Executive Development

Transitioning from a Centralized Webmaster Model to a Distributed Web Content Management System

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Abstract
The problem of effectively managing a fire department website that was growing in size and complexity was the research focus. Determining efficient and sustainable processes to assure high quality online communications was the primary purpose of the research. The descriptive research method was used. Research questions identified the features and capabilities desired by website visitors and what processes and methods could be employed to assure accurate and timely content. Quality management issues surrounding distributed publishing of online content was also explored. A questionnaire was used to determine desired website functionality. A literature review identified the workflow processes and methods available to assure accurate and appropriate content. The research makes a case to deploy enterprise web content management systems.
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Introduction

The San Ramon Valley Fire Protection District (SRVFPD) website has grown in both size and complexity and has become unmanageable in its current form. This has resulted in an inability to consistently disseminate appropriate information to SRVFPD customers in a timely, accurate and professional manner. The purpose of this research is to identify efficient and sustainable organizational processes to assure high quality online communications.

Publishing accurate, timely, and error-free content is critical because the site is an important community resource with a rapidly growing user base and because it is a reflection of the fire district’s commitment to customer service and quality.

To begin this research it is imperative to recognize who and why people visit the SRVFPD website and what features and capabilities are desired by those users. Once quantified and understood, processes and methods can be identified to assure that content is accurate and appropriate if page authoring and publication were decentralized.

Decentralization is accomplished primarily by separating content from technical formatting eliminating the need for special skills to publish to the website. This improves non-technical users’ productivity and enables technical staff to focus on network and system level tasks. The concept of separating content from formatting is considered key to successfully addressing current limitations.

The research will also explore quality management challenges that might arise in a heuristic, flexible and self-perpetuating distributed content model and how appropriate oversight should be structured. This research paper used the descriptive research method to analyze, synthesize, and present the findings.
Background and Significance

In 2007 the SRVFPD website is managed by a suppression fire captain. His work on the site is in addition to his regular duties. He is not compensated for this work and has not received any formal training as a webmaster. He conducts the work primarily while on duty without any priorities, workflow, or directed strategy and could choose to discontinue his work at any time. The casual nature of this assignment results in the site commonly containing out-of-date or obsolete information such as details of an event that has already been held or a discontinued program or service remaining visible. It is also common for the site to contain broken or misdirected links, misspellings, improperly prepared images, and other errors that would be caught by editorial oversight.

Content for the site comes from a wide range of sources and includes board agendas and minutes, public training course calendars, job announcements, incident photos and videos among many others. Sending these items to a single employee working a shift schedule creates a bottleneck that frustrates those on both sides of the process.

HTML is an abbreviation for Hypertext Markup Language, the predominant language for web pages. It provides a means to describe the structure of text-based information in a document. All SRVFPD website pages are individually-coded static HTML files with essentially no relationship to each other. This makes syntax and design errors difficult and time consuming to repair and precludes any global changes to the look and feel of the site. Changes can only be made by someone familiar with a web language such as HTML and even then changes are on an error prone page-by-page basis. Fixing and reposting these pages takes knowledge of other technical products such as a FTP client. FTP is an abbreviation for File Transfer Protocol. FTP is used to transfer data from
one computer to another over the Internet and is a common method of publishing web pages. More sophisticated tools are available today to automate core navigation, design and publishing tasks that all but eliminate these technical impediments for content authors. The SRVFDPD website hosts nearly 30,000 unique visitors each month (SmarterStats Enterprise Edition Version 3.3). This number continues to grow as the district expands the use of this popular online communication tool. The district is currently in a very vulnerable position with its website model since only one person has the knowledge and login credentials necessary to maintain the heavily trafficked website. A thorough look at alternatives is warranted. Without alternative methods and processes in place, increased content is not practical and the commitment of one employee determines the viability of this key communications asset.

A centralized webmaster model is a hierarchy where a single individual with HTML expertise manages all aspects of a website. This role typically encompasses all planning, coding, production, and user interface responsibilities. To accomplish a successful transition from a centralized webmaster model to a distributed model requires a new way of doing business. Original content authors can no longer simply focus on the primary purpose of their writing. They must consider the repurposing of the material to the website as well as the original audience and presentation format. They must also embrace the additional task of publishing their material directly to the website. They will no longer be able to simply forward their work in its original form to the webmaster for formatting and posting. Heifetz and Linsky (2002) discussed the resistance that people have to change, even when leaders are doing something good for them. Persuading people to give up familiar habits challenges how people define themselves. Successfully
Transitioning from a Centralized

decentralizing website publishing will require that employees across the organization
learn new skills, take on roles in new workflow processes, and assume new and greater
responsibilities.

