Date: January 12, 2018

To: Ronny J. Coleman, Chairman
c/o State Fire Training
1131 S. Street,
Sacramento, California 95811

From: Andrew Henning, Chief, State Fire Training

Subject/Agenda Action Item: Fire Marshal Standards and Curriculum

Recommended Actions: Approve the Fire Marshal (2017) Standards and Curriculum

Background Information:

This curriculum was presented at the July 14, 2017 STEAC Meeting. This is the second reading. The cadre evaluated comments that were provided at STEAC in July and the SBFS meeting in August. The cadre's responses are at the end of this staff report.

The first Fire Marshal program was released in 1997 but was revised in 1998 when the Fire Prevention Officers Association clarified the intent of the Fire Marshal track resulting in replacing the series 500 seminar courses with the International Fire Code Institute (IFCI) Uniform Fire Code Inspector certification.

In 2002, reference to IFCI was removed and a requirement for current Fire Code Inspector certification from the Uniform Fire Code Association (UFCA) or the International Code Council (ICC) in the fire code adopted by the State of California was added. In 2009, State Fire Training revised the Fire Management 2E course.

In 2010, State Fire Training (SFT) convened a cadre with representation from northern and southern California with the goal of updating the Fire Inspector I and II, Plan Examiner, and Fire Marshal curriculum, envisioning the four certifications as a fire prevention career track. The cadre met once a month for three-days at a time between January and August, alternating between Sacramento and different southern California locations. The cadres work was put on hold due to the new curriculum development method being devolved by State Fire Training.

In 2012, State Fire Training updated its curriculum development process, streamlining document templates, training additional curriculum development cadre leaders, and bringing in technical editors. Because the Fire Marshal curriculum was completed just prior to this organizational shift,

"The Department of Forestry and Fire Protection serves and safeguards the people and protects the property and resources of California."
it represented a hybrid between the former curriculum style and the 2012 SFT Curriculum Development Model (CDM). The fire marshal development was placed on hold in order to see the final content of the Plan Review and Chief Fire Officer courses that were also being developed.

In 2015, SFT convened a cadre to fully transition the 2010 curriculum into the 2012 SFT CDM. Anticipating the 2016 release of NFPA 1037: *Standard on Fire Marshal Professional Qualifications*, the cadre also incorporated pending NFPA changes using the available public comment documents. The most significant shift was the NFPA reorganization of the job performance requirements into core and mission-specific categories.

**Analysis/Summary of Issue:**

In February 2017, SFT convened a cadre to update the Fire Marshal certification curriculum. The cadre consisted of: Mark Romer, Training Specialist III, OSFM State Fire Training; Tim Annis, Fire Marshal/ Division Chief, Davis Fire Department; Robert Marshall, Fire Marshal / Public Information Officer, Contra Costa County Fire Protection District; Randall Metz, Fire Marshal, Carlsbad Fire Department; Rocque Yballa, Division Chief / Fire Marshal, Preparedness & Prevention District, Central County Fire Department; with additional contributions from Mike Mentink, Fire Marshal (Retired), Moraga-Orinda Fire District, and editorial services provided by Allison L. Shaw, editor, California State University, Sacramento.

This development cadre met for three days to develop a CTS Guide, five Course Plans with associated Activities, and a Certification Task Book with Application.

Fire Marshal is now considered a stand-alone certification (it was previously seen as the culmination of the Inspector I and II, Plans Examiner, Fire Marshal track) as NFPA does not require any prerequisite certifications for its completion. The curriculum is divided into five courses, two that represent the Fire Marshal’s core responsibilities and three that focus on mission-specific activities (per NFPA 1037).

Courses:
- Fire Marshal 1A: Administration and Professional Development
- Fire Marshal 1B: Community Relations & Fire and Life Safety Education
- Fire Marshal 1C: Fire Investigation Program Management
- Fire Marshal 1D: Community Risk Reduction Program Management
- Fire Marshal 1E: Regulatory Programs Management

**STEAC/SBFS Comments Addressed:**

The Fire Marshal Cadre prepared the following responses after conferring with a representative from STEAC to address comments that were raised at STEAC and SBFS.

**Textbook**

The only overall core book that generally covers NFPA 1031 duties is the *Fire Marshal Handbook* by Tim Bradley and published by Cengage Learning that was released in 2012. This book is no longer in print. Mr. Bradley has already sent the rights to IFSTA to develop and update. The cadre is working with IFSTA to update the book. If this textbook or another becomes available in the future, SFT will consider adding it to the course.
The cadre has selected the following books as required for Instructor Resources. Six to seven of these books are generally already purchased and accessible within the fire department as regular publications at hand (NFPA and ICC) books. Others can be found within Building Departments and Community Development (Planning) Departments.

- **Fire Marshal 1A: Administration and Professional Development**
  - Fire Department Strategic Planning: Creating Future Excellence (2nd edition)
  - A Budgeting Guide for Local Government (3rd edition) *
  - Building Department Administration (4th edition)
  - Legal Aspects of Code Administration
  - CEQA Deskbook (3rd edition)
  - Managing Fire and Emergency Services
  - NFPA 1037 *Standard for Fire Marshal Professional Qualifications (2016)*
  - NFPA 901 *Standard Classifications for Incident Reporting and Fire Protection Data (2016)*

- **Fire Marshal 1B: Community Relations & Fire and Life Safety Education**
  - Fire and Life Safety Educator (IFSTA or Delmar Cengage Learning) *

- **Fire Marshal 1C: Fire Investigation Program Management**
  - NFPA 921 *Guide for Fire and Explosion Investigations (2017)*
  - NFPA 1033 *Standard for Professional Qualifications for Fire Investigator (2014)*
  - NFPA 1037 *Standard for Fire Marshal Professional Qualifications (2016)*

- **Fire Marshal 1D: Community Risk Reduction Program Management**
  - Managing Fire in the Urban Wildland Interface*
  - Fire and Life Safety Educator (IFSTA or Delmar Cengage Learning) *
  - NFPA 1037 *Standard for Fire Marshal Professional Qualifications (2016)*

- **Fire Marshal 1E: Regulatory Programs Management**
  - California Fire Code (current edition)
  - California Building Code (current edition)
  - NFPA 1037 *Standard for Fire Marshal Professional Qualifications (2016)*
  - Books utilized in 1A

*- indicates required Student Resources.

**ICC Fire Inspector II Certification**
The Fire Marshal (2017) curriculum is a standalone set of courses; there is not much code knowledge taught during the 5 courses beyond some of the basics of the regulatory process. The cadre felt that there needed to be a basic level of code knowledge utilized by our profession, especially in those cases where code related items go before an appeals board, or when the fire marshal needs to evaluate an alternate means of protection.
Within the International Code Council (ICC) testing process, there are several levels of certification, including Fire Inspector 1, Fire Inspector 2, Fire Plans Examiner, and Fire Marshal. Fire Inspector 1 tests knowledge of the fire code, but that test does not include hazmat, nor does it include the building code. Fire Inspector 2 requires Fire Inspector 1 as a prerequisite, and the Fire Inspector 2 test then tests on Hazmat as well as the building code.

The Fire Plans Examiner certification test is quite extensive in code application/process for plan review, and demands proficiency in a much larger range of codes. The general knowledge covered in the Fire Marshal Certification provides the requisite knowledge to fulfill the job performance requirements necessary to perform as a Fire Marshal.

Because of the breadth of regulations that need to be enforced by the Fire Marshal, the cadre felt that the combination of both the fire code and building code needed to be covered.

**Amount of course time/classes**

For the old Fire Marshal (1997) certification, the following six courses totaling 240 hours were required:

- Fire Instructor 2B – Group Dynamics and Problem Solving (40 hours)
- Fire Management 1 – Management/Supervision for the Company Officer (40 hours)
- Fire Management 2A – Organizational Development and Human Relations (40 hours)
- Fire Management 2B – Fire Service Financial Management (40 hours)
- Fire Management 2D – Strategic Planning (40 hours)
- Fire Management 2E – Contemporary Issues & Concepts or Ethics & Challenge of Leadership (40 hours)

However, the Fire Marshal certification was the fourth certification in a series in which you also needed to take all classes in the previous 3 certifications in the series and successfully earn certification as a Fire Prevention Officer, Fire Protection Specialist and Plans Examiner. This required an additional 8 classes and 320 hours of instruction. The total number of courses and hours to earn the Fire Marshal Certification: 14 courses and 560 hours of instruction.

For the new Fire Marshal (2017) certification, 9 courses and 207.5 hours are required. The five core courses (Fire Marshal 1A-1E) of certification are focused in the typical duties of the profession consistent with NFPA 1031. This equates to 5 less classes and 352.5 hours less course instruction from the 1997 certification to the 2017 certification. The new selection of classes takes into consideration the hours per class and the opportunities/demands for managing continuity at your jurisdiction – where only one class is a full 40-hour week (Instructor 1). It should be noted; this breakdown also permits classes to be taught at the annual California Fire Prevention Institute (CFPI) training week held once a year.

**Instructor Availability/Requirements**

Recognizing the concern of the number of instructors currently out there that can teach the Fire Marshal Curriculum; the cadre is committed to teaching as many as these course that we can fill. All five cadre members are active instructors in the fire service at the community college level, registered State Fire Training Instructors, and NWSG/FEMA instruction. The California Fire Chiefs’ Association (Cal Chiefs) is supportive in ensuring the number of professional fire marshals continues to grow. The Cal Chiefs Fire Prevention Officers Section will offer the new Fire Marshal courses in Northern and Southern California, as well as at the CFPI annual training. This in itself will increase the number of individuals who can qualify as instructors.
Given that there are more than 900 fire departments in the state of California, consider that there are number of Chiefs Officers including, Fire Chiefs, Assistant Chiefs, Division Chiefs, Battalion Chiefs, etc. But generally, no department has multiple Fire Marshals.

**Fire Marshal curriculum as it relates to NFPA 1031 requirements**
The Fire Marshal (2017) curriculum follows the NFPA 1031 professional qualifications, with minor exceptions. In more than a few cases, there was duplication in the Job Performance Requirements. As such, in those instances the lesson plans were combined. Some California specific requirements were added in addition to the NFPA 1031 requirements. These additional items were related to the Planning Element specific to CEQA and General Plan Requirements as well as Wildland Urban Interface requirements.

**PC 832 Arrest, Search and Seizure course—Commission on Peace Officers Standards and Training**
The PC 832 course was not made as a requirement for the Fire Marshal Certification. Most agencies require Fire Marshal to have this training as a condition of assignment within the bureau/division. Fire Marshal certification recognizes that the individual has been within the bureau/division for at least five years.

**Other Comments Addressed:**
SFT received a comment that stated: candidates seeking the Fire Marshal certification may not meet the prerequisite for Chief Fire Officer 3A: Human Resources Management. SFT will adjust the prerequisite for Chief Fire Officer 3A to state “Meet the educational requirements for Company Officer or seeking Fire Marshal certification.”

**SFT Staff Changes:**
SFT staff updated the task book experience requirements to allow volunteer experience to be used. The task book now reads (changes in *italic*):

> Have a minimum of five years’ full-time paid experience (or 10 years’ part-time paid or volunteer experience) in a recognized fire agency in California with at least one year (full time) or two years (part time or volunteer) serving as a Fire Marshal

This change follows SFT’s standard practice of allowing volunteer experience to count for certifications. The 1:2 ratio is standard between full-time paid and part-time paid/volunteer. This change will allow persons in volunteer departments to obtain the fire marshal certification.
August 20, 2017

Ronny Coleman, STEAC Chair
c/o State Fire Training
Office of State Fire Marshal
P.O. Box 944246
Sacramento, CA 94244-2460

RE: FIRE MARSHAL CERTIFICATION

Dear Chief Coleman,

The California Fire Chiefs Association would like to take this opportunity to endorse the proposed Fire Marshal series for approval.

This is the next step in the evolution of fire prevention since the development of the fire inspector and the plan reviewer series. Past certification for Fire Marshal was exclusively centric to Chief Officer certification courses. This new series, while retaining much of the administration and management aspects of a Chief Officer, recognizes the specialties that are specific to the Fire Marshal position and the fire prevention bureau of each fire department.

The representation on the cadre had fire marshals from small, large, municipal, JPA, and special districts who collectively have over 130 years in fire prevention service. They have brought an inclusive approach to ensuring the professionalism in the field of fire prevention consistent with NFPA 1037 Standard on Fire Marshal Professional Qualifications as well as California specific issues such as Wildland Urban Interface are addressed. All cadre members have been active in fire prevention, fire prevention training/education, code development, and held board positions with local fire prevention officer groups as well as NORCAL and SOCAL FPO’s.

Our support extends into action whereas our Fire Prevention Officer Associations in the North and South are committed to hosting the courses statewide. Again, we are happy to endorse the Fire Marshal series to be included in State Fire Training’s offering of Professional Development.

Sincerely,

Michael DuRee, President
California Fire Chiefs Association

“To strengthen and advocate for the California Fire Service through leadership, unity and collaboration.”
What community resources are needed for risk reduction? A broader spectrum of resources is required to conduct a successful risk-reduction effort. Examples of additional important resources include the following:

- **Knowledge**: Knowledge of the problem and possible solutions, including a factual description of the community and its associated risks, is very important. Such knowledge is needed for an accurate community risk analysis. Think teamwork!
- **In-kind support**: This involves resources provided in lieu of money, including equipment, printed materials, supplies and personal effort.
- **Political support**: Support for the risk-reduction process from elected officials is very helpful to finding success.
- **Community support**: Partnerships with people and organizations in the community can identify risks, planning measures and resources required to get the risk-reduction process started and the program implemented.
- **Emphasis is often placed on finances, but additional resources are important.**

What is a community partner? A community partner is a person, group or organization willing to join forces and address a community risk. It is important to identify a group of partners who have a stake in the success of the risk-reduction program.

Who are some possible community partners?

