



# 2023-2027 Information Technology Strategic Plan

Oregon Department of the  
State Fire Marshal



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## CIO Introduction

OSFM has had a transformational last couple of years as the agency prepared for and executed the transformation into the Oregon Department of the State Fire Marshal. OSFM established new administrative teams and divisions as well as rolling out new direct services and operational teams. Last year saw the establishment of the OSFM Information Technology team from a staff of one GIS analyst to a fully staffed and functional team. The OSFM IT team worked with our agency staff to successfully launch the agency on July 1, 2023.

While the migration of IT resources from the Oregon State Police environment to the OSFM technical environment has been successful, a significant amount of work still lies ahead. The limited availability to IT staff while at OSP has left a significant burden of technical debt and shadow IT in place at OSFM. Additionally, OSFM established a culture of divisions solving their own IT needs—moving to a centralized supportive IT service will require a significant culture shift within the agency.

Of note, OSFM has some unique challenges not faced by other agencies. First, OSFM supports the agency as well as multiple external entities including services to over 300 fire agencies, our Incident Management Teams (IMT), and our regional HazMat teams. A significant portion of the agency is mobile and works mostly out of vehicles requiring an additional set of technology to maintain. The emergency aspect of OSFM's service delivery also requires support for mobile communications and command vehicles as well as remote emergent technical support.

One significant area of focus will be developing the data resources available to the agency. The agency is focused on improving service delivery through data driven decision making. To meet the agency goal, IT in collaboration with Analytics and Intelligence, must work to set data standards, create a common data repository, and provide the ability to tie disparate data systems together. By doing so not only will we be able to see services delivered, but correlated outcomes as well which will assist in driving more effective business investments and processes. Additionally, OSFM will be able to utilize data driven decision-making to provide targeted service delivery to underserved and vulnerable populations.

OSFM will meet the challenges ahead by working cooperatively with our agency partners utilizing the guiding principles laid out within the IT Strategic Plan. The focus will be on building agency trust in IT utilizing exemplary customer service while rolling out innovative business solutions. OSFM will do so in partnership with EIS and our partners.

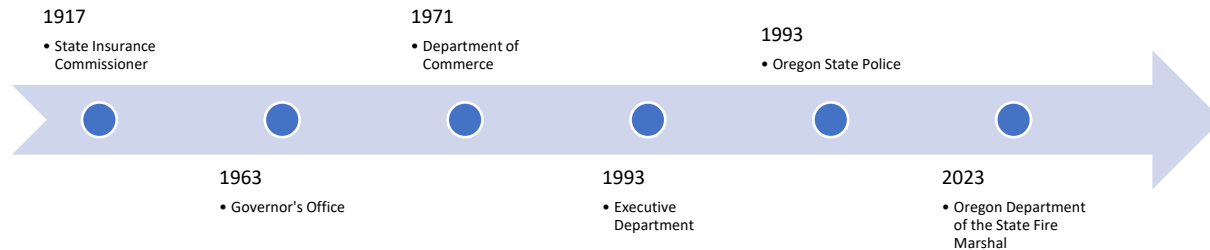
The OSFM IT Strategic Plan was developed prior to the official agency strategic plan. The OSFM IT strategic plan process utilized the OSFM 2015-2019 Strategic Plan, Executive Team interviews, and IT diagnostics facilitated by InfoTech Research Group to determine early agency goals and IT goals for the upcoming biennia. A significant effort was made to leverage the EIS vision and strategic plan documents into the OSFM plan. OSFM fully intends to update the IT Strategic Plan at the completion of the Agency Strategic Plan. Our expectation is to have an updated edition of the IT Strategic Plan by 12/31/2024.

The last year has been an adventure of a career establishing a new agency with a new team and a new IT infrastructure. While we have accomplished a significant number of targeted projects, the future is full of projects that will improve the agency and the services provided to Oregon residents and beyond. OSFM IT is committed to providing innovative business driven solutions meeting state and industry best practices. As we say at the end of every team meeting, let's go do cool stuff.

## THE AGENCY

### AGENCY HISTORY

#### Agency Timeline



- In 1917, the Office of State Fire Marshal (OSFM) began with the State Insurance Commissioner serving as ex-officio state fire marshal.
- In 1963, OSFM separated from the Insurance Commissioner and served under the Governor.
- In 1971, the legislature incorporated OSFM under the Department of Commerce and provided for the appointment of a state fire marshal and a separate administration office.
- When the Department of Commerce was dismantled in **1987**, the OSFM was transferred to the Executive Department in **1993**.
- The OSFM combined with the Oregon State Police in **1993** to consolidate public safety responsibilities.
- In **2023**, the Department of State Fire Marshal became an independent agency.

### AGENCY MISSION, VISION & VALUES

The Oregon State Fire Marshal's mission is to protect people, property, and the environment from fire and hazardous materials. The agency carries out these duties through prevention education, inspections, code enforcement, community risk reduction, preparedness education, and response activities.

