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PROTECTION DISTRICT

A Community Based Marketing Plan for the Novato Fire Protection District

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

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ABSTRACT

The problem was the Novato Fire Protection District (NFPD) did not have a comprehensive marketing plan to assist in strategic and financial positioning within the community. The purpose was to measure the community's perception of the NFPD and to design and implement a strategic marketing plan. Descriptive methodology answered the research questions and action methodology initiated the marketing plan. The research questions included what was public sector marketing and why it was important; how the community perceived the NFPD and its programs and services; what market segments existed in the NFPD and; what strategic marketing initiatives were used by other public sector organizations and fire agencies. The literature review evaluated the research questions and determined a need for the NFPD to market with an effective mix of public information, public education and public relations. The procedures included two customer survey instruments that identified how the community viewed the NFPD its programs and services. Results from the survey instruments demonstrated strong support for the NFPD and its members, but limited knowledge of NFPD's programs and services, particularly the web site. Two recommendations were presented: first, that customer surveys provide the basis for designing a marketing program and that the NFPD implement a marketing program based upon the measured community knowledge and expectations.

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INTRODUCTION

The problem is the Novato Fire Protection District (NFPD) does not have a comprehensive marketing plan designed to assist in strategic and financial positioning within the community, which could cause a long-term decline in public opinion and financial damage to the NFPD. The purpose of this applied research project is to assess the community's perception of the NFPD and then to design and implement a strategic marketing plan with the goal of increasing support for the NFPD's programs and services resulting in increased community leadership, public goodwill and financial security. Strategic marketing and leadership positioning are methods for the NFPD to meet the documented community needs. Not doing so could cause long-term decline in public opinion and financial damage to the NFPD.

This research paper uses descriptive methodology to answer the following questions: what is public sector marketing and why it is important; what are the community's perceptions of the NFPD, its programs and services; what market segments and target markets exist in the NFPD, and; what successful strategic marketing initiatives have been applied by other fire agencies and public sector organizations. Action research begins to implement the recommendations into the NFPD's strategic marketing plan. Literature review answers the research questions and two marketing research survey instruments measure the community's perceptions of the NFPD.

BACKGROUND AND SIGNIFICANCE

The background to this study is that the NFPD is a special district formed in 1926 pursuant to the California Fire Protection District Law. Located in Marin County, approximately 20 miles north of San Francisco, the NFPD encompasses approximately 71 square miles that includes the City of Novato, a general-purpose governmental entity. NFPD provides all risk fire

suppression, emergency medical service including paramedic ambulance transportation, basic and advanced rescue, hazardous materials response, emergency management, risk reduction, fire inspection, plans review, public education, and fire investigation services to approximately 63,000 people. Five locally elected Directors govern the NFPD. The NFPD employs 88 career members including 66 suppression shift personnel, 9 staff and command chief officers and 13 non-sworn civilian personnel. A minimum daily staffing of 23 suppression shift personnel staff five paramedic engine companies, two transport paramedic ambulance companies, one truck company and one shift battalion chief officer.

The NFPD has served the community for 83 years. NFPD began as a volunteer fire agency viewed by the citizens as a community owned asset. The volunteers were active community participants with many holding elected or business leadership positions in the community. The relationship these volunteers maintained with the community was the NFPD's marketing and communications program. Volunteer firefighters made up significant portions of the NFPD through the 1950's when their membership peaked. As the community grew, the NFPD transitioned to a combination agency. A slow decline of volunteer members continued until 2004, when the NFPD discontinued the volunteer program.

Up until the mid 1980's, most NFPD career members lived in Novato or its adjoining communities. Like the volunteers, career members were leaders in their communities such as church congregations, local charity and parent school boards, or coaches of youth sports teams. With the economic realities of high priced housing affecting the San Francisco Bay area, many of these members moved out of the community because they could not afford the expensive home prices or they could get larger homes by living further away. Additionally, most new members joining the NFPD have not grown up in the community, do not live in the community

and could not afford to do so. The only residency requirement is for the fire chief to reside within the boundaries of the NFPD. Like the volunteer program, the NFPD lost many relationship marketing opportunities when members moved out of town or chose not to establish themselves in the community.

The community has also changed over the years. Novato has changed from a small agriculture based business city to a diverse suburban community. Many working adults commute to work in the San Francisco metropolitan areas outside of Novato. U.S. Census estimates from 2007 show mean commute times to work are 32.0 minutes for Novato residents. This exceeds the national average by 27%. Residents' civic engagement and community knowledge have decreased as commutes and work demands have increased.

The significance of this is that community members have described the NFPD as a great organization few people know about. The data will show the community values the NFPD and its members, but that they know less about the programs, services and web site. Up to this point, the NFPD has taken a technical problem solving approach to marketing and communications. This includes issuing press releases in response to significant incidents, delivering public education programs, occasionally sending public service announcements to local media outlets and responding to media or community generated concerns. There has been no measurement of community opinions towards the NFPD its members or programs. The NFPD does not take a proactive approach to inform the community of activities, programs, organizational values and member contributions. There has not been a strategic marketing and communications plan designed to assist in community leadership and financial positioning.

Fire agencies seldom conduct marketing research to determine measurable levels of community support and program knowledge. Several applied research projects have addressed

fire agency marketing. Many projects have determined if other fire agencies conduct marketing activities or have evaluated the need for such activities in their agency. This applied research project moves the study of fire agency marketing forward in the theory that a measurable marketing study or survey is a key element to initiate and design a successful community focused program based upon the survey findings.

As the Executive Development course at the National Fire Academy initiates many individual transformations, fire agencies can use adaptive leadership to transform their beliefs and values on how they communicate service and program excellence to the community. As previous research has shown, many fire agencies do not market or communicate organizational excellence or community leadership. There is a gap between fire agencies aspirations and their reality. Too often, fire agencies complain about a lack of community support, yet the agency has done little to market or communicate its merits. Traditional fire service approaches to marketing and communication miss an important first step. That step is to begin with a measurable survey to determine the community's views and opinions. The needs assessment forms the basis of a program designed to meet the community's expectations.

Fire agencies recognize the value of positive public perception and support. Positive public perception and support can ensure favorable financial environments and staffing levels resulting in successful operational readiness and response. A foundation of financial support and operational capability creates an environment for the fire agency to position itself as a community leader. Community leadership creates continued positive perception and support. A supportive community led by an operationally capable and community focused fire agency is less likely to face service delivery challenges. Secure service delivery capabilities, operational

capability and community programs, such as public education; create an environment to increase firefighter safety and the community's fire and life safety.

By creating a marketing and communications program, this applied research project links to the United States Fire Administration (USFA) operational objectives. First, an important component in this applied research project is targeted fire and life safety public education to specific groups identified through the marketing survey, primarily those under 14 years old and over 65 years old. Second, community support and leadership generates financial security that in turn creates the environment for the fire agency to continue promoting community based all-risk reduction plans, reducing the loss of life from fire and injury and responding to emerging issues. Finally, communities that have created integrated public information, public education and public relations programs create an environment for safer communities, which can increase firefighter safety.

LITERATURE REVIEW

The literature review first observes the theory of marketing and communications applied to each research question. Second, an appraisal of current marketing and communications research begins to narrow the subject. Third, specific details found in for profit and nonprofit businesses are evaluated as the literature review narrows further. Finally, an examination of fire service marketing and communication literature focuses on industry attributes. The literature review format follows the research questions. A summary of the observations and their influence on this applied research project will conclude the literature review.

Nonprofit sector literature was emphasized in answering the research questions for two reasons. First, there is abundant current research and second, there are many similarities between nonprofits and public sector agencies. By definition, nonprofit organizations are a legal structure

authorized by state law allowing community members to come together for a public purpose, such as a social service agency or hospital. The term public sector classifies both nonprofit and government entities.

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers and society. The theory of public sector marketing is that the organization provides, sells in business terms, intangible items such as family counseling or job training skills. The members of the nonprofit organizations transform intangible items into value for the customer (Drucker, 2005). In the transformation of intangible items, an exchange occurs, which results in reciprocal gain.

Researching the for profit sector, four components exist in traditional marketing: the product, price, place and promotion. Product is the good or service provided to the marketplace. Price is the amount of money used to acquire the product. Place is the distribution location where the exchange occurs. Promotion is the persuasive communications that the seller uses to inspire the buyer to act. This marketing mix is often referred to as the four P's.

Current public sector marketing research (Kotler and Lee, 2007) suggest modifying the four P's to the four C's. Product becomes the customer solution that delivers resolutions first by examining what the customer needs and then developing ways to reach the customer. Price becomes customer cost that refers to the amount of money, if any, a customer may exchange for the public sector service. Place becomes convenience that is the where, when and how customers access the service or product. Promotion becomes communication, which are the methods the agency uses to inform, educate or improve relations with the community.

Research (Bonk et al., 1999; Crutchfield and Grant, 2008; Drucker 2005) describes the strategic goal of a nonprofit marketing and communications plan is to focus on the community

and customer needs. The authors suggest that organizations examine and design programs from the customers' point of view. Further, one study (Crutchfield and Grant, 2008) suggests aligning nonprofit organizations' mission, vision and values to reflect those of the community in which they serve. From a financial security perspective, nonprofit development efforts are more successful when the values of the nonprofit reflect those of the community. The applicability of representing community values as a basis for strategic community leadership and financial security emerges in fire agency marketing literature.

Many fire agencies' mission statements explicitly declare protection and service to the community. Fire agencies bring to their communities public protection, prevention, fire and life safety support from emergency services and in exchange the community provides financial support by way of tax dollars (May, 2007). The goal of public sector marketing in fire agencies is to position the organization with positive public perceptions. Fire agency marketing and communications is the act of letting the community know that the fire agency does much more than extinguishing fires or helping sick and injured customers. Fire agency marketing is defining internally what makes the organization a community asset and communicating externally that fire agency does more than traditionally thought (Lasky, 2005). Fire service marketing is an integral part of the strategic placement of the agency within the community.

Businesses that provide products to sell in the marketplace can often determine the perception of the market based upon sales of one product compared to competing products. Service delivery organizations lack product sales figures to measure a tangible perception from the marketplace. Service delivery organizations, particularly nonprofits, have challenges measuring their perception in the market because the product they are providing is intangible.

Building community awareness starts with knowing how the community views the fire agency. Marketing in fire agencies is different from selling a product. It is more a matter of knowing your market – call it market research – of segmenting the market, or looking at your service from the recipient’s point of view (Drucker, 2005). Best practices and industry benchmark community based service delivery organizations invest in determining their perceptions in the market. Determining the perception of an organization is a key component in any marketing and communications program.

Knowledge of customers is another key theory in marketing. Businesses constantly seek to discover what their customers are thinking, what products and services they seek, how to deliver the desired products and services, what unique characteristics exist in target markets, what customers’ value and how the market’s perception of the organization. Contemporary business practice includes marketing research.

The theory behind market research is that it creates the foundation for a marketing campaign by linking the customer and the community to the marketer through measurable information. Information identifies and defines marketing opportunities and generates, refines, and evaluates marketing actions. Marketing research specifies the information needed to address these issues, designs a method for collecting information, implements a data collection process, analyzes the results, and communicates the findings (American Marketing Association, 2009).

Putting the theory in the context of recent research, in 2007, for profit businesses in the United States spent \$148.99 billion dollars in advertising (Wells, 2008). In 2006, marketing research spending in the United States exceeded \$12 billion dollars. This included all commercial, nonprofit and government spending. The federal government alone spent \$4.9 billion on market research. Most of the government spending went to nonprofit organizations or

data collection units within the federal government (Gold, 2007). Literature does not specify the amount of fire agency marketing research spending. Best practices and industry benchmark community based service delivery organizations invest in determining their perception in the market. Citizen data, particularly behaviors and profiles, can be critical in the formative marketing research, planning process and monitoring and evaluation of a marketing campaign. The customer survey tools make it easier to make strategic decisions, obtain approvals and report results (Kotler and Lee, 2007). The task of measuring the public's perceptions of fire protection, fire and life safety and community security is important in designing the strategic objectives of a marketing plan. The challenge for nonprofits and fire agencies is to allocate resources, time and money, to measure community perceptions.

With respect to customer surveys, there appears to be conflict with research recommendations and fire agency practice. Fire agency marketing and communications literature consistently state a need to evaluate the agency or the marketing efforts from the perspective of the community or customer. Some references discuss surveying the community, but few have actually done it. Fire Chief Randy Bruegman of the Fresno, California, Fire Department stated, "We have not undertaken any formal measures to how our message has been received from the general public" (May, 2006, p 102). Bonk, Griggs and Tynes (1999) stated, "Good media coverage is a prized commodity, built on a foundation of ... receiving strategic guidance from polls and market research, which can be surprisingly affordable" (p 2).

Two current applied research projects assess marketing and communications from a position of surveying other fire agencies marketing activities as a means of advocating for a marketing program in their agency. King (2008) acknowledges a need to create customer awareness of the fire agency, but does not measure community awareness and support. Orchard

(2004) describes the need to look at marketing from the perspective of the customer and policy maker, but does not discuss measuring the support or knowledge of the agency's programs. It is unknown why these authors did not measure community support and awareness using survey instruments. Fire agencies may resist utilizing market research methods due to a lack of resources, especially money and staff. Previous negative experiences may be another reason, particularly if marketing and communications have only been done during a crisis (Bonk et al., 1999). Fire agencies may take a technical approach in attitudes towards marketing in that there is a subjective belief the community needs and likes the fire agency therefore the community will always be supportive and appreciative. Fire agencies may also be inexperienced in designing strategic marketing and communications programs. Lastly, according to Ron Coleman, retired fire chief and California State Fire Marshal, "fire agencies may not conduct marketing research surveys because they may not like what they hear." (R. Coleman, personal communication, February 11, 2009).

One applied research project, Watson (2005), discusses measuring community support for a tax ballot measure. The measurement retrospectively examined voter behavior after a tax initiative election and attempted to project how the voters would perform when the tax renewal was presented to voters in 2008. Watson's city selected a survey sample size of 100 citizens to contact. Only 40 people were reached and consented to an interview. The author describes how an adaptive shift occurs when the city measures the community's perspective and value towards the fire agency. This creates new meaning for the voters in that the voter sides with the city in the need for alternative funding, a partnership between the voter and the city creates opportunities for the voter to influence others and that the voter supports decisions made by city government. The perspective and opinions of internal stakeholders is also considered as they are viewed as

important members of the marketing team. A customer focus combined with a survey and internal stakeholder marketing begins to establish a foundation for a marketing and communications plan.

Using measurable and objective data to determine community attitudes and knowledge of a fire agency is a keystone of sound business practices (Center for Public Safety Excellence, 2006). These practices are consistent with using data to make better decisions, especially strategic ones. The adaptive transformation occurs when fire agencies measure their performance data against recognized standards as a way of proving agency effectiveness and efficiency.

Promoting the use of data to improve market knowledge is a goal for marketing planning. Marketing research initiates the process of knowing what the customer wants and needs. From a business theory perspective, market segmentation is a continuation of marketing research. Market segmentation is the practice of dividing a large market into identifiable segments that have unique wants and needs. Market segments are those subsets of potential customers most likely to purchase a product or service. Businesses want to determine the potential market for their product or service, as well as the best ways to reach potential consumers (Terrell, 2005). Current research describes three basic factors that influence market segmentation: identification of the segment, measuring its size and the ease of access into the segment through promotional efforts.

