation.

Marks (2003) explained how not having a clear vision of the new organization and not clearly communicating it will inhibit the merging of two different organizational cultures. The comparison of Marks (2003) and what occurred in the MLV-TVFPD is remarkably similar.

In the case of the Alameda County fire department, regionalization was successful because a detailed analysis conducted after the 1992 catastrophic event that destroyed over 3,000 homes received enormous attention by not only the CA legislature but invoked local pressures on the County Board of supervisors and the community to take action. According to Chief Gilbert (2003), the study found that forming a new “dependent special district” would provide for a “regional fire service delivery system that had value, would save money, would provide a higher

level of service and could be accomplished if the political will existed for such an endeavor”. (p.

6) In this case, the political will of the governing bodies and the community were cogent and present.

The City of San Rafael Fire Department began a reorganization plan of its fire prevention bureau in 2005. According to Chief Montenero (2006) when asked about the purpose behind the reorganization of their Fire Prevention Bureau, he stated that it was to improve not the detail (technical services) but the leadership and accountability to the community and its customers.

Chief Montenero (2006) added that he had been involved directly and indirectly in several consolidations of fire services throughout California over the course of his career. He indicated the primary reason for certain consolidations not succeeding was not on the basis of cost of those services but rather a lack of clearly identifying the ground rules upfront, the parameters from which the consolidation was to be built upon. In addition he stated that consolidations have failed because there was lack of full will and agreement of the governing bodies to merge. “The governing bodies were not in full agreement to proceed”, Montenero (2006). This condition is parallel to what occurred in the dissolution of the MLV and TFPD.

Chief Montenero (2006) also indicated that the lines must be clearly defined beyond which agencies were not willing to go beyond. In other words, the agencies must clearly delineate the boundaries within which compromise can be achieved. Agencies must also delineate those boundaries which they are not willing to compromise. Once this is defined then the parameters for building a merged or consolidated agency can be negotiated.

Doig (2004) challenged colleagues and stakeholders to find positive aspects of regionalization and not to merely accept that by establishing a larger regional government, while

it may appear to be more bureaucratic, would automatically enable less flexibility and take greater control away from local fire brigades.

This researcher found an alignment of philosophy among Doig (2004) and Chief Stone of the SOM. Chief Stone (2006) indicated:

When you become a larger organization you have more options and can shift personnel around to meet the new service demands. Smaller organizations don't have the flexibility and options that are realized by larger organizations. Hence they are limited to conducting business with limited resources. The results being some services need to be out-sourced. Personal interview (2006)

There is remarkable and significant correlation to what Doig (2004) and Chief Stone (2006) proclaim to have found in the results of the CRR questionnaire. Results tabulated from the agency responses listed Tables 1.1.1 and 1.2.1 reveal that engine companies and line officers are providing an equal and substantial level of service delivery as the fire marshal personnel category. This correlation may infer several root causes of economies of scale or deficient work related benchmarks in other areas such as training. Further examination of the costs should be evaluated between that of service delivery of engine company level inspections and hiring additional inspectors or contractors/civilian inspectors to fulfill this function on a fee supported basis.

Chief Stone (2006) indicated that cities are constantly balancing what services they want to deliver and at what level. These service levels are largely dependent on competing department interests and community influence. He stated that "Fire Districts are primarily interested in and focus on service delivery".

According to Chief Marcucci (2006) when asked about the most appropriate method of service delivery among Marin Fire Departments, provided the example of the contractual agreement between the City of San Rafael and the Marinwood Community Services District. Marcucci (2006) indicated that “the system is one more of regionalization and not consolidation”.

Consolidation as Marcucci (2006) explained has its drawbacks in that “an agency must succumb to the larger or more influential organization and there is little or no recourse for dissolution except through a government process outlined and as agreed upon by LAFCO”.

With regionalization, or contracting rather than consolidation, the organizations have the option to shop for the most financially advantageous service delivery available. Marcucci (2006) stated that “organizations can establish performance objectives based on desired outcomes. When comparing regionalization and consolidations this may be desired but there is no contractual accountability with consolidations”.

When asked what would be the one or two most significant considerations in regionalization, Marcucci stated that organizational culture and the political will of the governing organizations/agencies to regionalize is imperative. If the two cultures or political will to regionalize are not nearly aligned, it will be significantly more difficult for management before, during and after the merger takes place. This model aligns with the regionalization model of the Alameda County Fire Department, CA.

Chief Stone (2006) indicated that their jurisdiction is now comprised of: ARBFPD, (TFPD), and the City of Sausalito Fire Department (SIT). SOM also operates under a contract with the City of Sausalito to provide emergency fire services. The contract does not include fire

prevention services. Plan reviews and inspections are provided for on a fee for service basis separate from the contract for all risk emergency response services.

Without re-engineering the service or product so as to provide greater value at the same or less cost, leaves a company or organization vulnerable to competitive disadvantage. Thompson & Strickland (1998) refer to these companies as weak businesses “preserving a status quo strategy”. (p. 205) The challenge is for organizations to provide services that its users are willing to pay for and subsidize those services when it is in the interest of the constituents and the will of the governing bodies. There are ceiling limits which the users of services and products are willing to pay. Selection and execution of the most appropriate business strategy will launch the profit centers i.e. permits and inspections services necessary to support the delivery of those services. Balance must be exercised by the political bodies to ensure that laws governing fees for service and their respect cost accounting systems are complied with and those customers, the users of those services are paying for the service they receive.

Recommendations

The research suggests the following recommendations to help the MCFCA determine alternative risk reduction service delivery systems and concepts that may provide greater efficiency.

1. The MCFCA should survey its members to determine if the agencies could provide better service at greater efficiency as it relates to community risk reduction. The Fire Chiefs should then survey its customers by asking the same question to determine if their customers are satisfied or not satisfied with the level and quality service they receive.

2. The MCFCA should consider adopting a formal functional resource sharing agreement, on a trial basis and for a specified period of time, with those agencies willing and

able to participate. Resources should be tracked and time spent in various functional areas should be documented so as to determine the level of participation by agency and reciprocity if any. A formal evaluation of this functional resource sharing should be conducted at the end of the trial period and be reported to its membership, governing political bodies, and the public.

3. The MCFCA should consider appointing a task force of its members to review current agency fee schedules and rate formulas and develop a plan to normalize a standard countywide fee structure for inspection and plan checking services. Consideration should be given to adopt and implement a regional fee structure by Ordinance if there is the political will to do so. The task force should consider cost allocation systems such as but not limited to activity based costing consistent with California and federal law when preparing this plan.

4. The MCFCA should consider appointing a task force of its members to review current agency plan check, permit and inspection processes and develop a regional plan to standardize those countywide systems and processes they choose that are consistent with providing extraordinary customer service and that is aligned with other agencies that have congruent jurisdiction such as community development agencies.

5. The MCFCA should consider adopting a regional standardized records management system for specific community risk reduction services delivered that can be integrated and migrated into a Geographic Information System (GIS) countywide.

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Appendix A

Community Risk Reduction functional services agency questionnaire.

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date:
Name:
Department/Agency:
FTE's in FPB:
FTE's in Agency:
FPB Budget:

Note:
1. For Line Officers use the abbreviations: CO-Company Officer;
BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							
Open House Public Event							
New resident New Business Info & Welcome Packet							
School Fire Drills							
CERT, DART Programs							
Public Information Officer Duties							
Juvenile Fire Counseling Sessions-Program							
Coordination of Fire Station Tours							
Fall Prevention Programs							
Disaster Preparedness for Seniors							
Special Events/Community Events							
Career Day/School Programs							
Agency Newsletter							
PSAs in Theaters							
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place
and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program							
State Fire Marshal Regulated Occupancy Inspections							
Apartment-Hotel Inspections							
Fire Code Permit Issuance and Inspections							
Fire Hazard Complaints and Investigations							
Citations and/or Administrative Hearings							
5 Year Fire Sprinkler System-Maintenance and Testing Verification							
Hazardous Occupancy Inspections							
Community Service Task Force Meetings/Other Gov. Agency							
Miscellaneous Complaints							
Engine Company Support for CRR activities							
Day Care, Nursing Homes, Schools Inspections							
Weed Abatement Program-(Inspection, Enforcement, Administration)							
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants							
Neighborhood Vegetation Management (VMP) Projects							
Issue Burn Permits							
Fire Resistive Landscape Demonstration Projects - Model Homes							
UWI Newsletter							
VMP Grant Writing							
Senior Veg Projects							
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)							
Plan Reviews (Building-Fire, Exiting and non-structural)							
Inspections and Scheduling							
Technical Advisory Committee and Development Meetings							
Planning-Redevelopment Meetings							
Vegetation Management Plans							
Fire Sprinkler System Plans							
Fire Sprinkler System Inspections							
Fire Alarm System Plans							
Fire Alarm System inspections							
Hood and Duct-Pre-engineered Systems Plans							
Hood and Duct-Pre-engineered Systems Inspections							
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							
Develop Fire type specific investigation forms for field use - Evaluate & Modify							
Conduct Cause and Origin Investigations							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies							
Review Inspection Procedures							
Review Water - Hydrant Systems							
Basic Fire Investigation							
Review Fire Protection and Automatic Fire Extinguishing Systems							
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development							
Personnel Recruitment							
Personnel Evaluations							
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers							
Ensure Training-Certifications are Current							

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							
Attend and Participate in NFPA Committees and/or Hearings							
Attend and Participate in Cal Chief's Fire Prevention Officers							
Attend and Participate in Marin County Fire Prevention Officers							
Members of Marin County Fire Investigation Team							
Attend and Participate in CCAI Roundtable							
Attend and Participate in Marin Disaster Council							
Attend and Participate in Fire Safe Marin							
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards							
Prepares Quarterly Reports							
Prepares Monthly Reports							
Prepares Weekly Memos							
Prepares and Manages Budget							
Provides Personnel Supervision and Management for FPB							
Performs Administrative Operations Assignment							
Prepares Fire Code Adoption							
Attends Council/Board Meetings							
Participates in EOC/Disaster Planning							
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list							
Maintains Occupancy Inspection Program Database(s)							
Maintains Records Retention Management							
Maintains Video Library							
Maintains Public Ed Brochure/Materials/Supplies Inventory							
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?

Information taken by:

Date:

Appendix B

Marin County Fire Marshals Community Risk Reduction functional services data collection

team.

Forrest M. Craig, D/C Fire Marshal
Novato Fire Protection District
95 Rowland Way
Novato, CA 94945

Ron Barney, Fire Marshal
Tiburon Fire Protection District
1679 Tiburon Blvd.
Tiburon, CA 94920

Scott Alber, B/C Fire Marshal
Marin County Fire Department
P.O. Box 518
Woodacre, CA 94973

Jeff Davidson, B/C Fire Marshal
Mill Valley Fire Department
1 Hamilton Drive
Mill Valley, CA 94941

Appendix C

Responses to the community risk reduction functional services agency questionnaire.