The values represent the agency's "moral compass." OSFM is committed to living these values daily and embody them in our activities as public safety professionals:

**Integrity:** We believe in being honest, fair, and doing the right thing in everything we do.

**Dedication:** We are committed to performing our work the best we can in support of our mission, our customers, our stakeholders, the public, and each other.

**Leadership:** We are committed to being a leader in the Oregon fire service, leading our organization, and leading ourselves as individuals in our day-to-day work.

**Partnerships:** We believe our success and the success of others depend on collaboration with our stakeholders.

**Service to Others:** We believe serving others is a cornerstone of our mission, our day-to-day work, and is all-inclusive.

## AGENCY FUNCTION

The agency provides expertise, technical assistance, model programs, and materials to local, state, private, and public groups to collaboratively reduce fire losses. The agency develops, adopts, and interprets the State Fire Code and coordinates with other agencies on statewide impacts and during conflagrations, mobilizations, and major emergency incidents.

OSFM locates and identifies the types and amounts of hazardous substances manufactured, stored, and used within Oregon. The agency equips, trains, and administers 13 regional hazardous materials response teams (RHMERT) and three incident management teams (IMT). Additionally, OSFM plans, coordinates, and manages emergency response by local fire service agencies using the Oregon Fire Mutual Aid System (OFMAS) under the Oregon Conflagration Act for natural disasters, mass casualty events, or structural collapses.

The agency sets policy and directs its four divisions, business services functions, and the programs under its purview. It provides guidance and policy resources for the Oregon fire service, oversees biennial budgeting, workforce development, annual reporting, and strategic planning. Finally, OSFM leads the response and prevention functions within Oregon's structural fire service jurisdictions, including the wildland urban interface.

## AGENCY REPRESENTATIVES

### Agency Head - Chief

Mariana Ruiz-Temple  
3991 Fairview Industrial DR SE  
Salem, OR 97302

Chief Deputy Travis Medema  
Chief Deputy Claire McGrew  
Business Director Theresa Pietzold

## PROGRAM DESCRIPTIONS

Oregon State Fire Marshal protects people, property, and the environment from fire and hazardous materials. The agency is organized into six major business units, delivering service to the people of Oregon through prevention, preparedness, response, and regulatory services. The department is organized in a field/staff configuration, governed by state statutes, federal regulations, policies, legislative initiatives, and Oregon fire service needs. In addition, a business support services division works with the agency's programs to carry out daily business and provide employee services. At its core, the department is centered around protecting people, supporting prevention, and enhancing public safety.

### Business Support Services

Business support services is a program area that provides budget development and oversight, financial support, information technology, and human resource services to support the effective and efficient operation of the agency. It includes the agency-wide costs, financial services, grant programs, employee services, information technology, procurement, and fleet services.

### Emergency Response Division

This division facilitates emergency response planning and resource coordination efforts to protect people, their communities, and the environment from the negative consequences of fires, hazardous material spills and releases, train derailments involving hazardous materials, natural hazard events, and mass casualty events.

### Regulatory Services Division

This division administers seven regulatory programs by conducting tests, issuing permits and licenses, and inspections. Their services and programs ensure fire and life safety for fireworks, liquefied petroleum gas (LPG), non-retail fuel dispensing (cardlock), fire standard compliant cigarettes, and novelty or toy-like lighters. Two significant services delivered by the Regulatory division include the Community Right to Know programs and administration of the Local Emergency Planning Committees (LEPC's).

### Fire and Life Safety Division

The Fire and Life Safety Division carries out the agency's mission by maintaining programs and providing technical support and guidance to assist with fire prevention and enhance overall fire and life safety for the public in all occupancy types. The programs in this division coordinate origin and cause fire investigations, fire and life safety inspections, institutional occupancy fire prevention plan review, new construction or remodel plans review, aboveground storage tank plan review, and Medicare & Medicaid certification surveys for compliance with fire and life safety standards for federal funding of healthcare facilities. The division coordinates the adoption of the Oregon Fire Code and the Oregon Defensible Space Program.

### Fire and Life Safety Education Division

The Fire and Life Safety Education Division is responsible for data and analytics, fire prevention and safety, community risk reduction, and wildfire risk reduction programs. The division programs target fire reduction and fire-related deaths, injuries, and property loss through education to encourage behavior change and increase awareness of fire-safe practices and regulations.

## CURRENT IT LANDSCAPE

Prior to becoming an agency, OSFM had limited access to IT resources. Without a dedicated IT Team specific to OSFM needs, a significant amount of technical debt was built up in addition to business units resolving IT needs through the development and deployment of shadow IT solutions.

The OSFM CIO started on August 28, 2023, and immediately began interviewing business units to gain an understanding of the business programs, needs, and IT gaps. Additionally, the proposed IT Team makeup was right-sized and approved. A significant effort was made to work with DAS HR to establish the positions and begin hiring. While a few initial positions were able to be filled quickly, the bulk of the IT team was hired in April/May of 2023.

