

Office of State Fire Marshal

Strategic Plan 2011-2013





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The Oregon Office of State Fire Marshal (OSFM) believes that for an organization to be successful, it must have a road map. 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 a highly skilled and competent workforce.

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 Partnerships for Oregon's Future

OREGON STATE FIRE MARSHAL

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.

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.



A strategic plan, by its very nature, identifies and analyzes available opportunities and potential challenges: This helps the agency to prepare for the future, seizing opportunities and guarding against challenges.

It's important to the Oregon Office of State Fire Marshal to clearly define the purpose of our organization and to establish realistic goals and objectives consistent with our mission in a defined realistic time frame. Those of us in leadership roles need to be, not only aware of the plan, but proactive in communicating it with all employees. We have attempted to listen to everyone's opinion in order to build consensus about where our organization is going. Our hope is that our staff develops a sense of ownership in the goals, objectives, and strategies identified in this plan. We understand that the plan is a work in progress and may change over time; however, this plan provides a base from which progress can be measured and establish a mechanism for informed change when needed. Additionally, I'm confident this plan assists in building strong leadership and employee relationships. My expectation is that all OSFM employees have great satisfaction and meaning in their work and that productivity is thereby efficient and effective in accomplishing our mission.

Thank you to the entire OSFM staff for their dedication, work, and contribution to implementing this plan and the future success of our agency.

Beyond the content of this strategic plan, we have included the next section, which provides a brief summary of our programs, resources, and services.

Jim Walker
Interim 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.



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, OSFM will embrace these challenges as opportunities to develop innovative and efficient process 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 our 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.



Introduction To Themes

The Oregon Office of State Fire Marshal's 2011-2013 biennium strategic plan is organized around four themes:

Partnerships and Collaboration
Leading Edge
Optimal Accessibility
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 our 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.

Microwave Fire, Mosier, Oregon, 2009

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.



Incident Management Team command post at Evanite drill, Corvallis, 2009



Emergency Response Unit drill (HazMat, US&R, and IMT) at Evanite drill, Corvallis, 2009



Fireworks media event at Clackamas Fire District #1, 2010

Goal 1 – Achieve premier customer satisfaction

Objectives and Strategies

- 1.1 Develop and implement an action plan to identify opportunities to increase customer satisfaction.
 - Create a baseline customer survey to identify how external customers view OSFM services
 - Analyze survey results and identify areas to improve partnership and service satisfaction
 - Use “Vision 20/20 National Strategies for Fire Loss Prevention” as a template to assist in developing and evaluating current programs
 - Establish an action plan to enhance partnerships and public service
 - Implement an action plan and set a survey timeline to evaluate success

- 1.2 Critically analyze current fire and life safety policies.
 - Establish forums for improvement, clarification and streamlining of policies
 - Evaluate trends and use data to determine OSFM program effectiveness
 - Establish solution oriented policies that protect Oregonians from fire and hazardous materials



The Planning and Training Assistance (PATA) group enhances community safety by working with local communities to develop and maintain Local Emergency Planning Committees.

Goal 2 – Team up with stakeholders to promote consistent messages

Objectives and Strategies

- 2.1 Generate and sustain partnerships among fire agencies, community groups, regulated and non-regulated industries, governmental agencies, and targeted audiences.
 - Create a diverse committee to review and evaluate OSFM materials
 - Create and maintain standard messages for all sections and programs
 - Keep content of OSFM messages consistent across all channels
 - Integrate messages through various channels including social media, email, websites, newsletters and electronically distributed materials
 - Create common OSFM branding

- 2.2 Evaluate policies, laws, and rules.
 - Establish a diverse review committee
 - Create appropriate initiatives for action



OSFM Public Information Officer, Rich Hoover, and Incident Information Officer, Steve McAdoo, share information at Evanite Drill, 2009



Emergency Response Unit Field Day at Public Safety Academy, 2008

Goal 3 – Leverage resources to assist external customers

Objectives and Strategies

3.1 Review OSFM materials to determine ability to share content.

- Create focus group, including external partners, to review OSFM training documents
- Inventory all OSFM documents to establish how to incorporate a shared OSFM/external customer message
- Determine and implement accessibility to documents and effective marketing strategies

3.2 Market OSFM services.

- Network, coordinate and cooperate, with academia, industry, and government agencies to promote OSFM resources and programs
- Use current technology and a variety of proactive marketing strategies

Emergency Response Manager, Mariana Ruiz-Temple, with a trainer showing the hydrogen prop at the Hammer training facility, Eastern Washington

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.

