



OFFICE OF THE STATE FIRE MARSHAL
STRATEGIC PLAN
(2019-2029)

December 2018

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FOREWORD – A message from State Fire Marshal Matt Perez

Greetings. I am pleased to share with you the Office of the State Fire Marshal's (OSFM) 2018 Strategic Plan. Taking the time to create a strategic plan is vital to the continued success of any agency as it provides a sense of direction and outlines measurable goals. The process we utilized allowed every member of our agency to have a voice in determining divisional strengths, weaknesses, and opportunities for improvement. This type of participation builds pride, ownership and accountability in the success of our agency.



The value of capturing this information was compounded by our managers who freely and openly interacted during divisional presentations. Ideas were exchanged, recommendations were made, and common themes were formed that were used to create this document. Our Strategic Plan will be useful in guiding day-to-day decisions, evaluating progress and sustaining agency bearing, even during changes of agency leadership.

With every initiative we undertake I continue to be more impressed with the dedication, creativity and the growth potential of the members of our agency. They have risen to every challenge and formed a continuum of success which only magnifies the importance of crafting this document to maintain the momentum they have created. As you read the following pages I believe you will see their genuine concern for public safety as well as their dedication to future improvement.

I would like to express my gratitude to Kathy Dunlap of the OSFM Boiler and Pressure Vessel Safety Division for her assistance during our strategic planning meetings. I would also like to personally thank Director Royal Mortenson of the Illinois Fire Service Institute and Acting Director William Robertson of the Illinois Emergency Management Agency for their unwavering support of our agency and this project.

INTRODUCTION – PLAN FORMATION

In January 2018, State Fire Marshal Matt Perez determined that an agency strategic plan be listed as a priority task item. Throughout the spring and summer of 2018, an executive team consisting of the State Fire Marshal, Deputy Director, Chief of Administration, Chief of Operations, and the Special Projects Manager met to consider our operational environment, appropriate platforms, and logistics to effectuate the creation of an agency strategic plan. On September 24, 2018, the executive team convened a meeting with all agency division managers for the specific purpose of discussing a series of strategic planning sessions that were scheduled for the month of October 2018. During that initial meeting, agency managers were provided with a brief overview of the strategic planning process. They were also instructed regarding the use of certain resource management and planning tools that could assist them with identifying their respective goals and objectives. They were also provided with agency strategic planning templates. At the conclusion of that meeting, agency managers were directed to meet with their subordinates and identify those strategic goals and objectives that they deemed proper for discussion during the October strategic planning sessions. Each agency manager was encouraged to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as part of their procedure.

OSFM strategic planning meetings were conducted on October 9, 2018 through October 10, 2018, and again on October 22, 2018 through October 23, 2018. These sessions were held offsite at the Illinois Emergency Management Agency headquarters building located in Springfield, Illinois. Colonel Royal Mortenson, Director of the Illinois Fire Service Institute (USMC retired) served as the moderator at the October 9, 2018 meeting. During all of the sessions, each division manager presented his or her strategic goals and objectives for peer review. All of the presentations and tangibles received were gathered at the conclusion of the meetings.

On October 30, 2018, the executive team met and discussed the information gleaned from the strategic planning sessions. At the conclusion of that meeting the State Fire Marshal directed that the information received be translated into a formal strategic planning document for review by the executive team and all division managers. The draft document was prepared, submitted to the executive team for preliminary review, and released to the division managers for additional feedback on November 29, 2018. All of the responses and comments received from the agency division managers were considered by the executive team and the State Fire Marshal, and factored into the final draft.

The State Fire Marshal officially published the agency's strategic plan on December 14, 2018.

OUR MISSION STATEMENT, CORE VALUES, AND ETHOS

Mission Statement

The Office of the Illinois State Fire Marshal is dedicated to working with our partners and providing assistance to the fire service in the protection of life, property and the environment, through communication, inspection, investigation, certification, and licensing.

