

STRATEGIC 2019 PLAN

2019
JANUARY

CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION



- MISSION
- VISION
- VALUES

THOM PORTER
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STATE OF CALIFORNIA
THE CALIFORNIA NATURAL RESOURCES AGENCY
CALIFORNIA DEPARTMENT OF FORESTRY
AND FIRE PROTECTION



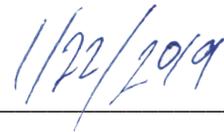
STRATEGIC PLAN

2019

Approved By:

A handwritten signature in blue ink, appearing to read 'Thom W. Porter', written over a horizontal line.

Thom Porter
Director and Fire Chief

A handwritten date '1/22/2019' in blue ink, written over a horizontal line.

Date

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DIRECTOR'S MESSAGE



*Thom Porter, Director and
Fire Chief*

California Department of
Forestry and Fire Protection

I am pleased to roll out the 2019 Strategic Plan. Although Chief Pimlott set the course to complete this plan during 2018, historic emergency activity pushed the completion date back. I have taken the opportunity to tailor the final version to meet Governor Newsom's direction and my leader's intent.

Because of the dedicated efforts of Department staff, working with Business Advantage Consulting, Inc., and gathering management insight, as well as input from CAL FIRE Units, Regions, Programs, Office of the State Fire Marshal, Board of Forestry and Fire Protection, the Underground Facilities Safe Excavation Board, and Contract County leadership, this is the most comprehensive Strategic Plan in the Department's history.

In preparing this Plan, we reviewed, in detail, every element of the 2012 Plan and incorporated

all the input we received from our consultant facilitated data gathering engagements. We reaffirmed, with minor adjustment our Mission, Vision, and Values and created a Plan that is inclusive and concise.

Our mission statement is our declaration and commitment to CAL FIRE's core purpose and focus. *This is what we do!* Our vision statement indicates the transformational direction in which CAL FIRE is headed. *This is where we are going!* And, our values reflect the culture of CAL FIRE and how we perform our public service duties. These three parameters guide implementation and delivery of our goals.

As we implement this Plan we will concentrate and focus on four Goals under our Mission, Vision, and Values. The following Goals are equally important, and all will be acted on simultaneously:

1. Improve our core capabilities.
2. Enhance internal operations.
3. Ensure health and safety.
4. Build an engaged, motivated and innovative workforce.

Departmentwide commitment to the principals of our shared Values and Vision under the Mission will ensure the preservation of CAL FIRE culture with an eye to the future. We will maintain a nimbleness to capitalize on innovation and lead the emergency response, natural resource protection, prevention, and regulatory oversight communities.

Thank you one and all for your input and work in creation of this Plan. This is the basis of our shared consciousness and will guide CAL FIRE to a better future for employees and the citizens of California. I look forward to leading the people of the Department as we implement the Plan.

BACKGROUND



From the appointment of the first State Board of Forestry in 1885, to the creation of the first State Forester position in 1905, and the organization of the original California Division of Forestry in 1927, the Department of Forestry and Fire Protection (CAL FIRE) has protected the people, property, and natural resources of California. The Department's diverse programs work together to plan protection strategies for over 31 million acres of privately-owned wildlands, and to provide emergency services of all kinds throughout California.

CAL FIRE's jurisdiction extends the length and breadth of the State, and the heart of its emergency response and resource protection capability is a force of approximately 6,100 full-time fire professionals, foresters, and administrative employees; 2,600 seasonal firefighters; 105 California Conservation Corps (CCC) firefighters; 600 Volunteers In Prevention (VIP); and 3,500 inmates and wards.



The Department responds to nearly 6,000 wildland fires that burn on average over 260,000 acres each year. Through cooperative agreements, mutual aid, and the State's emergency plan, CAL FIRE personnel respond to more than 450,000 incidents annually, including structure fires, automobile accidents, medical emergencies, swift water rescues, civil disturbances, search and rescues, hazardous material spills, train wrecks, floods, and earthquakes.

Through its foresters and other natural resource professionals, CAL FIRE is responsible for the management and protection of California's natural resources. Of the 85 million acres classified as wildlands in the State, 33 million acres are forest lands, with 38 percent privately-owned and 62 percent tribal or government-owned. The State's wildlands also provide critical watershed, wildlife habitat, and recreation resources in addition to valuable commercial timberland. CAL FIRE's Resource Management



