

NH STATE FIRE MARSHAL'S OFFICE

A Division of the New Hampshire Department of Safety

STRATEGIC PLAN



FY 25-27



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INTRODUCTION

In November 2023, the Department of Safety launched a department-wide strategic planning initiative. On November 1, 2023, the leadership team of the Division of Fire Safety/State Fire Marshal's Office met to kick-off the development of a strategic plan specific to the Division of Fire Safety.

The leadership team met just about weekly and sought input from staff and solicited input from external stakeholders to develop and align a strategic plan that embraces and enhances the mission, vision and values of the Department of Safety and Division of Fire Safety. As part of the development of this plan we completed a SWOT analysis, considered internal and external threats, and completed a risk assessment.

The goal of the leadership team was to utilize the strategic planning framework outlined by the Commissioner's Office to develop the right plan for the Division of Fire Safety.

We are pleased to submit this Division of Fire Safety Strategic Plan for Fiscal Year 2025-2027.



A handwritten signature in black ink that reads "Sean P. Toomey". The signature is fluid and cursive.

Sean P. Toomey
Director/NH State Fire Marshal

AREAS OF FOCUS

The following Department of Safety areas of focus were considered when developing Division specific Goals and Objectives.

[Operational Activities](#) | [Financial Stability](#) | [Customer Service](#) | [Organizational Capacity](#)

Expand Customer Access to Public Safety Services

- Customers access services through different channels without interruption (omni channel)
- Public Awareness of services
- Web/In-person/phone/mail; Appointment vs. walk-ins / Courses vs. Modules
- Automate workflows and promote paperless processing
- Minimize vacancies

Increase Employee Training and Development

- Consistent learning and development requirements
- Expand leadership skills and competencies
- Set formal performance expectations
- Embrace initiative and innovation
- Align roles and responsibilities with knowledge economy (eliminate tasks)



Improve Effectiveness of Reporting and Decision Making

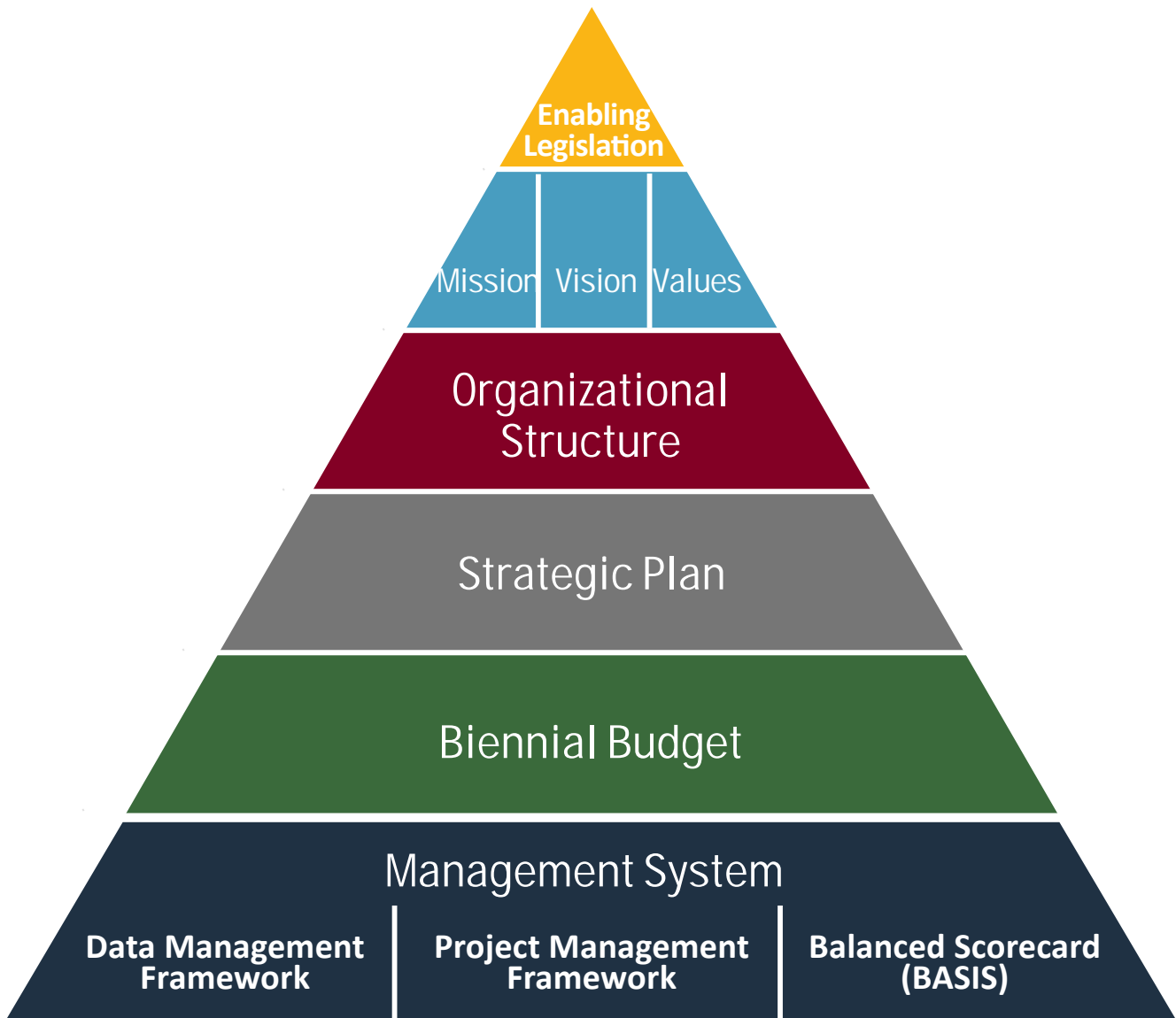
- Data governance/classification/reporting standards
- Expand access to data/info
- Automate data/feedback for efficient operations
- Identify areas for improvement in service delivery