Core Values

Integrity

Commitment to Excellence

Service

Respect

Teamwork

Ethos

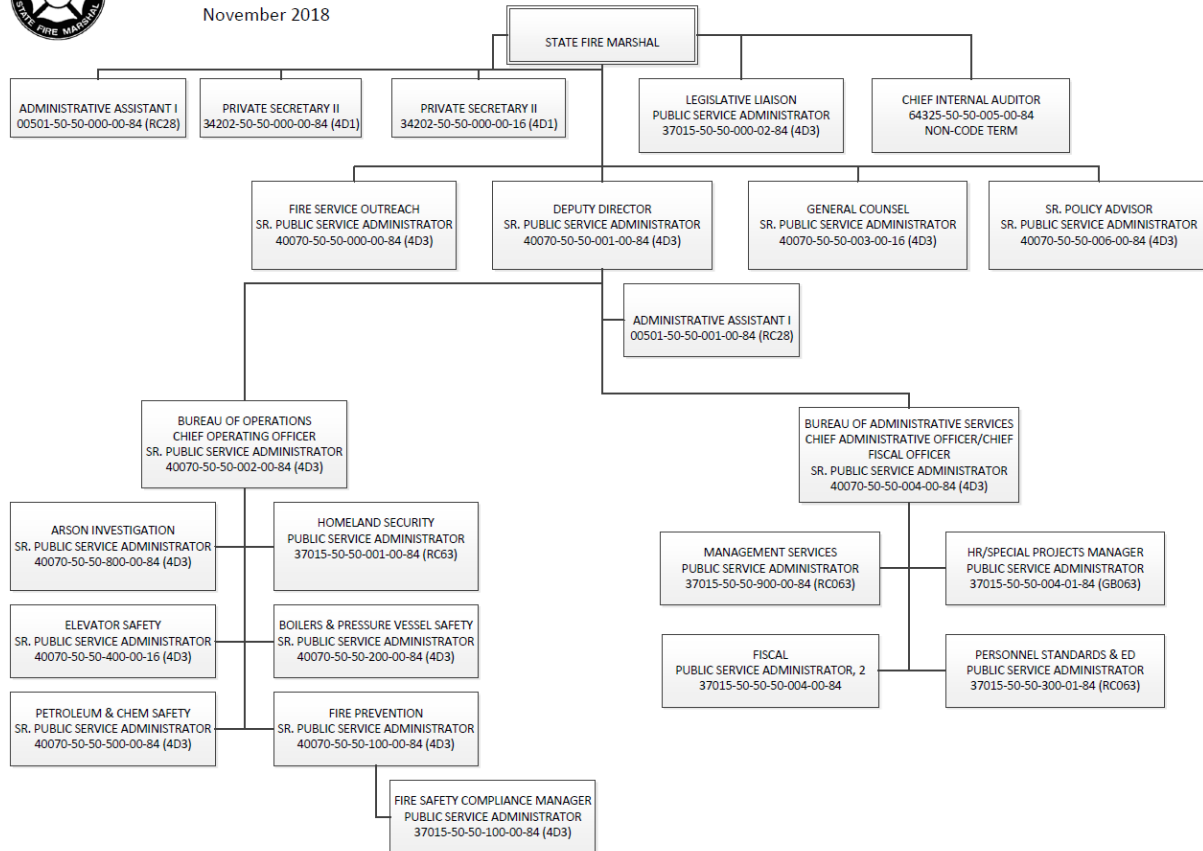
Our Code of Ethics and Business Conduct is the standard of behavior that the OSFM expects our employees to adhere to in their daily activities and dealing with others. The Code cannot foresee every situation that might arise, rather, it identifies guiding principles to help employees make decisions consistent with the organization's values and reputation.

When our organization practices and promotes ethical behavior, everyone benefits. Being honest, forthright and consistent in our dealings with others fosters a positive work environment. An agency that prides itself on integrity inspires confidence in its employees, their partners, and the wider community.

