

OREGON STATE FIRE MARSHAL

2024 - 2029

FIVE-YEAR STRATEGIC PLAN



PREPARED MAY 2024

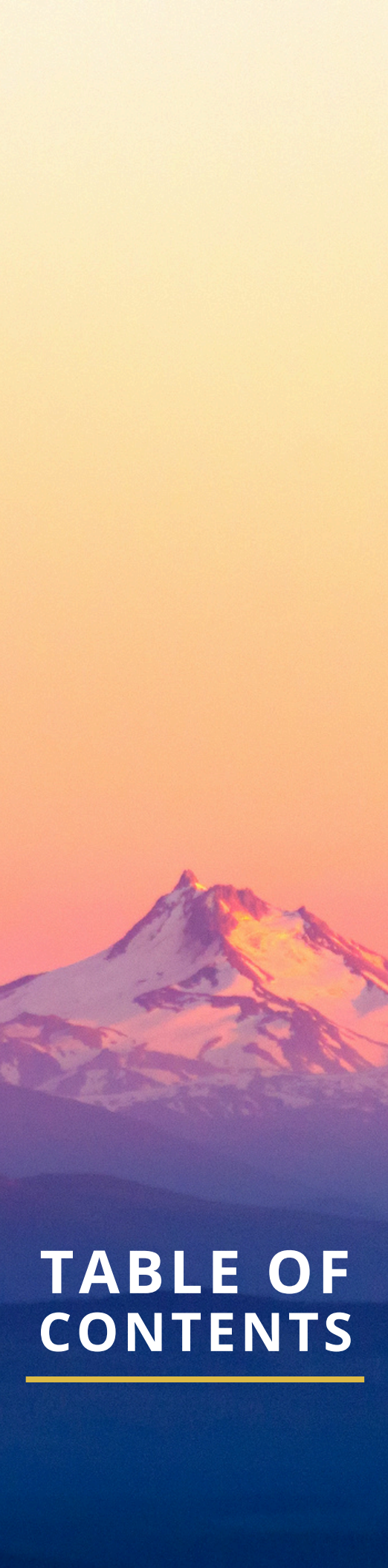


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MISSION, VISION, VALUES

MISSION

To protect people, property, and the environment from fire and hazardous materials.

VISION

A prepared, protected, and resilient Oregon



OUR VALUES

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 partners, the public, and each other.

LEADERSHIP

We are committed to being a leader in the Oregon fire service, to lead our agency, and ourselves as individuals in our day-to-day work.

PARTNERSHIPS

We believe our success and the success of others depends on collaboration with our partners.

SERVICE TO OTHERS

We believe that serving others is a cornerstone of our mission, our day-to-day work, and is all-inclusive.

EQUITY STATEMENT

The Oregon State Fire Marshal is a team that seeks to represent all Oregon communities. Our goal is to embrace diversity, practice inclusive excellence, and strive for equity and belonging in all we do. We treat everyone with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, geographic location, gender, marital status, age, veteran status, or disability. This statement applies to all aspects of our public service mandate of fire safety and emergency response. We include these principles in our employment practices, including retention, promotion, and training.

The Oregon State Fire Marshal is committed to prioritizing strategies that enhance our work across the state. Our goals are not just aspirations but a roadmap for how we will engage and attract new team members who represent the cultural competency of Oregonians to ensure our agency truly reflects those we serve. We are deeply committed to acknowledging and actively supporting our state's rich cultural diversity. Our agency will continue to work tirelessly to best serve Oregonians, the fire service, and our partners through intentional community engagement and fostering an inclusive and supportive environment where everyone feels valued.



FROM THE STATE FIRE MARSHAL

As we shape the future of the Oregon State Fire Marshal, it is important we learn from the past. The history of fire safety and emergency response in Oregon is rich with triumphs and challenges.

The Oregon State Fire Marshal has played a crucial role in establishing fire codes, safety inspections, awareness of hazardous materials, and implementing rules and regulations to enhance safety and prevent

injury and loss of life. Through education, prevention efforts, community risk reduction initiatives, and emergency response, we have significantly reduced the potential for fires and other emergencies. Our commitment to prevention is evident in our extensive community education programs that empower people with knowledge and resources to protect themselves and their property.