Ensure Uninterrupted Access to Critical Resources

- Maintain functionality of facilities, fleet, and equipment
- Minimize Internal and External IT Systems and Service disruptions
- Enhance Interoperability of Communications Systems
- Maintain and Promote Cybersecurity best practices to all Public Safety entities
- Support Employee Wellness Initiatives

FRAMEWORK

The Department of Safety Strategic Planning Framework provides a comprehensive approach to developing goals and objectives that align with legislative authority and are supported by budgetary resources and formal management systems.



ENABLING LEGISLATION

There is established within the Department of Safety a Division of Fire Safety pursuant to RSA 21-P:12.

The Division of Fire Safety is under the direction of a director who shall be known as the State Fire Marshal.

The State Fire Marshal shall be responsible for the following functions, in accordance with applicable law:

1. Investigation of the causes and circumstances of fire.
2. Fire safety regulations and education.
3. Coordination of state agency response to accidents involving hazardous materials, and regulation of liquid propane gas pipelines safety, except propane gas pipelines regulated by the public utilities commission pursuant to RSA 362. The director, with the approval of the commissioner, shall appoint a hazardous materials incident response coordinator who shall assist local incident commanders with command, logistics, and resources, coordinate the training and procedures of the state's regional hazardous materials response teams in all areas of the state, oversee the preparedness of the hazardous materials response teams and assist local communities in their efforts to obtain reimbursement for emergency responses pursuant to RSA 154:8-a, II-a.
4. Administration of the modular building standards program under RSA 205-C.
5. Provision of clerical support for the state advisory board of fire control.
6. Participation in an advisory capacity in state agency siting of hydrogen facilities, transportation, and storage, and the permitting and coordination of state agency response to accidents at facilities that produce more than 20 MW of electricity, involving hydrogen and hydrogen gas safety, in coordination with the hydrogen advisory committee in RSA 362-H:3.

Further, the State Fire Marshal shall function within the parameters pursuant to RSA 153, 154, 160-B, 160-C, 205-C, 225-A, 321-A, and 339-F.

ENABLING LEGISLATION

The primary administrative rules that impact the Division of Fire Safety are:

