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State of California

Office of the State Fire Marshal

PLANNING GUIDE

April 2002

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FOREWORD

This Planning Guide was put together to assist the management of the Office of the State Fire Marshal (SFM) in establishing its goals and objectives.

It provides the history and accomplishments since the SFM's inception, the descriptions of each program within the SFM, the 1995-96 Goals and Objectives, and the current Action Plans for each program area.

All of this information is a valuable tool. It shows prior direction and in turn assists in planning the future directions of the office. The Strategic Plan takes this direction further by detailing how the SFM intends to position itself and, in general terms, how it intends to get there.

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HISTORY/ ACCOMPLISHMENTS

HISTORY AND ACCOMPLISHMENTS

The California State Fire Marshal was created through legislation in 1923. The office is established within the Health and Safety Code, Division 12, Part 2, Section 13100, et seq. Those sections create and authorize the SFM and their agents to engage in various activities. They outline the office's mission and provide the authority to conduct business to meet that mission. Various changes were made to the Health and Safety Code during the years. Included with those changes was movement of the office from one agency to another. For example, the office was called the Division of Industrial Fire Safety under the Department of Industrial Relations in 1929. It was then known as the Division of Fire Safety. The office later became an independent department within the State and Consumer Affairs Agency. In 1972, legislation was enacted giving the SFM responsibility for arson investigation in state-owned buildings and the authority to assist local fire and law enforcement agencies in arson investigation. Currently the office resides under the purview of the California Department of Forestry and Fire Protection.

1920's

- Assembly Bill 409 introduced by Assemblyman Harry Morrison, 29th District, San Francisco originally established the Office of the State Fire Marshal in 1923. The bill was signed by the governor and became Chapter 188 of the Statutes of 1923. The act contained six sections. The sections were as follows:
 - Section 1- The Governor is given 30 days to appoint a State Fire Marshal.
 - Section 2- The State Fire Marshal (SFM) should safeguard life and property from fire and see that all laws and ordinances relating to fires are enforced.
 - Section 3- Relates to the protection of property affected by fire.
 - Section 4- Pertains to the crimes connected with a fire and the reports for the county district attorneys.
 - Section 5-States that the SFM may appoint deputies who shall exercise the function of police officers.
 - Section 6-A general statement that any state laws that conflict with the bill will be deleted.
- These original six sections have grown to several hundred statutes plus Title 19 regulations. Following the enactment of the bill, Governor Richardson appointed Fire Chief Jay Stevens as the first State Fire Marshal.
- In 1927 the dry cleaning industry was experiencing frequent fires and high insurance rates. The industry requested that the legislature enact the Clothes Cleaning Establishment Act that established standards for dry cleaning operations and empowered the SFM to prescribe rules and regulations and enforce them.
- In 1929, the SFM became a part of the Department of Industrial Relations and was given a budget to operate. Offices were opened in San Francisco and Los Angeles.

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1930's

- Additional funding was provided to the SFM in 1931 by legislation that allowed the SFM to hire deputies and to inspect state institutions and any other place where a large number of people congregate. The 1931 legislation also authorized the SFM to develop the tools that were necessary to convert fire hose couplings and hydrant fittings to a national standard.
- The Health and Safety Code was started in 1939 and all of the laws on the books were cataloged and given numbers.
- The new Governor Frank Merriman appointed a new State Fire Marshal, Lydell Peck.

1940's

- In 1942, Governor Earl Warren appointed a new SFM, Joe Yockers, who made significant changes to the Office. Now the SFM was required to have eight years of experience, a Fire Advisory Board was set up, and the SFM would be an independent state department.
- In 1945 the SFM was responsible for flammable fabrics and in 1949, fireworks were added to the SFM responsibilities. In addition, the Education Code was changed in 1949 to require that schools with over fifty students in one classroom have a fire alarm system.

1950's

- In 1951, the State Building Standards Commission was set up with the SFM as one of the ten members. The Commission was tasked to adopt, amend, and publish a single code of all administrative regulations in order to eliminate duplication. The Department of Corrections was required to inform the SFM fifteen days prior to the release of a person committed of arson. The SFM will then notify the local fire departments.
- The Fireworks Law was revised in 1955 so that the SFM was now licensing wholesalers, importers, and exporters of fireworks. The SFM started approving safe and sane fireworks. Also in 1955, the SFM started approving heat-activated fire alarm and sprinkler systems in certain occupancies.
- In 1957, the Explosive Law was enacted which required the SFM to write reasonable rules and regulations for the sale, storage, transportation, and use of certain defined explosives. The SFM was also mandated to standardize the 1½ fire hose within five years.
- Governor Pat Brown appointed Ray Shukraft from the San Diego FD as the new SFM. When Mr. Shukraft resigned, Glenn Vance from the Sacramento SFM office replaced him.

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- In 1959, legislation was passed that required the SFM to publish lists of materials and equipment and methods of construction and installation of equipment which are in conformity with the fire and panic safety standards of Title 19. The SFM was directed to conduct a study of fire extinguisher sales and service businesses and to propose how the state can effectively control portable fire extinguisher activities.

1960's

- The Cargo Tank program was mandated by the legislature in 1961, which required the SFM to inspect and issue Certificates of Conformance notices for all tanks in excess of 120 gallons, which transport combustible liquids.
- In 1965 new laws were enacted for sprinkler protection requirements established for certain nursing homes and welfare and mental care occupancies. In 1967, more welfare and mental occupancies, places of worship, drinking and dining, and nursing homes were added for sprinkler protection. The SFM could delegate the inspection responsibility to local jurisdictions.
- Governor Ronald Reagan appointed Albert Hole from the Long Beach FD as the SFM.

1970's

- In 1970, motion picture houses were added to the SFM inspection requirements. Halfway house was also added for sprinkler inspection.
- In 1972 the SFM approving and listing of home fire alarm devices began. The SFM also started a new Arson Bureau in 1974 to investigate arson. However, the existing SFM dry cleaning program was discontinued.
- The statutes over high-rise buildings were enacted that mandated the SFM to adopt regulations for these structures.
- In 1975, Governor Jerry Brown appointed Phil Favro from San Francisco FD as the SFM.
- The State Board of Fire Services replaced the Fire Advisory Board. The fifteen-member board was mandated to make studies, recommendations and reports to the Governor and the legislature regarding fire protection, personnel appointments, fire apparatus and fire protection training.
- The Fire Service Training program was transferred from the Department of Education to the SFM in 1978. Also in 1978, the SFM was given the responsibility to inspect every jail or place of detention annually for fire and life safety.
- The arson laws were rewritten so that obsolete language was removed and appropriate sanctions and gross negligence provisions were added.
- The SFM was requested by the legislature to develop voluntary standards for the design, installation, and maintenance of automatic fire sprinkler systems for one and two-family dwellings.

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1980's

- The SFM was required to adopt regulations for fire retardant roofs in wildland fire zones for residential occupancies including motels/hotels. The local fire agencies must submit a list of the hotels and motels that do not meet the minimum fire safety standards. Adoption authority of fire regulations for hotels, motels, apartments and residential occupancies was moved from the Department of Housing and Community Development to the SFM.
- Interstate hazardous liquid pipeline safety provisions were established.
- The responsibility for cargo tanks was transferred to the Highway Patrol.
- The legislature requested studies on fire hazard of plastic pipe and combustion toxicity.
- The Office of Statewide Health Planning and Development became the sole enforcement agency for hospital construction but the SFM still reviews the plans for fire safety.
- The SFM must administer a fee supported license program and develop maintenance standards for automatic fire extinguishing systems.
- In 1983, Governor George Deukmejian appointed Ronald Bogardus from Oxnard FD as the SFM. When Mr. Bogardus resigned in 1985, the Governor appointed James McMullen from Campbell FD as the SFM.
- The Governor's Special Arson Task Force was formed.

1990's

- Several Symposiums were held for "Excellence in the Fire Service"
- In 1992, Governor Pete Wilson appointed Ronny J. Coleman from the Fullerton Fire Department as the SFM.
- Responded to the Northridge Earthquake, 1994.
- SFM worked with the Community Residential Care Association of California to develop new standards and regulations on fire and life safety as it relates to residential care providers.
- A pilot test was established designating a campus Fire Marshal to perform the plan review and construction inspections for new projects on UC campuses.
- PACE I (Peer Assessment Certification Evaluation Committee) was established to evaluate fire service certification applications.
- PACE II was established to review credentials of future State Fire Training instructors.
- Tire Fire Program was completed through sponsorship by the California Integrated Waste Management Board.
- An Advanced Rescue Systems program was developed to meet the training needs of the State's Urban Search and Rescue Teams.
- The Haz Mat Technician/Specialist Curriculum was restructured.
- A grant was received from the Department of Toxic Substances Control to deliver Haz Mat training.
- A new FSTEP course for Class A Foam Technology was developed.

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- Regional Academy Accreditation was established to coordinate and standardize fire service training in California.
- A Flammable Liquids and Gasses (FLAG) Trailer Demonstration was developed.
- On September 28, 1995, the 20th Anniversary of the California Fire Academy at Asilomar was celebrated.
- After almost 20 years, the SFM was instrumental in securing passage of AB 2336, which established a statewide arson information database.
- In conjunction with representatives of the Department of Justice, the SFM developed testing standards for a statewide certification program for accelerant detection canines.
- AB 3261 was passed requiring the SFM to establish and maintain a centralized database of information for intrastate crude oil pipelines which operate by gravity or at a stress level of 20% or less of the minimum yield strength of the pipe, and onshore gathering lines in rural areas.
- AB 3521 was passed requiring the SFM to prepare a report every five years identifying hazardous liquid pipeline leak incident rate trends, reviewing pipeline safety effectiveness and making recommendations to the legislature.
- Worked with the California State Lands Commission to develop a MOU to jointly inspect marine terminals to determine jurisdictional boundaries.
- Legislative Report was released on Regulatory Gaps, Overlap, Duplication and Inconsistencies in laws and regulations impacting the oil refinery and chemical plant industry.
- Coordinated with affected agencies to implement the provisions of SB 1082, which called for the unification and reinvention of six major hazardous material/waste programs.
- Participated in the Fireworks Amnesty Program.
- A model ordinance for established Class A roof covering requirements in areas of state designated very high fire hazard severity zones was developed.
- As a result of SB 1841, regulations were developed for standardization of fire hydrants.
- In response to a law enacted in 1994, regulations were developed for propane delivery systems.
- Developed fire safety regulations for motion picture and TV production facilities.
- In response to the Governor's Executive Order #W-45-93, the SFM submitted a report with recommendations regarding the consolidation of various state level functions.
- In 1996, the SFM was consolidated into the Department of Forestry and Fire Protection.
- In 1999, SFM Ronny J. Coleman left office.

2000's

- The Training Division was placed under CDF's Fire Protection Division.
- In November 2000, Governor Gray Davis appointed John Tennant from the Pasadena Fire Department as State Fire Marshal.

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- In 2000, the OSFM Web Page was developed.
- Laws Relating to Fires and Firefighters was revised and placed on the OSFM Web Page.
- Law Enforcement, which included SFM Arson and Bomb Investigators, was placed back under Fire Protection.

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PROGRAM DESCRIPTIONS

PROGRAM DESCRIPTIONS

The primary responsibility of the Office of the State Fire Marshal (SFM) is the protection of life and property from fire. The office regulates the buildings in which people live, congregate or are confined; controls substances which may cause injury, death or destruction by fire; assists state and local fire authorities in the enforcement of laws and ordinances; and ensures maximum safety of hazardous liquid pipelines via a system of inspection, testing and enforcement.

This is done through development, maintenance and enforcement of fire safety standards for all educational and institutional occupancies, public assembly facilities, organized camps, buildings over 75 feet in height and in all state owned structures. Statewide standards are written and enforced relative to the control of portable fire extinguishers, engineered (fixed) fire extinguishing systems, explosives and special effects, fireworks, decorative materials and fabrics, building materials and other fire safety products, and wearing apparel.

The SFM participates in all levels of the Certified Unified Program Agency (CUPA) program including oversight, certification of CUPAs, evaluations of approved CUPAs, training and education. GIS maps are maintained by the SFM on all regulated pipelines. The SFM is the official state repository for pipeline data by the National Pipeline Mapping System.

The SFM uses engineering processes to reduce or eliminate the hazards and risks of fire and publishes guides on the proper application of civil, mechanical, electrical, chemical and industrial engineering techniques. The SFM maintains standards and provides certification for vapor recovery systems and components.