First, basic market segmentation strategies identify geographic, demographic, psychographic and behavioral differences. Neighborhoods, zip codes, cities and counties would be examples of geographic segments. Age, gender, family size, family life cycle, race, income and education would be examples of demographic segments. Lifestyles, values, personality characteristics and social class are psychographic examples. Past purchasing, usage rate, benefits

sought and brand loyalty are examples of behavioral segments. For example, a large corporation may segment the potential customer base into an industrial market segment, business to business, and a consumer market segment, business to consumer. Kotler and Lee (2007) suggest utilizing a different mix of marketing tools for each segment, as businesses customers' behavioral, demographic, psychographic and geographical characteristics differ from consumers.

Second, an evaluation of the effective segment size would occur. In a for profit business setting, the segment size would need to be profitable in order to begin marketing efforts. Sound nonprofit business practices would evaluate the known or estimated program expenses to ensure a marketing campaign generating revenue from donations or grants would cover the program costs. Kotler and Lee (2007) present three options for public organizations to evaluate the segment size. The first is an undifferentiated segment, which considers the entire market as one segment. Another term for this strategy is mass marketing. Second is a differentiated segment where the organization targets and focuses on several segments and creates marketing offers to appeal to each one. The last segment size approach is called concentrated, which targets one segment and puts all marketing efforts into that segment. Most public service agencies take a differentiated segment approach. The USFA goals are an example of a differentiated segment approach with risk reduction strategies directed towards children and seniors.

Third, the ease of access into the market segments would be evaluated. In for profit, nonprofit and public sector organizations, there may be segments that are too costly to access and those segments that will never support marketing efforts or the company (Bonk et al., 1999). Examples in the for profit sector would be products of services with customer loyalty that creates an entry barrier or creates a situation where a large amount of resources would be needed to access the segment. In the nonprofit sector, segment entries may be hampered by other agencies

serving an existing market. An example of this would be a new nonprofit agency attempting to provide similar services in a segment already served by existing nonprofits. There may be market segments that never support fire agency marketing efforts. No amount of money would change the beliefs and may prove counterproductive if the segment understood the amount of money spent marketing to them.

Fire agencies research identifies a variety of differentiated target markets and in two cases, the challenges in accessing the segments. The USFA operational objectives identify two demographic market segments with people under age 14 and those over 65 years old. Orchard (2004) describes difficult access into a community identified as 80% Asian; a demographic and psychographic segment based upon race and the values of the race. An extreme example of an entry barrier a for community tax measure is best summarized by a failed November 2008 levy initiative for enhanced fire protection in San Diego County, California. Despite suffering 21 fatalities and property losses in excess of \$3 billion dollars from the wildland fires of 2003 and 2007 (National Fire Protection Association, 2008), a marketing and communications program was unable to convince a fiscally conservative and government mistrusting segment of the county to approve a \$52 dollar per parcel tax measure for fire protection (Spagat, 2008). Based upon values, personality traits and past voter performance, psychographic and behavioral differences influenced the outcome.

The word initiative describes the process of starting a course of action. Marketing initiatives from a theory perspective are the starting point for marketing and communications resulting from the combination of marketing research and a marketing plan. Once the marketing research has been completed and the target markets identified, the most cost effective components of a marketing plan become the applied initiatives designed to achieve goals. To put

it another way, marketing initiatives are the tactical components of the strategic marketing plan. There are numerous profit and nonprofit organizational initiatives designed to promote community leadership and financial positioning. In fact, most large corporations maintain community relations or corporate communications departments whose goal is to position the company in a positive fashion within the corporate and geographical communities. An example of an active corporate communications department is the Fireman's Fund Heritage Program that supports fire agencies across the United States. Initiatives used include outreach marketing via web pages; print marketing in trade journals and postcards (Fireman's Fund, 2009).

Research recommends making contact with the customer multiple times over the course of the year. In an interview with Bonk et al. (1999), Hamilton County, Ohio, Department of Human Services Director Don Thomas describes, "People regularly hear from us and connect with the issues. We are not going to them just for a vote every few years." (p 6). As part of the long term strategic positioning, agencies are encouraged to lay the foundation of community support in advance of asking for the community's support by way of tax initiatives or bond measures.

In the landmark fire agency marketing strategy document, FEMA (1998) describes successful marketing initiatives as containing elements of public information, public education and public relations. The FEMA marketing report stresses the importance of fire and life safety prevention programs and the theory that public education and information play an equal importance to response operations in preventing harm. There are numerous initiatives available to fire agencies.

Bonk et al. (1999) discuss broad nonprofit theory of ongoing communications activities including positive media relations, securing positive editorial and columnist support, the

identification and training of spokespeople, building media partnerships, being mindful of internal communications, advertising consideration and the creation of a crisis control plan. Numerous communication channels make up the marketing initiative mix. Kotler and Lee (2007) move from theory to relevant tools by describing several broad communications categories including advertising, public relations, special events, direct marketing, printed materials, special promotional items, signage and displays and personal communication channels. Numerous communication tools are available to choose from including print and banner advertising, opinion editorial memos, public safety fairs, direct mail marketing, printed brochures and newsletters, promotional items such as t-shirts and hats, safety signs posted in front of the fire stations and face-to-face communications.

Three successful fire service marketing initiatives include a pair of partnerships between academic institutions and fire agencies (Ray, 2006, Howard Community College, 2008) and a well-known fire agency that excels at customer service (Kotler and Lee, 2007). Ray discussed how the FDNY partnered with Columbia University to create a recruitment marketing campaign designed to increase minority applicants to the FDNY. The campaign highlighted the benefits of the profession including job flexibility. In 2008, Ellicott City Fire Department approached the business school at Howard Community College to help with marketing and fundraising. The college held a creative contest, based upon the television program “The Apprentice” where student teams presented marketing and communications proposals to the fire agency. The fire agency selected the best proposal for implementation. Kotler (2007) devotes almost the entire customer service chapter of his book describing the Phoenix Fire Department’s (PFD) customer service program. Kotler highlights PFD’s department history relating to customer service, philosophy and cites numerous examples of exceptional customer service. Most importantly,

Kotler describes how PFD's customer service program has translated to financial security for the department and the leadership positions in PFD's city community and the American fire service.

In summary, the literature influenced the project by substantiating that strategic marketing development is in alignment with best practices. In particular, that a marketing survey meets best practices in for profit and nonprofit literature and exceeds best practices in the fire service industry. Two items of interest were the conflict on the identified need to measure customer perspectives, yet only one reference surveyed customers. The second item of note was the creative academic-fire agency partnerships. These resourceful partnerships have the ability to create cost effective marketing solutions for the fire agency and provide relevant marketing skill development for students.

PROCEDURES

This applied research project utilized literature review and survey methods to develop the final study results. Literature review evaluated the research questions and the customer survey instruments specifically addressed the research question, what are the community's perceptions of the NFPD, its programs and services.

Literature review using periodical, non-periodical and online sources was conducted at the National Fire Academy in Emmitsburg, Maryland, and California State University, Sonoma to define and identify the unique characteristics and importance of public sector marketing, in particular fire agency marketing. Literature review examined for profit businesses, the nonprofit sector and finally fire agencies to address the research questions.

Extensive questionnaire and survey research using two data collection tools examined community perception of the NFPD, service levels, its members and programs. The survey also identified target segments of the community. The first research instrument documents a summary

of results from an ongoing customer satisfaction survey program the NFPD initiated in 2004. Second, the NFPD conducted a community market research opinion survey in October 2008 as part of this research project. The purposes of the customer satisfaction survey and community market research opinion survey were to determine the ongoing community impression of the NFPD, its members and programs, to determine the needs of segments within the community and to provide the foundation for a marketing and communications program.

Customer Satisfaction Survey

The customer satisfaction survey measures customer approval levels of the NFPD. Developed in 2004, the ongoing survey seeks to measure customer satisfaction from emergency calls for service, public education classes and fire prevention inspections. The customer satisfaction survey is mailed monthly to a selected mix of customers whose addresses are chosen from the NFPD's records management software. Each month the administrative supervisor randomly selects 50% of the emergency medical services (EMS) calls and 100% of all other calls for service including fires, rescues and public service incidents from the previous month. In addition, all students attending public education training classes such as CPR and disaster preparedness receive a satisfaction questionnaire. The reason that the NFPD selects only half of the EMS calls is that they represent 57% of the total call volume and comprise the largest segment of survey cards. Other criteria where customers would not be selected include multiple calls to the same address where only one card is mailed or calls involving juvenile patients where no parent or legal guardian is identified in the patient care record. The survey cards are self-addressed and stamped to improve the response rate. Prior to initiating this program in 2004, the NFPD sampled questions with members of the NFPD and selected customers to test the survey instrument for clarity. Staff periodically reviews the instrument for currency and applicability.

From April 1, 2004 to August 31, 2008, a total of 10,835 surveys have been mailed with 2,314 completed surveys returned for a response rate of 21%.

After an introductory statement asking the respondents to take a few moments to help the NFPD improve services by sharing their opinion, the survey asks nine questions. The survey uses forced choice responses and offers four scoring criteria: strongly agree, agree, disagree and strongly disagree. Question 1 asks the respondent if their 911 call was answered promptly. Question 2 asks the respondent if a cell phone was used. The response boxes for Questions 2 are yes and no. Question 3 asks if the 911 operator was courteous. Question 4 asks the respondent if the NFPD responded promptly. Question 5 asks if the NFPD personnel were courteous. Question 6 asks if the NFPD personnel were helpful. Question 7 asks if the NFPD personnel took time to explain their actions. Question 8 asks if overall, the respondent is satisfied with the NFPD service. Question 9 asks the type of call to include fire/smoke, medical aid, public service or other. Following the questions, an open-ended comments section is included and a request for the NFPD to contact the respondent if the respondent wants to discuss the service received. NFPD's policy is for a command chief officer to make contact within 24 hours of receipt of any service complaint.

A fire loss management division also uses a customer survey instrument to measure customer satisfaction with fire inspections, public information classes and plan reviews. After an introductory statement asking the respondents to take a few moments to help the NFPD improve services by sharing their opinion, the survey asks eight questions. The survey uses forced choice responses and offers four scoring criteria: strongly agree, agree, disagree and strongly disagree. Question 1 asks the respondent if their call or question was responded to promptly. Question 2 asks the respondent if office staff was courteous. Question 3 asks the respondent if NFPD

personnel arrived on time. Question 4 asks the respondent if Fire District personnel were courteous. Question 5 asks if the NFPD personnel took time to explain what needed to be done or actions that could be taken to help the situation. Question 6 asks if the NFPD personnel were professional. Question 7 asks if the NFPD personnel were knowledgeable. Question 8 asks if overall, the respondent is satisfied with the NFPD service. Following the questions, an open-ended comments section is included and a request for the NFPD to contact the respondent if the respondent wants to discuss the service received. NFPD's policy is for a command chief officer to make contact within 24 hours of receipt of any service complaint.

Community Market Research Opinion Survey

The NFPD contracted with a marketing research firm, Q & A Research, Inc. of Novato, California to conduct a community market research opinion survey. The survey's purpose is to measure the community's opinion of the NFPD and to measure the current awareness of NFPD's programs and personnel. The survey was developed to establish measurable benchmarks to design the community based marketing program and to provide a quantifiable comparison of the marketing program's effectiveness when the market research opinion survey is conducted again in two years. In 2010, the NFPD will conduct an identical survey with a different sample group using a similar representative mix.

The NFPD purchased a mailing list from a San Rafael, California company specializing in residential mailing lists. The mailing list has similar specifications to the population being surveyed. Based upon recommendations from past mailed residential surveys, a sample size of 4000 ensures a minimum return of 400 surveys. A return of 400 surveys achieves the 95% confidence level that the results are within a plus or minus 5% margin of error of the NFPD's 63,000 population. Within the NFPD, single-family residences account for 60% of the total

residences while apartment and condominiums, account for 40%. Within the representative mix of single and multiple occupancy residences, a weighted mix of the three Novato zip codes was measured. One zip code accounts for 40% of the population, the other two zip codes each account for 30%. The 4000 surveys were then mailed to a representative mix of residences and zip codes; every Novato household had an equal chance of receiving a survey and participating. U.S Census estimates 20,537 housing units in Novato based upon the American community survey three year estimate 2005-2007. Approximately 19% of the housing units in Novato received the survey. Q & A Research conducted the survey between October 3 and October 27, 2008. A total of 502 surveys were returned for a response rate of 12.6%.

NFPD staff provided objectives to Q & A Research on answers sought from the community. A collaboration of NFPD and Q & A Research staff created the questions. This resulted in a four-page survey with 23 open, closed-ended, and forced choice questions. Prior to mailing, the survey was tested for clarity with NFPD and Q & A staff as well as six community members. These test results were not counted as returned surveys.

A subset of 17 questions asked the respondents about their opinion of the NFPD, its members and programs. Of these questions, 15 were closed-ended and two open-ended allowing the respondent to offer opinions of additional program offerings, web site improvements and general comments. The final six questions created classification and demographic profiles. These profiles help to identify the target market segments for the NFPD's marketing and communication program.

The survey begins with a short note from the fire chief stating the NFPD's mission and a request for the respondent to complete the survey. A self addressed, postage paid envelope is included in an effort to increase the response rate.

Question 1 asks the respondent how they best characterize their personal experience with the NFPD. Forced choices of personal experience with the NFPD in an emergency situation, personal experience with the NFPD in a non-emergency situation and no personal experience with the NFPD are offered.

Question 2 asks the respondent based on personal experience, what the respondent may have heard, or any impressions the respondent may have, what is their overall opinion of community services. Choices offered are: (a) NFPD, (b) Novato Police Department, (c) Marin County Sheriff Department, (d) North Marin Water District and (e) Novato Waste Disposal. A rating scale of one to five is offered with one being very unfavorable and five being very favorable for each selection.

Question 3 asks the respondent based on their personal experience, what they may have heard, or any impressions they have, how would the respondent rate the NFPD relative to other fire departments they have interacted. A rating scale of one, much worse, to five, much better, is offered as is “don’t know”.

Question 4 asks the respondent about their awareness of NFPD programs or services. Aware and unaware are the offered choices for the following programs: (a) fire prevention education, (b) earthquake/disaster preparedness education, (c) student ride-along programs, (d) sudden oak death syndrome education, (e) fire squirts camp, (f) public access defibrillator program, (g) brush clearance weed abatement, (h) CPR and homeowners emergency action response training, (i) fall prevention classes and (j) business emergency preparedness training. An “aware” or “unaware” category is offered to the respondent for each selection.

Question 5 asks the respondent to rate based on their personal experience, what the respondent may have heard, or any impressions they may have, how would the respondent rate

the NFPD's work in each of the following: (a) fire prevention education, (b) earthquake/disaster preparedness education, (c) student ride-along programs, (d) sudden oak death syndrome education, (e) fire squirts camp, (f) public access defibrillator program, (g) brush clearance weed abatement, (h) CPR and homeowners emergency action response training, (i) fall prevention classes and (j) business emergency preparedness training. A rating scale of one, poor, to five, excellent, is offered as is "don't know" for each selection.

Question 6 is an open-ended question asking what other programs or services would the respondent like to see the NFPD offer to the public. Three lines of space are offered to the respondent to answer in their own words and provide a personal opinion.

Question 7 asks the respondent to rate the NFPD's personnel based on the respondent's personal experience, what they may have heard, or any impressions they may have, how would the respondent rate NFPD's personnel in each of the following areas: (a) friendliness and courtesy, (b) knowledge, (c) training, (d) professionalism, (e) responsiveness, (f) compassion and (g) trust. A rating scale of one, poor, to five, excellent, is offered as is "don't know" for each selection.