ORGANIZATIONAL CHART



OFFICE OF THE STATE FIRE MARSHAL
AGENCY OVERVIEW
November 2018



FISCAL YEAR 2019 BUDGET SUMMARY

\$ Actual	FY18 Expenditures	FY19 Appropriation
Fire Prevention Fund (047)		
Personal Services	\$7,936,249	\$9,884,800
Retirement	\$4,048,274	\$4,962,300
Social Security	\$520,434	\$651,200
Group Insurance	\$1,640,453	\$2,832,000
Subtotal - Personal Services and Related	\$14,145,411	\$18,330,300
Contractual Services	\$1,261,372	\$1,150,100
Travel	\$89,435	\$72,700
Commodities	\$79,233	\$53,700
Printing	\$27,719	\$19,600
Equipment	\$1,384,410	\$602,200
Electronic Data Processing	\$1,759,556	\$1,957,000
Telecommunications	\$336,872	\$193,400
Operation of Automotive Equipment	\$140,681	\$181,200
Refunds	\$655	\$5,000
Subtotal - Other Operations	\$5,079,935	\$4,234,900
Public Safety Shared Services Center	\$637,457	\$679,900
Online Firefighter Certification Testing	\$649	\$590,000
Subtotal - Lump Sums	\$638,106	\$1,269,900
Chicago Firefighter Training Grant	\$2,747,000	\$2,801,700
Cornerstone	\$0	\$350,000
Explorer-Cadet School	\$0	\$65,000
Firefighter Training Programs - Illinois Fire Service Institute	\$0	\$230,000
Firefighter Training Reimbursement	\$950,000	\$950,000
Hazmat Emergency Response Reimbursement	\$0	\$10,000
Mutual Aid Box Alarm System	\$125,000	\$125,000
New Fire District Grant	\$0	\$500
Senior Officer Training	\$0	\$55,000
Small Equipment Grant	\$2,289,921	\$0
Subtotal - Grants	\$6,111,921	\$4,587,200
Total - Fire Prevention Fund (047)	\$25,975,372	\$28,422,300

\$ Actual	FY18 Expenditures	FY19 Appropriation
Underground Storage Tank Fund (072)		
Personal Services	\$1,835,089	\$1,992,400
Retirement	\$939,236	\$1,018,100
Social Security	\$135,833	\$150,900
Group Insurance	\$384,292	\$624,000
Subtotal - Personal Services and Related	\$3,294,451	\$3,785,400
Contractual Services	\$216,785	\$231,800
Travel	\$8,242	\$6,800
Commodities	\$4,175	\$9,000
Printing	\$50	\$3,500
Equipment	\$16,000	\$92,000
Electronic Data Processing	\$9,994	\$10,500
Telecommunications	\$19,795	\$19,000
Operation of Automotive Equipment	\$37,761	\$67,100
Refunds	\$3,100	\$14,000
Subtotal - Other Operations	\$315,902	\$453,700
Chicago Underground Storage Tank Program	\$550,000	\$550,000
Subtotal - Grants	\$550,000	\$550,000
Total - Underground Storage Tank Fund (072)	\$4,160,352	\$4,789,100
Fire Fighter Memorial Fund (510)		
Firefighter Memorial Foundation and Fire Museum Maintenance	\$135,248	\$300,000
Total - Fire Fighter Memorial Fund (510)	\$135,248	\$300,000
Fire Prevention Division Fund (580)		
U.S. EPA Underground Storage Tank Program Grant	\$632,805	\$1,000,000
Total - Fire Prevention Division Fund (580)	\$632,805	\$1,000,000
TOTAL - ALL FUNDS	\$30,903,777	\$34,511,400
General Funds	\$0	\$0
Other State Funds	\$30,270,972	\$33,511,400
Federal Funds	\$632,805	\$1,000,000

EXECUTIVE SUMMARY

STRATEGIC GOAL # 1:

IMPROVE STAFF COMPETENCY BY INVESTING IN THEM

We will increase training opportunities for all OSFM staff and consequently achieve greater competency, expertise, and resiliency within our agency.

STRATEGIC GOAL # 2:

ENHANCE OUR ABILITY TO COMMUNICATE WITH OUR PARTNERS AND STAKEHOLDERS

We will increase our public outreach efforts and capitalize on those relationships with our industry partners and stakeholders.