In recent years, the work of the Oregon fire service has evolved to meet new challenges and leverage new technologies. We've faced unprecedented situations that tested our resilience and highlighted the importance of preparedness, collaboration, and innovation. These experiences taught us that while we cannot predict every challenge, we can strengthen our capacity to respond effectively.

Our strategic plan is built upon these foundational lessons. It outlines a path forward that prioritizes safety, efficiency, and inclusivity. We are committed to advancing our technological capabilities, enhancing our training programs, and fostering greater cooperation internally and among local, state, and federal agencies. We recognize the importance of community engagement and education in preventing fires and lessening their impact.

We look ahead with a clear vision and a steadfast dedication to protecting the lives and property of all Oregonians. This plan will help us to build a safer, more resilient state. Together, we will continue to learn, adapt, and improve, ensuring that our past experiences inform a brighter, safer future for all.



Mariana Ruiz-Temple
Oregon State Fire Marshal

AGENCY ASSETS

The Oregon State Fire Marshal delivers comprehensive and effective community safety services through partnerships and collaboration with various agencies and the community.

Customer Service Focused on Results

The Oregon State Fire Marshal works closely with partners to plan, develop, and deliver services. Each program sets performance measures for its mission areas and managers create a two-year work plan with their staff to achieve these goals. Improving processes and outcomes is a priority at all levels and programs.

Valuing Employee Contributions

Our agency develops and empowers employees who can solve problems. Competent employees are essential for providing excellent customer service. The success of our agency depends on our employees.





CHALLENGES FACING THE AGENCY

As with all public and private agencies, the Oregon State Fire Marshal faces challenges such as financial instability, demographic shifts, and the continued need for strong succession planning. The Oregon State Fire Marshal embraces these challenges as opportunities to develop innovative and efficient processes and programs that strengthen the agency internally and translate to sustained and improved services. We are confident that we can overcome these three primary hurdles.

Financial stability: Maintain agency, mobilization, and grant funding sources.

Information sharing/distribution: Improve the effectiveness of agency communications and information dissemination.

Increased use of technology: Modernize our services and programs using current technology and improving efficiency.

PARTNERSHIP, COLLABORATION, AND COMMUNITY ENGAGEMENT

The Oregon State Fire Marshal is dedicated to serving all Oregonians and visitors by delivering the highest quality customer service. We are committed to continuous improvement by regularly seeking feedback from our partners to ensure we meet or exceed the expectations of those we serve.

We believe in the power of strong partnerships built on trust and mutual understanding to provide exceptional public safety services. By collaborating closely with the Oregon fire service, regulated industries, and others, we ensure that our mission of 'protecting people, property, and the environment from fire and hazardous materials' is at the core of everything we do.

At the Oregon State Fire Marshal, we foster cooperative relationships, using a diversity, equity, and inclusion lens to guide each decision fairly. This collaborative approach allows us to share vital knowledge and training; develop and refine fire and life safety policies founded in an education-first philosophy; prepare and respond to emergencies as they arise; update fire codes; review laws and administrative rules; and create best practices through transparent and robust partner processes. Together, we work proactively to enhance safety through education and achieve compliance across Oregon.

To ensure a comprehensive strategic plan, the Oregon State Fire Marshal asked for input from fire service partners and agency staff, which has been woven into this strategic plan. The department is proud to be part of the larger fire and emergency response community and relies on its dedicated staff to achieve its strategic goals.





SUMMARY OF AGENCY GOALS

GOAL: COMMUNITY AND PARTNER ENGAGEMENT

Increase community and partner engagement with the Oregon State Fire Marshal's programs and services.

Focus on improving interaction and collaboration with local communities and partners. The strategy involves using focused communication to effectively share information and gather input that influences programs and policy. Efforts include optimizing digital platforms for ease of access and interaction, employing social media to expand outreach and awareness, and developing consistent communication channels to ensure all Oregonians and partners have timely and reliable access to important information. By enhancing these relationships, the agency will build trust, increase program participation, and ensure that services are aligned with the needs of Oregonians.

GOAL: TECHNOLOGY RESOURCES

Expand the agency's use of technology resources for internal and external customers.

Leverage technology across the agency to enhance service delivery and add business efficiencies. Strategies include upgrading data governance and analysis capabilities, modernizing business processes, and improving external customer experience through automation and cutting-edge equipment and technology. A focus is also placed on empowering employees to effectively use new technology through focused training. The objective is to improve services for external customers and modernize internal processes, to boost overall user experience, efficiency, and operational effectiveness.

