



March 29, 2023

Senator Aaron Woods, Co-Chair
Representative David Gomberg, Co-Chair
Joint Committee on Ways and Means
Subcommittee on Transportation and Economic Development
900 Court St. NE
Salem, OR 97301

Re: HB 5010, DCBS SWOT analysis

Dear Co-Chairs Woods and Gomberg:

During the informational meeting for House Bill 5010 on March 28, 2023, the committee asked for the SWOT (strengths, weaknesses, opportunities, and threats) analysis done as part of the Department of Consumer and Business Services' strategic plan. This summary describes the steps DCBS took in our SWOT analysis during our ongoing strategic planning process.

In order to develop a successful strategic plan, we believed it was important to get a sense of the agency's value in the state and beyond while measuring our ability to carry out our mission. We also believed it was important to be as inclusive as possible in order to have a deeper understanding of the people we serve and partner with, as well as the backbone of our organization – the people who work for DCBS.

DCBS used three inputs to gather feedback thus far – a strategic planning retreat, an internal and external survey, and internal and external interviews.

Strategic planning retreat

In July 2022, the DCBS Executive Team and the Strategic Planning Steering Committee met to kick off the planning process and begin work on establishing a new vision, mission, and value statements for DCBS, as well as discuss a framework for the plan. During this meeting, the group identified a strategic planning process, determined stakeholder groups and criteria to solicit agency feedback, and did a SWOT analysis to help inform our direction moving forward.

Participants were asked to provide a list of DCBS' top strengths, weaknesses, opportunities, and threats from their perspective. They were also asked to consider internal and external factors, including political, economic, social, technological, environmental, and legal forces affecting DCBS.

The results included the following:

- **Strengths:** Strong, engaged staff; commitment to diversity, equity, and inclusion; customer service focused; and dedicated, experienced staff.
- **Weaknesses:** Increasing expectations without additional resources; increasing demands on a shared IT resource; legacy IT systems; and attracting, recruiting, and retaining mid-career staff.
- **Opportunities:** Leveraging existing strengths to meet the challenges identified by the legislature and the Governor's Office; realizing the full capabilities of our workforce through training, succession planning, and professional career development; strengthening our reputation as a desirable place to work; telling our story and value we provide those we serve; and being a thought leader in the state.
- **Threats:** Post-pandemic expectations; transition to hybrid work and service delivery environment; uncertain economy; IT security and system protection; competitive employment market.

Informed by the SWOT analysis and other visioning activities, in fall 2022, the steering committee produced a first draft of a new mission, vision, and values for the agency, which were one of the subjects of the survey summarized below.

DCBS customer survey

As a second step, we conducted a customer survey in October 2022. We sought to include all who are or could be impacted by the work we do by casting a wide net and soliciting feedback from as many internal and external stakeholders as possible.

We used multiple methods to reach our customers, including posting survey access links on our agency and division internal and external websites, and we increased our communication with internal and external stakeholders to encourage survey participation. We also emailed the survey to 141,000 recipients who had signed up to receive agency- and division-level updates through GovDelivery.

We asked questions about the following:

- Our new proposed mission, vision, and values statements
- Accessibility to our services
- Customer satisfaction
- Frequency of communication
- Our openness and transparency
- Satisfaction of opportunities to collaborate and provide input, with a comment box for any additional feedback

The survey results show a high degree of satisfaction with our services and communications. A total of 1,012 people responded to the survey. Among the questions asked:

How satisfied are you with the service you receive from DCBS? This question received 801 responses. Of the respondents, almost two-thirds (63 percent) were very satisfied or satisfied with our service, and 16 percent were dissatisfied or very dissatisfied.

How satisfied are you with the frequency and quality of communication from DCBS? This question received 817 responses. Two-thirds of respondents (66 percent) were very satisfied or satisfied with the frequency and quality of communication from DCBS, while 15 percent were dissatisfied or very dissatisfied.

How satisfied are you with DCBS' openness and transparency? This question received 810 responses. Of the respondents, 62 percent were very satisfied or satisfied with DCBS' openness and transparency, and 18 percent were dissatisfied or very dissatisfied.

How satisfied are you with the opportunities to collaborate with and provide input to DCBS? This question received 766 responses. Of the respondents, 57 percent were very satisfied or satisfied with the opportunities to collaborate and provide input to DCBS, while 19 percent were dissatisfied or very dissatisfied.

Feedback sessions

Starting in Nov. 2022, we conducted internal and external interviews starting to further explore and identify the agency's strengths, weaknesses, opportunities, and threats.