STRATEGIC GOAL # 3:

INCREASE OUR PRODUCTIVITY AND EFFICENCY

We will reduce inefficiencies, adjust our staffing levels as necessary, and leverage Information Technology to our advantage.

STRATEGIC GOAL # 4:

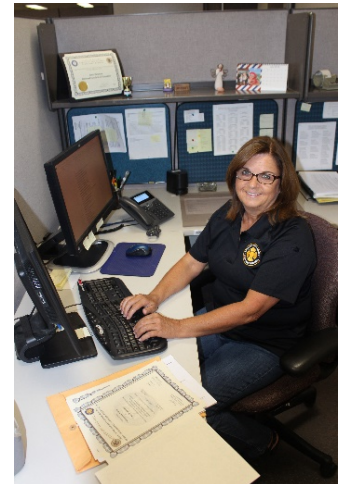
ADVANCE PUBLIC SAFETY INTERESTS BY ASSESSING EMERGING THREATS AND VULNERABILITIES

We will monitor and assess developing threats and weaknesses that impact fire prevention, life safety, and the Illinois Fire Service.

STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL # 1:

IMPROVE STAFF COMPETENCY BY INVESTING IN THEM



OBJECTIVES AND COURSES OF ACTION:

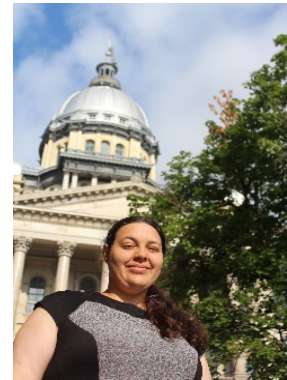
- **1.1 (Term: Near 1-3 Years) Expand Training Opportunities in Order to Promote Continued Competency, Expertise, and Resiliency.** A competent workforce is essential to our long term success. Within the next three years, we will offer more external and internal training opportunities for our inspectors, investigators, lawyers, and support staff. This will allow our staff to maintain and expand their technical expertise. We will

support these efforts with sufficient funding and approved training time. We'll also increase intra-agency cross-training among our staff. This effort will advance our staff's professional development, ensure our resiliency and continuity of operations, and strengthen our statewide emergency response capability.

- **1.2 (Term: Near 1-3 Years) Establish an Agency Training Officer Role Within the Senior Policy Advisor Position.** A central point of contact is essential to realizing our proposed training objectives. Accordingly, within the next three years we will recruit and hire a Senior Policy Advisor who will also serve as the agency's training officer (ATO). This person will coordinate all agency staff training and work in conjunction with agency division managers utilizing traditional and advanced training methods. This endeavor will result in a comprehensive and uniform training program, thus ensuring a high level of competency for all agency inspectors, investigators, and support staff.
- **1.3 (Term: Near 1-3 Years) Establish a Field Training Officer Role within the Arson Division.** The OSFM will support our arson investigators by assessing current arson investigation policy and procedures in order to enhance that division's expertise and capabilities. To accomplish this task, we will create a Field Training Officer (FTO) role within a current Arson Investigator position. The FTO will schedule and coordinate all arson and law enforcement specific training with the newly established Agency Training Officer (ATO).

STRATEGIC GOAL # 2:

ENHANCE OUR ABILITY TO COMMUNICATE WITH OUR PARTNERS AND STAKEHOLDERS



OBJECTIVES AND COURSES OF ACTION:

- **2.1 (Term: Near 1-3 Years) Expand Our Outreach Efforts by Creating a Common Portal/Subscriber Service for Our Stakeholders.** Our relationship is with the public and the fire service. We must inform and notify our stakeholders about the full spectrum of agency services that we offer. In order to accomplish this objective, we will coordinate and leverage information technology. Therefore, within the next three years, we will enhance our social media presence and agency website. We will create, operate, and maintain a common portal-subscriber service for use by Illinois firefighters seeking assistance and information or commercial businesses seeking regulatory information and updates. This service could also provide information about agency programs and initiatives.
- **2.2 (Term: Near 1-3 Years) Increase Our Public Education Presence.** Our fire prevention mission is vital to public safety. Educating the public about fire prevention and life safety is critical to our overall success. Therefore, within the next three years, we will advance public fire prevention education by expanding our footprint in various

geographical areas throughout the state with a notable focus on children and the elderly located in the rural areas of Southern Illinois. In addition, we will promote our Youth Fire-Setter Intervention Program by utilizing additional OSFM assets (such as our Fire Certification Specialists of the Personnel Standards and Education Division) to assist the Arson Division with this important agency initiative.

