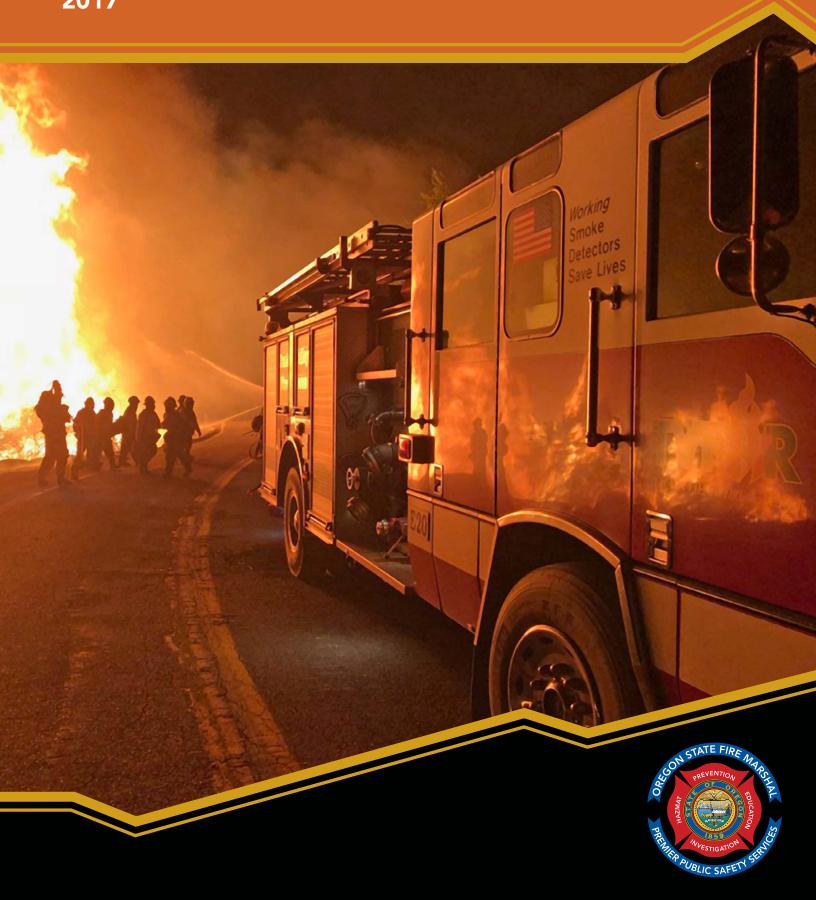
# OREGON OFFICE OF STATE FIRE MARSHAL ANNUAL REPORT 2017





#### **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.

Statutory Authority
Oregon Revised Statutes:
Chapters 336, 453, 470,
476, 478, 479, 480

## A Message from the Oregon State Fire Marshal



It was a very busy year for the OSFM. From the solar eclipse, emergency mobilizations, new legislation, and celebrating our 100th anniversary, the year almost became a blur. However, our staff stepped up to the plate, and handled the load with professionalism, dedication, and commitment.

Planning for the solar eclipse began the year and the pace of work grew from there, starting with our Fire and Life Safety Education Branch. They were heavily involved with other state agencies in developing and distributing fire safety education material for those who would be visiting our state to

view this lifetime event in the middle of our normal wildfire season.

Our deputies and staff in our Fire and Life Safety Services Branch also worked diligently to assist fire agencies across the state with their local preparations and emergency response plans for the expected influx of visitors.

Did I say normal fire season?! Fire season was something, but it wasn't "normal." It was extremely busy for the OSFM and Oregon fire service as they handled three mobilizations that came in rapid succession: the Nena Springs Fire, the Milli Fire, and the Chetco Bar Fire. Throughout the fire season, Oregon fire agencies and our staff working in the Agency Operations Center were pushed to the limit as they stretched their already thin resources on deployments that were lasting longer than usual. This year was a true example of neighbor helping neighbor, communities helping communities, and states helping states.

This year, California resources came to our aid and when asked twice, we came to theirs. It was an honor to see the men and women of the Oregon fire service at their best in helping to protect citizens and their communities in our neighboring state.

Working together, the OSFM has built significant relationships with the Oregon fire service, local communities, industries, and state and federal agencies that we depend on and that depend on us. It is those relationships and the history of collaboration that has seen us through the years. We've always worked tirelessly side-by-side to keep our risk reduction programs in Oregon moving forward.