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/7/06
 Name: Scott Alber
 Department/Agency: Marin County Fire Department
 FTE's in FPB: 2
 FTE's in Agency: 85
 FPB Budget: N/A

1. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's	X						
Open House Public Event				CO			
New resident New Business Info & Welcome Packet							
School Fire Drills				CO			
CERT, DART Programs					BC		
Public Information Officer Duties	X				ADMIN. BC		FF/PM
Juvenile Fire Counseling Sessions-Program	X						FF/PM
Coordination of Fire Station Tours				CO			
Fall Prevention Programs							
Disaster Preparedness for Seniors				CO			
Special Events/Community Events				CO			
Career Day/School Programs	X			CO			
Agency Newsletter							
PSAs in Theaters							
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program	X			CO			
State Fire Marshal Regulated Occupancy Inspections	X			CO			
Apartment-Hotel Inspections	X			CO			
Fire Code Permit Issuance and Inspections	X			CO			
Fire Hazard Complaints and Investigations	X						
Citations and/or Administrative Hearings	X						
5 Year Fire Sprinkler System-Maintenance and Testing Verification	X						
Hazardous Occupancy Inspections	X						
Community Service Task Force Meetings/Other Gov. Agency	X						
Miscellaneous Complaints	X						
Engine Company Support for CRR activities				CO			
Day Care, Nursing Homes, Schools Inspections	X						
Weed Abatement Program-(Inspection, Enforcement, Administration)	X			CO			
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants					BC/FORESTER		
Neighborhood Vegetation Management (VMP) Projects	X			CO	BC/FORESTER		
Issue Burn Permits	X			CO	BC/FORESTER		
Fire Resistive Landscape Demonstration Projects - Model Homes					BC/FORESTER		
UWI Newsletter	X				BC/FORESTER		
VMP Grant Writing					BC/FORESTER		
Senior Veg Projects					BC/FORESTER		
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)	X			CO			
Plan Reviews (Building-Fire, Exiting and non-structural)	X			CO			
Inspections and Scheduling	X			CO			
Technical Advisory Committee and Development Meetings	X						
Planning-Redevelopment Meetings	X						
Vegetation Management Plans	X						
Fire Sprinkler System Plans	X						
Fire Sprinkler System Inspections	X						
Fire Alarm System Plans	X						
Fire Alarm System inspections	X						
Hood and Duct-Pre-engineered Systems Plans	X						
Hood and Duct-Pre-engineered Systems Inspections	X						
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							
Develop Fire type specific investigation forms for field use - Evaluate & Modify	X						
Conduct Cause and Origin Investigations	X						

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies	X						
Review Inspection Procedures	X						
Review Water - Hydrant Systems	X						
Basic Fire Investigation	X						
Review Fire Protection and Automatic Fire Extinguishing Systems	X						
Others (List specifically)-VM	X						

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Track and Provide Career Development							
Personnel Recruitment							
Personnel Evaluations	X						
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers							
Ensure Training-Certifications are Current							

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Attend and participate in ICC Code Committees and/or Hearings	X						
Attend and Participate in NFPA Committees and/or Hearings							
Attend and Participate in Cal Chief's Fire Prevention Officers	X						
Attend and Participate in Marin County Fire Prevention Officers	X						
Members of Marin County Fire Investigation Team	X			FF/PM			
Attend and Participate in CCAI Roundtable	X						
Attend and Participate in Marin Disaster Council							
Attend and Participate in Fire Safe Marin	X						
Other (List specifically): SFPE	X						

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards	X						
Prepares Quarterly Reports							
Prepares Monthly Reports							
Prepares Weekly Memos	X						
Prepares and Manages Budget							
Provides Personnel Supervision and Management for FPB	X						
Performs Administrative Operations Assignment	X						
Prepares Fire Code Adoption	X						
Attends Council/Board Meetings	X						
Participates in EOC/Disaster Planning							
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list							
Maintains Occupancy Inspection Program Database(s)	X						
Maintains Records Retention Management	X						
Maintains Video Library	X						
Maintains Public Ed Brochure/Materials/Supplies Inventory	X						
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
Firehouse, MS Access

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?

Information taken by: Scott Alber
Date: 9/7/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/6/06
 Name: Fire Chief Robert Sinnott
 Department/Agency: Larkspur Fire Department
 FTE's in FPB: 0
 FTE's in Agency: 18
 FPB Budget: No separate budget.

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA
Open House Public Event					CO		
New resident New Business Info & Welcome Packet					CO		
School Fire Drills				X			
CERT, DART Programs					CO		
Public Information Officer Duties							NA
Juvenile Fire Counseling Sessions-Program							NA
Coordination of Fire Station Tours				X			
Fall Prevention Programs					FC		
Disaster Preparedness for Seniors							NA
Special Events/Community Events					FC		
Career Day/School Programs					CO		
Agency Newsletter							NA
PSAs in Theaters							NA
Others (List specifically)							NA

2. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program					CO		
State Fire Marshal Regulated Occupancy Inspections					FC		
Apartment-Hotel Inspections				X			
Fire Code Permit Issuance and Inspections					FC		
Fire Hazard Complaints and Investigations					FC		
Citations and/or Administrative Hearings					FC		
5 Year Fire Sprinkler System-Maintenance and Testing Verification				X			
Hazardous Occupancy Inspections				X			
Community Service Task Force Meetings/Other Gov. Agency					FC		
Miscellaneous Complaints					FC		
Engine Company Support for CRR activities					CO		
Day Care, Nursing Homes, Schools Inspections					FC		
Weed Abatement Program-(Inspection, Enforcement, Administration)					FC		
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.

2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants							NA
Neighborhood Vegetation Management (VMP) Projects					FC		NA
Issue Burn Permits							NA
Fire Resistive Landscape Demonstration Projects - Model Homes							NA
UWI Newsletter							NA
VMP Grant Writing							NA
Senior Veg Projects							NA
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT							
Plan Reviews (Planning)					FC		
Plan Reviews (Building-Fire, Exiting and non-structural)					FC		
Inspections and Scheduling					FC		
Technical Advisory Committee and Development Meetings							NA
Planning-Redevelopment Meetings					FC		
Vegetation Management Plans					FC		
Fire Sprinkler System Plans					FC		
Fire Sprinkler System Inspections					FC		
Fire Alarm System Plans					FC		
Fire Alarm System inspections					FC		
Hood and Duct-Pre-engineered Systems Plans					FC		
Hood and Duct-Pre-engineered Systems Inspections					FC		
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION							
Investigator Rotation Scheduling							FF
Develop Fire type specific investigation forms for field use - Evaluate & Modify							FF
Conduct Cause and Origin Investigations							FF

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies					FC		
Review Inspection Procedures					FC		
Review Water - Hydrant Systems					FC		
Basic Fire Investigation					FC		
Review Fire Protection and Automatic Fire Extinguishing Systems					FC		
Others (List specifically)					FC		

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development					FC		
Personnel Recruitment					FC		
Personnel Evaluations					FC		
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers					FC		
Ensure Training-Certifications are Current					FC		

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							NA
Attend and Participate in NFPA Committees and/or Hearings							NA
Attend and Participate in Cal Chief's Fire Prevention Officers							NA
Attend and Participate in Marin County Fire Prevention Officers							FF
Members of Marin County Fire Investigation Team							FF
Attend and Participate in CCAI Roundtable							NA
Attend and Participate in Marin Disaster Council							NA
Attend and Participate in Fire Safe Marin							NA
Other (List specifically)							NA

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards							NA
Prepares Quarterly Reports					FC		
Prepares Monthly Reports					FC		
Prepares Weekly Memos					FC		
Prepares and Manages Budget					FC		
Provides Personnel Supervision and Management for FPB							NA
Performs Administrative Operations Assignment							NA
Prepares Fire Code Adoption							NA
Attends Council/Board Meetings							NA
Participates in EOC/Disaster Planning							NA
Others (List specifically)							NA

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE							
Revise HMMP files and maintain current master list							STAFF
Maintains Occupancy Inspection Program Database(s)							STAFF
Maintains Records Retention Management							STAFF
Maintains Video Library							STAFF
Maintains Public Ed Brochure/Materials/Supplies Inventory							STAFF
Other (List specifically)							STAFF

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
No specific program other than Microsoft office.

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
No.

Information taken by: BC Jeff Davidson - not in person - sent via email.

Date: 9/6/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/2/06
 Name: DC Forrest Craig
 Department/Agency: Novato Fire Protection District
 FTE's in FPB: 4 - The NFD also currently has 2 contract inspectors and 1 Fire Protection Engineer on contract.
 FTE's in Agency: 93
 FPB Budget: \$780,124

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							FTS
Open House Public Event							FTS
New resident New Business Info & Welcome Packet							FTS
School Fire Drills		X					FTS
CERT, DART Programs	X	X		X	CO	X	FTS
Public Information Officer Duties	X	X					FTS
Juvenile Fire Counseling Sessions-Program	X	X					FTS
Coordination of Fire Station Tours				X			FTS
Fall Prevention Programs							FTS
Disaster Preparedness for Seniors							FTS
Special Events/Community Events	X			X	BC		FTS
Career Day/School Programs							FTS
Agency Newsletter	X				FC		
PSAs in Theaters							FTS
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program		X		X			
State Fire Marshal Regulated Occupancy Inspections		X					
Apartment-Hotel Inspections		X		X			
Fire Code Permit Issuance and Inspections		X					
Fire Hazard Complaints and Investigations		X			DFM		
Citations and/or Administrative Hearings	X				DFM		
5 Year Fire Sprinkler System-Maintenance and Testing Verification		X					
Hazardous Occupancy Inspections	X	X			DFM		
Community Service Task Force Meetings/Other Gov. Agency	X				DFM		
Miscellaneous Complaints		X					
Engine Company Support for CRR activities		X					
Day Care, Nursing Homes, Schools Inspections		X					
Weed Abatement Program-(Inspection, Enforcement, Administration)		X					
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants		X					
Neighborhood Vegetation Management (VMP) Projects	X	X			DFM		
Issue Burn Permits	X	X			DFM		
Fire Resistive Landscape Demonstration Projects - Model Homes	X	X			DFM		
UWI Newsletter	X						
VMP Grant Writing	X				DFM		
Senior Veg Projects	X	X			DFM		
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)	X				DFM		Contractor
Plan Reviews (Building-Fire, Exiting and non-structural)	X				DFM		Contractor
Inspections and Scheduling	X		X				
Technical Advisory Committee and Development Meetings	X				DFM		
Planning-Redevelopment Meetings	X				DFM		
Vegetation Management Plans	X				DFM		Contractor
Fire Sprinkler System Plans	X				DFM		Contractor
Fire Sprinkler System Inspections	X				DFM		Contractor
Fire Alarm System Plans	X				DFM		Contractor
Fire Alarm System inspections	X				DFM		Contractor
Hood and Duct-Pre-engineered Systems Plans	X				DFM		Contractor
Hood and Duct-Pre-engineered Systems Inspections	X				DFM		Contractor
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling	X						
Develop Fire type specific investigation forms for field use - Evaluate & Modify		X					
Conduct Cause and Origin Investigations	X	X			DFM		