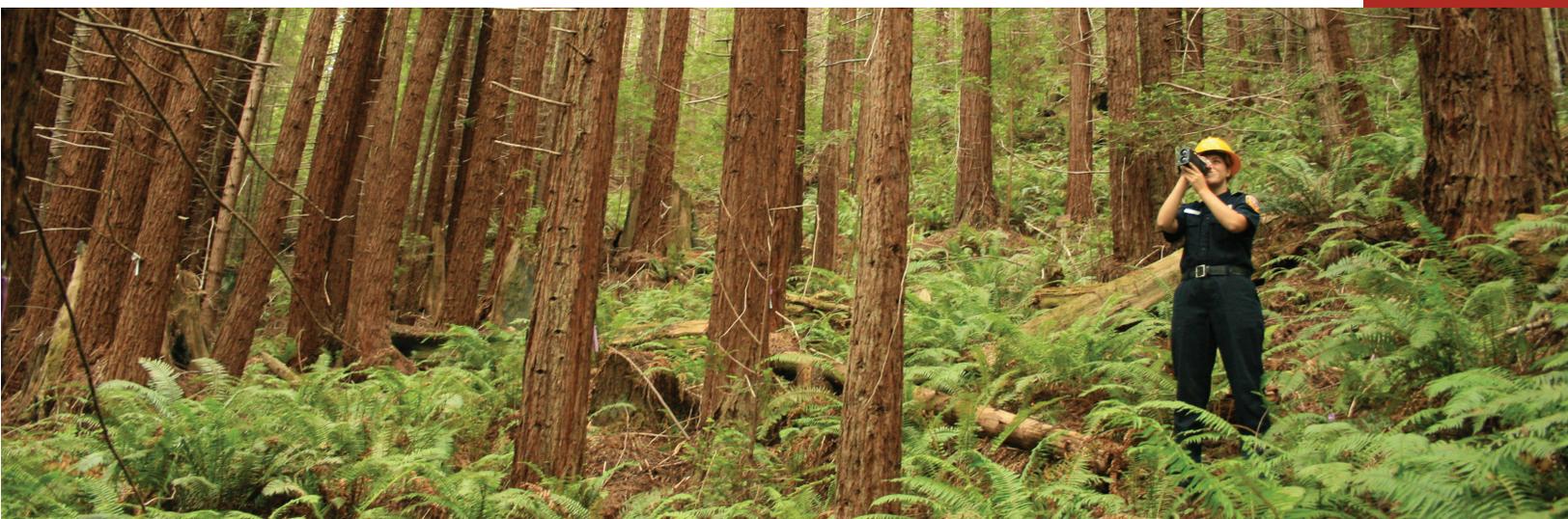
Program plays an integral role in combatting climate change through the management and protection of California's forest and natural resources under its Forest Practice, Urban Forestry, Fuel Reduction, Demonstration State Forest, Pest Management, Landowner Assistance, Environmental Protection and Regulation, Archaeology, Fire and Resource Assessment, and Nursery programs.



Since 1995, the Office of the State Fire Marshal (OSFM) has supported the mission of CAL FIRE by focusing on fire prevention. Through major program elements that include engineering, education, enforcement, and support from the State Board of Fire Services, OSFM has a wide variety of fire safety responsibilities including regulating buildings in which people live, con-

gregate, or are confined; controlling substances and products which may cause injuries, death, or destruction by fire; providing statewide direction for fire prevention within wildland areas; regulating hazardous liquid pipelines; developing and reviewing regulations and building standards; and providing training and education in fire protection methods and responsibilities.

Finally, CAL FIRE management staff provide policy direction essential to the successful completion of the Department's mission, including working directly with statewide control agencies to implement Administrative and Legislative requirements. Administrative staff assigned to locations throughout the organization perform the day-to-day functions in support of the Department's mission, such as accounting, budgeting, business services, grants management, legal, human resources, labor relations, auditing, capital outlay and facility maintenance, and information technology services.



MISSION

Our *mission statement* is our declaration and commitment to the Department of Forestry and Fire Protection's core purpose and focus. This is what we do.

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

VISION

Our *vision statement* is the pronouncement of our identity and the definition of our direction. This is who we are and where we are going.

To be the leader in providing fire prevention and protection, emergency response, and enhancement of natural resource systems.

VALUES

Our *values* reflect the culture of CAL FIRE and are intrinsic in how we perform our public service duties. Employee diversity and dedication play an integral role in meeting our mission through action and support of fire protection, resource management, and fire prevention.