- **2.3 (Term: Mid 4-7 Years) Improve Conditions at the Illinois Fire Museum.** The Illinois Fire Museum provides a significant educational benefit to the public. The current structure requires substantial improvement so that visitors can have a safe and welcoming environment to learn about the evolution of the Illinois Fire Service and the historical events which have guided fire prevention. Remodeling will also protect our valuable historical artifacts. Therefore, within the next seven years, we will dedicate and specifically earmark funds for improving the building.
- **2.4 (Term: Near 1-3 Years) Improve Our Relations with Industry Stakeholders.** Our public stakeholders include various representatives from the petroleum and chemical industry, boiler and pressure vessel industry, pyrotechnic industry, fire equipment industry, fire sprinkler industry, and the elevator industry. We admire and encourage them to express their opinions about industry subject matter because it helps us do our job better. Therefore, within the next three years, we will attend more meetings, symposiums, and conferences with industry stakeholders for the purpose of gleaning their valuable insight and perspective. Maintaining these contacts will have a positive impact on our agency's regulatory agenda.

- 2.5 (Term: Near 1-3 Years) Advance Firefighter Training by Expediting the Advisory Committee's Standard Adoption Procedure.** Firefighter support is another mission of the OSFM. Our state firefighter certification program is one of the best in the country. It is vitally important that the OSFM keep pace with evolving National Fire Protection Association (NFPA) training standards. Therefore, within the next three years, we will support our firefighter certification training program by revamping and expediting the State Certification Advisory Committee's (SCAC) standard adoption procedure. We'll work with the SCAC and increase the tempo of the process so that Illinois firefighters are instructed *and tested* using the most current fire industry standards and techniques.
- 2.6 (Term: Near 1-3) Enhance Firefighter Testing and Re-Certification by Leveraging Technology.** The OSFM has utilized traditional paper based state certification examinations since the inception of the program. This process however consumes valuable staffing and logistical resources. There is a tangible benefit associated with operating in a paperless environment. Therefore, within the next three years, we will completely transform our certification testing procedure by using an electronic platform exclusively. We will also deploy and incorporate advanced user friendly software technology in furtherance of firefighter re-certification training and tracking. These efforts will substantially improve program efficiency, provide sustainability, and improve the experience of the end-user.
- 2.7 (Term: Near 1-3 Years) Establishing a Funding Stream that Specifically Focuses on Firefighter Training for Rural and Volunteer Fire Departments.** We would like to see all

Illinois firefighters receive *basic training* regardless of their community's budgetary condition. Therefore, within the next three years, we'll assess and develop alternative methods to support funding for rural and volunteer firefighters who have not had an opportunity to achieve state certification. We will seek to accomplish this without compromising existing funding for other Illinois firefighter stakeholders.

- **2.8 (Term: Near 1-3 Years) Strengthen Our Relationships with Our Legislative**

Partners. We are a proactive public safety regulatory agency. It is therefore imperative that we seek and maintain effective and meaningful bipartisan relations with our legislative partners, including the Illinois Legislative Fire Caucus. Within the next three years, we will strengthen existing, and build new, relationships with our elected state officials. With their cooperation, and with the assistance of our excellent legal team, we'll introduce and support responsible legislation that advances fire prevention and life safety within the State of Illinois.