- Groups already interested or addressing the same or a similar risk issue.
- Members of the population who are affected by the risk issue.
- People/Groups who feel the financial impact of the risk issue.
- Groups already providing services to the population affected by the risk issue.
- Community service and advocacy groups.
- Groups that can help deliver messages.

Consider forming a planning team. Discuss your organization’s intention of forming a planning team to reduce the risk problem. Explain what resources your organization can provide.

Summary

Community partnerships are needed in order to reduce any significant fire or injury risk.


What is an intervention strategy? An intervention strategy is the beginning of the detailed work necessary for the development of a successful fire or life safety risk-reduction program. The strategy should include what will be done, where it will be implemented, how the implementation will occur, and who will conduct the program once it is developed. It also should include an evaluation component that measures the effectiveness of the process and the program. Creating an intervention strategy requires a carefully thought-out plan of action developed through a group effort.

Why develop an intervention strategy? Taking the time needed to design a quality intervention strategy will help gain long-term risk-reduction success.

Steps for Developing an Intervention Strategy

- **Convene the community planning team and review the community profile and the problem statement.** Everyone should have a factual description of the community and the problem.
- **Identify places for intervention.** Another way to characterize where the risk occurs is to look at the geographic distribution of the risk in the city or town.
- **Identify potential target populations and the physical locations for intervention opportunities.** It is critical for the planning team to identify who the risk affects most often and where it happens. Sequential analysis of a typical incident is helpful to consider many prevention interventions.
- **Identify specific interventions.** Most successful risk-reduction efforts make use of combined prevention interventions. Several prevention interventions include:
  - **Education:** providing risk and prevention information for the purpose of changing behavior.
  - **Engineering:** using technology to create safer products or modifying the environment where the risk is occurring.
  - **Enforcement:** rules that require the use of a safety initiative.
  - **Economic incentive:** measures used to influence behavior either positively or negatively. Positive economic incentives reward people monetarily for behaving in a certain manner or making certain choices. Negative economic incentives punish people monetarily for behaving in a certain manner or making certain choices.
  - **Emergency response:** These interventions are used by emergency responders (fire/EMS/law) to mitigate risk.
- **Identify required resources.** These are the supporting resources for each intervention.
- **Develop an evaluation plan.** The plan outlines the specific tasks to be performed, a timeline to measure completion, and benchmarks used to monitor success of the strategy.


Implementing the Prevention Intervention Strategy
Implementing the strategy involves testing the interventions and then putting the plan into action in the community. Sometimes modifications are made to the program as the result of a pilot implementation. In a real sense, the implementation step is where “the rubber meets the road.”

Think about some typical interventions developed for a cooking fire problem. The interventions may include awareness education for the older adults and for those who provide services to the older adults. Other interventions may include modifications of the kitchens of older adults. The implementation plan identifies the steps to take to bring those interventions into the community.

Steps for Putting the Plan Into Action
The implementation plan outlines the steps for implementing the program in the community and provides the following details:

- How the program will be implemented, including when, how long, where, etc.
- The roles and responsibilities of the program implementation team.
- The process for the pilot test implementation.
- Provisions for making any modifications to the program based on the results of the pilot implementation.
- A predelivery checklist identifying tasks that must be done prior to the implementation.
- A description of potential implementation problems and contingencies.

An action plan is a step-by-step outline of work that needs to be done in order to meet the stated objective. Each objective requires its own action plan. An Action Planning Chart is a useful tool that can be used in planning the implementation as well as in monitoring progress.

Develop the implementation plan by working together with the community team and representatives from the target audience. The implementation plan simply identifies the best approach for putting the interventions into action.


Fire Marshal
Certification Task Book Application

Identification

Candidate: ____________________________________________________________

SFT ID Number: ______________________________________________________

Mailing Address: ______________________________________________________

Phone (Home): _______________ Phone (Mobile): _______________

Phone (Work): _______________ Email: _________________________________

Agency: _____________________________________________________________

Mailing Address: _____________________________________________________

How would you prefer to receive your certification task book?

☐ Email (to address listed above)

☐ US mail (to home mailing address)

Instructions

1. To apply for a certification task book, download (from the SFT website) and print:
   a. The SFT Fee Schedule
   b. The certification task book application for the job function certification being pursued

2. On the SFT Fee Schedule:
   a. Check the box indicating the desired job function certification
   b. Write in the Total Submitted amount
   c. Complete the bottom portion
   d. Sign and date

3. Complete the certification task book application (this document) and attach all supporting and verification documentation.
4. A complete certification task book application package includes:
   a. The SFT Fee Schedule
   b. Nonrefundable payment by check or money order (payable to CAL FIRE – State Fire Training)
   c. The certification task book application
   d. All supporting and verification documentation

5. Submit the complete certification task book application package to:

   State Fire Training
   Attn: Cashier
   PO Box 997446
   Sacramento, CA  95899-7446
1. Document the completion of each required course.
2. Submit verification of course completion (transcript, PACE equivalency letter, certification of completion, etc.) for any course completed outside of State Fire Training.

<table>
<thead>
<tr>
<th>Course</th>
<th>Completion Date (listed on certificate)</th>
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<tr>
<td>Administration and Professional Development</td>
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<td>Community Relations &amp; Fire and Life Safety Education</td>
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<td>Fire Investigation Program Management</td>
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<td>Community Risk Reduction Program Management</td>
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<td>Regulatory Programs Management</td>
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<td>Chief Fire Officer 3A: Human Resource Management</td>
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<td>Instructor I: Instructional Methodology</td>
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<td>Statutes and Regulations (SFT course)</td>
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<td>G290 Basic Public Information Officer Course</td>
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**Certification Exam**

1. Document the examination date and your score.
2. Submit verification of certification exam completion for any exam offered by an agency, institution, or organization other than State Fire Training.

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<tr>
<th>Exam</th>
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<tr>
<td>Fire Marshal Certification Exam</td>
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Authorities

1. Print name, sign, and date the candidate statement.
2. Ask your fire chief or the authorized designee to complete the fire chief statement.

Candidate

Candidate: _______________________________________________________________

Candidate’s Printed Name

I, the undersigned, am the person applying for a [Certification Title] Certification Task Book. I hereby certify under penalty of perjury under the laws of the State of California, that all information contained in this application is true in every respect. I understand that misstatements, omissions of material facts, or falsification of information or documents may be cause for rejection.

__________________________________________     ____________________________
Candidate’s Signature                      Date

Candidate’s Fire Chief

Candidate’s Fire Chief: _____________________________________________________

Fire Chief’s (or Authorized Designee’s) Printed Name

I, the undersigned, am the person authorized to verify the candidate’s application information. I hereby certify under penalty of perjury under the laws of the State of California, that all information contained in this application is true in every respect. I understand that misstatements, omissions of material facts, or falsification of information or documents may be cause for rejection.

__________________________________________     ____________________________
Fire Chief’s (or Authorized Designee’s) Signature                      Date
Approval and Authorization

This section is for State Fire Training use only.

Incomplete Application

☐ The candidate has not met all application requirements and will be notified of missing or incomplete items (including fees) in writing with a checklist for completion.

____________________________  __________________
State Fire Training Representative’s Signature  Date

Complete Application

☐ The candidate has met all application requirements and will be issued a certification task book.

____________________________  __________________
State Fire Training Representative’s Signature  Date
Fire Marshal

Certification Task Book

[Month Year]

Candidate: Click here to enter text.

SFT ID Number: Click here to enter text.

Fire Agency: Click here to enter text.

Issued By: Click here to enter text.

Issue Date: Click here to enter text.

This Certification Task Book includes the certification training standards included in the FIRE MARSHAL CTS Guide (Month Year), which is based on NFPA 1037 Standard on Fire Marshal Professional Qualifications (2016).

Published by:
State Fire Training, 1131 S Street, Sacramento, CA 95811
(916) 445-8200

Cover photo courtesy of Office of the State Fire Marshal.
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Purpose and Process

The State Fire Training certification task book is a performance-based document. It lists the Experience, Rank or Position, and Job Performance requirements for certification.

Purpose

Each certification task book focuses on a single State Fire Training job function certification. A certification task book identifies the minimum requirements necessary to perform the duties of that certification. Completion of a certification task book verifies that the candidate has the required experience, holds the required rank or position, and has demonstrated the job performance requirements necessary to obtain that certification.

Responsibilities

Candidate Responsibilities

The candidate is the individual pursuing certification.

All candidates shall:

- Complete a block on the Signature Verification page with an original wet-ink signature.
  - No date shall be prior to the issuance date.
- Complete the Experience, Rank, and Job Performance Requirements.
- Accurately record and maintain the certification task book.
- Sign and date the Candidate verification statement under the Authority segment with an original wet-ink signature.
- Retain a copy of the completed certification task book.
- Submit the completed certification task book to State Fire Training.

Evaluator Responsibilities

An evaluator is any individual who verifies that the candidate can satisfactorily execute a job performance requirement. A qualified evaluator is designated by the candidate’s fire chief (or authorized designee) and shall possess the equivalent or higher-level certification. If no such evaluator is present within the organization, the fire chief (or authorized designee) shall designate an individual with more experience than the candidate and a demonstrated ability to execute the job performance requirements. A certification task book may have more than one evaluator.

All evaluators shall:

- Complete a block on the Signature Verification page with an original wet-ink signature.
• Review and understand the candidate's certification task book requirements and responsibilities.
• Verify the candidate’s successful completion of one or more job performance requirements through observation or review.
  o All Job Performance Requirements (JPR’s) shall be reviewed, validated, and dated after issuance of the certification task book.
• Sign all appropriate lines in the certification task book with an original wet-ink signature to record demonstrated performance of tasks.

Fire Chief Responsibilities

The fire chief (or authorized designee) is the individual who reviews and confirms the completion of a candidate’s certification task book.

The fire chief (or authorized designee) shall:
• Designate qualified evaluators.
• Complete a block on the Signature Verification page with an original wet-ink signature.
• Review the candidate’s certification task book requirements and responsibilities.
• Verify the candidate has obtained the appropriate signatures to verify successful completion of each job performance requirement.
  o Ensure that no signature or date is prior to the certification task book issuance date.
• Verify the experience segment is completed and sign the fire chief verification statement under the Authority segment with an original wet-ink signature. If signing as an authorized designee, verify that your signature is on file with State Fire Training.

Completion Process

When you receive your certification task book:

1. Thoroughly review the Experience, Rank/Position, and Job Performance Requirements segments to make sure that you understand them.
2. Confirm who will evaluate your job performance requirements with your fire agency.
3. Complete the Experience segment, if applicable.
4. Complete the Rank or Position segment.
5. Complete each requirement in the Job Performance Requirements segment and ensure that an evaluator signs and dates each one to verify completion. Also ensure that every evaluator is listed on the Signature Verification page.
6. Ask your fire chief (or authorized designee) to verify certification task book completion by signing the appropriate paragraph under the Authority segment.
7. Make a copy of the completed certification task book to retain with your personal records.

8. Mail the original certification task book to State Fire Training (see address below).

After receipt and successful review of your completed certification task book, State Fire Training will approve the certification task book and mail your certificate to you. State Fire Training retains the completed, authorized original certification task book in your career file.

If State Fire Training determines that your certification task book is incomplete State Fire Training will return insufficient components, replacement pages and a checklist indicating what needs to be completed.

Do not submit this certification task book until you have:

- Completed the Experience segment
- Fulfilled the Rank or Position segment
- Completed Job Performance Requirements
- Obtained all required signatures

State Fire Training Mailing Address

Office of the State Fire Marshal  
State Fire Training  
1131 S Street  
Sacramento, CA  95811

Completion Timeframe

State Fire Training aims to update certification task books on a five-year cycle. A certification task book in process is valid until State Fire Training issues a new certification task book for the same job function certification.

If a candidate does not complete a certification task book before the release of a new version, State Fire Training will send the candidate a task book revision supplement identifying any revisions or new requirements. The candidate must fulfill all requirements included in the revision supplement and submit the revision supplement with the original task book.
# Signature Verification

The following individuals have the authority to verify portions of this certification task book using the signature recorded below.

<table>
<thead>
<tr>
<th>Name</th>
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Task Book Requirements

Job Performance Requirements

All job performance requirements must be performed in accordance with the standards of the authority having jurisdiction (AHJ) or the National Fire Protection Association (NFPA), whichever is more restrictive.

All Job Performance Requirements (JPR’s) shall be reviewed, validated, and dated after issuance of the certification task book.