- **Service**

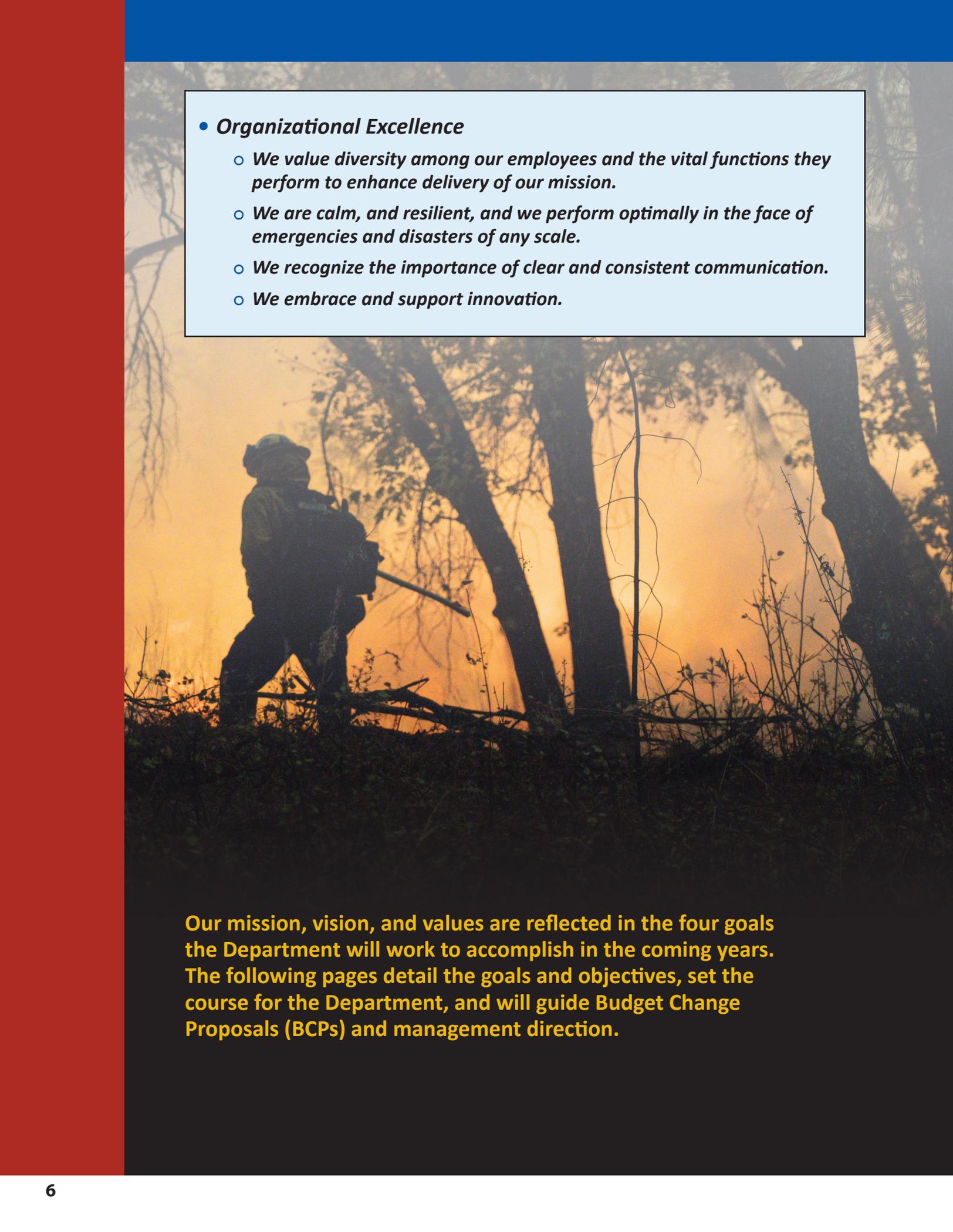
- *We are committed to the safety and well-being of the public and our employees.*
- *We strive for excellence and professionalism.*
- *We are devoted and humble in the execution of our duties.*

- **Cooperation**

- *We care about each other and our service to others, including cooperators, governing bodies, and the public.*
- *We build and maintain cooperative relationships across the State and beyond to benefit the public we serve.*
- *We afford every employee of the Department a voice within a chain of command structure.*

- **Protection**

- *We integrate fire protection, natural resource management, and fire prevention under a single mission on behalf of the State and local communities.*
- *We strive to ensure the highest level of environmental protection in all our programs and operations.*

A firefighter in silhouette is working in a forest at sunset. The firefighter is wearing a helmet and a jacket, and is holding a tool. The background is a bright orange and yellow sky, with the silhouettes of trees and branches in the foreground. The overall scene is dramatic and emphasizes the firefighter's role in a natural setting.

- **Organizational Excellence**

- *We value diversity among our employees and the vital functions they perform to enhance delivery of our mission.*
- *We are calm, and resilient, and we perform optimally in the face of emergencies and disasters of any scale.*
- *We recognize the importance of clear and consistent communication.*
- *We embrace and support innovation.*

Our mission, vision, and values are reflected in the four goals the Department will work to accomplish in the coming years. The following pages detail the goals and objectives, set the course for the Department, and will guide Budget Change Proposals (BCPs) and management direction.

GOAL 1 - IMPROVE OUR CORE CAPABILITIES

CAL FIRE will focus on our operational effectiveness and improve our delivery of our core capabilities of emergency response, natural resource protection, and prevention and regulatory oversight. These core capabilities are mutually beneficial and complementary. The Department's integrated approach to program delivery and total force leverage will ensure optimal service to the citizens of California.

All programs are increasing their use of technology based infrastructure, and project and inspection activity tracking, as well as data capture and analysis, are key components of quality service and delivery of the Department's mission.

EMERGENCY RESPONSE



The Department is responsible for providing wildland fire protection on 31 million acres of State Responsibility Area (SRA) lands throughout California. Additionally, CAL FIRE provides full service emergency services to 150 local government cooperators through agreements with districts, cities, and counties. CAL FIRE responds to nearly 6,000 wildland fires that burn on average over 260,000 acres each year. CAL FIRE answers

the call and responds to over 450,000 emergencies each year. These emergencies include: fires of all types, vehicle accidents, floods, earthquakes, hazardous material spills, and others.

