

Office of State Fire Marshal

Strategic Plan 2015-2019





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The Oregon Office of State Fire Marshal (OSFM) believes that for an organization to be successful, it must have a roadmap. This strategic plan is OSFM’s roadmap identifying where we are, where we are going, and how we will get there.





Mission

Protecting citizens, their property, and the environment from fire and hazardous materials.

Vision

Premier Public Safety Services.

Values

Professionalism

We are dedicated to producing high quality work, delivering valued services, and providing excellent customer service to the citizens of Oregon.

Credibility

We demonstrate trust and accountability through our actions.

Collaboration

We partner with others to achieve our mission.

Leadership

We are dedicated to an environment for success.

Dedication

We believe our mission is worthy of our efforts.

Committed to Partnersh

OREGON STATE

The Office of State Fire Marshal is dedicated to the organizations we serve and the citizens of Oregon.

Our vow is to provide your organization with the best products and services to enable you to accomplish your mission at the highest level.

Partnerships for Oregon's Future

FIRE MARSHAL

We remain committed to continually evaluating the effectiveness of our units and programs. We will regularly request input from our partners to ensure we are delivering quality service.

Only through a healthy partnership, mutual trust, and understanding of each others goals can we provide Premier Public Safety Services.

Dreams and visions are not just reserved for people, but for businesses too. As a state agency, our “business” is the protection of the lives of Oregonians, their property, and environment from fire and hazardous materials.



Our staff come to work every day knowing what they need to do to get their work done. But what does our daily work mean in the bigger picture? What are we trying to accomplish? Where are we now as an agency and where do we want to be? Answering these questions is why we develop a strategic plan.

Developing a strategic plan is not easy. It forces you to be honest with where you are now as an agency, and it challenges you to set difficult goals and take risks to get you where you want to be.

In developing our plan we had to ask some tough questions - What are our agency’s strengths that we can build on; what are our weaknesses that we need to improve; where are there opportunities for us to excel and make a difference; and what are the threats that can keep us from our goals?

In developing our strategic plan we made an effort to ensure we challenged ourselves as an agency, but needed to balance that challenge with realism. We always kept in mind what we believe were realistic achievements, given our chosen time frame.

What you now hold in your hand or are reading on your screen is the result of this introspection, vision, and challenging goals.

I am pleased to say this plan is the result of an agency-wide effort involving many staff members, not just a select group of executives.

I believe input from our staff who perform the “front line” daily work is invaluable and I truly appreciate the time they have committed to this effort.

I hope we have been successful in outlining for you our direction, priorities, and values.

As always, I welcome any input or suggestions aimed at assisting us in remaining a provider of premier public safety services for the citizens of Oregon.

Jim Walker
State Fire Marshal





Assets of the Office of State Fire Marshal

The Office of State Fire Marshal delivers community safety services that are comprehensive, effective, and of high value through partnering and collaboration with various agencies and the community.

Results-focused customer service. OSFM services are planned, developed, and delivered through collaboration with stakeholders. Each program has performance measures for key mission areas, and each manager works with their staff to develop a biennial work plan to accomplish its goals. Process and outcome improvement is emphasized at all levels in all programs.

Employee contributions. All program managers strive for timely response and development of competent, empowered, problem-solving employees. Competent employees are a key component to premier customer service. The success of our agency relies on our employees.



Chief Walker presents the 2014 Silver Sparky Award to Simone Carter



Challenges that Face the Office of State Fire Marshal

As with all organizations, public and private, the OSFM is faced with challenges such as economic instability, demographic shifts, and continued need for strong succession planning. In the coming years, the OSFM will embrace these challenges as opportunities to develop innovative and efficient processes and programs that strengthen our organization internally and translate to sustained and improved services externally. We are confident that we can overcome our three chief hurdles.

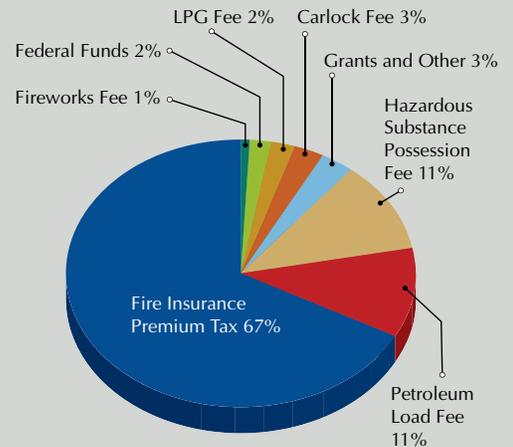
Financial stability. Maintaining agency funding sources.