This year we've enjoyed celebrating our past, but I'm even more excited about the future. We have been successful over the past 10 decades because even through rough patches and smooth times, we have always maintained a determination to work towards the greater good.

Thank you for your continued support and enjoy reading our 2017 annual report.

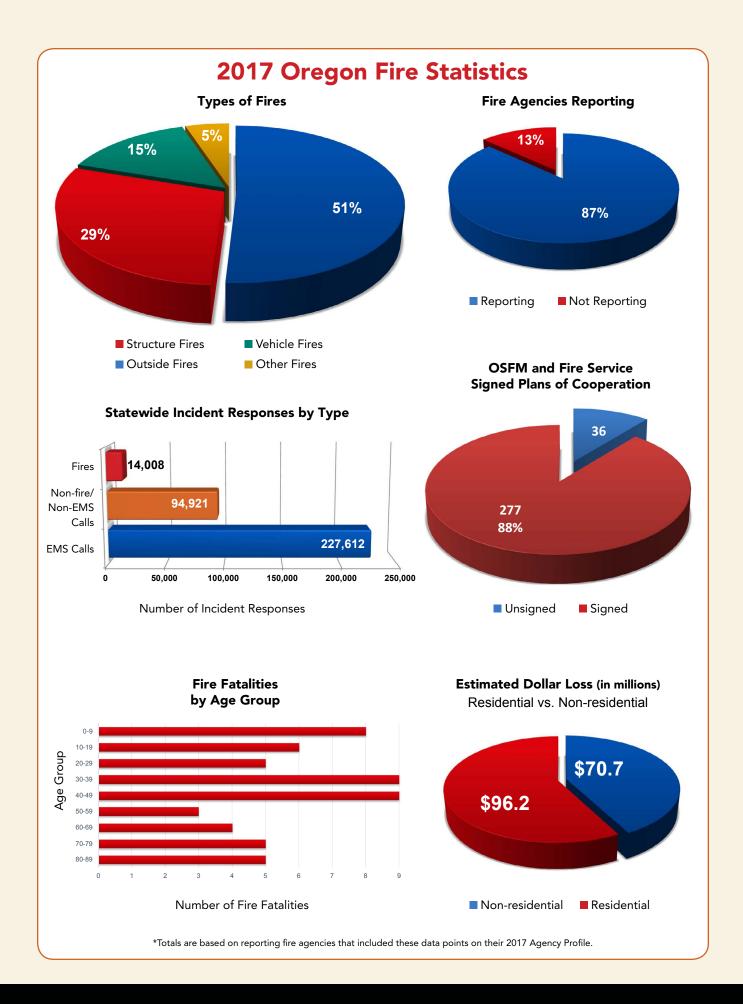
Jim Walker

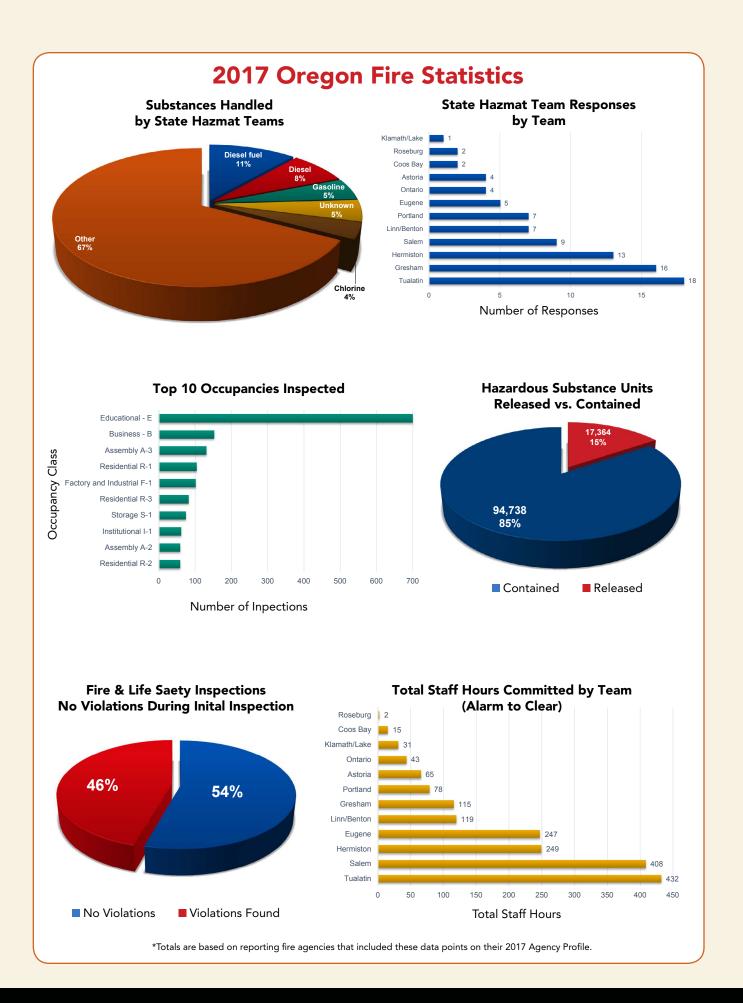
Oregon State Fire Marshal

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## **Table of Contents**

	2017 Oregon Fire Statistics	2
Adm	iinistration	4
	100 Years of Service 1917-2017	
	2017 Legislative Session	5
Eme	rgency Response Services	
	Regional Hazardous Materials Emergency Response Teams	
	Community Right to Know	
Fire	& Life Safety Services	. 13
	Field Operation Unit	. 13
Fire	& Life Safety Education	. 16
	Youth Fire Prevention & Intervention Advisory Council	. 16 . 17
	Wildfire Awareness Month	
	Oregon Wildfire Preparedness Guide The Oregon Life Safety Team celebrates 15 years	
	Total Solar Eclipse Fire Safety Education	
	Smoke Alarm Installation Program	
	American Red Cross Community Partner of the Year Award  Smoke and Carbon Monoxide Alarm Law	
	Fire Prevention Month	. 20





#### **ADMINISTRATION**

The OSFM Administration Branch provides division-wide support in administrative rules, legislative tracking, fire service mobilization, and administrative support to the Governor's Fire Service Policy Council. Staff develop and maintain productive collaborative relationships with fire service partners and stakeholders.

#### 100 Years of Service 1917-2017

Throughout 2017, the OSFM and its fire service partners celebrated the 100 year anniversary of the OSFM, highlighting significant milestones, events, and accomplishments of not only the OSFM, but of the Oregon fire service since the OSFM was established in 1917.

Although the past century has seen many changes in fire prevention, protection, and response, what hasn't changed is the OSFM mission to protect the people, property, and the environment from fire and hazardous materials.