The United States Fire Administration has operational objectives to reduce the
loss of life from fire for those age 14 and younger and those over the age of 65. A well
developed agency website can play an important role in addressing these objectives
though the use of multimedia lessons, instructional games and other online educational
activities.

Literature Review

Sol (2007) stated that website content was typically managed by an individual
until about 2002. This common approach utilized the webmaster as the central
management and processing point to format and publish content that arrived from a
variety of sources. The webmaster possessed special software and expertise to meet the
administrative needs of the site. However, the bottleneck created by funneling all site
responsibilities to the individual webmaster was a significant drawback to the single
webmaster model. Adding to the challenge of the webmaster model was the time-
consuming formatting requirements of content reuse. Original content authors normally
created material for printed use. Posting to the website was a secondary use of most
original material. This repurposing required the webmaster to convert the document and
associated images from their original format to a web compatible version.

A review of a case study of the Coulee Dam Federal Credit Union (2004) showed
that adding new content or making changes to existing content through a single person
was very challenging. Even small website updates could take several days. Plans for
more online services and a richer user experience were not practical under the webmaster model they had in place. Coulee Dam Federal Credit Union ultimately implemented a web content management system. A web content management system is software used for creating and managing website content. It is used to control a large, dynamic collection of web material such as documents and their associated images. A web content management system facilitates content creation, editing, workflow, and many essential web maintenance functions. Prior to this system all website updates were submitted to a single person that manually formatted the content. With the content management system in place any authorized employee could submit and maintain content. Once submitted, automated workflow routines routed content to the appropriate managers for review and approval.

According to Kyrnin (2007) the new models that decentralize website publishing as described in the case study above have gained in popularity and are now common in larger websites. Shifting publishing responsibilities directly to the non-technical content contributors (such as a Board Secretary, Fire Prevention Specialist or Personnel Department Analyst) and separating content from formatting are highly desirable but require significant new organizational processes and methods to ensure an accurate and appropriate end result.

Successful organizations need to have sufficient management systems and controls in place to assure that the information published on their websites enforce consistent branding and messaging. Jenkins (2006) suggested that successful organizations need to be knowledgeable enterprises that carefully track workflow processes and continually evaluate their effectiveness. When content contributors are
allowed to post directly to an organization website, the content must be properly routed for appropriate review prior to publishing. In addition, management must know when content is not being updated in a timely fashion and is growing stale or out of date. Jenkins emphasized the importance of senior management knowing when deadlines were missed, the status of approvals and other outstanding issues within the workflow process. Workflow in this context describes the movement of website-destined content around the organization for purposes including proofreading, co-writing, evaluation, and approval. Rockley, Kostur, and Manning (2003) found that human controlled workflows were problematic often leading to mistakes including missed steps, forgotten work and omitted approvals. Rockley et al. recommended automated workflow processes because they were repeatable and verifiable and ensure that all steps are accomplished and completed in the proper order. Nakano (2001) compared this flow to an assembly line that is physically arranged to pass partially assembled products past employees in pre-defined steps which included inspection stations. Similar to the layout of the factory floor, additions and review of web content in a managed environment would be routed in an automated way based on the required task and desired oversight. Since it would be impractical to place website contributors and reviewers directly adjacent to one another, any solution would need to efficiently and automatically move tasks from one individual to another in the desired order. Rockley et al. referred to this process as a virtual assembly line.

Goto and Cotler (2005) assert that management needs to understand how their website fits into the overall business strategy and how user experiences reflect on the agency. A website is an extension of the agency’s services and offerings and new designs
or methodologies should be approached with long-term goals in place and a clear understanding of user needs. A questionnaire was conducted to determine what features and capabilities are desired by visitors to the SRVPPD website. The findings of that questionnaire are discussed in the Results Section.

Maintaining control of quality in a distributed content model also presents challenges. Addey, Ellis, Suh, and Thiemecke (2002) found that management may initially ask for too many layers of approval to assure high quality content. This level of oversight would likely be far greater than when the website was managed by an individual. Addey et al. felt this would slow down the publication process considerably and defeat one of the cornerstone goals of decentralized content management - the reduction of time consuming bottlenecks. However, they felt that over time management would gain confidence in the new processes and loosen restrictive workflow processes. Addey et al. emphasized that audit trails would be an important tool in raising the comfort level of managers concerned about quality. Demonstrating that systems could track the entire life cycle of a page including who authored the page, who edited the page and who approved the page for publication would be reassuring to managers concerned about accountability. Defining the proper balance between oversight and publication speed would vary greatly with the nature of the content and the skill and authority of the author.

