

# THE CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION CAL FIRE STRATEGIC PLAN 2024



## Transforming Tomorrow



### INTEGRITY

HONESTY • ACCOUNTABILITY • RELIABILITY

### SERVICE

HUMILITY • SELFLESSNESS • DEDICATION

### COMMUNITY

COLLABORATION • TRUSTWORTHINESS • ENGAGING

### DIVERSITY

UNDERSTANDING • INCLUSIVITY • RESPECTFULNESS



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## MESSAGE FROM THE DIRECTOR

I am excited to have the opportunity to introduce the California Department of Forestry and Fire Protection (CAL FIRE) Strategic Plan 2024. As the Director and Fire Chief, it is important for CAL FIRE to implement a plan moving into the next five years that is built upon comments and feedback from a diverse background of people and places. We are an all hazards, all risk organization focused on fire prevention, natural resource protection, and fire suppression. This is who we are. This is CAL FIRE.



With the feedback provided, through internal and external surveys and meetings, we are introducing a strategic plan that focuses on retaining our existing Mission statement. We recognize that our Vision must adapt to today's climate conditions and needs of the people we serve. It takes partnerships, not just cooperators to make a safer and more resilient California.

In the development process, we recognize from internal and external feedback that our values must adapt to the needs of today and the future. Therefore, the employees at CAL FIRE will hold themselves accountable to Values including Integrity, Service, Community, and Diversity. These are core values, though not the only values we expect our employees to maintain when serving the public and representing the Department both on duty and off duty.

I have maintained as the Director and Fire Chief that we retain a healthy and resilient workforce engaged in a diverse and inclusive work environment. This will make certain that CAL FIRE represents the communities we serve. While there remains an organized structure within CAL FIRE to make difficult decisions, ensuring that partner perspectives are listened to is equally important.

*Transforming tomorrow* is included in the title of the strategic plan, I expect we will embrace technology and find efficiencies to reduce the "green tape" that will allow CAL FIRE to be in a better position to be ready for any task.

This strategic plan identifies six goals developed directly from issues identified through the outreach process. Based on these goals, CAL FIRE will meet its mission to improve its fire prevention efforts, work to make California's forest lands healthier and more resilient after hundreds of years of excluded naturally recurring fire, and ensure the state's fire suppression needs to protect lives and property are met. CAL FIRE will embrace the Governor's Executive Order N-16-22 to diversify perspectives through equity and inclusive opportunities focusing on underinvested communities.

I want to thank the hundreds of people who contributed to the CAL FIRE Strategic Plan 2024 through their feedback and direct work preparing the Department's guiding document. Working together through partnerships will allow CAL FIRE to meet its mission to serve and safeguard the people and protect the property and resources of California while creating a healthier and more resilient landscape.

A handwritten signature in blue ink, appearing to read "Joe Tyler". The signature is fluid and cursive, with a large loop at the end.

JOE TYLER  
CAL FIRE Director/Fire Chief

## MESSAGE FROM THE SECRETARY

Every day, the men and women of CAL FIRE make California proud. When wildfires bear down on our communities, upending lives and prompting evacuations, CAL FIRE's finest head the other way, into the flames and harm's way, to protect lives, property, and landscapes.

We are forever thankful for this dedication, courage, and sacrifice.

I'm proud of everything that CAL FIRE has accomplished in recent years. As wildfires burn with higher intensity and risk becoming catastrophic, CAL FIRE has strengthened its response and firefighting capacity. It has integrated new technologies, equipment, and personnel. It has also expanded proactive actions before wildfires appear, helping people protect their home and property, supporting communities to become "firewise," constructing more fuel breaks around communities, and restoring the health of California forests and landscapes.



Governor Newsom and our Legislature recognize how critical CAL FIRE is to the future of our state and have made unprecedented investments in fire protection, technology, wildfire resilience, and forestry across CAL FIRE.

This strategic plan points a clear direction forward, guiding CAL FIRE into the future. It will ensure that we invest strategically to protect the safety, health, and well-being of everyone who works for CAL FIRE. It will strengthen CAL FIRE's ability to carry out its world-class emergency response operation, build our long-term wildfire resilience, and help to restore a natural, manageable wildfire regime amidst a changing climate. It will also ensure that CAL FIRE can recruit and retain a well-trained and inclusive workforce from the remarkable diversity of talent across California.

Chief Tyler and his leadership team, Unit Chiefs, and countless team members within CAL FIRE have led the way by building partnerships to drive progress. These partnerships with federal and local agencies, California Native American Tribes, local community groups, and science and academia have never been more important. Executing this bold Strategic Plan, in collaboration with this range of partners, will build a brighter and more resilient future for California.

Keep up the incredible work.

A handwritten signature in blue ink that reads "Wade Crowfoot". The signature is fluid and cursive.