The critical initiative during pre-OFSM phase was preparing for the July 1 initiation of the agency. Major tasks required included establishing the technical infrastructure, preparing staff, and migrating all accounts and assets from OSP's architecture to OSFM's architecture. Additionally, we have built out two separate physical locations. A significant amount of post migration cleanup has been occurring to finish off the building buildout and migration. OSP IT and EIS were instrumental partners in successfully executing the buildout and migration.

A second major initiative undertaken during the transition phase was completing the data and application inventories for the agency to allow the creation of a migration plan for each asset. Applications were reviewed and if necessary were brought in line with EIS approval and documentation requirements. The requirements of the EIS Open Data program were met and submitted deliverables approved.

Of note, currently OSFM IT is now in a support role for Open Data efforts, with the ownership of the agency's EIS Open Data efforts and relationship residing with the Analytics and Intelligence unit. All new applications and data initiatives follow the EIS Open Data standards.

The critical path timeline for transition required the postponement of the establishment of documented IT practices and procedures. As such, the establishment of IT governance and documented IT practices and procedures has been set for the post migration timeframe and is the current priority for IT.

## BUDGET

The IT budget is currently established at \$2.5 million for services and supplies for the 23-25 biennium. However, the internal agency budgeting system is still being finalized as the agency determines its final budget system and how to account for the operations of the agency. Solidifying the budget process is a primary initiative for the agency.

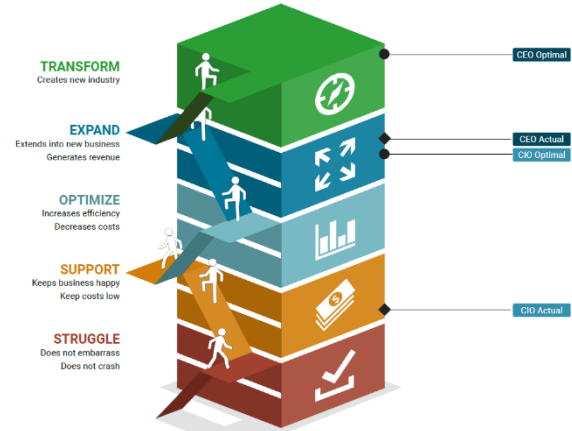
## IT STAFFING

The IT Team is comprised of nine IT specialists and two GIS analysts. The IT Team is comprised of teams covering Infrastructure, Application Development, Business Support, and GIS.

## IT MATURITY

Currently OSFM IT is operating in a **SUPPORT** mode as the IT meets immediate needs, stabilizes the agency, and implements IT processes and procedures. The agency is well on its way to improving the current IT maturity level through the near-term implementation of IT governance, project prioritization, standardized service delivery, and proactive business led future planning.

OSFM IT is working to improve to the **EXPAND** maturity level by 2025, with an ultimate organizational goal of **TRANSFORM** by 2027.



## IT INFRASTRUCTURE

OSFM is currently fully invested in a partnership with the State of Oregon Data Center Services (DCS) team for server, network, and cloud hosting. OSFM currently maintains nine virtual servers at the data center. Additionally, OSFM is in the process of implementing cloud services through a DCS facilitated Azure subscription. Network connectivity is currently provided through a mix of DCS managed circuits, commercial subscriptions, high orbit GeoSat satellites, and near earth Starlink solutions. The Starlink solutions will replace the GeoSat inventory over the next year. Additionally, the Starlink solutions provide internet capability to the HazMat and Incident Management teams supported by OSFM.

OSFM has approximately 55 vehicles with cellular-based internet connectivity for our direct service employees distributed across the state. The current solution utilizes CradlePoint utilizing a mix of ATT, Verizon, and US Cellular. Additionally, our support team has multiple command and communications vehicles with satellites, laptops, printers, and peripheral technologies requiring support.

Web based communication and collaboration is critical for effective operations within a distributed workforce. OSFM is currently working to fully leverage the State of Oregon enterprise tools to assist with remote team collaboration and will be providing internal training to allow staff to maximize the investment. Additionally, a base intranet exists which will continue to be improved to facilitate communication and internal process automation.

OSFM is standardized on laptops for end user productivity, which maximizes the need for all staff to be able to work in any location at any time.

Of note, because of the emergency response nature of OSFM, maintaining a robust and reliable application portfolio and technical infrastructure is a mission critical requirement. OSFM IT is currently working to significantly upgrade the existing technology stack to meet the needs of OSFM programs and our State through modernization of applications and our network infrastructure.



## APPLICATIONS

The current application portfolio at OSFM is a mix of Excel documents, Access databases, Smartsheet, vendor supplied solutions, and commercial SaaS applications. Shadow IT procurements were an issue that is being resolved. Modernization of the current portfolio is a major initiative matching the strategic goals. The approach will be to go cloud first, enterprise first, and utilize the existing agency standard Microsoft platforms.