NATURAL RESOURCE PROTECTION

The Department is responsible for the management and protection of California's rich and diverse natural resources, including 31 million acres of State Responsibility Area (SRA), wildlands that produce natural resource related public benefits. Forestland comprises approximately 7.8 million acres of the total and produces more than 1.5 billion board feet of lumber annually. The State's wildlands provide ecosystem services including, but not limited to: valuable watershed, wildlife habitat, and recreational areas. The Department's dedication to the protection of these values through upholding the State's forest practice laws, forestry assistance, assessments, grant programs, and integrated pest management and reforestation are key to natural system resilience. Additionally, CAL FIRE's leadership in the management of the State's urban and community forests provides innumerable benefits to Californians. CAL FIRE is at the forefront of innovative solutions to forest climate change, drought, carbon



sequestration, and greenhouse gas emissions as they relate to the State's forests. CAL FIRE actively promotes and conducts research on innovative new wood products such as mass timber, on sustainable forest management practices in the face of an uncertain climate future.

PREVENTION AND REGULATORY OVERSIGHT

The Department provides direction for fire prevention and enforcement of the Public Resources Code (PRC) within the SRA using fire resource assessments, a variety of available data, mapping, and other tools. Pre-fire management activities, including prescribed burning, fuel breaks, forest health treatments, and removal of hazardous vegetation, are conducted at the unit level under the guidance of Department program managers.



The Department leads fire prevention planning and inspection efforts; regulates buildings in which people live, congregate, or are confined; controls hazardous substances and products; and regulates hazardous liquid pipelines. It also delivers Land Use Planning and Defensible Space Inspection programs to the local level across the State.

To enforce State fire and forest laws, the Department has law enforcement staff who are trained and certified in accordance with California Peace Officer Standardized Training (POST). CAL FIRE investigators determine wildland fire causes, interview witnesses, issue citations, and set up surveillance operations. Additionally, law enforcement staff assist local fire and law enforcement agencies when requested in arson, bomb, fireworks, and other investigations, as well as disposal of explosives. Arson and bomb specialists provide fire and bomb investigation services to State-owned facilities, and assist local government fire and law agencies.



OBJECTIVES TO MEET GOAL 1 – IMPROVE OUR CORE CAPABILITIES

1. Analyze and integrate core operations functions at all levels of the Department.

The role of a government organization typically expands over long periods of time and creates inefficiencies in core operations. CAL FIRE will analyze its core operational functions (emergency response, natural resource protection, and prevention and regulatory oversight) and identify similarities in scope. The Department will evaluate physical locations for all units, fire stations, airbases, conservation camps, and other facilities to ensure continued alignment with the changing demographics of California. The Department will refine the alignment of resources and staff if needed, and will continue to work on increasing staffing for all post coverage positions (24 hour per day coverage) from the current 2.67 employees per position to a minimum of 3.11. CAL FIRE will analyze staffing levels for all positions and address remedies, if needed, with appropriate control agencies and through the Budget Change Proposal process.



2. Evaluate and improve existing emergency response capabilities.

Emergency response is the most highly visible and public facing aspect of CAL FIRE. As California's population continues to grow, the Department needs to keep pace with changes and increased expectations that meet this mission. CAL FIRE will study alternatives for next generation fixed-wing aircraft to replace its aging fleet and implement the recently funded helicopter acquisition program; analyze field operational technology needs (Telecommunications, Geographic Information Systems (GIS), Automatic Vehicle Location (AVL) upgrades, Research & Development, Information Systems, Infrastructure) and create an integrated technology approach, utilizing a governance body for operations technology projects with broad cross-functional participation.



3. Expand forestry and fire prevention through effective natural resource management programs, education, inspections, and land use planning.

Fire prevention emphasizes educating the public on the importance of land use planning and maintaining defensible space in the SRA where people live, work, and recreate. CAL FIRE will proactively reduce wildfire threats through prescribed fire use, fuels reduction, ignition management, forest management, and promotion of forest resilience through Unit Fire Plans and the expansion of forestry assistance programs. The Department will identify initiatives and create partnerships and reliable business models that focus on an integrated approach to promote the enhancement of natural resource services through land use planning, forest and watershed management, and Public Resources Code (PRC) enforcement. The Department will also continue to monitor and meet its mission-based budgeting targets.



4. Strengthen post-incident assessments to create long-term improvements.

The past is one of the most reliable predictors of the future. CAL FIRE will use an internal after-action review process (similar to the highly successful Watershed Emergency Response Team model) that utilizes broad cross-functional teams to document the positive and negative teaching points from social and political issues, non-fire incidents, and emergency responses. CAL FIRE will share these reports internally and externally as appropriate. Over time, CAL FIRE will create a comprehensive historical portfolio of lessons learned to further behavioral health and safety of our workforce, to accelerate forward progress and modernization of all essential functions of the Department, and to help the Department achieve its mission.



GOAL 2 - ENHANCE INTERNAL OPERATIONS

CAL FIRE will continuously review and evaluate internal core operations to seek ways to streamline and maximize effectiveness.