Onward,  
WADE CROWFOOT  
California Natural Resources Agency Secretary



# ABOUT THE DEPARTMENT

## OUR HISTORY

Established in 1885, and elevated to departmental status in 1977, the Division of Forestry forms the cornerstone of the California Department of Forestry and Fire Protection (CAL FIRE), tasked with serving and safeguarding the people and protecting the property and resources of California.

As it gets hotter and drier, we are boldly meeting the challenges of California's climate reality. With a resolute commitment toward adapting to combating the evolving impacts of catastrophic wildfires, we have increased wildfire prevention and mitigation efforts.

Charged with protecting over 31 million acres of California's privately-owned wildlands, we respond to an average of over 550,000 emergencies each year. We also provide all-risk emergency services in 36 of the state's 58 counties via contracts with local governments.

CAL FIRE plays a critical role in tackling the wildfire and forest management challenges that impact the people of California. Our resource management programs are responsible for enforcing the Forest Practice Rules, guiding policy on the increased use of prescribed fire, ensuring environmental quality laws are followed on every project, and supporting research that advances the understanding of wildfire in California.

CAL FIRE plays a critical role in tackling the wildfire and forest management challenges that impact the people of California.

Fire prevention and mitigation efforts go beyond forest management to include defensible space and home hardening guidance and education, supporting the development of Firewise USA® communities, and tracking progress on fuel reduction activities. Office of the State Fire Marshal programs ensure that all state properties and buildings are compliant with modern fire safety codes. CAL FIRE law enforcement officers investigate the origin, cause, and circumstances of fires, explosions, and bombings on State of California property and partner with local authorities in jurisdictions that do not have investigative resources.

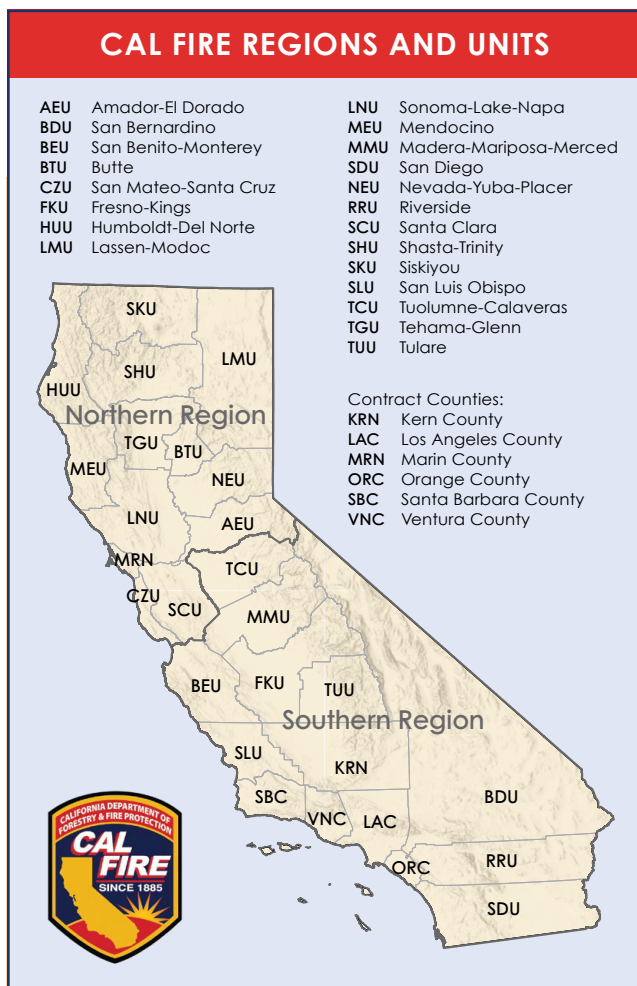
Behind the public-facing programs that work to keep Californians safer from wildfire and ensure we are protecting and restoring California's environment, our employees are working to develop and use cutting-edge technology that can help predict where wildfires are most prone to start and how they spread. We also employ a dynamic team of research data analysts, environmental scientists, geographic information system specialists, and administrative personnel that support the mission at every level, creating a strong and dedicated workforce.

CAL FIRE organizationally reports to the California Natural Resources Agency whose mission is to restore, protect, and manage the state's natural, historical, and cultural resources for current and future generations using creative approaches and solutions based on science, collaboration, and respect for all the communities and interests involved.



## OUR STRUCTURE

Operationally, CAL FIRE is divided into Northern and Southern Regions, with Regional Operation Centers in Redding and Riverside, Regional Headquarters in Santa Rosa and Fresno, and a variety of centralized and decentralized programs within Sacramento Headquarters and throughout the state.



### Locations

The two Regions coordinate with the 21 operational Units and six Contract Counties that span the State of California from the Oregon state line to the Mexico border. We operate more than 635 facilities statewide including those through Cooperative Agreements to support our mission. These facilities include, but are not limited to, fire stations, air attack and helitack bases, conservation camps, fire centers, Unit and administrative headquarters, training centers, state forests, a statewide seedbank, and other miscellaneous facilities supporting Fire Protection, Resource Management, Office of the State Fire Marshal, and Sacramento Headquarters programs.