| RULE | RSA | | BUREAU / RESPONSIBLE PERSONNEL | |
|------------|------------------------|---|--------------------------------|--------------------------------------|
| PAS 100 | RSA 225-A | Passenger Tramway Safety Board Organization Rules | TRAM | Briggs Lockwood/Brian Allard |
| PAS 200 | RSA 225-A | Passenger Tramway Safety Board Hearing & Procedural Rules | TRAM | Briggs Lockwood |
| PAS 300 | RSA 225-A | Passenger Tramway Safety Rules | TRAM | Briggs Lockwood/Brian Allard |
| SAF-C 1400 | RSA 321-A | Carnival-Amusement Rules | TRAM | Briggs Lockwood/Brian Allard |
| SAF-C 3300 | RSA 205-C | Rules For Modular Buildings & Building Components | BSC | Phillip Biron/Brian Allard |
| SAF-C 7600 | RSA 21-P | Statewide Incident Command System | BSC | Marshal Sean P. Toomey/Brian Allard |
| SAF-C 8100 | RSA 155-A | State Building Permit System | BSC | Phillip Biron/Brian Allard |
| SAF-C 1100 | RSA 21-P:14 | Authority to Cite Fire Safety Violators | BSC | Marshal Sean P. Toomey/Brian Allard |
| SAF-C 6000 | RSA 153 RSA 158 | Fire and Life Safety Rules | BSC | Marshal Sean P. Toomey/Phillip Biron |
| BFC 100 | RSA 153 | Board of Fire Control Organizational Rules | BSC | Marshal Sean P. Toomey/Brian Allard |
| BFC 200 | RSA 541-A | Board of Fire Control Practice & Procedure | BSC | Marshal Sean P. Toomey/Brian Allard |
| BFC 300 | | Amendments to the State Fire Code | BSC | Marshal Sean P. Toomey/Brian Allard |
| SAF-C 2600 | RSA 160-B RSA 160-C | Marketing, Sales & Possession of Fireworks Rules | BSC | Phillip Biron/Keith Boden |
| SAF-C 5000 | RSA 158 | Display Fireworks | BSC | Phillip Biron/Keith Boden |
| SAF-C 5200 | RSA 154:8 | Guidelines for Establishing Maximum Rates for Hazardous Materials Incident Response | BOE | Stacey Dubois/Brian Allard |
| SAF-C 6900 | RSA 153:5 | Proximate Audience Pyrotechnics & Flame Effects Rules | BSC | Phillip Biron/Keith Boden |

MISSION VISION VALUES



Mission Statement

It is our mission to save lives and property through education, engineering and enforcement.



Vision

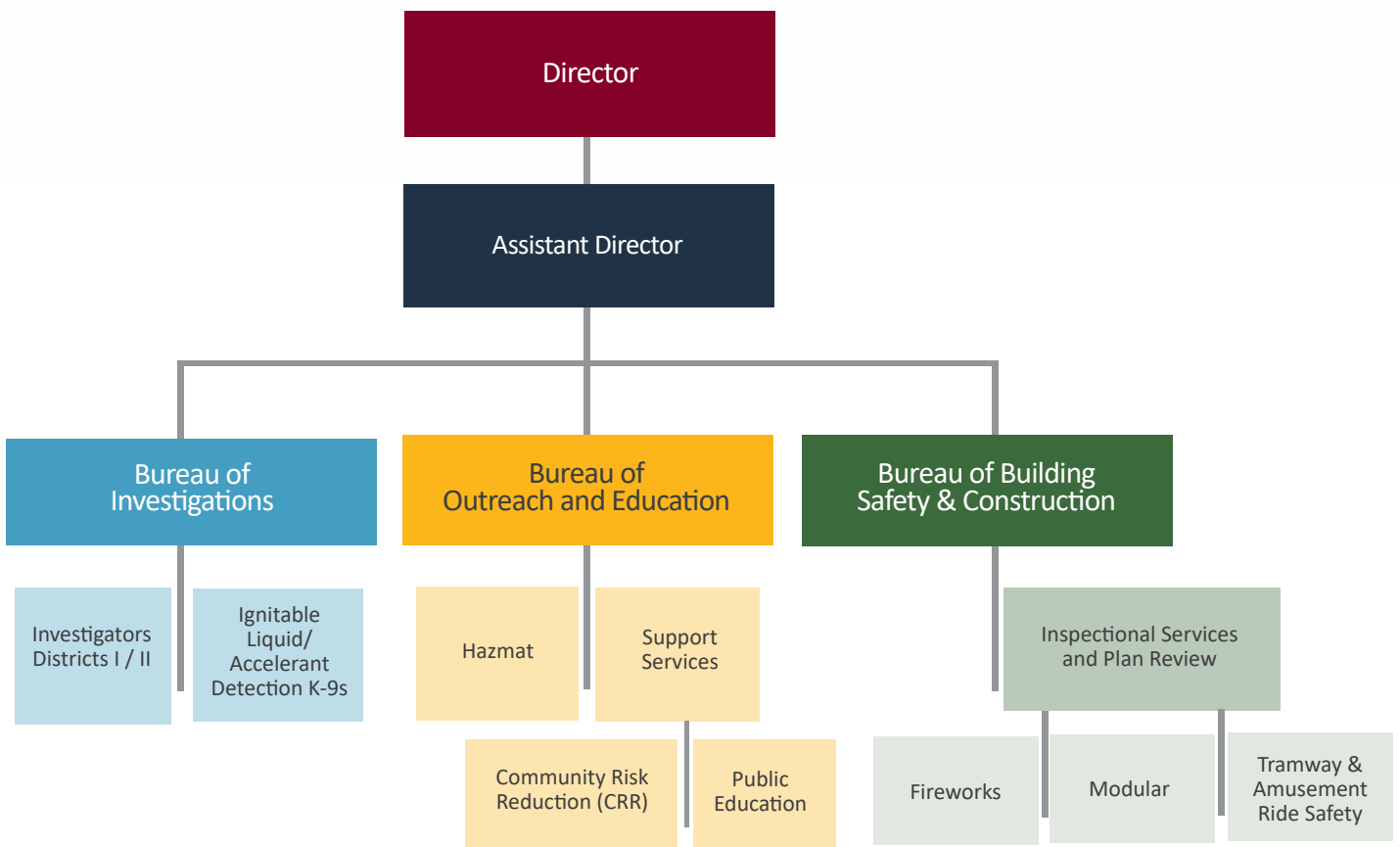
Our vision is to foster resilient communities where fire related risks are minimized, through innovative education, engineering and enforcement, where every citizen and visitor can thrive in a fire safe New Hampshire.