Question 8 asks respondents to rate the NFPD's emergency response time based upon personal experience, what the respondent may have heard, or any impressions the respondent may have. A rating scale of one, poor, to five, excellent, is offered as is "don't know".

Question 9 asks the respondent's awareness that most NFPD firefighters are also paramedics. A forced choice response of "yes" or "no" is offered to the respondent.

Question 10 asks respondent's awareness levels that 911 calls placed from cellular phones can result in longer response times compared to landline phones. A forced choice response of "yes" or "no" is offered to the respondent.

Question 11 offers a statement that the NFPD is funded almost exclusively from tax dollars and then asks the respondent to rate the value the community receives from the NFPD compared to other taxpayer funded community service. A rating scale of one, poor, to five, excellent, is offered as is “don’t know”.

Question 12 is designed to provide the NFPD program development or marketing opportunities by asking the respondents if their household has the following: (a) a planned emergency escape route, (b) a fire extinguisher on each floor, (c) defensible space with brush and tree branches cleared around the respondent’s residence, (d) an emergency disaster kit with flashlight, bottled water and canned food and (e) a first aid kit. A forced choice of “yes” or “no” is offered to the respondent for each selection.

Question 13 follows up on the previous household emergency preparation question by asking the respondent if they have done the following: (a) routinely check the fire and smoke alarms, (b) routinely checking the fire sprinkler system, (c) keeping rain gutters clean, (d) having first aid or CPR training and (e) periodically inspecting or sweeping their chimney. A response of “yes” or “no” is offered to the respondent for each selection as is not applicable.

Question 14 begins a survey of the NFPD’s web site. It asks the respondent if they have ever visited the web site. A forced choice of “yes” or “no” is offered to the respondent. Following this question, a brief statement is presented seeking feedback on the NFPD’s web site and inviting the respondent to visit the web site along with the URL address.

Question 15 asks the respondent their overall opinion of the NFPD’s website. A rating scale of one, poor, to five, excellent, is offered as is “don’t know”.

Question 16 asks the respondent if the website was helpful in terms of getting information of interest to the respondent. A rating scale of one, poor, to five, excellent, is offered as is “don’t know”.

Question 17 is an open-ended question asking what changes, if any; the respondent would like to see made to the NFPD’s web site. Two lines of space are offered to the respondent to answer in their own words and provide a personal opinion.

The last six questions are for categorization and demographic purposes to aid the NFPD in identifying the target market segments marketing and communication program. A statement is made to the respondent that the questions are for classification purposes and will remain confidential.

Question 18 asks the respondent if they own or rent their current Novato residence. A response of “own” or “rent” is offered to the respondent.

Question 19 asks the respondent if their residence is a: (a) single family home, (b) a townhouse, apartment, or condominium, or (c) other.

Question 20 asks the respondent how long they have lived in Novato. Space is included to the side of the question for this closed-ended response.

Question 21 asks the respondent’s age. Space is included to the side of the question for this closed-ended response.

Question 22 asks the sex of the respondent. A choice of male and female are provided for their response.

Question 23 asks the responded to list the number of people, including themselves, who reside in their household. Selections of age ranges are offered which include: (a) 65 and older,

(b) 18 to 64 years, (c) 13 to 17 years, (d) 7 to 12 years, (e) 2 to 6 years and (f) under 2 years. A line is included next to each range for the respondent to fill in.

Assumptions and Limitations

Limitations include a lack of current fire agency literature referencing specific marketing details, the halo effect potential during the administration of both survey instruments, concerns about anonymity with one survey instrument, the delivery timing of both instruments and the complexity of one survey instrument.

Current literature falls short, particularly for fire agencies, with marketing specifics that address when, where and how to market and communicate. Two literature documents, Bonk, Griggs and Tynes (1999) and FEMA (1998), were utilized as they were the only ones in circulation that address marketing specifics such as the when, where and how to market and communicate in nonprofit and fire agencies. Both references appear in current applied research projects including Orchard (2004) and Watson (2005).

The halo effect may limit the data accuracy from both survey instruments. Unintentional positive bias may occur with the monthly customer service survey card as the NFPD responded to the customer's emergency or service request in the previous month. The customer may also be concerned with sharing candid data or opinions, as there is a lack of anonymity with the document. While the address label had no name on it and is mailed to "Resident at..." the customer knows that the NFPD mailed the document. Some respondents have returned the surveys with the address label removed. Another limitation with the customer service survey card is that only the overall score is reported to the policy makers and included in this report. Most all respondents score identical results to each question.

A time constraint with the community marketing research survey was considered. Marketing instrument creators expressed concern over the possibility the marketing research opinion survey would be competing with numerous mailed general election campaign literature in October 2008. Extensive discussions occurred as different mail timeframes were considered. A concern with changing the period to mail the survey into November or December would have competed with mailed holiday print materials. Ultimately, the marketing team decided to mail the survey prior to the general election.

The monthly customer satisfaction survey was not as sophisticated as the marketing research opinion survey. Conversely, the 23 questions on the community marketing research survey may have been too complex. Not all respondents answered the questions and some questions received partial answers. The respondents may have viewed the four-page survey as too complicated and time consuming.

RESULTS

The literature review produced answers to research questions 1, 3 and 4. The survey instruments generated answers to research question 2. The framework of the NFPD's marketing and communications program as part of the action methodology answers research question 5.

Research Question #1: What is public sector marketing and why is it important?

As the literature revealed, public sector marketing is the process for creating, communicating, delivering, and exchanging offerings that have value for customers and society. Fire agencies bring to their communities public protection, prevention, fire and life safety support from emergency services and in exchange the community provides financial support by way of tax dollars (May, 2007).

Public sector marketing in fire agencies is strategically positioning the organization in the community by creating positive public perceptions. Fire agency marketing and communications is the act of letting the community know that the fire agency does much more than extinguishing fires or helping sick and injured customers. Fire agency marketing is defining internally what makes the organization a community asset and communicating externally that fire agency does more than traditionally thought (Lasky, 2005).

Applying Kotler's concept of the four C's to fire agencies, customer solutions are constantly delivered by fire crews. The fire service has been called the provider of last resort. When customers do not know where to turn to solve a problem, the customer turns to the fire service. It is important to note that customer solutions are focused on the needs of the customer. Customer cost for fire agencies typically describes tax revenues, fees for service such as emergency medical service fees or fire inspection cost recovery programs. Convenience of access is a critical concern from a customer and a public safety perspective. The implementation of the 911 emergency phone number and the ability of the customer to access fire and life safety services in a matter of minutes highlight convenient access. Convenience is also the customers' perception on the ease of access, hours of operation and service delivery options. Finally, communication is the mix of marketing tools such as public information, public education and public relations directed towards a community to inspire them to act favorably towards fire agencies.

Research Question #2: What are the community's perceptions of the NFPD, its programs and services?

The challenge for the NFPD is to measure community perceptions based upon the intangible services of providing protection, fire and life safety and ultimately security. Broad

overview of the NFPD survey report shows that the community respondents view the organization in an extremely favorable light. Evaluative ratings are very high on a host of dimensions (Q & A Research, 2008). These include a high overall opinion, 91%, in relation to other service providing agencies; high marks for NFPD personnel 93% to 97% based upon several attributes such as knowledge, trust and compassion; and a strong belief, 88%, that the community receives a high value for its tax dollars in relation to other taxpayer-funded services. The community has some knowledge of the NFPD's programs, 75% to 12%, but only 9% of the respondents have visited the web site. The data results serve as the strategic starting point to create the NFPD's marketing and communications program.

Customer Satisfaction Survey

Of the 2,314 respondents who were surveyed from April 1, 2004 to September 1, 2008, 2,174 (94%) returned an overall rating of strongly agree, 136 (6%) returned a rating of agree, 2 (0%) returned a rating of disagree and 2 (0%) returned a rating of strongly disagree.

Community Market Research Opinion Survey

Q & A Research methodology considers a score of four or five a favorable to very favorable rating, considers a score of three a neutral rating and considers a score of two or one an unfavorable to very unfavorable rating. A total of 502 surveys were returned although respondents did not answer all questions. The number of respondents to each question is first noted and then calculated as a percentage of total responses.

Question 1 – How would you best characterize your personal experience with the NFPD?

A group of 491 (98%) respondents answered this question. Respondents who have had personal experience with the NFPD in an emergency situation measured 219 (45%), who have

had personal experience with the NFPD in a non-emergency situation measured 106 (22%) and who have had no personal experience with the NFPD measured 166 (34%).

Question 2 – Based on your personal experience, what you may have heard, or any impressions you may have, what is your overall opinion of each of the following community services?

A group of 458 (91%) respondents answered this question regarding the NFPD. Respondents returning a score of four or five measured 415 (91%), respondents returning a score of three measured 35 (8%) and respondents returning a score of two or one measured 8 (2%).

A group of 429 (85%) respondents answered this question regarding the North Marin Water District, a special district providing the community's drinking water. Respondents returning a score of four or five measured 325 (76%), respondents returning a score of three measured 81 (19%) and respondents returning a score of two or one measured 23 (5%).

A group of 429 (85%) respondents answered this question regarding the Novato Waste Disposal, the trash and recycling company serving Novato. Respondents returning a score of four or five measured 301 (70%), respondents returning a score of three measured 103 (24%) and respondents returning a score of two or one measured 25 (6%).

A group of 363 (72%) respondents answered this question regarding the Marin County Sheriff's Department that provides law enforcement to the unincorporated 48 square miles of the NFPD. Respondents returning a score of four or five measured 250 (69%), respondents returning a score of three measured 98 (27%) and respondents returning a score of two or one measured 15 (4%).

A group of 435 (87%) respondents answered this question regarding the Novato Police Department that provides law enforcement to the City of Novato. Respondents returning a score of four or five measured 297 (68%), respondents returning a score of three measured 89 (20%) and respondents returning a score of two or one measured 49 (11%).

Question 3 – Again, based on your personal experience, what you may have heard, or any impressions you have, how would you rate the Novato Fire Protection District relative to other fire departments you have interacted with?

A group of 270 (54%) respondents answered this question. Respondents scoring the NFPD as much better than other fire departments measured 98 (36%), better than other fire departments measured 90 (33%), about the same as other fire departments measured 78 (29%), worse than other fire departments measured 2 (1%), much worse than other fire departments measured 2 (1%).

Question 4 – Which of the following Novato Fire Protection District programs or services are you aware of?

A group of 473 (94%) respondents answered this question. For fire prevention education 355 (75%) respondents have stated awareness, for earthquake and disaster preparedness education 317 (67%) respondents have stated awareness, for brush clearance weed abatement 303 (64%) respondents have stated awareness, for CPR and homeowner's emergency action response training 208 (44%) respondents have stated awareness, for public access defibrillator program 132 (28%) respondents have stated awareness, for student ride along program 100 (21%) respondents have stated awareness, for sudden oak death syndrome education 80 (17%) respondents have stated awareness, for business emergency preparedness training 76 (16%)

respondents have stated awareness, for fall prevention classes 66 (14%) respondents have stated awareness and for the fire squirts summer camp 57 (12%) respondents have stated awareness.

Question 5 – Based on your personal experience, what you may have heard, or any impressions you may have, how would you rate the Novato Fire Protection District’s work in each of the following?

A variety of respondents answered each question. Results are listed if the respondents rated the programs favorable or highly favorable. For fire prevention education 262 (83%) respondents rated the program favorable or highly favorable, for earthquake and disaster preparedness education 231 (79%) respondents rated the program favorable or highly favorable, for CPR and homeowner’s emergency action response training 159 (77%) respondents rated the program favorable or highly favorable, for brush clearance weed abatement 231 (76%) respondents rated the program favorable or highly favorable, for business emergency preparedness training 77 (74%) respondents rated the program favorable or highly favorable, for public access defibrillator program 105 (72%) respondents rated the program favorable or highly favorable, for student ride along program 70 (66%) respondents rated the program favorable or highly favorable, for the fire squirts summer camp 61 (66%) respondents rated the program favorable or highly favorable, for fall prevention classes 70 (64%) respondents rated the program favorable or highly favorable and for sudden oak death syndrome education 73 (55%) respondents rated the program favorable or highly favorable.

Question 6 – What other programs or services would you like to see the Novato Fire Protection District offer to the public?

A group of 54 (11%) respondents answered this open ended question with comments. Appendix D contains the detailed answers.

Question 7 – Based on your personal experience, what you may have heard, or any impressions you may have, how would you rate the Novato Fire Protection District’s personnel in each of the following areas?

Ratings of four to five signifying excellent were measured in this question. Friendliness and courtesy returned an excellent rating of 408 (97%) of respondents, knowledge 365 (95%) of respondents, training 320 (95%) of respondents, professionalism 391 (95%) of respondents, responsiveness 388 (95%) of respondents, compassion 358 (93%) of respondents and trust 368 (95%) of respondents.

Question 8 – Based on your personal experience, what you may have heard, or any impressions you may have, how would you rate the Novato Fire Department’s emergency response time?

A group of 387 (77%) respondents answered this question. Respondents scoring the NFPD with an excellent response time measured 364 (94%), an average response time measured 23 (6%). No respondents scored the NFPD with a poor or very poor response time.

Question 9 – Are you aware that most Novato Fire Prevention District’s firefighters are also paramedics?

A group of 492 (98%) respondents answered this question. Respondents stating awareness of the majority of firefighters also being paramedics is 364 (74%).

Question 10 – Are you aware that a 911 call placed from a cell phone results in a longer response time than a 911 call placed from a land telephone line?

A group of 492 (98%) respondents answered this question. Respondents stating awareness that cellular 911 calls may result in a longer response time is 300 (61%).

Question 11 – As you may know, the Novato Fire Prevention District is funded almost exclusively from tax dollars. How would you rate the value the community receives for its tax dollars from the Novato Fire Prevention District compared to other taxpayer funded community services?

A group of 367 (73%) respondents answered this question. Respondents stating an excellent community value for tax dollars is 240 (65%), respondents stating a good value for tax dollars is 86 (23%), respondents who were neutral is 34 (9%), respondents stating a poor value for tax dollars is 4 (1%) and respondents stating a very poor value for tax dollars is 3 (1%).

Question 12 – Which of the following, if any, does your household have?

A group of 492 (98%) respondents answered this question. Respondents stating they had defensible space is 423 (86%), respondents stating they had a first aid kit is 408 (83%), respondents stating they had an emergency or disaster kit is 339 (69%), respondents stating they had a planned emergency escape route is 330 (67%), respondents stating they had a fire extinguisher on each floor is 285 (58%).

Question 13 – Are any of the following tasks done by you, someone in your household, a landlord or property manager (In not applicable please check N/A)?

A group of 448 (89%) have stated they keep rain gutters clean, a group of 471 (86%) have stated they routinely check fire/smoke alarms, a group of 350 (65%) have stated they periodically have chimney inspected and swept, a group of 437 (61%) have stated they participated in first aid or CPR training and 132 (52%) have stated they routinely check their fire sprinkler system. The groups vary in numbers and percentage as not applicable was a choice.

Question 14 – Prior to this survey, had you ever visited the Novato Fire Protection District's web site?

A group of 487 (97%) respondents answered this question. Respondents stating they had not visited the web site were 443 (91%). Respondents stating they had visited the web site were 44 (9%).

Question 15 – What is your overall opinion of the Novato Fire Protection District’s web site?

A group of 92 (19%) respondents answered this question. The higher response compared to the 44 respondents stating they had visited the web site in Question 14 was due to the invitation to visit the web site in the survey instructions. The respondents overall good to excellent opinion of the web site was 77 (84%).