GOAL: DIVERSITY, EQUITY, AND INCLUSION

Position diversity, equity, and inclusion as an agency-wide core competency and priority to unlock transformative and meaningful change.

Diversity, equity, and inclusion acknowledge the reality that different groups have different experiences. Embracing these concepts in the agency's daily work is not simply a one-time effort but a continuous journey. Diversity, equity, and inclusion require all agency employees to actively apply these principles, insights, and learnings in their day-to-day tasks. A data-driven strategy will serve as our compass to guide our efforts. Results do not simply appear; data is a tool to demonstrate the need to be equitable to all and secure the necessary support to make it a reality.

GOAL: TRIBAL PARTNERS

Increase engagement with the nine federally recognized tribes in Oregon through all Oregon State Fire Marshal programs and units.

This goal ensures the Oregon State Fire Marshal will further develop consistent and appropriate consultation with the nine federally recognized tribes in Oregon. This includes educating employees, adapting programs, and coordinating with other governmental bodies like the Legislative Commission on Indian Services. The result will be empowering agency staff, enhancing their ability to recognize tribal sovereignty, and developing trusting relationships to deliver effective government-to-government resources.



GOAL: FISCAL SUSTAINABILITY

Promote fiscal sustainability through effective and efficient budgeting and forecasting.

Ensure the agency's financial health through strategic budgeting, careful resource allocation, efficient financial management, and communication with the legislature and governor's office. The agency will enhance financial forecasting tools, conduct regular financial reviews, secure adequate funding, and explore new funding opportunities. The strategy includes fostering transparency in financial reporting and accountability to maintain trust among agency partners. The goal is to establish a stable financial base that supports sustainable growth and enables the agency to adapt to changing financial circumstances.

GOAL: LEADERSHIP

Continue to provide leadership development and workforce competence opportunities.

Continue to cultivate a strong succession plan for leadership and ensure all employees are equipped with the necessary skills to effectively fulfill their job duties. These opportunities include offering leadership development program attendance, identifying professional development opportunities, and fostering mentorship and continuous learning. This will create a work environment where every employee can develop skills, contribute effectively to the agency's objectives, and advance their career at the agency.



OREGON STATE FIRE MARSHAL

GOALS, OBJECTIVES, AND STRATEGIES

GOAL: COMMUNITY AND PARTNER ENGAGEMENT

Increase community and partner engagement with the Oregon State Fire Marshal's programs and services.

1.1 Enhance Collaboration and Communication

- Work closely with partners using surveys and meetings to identify priority topics for communication that resonate with the needs and concerns of our partners and their communities.
- Actively network with educational institutions, industries, and government agencies to promote and integrate Oregon State Fire Marshal resources and programs into greater safety and preparedness initiatives.

1.2 Promote Programs and Resources

- Enhance the Oregon State Fire Marshal website to make it more user-friendly, ensuring important information is accurate and easy to find.
- Continue the social media strategy to regularly share updates, safety tips, and program highlights to increase Oregon State Fire Marshal program visibility and engagement.
- Build consistent and reliable channels for communication, like The Gated Wye newsletter, updates on social media, media releases, and others to keep Oregonians well-informed.

1.3 Enhance Communication Effectiveness

- Design and distribute a comprehensive index detailing all services offered by the Oregon State Fire Marshal, making it easier for partners and Oregonians to understand and engage with available resources.
- Maintain a strong, consistent brand for all materials and communications to increase recognizability and trust in Oregon State Fire Marshal services.

Implementation Tactics

- Regularly gather feedback through surveys, focus groups, and public forums to refine and adapt strategies based on community needs and preferences.
- Organize workshops, seminars, and public safety demonstrations in partnership with local community centers, schools, and businesses to directly engage with people and groups.
- Offer training programs and educational resources tailored to different groups, including the Oregon fire service, industry partners, schools, elderly care facilities, and businesses to enhance community preparedness and involvement.

Evaluation

- Develop clear metrics to evaluate the effectiveness of communication efforts, like engagement on social media, website traffic, survey results, and participation in programs and events.
- Conduct annual reviews of the engagement strategies and adjust plans as necessary to better meet the goals of increased awareness and participation in the Oregon State Fire Marshal's initiatives.