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies	X						
Review Inspection Procedures		X	X				
Review Water - Hydrant Systems	X						
Basic Fire Investigation	X	X			DFM		
Review Fire Protection and Automatic Fire Extinguishing Systems	X	X			DFM		
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Track and Provide Career Development	X						
Personnel Recruitment	X						HR
Personnel Evaluations	X						
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers	X						
Ensure Training-Certifications are Current	X						TO

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Attend and participate in ICC Code Committees and/or Hearings	X						
Attend and Participate in NFPA Committees and/or Hearings	X						
Attend and Participate in Cal Chief's Fire Prevention Officers	X	X			DFM		FTS
Attend and Participate in Marin County Fire Prevention Officers	X	X			DFM		FTS
Members of Marin County Fire Investigation Team	X	X			DFM		
Attend and Participate in CCAI Roundtable					DFM		
Attend and Participate in Marin Disaster Council							FTS
Attend and Participate in Fire Safe Marin	X	X			DFM		
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:
1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards	X	X					
Prepares Quarterly Reports	X						
Prepares Monthly Reports	X						
Prepares Weekly Memos	X						
Prepares and Manages Budget	X						
Provides Personnel Supervision and Management for FPB	X				DFM		
Performs Administrative Operations Assignment	X						
Prepares Fire Code Adoption	X						
Attends Council/Board Meetings	X						
Participates in EOC/Disaster Planning	X						
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE							
Revise HMMP files and maintain current master list			X				
Maintains Occupancy Inspection Program Database(s)			X				
Maintains Records Retention Management			X				
Maintains Video Library							FTS
Maintains Public Ed Brochure/Materials/Supplies Inventory							FTS
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
Custom design MS Access database. Allows for plan check comments, letters, Inspection records, permit tracking, and billing to hourly rates- auto invoicing.

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
Fire Loss Management personnel are cross trained to add depth and breadth to provide better flexibility and service

Information taken by: DC Forrest Craig
Date: 9/2/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/28/06
 Name: Kenny Stevens
 Department/Agency: Stinson Beach Volunteer Fire Department
 FTE's in FPB: 0
 FTE's in Agency: 0
 FPB Budget: N/A

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							
Open House Public Event					FC		
New resident New Business Info & Welcome Packet							
School Fire Drills					FC		
CERT, DART Programs					AC		
Public Information Officer Duties					FC, AC		
Juvenile Fire Counseling Sessions-Program							
Coordination of Fire Station Tours					FC		
Fall Prevention Programs							
Disaster Preparedness for Seniors					FC		
Special Events/Community Events					FC		
Career Day/School Programs							
Agency Newsletter							
PSAs in Theaters							
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program					FC		
State Fire Marshal Regulated Occupancy Inspections					FC		
Apartment-Hotel Inspections					FC		
Fire Code Permit Issuance and Inspections							
Fire Hazard Complaints and Investigations					FC		
Citations and/or Administrative Hearings							
5 Year Fire Sprinkler System-Maintenance and Testing Verification							
Hazardous Occupancy Inspections					FC		
Community Service Task Force Meetings/Other Gov. Agency							
Miscellaneous Complaints					FC		
Engine Company Support for CRR activities							
Day Care, Nursing Homes, Schools Inspections					FC		
Weed Abatement Program-(Inspection, Enforcement, Administration)							
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants					FC		
Neighborhood Vegetation Management (VMP) Projects							
Issue Burn Permits							
Fire Resistive Landscape Demonstration Projects - Model Homes							
UWI Newsletter							
VMP Grant Writing							
Senior Veg Projects							
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)					FC		
Plan Reviews (Building-Fire, Exiting and non-structural)					FC		
Inspections and Scheduling					FC		
Technical Advisory Committee and Development Meetings							
Planning-Redevelopment Meetings							
Vegetation Management Plans					FC		
Fire Sprinkler System Plans							
Fire Sprinkler System Inspections							
Fire Alarm System Plans							
Fire Alarm System inspections					FC		
Hood and Duct-Pre-engineered Systems Plans							
Hood and Duct-Pre-engineered Systems Inspections					FC		
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							
Develop Fire type specific investigation forms for field use - Evaluate & Modify							
Conduct Cause and Origin Investigations							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies							
Review Inspection Procedures							
Review Water - Hydrant Systems							
Basic Fire Investigation							
Review Fire Protection and Automatic Fire Extinguishing Systems							
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development							
Personnel Recruitment					FC		
Personnel Evaluations							
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers							
Ensure Training-Certifications are Current					FC		

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							
Attend and Participate in NFPA Committees and/or Hearings							
Attend and Participate in Cal Chief's Fire Prevention Officers							
Attend and Participate in Marin County Fire Prevention Officers							
Members of Marin County Fire Investigation Team							
Attend and Participate in CCAI Roundtable							
Attend and Participate in Marin Disaster Council							
Attend and Participate in Fire Safe Marin							
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards							
Prepares Quarterly Reports							
Prepares Monthly Reports							
Prepares Weekly Memos							
Prepares and Manages Budget							
Provides Personnel Supervision and Management for FPB							
Performs Administrative Operations Assignment							
Prepares Fire Code Adoption							
Attends Council/Board Meetings							
Participates in EOC/Disaster Planning							
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list							
Maintains Occupancy Inspection Program Database(s)							
Maintains Records Retention Management							
Maintains Video Library							
Maintains Public Ed Brochure/Materials/Supplies Inventory							
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports? N/A

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
Stinson Beach relies on MCFD for Fire Investigations, and help on commercial/business inspections

Information taken by: Scott Alber
Date: 9/28/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/2/06
 Name: DC Roger Sprehn
 Department/Agency: Corte Madera Fire Department
 FTE's in FPB: 1
 FTE's in Agency: 21
 FPB Budget: \$204,334

1. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA
Open House Public Event	X						
New resident New Business Info & Welcome Packet				X			
School Fire Drills				X			
CERT, DART Programs					BC		
Public Information Officer Duties	X						
Juvenile Fire Counseling Sessions-Program	X						
Coordination of Fire Station Tours					BC		
Fall Prevention Programs							NA
Disaster Preparedness for Seniors							NA
Special Events/Community Events	X		X	X	BC	X	
Career Day/School Programs				X			
Agency Newsletter	X						
PSAs in Theaters							NA
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program				X			
State Fire Marshal Regulated Occupancy Inspections	X			X			
Apartment-Hotel Inspections				X			
Fire Code Permit Issuance and Inspections	X						
Fire Hazard Complaints and Investigations	X						
Citations and/or Administrative Hearings	X						
5 Year Fire Sprinkler System-Maintenance and Testing Verification				X			
Hazardous Occupancy Inspections				X			
Community Service Task Force Meetings/Other Gov. Agency							NA
Miscellaneous Complaints	X		X				
Engine Company Support for CRR activities	X						
Day Care, Nursing Homes, Schools Inspections	X			X			
Weed Abatement Program-(Inspection, Enforcement, Administration)	X		X	X	BC		
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants	X						
Neighborhood Vegetation Management (VMP) Projects	X						
Issue Burn Permits							NA
Fire Resistive Landscape Demonstration Projects - Model Homes							NA
UWI Newsletter							NA
VMP Grant Writing	X						
Senior Veg Projects							NA
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)	X						
Plan Reviews (Building-Fire, Exiting and non-structural)	X						
Inspections and Scheduling	X						
Technical Advisory Committee and Development Meetings							NA
Planning-Redevelopment Meetings	X						
Vegetation Management Plans							NA
Fire Sprinkler System Plans	X						
Fire Sprinkler System Inspections	X						
Fire Alarm System Plans	X						
Fire Alarm System inspections	X						
Hood and Duct-Pre-engineered Systems Plans	X						
Hood and Duct-Pre-engineered Systems Inspections	X						
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							NA
Develop Fire type specific investigation forms for field use - Evaluate & Modify							NA
Conduct Cause and Origin Investigations	X				BC		

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies					BC		
Review Inspection Procedures	X						
Review Water - Hydrant Systems	X						
Basic Fire Investigation	X						
Review Fire Protection and Automatic Fire Extinguishing Systems	X						
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development							NA
Personnel Recruitment							NA
Personnel Evaluations							NA
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers							NA
Ensure Training-Certifications are Current							NA

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							NA
Attend and Participate in NFPA Committees and/or Hearings							NA
Attend and Participate in Cal Chief's Fire Prevention Officers	X						
Attend and Participate in Marin County Fire Prevention Officers	X						
Members of Marin County Fire Investigation Team							FF
Attend and Participate in CCAI Roundtable							NA
Attend and Participate in Marin Disaster Council	X				BC		
Attend and Participate in Fire Safe Marin	X						
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards	X						
Prepares Quarterly Reports							NA
Prepares Monthly Reports					BC		
Prepares Weekly Memos	X				BC,FC		
Prepares and Manages Budget	X				FC		
Provides Personnel Supervision and Management for FPB	X						
Performs Administrative Operations Assignment	X						
Prepares Fire Code Adoption	X						
Attends Council/Board Meetings	X				FC		
Participates in EOC/Disaster Planning	X				BC		
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE

Revise HMMP files and maintain current master list					BC		
Maintains Occupancy Inspection Program Database(s)	X		X	X			
Maintains Records Retention Management			X				
Maintains Video Library				FF			
Maintains Public Ed Brochure/Materials/Supplies Inventory				FF			
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
Bio Key FireRMS (Old Sun Pro)

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?

Information taken by: BC Ron Barney

Date: 9/7/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 8/3/06
 Name: BC Jeff Davidson
 Department/Agency: Mill Valley Fire Department
 FTE's in FPB: 0
 FTE's in Agency: 25.5
 FPB Budget: \$4,500 (Program budget indicates 3 FTE @ \$350,000 not FTE assignments.)