The core operations of the Department are supported by highly skilled people in the following functional disciplines and the programs that fall under them:

- Accounting
- Internal Audits (Program Accountability)
- Budgeting
- Labor Relations
- Business Services
- Legal Counsel
- Communications
- Legislative Affairs
- Equal Employment Opportunity
- Professional Standards
- Human Resources
- Technical Services
- Information Technology



The Department will continually evaluate factors such as the design of processes, roles, and measures that support the organizational goals and objectives to enhance internal interaction. These measures provide a scorecard of how well CAL FIRE is functioning. The interaction or integration

of these functional disciplines is key to satisfying the measurable goals and objectives outlined in this strategic plan.

Communication is one of the most fundamental functions of leadership, and developing and maintaining a structure of communication and reporting relationships is essential to the Department's success. CAL FIRE will analyze and revise its internal communication processes as needed to define what type of messaging and direction comes from what level of leadership, and we will continue to develop communication strategies to reach all employees.

OBJECTIVES TO MEET GOAL 2 – ENHANCE INTERNAL OPERATIONS

1. Analyze business support functions and improve operational efficiencies.

Business support functions are often unheralded, yet are essential to overall program delivery. The Department will analyze all business support functions, identify similarities and overlap in scope, and make assessments and recommendations on the best course of action for each function. CAL FIRE will also examine existing committees and workgroups with a desired outcome to reduce duplication. Finally, CAL FIRE will determine the appropriate support staffing levels and alignment of resources based on accepted industry and State standards, with increases adjusted to keep pace with programmatic and environmental changes, and will address these needs with appropriate control agencies through the Budget Change Proposal (BCP) Process.

2. Define and effectively manage internal communication processes.

Effective communication consistently yields results at all levels in the Department. CAL FIRE will identify all internal stakeholders and define their communication needs with respect to authority, urgency, and legitimacy. CAL FIRE will examine and determine the most effective communication process and ensure the timeliness and frequency for each communication. The emphasis will be to ensure that all communication delivers the intended result to the appropriate audience.

3. Review and update communication processes to all external stakeholders.

CAL FIRE is one of the most publicly visible organizations in California. Durable and effective external relationships are essential to our success. As with the internal communication processes, the Department will examine and determine the most effective external communication processes to successfully achieve the intended results.



4. Create a secure, responsive, and integrated user-centric technology culture.

Technology can be a force multiplier when responding to and managing programmatic and emergency response needs. CAL FIRE will identify user-centric technology opportunities to transform and simplify the way the Department does business in all areas of program delivery. CAL FIRE will develop real-time technology platforms to speed emergency service delivery Statewide.



5. Manage fiscal challenges to ensure adequate funding for critical programs.

Future budget allocations have the potential to challenge the Department's mission-based, mandated, and expected services. Continuing a fiscally prudent delivery of these services is essential to long-term stability. CAL FIRE will establish prioritized program budget baselines and seek funding, service adjustments, or realignments as needed. The Department will evaluate and monitor fees and cost recovery mechanisms to ensure that receipts meet costs and will develop and implement a roadmap to manage capital outlay and other expenditures.

GOAL 3 - ENSURE HEALTH AND SAFETY

Every Department employee must be afforded access to appropriate mental and physical health care opportunities. The long and intense deployments of CAL FIRE employees to emergency incidents makes it difficult and at times nearly impossible to get to these types of services through their regular health care providers or the State Employee Assistance Program (EAP). It is critical that the Department expand its use of peer support through the Employee Support Services (ESS) and solidify a physical fitness culture across all levels and classifications.

The exposures and stressors to Department employees, especially firefighters, are complex and often involve environmental and physiological components. Although personal protective equipment (PPE) reduces firefighter exposure to excessive heat, smoke, and high levels of toxic contaminants, these exposures remain hazards of the profession. Emergency response places significant stressors on the firefighter's body. These environmental factors compounded with the severe mental stress of the profession can manifest in serious health and safety implications for firefighters, including elevated incidents of cancer, cardiac and respiratory issues, post-traumatic stress and other health issues, and in some cases suicide.

Research shows that:

- One in five American adults have experienced a behavioral health issue.
- Suicide is the 10th leading cause of death in the United States. The sad truth is that in 2017, more firefighters died from suicide than in the line of duty. Depression and post-traumatic stress disorder (PTSD) are among the reasons for elevated rate of suicide.
- First responders experience PTSD and depression at a level five times that of the civilian population.
- Long deployments on emergency incidents are now being compared to military deployments, in terms of the health effects of longer and more intensive and successive wildfire seasons.





But the ill-effects of stress (both mental and physical) is not unique to the Department's firefighting workforce. While frontline first responders directly experience the trauma, destruction, and death caused by all-hazard response, everyone in the Department is susceptible. Long hours, increasing workload, and less opportunity for physical activity for all employees can increase mental and physical stress and lead to reduced effectiveness. Physical illness, injuries, stress, trauma, and other factors—no matter what the job--can contribute to an overall deterioration of behavioral health.