Question 16 – How useful was the web site in terms of getting information that is of interest to you?

A group of 86 (18%) respondents answered this question. The higher response compared to the 44 respondents stating they had visited the web site in Question 14 was due to the invitation to visit the web site in the survey instructions. The respondent found the web site’s information to be useful 65 (76%) of the time.

Question 17 – What type of information would you like to see offered on the Novato Fire Protection District’s web site?

A group of 26 (5%) respondents answered this open ended question with comments. Appendix D contains the detailed answers.

Question 18 – Do you own or rent your current Novato residence?

A group of 488 (97%) respondents answered this question. The majority of respondents reported that they owned their residence 444 (91%) while 44 (9%) rented their residence.

Question 19 – And is this residence a ...?

A group of 495 (99%) respondents answered this question. Respondents inhabiting single family homes totaled 360 (73%), respondents residing in townhomes, apartments, or condominiums totaled 112 (23%) while other accounted for 23 (5%) of responses.

Question 20 – How long have you lived in Novato?

A group of 494 (98%) respondents answered this question. The median length of the respondents living in Novato is 21.0 years. The mean length of the respondents living in Novato is 23.3 years. Respondents living in Novato for 10 years or less are 120 (24%). Respondents living in Novato for 11 to 20 years are 115 (23%). Respondents living in Novato for 21 to 30 years are 105 (21%). Respondents living in Novato for more than 30 years are 154 (31%).

Question 21 – What is your age?

A group of 473 (94%) respondents answered this question. The median age of the respondents living in Novato is 60.0 years old. The mean age of the respondents living in Novato is 59.7 years old. Respondents between 25 and 34 years old are 16 (3%). Respondents between 35 and 44 years old are 59 (12%). Respondents between 45 and 54 years old are 96 (20%). Respondents between 55 and 64 years old are 132 (28%). Respondents 65 years and older accounted for 170 (36%).

Question 22 – Are you a male or female

A group of 489 (97%) respondents answered this question. Men respondents accounted for 220 (45%) of the total, women 269 (55%).

Question 23 – Including yourself, how many people in each of the following age ranges currently reside in your household?

A group of 424 (84%) respondents answered this question. Table 1 lists the details.

Table 1

Age Ranges Currently Residing in Household

Household Size	Total Household	Age Ranges					
		Under 2 years	2 to 6 years	7 to 12 years	13 to 17 years	18 to 64 years	65 years or over
None	0%	97%	93%	90%	89%	33%	59%
1	33%	2%	4%	8%	7%	24%	25%
2	36%	0%	2%	2%	4%	33%	16%
3 or more	31%	0%	0%	0%	0%	10%	0%

Research Question #3: What market segments and target markets exist in the NFPD?

The identified market segments utilized a variety of sources including U.S. Census data, marketing research development data and the data results from the Q & A Research study. U.S. Census data provided geographic and demographic segmentation data while the Q & A Research study provided psychographic and behavioral segmentation data as well as geographic and demographic data.

An even split between men (25,614) and women (25,619) residents is estimated. In particular, the U.S. Census data (2008) estimates related to the USFA operational objectives reveal 8,940 in the age group under age 14 and 6,685 in the age group over 65. Another example of a NFPD market segment is the estimate of the number of homes in the wildland urban

interface (13,800 homes). The wildland urban interface fire areas are specific homes identified as being located in the very high fire hazard severity zone based on the requirements of the code adopted by the State of California. If the U.S. Census data estimates the average Novato household size at 2.58 people then an estimated 35,600 people reside in the wildland urban interface zone. One other important identified market segments in the NFPD are persons with disabilities, 6,983 or 14.7% of the population. Finally, 19.1%, or 9,074 residents have resided in their home for less than one year. One of the limitations with the 2005 – 2007 U.S. Census data estimates is that they are based on city limits and not zip codes. Approximately 12,000 residents of the NFPD reside outside the Novato city limits. Detailed data on these residents will be available when the decennial census is conducted in 2010.

During the design phase of the marketing research project, Q & A Research identified several market segments. These include 17,963 detached homes in the NFPD, 878 business operations with five or more employees, and 8,339 households with a member over the age of 60. Demographic data from the respondents in the Q & A Research marketing research survey appear in the results section of this applied research project.

Several prospective segments have been identified. Each one of these figures represents an opportunity to increase fire and life safety and to increase the resident's awareness of the NFPD. An additional data layer could be identified that would include voting patterns in these prospective segments. This data layer would be helpful particularly if the NFPD proposes a bond or tax measure to the community. Finally, a determination would be made on the ability of the NFPD to penetrate the market segments. There appear to be few external barriers to entry as the data shows a high degree of support and loyalty to the NFPD. Internal barriers to entry such as limitations of resources, time and money, could influence segment penetration.

Research Question #4: What successful strategic marketing initiatives have been applied by other fire agencies and public sector organizations?

Three successful fire service marketing initiatives include a pair of partnerships between academic institutions and fire agencies and a benchmark customer service delivery fire agency. The first academic-fire agency partnership involves the Fire Department New York (FDNY) and the Columbia Graduate School of International and Public Affairs (SIPA). In 2006, the FDNY approached SIPA with a request to help change the method of marketing the recruitment of future firefighters. SIPA used second year graduate students to complete the project. After studies that included focus groups, SIPA recommended the FDNY take a gentler approach in recruiting future firefighters by deemphasizing the heroics and emphasizing the flexibility of the work schedule and benefits of the profession (Ray, 2006).

A second partnership project involved the Ellicott City, Maryland, Volunteer Fire Department and the Howard, Maryland, Community College. The volunteer fire department approached a business school professor to request marketing and fundraising assistance. An innovative approach based upon the television program “The Apprentice” involved groups of students presenting their marketing plans to the fire department for consideration and implementation (Howard Community College, 2008).

The third successful fire agency marketing program is the PFD’s customer service program. Built around the PFD’s mission, “Prevent Harm. Survive. Be Nice.”, and their slogan, “Our Family Helping Your Family” the PFD is widely recognized as the standard for exceptional customer service. The program’s foundation is a strategy of adding value to every encounter. The benefits include successful business outcomes, financial security, and high staff satisfaction and

retention levels. Community leadership opportunities have also increased for PFD in their city community and the fire service community (Kotler and Lee, 2007).

Research Question #5: Action research to implement the NFPD's marketing and communications plan.

In answering the action research question, the NFPD is implementing initiatives based upon the results from the marketing research, market segments and the benchmark initiatives from other agencies. Based upon this applied research project, a web site revision will create a customer friendly experience, bi-weekly newspaper advertisements will appear in the Novato newspaper, the NFPD will mail an annual report to the entire community and begin a postcard campaign to both residential and businesses customers. Finally, recognizing that internal communications are an important aspect the success of the initiatives, an internal quarterly newsletter will be mailed to all current and retired members of the NFPD (Rubino, 2008). The goal is to touch members of the community at least three times per year with safety messages directed at market segments at greatest risk. A secondary goal is to highlight the members of the NFPD as a way of displaying excellence and community service. A local advertising company, Big Cat Advertising of Novato, California, has been assisting the NFPD in the marketing deployment. Further details of the NFPD's marketing and communications plan are located in Appendix E.

The goal of the NFPD's initiatives correspond to the strategic view of the future in FEMA's strategic marketing planning with respect to increasing prevention activities, placing the NFPD in a favorable position to compete for scarce resources, meeting the changing demographics of the community, demonstrating effective government through objective measurements and achieving the mission of the NFPD.

DISCUSSION

The study results show a correlation between the literature review, the survey findings and the research questions. The results validate that marketing and communications are an important element in the strategic positioning and financial security of fire agencies. The literature review and survey results reveal one important principle; successful fire agency marketing is a combination of measuring customer needs and attitudes, creating a marketing plan and then implementing the plan with every member, from the chief to the newest firefighter, seeking to add value to every customer contact.

Fire service marketing is an integral part of the strategic placement of the agency within the community. May (2007) describes the marketplace theory and how fire agencies need to exchange services for tax dollars. Lasky (2005) advocated a philosophy of defining internally what makes a fire agency an asset and then communicating the myriad of services to the community. Confidence in these philosophies combined with an external customer survey serves as an effective starting point. Fire agencies cannot sit back on tradition and past laurels, they must constantly engage with their communities from a public education, information and public relations perspective. It is clear that the NFPD has delivered excellence to the community as our members have long ago adopted the philosophy of adding value to every contact. What the NFPD has not done, is highlight this excellence with the community.

For profit businesses regularly seek to discover what their customers are thinking, what products and services they seek, how to deliver the desired products and services, what unique characteristics exist in target markets, what customers' value and how the organization is perceived by the market. Market research creates the foundation for advertising and a marketing campaign. Fire agencies have not demonstrated this important first step. As Gold (2007)

identified, marketing research spending exceeds \$12 billion dollars, with 40% of the spending coming from public and nonprofit sectors. There are no references establishing fire agency research spending and evidence suggests (King, 2008, May, 2007 and Orchard, 2004) it does not occur.

Fire agencies may instinctively feel they meet the needs of the market, have earned community equity and good will or feel there is no need to market, as they possess a monopoly. Bonk, et al. (1999) identified challenges why nonprofit agencies do not measure community perception that also clearly applies to fire agencies. Many agencies may not have the budget or expertise to measure the community's perception or mistakenly believe they know their customers. Ray (2006) and Howard Community College (2008) demonstrated creative and successful academic-fire agency collaborations that minimized budgetary expenditures and eliminated expertise concerns. Adaptive transformations will occur when fire agencies stop applying technical solutions or seeking justifications for not marketing and invest nominal resources in a marketing and communications program.

Relevant marketing and communications literature consistently state a need to look at the agency or the marketing efforts from the perspective of the community or customer. Bonk, et al. (1999) advocate creating a strategic marketing plan based upon the organizational mission and values. Crutchfield and Grant (2008) stated the theme of high-impact nonprofits was communicating the mission, vision and values to the community. Further, as Kotler (2007) noted, the four C's focuses on customer needs, perceptions and feelings as the primary driver for service delivery systems. If the mission, vision and values are designed from a community perspective and the members are hired, trained and empowered to improve every customer contact, then as Drucker (2005) noted, people will be the key in the transformation process of

turning intangible items into value for the customer. In December 2008, the results of the customer survey were shared with all members of the NFPD. There was excitement in the room as the members perceived the results as their report card from the community. The customer feedback instrument had the unexpected effect of motivating the members to serve the community better. The design of the NFPD's marketing and communication plan follows these theories and recommendations.

As part of adaptive transformations, the use of the survey instruments provides measurable confirmation of the community's views of fire agencies, their members and programs. Bonk, et al. (1999) noted that strategic guidance from the community is surprisingly affordable. In this applied research project, the Q & A Research (2008) survey was reasonably priced, \$8,000, and confirmed that the community values the NFPD, its members and programs. Most importantly, the results serve as a starting point for creating a community focused marketing and communications plan centered on sharing our programs, an updated web site and members' contributions to the community. Using Kotler and Lee (2007) as a guide, the NFPD customer survey tool has already helped strategic decision-making, aided in securing approvals from the fire chief and board of directors and provided measurable results.

The data combined with U.S. Census estimates, have helped the NFPD segment the market and design specific marketing instruments for residents under the age of 14 and their families, residents over the age of 65, families living in the wildland urban interface and special needs residents. Kotler and Lee's (2007) examples of employing different marketing tools to each segment have served to help the NFPD to recognize and design specific marketing instruments to meet the customers' behavioral, demographic, psychographic and geographical characteristics. In terms of penetrating the market segments, the data shows low barriers of entry

for the NFPD. Bonk et al. (1999) cautioned there might be segments that will never support marketing efforts or will become too expensive for effective penetration as seen in the extreme case in San Diego County. While those market segments in the NFPD may not be present in the numbers seen in San Diego, the changing economic climate and the focus on the public safety costs create a situation to monitor.

The Center for Public Safety Excellence (2006) consistently describes making decisions from the use of measurable and objective data. The survey instruments have created this base for the NFPD. From a strategic perspective, the NFPD has the ability to demonstrate measured customer approval in the community. From a tactical or ongoing basis, the use of the monthly customer survey card creates a constant reminder of customer service and the data serves as an early notification of successful service or gaps in service. Using measurable data to make better decisions is an example of an adaptive change.

Only Watson's (2005) research project utilized a community survey, although the sample size of 40 interviewed, or even the 100 selected, is statically too small to be considered reliable compared to Rialto, California's estimated 2007 population of 102,468 (U.S. Census Bureau, 2007). Watson's study did have a significantly higher non-response rate than the 20% expectation. According to the executive development EFOP applied research self study guide (U.S. Fire Administration, 2005, p 38) utilizing the population of approximately 100,000 residents and a 20% non-response rate, Watson should have used a sample size of at least 386 residents.

The importance of this community based marketing plan for the NFPD that differentiates it from other applied research projects is the application of a statically valid survey and moving the theory of marketing and communications into practical application. Watson (2005) started

down the right path, but his sample size was too small to be statistically valid. Further, this project has moved fire agency marketing from the theory and advocating for a program to implementing a strategic marketing and communications plan. Orchard (2004) advocated leadership in moving internal stakeholders towards marketing in a diverse community and King (2008) recommended that his department initiate a marketing program. Neither applied research project moved beyond theory to implementation.

There are several organizational implications resulting from this study. The applied research study has led to the addition of a comprehensive marketing and communications program goal to the NFPD's strategic plan and the enhancement of the NFPD's customer service guiding principles. After completing the marketing research survey and marketing plan preparation in December 2008, the NFPD rolled out the marketing and communications program in January 2009. Three published newspaper ads have appeared in the weekly Novato newspaper, and will continue through the year on a bi-weekly basis. The web site is in the redesign process with the expected completion in April 2009. Several other key marketing and communication projects are in various stages of completion including public education postcards and the annual community report. The NFPD has created an internal marketing and communications team that meets regularly. The team is composed of the deputy fire chief, the fire marshal, the public education specialist and two administrative support members. The implementation has begun the process of adaptive transformation of the NFPD by positioning the organization within the community as a service leader. The community is being provided the foundation of marketing and communications so they will know the agency, our members and programs.

The favorable community opinions have been shared with the elected board of directors that resulted in favorable support for the program. The results and marketing plan were also shared with the organization at the NFPD's annual state of the district presentation. The results and the plan were well received by the members of the NFPD and have unexpectedly led to an increase in excitement and customer service. Follow up research revealed the members of the NFPD received validation of the community's appreciation for their service.

RECOMMENDATIONS

The research findings lead to the logical recommendations that the NFPD needs to understand public sector marketing practices and apply these concepts to the community. Objective scientific data has demonstrated high levels of support for the NFPD, its members and programs, but low awareness of most programs. The data has provided the NFPD the details to initiate market segmentations. Data and literature have also provided theoretical suggestions and two creative marketing initiatives used by other agencies. The most important recommendation of this applied research is for the NFPD to continue with the timely implementation of the marketing and communications plan.

The collected data support the recommendations. Objective scientific data has driven the marketing decisions rather than supposition. While the community in general knows and trusts the NFPD, they do not know about the variety of programs and services and the high quality of employees who serve them. This goodwill creates an opportunity to share the NFPD's members, programs and web site with the community to inform, educate and inspire action.