### Workforce

CAL FIRE is a force of approximately 12,000 full-time and seasonal employees in over 170 civil service classifications, encompassing 13 of the 21 collective bargaining units. We maintain the largest civilian firefighting air fleet in the nation. In a state as large and populous as California, no one emergency response agency or workforce can do it all. To be successful, we recognize the importance of our partners and cooperative efforts. We depend on contracts and agreements with state, federal, local, and tribal partners to assist in mitigating emergencies.

# THE CAL FIRE STRATEGIC PLAN 2024

The CAL FIRE Strategic Plan 2024 (Plan) sets forth the vision and direction of the Department over the coming years. This Plan represents a reflective and collaborative effort between CAL FIRE and our employees, partners, collaborators, and the public in identifying operational opportunities, key issues, and summarizing future strategies that will drive improvement. The Plan is also a tool for measuring progress toward embodying CAL FIRE's values and associated behaviors in pursuit of our goals and objectives.

## THE BASICS

The basics of a strategic plan typically include defining the mission, envisioning the prospective state, establishing core principles, and formulating actionable strategies. Our Plan defines these core elements as follows:



## ABOUT THE PLAN

Plan development was organized in four distinct phases:

### PHASE 1

A consultative process and pre-planning, the creation of the CAL FIRE Strategic Plan Executive Steering Committee, including hiring a Project Manager, reviewing previous strategic planning efforts, assessing what had been accomplished since the 2019 Strategic Plan, and presenting the development of the Plan at several workshops and meetings.

### PHASE 2

Bringing employees together to create the framework for drafting the Plan including creating a governance structure, engaging CAL FIRE's Executive Team<sup>1</sup>, soliciting internal feedback through a department-wide survey, and packaging feedback into actionable items.

### PHASE 3

External engagement and implemented online tools for employees, partners, collaborators, colleagues, and the public to participate including soliciting external feedback through a survey.

### PHASE 4

Drafting the Plan, internal and external leadership review and approval, sharing the Plan departmentwide for all employees to incorporate into their work plans and daily life, and the establishment of a Strategic Plan Action Committee under the Department Leadership Team (DLT)<sup>2</sup> for creation, reporting, and monitoring of the Department's annual action plan.

#### Footnotes:

- 1 Comprised of the CAL FIRE Director, Chief Deputy Director, State Fire Marshal, Region Chiefs, Deputy Directors, Assistant State Fire Marshal, and Chief Legal Counsel.
- 2 Comprised of the Assistant Region Chiefs, Assistant Deputy Directors, and various Program Managers.

The Plan is based upon identification and prioritization of diverse operational and programmatic concerns confirmed through internal and external engagements. We gathered Plan input through various means including a department-wide employee survey, an external survey, multiple in-person and virtual meetings, and standing up working groups.

As a result of these efforts, the Plan was branded with a name, the mission confirmed, the vision statement revised, and new values and behaviors were identified, defined, and synthesized into new goals and objectives.

The Plan is based upon identification and prioritization of diverse operational and programmatic concerns...

The top five concerns identified from feedback focused around:

1. Hiring and retaining CAL FIRE's next generation.
2. Embracing and understanding all aspects of a complex organization.
3. Reflecting California's population, demographics, and diverse perspectives.
4. Supporting the people and basic employee services needed to be successful.
5. Strengthening critical infrastructure and core services.



## ENGAGEMENT

### Internal Outreach

From December 2022 to May 2023 a strategic planning survey, distributed to all employee mailboxes, gathered a statistically significant sample comprised of 1,331 respondents. Over 70% of responses were positive or neutral, indicating feeling acknowledged and appreciated by CAL FIRE, though there were noted areas for improved engagement. Most respondents found CAL FIRE's mission and vision relevant but called for a more unified vision. Written responses provided differing opinions on the role of CAL FIRE and mentions of siloed thinking, highlighting the need for a cohesive "One CAL FIRE" approach. There was also strong support for being more intentional and accountable with the Plan, including investing in benchmarks and dedicated resources for tracking progress, reporting outcomes, and ongoing communication over time. Key priorities for respondents included improving hiring, recruitment, retention, training, growth opportunities, and personnel services. Although a strong majority felt Department communications were effective, respondents also expressed a desire for more accessible internal communications on operational matters and employee support topics. Overall satisfaction with CAL FIRE was high, with most respondents feeling satisfied and viewing CAL FIRE leaders as demonstrating leadership.

### External Outreach

In alignment with EO-N-16-22-Equity, CAL FIRE sought to gather input from a diverse population including, but not limited to, California communities that have been historically disadvantaged and underserved. From February 2023 to August 2023, a strategic planning survey was made available to partners, collaborators, colleagues, and the public through publication on

CAL FIRE's forward-facing webpage dedicated to strategic planning efforts. Additionally, an in-depth meeting was held with Contract County Chiefs who protect State Responsibility Area under agreement.