The SFM develops and delivers special programs related to the prevention of fires. Guides are published that are focused at reducing the incidence of uncontrolled wildfires. In addition, the SFM facilitates implementation of state statutes related to the wildland urban interface in order to make structure safer.

The SFM also assembles, tabulates and analyzes reports of all fires occurring in the state, and inspects certain local jails and holding facilities. The SFM is liaison to the California film industry for special effects fire and fire safety procedures.

The following is a description of the Division's of the SFM.

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Code Development and Analysis Division

The Code Development and Analysis Division has three programs:

Regulations Program

The Regulations Program reviews all of California's regulations relating to fire and life safety for relevancy, necessity, conflict, duplication and/or overlap. The division also prepares the SFM's fire and life safety regulations and building standards for review and adoption by the California Building Standards Commission.

Data Collection and Analysis Program

The California Fire Incident Reporting System (CFIRS) is a statewide emergency incident data program that collects, compiles, analyzes and distributes statistical information reported by the California Fire Service. CFIRS '67 was created in 1974 in response to Health and Safety Code 13110.5 to provide fire data and information to the fire community, and as a resource for the public. The data collected by CFIRS includes such information as numbers of fires, causes of fires, types of fires, location of fires, and fire-caused deaths. The information is used to help fire departments target their resources and education programs, as well as develop and support fire safety legislation.

Fire Safe Planning Program

The Fire Safe Planning Program is responsible for providing access to and interpretation of fire safe laws and regulations covering general fire prevention and wildland fire safety, recommended standards for fire and building codes, including fire hazard assessment and zoning, infrastructure safety, hazard mitigation to create defensible space, and building construction standards. The program also provides guidelines for hands-on implementation of fire safe strategies for the development of public safety elements within county general plans.

Fire Engineering Division

The Fire Engineering Division administers licensing programs and performs engineering functions affecting consumer services and product evaluation, approval and listing. The program requires staff with academic training in fire protection engineering and other disciplines, as well as technical expertise in laboratory testing procedures.

Principles of fire engineering are also used to reduce or eliminate the hazards and risks of wildfire by causing a change in the fire environment through: 1) removing or reducing the heat source, 2) modifying or reducing the fuels and, 3) modifying the act or omission allowing the heat source to come into contact with ignitable fuels. The proper application

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of civil, mechanical, electrical, chemical and industrial engineering techniques can reduce the number of ignitions caused by hazardous conditions or operations. Additionally, the Fire Engineering Division combines ignition management and fire hazard and risk through fuel modification, vegetation management and hazard reduction.

Programs within the Fire Engineering Division are:

Automatic Fire Extinguishing Program

The certification and licensing by SFM, for fire extinguishers and systems sold and serviced here in California, ensures that strict standards are met for them life saving devices.

All portable fire extinguishers, like those in your homes, must meet manufacturing and performance standards and bear the label of a SFM approved testing laboratory. Any persons and businesses that service portable fire extinguishers must pass a written exam, provide evidence of experience, and maintain an adequate inventory of testing equipment and repair/replacement parts before they are issued certificates of registration and licenses by SFM.

All businesses in California that test or service automatic fire extinguishing systems, such as fire sprinklers must first be licensed through the Office of the State Fire Marshal, or the Contractor's State Licensing Board. Applicants are granted SFM licenses if they meet certain work experience and/or training requirements and pass an on-site field inspection of their facility.

Building Materials Listing Program

The Building Materials Listing Program (BML) was originally created to mandate that all fire alarm systems and fire alarm devices be approved and listed by the State Fire Marshal prior to sale or marketing within the state. The program later was expanded to include many other materials such as: roof coverings, fire resistive wall and ceiling floor assemblies, wall finish materials, fire and non-fire related hardware, insulating products, fire doors, fire dampers, electrical appliances and devices. Each product approval and listing is based upon an evaluation of test results that include an analysis of required product performance and reliability features. All companies that want to list products in California must have those products tested by a SFM accredited laboratory.

The SFM listing service provides building authorities, architectural and engineering communities, contractors, and the fire service with a reliable and readily available source of information.

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Fireworks Program

California's Fireworks Law, passed in 1938, established the Office of the SFM as the only fireworks classification authority in California. Fireworks are classified through laboratory analysis, field examinations and test firing of items. As part of the program, SFM requires the licensing of all pyrotechnic operators, fireworks manufacturers, importer-exporters, wholesalers, retailers, and public display companies. Pyrotechnic operators who discharge fireworks at public displays or launch high powered and experimental rockets, must also pass a written examination and provide proof of experience.

The State's Explosives Law authorizes the California State Fire Marshal to adopt regulations for the safe use, handling, storage and transportation of explosives. Under those regulations local law enforcement agencies track the location of storage magazines within their jurisdictions through a permit process. Special exemptions have been provided within the regulations to allow for limited possession and storage of some explosives, such as black powder, used by hunters and the sporting community.

Flame Retardant/Chemicals Program

In California, the SFM issues certificates of registration for approved flame retardant chemicals, for those individuals and companies that apply flame retardant chemicals, for nonflammable materials, and for fabrics that have been treated with flame retardant chemicals. All approved and registered flame-retardant chemicals; nonflammable materials and treated fabrics are first subjected to laboratory testing and must satisfactorily demonstrate their flame-retardant capabilities. The SFM has the authority in drinking and dining establishments, places of public assembly and schools, to require decorative materials and fabrics (curtains, drapes, drops, hangings and tents, awnings or other fabric enclosures) be made from a nonflammable material, or treated with approved flame retardant chemicals. That authority has expanded over the years to include other decorative materials such as artificial plants, Christmas trees, and trade show display equipment.

Other SFM laws and regulations address the fire retardant qualities of fabrics for children's sleep-ware and sheets and pillowcases used in health care facilities. Many countries such as France, England and Germany have adopted programs similar to the Office of the State Fire Marshal's program.

Laboratory Accreditation Program

The SFM currently has accredited more than 30 laboratories to perform tests on various products using SFM adopted and/or national recognized standards. These tests range from the examination of portable fire extinguishes to complete full-scale tests of fire resistive wall and/or ceiling-floor assemblies. Tests

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conducted by laboratories must be accurate and dependable, since the results determine the fire resistance approval of a product. Improperly tested products can have disastrous effects on the safety of individuals using them or within a building where they are installed should a fire occur. Laboratories wishing accreditation must be inspected by SFM approved staff. Inspections include the evaluation of specific test equipment and laboratory personnel. This accreditation process ensures that all products submitted to the SFM for evaluation have been tested by qualified people and conducted using accurately calibrated and constructed equipment.

Motion Picture and Entertainment Safety Program

The Motion Picture and Entertainment Unit (MP&E) was created in July 1987 following the death of actor Vic Morrow in a movie set accident, and in response to the motion picture and television industry's concerns about inconsistent enforcement of regulations and fire prevention requirements.

The Program's primary role is to act as a liaison between the California fire service and the motion picture and television industry. Program staff work with local film commissions, the State Film Commission, and the film and entertainment industry providing training, special investigations, inspections, and on-location technical assistance. Staff also provides technical interpretation of SFM laws and regulations relating to the use of pyrotechnic special effects.

Vapor Recovery Program

The Vapor Recovery Program was created in 1977 to assist the California Air Resource Board in maintaining minimum standards for the prevention of fire and/or explosion caused by unsafe vapor recovery systems or components which include, but are not limited to, gasoline nozzles, shear valves, breakaways couplings, vapor recovery pumps, flow limiters, pressure/vacuum relief valves, etc. SFM is the only agency responsible for determining whether any vapor recovery system or component poses a greater than normal fire hazard.

That determination is based on test reports from SFM accredited testing laboratories. The design, construction, and materials of a vapor recovery system or component are compared to the appropriate SFM recognized and adopted test standards. When it is determined that a device/system is in compliance, a certification is written and provided to both the manufacturer and the California Air Resources Board.

Certified Unified Program Agency (CUPA)

California's Secretary for Environmental Protection (CalEPA) has established a unified hazardous waste and hazardous materials management regulatory program (Unified Program) as required by statute (Health and Safety Code

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Chapter 6.11). The Unified Program consolidates, coordinates, and makes consistent portions of the following six existing programs:

- Hazardous Waste Generators and Hazardous Waste Onsite Treatment
- Underground Storage Tanks
- Hazardous Material Release Response Plans and Inventories
- California Accidental Release Prevention Program
- Aboveground Storage Tanks (spill control and countermeasure plan only)
- Uniform Fire Code Hazardous Material Management Plans and Inventories

The statute requires all counties to apply to the CalEPA Secretary for the certification of a local unified program agency. Qualified cities are also permitted to apply for certification. The local Certified Unified Program Agency (CUPA) is required to consolidate, coordinate, and make consistent the administrative requirements, permits, fee structures, and inspection and enforcement activities for these six program elements within the county. Most CUPAs have been established as a function of a local environmental health or fire department.

The Office of the State Fire Marshal participates in all levels of the CUPA program including: regulatory oversight, CUPA certifications, evaluations of the approved CUPAs, and training and education.

Pipeline Safety Division

The SFM regulates the safety of approximately 5,500 miles of intrastate hazardous liquid transportation pipelines and acts as an agent of the federal Office of Pipeline Safety concerning the inspection of more than 2,000 miles of interstate pipelines. Pipeline Safety staff inspect, test, and investigate to ensure compliance with all federal and state pipeline safety laws and regulations. All spills, ruptures, fires, or similar incidents are responded to immediately; all such accidents are investigated for cause.

Hazardous liquid pipelines are also periodically tested for integrity using procedures approved by SFM. The program has been certified by the federal government since 1981. The SFM also maintains Geographic Information Systems (GIS)-based maps of all regulated pipelines and has been named as a state repository for pipeline data by the National Pipeline Mapping System (NPMS).

Code Enforcement Division

The Code Enforcement Division has three programs that conduct fire and life safety inspections. They include:

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Building Safety Program

The Building Safety Program consists of state occupied, state owned and state leased facilities throughout California. Field inspections consist of fire and life safety codes, as well as current and past building codes and building standards. The Title 19 portion of the Building Safety Program consists of state fairs, fireworks displays, schools and residential inspections where there is no paid fire department, local fire department assist, jails, prisons, 24-hour housing units and activities not covered by the Construction Services or Contract Services Programs. Deputy State Fire Marshals are located throughout the State.

Health Facilities Inspection Program

The Health Facilities Inspection Program forms the largest contract program in the SFM. The SFM contracts with the California Department of Health Services to provide fire and life safety inspection services of health-care facilities that participate in the Medicare program. These facilities are certified by the Health Care Financing Administration, (HCFA), to receive Federal funding. The program is statewide, and directly addresses the fire and life safety issues of acute care hospitals, skilled nursing facilities, ambulatory surgery centers, clinics, and intermediate care facilities. In this program, the Department of Wealth Services conducts the nursing part of the survey, while SFM staff conduct the fire and life safety element. The two parts are then joined and become a single survey that is reported to HCFA.

Participation by the facilities in the Medicare program is strictly voluntary and there are several Conditions of Participation that each facility must meet. A major condition is that each facility must comply with both Federal and State fire and life safety standards.

These facilities are inspected in accordance with the provisions adopted by the Federal Health Care Financing Administration, Specifically, the National Fire Protection Association Standard 101, known as the Life Safety Code. The applicable edition of this standard is the edition that was in place at the time that the facility came into the program. The earliest applicable edition is the 1967, while the latest edition adopted by HCFA is the 1985 Edition. Also applicable are the other NFPA standards that are directly adopted by NFPA #101. These are standards such as: NFPA #99 (1993 edition), NFPA #13, etc.

Construction Services Program

The Construction Services Program consists of plan review and construction inspections for all state-owned and state-occupied facilities and buildings throughout California. All plan review (i.e. new buildings, tenant improvements, remodels, change orders, addendum, back checks, over the punters, automatic fire sprinkler, fire alarm, pre-action systems, etc.) is conducted in Sacramento.

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There are numerous Deputy State Fire Marshals that are located throughout the state that conduct the construction inspections for all the plan review projects.

Support Services Division

The Support Services Division provides the administrative functions for the. The Division's tasks include such things as performing the office's budget and accounting activities, personnel transactions, contract services, lease space transactions and coordinating building improvements in coordination with the California Department of Forestry and Fire Protection.

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1995-96 PROGRAM GOALS AND OBJECTIVES

1995-96 SFM Program Goals and Objectives

LEGISLATIVE PROGRAM

PROGRAM GOAL: To respond to all legislative efforts dealing with fire and life safety as they affect the State of California and the CSFM within CDF.

