

## **Oklahoma State University-Fire Service Training Mission Statement**

Oklahoma State University-Fire Service Training (OSU-FST) provides training and educational services that enable Oklahoma emergency responders to safely meet recognized standards of professional competence.

### **Vision**

OSU-FST will provide training and education opportunities that prepare Oklahoma emergency responders to be able to deliver the best services possible within their communities, and that will provide a benchmark for other State Fire Training organizations.

### **Core Values**

**Excellence** – We seek excellence in all endeavors, and we are committed to continuous improvement.

**Intellectual Freedom** – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

**Integrity** – We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

**Service** – We believe that serving others is a noble and worthy endeavor.

**Diversity** – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

**Stewardship of Resources** - We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

## **Goals, Critical Success Factors, Objectives and Strategies**

**Goal 1. Funding – Determine a reliable funding source and coordinating agency for State allocated funds for Oklahoma Fire Service Training.**

### **Critical Success Factors:**

- Meet with representatives from the 4 key Oklahoma Fire Service organizations and determine the service expectations of the Oklahoma Fire Service by January 1, 2004.
- Benchmark leading state fire training agencies, i.e., Maryland Fire and Rescue Institute, Louisiana Fire and Emergency Institute, and Texas Emergency Services Institute and provide a list of best funding mechanisms to Oklahoma Fire Service officials by January 1, 2004.
- Provide feedback, as requested, to 4 key Oklahoma Fire Service organizations by January 1, 2004.
- Recognize grant research as a major OSU-FST job function and assign or hire 1 employee by January 1, 2005.

### ***Objectives:***

**Objective 1.1:** Increase military program revenue to \$125,000/year by FY2005 and increase the non-appropriated funding, i.e., grants and industrial income.

#### Strategies:

- Re-establish contact with former military customers.
- Identify product needs i.e., curriculum, certification testing.
- Develop product.
- Market product.

**Objective 1.2:** Identify the best mode of funding for OSU-FST benefit and draft legislation/funding plan.

#### Strategies:

- The Oklahoma Fire Service will draft legislative language and submit for consideration.

**Goal 2. Service Delivery - Enhance to meet the needs of Oklahoma Fire Service Training customers.**

**Critical Success Factors**

- Purchase 1 additional tow vehicle.
- Hire 1 additional full-time Professional Skills Center staff member to support mobile training operations by January 1, 2005.
- Identify, recruit, hire, and develop 25 additional high caliber Oklahoma emergency responders as part-time instructors/evaluators by July 1, 2005.
- Hire 6 skilled Program Coordinators that are proficient in curriculum development by July 1, 2005.
- Install fuel separator and retention lagoon by July 1, 2005.
- Acquire at least \$1.4 M State appropriated funding to support current needs by July 1, 2004.

**Objectives:**

**Objective 2.1:** Increase program mobility by delivering more programs statewide.

Strategies:

- Conduct a needs analysis for new and innovative mobile training props.
- Acquire funds to build/purchase additional training props.
- Build or purchase additional training props.
- Acquire adequate funding for the delivery of quality field training.

**Objective 2.2:** Establish standardized curriculum and methodology for all programs.

Strategies:

- Identify OSU-FST curriculum/methodology model.
- Match professional standards certification instruments to curriculum delivery methods.
- Update all curriculums to meet current adopted standards and industry advancements.

**Objective 2.3:** Enhance the Professional Skills Center by developing additional training props and adding facility capabilities.

Strategies:

- Determine additional fixed training props needed for fire service and industry.
- Determine facility needs, i.e. classrooms, apparatus/equipment storage, etc.

**Objective 2.4:** Hire 3 additional full time program coordinators by July 2004.

Strategies:

- Revise job descriptions and gain approval to offer salary that will attract qualified applicants.
- Advertise positions in a manner that attracts qualified applicants.
- Conduct a rigorous assessment and hiring process.
- Hire.

**Goal 3. Communications and Promotional Package – Develop and implement to enhance internal and external performance and clarify messages.**

**Critical Success Factors**

- Identify staff member and assign OSU-FST Public Information Officer responsibility by July 1, 2004.
- Acquire required funding for OSU-FST Public Information Officer by July 1, 2005.
- Identify responsible contributors and establish deadlines for material to be submitted for OSU-FST events bulletin by January 1, 2005.
- Establish schedule for publication of events bulletin by September 2005.
- Determine quarterly dates for staff meetings by July 1, 2004.

**Objective 3.1:** Assign communication plan responsibility to 1 staff member.

Strategies:

- Determine best qualified staff member and assign responsibility.

**Objective 3.2:** Publish OSU-FST news and events bulletin for customers and stakeholders.

Strategies:

- Determine internal communications needs.
- Determine external communications needs.
- Determine required communication mediums.
- Determine events bulletin publication format.
- Publish.

**Objective 3.3:** Hire an OSU-FST public information officer/communications person.

Strategies:

- Develop job description.
- Revise job descriptions and gain approval to offer salary that will attract qualified applicants.
- Advertise positions in a manner that attracts qualified applicants.
- Conduct a rigorous assessment and hiring process.
- Hire.

**Objective 3.4:** Set regular quarterly staff meetings.

Strategies:

- Incorporate strategic goals and objectives into quarterly meetings' agenda.
- Meet quarterly.