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA
Open House Public Event				X	CO,BC		
New resident New Business Info & Welcome Packet <Review bus license-target issues only>							NA
School Fire Drills				X	CO		
CERT, DART Programs				X	CO,BC		
Public Information Officer Duties					CO,BC		
Juvenile Fire Counseling Sessions-Program				X			
Coordination of Fire Station Tours					CO,BC		
Fall Prevention Programs				X			
Disaster Preparedness for Seniors							NA
Special Events/Community Events	X				BC		
Career Day/School Programs					BC		
Agency Newsletter					BC		
PSAs in Theaters							NA
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program				X			
State Fire Marshal Regulated Occupancy Inspections <Coordinated by CO, inspections by Eng Co>	X			X	CO		
Apartment-Hotel Inspections				X			
Fire Code Permit Issuance and Inspections	X						
Fire Hazard Complaints and Investigations				X	CO,BC		
Citations and/or Administrative Hearings	X				CO,BC		
5 Year Fire Sprinkler System-Maintenance and Testing Verification				X	CO,BC		
Hazardous Occupancy Inspections				X	CO,BC		
Community Service Task Force Meetings/Other Gov. Agency	X				CO,BC		
Miscellaneous Complaints	X			X	ALL		
Engine Company Support for CRR activities				X			
Day Care, Nursing Homes, Schools Inspections				X	CO,BC		
Weed Abatement Program-(Inspection, Enforcement, Administration)	X			X	CO,BC		
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants					BC,CO		
Neighborhood Vegetation Management (VMP) Projects					BC,CO		
Issue Burn Permits							NA
Fire Resistive Landscape Demonstration Projects - Model Homes					BC		
UWI Newsletter					BC		
VMP Grant Writing <Not specifically coordinated Some matching \$ by other agencies>					BC		
Senior Veg Projects					BC		
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)	X						
Plan Reviews (Building-Fire, Exiting and non-structural)	X						
Inspections and Scheduling	X				CO,BC		
Technical Advisory Committee and Development Meetings	X						
Planning-Redevelopment Meetings	X						
Vegetation Management Plans	X						
Fire Sprinkler System Plans	X						
Fire Sprinkler System Inspections	X			X	CO,BC		
Fire Alarm System Plans	X						
Fire Alarm System inspections	X						
Hood and Duct-Pre-engineered Systems Plans	X						
Hood and Duct-Pre-engineered Systems Inspections				X	CO,BC		
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							NA
Develop Fire type specific investigation forms for field use - Evaluate & Modify							NA
Conduct Cause and Origin Investigations	X				CO,BC		

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies	X						
Review Inspection Procedures					CO		
Review Water - Hydrant Systems	X				CO		
Basic Fire Investigation					CO,BC		
Review Fire Protection and Automatic Fire Extinguishing Systems	X				CO,BC		
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development	X				BC		
Personnel Recruitment	X						
Personnel Evaluations							NA
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers	X						
Ensure Training-Certifications are Current							NA

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							NA
Attend and Participate in NFPA Committees and/or Hearings							NA
Attend and Participate in Cal Chief's Fire Prevention Officers	X (rarely)						
Attend and Participate in Marin County Fire Prevention Officers	X						
Members of Marin County Fire Investigation Team							NA
Attend and Participate in CCAI Roundtable							NA
Attend and Participate in Marin Disaster Council	X						
Attend and Participate in Fire Safe Marin	X (rarely)						
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards	X						
Prepares Quarterly Reports							
Prepares Monthly Reports	X						
Prepares Weekly Memos							
Prepares and Manages Budget	X		X				
Provides Personnel Supervision and Management for FPB					CO,BC		
Performs Administrative Operations Assignment							NA
Prepares Fire Code Adoption	X						
Attends Council/Board Meetings	X						
Participates in EOC/Disaster Planning	X						
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list	X				CO		
Maintains Occupancy Inspection Program Database(s)	X				CO		
Maintains Records Retention Management	X		X				
Maintains Video Library					CO		
Maintains Public Ed Brochure/Materials/Supplies Inventory	X				CO		
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
Database, Firehouse, MS Access

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
Fire Marshal is line BC - no 40 hour FPB position.

Information taken by: BC Jeff Davidson
Date: 8/31/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/6/06
 Name: BC Tom Vallee
 Department/Agency: Ross Department of Public Safety
 FTE's in FPB: .5
 FTE's in Agency: 10
 FPB Budget: \$5,000not including personnel cost plus one time project funding.

1. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's	X				CO		NA
Open House Public Event				X			
New resident New Business Info & Welcome Packet			X				
School Fire Drills				X			
CERT, DART Programs				FF			
Public Information Officer Duties					FC		
Juvenile Fire Counseling Sessions-Program	X				CO		
Coordination of Fire Station Tours				X			
Fall Prevention Programs					FC		
Disaster Preparedness for Seniors							NA
Special Events/Community Events					FC	X	
Career Day/School Programs					CO,SRO		
Agency Newsletter <Done by email only>					FC		
PSAs in Theaters							NA
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program				X			
State Fire Marshal Regulated Occupancy Inspections	X				CO		
Apartment-Hotel Inspections				X			
Fire Code Permit Issuance and Inspections					CO,FC		
Fire Hazard Complaints and Investigations	X						
Citations and/or Administrative Hearings							CA
5 Year Fire Sprinkler System-Maintenance and Testing Verification	X				CO		
Hazardous Occupancy Inspections	X						
Community Service Task Force Meetings/Other Gov. Agency							NA
Miscellaneous Complaints				X			
Engine Company Support for CRR activities	X				CO		
Day Care, Nursing Homes, Schools Inspections	X						
Weed Abatement Program-(Inspection, Enforcement, Administration)				X			
Others (List specifically) <PRC4291 follow-up by Fire Marshal>	x						

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants							NA
Neighborhood Vegetation Management (VMP) Projects	X						
Issue Burn Permits	X						
Fire Resistive Landscape Demonstration Projects - Model Homes							NA
UWI Newsletter							NA
VMP Grant Writing							NA
Senior Veg Projects							NA
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)	X						
Plan Reviews (Building-Fire, Exiting and non-structural)	X						
Inspections and Scheduling	X						
Technical Advisory Committee and Development Meetings	X						
Planning-Redevelopment Meetings	X						
Vegetation Management Plans	X						
Fire Sprinkler System Plans	X						
Fire Sprinkler System Inspections	X						
Fire Alarm System Plans	X						
Fire Alarm System inspections	X						
Hood and Duct-Pre-engineered Systems Plans	X						
Hood and Duct-Pre-engineered Systems Inspections	X						
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							NA
Develop Fire type specific investigation forms for field use - Evaluate & Modify	X						
Conduct Cause and Origin Investigations	X						

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies				X			
Review Inspection Procedures	X						
Review Water - Hydrant Systems				X			
Basic Fire Investigation					CO		
Review Fire Protection and Automatic Fire Extinguishing Systems	X						
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development							NA
Personnel Recruitment							NA
Personnel Evaluations							NA
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers	X						
Ensure Training-Certifications are Current	X						

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							NA
Attend and Participate in NFPA Committees and/or Hearings							NA
Attend and Participate in Cal Chief's Fire Prevention Officers							NA
Attend and Participate in Marin County Fire Prevention Officers	X						
Members of Marin County Fire Investigation Team	X						
Attend and Participate in CCAI Roundtable							NA
Attend and Participate in Marin Disaster Council	X						
Attend and Participate in Fire Safe Marin	X						
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards							NA
Prepares Quarterly Reports							NA
Prepares Monthly Reports	X						
Prepares Weekly Memos							NA
Prepares and Manages Budget					FC		
Provides Personnel Supervision and Management for FPB	X						
Performs Administrative Operations Assignment	X						
Prepares Fire Code Adoption	X						
Attends Council/Board Meetings	X						
Participates in EOC/Disaster Planning	X						
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list							DPW
Maintains Occupancy Inspection Program Database(s)	X						
Maintains Records Retention Management	X						
Maintains Video Library	X				FC		
Maintains Public Ed Brochure/Materials/Supplies Inventory	X						
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
Fire Programs - Florida. Subscription service \$595 annually.

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
No

Information taken by: DC Forrest Craig
Date: 9/6/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/16/06
 Name: Jim Fox
 Department/Agency: Inverness Public Utility District
 FTE's in FPB: 0.5
 FTE's in Agency: 0
 FPB Budget: N/A

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's					FC		
Open House Public Event					FC		
New resident New Business Info & Welcome Packet							
School Fire Drills					FC		
CERT, DART Programs					FC		
Public Information Officer Duties							GM PUD
Juvenile Fire Counseling Sessions-Program							
Coordination of Fire Station Tours					FC		
Fall Prevention Programs							
Disaster Preparedness for Seniors					FC		
Special Events/Community Events					FC		
Career Day/School Programs					FC		
Agency Newsletter					FC		
PSAs in Theaters							
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program					FC		
State Fire Marshal Regulated Occupancy Inspections					FC		
Apartment-Hotel Inspections					FC		
Fire Code Permit Issuance and Inspections							
Fire Hazard Complaints and Investigations					FC		
Citations and/or Administrative Hearings							
5 Year Fire Sprinkler System-Maintenance and Testing Verification					FC		
Hazardous Occupancy Inspections					FC		
Community Service Task Force Meetings/Other Gov. Agency					FC		
Miscellaneous Complaints					FC		
Engine Company Support for CRR activities					FC		
Day Care, Nursing Homes, Schools Inspections					FC		
Weed Abatement Program-(Inspection, Enforcement, Administration)							
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants					FC		
Neighborhood Vegetation Management (VMP) Projects					FC		
Issue Burn Permits							
Fire Resistive Landscape Demonstration Projects - Model Homes							
UWI Newsletter							
VMP Grant Writing					FC		
Senior Veg Projects							
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)					FC		
Plan Reviews (Building-Fire, Exiting and non-structural)							
Inspections and Scheduling					FC		
Technical Advisory Committee and Development Meetings							
Planning-Redevelopment Meetings							
Vegetation Management Plans					FC		
Fire Sprinkler System Plans					FC		
Fire Sprinkler System Inspections					FC		
Fire Alarm System Plans					FC		
Fire Alarm System inspections					FC		
Hood and Duct-Pre-engineered Systems Plans					FC		
Hood and Duct-Pre-engineered Systems Inspections					FC		
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							
Develop Fire type specific investigation forms for field use - Evaluate & Modify							
Conduct Cause and Origin Investigations							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies							
Review Inspection Procedures							
Review Water - Hydrant Systems							
Basic Fire Investigation							
Review Fire Protection and Automatic Fire Extinguishing Systems							
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development							
Personnel Recruitment							
Personnel Evaluations							
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers							
Ensure Training-Certifications are Current					FC		

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							
Attend and Participate in NFPA Committees and/or Hearings							
Attend and Participate in Cal Chief's Fire Prevention Officers							
Attend and Participate in Marin County Fire Prevention Officers							
Members of Marin County Fire Investigation Team							
Attend and Participate in CCAI Roundtable							
Attend and Participate in Marin Disaster Council							
Attend and Participate in Fire Safe Marin							
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards							
Prepares Quarterly Reports							
Prepares Monthly Reports					FC		
Prepares Weekly Memos					FC		
Prepares and Manages Budget							GM
Provides Personnel Supervision and Management for FPB							
Performs Administrative Operations Assignment					FC		
Prepares Fire Code Adoption							
Attends Council/Board Meetings					FC		
Participates in EOC/Disaster Planning					FC		
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list					FC		
Maintains Occupancy Inspection Program Database(s)							
Maintains Records Retention Management					FC		
Maintains Video Library					FC		
Maintains Public Ed Brochure/Materials/Supplies Inventory					FC		
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports? N/A