Information sharing/distribution. Improve the effectiveness of our communication and dissemination.

Increased use of technology. Modernize our services and programs with current technology.

Oregon State Fire Marshal Division:

All Funds Revenue Sources



Introduction to Themes

The Oregon Office of State Fire Marshal's 2015-2019 biennium strategic plan is organized around three themes:

Partnerships and Collaboration
Leading Edge
Strengthen and Diversify

The themes are key areas in which the OSFM must excel to achieve our vision and mission and to successfully deliver exceptional services to our customers.

Within each theme are goals, objectives, and strategies. The goals align to the theme, stating what the OSFM expects to accomplish. The objectives set specific outcomes, impacts, and processes for each goal. The strategies identify how the OSFM will realize the goals and objectives and are a critical component of setting priorities and completing the tasks accomplished through the strategic plan.

The strategic plan sets the direction for the OSFM and enables leadership to evaluate performance and take appropriate action. The OSFM has established a work group to monitor the objectives for measurable results within specific time frames.

Included in this document is a brief description of each OSFM program. We share them with you, along with the themes, to illustrate our means of protecting citizens, their property, and the environment from fire and hazardous materials over the next biennium.

Strategic Theme: Partnerships and Collaboration

Building cooperative partnerships with the fire service, regulated industries, and stakeholders is key to ensuring the OSFM successfully meets and sustains its mission and vision for life safety and property conservation. The OSFM strives to create and maintain relationships with constituents, partners, and employees through leadership and innovative strategies and programs.

The OSFM works with a variety of agencies and public officials to share knowledge and training. Through this proactive collaboration process, fire and life safety policies are crafted, fire codes are amended and adopted, laws and administrative rules are reviewed and modified accordingly, and educational materials are developed and distributed.





Goal 1 – Engage communities and stakeholders in Office of State Fire Marshal programs and services

Objectives and Strategies

- 1.1 Collaborate with key stakeholders to determine communication priority topics
 - Perform a communications survey to improve outreach efforts
 - Network, coordinate, and cooperate with academia, industry, and government agencies to promote OSFM resources and programs
- 1.2 Promote Office of State Fire Marshal’s programs and resources to key stakeholder groups and the citizens of Oregon
 - Simplify web navigation for end users and allow for greater customer interaction
 - Encourage social media outreach efforts to increase awareness of OSFM safety and preparedness products and services
 - Provide uniform communication outlets to assist stakeholders and the general public with access to information updates from the OSFM
- 1.3 Enhance effectiveness of communication with stakeholders
 - Design a catalog of services
 - Develop a branding plan to ensure products and services are consistent



oregon.gov/osp/sfm
fb.com/OregonStateFireMarshal
twitter.com/OSFM



Strategic Theme: Leading Edge

The OSFM is committed to ensuring internal and external customers can access leading edge resources. This requires a combination of traditional and technological solutions. Innovative communication methods will enhance availability to OSFM services and information. By evaluating advancements in resources, the OSFM achieves leading edge customer service, education, and training to the fire service, outside agencies, and the public.

Prevention and readiness resources are available to citizens, industry, and the fire service from the OSFM. OSFM strengthens local fire service by making resources available directly to the public as well as fire service partners and collaborators. Citizens are directly empowered in this way to protect themselves before needing a response.





Goal 2 – Expand the OSFM’s use of technology resources for internal and external customers

Objectives and Strategies

2.1 Boost and maintain data storage and management

- Design and maintain a robust mobile technology system
- Enhance online data collection through the use of Fire Bridge™, iLearn, and Laserfiche along with other newly developed or purchased online tools

2.2 Provide user-friendly technology, supporting systems, and documents

- Create secure access to programs, files, and data from the internet through FTP sites and other secure internet access options
- Utilize tracking technology for internal resources and incident management team resources
- Explore existing technology to develop GIS and mapping capabilities
- Develop website management plans and identify their purpose
- Expand development of multiple user interfaces on the OSFM website for fire agencies, consumers, industry groups, and internal and external users through the Services & Information Project

2.3 Use technology to broaden OSFM marketing of services

- Utilize new technologies to promote training, education, and data collection
- Promote paperless solutions
- Design or acquire an electronic billing and payment solution





Strategic Theme: Strengthen and Diversify

The OSFM is committed to maximizing the strengths of each employee and using those strengths to reinforce the agency mission. The OSFM will ensure employees access resources for an efficient and effective workforce and have the tools necessary to develop exceptional programs and services. OSFM encourages work groups to use the diversity of strengths brought by individual employees.