Wikipedia (2007) is an extreme example of distributed content creation with few management controls. Wikipedia is an online encyclopedia that allows visitors to add, remove, and edit content with essentially no review before modifications are accepted. The site has been criticized because its pages are editable by the general public and
therefore may contain incorrect information. With little or no workflow quality review, Wikipedia relies solely on their community of users to catch erroneous content and correct it after publication. Although this model of volunteer created and edited content would be impractical for the public sites of most government agencies, it may be well suited for internal project communication sites, intranets, and other collaborative environments.

A case study of the Bates College (2004) implementation reveals that a web content management system can efficiently manage a broad base of content contributors through a software-based system that automates workflow. The Bates College implementation supported seventy contributing departments and non-technical content authors were productive with the system after only nominal training.

Hackos (2002) states that to make content most assessable to the public, “organizations must move their most current, up-to-date information to their website. To be useable, information must be assessable electronically. To be manageable and effective, retrievable and useful, information must be organized within the comprehensive framework of a content management system” (p. 8).

Transitioning from a dedicated webmaster model to an enterprise-wide distributed web content model takes careful planning with an extensive focus on workflow design. Successfully navigating this transition can lead to significant enhancements to the information services agencies can provide. In summary, by shifting web publishing responsibilities from a webmaster or other information technology staff to non-technical content contributors, agencies will likely see the volume of published documents
increase. If this can be accomplished while also increasing the quality of the content the transition could be well worth the required effort.

Procedures

Participants

One hundred and seven visitors to the SRVFPD website voluntarily participated in the online questionnaire. All visitors independently decided to click or ignore the link advertising the questionnaire. The questionnaire was available from May 27, 2007 through September 21, 2007. A period of 117 days. No restrictions were placed on the participant pool and all visitors to the site were presented with same pages and opportunity to click the links leading to the questionnaire. Links to the questionnaire were static and remained on the page during the active session and on subsequent visits. Nothing technically prevented participants from taking the questionnaire more than once.

Materials

A questionnaire was constructed using SurveyMonkey.com using the provided Create a New Survey wizard tool. The questionnaire contained four multiple choice, single answer questions, two comment/essay boxes, and one matrix of choices, one answer per row question, for a total of seven questions. The questionnaire content was created by a committee of website stakeholders from the SRVFPD. Committee members were individually selected by management staff for possessing unique and valued skills. They included a project manager, the current webmaster, the information systems manager, the District’s photographer/videographer and a District fire captain with website design experience. A complete copy of the questionnaire appears in Appendix C.
Links to the questionnaire appeared on the home page of the SRVFPD website. A text link with an associated 351 x 214 pixel image was hyperlinked to the news and information page. The news and information page contained a prominent image hyperlinked directly to the questionnaire. The text of the link read *SRV Fire building a new website: Survey*. The image was a screen shot of the home page also hyperlinked to the news and information page. A second hyperlinked image was also placed in the *What’s New* section of the home page. This link took visitors directly to the questionnaire. Screen shots of the home page and the news and information page from June 16, 2007 showing the links and images described above appear in Appendix B.

**Procedure**

All website visitors who participated used the same questionnaire. The questionnaire was only available online. Participants were not provided any instruction beyond basic navigation within the questionnaire. Participants were allowed to move forward or backwards within the questionnaire and to change previous responses until they exited. Participants were not required to complete the questionnaire once underway and could exit at any point. Participants could not return and complete an incomplete questionnaire once they exited. Completed questions from incomplete questionnaires were included in the final results. No time restrictions were placed on the participants.