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
Inverness PUD relies on MCFD for Fire Investigations

Information taken by: Scott Alber
Date: 9/16/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/8/06
 Name: Fire Chief Roger Meagor
 Department/Agency: Ross Valley Fire Department
 FTE's in FPB: 0
 FTE's in Agency: 27
 FPB Budget: \$9,000

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA
Open House Public Event				X	BC		
New resident New Business Info & Welcome Packet							NA
School Fire Drills				X			
CERT, DART Programs				E,FF	CO		
Public Information Officer Duties			X		CO		
Juvenile Fire Counseling Sessions-Program	X						
Coordination of Fire Station Tours			X				
Fall Prevention Programs	X						NA
Disaster Preparedness for Seniors							NA
Special Events/Community Events					CO		
Career Day/School Programs				X			
Agency Newsletter							NA
PSAs in Theaters							NA
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program				X			
State Fire Marshal Regulated Occupancy Inspections	X						
Apartment-Hotel Inspections				X			
Fire Code Permit Issuance and Inspections	X						
Fire Hazard Complaints and Investigations				X			
Citations and/or Administrative Hearings	X						
5 Year Fire Sprinkler System-Maintenance and Testing Verification	X			X			
Hazardous Occupancy Inspections				X			
Community Service Task Force Meetings/Other Gov. Agency	X						
Miscellaneous Complaints	X			X			
Engine Company Support for CRR activities	X						
Day Care, Nursing Homes, Schools Inspections	X			X			
Weed Abatement Program-(Inspection, Enforcement, Administration)				X			
Others (List specifically) <Property re-sale inspections>				X			

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants	X						
Neighborhood Vegetation Management (VMP) Projects	X			X			
Issue Burn Permits							NA
Fire Resistive Landscape Demonstration Projects - Model Homes	X						
UWI Newsletter							NA
VMP Grant Writing					FC		
Senior Veg Projects	X						
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)	X						
Plan Reviews (Building-Fire, Exiting and non-structural)	X				CO		
Inspections and Scheduling <Secretary does scheduling>	X						
Technical Advisory Committee and Development Meetings	X						
Planning-Redevelopment Meetings	X						
Vegetation Management Plans	X						
Fire Sprinkler System Plans	X				CO		
Fire Sprinkler System Inspections	X				CO		
Fire Alarm System Plans	X						
Fire Alarm System inspections	X				CO		
Hood and Duct-Pre-engineered Systems Plans	X				CO		
Hood and Duct-Pre-engineered Systems Inspections	X				CO		
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling	X						
Develop Fire type specific investigation forms for field use - Evaluate & Modify	X						
Conduct Cause and Origin Investigations	X				CO,BC,FC		

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies	X				BC		
Review Inspection Procedures	X				BC		
Review Water - Hydrant Systems	X				CO,BC		
Basic Fire Investigation							NA
Review Fire Protection and Automatic Fire Extinguishing Systems	X				BC		
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development	X				CO,BC		
Personnel Recruitment	X						NA
Personnel Evaluations							NA
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers	X						
Ensure Training-Certifications are Current							

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							NA
Attend and Participate in NFPA Committees and/or Hearings							NA
Attend and Participate in Cal Chief's Fire Prevention Officers							NA
Attend and Participate in Marin County Fire Prevention Officers	X						
Members of Marin County Fire Investigation Team	X						
Attend and Participate in CCAI Roundtable							NA
Attend and Participate in Marin Disaster Council							NA
Attend and Participate in Fire Safe Marin					X		
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/7/06
 Name: Fire Chief Mike Stone
 Department/Agency: Southern Marin Fire Protection District
 FTE's in FPB: 0
 FTE's in Agency: 57
 FPB Budget: \$3,500 Budget doesn't include % of BC or FF salary to reflect FPB time. Both are shift/line personnel

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA
Open House Public Event	X			X			
New resident New Business Info & Welcome Packet							NA
School Fire Drills	X			X			
CERT, DART Programs				X			
Public Information Officer Duties					CO,BC		
Juvenile Fire Counseling Sessions-Program					FC		
Coordination of Fire Station Tours			X	X	ALL		
Fall Prevention Programs							NA
Disaster Preparedness for Seniors							NA
Special Events/Community Events			X	X	ALL		
Career Day/School Programs	X				FC		
Agency Newsletter							NA
PSAs in Theaters							NA
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program	X	X		X			
State Fire Marshal Regulated Occupancy Inspections	X						
Apartment-Hotel Inspections	X	X		X			
Fire Code Permit Issuance and Inspections	X				FC		
Fire Hazard Complaints and Investigations	X				FC		
Citations and/or Administrative Hearings	X				FC		
5 Year Fire Sprinkler System-Maintenance and Testing Verification				X			
Hazardous Occupancy Inspections	X			X	ALL		
Community Service Task Force Meetings/Other Gov. Agency	X				FC		
Miscellaneous Complaints				X			
Engine Company Support for CRR activities	X						
Day Care, Nursing Homes, Schools Inspections	X			X			
Weed Abatement Program-(Inspection, Enforcement, Administration)				X	ALL		
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants	X						
Neighborhood Vegetation Management (VMP) Projects					FC		
Issue Burn Permits							NA
Fire Resistant Landscape Demonstration Projects - Model Homes					FC		
UWI Newsletter							NA
VMP Grant Writing					FC		Contract
Senior Veg Projects							NA
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)	X	X			FC		
Plan Reviews (Building-Fire, Exiting and non-structural)	X	X			FC		
Inspections and Scheduling	X	X					
Technical Advisory Committee and Development Meetings							NA
Planning-Redevelopment Meetings					FC		
Vegetation Management Plans							NA
Fire Sprinkler System Plans	X	X					
Fire Sprinkler System Inspections	X	X		X	FC		
Fire Alarm System Plans	X	X					Contract
Fire Alarm System inspections	X	X			FC		
Hood and Duct-Pre-engineered Systems Plans	X	X					
Hood and Duct-Pre-engineered Systems Inspections	X	X					
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							NA
Develop Fire type specific investigation forms for field use - Evaluate & Modify							NA
Conduct Cause and Origin Investigations					FC,BC,CO		Team

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies	X						
Review Inspection Procedures	X						
Review Water - Hydrant Systems							NA
Basic Fire Investigation							NA
Review Fire Protection and Automatic Fire Extinguishing Systems	X						
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development					BC		
Personnel Recruitment					BC		
Personnel Evaluations					BC,AC*		
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers					FC		
Ensure Training-Certifications are Current					AC*		

(*Note that AC was used in lieu of DC)

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							NA
Attend and Participate in NFPA Committees and/or Hearings							NA
Attend and Participate in Cal Chief's Fire Prevention Officers							NA
Attend and Participate in Marin County Fire Prevention Officers	X						
Members of Marin County Fire Investigation Team							NA
Attend and Participate in CCAI Roundtable							NA
Attend and Participate in Marin Disaster Council					FC	X	
Attend and Participate in Fire Safe Marin							NA
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/12/06
 Name: AC Mark Horick
 Department/Agency: Skywalker Ranch Fire Brigade
 FTE's in FPB: 1 Fire Marshal/Assistant Chief
 FTE's in Agency: 12
 FPB Budget: \$80-90k (Not a specific program budget)

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA, PR
Open House Public Event <Fire Prevention Week>				X			
New resident New Business Info & Welcome Packet <Beyond gates with Nicasio>					FC		
School Fire Drills <Also on-site and with Nicasio School 2x per year>				X			
CERT, DART Programs				X			
Public Information Officer Duties							PR
Juvenile Fire Counseling Sessions-Program							NA
Coordination of Fire Station Tours				X			
Fall Prevention Programs <OPUS Program>	X						
Disaster Preparedness for Seniors <Taken to each company within the corporation>				X			
Special Events/Community Events					FC		
Career Day/School Programs <For on-site day care>				X			
Agency Newsletter					FC		
PSAs in Theaters							NA
Others (List specifically) <Confined space - OSHA training for onsite personnel>	X			X			

2. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program <Conduct daily inspections>	X			X			MCFD*
State Fire Marshal Regulated Occupancy Inspections				X			
Apartment-Hotel Inspections				X			
Fire Code Permit Issuance and Inspections							MCFD*
Fire Hazard Complaints and Investigations	X						
Citations and/or Administrative Hearings							NA
5 Year Fire Sprinkler System-Maintenance and Testing Verification							Contractor
Hazardous Occupancy Inspections	X						Co.CUPA
Community Service Task Force Meetings/Other Gov. Agency					FC		
Miscellaneous Complaints	X						
Engine Company Support for CRR activities	X						
Day Care, Nursing Homes, Schools Inspections <No nursing homes>				X			
Weed Abatement Program-(Inspection, Enforcement, Administration) <MCFD-Walsh>							MCFD*
Others (List specifically) <Fire Extinguishers, occupancy levels, special events>	X			X			

*Co-operated with Marin County Fire Marshal

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants							NA
Neighborhood Vegetation Management (VMP) Projects							NA
Issue Burn Permits							MCFD*
Fire Resistive Landscape Demonstration Projects - Model Homes							NA
UWI Newsletter							NA
VMP Grant Writing							NA
Senior Veg Projects							NA
Others (List specifically)							

*Co-operated with Marin County Fire Marshal

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)	X						
Plan Reviews (Building-Fire, Exiting and non-structural) <Building security and life safety>	X						
Inspections and Scheduling	X						
Technical Advisory Committee and Development Meetings	X				FC		
Planning-Redevelopment Meetings					FC		
Vegetation Management Plans	X						
Fire Sprinkler System Plans	X						MCFD*
Fire Sprinkler System Inspections	X						MCFD*
Fire Alarm System Plans	X						MCFD*
Fire Alarm System inspections	X						MCFD*
Hood and Duct-Pre-engineered Systems Plans	X						MCFD*
Hood and Duct-Pre-engineered Systems Inspections	X						MCFD*
Others (List specifically)	X						

*Co-operated with Marin County Fire Marshal

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling	X						
Develop Fire type specific investigation forms for field use - Evaluate & Modify					CO		
Conduct Cause and Origin Investigations					CO		

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies <Planned events>				X			
Review Inspection Procedures	X			Engineers			
Review Water - Hydrant Systems				X			
Basic Fire Investigation							NA
Review Fire Protection and Automatic Fire Extinguishing Systems	X						Contractor
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development	X						
Personnel Recruitment	X						
Personnel Evaluations	X						
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers	X						
Ensure Training-Certifications are Current	X						

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							X
Attend and Participate in NFPA Committees and/or Hearings	X						
Attend and Participate in Cal Chief's Fire Prevention Officers							X
Attend and Participate in Marin County Fire Prevention Officers					CO		
Members of Marin County Fire Investigation Team					CO		
Attend and Participate in CCAI Roundtable					CO		
Attend and Participate in Marin Disaster Council					FC		
Attend and Participate in Fire Safe Marin							NA
Other (List specifically) Training Officers	X						

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards <Precise Development>	X				FC		
Preapres Quarterly Reports <Annual>							
Prepares Monthly Reports <Annual>	X						
Prepares Weekly Memos <Annual>							
Prepares and Manages Budget	X						
Provides Personnel Supervision and Management for FPB	X				FC		
Performs Administrative Operations Assignment	X						
Prepares Fire Code Adoption							MCFD*
Attends Council/Board Meetings	X				FC		
Participates in EOC/Disaster Planning	X						
Others (List specifically)							

*Co-operated with Marin County Fire Marshal

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE							
Revise HMMP files and maintain current master list	X						
Maintains Occupancy Inspection Program Database(s)					FC		
Maintains Records Retention Management					CO		
Maintains Video Library					CO		
Maintains Public Ed Brochure/Materials/Supplies Inventory							PR
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
File Maker Pro - Firehouse Software

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
It is important to know what the community needs are. We have asked them.
The Fire Marshal also ensures proper OSHA training and PPE inspections.

