



CAL FIRE Strategic Plan 2024-

Transforming Tomorrow

February 2024



CAL FIRE 2024 Strategic Plan Update

Since January of 2023 the department gathered Strategic Plan input by many means including, a department wide employee survey, an external public and stakeholder survey, in person and virtual meetings and with employees, Contract County Chiefs, and other stakeholders.

As a result of these efforts, we have branded the plan with a name, confirmed the department mission, revised the vision statement, identified and defined values and identified critical issues that will be addressed in the plan.

Timeline

January 2024

In Person Work Group Meeting

Continued development of goal and objectives

Define Value Behaviors

February 2024

Finalize Goals and Objectives

March 2024

Complete draft plan, gather review and feedback on draft plan
2024

Draft plan to editing and publishing contractor.

May 2024

Final Plan to Governor Office for Approval

Strategic Plan Rollout – July 1, 2024





Plan Organization Structure:

Steering Committee: Chief Tyler, Chief Fulcher, Deputy Director Scott Gregory, Deputy Director Serena Ortega, State Fire Marshal Daniel Berlant and Deputy Director Windy Bouldin.

Facilitator/Organizer: Phyllis Banducci

E-Team: Mission, Vision and Value Development

DLT Strategic Plan Working Group

Front line Strategic Plan Working Group

Department: Feedback through surveys and meetings



DLT Strategic Plan Working Group consists of managers and supervisors from Sacramento Headquarters and the Regions and was derived from Department Leadership Team members.

Work Location	Name	Rank
Northern Region	George Huang	Assistant Region Chief
Southern Region	Jackie Williams	Assistant Region Chief
Headquarters	Myra Romero	Chief of EEO/DEI Program
Headquarters	Ben Rogers	Assistant Deputy Director-Research Development and Innovation
Headquarters	Andrew Henning	Assistant Deputy Director-OSFM
Headquarters	David Geisen	Assistant Deputy Director-Fiscal Services
Headquarters	Wes Maxey	Assistant Deputy Director-Legislation
Headquarters	John Melvin	Assistant Deputy Director-Resource Protection & Improvement



Plan Organization Structure:

The Front-line Strategic Plan Working Group was initiated to gather feedback for CAL FIRE Units and Region Headquarters.

Unit	Name
AEU	Nate Barklay
NEU	Nick Salas
BTU	Jordan Hale
LMU	Eric Ewing
TGU	Lucas Rambo
SKU	Keri Daniels
HUU	Ross Dollarhide
SHU	Greg Tavalero
MEU	Ryan Isham
LNU	Brad Caldwell
SCU	Emily Wilkinson
CZU	Mike Urbani

CNR	Katie Lamb
CNR	Dan Craig
TCU	Brenton Brown
MMU	Shawn Fairbanks
FKU	Andy Cosentino
BEU	Kevin Robertson
SLU	Luke Bougault
BDU	Drew Smith
RRU	Troy Brogdon
TUU	Savanna Birchfield
SDU	John Clark
CSR Ops	Will Bryant
CSR MS	Venassa Rodriguez

Updates to the Strategic Plan webpages



- Internal and External Survey Results
- Top Challenges identified from Internal and External Surveys
- Strategic Plan organizational structure
- Working Groups -DLT Strategic Plan Working Group and Front-Line
- This is where the draft Plan will be posted for review and feedback

Internal Webpage

Intranet: <https://inside.fire.ca.gov/offices-programs/directors-office/strategic-plan-2024/>

External Webpage

Fire.ca.gov: <https://www.fire.ca.gov/about/cal-fire-strategic-plan-2024>

Surveys



Internal Survey was open from December 2022-May 2023, 1327 responses received.

External Survey open from February 2- August 2023, 619 responses were received.

Behaviors Survey Utilized by the Front –Line Working Group to gather behaviors associated with our values. Survey open from November 3- 22, 247 responses



CAL FIRE Strategic Plan Internal Survey

Total Survey Count

1331

Top 5 Work Location Completed Survey

Sac HQ

301

RRU

67

TCU

65

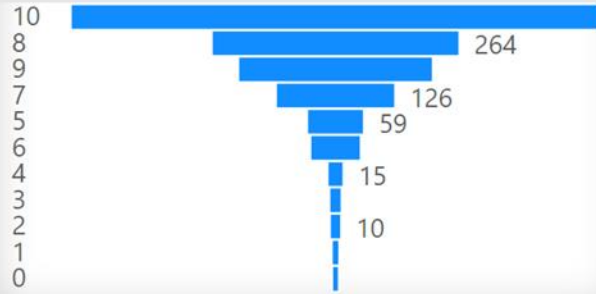
SHU

61

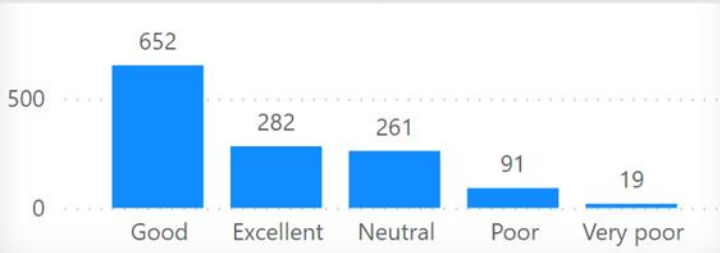
Office of the State Fir...