OSFM employees respect, appreciate, and value individual differences so that we may capitalize on the strengths of a diverse workforce to better perform as an innovative team.

Goal 3 – Practical Leadership

Objectives and Strategies

- 3.1 Support and advance the agency vision, values, policies, and initiative with a unified voice
 - Evaluate questions regarding fire service perceptions, agency visions, values, policies, and initiatives
- 3.2 Create an atmosphere of trust and respect through collaboration and shared decision-making, internally and externally
 - Coordinate shared contributions to achieve a positive outcome
- 3.3 Establish an accountability process for each expectation
 - Conduct periodic overall reviews and perform timely written evaluations to determine compliance
- 3.4 Recognize and acknowledge individual leadership qualities
 - Identify and share positive examples of leadership behaviors and skills





3.5 Establish trust by creating and meeting each commitment

- Develop new ways to meet critical deadlines
- Review and adjust deadlines as needed

3.6 Initiate improvements to practices, procedures, and relationships

- Facilitate internal and external processes
- Conduct surveys to solicit ideas for improvements

3.7 Promote professional and technical development throughout the agency for leadership competency

- Annually identify competency needs across the agency
- Generate training and developmental opportunities to improve skills and knowledge
- Consistently evaluate applied learning competencies and outcomes



Goal 4 – Recruit, develop, and sustain a professional and diverse workforce

Objectives and Strategies

- 4.1 Build and maintain an effective workforce to support the agency's mission, vision, and values
- Establish recruitment strategies that focus on hiring competent and professional employees
 - Maintain an enriching environment that demonstrates the OSFM as an employer of choice
 - Develop a consistent deputy assessment process
 - Ensure skill sets for positions are identified
 - Create a new employee orientation program and training plans
- 4.2 Create progressive professional development
- Develop training that enhances the investment in employee professional growth
 - Provide equality in training opportunities
 - Review, revise, and implement annual employee training plans
 - Implement a professional development program for career progression
 - Educate employees on their role in the success of the agency's mission
 - Identify mandatory employee training to support core values





4.3 Developing the leader in each employee

- Facilitate a mentoring program to develop leadership skills in employees
- Identify a progressive training curriculum that develops leadership skills throughout all levels of the agency

4.4 Succession planning

- Identify and prioritize areas and positions critical to succession planning
- Develop strategies to capture and retain functional knowledge of positions
- Provide opportunities for cross training between sections
- Establish ongoing processes to review succession planning objectives to remain current with changes in the agency
- Analyze and plan for future personnel needs in program areas and resolve deficiencies where financially feasible



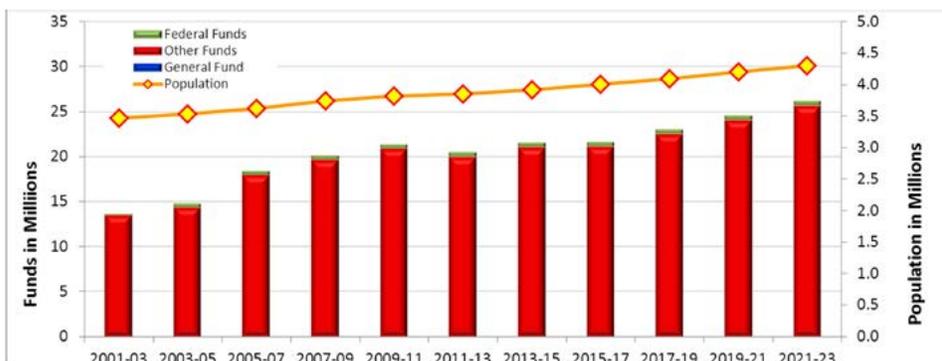
Goal 5 – Promote fiscal sustainability through effective and efficient budgeting and forecasting