In addition to the publicly accessible survey link, CAL FIRE specifically distributed the survey link to:

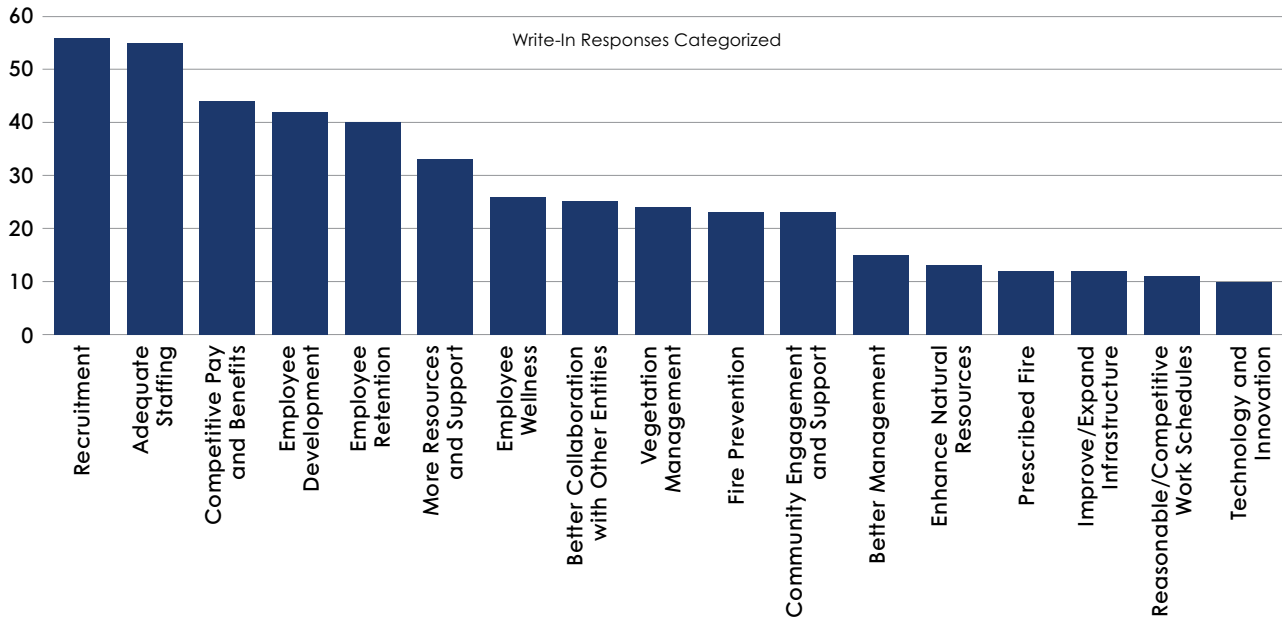
- Over 250 Native American tribes, groups, and individuals.
- CAL FIRE's Cooperative Fire Protection Agreement partners.
- California Natural Resources Agency executives.
- Nearly 18,000 fire prevention officers, fire service members, and Office of the State Fire Marshal industry partners through an established email distribution list.
- Nearly 40,000 external media, partners, and community emails through the CAL FIRE Community monthly newsletter.
- Legislative contacts including, but not limited to, committee members, Chiefs of Staff, Legislative Directors, and District Directors.
- Contract County Chiefs.
- Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) Board of Directors.

This survey gathered input from 619 respondents. A majority of respondents felt that the CAL FIRE mission and vision were still relevant and meaningful and that CAL FIRE executed its values. Respondents suggested that while collaboration levels were strong, there were opportunities for further enhancement including continued community engagement and support. Respondents identified key challenges impacting CAL FIRE such as funding and personnel, climate change, increased fire activity, and recruitment, hiring, and retention. Overall satisfaction with CAL FIRE was high.

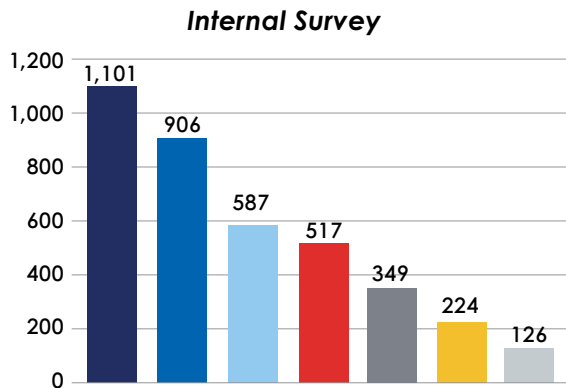


### External Survey

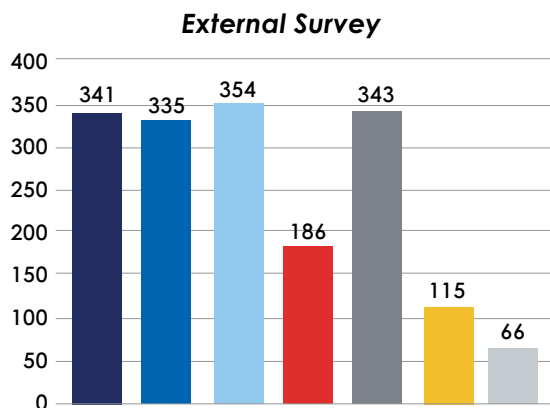
#### WHAT PRIORITIES DO YOU BELIEVE THE DEPARTMENT SHOULD LAUNCH TO ADDRESS THE IDENTIFIED CHALLENGES?