45

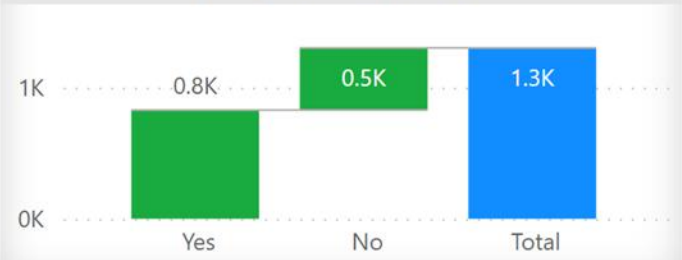
How relevant is CAL FIRE's current mission for the future?



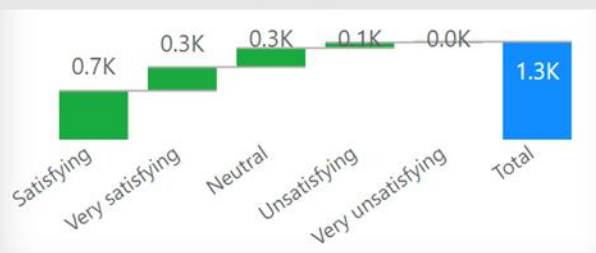
How would you rate the Department's understanding and support of the value statements by various levels of leadership?



Do Goals and Objectives in the next edition of the Strategic Plan need to be written with benchmarks and general timelines?



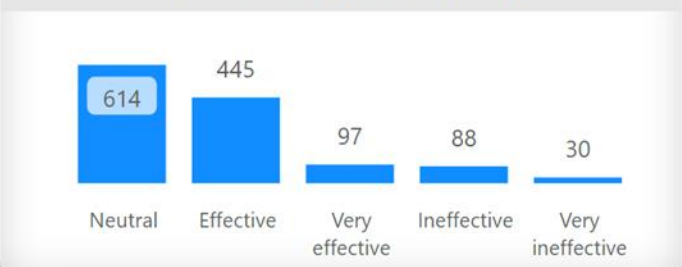
How would you rate your experience at CAL FIRE?



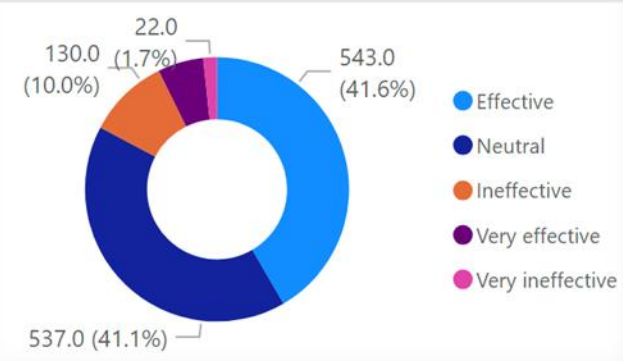
Do you feel that most of the Company Officers, Managers and Supervisors at CAL FIRE are demonstrating Leadership?



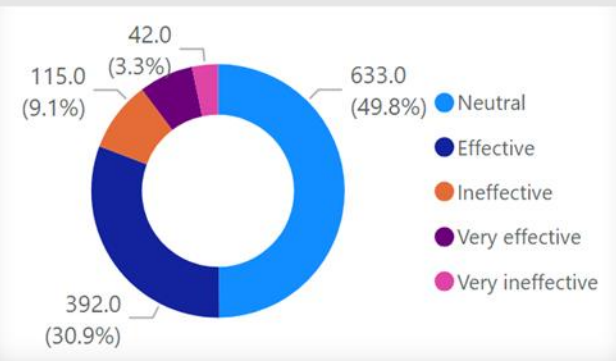
How would you rate the effectiveness of CAL FIRE's 2019-2021 Succession Plan?



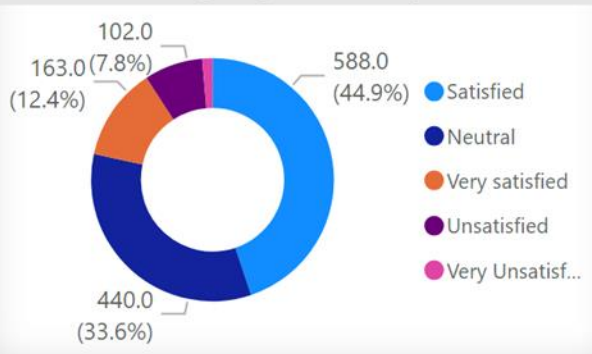
How would you rate the current methods of communication you have received?



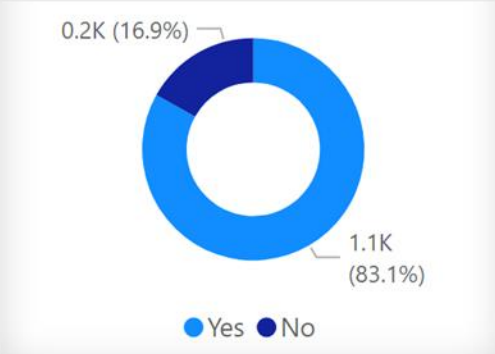
How would you rate the effectiveness of CAL FIRE's 2019-2021 Workforce Plan?



