

Strategic Focus Area (Parent Goal)	Goals (Sub-Goals)	Objective	Objective Description	Objective Measure/Metric	Objective Status
1. Community and Partner Engagement	1.1 Enhance Collaboration and Communication	1.1(a)	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.		Not Started
1. Community and Partner Engagement	1.1 Enhance Collaboration and Communication	1.1(b)	Actively network with educational institutions, industries, and government agencies to promote and integrate OSFM resources and programs into greater safety and preparedness initiatives.		Not Started
1. Community and Partner Engagement	1.2 Promote Programs and Resources	1.2(a)	Enhance the Oregon State Fire Marshal website to make it more user-friendly, ensuring important information is accurate and easy to find.	The about, education, fire and life safety, and emergency response website sections are updated. A plan is in place to update the remaining sections.	In progress (On Target)
1. Community and Partner Engagement	1.2 Promote Programs and Resources	1.2(b)	Continue the social media strategy to regularly share updates, safety tips, and program highlights to increase Oregon State Fire Marshal program visibility and engagement.	We continually share agency updates, safety tips, program highlights, wildfire updates, and other important information on our social media platforms.	Completed (met target)
1. Community and Partner Engagement	1.2 Promote Programs and Resources	1.2(c)	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.	We consistently use our available communication channels to update Oregonians about our agency, how to stay safe, and other valuable information on our social media, The Gated Wye, website, OSFM Incident Information blog, advertising, and through community outreach with our field staff.	Completed (met target)

1. Community and Partner Engagement	1.3 Enhance Communication Effectiveness	1.3(a)	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.	This is scheduled to be done after the Emergency Response Division webpages are updated.	In progress (delayed)
1. Community and Partner Engagement	1.3 Enhance Communication Effectiveness	1.3(b)	Maintain a strong, consistent brand for all materials and communications to increase recognizability and trust in Oregon State Fire Marshal services.	In all of our external and internal communications that come through the public affairs unit, we ensure branding consistency and inclusive communication practices, following Oregon's plain language law and our OSFM style guide. This ensures a consistent look and feel, building trust in our agency.	Completed (met target)
2. Technology Resources	2.1 Enhance Data Governance and Analysis Capabilities	2.1(a)	Publish data standards, created within established data governance processes, to improve data collection, use, and dissemination.	Data standards for core datasets published internally by due date.	In progress (On Target)
2. Technology Resources	2.1 Enhance Data Governance and Analysis Capabilities	2.1(b)	Act as the custodian of main important fire and emergency response services datasets. Data catalogs and dictionaries will enhance our capability to manage and use these datasets collaboratively and transparently.	Internal Data Catalog and Data Dictionary go-live by due date.	In progress (On Target)
2. Technology Resources	2.1 Enhance Data Governance and Analysis Capabilities	2.1(c)	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.	Internal Data Warehouse go-live by due date.	In progress (On Target)
2. Technology Resources	2.1 Enhance Data Governance and Analysis Capabilities	2.1(d)	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.	Core map layers for each operational division are identified, developed, and published by due date.	In progress (On Target)
2. Technology Resources	2.2 Improve the Customer Experience	2.2(a)	Migrate legacy applications to modern platforms, providing modern user experiences and improved business efficiencies for internal and external applications.	Legacy application migration action plan developed and approved by due date.	In progress (On Target)
2. Technology Resources	2.2 Improve the Customer Experience	2.2(b)	Establish base applications that more mature agencies use. Based on review of existing and new business processes, information technology recommended many new and improved business solutions.	All business processes and existing IT applications used by business units mapped by due date.	Not Started
2. Technology Resources	2.2 Improve the Customer Experience	2.2(c)	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.	External customer service portal developed and go-live by due date.	In progress (On Target)
2. Technology Resources	2.2 Improve the Customer Experience	2.2(d)	The agency will continue to improve technology infrastructure to meet the unique and expanding needs to improve security and service delivery.	Technology infrastructure roadmap developed, reviewed, and approved by due date.	In progress (On Target)

2. Technology Resources	2.3 Empower Agency Staff	2.3(a)	Deliver baseline technical training to all staff on common tools used to provide competency and operational efficiencies with available tools.	Optional training course schedule developed and published by due date.	In progress (On Target)