Both internal and external stakeholders were asked:

1. How should DCBS measure its success?
2. What do you see as DCBS' key strengths?
3. What do you see as DCBS' key weaknesses?
4. Based on your sense of DCBS' key strengths and weaknesses, where do you see opportunities for DCBS to build on its strengths while addressing its weaknesses?
5. Is there any issue concerning DCBS that we have not asked about that you would like to discuss?
6. Additional feedback/comments?

Internal input

Sessions revealed **top strengths**: employees/leadership, partnerships with stakeholders and community groups for outreach, passion for the work we do at DCBS, and customer service.

Participants identified the following **areas for improvement**: employee development and succession planning, information technology modernization, communication, and resources.

Participants recommended increasing employee engagement, employee and manager training, and communication in our new hybrid environment as opportunities to build on strengths while addressing weaknesses.



Other themes of note from internal sessions included: cultivating leadership; continuing a respectful and caring work culture; adaptability of employees and leadership; and continuing diversity, equity, and inclusion efforts.

External input

For our external meetings, we asked division administrators within the agency, our DEI manager, and our Multicultural Communications Program manager to provide a list of external stakeholder contact information. The list included community partners, tribal representatives, underrepresented communities, and applicable boards and commissions responsible for oversight of our agency. The DCBS strategic planning coordinator then conducted 41 sessions with external stakeholders.

Sessions revealed **top strengths**: employees or leadership, positive experiences with DCBS or divisions, and responsiveness or communication. Commenters focused on staff's professionalism, experience, and collaboration.

Areas for improvement included: agency branding, communication, and outreach or engagement with external stakeholders. Commenters focused on the challenge of maintaining appropriate balance between protecting consumers and supporting business; and the need for better communication with decision makers on how the agency meets the needs of businesses and consumers.

External partners recommended increasing engagement, external outreach and training, and communication as opportunities to build on strengths while addressing weaknesses.

Other themes from the sessions included lack of diversity in leadership, modernization, employee hiring and retention plans, and strategic plan follow-up with external partners.

Next steps

The environmental scan concluded in February. Our next steps are to create goals and objectives using the insightful and thoughtful feedback obtained in the environmental scan with SWOT analysis. We anticipate strategic plan development will conclude in June 2023.

Thank you for the opportunity to answer your questions.

Sincerely,



Andrew R. Stolfi
Director, DCBS



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Re: HB 5010, High-Hazard Industries in Oregon

Dear Co-Chairs Woods and Gomberg:

During the informational meeting for House Bill 5010 on March 28, 2023, the committee asked for the current list of high-hazard industries in Oregon, which are attached.

As background, this list is developed in accordance with a methodology set forth in an administrative [rule](#).¹ Under this administrative rule, Oregon OSHA identifies the places of employment that are in the most hazardous industries to annually prioritize scheduling of inspections.

The administrative rule expressly provides that **construction** and **forest activities** are among the highest hazards in Oregon. Accordingly, Oregon OSHA creates separate construction and forest activities inspection scheduling lists that identify (within those industries) the places of employment to prioritize for inspection based on safety violation histories and workers' compensation claims information.

Oregon OSHA also relies upon national or local safety or health emphasis programs to identify other industries as high hazards. Farm labor housing is specifically identified in the administrative rule as an emphasis program.

All other industries, commonly referred to as "general industry and agriculture," are evaluated based on information obtained from the Department of Consumer and Business Services (DCBS) claim and employer files, the Bureau of Labor Statistics (BLS) Occupational Injury and Illness Survey, the BLS Census of Fatal Occupational Injuries, the Oregon Employment Department, and knowledge of recognized safety and health hazards² associated with certain processes. Industries are scored using a formula set forth in the administrative rule and then ranked from most hazardous (Tier A) to least hazardous (Tier J) for the safety inspection list,

¹ OAR [437-001-0057](#)

² Health hazards include carcinogens, lead, silica, toxic metals and fumes, vapors or gases, toxic or highly corrosive liquids or chemicals, chemical sensitizers, pesticides, fungicides, solvents, harmful physical stress agents, and biological agents.

and Tier A, B, and C for the health inspection list. Industries in Tiers A through G on the safety list and A and B on the health list are classified as high-hazard industries and employers.

These ranked lists are then used to prioritize inspections for occupational safety (see List 1 attached) and occupational health (see List 2 attached). (Note: The attached tables use the acronym NAICS, which is the North American Industry Classification System, the standard used by federal statistical agencies in classifying business establishments.)

As set forth in the rule, places of employment are randomly selected from each tier in progressively smaller percentages, (e.g., each year Oregon OSHA seeks to inspect 30 percent of places of employment in Tier A versus 7.5 percent of places of employment in Tier G) for the safety list. Similar provisions are specified for the health inspection list.