**Results**

To determine the features and capabilities desired by the users of the SRVFPD website a questionnaire was utilized. The first question asked visitors how they learned of the site. The majority of the visitors, slightly over thirty-seven percent, found the website through a search engine. The second question was demographic in nature and asked the
Transitioning from a Centralized visitor where they were located. Nearly sixty-one percent were located within the SRVFPD jurisdiction. The third question was also demographic in nature and asked the visitor for a self-description. The majority of the respondents, slightly over thirty-six percent, selected *District resident* as a description. Visitors were also asked if they found what they were looking for during the visit. Slightly over sixty-seven percent responded that they had. Those that did not find what they were looking for were asked to enter a comment explaining what could not be found on the site. Visitors were also asked to rank fourteen potential new website features. Visitors were asked to apply a rating of *Very Important, Important, Somewhat Important* or *Not Important* to each of the fourteen features. There was also a free-text question asking what other features were desired. The entire results of the questionnaire are detailed in Appendix A. Screen shots from the SRVFPD website encouraging visitors to complete the questionnaire are shown in Appendix B. The complete questionnaire is included in Appendix C.

A literature review was done to identify the processes and methods that could be employed to assure that content is accurate and appropriate when page authoring and publication is decentralized. The literature review found that effective management systems and control processes were critical to successful decentralization of website publishing. Jenkins (2006) and Nakano (2001) both discussed the importance of automating and monitoring workflow. Jenkins stressed the importance of the ongoing monitoring of the effectiveness of the processes. According to Kyrnin (2007) and both the Bates College (2004) and Coulee Dam Federal Credit Union (2004) case studies, modern web content management systems routinely handle the assignment of moving tasks from one individual to another just as Nakano described in his virtual assembly line
example. Both these cases studies confirmed that web content management systems were viable and provided sound solutions in these implementations. Hackos (2002) also felt information must be organized within the comprehensive framework of a content management system.

The research also sought to identify quality management and oversight challenges that might be present in the distributed content model. Although quality management processes were clearly possible in this environment, Addey, Ellis, Suh, and Thiemecke (2002) felt the greatest risk was from too much oversight. Finding the proper balance between essentially no formal oversight, as in the Wikipedia (2007) example, and too many levels of review and approval as Addey et al. were concerned with remains a challenge.

Discussion

Goto and Cotler (2005) reinforced the need to understand user perceptions of the site and if their needs were being met. The questionnaire demonstrated that most people who visited the site found what they were looking for. However, information gathered in the questionnaire does create an opportunity to grow the features and capabilities of the site in a fashion consistent with improved user satisfaction. With the desires of the users now known, the challenge to meeting these expectations lie with the ability to grow content and capabilities in a manageable fashion. The webmaster model has seen its day. Web content management systems are now the future of robust websites.

How to assure accurate, appropriate, and high quality content when the process for adding and updating content was distributed across an entire organization is a basic concern. Jenkins (2006) showed how workflow was fundamental to assuring proper
review and approval. Rockley, Kostur, and Manning (2003) felt human controlled workflows were not as reliable as automated systems and reinforced the need for a web content management system that could automate workflow tasks. The Wikipedia (2007) literature provided interesting insight into what could occur in a loosely managed system and strengthened the arguments for management oversight in the workflow just as Rockley et al. illustrated with inspection stations along the assembly line.

Concerns expressed by Addey, Ellis, Suh, and Thiemecke (2002) regarding too much oversight seem appropriate. Apprehension by management over a ten or twenty-fold increase in the number of individuals posting content to the website is understandable. An initial over-reaction seems quite plausible. Education and involvement in the workflow design coupled with trusted reviewers in the sequence would aid in securing support. Depending on the level of the content initiator (first line, mid-manager, etc.) a model employing a variable number of reviewer/approvers in the workflow process could be established.

The Bates College (2004) and Coulee Dam Federal Credit Union (2004) case studies demonstrated that moving from a webmaster model to a content management system could be very rewarding. Many of the issues facing Bates College and the Credit Union were the same ones that the San Ramon Valley Fire Protection District face today. Just like the District, these organizations are not in the information technology business. Their core competencies are in running an education institution and a financial institution. Like them, the Fire District needs a robust website, but that is not its expertise. Using a fire captain worked pretty well when the site was small and the user expectations matched. Today, a website rich in resources is greatly appreciated by
residents, contractors, media representatives, employees and many others and help it to demonstrate its customer service commitment.

Recommendations

When a website has grown to the point where information cannot be consistently published in a timely and accurate manner, the implementation of a web content management system should be considered. A web content management system can provide an efficient and sustainable method to assure high quality online communication. A business case for such a system was made in the San Ramon Valley Fire Protection District. A committee to research current product offerings and coordinate the project management tasks required to successfully deploy such a system is now in place.