#### WHAT DO YOU BELIEVE ARE THE TOP INTERNAL AND EXTERNAL CHALLENGES THAT THE DEPARTMENT WILL FACE IN THE NEXT FIVE YEARS?

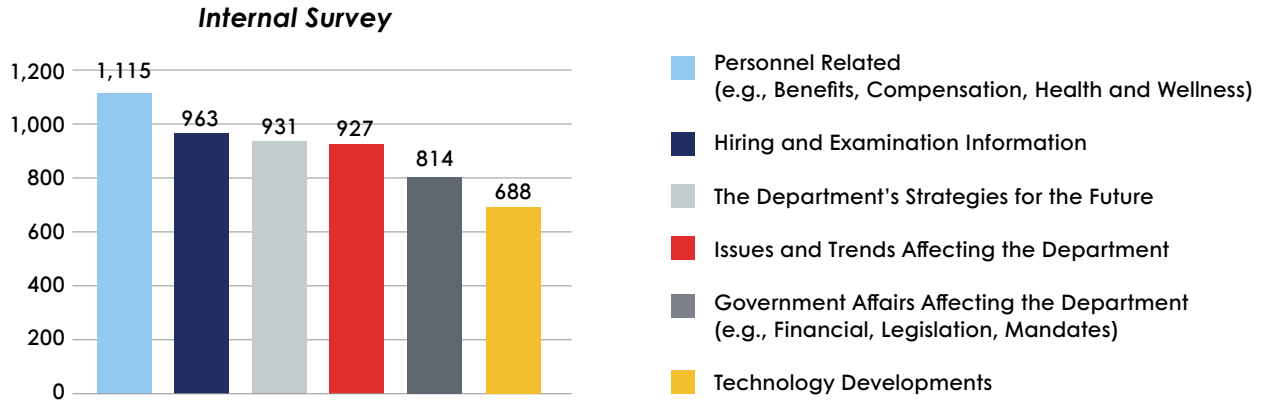


- Retention and Recruitment
- Hiring
- Funding
- Training
- Climate Change and Increased Fire Activity
- Write-In Responses
- Lack of Diversity, Equity, Inclusion



- Write-In Responses (Categorized):
- Accountability and transparency
  - Collaborations
  - Declining support
  - Employee Labor Organizations
  - Fire activity, management, and enforcement
  - Forest management
  - Government
  - Lack of knowledge, education, or awareness
  - Outdated or lacking infrastructure/technology
  - Political and special interest group pressures
  - Public perception
  - Retention
  - Utility Companies
  - Wildland Urban Interface
  - Workforce capacity needs

**WHICH INFORMATIONAL ITEMS DO YOU BELIEVE ARE VERY IMPORTANT FOR YOU TO RECEIVE COMMUNICATION ABOUT? PLEASE SELECT ALL THAT APPLY.**



**Working Groups**

As we began to gather initial feedback, a need was identified to further focus on identified issues and evaluate and operationalize goals and objectives. As a result, two working groups were formed: 1) The Strategic Plan Working Group which consisted of DLT members representing Sacramento Headquarters and the Regions, and 2) The Front-Line Strategic Plan Working Group representing Region and Unit field personnel.

The Strategic Plan Working Group was primarily responsible for converting the top five concerns identified from feedback into goal statements. Scoping meetings with Programs, subject matter experts, and the Front-Line Working Group were

held to gather input and develop objectives. Additionally, to assure a consistent understanding of the Department's values, the Front-Line Working Group defined each value and developed behaviors that document how we expect those values to be demonstrated.

As we began to gather initial feedback, a need was identified to further focus on identified issues and evaluate and operationalize goals and objectives.





# THE CAL FIRE 2019 STRATEGIC PLAN

## KEY ACCOMPLISHMENTS

Despite a series of unprecedented challenges including, but not limited to, the impact of the COVID-19 pandemic, the 2020 Fire Siege, the 2021 fire season, and budgetary uncertainty, we maintained organizational unity, operational capacity, and fluidity in achieving progress towards meeting our 2019 strategic goals and objectives. Many of these goals and objectives remain relevant today and, where applicable, are carried over in the Plan. Several key accomplishments toward meeting these goals and objectives are highlighted below:

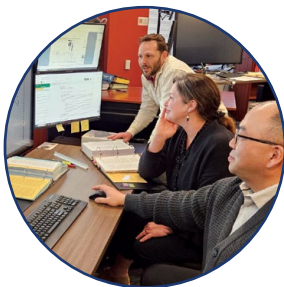
CAL FIRE maintained organizational unity, operational capacity, and fluidity in achieving progress towards meeting its 2019 strategic goals and objectives.



