

North Carolina Office of State Fire Marshal

Strategic Plan

2025 – 2029

August 28th, 2025

A. Mission, Vision, & Values

Mission

The mission of the North Carolina State Fire Marshal's Office is to protect the lives and property of North Carolina residents and emergency responders by delivering outstanding service through comprehensive risk reduction programs, high-quality education and training, engineering and code enforcement, fire investigations, emergency response coordination, and data-driven decision-making.

We are committed to enhancing public safety, fostering community partnerships, and continuously improving our capabilities to respond to emerging challenges, while ensuring the highest standards of customer service, teamwork, and responsiveness.

Vision

To enhance the safety and well-being of all North Carolina residents and emergency responders through proactive community risk reduction, code administration and education, and comprehensive emergency response coordination education and training.

Values

Professionalism - Exhibits courteous, conscientious, and businesslike manner in work-related activities and when communicating with others in the workplace. Is knowledgeable about aspects of one's job. Acts for the public good without regard to convenience or self-interest. Is considered by others to be trustworthy and dependable in carrying out one's job responsibilities. Is respectful and cooperative when interacting with others in the workplace. Upholds behavioral and ethical standards relevant to one's job and/or profession. Honors commitments.

Competence & Expertise – Understands and applies specific technical and/or professional subject matter and concepts integral to the business in which they operate. Is trusted and recognized as a source for credible, reliable information about business policies, procedures, and practices.

Customer Service - Consistently demonstrates a strong commitment to providing value-added services to external and internal customers. Proactively identifies customer needs and requirements, delivers quality service, and continuously improves performance of self and others. Develops, implements, and evaluates work processes which are both efficient and effective from the customers' perspectives.

B. Goals, Objectives, & Performance Measures

Goal 1: Develop and Maintain High-Quality Training Programs

	Performance Measures
Objective: Complete current phases and expand the Emergency Training Center to offer state-of-the-art training for disaster readiness.	<ul style="list-style-type: none">• Number of trainings offered and provided• Number of emergency personnel attending training• Number of tests
Objective: Regularly update and maintain all training standards to meet NC Fire and Rescue Commission requirements.	
Objective: Continue advancing online training and testing opportunities to enhance accessibility and efficiency.	

Goal 2: Strengthen State Emergency Response Capabilities

	Performance Measures
Objective: Develop and implement a State Emergency Response Team (SERT) Plan, incorporating lessons learned from past events.	<ul style="list-style-type: none">• Response times during disasters• Number of assets deployed during disasters• Number of trainings provided relating to emergency response
Objective: Lead the collaboration with federal, state, and local partners to provide exceptional service during response and recovery efforts.	
Objective: Foster and maintain public-private partnerships for an all-hazards response strategy.	

Goal 3: Protect State-Owned Property

	Performance Measures
Objective: Administer the State Property Insurance Plans efficiently to protect state assets, including, but not limited to, buildings and vehicles.	<ul style="list-style-type: none">• Number of buildings in insurance portfolio• Number of claims paid• Number of risk assessments
Objective: Conduct regular risk assessments for state, Department of Public Instruction (DPI), and community colleges to reduce property loss and liability.	

Goal 4: Protect Citizens of North Carolina

	Performance Measures
Objective: Continue to develop and educate stakeholders on building and fire codes to ensure public safety.	<ul style="list-style-type: none">• Number of grants provided• Amount of grants provided• Number of fire, life, safety, and electrical inspections completed• Number of plan reviews completed• Time to complete plan reviews• Number of fire departments inspected• Percentage of inspections conducted on schedule.
Objective: Provide excellent service for code interpretation and set measurable response goals.	
Objective: Ensure thorough and timely plan reviews to improve safety compliance.	
Objective: Disburse grant funding to Volunteer Fire Departments, Rescue Squads, and EMS units to purchase equipment	
Objective: Maintain a five-year inspection schedule to ensure timely and effective inspections of fire departments.	
Objective: Protect the well-being and safety of citizens and visitors to North Carolina through annual building inspections	

C. Priority Questions

Priority Question 1: Who can the Office collaborate with to create better outcomes for the citizens of North Carolina during emergencies?

Priority Question 2: How can the Office leverage AI to improve efficiency in the application process for Code Officials?

Priority Question 3: How do we finalize the independence of the Office of State Fire Marshal to maximize operational efficiency and service to the citizens of North Carolina?