Information taken by: DC Forrest Craig

Date: 9/12/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 8/3/06
 Name: BC James Galli
 Department/Agency: Kentfield Fire Protection District
 FTE's in FPB: 0
 FTE's in Agency: 11
 FPB Budget: \$8,000

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA
Open House Public Event			X	X	CO,BC,FC	X	
New resident New Business Info & Welcome Packet							NA
School Fire Drills	X			X	CO		
CERT, DART Programs				X			
Public Information Officer Duties	X		X	X	BC		
Juvenile Fire Counseling Sessions-Program	X						
Coordination of Fire Station Tours	X			X	CO	X	
Fall Prevention Programs	X				BC		
Disaster Preparedness for Seniors				X			
Special Events/Community Events				X	CO		
Career Day/School Programs							NA
Agency Newsletter					FC		
PSAs in Theaters							NA
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program	X			X	CO		
State Fire Marshal Regulated Occupancy Inspections	X			X	CO		
Apartment-Hotel Inspections	X						
Fire Code Permit Issuance and Inspections							NA
Fire Hazard Complaints and Investigations	X		X	CO			
Citations and/or Administrative Hearings	X			FC			
5 Year Fire Sprinkler System-Maintenance and Testing Verification	X		X	CO			
Hazardous Occupancy Inspections	X		X	CO			
Community Service Task Force Meetings/Other Gov. Agency	X				BC,FC		
Miscellaneous Complaints	X		X	X	CO		
Engine Company Support for CRR activities				X	CO,FC		
Day Care, Nursing Homes, Schools Inspections	X			X	CO,BC		
Weed Abatement Program-(Inspection, Enforcement, Administration)	X		X	X	CO,BC		
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants					FC		
Neighborhood Vegetation Management (VMP) Projects	X						
Issue Burn Permits							NA
Fire Resistant Landscape Demonstration Projects - Model Homes	X						
UWI Newsletter	X				FC		
VMP Grant Writing					FC		
Senior Veg Projects							NA
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)	X				FC		
Plan Reviews (Building-Fire, Exiting and non-structural)	X						
Inspections and Scheduling	X						
Technical Advisory Committee and Development Meetings	X				FC		
Planning-Redevelopment Meetings	X				FC		
Vegetation Management Plans	X						
Fire Sprinkler System Plans	X						
Fire Sprinkler System Inspections	X						
Fire Alarm System Plans	X						
Fire Alarm System inspections	X						
Hood and Duct-Pre-engineered Systems Plans	X						
Hood and Duct-Pre-engineered Systems Inspections	X						
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							NA
Develop Fire type specific investigation forms for field use - Evaluate & Modify	X						
Conduct Cause and Origin Investigations	X						

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies	X						
Review Inspection Procedures	X						
Review Water - Hydrant Systems	X				FC		
Basic Fire Investigation	X			X	CO		
Review Fire Protection and Automatic Fire Extinguishing Systems	X						
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development	X						
Personnel Recruitment							NA
Personnel Evaluations							NA
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers							NA
Ensure Training-Certifications are Current							NA

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							NA
Attend and Participate in NFPA Committees and/or Hearings							NA
Attend and Participate in Cal Chief's Fire Prevention Officers							NA
Attend and Participate in Marin County Fire Prevention Officers	X						
Members of Marin County Fire Investigation Team	X						
Attend and Participate in CCAI Roundtable	X						
Attend and Participate in Marin Disaster Council							NA
Attend and Participate in Fire Safe Marin					FC		
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards	X				FC		
Prepares Quarterly Reports							NA
Prepares Monthly Reports							NA
Prepares Weekly Memos							NA
Prepares and Manages Budget	X						
Provides Personnel Supervision and Management for FPB							NA
Performs Administrative Operations Assignment	X						
Prepares Fire Code Adoption							
Attends Council/Board Meetings	X				FC		
Participates in EOC/Disaster Planning					BC,FC		
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list							NA
Maintains Occupancy Inspection Program Database(s)	X						
Maintains Records Retention Management	X						
Maintains Video Library	X						
Maintains Public Ed Brochure/Materials/Supplies Inventory	X						
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
Filemaker Pro

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
No.

Information taken by: BC Jeff Davidson
Date: 8/31/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/6/06
 Name: Fire Chief Tom Roach
 Department/Agency: Marinwood Fire Department
 FTE's in FPB: 0
 FTE's in Agency: 11
 FPB Budget: \$6,000

1. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA
Open House Public Event				X	FC		
New resident New Business Info & Welcome Packet				X	FC		CDA
School Fire Drills				X	FC		
CERT, DART Programs				X	FC		
Public Information Officer Duties					FC		
Juvenile Fire Counseling Sessions-Program				X	FC		Other
Coordination of Fire Station Tours							NA
Fall Prevention Programs				X	FC		
Disaster Preparedness for Seniors				X	FC		
Special Events/Community Events				X	FC		
Career Day/School Programs				X	FC		
Agency Newsletter					FC,CO		
PSAs in Theaters							NA
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program				X			
State Fire Marshal Regulated Occupancy Inspections				X			
Apartment-Hotel Inspections				X			
Fire Code Permit Issuance and Inspections							NA
Fire Hazard Complaints and Investigations					FC		
Citations and/or Administrative Hearings					FC		
5 Year Fire Sprinkler System-Maintenance and Testing Verification					FC		
Hazardous Occupancy Inspections							NA
Community Service Task Force Meetings/Other Gov. Agency					FC		
Miscellaneous Complaints					FC		
Engine Company Support for CRR activities					CO or FC		
Day Care, Nursing Homes, Schools Inspections				X			
Weed Abatement Program-(Inspection, Enforcement, Administration)							NA
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants							NA
Neighborhood Vegetation Management (VMP) Projects							NA
Issue Burn Permits							NA
Fire Resistive Landscape Demonstration Projects - Model Homes <And Parks Director>					FC		
UWI Newsletter					FC		
VMP Grant Writing							NA
Senior Veg Projects							NA
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)					FC		
Plan Reviews (Building-Fire, Exiting and non-structural)					FC		
Inspections and Scheduling					FC		
Technical Advisory Committee and Development Meetings					FC		
Planning-Redevelopment Meetings					FC		
Vegetation Management Plans					FC		
Fire Sprinkler System Plans							Contractor
Fire Sprinkler System Inspections				X	FC		
Fire Alarm System Plans							Contractor
Fire Alarm System inspections				X	FC		
Hood and Duct-Pre-engineered Systems Plans					FC		
Hood and Duct-Pre-engineered Systems Inspections					FC		
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling					FC		
Develop Fire type specific investigation forms for field use - Evaluate & Modify					FC		
Conduct Cause and Origin Investigations					CO,FC		

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies				X			
Review Inspection Procedures					CO		
Review Water - Hydrant Systems				X			
Basic Fire Investigation				X			
Review Fire Protection and Automatic Fire Extinguishing Systems				X			
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development					FC		
Personnel Recruitment					FC		
Personnel Evaluations					FC		
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers					FC		
Ensure Training-Certifications are Current					FC,CO		

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							NA
Attend and Participate in NFPA Committees and/or Hearings							NA
Attend and Participate in Cal Chief's Fire Prevention Officers							NA
Attend and Participate in Marin County Fire Prevention Officers				FF	CO,FC		
Members of Marin County Fire Investigation Team					CO,FC		
Attend and Participate in CCAI Roundtable							NA
Attend and Participate in Marin Disaster Council							NA
Attend and Participate in Fire Safe Marin					FC		
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards							MCFD
Prepares Quarterly Reports							NA
Prepares Monthly Reports					FC		
Prepares Weekly Memos							NA
Prepares and Manages Budget					FC		
Provides Personnel Supervision and Management for FPB					FC		
Performs Administrative Operations Assignment					FC		
Prepares Fire Code Adoption							MCFD
Attends Council/Board Meetings					FC		
Participates in EOC/Disaster Planning					FC		
Others (List specifically) <Succession planning-career development>					FC		

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list					CO		
Maintains Occupancy Inspection Program Database(s)					CO		
Maintains Records Retention Management					CO		
Maintains Video Library					CO,TO		
Maintains Public Ed Brochure/Materials/Supplies Inventory					CO		
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
MS Excel Spread sheets

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
No.