GOAL: TECHNOLOGY RESOURCES

Expand technology resources for internal and external customers.

2.1 Enhance Data Governance and Analysis Capabilities

- Publish data standards, created within established data governance processes, to improve data collection, use, and dissemination.
- Act as the custodian of many important fire and emergency response services datasets. Data catalogs and dictionaries will enhance our capability to manage and use these data assets collaboratively and transparently.
- To meet the business goal of making data-driven decisions, the agency's information technology unit will consolidate data resources into data warehouses to improve data analysis and create robust data dashboards.
- Continue to use Geographic Information System data resources to support incident planning, operational, and response efforts. Continuous Geographic Information System improvements will be essential to improve operations, business process outcomes, and specialized services to underserved and socially vulnerable populations.

2.2 Improve the Customer Experience

- Migrate legacy applications to modern platforms, providing modern user experiences and improved business efficiencies for internal and external applications.
- Establish base applications that more mature agencies use. Based on a review of existing and new business processes, information technology recommended many new and improved business solutions.
- The agency provides leadership and support to multiple external entities including fire agencies, hazmat teams, incident management teams, and others. We need to improve our ability to communicate and collaborate with partners. We will do this by establishing platforms to better meet partner needs.
- The agency will continue to improve technology infrastructure to meet the unique and expanding needs to improve security and service delivery.

2.3 Empower Agency Staff

- Deliver baseline technical training to all staff on common tools used to provide competency and operational efficiencies with available tools.
- Create and support employees with similar interests or jobs so they can provide more community-based support.
- Evaluate the need for more advanced technology tools for field staff applications.

Implementation Tactics

- Manage agency technology investments through a mature and proactive governance program focused on enterprise and agency guiding principles.
- Regularly assess current technology tools and infrastructure to identify gaps and integrate new technologies to meet the growing needs of the agency.
- Offer staff ongoing training and support to ensure proficiency in new technologies and systems to enhance productivity and provide data security.
- Engage internal and external partners using surveys and other feedback mechanisms to gather insights on user experience and areas for improvement in technology use.
- Use digital marketing strategies to promote the Oregon State Fire Marshal's services, keeping partners well-informed and engaged.

Evaluation

- Establish clear metrics to measure the effectiveness of technology implementations, like user satisfaction rates, data accessibility, and response times.
- Regularly review feedback from technology users and improve systems and processes based on this feedback to continuously enhance technology resources and user experiences.





GOAL: DIVERSITY, EQUITY, AND INCLUSION

Position diversity, equity, and inclusion as an agency-wide core competency and priority.

3.1 Foster an inclusive and supportive work environment where everyone feels valued.

- Include a standing agenda item about diversity, equity, and inclusion in all staff meetings.
- Develop the agency's diversity, equity, and inclusion committee charter and create the committee.
- Develop and conduct an agency-wide diversity, equity, and inclusion journey assessment so all employees can determine their diversity, equity, and inclusion journey.

3.2 Work with communities and partners to develop and deliver equitable policies and programs that produce desired outcomes for underserved groups.

- Build equity into fire safety and fire prevention outreach programs.
- Provide equity guidance and insights to regulatory, fire safety, and fire prevention outreach programs.

3.3 Support Oregon's fire service to build capability and competency to recruit, lead, and retain a diverse workforce and ensure equitable access to professional growth and advancement.

- Provide diversity, equity, and inclusion expertise and guidance to state and national fire service industry associations. Serve on committees and participate in industry conferences as needed.
- Provide equity guidance and insights to the Oregon Fire Service Health and Safety Collaborative.

Implementation Tactics

- Establish the diversity, equity, and inclusion committee to develop recommendations for training, policies, and practices that foster a more diverse, equitable, and inclusive culture for employees, the public, and the local partners we serve.
- Provide resources and training to guide employees through their continuous diversity, equity, and inclusion journey.
- Develop proprietary diversity, equity, and inclusion data equity ecosystem and framework.
- Including diversity, equity, and inclusion journey assessment tools unique to the fire service.
- Develop equity insights from interconnected communities and fire prevention outreach.
- Develop a baseline for measuring success and progress.

Evaluation

- Build proprietary diversity, equity, and inclusion data equity ecosystem and framework.
- Use Gallup's Q12® Employee Engagement Survey annually.
- Leverage internal pulse surveys of diversity, equity, and inclusion for training and educational programming.



