



State of Illinois

FROM STORM TO STRATEGY

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IDFPR

Illinois Department of
Financial and Professional Regulation

WHAT WE'LL COVER

- GUT CHECK
- LOST AT SEA
- CHARTING A NEW COURSE
- LESSONS FROM THE STORM



**AS LEADERS, WE'RE
CONSTANTLY STEERING**



**BUT NOT ALL STEERING MOVES
US FORWARD.**



QUICK GUT CHECK

**CAN YOUR TEAM NAME YOUR TOP 3
PRIORITIES?**



QUICK GUT CHECK

**IS YOUR TEAM BUSY BUT NOTHING
MEANINGFUL CHANGES?**



QUICK GUT CHECK

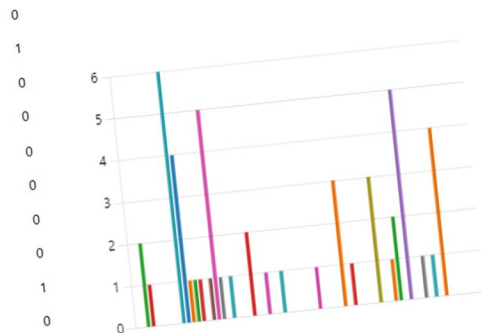
**DO YOU KNOW WHERE YOU WANT YOUR
TEAM TO BE AT THE END OF THE YEAR?**



- **NO SINGULAR FOCUS**
- **PROGRESS NOT MEASURABLE**
- **EFFORTS NOT REACHING FULL POTENTIAL**



- Excellence
- Fairness
- Financial Stability
- Generosity
- Growth
- Harmony
- Health
- Honesty
- Hope
- Humility
- Incl
- Init
- Inn



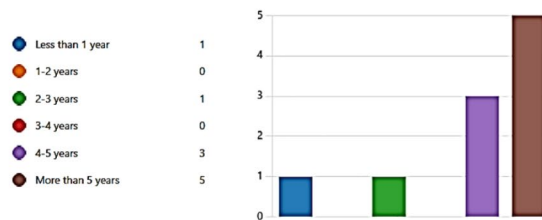
IDFPR Strategic Planning Working Group Survey

10
Responses

10:00
Average time to complete

Active
Status

1. How long have you been with IDFPR?



2. What is your understanding of the agency's current strategic direction and future vision?

- Fully understand
- Somewhat understand
- Neither understand nor unsure
- Somewhat unsure
- Extremely unsure



- Transparency
- Trust
- Truth
- Understanding
- Usefulness
- Vision
- Wisdom
- Other

4. What have you observed that is working well in the Department?

10
Responses

Latest Responses
 "Modernization of the Department and analyzing out each unit..."
 "Transparency to the public and dedication to making the agen..."
 "DPR's enforcement team has been increasing their productivity..."

5. What are some areas of improvement the Department should make?

10
Responses

Latest Responses
 "Communication processes."
 "N/a"

- Altruism
- Authenticity
- Balance
- Best
- Career
- Caring
- Collaboration
- Commitment
- Community
- Compassion
- Competence
- Confidence
- Connection
- Consumers
- Contribution





Political



1. Press coverage of the agency and how it's doing
2. Reputation of the agency about recent operations
3. Political recalibration from progressive legislation
4. Experienced and resourced industry stakeholders
5. Lack of understanding of the regulator's role
6. Feedback on agency leadership about lack of experience
7. Lack of appetite to make big legislative changes, especially increase fees
8. Legislature prefers to maintain rather than delegate authority

Economic



1. Lack of control over certain agency expenses, e.g. negotiated wages/benefits, and revenues
2. Multitude of agency funds for specific programs
3. Self-funded means we rely on fees typically approved by legislature
4. Viability of various economic sectors drives licensee base
5. Recent inflation has increased costs and put pressure on licensees as well

Social



1. Migration to and from Illinois in response to social and political dynamics
2. Information overload and misinformation, especially through social media
3. Current events raise awareness of the importance of regulators
4. Hiring new staff comes with financial drawbacks for them while a lot of tenured staff nearing retirement