Being able to look at the past 100 years of agency accomplishments was also a good opportunity to look to the future. The OSFM stands prepared to tackle the challenges of future change, to hold steadfast in our responsibility of maintaining focus on the protection of Oregonians, and remains dedicated to maintaining partnerships and collaboration to achieve its mission and goals.

#### 2017 Mobilizations

The 2017 fire season was unprecedented in many ways for OSFM incident management teams and the Oregon fire service. OSFM IMTs mobilized to four incidents in the state: the Nena Springs Fire near Warm Springs, Milli Fire near Sisters, Chetco Bar Fire near Brookings, and Eagle Creek Fire near Cascade Locks. All told, over 986 structural fire service personnel staffed 410 apparatus in the 1,229 hours that OSFM had authority for those fires. Of the 19,978 structures threatened, 30 were consumed by fire with 10 of those being residences. The estimated value of protected residences was nearly \$4 billion.



In November, Oregon Emergency Management received a request from California's Office of Emergency Services for structural firefighters and apparatus to aid in the multiple wildfires in the state. As one of the primary agencies for Emergency Support Function 4-Firefighting, the OSFM mobilized 15 strike teams of engines to respond to assist our neighbor to the south. Sixty-six Oregon fire agencies responded to that call, with the majority of resources being deployed for 12 days. Less than a month later, California sent another request for assistance needed on the Thomas Fire. Again, the OSFM mobilized 15 strike teams. Including drive time, that deployment lasted 14 days.

The OSFM and California State Fire and Rescue have been part of a national effort with the International Association of Fire Chiefs and the Federal Emergency Management Agency to build interstate mutual aid plans and relationships for out-of-state response. This, over the past 10 years, has helped establish relationships and codified processes, setting the foundation for success.

## 2017 Legislative Session

The Oregon legislature passed HB 2482 during the 2017 regular session and it was signed into law on June 6, 2017. The intent of HB 2482 is to provide more accessibility to gasoline for motorists in the more rural areas of the state. The law became effective on January 1, 2018. This bill is a continuation of HB 3011 passed by the legislature in 2015.