Administration

1. Administer jurisdictional requirements related to the roles and responsibilities of the Fire Marshal, given regulations and organizational goals and objectives pertaining to personnel and labor management, so that the Fire Marshal functions in a manner consistent with the organizational mission and complies with applicable personnel management laws and regulations. (4.2.1)

   Date Completed   Evaluator Verification

2. Establish personnel assignments to maximize efficiency, given the knowledge, training, and experience of the members available, so that the organizational roles and responsibilities and legal requirements are met with the allocated resources and in accordance with jurisdictional requirements. (4.2.2)

   Date Completed   Evaluator Verification

3. Establish a strategic and operational plan, given organizational goals and objectives, legal requirements, and available resources, so that the organizational roles and responsibilities and legal requirements are met with the allocated resources. (4.2.3)

   Date Completed   Evaluator Verification
4. Establish a budget, given the available resources, so that the roles and responsibilities of the Fire Marshal can be implemented within organizational goals and objectives. (4.2.4)

Date Completed ___________________________ Evaluator Verification

5. Monitor the condition of the approved budget during the budgeting period, given the available resources and budgetary requirements, so that the roles and responsibilities of the Fire Marshal can be implemented within organizational goals and objectives. (4.2.5)

Date Completed ___________________________ Evaluator Verification

6. Guide the development, maintenance, and evaluation of a department record and management system, given policies and procedures, so that completeness and accuracy are achieved. (4.2.6)

Date Completed ___________________________ Evaluator Verification

Community Risk Reduction

7. Evaluate target risks and emergency incident data, given community profile levels of protection, occupancy types, percent of responses by occupancy type, perspectives of risk, and available data and information, including loss, so that a community risk profile can be developed based on an acceptable level of risk. (4.3.2)

Date Completed ___________________________ Evaluator Verification

8. Manage a data and information management program, given identified inputs and outputs, data collection system, and personnel, so that data and information are collected. (4.3.3)

Date Completed ___________________________ Evaluator Verification
9. Interpret data and information, given output from a data/information management system, so that the data and information provide an adequate basis of knowledge to conduct risk analysis. (4.3.4)

Date Completed ___________________________ Evaluator Verification ___________________________

10. Conduct risk analysis, given data and information trends, target risks, community input, and available resources, so that a risk profile and management solutions are developed. (4.3.5)

Date Completed ___________________________ Evaluator Verification ___________________________

11. Evaluate risk management solutions, given the risk analysis, organizational and community constraints, regulatory requirements, available resources, and financial impacts, so that the most beneficial and cost-effective solution(s) can be established. (4.3.6)

Date Completed ___________________________ Evaluator Verification ___________________________

12. Integrate the risk management solutions with related organizational groups, given organizational structure and constraints, so that the analysis and solution(s) can be used for organizational planning, development, and implementation. (4.3.7)

Date Completed ___________________________ Evaluator Verification ___________________________

13. Integrate the risk management solution(s) with community stakeholders, given interface with community individuals and organizations, so that the risk management solution(s) can be used for community planning, development, and implementation. (4.3.8)

Date Completed ___________________________ Evaluator Verification ___________________________

14. Evaluate the risk management program, given the existing risk analysis, implemented solution(s), and data and information applications, so that continued improvement of the program goals and objectives can be monitored and achieved. (4.3.9)

Date Completed ___________________________ Evaluator Verification ___________________________
15. Design and implement a plan, given an identified fire safety problem, so that a new program, piece of legislation, or fire safety code is facilitated. (4.3.10)

Date Completed ____________________ Evaluator Verification ____________________

**Community Relations**

16. Develop relationships with community groups, given a description of local groups and organizational policies for relationships with community groups, attendance at community meetings, and participation at community events, so that a schedule is established for ongoing contacts. (4.4.1)

Date Completed ____________________ Evaluator Verification ____________________

17. Present safety proposals to community groups, given a list of groups with shared concerns, and an understanding of relevant safety measures, so that the justification for the safety proposal is provided, issues are explained, and solutions, impacts, and benefits are stated. (4.4.2)

Date Completed ____________________ Evaluator Verification ____________________

18. Create media communication strategies and policies, given a list of media outlets such as newspaper, radio, web pages, and television; characteristics of local media including deadlines; and the resources to provide media with accurate information, so that consistent and accurate prevention information is disseminated in an understandable manner. (4.4.3)

Date Completed ____________________ Evaluator Verification ____________________

19. Participate in media interviews, given information about organizational goals and prevention practices and strategies; and knowledge of interview techniques, so that consistent and accurate information is disseminated in an understandable manner. (4.4.4)

Date Completed ____________________ Evaluator Verification ____________________
Professional Development

20. Identify and prioritize professional development needs, within the department given jurisdictional requirements, so that professional development requirements are established. (4.5.2)

Date Completed ________________________________ Evaluator Verification

21. Prescribe professional development programs, given the results of a professional development needs analysis, so that the knowledge and skills are job-related, training is performance-based, adult learning principles are used, and the program meets organizational goals and requirements. (4.5.3)

Date Completed ________________________________ Evaluator Verification

22. Implement professional development programs, given selected options and available resources, so that professional development programs meet organizational goals and objectives. (4.5.4)

Date Completed ________________________________ Evaluator Verification

23. Evaluate organizational professional development programs, given organizational goals and objectives, so that professional development meets organizational goals and objectives. (4.5.5)

Date Completed ________________________________ Evaluator Verification

24. Forecast organizational professional development needs, given professional trends, emerging technologies, and future organizational goals and objectives, so that future organizational and individual professional development needs are planned. (4.5.6)

Date Completed ________________________________ Evaluator Verification
Regulatory Programs

25. Manage a process for the adoption, modification, and maintenance of codes, standards, and jurisdictional requirements, given fire loss data and/or a demonstrated need or deficiency, so that the code, standard, or jurisdictional requirement is written and addresses the identified need or deficiency. (5.2.2)

Date Completed ___________________________ Evaluator Verification ___________________________

26. Manage a process for conducting compliance inspections, given applicable codes, standards, and jurisdictional requirements and/or an identified issue, so that the applicable codes, standards, and jurisdictional requirements are identified, deficiencies are identified and documented, and compliance is determined. (5.2.3)

Date Completed ___________________________ Evaluator Verification ___________________________

27. Manage a process for project design reviews in order to complete project design review requirements in accordance with the policies of the jurisdiction. (OSFM)

Date Completed ___________________________ Evaluator Verification ___________________________

28. Manage a process for plan reviews, given the policies of the jurisdiction requiring plan reviews, so that requirements for plan reviews are completed in accordance with the policies of the jurisdiction. (5.2.4)

Date Completed ___________________________ Evaluator Verification ___________________________

29. Manage an appeals process, given the codes, standards, and jurisdictional requirements, so that appeals can be resolved in compliance with the intent of the applicable codes, standards, and jurisdictional requirements. (5.2.5)

Date Completed ___________________________ Evaluator Verification ___________________________

30. Manage a process for record keeping, given the need to document the processes of the regulatory program, so that there is a record of the regulatory actions. (5.2.6)

Date Completed ___________________________ Evaluator Verification ___________________________
31. Manage a process for administering, evaluating, and issuing permits, licenses, and/or certificates of fitness, given the applicable jurisdictional requirements, so that applicable codes, standards, and jurisdictional requirements are met. (5.2.7)

Date Completed ________________________________  Evaluator Verification

32. Manage the compliance interpretation process for prescriptive codes, standards, and jurisdictional requirements, given complex issues related to codes, standards, and jurisdictional requirements, so that a resolution of the issue meets the intent of the prescriptive codes, standards, and jurisdictional requirements. (5.2.8)

Date Completed ________________________________  Evaluator Verification

33. Manage a program for alternative compliance measures, given the submittal of equivalencies, alternative methods, and performance-based design, so that the final design meets the intent of the codes, standards, and jurisdictional requirements. (5.2.9)

Date Completed ________________________________  Evaluator Verification

34. Manage the process for reconciling complaints, given the report of a situation or condition, so that complaints are resolved and appropriate action is taken. (5.2.10)

Date Completed ________________________________  Evaluator Verification

35. Generate jurisdictional requirements for administering the regulatory management program, given management objectives, so that the requirements are defined, concise, and in accordance with the legal obligations of the jurisdiction. (5.2.11)

Date Completed ________________________________  Evaluator Verification

36. Manage a program to coordinate with other agencies, given that other agencies’ requirements can overlap the local jurisdictions, so that conflicts are eliminated and clear lines of responsibility are developed. (5.2.12)

Date Completed ________________________________  Evaluator Verification
Fire and Life Safety Education

37. Manage a comprehensive fire and life safety education strategy, given a planning process and relevant information, so that program goals, design, resources, implementation, and evaluation methods are included. (5.3.2)

Date Completed ___________________________ Evaluator Verification ___________________________

38. Create a collaborative fire and life safety education partnership, given a description of local community groups, a list of fire and injury priorities, and organizational policies for community partnerships, so that a specific fire or injury priority is mitigated by the partnership. (5.3.3)

Date Completed ___________________________ Evaluator Verification ___________________________

39. Manage an awareness campaign within the organization, given fire and life safety education goals and policies, so that members are informed of their role within the organization’s fire and life safety education strategy. (5.3.4)

Date Completed ___________________________ Evaluator Verification ___________________________

40. Manage the fire and life safety education report(s) for policy makers, given relevant information, so that educational strategies, goals, objectives, activities, impact, budgets, and outcomes are described. (5.3.5)

Date Completed ___________________________ Evaluator Verification ___________________________

41. Evaluate fire and life safety programs, given data to indicate risk reduction and loss reduction, so that measurable interpretation of educational efforts can be reported. (5.3.6)

Date Completed ___________________________ Evaluator Verification ___________________________

42. Implement a comprehensive fire and life safety program, given a systematic development process, so that program goals, objectives, design, resources, and evaluation methods are included. (5.3.7)

Date Completed ___________________________ Evaluator Verification ___________________________
Fire Investigation

43. Administer applicable codes, standards, and jurisdictional requirements for investigations, given applicable codes, standards, and jurisdictional requirements for investigations, so that investigators are knowledgeable and operate within the organizational policies. (5.4.2)

Date Completed ___________________________ Evaluator Verification ___________________________

44. Review and assess investigation reports and data to be submitted in anticipation of litigation or resolution, given details of an investigation including evidence collected, reports, scene sketches, photographs, other related information, and data relevant to the investigation, so that complete, accurate documents are submitted for possible legal action. (5.4.3)

Date Completed ___________________________ Evaluator Verification ___________________________

45. Conduct investigative analysis, given reports compiled from investigation data, to recommend action, so that fire prevention and other programs can be enhanced. (5.4.4)

Date Completed ___________________________ Evaluator Verification ___________________________

46. Manage technical resources needed to perform investigations, given personnel, protective equipment, jurisdictional requirements, and other necessary equipment, including investigation tools and resources for investigations, so that investigators are protected and equipped and investigations are conducted according to safety requirements. (5.4.5)

Date Completed ___________________________ Evaluator Verification ___________________________

47. Develop and manage a comprehensive investigation program given reference materials and laws related to investigations, including due process, so that legal mandates are met and jurisdictional requirements are formulated for required investigations that are consistent, complete, and safe. (5.4.6)

Date Completed ___________________________ Evaluator Verification ___________________________
48. Construct a resource plan for investigations with allied groups to adapt to incident needs, given knowledge of the capabilities of available groups and resources, so that response to various types of incidents can be investigated. (5.4.7)

_________________ ________________________
Date Completed Evaluator Verification
Corequisites

Certification

1. Document the certifying agency, certification number, and completion date for the corequisite.
2. Submit verification for any job function certification issued by an agency other than State Fire Training.

<table>
<thead>
<tr>
<th>Certification</th>
<th>Certifying Agency</th>
<th>Certification Number</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Inspector II</td>
<td>International Code Council (ICC)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Experience

The candidate meets the following requirements for experience.

☐ Have a minimum of five years’ full-time paid experience (or 10 years’ part-time paid or volunteer experience) in a recognized fire agency in California with at least one year (full time) or two years (part time or volunteer) serving as a Fire Marshal

Rank or Position

The candidate meets the following qualifications for the positions listed below.

<table>
<thead>
<tr>
<th>Rank or Position</th>
<th>Agency</th>
<th>Appointment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Marshal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(or Acting Fire Marshal)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Authority

Candidate’s Fire Chief

Candidate’s Fire Chief: __________________________________________

Fire Chief’s (or Authorized Designee’s) Printed Name

I, the undersigned, am the person authorized to verify the candidate’s experience, position, and job performance requirements. I hereby certify under penalty of perjury under the laws of the State of California, that completion of all experience, rank, and job performance requirements made herein are true in every respect. I understand that misstatements, omissions of material facts, or falsification of information or documents may be cause for rejection.

_____________________________ _____________________
Fire Chief’s (or Authorized Representative’s) Signature Date
Review and Approval

Candidate Review

**Candidate:** ___________________________________________________

Candidate’s Printed Name

I, the undersigned, am the person applying for certification. I hereby certify under penalty of perjury under the laws of the State of California, that completion of all experience, rank, and job performance requirements made herein are true in every respect. I understand that misstatements, omissions of material facts, or falsification of information or documents may be cause for rejection or revocation.

_____________________________________________ _____________________

Candidate’s Signature Date

******This section is for State Fire Training use only******

State Fire Training Review

I have reviewed this certification task book and verify that the candidate has met all requirements for this job function certification.

___________________________________________________ ____________

State Fire Training Representative’s Signature Date

Certification #: _____________________________________________________
7.10.4: FIRE MARSHAL

7.10.4.1: Overview
A. Fire Marshal covers those subject areas and skills necessary for an in-depth understanding of program management, supervision of all fire prevention in a community, development and establishment of policy, ruling on alternate means of protection, management and operations of all facets of fire protection, and principles of fire protection engineering.

7.10.4.2: History

A. Established
   • July 1, 1997

B. Revised
   • January 1, 1998
     o Fire Prevention Officers Association clarified the intent of the Fire Marshal track, resulting in the replacement of the series 500 seminar courses with International Fire Code Institute (IFCI) Uniform Fire Code Inspector certification
   • January 1, 2002
     o Reference to IFCI removed
     o Requirement for current Fire Code Inspector certification from the Uniform Fire Code Association (UFCA) or the International Code Council (ICC) in the fire code adopted by the State of California added
   • 2009
     o Fire Management 2E course revised
   • March 19, 2014
     o References to UFCA changed to National Code Services Association Inc. (NCSA) to reflect organizational name change
   • August, 2014
     o Reference to NCSA and ICC removed
   • December 2017
     o New certification track was established and set a retirement for the exiting Fire Marshal track.
7.10.4.3: Fire Marshal (1997)

7.10.4.3.1: Prerequisites
A. OSFM certified Plan Examiner
B. Current Fire Code Inspector certification in the Fire Code adopted by the State of California
C. Possess, at a minimum, an associate’s degree (any major) or higher from an accredited post-secondary institution

7.10.4.4: Education
A. Fire Instructor 2B: Group Discussion Techniques
B. Fire Management 1: Management/Supervision for Company Officers
C. Fire Management 2A: Organizational Development and Human Relations
D. Fire Management 2B: Fire Service Financial Management
E. Fire Management 2D: Disaster Planning

7.10.4.5: Certification Exam
A. Not applicable

7.10.4.6: Certification Task Book
A. Not applicable

7.10.4.7: Experience (both of the following)
A. Fire Service
   1. Have a minimum of four years’ full-time paid experience in a Recognized Fire Agency in California as a fire prevention officer, fire inspector, or plans examiner
      i. This experience must include enforcing the California Fire Code and California Building Code and completing follow-up inspections for compliance, and
   2. Have a minimum of two years’ experience in a supervisory/management position.