GOAL: TRIBAL PARTNERS

Increase engagement with the nine federally recognized tribes in Oregon through all Oregon State Fire Marshal programs and units.

4.1 Increase tribal relations knowledge among Oregon State Fire Marshal staff.

- Identify training needs for agency staff.
- Establish training.

4.2 Extend program contacts and coordination with tribal audiences.

- The Oregon State Fire Marshal tribal liaison will assist staff to develop and adapt specific materials for tribal partners.
- Increase attendance of Oregon State Fire Marshal leadership and staff at events with tribal staff and representatives.

4.3 Maintain coordination among partner agencies.

- Encourage Oregon State Fire Marshal tribal liaison attendance at Legislative Commission on Indian Services meetings and other gatherings of tribal staff.
- Encourage Oregon State Fire Marshal leadership and staff to attend annual Legislative Commission on Indian Services events.

Implementation Tactics

- Oregon State Fire Marshal tribal liaison to meet monthly with other agency tribal liaisons.
- Invite external subject matter experts to conduct training.
- Identify programs with high levels of tribal interaction and empower staff with increased government-to-government relations knowledge.
- Identify programmatic barriers or challenges to tribal engagement. Work with staff to reduce barriers.
- Consider tribal partners and perspectives in the Oregon State Fire Marshal policy review process.

Evaluation

- Gather data for the Legislative Commission on Indian Services annual report; compare year-over-year.
- Many Oregon State Fire Marshal staff seek engagement with tribes and leadership frequently propose consultation efforts. Tribal liaison will continue this by contacting each division to discuss these topics.

GOAL: FISCAL SUSTAINABILITY

Promote fiscal sustainability through effective and efficient budgeting and forecasting.

5.1 Secure sustainable fire mobilization funding for effective and efficient wildfire response.

- Schedule regular briefings with legislators and legislative committees to update on fire risks, mobilization needs, and budget requirements.
- Host annual meetings and workshops with legislators and their staff to discuss fire management challenges and the importance of sustained funding.
- Ensure the agency legislative liaison is consistently communicating and fostering relationships with lawmakers.
- Develop and distribute detailed reports highlighting the economic impact of fire, the effectiveness of mobilization efforts, and the critical need for sustainable funding.
- Use advanced budget forecasting models to predict future funding needs using historical data, climate projections, and fire risk assessments.
- Build and maintain coalitions with local governments, fire districts, and community agencies to advocate collectively for necessary funding.
- Share success stories and case studies to show the positive outcomes of effective fire mobilization and management.
- Coordinate fire prevention efforts to keep fires small. Maintain investments in response operations through the upstaffing grant and engine program.

5.2 Comprehensive Financial Planning and Review

- Regularly review and update financial forecasting tools to assess available resources and budget requirements.
- Ensure funding levels are adequate to maintain and enhance service offerings, using detailed gap analyses to identify future financial needs versus expected revenues.
- Identify and pursue potential funding sources, including grants, partnerships, and alternative revenue streams, to maximize fiscal efficiency and support critical initiatives.

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- Develop and continually refine short- and long-term financial plans that detail expenditure requirements across technology, marketing, communications, and capital investments.
 - Establish robust mechanisms to support and finance mobilization efforts when needed.
 - Review and enhance grant writing processes to improve submission quality and increase the success rate of grant awards.

5.3 Rigorous Financial Reporting and Accountability

- Assess and improve the processes for financial reporting to partners, ensuring transparency and clarity in how financial information is communicated.
- Regularly measure financial performance against forecasts and budget predictions to identify discrepancies and areas for adjustment.
- Conduct cost-benefit analyses for each program to evaluate financial efficiency and justify continued investment.

Implementation Tactics

- Implement regular review cycles for financial plans and forecasting tools to adapt to changing financial conditions and operational needs.
- Maintain open communication about financial statuses and strategies, ensuring expectations are managed and input is considered in financial planning.
- Provide ongoing staff training for budgeting, financial forecasting, and grant writing to enhance employee skills and improve financial management.
- Use technology to improve financial data management, enhance forecast accuracy, and streamline reporting processes.

Evaluation

- Establish specific, measurable indicators for financial health, including but not limited to, budget variance, grant acquisition success, and the ratio of forecasted to actual financial performance.
- Conduct regular internal and external audits to ensure financial accountability and financial reporting accuracy.
- Use staff and auditor feedback to continually refine financial strategies and practices.