2. Technology Resources	2.3 Empower Agency Staff	2.3(b)	Support for employees with similar interests or jobs so they can provide more community-based support.	Create specialized technical application training and development plans for community-focused employees by due date	Not Started
2. Technology Resources	2.3 Empower Agency Staff	2.3(c)	Evaluate the need for more advanced technology tools for field staff applications.	Field application roadmap developed, reviewed, and approved by due date.	Not Started
3. Diversity, Equity, and Inclusion	3.1 Foster an inclusive and supportive work environment where everyone feels valued	3.1(a)	Include a standing agenda item about diversity, equity, and inclusion in all staff meetings.	Develop with agency's Leadership Team roadmap to actively incorporate relevant DEI topics into the agency's day-to-day operations.	In progress (On Target)
3. Diversity, Equity, and Inclusion	3.1 Foster an inclusive and supportive work environment where everyone feels valued	3.1(b)	Develop the agency's diversity, equity, and inclusion committee charter and create the committee.	Conduct monthly DEI Committee meetings and develop a annual calendar of DEI Committee events and newsletters.	In progress (On Target)
3. Diversity, Equity, and Inclusion	3.1 Foster an inclusive and supportive work environment where everyone feels valued	3.1(c)	Develop and conduct an agency-wide diversity, equity, and inclusion journey assessment so all employees can determine their diversity, equity, and inclusion journey.	Develop Scope of Work document (SoW) for the Fire Service DEI Journey Assessment tool to serve as blueprint for the project success.	In progress (On Target)
3. Diversity, Equity, and Inclusion	3.2 Commitment to working with communities and partner organizations to develop and deliver equitable policies and programs that produce the desired outcomes for underserved groups, including an emphasis on environmental justice.	3.2(a)	Build equity into fire safety and fire prevention outreach programs by allocating resources and support to areas with higher environmental risks and vulnerabilities.	Develop process/roadmap to incorporate EJ leading practices (including the EJC Mapping Tool) into the agency's day-to-day operations.	In progress (On Target)
3. Diversity, Equity, and Inclusion	3.2 Commitment to working with communities and partner organizations to develop and deliver equitable policies and programs that produce the desired outcomes for underserved groups, including an emphasis on environmental justice.	3.2(b)	Provide equity guidance and insights to regulatory, fire safety, and fire prevention outreach programs, incorporating environmental justice principles to address the systemic inequalities contributing to increased fire risks in underserved communities.	Develop process/roadmap to incorporate EJ leading practices (including the EJC Mapping Tool) into the agency's day-to-day operations.	In progress (On Target)
3. Diversity, Equity, and Inclusion	3.2 Commitment to working with communities and partner organizations to develop and deliver equitable policies and programs that produce the desired outcomes for underserved groups, including an emphasis on environmental justice.	3.2(c)	Prioritize the inclusion of marginalized communities disproportionately affected by environmental hazards in the planning and implementation of fire safety and prevention outreach programs.	Ongoing support serving as OFSM's liaison to the Oregon Environmental Justice Council. Share learnings from bi-monthly EJC meetings and EJC community listening sessions with the agency's leadership team.	In progress (On Target)
3. Diversity, Equity, and Inclusion	3.3 Support Oregon's fire service to build capability and competency to recruit, lead, and retain	3.3(a)	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.	Ongoing participation on the OFCA DEI Committee and attend the OFCA Annual Spring Conference.	In progress (On Target)
3. Diversity, Equity, and Inclusion	3.3 Support Oregon's fire service to build capability and competency to recruit, lead, and retain	3.3(b)	Provide equity guidance and insights to the Oregon Fire Service Health and Safety Collaborative.	Ongoing participation with Oregon Fire Service Health and Safety Collaborative meetings and events advising on equity and inclusion issues as needed.	In progress (On Target)

4. Tribal Partners	4.1 Increase tribal relations knowledge among OSFM staff	4.1(a)	Identify training needs for agency staff. Establish training.	Develop (first year) or update (subsequent years) educational objectives and other materials for a one-hour training. Invite peers in other agencies to review materials. Annually, deliver training to staff from multiple divisions and record for later review by additional staff.	In progress (On Target)