7.10.4.8: Rank or Position
A. Not applicable

7.10.4.9: Application
A. See 7.2.3: Application Process – Without a Certification Task Book.
B. Supporting Documentation
   1. Copies of course completion certificates from SFT for each educational requirement
   2. A copy of an OSFM Plan Examiner certificate
      i. SFT shall not accept expired certificates.
   4. A copy of a diploma, verifying degree completion
   5. A verification letter signed by the fire chief or his/her authorized designee, describing the candidate’s specific background as it relates to the experience requirement (See 4.1.1: Letters of Verification.)
7.10.4.107.10.4.3.8: Maintenance
A. After receiving SFT Fire Marshal certification, the individual is responsible for maintaining his/her Fire Code Inspector certification.

7.10.4: Fire Marshal (2017)

7.10.4.1: Overview
A. See 7.10.4.1: Overview
B. The Fire Marshal (2017) certification replaces the Fire Marshal (20107) certifications which retires on December 31, 2019.

7.10.4.2: History
A. Established
   • December 1, 2017

7.10.4.3: Completion of the Prerequisites:
A. Not applicable

7.10.4.4: Education
A. Fire Marshal 1A: Administration and Professional Development (2017)
B. Fire Marshal 1B: Community Relations & Fire and Life Safety Education (2017)
C. Fire Marshal 1C: Fire Investigation Program Management (2017)
D. Fire Marshal 1D: Community Risk Reduction Program Management (2017)
E. Fire Marshal 1E: Regulatory Program Management (2017)
F. Chief Fire Officer 3A: Human Resource Management (2014)
G. Instructor I: Instructional Methodology (2014)
H. Statutes and Regulations (2016)
I. G290 Basic Public Information Officer Course

7.10.4.5: Certification Exam
B. Not applicable

7.10.4.6: Certification Task Book
A. Fire Marshal Certification Task Book
7.10.4.7: Experience
A. Fire Service (one of the following two options):
   1. Have a minimum of five year’s full-time paid experience in a recognized fire agency in California with at least one year serving as a Fire Marshal.
   2. Have a minimum of ten year’s part-time paid experience in a recognized fire agency in California with at least two year serving as a Fire Marshal.

7.10.4.8: Rank or Position
A. Appointed to the rank or position of Fire Marshal

7.10.4.9: Application
A. See 7.2.4: Application Process – With a Certification Task Book.
B. Supporting Documentation
   1. Prerequisite
      i. Not applicable
   2. Education
      i. Copies of course completion certificates from SFT for each educational requirement

7.10.4.10: Maintenance
A. Not applicable

**Justification:** The State Board of Fire Services (SBFS) has approved the Fire Marshal (2017) curriculum and certification training standards as a replacement for the Fire Marshal (1997) certification track. These changes are directed at meeting the specific Job Performance Requirements for Fire Marshal certification established in NFPA standard 1037 (2016 edition).

The current SFT Procedures Manual dated January 2015 does not include the updated curriculum and certification requirements. This creates confusion for candidates attempting to obtain Fire Investigator (2017) certification.

**Point of Contact:** Kirsten Fonseca, Office (916) 324-6359 e-mail: Kirsten.Fonseca@fire.ca.gov
INTERIM SFT PROCEDURES

Procedure Title: Fire Marshal Instructor
Effective Date: December 1, 2017
Section Change: Updated section 6.8.14 Prevention Instructor requirements. All new text appears in underline.

6.8.14: PREVENTION INSTRUCTOR

6.8.14.1: Eligible Courses

<table>
<thead>
<tr>
<th>CFSTES Courses</th>
<th>FSTEP Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Fire Prevention 1: Fire and Life Safety Inspections for the Company Officer</td>
<td>• None</td>
</tr>
<tr>
<td>• Fire Prevention 1C: Flammable Liquids and Gases</td>
<td></td>
</tr>
<tr>
<td>• Fire Prevention 2A: Protection Systems and Building Components</td>
<td></td>
</tr>
<tr>
<td>• Fire Prevention 2B: Interpreting the UBC and CBC</td>
<td></td>
</tr>
<tr>
<td>• Fire Prevention 2C: Special Hazard Occupancies</td>
<td></td>
</tr>
<tr>
<td>• Fire Prevention 3A: Hydraulic Sprinkler Calculations</td>
<td></td>
</tr>
<tr>
<td>• Fire Prevention 3B: Plan Checking</td>
<td></td>
</tr>
<tr>
<td>• Fire Inspector 1A: Duties and Administration</td>
<td></td>
</tr>
<tr>
<td>• Fire Inspector 1B: Fire and Life Safety</td>
<td></td>
</tr>
<tr>
<td>• Fire Inspector 1C: Field Inspection</td>
<td></td>
</tr>
<tr>
<td>• Fire Inspector 1D: Field Inspection – California Specific</td>
<td></td>
</tr>
<tr>
<td>• Fire Inspector 2A: Fire Prevention Administration</td>
<td></td>
</tr>
<tr>
<td>• Fire Inspector 2B: Fire and Life Safety Requirements</td>
<td></td>
</tr>
<tr>
<td>• Fire Inspector 2C: Inspecting New and Existing Fire and Life Safety Systems</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and Equipment</td>
</tr>
<tr>
<td>• Fire Inspector 2D: Hazardous Materials, Operations, and Processes</td>
<td></td>
</tr>
<tr>
<td>• Fire Marshal 1A: Administration and Professional Development</td>
<td></td>
</tr>
<tr>
<td>• Fire Marshal 1B: Community Relations &amp; Fire and Life Safety Education</td>
<td></td>
</tr>
<tr>
<td>• Fire Marshal 1C: Fire Investigation Program Management</td>
<td></td>
</tr>
<tr>
<td>• Fire Marshal 1D: Community Risk Reduction Program Management</td>
<td></td>
</tr>
<tr>
<td>• Fire Marshal 1E: Regulatory Program Management</td>
<td></td>
</tr>
</tbody>
</table>

6.8.14.2: General Qualifications

A. A primary instructor for a CFSTES Fire Prevention course shall meet the qualifications required of all SFT registered primary instructors.
1. See 6.2.1: Qualifications.

6.8.14.2: Rank and Professional Experience

A. A primary instructor for a CFSTES Fire Prevention course shall meet the rank and professional experience qualifications listed below.
   1. Performing in an “acting” capacity does not qualify.

<table>
<thead>
<tr>
<th>CFSTES Courses</th>
<th>Rank and Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Prevention 1</td>
<td>One of the following:</td>
</tr>
<tr>
<td></td>
<td>• Held the position of company officer within a Recognized Fire Agency in California for a minimum of three years</td>
</tr>
<tr>
<td></td>
<td>• The department must have an active Company Inspection program</td>
</tr>
<tr>
<td></td>
<td>• The applicant must have performed company-level fire and life safety inspection for a minimum of three years</td>
</tr>
<tr>
<td></td>
<td>• Held the position of Fire Inspector/Prevention Officer within a Recognized Fire Agency in California for a minimum of three years</td>
</tr>
<tr>
<td></td>
<td>• With coordination responsibilities of an active company inspection program within the agency</td>
</tr>
<tr>
<td>Fire Prevention 1C</td>
<td>• Held the position of prevention officer within a Recognized Fire Agency in California for a minimum of three years</td>
</tr>
<tr>
<td>Fire Prevention 2A</td>
<td>Both required:</td>
</tr>
<tr>
<td>Fire Prevention 2B</td>
<td>• Held the position of prevention officer within a Recognized Fire Agency in California for a minimum of three years</td>
</tr>
<tr>
<td>Fire Prevention 2C</td>
<td>• Specific course-related expertise</td>
</tr>
<tr>
<td>Fire Prevention 3A</td>
<td></td>
</tr>
<tr>
<td>Fire Prevention 3B</td>
<td></td>
</tr>
<tr>
<td>Fire Inspector 1A</td>
<td>• Held the position of fire inspector/prevention officer within a Recognized Fire Agency in California for a minimum of three years</td>
</tr>
<tr>
<td>Fire Inspector 1B</td>
<td></td>
</tr>
<tr>
<td>Fire Inspector 1C</td>
<td></td>
</tr>
<tr>
<td>Fire Inspector 1D</td>
<td></td>
</tr>
<tr>
<td>Fire Inspector 2A</td>
<td>• Held the position of fire inspector/prevention officer within a Recognized Fire Agency in California for a minimum of three years</td>
</tr>
<tr>
<td>Fire Inspector 2B</td>
<td></td>
</tr>
<tr>
<td>Fire Inspector 2C</td>
<td></td>
</tr>
<tr>
<td>Fire Inspector 2D</td>
<td></td>
</tr>
<tr>
<td>Fire Marshal 1A</td>
<td>Held the position of fire marshal within a Recognized Fire Agency</td>
</tr>
</tbody>
</table>
Justification: The State Board of Fire Services (SBFS) has approved the Fire Marshal (2017) curriculum and certification training standards as a replacement for the Fire Marshal (1997) certification track. These changes are directed at meeting the specific Job Performance Requirements for Fire Marshal certification established in NFPA standard 1037 (2016 edition).

The current SFT Procedures Manual dated January 2015 does not include the updated curriculum. This interim procedure clarifies the instructor registration requirements for instructors seeking to teach these updated courses.

Point of Contact: Lynne Gibboney, Office (916) 445-8154 e-mail: Lynne.Gibboney@fire.ca.gov
Fire Marshal Certification Track
Implementation of New Curriculum and Certification Requirements

This document is intended to provide information for all State Fire Training (SFT) stakeholders on changes to the Fire Marshal curriculum and certification track requirements. Stakeholders are encouraged to study this information carefully and seek clarification from SFT if questions arise.

**NEW Fire Marshal Certification (2017)** will be phased in and will replace the current Fire Marshal certification. This new curriculum and certification is based on the 2016 Edition NFPA 1037 Standard for Fire Marshal Professional Qualifications.

**Courses for Fire Marshal Certification**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>Administration and Professional Development</td>
<td>22</td>
</tr>
<tr>
<td>1B</td>
<td>Community Relations &amp; Fire and Life Safety Education</td>
<td>17.5</td>
</tr>
<tr>
<td>1C</td>
<td>Fire Investigation Program Management</td>
<td>18.0</td>
</tr>
<tr>
<td>1D</td>
<td>Community Risk Reduction Program Management</td>
<td>19.5</td>
</tr>
<tr>
<td>1E</td>
<td>Regulatory Program Management</td>
<td>28.5</td>
</tr>
</tbody>
</table>

**Task Books/Application Form:** Implementation of the new Fire Marshal certification requires that candidates complete a comprehensive task book for certification. The task book covers all of the job performance requirements contained in the aforementioned professional qualification standards. The task book will be made available to candidates by SFT upon completion of all course work and with authorization from their employer. Occupational experience will be verified by the Fire Chief or designee on file signing the task book upon completion. In addition, a new application form will be implemented.

**COURSE PHASE OUT** ............................................................... Effective December 31, 2016

The Fire Marshal (1997) courses were retired on December 31, 2016 as part of the Fire Officer, Chief Fire Officer and Instructor Curriculum retirement.

**Existing Fire Marshal (1997) Certification** will continue to be available until December 31, 2019 for those candidates that find it most advantageous to complete the certification track. Candidates must choose to meet either the existing Fire Marshal (1997) certification or the new Fire Marshal (2017) certification requirements, cross over between the two will not be allowed.

**TRANSITION PERIOD** ..................................................... Effective January 1, 2018– December 31, 2019

SFT recognizes that during the transition period some candidates will be vested in the current Fire Marshal (1997) track and, therefore, the existing Fire Marshal (1997) Certification will be available for those candidates throughout the transition period. The courses for Fire Marshal (1997) certification are no longer available.

September 13, 2017
INSTRUCTOR REQUIREMENTS ........................................................................... Effective January 1, 2018
Instructors for the new Fire Marshal courses must continue to meet the SFT requirements for Registered Instructor. Instructors for the initial roll out of this new curriculum will need to apply for a PACE II review of their instructor qualifications, including appropriate education and practical experience relating to course content. In the future, new instructors will be required to either complete the new course or apply for a PACE II review.

Certification Testing: N/A
In response to Blueprint 2020 stakeholder comment, SFT anticipates implementation of a certification examination for the new Fire Marshal certifications at a future date.

POTENTIAL AGENCY IMPACTS
Fire agencies utilizing Fire Marshal as a requirement for their recruitment/promotion activities need to review the new Fire Marshal Curriculum and certification requirements to be sure that all agency training needs are being met. After review, Fire Agencies should update their job specifications and recruitment documentation to reflect these new courses and certification requirements. Fire agencies should also evaluate how these new courses and certification requirements will impact their existing labor agreements.

Accredited Regional Training Programs (ARTP), Accredited Local Academies (ALA), community colleges and all other local delivery venues need to review the curriculum and seek approval from their curriculum committee / program sponsor, as appropriate. ARTPs should review the new Fire Marshal curriculum and discuss potential impacts with their advisory committees.
Fire Marshal

Certification Training Standards Guide

[Month Year]

California Department of Forestry and Fire Protection
Office of the State Fire Marshal
State Fire Training
This CTS guide utilizes NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016) to provide the qualifications for State Fire Training’s Fire Marshal certification.

State Fire Training coordinated the development of this CTS guide. Before its publication, the Statewide Training and Education Advisory Committee (STEAC) and the State Board of Fire Services (SBFS) recommended this CTS guide for adoption by the Office of the State Fire Marshal (OSFM).
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State Fire Training

Mission
To enable the California Fire Service to safely protect life and property through education, training, and certification.