Core Values

- Professionalism
- Integrity
- Respect
- Consistency

ORGANIZATIONAL STRUCTURE



GOALS & OBJECTIVES

Optimize statewide hazardous materials coordination and response capabilities

Hazardous materials incident response in the state lacks consistent funding, training and resources. This goal is intended to closely examine the hazardous materials incident response needs for the state and develop a long term solution.

OBJECTIVES

- Prepare a Hazardous Materials Program Strategic Plan
- Ensure all hazmat events are properly documented by the hazardous material teams
- Increase statewide hazmat training opportunities to hazmat teams
- Establish a hazardous materials fund

Use a data-driven approach to strengthen community resilience across the State by promoting a culture of safety through education

The State Fire Marshal's Office collects emergency response data from local fire departments across the state. This initiative will utilize data to develop risk reduction programs specific to the needs of the state.

OBJECTIVES

- Develop a statewide community risk reduction program
- Reduce the number of preventable residential fires
- Provide training to local fire departments on CRR messaging
- Increase the public's awareness of the FMO's CRR program

GOALS & OBJECTIVES

Achieve a high level of expertise across all disciplines within the Division of Fire Safety

The success of the Division depends on the expertise of its staff. It is critical to develop and maintain educational professional development programs tailored to the needs of the staff across all disciplines within the Division.

OBJECTIVES

Employee Professional Development Program

Enhance the leadership skills of our employees

Encourage ongoing learning for all employees

Ensure the FMO's professional development program ties to the overall organizational goals

Establish the Division of Fire Safety as a leading authority in the areas of building safety inspections and incident investigation

We will establish policies and procedures following national standards in the areas of inspections and investigations. We will train and implement these policies and procedures into our daily practice. The final step will be third-party verification by an accreditation body to demonstrate excellence in our fields.

OBJECTIVES

Become Accredited by national recognized standards within the Bureau of Building Safety and Construction and the Bureau of Investigations

Ensure all policies and procedures meet accreditation standards

Recruit a compliance officer

Ensure all employees are trained to use compliance software

GOALS & OBJECTIVES

Provide a Professional and Collaborative Working Environment

The Division has outgrown our current workspace. Over the next several months we will develop a space needs plan for more efficient and effective workspace.

OBJECTIVES

Secure a suitable new location for the State Fire Marshals Office

Minimize downtime for employees during the relocation process through effective communications

Improve workplace efficiencies within the new location

NH STATE FIRE MARSHAL'S OFFICE

A Division of the New Hampshire Department of Safety

CONTACT US

LOCATION

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