Technological



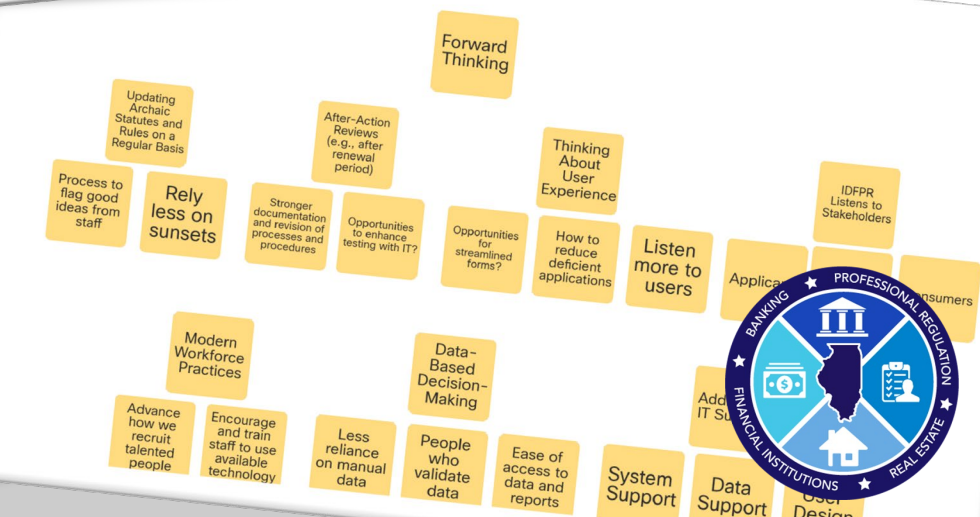
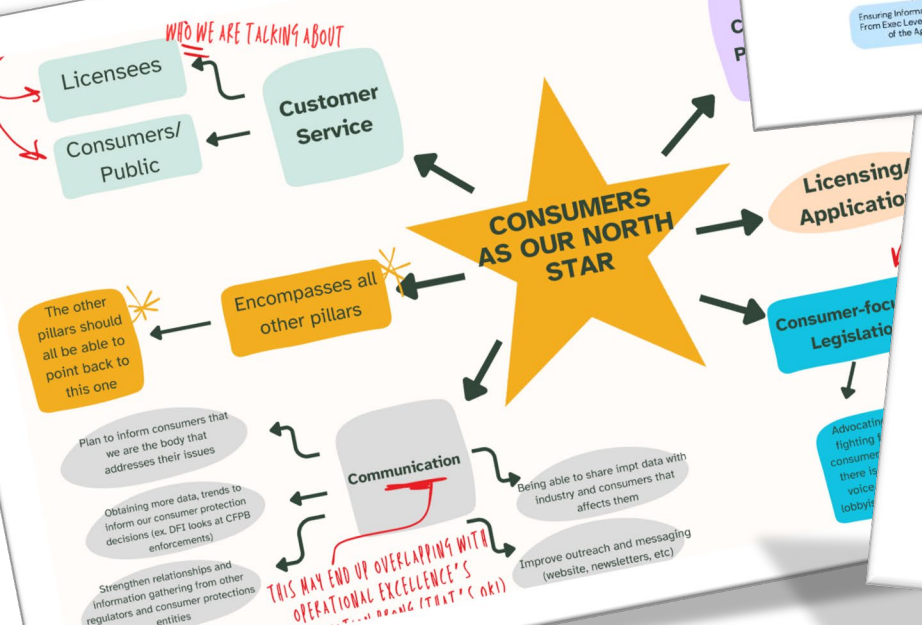
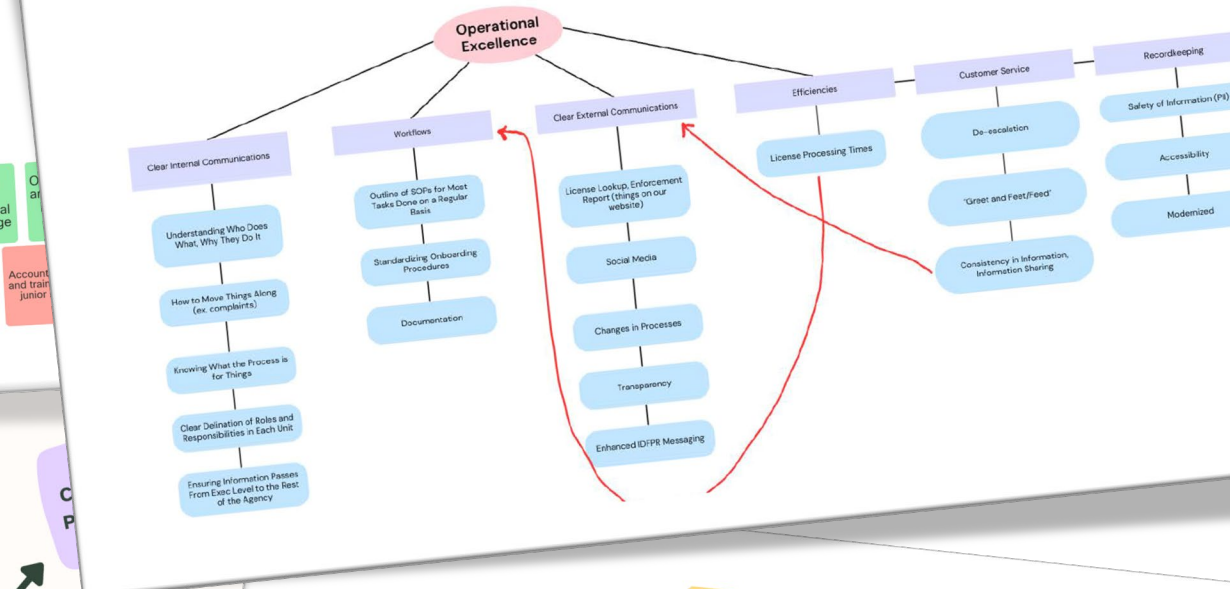
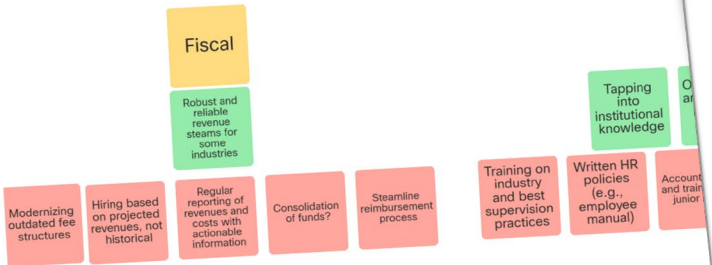
1. Artificial intelligence may impact workforce in unexpected ways, eliminating and creating new kinds of work
2. Digitally savvy expect the Department to be responsive, just like how they interact with private sector
3. Digital and remote services open up new ways of serving consumers and changes the landscape of regulation
4. Transparency and accountability as we work more online and store more electronic records
5. Broader and diversified participation from remote meetings
6. Internal tools can be modernized to reduce the friction points of legacy systems and improve internal and external data and other analytical capabilities