## PROJECT PORTFOLIO

As stated, the current project portfolio is limited as IT Governance is implemented within the agency, with the bulk of the recent project effort being centered on implementing the foundational needs of the agency. OSFM currently has the Grants Management project as a Stage Gate Level 1 Oversight project, nearing the procurement and implementation phase. Additionally, the Fireworks replacement project is in prototyping phase utilizing EIS supported platforms. The project portfolio will be built out over the first few months of 2024 through the IT governance process. Project management duties for OSFM IT projects are shared between the CIO and the Business Analyst.

### Major Projects

NAME	DESCRIPTION	STAGE	PROJECTED DUE DATE
<b>Grants Management</b>	Provides an automated and consistent system for managing the grants delivered by OSFM.	Analysis	3/31/2024
<b>Fireworks</b>	Moves the Fireworks permitting process from email/mail and manual entry to a cloud based automated platform	Construction	1/31/2024
<b>Laserfiche Replacement</b>	Migrates the records management system from OSP's Laserfiche instance to OSFM's system	Analysis	6/30/2024
<b>Asset Management</b>	Implements cloud based automated asset management for all OSFM divisions	Deployment	5/31/2024
<b>Payment Portal</b>	Allows electronic payments to be made to OSFM in addition to paper checks	Deployment	1/31/2024

## IT MISSION, VISION, GUIDING PRINCIPLES

### Vision

AGENCY	IT
Premier Public Safety Services	Be a trusted and proactive partner delivering modern solutions and services

### Mission

AGENCY	IT
Protecting people, their property, and the environment from fire and hazardous materials.	<p>OSFM IT supports the agency in protecting people, property and the environment through a proactive partnership with the business.</p> <p>OSFM IT focuses on quality customer service and end-to-end service delivery while providing innovative and accessible services on secure and reliable infrastructure.</p>

### Guiding Values & Principles

AGENCY	IT
Professionalism	<b>Cloud-first solutions</b> – deliver cloud solutions in line with EIS’s Cloud First strategy
Credibility	<b>Delivering secure solutions</b> – follow EIS/CSS Cyber Security recommendations and guidelines to ensure protected solutions
Collaboration	<b>Empower our staff</b> – invest in training and development to allow our staff to be as effective as possible
Leadership	<b>Open systems</b> – implement interoperable solutions
Dedication	<b>Exemplary customer service</b> – maintain a focus on quality service delivery
	<b>Business driven outcomes</b> – IT efforts should be tied to business needs
	<b>Continuous improvement</b> -- maintain a cycle of application and process review
	<b>Proactive service</b> – anticipate needs and proactively address solutions
	<b>Robust and secure infrastructure</b> – Use cutting edge technology to implement a solid infrastructure adhering to CSS Cyber Security standards
	<b>Dedication to quality data</b> – implement processes to ensure quality data practices following EIS Open Data standards and recommendations

## BUSINESS/IT GOALS

## BUSINESS GOAL

## IT GOAL

Stabilize the Agency

Establish IT Foundational Business Processes

- Establish IT Governance Processes
- Establish Agency IT Policies
- Establish Agency IT Practices and Procedures
- Consolidate IT Within the Agency

Data Driven Decisions

Improve Data Resources

- Establish Data Standards
- Implement the OSFM Data Warehouse
- Enhance GIS Capabilities

Invest in Staff

Empower Agency Staff

- Deliver Technical Training to Agency Staff
- Create community-based support

Improve Stakeholder Services

Improve the Customer Experience

- Modernize Applications
- Adding and Improving Services
- Establish External Community Capability
- Solidify the Technology Stack

## STRATEGIC GOALS

### Diversity, Equity, and Inclusion

OSFM and OSFM IT are committed to ensuring the services and activities of the agency are addressing the needs of underserved communities and those with special needs. OSFM supports the agency in its DEI efforts in four major ways:

1. Providing a social vulnerability tool to be used to identify specific communities.
2. Providing data sets and reports allowing program staff to review results specific to identified communities.
3. Reviewing all end user applications against ADA standards to maximize accessibility.
4. Continuously reviewing technology allowing for increased effectiveness in improving accessibility to OSFM services.
5. New initiatives prioritization, design, and deployment will reflect the OSFM DEI plan upon completion.

## GOAL: Establish IT Foundational Business Processes

As a new agency, OSFM still needs to complete establishing and fine tuning the business side of running IT. OSFM will meet the stated goal through the following strategies:

### STRATEGY: Establish IT Governance Processes

OSFM will have an approved IT Governance plan in place to provide oversight, prioritization, and communication on IT projects and activities.

#### Initiatives

Initiate IT Governance Team	Complete by 1/30/2024
Initiate OSFM Change Management	Complete by 1/30/2024
Initiate IT Steering Committee	Complete by 2/28/2024

### STRATEGY: Establish Agency IT Policies

OSFM needs to complete the implementation process of IT policies addressing OSFM specific needs.