5.1 Develop a financial plan and provide continual review and revision

- Review current financial forecasting tools for determining available resources and developing budgeted expenditure amounts
- Ensure adequate funding for services we provide
- Perform a gap analysis between future revenues required and future revenues expected
- Identify potential funding resources and leverage partnerships to maximize fiscal efficiencies
- Develop a short and long term financial plan to incorporate expenditure requirements for technology, marketing, communications, and capital outlay
- Establish a means to fiscally support mobilization funding
- Review current grant writing procedures for effectiveness
- Develop alternative procedures that will improve grant writing opportunities, quality of grant submissions, and grant award success

5.2 Maintain the highest standards of financial reporting and accountability

- Evaluate the process of providing financial reporting to various stakeholders
- Measure actual financial performance against the financial forecasting tools
- Complete a cost benefit analysis for each program's financial practices







Oregon State Fire Marshal Branch Overviews

Leadership

OSFM's leadership manages policy direction of the office as well as facility and business operations. The OSFM leadership works with legislators coordinating legislative changes to support agency mission, policy, and program operational needs, while seeking to increase efficiency and strengthen relationships with stakeholders, industry partners, and members of the fire service. The State Fire Marshal serves as the Executive Director to the Governor's Fire Service Policy Council. In coordination with the Governor's Office, the State Fire Marshal invokes the Emergency Conflagration Act in accordance with ORS 476.510-476.610.

- Develops and maintains productive collaborative relationships with fire service partners and stakeholders
- Develops and implements strategic planning and policies
- Develops agency annual report
- Develops, monitors, and evaluates agency performance and productivity
- Sets policy and direction for all OSFM programs and provides guidance and policy resources for the Oregon fire service
- Directs agency budgeting
- Develops and manages OSFM communication strategies and procedures
- Administers the OSFM internal and external information and communication resources
- Provides administrative support to the Governor's Fire Service Policy Council
- Develops and administers the Oregon Fire Service Mobilization Plan

- Assists and supports the Oregon fire service during major emergency operations through the Conflagration Act

Fire and Life Safety Services Branch

Mandated to perform duties to enhance fire and life safety for the citizens of Oregon.

- Conducts field activities in code enforcement
- Directs and coordinates fire investigations
- Provides training to the fire service on subjects ranging from fire department access and water supply to basic and intermediate fire investigation skills
- Conducts plan reviews and provides code assistance to local fire and building authorities
- Conducts inspections for state licensing of day care centers, assisted living and residential care facilities, and residential schools and treatment centers

Codes and Technical Services

- Administers the adoption, maintenance, and ongoing development of the Oregon Fire Code
- Provides interpretive code consultation of special occupancy articles in the fire code
- Conducts plan reviews for above ground liquefied petroleum gas (LPG) and flammable and combustible liquid storage tanks
- Ensures building, mechanical, and fire codes adopted for Oregon are correlated and consistent
- Conducts technical research and provides legislative input



Health Care

- Conducts Federal Medicare-Medicaid certification surveys for federal funding of health care facilities
- Enforces federal and state fire and life safety requirements in the state's hospitals, nursing homes, ambulatory surgical centers, and end stage renal disease (dialysis) facilities

Competency Recognition

- Promotes consistency in fire code interpretation, application, and training
- Provides training to jurisdictions for the levels of code enforcement they wish to offer
- Establishes experience and training standards to match the scope of practice
- Assists fire departments to provide services commensurate with their community needs and department budget

Fire and Life Safety Education Branch

Through the collection and analysis of fire incident data, the Fire & Life Safety Education Branch focuses on reducing Oregon's residential fire deaths, injuries, and their associated losses.