Under HB 2482, retail service stations in low population, eastern Oregon counties may allow self-serve of class one flammable liquids (gasoline) 24-hours a day, seven days a week. However, if there is a retail space that provides goods or services other than those for







maintaining, repairing, or cleaning a motor vehicle, someone must be available to dispense gasoline between the hours of 6:00 a.m. and 6:00 p.m.

In summary, House Bill 2482 does four things:

- Defines eastern Oregon counties,
- Requires, under certain conditions, a person be available to dispense class one flammable liquids (gasoline) at retail stations where self-serve is allowed.
- Expands the hours of self-serve at retail stations in low population counties in eastern Oregon and,
- Allows retail sales of class one flammable liquids (gasoline) at non-retail fueling facilities located in low population counties in eastern Oregon.

# Governor's Fire Service Policy Council

In 2017, the Governor's Fire Service Policy Council, under the leadership of Chair Les Hallman and Vice-Chair David Sellers, continued providing advice and guidance on issues of common interest, policies, and affairs that affect the fire protection and life safety of the residents of Oregon. The council meets on a quarterly basis in January, April, July, and October.

The council welcomed new members John Patterson II representing the Oregon Fire Marshal's Association and Fire Chief Jack Carriger with the Oregon Volunteer Firefighters Association. The council also saw the departure of Tommy Bohm and David Sellers who had both termed out after years of representation to the Governor's Fire Service Policy Council. Mariana Ruiz-Temple with the Oregon Office of State Fire Marshal and Joseph Siebert with the Oregon State Firefighters Council were both reappointed in 2017 to serve their second consecutive terms.

Issues discussed by the GFSPC in 2017 included:

- · Firefighter Injury Statistics Reporting
- Fire code issues concerning:
  - Marijuana
  - · Tiny homes
  - · Homeless camps
  - Foam in aircraft hangers



## **EMERGENCY RESPONSE SERVICES**

The Emergency Response Services Branch is comprised of the Regulatory Service Unit (with seven programs: Fireworks, Explosives, Liquefied Petroleum Gas, Non-Retail Fueling, Fire Standard Compliant Cigarettes, Novelty/Toylike Lighters, and Community Right to Know), the State Emergency Response Commission, the Local Emergency Planning Committee Program, and the Emergency Response Unit.

The Emergency Response Unit administers the Rail Safety Program, Agency Operations Center, and the State Regional Hazardous Materials Emergency Response Teams.

## Regional Hazardous Materials Emergency Response Teams

The Oregon Office of State Fire Marshal's Regional Hazardous Materials Emergency Response Team (RHMERT) is comprised of 13 teams strategically positioned across Oregon.

Teams consist primarily of volunteer and career firefighters, with some law enforcement and public works employees. Team members complete a minimum of 160 hours of specialized training to become hazardous material technicians, followed by rigorous on-going training.

The program is funded by petroleum load fees which are collected by the Oregon Department of Revenue when petroleum loads are withdrawn from a bulk container.

In 2017, three of the top five known substances responded to by hazmat teams were diesel, gasoline, and petroleum distillates.



In 2017, teams added benzene-specific air monitors to their inventory of response tools. These toxic gas detection devices obtain accurate measurements in areas where benzene – a crude oil byproduct – or other volatile organic compounds (VOCs) could be present. They allow hazardous materials technicians to determine safe areas, evaluate the level of personal protective equipment needed for all responders at a scene, and conduct community air monitoring near the incident to verify public safety.

#### Hazmat by Rail

In 2017, the OSFM facilitated the delivery of numerous Hazmat Rail Awareness, Hazmat Rail Emergency Operations, Hazmat Incident Command, Incident Com¬mand System, and Hazmat Technician Tank Car Specialist training courses.

More than 4,560 personnel training hours were delivered to 149 public service agencies, with 334 total personnel attending. Multiple disciplines attended these trainings, including firefighters, hazmat technicians, emergency planners, executive level managers, and public officials along with other hazmat by rail first responders. Due to this diverse group's attendance, they will have a better understanding in preparing for and responding to, hazmat by rail incidents as a unified front.