GOAL #1: To inform the department, the Administration, the Legislature and interested parties of the SFM's position on specific bills.

Objectives:

- A. Monitor and respond to bills by deadline and make recommendations to preserve the best interest of the Administration.
- B. Develop legislation by deadline to preserve, protect, and enhance fire and life safety.

GOAL #2: To educate and inform the Legislature, fire service, State Board of Fire Services, State Board of Forestry, and interested public of the SFM's mission and functions, to prevent the erosion of our ability to protect lives and property, and to enhance our capacity to fulfill that mission.

Objective:

Respond to all inquiries for legislative information in a timely and professional manner.

GOAL #3: To provide support as needed to other CSFM divisions and programs.

Objectives:

- A. Provide assistance to staff in the legislative analysis process.
- B. Review staff work by other divisions and units in the preparation of analyses.
- C. Apprise the executive officers and managers of all progress, pertinent changes and emerging issues in legislation of concern to the department.

GOAL #4: To manage the unit budget to ensure that expenditures do not exceed the Manager's Division Budget.

Objective:

Identify and evaluate financial anomalies quarterly.

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STATEMENTS OF EFFICIENCY AND EFFECTIVENESS:

- Percentage of time that the SFM's position is supported by the Administration.
- Number of informational contact points on annual basis.
- Percentage of time deadlines set by the legislative calendar are not met.

REGULATIONS PROGRAM

PROGRAM GOAL: To assist in the development and adoption of regulations that promote fire and life safety and are consistent with the Administration's mission.

GOAL #1: To consult with the model code organizations in the development of regulations used as the basis for building standards in California. This is to be accomplished in accordance with established deadlines.

Objectives:

- A. Coordinate with local chapters of the model code groups, the department, the State Board of Forestry, and the State Board of Fire Services regarding propose code changes favorable to the State.
- B. Evaluate changes to the model codes proposed by groups from outside the State for their impact to business and the citizens in California.
- C. Submit code changes to the organizations (e.g. ICBO) responsible for their development.

GOAL #2: To consult with building and fire organizations within the State to get their input during the development of State regulations. This is to be accomplished in accordance with established deadlines.

Objectives:

- A. Coordinate with the department and other organizations responsible for enforcement of regulations adopted by the State.
- B. Seek input from the department and other organizations affected by regulations adopted by the State.
- C. Submit code changes to the State agencies responsible for their adoption.
- D. Coordinate with the Residential Sprinkler Ordinance Work Group on resolution of issue of AHJ's authority to adopt residential sprinkler ordinances.

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GOAL #3: To review proposed regulations promoting fire and life safety proposed by other State departments:

Objectives:

- A. Ensure that regulations proposed by other departments will adequately protect the citizens of this State.
- B. Ensure the State's fire prevention program is consistently promoted through regulations of all State departments.
- C. Provide direction to the proposing departments on issues regarding fire and life safety that is consistent with the mission of the administration.

GOAL #4: To participate with the Building Standards Commission's Coordinating Council.

Objectives:

- A. Ensure the State's rulemaking process provides -adequate public participation in a timely fashion.
- B. Provide technical assistance to other department's regulation coordinators.

GOAL #5: To advise other departmental divisions/programs on issues involving regulations or the rulemaking process.

Objectives:

- A. Provide training to departmental staff in the regulatory process.
- B. Review and analyze legislation containing building standards or mandates to develop regulations.
- C. Provide the department with an analysis of proposed code changes that affect the State.
- D. Participate with departmental committees and external committees charged with developing regulations.

GOAL #6: To manage the unit budget to ensure that expenditures do not exceed the Manager's Division Budget.

Objective:

Identify and evaluate financial anomalies quarterly.

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STATEMENTS OF EFFICIENCY AND EFFECTIVENESS

- Percentage of the time that the SFM's proposed regulations and building standards are approved by the Office of Administrative Law or the State Building Standards Commission.
- Percentage of the time that the SFM's proposed amendments to the model codes are adopted into the model codes.
- Number of regulations promoting fire and life safety proposed by other agencies that are reviewed.
- Compliance with deadlines established in current law and any new legislation for promulgation of regulations and building standards.

FIRE ENGINEERING DIVISION

PROGRAM GOAL: To process all requests for licenses and permits in a timely and efficient manner, while simultaneously providing general information and answering specific technical questions, and implementing consolidation with like CDF functions.

GOAL #1: To improve, maintain, and upgrade technical data and information available to the department, fire authorities, and the public for all programs within Technical Services.

Objectives:

- A. Update all examinations for special effects pyrotechnic licenses. (By July 1996)
- B. Establish vapor recovery on database. (By January 1996)
- C. Evaluate, monitor, revise and influence national and model codes and standards relative to fire and life safety in California.
- D. Revise fireworks regulations. (By July 1996)
- E. Update Film Industry Unit brochure and inspection checklist. (By July 1996)
- F. Publish list of safe and sane fireworks for the Fire Service. (By June 1996)
- G. Complete revision and publication of explosives laws and regulation handbook. (By July 1996)
- H. Complete development of 3819 Model Ordinance. (By June 1996)

GOAL #2: Disseminate essential information regarding technical services programs and activities to fire protection organizations, other departmental staff, and the fire service.

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Objectives:

- A. Establish vapor recovery certification on database. (By January 1996)
- B. Use network computer system within Technical Services to distribute information through CSFM/CDF Internet "Home Page". (By June 1996)
- C. Distribute new fireworks regulations to appropriate users. (By January 1997)
- D. Distribute Film Industry Unit brochure and inspection checklist to appropriate users. (By September 1996)
- E. Distribute list of safe and sane fireworks for the Fire Service. (By June 15 of each year)
- F. Ensure new film industry employee is trained to work independently. (By June 1996)

GOAL #3: Raise awareness of fire protection engineering and other fire safety technologies to the Legislature and the public.

Objective:

To evaluate new fire safety technologies and provide information to departmental staff and the California Fire Service. (On-going).

GOAL #4: Foster partnership with industry to enhance safety and promote the continual improvement of department services to licensees and the citizens of California.

Objectives:

- A. Provide timely input from advisory committees relative to licensing, listing and registration of individuals, companies, products, chemicals, etc. for all programs. (On-going)
- B. Implement updated laboratory accreditation program in cooperation with ICBO. (By December 1995)

GOAL #5: To evaluate and facilitate CSFM functions associated with the implementation of the State Board of Forestry "Fire Plan".

Objectives:

- A. Establish a voluntary licensing program for urban/wildland interface clearance compliance.

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- B. Work with department fire prevention staff and outside experts to develop a full scale testing program to gather fire resistance data for use in validation of proposed building standards.
- C. Develop training criteria for individuals desiring a CSFM/CDF urban/wildland interface compliance license.

GOAL #6: Continue development work with NFPA 140 committee.

GOAL #7: To manage the division budget to ensure that expenditures do not exceed the Manager's Division Budget.

Objective:

Identify and evaluate financial anomalies quarterly.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS

- Processing of routine licenses and listings within 30 calendar days.
- Complete billing cycles within pre-determined deadlines.
- Ensure that listed materials are adequate and appropriate for their designated use.
- Ensure that revenues are within projected limits.
- Minutes of CSFM Advisory Committee.
- Evaluate compliments and complaint correspondence

PIPELINE SAFETY DIVISION

PROGRAM GOAL: To exercise exclusive safety regulatory and enforcement authority over intrastate hazardous liquid pipelines and, to the extent authorized by agreement between the department and the U.S. Secretary of Transportation, act as agent for the Secretary to implement the federal Hazardous Liquid Pipeline Safety Act and federal pipeline safety regulations as to those portions of interstate pipelines located within the state.

GOAL #1: To reduce the frequency and severity of hazardous liquid pipeline accidents in compliance with the provisions of enabling legislation.

Objectives:

- A. Assure accomplishment of federal mandated inspections of pipeline operators.
- B. Investigate significant spills and/or accidents resulting in loss of life, or destruction of property.

D R A F T

- C. Implement the provisions of AB 3261 (O'Connell) to establish and maintain database, conduct a risk assessment and to evaluate incentives for operators to replace and upgrade. (By April 1, 1996)
- D. Implement the intent of interagency agreement between the department and State Lands Commission (SLC) to conduct joint inspections of marine terminals. (By July 1, 1996)
- E. Provide technical assistance to local/state agencies by conducting pipeline safety for emergency services agencies, Hazardous Liquid Pipeline Safety Regulation and incident command systems.
- F. Act as a technical resource to enhance communication between pipeline operators and other local, state and federal agencies.
- G. Enhance staff knowledge by encouraging training in fire protection and investigation methods.
- H. Complete the requirements of the U.S. Office of Pipeline Safety (OPS) Grant-In-Aid Program. (On-going)

GOAL #2: To relieve the burden of overregulation on pipeline operators without compromising safety.

Objectives:

- A. Draft revisions to the pipeline safety law to update technical requirements and make language more user friendly. (By January 2, 1998)
- B. Conduct two Pipeline Safety Conferences by June 30, 1996.
- C. Coordinate with Contractors State License Board to identify excavators who damage pipeline in violation of the state one-call law. Program implementation by June 30, 1996. This will be an on-going program.

GOAL #3: To manage the division budget to ensure that expenditures do not exceed the Manager's Division Budget.

Objective:

Identify and evaluate financial anomalies quarterly.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS

- Maintaining first rank evaluation from Department of Transportation.

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- Completion of routine accident/spill reports within 30 days of the incident; extraordinary investigations within one year.
- Track the number of individuals requesting assistance.
- All experienced engineers have completed Transportation Safety Institute (TSI) courses. New engineers to complete TSI training within three years of assignment to field inspection program.

PUBLIC EDUCATION PROGRAM

PROGRAM GOAL: To improve the quality of life for the citizens of California and to reduce the number of tragic fire and burn losses by raising public fire safety awareness.

GOAL #1: To provide fire safety and injury prevention education materials to the citizens of California through the California Fire Service.

Objectives:

- A. To prepare and issue seasonal fire safety press releases for: Halloween (October), Christmas (November), Summer (May), July 4th (June). (October 1995; November 1995; May 1996; June 1996)
- B. To plan and facilitate press conferences for: Halloween (October), Christmas (December), and July 4th (June). (October 1995; November 1995; June 1996)
- C. To receive and make available fire and life safety education materials from alternative sources.
- D. To develop Governor's Proclamation of Fire Prevention Week. (August 1995)
- E. To develop Governor's Proclamation for Burn Awareness Week. (January 1996)
- F. To develop PSA's for use in motion picture theaters in cooperation With National Association of Theater Owners (NATO). (October 1995)
- G. To re-issue the 1995 Public Education Resource Catalog, combining with the Partners in Prevention (PIP) catalogue. (June 1996)
- H. To conduct a feasibility study of producing a video on how to maintain a residential fire and life safety sprinkler system. (June 1,996)
- I. To conduct a feasibility study of establishing a corps of technical experts to be available to local jurisdictions to respond to certain types of media requests during disaster, e.g. TV and radio talk shows. (June 1996)

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- J. To coordinate a pilot Learn Not To Burn program in cooperation with the Society of Fire Protection Engineers, NFPA, and selected local fire departments. (February 1996)
- K. To coordinate the departmental mailing projects and to contribute materials for the mailings. (October 1995; January 1996; March 1996; June 1996).
- L. To develop a comprehensive fireworks safety public education program. (June 1996)

GOAL #2: To manage the unit budget to ensure that expenditures do not exceed the Manager's Division Budget.

Objective:

Identify and evaluate financial anomalies quarterly.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS:

- Amount of literature being distributed for internal/external use.
- New items listed as available for internal/external use.
- Complete seasonal activities by the deadlines.
- Issuance of appropriate Governor's Proclamations.
- Issuance of documents and studies by predetermined deadlines.

CERTIFIED UNIFIED PROGRAM AGENCY (CUPA)

PROGRAM GOAL: To consolidate California hazardous materials regulatory programs. To mitigate the impact of hazardous materials regulatory programs on private businesses statewide.

GOAL #1: To assist Cal-EPA in the implementation of the Unified Hazardous Waste and Hazardous Materials Management Regulatory Program (Unified Program).

Objectives:

- A. Work with the Cal-EPA Local Unified Program Implementation Committee to develop program application standards, model application forms, and policies and procedures for program review and monitoring. (By June 1, 1996)
- B. Work with the Cal-EPA Unified Program Work Group to develop a process for application review, public hearings, public participation, appeals, findings, training, certification, program evaluation and decertification. (By June 1, 1996)

D R A F T

- C. Critically review and comment on an estimated 135 applications for unified program certification under Chapter 6.11 (Unified Hazardous Waste and Hazardous Materials Management Regulatory Program) of the Health and Safety Code. (By December 31, 1996)
- D. Implement the provisions of SB 1191 (Statutes of 1995) to establish a task force to determine which Uniform Fire Code permits will be included in the Unified Program. (By January 1, 1996)

GOAL #2: To provide support as needed to the department and the California Fire Service.