Goal 4 – Augment training for external customers

Objectives and Strategies

4.1 Increase training opportunities for external customers.

- Identify training to support core values
- Use intuitive technology
- Create a written training plan for each section's programs
- Align training to each section's specific goals
- Apply best practices to design, deliver, and support training
- Implement a comprehensive training plan
- Improve ease of accessing educational opportunities
- Create an online 12-month calendar to increase marketing and services for external customers



Training fire in La Pine, OR for fire investigation training, 2009



The Oregon Life Safety Team meets to address public education training and programs

4.2 Evaluate the effectiveness of OSFM education and training for customers.

- Ensure courses are accredited
- Survey content of courses and instructors for effectiveness and attendee satisfaction
- Analyze survey data

Goal 5 - Expand quality, value, and efficiency of OSFM services to external customers

Objectives and Strategies

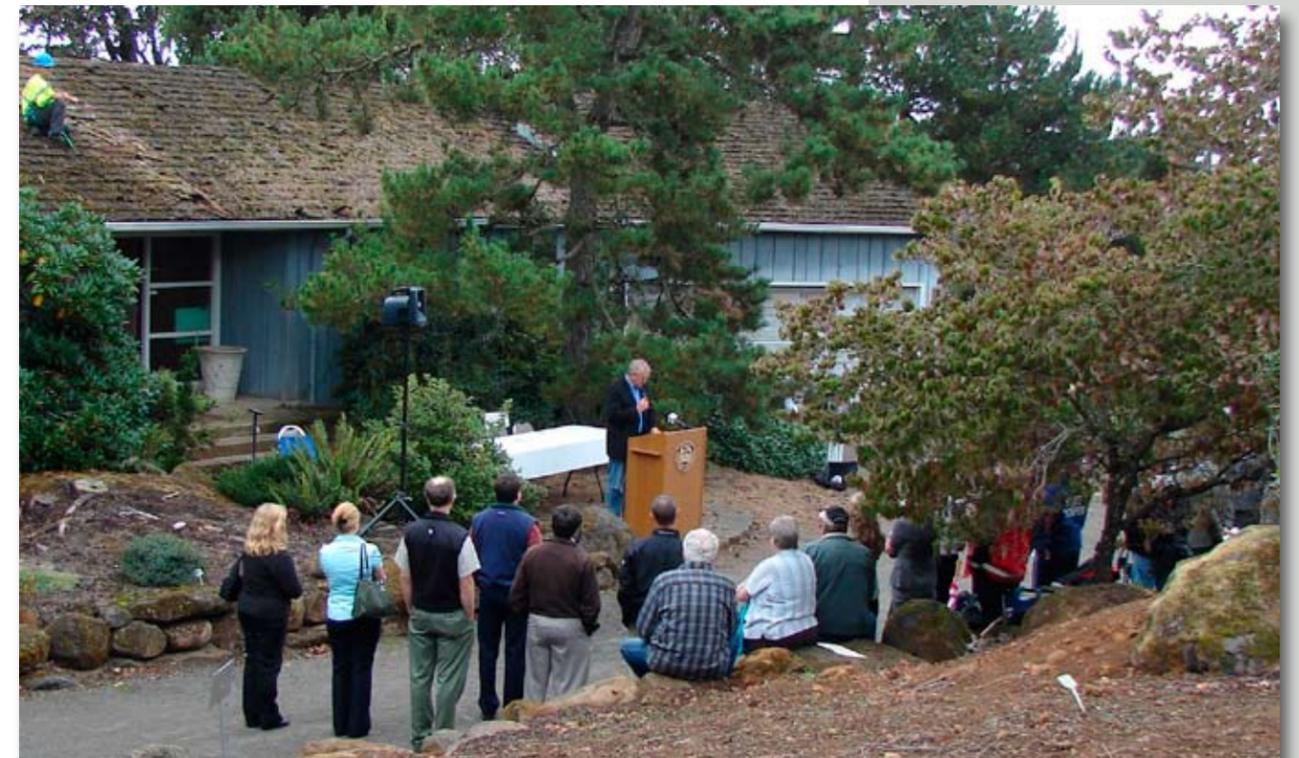
- 5.1 Evaluate the cost/benefit of vendors and service delivered.
- 5.2 Establish a communication process to inform service providers of service deficiencies and improvements.
- 5.3 Establish policies to create public accountability.
 - Devote priority to policy models for educating and training communities
 - Invest in prevention and preparedness policies



This house will be the first full-scale fire prevention safety house in the nation. See caption below.



