



OREGON STATE FIRE MARSHAL **VISION FOR OUR FUTURE**

As we mark three years of growth as a new agency with new programs, we stand on the strong foundation of 109 years of public safety service, partnerships, and community impact. Looking ahead to the next five years, we will build on this momentum by advancing our mission, strengthening our systems through data and technology, and expanding our reach.

LEADERSHIP IN COMPREHENSIVE SAFETY AND RESILIENCE PROGRAMS

We envision an agency recognized as a leader in comprehensive safety and resilience programs. We will advance a culture of professionalism, innovation, and operational excellence; strengthen high-quality safety services; empower our workforce with modern technology and data-driven tools; and deliver exceptional service that protects communities, supports our partners, and meets the evolving needs of Oregon.

FISCAL STABILITY AND ACCOUNTABILITY

We envision an agency grounded in fiscal stability, where strong internal audit functions, established processes, and sustainable funding streams ensure that every program is built on a foundation of accountability, transparency, and long-term resilience.

SUCCESSION PLANNING AND WORKFORCE DEVELOPMENT

We envision an agency that grows its own leaders and teams whenever possible. Clear career pathways, intentional development, cross-training, and equitable recruitment practices will create opportunities for a diverse, skilled, and future-ready workforce.

MODERNIZING FIELD ENFORCEMENT THROUGH TECHNOLOGY AND DATA

We envision an agency that modernizes its regulatory and safety enforcement programs through technology, data, and innovation, creating consistency in practices and data, efficiency in work, and an aligned approach to agency regulatory philosophy and its impact on Oregonians.

STRENGTHENING AND MODERNIZING THE OREGON FIRE MUTUAL AID SYSTEM

We envision a strengthened and modernized Oregon Fire Mutual Aid System, led by the state fire chief and a clear governance structure that supports Oregon's fire service by providing guidance, standardized mutual aid systems, coordination tools, and policies.

INTEGRATING FIRE ADAPTED OREGON ACROSS THE AGENCY

We envision an agency where Fire Adapted Oregon is fully integrated across programs, creating seamless connections between divisions, aligning expertise, and delivering unified, partner-focused solutions that advance community wildfire resilience through data, education, and collaboration.

ADVANCING PUBLIC AFFAIRS, ANALYTICS, INTELLIGENCE, RESEARCH, AND PARTNERSHIPS

We envision an agency where public affairs, The Center for Fire Analytics, Intelligence and Research, and strong external partnerships are embedded in everything we do. Evidence-based decision-making will guide our actions, expand our reach, and strengthen the way we communicate our work with clarity, credibility, and purpose.

Mission: Protect people, property, and the environment from fire and hazardous materials

Vision: A prepared, protected, and resilient Oregon

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