Adult Fire Prevention and Safety

- Provides public education training and resources to fire agency personnel
- Educates adults on structural and Wildland Urban Interface fire prevention, safety, and the underlying issues highlighted by fire casualty data through collaboration with fire agencies and community partners

- Provides collaborative forums for fire and other agencies to enhance a unified approach to public education issues (i.e. technical assistance, message consistency, unit resources)
- Assists fire agencies in the OSFM Smoke Alarm Installation Program and provides education on smoke alarm and carbon monoxide laws
- Coordinates the multi-disciplinary Oregon Life Safety Team

Youth Fire Prevention and Intervention

- Provides collaborative forums for fire agencies and community partners to enhance a unified approach to fire prevention and intervention issues (i.e. multi-disciplinary approach to youth misusing fire, technical assistance, research, message consistency, and resources)
- Enhance, develop, and implement public education to reduce the risk of youth fire injury and death
- Provide youth fire prevention and intervention training and resources to fire agency personnel
- Coordinates the Youth Advisory Board

Analytics and Intelligence

- Manages the state's reporting system for fire incident response, fire injury and fatality, hazardous material response, and juvenile intervention data
- Submits Oregon data to the National Fire Incident Reporting System
- Maintains the state roster of active fire departments and districts, including current



contact information, fire chief, fire marshal, and contract relationships

- Offers research and analysis services to Oregon’s fire agencies to help them define local fire trends and issues
- Provides data and supports local fire service grant applications and Standards of Cover
- Conducts statistical analysis of statewide fire incident data and makes reports available to the public

Emergency Response Services Branch

Community Right to Know

Administers the Oregon Community Right to Know and Protection Act which ensures that emergency pre-planners, responders, and the public have access to information about hazardous substances stored in their communities.

- Collects, validates, and disseminates information about the presence of hazardous substances at fixed facilities in Oregon
- Receives hazardous substance incident reports from emergency response agencies
- Receives and monitors notifications of hazardous substance releases

State Emergency Response Commission (SERC)/Local Emergency Planning Committees (LEPC)

Coordinates and facilitates the activities of the State Emergency Response Commission as required under the Emergency Planning and Community Right to Know Act of 1986 to assist Local Emergency Planning Committees, first

responders, and the community with planning and training resources to be prepared in the event of a hazardous material incident.

- Designates emergency planning districts
- Appoints a local emergency planning committee (LEPC) for each district
- Develops and coordinates LEPCs
- Facilitates and coordinates the SERC Executive Committee
- Provide comments on local community response plans
- Administers the Hazardous Material Emergency Preparedness grant providing funding to state and local response agencies for planning, training, and exercise projects

Emergency Response

Administers the State Fire Marshal Emergency Response Teams and the Agency Operations Center. These teams respond statewide to hazmat, declared conflagrations, and all other hazards incidents.

- Administers three incident management teams which provide an incident command structure to manage conflagrations response and all hazards incidents
- Provides hazmat response and mitigation services through regional hazmat teams
- Activates the Agency Operations Center during mobilizations to dispatch and manage fire resources during an incident



License and Permits

Supports program mandates through licensing, permitting, and compliance activities to regulate six industries.

Fireworks

- Certifies individuals working on professional fireworks displays to ensure their safety, as well as citizens attending professional fireworks displays
- Issues fireworks display permits to ensure the safe operation of fireworks displays by requiring adherence to fire codes, standards, and laws
- Issues retail sales permits to ensure safe operation of retail sales outlets (indoor and outdoor sales) throughout the state
- Partners with police and fire agencies to address the problems of illegal fireworks, and ensure confiscated fireworks are disposed of properly and safely

Cardlock

- Annually inspects all unattended cardlock facilities to ensure compliance with fire codes and are in safe operating condition
- Annually inspects cardlock operator records to ensure cardlock users are qualified and have received fire safety training
- Enforces Oregon's prohibition on self-serve gasoline at retail fueling stations

Liquid Petroleum Gas (LPG)

- Tests and licenses companies and individuals in the business of installing and working on LPG systems, ensuring the public of safe and correct installation and operation of LPG powered equipment
- Inspects residential LPG tanks to ensure they are installed according to codes, standards, and laws