**Advanced Fire Protection Operations,** we increased the number of year-round engines, acquired and replaced frontline and reserve fleet, increased firefighting personnel, added diversified hand crew models, and expanded relationships with our partners.



**Enhanced Aviation Resources,** we expanded our aerial firefighting fleet to include S70i Firehawk helicopters, C130 air tankers, intelligence aircraft, exclusive use aircraft, and Uncrewed Aerial Systems (UAS) program, and we implemented night flying aviation operations.



**Enriched Internal Operations,** we increased critical administrative and program support personnel, created a secure, responsive, and integrated user-centric technology culture, reduced waste and streamlined business processes, and improved internal and external communication.



**Focused On People,** we enhanced departmental recruitment and diversity, equity, and inclusion initiatives, expanded the Training Center to three additional sites, distributed grants to underinvested communities, and we continue to work on addressing paramedic shortages.



**Increased Situational Awareness Capabilities**, we expanded the wildfire camera network, improved incident command data analysis, established predictive modeling capability for fire personnel, expanded intelligence, introduced artificial intelligence in fire detection, and installed telematics.



**Promoted Safety, Health, and Wellness**, we implemented the Voluntary Wellness Screening Program, introduced First Responder's Resiliency, updated personal protective equipment and uniform wear, employed science-based methods to reduce stress exposure, and increase physical fitness, and provided COVID-19 support for employees and the community.



**Stewarded Healthy Forests and Safe Communities**, we increased pace and scale of prescribed fire and fuel-reduction activities, improved interagency data sharing, developed sophisticated web applications, established tribal, forest health, and wildfire prevention grants, and developed an online burn permit process.

## GOAL 1 IMPROVE OUR CORE CAPABILITIES

- Analyze and integrate core operation functions at all levels of the Department.
- Evaluate and improve existing emergency response capabilities.
- Expand forestry and fire prevention through effective natural resource management programs, education, inspections, and land use planning.
- Strengthen post-incident assessments to create long-term improvements.

## GOAL 2 ENHANCE INTERNAL OPERATIONS

- Analyze business support functions and improve operational efficiencies.
- Define and effectively manage internal communication processes.
- Review and update communication processes to all external stakeholders.
- Create a secure, responsive, and integrated user-centric technology culture.
- Manage fiscal challenges to ensure adequate funding for critical programs.

## GOAL 3 ENSURE HEALTH AND SAFETY

- Promote employee behavioral health and physical fitness.
- Promote the safety of Department employees, partners, and the public.

## GOAL 4 BUILD AN ENGAGED, MOTIVATED, INNOVATIVE WORKFORCE

- Address skill gaps and barriers through creative outreach and recruiting.
- Create and implement detailed training plans for all Department employees.
- Retain the Department workforce through purposeful engagement.

# THE ANNUAL ACTION PLAN

In embarking on a journey to realize our strategic goals and objectives over the next five years, we are committed to a structured approach that ensures focus, accountability, and tangible progress. Central to this approach is the adoption of an annual prioritization framework, which serves as our compass in navigating our goals and objectives. This framework is designed to harmonize the priorities of the state, the evolving needs of employees, partners, collaborators, colleagues, the people we serve, and the inherent risks we face.

At its core, the prioritization framework fosters a collaborative environment, inviting a facilitated discussion with executive management to discern and prioritize annual objectives. This dialogue ensures that our efforts remain aligned with the overarching vision while remaining responsive to the dynamic nature of our operating environment.

To translate these priorities into actionable metrics annually, prior to the fiscal year, we will leverage a variety of methodologies and tools to:

At its core, the prioritization framework fosters a collaborative environment, inviting a facilitated discussion with executive management to discern and prioritize annual objectives.

- Identify five to six objectives for focus.
- Develop and implement key performance indicators (KPIs) that provide clear, quantifiable measures of our progress. These metrics will serve as a yardstick, enabling us to track our journey toward the fulfillment of our aligned objectives.
- Identify and assign the responsible CAL FIRE program(s), function(s), and/or committee(s).

As transparency and accountability are paramount in our approach, the annual action plan will be communicated internally and externally, outlining key accomplishments necessary to propel us closer to our goals and fostering a culture of continuous improvement and adaptability.

Together, guided by this framework, we will navigate the challenges ahead, seize opportunities, and emerge stronger, more resilient, and better-equipped to fulfill our goals and objectives.

Together, guided by this framework, we will navigate the challenges ahead, seize opportunities, and emerge stronger, more resilient, and better-equipped to fulfill our goals and objectives.



## OUR MISSION AND VISION



### OUR MISSION

The California Department of Forestry and Fire Protection (CAL FIRE) serves and safeguards the people and protects the property and resources of California.