Objectives:

- A. Liaison with State and local fire agencies and the department regarding the Unified Program as it develops and is implemented. (By January 1, 1996)
- B. Coordinate with departmental Headquarters and Regional staff to meet the mandates of the Environmental Protection Permit Reform Act and the Hazardous Waste and Hazardous Materials Management Regulatory Program. Coordinate with the local Certified Unified Program agencies as they apply on State regulated facilities. (On-going)
- C. Work with the California Fire Chiefs Association's Fire Prevention Officers Section to draft Article 80 changes to various articles of the Uniform Fire Code. (By January 1, 1998)
- D. Determine the feasibility of centralizing all departmental hazardous materials functions. Designate personnel in each region with specialty in hazardous materials to provide code interpretations. (By July 1, 1996)

GOAL #3: To manage the unit budget to ensure that expenditures do not exceed the Manager's Division Budget.

Objective:

Identify and evaluate financial anomalies quarterly.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS:

- Number of meetings attended.
- Number of contacts made.
- Drafting recommendations for the articles we prepare.,
- Creation of policies and procedures.
- Number of applications reviewed within assigned deadline..

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FIELD OPERATIONS AND CODE ENFORCEMENT

PROGRAM GOALS: To employ a comprehensive approach to establish and maintain fire and life safety services to those occupancies identified in the CSFM mandate. To perform plan-review and inspection services of state owned and state-operated facilities in accordance with priorities and available resources.

GOAL #1: To ensure that a reasonable degree of fire and life safety is maintained in those occupancies that are the responsibility of the CSFM.

Objectives:

- A. Prepare in-depth analysis of fire and life safety conditions in state owned buildings.
- B. Ensure accomplishment of inspection mandates for jails, SOB, high-rise and schools.
- C. Assist other state/federal agencies by fulfilling contract obligations for inspection and plan-review services.

GOAL #2: To promote and achieve successful relationships with local government and private industry.

Objectives:

- A. Interact with local fire protection agencies and fire service industry to promote the understanding, interpretation, and enforcement of CSFM laws and regulations, as contract program commitments will permit.
- B. Network with the local fire service to share information relative to inspection and code enforcement responsibilities, as contract program commitments will permit.
- C. To develop new methodologies to interact with fire service.

GOAL #3: To ensure the highest possible level of skill and expertise among staff.

Objectives:

- A. Actively seek out and develop training opportunities.
- B. Actively seek opportunities to achieve certification appropriate to job assignments.

GOAL #4: To minimize dependency on General Fund.

D R A F T

Objectives:

- A. Pursue acquisition of additional contracts.
- B. Maintain the highest quality of service possible for existing contracts.

GOAL #5: To seek ways to expand level of service by leveraging outside resources.

Objective:

Oversee and assist Designated Campus Fire Marshals to meet the objectives of the Memorandum of Understanding for U.C. campuses.

GOAL #6: To continue to develop data and information resources to improve the efficiency and cost-benefits of operations.

Objectives:

- A. Develop and implement Facility Inventory Management System.
- B. Expand the use of Workload Inventory Management System.
- C. Evaluate and pursue the use of new technological advancements.

GOAL #7: To continue involvement in the model code development process.

Objectives:

- A. Interface with Fire Prevention Officer groups, Building Standards Commission, and advisory groups.
- B. Participate in the IFCI code development process.

GOAL #8: To distribute current information on the revisions of the California Building Code.

Objectives:

- A. Revise curriculum for Title 24 course.
- B. Identify alternative course delivery mechanisms.
- C. Conduct regional workshops to distribute new information.

GOAL #9: To manage the division budget to ensure that expenditures do not exceed the Manager's Division Budget.

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Objective:

Identify and evaluate financial anomalies quarterly.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS:

- Contract obligations are being met.
- Mandated inspections are being performed to the maximum extent resources permit.
- WIMS output reports are being used to monitor and manage workload priorities.
- Reimbursements are consistent with expenditures and workload.
- New income sources identified.
- New CBC course delivery systems implemented.
- Additional reimbursement contracts approved and implemented.

ARSON-BOMB AND INVESTIGATION DIVISION

PROGRAM GOAL: To provide a timely and effective investigative service to all state-owned or state-operated properties; and to provide technical and supportive services to other state and local agencies in responding to arson caused fires; and to provide arson training to the California fire service, law enforcement community and as resources are available to allied entities (i.e., Insurance Company Investigators, etc.).

GOAL #1: To train fire service, law enforcement and district attorney personnel in fire, arson and explosive investigation.

Objectives:

- A. Conduct an average of one fire, arson, or explosive investigation class each month. (On-going)
- B. Develop a data base (Report) which would identify the total number of attendees, their individual names and agencies they represent, the title of the course (Level 2A for example) and the date and number of contact hours associated with the training and education programs.
- C. Develop a quarterly and annual report which would reflect the total number of classes, number of students, and aggregate number of agencies participating in the training education programs.

GOAL #2: To conduct fire, arson, and explosive investigations within resources available as mandated and requested.

Objectives:

D R A F T

- A. Conduct an average of fifty (50) fire, arson, or explosive investigations per investigator annually, based upon the Division response policy. (On-going)
- B. Develop a database which would identify the total number of different agencies, the individual agencies names, the date and time of initial event (fire, explosion, etc.) and the total number of contact hours associated with each incident.
- C. Develop a quarterly and annual report which would reflect the total number of classes, number of students, and aggregate number of agencies participating in the training education programs.

GOAL #3: To provide liaison within the fire service, law enforcement, and district attorney agencies regarding the broad based goals of the CSFM, Arson and Bomb Investigation Division.

Objectives:

- A. Respond to all liaison requests from allied fire service, law enforcement and district attorney agency personnel within available resources. Staff will attempt to make an average of five (5) liaisons per Division staff member per month. (On-going)
- B. Develop "fact sheets" on a quarterly basis which can discuss the related issues related to current statistics and/or facts relevant to the topics of fire, arson and bombing with the nation and California for handouts to the agencies being contacted, to reflect the problems and solutions associated with fire and explosive incidents in general terms.

GOAL #4: To provide support and assistance to those other CSFM Divisions/Units and Programs in attaining the Goals and Objectives of the Department.

Objectives:

- A. Provide assistance to all CSFM programs promptly, as resources will allow. In those instances when we are not able to assist, we will provide alternative suggestions. (On-going)
- B. Provide the CSFM with the function of internal investigative services for the purpose of matters deemed to be sensitive and/or of a special nature within the Department. (On-going)

GOAL #5: To assist the Department of Justice in the implementation of the Arson Information Reporting System (AIRS).

Objectives:

D R A F T

- A. In conjunction with the Department of Justice the Division will complete the AIRS Feasibility Study Appraisal (FSA) and the Special Projects Report (SPR). (December 1, 1995)
- B. Following a review of the AIRS Feasibility Study Appraisal (FSA) and the Special Projects Report (SPR) the Department of Justice, in conjunction with the CSFM will design and develop the AIRS Computer Program. (July 1, 1996)
- C. Coordinate the field testing of the AIRS Computer Program with selective fire service agencies. (To be determined)
- D. Study the feasibility-of merging CFIRS (entirely or selected fields) and AIRS data bases. (December 1, 1995)
- E. Develop a step-by-step handout document which will provide the local agencies, wishing to utilize AIRS, the instructions necessary to utilize the AIRS Program at the local level.
- F. Utilizing the ABI Divisions marketing strategy plan for the orderly notification of the local agencies making them aware of the AIRS Program.

GOAL #6: To work in conjunction with the Training Division to incorporate a marketing strategy for the delivery of fire investigation seminars throughout the state.

Objectives:

- A. Identify the level of interest, by geographic areas, by the local agencies desiring to attend specific seminars; Level 1A, 1 B, 2A, 2B, etc.
- B. Utilizing the available delivery systems currently in place and proposed host cities) define the locations and dates needed to achieve the identified audiences.
- C. Identify the instructors who will be used in the delivery of the various seminars being proposed, and to establish a timeline of tentative dates for the seminars.
- D. Identify specific target audiences (within state government) which could be given specialized training, thus decreasing the factors which result in incidents, and increase their awareness of the CSFM/Divisions role in combating the Arson and Bombing problem.

Targets could include:

- Department of Motor Vehicles
- Department of Corrections
- CalTrans
- Contractors State License Board

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- Franchise Tax Board
- California Highway Patrol
- University of California system
- California State University system
- Community College system

GOAL #7: To develop a "Fleet Management Plan" for the Divisions travel demands and to incorporate the current CDF Policies into a CDF/CSFM Policy for the Division.

Objectives:

- A. Obtain the CDF Policy and Procedure for fleet management of vehicles and to research the options available, recognizing the special demands associated with the Division travel/work needs. (January 1, 1996)
- B. Research the current status of vehicles within the Division and create a listing of vehicles identifying: (January 1, 1996)
 - Make
 - Current mileage
 - Model
 - Monthly mileage (average)
 - Year
 - Repairs (nature/type):
 - Past 1 year
 - Past 6 months
 - Actual downtime for repairs:
 - No. days over last 6 months
 - No. days over last year
 - Replacement needs:
 - Immediate
 - Next 6 months
 - Next 12 months
 - Next 24 months
- C. Prioritize the replacement of the Divisions vehicles, based on the data collected above: (January 1, 1996)
- D. Develop a recommendation for the implementation of the CDF Fleet Management Program, giving at least three options which could be justified by CSFM. (January 1, 1996)

GOAL #8: To research the feasibility and appropriateness for the Division to contract with local fire agencies (city or county) to provide EOD and arson investigation services.

Objectives:

D R A F T

- A. To research the current statutes to determine if a state agency such as the CSFM is prohibited from entering into such a contractual agreement. (July 1, 1996)
- B. To develop a cost benefit analysis which would reflect the direct and indirect costs associated with undertaking a contract with a local agency.
- C. To determine the legal responsibilities associated with entering into a contract with a local agency, recognizing that from time to time workloads may necessitate being unable to perform when notified.
- D. Given that the research may confirm that such a contractual agreement could be entered, develop "DRAFT AGREEMENT" with the language necessary to be used by the CSFM for such services.

GOAL #9: To research and develop a "Bomb Investigation Manual" (similar to the Fire Investigation Manual) for use by the local fire investigation authorities.

Objectives:

- A. Research the need for a Bomb Investigation Manual showing statistically the demand which would be served through the development of a Bomb Investigation Manual. (November 1, 1995)
- B. Identify the components which would be addressed in the writing of a Bomb Investigation Manual and to develop an outline of topics to be expanded upon. (December 1, 1995).
- C. Develop a Bomb Investigation Manual. (April 15, 1996)

GOAL #10: To develop a recommendation which would identify the history, problem, and solution to the issue of having three (3) Division positions funded by the Fireworks Program of the Technical Services Division.

Objectives:

- A. Research in conjunction with Technical Services Division, the historical implementations associated with the transfer and/or justifications for the three (3) positions currently in the Division. (December 1, 1995)
- B. Identify the workload these three (3) positions currently perform, showing the actual time (percentage) which is devoted to the Fireworks Program of the CSFM. (February 1, 1996)

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- C. Identify the number of incidents over the past three (3) years in which complaints on fireworks was not followed through by the Division, when asked to perform. (February 1, 1996)
- D. Develop a recommendation which can resolve the issues surrounding the perception that the three (3) positions are not performing within the Fireworks Program while working within the Division. (May 1, 1996)

GOAL #11: To develop a recommendation which would identify the history, problem, and solution to the issue of having two (2) Division positions funded by the Fire Extinguisher Program of the Technical Services Division.

Objectives:

- A. Research - in conjunction with Technical Services Division, the historical implications associated with the transfer and/or justifications for the two (2) positions currently in the Division. (December 1, 1995)
- B. Identify the workload these two (2) positions currently perform, showing the actual time (percentage) which is devoted to the Fire Extinguisher Program of the CSFM. (February 1, 1996)
- C. Identify the number of incidents over the past three (3) years in which complaints on fire extinguishers was not followed through by the Division, when asked to perform. (February 1, 1996)
- D. Develop a recommendation which can resolve the issues surrounding the perception that the two (2) positions are not performing within the Fire Extinguisher Program while working within the Division. (May 1, 1996)

GOAL #12: To review the "DRAFT" (August 1995) USFA's Fire Investigation Management Technical Assistants Report on the CSFM Arson and Bomb Investigation (by TriData) and to respond with comments which would reflect the SFM's review of the report.