Compliance Specialist, Jay Hardwick, (center) discusses propane safety with industry members, Salem, 2010



An existing 1970s-era home situated at the Oregon Gardens in Silverton, OR, is being developed into a fire prevention exhibit. The project is a partnership between the Oregon Garden Foundation, the Oregon Department of Forestry, Oregon State University, Moonstone Garden Management and the Oregon Office of State Fire Marshal.

Strategic Theme: Optimal Accessibility

The OSFM is committed to ensuring the fire service, outside agencies, and the public have optimal access to OSFM services and information. By evaluating the latest advancements in computer technology, social media, and data security, the OSFM can select innovative communication methods to enhance access to OSFM services and information.

Goal 6 – Expand the OSFM’s use of technology resources for internal and external customers

Objectives and Strategies

- 6.1 Boost and maintain data storage and management.
- Maintain a robust mobile technology system
 - Improve data collection through the use of online tools such as Fire Bridge™ and iLearn



Computer Services personnel, Lisa Bradley, works on repairing a computer



Licensing Assistant, Micheline Stubblefield, receives fire extinguisher training from Deputy State Fire Marshal Greg Davis



An exhibit demonstrating the home Fire Safety Program

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 7 – Develop a financial plan

Objectives and Strategies

- 7.1 Review service levels and support requirements to identify and establish funding.
 - Review and address capital expenditures, personnel needs, retirements, special projects, resource allocation, and equipment replacement
 - Establish a budget line item for mobilization funding limitation
 - Obtain position authority for an OSFM dedicated fiscal manager/grant administrator

6.2 Provide user-friendly technology, supporting systems, and documents.

- Create secure access to programs, files, and data from the internet
- Utilize resource tracking technology
- Develop and include geographic information system (GIS) technology
- Review and revise website management plans for effectiveness
- Develop multiple user interfaces on the OSFM website for fire agencies, consumers, industry groups, and internal and external users

6.3 Maintain security and integrity of information.

6.4 Develop protocols for information delivery.

6.5 Use technology to broaden OSFM marketing of services.

- Develop a work group to evaluate accessibility options
- Evaluate OSFM's technological options
- Provide training on technology programs
- Provide opportunities for online meetings and training
- Promote new technologies to enhance training, education, and data collection
- Promote 'green' solutions
- Create electronic billing and payment capability

Oregon US&R task force team members shoring at Evanite Drill, Corvallis, 2009



Compliance Specialist, Gordon Simeral, inspects a facility in Multnomah County for compliance with Community Right to Know hazardous substance reporting requirements



Assistant Chief Deputy, Stacy Warner, and interim State Fire Marshal, Jim Walker, review budget forecasts

7.2 Develop a financial plan and provide continual review and revision.

- Collaborate with external stakeholders
- Establish a workgroup of internal and external stakeholders to develop the five-year plan
- Build and enhance relationships with stakeholders
- Explore additional funding opportunities to diversify and solidify resources
- Ensure fee-based programs are stable and sustainable

Goal 8 – Enhance effectiveness of internal communications

Objectives and Strategies

8.1 Create an internal communication plan to ensure information between administration and employees is easily accessible and transparent.

- Develop a written internal communication plan avoiding duplication and contradiction of effort
- Enhance the effectiveness and relevance of internal communication tools including email, intranet, printed form, interoffice mail, wireless connectivity for field operations (air card), iLinc, iLearn, e-gov, and other emerging technology
- Provide a consistent and reliable method to disseminate information and decisions generated from managers meetings, as appropriate

8.2 Ensure employees have access to critical information and feedback channels are available.

- Look for streamlining opportunities
- Insure information from management is communicated with employees
- Annually update business plans using employee input
- Promote continuous sharing of statistics with employees
- Foster constructive employee feedback
- Ensure employees have tools to make informed decisions and create successful programs



Assistant Chief Deputy Stacy Warner



Computer services Matt Atkinson



Research analyst Lena Mohajerin



Former State Fire Marshal, Randy Simpson (back to camera), at a US&R training with the Incident Commander, (left) John McDowell, State Representative, Nancy Nathanson (middle), and US&R Program Coordinator, Tina Toney (right)

Goal 9 – Acquire and sustain a vital workforce

Objectives and Strategies

- 9.1 Create an environment of team work and efficiency.
- Support employee professional growth
 - Ensure employees receive training, development, and tools needed to attain organizational success
 - Involve employees in the creation of a work environment conducive to their best performance
 - Develop employees to maximize their potential
- 9.2 Foster an organizational climate where employee diversity is a catalyst for creativity.
- Enhance agency diversity
 - Recruit highly qualified and capable employees