- **2.9 (Term: Near 1-3 Years) Improve Our Communication with the Public and Press.** In an effort to further the public safety message from the OSFM, we will hire a dedicated Public Information Officer (PIO) to serve as the agency media spokesperson and representative. We will accomplish this task within the next three years. This person will respond to public requests for information and develop public awareness campaigns about OSFM resources and initiatives. The PIO will work with our fire service partners to inform and educate the public about fire prevention, agency events, and our various safety programs. A dedicated agency PIO will ultimately enhance agency

transparency and ensure an informative, consistent, and concise message from the OSFM.

STRATEGIC GOAL # 3:

INCREASE OUR PRODUCTIVITY AND EFFICIENCY



OBJECTIVES AND COURSES OF ACTION:

- **3.1 (Term: Near 1-3 Years) Establish an Agency IT Liaison Coordinator Position.** As a public safety agency, our unique information technology (IT) infrastructure must be robust, resilient, and operational on a 24/7 basis. Therefore, within the next three years, we will hire an agency IT Liaison Coordinator to assist Department of Innovation and Technology (DoIT) personnel with our specifically tailored needs. This action will also enhance our National Fire Incident Reporting System (NFIRS) tracking capabilities.
- **3.2 (Term: Mid 4-7 Years) Completely Transform Our Agency Licensing Capabilities Utilizing Information Technology.** Within seven years, we will expand and transform all agency licensing capabilities within *each* division utilizing available IT personnel and

advanced software. This achievement will reduce license approval delays, and consequently solidify our relationship with industry stakeholders and improve customer service.

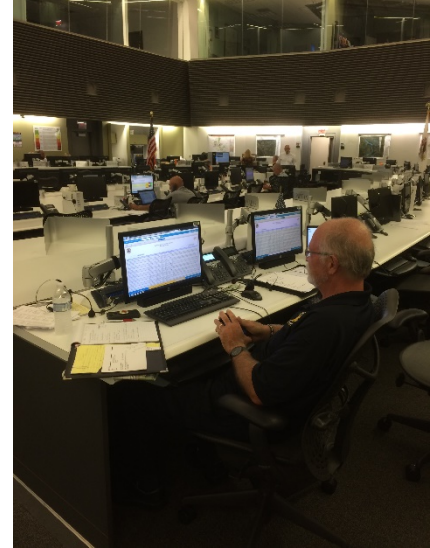
- **3.3 (Term: Mid 4-7 Years) Increase Number of Arson Accelerant Detection Dog (K-9) Teams.** Within the next seven years, we will recruit, train, and deploy additional Arson K-9 teams to meet the requests of our local fire and law enforcement partners. These specialized investigative teams are in high demand and will remain so for the foreseeable future. Therefore, we plan to increase these teams by 25%. Accomplishing this effort will reduce investigator travel times and optimize our forensic ability to collect evidence before degradation or spoliation occurs at the crime scene.
- **3.4 (Term: Near 1-3 Years) Assess the Use of Third Party Inspectors at Schools.** We want to achieve and sustain a 100% inspection rate for all Illinois public and private schools. To accomplish this objective, we'll need the cooperation of our local fire service partners. Therefore, within the next three years, we'll reassess the Tier 1 and Tier 2 Inspector program, and make modifications where necessary in a manner that does not diminish the quality of the inspection services that are currently being provided within our schools. We will assess the feasibility of establishing incentives for increased local participation in the program such as offering fire prevention promotional items to volunteers and providing *point* consideration to OSFM grant applicants. These efforts could ultimately translate into more school inspector boots on the ground and serve as a direct link to the statewide Community Risk Reduction (CRR) initiative. This is how we achieve synergy.

- **3.5 (Term: Mid 4-7 Years) Advance Our Revolving Loan Programs So That They**

Operate on a Self-Sustaining Basis. The ability to purchase fire trucks, ambulances, and construct fire stations remains a major fiscal challenge for most local governments within the State of Illinois. We offer zero and low interest revolving loan programs to assist local communities in acquiring such assets. Participation in the OSFM revolving loan programs remains robust. While funding for these programs partially comes from the Fire Prevention Fund, all of the revolving loan programs are designed to be self-sustaining. This status is accomplished when loan repayments from the total number of outstanding loans granted provide sufficient funds to allow the programs to operate on a 100% self-sustaining basis. We will endeavor to accomplish this objective within the next seven years. Within this same time frame, we will fund the fire station construction loan program to assist those communities that do not have the financial capital to construct or replace badly needed fire stations. It is our privilege to help the Illinois Fire Service in this manner.