Objectives:

- A. Obtain the review comments from Chief Ronny J. Coleman, Deputy Director Steve Hart and Division Chief Rick Blim and to consolidate these comments into a single review document. (October 16, 1995)
- B. Conduct a meeting with Chief Ronny J. Coleman, Deputy Director Steve Hart and Division Chief Rick Blim to finalize the response to TriData. (October 20, 1995)

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- C. Prepare a formal response to TriData (under Chief Ronny J. Coleman's signature) highlighting the comments needed to clarify the Report. (October 30, 1995)

GOAL #13: To manage the division budget to ensure that expenditures do not exceed the Manager's Division Budget.

Objective:

Identify and evaluate financial anomalies quarterly.

FISCAL SERVICES

PROGRAM GOAL: To assure that the CSFM component of CDF is operated within fiscal and budgetary guidelines as set forth in state procedures.

GOAL #1: To provide accurate and definable budget data to be used by management, staff, and the Department of Finance to make informed decisions and to carry out the mission of the Department. This will allow all divisions to make informed decisions in carrying out their duties and responsibilities.

Objectives:

- A. Integrate the CSFM budget documents and processes with CDF procedures and link existing budget spreadsheets where appropriate, by July 1 in order to limit redundant work.
- B. Integrate the CSFM quarterly budget report in accordance with CDF budget procedures which provides information on the SFM's financial status to Executive Staff, Division Chiefs, and appropriate unit managers.
- C. By July 1, 1996, recalculate CSFM overhead in accordance with CDF procedures on a yearly basis and obtain approval from Department of Finance (DOF), in order to reduce the overhead rate to the degree appropriate.
- D. Develop a standard procedure for the approval of fiscal displays by Executive Staff and initiation of reimbursement contracts which maintains communications with both fiscal and field staff with the goal of having contracts in place by July 1 of each year.
- E. Provide a separate, restructured overhead calculations by July 1 of each year to support federal grant applications.
- F. Integrate the CSFM reimbursement tracking spreadsheets into the CDF's current process for review by the appropriate CSFM management. '

D R A F T

- G. CDF to provide CSFM management and appropriate staff the training tools to effectively manage their budgets, by November 15, 1995.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS:

- Maintenance of all budget deadlines and schedules for budget preparation.
- Budget revenue and expenditures are accurate and reflect SFM's operations.
- Identify and evaluate financial anomalies each quarter.

GOAL #2: To reassure that the SFM's current revenue and expenditure data are integrated into CDF's system in order to provide accurate and timely management reports.

- A. Distribute the CDF travel guideline handbook for distribution to employees; travel coordination of each unit to be kept current by November 11, 1995.
- B. Integrate CSFM current procedures with CDF's per SAM for standardized endorsement of checks on a daily basis, by July 1, 1996.
- C. Analyze the current CSFM system of Report of Collections (ROC) in order to integrate into the established CDF process. This will provide a tracking system by index codes (Special Funds), by July 1, 1996.
- D. Insure the necessary stock received documentation is transmitted from units to assure prompt payment is made to vendors.
- E. Identify expenditure errors within the CALSTARS reports between the Clearing Account and the appropriate fund, on a monthly basis.
- F. Work with Department of General Services (DGS), Contracted Fiscal Services to evaluate and eliminate or minimize direct transfer coding errors with CFS taking an active role in reviewing the CALSTARS input activity.
- G. Provide a monthly expenditure and revenue report for Executive Staff, Division Chiefs, and appropriate unit managers.
- H. Provide support of all other functions to CSFM units, as needed.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS:

- Timely and accurate generation of management reports.
- Workload as defined by CALSTARS outputs by category; properly completed Form 5's.
- Invoices issued within 5 the normal CDF processing plan.
- Accurate travel claims processed within the normal CDF processing time.

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GOAL #3: To provide timely and meaningful business services activity to departmental employees while complying with all of the various control agencies' rules and regulations. This will allow all divisions to carry out their activities and missions.

Objectives:

- A. To continue to successfully co-locate offices with CDF. (On-going)
- B. Revise and update spreadsheets for 96/97 fiscal year by October 1, 1996 for budget office and accounting office use.
- C. Execute all contract renewals by July 1, 1996.
- D. Provide voice mail to all offices.
- E. Integrate current CSFM Fleet with CDF Fleet.
- F. Monitor and reconcile all contract expenditures with official accounting records.
- G. Transition the Department of General Service (DGS) personal identification number (PIN) program into the department's procurement process.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS:

- Contracts are in place by July 1 of each Fiscal Year.
- To handle requests for internal services within established timelines.
- Handle emergency requests as needed.

PERSONNEL, LABOR RELATIONS, HUMAN RIGHTS, RISK MANAGEMENT,
WORKERS COMPENSATION

PROGRAM GOAL: To provide support for internal personnel practices consistent with state policy.

GOAL #1: To maintain a legal and responsive personnel program for the CDF.

Objectives:

- A. Equal Employment/Human Rights - To provide for staff training on sexual harassment prevention by June 30, 1996.
- B. Classification - To process routine Request for Personnel Actions (PO-200) within 30 days of receipt.
- C. Examinations - Complete approved FY 1995-96 exams within time frame. (July 1, 1996)

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- D. Labor Relations - Provide orientation to managers on the new Unit 7, 1 and 4, as soon as negotiations are finalized.
- E. Personnel Management - To update September 11, 1995, CSFM organizational chart and issue to Managers by November 1, 1995.
- F. Personnel Transactions
 - 1. Transition the personnel component of WIMS to CDF personnel office by July 1, 1996.
 - 2. To issue WIMS update diskettes to IT by the 25th of the pay period's closing.
- G. Selection - To process routine job opportunities within two weeks of PO-200 approval by Personnel.
- H. Staff Development - To complete analysis of training survey by November 1, 1995.
- I. Risk Management - To arrange for presentation of general overview of SCIF and CDF processes to Managers by December 1, 1995.

GOAL #2: To make a smooth transition of the CSFM personnel functions to CDF.

Objectives:

- A. To purge all employee files per SAM of out-dated information by June 30, 1996.
- B. To purge all personnel files of out-dated, irrelevant material by June 30, 1996.
- C. To transition all personnel functions, records, and staff to CDF by January 1, 1996.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS:

- Turn-around time in personnel actions.
- Turn-around time for requests for service, inter-department only.

INFORMATION TECHNOLOGY

GOAL: Establish business partnerships with program staff and facilitate the achievement of program objectives through the use of automated technology within the Enterprise Architecture.

Objectives:

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- A. Integrate all CSFM offices in the CDF statewide network and Email system one month after office relocations are completed and hardware obtained.
- B. Coordinate and integrate CSFM to CDF Home Page for internet access for all applicable program information by June 30, 1996.
- C. Develop intern statewide facilities inspection management system by December 31, 1995.
- D. Resolve all currently identified crucial system errors in the CSFM training system by June 30, 1996.
- E. Obtain all hardware and software to transition CFIRS report production from IV Phase syntax to SAS by December 31, 1995.

CALIFORNIA FIRE SERVICE INFORMATION SYSTEM

GOAL #1: To seek ways to expand level of service by leveraging outside resources.

Objectives:

- A. Conduct Vendor Summit for CFIRS software providers.
- B. Conduct Burn Registry Conference.

GOAL #2: To compile and distribute amended version of California Fire Service Census and Fire Facts.

Objectives:

- A. Compile data and distribute to contributing departments.
- B. Prepare new survey and additional data elements to distribute for the 1995 Census.

STATEMENTS OF EFFICIENCY AND EFFECTIVENESS:

- Publishing of 1995 Fire Service Census.
- Conducting CFIRS Vendor Summit.
- Conduct two-day Burn Registry Conference.

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ACTION PLANS

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ACTION PLANS FOR THE ADMINISTRATION DIVISION

ISSUES

1. The operating procedures and policies should be documented.
2. Training should be provided to the staff.
3. The lack of OE&E funds must be resolved.
4. There should be a method to evaluate the workloads of staff.
5. The expectations of the unit are not clear.
6. The unit should be centralized in HQ.
7. The strategic plan must be developed.
8. The SFM incorporate its emergency plan into the CDF emergency.
9. The SFM staff should obtain the ICS training.
10. The IIPP document should be updated?

ACTION PLANS

ISSUE #1

The procedures of the staff are not documented in a manual or reference book. The lack of documented procedures and policies is an internal control weakness. Without a written reference, the staff may follow procedures that are not consistent with other staff. Each staff has been performing procedures based upon their memory and training that they have received. The staff has been working independently on programs that have been assigned to them. There are no guidelines provided that indicates a uniform way of processing transactions.

MAJOR ACTIONS

1. Produce a business plan
2. Produce a desk manual for each position.

ISSUE #2

Additional training is an issue because it is necessary for the staff to become proficient. The unit is new and the staff is learning to do new tasks. Without training, there will be mistakes and inefficiencies. This will affect the productivity of the entire SFM.

MAJOR ACTIONS

1. Develop an in-house training manual that will include the admin staff.
2. Performance appraisals will address training needs.
3. Contacted DAO for specialized training.
4. Attended Cal Card training.
5. Trained staff will train others.

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ISSUE # 3

The existing equipment is outdated and not compatible with the rest of the department. This may result in medical leave, workers comp, OSHA violations, union complaints, and lost work.

MAJOR ACTIONS

1. Perform a cost analysis of the OE&E for the section.
2. Budget for permanent OH adjustment for 99220.

ISSUE #4

The workload of the staff needs to be evaluated because it is believed that it is unevenly distributed. The employee morale will be bad if some are working harder than others. Grievances and lawsuits may result and productivity will decline.

MAJOR ACTIONS

1. Perform a desk audit to evaluate and distribute work.
2. Develop duty statements.

ISSUE #5

The staff is not clear on the SFM expectations of the unit. The unit is evolving and the unstructured environment is creating anxiety in the staff. This can result in bad morale, health problems and loss of productivity from the staff. When expectations are not met, the customer may get frustrated.

MAJOR ACTIONS

1. Meet with the customers and define their requirements.
2. Determine what the unit is capable of doing in meeting the customer requirements.

ISSUE #6

There is not any money to move field staff to Sacramento in order to centralize operations. If the staff remain in field offices, then the communication and coordination will be difficult. The field staff may not be informed of events. This results in low productivity and poor efficiency. In addition, the morale may suffer because the field staff has limited upward mobility.

MAJOR ACTIONS

1. As the field positions become vacant, move them to HQ.

D R A F T

2. Make an effort to include field staff in meetings.

ISSUE #7

The strategic plan is needed to provide a vision and goal direction for the office.

MAJOR ACTIONS

1. Have the division chiefs complete and submit action plans for compilation.
2. Evaluate and prioritize the division action plans from a SFM perspective.

ISSUE # 8

The SFM has an emergency plan on how to respond to emergencies. It is independent of the CDF plan. The two plans should be combined so that the response is coordinated, timely and efficient.

MAJOR ACTIONS

1. Meet with the CDF emergency plan coordinator.

ISSUE # 9

The lack of ICS training will mean that the SFM staff will not understand the system that CDF uses to respond to emergencies. Therefore, the SFM staff will not be able to respond effectively. There will be a slow response and only a limited number of staff will be able to assist in an emergency.

MAJOR ACTIONS

1. Obtain a list of the training completed by all of the SFM staff.
2. Develop a training program for the staff to ensure that everyone is adequately trained.
3. Provide a list of trained SFM staff to the CDF command center.

ISSUE # 10

OSHA requires the IIPP document. If it is not completed, there are penalties.

MAJOR ACTIONS

1. Do a cursory review of the requirements.
2. Assign staff to prepare the document.

DRAFT

ACTION PLANS FOR THE FIRE EXTINGUISHER PROGRAM

ISSUES

1. There is an outdated DOS MIS system.
2. There is not enough staff to provide enforcement for all of CA.
3. The newly proposed Title-19 Regulations need to be approved
4. There is not an active FE Advisory Committee

ACTION PLANS

ISSUE #1

The outdated DOS based automated system has problems with input, printing and the maintenance of the system. The program will continually be hindered by the outdated system if corrective action is not taken.

MAJOR ACTION

Purchase or develop a program that will fit our needs

ISSUE #2

Because of the lack of staff, we are unable to conduct quality control. This could jeopardize the program because there is no enforcement and no one meeting the intent of the regulations.