The terms "mental health" and "behavioral health" are often used interchangeably. Behavioral health includes not only ways of promoting well-being by preventing or intervening in mental illness, such as depression or anxiety, but also includes an objective to prevent or intervene in substance abuse and other addictions. The Department must focus on all of its employees and develop strategies to combat job stressors and improve the overall health of its workforce.

Physical fitness is one's ability to carry out tasks without undue fatigue. Physical fitness includes cardiorespiratory endurance, muscle strength, muscle endurance, flexibility, and body composition. Emergency response and resource management project work are physically demanding. Non-response staff have different but no less significant challenges and physical demands. Everyone benefits from improved and maintained physical fitness.



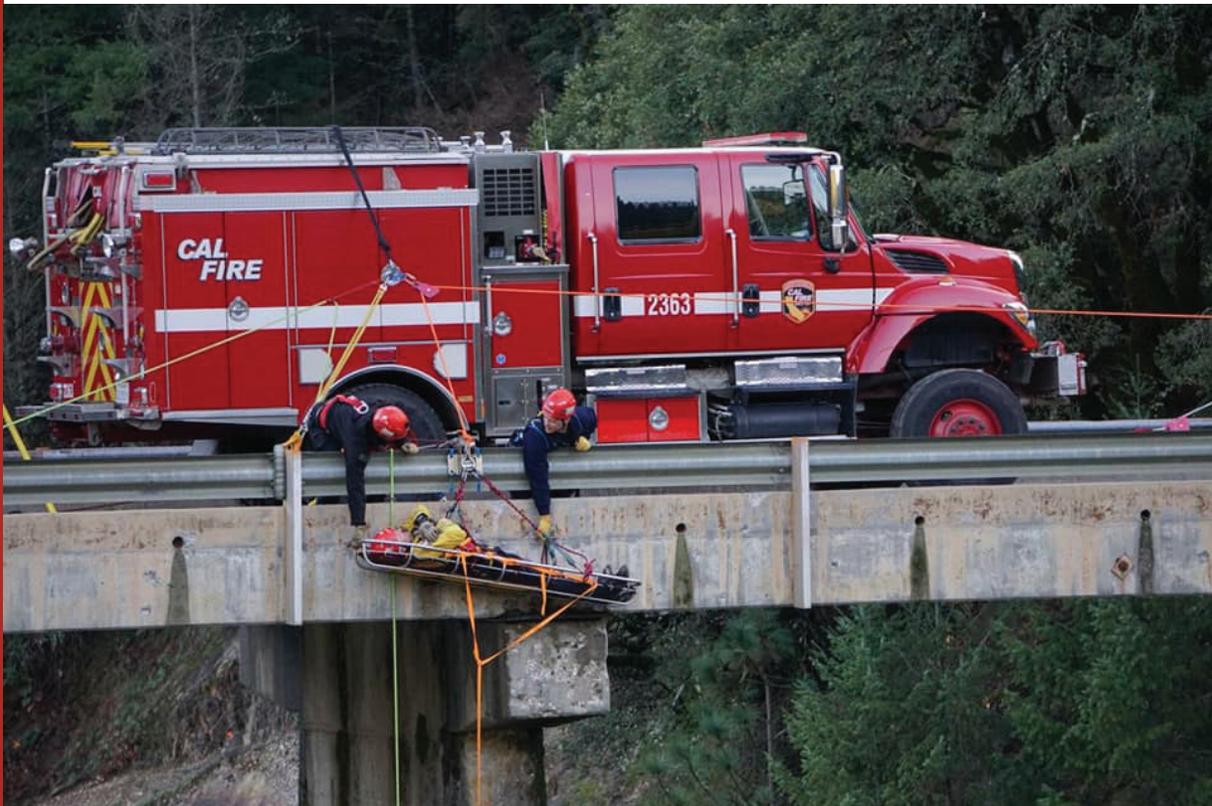
Safety is the protection from danger, harm, injury, death, and the reduction of risk when exposed to harmful elements. A safety culture is exceedingly important where risk is high and often unpredictable. CAL FIRE employees are responders to some of the riskiest conditions known. It is imperative that the Department embrace and promote a culture of safety, risk identification and reduction.

Behavioral health, physical fitness, and safety can affect the short and long term health of anyone. Everyone has different reactions to the stresses of the job. The Department must focus on awareness and monitoring, early intervention, and prevention to reduce the negative effects from each, with the intent of improving everyone's overall well-being.

OBJECTIVES TO MEET GOAL 3 – ENSURE HEALTH AND SAFETY

1. Promote employee behavioral health and physical fitness.

The health and effectiveness of the Department is dependent on the overall health and well-being of our employees. CAL FIRE will continue to foster and enhance a behavioral health culture and provide training and support services for all employees. The Department will monitor behavioral health trends, make resources available to all employees, and develop a measurement process to evaluate reductions in health care and workers compensation-related costs attributed to illness prevention activities. CAL FIRE will also invest in research and science-based methods to reduce stress and exposure, increase physical fitness, and increase investment in Employee Support Services (ESS) and Occupational Health and Wellness (OHW). This will include developing a comprehensive health and wellness plan that encompasses behavioral health, physical fitness, and nutrition.