### OUR VISION

At CAL FIRE, we lead a dedicated, diverse, and inclusive workforce while maximizing partnerships to create a safer and more resilient California.



# OUR VALUES AND BEHAVIORS

Our values consist of the core principles that shape our culture and are further defined by their strategically aligned behaviors.

**INTEGRITY:** We demonstrate our ideals and intentions by doing the right thing, even when no one is watching.

## *Integrity Behaviors*

- **Honesty:** We are truthful and straightforward in our personal and professional actions, communications, and relationships. We are committed to sincerity and integrity, avoiding deception and falsehood. We are genuine!
- **Accountability:** We accept responsibility for our actions, or lack thereof, as a mark of professionalism. The duties performed by each of us contribute to the overall achievement of our mission, and we must be responsible for our role in this effort.
- **Reliability:** We deliver consistent and trustworthy service to the public, our partners, and our colleagues.

**SERVICE:** We provide selfless care for all through dedication, professionalism, and preparation.

## *Service Behaviors*

- **Humility:** We are confident in ourselves and receptive to other perspectives.
- **Selflessness:** We put the care of others above individual gain and treat all with respect and compassion.
- **Dedication:** We are devoted to our mission and professional growth.

**COMMUNITY:** We foster inclusive relationships with colleagues, cooperators, and the communities we serve, including those that are disadvantaged and underserved, to further meaningful partnerships and collective goals and interests.

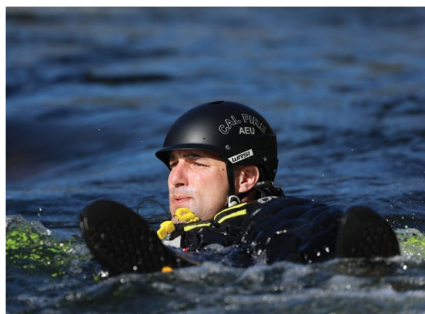
## *Community Behaviors*

- **Collaboration:** We work together through open communication and understanding to achieve a common goal.
- **Trustworthiness:** We are reliable, honest, and dependable through transparent communication, ethical behavior, and consistent actions.
- **Engaging:** We actively participate, interact, and contribute to shared interests, discussions, or activities. We foster connections, collaboration, teamwork, and a sense of involvement to create a vibrant and connected community.

**DIVERSITY:** We cultivate an environment of support and we respect individuals with differing backgrounds, experiences, and perspectives.

## *Diversity Behaviors*

- **Understanding:** We are mindful of varying perspectives while demonstrating respect and compassion.
- **Inclusivity:** We ensure equal voice and opportunity for all by actively creating an environment where everyone collaborates towards a common goal while being receptive to the ideas and contributions of others.
- **Respectfulness:** We create a positive and supportive environment to provide one another with the confidence and ability to safely share opinions and perspectives.



# GOAL 1

## Attract, hire, and retain quality employees.

### OBJECTIVE 1.1

Develop, implement, and maintain a career-related website that provides comprehensive resources including, but not limited to, examinations, job opportunities, and an electronic application process to improve access and education about CAL FIRE's diverse career opportunities.

### OBJECTIVE 1.2

Review, evaluate, and modify job class specification requirements including essential functions, working cooperatively with applicable control agencies, to encourage inclusivity and ensure qualified applicants are being reached.

### OBJECTIVE 1.3

Develop and implement an employee feedback portal to inform data-driven improvements in the areas of recruitment, on- and off-boarding, and retention to ensure an adaptive approach to an evolving workforce.

### OBJECTIVE 1.4

Develop and implement resources that promote work-life balance, mental well-being, and open communication to enhance overall job satisfaction and retention.

### OBJECTIVE 1.5

Develop and implement a marketing strategy utilizing industry-specific resources to recruit and retain a diverse workforce.

### OBJECTIVE 1.6

Develop and implement a formalized mentorship program, interactive training modules, evaluations, and resources to provide employees a positive and supportive career path.



## GOAL 2

**Ensure all employees understand how the Department's various programs and job duties contribute towards efficiently achieving the CAL FIRE mission.**

### **OBJECTIVE 2.1**

Develop and implement visual training tools on departmental programs/functions (what they do) and organizational structure (geographically, programmatically) to assist employees in understanding the interactions between Regions, Units, and Programs in achieving the CAL FIRE mission.

### **OBJECTIVE 2.2**

Develop and implement cross-training opportunities to help employees explore the various programs and their functions within the Department.

### **OBJECTIVE 2.3**

Develop and implement a real-time, web-based tool that provides employees and the public access to a clearly outlined organizational structure with job functions described and contact information available for each function.



## GOAL 3

**Promote a culture that values equitable access, embraces diverse backgrounds and experiences, and actively removes barriers to cultivate a more inclusive environment.**

### OBJECTIVE 3.1

Develop and implement a dedicated intranet page designed as a resource tool to promote education on diversity, equity, and inclusion, clarifying these principles and dispelling misconceptions.