The problem was that the NFPD did not have a comprehensive marketing and communication program to assist in strategic and financial positioning within the community. As demonstrated, public sector marketing is an important tool for the NFPD as the community

values the NFPD and its members. The NFPD will continue to work on creating a culture of community cooperation and consensus. The adaptive transformation has begun as the NFPD is marketing and communicating like as a business. In general, fire agencies should first carry out steps to measure the community's views and needs, design marketing and public communication programs to successfully meet those needs, measure the accomplishment and continually share the success with the community. The purpose of this applied research project is realized through the research questions and the preliminary implementation of the marketing plan.

The NFPD is implementing initiatives based upon the results from the marketing research, market segments and the benchmark initiatives from other agencies. Based upon this applied research project, a web site revision will create a customer friendly experience, bi-weekly newspaper advertisements will appear in the Novato newspaper, the NFPD will mail an annual report to the entire community and begin a postcard campaign to both residential and businesses customers. Finally, recognizing that internal communications are an important aspect the success of the initiatives, an internal quarterly newsletter will be mailed to all current and retired members of the NFPD (Rubino, 2008). The goal is to connect with members of the community at least three times per year with safety messages directed at market segments with the greatest risk. A secondary goal is to highlight the members of the NFPD as a way of displaying excellence and community service.

At its core, public safety marketing is sharing the NFPD's commitment to the community. Fire agencies represent what is best in the community. The values of most fire agencies, whether written or spoken, represent the aspirations of the community to serve each other and society.

Future readers are encouraged to utilize this applied research project to create sound fire agency marketing programs by surveying and segmenting the community, creating public information, education and community relations materials that demonstrate our dedication from the customer's point of view. Further, future readers are encouraged to add to the collection of knowledge of fire agency marketing by moving from advocating for a program to the practical application of community based marketing plan.

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APPENDIX A

**Novato Fire Protection District
Customer Satisfaction Survey**

Recently you called 911 because you needed help or because we came into your neighborhood to render assistance to one of your neighbors. We take pride in the service we provide to you and the citizens of the Novato Fire Protection District. Constantly seeking ways to improve service to our customers, we ask that you evaluate our level of service by completing this survey and returning it to us.

We want to thank you for the opportunity to assist you. As your neighbor, we are always here

	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My 911 call was answered promptly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Did you use a cell phone? Yes <input type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The 911 operator was courteous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Fire District responded promptly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. Fire District personnel were courteous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Fire District personnel were professional.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Fire District personnel took time to explain their actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Overall, I was satisfied with the Fire District service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Fire/Smoke	Medical Aid	Public Service	Other
5. The Fire District responded for:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you would like to provide additional comments or suggest fire service improvements, please do so.

Note: Only provide your name and phone number below if you would like to be contacted regarding the service you received.

Name _____ Phone _____ Best time to call _____

If' you have any questions about your Fire District, please call: (415)878-2690

**Novato Fire Protection District
Customer Satisfaction Survey
Fire Loss Management Division**

Recently you contacted us because you needed help: an inspection, requested a public education program or perhaps called regarding a fire hazard. We take pride in the service we provide to you and the community, and appreciate your call. We are constantly seeking ways to improve service to our customers; we ask that you evaluate our level of service by completing this survey and returning it to us. Thank you!

Please circle

The Fire District provided: Inspection Services Public Information Plan Review Other

Please check the correct box

	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
1. Your call or question was responded to promptly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The office staff was courteous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The Fire District personnel arrived on time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Fire District personnel were courteous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Fire District personnel took the time to explain what needed to be done or actions that could be taken to help the situation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Fire District personnel were professional.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Fire District personnel were knowledgeable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Overall, I was satisfied with the Fire District's service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you would like to provide additional comments or suggestions, please use the space below.

Note: Only provide your name, and phone number if you would like to be contacted regarding the service you have received.

Name _____ Phone _____ Best time to call _____

If' you have any questions about your Fire District, please call: (415)878-2690

APPENDIX B*Customer Satisfaction Survey Results*

2004

Medical Aids

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
292	28	1	0	0	1220	291	24%

Fire/Smoke Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
30	0	0	0	0	250	30	12%

Public Assist Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
20	0	0	0	0	58	20	34%

CPR/First Aid Classes

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
94	6	0	0	0	190	100	53%

Inspections

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
3	0	0	0	0	3	3	100%

Total

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
427	34	1	0	0	1804	429	24%

Customer Satisfaction Survey Results
2005

Medical Aids

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
295	20	0	0	0	2296	315	14%

Fire/Smoke Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
29	2	0	0	0	277	31	11%

Public Assist Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
0	0	0	0	0	0	0	

CPR/First Aid Classes

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
133	3	0	0	0	180	136	76%

Inspections

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
3	2	0	0	0	5	5	100%

Total

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
460	27	0	0	0	2753	487	18%

Customer Satisfaction Survey Results
2006

Medical Aids

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
258	19	0	1	0	1857	278	15%

Fire/Smoke Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
28	0	0	0	0	153	28	18%

Public Assist Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
8	0	0	0	0	10	8	80%

CPR/First Aid Classes

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
116	3	0	0	0	242	119	49%

Inspections

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
no data							

Total

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
414	23	0	2	0	2268	439	19%

Customer Satisfaction Survey Results
2007

Medical Aids

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
353	23	0	0	0	2354	377	16%

Fire/Smoke Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
19	2	0	0	0	97	21	22%

Public Assist Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
0	0	0	0	0	0	0	

CPR/First Aid Classes

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
124	2	0	0	0	301	126	42%

Inspections

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
no data							

Total

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
496	27	0	0	0	2752	524	19%

*Customer Satisfaction Survey Results
2008 (Jan through August 31)*

Medical Aids

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
242	16	0	0	0	777	258	33%

Fire/Smoke Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
21	1	1	0	0	142	23	16%

Public Assist Calls

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
15	1	0	0	0	18	16	89%

CPR/First Aid Classes

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
99	7	0	0	0	321	106	33%

Inspections

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
no data							

Total

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A	Mailed	Received	% received
377	25	1	0	0	1258	403	32%

APPENDIX C

Community Market Research Opinion Survey

Dear Novato Resident,

The Novato Fire Protection District has been dedicated to providing emergency fire and rescue services since 1928. Our mission is to care for, protect and serve our community. The Novato Fire Protection District is interested getting your feedback in terms of how we can best serve our community, including feedback on the programs and services we offer.

Please take a moment to complete the following survey and mail it back in the enclosed postage-paid envelope to Q & A Research, an independent and national marketing research firm located in Novato.

Thank you in advance for your assistance,

Marc Revere
 Fire Chief
 Novato Fire Protection District

1. How would you best characterize your personal experience with the Novato Fire Protection District (NFPD)?

- ₁ I have had personal experience with the NFPD in an emergency situation
- ₂ I have had personal experience with the NFPD in a non-emergency situation
- ₃ I have had no personal experience with the NFPD

2. Based on your personal experience, what you may have heard, or any impressions you may have, what is your overall opinion of each of the following community services?

	<i>Very Favorable</i>			<i>Very Unfavorable</i>	
Novato Fire Protection District	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
Novato Police Department	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
Marin County Sheriff Department	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
North Marin Water District	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
Novato Waste Disposal	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁

3. Again, based on your personal experience, what you may have heard, or any impressions you have, how would you rate the Novato Fire Protection District relative to other fire departments you have interacted with?

<i>Much Better</i>	<i>About the Same</i>			<i>Much Worse</i>	<i>Don't Know</i>
<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉

4. Which of the following Novato Fire Protection District programs or services are you aware of?

Aware Unaware

- | | | |
|---------------------------------------|---------------------------------------|---|
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | Fire Prevention Education |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | Earthquake/Disaster Preparedness Education |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | Student Ride Along Program |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | Sudden Oak Death Syndrome Education |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | Fire Squirts Camp |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | Public Access Defibrillator Program |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | Brush Clearance Weed Abatement |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | CPR/Homeowners Emergency Action Response Training |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | Fall Prevention Classes |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | Business Emergency Preparedness Training |

5. Based on your personal experience, what you may have heard, or any impressions you may have, how would you rate the Novato Fire Protection District's work in each of the following?

	<u>Excellent</u>		<u>Poor</u>			<u>Don't Know</u>
Fire Prevention Education	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉
Earthquake/Disaster Preparedness Education	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉
Student Ride Along Program	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉
Sudden Oak Death Syndrome Education	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉
Fire Squirts Camp	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉
Public Access Defibrillator Program	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉
Brush Clearance Weed Abatement	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉
CPR/Homeowners Emergency Action Response Training	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉
Fall Prevention Classes	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉
Business Emergency Preparedness Training	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> ₉

6. What other programs or services would you like to see the Novato Fire Protection District offer to the public?

7. Based on your personal experience, what you may have heard, or any impressions you may have, how would you rate the Novato Fire Protection District’s personnel in each of the following areas?

	<u>Excellent</u>					<u>Poor</u>	<u>Don't Know</u>
Friendliness and Courtesy	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁		<input type="checkbox"/> ₉
Knowledge	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁		<input type="checkbox"/> ₉
Training	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁		<input type="checkbox"/> ₉
Professionalism	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁		<input type="checkbox"/> ₉
Responsiveness	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁		<input type="checkbox"/> ₉
Compassion	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁		<input type="checkbox"/> ₉
Trust	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁		<input type="checkbox"/> ₉

8. Based on your personal experience, what you may have heard, or any impressions you may have, how would you rate the Novato Fire Department’s emergency response time?

<u>Excellent</u>						<u>Poor</u>	<u>Don't Know</u>
<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁			<input type="checkbox"/> ₉

9. Are you aware that most Novato Fire Prevention District’s firefighters are also paramedics?

₁ Yes ₂ No

10. Are you aware that a 911 call placed from a cell phone results in a longer response time than a 911 call placed from a land telephone line?

₁ Yes ₂ No

11. As you may know, the Novato Fire Prevention District is funded almost exclusively from tax dollars. How would you rate the value the community receives for its tax dollars from the Novato Fire Prevention District compared to other taxpayer funded community services?

<u>Excellent Value</u>						<u>Poor Value</u>	<u>Don't Know</u>
<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁			<input type="checkbox"/> ₉

12. Which of the following, if any, does your household have?

<i>Yes</i>	<i>No</i>	
<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	A planned emergency escape route
<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	A fire extinguisher on each floor
<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	Defensible space (cleared brush and tree branches around your residence)
<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	An emergency/disaster kit (i.e. flashlight, bottled water, canned food)
<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	A first aid kit

13. Do you or does someone in your household...? (If not applicable please check N/A)

- | | | | |
|---------------------------------------|---------------------------------------|---------------------------------------|---|
| Yes | No | N/A | |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₇ | Routinely check fire/smoke alarms |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₇ | Routinely check fire sprinkler system |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₇ | Keep gutters clean |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₇ | Have first aid or CPR training |
| <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₇ | Periodically have chimney inspected/swept |

14. Prior to this survey, had you ever visited the Novato Fire Protection District’s web site?

- ₁ Yes ₂ No

We are interested in your feedback about our website. If you have visited our website, please continue. If you haven’t and are so inclined, we invite you to visit our web site at www.novatofire.org and then answer questions 15 through 17. Otherwise, skip to question 18.

15. What is your overall opinion of the Novato Fire Protection District’s web site?

- | | | | | | |
|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| <u>Excellent</u> | | | | <u>Poor</u> | <u>Don’t Know</u> |
| <input type="checkbox"/> ₅ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₉ |

16. How useful was the web site in terms of getting information that is of interest to you?

- | | | | | | |
|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| <u>Very Useful</u> | | | | <u>Not At All Useful</u> | <u>Don’t Know</u> |
| <input type="checkbox"/> ₅ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₉ |

17. What changes, if any, would you like to see made to the Novato Fire Protection District’s web site?

Our next questions are for classification purposes and will remain confidential.

18. In which type of dwelling do you currently reside?

- ₁ Single family home
- ₂ Townhouse, apartment, or condominium
- ₃ Other

19. Do you own or rent your current Novato residence? ₁ Own ₂ Rent
20. How long have you lived in Novato? _____ years
21. What is your age? _____ years
22. Are you...? ₁ Male ₂ Female
23. Including yourself, how many people in each of the following age ranges currently reside in your household?
- | | |
|-------------------|-------|
| 18 years or older | _____ |
| 13 to 17 years | _____ |
| 7 to 12 years | _____ |
| 2 to 6 years | _____ |
| Under 2 years | _____ |

Thank you very much for participating. We appreciate your time. Please return this survey in the enclosed self-addressed, postage paid envelope to Q & A Research, Inc. 64 Digital Drive, Novato, CA 94949.

APPENDIX D

**Novato Fire Protection District
Community Outreach Advertising
Pre-Wave
November 2008**



Report Outline

Introduction

Executive Summary

Evaluation of NFPD

NFPD Programs

Household Safety

Profile Information



Introduction

Background & Objectives

- Big Cat Advertising has been commissioned by the Novato Fire Protection District (NFPD) to develop an ad campaign to increase community awareness.
- The objective of this research is to gauge the impact of the advertising campaign among members of the community.
- This is a pre-wave study to provide a benchmark for awareness data.
- A post-wave study will be conducted after the ad campaign to gauge any shift in awareness.

Methodology

- A list of Novato residents was purchased. A total of 4,000 surveys were mailed to a representative mix of apartment/condo and single family dwelling homes in a representative mix of the 3 Novato zip codes. A total of 502 surveys were returned for a response rate of 12.6%.
- Those who complete the survey during the pre-wave will not be contacted for the post-wave.
- The survey was fielded between October 3 and October 27, 2008.

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Report Outline

Introduction

Executive Summary

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NFPD Programs

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Executive Summary

How does the Community View the NFPD?

The NFPD was viewed in an extremely favorable light by the community respondents. Evaluative ratings were very high on a host of dimensions.

- 62% have had personal experience with the NFPD: Emergency (45%) or Non-emergency (22%).
- 91% had a high overall opinion of NFPD (4-5 rating; 5-point scale). This was markedly higher than other community services (i.e. NMWD, Novato Waste Disposal, Marin County Sheriff, and NPD; ratings ~70%).
- 69% rated NFPD better (4-5 rating; 5-point scale) than other fire departments.
- The NFPD personnel received outstanding marks. 4-5 ratings ranged from 93% to 97% for the attributes (i.e. friendliness, courtesy, knowledge, trust).
- 88% felt that the community receives high value for its tax dollars from the NFPD services compared to other taxpayer funded community services (4-5 rating; 5-point scale).
- 94% rated the NFPD emergency response time highly (4-5 rating; 5-point scale).
- Only 9% had visited the NFPD website. Visitors, however, rated the site very highly.
 - 84% had a high overall opinion (4-5 rating; 5-point scale).
 - 76% rated the information highly useful (4-5 rating; 5-point scale).



Executive Summary

What is the Community Response to the NFPD Programs?

While awareness of the NFPD programs varied, all received fairly high evaluative marks.

- The Fire Prevention Education, Earthquake/Disaster Preparedness Education, and Brush Clearance Weed Abatement programs had the highest levels of awareness.
- The programs resonated well, with ratings ranging from 55% to 83% (4-5 rating).

	Awareness	Evaluation (4-5 Rating)
Fire Prevention Education	75%	83%
Earthquake/Disaster Preparedness Education	67%	79%
Brush Clearance Weed Abatement	64%	76%
CPR/Homeowners Emergency Action Response Training	44%	77%
Public Access Defibrillator Program	28%	72%
Student Ride-Along Program	21%	66%
Sudden Oak Death Syndrome Education	17%	55%
Business Emergency Preparedness Training	16%	74%
Fall Prevention Classes	14%	64%
Fire Squirts Camp	12%	66%



Executive Summary

Are Home Safety Tasks Being Performed?