#### Initiatives

Publish Agency IT Policies	Complete by 3/31/2024
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### STRATEGY: Establish Agency IT Practices and Procedures

OSFM needs to establish written practices and procedures to provide consistent service, robust succession planning, and clear expectations from staff and with our customers.

#### Initiatives

Document Agency procedures for interacting with IT	Complete by 3/31/2024
Document IT procedures for each position	Complete by 6/30/2024
Publish the OSFM IT Service Catalog	Complete by 6/30/2024
Meet CSS recommended COBIT Standards	Complete by 12/31/2024

## GOAL: Establish IT Foundational Business Processes (continued)

### STRATEGY: Consolidate IT Within the Agency

OSFM historically has been managing IT in a significantly decentralized model with a high level of shadow IT. OSFM IT will reduce the duplicative tools being used and focus on adhering to enterprise requirements for procurement and support of IT investments. Preferred tools will follow the cloud first, enterprise first criteria.

#### Initiatives

Document and approve existing IT investments	Complete by 6/30/2024
Create migration plans for duplicative applications	Complete by 6/30/2024
Reduce shadow IT applications	50% reduction in unsanctioned apps by 12/31/2024

#### Metrics

Satisfaction with responsiveness and effectiveness of service desk	80%
Satisfaction with policy design and enforcement around security, governance, etc	80%
Projects utilizing the OSFM Governance process	100%

## GOAL: Improve Data Resources

As a new agency, OSFM is in the process of establishing an entirely new data infrastructure with associated policies, practices, and resources. Additionally, OSFM IT works closely with the Analytics and Intelligence unit to provide data services to the agency. Historically the data side of OSFM has been under supported—the stated goal will help OSFM meet the agency goal of utilizing data to make data driven decisions in operational, tactical, and strategic business efforts.

### STRATEGY: Establish Data Standards

OSFM will publish data standards to improve data collection, usage, and dissemination. The standards will be created within the established Data Governance processes.

#### Initiatives

Create data standards document	Complete by 3/31/2024
Enhance the current agency data catalog	Complete by 3/31/2024
Document data collection and dissemination processes	Complete by 12/31/2024

### STRATEGY: Create Data Warehouses

OSFM has a significant amount of siloed data. To adequately meet the business goal of making data driven decisions, OSFM IT will consolidate data resources into data warehouses to allow for improved data analysis and the creation of robust data dashboards.

#### Initiatives

Create financial data warehouse	Complete by 1/31/2024
Create financial dashboard	Complete by 2/28/2024
Create fire response data warehouse	Complete by 6/30/2024

### STRATEGY: Enhance GIS Capabilities

OSFM has a significant need to utilize GIS data resources in support of operational and response efforts. During the review of current GIS efforts, multiple opportunities for improved data and service delivery were identified. GIS improvements will be essential to improving and targeting services to underserved and socially vulnerable populations.

#### Initiatives

Establish the use of a common social vulnerability tool	Complete by 3/31/2024
Create a common GIS layer library	Complete by 12/31/2024
Centralize GIS support for IMT GIS efforts	Complete by 3/31/2025

#### Metrics

Data quality business satisfaction score	80%
Databases in compliance with OSFM and EIS Open Data standards	100%

## GOAL: Empower Staff

The most important asset within any agency is the staff that serve the agency. The agency has established a goal to recruit, develop, and sustain a professional and diverse workforce. OSFM IT noted a significant need to provide staff with fundamental and advanced technical training which will substantially improve the efficient usage of tools and correspondingly create operational efficiencies.

### STRATEGY: Deliver technical training to agency staff

OSFM will deliver baseline technical training to all staff in the common tools used within the agency to provide competency and operational efficiencies with available tools.

#### Initiatives

Create a baseline technical curriculum for existing and new staff	Complete by 2/28/2024
Create advanced curriculum for key enterprise applications	Complete by 6/30/2024
Provide a robust self-help system within the OSFM Support site	Complete by 6/30/2024

### STRATEGY: Create community-based support

OSFM will facilitate communities of practice to allow for a greater level of community-based support.

#### Initiatives

Facilitate technical grassroots teams for greater best practice and solution sharing	Complete for Teams by 3/31/2024
Create an Intranet training site for community-based training resources	Complete by 6/30/2024

#### METRICS

Staff trained in enterprise standard tools	100%
Trains effectively customer rating	80%

## GOAL: Improve the Customer Experience

OSFM has incurred a significant level of operational technical debt. The focus of this goal is around modernizing applications and delivering corresponding operational efficiencies.

### STRATEGY: Modernize Applications

OSFM currently has internal and external applications running on legacy applications or using mail/email/faxed application forms and manual data entry. The applications need to be migrated to modern platforms providing a modern user experience.