The California Fire Services Training and Education System
The California Fire Service Training and Education System (CFSTES) was established to provide a single statewide focus for fire service training in California. CFSTES is a composite of all the elements that contribute to the development, delivery, and administration of training for the California fire service. The authority for the central coordination of this effort is vested in the Training Division of the California State Fire Marshal's Office with oversight provided by the State Board of Fire Services.

CFSTES facilitates, coordinates, and assists in the development and implementation of standards and certification for the California fire service. CFSTES:
1. Administers the California Fire Academy System
2. Provides accredited courses leading to certification and approved standardized training programs for local and regional delivery
3. Administers the national accreditation process in California
4. Publishes certification training standards, course plans, and a capstone task book for each certified level in the California fire service

CFSTES is a fire service system developed by the fire service, for the fire service. It is only as successful and effective as the people involved in it.
Acknowledgments

State Fire Training appreciates the hard work and accomplishments of those who built the solid foundation on which this program continues to grow.

State Fire Training gratefully acknowledges the following individuals and organizations for their diligent efforts and contributions that made the development and publication of this document possible.

**CAL FIRE**

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Acknowledgments

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Partners

State Fire Training also extends special acknowledgement and appreciation to the Conference and Training Services Unit with the College of Continuing Education at California State University, Sacramento, for its ongoing meeting logistics and curriculum development support, innovative ideas, and forward-thinking services. This collaboration is made possible through an interagency agreement between CAL FIRE and Sacramento State.

The development and publication of this CTS guide was funded in part by the Assistance to Firefighters Grant Program from the U.S. Department of Homeland Security. State Fire Training is grateful to the U.S. Department of Homeland Security for its financial contribution toward the completion of this project.
How to Read a CTS Guide

State Fire Training develops a Certification Training Standards (CTS) Guide for a variety of job functions in the fire service such as firefighter, driver/operator, fire instructor, and company officer. The CTS guide lists the requisite knowledge and skills and the job performance requirements a person is expected to complete in order to become certified in a specific function. CTS guides are appropriate for fire service personnel and individuals in related occupations pursuing State Fire Training certification.

Each CTS guide serves as a foundation for the certification programs recommended for adoption by the Office of the State Fire Marshal. Any certification program must be based on job-related knowledge and measurable performance standards. To master the knowledge and skills needed for specialized operations, individuals will require additional training to augment the performance standards included in the CTS guide.

Within the CTS guide, it is impossible to capture the different policies and procedures of each organization in the California fire service. Individuals aspiring to meet State Fire Training’s certification training standards must do so in accordance with the codes, standards, regulations, policies, and standard operating procedures applicable within their own departments or jurisdictions.

Format

Each certification training standard included in the CTS guide includes the following:

Section Heading
The section heading describes a general category for a group of training standards. For example, the Fire Marshal CTS includes the following sections: Administration, Risk Management, Community Relations, Professional Development, Regulatory Programs, Fire and Life Safety, and Fire Investigation. Each section contains one or more individual training standards.

Training Standard Title
The training standard title provides a general description of the performance requirement contained within the standard.

Authority
The CTS guide references each standard with one or more paragraphs of the corresponding National Fire Protection Association (NFPA) Professional Qualifications. This ensures that each fire service function within California's certification system meets or exceeds NFPA standards.
When California requirements exceed the NFPA standard, the CTS guide cites the Office of the State Fire Marshal as the authority and prints the corresponding information in *italics*.

**Given**
This section lists the objects, equipment, materials, or facilities an individual needs in order to acquire the requisite knowledge and skills or to accomplish the job performance requirement(s) within a training standard.

**Requisite Knowledge and Skills**
This section lists the knowledge and skills that an individual must acquire in order to accomplish the job performance requirement(s) within a training standard.

This section does not include NFPA requisite knowledge or skills that are too general to teach or that individuals should develop through life experiences. For example, a training standard would not list “communicate orally and in writing” or “ability to relate interpersonally” unless they specifically apply to a job performance requirement about acquiring communication skills or developing interpersonal relationships.

**Job Performance Requirements**
This section includes one or more written statements that describe a specific job-related task and define measurable or observable outcomes. After an individual completes all coursework and requisite requirements, the capstone task book process verifies completion of job performance requirements.

**Content**
In addition to the individual certification training standards, the CTS guide also includes State Fire Training Revisions and Errata pages.

**State Fire Training Content**
Located at the back of the CTS guide, this table documents any significant revisions made by State Fire Training to the NFPA standards in the development of this CTS guide. This table is used to justify content additions and advise the course plan development team.

**Supplemental Tracking History**
This table documents any revisions made to the CTS guide since the documents original creation. It includes changes due to new editions of NFPA professional qualifications, or changes made outside of the five-year NFPA revision cycle.
Fire Marshal

Section 1: Definition of Duties

1-1: Fire Marshal Definition of Duties

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 4.1.1, 4.1.2, 4.1.3, 4.2, 4.3, 4.4, 4.5, 4.5.1
- Paragraph 5.1.1, 5.1.2, 5.2, 5.2.1, 5.3, 5.3.1, 5.4, 5.4.1

Given
1. *Standard* Fire Marshal job performance requirements
2. Applicable safety standards
3. Applicable codes, standards, and jurisdictional requirements
4. Mission-specific Fire Marshal job performance requirements

Requisite Knowledge and Skills
1. *Describe* the Fire Marshal’s role as it pertains to:
   - Administrative duties
   - Community risk reduction, including recommending, creating, and evaluating jurisdictional requirements that reduce community risks
   - Community relations, including developing and maintaining effective relationships within the community
   - Professional development, including recommending, creating, and evaluating jurisdictional requirements for professional development
     - Training and professional development principles, guides, and standards
2. *Describe* the Fire Marshal's mission-specific roles as they pertain to:
   - Regulatory programs, including developing, managing, and applying regulatory programs
     - Codes, standards, and jurisdictional requirements applicable to the management of the regulatory environment, including, but not limited to, fire, building, environmental, and life safety codes
   - Fire and life safety education, including managing fire and life safety educational programs
     - Fire and life safety education planning and evaluation processes
     - Management of educational programs
     - Professional development requirements
   - Investigation, including managing a variety of investigation types
Fire Marshal
Section 1: Definition of Duties

- Codes, standards, and jurisdictional requirements applicable to the investigative process

Job Performance Requirements

There are no job performance requirements identified for this training standard.
Section 2: Administration

2-1: Administering Jurisdictional Requirements

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 4.2.1

Given
1. Regulations and organizational goals and objectives pertaining to personnel and labor management

Requisite Knowledge and Skills
1. Describe the organizational structure of a fire prevention bureau within a fire agency
2. Describe the organizational mission of a fire prevention bureau
3. Describe staffing positions, roles, and responsibilities within a fire prevention bureau
4. Describe intra- and inter-organizational relationships
5. Use verbal and written communication skills
6. Consolidate information and data from a variety of sources for short- and long-term planning purposes
7. Forecast staffing, capital, and budgetary needs to support the roles and responsibilities of the Fire Marshal
8. Establish an organizational structure to include both existing and future staffing positions, to implement the roles and responsibilities of the Fire Marshal consistent with the overall organizational structure
9. Integrate relationships, functions, and needs of stakeholders

Job Performance Requirements
Administer jurisdictional requirements related to the roles and responsibilities of the Fire Marshal so that the Fire Marshal functions in a manner consistent with the organizational mission and complies with applicable personnel management laws and regulations
2-2: Establishing Personnel Assignments

Authority
   • Paragraph 4.2.2
2. *Office of the State Fire Marshal*

Given
1. Knowledge, training, and experience of the members available
2. *Federal, state, and local equal opportunity employment requirements*

Requisite Knowledge and Skills
1. *Identify minimum staffing requirements*
2. *Identify available human resources*
3. *Identify jurisdictional requirements*
4. *Describe considerations used to include individuals of diverse backgrounds in establishing work assignments*
5. Use interpersonal skills
6. Use verbal and written communication skills

Job Performance Requirements
Establish personnel assignments to maximize efficiency in order to meet organizational roles and responsibilities and legal requirements with the allocated resources and in accordance with jurisdictional requirements
2-3: Establishing a Strategic and Operational Plan

Authority
   • Paragraph 4.2.3
2. Office of the State Fire Marshal

Given
1. Organizational goals and objectives
2. Legal requirements
3. Available resources

Requisite Knowledge and Skills
1. Describe the organizational structure of a prevention bureau
2. Describe the legal requirements of a prevention bureau
3. Describe the organizational mission of a prevention bureau
4. Describe fundamental strategic planning processes
5. Describe operational planning processes
6. Identify organizational staffing roles and responsibilities
7. Identify stakeholder relationships
8. Use verbal and written communication skills
9. Consolidate information and data from a variety of sources for short- and long-term planning purposes
10. Forecast staffing, capital, and budgetary needs to support the roles and responsibilities of the Fire Marshal
11. Establish an organizational structure, to include both existing and future staffing positions, to implement the roles and responsibilities of the Fire Marshal consistent with the overall organizational structure
12. Integrate relationships, functions, and needs of stakeholders

Job Performance Requirements
Establish a strategic and operational plan in order to meet organizational roles and responsibilities and legal requirements with the allocated resources
2-4: Establishing a Budget

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 4.2.4

Given
1. Available resources

Requisite Knowledge and Skills
1. Describe organizational budgeting processes
2. Describe basic accounting requirements
3. Carry out the organizational budgeting process (i.e., forms, orders, etc.) as related to the roles and responsibilities of the Fire Marshal
4. Communicate the budgetary needs to support the roles and responsibilities of the Fire Marshal

Job Performance Requirements
Establish a budget in order to implement the roles and responsibilities of the Fire Marshal within organizational goals and objectives
2-5: Monitoring a Budget

Authority
   • Paragraph 4.2.5
2. Office of the State Fire Marshal

Given
1. Available resources
2. Budgetary requirements

Requisite Knowledge and Skills
1. *Describe the budgetary monitoring process*
2. Track and analyze financial data trends pertinent to the roles and responsibilities of the Fire Marshal

Job Performance Requirements
Monitor the condition of the approved budget during the budgeting period in order to implement the roles and responsibilities of the Fire Marshal within organizational goals and objectives
2-6: Developing, Maintaining, and Evaluating Record-keeping and Management Systems

Authority
   • Paragraph 4.2.6
2. Office of the State Fire Marshal

Given
1. Policies and procedures

Requisite Knowledge and Skills
1. Identify record-management systems associated with prevention activities
2. Recognize principles involved in information acquisition, entry, and extraction
3. Identify the capabilities, limitations, and maintenance of information management systems
4. Describe the Public Records Act Request process
5. Identify archival requirements for different types of records
6. Apply evaluative methods
7. Use verbal and written communication skills
8. Organize data

Job Performance Requirements
Guide the development, maintenance, and evaluation of a department record and management system that is complete and accurate
Section 3: Community Risk Reduction

3-1: Evaluating Target Risks and Emergency Incident Data

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 4.3.2

Given
1. Community profile levels of protection
2. Occupancy types
3. Percent of responses by occupancy type
4. Perspectives of risk
5. Available data and information including loss

Requisite Knowledge and Skills
1. Describe risks associated with occupancy types and uses
2. Describe levels of protection
3. Describe emergency response capability
4. Evaluate loss history
5. Identify potential impact of unique hazards associated with the community
6. Compare hazards, probability of occurrence, and consequence to established risk
7. Rank risks based on the effect to and in the community

Job Performance Requirements
Evaluate target risks and emergency incident data in order to develop a community risk profile based on an acceptable level of risk
3-2: Managing a Data and Information Management Program

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 4.3.3

Given
1. Identified inputs and outputs
2. Data collection system
3. Personnel

Requisite Knowledge and Skills
1. Describe target risks
2. Describe available input and output
3. Describe strengths and weaknesses of available data management systems
4. Identify available personnel
5. Identify organizational policies related to data and information management
6. Establish the parameters for data and information collection
7. Maintain data management and storage systems

Job Performance Requirements
Manage a data and information management program that collects, processes, stores, and maintains data and information
3-3: Interpreting Data and Information to Conduct Risk Analysis

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 4.3.4

Given
1. Output from a data/information management system

Requisite Knowledge and Skills
1. Identify facts, trends, and high-risk areas
2. Analyze and interpret data and information

Job Performance Requirements
Interpret data and information so that the data and information provide an adequate basis of knowledge to conduct risk analysis
3-4: Conducting Risk Analysis

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 4.3.5

Given
1. Data and information trends
2. Target risks
3. Community input
4. Available resources

Requisite Knowledge and Skills
1. Evaluate data and information trends
2. Identify community perceptions of risk
3. Identify available resources
4. Analyze potential solutions and constraints
5. Evaluate risk
6. Compare risk to an established or perceived level of risk
7. Identify potential solutions

Job Performance Requirements
Conduct risk analysis in order to develop a risk profile and management solutions
3-5: Evaluating Risk Management Solutions

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 4.3.6

Given
1. Risk analysis
2. Organizational and community constraints
3. Regulatory requirements
4. Available resources
5. Financial impacts

Requisite Knowledge and Skills
1. Describe the effects of external and internal influences on risk management solutions, available resources, and costs
2. Identify and evaluate the effects of internal and external influences on the risk management solutions

Job Performance Requirements
Evaluate risk management solutions in order to establish the most beneficial and cost-effective solution(s)
3-6: Integrating Risk Management Solutions with Related Governmental Organizations

Authority
   - Paragraph 4.3.7
2. Office of the State Fire Marshal

Given
1. Organizational structure and constraints

Requisite Knowledge and Skills
1. Identify governmental agencies with risk management roles and responsibilities
2. Describe the roles, responsibilities, and authority of other governmental organizations
3. Describe how the proposed risk management solution(s) affect those organizations
4. Recognize the applicability of risk management solution(s) to the roles and responsibilities of the other governmental organizations

Job Performance Requirements
Integrate the risk management solutions with related governmental organizations in order to use the analysis and solution(s) for organizational planning, development, and implementation
3-7: Integrating Risk Management Solutions with Community Stakeholders