Respondents have been fairly involved in their household's safety.

- The following safety items are performed/are owned:
 - Defensible space (86%)
 - First aid kit (83%)
 - Emergency/disaster kit (69%)
 - Planned emergency escape route (67%)
 - Fire extinguisher on each floor (58%)
- Additionally, the following tasks are performed:
 - Keep gutters clean (89%)
 - Routinely check fire/smoke alarms (86%)
 - Periodically have the chimney inspected/swept (65%)
 - Have first aid or CPR training (61%)
 - Routinely check fire sprinkler system (52%)

Are People Aware of Two Key NFPD Aspects?

- Three-quarters (74%) of the respondents were aware that most NFPD firefighters are also paramedics.
- Six in ten (61%) were aware that 911 cell phone calls have longer response times than those made from landlines.

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Report Outline

Introduction

Executive Summary

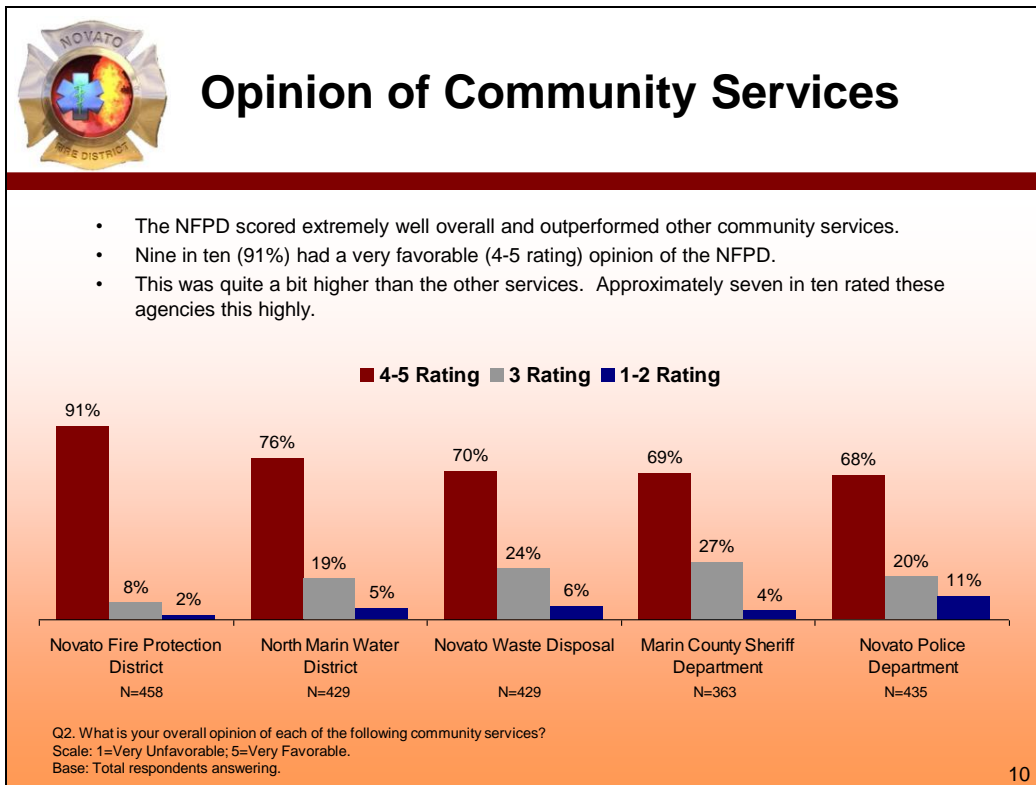
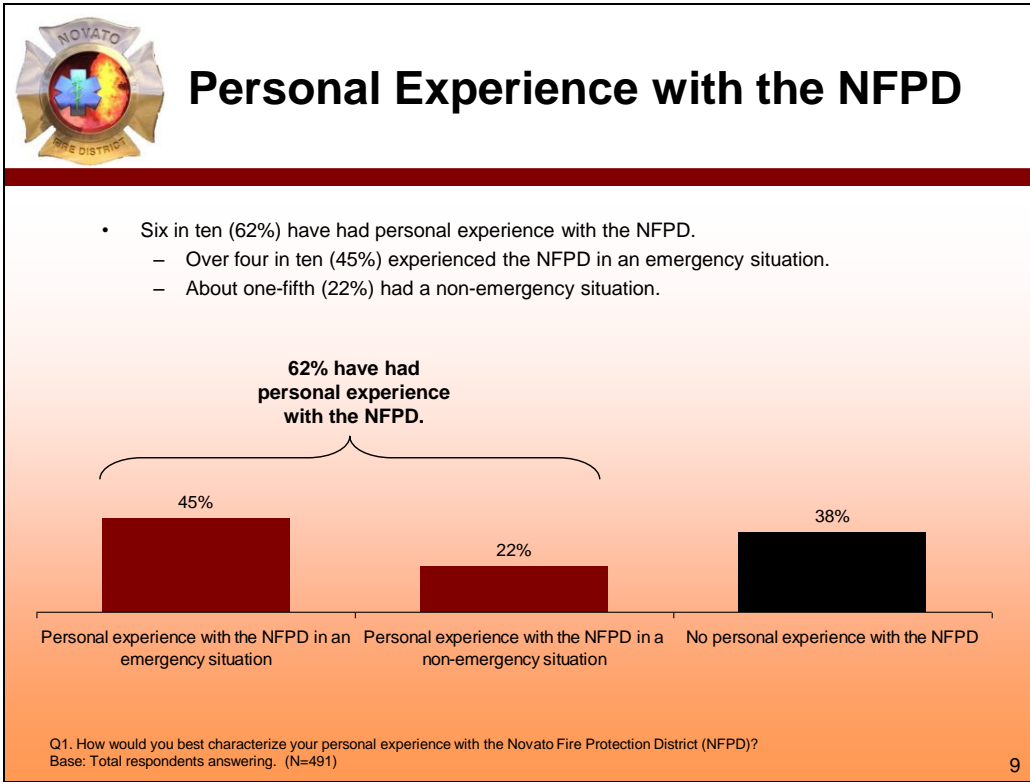
Evaluation of NFPD

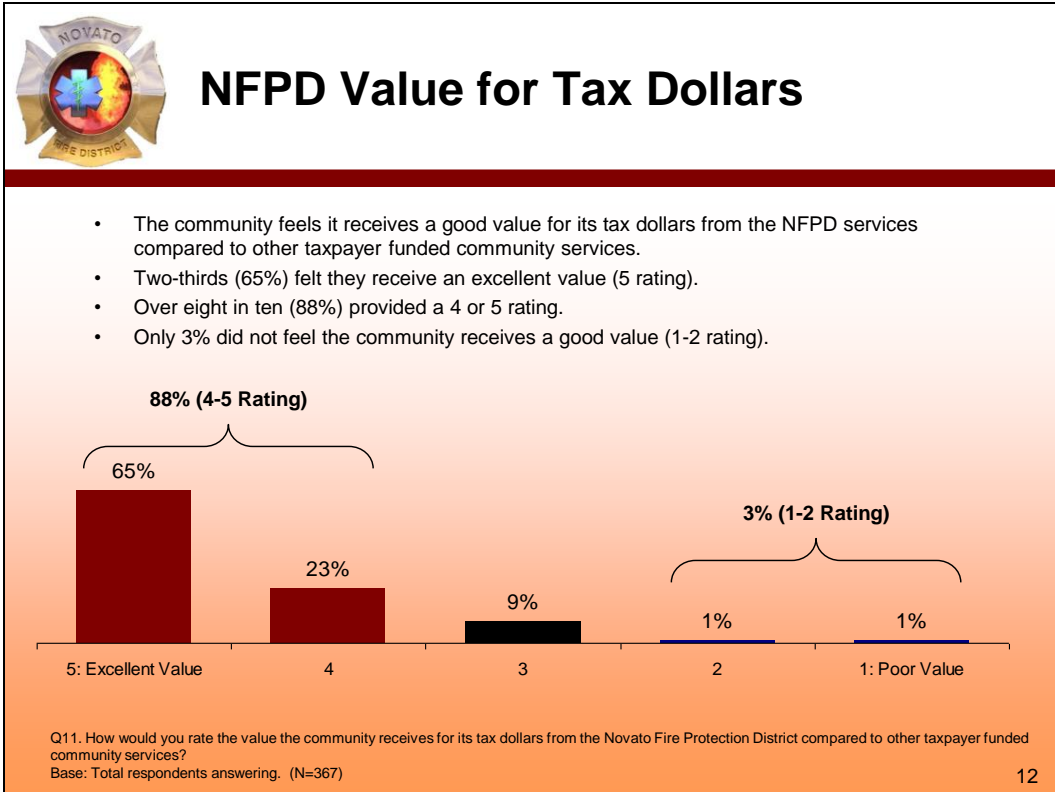
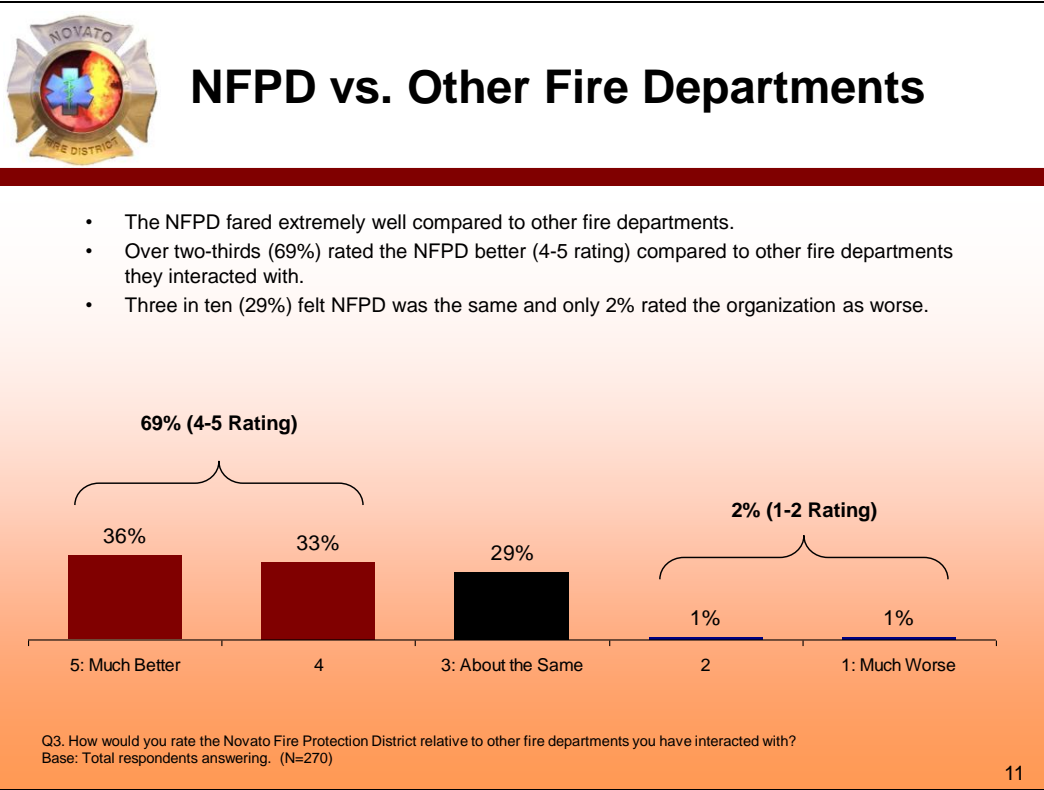
NFPD Programs

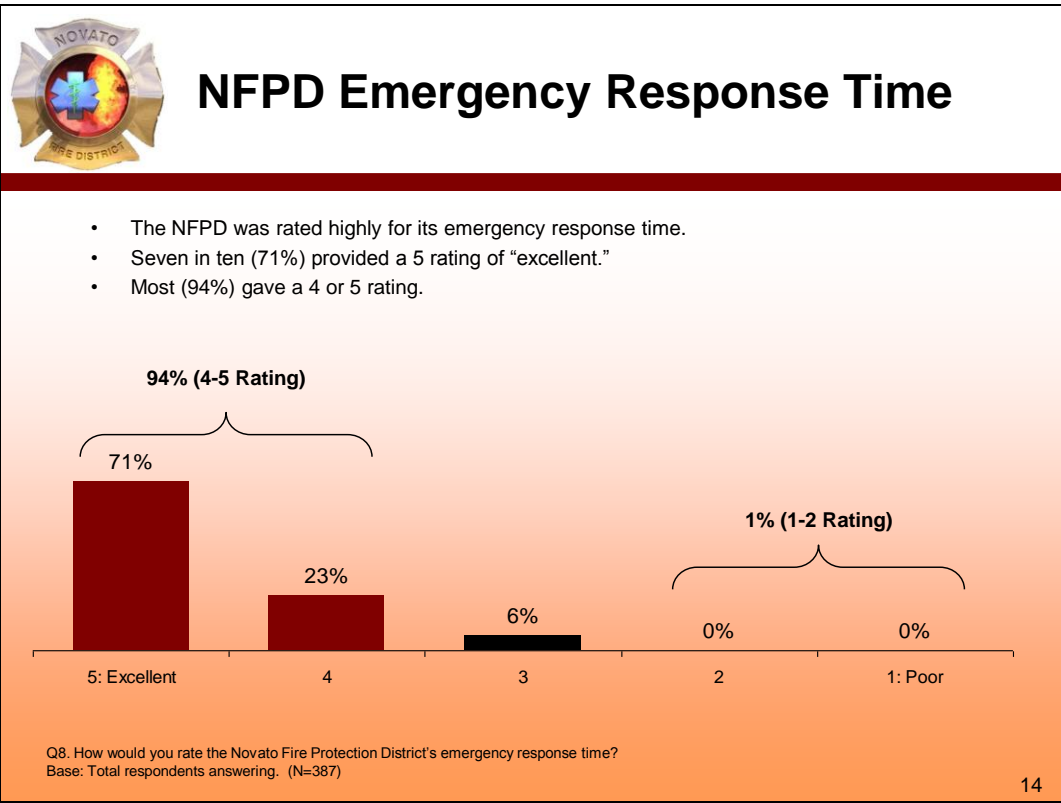
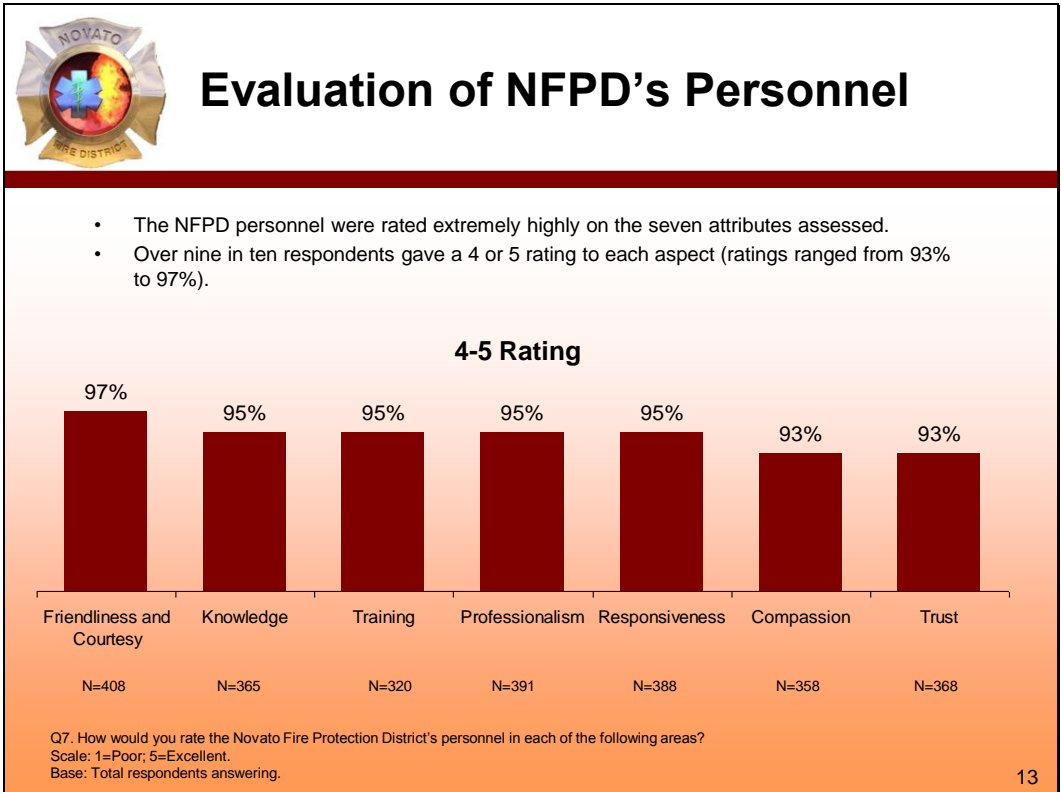
Household Safety