Also in 2017, the OSFM took delivery of two retired railroad tank cars, donated by Union Pacific and BNSF railroads. These tank cars were positioned on their sides to simulate a derailment scenario at both the Department of Public Safety Standards and Training in Salem and the Eugene/Springfield Fire Department Training Center.









## **Community Right to Know**

The Oregon Legislature passed the Oregon Community Right to Know and Protection Act (CR2K) in 1985 (ORS 453.307-453.520). Since that time, the program has been collecting information from Oregon employers about hazardous substances at their fixed facilities using paper reports. In 2014, the OSFM embarked on a project to change to an online reporting process. Throughout the project, partners and stakeholders, including reporting facilities, state agencies, emergency planners from different levels of government, emergency responders, Oregon's hazardous materials response teams, and local emergency planning committees worked with us to create a solution to meet Oregon's specific reporting needs.

The purpose of the CR2K Program is to provide available information to the public, in addition to emergency planners and emergency responders about hazardous substances in their communities so that, in case of an emergency, they may be better informed and prepared.

On January 1, 2018, the online reporting portal called Community Right to Know Hazardous Substance Manager (CHS Manager), was fully implemented with a statewide launch. In the first four days, over three hundred facilities registered; by the end of January, over six hundred facilities had registered.

A hazardous substance is generally defined as anything required to have a Safety Data Sheet (SDS), any waste substance as defined by the Department of Environmental Quality (DEQ), or any substance that presents a physical or health hazard to employees, first responders, or the public.

CHS Manager has several unique features that empower facilities, planners, responders, and the public. These features include, the ability to run a variety of reports to get specific data about hazardous substances at fixed facilities in Oregon. Facilities can upload Safety Data Sheets, site plans, and other relevant documents. There is also a mapping tool which identifies reporting facilities and other at risk institutions such as schools, hospitals or adult care facilities that might be nearby which can be used by citizens, emergency planners, and emergency responders.

Once a facility submits their report, emergency planners and responders have immediate access to that information twenty-four hours a day, seven days week. CHS Manager has additional user accounts which are accessed by emergency planners and emergency responders. Emergency planner access offers the ability to create and save hazard risk zones and vulnerability zones and create plumes. Emergency responder access provides the ability to adjust risk zones, review information previously searched, and enlarge the risk zones.

#### **Regulatory Services Unit**

#### **Fireworks Program**

The fireworks program issues licenses for the wholesale of fireworks, permits for retail sales of consumer fireworks and for using fireworks in displays, the entertainment industry, and pest control purposes. The program also issues certificates to qualified pyrotechnic technicians to use fireworks. The licensing and permitting process requires approval by the local law enforcement and fire authorities to ensure all fire and life safety risks are mitigated. This process helps ensure the safety of the public, industry, and first responders from fireworks related accidents. In 2017, program staff processed 1,381 licenses, permits, and certifications.

#### **Liquefied Petroleum Gas Program (LPG)**

The residential LPG program administers testing and licensing of LPG companies and their employees to perform work related to the correct handling of LPG and installation of LPG equipment and systems. The program also conducts inspections of residential LPG tank installations and LPG bulk plants for compliance with Oregon Fire Code and other LPG standards. These activities help ensure the health and safety of both the public and those who work in the industry as well as help protect the environment from fire and hazardous materials. In 2017, program staff issued a combined total of 1,075 company and employee licenses and inspected 291 LPG tank installations.

#### Non-Retail Fueling (Cardlock) Program

The cardlock program issues licenses for the operation of cardlock facilities in Oregon and conducts audits of cardlock operators' customer records to ensure they are in compliance with requirements, which includes providing training on how to dispense class one flammable liquids safely. The program also conducts fire and life safety inspections of each cardlock facility to ensure compliance with Oregon Fire Code and other established requirements. These activities help ensure the health and safety of all Oregonians and others who visit our state in addition to helping protect the environment from fire and hazardous materials. In 2017, program staff conducted 402 audits and inspection.