Authority
   • Paragraph 4.3.8
2. Office of the State Fire Marshal

Given
1. Interface with community individuals and organizations

Requisite Knowledge and Skills
1. Identify community stakeholders (non-governmental organizations) with risk management roles and responsibilities
2. Describe the roles and responsibilities of community stakeholders
3. Describe how the proposed risk management solution(s) affect those stakeholders
4. Recognize the applicability of risk management solution(s) to the roles and responsibilities of the other community stakeholders

Job Performance Requirements
Integrate the risk management solution(s) with community stakeholders in order to use the analysis and solution(s) for community planning, development, and implementation
3-8: Designing and Implementing Facilitation Plans

Authority
   • Paragraph 4.3.10
2. Office of the State Fire Marshal

Given
1. An identified fire safety problem

Requisite Knowledge and Skills
1. Identify applicable codes, standards, and jurisdictional requirements and their development process
2. Describe how to develop an implementation plan
3. Describe consensus-building techniques
4. Use evaluative methods
5. Use consensus-building techniques
6. Use verbal and written communication skills
7. Organize plans
8. Develop an implementation plan

Job Performance Requirements
Design and implement a plan in order to facilitate a new program, piece of legislation, or fire safety code
3-9: Evaluating Risk Management Programs

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 4.3.9

Given
1. Existing risk analysis
2. Implemented solution(s)
3. Data and information applications

Requisite Knowledge and Skills
1. Describe risk management program goals and objectives
2. Identify available information
3. Identify established level of risk
4. Describe evaluation methodologies
5. Interpret and analyze data on the impact of the risk management program

Job Performance Requirements
Evaluate the risk management program in order to monitor and achieve continued improvement of program goals and objectives
Section 4: Community Relations

4-1: Developing Relationships with Community Groups

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 4.4.1

Given
1. A description of local groups and organizational policies for relationships with community groups
2. Attendance at community meetings
3. Participation at community events

Requisite Knowledge and Skills
1. Identify community demographics
2. Identify formal and informal community leaders
3. Identify community groups
4. Describe community and civic issues
5. Describe effective customer service methods
6. Describe organizational policies for community relations
7. Use verbal and written communication skills

Job Performance Requirements
Develop relationships with community groups to establish a schedule for ongoing contact
4-2: Presenting Safety Proposals

Authority
   • Paragraph 4.4.2
2. Office of the State Fire Marshal

Given
1. A list of groups with shared concerns
2. An understanding of relevant safety measures
3. Effective presentation tips and techniques

Requisite Knowledge and Skills
1. Identify community demographics
2. Identify formal and informal community leaders
3. Identify community groups
4. Describe community and civic issues
5. Describe effective customer service methods
6. Describe organizational policies for community relations
7. Describe how to develop and present effective presentations
8. Use verbal and written communication skills
9. Develop and present effective safety proposal presentations

Job Performance Requirements
Present safety proposals to community groups that justify the safety proposal, explain issues, and state the solutions, impacts, and benefits
4-3: Creating Media Communication Strategies and Policies

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 4.4.3

Given
1. A list of media outlets such as newspaper, radio, web pages, television, and social media platforms
2. Characteristics of local media including deadlines
3. Resources to provide media with accurate information

Requisite Knowledge and Skills
1. Describe methods of disseminating information to the media
2. Describe media needs
3. Describe organizational policies and practices for media relations
4. Maintain a constructive relationship with media groups
5. Provide written and verbal information

Job Performance Requirements
Create media communication strategies and policies that disseminate consistent and accurate prevention information in an understandable manner
4-4: Participating in Media Interviews

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 4.4.4

Given
1. Information about organizational goals and prevention practices and strategies
2. Knowledge of interview techniques

Requisite Knowledge and Skills
1. Describe interview methodology and techniques
2. Describe organizational policies and practices for media relations
3. Use verbal and written communication skills
4. Demonstrate proper interview techniques

Job Performance Requirements
Participate in media interviews to disseminate consistent and accurate information in an understandable manner
Section 5: Professional Development

5-1: Identifying and Prioritizing Professional Development Needs

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 4.5.2

Given
1. Jurisdictional requirements

Requisite Knowledge and Skills
1. Describe how to conduct a needs analysis
2. Describe how to conduct a task analysis
3. Describe jurisdictional requirements associated with professional development
4. Describe lesson planning methodologies
5. Describe different instructional methods
6. Describe characteristics of adult learners
7. Identify types instructional media
8. Describe curriculum development processes
9. Describe how to develop of evaluation instruments
10. Conduct research
11. Facilitate meetings
12. Facilitate needs and task analysis
13. Organize information in functional groupings
14. Interpret data

Job Performance Requirements
Identify and prioritize professional development needs within the department in order to establish professional development requirements
5-2: Prescribing Professional Development Programs

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 4.5.3

Given
1. The results of a professional development needs analysis

Requisite Knowledge and Skills
1. Describe organizational goals and requirements associated with professional development
2. Describe principles of instructional design
3. Describe adult learning principles
4. Describe performance-based education principles
5. Conduct instructional planning
6. Evaluate training options

Job Performance Requirements
Prescribe professional development programs that use job-related knowledge and skills, performance-based training, and adult learning principles, and meet organizational goals and requirements
5-3: Implementing Professional Development Programs

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 4.5.4

Given
1. Selected options
2. Available resources

Requisite Knowledge and Skills
1. Describe organizational goals and objectives associated with professional development
2. Identify available resources
3. Describe instructional methods
4. Assign responsibility
5. Conduct research
6. Facilitate meetings
7. Organize information and data
8. Use verbal and written communication skills
9. Interpret data

Job Performance Requirements
Implement professional development programs that meet organizational goals and objectives
5-4: Evaluating Professional Development Programs

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 4.5.5

Given
1. Organizational goals and objectives,

Requisite Knowledge and Skills
1. *Describe* organizational goals and objectives *associated with professional development*
2. *Describe* professional development record-keeping systems
3. *Describe* data acquisition techniques
4. *Describe* instructional methods
5. Analyze and evaluate data

Job Performance Requirements
Evaluate organizational professional development programs to ensure that programs meet organizational goals and objectives
5-5: Forecasting Professional Development Needs

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 4.5.6

Given
1. Professional trends
2. Emerging technologies
3. Future organizational goals and objectives

Requisite Knowledge and Skills
1. Identify professional development trends
2. Identify emerging technologies
3. Identify future organizational constraints
4. Identify future resources
5. Conduct research
6. Evaluate trends
7. Forecast needs

Job Performance Requirements
Forecast organizational professional development needs in order to plan for future organizational and individual professional development needs
Section 6: Regulatory Programs

6-1: Managing the Adoption, Modification, and Maintenance of Codes, Standards, and Jurisdictional Requirements

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)

• Paragraph 5.2.2

Given
1. Fire loss data and/or demonstrated need or deficiency

Requisite Knowledge and Skills
1. Describe applicable jurisdictional requirements
2. Describe applicable legal and administrative processes in the jurisdiction for the adoption and modification of codes, standards, and jurisdictional requirements
3. Describe how to conduct statistical analysis
4. Describe the model codes and standards development process
5. Describe identified facts, trends, and high-risk areas
6. Apply the required knowledge to the organizational jurisdictional requirements
7. Apply the required knowledge to the codes, standards, and jurisdictional requirements development and modification process
8. Apply statistical analysis to a problem

Job Performance Requirements
Manage a process for the adoption, modification, and maintenance of codes, standards, and jurisdictional requirements, so that the code, standards, or jurisdictional requirement is written and addresses the identified need or deficiency
6-2: Managing Inspection Processes

Authority
   • Paragraph 5.2.3
2. Office of the State Fire Marshal

Given
1. Applicable codes, standards, and jurisdictional requirements and/or an identified issue

Requisite Knowledge and Skills
1. Identify applicable codes, standards, and jurisdictional requirements
2. Identify inspection functions and programs
3. Describe implementing documents and methods
4. Describe technological tools to aid compliance inspections
5. Develop jurisdictional requirements for the administration of the inspection functions and programs

Job Performance Requirements
Manage a process for conducting compliance inspections in order to identify applicable codes, standards, and jurisdictional requirements; identify and document deficiencies; and determine compliance
6-3: Managing a Design Review Process

Authority
Office of the State Fire Marshal

Given
1. Policies of the jurisdiction requiring design reviews
2. A General Plan
3. A community risk analysis

Requisite Knowledge and Skills
1. Identify design review stakeholders
2. Identify applicable statutes, codes, standards, and jurisdictional requirements
3. Describe workflow processes of the jurisdiction
4. Develop jurisdictional requirements for administering a design review process
5. Assign tasks

Job Performance Requirements
Manage a process for project design reviews in order to complete project design review requirements in accordance with the policies of the jurisdiction
6-4: Managing a Plan Review Process

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 5.2.4

Given
1. Policies of the jurisdiction requiring plan reviews

Requisite Knowledge and Skills
1. Identify applicable codes, standards, and jurisdictional requirements
2. Identify conditions of project approval
3. Describe workflow processes of the jurisdiction
4. Describe technological tools for the plan review process
5. Develop jurisdictional requirements for administering plan review functions and program
6. Assign tasks

Job Performance Requirements
Manage a process for plan reviews in order to complete plan review requirements in accordance with the policies of the jurisdiction
6-5: Managing an Appeals Process

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 5.2.5

Given
1. Codes, standards, and jurisdictional requirements

Requisite Knowledge and Skills
1. Describe administrative and legal processes for managing appeals
2. Manage appeals in conformance with the applicable codes, standards, and jurisdictional requirements

Job Performance Requirements
Manage an appeals process that resolves appeals in compliance with the intent of applicable codes, standards, and jurisdictional requirements
6-6: Managing a Record-keeping Process

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 5.2.6

Given
1. The need to document the processes of the regulatory program

Requisite Knowledge and Skills
1. Describe the regulatory record-keeping requirements of the jurisdiction
2. Identify archival requirements for different regulatory records
3. Manage regulatory records according to the applicable requirements

Job Performance Requirements
Manage a process for record keeping that records regulatory actions
6-7: Managing a Permit Process

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 5.2.7

Given
1. Applicable jurisdictional requirements

Requisite Knowledge and Skills
1. Describe legal processes for managing permits and/or certificates of fitness
2. Manage permit applications in conformance with the applicable codes, standards, and jurisdictional requirements

Job Performance Requirements
Manage a process for administering, evaluating, and issuing permits and/or certificates of fitness that meets applicable codes, standards, and jurisdictional requirements
6-8: Managing a Compliance Interpretation Process

Authority
   • Paragraph 5.2.8
2. Office of the State Fire Marshal

Given
1. Complex issues related to codes, standards, and jurisdictional requirements

Requisite Knowledge and Skills
1. Identify applicable codes, standards, and jurisdictional requirements
2. Identify code interpretation resources
3. Describe administrative and legal considerations of compliance interpretations
4. Evaluate prescriptive codes, standards, and jurisdictional requirements
5. Use verbal and written communication skills

Job Performance Requirements
Manage the compliance interpretation process for prescriptive codes, standards, and jurisdictional requirements that resolves issues while meeting the intent of the prescriptive codes, standards, and jurisdictional requirements
6-9: Managing an Alternative Means/Methods/Materials Program

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 5.2.9

Given
1. The submittal of equivalencies, alternative methods, and performance-based design

Requisite Knowledge and Skills
1. Identify codes, standards, and jurisdictional requirements
2. Identify alternative means/methods/materials evaluation resources
3. Describe administrative and legal considerations of equivalencies, alternative methods, and performance-based design
4. Describe evaluation programs for objective analysis of alternative compliance measures
5. Describe technological solutions for alternative compliance measures
6. Evaluate and verify the validity of non-prescriptive design approaches
7. Develop jurisdictional requirements for the administration of alternative compliance programs

Job Performance Requirements
Manage a program for alternative means/methods/materials measures so that the final design meets the intent of the codes, standards, and jurisdictional requirements
6-10: Managing a Complaint Reconciliation Process

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 5.2.10

Given
1. The report of a situation or condition

Requisite Knowledge and Skills
2. Identify applicable codes, standards, and jurisdictional requirements
3. Describe administrative and legal considerations for management and resolving complaints
4. Evaluate and resolve complaints through use of the appropriate legal and administrative requirements

Job Performance Requirements
Manage the process for reconciling complaints that resolves complaints and takes appropriate action
6-11: Generating Jurisdictional Requirements

Authority
   - Paragraph 5.2.11
2. Office of the State Fire Marshal

Given
1. Management objectives

Requisite Knowledge and Skills
1. Describe jurisdictional requirements and management objectives for the regulatory management program
2. Identify resources used to generate jurisdictional requirements
3. Interpret jurisdictional requirements
4. Write jurisdictional requirements in accordance with administrative and legal guidelines

Job Performance Requirements
Generate jurisdictional requirements for administering a regulatory management program that defines concise requirements that meet the legal obligations of the jurisdiction
6-12: Managing an Interagency Coordination Program

Authority
   • Paragraph 5.2.12
2. Office of the State Fire Marshal

Given
1. Other agencies’ requirements that overlap the local jurisdictions’

Requisite Knowledge and Skills
1. Identify other regulatory agencies that affect the local jurisdiction
2. Identify administrative and legal authorities pertaining to the program
3. Describe record-keeping requirements of other agencies
4. Evaluate other regulatory agencies’ requirements
5. Negotiate and resolve conflicts

Job Performance Requirements
Manage a program to coordinate with other agencies that eliminates conflicts and develops clear lines of responsibility
Section 7: Fire and Life Safety Education

7-1: Managing a Comprehensive Fire and Life Safety Education Strategy

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 5.3.2

Given
1. A planning process
2. Relevant information

Requisite Knowledge and Skills
1. Identify fire and life safety education issues
2. Describe program issues
3. Describe community risks
4. Identify community resources
5. Describe cost/benefit analysis methods
6. Design and apply program strategy
7. Select program components
8. Interact with community groups, partnerships, and collaborative efforts