#### Initiatives

Replacing IMT/AOC Access databases	Complete by 3/31/2024
Modernize Grants Management solution	Complete by 6/30/2024
Replacing Regulatory Access databases	Complete by 12/31/2024

### STRATEGY: Adding and Improving Services

As a new agency, OSFM has needs to establish base applications more mature agencies already have in place. In addition, based on a review of existing and new business processes, IT has made recommendations for several new and improved business solutions.

#### Initiatives

Implement an external learning management system	Complete by 9/30/2024
Implement an event management system	Complete by 9/30/2024

### STRATEGY: Establish External Community Capability

OSFM provides leadership and support to multiple external entities including fire agencies, HazMat teams, Incident Management teams, and others. A significant need to improve the ability to communicate and collaborate with external partners exists. The following initiatives will help establish platforms meeting the needs of our external partners.

#### Initiatives

Implement external Teams based sharing for IMT teams	Complete by 3/31/2024
Implement external Teams based sharing for HazMat teams	Complete by 3/31/2024
Implement an external domain for conflagration response	Complete by 6/30/2025
Implement a fire agency portal for services	Complete by 6/30/2025



## GOAL: Improve the Customer Experience (continued)

### STRATEGY: Solidify the Technology Stack

OSFM's current technology stack is still in the process of being completely built out. During the next few years, OSFM will continue to improve the technology stack to meet unique OSFM needs.

#### Initiatives

Complete roll out of Starlink Emergency Response vehicles	Complete by 3/31/2024
Complete roll out of Starlink to HazMat vehicles	Complete by 12/31/2024
Implement AlwaysOn for remote staff	Complete by 3/31/2024
Implement FirstNet MegaRange for staff with limited cell capability	Complete by 6/30/2024

#### Metrics

Satisfaction rating with business apps	80%
Reduction in fireworks error rate between 2023 to 2024 application periods	20%
Reduction in time to issue permit between 2023 to 2024 application periods	20%
Satisfaction rating with Network and Comms Infrastructure	80%

ACTIVITY	PRIORITY	PLAN START	PLAN LENGTH	ACTUAL START	ACTUAL LENGTH	PERCENT COMPLETE	PERIODS																																
							2023 Q4			2024 Q1			2024 Q2			2024 Q3			2024 Q4			2025 Q1			2025 Q2			2025 Q3			2025 Q4								
							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
<b>Establish IT Foundational Business Processes</b>																																							
<b>Establish IT Governance Processes</b>																																							
Initiate IT Governance Team	1	1	2	1		50%																																	
Initiate OSFM Change Management		1	2	1		50%																																	
Initiate IT Steering Committee		1	3	1		50%																																	
<b>Establish Agency IT Policies</b>																																							
Publish Agency IT Policies	2	1	4	1		75%																																	
<b>Establish Agency IT Practices and Procedures</b>																																							
Document Agency procedures for interacting with IT	3	1	4	1		10%																																	
Document IT procedures for each position		1	7	1		30%																																	
Publish the OSFM IT Service Catalog		1	7	1		5%																																	
Meet CSS recommended COBIT Standards		5	7			5%																																	
<b>Consolidate IT Within the Agency</b>																																							
Document and approve existing IT investments	4	1	7	1		50%																																	
Create migration plans for duplicative applications		1	7	1		50%																																	
Reduce shadow IT applications		1	7	1		50%																																	
<b>Improve Data Resources</b>																																							
<b>Establish Data Standards</b>																																							
Create data standards document	1		2	3	2	10%																																	
Enhance the current agency data catalog		1	4	1		75%																																	
Document data collection and dissemination processes		2	5	2		25%																																	
<b>Create Data Warehouses</b>																																							
Create financial data warehouse	2		1	2	1	25%																																	
Create financial dashboard		2	2			0%																																	
Create fire response data warehouse		2	5	2		5%																																	
<b>Enhance GIS Capabilities</b>																																							
Establish the use of a common social vulnerability tool	3		1	4	1	75%																																	
Create a common GIS layer library		1	13	1		75%																																	
Centralize GIS support for IMT GIS efforts		1	4	1		25%																																	
<b>Empower Staff</b>																																							
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Create advanced curriculum for key enterprise applications		4	3			0%																																	
<b>Improve the Customer Experience</b>																																							
<b>Modernize Applications</b>																																							
Replacing IMT/AOC Access databases	1		1	4	1	25%																																	
Modernize Grants Management solution		1	7	1		40%																																	
Replacing Regulatory Access databases		1	13	1		25%																																	
<b>Adding and Improving Services</b>																																							
Implement an external learning management system	4		4	5		0%																																	
Implement an event management system		4	5			10%																																	
<b>Establish External Community Capability</b>																																							
Implement external Teams based sharing for IMT teams	3		1	4	1	25%																																	
Implement external Teams based sharing for HazMat teams		1	4	1		25%																																	
Implement an external domain for conflagration response		2	5			0%																																	
Implement a fire agency portal for services		2	5			0%																																	
<b>Solidify the Technology Stack</b>																																							
Complete roll out of Starlink to Emergency Response vehicles	2		1	4	1	20%																																	
Complete roll out of Starlink to HazMat vehicles		1	13	1		20%																																	
Implement AlwaysOn for remote staff		1	4	1		15%																																	
Implement FirstNet MegaRange for limited cell capability		2	5			0%																																	