MAJOR ACTION

Hire or transfer two DSFM/ABI to the program

ISSUE #3

The New regulations which have been proposed need to be approved or else the SFM will not be in tune or meeting NFPA Standards. The New proposed regulations were sent to OAL and returned.

MAJOR ACTION

Make the corrections and resubmit to OAL

ISSUE #4

There is not any advisory committee. The names were submitted and approved. If the committee is not formed then the SFM will not be working together with the Local Fire

D R A F T

Service or with Industry for continuity. All proposed regulations, changes or issues need to be addressed to the committee.

MAJOR ACTION

Set down with staff and write a plan to be implemented.

D R A F T

ACTION PLANS FOR THE FLAME RETARDANT PROGRAM

ISSUES

1. Lack of adequate staffing
2. Lab equipment needs to be updated.

ACTION PLANS

ISSUE #1

The lack of staff results in being unable to keep up with testing materials.

MAJOR ACTIONS

Hire a lab manager.

ISSUE #2

Some equipment needs to be replaced in the lab.

MAJOR ACTIONS

Write and implement a plan.

DRAFT

ACTION PLANS FOR CUPA

ISSUE

There is a lack of clearly defined roles and responsibilities in the statutes.

ACTION PLAN

ISSUE #1

The existing statutes are clear in defining the role of SFM in CUPA. The uncertainty of the SFM role in CUPA leads to misunderstandings and differences with other entities. The anxiety of the staff will increase and the stress of working in an ambiguous situation will continue resulting in poor morale and ill health.

MAJOR ACTIONS

Propose that legislative changes be made to the statutes to clearly define roles and responsibilities of SFM and other entities regarding CUPA.

DRAFT

ACTION PLANS FOR THE FIREWORKS/EXPLOSIVES PROGRAM

ISSUES

1. Using program special funds to fund 3 Arson and Bomb Investigator positions assigned to CDF Fire Protection.
2. Review and rewrite of testing standards for Safe and Sane fireworks as a result of issues raised over the safety of the “Ground Bloom Flower.
3. Review and rewrite examination process for rewriting all exams, monitoring exams and MIS automation in administration of exams.
4. Fireworks regulations in need of amending as addressed from the Fireworks Advisory Committee.

ACTION PLANS

ISSUE #1

Using program special funds to fund 3 Arson and Bomb Investigator positions assigned to CDF Fire Protection causes delay in conducting investigations because of other obligations with CDF Fire Protection and questions if full uses of special fund monies derived from licensing fees are for firework program activities.

MAJOR ACTION

Proposed solutions to administration and awaiting decision

ISSUE #2

There is controversy over the safety of the “Ground Bloom Flower” device. There is conflict with the Safe and Sane fireworks industry and the SFM and lack of clear specifications for addressing testing criteria.

MAJOR ACTION

Submittal to the Office of Administrative Law (OAL) for approval as regulatory amendment language in 2001.

ISSUE #3

Questions on examination are outdated and need revision, updating and need for more efficient and less costly means of processing and administering exams. There are questions as to the validity of exams, increased costs to program, and use of technology to provide better, faster, easier and more efficient service to our customers.

MAJOR ACTION

D R A F T

Hire consultant services to help staff implement changes.

ISSUE #4

Industry needed regulations addressed for ease of enforcement and application. Using department policy or underground regulation to interpret or address industry questions may result in inconsistent application.

MAJOR ACTIONS

1. Take recommended regulation changes made by the Fireworks Advisory Committee and submit through the administrative procedures regulatory process for amendment so solutions are implemented.
2. Address comments received from the public.

D R A F T

ACTION PLANS FOR BUILDING MATERIALS LISTINGS PROGRAM

ISSUE

The industry, contractors, engineers, architects and state and local authorities having jurisdiction are relying on the SFM Listings for designing and reviewing plans for construction projects. However, the industry has expressed concerns regarding the distribution, access and availability of these listings. Some have had problems with plans being rejected since the listings were not available or outdated. This problem has become costly for the industry.

ACTION PLANS

ISSUE #1

As the CSFM listings play a major part in the approval process for building construction, the demand for these listings are increasing substantially. The listing service provides building authorities, fire officials, architectural and engineering communities, contractors, and industry with a reliable and readily available source of information concerning construction materials, equipment, methods of construction and installation of equipment, commonly used in the construction of occupancies regulated by model building codes, and local and/or state building standards. This service eliminates the need for verification by all parties concerned with performance. The listing fee has not been increased for at least 15 years. This fee was set up to provide adequate funding for the program at the time.

MAJOR ACTIONS

Change the regulations and post listings on the Internet

DRAFT

ACTION PLANS FOR LAB ACCREDITATION PROGRAM

ISSUE

We have independently and objectively accredited over 30 labs to perform OSFM adopted and/or national recognized standards. Under current procedure, we do not conduct annual inspection of certified testing laboratories.

ACTION PLANS

ISSUE #1

All companies that want to list products in California must have the products tested to SFM recognized and adopted test standards by a CSFM accredited lab. The accreditation program ensures that the tests conducted by the labs are accurate and dependable.

MAJOR ACTIONS

1. Set up the fee structure.
2. Propose the regulations to collect fee and implement the program.

DRAFT

ACTION PLANS FOR MOTION PICTURE AND ENTERTAINMENT

ISSUE

Keep the unit a leader in motion picture and entertainment safety throughout California by maintaining a state-of-the-art training program for all involved in safety within the motion picture/entertainment area.

ACTION PLANS

ISSUE #1

The motion picture entertainment industry is one of California's most important and protected industry. By not addressing the training issues, we could see an increase in accidents, incidents, and runaway production. This could cause loss of revenues to the state, loss of employment by businesses closing and most important, injuries or deaths.

MAJOR ACTIONS

1. Providing additional funds to expand our training and educational programs.
2. Providing additional staff to the unit in southern California.
3. Working with other units within CDFFP and State Fire Marshal to address fireworks and pyrotechnic collection and disposal.
4. Working with the motion picture industry to help in requesting additional general funds from the State. (BCP's)
5. Realignment of personnel within CDFFP and State Fire Marshal into the Fire Engineering Fireworks Division.

DRAFT

ACTION PLANS FOR VAPOR RECOVERY

ISSUES

1. There are no formalized contacts, such as an organization of manufacturers or an advisory committee established for stakeholders.
2. The current regulations for the Vapor Recovery Program do not provide for renewals or re-certification of existing systems or components.

ACTION PLANS

ISSUE #1

Formalized contacts and Input is needed to make the program more efficient and also provide a networking system for problems and concerns.

MAJOR ACTIONS

Put together a SFM Vapor Recovery Advisory Committee, consisting of technical experts from industry, California Air Resources Board, and other interested individuals. The committee would assist staff in the development of procedures, regulation review, and educational programs.

ISSUE #2

The goal of the program is to prevent fire and/or explosions due to unsafe vapor recovery systems or components. Some of the systems/components have been certified ten years ago, and are still SFM certified even though new technology has developed more efficient systems.

MAJOR ACTIONS

1. Work with the California Air Resources Board (CARB) to see if we can piggyback to their Enhanced Vapor Recovery program.
2. Change the regulations to reflect renewal of certification every four years, which coincides with CARB's Enhanced Vapor Recovery program. This will be pursued through the rulemaking process.

D R A F T

ACTION PLAN FOR REGULATIONS

ISSUES

1. Develop a tracking and archive system.
2. Inadequate staffing levels limits capabilities.

ACTION PLANS

ISSUE #1

A tracking and archive system is important to the program because it provides historical and current information on regulations. The system would document any issues that have developed in the past regarding any particular regulation. Therefore, the staff would be aware of any controversial issues and would prevent them from being repeated. The staff would also be able to determine at any time where a revision is in the process. Currently the staff must maintain manual folders on the regulations.

MAJOR ACTIONS

1. Evaluate the cost/benefit of a tracking system.
2. If cost effective, obtain resources to develop the system.

ISSUE #2

The lack of staff is resulting in the inability to perform critical tasks. Not all of the regulations can be reviewed and the duplication and distribution of changes is burdensome. The effect of inadequate staffing levels is that outdated regulations will remain in place. There is not backup person to assume duties.

MAJOR ACTIONS

1. Perform a workload analysis.
2. Use additional resources from either new positions or field committees to assist.

DRAFT

ACTION PLANS FOR TITLE 19

ISSUE

The T19 regulations have not been reviewed/revised for over 10 years.

ACTION PLANS

ISSUE #1

The Title 19 regulations need to be reviewed for relevancy, necessity, conflict, duplication, and overlap. Outdated regulations create more uncertainty and questions for the fire service, industry, and staff.

MAJOR ACTIONS

1. Work diligently with stakeholders to achieve full revision and provisions for continuous updates of the T19 Public Safety regulations.
2. Determine workload and prioritize rulemaking activity based on need. This has been done through the Rulemaking Calendar process.
3. Work with existing Advisory Committees, fire service organizations, industry, and other interested groups to develop and review regulatory proposals.
4. Enhance communication with stakeholders.

D R A F T

ACTION PLAN FOR CFIRS

ISSUES

1. Increase the number of fire departments reporting to the CFIRS/NFIRS system.
2. Develop CFIRS/NFIRS regulations.
3. Develop a NFIRS training program.

ACTION PLANS

ISSUE #1

There must be an increase in the number of fire departments reporting to the CFIRS/NFIRS system. The SFM is the designated repository for the NFIRS but has not submitted any data since 1996. Only 300 of the more than 700 local agencies have been providing data to the SFM.

MAJOR ACTIONS

1. Establish a new CFIRS Advisory Committee comprised of representatives from the major Fire Chief organizations.
2. Interview Fire Departments who are not currently reporting to ascertain why they are not reporting and develop strategies to get them to report.
3. Explore the possibility of obtaining grants which could be used to purchase computers and software for Fire Departments who are not currently automated so that they may participate in the NFIRS system.

ISSUE #2

Develop CFIRS/NFIRS regulations so that the program has guidelines.

MAJOR ACTIONS

1. Have staff develop draft CFIRS/NFIRS regulations.
2. Have CFIRS/NFIRS Advisory Committee review and edit proposed regulations.
3. Have the Regulations Unit process draft CFIRS/NFIRS regulations for inclusion into Title 19.

ISSUE #3

Develop a NFIRS training program so that the local agencies understand what and how they are supposed to report.

MAJOR ACTIONS

D R A F T

1. Have staff develop a NFIRS training program stressing the need for reporting.
2. Conduct monthly Fire Department training classes to teach departments how they can utilize NFIRS data to their advantage.
3. Create a quarterly NFIRS bulletin for inclusion on to the SFM website.

DRAFT

ACTION PLANS FOR FIRE SAFE

ISSUES

1. Lack of coordination with the Board of Forestry (BOF) on regulation issues.
2. Program web page information and access is currently inadequate.
3. Lack of training equipment (audio/video) for public awareness programs and training presentations
4. Lack of funding to duplicate hard copy fire prevention field guides.

ACTION PLANS

ISSUE #1

We often receive requests for clarification or interpretation of the BOF Fire Safe Regulations (Title 14, California Code of Regulations, Section 1270 et seq.). All responses to these inquiries should be coordinated with the BOF. Our stakeholders, including the Bureau Chiefs, CDF Units and local fire officials will continue to question the Fire Safe Regulations and their applicability. We will continue to receive inquiries about these regulations, often after they have already become a local complaint or dispute.

MAJOR ACTIONS

1. Coordinate all regulations questions and answers with the BOF.
2. Establish a statewide referral procedure for regulations questions.
3. Notify regions and units of this procedure and the need for following it.

ISSUE #2

Stakeholders, including local fire, CDF units, real estate agents and homeowners, are often unable to find the information they are looking for on the CDF web site, due to how the information is currently presented. Stakeholders will continue to be dissatisfied with the information they receive on the web site, resulting in an increased number of phone inquiries and emails that require staff follow-up.

MAJOR ACTIONS

1. Address formatting concerns with IT and public affairs.
2. Address updating concerns with IT and public affairs.
3. Draft ideas for improved navigational controls and demonstrate the ideas to SFM IT committee and CDF public affairs for consideration.
4. Work within the confines of the current format, improving on what exists without changing the overall look or organization of the web site.

DRAFT

ISSUE #3

Requests are often received from stakeholders and from other agencies for general training information about fire prevention and fire safe planning. Currently, only basic web page and printed information is available. Stakeholders will have to continue to obtain audio/video training information from other sources, which may be out of date, costly, or not specific to California's Urban-wildland interface fire problem.