## FIRE & LIFE SAFETY SERVICES

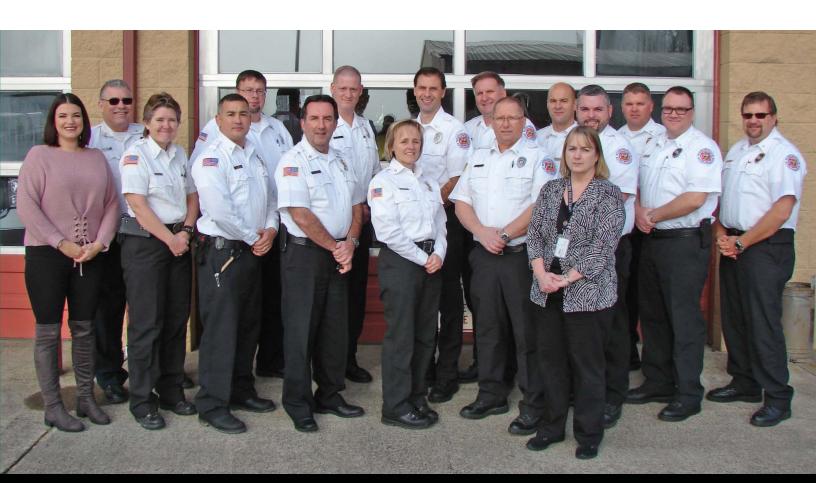
The Fire & Life Safety Services Branch delivers services statewide through inspections, fire investigations, and coordination with community organizations, industry associations, and local fire and building officials. This branch also houses the Codes and Technical Services Unit which promotes the adoption, application, and use of effective, uniform fire and life safety codes.

## **Field Operation Unit**

#### Plan of Cooperation

With support from our stakeholders, the Oregon Fire Chiefs Association, and Oregon Fire Marshals Association, our deputies have been meeting with fire chief's around the state to develop a Plan of Cooperation with nearly every fire agency in Oregon. Each Plan of Cooperation becomes an agreement between the OSFM and the local jurisdiction outlining the fire and life safety services each agency would like to receive from the OSFM. These services include fire cause investigation, fire code inspections and enforcement, plan review, and training on fire investigation and inspection.

By the end of 2017, the OSFM had signed plans of cooperation with 277 Oregon fire agencies. This represents 88% of all fire agencies in the state.





#### **Eclipse / Mobilization**

- OSFM deputies were fully involved in preparing for planned and unplanned solar eclipse events throughout the state. Deputies also assisted fire jurisdictions with their local preparation for the event which occurred during the height of Oregon's wildfire season. This effort was praised as having a tremendously positive effect on limiting any fire incidents during the wide variety of eclipse events.
- Nine deputy state fire marshals were deployed to the various mobilizations during this fire season.

2017 saw an across the board increase in deputy accomplishments and activity compared to 2016:

	2016	2017
Traveled miles	208,388	292,488
Total fire investigations	124	239
Completed over 2000 inspection requests	2000+	2021
DSFM involved fire investigations	213	239
Technical advice – assist AHJs	39	54
Assist local DFMs	unavailable	92
DSFM led investigation	unavailable	93



#### **Health Care**

2017 was a year of transition for the OSFM Fire & Life Safety Services Health Care Unit. Our new team of compliance specialists underwent certification and began their facility inspections.

Process improvements this year have allowed increased collaboration with our healthcare stakeholders. An overall objective for the OSFM compliance specialists is to survey facilities for compliance with federal fire and life safety standards of existing facilities and of facilities who wish to be certified to receive federal Centers for Medicaid and Medicare (CMS) funding.

The healthcare team surveyed 297 CMS long- and short-term care facilities during 2017.

In 2016, the final rule on Emergency Preparedness requirements (CMS Survey & Certification (S&C)17-29) was published. The four components required for a facility EPP are:

- **Emergency Plan**
- Policies and Procedures
- Communications Plan
- Training & Exercise Program

With the implementation of the EPP rule, the most cited incomplete items for 2017 were:

- E 0001 Establish of Emergency Preparedness Program (EPP)
- E 004 Develop EPP
- E 006 Plan Based All-Hazard Risk Assessment
- E 009 Local, State, Tribal collaboration process
- E 036 EP Training and Testing

#### **Codes and Technical Services**

The Codes and Technical Services Unit began the process to adopt the 2018 International Fire Code with Oregon Amendments. The 18-month code adoption process is tentatively scheduled to be completed in late 2018.

The OSFM's new Codes & Technical Service Desk became active in 2017.

Our Codes and Technical Services unit processes more than 200 technical advice requests (email and phone calls) each week.

#### **State Property Inspection Program**

Deputies developed a revised state property inspection program and systematically inspected 586 buildings within Oregon Department of Corrections facilities. The program has worked well and has received positive and appreciative feedback from the Oregon Department of Corrections management.