Thank you for the opportunity to answer your questions.

Sincerely,



Andrew R. Stolfi
Director, DCBS



Appendix A

List 1 – Safety

NAICS	Description	Tier
3361	Motor Vehicle Manufacturing	A
4921	Couriers And Express Delivery Service	A
3362	Motor Vehicle Body And Trailer Manufacturing	A
4922	Local Messengers And Local Delivery	A
1129	Other Animal Production	A
3366	Ship And Boat Building	A
3116	Animal Slaughtering And Processing	A
6231	Nursing Care Facilities	A
4811	Scheduled Air Transportation	A
3315	Foundries	A
3111	Animal Food Manufacturing	A
3323	Architectural And Structural Metals	A
6233	Community Care Facilities For The Elderly	B
3312	Steel Product Manufacturing	B
6239	Other Residential Care Facilities	B
4931	Warehousing And Storage	B
3369	Other Transportation Equipment Manufacturing	B
3219	Other Wood Product Manufacturing	B
3365	Railroad Rolling Stock Manufacturing	C
4841	General Freight Trucking	C
6232	Residential Mental Retardation, Mental Health and Substance Abuse Facilities	C
3271	Clay Product And Refractory Manufacturing	D

3324	Boiler, Tank, And Shipping Container	D
3273	Cement And Concrete Product Manufacturing	D
4842	Specialized Freight Trucking	D
3321	Forging And Stamping	D
3121	Beverage Manufacturing	D
3313	Alumina Production And Processing	D
1121	Cattle Ranching And Farming	D
3211	Sawmills And Wood Preservation	E
6222	Psychiatric And Substance Abuse Hospitals	E
3363	Motor Vehicle Parts Manufacturing	E
1111	Oilseed And Grain Farming	E
3326	Spring And Wire Product Manufacturing	E
4244	Grocery And Related Product Merchants	E
3328	Coating, Engraving, Heat Treating	E
4812	Nonscheduled Air Transportation	E
3364	Aerospace Product And Parts Manufacturing	E
3329	Other Fabricated Metal Product Manufacturing	E
4859	Other Transit And Ground Passenger	E
2111	Oil And Gas Extraction	E

3279	Other Nonmetallic Mineral Manufacturing	E
3115	Dairy Product Manufacturing	E
9221	Justice, Public Order, And Safety	F
3325	Hardware Manufacturing	F
3117	Seafood Product Preparation And Pac	F
3272	Glass And Glass Product Manufacturing	F
3331	Agriculture, Construction, And Mining Machinery Manufacturing	F
3114	Fruit And Vegetable Preserving	F
1141	Fishing	F
4851	Urban Transit Systems	F
4869	Other Pipeline Transportation	F
3112	Grain And Oilseed Milling	F
1113	Fruit And Tree Nut Farming	F
3118	Bakeries And Tortilla Manufacturing	F
4871	Scenic And Sightseeing Transportation	F
3161	Leather And Hide Tanning And Finishing	F
3119	Other Food Manufacturing	F
3113	Sugar And Confectionery Manufacturing	F
3314	Nonferrous Metal (Except Aluminum)	F
1123	Poultry And Egg Production	F
4832	Inland Water Transportation	F
2211	Electric Power Utilities	F
1142	Hunting And Trapping	F
3379	Other Furniture Related Product Manufacturing	F



4543	Direct Selling Establishments	F
4855	Charter Bus Industry	F
4889	Other Support Activities For Transportation	F
5621	Waste Collection	F
3371	Household And Institutional Furniture	F
6221	General Medical And Surgical Hospitals	G
3262	Rubber Product Manufacturing	G
4911	Postal Service	G
4831	Deep Sea, Coastal, And Great Lakes	G
1122	Hog And Pig Farming	G
36223	Other Specialty Hospitals	G
4441	Building Material And Supplies Dealers	G
2212	Natural Gas Distribution	G
3159	Apparel Accessories	G
4884	Support Activities For Road Transportation	G
1152	Support Activities For Animal Production	G
4413	Automotive Parts, Accessories, And Tires	G
3261	Plastics Product Manufacturing	G
1151	Support Activities For Crop Product	G
4882	Support Activities For Rail Transportation	G
4883	Support Activities For Water Transportation	G
4529	Other General Merchandise Stores	G
1132	Forest Nurseries	G
4521	Department Stores	G
7132	Gambling Industries	G
4542	Vending Machine Operators	G
4881	Support Activities For Air Transportation	G
4248	Beer, Wine, And Distilled Alcoholic	G
3122	Tobacco Manufacturing	G