Strengths

- Collaboration
- Dedicated and supportive leadership
- Responsive staff
- Self-directed
- Licensing improvements
- Productivity even with work location flexibility
- Outreach efforts
- We do the right thing for consumers
- The operations of DRE
- DPR's enforcement team
- Transparency
- Modernization of the Department
- Analyzing each unit's impact to the Department

Weaknesses

- Lack of training
- Unavailability of funds for improved technology
- Unwillingness to take legislative risks
- Absence of trust in staff
- No strategic vision or goals
- Poor communication
- Lack of modernized technology
- Poor fiscal oversight
- Lack of fiscal transparency/tools
- Understaffing and lack of institutional knowledge
- Weak or unclear statutory authority
- Reactive and slow to find permanent fixes
- Undefined lanes of responsibility
- Little collaboration between program and support units



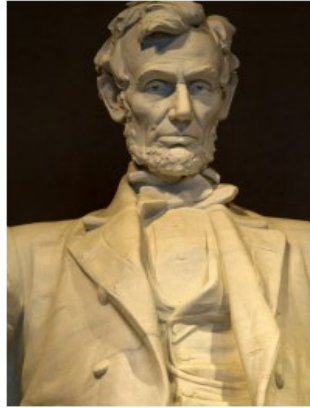


IDFPR

Illinois Department of
Financial and Professional Regulation

FORWARD TOGETHER

FY 2026-2027 Strategic Plan
Illinois Department of Financial and Professional Regulation



“Protecting consumers and promoting trust and reliability in professional and financial services in Illinois through effective regulation and licensing.”

The IDFPR Mission



IDFPR

Illinois Department of
Financial and Professional Regulation



- **SET CLEAR OBJECTIVES**
- **ALIGNED ON PRIORITIES**
- **DEFINE HOW SUCCESS IS MEASURED**



WHO WE ARE



LESSONS LEARNED

CLARITY IS NOT A LUXURY; IT'S OUR JOB AS LEADERS.



LESSONS LEARNED

**IF WE DON'T NAME PRIORITIES, OUR TEAMS
ARE FORCED TO GUESS.**



LESSONS LEARNED

**YOU DON'T NEED PERFECT CONDITIONS;
YOU JUST NEED TO START.**