4. Tribal Partners	4.2 Extend program contacts and coordination with tribal audiences	4.2(a)	The Oregon State Fire Marshal tribal liaison will assist staff to develop and adapt specific materials for tribal partners.	OSFM staff (including tribal liaison) will solicit feedback from tribal staff when supplying materials or delivering programs to tribal communities. Each year, when collecting information for the LCIS annual report, the tribal liaison will review that feedback and work with program staff to develop or adapt materials as necessary.	In progress (On Target)
4. Tribal Partners	4.2 Extend program contacts and coordination with tribal audiences	4.2(b)	Increase attendance of Oregon State Fire Marshal leadership and staff at events with tribal staff and representatives.	Tribal liaison attends as many events as feasible, but other staff will track their own participation and rotate attendance based on availability such that all executive team staff have a chance to attend at least one event per biennium.	In progress (On Target)
4. Tribal Partners	4.3 Maintain coordination among partner agencies	4.3(a)	Encourage Oregon State Fire Marshal tribal liaison attendance at Legislative Commission on Indian Services meetings and other gatherings of tribal staff.	Ensure that at least two OSFM staff attend each tribal event listed in the Government-to-Government program plan document. Tribal liaison will plan to attend all events, executive team staff should attend LCIS events, other program staff can attend any events with relevant topics.	In progress (On Target)
4. Tribal Partners	4.3 Maintain coordination among partner agencies	4.3(b)	Encourage Oregon State Fire Marshal leadership and staff to attend annual Legislative Commission on Indian Services events.		Not Started
5. Fiscal Sustainability	5.1 Secure sustainable fire mobilization funding	5.1(a)	Schedule regular briefings with legislators and legislative committees to update on fire risks, mobilization needs, and budget requirements.		Not Started
5. Fiscal Sustainability	5.1 Secure sustainable fire mobilization funding	5.1(c)	Ensure the agency legislative liaison is consistently communicating and fostering relationships with lawmakers.		Not Started
5. Fiscal Sustainability	5.1 Secure sustainable fire mobilization funding	5.1(d)	Develop and distribute detailed reports highlighting the economic impact of fire, the effectiveness of mobilization efforts, and the critical need for sustainable funding.		Not Started
5. Fiscal Sustainability	5.1 Secure sustainable fire mobilization funding	5.1(e)	Use advanced budget forecasting models to predict future funding needs using historical data, climate projections, and fire risk assessments.	Development of a Budget to Actual analysis monthly report.	In progress (On Target)
5. Fiscal Sustainability	5.1 Secure sustainable fire mobilization funding	5.1(b)	Host annual meetings and workshops with legislators and their staff to discuss fire management challenges and the importance of sustained funding.		Not Started

5. Fiscal Sustainability	5.1 Secure sustainable fire mobilization funding	5.1(f)	Build and maintain coalitions with local governments, fire districts, and community agencies to advocate collectively for necessary funding.		Not Started
5. Fiscal Sustainability	5.1 Secure sustainable fire mobilization funding	5.1(g)	Share success stories and case studies to show the positive outcomes of effective fire mobilization and management.		Not Started
5. Fiscal Sustainability	5.1 Secure sustainable fire mobilization funding	5.1(h)	Coordinate fire prevention efforts to keep fires small. Maintain investments in response operations through the upstaffing grant and engine program.		Not Started
5. Fiscal Sustainability	5.2 Comprehensive Financial Planning and Review	5.2(a)	Regularly review and update financial forecasting tools to assess available resources and budget requirements.	Develop Other Funds Balance Report monthly.	In progress (On Target)
5. Fiscal Sustainability	5.2 Comprehensive Financial Planning and Review	5.2(b)	Ensure funding levels are adequate to maintain and enhance service offerings, using detailed gap analyses to identify future financial needs versus expected revenues.	Develop Cash-Balance Analyses monthly.	In progress (On Target)
5. Fiscal Sustainability	5.2 Comprehensive Financial Planning and Review	5.2(c)	Identify and pursue potential funding sources, including grants, partnerships, and alternative revenue streams, to maximize fiscal efficiency and support critical initiatives.	Number of funding opportunities monitored (quarterly) Percent of grant applications submitted for eligible grants	In progress (On Target)
5. Fiscal Sustainability	5.2 Comprehensive Financial Planning and Review	5.2(d)	Develop and continually refine short- and long-term financial plans that detail expenditure requirements across technology, marketing, communications, and capital investments.	Compile Replacement Cycle Reports once a biennium that includes, software replacement cycles, fleet, building lease agreement cycles, and other maintenance cycles.	In progress (On Target)
5. Fiscal Sustainability	5.2 Comprehensive Financial Planning and Review	5.2(e)	Establish robust mechanisms to support and finance mobilization efforts when needed.		Not Started