GOAL: LEADERSHIP

Continue to provide leadership development and workforce competence opportunities.

6.1 Continue to Promote Leadership and Professional Growth

- Support and advance the agency's mission, vision, and values with a consistent and unified voice. Evaluate perceptions regularly to ensure alignment and clarity.
- Provide opportunities for all employees to attend training that focuses on enhancing professional growth and leadership skills.
- Identify and celebrate examples of effective leadership in the agency to build a culture of excellence and inspiration.
- Assess competency needs annually across the agency and generate specific training opportunities to bridge skill gaps.

6.2 Build a Trusting and Respectful Work Environment

- Ensure an atmosphere of trust and respect through inclusive and shared decision-making processes, both internally and externally.
- Establish clear accountability processes for all expectations and regularly review them to ensure compliance and effectiveness.
- Create strategies to meet deadlines and adjust as necessary to maintain trust and reliability in operations.

6.3 Strategic Recruitment and Workforce Maintenance

- Use recruitment strategies to attract competent, professional, and diverse candidates aligned with the agency's mission, vision, and values.
- Continue orientation and training for new employees to integrate them effectively into the agency's culture and operations.
- Maintain an enriching work environment that positions the Oregon State Fire Marshal as an attractive employer.
- Continue to evaluate opportunities for an expanded workforce.

6.4 Continuous Professional Development and Succession Planning

- Offer equitable and progressive professional development opportunities to all employees, ensuring their growth and readiness for advancing roles.
- Facilitate mentoring and a progressive training curriculum to cultivate leadership qualities across all levels of the agency.
- Implement effective succession planning strategies to ensure critical knowledge retention and prepare the workforce for future challenges and opportunities.

Implementation Tactics

- Regularly assess leadership and professional development programs and gather feedback to continuously improve these initiatives.
- Engage a diverse group of partners from multiple perspectives and expertise in policymaking to ensure decisions benefit all.
- Maintain transparency in all forms of communication, reinforcing trust and clarity within the agency.

Evaluation

- Develop metrics to measure the effectiveness of leadership development and recruitment strategies, like employee retention rates, promotion rates, and feedback from employee satisfaction surveys.
- Regularly review and refine strategies and programs based on performance metrics and employee feedback to adapt to changing needs and build continuous improvement in leadership and workforce development.



OREGON STATE FIRE MARSHAL

RESOURCES, PLAN, AND EVALUATION

Effective strategic goals require careful planning, resource allocation, and continuous evaluation. Along with the implementation tactics under each strategic goal, the following outlines a comprehensive approach to ensure effective use of resources to achieve the desired outcomes.

RESOURCES

Human Resources

- Consider establishing teams for each strategic goal with staff who have relevant expertise and responsibilities.
- Invest in training programs to enhance skills in leadership, financial management, technology use, and workforce development.

Financial Resources

- Allocate budget lines for technology upgrades, professional development programs, leadership training, and financial sustainability projects.
- Use grant writers and financial experts to secure funding sources necessary for supporting strategic initiatives.

Technology Resources

- Invest in software and tools for data management, financial forecasting, business automation, program modernization, employee training, and partner engagement.
- Ensure the smooth implementation and maintenance of technology systems.

Communication Resources

- Use platforms like the intranet and internal meetings to keep staff informed and engaged.
- Develop detailed communication plans that include The Gated Wye newsletter, social media, agency website, and community outreach campaigns.

PLAN TO IMPLEMENT STRATEGIES

Action Plans

- For each strategic goal, develop plans that outline specific tasks, responsible people or teams, timelines, and expected outcomes.
- Regularly update these plans to reflect changes in strategy or other factors.

Integration into Daily Operations

- Integrate strategic objectives into the daily operations of each division, ensuring that all team members are aligned and contributing toward common goals.
- Use performance management systems to tie individual performance metrics to strategic objectives.

Partner Engagement

- Regularly engage with partners through forums, surveys, and meetings to gather feedback and build consensus on various initiatives.
- Ensure transparency in all processes to build trust and enhance cooperation.

EVALUATING PROGRESS

Regular Reporting

- Implement a regular reporting system where teams report progress toward the strategic goals quarterly.
- Use management dashboards to provide data on performance indicators.