**Goal 4. Oklahoma and National Fire Organizations – Maintain and strengthen political contacts.**

**Critical Success Factors**

- OSU-FST representative attends each Oklahoma Fire Service organization meeting.
- Determine a prioritized list of 7-9 key stakeholder organizations for OSU-FST Advisory Board membership by January 1, 2004.
- Determine OSU-FST advisory board/commission makeup, responsibilities, and purpose by January 1, 2004.
- Established OSU-FST Advisory Council by January 1, 2005

**Objective 4.1:** Identify, prioritize, and continue to service State organizations and be visible at meetings, conferences, etc.

Strategies:

- Identify communication and coordination opportunities applicable to each organization.
- Assure that an OSU-FST representative/s attends all Oklahoma Fire Service organizations' meetings.

**Objective 4.2:** Establish an OSU-FST advisory board/commission that represents all customers.

Strategies:

- Obtain recommendations for commission members from key stakeholders.
- Select advisory board/commission members.
- OSU-FST Advisory Board recommends training and enhancements/funding to Fire Service Training Director and Oklahoma Legislature.

**Objective 4.3:** Identify State and National organizations that should be targeted for membership an/or participation.

Strategies:

- Develop a prioritized list of State and National organizations that Fire Service Training should join.
- Obtain necessary funding for membership and participation in identified State and National organizations.
- Join organizations.
- Participate in organizations.

**Goal 5. Fiscal, Administrative, and Program Effectiveness – Enhance Oklahoma Fire Service Training internally and externally.**

**Critical Success Factors**

- Identify primary OSU-FST function areas by May 31, 2004.
- Assign cost center coding within the budgeting process by May 31, 2004.
- Provide budget information to each staff member responsible for a cost center July 1, 2004.
- Oklahoma Fire Service training records database transitions from manual system to computerized system by January 1, 2005.
- Develop standard formats for syllabus, lesson plans, media presentations, testing instruments, student manuals, and study guides by July 1, 2005.
- Provide written guidelines to OSU-FST program coordinators for using standardized formats by July 1, 2005.
- Establish a transition process for new and current curriculum by July 1, 2005.

**Objective 5.1:** Develop Program cost centers.

Strategies:

- Determine primary program areas.
- Assign accounting codes.
- Determine budget allocations for each cost center.
- Staff members are accountable for their cost center budget allocation.

**Objective 5.2:** Computerize training records.

Strategies:

- Determine training records maintained by OSU-FST.
- Determine the most appropriate data base system.
- Determine training demographics to capture.
- Ensure security of training information recorded.
- Ensure training records database is compatible with State and National Credentialing systems.
- Establish a transition process and timelines to be met.
- Provide training records database system training for staff.
- Implement computerized training database in parallel with current manual recording system.
- Provide effective output demographic information to internal and external decision makers.



**Objective 5.3:** Develop a standardized format for curriculum for consistency.

Strategies:

- Research curriculum development plans for effectiveness.
- Choose curriculum development plan.
- Ensure that curriculum matches certification testing.
- All curriculum is based on standardized format for consistency.

**Goal 6. Recognition – Recognized by emergency response agencies as the Oklahoma Department of Fire Service Training.**

**Critical Success Factors**

- Determine fire-training props to be developed by January 1, 2005.
- Acquire funding for new fire-training props by July 1, 2005.
- Establish written guidelines for use and to ensure safety by July 1, 2005.
- Construct new fire-training props by July 1, 2006.
- Train instructors and staff in proper use of new fire-training props by July 1, 2006.
- IFSAC accredited certification test banks and skill sheets will be current September 1, 2007.
- IFSAC Accreditation Policies and Procedures will be complied with at all times. Submit application for ProBoard accreditation for all technical levels currently accredited by IFSAC by January 1, 2004.
- Schedule ProBoard accreditation site visit by January 1, 2005.
- Obtain ProBoard accreditation by July 1, 2005.
- Identify and designate staff member primary job responsibility for grant research by January 1, 2005.
- Hire additional 6 program coordinators by January 1, 2005.

**Objective 6.1:** Build realistic fire training props utilizing existing plan designs.

Strategies:

- Acquire funds to build/purchase additional training props.
- Build or purchase additional training props according to specifications.

**Objective 6.2:** Clarify organizational name as Oklahoma Department of Fire Service Training.

Strategies:

- Use “Oklahoma Fire Service Training at Oklahoma State University” when referring to the organization.
- Educate constituents that, by State Statute, Oklahoma Fire Service Training is Oklahoma’s Department of Fire Service Training.

**Objective 6.3:** Maintain IFSAC accreditation and obtain ProBoard accreditation.

Strategies:

- Assure that all technical level certification testing meets National Fire Protection Association (NFPA) standards.
- Update all technical level testing processes as NFPA standards are revised.

- Assemble all ProBoard application materials.
- Submit application for ProBoard site visit.
- Gain ProBoard accreditation.

**Objective 6.4:** Capitalize on available State and Federal funding programs.

Strategies:

- Assign grant coordinator.
- Identify grant opportunities.
- Submit grant proposals for consideration.

**Objective 6.5:** Match service with the needs of Oklahoma emergency responders.

Strategies:

- Identify the “best practice” for reaching the intended service recipient.
- Identify and cooperate with intended service recipient organizations.
- Gain knowledge of, and understand the needs of Oklahoma stakeholders/organizations.
- Fire Service Training representatives attend stakeholder meetings for feedback.
- Partner with other stakeholder organizations to maximize efforts and use of funding.
- Deliver more programs statewide.