### OBJECTIVE 3.2

Develop and implement a geographic information system map that will present demographic census data aimed to orient and improve outreach and education to further meaningful engagement of disadvantaged and underserved communities and Native American tribes, groups, and individuals.

### OBJECTIVE 3.3

Develop and implement customized plans and innovative resources to better understand organizational and community needs surrounding diversity, equity, and inclusion.

### OBJECTIVE 3.4

Continue to expand the Tribal Affairs Program and Government to Government consultations to cultivate and enhance meaningful relationships with Native American tribes, groups, and individuals.



## GOAL 4

**Leverage technology to modernize internal human resources processes and create efficient and effective innovative solutions to promote, support, and enhance the employee experience.**

### **OBJECTIVE 4.1**

Develop and implement ongoing customer service surveys to solicit feedback on interactions and experiences with human resources personnel and processes to measure and improve customer satisfaction.

### **OBJECTIVE 4.2**

Develop and implement a process to query input from internal human resources personnel about barriers and inefficiencies they encounter, and how these could be mitigated.

### **OBJECTIVE 4.3**

Develop and implement a human resources focused onboarding process (including employee orientation) to provide new and existing employees with assistance in completing new-hire paperwork, access to resources and training modules, and a contact to answer personnel-related questions.

### **OBJECTIVE 4.4**

Develop and implement an internal human resources review system for determining compliance in applying employee benefits and compensation in order to streamline processes and ensure accuracy for employees.

### **OBJECTIVE 4.5**

Develop and implement detailed human resources-related trainings (e.g., benefits, compensation, injury and accommodations, promotional opportunities) for all managers and supervisors to improve operational efficiencies in core and support functions.

### **OBJECTIVE 4.6**

Expand and enhance the internal Supervisor's Toolbox to serve as a one-stop shop for basic personnel information and a comprehensive online resource for information.

### **OBJECTIVE 4.7**

Develop and implement a human resources software solution to streamline communication by providing an automated submittal and inquiry system to improve employee access and enhance the customer experience.

## GOAL 5

**Strengthen the Department's physical and digital infrastructure and streamline equitable access to information across core services.**

### **OBJECTIVE 5.1**

Review and assess core digital infrastructure across all levels of the Department to identify prioritized areas for improvement.

### **OBJECTIVE 5.2**

Review and assess physical infrastructure across all levels of the Department to identify prioritized areas for improvement.

### **OBJECTIVE 5.3**

Develop and implement a technology awareness and training program to optimize processes using departmental tools and services, including artificial intelligence.

### **OBJECTIVE 5.4**

Consolidate existing data and technology systems to improve departmental efficiency and modernize employee and public experiences.

### **OBJECTIVE 5.5**

Identify opportunities and develop and implement solutions to simplify, streamline, and automate Technical Services program-related business processes.



## GOAL 6

### Identify core capabilities and strengthen operational capacity.

#### OBJECTIVE 6.1

Ensure the Department has the resources and infrastructure to adapt to evolving operational demands and legal frameworks.

#### OBJECTIVE 6.2

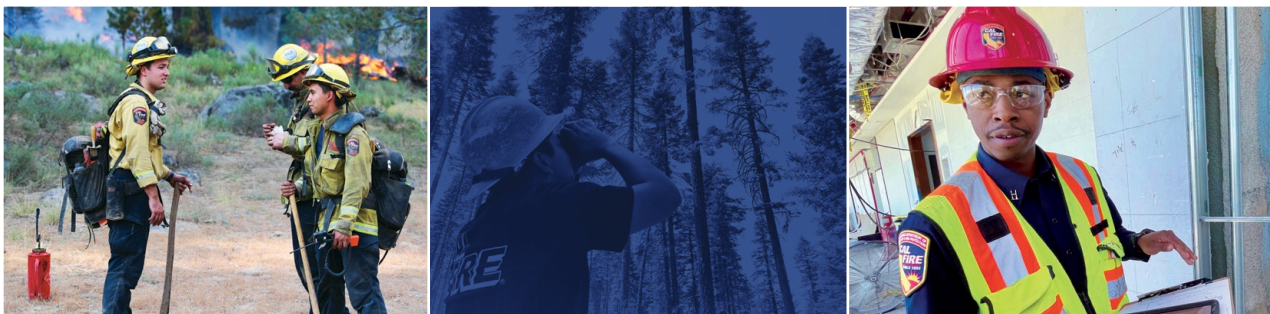
Apply emerging technology to strengthen core operations.

#### OBJECTIVE 6.3

Develop and complete a comprehensive assessment of fire protection capabilities, wildfire response standards, and values at risk to confirm the future placement of fire protection resources.

#### OBJECTIVE 6.4

Expand natural resource management and fire prevention operations to meet the state's wildfire and forest resilience goals and changing policy and legal mandates.



# ACKNOWLEDGEMENTS

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