Evaluation and Adjustment

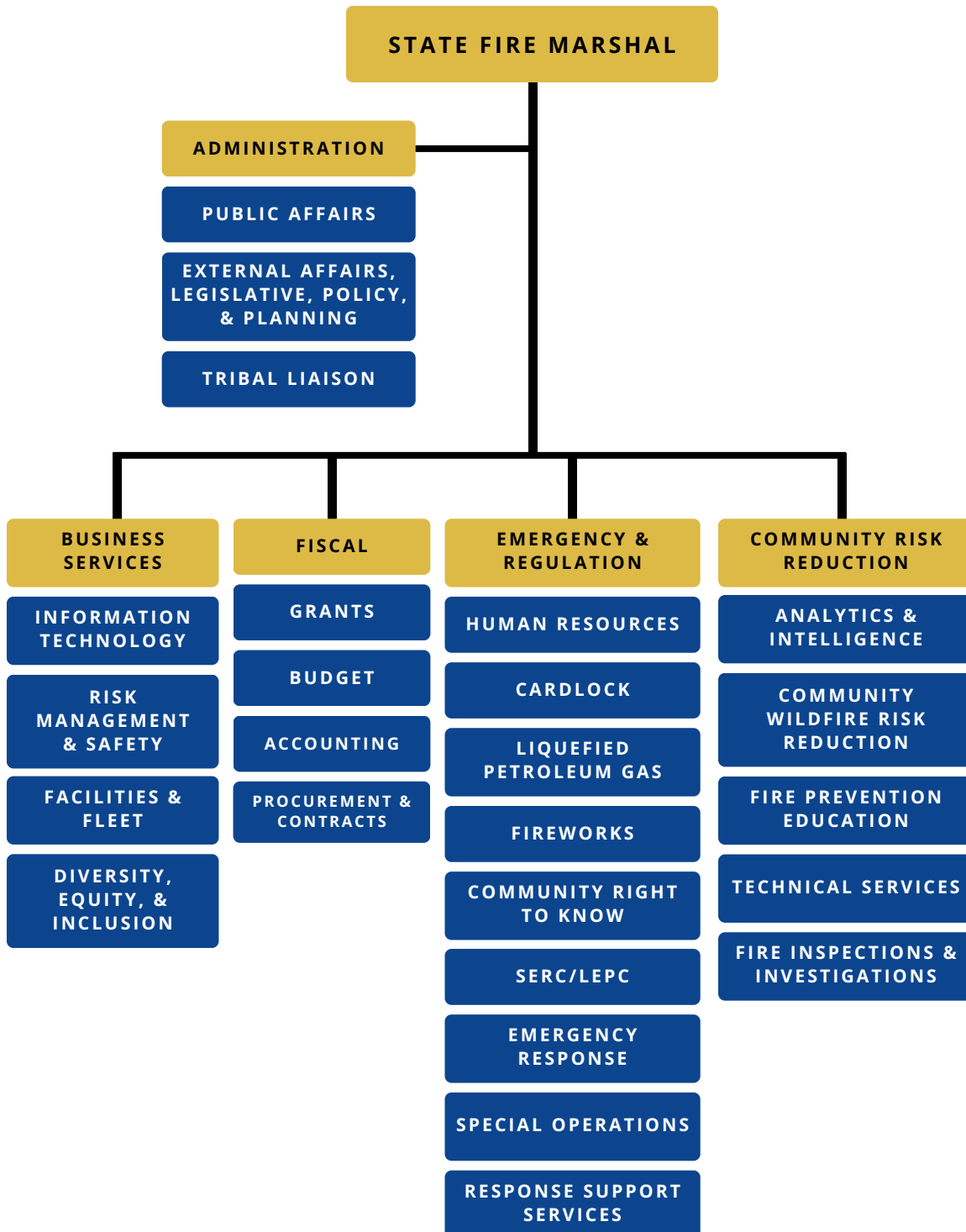
- Conduct annual reviews to evaluate the progress toward goals set in the strategic plan.
- Adjust strategies based on feedback, performance, and other factors to ensure effectiveness.

Continuous Improvement

- Build a culture of continuous improvement by encouraging innovation and flexibility in approaches to meeting strategic goals.

OREGON STATE FIRE MARSHAL

AGENCY ORGANIZATIONAL CHART





This report was prepared by:

OREGON STATE FIRE MARSHAL

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