Goal 10 – Create progressive professional development of OSFM’s employees

Objectives and Strategies

- 10.1 Increase training to protect OSFM’s investment in employees.
- Align training to specific goals
 - Identify mandatory employee training to support core values
 - Apply best practices to design, deliver, and support training
 - Promote career planning
- 10.2 Improve continuing education.
- Create training plans for new employees
 - Provide tools, training, and resources for employee professional development
 - Provide opportunities for cross training between sections, where appropriate
 - Identify and use strengths of individual employees



Compliance Specialist, Art Spond, inspects a cardlock facility, 2010



Community Planning Coordinator, Bill Brauer, also serves as the Finance Section Chief on the OSFM Red Incident Management Team



Randy Simpson presents leadership certificates to Deputy State Fire Marshals Chris Lyman, Greg Davis, and Tad Pedersen.



Woodburn Training: OSFM’s Youth Fire Prevention and Intervention Program partnered with the Woodburn Fire District, Woodburn School District, and the Healthy Kids Learn Better Cadre to deliver Fire Awareness and Disaster Preparedness curriculum to elementary and middle school teachers.

OSFM in partnership with the Oregon Burn Center and Fire Safe Children and Families hosted Cultivating Partnerships III: Juveniles with Fire and the Impact of Media. More than 130 professionals representing the fire service, law enforcement, mental health, schools, and social services representing 12 states and British Columbia were in attendance.





Oregon State Fire Marshal Unit Overviews

Administration

OSFM administration manages the overall policy direction of the office as well as day to day facility and business operations. It assures the agency meets legislative requirements, while seeking to increase productivity and service.

- Develops and maintains productive collaborative relationships with fire service partners and stakeholders
- Develops and implements strategic planning and policies
- 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

Community Right to Know

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

- Collects information about the presence of hazardous substances at fixed locations on the Hazardous Substance Information Survey
- Receives and monitors notifications of hazardous substance releases
- Receives hazardous substance incident reports from emergency response agencies
- Provides access to hazardous substance information to emergency responders, the public, and other interested groups

Planning and Training Assistance (PATA)

- Provides guidance to local, state, and federal partners on how to utilize the information provided by the Community Right to Know program to enhance their planning, training, and response capabilities
- Develops and coordinates Local Emergency Planning Committees (LEPC)
- Administers the Hazardous Material Emergency Preparedness (HMEP) grant providing funding to state and local response agencies for planning, training and exercise projects



Emergency Response

Administers the State Fire Marshals Emergency Response Teams and the Agency Operations Center. These teams respond statewide to Hazmat, Urban Search and Rescue and all hazards incidents.

- Administers three Incident Management Teams which provide an incident command structure to manage wildland urban interface response and all hazard incidents
- Provides hazmat response and mitigation services through regional HazMat teams
- Urban Search and Rescue Task Force provides a state response to structural collapse emergencies
- Activates the Agency Operations Center during mobilizations and dispatches and manages fire resources during an incident
- Develops and administers the Oregon Fire Service Mobilization plan which provides guidance on how to and when fire service resources are deployed to assist local jurisdictions when resources are exhausted

Fire and Life Safety Services

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 liquified petroleum gas (LPG) and flammable and combustible liquid storage tanks
- Ensures building, mechanical, and fire codes adopted for Oregon are correlated and homogenous
- 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 at the level of code enforcement a jurisdiction wishes 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

Provides training and resources to fire agencies and community partners to prevent fires and related casualties, and property loss through fire prevention and life safety education programs.

Adult Fire Prevention and Safety

- Provides fire related prevention materials and education to fire agencies, local safety partners, and the public Targets high-risk populations and audiences to reduce fire casualties, and property loss
- Assists fire agencies in implementing smoke alarm campaigns for their local areas
- Manages the OSFM website
- Coordinates the multi-disciplinary Oregon Life Safety Team

Youth Fire Prevention and Intervention

- Coordinates multi-disciplinary county networks to serve youth with firesetting behavior issues

- Develops and delivers training to fire service and community partners to meet juvenile firesetter specialist certification standards
- Coordinates and develops educational intervention resources
- Develops and delivers training on preschool, elementary and middle school fire awareness prevention curricula
- Conducts research and evaluation on fire prevention and intervention strategies
- Links local, state and national programs dealing with youth with firesetting behavior through the publication of a nationally recognized newsletter

Data Collection and Research

- 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



License and Permits

Supports program mandates through licensing, permitting and compliance activities to regulate five 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) located 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 they are in compliance with fire codes, and in safe operating condition
- Annually inspects cardlock operator records to ensure users of unattended cardlock facilities are qualified and have received fire safety training
- Enforces Oregon's prohibition on self-serve gasoline at retail fueling stations

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

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