Job Performance Requirements
Manage a comprehensive fire and life safety education strategy that includes program goals, design, resources, implementation, and evaluation methods
7-2: Creating a Collaborative Fire and Life Safety Education Partnership

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 5.3.3

Given
1. A description of local community groups
2. A list of fire and injury priorities
3. Organizational policies for community partnerships

Requisite Knowledge and Skills
1. Identify potential community partners with shared concerns and resources
2. Describe team development dynamics
3. Facilitate meetings
4. Motivate partners to achieve goals
5. Manage and maintain teamwork

Job Performance Requirements
Create a collaborative fire and life safety education partnership that mitigates a specific fire or injury priority
7-3: Managing an Organizational Awareness Campaign

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 5.3.4

Given
1. Fire and life safety education goals and policies

Requisite Knowledge and Skills
1. Identify organizational mission statement, goals, policies, and education strategy
2. Develop an awareness campaign
3. Disseminate information within the organization
4. Implement a market strategy

Job Performance Requirements
Manage an awareness campaign within the organization that informs members of their role within the organization's fire and life safety education strategy
7-4: Managing Fire and Life Safety Education Reports

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 5.3.5

Given
1. Relevant information

Requisite Knowledge and Skills
1. Recognize the policy process of the organization
2. Evaluate educational activities and outcomes
3. Generate and compile reports
4. Interpret data

Job Performance Requirements
Manage fire and life safety education report(s) for policy makers that describe educational strategies, goals, objectives, activities, impact, budgets, and outcomes
7-5: Evaluating Fire and Life Safety Programs

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 5.3.6

Given
1. Data to indicate risk reduction and loss reduction

Requisite Knowledge and Skills
1. Describe evaluation instruments
2. Describe survey policies and procedures
3. Apply evaluation practices and procedures

Job Performance Requirements
Evaluate fire and life safety programs in order to report measurable interpretations of educational efforts
7-6: Implementing a Comprehensive Fire and Life Safety Program

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 5.3.7

Given
1. A systematic development process

Requisite Knowledge and Skills
1. Describe program administration issues
2. Describe community concerns
3. Identify available resources
4. Select program components
5. Stimulate interest among community groups
6. Establish partnerships and collaborative efforts

Job Performance Requirements
Implement a comprehensive fire and life safety program that includes program goals, objectives, design, resources, and evaluation methods
Section 8: Fire Investigation

8-1: Administering Fire Investigation Requirements

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 5.4.2

Given
1. Applicable codes, standards, and jurisdictional requirements for investigations

Requisite Knowledge and Skills
1. Identify local, state, federal, tribal, and provincial laws
2. Describe investigation methodology
3. Apply codes, standards, and jurisdictional requirements to conduct investigations
4. Manage the investigative process and evaluate the results

Job Performance Requirements
Administer applicable codes, standards, and jurisdictional requirements for investigations so that investigators are knowledgeable and operate within organizational policies
8-2: Reviewing Documentation Intended for Litigation or Resolution

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 5.4.3

Given
1. Details of an investigation including evidence collected, reports, scene sketches, photographs, other related information
2. Data relevant to the investigation

Requisite Knowledge and Skills
1. Identify local, state, federal, tribal, and provincial laws related to investigation, codes, standards, and jurisdictional requirements
2. Identify other pertinent references
3. Write technical reports
4. Review fire investigation reports
5. Compile and analyze investigative data

Job Performance Requirements
Review and assess investigation reports and data to be submitted in anticipation of litigation or resolution in order to submit complete, accurate documents for possible legal action
8-3: Conducting Investigative Analysis

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
- Paragraph 5.4.4

Given
1. Reports compiled from investigation data

Requisite Knowledge and Skills
1. Describe how to conduct statistical analysis
2. Use verbal and written communication
3. Evaluate data
4. Communicate findings verbally or in writing

Job Performance Requirements
Conduct investigative analysis to recommend action that enhances fire prevention and other programs
8-4: Managing Technical Resources Required to Perform Fire Investigations

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
  • Paragraph 5.4.5

Given
1. Personnel
2. Protective equipment
3. Jurisdictional requirements
4. Other necessary equipment, including investigation tools and resources for investigations

Requisite Knowledge and Skills
1. Identify local, state, federal, tribal, and provincial laws, regulations, and standards for the safety of employees
2. Demonstrate technical knowledge of equipment
3. Use personal protective ensemble and tools needed to conduct investigations
4. Coordinate tasks and people
5. Write procedures
6. Communicate
7. Utilize resources

Job Performance Requirements
Manage technical resources needed to perform investigations in order to protect and equip investigators and conduct investigations in accordance with safety requirements
8-5: Developing and Managing a Comprehensive Fire Investigation Program

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 5.4.6

Given
1. Reference materials and laws related to investigations, including due process

Requisite Knowledge and Skills
1. Identify technical writing formatting requirements
2. Identify policy issues
3. Identify resources
4. Describe laws and legal aspects of investigations
5. Identify codes, standards, and jurisdictional requirements
6. Use verbal and written communication skills

Job Performance Requirements
Develop and manage a comprehensive investigation program that meets legal mandates and formulates jurisdictional requirements for consistent, complete, and safe investigations
8-6: Constructing a Resource Plan for Fire Investigations with Allied Groups

Authority
NFPA 1037 Standard for Fire Marshal Professional Qualifications (2016)
• Paragraph 5.4.7

Given
1. Knowledge of the capabilities of available groups and resources

Requisite Knowledge and Skills
1. Identify local, state, federal, tribal, and provincial resources available for use
2. Use verbal and written communication skills
3. Utilize resources

Job Performance Requirements
Construct a resource plan for investigations with allied groups to adapt to incident needs in order to investigate responses to various types of incidents
# State Fire Training Content

## Code Key

### Blocks
- **G** = Given
- **RKS** = Requisite Knowledge and Skills
- **JPR** = Job Performance Requirements
- **NCTS** = New certification training standard

### Sources
- [ACRONYM = Title]
- [ACRONYM = Title]
- [ACRONYM = Title]

## Certification: Fire Marshal

<table>
<thead>
<tr>
<th>CTS</th>
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<th>Addition</th>
<th>Justification</th>
<th>Source/Reference</th>
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<tr>
<td>2-2</td>
<td>G2</td>
<td>Added: <em>Federal, state, and local equal opportunity employment requirements</em></td>
<td>California has specific requirements for hiring public and private employees</td>
<td>California Fair Employment and Housing Act (1959) Unruh Civil Rights Act (1959)</td>
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<td>2-2</td>
<td>RKS4</td>
<td>Added: <em>Describe considerations used to include individuals of diverse backgrounds in establishing work assignments</em></td>
<td>California has specific requirements for hiring public and private employees</td>
<td>California Fair Employment and Housing Act (1959) Unruh Civil Rights Act (1959)</td>
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<td>2-3</td>
<td>RKS5</td>
<td>Added: <em>Describe operational planning processes</em></td>
<td>NFPA requests an operational plan in the JPR but doesn’t address it as a knowledge or skill component.</td>
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<tr>
<td>2-5</td>
<td>RKS1</td>
<td>Added: <em>Describe the budgetary monitoring process</em></td>
<td>NFPA requires monitoring the budgetary process in</td>
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<td>the JPR but doesn’t address it as a knowledge or skill component.</td>
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<tr>
<td>2-6</td>
<td>RKS1</td>
<td>Added: <em>Identify record-management systems associated with prevention activities</em></td>
<td>Cadre requested additional information to enhance topic.</td>
<td></td>
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<tr>
<td>2-6</td>
<td>RKS4</td>
<td>Added: <em>Describe the Public Records Act Request process</em></td>
<td>Federal and state laws that individuals responsible for keeping records should be aware of.</td>
<td>California Public Records Act (Government Code §§ 6250 through 6276.48) Freedom of Information Act (US Department of State)</td>
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<td>2-6</td>
<td>RKS5</td>
<td>Added: <em>Identify archival requirements for different types of records</em></td>
<td>Cadre requested additional information to enhance topic.</td>
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<tr>
<td>3-6</td>
<td>RKS1</td>
<td>Added: <em>Identify governmental agencies with risk management roles and responsibilities</em></td>
<td>Cadre wanted a more targeted focus on government organizations to distinguish from CTS 2-7 which focuses on other community stakeholders.</td>
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<tr>
<td>3-7</td>
<td>RKS1</td>
<td>Added: <em>Identify community stakeholders (non-governmental organizations) with risk management roles and responsibilities</em></td>
<td>Cadre wanted a more targeted focus on community stakeholders to distinguish from CTS 2-6, which now focuses on other governmental organizations.</td>
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<td>3-8</td>
<td>RKS2</td>
<td>Added: <em>Describe how to develop an implementation plan</em></td>
<td>NFPA requests that participants design and implement a plan in the JPR but doesn’t address it as a</td>
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<td>3-8</td>
<td>RKS3</td>
<td><strong>Added: Describe consensus-building techniques</strong></td>
<td>Cadre requested additional information to enhance topic.</td>
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<tr>
<td>3-8</td>
<td>RKS8</td>
<td><strong>Added: Develop an implementation plan</strong></td>
<td>NFPA requests that participants design and implement a plan in the JPR but doesn’t address it as a knowledge or skill component.</td>
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<tr>
<td>4-2</td>
<td>G3</td>
<td><strong>Added: Effective presentation tips and techniques</strong></td>
<td>NFPA requests that participants present safety proposals in the JPR but doesn’t address it as a knowledge or skill component.</td>
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<tr>
<td>4-2</td>
<td>RKS7</td>
<td><strong>Added: Describe how to develop and present effective presentations</strong></td>
<td>NFPA requests that participants present safety proposals in the JPR but doesn’t address how to develop one as a knowledge or skill component.</td>
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<tr>
<td>4-2</td>
<td>RKS9</td>
<td><strong>Added: Develop and present effective safety proposal presentations</strong></td>
<td>NFPA requests that participants present safety proposals in the JPR but doesn’t address it as a knowledge or skill component.</td>
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<tr>
<td>6-2</td>
<td>RKS2</td>
<td><strong>Added: Identify inspection functions and programs</strong></td>
<td>Cadre requested additional information to enhance topic.</td>
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<td>6-3</td>
<td>NCTS</td>
<td><strong>Added: Managing a Design Review Process</strong></td>
<td>Cadre requested an additional standard to distinguish between the “design review”</td>
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<td>6-8</td>
<td>RKS2</td>
<td>Added: <em>Identify code interpretation resources</em></td>
<td>Cadre requested additional information to enhance topic.</td>
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<td>6-9</td>
<td>RKS2</td>
<td>Added: <em>Identify alternative means/methods/materials evaluation resources</em></td>
<td>Cadre requested additional information to enhance topic.</td>
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<td>6-11</td>
<td>RKS2</td>
<td>Added: <em>Identify resources used to generate jurisdictional requirements</em></td>
<td>Cadre requested additional information to enhance topic.</td>
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<tr>
<td>6-12</td>
<td>RKS3</td>
<td>Added: <em>Describe record-keeping requirements of other agencies</em></td>
<td>Cadre requested because this impacts how the Fire Marshal does their paperwork in order to meet the other agencies requirements.</td>
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## Supplemental Tracking History

### Code Key

**Blocks**
- **G** = Given
- **RKS** = Requisite Knowledge and Skills
- **JPR** = Job Performance Requirements
- **NCTS** = New certification training standard

**Changes**
- New text shown in underline.
- Deleted text shown in strikeout.

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<td>Task Book Impact:</td>
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Inter- and Intra-Organizational Fire Prevention Relationships

Activity: 2-1

Format: Group

Time Frame: 30 minutes

Description
This activity provides students with an opportunity to observe and interpret fire stakeholder dynamics.

Materials
- Pen or pencil

Instructions
1. In groups, discuss the various internal and external organizations a fire marshal must work with.
   - Identify the criteria or context of when interaction might occur.
   - Include advantages to building relationships or disadvantages for failing to communicate.
2. Complete the attached matrix.
3. Be prepared to discuss your observations

Instructor Notes
1. For consideration of time restraints or class size, consider dividing matrix items among differing groups.
Within a Jurisdiction

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Ideal Organizational Structure

Activity 3-1

Format: Group (4 per group)

Time Frame: 1 hour

Description
This activity provides students with an opportunity to analyze the organizational structure of their own prevention bureau and establish an “ideal” organizational structure to fulfill their bureau’s needs and objectives.

Materials
- Paper and pen
- Organizational chart (provided by the student)

Instructions
1. Identify the roles that need to be filled in your department’s prevention operations.
2. Based on anticipated workload, determine the number of people needed for each position or role.
3. Create an “ideal” organizational chart detailing your vision for staffing your bureau.
4. Present your plan within your group. Be prepared to explain your rationale and answer questions from other group members.

Instructor Notes
1. Prepare a list of questions students may want to ask regarding the staffing models proposed.
2. Sample questions:
   - Does your plan account for future staffing needs due to growth or reduction?
   - Does your plan address all of your jurisdiction’s required service areas?
   - What timeframe is needed to fully implement your plan?
   - What obstacles do you anticipate while implementing your plan?
   - Are there any innovative ways to fill the roles in your plan? (i.e., shared positions, part time or seasonal workers, etc.)
   - While this is an “ideal” plan, what budgetary constraints might you face? Are there mitigations for the budget issues?
3. Monitor the groups and provide input as needed.
4. At the end of the activity, wrap up the discussion and provide real-world examples of plan implementation.
5. Delete these instructions before distributing activity sheet to students.
Ideal Organizational Structure

Notes and Brainstorming
Establishing and Monitoring a Budget

Activity 3-4

Format: Group (4 per group)

Time Frame: 1 hour

Description
This activity provides students with an opportunity to familiarize themselves with fire prevention bureau budgets and anticipate future budgetary needs.