## BUDGETARY IMPACT

Most initiatives will be completed utilizing existing tools and existing staff. The reduction of shadow IT and duplicative services will minimize the overall budget impact related to improving services and eliminating outstanding technical debt. The following strategic goals will potentially have a significant budget impact, with the significant cost being an additional GIS position. New business processes or priorities, EIS requirements, or legislative programs will affect the projected amounts.

STRATEGIC GOAL	2024	2025	2025	2026	2027
IT Business Processes	\$0	\$0	\$0	\$0	\$0
Improve Data Resources	\$130,000	\$140,000	\$150,000	\$160,000	\$170,000
Empower Staff	\$0	\$0	\$0	\$0	\$0
Improve Customer Experience	\$60,000	\$65,000	\$70,000	\$75,000	\$80,000
<b>TOTAL</b>	<b>\$190,000</b>	<b>\$205,000</b>	<b>\$220,000</b>	<b>\$235,000</b>	<b>\$250,000</b>

## IT STRATEGIC COMMUNICATION PLAN

The IT Strategic Plan will utilize the OSFM IT Governance teams for review and approval. The steps that have been and will be taken will be as follows:

1. Review and approval by the IT Steering Committee
2. Submission to EIS
3. Presentation to the IT Governance Team at the January meeting
4. Presentation to the OSFM agency at the February all staff meeting

## IT STRATEGY CONTINUOUS LIFECYCLE

Of note, the IT Strategic Plan is being completed without a recent agency strategic plan and with the agency still working to organize and solidify business operations. With the near-term completion of the agency strategic plan, the IT strategic plan will be updated and adopted by December 31, 2024. The IT Strategic Plan will be reviewed on an annual basis, with initiatives updated and added as needed. A complete review and update process will occur every four years after the completion of the corresponding agency strategic plan update.

## SUMMARY

OSFM has accomplished a tremendous amount in the last year, with a key component being the buildout of the Business Services division which includes the Information Technology section. From September 2023 to July 2023 OSFM hired the CIO, established the IT Team, and with OSP IT assistance laid the technical foundation for the new agency.

The mission and business needs of OSFM present unique challenges to the OSFM IT team. The distributed and emergency response nature of the agency presents unique needs that increase the complexity of IT service delivery. Additionally, OSFM IT must support an agency that includes the base FTE as well as a significant number of external business partners and organizations with unique technological needs.

OSFM is still early in the growth and development stage of a new agency as the agency works to implement policies and processes to drive the agency to new levels of service and effectiveness to all Oregonians and those we partner with and serve. OSFM IT has established early strategic goals and initiatives based on early feedback from business leaders within the agency. The early strategic goals have a focus on establishing IT, empowering our staff, improving data usage, and improving the customer experience. A revision of the strategic goals and initiatives will occur in late 2024 after the completion of the agency strategic plan.

Currently OSFM IT is working to establish governance and business processes that will establish the team as a significant contributor to the agency. Initial metrics and feedback from the business units have been very positive. OSFM IT is committed to continuous improvement by adhering to the IT guiding principles with a focus on a strategic partnership with EIS and organizations we serve. With our focus on the business of the agency and the people we serve, OSFM IT looks forward to becoming a leading IT section within the State and helping drive OSFM to new levels of service and success.

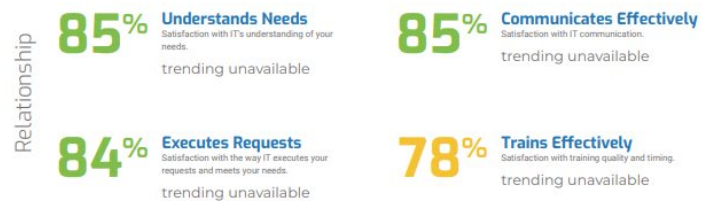
IT Satisfaction Scorecard : Department Report / Oregon State Fire Marshal