Novelty lighters

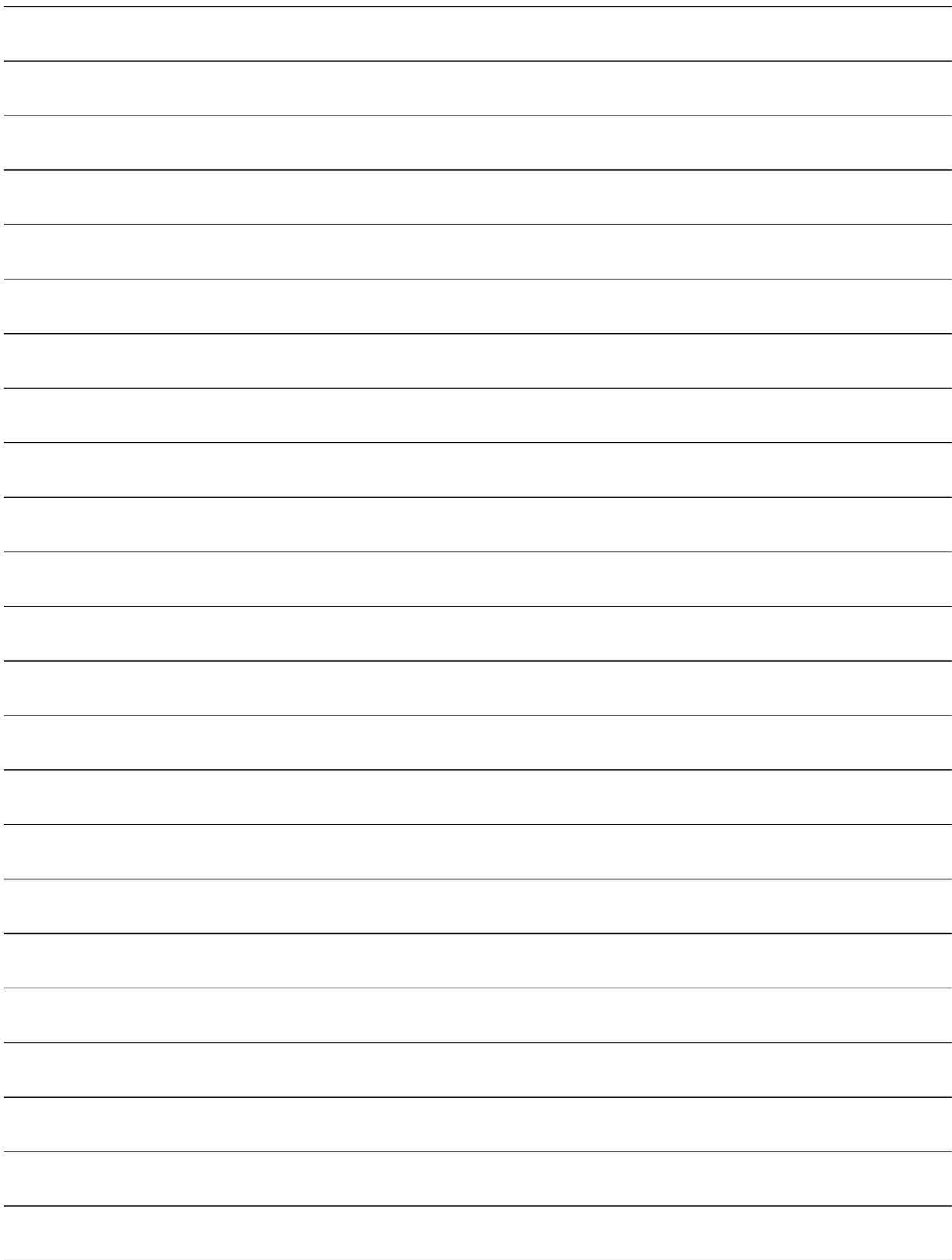
- Enforces Oregon's prohibition of novelty/toylike lighters by working with retailers to ensure these products are not sold in the state

Fire standard compliant cigarettes

- Approves or denies certifications submitted by cigarette manufacturers to ensure cigarettes meet certain fire safety standards before they can be sold in Oregon
- Partners with Department of Revenue to seize and destroy non-compliant cigarettes
- Publishes a list of currently approved cigarettes that can be sold in Oregon as required by Oregon law

Explosives

- Monitors the Explosives Magazine Movement Reporting Hotline
- Notifies the local fire department when a magazine is moved into their jurisdiction



State of Oregon
Department of State Police
Office of State Fire Marshal

4760 Portland Road NE
Salem, Oregon 97305 – 1760

2016

3565 Trelstad Ave SE
Salem, Oregon 97317

Phone: 503-378-3473

Fax: 503-378-1825

E-mail: oregon.sfm@state.or.us

www.oregon.gov/OSP/SFM