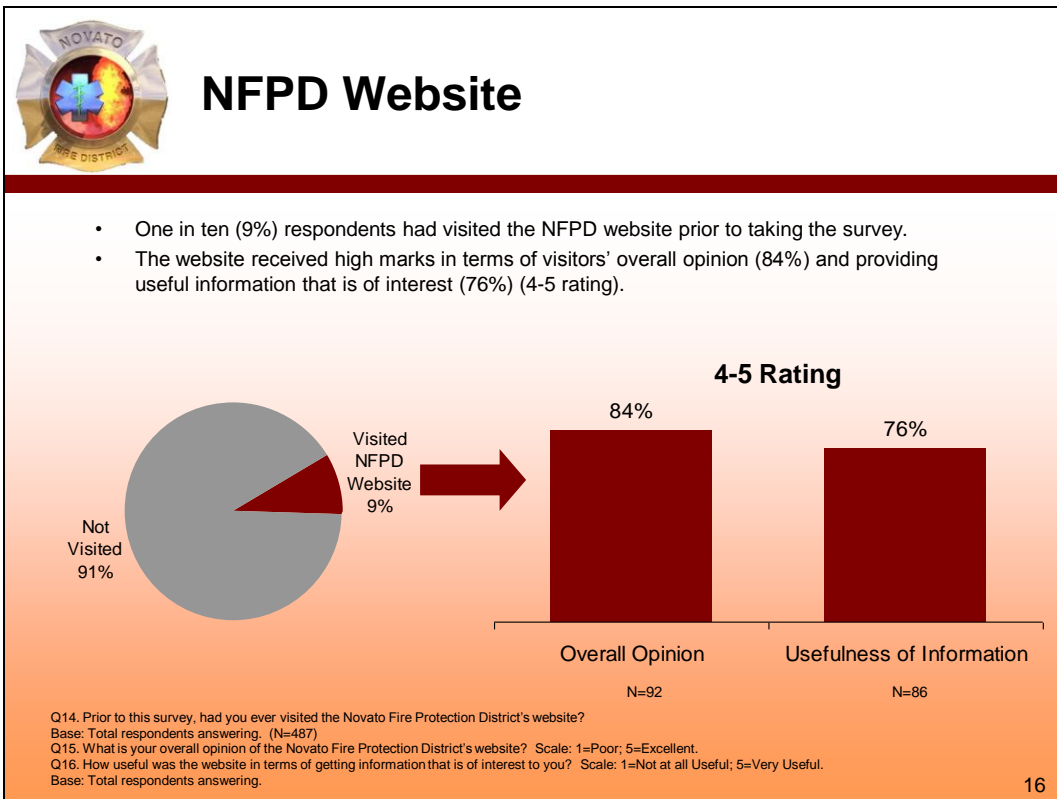
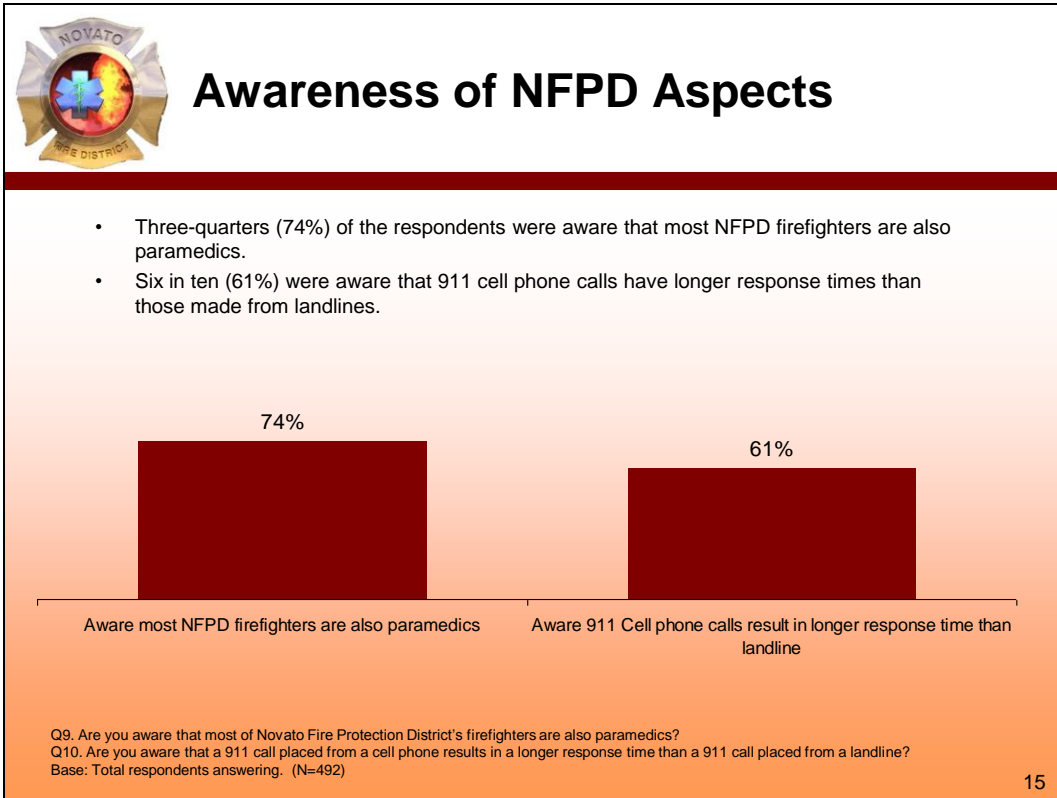
Profile Information


8







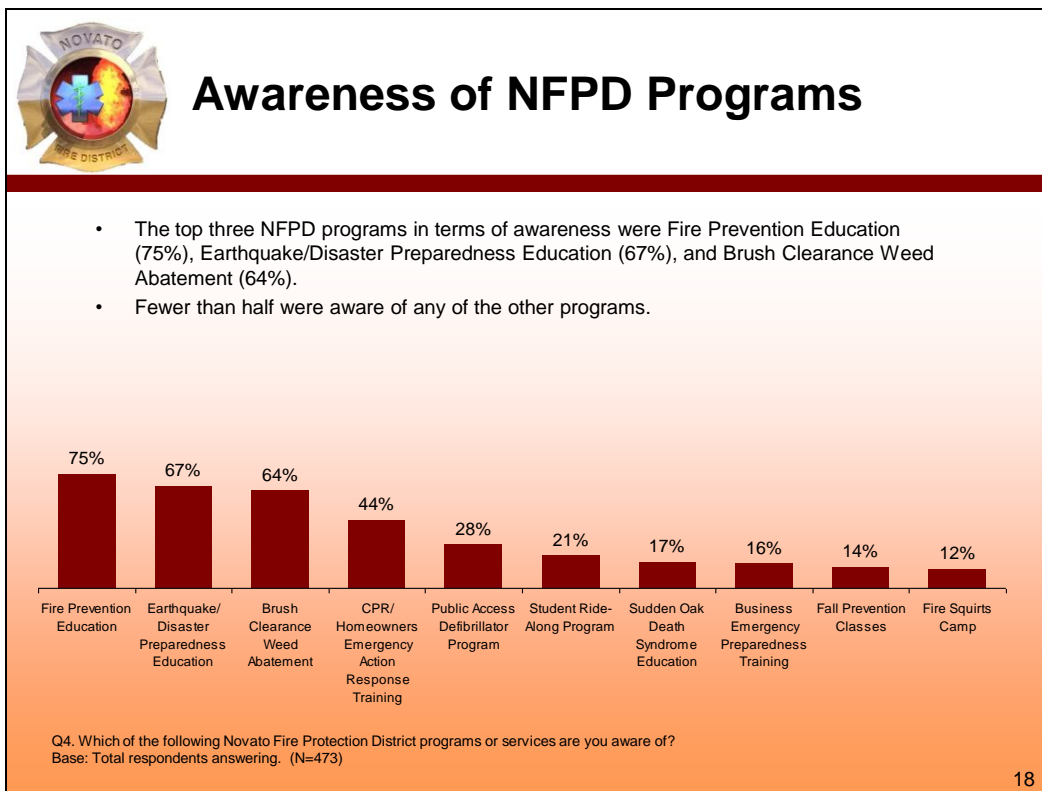


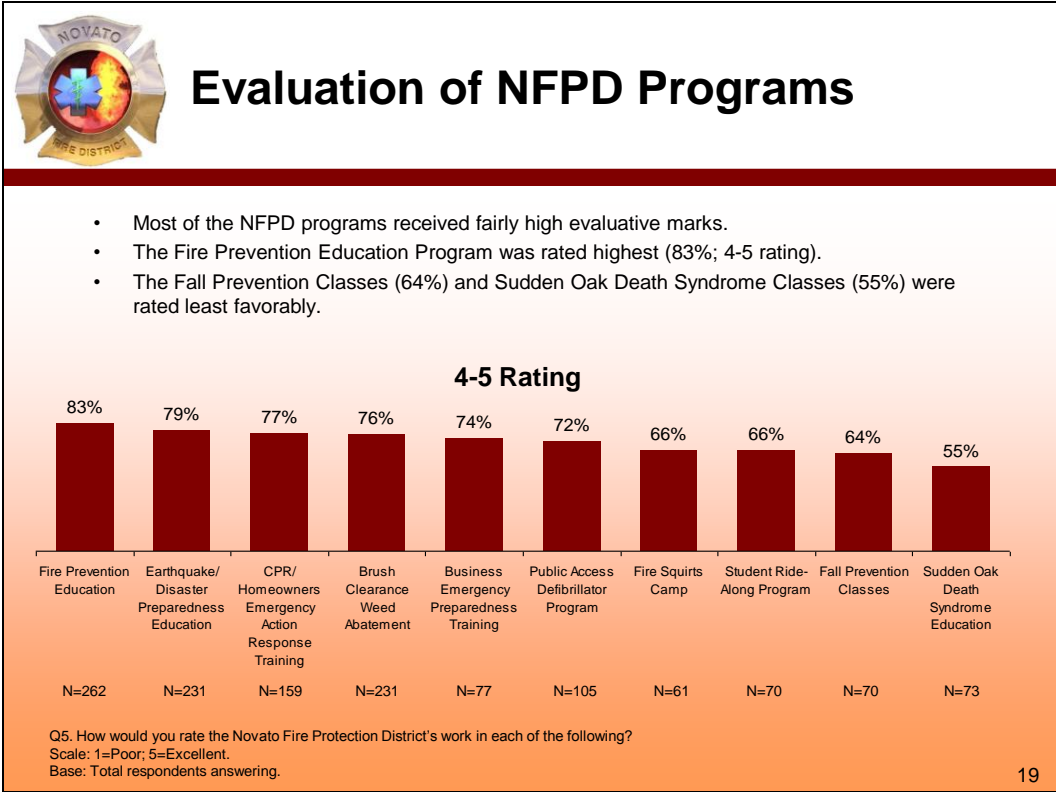



Report Outline

- Introduction
- Executive Summary
- Evaluation of NFPD
- NFPD Programs**
- Household Safety
- Profile Information

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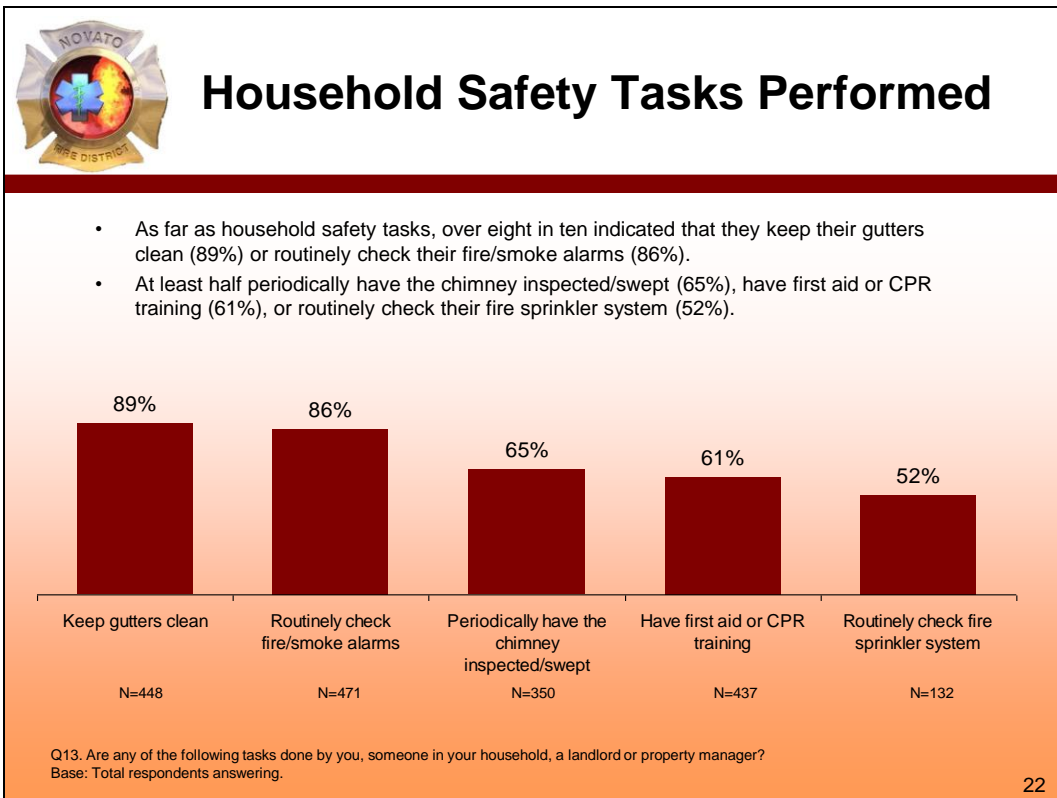
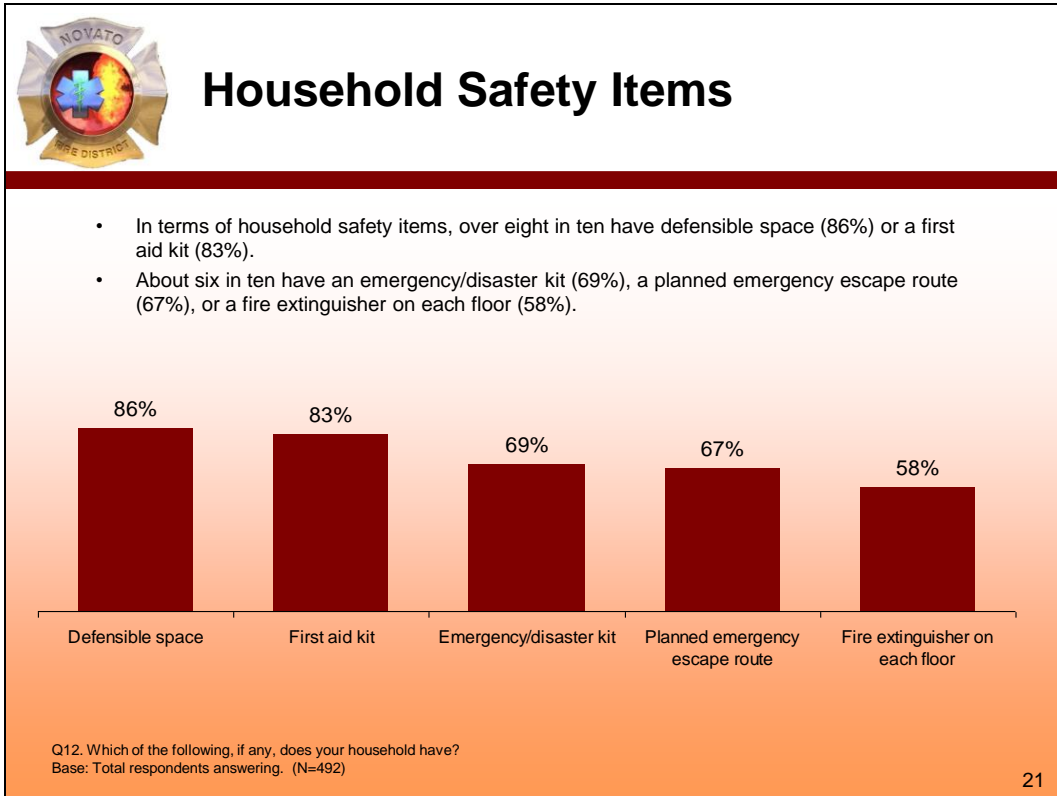