MAJOR ACTIONS

1. Write a BCP to request budget for audio/video training and public awareness presentations.
2. Request grant funding from various sources to create same.
3. Establish an interagency network of such information and contacts that are interested in participating in the development of such information.

ISSUE #4

There is a statewide, national and international interest in the fire prevention publications developed and published by this office. Limited supplies of hard copies make it difficult to provide this information free of charge. Limited supplies of current guides may run out, and funds may not be available for reprinting or updates.

MAJOR ACTIONS

1. Seek interagency cooperation for field guide publications and updates.
2. Establish a staggered timeline for field guide reprints and updates.
3. Pursue grant or budgetary funding for this purpose.
4. Address printing and publications cost issues and try to reduce costs.

DRAFT

ACTION PLANS FOR GRANTS ADMINISTRATION

ISSUES

1. Lack of staff to track grant pass through funds.
2. Lack of spending/reimbursement authority within program 20 to administer grant program.

ACTION PLANS

ISSUE #1

The lack of staff to track grant funds will create confusion about which expenditures are attributed to which grant.

MAJOR ACTIONS

1. Meet with administrative and accounting staff to address procedural and workload issues. (DONE)
2. Coordinate grant administration with existing staff. (CURRENT)
3. Review workload and staff communication on a quarterly basis.
4. Develop a business process and a set of specific procedures to deal with the administrative workload.
5. Streamline business process after evaluation.

ISSUE #2

Lack of spending/reimbursement authority within program 20 to administer grant program. When spending authority is not already available to the program, it must be acquired through a section 28.50 exception process, which is time consuming and required legislative approval. Spending authority for approved projects may be denied or delayed, which may affect the completion of a project.

MAJOR ACTIONS

1. Identify specific needs for future grant projects that may fall within the scope of the Fire Safe Planning Program.
2. Assess the tentative projects for applicability, originality and relevance.
3. Prepare and submit a BCP for increased spending authority, based on the evaluation and prioritization of future project goals.

DRAFT

ACTION PLANS FOR THE HEALTH FACILITIES INSPECTION PROGRAM

ISSUES

1. Relocation of Deputies into DHS District Offices not proceeding as fast as previously anticipated.
2. Time recording system (WIMS) has outlived its usefulness and needs to be replaced.
3. NFPA #101 classes not being provided by Feds in a manner consistent with the hiring of new deputies for the program.
4. Current location of program deputies not consistent with workload distribution.
5. There is no departmental training program for existing deputies.
6. Current hourly rate for reimbursement exceeds program costs.
7. The Department of Health Services and The Office of Statewide Health Planning and Development, have identified need for SFM involvement in plan review and construction inspections of ambulatory surgical centers.

ACTION PLANS

ISSUE #1

Relocation of Deputies, Supervisors and Support Staff into DHS District Offices not proceeding as fast as previously anticipated. Several DHS Offices identified in the relocation plan are in the process of moving and cannot accommodate Deputies in existing space. This will extend the time that it takes for the program to solidify as expected.

MAJOR ACTIONS

1. SFM Supervisors to work with DHS District Administrators to make allowances for SFM Deputies space needs as DHS negotiate for office space.
2. SFM Supervisors to work with DHS District Administrators and stay current on status of DHS office acquisitions.
3. SFM Program Chief to work with DHS Headquarters staff to facilitate process and mitigate barriers.
4. Maintain SFM office space for program until all staff has been relocated.
5. Relocate Deputies to DHS offices as soon as space becomes available.

ISSUE #2

(WIMS) Time recording system has outlived its usefulness and needs to be replaced. This program is based on DOS system and is not compatible with current Windows technology. Continued use of this system will nullify our ability to accurately report time spent on the program and may affect our reimbursement processes.

DRAFT

MAJOR ACTIONS

1. Mid-year analysis indicated surplus monies in this program. The \$10,000 could be reserved for the WIMS replacement costs.
2. Contact Information Technology staff to initiate process.
3. Work with other SFM Division Chiefs currently using WIMS to produce new program that would serve all units that have a need for it.
4. Review off-the-shelf time recording programs that may fit need.
5. Get buy-off from executive staff to prioritize this issue
6. Get it done.

ISSUE #3

NFPA #101 and NFPA 99 classes are not being provided by Feds in a manner consistent with the hiring of new Deputies for the program. Deputies for this program enforce NFPA #101, various editions, and NFPA #99, 1993 Edition, in their surveys. Health Care Financing Administration, the Federal agency who administers the Medicare program, provides these classes. Inability to receive timely and continuous training from HCFA results in lack of coordination with HCFA policies related to the program. This could lead to enforcement errors that could affect our constituents.

MAJOR ACTIONS

1. Conduct a review of our training needs for this program.
2. Identify areas where training is needed.
3. Contact HCFA and compare their proposed training schedule to our needs.
4. Secure support from DHS and approach HFCA with training request.
5. Work with key HCFA staff to negotiate training in California.
6. When training is provided in California, all SFM staff to attend training regardless of previous training received.
7. Continue to work with key HCFA staff to provide a training schedule to fit our needs.

ISSUE #4

Current location of SFM Deputies is not consistent with workload distribution. This is an existing problem that goes back many years and resulted from an attempt to provide geographical coverage instead of placing deputies where the workload really exists. When this program was recently re-organized, the location of Deputies in the DHS District Offices was directly influenced by the geographical location of existing Deputies rather than by the actual location of workload. The net effect is that we have Deputies in remote areas that have little workload while other Deputies in the Metropolitan areas are constantly pressed to keep up with their workload. As a result, Deputies from remote areas must constantly be shifted to assist in the Metropolitan areas. This results in constant per-diem costs and is not an efficient method to manage our fiscal or personnel resources.

DRAFT

MAJOR ACTIONS

1. Conduct workload and staff location analysis for staff in program.
2. Create graphical means to display results of analysis, (maps, charts, etc.)
3. Present findings to executive staff and secure their input.
4. Present findings to DHS and get their buy-off as this affects the previously-agreed-upon location of Deputies in DHS offices.
5. Re-locate positions in remote areas to areas of higher workload as they are vacated by retirements, promotions, resignations or lateral transfers.
6. Query Deputies in remote areas relative to their desire to transfer. We may find some takers.
7. Continue to look for means to achieve objective in positive ways

ISSUE #5

There is no departmental training program for existing Deputies. Some have invested in themselves and secured training on their own. Others received their training early in their career and have not had current training. The consequences have been that Deputies are not prepared for upward mobility. This limits management's ability to fill vacancies at the Senior Deputy, Supervisor and management levels. It also forces management to invest additional resources to bring staff up to a level that they should have already achieved.

MAJOR ACTIONS

1. The Administrative Unit has been given direction to develop a comprehensive training program for existing staff.
2. Health Facilities staff will work with Administrative Unit staff to in this effort.
3. New SFM Deputies coming directly into this program will be enrolled in the JAC program. Special emphasis will be given to provide the necessary training for the new Deputies to complete their Apprenticeship.
4. Our unit will provide the necessary funds and time for existing employees to adhere to the new training program once established.
5. Training program will be evaluated and monitored for effectiveness and changes will be made as weak areas are discovered.

ISSUE #6

Current hourly rate for reimbursement exceeds actual program costs. This creates a significant surplus beyond the program budget. This is contrary to established fiscal policies and can have negative consequences.

MAJOR ACTIONS

1. SFM Administrative Unit to figure actual program costs.

D R A F T

2. Administrative unit to present figures to program chief and to revise according to input.
3. Administrative Unit Chief and Chief of this program to meet with DHS and negotiate amendment to program.
4. Amendment to be retroactive to January 1, 2001.

ISSUE #7

The Department of Health Services and The Office of Statewide Health Planning and Development, have identified a need for State Fire Marshal involvement in plan review and construction inspections of ambulatory surgery centers. These facilities are currently inspected under this program for compliance with Federal standards under our contract with the Department of Health Services. The plan review and construction inspections are conducted by the local fire departments and they enforce minimum state standards only. SFM Deputies conduct their inspection after the facility has been completed for compliance with Federal standards. Unfortunately, these standards would not have been considered in the construction design, plan review or construction inspections by the local fire department. The result is that the facility has to retroactively provide additional construction elements to meet Federal standards. These may not have been planned for and the associated costs often lead to the facility closing before it has a chance to open. This issue results from the inability of the surgical center owners to understand the requirements for participation in the Medicare program.

MAJOR ACTIONS

1. Issue currently being evaluated by the OSHPD Clinics Committee. SFM staff will participate in committee to provide input and stay current.
2. DHS and SFM will jointly evaluate decision of OSHPD Clinics Committee.
3. DHS will evaluate number of facilities and resulting increase in SFM workload.
4. DHS and SFM will explore solution to problem should they decide on SFM involvement.

DRAFT

ACTION PLANS FOR THE CONSTRUCTION SERVICES PROGRAM

ISSUES

1. Workload exceeds current staff's ability to perform required inspections and plan review assignments.
2. Current training levels and performance standards have failed to keep up with changes in the codes and industries ever changing needs.
3. California's ever-changing geographical construction profile has shifted and will continue to shift as the state undergoes expansion and renovation.
4. This program is funded by the General Fund and therefore is constricted in the department's ability to expand with the rapid growth of California's construction programs.

ACTION PLANS

ISSUE #1

Workload exceeds current staff's ability to perform required inspections and plan review assignments. Construction projects require intensive plan review from conception to final architectural renderings. Upon completion of the plan review process, periodic inspections are required during the phases of construction. During the entire construction process, the staff assignments must be flexible.

MAJOR ACTIONS

1. Increase department staff to reflect current construction needs
2. Increase pay scale to reflect industry standard
3. Provide promotional opportunities and assignments to staff
4. Contract assignments with retired annuitants
5. Contract with outside private companies
6. Enlist support from CDF prevention staff after extensive training

ISSUE #2

Current training levels and performance standards have failed to keep up with changes in the codes and industries ever changing needs. The building industry is constantly changing and looking for alternative building materials. The code development and interpretive abilities of the deputies is crucial for a successful program. The deputies need continual training to stay current on industry changes.

MAJOR ACTIONS

1. Provide on-going increases in budget for training by instituting salary savings

D R A F T

2. Use retired annuitants and outside industry experts as instructors for ongoing and continual training
3. Institute rotational program assignments as to allow for cross-training
4. Create floating deputy assignments, both in the north and the south, to cover for deputy while in training
5. Provide continual training and interpretative guidelines for current and prescriptive based codes

ISSUE #3

California's ever-changing geographical construction profile has shifted and will continue to shift as the state undergoes expansion and renovation. The need for flexibility is always present because of the increased construction activities in major geographical portions of the state. As the construction projects are shifted from one part of the state to another, the SFM staffing must also be shifted.

MAJOR ACTIONS

1. GSI mapping of current and projective construction sites
2. Provide geographical work centers, which would allow for better distribution of Deputies

ISSUE #4

This program is funded by the General Fund and therefore is constricted in the department's ability to expand with the rapid growth of California's construction programs. As the number of current and projected construction projects mandated by the governor and the legislature increases, so should the SFM funding to inspect these projects.

MAJOR ACTIONS

1. Establish a legislative advocate for departmental needs
2. Acquire special fund authority which would allow for program funding distribution
3. Create a liaison position with each state agency to work with their unique requirements

DRAFT

ACTION PLANS FOR THE BUILDING SAFETY PROGRAM

ISSUES

1. Program staffing levels are inadequate for workload needs. Workload exceeds current staff's ability to perform mandated assignments.
2. Current training levels and performance standards are not meeting the needs of the ever-changing fire and life safety code.
3. Facilities are geographically disbursed throughout the state and will require strategic placement of Deputy State Fire Marshals.
4. Current funding levels are inadequate to accomplish the mandated inspection program.

ACTION PLANS

ISSUE #1

Program staffing levels are inadequate for workload needs. Workload exceeds current staff's ability to perform mandated assignments. There are approximately 30,000 buildings throughout the state that should have Title 19 inspections. In addition, there are special events on state owned property that must be monitored.

MAJOR ACTIONS

1. Increase department staff to reflect Title 19 workload
2. Increase pay scale to reflect fire industry pay standards
3. Provide promotional opportunities and assignments to staff
4. Contract assignments with retired annuitants
5. Provide for outside support by establishing a credentialed workforce
6. Enlist support from CDF prevention staff after extensive training

ISSUE #2

Current training levels and performance standards are not meeting the needs of the ever-changing fire and life safety code. The code development and interpretive abilities of the staff is crucial for the building safety program. The staff must know the current code as well as the code that was in effect when the building was constructed. This requires continual training and constant research.