Although this research has made a strong case for the value of a web content management system, selecting a product and adapting the organization to this change is a formidable task. That leaves many opportunities for future research. Today more than a dozen companies offer web content management systems. It would useful know what the differences are between all these products and how an agency would go about selecting one. Development of a sample Request for Proposal document that outlines all of the potential capabilities would likely prove very useful to many agencies.

A comprehensive listing of fire departments using content management systems would also be useful in the future as these systems propagate. This could lead to related fire department case studies which could be very helpful to other agencies as well. Understanding the costs associated with fully implementing these systems and how difficult they are to install, configure and maintain would be valuable future research.
Additional work remains to be done to detail the procurement and implementation process to truly make this an approachable solution for most fire agencies.
Reference List


Retrieved September 21, 2007, from

http://www.wdvl.com/Internet/Web/Jobs/webmaster.html

Appendix A

Table A1

*How Visitors Learned of the Website*

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation of friend/associate</td>
<td>19.6</td>
<td>21</td>
</tr>
<tr>
<td>Search engine</td>
<td>37.4</td>
<td>40</td>
</tr>
<tr>
<td>Linked from another website</td>
<td>7.5</td>
<td>8</td>
</tr>
<tr>
<td>District newsletter (Fire Line)</td>
<td>12.2</td>
<td>13</td>
</tr>
<tr>
<td>Read about in printed article</td>
<td>3.7</td>
<td>4</td>
</tr>
<tr>
<td>Other</td>
<td>19.6</td>
<td>21</td>
</tr>
</tbody>
</table>

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Table A2

*How Website Visitors Were Located*

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>In SRVFPD jurisdiction</td>
<td>60.8</td>
<td>65</td>
</tr>
<tr>
<td>Outside jurisdiction but in Contra Costa County</td>
<td>11.2</td>
<td>12</td>
</tr>
<tr>
<td>Outside jurisdiction but in California</td>
<td>16.8</td>
<td>18</td>
</tr>
<tr>
<td>United States</td>
<td>10.3</td>
<td>11</td>
</tr>
<tr>
<td>Other Country</td>
<td>0.9</td>
<td>1</td>
</tr>
</tbody>
</table>

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### Appendix A

**Table A3**

*Self Description of Website Visitor*

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>District resident</td>
<td>36.5</td>
<td>39</td>
</tr>
<tr>
<td>Business owner/manager within jurisdiction</td>
<td>3.7</td>
<td>4</td>
</tr>
<tr>
<td>Vendor/supplier</td>
<td>0.0</td>
<td>0</td>
</tr>
<tr>
<td>Student</td>
<td>15.0</td>
<td>16</td>
</tr>
<tr>
<td>Media/Reporter</td>
<td>1.9</td>
<td>2</td>
</tr>
<tr>
<td>SRVFPD employee/reserve/volunteer</td>
<td>15.0</td>
<td>16</td>
</tr>
<tr>
<td>Employee of public agency within jurisdiction</td>
<td>4.7</td>
<td>5</td>
</tr>
<tr>
<td>Researcher</td>
<td>1.9</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>21.5</td>
<td>23</td>
</tr>
</tbody>
</table>

| 107                                      |         |       |

**Table A4**

*Did Website Visitor Find What They Were Looking For*

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>67.4</td>
<td>64</td>
</tr>
<tr>
<td>No</td>
<td>32.6</td>
<td>31</td>
</tr>
</tbody>
</table>

| 95                                      |         |       |
Appendix A

Table A5

*Importance of Specific New Website Features to Visitor*

<table>
<thead>
<tr>
<th>Feature</th>
<th>Very Important</th>
<th>Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Podcast of incident audio</td>
<td>52.0%</td>
<td>19.4%</td>
<td>19.4%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Increased use of webcams</td>
<td>26.5%</td>
<td>30.6%</td>
<td>29.6%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Kids coloring pages/games</td>
<td>11.2%</td>
<td>20.4%</td>
<td>33.7%</td>
<td>34.7%</td>
</tr>
<tr>
<td>Increased streaming radio</td>
<td>48.0%</td>
<td>22.4%</td>
<td>15.3%</td>
<td>14.3%</td>
</tr>
<tr>
<td>Video clips of incidents</td>
<td>49.0%</td>
<td>28.6%</td>
<td>19.4%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Personnel/staff directory</td>
<td>24.5%</td>
<td>38.8%</td>
<td>30.6%</td>
<td>6.1%</td>
</tr>
<tr>
<td>RSS feeds</td>
<td>29.6%</td>
<td>31.6%</td>
<td>27.6%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Expanded photo section</td>
<td>48.0%</td>
<td>31.6%</td>
<td>16.3%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Station/apparatus photos</td>
<td>58.2%</td>
<td>22.4%</td>
<td>15.3%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Fire Chief’s Blog</td>
<td>20.4%</td>
<td>44.9%</td>
<td>27.6%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Job postings</td>
<td>37.8%</td>
<td>26.5%</td>
<td>23.5%</td>
<td>12.2%</td>
</tr>
<tr>
<td>Course schedules</td>
<td>45.9%</td>
<td>31.6%</td>
<td>12.2%</td>
<td>10.2%</td>
</tr>
<tr>
<td>Online training</td>
<td>48.0%</td>
<td>32.7%</td>
<td>15.3%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Online store</td>
<td>29.6%</td>
<td>26.5%</td>
<td>29.6%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>
Appendix B