# IT Satisfaction Scorecard

## Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
<b>Service Desk</b>	Satisfaction with responsiveness and effectiveness of service desk	88 <sup>-</sup> trending unavailable	3 <sup>RD</sup>
<b>IT Innovation Leadership</b>	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	86 <sup>-</sup> trending unavailable	7 <sup>TH</sup>
<b>Devices</b>	Satisfaction with desktops, laptops, mobile devices etc.	83 <sup>-</sup> trending unavailable	6 <sup>TH</sup>
<b>Work Orders</b>	Satisfaction with small requests and bug fixes	83 <sup>-</sup> trending unavailable	9 <sup>TH</sup>
<b>IT Security</b>	Satisfaction that organizational devices and data are properly secured.	82 <sup>-</sup> trending unavailable	5 <sup>TH</sup>
<b>Requirements Gathering</b>	Satisfaction with BA's ability to understand and support the business	80 <sup>-</sup> trending unavailable	13 <sup>TH</sup>
<b>Projects</b>	Satisfaction with large department or corporate projects	80 <sup>-</sup> trending unavailable	10 <sup>TH</sup>
<b>Business Apps</b>	Satisfaction with applications and functionality	79 <sup>-</sup> trending unavailable	2 <sup>ND</sup>
<b>Data Quality</b>	Satisfaction with providing reliable and accurate data	77 <sup>-</sup> trending unavailable	4 <sup>TH</sup>
<b>Analytical Capability and Reports</b>	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	77 <sup>-</sup> trending unavailable	11 <sup>TH</sup>
<b>Network &amp; Comm. Infrastructure</b>	Satisfaction with reliability of comm. Systems and networks	77 <sup>-</sup> trending unavailable	1 <sup>ST</sup>
<b>IT Policies</b>	Satisfaction with policy design and enforcement around security, governance, etc...	76 <sup>-</sup> trending unavailable	12 <sup>TH</sup>
<b>Client-Facing Technology</b>	Satisfaction with user experience and effectiveness	58 <sup>-</sup> trending unavailable	8 <sup>TH</sup>



# Benchmarking



**IT Satisfaction**  
10% above average  
INDUSTRY AVERAGE: 75%  
83<sup>RD</sup> PERCENTILE



**IT Value**  
13% above average  
INDUSTRY AVERAGE: 75%  
92<sup>ND</sup> PERCENTILE

**IT Budget as % of Revenue**  
2%  
3.9% below average  
INDUSTRY AVERAGE: 5.9%  
37<sup>TH</sup> PERCENTILE

**IT Staff as % of Users**  
6.7%  
2% above average  
INDUSTRY AVERAGE: 4.7%  
88<sup>TH</sup> PERCENTILE



## Security Friction

**Regulatory Compliance-driven**  
Friction is acceptable  
100%  
7% above average

**Data Access** Friction is acceptable  
87%  
1% above average

**Office/Desktop Security** Friction is acceptable  
80%  
5% below average

**Remote/Mobile Device Access** Friction is acceptable  
53%  
23% below average

Capacity

### Shadow IT

Use of Shadow IT: procurement of IT services and applications without IT involvement

Satisfaction  
27%  
9% below average

### Capacity Constraint

Allocation of IT resources to adequately meet organizational demand for projects and services.

Satisfaction  
43%  
8% below average

Relationship

### Understands Needs

Satisfaction with IT's understanding of your needs.

Satisfaction  
85%  
9% above average

### Communicates Effectively

Satisfaction with IT communication.

Satisfaction  
85%  
12% above average

### Executes Requests

Satisfaction with the way IT executes your requests and meets your needs.

Satisfaction  
84%  
10% above average

### Trains Effectively

Satisfaction with training quality and timing.

Satisfaction  
78%  
9% above average

## Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Percentile
<b>Service Desk</b>	Satisfaction with responsiveness and effectiveness of service desk.	88% 8% above industry	76 <sup>TH</sup>
<b>IT Innovation Leadership</b>	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	86% 17% above industry	95 <sup>TH</sup>
<b>Devices</b>	Satisfaction with desktops, laptops, mobile devices etc.	83% 6% above industry	74 <sup>TH</sup>
<b>Work Orders</b>	Satisfaction with small requests and bug fixes	83% 7% above industry	73 <sup>RD</sup>
<b>IT Security</b>	Satisfaction that organizational devices and data are properly secured.	82% 1% above industry	44 <sup>TH</sup>
<b>Requirements Gathering</b>	Satisfaction with BA's ability to understand and support the business	80% 10% above industry	84 <sup>TH</sup>
<b>Projects</b>	Satisfaction with large department or corporate projects	80% 10% above industry	81 <sup>ST</sup>
<b>Business Apps</b>	Satisfaction with applications and functionality	79% 6% above industry	73 <sup>RD</sup>
<b>Data Quality</b>	Satisfaction with providing reliable and accurate data	77% 3% above industry	59 <sup>TH</sup>
<b>Analytical Capability and Reports</b>	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	77% 9% above industry	84 <sup>TH</sup>
<b>Network &amp; Comm. Infrastructure</b>	Satisfaction with reliability of comm. Systems and networks	77% aligned with industry	44 <sup>TH</sup>
<b>IT Policies</b>	Satisfaction with policy design and enforcement around security, governance, etc...	76% aligned with industry	45 <sup>TH</sup>
<b>Client-Facing Technology</b>	Satisfaction with user experience and effectiveness	58% 9% below industry	12 <sup>TH</sup>