Information taken by: DC Forrest Craig
Date: 9/6/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/12/06
 Name: FM Ron Barney/Fire Chief Richard Pierce
 Tiburon Fire Protection District
 FTE's in FPB: 1
 FTE's in Agency: 21
 FPB Budget: \$150,432

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA
Open House Public Event							
New resident New Business Info & Welcome Packet							NA
School Fire Drills	X			X			
CERT, DART Programs	X					X	
Public Information Officer Duties	X						
Juvenile Fire Counseling Sessions-Program	X				BC		
Coordination of Fire Station Tours					CO,BC		
Fall Prevention Programs							NA
Disaster Preparedness for Seniors							NA
Special Events/Community Events	X			X	CO,BC	X	
Career Day/School Programs	X						
Agency Newsletter	X				BC		
PSAs in Theaters	X						
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program				X			
State Fire Marshal Regulated Occupancy Inspections	X			X			
Apartment-Hotel Inspections				X			
Fire Code Permit Issuance and Inspections	X						
Fire Hazard Complaints and Investigations	X						
Citations and/or Administrative Hearings	X						
5 Year Fire Sprinkler System-Maintenance and Testing Verification	X			X			
Hazardous Occupancy Inspections							NA
Community Service Task Force Meetings/Other Gov. Agency	X						
Miscellaneous Complaints	X						
Engine Company Support for CRR activities	X						
Day Care, Nursing Homes, Schools Inspections	X			X	CO,BC		
Weed Abatement Program-(Inspection, Enforcement, Administration)	X			X	CO,BC		
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants							NA
Neighborhood Vegetation Management (VMP) Projects							NA
Issue Burn Permits	X						
Fire Resistant Landscape Demonstration Projects - Model Homes							NA
UWI Newsletter							NA
VMP Grant Writing					FC		
Senior Veg Projects							NA
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT							
Plan Reviews (Planning)	X						
Plan Reviews (Building-Fire, Exiting and non-structural)	X						
Inspections and Scheduling	X						
Technical Advisory Committee and Development Meetings	X						
Planning-Redevelopment Meetings	X						
Vegetation Management Plans	X						
Fire Sprinkler System Plans	X						
Fire Sprinkler System Inspections	X						
Fire Alarm System Plans	X						
Fire Alarm System inspections	X						
Hood and Duct-Pre-engineered Systems Plans	X						
Hood and Duct-Pre-engineered Systems Inspections	X						
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION							
Investigator Rotation Scheduling							NA
Develop Fire type specific investigation forms for field use - Evaluate & Modify	X					BC	
Conduct Cause and Origin Investigations	X					BC	

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies	X						
Review Inspection Procedures	X						
Review Water - Hydrant Systems	X				BC		
Basic Fire Investigation	X						
Review Fire Protection and Automatic Fire Extinguishing Systems	X						
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development	X				FC		
Personnel Recruitment					FC		
Personnel Evaluations					FC		
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers	X				FC		
Ensure Training-Certifications are Current					FC		

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							NA
Attend and Participate in NFPA Committees and/or Hearings							NA
Attend and Participate in Cal Chief's Fire Prevention Officers	X						
Attend and Participate in Marin County Fire Prevention Officers	X						
Members of Marin County Fire Investigation Team	X						
Attend and Participate in CCAI Roundtable							NA
Attend and Participate in Marin Disaster Council							NA
Attend and Participate in Fire Safe Marin							NA
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards	X						
Prepares Quarterly Reports							NA
Prepares Monthly Reports	X						
Prepares Weekly Memos							NA
Prepares and Manages Budget	X						CFO
Provides Personnel Supervision and Management for FPB	X						
Performs Administrative Operations Assignment	X						
Prepares Fire Code Adoption	X						
Attends Council/Board Meetings	X						
Participates in EOC/Disaster Planning	X				CO,BC,FC		
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE

Revise HMMP files and maintain current master list					BC		
Maintains Occupancy Inspection Program Database(s)	X						
Maintains Records Retention Management	X						
Maintains Video Library							NA
Maintains Public Ed Brochure/Materials/Supplies Inventory	X						
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
Fire Point (Version 7.0.2)

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
No

Information taken by: BC Ron Barney
Date: 9/12/06

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 10/2/06
 Name: Fire Chief John Montenero
 Department/Agency: San Rafael Fire Department
 FTE's in FPB: 1-Fire Captain Specialist; 3-Community Development Agency/Code Enforcement
 FTE's in Agency: 81
 FPB Budget: \$525,000 - \$550,000

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

1. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's							NA
Open House Public Event				X	BC		
New resident New Business Info & Welcome Packet							NZ
School Fire Drills				X			
CERT, DART Programs <.5 FTE Coordinated by Emergency Services Coordinator>							ESC,ACM
Public Information Officer Duties							ACM
Juvenile Fire Counseling Sessions-Program					CO		
Coordination of Fire Station Tours					BC		
Fall Prevention Programs							NA
Disaster Preparedness for Seniors							ESC
Special Events/Community Events				X	BC		ESC
Career Day/School Programs				X			ESC
Agency Newsletter <City newsletter>							CM
PSAs in Theaters							NA
Others (List specifically)							

ESC=Emergency Services Coordinator; ACM= Assistant to City Manager

2. Of the CRR services listed below which ones are provided by your agency? Place
 and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program							NA
State Fire Marshal Regulated Occupancy Inspections							CE
Apartment-Hotel Inspections							CE
Fire Code Permit Issuance and Inspections							CDA
Fire Hazard Complaints and Investigations							CE
Citations and/or Administrative Hearings							CE
5 Year Fire Sprinkler System-Maintenance and Testing Verification							CE
Hazardous Occupancy Inspections							CE
Community Service Task Force Meetings/Other Gov. Agency							CE
Miscellaneous Complaints		X					CE
Engine Company Support for CRR activities							NA
Day Care, Nursing Homes, Schools Inspections							CE
Weed Abatement Program-(Inspection, Enforcement, Administration)					FCS		
Others (List specifically)							

CE= Code Enforcement; CDA= Community Development Agency; FCS=Fire Captain Specialist

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants					FCS		
Neighborhood Vegetation Management (VMP) Projects					FCS		
Issue Burn Permits							NA
Fire Resistive Landscape Demonstration Projects - Model Homes					FCS		
UWI Newsletter					FCS		Commiss
VMP Grant Writing							AA
Senior Veg Projects					FCS		
Others (List specifically)							

FCS=Fire Captain Specialist; Commiss= SRFD Fire Commission; AA=Admin Analyst

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)							CE
Plan Reviews (Building-Fire, Exiting and non-structural)							CE
Inspections and Scheduling							CE
Technical Advisory Committee and Development Meetings							CE
Planning-Redevelopment Meetings							CE
Vegetation Management Plans					FCS		
Fire Sprinkler System Plans							CE
Fire Sprinkler System Inspections							CE
Fire Alarm System Plans							CE
Fire Alarm System inspections							CE
Hood and Duct-Pre-engineered Systems Plans							CE
Hood and Duct-Pre-engineered Systems Inspections							CE
Others (List specifically)							

CE= Code enforcement

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling					FCS		
Develop Fire type specific investigation forms for field use - Evaluate & Modify					FCS		
Conduct Cause and Origin Investigations					FCS		

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies							NA
Review Inspection Procedures							CE
Review Water - Hydrant Systems					BC		
Basic Fire Investigation				X	BC		
Review Fire Protection and Automatic Fire Extinguishing Systems							CE
Others (List specifically)							

CE=Code Enforcement; AA=Admin Analyst

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Track and Provide Career Development							AA
Personnel Recruitment					FC,HR,AC		
Personnel Evaluations							BO
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers							BO
Ensure Training-Certifications are Current							BO

HR=Human Resource; BO=Building Official; AA=Admin Analyst

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Attend and participate in ICC Code Committees and/or Hearings							BO
Attend and Participate in NFPA Committees and/or Hearings							BO,CE
Attend and Participate in Cal Chief's Fire Prevention Officers							NA
Attend and Participate in Marin County Fire Prevention Officers							CE
Members of Marin County Fire Investigation Team					FCS		CE
Attend and Participate in CCAI Roundtable							NA
Attend and Participate in Marin Disaster Council							ESC
Attend and Participate in Fire Safe Marin					FCS		
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards					FC		
Prepares Quarterly Reports							CE
Prepares Monthly Reports							CE
Prepares Weekly Memos							CE
Prepares and Manages Budget							CE
Provides Personnel Supervision and Management for FPB							CE
Performs Administrative Operations Assignment							CE
Prepares Fire Code Adoption							CE
Attends Council/Board Meetings					FC,AC,FCS		CE
Participates in EOC/Disaster Planning							ESC
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list							AA
Maintains Occupancy Inspection Program Database(s)							CE
Maintains Records Retention Management							CE
Maintains Video Library							AA
Maintains Public Ed Brochure/Materials/Supplies Inventory							AA,ESC
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports?
CUPA Software. No fire prevention records management.

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?
The Department is being re-organized to improve not the detail but the leadership and accountability to the public and its customers.

Information taken by: DC Forrest Craig
Date: 10/2/06+B211

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

Date: 9/28/06
 Name: Anita Tyrell-Brown
 Department/Agency: Bolinas Fire Protection District
 FTE's in FPB: 1
 FTE's in Agency: 2
 FPB Budget: \$1,000

1. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:
 1. For Line Officers use the abbreviations: CO-Company Officer;
 BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
 2. For functions not applicable enter NA in "Other" column.

PUBLIC EDUCATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Monthly Media PSA's					FC		
Open House Public Event					FC		
New resident New Business Info & Welcome Packet							
School Fire Drills					FC		
CERT, DART Programs							
Public Information Officer Duties					FC		
Juvenile Fire Counseling Sessions-Program							
Coordination of Fire Station Tours					FC		
Fall Prevention Programs							
Disaster Preparedness for Seniors					FC		
Special Events/Community Events					FC		
Career Day/School Programs					FC		
Agency Newsletter					FC		
PSAs in Theaters							
Others (List specifically)							

2. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CODE ENFORCEMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Commercial Occupancies Inspection Program					FC		
State Fire Marshal Regulated Occupancy Inspections					FC		
Apartment-Hotel Inspections					FC		
Fire Code Permit Issuance and Inspections					FC		
Fire Hazard Complaints and Investigations					FC		
Citations and/or Administrative Hearings							
5 Year Fire Sprinkler System-Maintenance and Testing Verification							
Hazardous Occupancy Inspections					FC		
Community Service Task Force Meetings/Other Gov. Agency					FC		
Miscellaneous Complaints					FC		
Engine Company Support for CRR activities							
Day Care, Nursing Homes, Schools Inspections					FC		
Weed Abatement Program-(Inspection, Enforcement, Administration)					FC		
Others (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

3. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

VEGETATION MANAGEMENT PROGRAM	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Chipper Programs/grants					FC		
Neighborhood Vegetation Management (VMP) Projects					FC		
Issue Burn Permits					FC		
Fire Resistive Landscape Demonstration Projects - Model Homes							
UWI Newsletter							
VMP Grant Writing					FC		
Senior Veg Projects							
Others (List specifically)							

4. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

CONSTRUCTION AND DEVELOPMENT	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Plan Reviews (Planning)					FC		
Plan Reviews (Building-Fire, Exiting and non-structural)					FC		
Inspections and Scheduling					FC		
Technical Advisory Committee and Development Meetings							
Planning-Redevelopment Meetings							
Vegetation Management Plans					FC		
Fire Sprinkler System Plans					FC		
Fire Sprinkler System Inspections					FC		
Fire Alarm System Plans					FC		
Fire Alarm System inspections					FC		
Hood and Duct-Pre-engineered Systems Plans					FC		
Hood and Duct-Pre-engineered Systems Inspections					FC		
Others (List specifically)							

5. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FIRE CAUSE AND ORIGIN INVESTIGATION	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Investigator Rotation Scheduling							
Develop Fire type specific investigation forms for field use - Evaluate & Modify							
Conduct Cause and Origin Investigations					FC		

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

6. Of the CRR services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

FIRE PREVENTION TRAINING SESSIONS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Periodic Tours of New Construction Projects with Engine Companies					FC		
Review Inspection Procedures					FC		
Review Water - Hydrant Systems					FC		
Basic Fire Investigation							
Review Fire Protection and Automatic Fire Extinguishing Systems					FC		
Others (List specifically)							

7. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PERSONNEL

Track and Provide Career Development							
Personnel Recruitment					FC		
Personnel Evaluations							
Execute Contracts for Specialist Inspectors, FPE's, Plan Reviewers							
Ensure Training-Certifications are Current					FC		

8. Of the professional organizations and associations listed below in which one does your agency participate? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

PROFESSIONAL ORGANIZATIONS

Attend and participate in ICC Code Committees and/or Hearings							
Attend and Participate in NFPA Committees and/or Hearings							
Attend and Participate in Cal Chief's Fire Prevention Officers							
Attend and Participate in Marin County Fire Prevention Officers							
Members of Marin County Fire Investigation Team							
Attend and Participate in CCAI Roundtable							
Attend and Participate in Marin Disaster Council					FC		
Attend and Participate in Fire Safe Marin					FC		
Other (List specifically)							

Community Risk Reduction (CRR) Questionnaire Marin County Fire Services

9. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

Note:

1. For Line Officers use the abbreviations: CO-Company Officer; BC-Bat Chief; AC-Assist. Chief; FC-Fire Chief.
2. For functions not applicable enter NA in "Other" column.