Screen shot of the San Ramon Valley Fire Protection District website home page (http://www.srvfire.ca.gov) taken on Sunday, June 16, 2007. Only the top portion of the page is shown.
Appendix B

Screen shot of the San Ramon Valley Fire Protection District website News and Information page (http://www.srvfire.ca.gov/news) taken on Sunday, June 16, 2007. Only the top portion of the page is shown.
Appendix C

San Ramon Valley FPD Website Survey  Exit this survey >>

1. Welcome

<table>
<thead>
<tr>
<th></th>
<th>20%</th>
</tr>
</thead>
</table>

We are planning a complete redesign of our website. Your input is very important to us and will help us to develop a site that meets your needs and expectations. With only seven questions, you'll be done in just a few minutes.

Click "Next" to get started with the survey. If you'd like to leave the survey at any time, just click "Exit this survey". Your answers will be saved.
Appendix C

San Ramon Valley FPD Website Survey

2. Site Use

Please let us know a little about yourself and your visit today.

* 1. How did you first learn about our site?

- Recommendation of friend/associate
- Search engine
- Linked from another website
- District newsletter (Fire Line)
- Read about in printed article
- Other (please specify) 

* Asterisk indicates a selection is required.
Appendix C

* 2. Where are you located?
   - In our jurisdiction (Alamo, Blackhawk, Danville, Diablo, San Ramon, Morgan Territory, Tassajara Valley)
   - Outside our jurisdiction but in Contra Costa County
   - Outside our jurisdiction but in California
   - United States
   - Other Country
     ____________________________

* 3. Which category best describes you?
   - District resident
   - Business owner/manager within our jurisdiction
   - Vendor/supplier
   - Student
   - Media/Reporter
   - SRVFPD employee/reserve/volunteer
   - Employee of a public agency within our jurisdiction
   - Researcher
   - Other (please specify)
     ____________________________
Appendix C

4. Why did you visit our site today?

5. Did you find what you were looking for?
   - Yes
   - No (please explain)
### San Ramon Valley FPD Website Survey

**3. Future Directions**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Very Important</th>
<th>Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Podcasts of incident dispatch/fireground audio</td>
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<tr>
<td>Increased number of live webcams</td>
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<td>Kids coloring pages and educational games</td>
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<tr>
<td>Increased number of streaming radio channels</td>
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<td>Video clips of incidents</td>
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<tr>
<td>Personnel/Staff directory</td>
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<tr>
<td>RSS Feeds (notification of new information on our site)</td>
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<tr>
<td>Expanded photo section</td>
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<tr>
<td>Updated station and apparatus photos</td>
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<tr>
<td>Fire Chief's Blog</td>
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<tr>
<td>Job postings</td>
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<tr>
<td>Course schedules (CERT, CPR, etc.)</td>
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<td>Online training (utility shutoff, etc.)</td>
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<tr>
<td>Online store (T-shirts, caps, etc.)</td>
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</table>

*6. The following features may be added to the San Ramon Valley FPD website in the near future. Please rate the importance of the following features.*
Appendix C

**San Ramon Valley FPD Website Survey**

4. *Future Directions (continued)*

<table>
<thead>
<tr>
<th>Feature</th>
<th>Percentage</th>
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<tbody>
<tr>
<td></td>
<td>80%</td>
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</tbody>
</table>

7. What other features would you like to see added to the San Ramon Valley FPD site?

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5. *Thanks!*

I appreciate your feedback. It is your ideas that have made this site what it is today. Thanks again! **Craig Bowen, Fire Chief - San Ramon Valley Fire Protection District**