2131	Support Activities For Mining	G
3372	Office Furniture Manufacturing	G
1125	Aquaculture	G
3322	Cutlery And Handtool Manufacturing	G
3274	Lime And Gypsum Product Manufacturing	G
1131	Timber Tract Operations	G
3311	Iron And Steel Mills And Ferroalloy	G
5622	Waste Treatment And Disposal	G
3131	Fiber, Yarn, And Thread Mills	G
4852	Interurban And Rural Bus Transportation	G
3132	Fabric Mills	G
9241	Administration Of Environmental Quality	G
4451	Grocery Stores	G
3133	Textile And Fabric Finishing	G
2213	Water, Sewage And Other Systems	G

List 2 – Health

NAICS	Description	Tier
2131	Support Activities for Mining	A
2213	Water, Sewage and Other Systems	A
3211	Sawmills and Wood Preservation	A
3212	Veneer, Plywood and Engineered Wood Product Manufacturing	A
3219	Other Wood Product Manufacturing	A
3221	Pulp, Paper, and Paperboard Mills	A
3222	Converted Paper Product Manufacturing	A
3251	Basic Chemical Manufacturing	A
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	A
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	A
3254	Pharmaceutical and Medicine Manufacturing	A
3255	Paint, Coating and Adhesive Manufacturing	A
3259	Other Chemical product and Preparation Manufacturing	A

3261	Plastics Product Manufacturing	A
3262	Rubber Product Manufacturing	A
3311	Iron and Steel Mills and Ferroalloy Manufacturing	A
3312	Steel Product Manufacturing from Purchased Steel	A
3313	Alumina and Aluminum Production and Processing	A
3314	Nonferrous Metal (except Aluminum) Production and Processing	A
3315	Foundries	A
3321	Forging and Stamping	A
3322	Cutlery and Hand tool Manufacturing	A
3323	Architectural and Structural Metals Manufacturing	A
3324	Boiler, Tank and Shipping container Manufacturing	A
3325	Hardware Manufacturing	A
3326	Spring and Wire Product Manufacturing	A
3327	Machine Shops; Turned Product; and Screw, Nut and Bolt Manufacturing	A
3328	Coating, engraving, Heat Treating and Allied Activities	A
3329	Other Fabricated Metal Product Manufacturing	A
3331	Agriculture, Construction, and Mining Machinery Manufacturing	A
3332	Industrial Machinery Manufacturing	A
3333	Commercial and Service Industry Machinery Manufacturing	A
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	A
3335	Metalworking Machinery Manufacturing	A



3336	Engine, Turbine and Power Transmission Equipment Manufacturing	A
3339	Other General Purpose Machinery Manufacturing	A
3341	Computer and Peripheral Equipment Manufacturing	A
3342	Communications Equipment Manufacturing	A
3343	Audio and Video Equipment Manufacturing	A
3344	Semiconductor and other Electronic Component Manufacturing	A
3345	Navigational, Measuring, Electromedical and Control Instruments Manufacturing	A
3351	Electric Lighting Equipment Manufacturing	A
3352	Household Appliance Manufacturing	A
3353	Electrical Equipment Manufacturing	A
3359	Other Electrical Equipment and Component Manufacturing	A
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	A
3372	Office Furniture (including Fixtures) Manufacturing	A
3399	Other Miscellaneous Manufacturing	A
5621	Waste Collection	A
5622	Waste Treatment and Disposal	A
5629	Remediation and Other waste Management Services	A
6215	Medical and Diagnostic Laboratories	A
6219	Other Ambulatory Health Care Services	A
6221	General Medical and Surgical Hospitals	A
6222	Psychiatric and Substance Abuse Hospitals	A



6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	A
6231	Nursing and Care Facilities	A
8111	Automotive Repair and Maintenance	A
423930	Recyclable Material Merchant Wholesalers	A
424950	Paint, Varnish, and Supplies Merchant Wholesalers	A
621491	HMO Medical Centers	A
621492	Kidney Dialysis Centers	A
621493	Freestanding Ambulatory Surgical and Emergency Centers	A
922140	Correctional Institutions	A
922160	Fire Protection	A
2211	Electric Power Generation, Transmission and Distribution (Utilities including Electric, Hydroelectric, Fossil, Nuclear and Other)	B
2212	Natural Gas Distribution	B
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	B
5617	Services to Buildings and Dwellings	B
6211	Offices of Physicians	B
6212	Office of Dentists	B
6232	Residential Mental Retardation, Mental Health and Substance Abuse Facilities	B
6233	Community care Facilities for the Elderly	B
6239	Other Residential Care Facilities	B
621420	Outpatient Mental Health and Substance Abuse Centers	B
621498	All Other Outpatient Care Centers	B
922120	Police Protection	B