## FIRE & LIFE SAFETY EDUCATION

The Fire & Life Safety Education Branch houses the Analytics and Intelligence Unit, the Adult Fire Prevention and Safety Unit, and the Youth Fire Prevention and Intervention Unit. Through the efforts of these units, the branch works toward its mission of reducing Oregon's residential fire deaths, injuries, and property loss.

## Youth Fire Prevention & Intervention Advisory Council

The OSFM re-engaged the Youth Fire Prevention and Intervention Advisory Council. The multi-disciplinary team includes 24 members from 20 agencies who are committed to increasing collaborative programs across the state. The goal is to increase youth fire prevention efforts and provide effective intervention resources. The council supported the development of an intervention subcommittee that met twice in 2017 to review current and historic intervention processes.

## **Insight – A Youth Misusing Fire Program**

The Insight program's key purpose is to reduce barriers to intervention and provide useful tools for the Oregon fire service and their partners. While currently in development, the program is designed to begin with a series of age appropriate workbooks accompanied by a workbook facilitator, that addresses young people's inappropriate use of fire. Three of the four workbooks are for the youth audience and are designed for individual use or group implementation. The Green Book (for ages 4-8), Blue Book (for ages 9-12) and Red Book (for ages 13-17). Each book follows a format that includes fire safety awareness, education, and intervention that addresses the impact of actions and proposed accountability in an age appropriate format. The fourth book (the Yellow Book) is targeted to meet the needs of parents and caregivers and addresses information about supervision and fire safety in the home. Members of the Youth Fire Prevention and Intervention Advisory Council are assisting with internal and external pilot group testing. The OSFM will release these tools throughout 2018.



## **Partnerships**

The Youth Fire Prevention and Intervention Unit connected with existing and new partners during 2017 who have similar goals to improve fire prevention efforts and reduce the incidence of youth misusing fire. Our partners were engaged in the review of our current systems and have been instrumental in making recommendations and identifying gaps in youth fire safety and early intervention. Together, we will continue this collaborative effort to educate our community partners about the risks associated with youth misusing fire and the steps we can take to prevent this.

The OSFM shared resources and support with fire agencies across the state and the nation, primarily with the Oregon's Juvenile with Fire Screening Tool. This has evolved into inquiries about the tools being used in Oregon to prevent and respond to youth set fires. Collaboration and consultation with other agencies allows our program to keep up with trends in youth fire prevention and intervention as well as receive feedback on our process.

The OSFM entered its third year of partnerships with Oregon State University and the University of Oregon athletics programs to promote fire prevention and build brand awareness. The campaign includes radio ads, live in-game mentions, game-day displays, program ads, and the use of the schools' mascots and logos in prevention materials. New prevention education products in 2017 included beverage coasters, reusable shopping bags, sports schedule cards, barbecue banners, and print ads that focus on fire prevention and safety.

The OSFM teamed up with the universities, along with Governor Kate Brown, Keep Oregon Green, and the Oregon Department of Forestry to create video public service announcements on home and outdoor fire safety. The six 30-second PSAs provide fire safety information for general wildfire awareness, debris burning, solar eclipse, campfire, smoke alarms, and home fire escape planning.









#### Wildfire Awareness Month

The OSFM participates annually with KOG, ODF, and other wildland agency partners to promote Wildfire Awareness Month. May 2017 marked the 16th year of a wildfire awareness campaign in Oregon, and the 9th year of Oregon's involvement in a multi-state proclamation. The OSFM, ODF, and many other federal, state, and local fire agencies called on residents to be aware and prepared for the fire season and warned of the high potential for human-caused wildfires. Additionally, OSFM staff joined with KOG for the OSU Smokey Bear Baseball event focusing on wildfire awareness. OSFM staff also provided wildfire prevention information at a UO baseball game.

## Oregon Wildfire Preparedness Guide

The OSFM Adult Fire Prevention and Safety program initiated a wildland-urban interface committee with KOG and ODF to examine current wildland-urban interface prevention outreach materials and identify information gaps in these materials to create a more comprehensive guide. The committee worked with QuickSeries Publishing to develop a pocket guide on wildfire preparedness that was distributed throughout ODF, local fire agencies, and OSFM's incident management teams.