Report Outline

- Introduction
- Executive Summary
- Evaluation of NFPD
- NFPD Programs
- Household Safety**
- Profile Information

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Report Outline

- Introduction
- Executive Summary
- Evaluation of NFPD
- NFPD Programs
- Household Safety
- Profile Information**

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Profile Information

Residence	(N=488)	Gender	(N=489)
Own	91%	Male	45%
Rent	9%	Female	55%
Type of Residence	(N=495)	Age	(N=473)
Single family home	73%	25 to 34 years	3%
Townhouse, apartment, or condominium	23%	35 to 44 years	12%
Other	5%	45 to 54 years	20%
Length of Residence in Novato	(N=494)	55 to 64 years	28%
10 years or less	24%	65 years or over	36%
11 to 20 years	23%	Mean	59.7
21 to 30 years	21%	Median	60.0
More than 30 years	31%		
Mean	23.3		
Median	21.0		

Base: Total respondents answering.

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Profile Information

Household Size	Total Household	Age Ranges					
		Under 2 years	2 to 6 years	7 to 12 years	13 to 17 years	18 to 64 years	65 years or over
None	0%	97%	93%	90%	89%	33%	59%
1	33%	2%	4%	8%	7%	24%	25%
2	36%	0%	2%	2%	4%	33%	16%
3 or more	31%	0%	0%	0%	0%	10%	0%

Base: Total respondents answering. (N=424)

Question 6 detailed answers. The reference number preceding the comment corresponds to the six-digit survey identification number. One comment was purposely omitted from this report as it contained derogatory racial comments regarding illegal immigrants.

000008: Don't ever give up the paramedic program.

000016: To make sure that condominium's management companies check their fire alarms at least once a year.

000023: Kid's programs: CPR, First Aid, and Stranger Danger type classes.

000030: Would like for Novato Advance or I.J. to list Fire District/Commission meetings under community events/happenings. I (and other neighbors) have issues with industrial dump site/parking eyesore adjacent to Atherton Fire Station.

000048: Paramedic.

000055: Flood Alert Program and evacuation training.

000058: Flue and fireplace screens on every house with a wood-burning fireplace. Engine companies can accomplish as was done years ago.

000072: I am also aware that the Fire District changes smoke alarm batteries in senior citizen residences.

000075: All of the above.

000082: I would like to see a reduction in non-essential services and a reduction in associated costs.

000084: Kid's sports leagues.

000085: In-home infant safety.

000086: All I am aware of is pretty good.

000096: I am impressed with the above programs - I will check them out.

000101: Special class for seniors about what constructive things one can do, and a list of free services to look at and advise regarding fire prevention on our property.

000106: Career day (job shadow?) for Novato teen girls (12-17). Neighborhood training (especially for those neighborhoods that border critical fire danger open-space areas) on what to do in an emergency, how to prepare, etc.

000119: Drive around and knock on doors where trees/weeds are not cleared.

000122: Youth programs - junior fire fighter for Novato.

000140: Teen safety.

000148: Come to the schools at other times than just fire drills. You'd have a captive audience to teach fire safety in the home.

000153: I am not interested in any classes - cancel the classes and cut taxes.

000154: Weed abatement.

000169: I would like to see the cost of transporting ill/injured people to Kaiser Hospital be cut in half. I have never used the transport but the cost is outrageous. Our taxes are paid for that same program. Besides taxes and an enormous fee to transport, we have to pay \$137.92 annually.

000186: I would love it if they could send someone to check on the safety of electrical cords and outlets at no charge.

000211: I like the programs. Maybe an open house at the fire station so that the public can ask any questions they might have.

000213: Designating fire hazards (such as flammable trees) to homeowner living next to open spaces.

000214: Use the great pool of volunteers, especially senior volunteers to do all of your prevention/education services. It should not have to be done by paid/salaried personnel. Train volunteers, or retired firefighters should have to do this.

000216: CPR classes should be longer or offer advanced classes.

000226: Maybe a mailing of services offered or ideas you have that include local communities, i.e. Boy Scouts, family volunteer day; my son and daughter and I have worked with Marin Open Space.

000236: Make the open house an annual event.

000246: I love the support for the local elementary school during reading promotion month.

Keep it up

000282: Publicize class dates.

100311: Throwing lit cigarettes out the windows of their moving cars, public streets and freeways.

100319: Home safety.

100321: Doing a great job already.

100333: Earthquake preparedness education.

100354: Location to go to during/after a major disaster.

100370: Focus on response time.

100376: More basic first aid info.

100382: CPR training.

100386: Car seat inspections/help.

100429: More hands on interaction with elementary students.

100430: Fire dept crew was called for respondent for a 911 due to an accident at Novato Laundromat. Respondent asks NFPD to contact business owner to correct safety issue, since when she contacted him no suitable action was taken. Respondent is considering legal action against owner.

100432: What to do when the electricity goes off - 36 hours of no heat, television, or lights.

100436: The same programs should be offered in Spanish to our Latino community.

100440: They do not have (to my knowledge) a broad promotional program to make people aware of their services.

100446: I need assistance with the installation of a smoke alarm, is there an information number I can call for such problems? Do you support food drives or donation programs?

100454: Not taking fire truck to Costco to buy food for their own consumption.

100470: Practice with fire extinguishers.

100473: I didn't know they had programs.

100478: Continue to work with our homeowners association.

100483: Get the word out about what they offer.

100501: Emergency classes for new parents

Question 17 detailed answers. The reference number preceding the comment corresponds to the six-digit survey identification number.

000008: When I tried to access WUI it didn't perform. Before that, I used it about Stephen Rucker - I was so proud of our fire department

000072: Dates and descriptions are missing form most of the pictures in the photo galleries.

000073: I think a site search option would be good. For example, I tried to locate information about Fire Squirts Camp and couldn't find it on the web site. I know nothing about that program and was curious. When I couldn't find any information I looked for a search option but none was apparent.

000076: Personal photos and job description.

000082: Reduction in costs.

000099: Create one that is relevant and not privatized by firms selling fire equipment.

000101: Keep up the good work.

000127: On the right side of site: class curriculum details, dates, times, content, etc. Department needs assessment. Department employees and current job responsibilities - who works where and what do they do?

000133: It is very slow when going to the links under "Learn about Novato's Wildland Fire Interface Areas." Would be better if that gets faster.

000145: Easier links to related websites.

000153: The District's policies are far too meddlesome. How dare you put my house in a high fire hazard zone when the state map did not. How dare you tell me I can't have a water shut off valve for my fire sprinkler system, especially when many other communities would let me.

000162: Down pipes for new swimming pools for 20-30 thousand cisterns.

000186: The site looks great. One improvement would be to state in simple terms what the fire department offers, and it could be done in a way similar to the photo gallery on the site with a labeled photo of a medical rescue, a car accident, the helicopter patient transfer, debris removal, home inspection, etc. Some of the photos on the slide show (i.e. one of the fire fighters measuring something on the roof, and another one of fire fighters welding something at someone's door) were not labeled, so the public will not know what the fire fighters are doing in the photo.

000213: Keep updated.

000214: You don't need one: in an emergency, I am not going to check your website.

000216: Should be able to sign up online.

000232: Org. chart did not work.

100324: Doing great job.

100338: Great site: very professional, easy to use, lots of info.

100373: Make sure you recognize Bel Marin Keys is not part of Novato but is served by NFPD (and taxed).

100378: It's very nicely done.

100427: More photos: each station, truck, and action photos.

100429: Maybe adding happy ending pictures with the department and victims to remind people of their heroism.

100430: Fire dept crew was called for respondent for a 911 due to an accident at Novato Laundromat. Respondent asks NFD to contact business owner to correct safety issue, since when she contacted him no suitable action was taken. Respondent is considering legal action against owner.

100470: Make the Wildland Area map easier to view - better zooming details.

100473: They do a good job - thank you.

APPENDIX E

Preliminary Marketing Plan Recommendations

A. Build a more consumer friendly Web presence

Create a site that prioritizes consumer safety information as a primary focus:

- Smoke Alarm Care
- Fire Extinguisher Testing
- Ride Along Application
- Holiday Safety
- Disaster Survival Kits
- Fire Resistant Plants
- Novato Fire Recipes
- NFPD Foundation
- Basic First Aid for Snake Bite, Dog Bite, etc.
- Clear Your Yard Tips
- Sprinkler Maintenance
- Careers in Fire Protection
- Home Escape Plans
- Your Fire House

B. Post Card Consumer Campaign

A series of quarterly post cards that remind residents of specific measures that they can take throughout the year to be fire safe and disaster prepared. The cards would also be archived on a consumer Web site.

A reminder from your NFPD
For more safety tips visit our Web site at www.firesafenovato.com

- | | |
|--------|---|
| Winter | Smoke Alarm Check Up
Be Prepared (Disaster kit check list)
When a Fire Happens (Grease, wood, etc) |
| Spring | Get Your Yard Ready for Fire Season
Your Home Disaster Preparedness Kit
Home Escape Plan |
| Summer | Safe Swim Rules to Live By
Sparkler Smart (list public shows)
Travel Safe (hotel exits/extinguishers) |
| Fall | Winter Prep
Halloween Safety Tips |

Safe Holiday Decorating

C. Post Card Business Campaign

A series of quarterly post cards that remind local businesses of specific measures that they can take throughout the year to be fire safe and disaster prepared. The cards would also be archived on a consumer Web site.

A reminder to keep your business safe from your NFPD
For more safety tips visit our Web site at www.novatofire.org

Q1	Safety check up list
Q2	Business safety inspections available
Q3	Is your business winter ready
Q4	Fire safe reminders

D. Internal Quarterly Newsletter

The goal of this product is to create a forum that allows for improved internal communications and a dialog on department strategies.

Message from the Chief
Feature story
Top staff awards
Event schedules
Statistics
Milestone Recognition

E. Bi-Weekly Newspaper Advertisement

A bi-weekly ad in the Novato Advance will allow for general market reach with an ongoing positive message.

Quarter page format
Firefighter & staff of the month
A Reminder from the NFPD (safety tips)

F. Annual Community Report

A pamphlet that underscores the accomplishments of the NFPD over the prior 12 months and promotes key preparedness issues. This can be direct mailed to all Novato addresses or done in conjunction with the Novato Advance.

Employees of the year
Statistics
Safety checklist
Milestones

Integrated Marketing Calendar

Novato Fire District

Integrated Marketing Calendar

From:

1/1/2009

To:

3/31/2009

January		Notes
Division	Plan	
PubEd	Senior Safety Tips, Evacuation Drills	Newspaper Ads x2
FLM		
OPS		
EMS		
Internal		
<i>National</i>		
<i>Initiatives</i>		

February		Notes
Division	Plan	
PubEd	Storm Related Issues, CPR Awareness	Ad: Customer Service – Above & Beyond
FLM		CPR/AED Community Success
OPS		Feb 25: City Guide
EMS		
Internal		
<i>National</i>	<i>American Heart Month</i>	Code Save
<i>Initiatives</i>		AED Program

March		Notes
Division	Plan	
PubEd	Poison Prevention (Awareness Month), Burn	Internal: Newsletter
	Prevention, Fire Extinguisher Info, Smoking,	Newspaper Ads x2
	Home Fires	
FLM		
OPS		
EMS		
<i>National</i>		
<i>Initiatives</i>		3/27: Postcard

Novato Fire District

Integrated Marketing Calendar

From: 4/1/2009 To: 6/30/2009

April		Notes	
Division	Plan		
PubEd	Change Your Clock, Change Your Battery (Smoke Alarms)	Newspaper Ads x2	
FLM			
OPS	Explorer Academy		
EMS			
Internal			
National	Earthquake Preparedness (California)		
Initiatives		4/24: Community Report	

May		Notes	
Division	Plan		
PubEd	Safe Kids Week (National) Safety Tips for Kids, Arson Awareness (Juvenile Fire Starter)	Newspaper Ads x2	
FLM	Got Defensible Space? Banners		
OPS			
EMS			
Internal			
National	Safe Kids Week, EMS Month		
Initiatives	Arson Awareness week		

June		Notes	
Division	Plan		
PubEd	Water Safety Tips, Fireworks Information	Art & Wine Festival	
FLM		Newspaper Ads x2	
OPS			
EMS			
Internal		6/29: Postcard	
National	Fireworks (Local)	Got Defensible Space?	
Initiatives		Fireworks	

Novato Fire District

Integrated Marketing Calendar

From: 7/1/2009 To: 9/30/2009

July		Notes
Division	Plan	
PubEd	Dial 9 1 1 Information, First Aid Education	Novato Advance: July 1
FLM	Wildland	4th of July Special
OPS		Newspaper Ads x2
EMS		
Internal		
<i>National</i>		
<i>Initiatives</i>		

August		Notes
Division	Plan	
PubEd	Vehicle Traffic Safety Information, Car Seat	Newspaper Ads x2
	Safety, Back to School Safety	
FLM	Wildland	
OPS		
EMS		
Internal		
<i>National</i>		
<i>Initiatives</i>		

September		Notes
Division	Plan	
PubEd	Baby Safety Month	Newspaper Ads x2
FLM	Wildland	
OPS		
EMS		
Internal		
<i>National</i>	<i>National Preparedness Month</i>	9/30: Postcard (Open House/National Initiative)
<i>Initiatives</i>		