5. Fiscal Sustainability	5.2 Comprehensive Financial Planning and Review	5.2(f)	Review and enhance grant writing processes to improve submission quality and increase the success rate of grant awards.	Develop After Action Report after applying for new federal grant opportunities.	In progress (On Target)
5. Fiscal Sustainability	5.3 Rigorous Financial Reporting and Accountability	5.3(a)	Assess and improve the processes for financial reporting to partners, ensuring transparency and clarity in how financial information is communicated.	Contribute to 762 Legislative Reports Evaluation Reports for Grant Programs including Cost-Effectiveness Develop format for fiscal data reports for internal and external partners	In progress (On Target)
5. Fiscal Sustainability	5.3 Rigorous Financial Reporting and Accountability	5.3(b)	Regularly measure financial performance against forecasts and budget predictions to identify discrepancies and areas for adjustment.	Monthly Agency Budget Reports Annual Grantee Fiscal Reports	In progress (On Target)
5. Fiscal Sustainability	5.3 Rigorous Financial Reporting and Accountability	5.3(c)	Conduct cost-benefit analyses for each program to evaluate financial efficiency and justify continued investment.	Evaluation Reports for Grant Programs including Cost-Effectiveness	In progress (On Target)
6. Leadership	6.1 Continue to Promote Leadership and Professional Growth	6.1(a)	Support and advance the agency's mission, vision, and values with a consistent and unified voice. Evaluate perceptions regularly to ensure alignment and clarity.		Not Started
6. Leadership	6.1 Continue to Promote Leadership and Professional Growth	6.1(b)	Provide opportunities for all employees to attend training that focuses on enhancing professional growth and leadership skills.	Work with managers to discuss career goals and training opportunities with employees during PAFs. Documentation of discussion to be included.	In progress (On Target)

6. Leadership	6.1 Continue to Promote Leadership and Professional Growth	6.1(c)	Identify and celebrate examples of effective leadership in the agency to build a culture of excellence and inspiration.		Not Started
6. Leadership	6.1 Continue to Promote Leadership and Professional Growth	6.1(d)	Assess competency needs annually across the agency and generate specific training opportunities to bridge skill gaps. Report outs included in succession plan.	Utilize a form to track competencies and review as needed by managers.	In progress (On Target)
6. Leadership	6.2 Build a Trusting and Respectful Work Environment	6.2(a)	Ensure an atmosphere of trust and respect through inclusive and shared decision-making processes, both internally and externally.		Not Started
6. Leadership	6.2 Build a Trusting and Respectful Work Environment	6.2(b)	Establish clear accountability processes for all expectations and regularly review them to ensure compliance and effectiveness.	Track quarterly check ins with managers to ensure 100% completion.	In progress (On Target)
6. Leadership	6.2 Build a Trusting and Respectful Work Environment	6.2(c)	Create strategies to meet deadlines and adjust as necessary to maintain trust and reliability in operations.	Establish business processes to create clear guidance for employee on important work-related matters.	In progress (On Target)
6. Leadership	6.3 Strategic Recruitment and Workforce Maintenance	6.3(a)	Use recruitment strategies to attract competent, professional, and diverse candidates aligned with the agency's mission, vision, and values.	Create a recruitment checklist to consider aspects of recruitments to ensure outreach matches the position need to maintain a diverse workforce.	Completed (met target)
6. Leadership	6.3 Strategic Recruitment and Workforce Maintenance	6.3(b)	Continue orientation and training for new employees to integrate them effectively into the agency's culture and operations.	Continual review of agency NEO and adjusting to new expectations. Quarterly review conducted.	In progress (On Target)
6. Leadership	6.3 Strategic Recruitment and Workforce Maintenance	6.3(c)	Maintain an enriching work environment that positions the Oregon State Fire Marshal as an attractive employer.		Not Started
6. Leadership	6.3 Strategic Recruitment and Workforce Maintenance	6.3(d)	Continue to evaluate opportunities for an expanded workforce.		Not Started
6. Leadership	6.4 Continuous Professional Development and Succession Planning	6.4(a)	Offer equitable and progressive professional development opportunities to all employees, ensuring their growth and readiness for advancing roles.	Include goals and training in quarterly reviews; document employee feedback.	In progress (On Target)
6. Leadership	6.4 Continuous Professional Development and Succession Planning	6.4(b)	Facilitate mentoring and a progressive training curriculum to cultivate leadership qualities across all levels of the agency.	Establish a leadership development training program for OSFM staff.	Not Started
6. Leadership	6.4 Continuous Professional Development and Succession Planning	6.4(c)	Implement effective succession planning strategies to ensure critical knowledge retention and prepare the workforce for future challenges and opportunities.	Continue annual review of succession plan and evaluate the need for employee growth and skill development.	Not Started