# The Oregon Life Safety Team celebrates 15 years

In October, the Oregon Life Safety Team celebrated its 15th year of coordinating and implementing consistent statewide fire prevention education. The team was created at the recommendation of the task force that published *Life Safety 2000, A Model Plan for the State of Oregon to Reduce the Risk to Oregon Citizens from Fire and Related Emergencies.* One of the key initiatives of the plan was to organize and coordinate fire prevention and education efforts.

The OLST is comprised of Oregon fire service and fire service association partners, state, federal, county, city, private, and associated members, and works to coordinate and implement consistent statewide fire prevention and life safety education.

## **Total Solar Eclipse Fire Safety Education**

The Oregon Life Safety Team focused on fire prevention education for the total solar eclipse. The team developed two fliers, Oregon Solar Eclipse Safety Tips and Oregon Solar Eclipse Preparedness for the fire service. The fliers included messaging on hotel fire safety, campfire safety, and wildland fire prevention. The fliers were featured in the International Association of Fire Chiefs "Be Prepared for the Solar Eclipse" email newsletter.

The OSFM distributed 55,000 Solar Eclipse Safety Tips fliers, 35,750 Recreational Vehicle Fire Safety brochures, and about 11,000 pairs of OSFM eclipse viewing glasses.

#### **Smoke Alarm Installation Program**

The Smoke Alarm Installation Program provides smoke alarms to Oregon fire agencies to install in under-protected residences. The smoke alarm program reopened in July 2017. Since then, the OSFM has provided 1,910 smoke alarms to 24 fire agencies and the American Red Cross. The OSFM documented 605 installations. Ninety-seven fire agency staff have been trained on the program. The OSFM continues to audit and make modifications to the program to increase project completion and improve the documentation for installations.

During the past three years (2014-2017), the American Red Cross has installed more than 16,000 smoke alarms in Oregon and Southwest Washington. More than one-third of the alarms have been provided by the OSFM.

#### **American Red Cross Community** Partner of the Year Award

The American Red Cross recognized the OSFM Adult Fire Prevention and Safety program with their Community Partner of the Year award for the generous support our agency has provided for their smoke alarm installation program.

## **Smoke and Carbon** Monoxide Alarm Law

In 2017, the OSFM delivered smoke and carbon monoxide (CO) alarm law training, as a continuing education provider, through the Oregon Real Estate Agency. Staff provided 56 training classes for 841 real estate agents, property managers, and other interested parties. The training helps Oregonians by increasing awareness and compliance with the smoke and CO alarm laws, and ensuring that adequate smoke alarm protection is installed in homes when selling or renting. Two new fliers were created to support the program and OSFM staff provide technical support on the laws through our hotline.





#### **Fire Prevention Month**

Governor Kate Brown declared October as Fire Prevention Month in Oregon with a theme mirroring the National Fire Prevention Association's campaign *Every Second Counts: Plan 2 Ways Out.* The OSFM developed resources, including social media memes, educational fliers, beverage coasters, and window decals to improve awareness of home escape planning efforts.

## **Analytics & Intelligence**

The A&I unit's mission is to improve the reporting accuracy and completeness of the Oregon National Fire Incident Reporting System (NFIRS). The unit achieved the goal of maintaining the statewide validity rate of 95%.

The A&I unit provided five National Fire Incident Reporting System training events throughout the state which were attended by 16 fire agencies. The unit has been focusing on educational opportunities and provided 91 hours of training on NFIRS and Fire Bridge over 30 training sessions to 210 attendees representing 80 agencies in 2017. In addition, the OSFM provided 172 hours of Fire Bridge/Elite user support to 153 agencies.

In an effort to improve community risk reduction, the unit developed a solution to track the Smoke Alarm Installation Program. This solution will also result in fire agencies across the state to track their own smoke alarm programs and is set to be tested in the first quarter of 2018.

The A&I unit provided statistical analysis and professional reports of incident data to assist local fire agencies in analyzing and managing their operations. Some of the highlights include:

- Provided 220 hours of analytical and research services to 96 agencies.
- Provided 171 hours of analytical and research services internally.
- Provided statistical presentations and various analysis to the Oregon Life Safety Team that were used to direct their fire safety education efforts.
- Published a supplement to the annual report with data about fires and hazardous substances in Oregon.

In order to streamline its operations and information management capability, over the last few years the unit has transitioned to a paperless environment where all of the information managed by the unit is now maintained electronically. The overall volume of information managed by the unit is equivalent to the inventory of 45 average libraries.