2. Promote the safety of Department employees, partners, and the public.

Safety involves awareness and understanding of the risks of your surroundings, reducing workplace stress, taking regular breaks to stay alert, avoiding excessive physical strains, and wearing appropriate protective equipment. CAL FIRE will continue to expand its safety program to align safety training specific to incidents that have statistically demonstrated safety concerns. The Department will continue to promote safety awareness elements contained in the California Code of Regulations (Titles 14, 19, & 24) and building codes to maximize safety for workers, responders, and the public. The Department will continue to address needs to expand the staffing for all post-coverage positions (24 hour per day coverage) from the current 2.67 employees per position to a minimum of 3.11 with appropriate control agencies through the Budget Change Proposal (BCP) process. This is one of the most significant measures the Department can take to provide for the health and safety of our employees.

GOAL 4 - BUILD AN ENGAGED, MOTIVATED, INNOVATIVE WORKFORCE



An engaged, motivated, and innovative workforce is one that harnesses and complements the unique capabilities and responsibilities of each employee. This goal is key to meeting the current and future demands of the Department's mission, vision, and values. Recruitment, training, and retention are the elements that will ensure an engaged, motivated, and innovative CAL FIRE workforce. Employee onboarding (for new employees), followed by in-service training with an emphasis on supervisory and leadership skills under the expectations of superior conduct, will reinforce every employee's dedication to the mission, vision, values, and goals.

Recruit – Firefighting is consistently ranked as one of the most dangerous occupations in the world. Emergency responders require vast amounts of education and training to effectively and safely respond. Seeking people who reflect the diversity of the general population and who are interested in a career that requires giving of oneself to serve the public in a state job, adds challenge to the recruiting process. However, service that results in assisting someone in need and bringing order to chaos is a significant motivator to those who wish to serve. This Department and the people it employs make a difference in Californians lives every day.

Resource management jobs require education and experience upholding the Forest Practice Law and conducting applied research into sustainable forest management practices. These jobs require skillful and dedicated professionals with a wide range of technical expertise and a motivation to serve the public good.

All of the support functions of CAL FIRE require highly skilled and motivated employees who are dedicated to public service. We need to seek out the best of the best in all classifications and recruit them to join the CAL FIRE family.

Train – We live and work in an environment that is constantly changing. Adding or refreshing skills needed to be successful on-the-job is paramount to ensuring that the Department can achieve its mission. CAL FIRE offers intense training for its firefighters and staff through its Training Centers in Lone and Riverside (Ben Clark). In addition, CAL FIRE offers extensive training and certification opportunities in a wide variety of topics through the OSFM. Additionally, all Department employees have an array of training opportunities provided by other State agencies and departments.

Retain – Employee retention strategies are a means to capture the returns on investment made on costly and time-consuming training. Government employee retention is different from the private sector in many ways. Salaries are non-negotiable on an individual basis, and flexible work schedules are nearly impossible given the nature of the mission. However, job security, along with the call to duty to serve the public, go a long way in encouraging employee retention. Nevertheless, the Department must seek ways to better retain employees in all classifications.



OBJECTIVES TO MEET GOAL 4 – BUILD AN ENGAGED, MOTIVATED, INNOVATIVE WORKFORCE

1. Address skill gaps and barriers through creative outreach and recruiting.

Finding the right potential employees is a challenge. Understanding the specific skill sets, including alignment with core values and organizational competencies of the Department, will make the search less daunting. The Department will review all open positions and identify the skill gaps and barriers to recruitment. CAL FIRE will also create targeted outreach and recruiting plans for each major skill gap, with an emphasis on finding candidates whose skills align with the Department's core needs.

2. Create and implement detailed training plans for all Department employees.

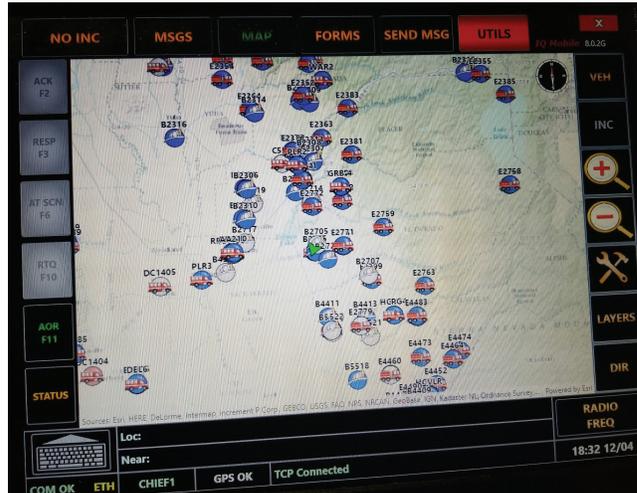
New recruits and existing employees require regular and consistent training to ensure mission success. This will begin with delivery of a detailed course on the history and current professional standards of the Department. It will be focused to develop a sense of belonging to new employees and reinforce that sense in current employees. The foundation of all training tracks will be based on supervisory and leadership skills, with expectations of superior conduct and dedication to the mission, vision, values, and goals. Use of Individual Development Plans (IDP) help maximize each employee's potential contribution to the organization and promote individual growth. The Department

will develop tools to educate all employees on their roles and expectations as part of the total force CAL FIRE team. The Department will also evaluate course curricula for currency, revise as needed, and create detailed training plans for every job classification. Each employee will be responsible for his or her IDP, while every supervisor will be responsible for ensuring that mandated annual training requirements are fulfilled.