STRATEGIC GOAL # 4:

ADVANCE PUBLIC SAFETY INTERESTS BY ASSESSING EMERGING THREATS AND VULNERABILITIES



OBJECTIVES AND COURSES OF ACTION:

- **4.1 (Term: Near 1-3 Years) Update the State Fire Prevention and Life Safety Code.**

Our current code, the National Fire Protection Association's (NFPA) 101 Life Safety Code (2000 edition), is simply outdated and does not adequately address the technological advancements that have been made since we adopted that code edition back in 2002. The OSFM considers this objective a priority agency issue. Therefore, *within the next year*, we will introduce a revised 2015 edition of the Life Safety Code to the Illinois Legislature's Joint Committee on Administrative Rules (JCAR), and we'll seek formal adoption of that updated code at the earliest possible date. This action will move our fire prevention regulations back in line with current industry standards, reduce vulnerabilities, and advance our overall public safety mission.

- 4.2 (Term: Mid 4-7 Years) Monitor and Assess Developing Threats That Impact Life Safety and the Fire Service.** We at the OSFM operate in the present, but always look to the future. Therefore, we will continue to assess and review relevant threats and vulnerabilities that could directly impact public safety and our Illinois firefighters. These threats range from active shooter events in our schools to arson being used as a tool of terrorism by homegrown extremists. We will support valuable firefighter cancer research like that being conducted at the Illinois Fire Service Institute, and provide equipment to assist firefighters employ newly developed hygiene protocols. We will continue to strengthen our response capability to natural and man-made disasters by participating in training exercises with our Illinois Emergency Management Agency (IEMA) partners and by serving at the State Emergency Operations Center (SEOC) during times of crisis. We will improve our relationship with members of the Illinois Terrorism Task Force (ITTF) and expand our fire intelligence capabilities with the Statewide Terrorism & Intelligence Center (STIC). Within seven years, we will benefit from those experiences with an agency workforce that will be 100% ready to sustain continuity of operations over an extended period of time irrespective of the operational landscape.
- 4.3 (Term: Long 8-10 Years) Evaluate and Monitor the State's Underground Gasoline Storage Tank Infrastructure.** The OSFM Petroleum and Chemical Safety Division (PC&S) will continue to assess the state's underground storage tank (UST) infrastructure, focusing particularly on the condition of those older single walled leaking tanks which, if left unchecked, can cause significant environmental contamination or catastrophic

explosions resulting in death or serious bodily injury to Illinoisans and visitors alike.

Through diligent monitoring activity we will mitigate the risk. These efforts will undoubtedly advance the state's public safety interests.

- **4.4 (Term: Mid 4-7 Years) Reassess Agency Staffing Levels In Order to Meet Existing Mandates and Potential Challenges.** We want a workforce that can sustain our operational tempo today and tomorrow. Therefore, within the next seven years, we will assess agency staffing levels in order to address the current plethora of legislative mandates as well as the emerging challenges that we will face in the future. In addition to adding more staff to our ranks, we will consider other creative ways to best utilize our existing workforce such as aligning or consolidating specific agency assets, and entering into Inter-governmental Agreements (IGA) with partner state agencies. By fulfilling this objective, we will reduce inspection delays, solve more arson crimes, and promote a realistic span of control for our supervisory staff.

CONCLUSION

This strategic plan will serve as a roadmap for OSFM executives, managers, and staff to follow as we move forward in the coming years. We will review this plan annually to ensure that our agency remains on track with the stated objectives and goals. This is a living and breathing document. It is not designed to stagnate innovation or suppress new ideas that may advance the public safety interests of our agency. To reiterate, we encourage critical thinking and creativity. We are confident that the objectives and goals set forth in this document will be achieved because our true strength lies in our dedicated staff...the quiet professionals of the OSFM.