MAJOR ACTIONS

1. Provide on-going increases in budget for training by instituting salary savings
2. Use retired annuitants and outside industry experts as instructors for ongoing and continual training
3. Institute rotational program assignments as to allow for cross-training

D R A F T

4. Create floating deputy assignments, both in the north and the south, to cover for deputy while in training
5. Provide continual training and interpretative guidelines for current and prescriptive based codes

ISSUE #3

Facilities are geographically disbursed throughout the state and will require strategic placement of Deputy State Fire Marshals. Currently the SFM AHJ responsibilities are generally found in Northern California. These and other requirements have caused the SFM to redistribute staff throughout the state.

MAJOR ACTIONS

1. Perform GSI mapping of state occupied and state responsibility areas
2. Provide geographical work centers, which would allow for better distribution of Deputies

ISSUE #4

Current funding levels are inadequate to accomplish the mandated inspection program. The funding source is pre-set and does not allow for growth. This has caused the SFM to conduct its responsibility only on a high priority basis.

MAJOR ACTIONS

1. Establish a legislative advocate for departmental needs
2. Acquire special fund authority which would allow for program funding distribution
3. Create a liaison position with each state agency to work with their unique circumstance

DRAFT

ACTION PLANS FOR PIPELINE

ISSUES

1. Attract, test and retain the most qualified pipeline safety engineers.
2. Eliminate/reduce barriers to the timely replacement of problem pipelines.

ACTION PLANS

ISSUE #1

The division must have the ability to attract, test and retain the most qualified pipeline safety engineers. The inability to do this will hinder the performance of the inspections and jeopardize the safety of the public.

MAJOR ACTIONS

1. Develop and administer a Pipeline Safety Engineer examination.
2. Explore the methodology needed to increase Pipeline Safety Engineers salaries to be competitive with the private sector.
3. Obtain copies of reports/studies conducted by other State Agencies used to increase salaries of their personnel.
4. Interview existing Pipeline Safety Engineers to ascertain what items attracted them to their current position and build upon those items.
5. Interview existing Pipeline Safety Engineers to ascertain the issues, which currently exist, which would cause them to leave and work towards minimizing those issues.

ISSUE #2

The division must eliminate/reduce barriers to the timely replacement of problem pipelines. Untimely replacement of problems pipelines will adversely impact the environment and public safety.

MAJOR ACTIONS

1. Identify barriers to the timely replacement of problem pipelines.
2. Meet with the various permitting agencies and the industry to resolve permitting problems.
3. Propose statutory/regulatory changes to ensure the timely replacement of pipelines.

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ACTION PLANS FOR GIS PIPELINE MAPPING

ISSUES

1. Complete the input of oil company GIS pipeline information.
2. Develop an interactive Web Site so GIS pipeline mapping information will be accessible in a timely manner.

ACTION PLANS

ISSUE #1

Complete input of oil company GIS pipeline information must be accomplished.

MAJOR ACTIONS

1. Continue to input GIS pipeline information
2. Continue to update pipeline information (leak history, inspection dates, etc)
3. Develop data links using CSFM line ID numbers to entire SFM pipeline safety databases.
4. Continue dialog with representatives of the National Pipeline Mapping System to ensure compatibility of California Pipeline Mapping data and the National Pipeline Mapping data.

ISSUE #2

The division must develop an interactive Web Site so GIS pipeline mapping information can be accessible in a timely manner.

ACTION PLANS

1. Complete digitizing of pipeline locations.
2. Continue development of CDF compliant static Web Site.
3. Meet with FRAP and other CDF Divisions to develop strategies to stress to CDF executives the importance and benefits of an interactive Web Site.

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STRATEGIC PLAN

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EXECUTIVE SUMMARY

The foundation of the SFM's Strategic Plan is to develop, implement and evaluate programs and activities that either reduce the frequency of unwanted fire or reduce the impact of an actual fire on the citizens of the State of California.

The strategic plan for the Office of the State Fire Marshal (SFM) will provide direction and vision for the SFM. The plan will be used by the managers to establish goals and to develop corresponding action plans for achieving the goals. The plan will enable all of the SFM programs to have a common vision that is understood and communicated to all of the staff. The plan documents the actions that every program needs to take so that there is consistency in purpose and cooperation among the programs in achieving a common goal. Since this plan is a living document, it will require periodic revisiting and adjustment to account for varying internal and external priorities.

The plan is the result of the efforts of the division chiefs and staff in identifying the strengths, weaknesses, opportunities and threats of the SFM programs. These key elements, along with the mandates established by the legislature, were used to determine the strategic issues and the corresponding action plans for each of the SFM programs.

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MISSION STATEMENT

The Office of the State Fire Marshal (SFM) supports the CDF mission to protect life and property through the development and application of fire prevention engineering, enforcement and education.

The SFM provides this support through a wide variety of fire safety responsibilities including: regulating buildings in which people live, congregate, or are confined; by controlling substances and products which may, in and of themselves, or by their misuse, cause injuries, death and destruction by fire; by providing statewide direction for fire prevention within wild land areas; by regulating hazardous liquid pipelines; by reviewing regulations and building standards; and by providing training and education in fire protection methods and responsibilities.

These achievements are accomplished through several major program elements including Enforcement, Fire Engineering and support from the Board of Fire Services.

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VISION STATEMENT

Provide an environment safe from fire and related perils for all Californians.

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PRINCIPLES STATEMENT

WE, the members of the California State Fire Marshal's Office, in performing our mission, hereby make a commitment to provide:

- *Respect and support for co-workers, as inherently deserving of the same honesty, courtesy and excellence of service we would accord any constituent;*
- *Honesty, straightforwardness, and commitment to following through, as an organization, and as individual members of the organization at all levels;*
- *Leadership and guidance to the fire service in California in the use of fire protection engineering, development of legislation, fire service and public education and training, and the development and application of codes and standards;*
- *Cooperation and service of the highest quality to our constituency: the fire service, its allied organizations, other government agencies, and members of the public who seek our advice and assistance;*
- *Responsiveness and sensitivity to the needs of all Californians, their communities, and other state agencies to which we respond;*
- *An effective staff actively participating to provide adjustments and improvements to the processes necessary to fire and life safety;*
- *Competence, expertise and proficiency, continually developed within the organization to increase customer satisfaction, enable timely resolution of problems, and increase accuracy;*
- *Excellence in attention to critical detail, rejection of mediocrity, and an ongoing commitment to produce the best work product we can; and,*
- *Respect and recognition for staff efforts, within this organization and others, to produce results under circumstances of severely constrained resources.*

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DEPARTMENT DESCRIPTION

The primary responsibility of the Office of the State Fire Marshal (SFM) is the protection of life and property from fire. The office regulates the buildings in which people live, congregate or are confined; controls substances which may cause injury, death or destruction by fire; assists state and local fire authorities in the enforcement of laws and ordinances; and ensures maximum safety of hazardous liquid pipelines via a system of inspection, testing and enforcement.

This is done through development, maintenance and enforcement of fire safety standards for all educational and institutional occupancies, public assembly facilities, organized camps, buildings over 75 feet in height and in all state-owned structures. Statewide standards are written and enforced relative to the control of portable fire extinguishers, engineered (fixed) fire extinguishing systems, explosives and special effects, fireworks, decorative materials and fabrics, building materials and other fire safety products, and wearing apparel.

The SFM participates in all levels of the Certified Unified Program Agency (CUPA) program including oversight, certification of CUPAs, evaluations of approved CUPAs, training and education. GIS maps are maintained by the SFM on all regulated pipelines. The SFM is the official state repository for pipeline data by the National Pipeline Mapping System.

The SFM uses engineering processes to reduce or eliminate the hazards and risks of fire and publishes guides on the proper application of civil, mechanical, electrical, chemical and industrial engineering techniques. The SFM maintains standards and provides certification for vapor recovery systems and components.

The SFM develops and delivers special programs related to the prevention of fires. Guides are published that are focused at reducing the incidence of uncontrolled wildfires. In addition, the SFM facilitates implementation of state statutes related to the wild land urban interface in order to make structure safer.

The SFM also assembles, tabulates and analyzes reports of all fires occurring in the state, and inspects certain local jails and holding facilities. The SFM is liaison to the California film industry for special effects and fire safety procedures.

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GOALS

A major component of this Strategic Plan is the organizational goals. These goals reflect the most important strategic issues for the SFM to accomplish over the next several years. The following are the goals of the SFM:

1. Assist in the development and adoption of regulations promoting fire and life safety and being consistent with the Administration's mission.
2. Process all requests for licenses and permits in a timely and efficient manner, while simultaneously providing general information and answering specific technical questions.
3. Exercise exclusive safety regulatory and enforcement authority over intrastate and interstate hazardous liquid pipelines.
4. Consolidate California hazardous materials regulatory programs to mitigate impact on private businesses statewide.
5. Provide updated statistical statewide emergency incident data to the fire service and others.
6. Employ a comprehensive approach to establish and maintain fire and life safety services to those occupancies identified in the SFM mandate; to perform plan review and inspection services of state-owned and state-operated facilities.
7. To be an efficient, effective, and quality organization with resources necessary to carry out the Mission.

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OBJECTIVES

The SFM objectives are clear targets for specific action to fulfill the strategic goals.

Objectives for Goal #1: Assist in the development and adoption of regulations promoting fire and life safety and being consistent with the Administration's mission.

1. Develop a tracking and archive system for all regulations.
2. Review all fire and life safety regulations for relevancy, necessity, conflict, duplication, and overlap.
3. Develop new fire and life safety regulations for newly established programs.

Objectives for Goal #2: Process all requests for licenses and permits in a timely and efficient manner, while simultaneously providing general information and answering specific technical questions.

1. Improve, maintain, and upgrade technical data and information available to the department, fire authorities, and the public for all engineering programs.
2. Disseminate essential information regarding engineering programs and activities to fire protection organizations, other departmental staff, and the fire service.
3. Foster partnership with industry to enhance safety and promote the continual improvement of department services to licensees and the citizens of California.

Objectives for Goal #3: Exercise exclusive safety regulatory and enforcement authority over intrastate and interstate hazardous liquid pipelines.

1. Reduce the frequency and severity of hazardous liquid pipeline accidents in compliance with the provisions of enabling legislation.
2. Relieve the burden of over-regulation on pipeline operators without compromising safety.

Objective for Goal #4: Consolidate California hazardous materials regulatory programs to mitigate impact on private businesses statewide.

Assist Cal-EPA in the implementation of the Unified Hazardous Waste and Hazardous Materials Management Regulatory Program.

Objectives for Goal #5: Provide updated statistical statewide emergency incident data to the fire service and others.

1. Work with the fire community to increase the number of departments reporting.
2. Develop CFIRS/NFIRS reporting regulations.
3. Develop CFIRS/NFIRS training program.

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Objectives for Goal #6: Employ a comprehensive approach to establish and maintain fire and life safety services to those occupancies identified in the SFM mandate; to perform plan review and inspection services of state-owned and state-operated facilities.

1. Ensure that a reasonable degree of fire and life safety is maintained in occupancies that are the responsibility of the SFM.
2. Promote and achieve successful relationships with local government and private industry.
3. Ensure the highest level of skill and expertise among staff.

Objectives for Goal #7: To be an efficient, effective, and quality organization with resources necessary to carry out the Mission.

1. Provide accurate and definable budget data.
2. Provide support for internal personnel practices consistent with state policy.

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PERFORMANCE MEASURES

The agency performance measures are the quantified results to be achieved. Performance measures provide a basis for assessing successful achievement of the agency's mission, vision, goals and objectives by focusing on the attainment of the objectives. However, in order to retain the focus on only the most significant, the vital few, the agency should limit the number of measures by selecting only the most pertinent measures for each objective for which data can be collected. At a minimum, there should be at least one key performance measure under each objective. More than three or four measures will probably be too many.

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RESOURCE ASSUMPTIONS

It is anticipated that the State Fire Marshal's Objectives can be accomplished using existing resources, or through internal redirection of resources.

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FINANCIAL AND FULL-TIME EQUIVALENT (FTE) POSITION INFORMATION

SFM Program Requirements

	2000-01 Actual PYs	2001-02 Actual PYs	2002-03 Proposed PYs		2000-01 Actual Dollars	2001-02 Actual Dollars	2002-03 Proposed Dollars
TOTAL SFM	88.8	115.3	115.3		11,879	14,401	15,316
General Fund					4,572	5,642	5,339
Other Funds					7,307	8,759	9,977
TOTAL FUNDS					11,879	14,401	15,316