ADMINISTRATIVE ASSIGNMENTS	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Development Fire Protection Standards					FC		
Prepares Quarterly Reports							
Prepares Monthly Reports					FC		
Prepares Weekly Memos							
Prepares and Manages Budget					FC		
Provides Personnel Supervision and Management for FPB							
Performs Administrative Operations Assignment					FC		
Prepares Fire Code Adoption					FC		
Attends Council/Board Meetings					FC		
Participates in EOC/Disaster Planning					FC		
Others (List specifically)							

10. Of the FPB administrative services listed below which ones are provided by your agency? Place and "X" in the column that most accurately describes who performs this function. Mark all that apply.

FILES MANAGEMENT AND MAINTENANCE	FM	INSP.	SEC.	ENG CO.	LINE OFFICER	VOL.	OTHER
Revise HMMP files and maintain current master list							
Maintains Occupancy Inspection Program Database(s)					FC		
Maintains Records Retention Management					FC		
Maintains Video Library					FC		
Maintains Public Ed Brochure/Materials/Supplies Inventory					FC		
Other (List specifically)							

Answer all of the following if they are applicable to your department/agency.

11. What software program(s) is used to manage your fire prevention inspections and occupancy records and reports? MS WORD

12. Is there anything not listed or asked that you would like to add that might pertain to this topic and questionnaire?

Bolinas relies on MCFD for Fire Investigations, and help on commercial/business inspections
Although Bolinas does VM inspections, they are usually only in response to complaints or questions from the public and not formal.
Chief Brown also has the title of Fire Marshal for her district.
Information taken by: Scott Alber
Date: 9/28/06

Appendix D

Interviews

Interview with Robert E. Marcucci, Fire Chief Retired
San Rafael Fire Department (SNR), CA
September 6, 2006

In an interview with retired Fire Chief Robert Marcucci of the San Rafael Fire Department, when asked about the most appropriate method of service delivery among Marin Fire Departments provided the example of the contractual agreement between the City of San Rafael and the Marinwood Community Services District. Chief Marcucci indicated that the system is one more of regionalization and not consolidation.

Consolidation as he explained has its drawbacks in that an agency must succumb to the larger or more influential organization and there is little or no recourse for dissolution except through a government process outlined and as agreed upon by Local Agency Formation Commission (LAFCO).

With regionalization, or contracting rather than consolidation, the organizations have the option to shop for the most financially and service delivery available according to Marcucci. Moreover, Marcucci stated that the organizations can establish performance objectives based on the desired outcome. With consolidations this may be desired but there is not contractual accountability.

When asked what would be the one or two most significant considerations in regionalization, Marcucci stated that organizational culture and the political will of the governing organizations/agencies. If the two cultures or political will to regionalize are not nearly aligned, it will be significantly more difficult for management before, during and after the merger takes place.

End of interview

By: Forrest M. Craig, D/C Fire Marshal

Interview with Vern Losh, Fire Chief
 Sonoma County Fire and Emergency Services (SSR), CA
 August 28, 2006

In an interview with Chief Losh, Fire Chief with the Sonoma County Fire and Emergency Services, he indicated that the service area consists of 640 square miles and the entire County is approximately 1,200 total square miles including all service areas served by others i.e. City of Santa Rosa Fire Department, Towns of Healdsburg and Windsor, City Petaluma Fire Department and other fire districts. There are 30 FTE positions; 250 volunteer Firefighting force, 20 HMRT responders.

The SSR includes 15 volunteer all risk fire companies. SSR also provides “contract” fire prevention services to 16 of the 19 independent Fire Protection Districts excluding Windsor, Cloverdale, and Roseland.

Issues Prior to the Consolidation:

- Departments had 7-8 different ways of delivering the same service
- The current delivery system was a drain on developers
- A one stop shop for permitting was being developed/mandated by the Sonoma County Board of Supervisors which lead to the discussion of the consolidated effort.

During the Consolidation:

- Inspectors were brought in from neighboring jurisdictions as members of the new organization.
- The organization also uses contract fire inspectors, which are in addition to the FTE inspectors.
- Fee schedules were developed and adopted to provide fully burden rates for fees for service – cost recovery.
- Sonoma County Board of Supervisors finances the SSR through fees and a portion of the property tax collected within the boundaries of SSR.

Ongoing:

- The consolidation led to the development of countywide fire ordinances and fire protection standards.
- Communication with the many agency members and training continue to be challenging

The following functional services are provided by SSR:

- Residential inspections for fire and life safety
- Certified Unified Program Agency CUPA programs
- Commercial inspections for fire and life safety.

- Developed a fire sprinkler ordinance for all occupancies in the unincorporated area of the county

There are nineteen fire districts in unincorporated Sonoma County that are not included in SSR.

The Sonoma County Chapter of the American Red Cross provides Community Emergency Response Training (CERT) throughout the county.

End of Interview

By: Forrest M. Craig, D/C Fire Marshal

Interview with Chief Mike Stone
Southern Marin Fire Protection District (SOM), CA
September 16, 2006

In an interview with Mike Stone, Fire Chief with the Southern Marin Fire Protection District (SOM), he indicated that the jurisdiction is comprised of: Alto Fire Protection District, Tamalpais Fire Protection District (TFPD), and the City of Sausalito Fire Department (SIT).

The SOM also operates under a contract with the City of Sausalito to provide emergency fire services. The contract does not include fire prevention services. Plan reviews and inspections are provided for on a fee for service basis.

According to Chief Stone (who was at that time the Deputy Fire Chief and Fire Marshal of TFPD), in 1979 the City of Mill Valley (MLV) and the TFPD drafted an 11th hour Joint Powers Agreement (JPA) to consolidate fire services. This JPA was written by the former Fire Chief Bob Souza, TFPD and Fire/Police Chief Bill Walsh, MLV after the passage of Proposition 13, a California statewide ballot initiative that among other constraints significantly limited levying property tax increases by counties. The JPA between the 2 agencies was in place from 1980 to 1994.

Chief Stone stated that at the street level the functional response effort worked great. However, in 1994 the JPA ultimately broke apart because the governing directors and council lacked effective communication. Additionally Chief Stone indicated that because there was no consolidation implementation plan, combined with the lack of communication on what issues needed to be addressed to deliver better organizational change, this contributed to the dissolution between the two agencies. Chief Stone did indicate that emergency response service was improved under the consolidation.

Some of the primary issues that faced the JPA were that there were:

- 2 book keeping systems
- 2 separate employers
- 2 different systems of governance (City vs. Fire Protection District)

After the dissolution of the TFPD and MLV JPA in 1994, Alto-Richardson Bay Fire Protection District (ARBFPD), the City of Mill Valley, Tiburon Fire Protection District (TIB), Tamalpais Fire District, and the City of Sausalito initiated a consolidation study to form what is now called the Southern Marin Fire Protection District. During this effort, a committee of stakeholder representation was established consisting of fire administration, labor, council/governing agency members, and legal counsel. The financial commitment toward the committee's effort was significant.

In July 1999 the Alto and Tamalpais Fire Protection Districts formed the Southern Marin Fire Protection District. Chief Stone indicated that some of the rationale for Mill Valley, Tiburon, and

Sausalito not joining the new District at that time was that the communities were satisfied with their perspective levels of service, along with having some fear of loss of uniqueness.

The factors that led to the success of the consolidation between AFD and TFPD according to Chief Stone was that the two agencies served contiguous jurisdictional boundaries and that LAFCO was in part, responsible for crafting the formation of the new agency. Additionally, they were two like governing bodies i.e. independent fire protection districts. In forming SOM's new agreement with the City of Sausalito, an implementation plan was developed and evaluation periods established. The agencies currently meet quarterly to review the plan and make necessary adjustments. Chief Stone stated that communication was effective and issues are brought to the governing board for discussion and resolution.

When asked how economies of scale were achieved under the new consolidation, Chief Stone indicated:

- Uniforms
- Apparatus
- SCBA's
- Fire Hose
- Fire Hydrants
- Fire Prevention materials
- Support services
- IT services

Chief Stone indicated that under the current organization, there is not enough need to justify the cost of a full time mechanic so those services were out-sourced.

Chief Stone commented that when you become a larger organization you have more options and can shift personnel around to meet the new service demands. Smaller organizations don't have the flexibility and options that are realized by larger organizations. Hence they are limited to conducting business with limited resources. The result being some services need to be out-sourced.

Chief Stone indicated that cities are constantly balancing what services they want to deliver and at what level. These service levels are largely dependent on competing department interests and community influence. He stated that Fire Districts are primarily interested in and focus on service delivery.

End of interview

By: Forrest M. Craig, D/C Fire Marshal

Interview with Fire Chief John Montenero
San Rafael Fire Department (SNR), CA
October 2, 2006

In an interview with Fire Chief John Montenero of the City of San Rafael Fire Department, when asked about the purpose behind the reorganization of the Fire Prevention Bureau, he stated that it was to improve not the detail (technical services) but the leadership and accountability to the community and its customers.

Chief Montenero added that he had been involved in directly and indirectly in several consolidations of fire services throughout California. He stated the primary reason for certain consolidations not succeeding was not on the basis of cost of those services but rather a lack of clearly identifying the ground rules upfront, the parameters from which the consolidation was to be built upon. In addition he stated that consolidations have failed because there was lack of full will and agreement of the governing bodies to merge. The governing bodies were not in full agreement to proceed.

Chief Montenero also stated that the lines must be clearly defined beyond which agencies were not willing to go beyond. In other words, the agencies must clearly delineate the boundaries within which compromise can be achieved. Agencies must also delineate those boundaries which they are not willing to compromise. Once this is defined then the parameters for building a merged or consolidated agency can be negotiated.

End of Interview
By: Forrest M. Craig, D/C Fire Marshal