3. Retain the Department workforce through purposeful engagement.

Human dynamics play an instrumental role in retaining each employee. People are motivated by different elements (e.g., esteem, career opportunities, job security). CAL FIRE will engage with national partners to ensure that the Department's interests are represented and that changes to national professional qualifications are attained rapidly. CAL FIRE will implement an automated training delivery and certification tracking system and ensure that all employees' certifications are current. CAL FIRE will identify a method to ensure that all employees are updated timely regarding changes to existing laws and mandates that impact the Department, and it will create apprenticeship programs (where appropriate) as mechanisms to ensure successful completion of certification(s). Employee participation in the evaluation of work environment will inform ways to increase job satisfaction, which plays a significant role in the retention of skilled workers in every classification.



MEASURES OF SUCCESS

In striving to meet the intent of these Goals, the Department will begin with the leader's intent in mind. We will make adjustments as data and analysis inform our forward progress, and we will tailor to each goal and objective the methods used to measure success. With concurrence from the Executive Team, each Goal Working Group will define the timelines to meet successful outcomes as outlined in the Roles and responsibilities section below. The intent as we initiate action on each of these Goals is as follows:

By 2023, CAL FIRE will:

Goal 1 – IMPROVE OUR CORE CAPABILITIES

- Establish a 30-year investment plan to maintain right-sized Department staffing and resource deployment for mission delivery
- Increase fire prevention measures through education and actions
- Improve statistical and geographic data collection methods and efforts to document successes and deficiencies
- Improve the sharing of historical records for lessons learned and formalize a culture of collectively learning from past experiences
- Increase by 20% the acreage of projects implemented under the California Forest Improvement Program
- Implement fuels reduction projects on at least 50,000 acres annually
- Continue to work with the Stewardship Council, conservation easement holder designees, other collaborators, and stakeholders to complete the successful donation and transfer of designated watershed lands to CAL FIRE for management as Demonstration State Forests

Goal 2 – ENHANCE INTERNAL OPERATIONS

- Reduce overlaps and streamline business support processes
- Improve timeliness and frequency of communications
- Advance investments for technology innovation in the field
- Increase funding to keep pace with wildfire risks

Goal 3 – ENSURE HEALTH AND SAFETY

- Increase behavioral health opportunities for all employees
- Invest in science based methods to reduce stress, exposure, and increase physical fitness
- Expand health and wellness education and information platforms
- Increase investments in research
- Improve safety awareness education and training
- Reduce accidents
- Reduce worker’s compensation cases and costs

Goal 4 – BUILD AN ENGAGED, MOTIVATED, INNOVATIVE WORKFORCE

- Identify skill gap and target recruitment
- Minimize the number of vacant positions through targeted recruiting
- Expand the use of employee development tools
- Improve training opportunities for ease of access and use
- Improve employee retention rates by 10% in the next 5 years



IMPLEMENTATION

Successful implementation of this Strategic Plan is dependent on ownership and accountability. The Department's many programs and functions are the places where implementation will occur. Each employee has a unique role and responsibility for reporting progress and fulfillment of expectations through the completion of each objective under the four goals. The Department will establish four goal oriented working groups to monitor and ensure progress. The working groups will provide monthly updates on the Department's progress in fulfilling each Goal to the Executive Team or, the Director's designated executive level council.

ROLES AND RESPONSIBILITIES

EXECUTIVE TEAM

Develop policy for Strategic Plan reporting criteria. Set priorities and timelines, enable working groups, and provide resources.

WORKING GROUPS

Develop and implement cost effective and timely initiatives to support each objective. Report on the progress to CAL FIRE's Executive Team.



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Kevin Chan	Ian Larkin	Darren Read
Andrea Clayton	Scott Lindgren	Matthew Reischman
Wendy Collins	Mark Lorenzen	Mike Richwine
Ray Dampier	Angela Lottes	Kris Rose
Matthew Dias	Tom Lutzenberger	Kathleen Schori
Mike Duggan	Monte Manson	Gabriel Schultz
Helge Eng	Brian Marshall	Stephanie Shimazu
Jessie Estrada	Dennis Mathisen	Christine Thompson
Tony Favro	Kurt McCray	Lynne Tolmachoff
Chris Fowler	Jim McDougald	Craig Tolmie
Melissa Gamer	Greg McFadden	Joe Tyler
George Gonzalez	Scott Mclean	Scott Upton
Steve Guarino	Stewart McMorrow	Ken Vollenweder
Christine Gulas	Gabrielle Meindl	Josh White

The cover of this Plan signifies the oneness of the Department of Forestry and Fire Protection under a single Strategic Plan. The Golden State is only broken by administrative boundaries, while the single color of the State represents the shared consciousness of all covered by this Plan.

