



**State Fire
Marshal's Office**

Strategic Plan



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FOUNDATION AND VISION

Division Mission Statement

The mission of the State Fire Marshal Office (SFMO) is to identify, develop, and promote ways and means of protecting life and property from fire-related perils through direct action and coordination of Utah Fire Services.

The stakeholders we serve expect clear, accurate, and fair application of the state adopted fire code. They also expect us to be knowledgeable in the code and its application. They expect us to respond in times of need, and to provide expert assistance in code-related matters, and fire investigation services. We are also expected to provide world-class training.

Our primary stakeholders comprise the citizens of the State of Utah, the Governor, the state legislature, and the Department of Public Safety. We also serve educational entities, including K-12 schools, colleges, and universities, alongside key industry sectors such as fireworks, fire sprinklers, fire alarms, fire investigation, liquefied petroleum gas, fire prevention, and hazardous materials. Across all these groups, there is a shared expectation for us to deliver the highest standard of professionalism and exceptional customer service.

GOALS AND OBJECTIVES FOR NEW INITIATIVES

- **External Engagement**
- **Innovation & Adaptability**
- **Collaboration**
- **Operational Efficiency**
- **Individual Development**

EXTERNAL ENGAGEMENT

- **Goal:** Provide excellent customer service.
- **Objectives:** Continual training in customer service.
 - Includes each employee and every role in SFMO.
 - Training will be provided monthly in collaboration meetings.
 - Complaints and compliments will be evaluated to determine where we need improvement.
- **Objectives:** Practice customer service in every interaction.
 - Includes each employee and every role in SFMO.
 - This is a continuous ongoing effort.
 - Complaints and compliments will be evaluated to determine where we need improvement.
- **Objectives:** Monthly training on customer service.
 - Includes each employee and every role in SFMO.
 - This training will be provided monthly in our collaboration meeting.
 - Customer service is difficult to measure. Complaints and compliments will be evaluated to determine where we need improvement.
- **Objectives:** Process licenses and certifications in a timely and efficient manner.
 - This involves the Administrative Section of SFMO.
 - This will be evaluated each year from November 1 – October 31.
 - This will be evaluated quarterly.
- **Objectives:** Develop virtual learning opportunities for our customers and partners.
 - This involves Public Education, Plans Review, Inspections/Investigation, and Haz-Mat.
 - This will be evaluated each year from November 1 – October 31. This will be evaluated quarterly.
- **Objectives:** Complete all plan reviews in ten days or less.
 - This involves the Plans Review Section.
 - This will be evaluated each year from November 1 – October 31. This will be evaluated quarterly.
- **Measurement and Accountability**
 - The SFMO will be part of the solution in every interaction.

INNOVATION & ADAPTABILITY

- **Goal:** Identify innovations that we are not using or are on the horizon.
- **Objectives:** Meet with Section Managers and staff to determine:
 1. Which cheese pile is getting smaller and going stale?
 2. What am I missing, what is on the horizon, what will our next challenge be?
 3. What are we doing that is already obsolete?
 - This will include the Fire Marshal, Chief Deputy, Section Managers, Public Education, and Fire Protection.
 - This will be evaluated each year from November 1 – October 31. This will be evaluated quarterly.
- **Measurement and Accountability**
 - The USFMO will find two new innovations and adapt to them each year.

COLLABORATION

- **Goal:** Continue our relationships with outside and private sector organizations.
- **Objectives:** Continue our association with the Rocky Mountain Propane Association. Serve on their board of directors and provide training in conjunction with this association.
 - This includes our LPG Section
 - This will be evaluated each year from November 1 – October 31.
 - This will be evaluated quarterly.
- **Objectives:** Continue our association with the Utah Facilities, Operations, and Maintenance Association. Serve on their training committee. Provide training for the association at each of their semiannual conferences.
 - This includes Plans Review, Inspections/Investigations, LPG, and Haz-Mat.
 - This involves a monthly meeting for our staff on the training committee, and two conferences each year.
 - Training will be evaluated and suggestions made for future training following each event.
- **Objectives:** Continue Association with the Campus Fire Marshal's. Assist with, organize and in part finance training for this group twice a year.
 - This includes Plans Review, Inspections/Investigations, LPG, and Haz-Mat.
 - Cory Feese takes the lead in planning this training. He involves others as needed. Training is generally provided for this group in the Spring and Fall.
 - Training will be evaluated and suggestions made for future training following each event.
- **Measurement and Accountability**
 - The USFMO will build our partners.

OPERATIONAL EFFICIENCY

- **Goal:** Actively seek out and implement, where feasible, technology and practices that increase efficiency.
- **Objectives:** Proper application of codes.
 - This includes Plans Review, Inspections/Investigations, LPG, and Haz-Mat.
 - This will be evaluated each year From November 1 – October 31.
 - This will be evaluated quarterly.
- **Objectives:** Peer review of fire investigation reports.
 - This includes Plans Review, Inspections/Investigations, LPG, and Haz-Mat.
 - This will be evaluated each year From November 1 – October 31.
 - This will be evaluated quarterly.
- **Objectives:** Utilize technology where available to increase efficiency.
 - This includes each employee and every role in the USFMO.
 - This will be evaluated each year From November 1 – October 31.
 - This will be evaluated quarterly.
- **Objectives:** Implement innovations identified under innovation and adaptability.
 - This will include the Fire Marshal, Chief Deputy, Section Managers, Public Education, and Fire Protection.
 - This will be evaluated each year From November 1 – October 31.
 - This will be evaluated quarterly.
- **Measurement and Accountability**
 - The USFMO will embrace one new technology.

INDIVIDUAL DEVELOPMENT

- **Goal:** Develop employees with quality training.
- **Objectives:** Provide monthly staff wide training.
 - This will include the Fire Marshal, Chief Deputy, Section Managers, Public Education, and Fire Protection.
 - This will be evaluated each year from November 1 – October 31.
 - This will be evaluated quarterly.
- **Objectives:** Participate in the Bonneville Chapter of ICC training.
 - This will include the Fire Marshal, Chief Deputy, Plans Review, Inspection/Investigation, Public Education, and Fire Protection, LPG, and Haz-Mat.
 - This will be evaluated each year From November 1 – October 31.
 - This will be evaluated quarterly.
- **Objectives:** Participate in the Utah Fire Marshal’s Association training.
 - This will include the Fire Marshal, Chief Deputy, Plans Review, Inspection/Investigation, Public Education, and Fire Protection, LPG, and Haz-Mat.
 - This will be evaluated each year From November 1 – October 31.
 - This will be evaluated quarterly.
- **Objectives:** Provide training opportunities for each member of our team.
 - This includes each employee and every role in the USFMO.
 - This will be evaluated each year From November 1 – October 31. We will seek out, evaluate, and accommodate training for each employee.
 - This will be evaluated quarterly.
- **Objectives:** Provide each employee with a copy of the strategic plan and provide training and quarterly review of the plan.
 - This includes each employee and every role in the USFMO.
 - Continuing training on this strategic plan March 2, June 1, September 7, and December 16.
 - Training will be evaluated quarterly.
- **Measurement and Accountability:**
 - Each USFMO employee is supported in proven training.