Materials
- Prevention bureau budget (provided by student)
- Paper and pen
- Questions

Instructions
1. Using your organizations budget, answer the following questions:
   a. Are your revenue sources stable or volatile?
   b. Is your budget broken down into categories?
      i. Does it appear that you can move money from one category to another?
      ii. Does your budget show the amount expended in each category?
   c. Based on this budget, what strategies might you use to monitor revenue and spending?
   d. If you were required to cut 10% from your budget, which areas would you cut and which would you preserve?
   e. If your Chief wants to hire two additional people, what areas of the budget will need to increase?
      i. How might you fund these positions?
2. Be prepared to share your answers with the class during discussion.

Instructor Notes
1. Monitor the groups and provide input as needed.
2. At the end of the activity, wrap up the discussion and provide real-world examples of budgetary issues.
3. Delete these instructions before distributing activity sheet to students.
Establishing and Monitoring a Budget

Notes and Brainstorming
Activity 2-2: Identifying Community Groups

**Format:** Individual or small group

**Time Frame:** 30 minutes

**Description**
This activity provides students with an opportunity to identify the benefits of building relationships with three different community groups.

**Instructions**
1. Brainstorm a list of three groups in your community to engage with.
2. Identify the key connection person and his or her contact information.
3. List potential advantages of each relationship.
4. Share your findings with the group.

<table>
<thead>
<tr>
<th>Group</th>
<th>Key Contact</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Name:</td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Email:</td>
<td></td>
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<tr>
<td></td>
<td>Name:</td>
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</tr>
<tr>
<td></td>
<td>Phone:</td>
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</tr>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td>Name:</td>
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<td>Phone:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Email:</td>
<td></td>
</tr>
</tbody>
</table>
Activity 2-3: Creating and Presenting Safety Proposals

Format: Small Group

Time Frame: 2 hours

Description
This activity provides students with an opportunity to identify stakeholders in the fire service labor/management partnership.

Instructions
1. In your group, create a safety proposal to further a fire prevention topic within your organization.
   - Identify issue
   - Identify audience
   - Identify solution
   - Draft proposal
   - Present proposal

Notes / Brainstorming
Identifying Media Methods

Activity 2-4

Format: Group or Individual

Time Frame: 30 minutes

Description
This activity provides students with an opportunity to develop a fire and life safety message aimed at reaching a variety of audiences through multiple media outlets.

Materials
- Activity 2-4 worksheet
- www.nfpa.org website access
- Pen/pencil

Instructions
1. Visit the National Fire Protection Association website (www.nfpa.org) and identify a current national fire prevention theme or message.
2. Prepare a safety message presenting that theme to your community.
3. Identify how you would craft or present that message to any five combinations of the media formats and audiences listed below.
   - Examples:
     - TV PSA + Multi-family dwelling units
     - Newspaper + Senior citizens
     - Handouts in schools + Elementary school students

<table>
<thead>
<tr>
<th>Media Outlets</th>
<th>Potential Audiences</th>
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<tr>
<td>Newspaper (deadlines that must be met)</td>
<td>Elementary school students</td>
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<tr>
<td>Website</td>
<td>High school students</td>
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<tr>
<td>Social media (policies need to be formed)</td>
<td>College students living off campus</td>
</tr>
<tr>
<td>Email</td>
<td>Young families</td>
</tr>
<tr>
<td>Television Public Service Announcement (deadlines that must be met)</td>
<td>Multi family dwelling units</td>
</tr>
<tr>
<td>Radio (deadlines that must be met)</td>
<td>Single family dwelling units</td>
</tr>
<tr>
<td>Brochure</td>
<td>Young Adults</td>
</tr>
<tr>
<td>Handouts in schools (permission deadlines)</td>
<td>Middle age adults</td>
</tr>
<tr>
<td></td>
<td>Senior citizens</td>
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</table>
**Message #1**

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**Message #2**

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**Message #3**

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Message #4

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Message #5

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</table>
# Fire Department Annual Fire Incident Summary

<table>
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<tr>
<th>Occupancy Type</th>
<th>Number of fires</th>
<th>Fire Cause</th>
<th>Property Loss</th>
<th>Property Value</th>
<th>Deaths</th>
<th>Injuries</th>
<th>FF Injuries</th>
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<tbody>
<tr>
<td>A-2</td>
<td>16</td>
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<td></td>
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<td></td>
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<td></td>
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<td>$1,652,015.00</td>
<td>$26,725,000.00</td>
<td>6</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>13 Failure to clean grease ducts</td>
<td>$1,625,015.00</td>
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<td></td>
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</tr>
<tr>
<td></td>
<td></td>
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<td>$1,247,250.00</td>
<td>$1,247,250.00</td>
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<tr>
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<td>$17,277,252.00</td>
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*Calendar Year 2017*
## Fire Department Annual Fire Incident Summary

### Calendar Year 2017

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<tr>
<td>14</td>
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<td>R-1</td>
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<td>$ 4,750,000.00</td>
<td>2 1</td>
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<tr>
<td>22</td>
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<tr>
<td>5</td>
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<tr>
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<tr>
<td>3</td>
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<tr>
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<td>3</td>
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<tr>
<td>7</td>
<td>Undetermined</td>
<td>$ 1,450,225.00</td>
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<tr>
<td>6</td>
<td>Improper clearance to combustibles</td>
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<td>2 4</td>
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<tr>
<td>37</td>
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<tr>
<td>R-4</td>
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<td>Smoking Related</td>
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*Calendar Year 2017*
<table>
<thead>
<tr>
<th>Vegetation Fires</th>
<th>101</th>
<th>$1,800,000.00</th>
<th>$39,276,055.00</th>
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<tbody>
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<td>$260,000.00</td>
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<td>$37,250,225.00</td>
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<tr>
<td>15</td>
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<td>$25,000.00</td>
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<tr>
<td>67</td>
<td>Downed Wires</td>
<td>$225,000.00</td>
<td>$1,725,830.00</td>
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</table>

**Calendar Year 2017**
<table>
<thead>
<tr>
<th>Occupancy Type</th>
<th>Number of fires</th>
<th>Fire Cause</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A-2</td>
<td>16</td>
<td>3 Intentional act</td>
<td>$ 27,000.00</td>
<td>$ 4,725,000.00</td>
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<td>6</td>
<td>0</td>
<td></td>
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<tr>
<td>A-3</td>
<td>3</td>
<td>2 Intentional Act</td>
<td>$ 5,000.00</td>
<td>$ 3,264,000.00</td>
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<td></td>
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<td>$ 1,247,250.00</td>
<td>$ 1,247,250.00</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>B (Restaurants)</td>
<td>17</td>
<td>Failure to clean grease ducts</td>
<td>$ 3,264,233.00</td>
<td>$ 17,277,252.00</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>B (Other than restaraunts)</td>
<td>6</td>
<td>2 Electrical Failure</td>
<td>$ 22,000.00</td>
<td>$ 4,750,000.00</td>
<td>4</td>
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<td>$ 175,375.00</td>
<td>$ 8,230,000.00</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>7</td>
<td>Intentional act</td>
<td>$ 1,475,650.00</td>
<td>$ 19,500,000.00</td>
<td>1</td>
<td>0</td>
<td></td>
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<tr>
<td>F-2</td>
<td>1</td>
<td>Equipment Failure</td>
<td>$ 927,655.00</td>
<td>$ 5,345,000.00</td>
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<td>I-2.1</td>
<td>1</td>
<td>Failure to clean grease ducts</td>
<td>$ 455,240.00</td>
<td>$ 1,435,220.00</td>
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*Calendar Year 2017*
## Fire Department Annual Fire Incident Summary

<table>
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<tr>
<th>Category</th>
<th>Description</th>
<th>Frequency</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>M</td>
<td>$30,814,471.00</td>
<td>$69,705,000.00</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
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<td>$2,525,350.00</td>
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<td>14</td>
<td>Improper clearance to combustibles</td>
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<tr>
<td>R-1</td>
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<tr>
<td>1</td>
<td>Intentional</td>
<td>$127,000.00</td>
<td>$2,705,250.00</td>
</tr>
<tr>
<td>1</td>
<td>Smoking Materials</td>
<td>$4,000.00</td>
<td>$1,422,000.00</td>
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<td>R-2</td>
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<td>4</td>
<td>Undetermined</td>
<td>$1,275,000.00</td>
<td>$4,750,000.00</td>
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<tr>
<td>22</td>
<td>Cooking Related</td>
<td>$9,257,358.00</td>
<td>$46,274,835.00</td>
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<tr>
<td>5</td>
<td>Smoking Related</td>
<td>$752,000.00</td>
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</tr>
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<td>2</td>
<td>Electrical Related</td>
<td>$525,000.00</td>
<td>$3,270,000.00</td>
</tr>
<tr>
<td>3</td>
<td>Drug Manufacturing</td>
<td>$4,350,755.00</td>
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<td>37</td>
<td>Cooking Related</td>
<td>$14,771,203.00</td>
<td>$29,677,821.00</td>
</tr>
<tr>
<td>R-4</td>
<td>$27,000.00</td>
<td>$837,222.00</td>
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**Calendar Year 2017**
## Fire Department Annual Fire Incident Summary

### Calendar Year 2017

<table>
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<th>Incident Type</th>
<th>Number</th>
<th>Total Cost ($1,000)</th>
<th>Total Damage ($1,000)</th>
<th>Additional Notes</th>
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<tbody>
<tr>
<td>Vegetation Fires</td>
<td>101</td>
<td>1,800.00</td>
<td>39,276.055</td>
<td></td>
</tr>
<tr>
<td>15 Intentional</td>
<td>260.00</td>
<td>260,000.00</td>
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<td>4</td>
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<td>3 Mowing</td>
<td>1,275.00</td>
<td>1,275,000.00</td>
<td>37,250,225.00</td>
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</tr>
<tr>
<td>1 Lightning Strike</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>15 Animals in to wires</td>
<td>25,000.00</td>
<td>25,000.00</td>
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<td></td>
</tr>
<tr>
<td>67 Downed Wires</td>
<td>225,000.00</td>
<td>1,725,830.00</td>
<td></td>
<td>4 2</td>
</tr>
</tbody>
</table>
Managing an Organizational Awareness Campaign

**Format:** Individual/Small Group

**Time Frame:** 1 hour and 30 minutes

**Description**
This activity provides students with an opportunity to identify and develop the key components of an organizational awareness campaign.

**Instructions**
1. Building on Activity 3-2, develop a solution or program to resolve one of the three fire safety issues.
   - Identify objectives
   - Identify steps and tasks
   - Create a schedule
   - Develop a budget
   - Assign personnel
Managing an Organizational Awareness Campaign

Notes / Brainstorming
Evaluating a Fire and Life Safety Program

**Format:** Individual/Small Group

**Time Frame:** 1 hour

**Description**
This activity provides students with an opportunity to evaluate a fire and life safety program.

**Instructions**
1. Using Activity 3-3, determine whether or not the identified objectives, steps, and tasks can be measured.
2. If not, add measurement metrics to your plan.
3. How would you redirect the campaign if it weren’t meeting your objectives?
Evaluating a Fire and Life Safety Program

Notes / Brainstorming
Current fire departments use many terms for educational fire and injury prevention programs. Programs differ in size and approach, but the goals are the same: Change the behavior of the public so that there are fewer dangerous situations, fires and injuries.

This U.S. Fire Administration (USFA) publication, “Public Fire Education Planning,” presents a five-step planning process for developing and implementing successful fire and life safety public education programs. Planning is the process that ensures that program strategies and initiatives really address the community problems, whether it’s identifying the fire and injury risks in the community, developing and implementing a program, or evaluating the results. This guide takes you through that planning process.

A successful program follows a five-step process:

1. Conduct a community analysis.
2. Develop community partnerships.
3. Create an intervention strategy.
4. Implement the strategy.
5. Evaluate the results.

The temptation to “just get something implemented” is hard to resist. Unfortunately, this is a trap. Yes, it’s easy to schedule some presentations at a school; pass out brochures, stickers and plastic helmets; and do some media interviews. But do those presentations address the community’s worst fire or injury problems? Do the solutions being promoted really work? Is the appropriate target audience even being reached? Are community groups working together? Is the program being implemented in the best way?

A “ready, fire, aim” approach will not hit the target. It can give the impression that the department is out there educating the public, but it may achieve little else. Successfully reducing fires and preventable injuries involves effective community planning. Notable public education programs around the country always prove this to be true.

This guide recognizes that fire prevention is now an important part of the larger goal of preventing injuries and unsafe situations. Fire departments often provide Emergency Medical Services, and preventing injury, illness and other unsafe acts is part of the mission of saving lives.


What is a community risk analysis? A community risk analysis is a process that identifies fire and life safety problems and the demographic characteristics of those at risk in a community. A thorough risk analysis provides insight into the worst fire and life safety problems and the people who are affected. The analysis results create the foundation for developing risk-reduction and community education programs.

Conducting a community risk analysis is the first step toward deciding which fire or injury problem needs to be addressed. Risk analysis is a planned process that must be ongoing, as communities and people are constantly changing.

Why conduct a community risk analysis? Fire and rescue departments must use facts in order to correctly identify leading safety risks that need attention. A community risk analysis will provide this data.

Too often, an objective and systematic community risk analysis is a step that is overlooked in the community education process. Many emergency service organizations address risks based on a perceived need for service that isn’t really there. This approach can be costly (i.e., misdirected resources, continued property loss, injuries or deaths).

It is easy to become distracted from local issues by big media splashes about national happenings. Don’t let that happen; stay focused! Invest the time to conduct an objective community risk analysis. Having facts about the leading causes of risk and the people being affected will set the stage for a successful risk-reduction process.

Objectivity means using reliable data to make conclusions based on facts, not beliefs. The analysis provides a factual overview of the risk issues using the information obtained, and it should be used to develop a risk-reduction proposal. This will produce a picture of what is wrong and who is at risk.

What does a community risk analysis include?

- Identify data to be analyzed.
- Develop a community risk profile.
- Write a problem statement.
- Prioritize issues.
- Identify target areas and populations.


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