Please rate how satisfied you are with how the Department demonstrates its commitment to achieving its goals and objectives.








If given the opportunity to participate in advancing these goals, would you be willing to actively participate?



Internal Survey Results by Question



13. How can the Department improve communicating strategic planning results (e.g., goals and objectives being met, deliverables as a result of strategic planning efforts) to: External stakeholders (e.g., local government cooperators, federal partners, Fire Safe Councils, industry work groups, etc.), our Peers, the public, your supervisor, and yourself?



 Email/text	516
 Quarterly newsletters or some o...	715
 Documented progress on the C...	617
 Director's Message (video)	695
 Other	182

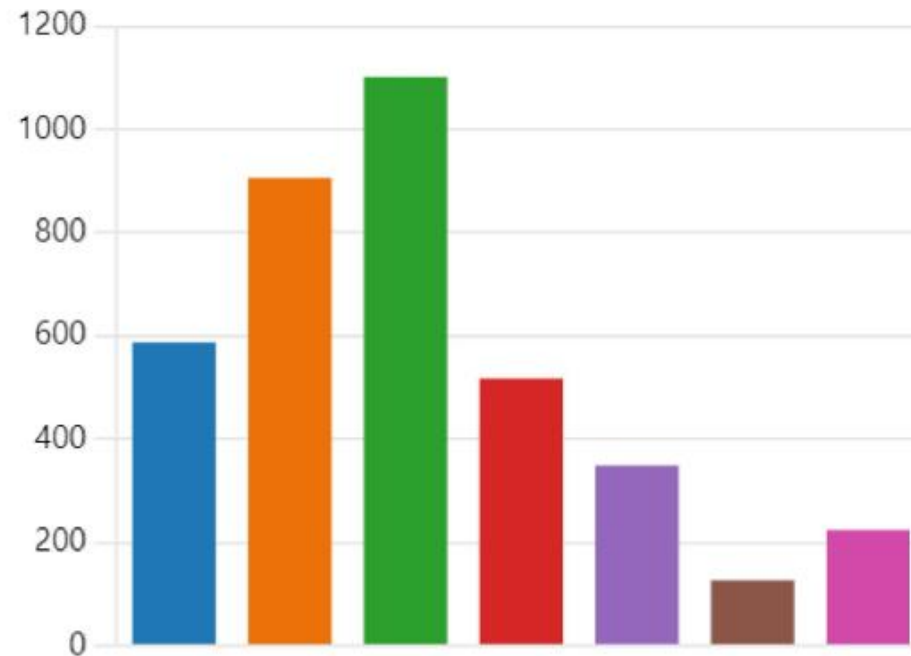


Internal Survey Results by Question



15. What do you believe are the top internal and external challenges that the Department will face in the next 5 years?











 Funding	587
 Hiring	906
 Retention and Recruitment	1101
 Training	517
 Climate Change and Increased fi...	349
 Lack of diversity, equity, inclusion	126
 Other	224

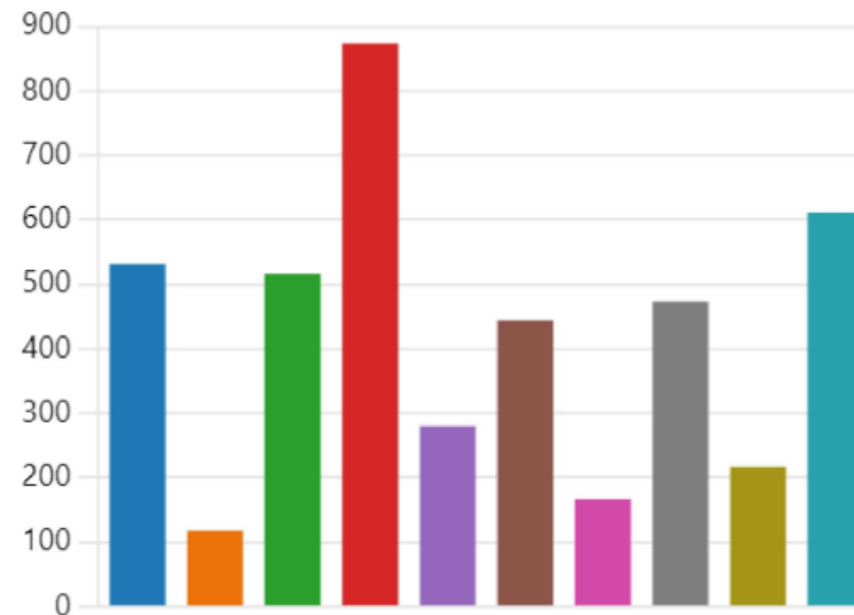


Internal Survey Results by Question



35. Please select the top three sources where you receive information about what is going on in the Department:

 CAL FIRE Intranet (Internal)	531
 CAL FIRE Internet (External)	118
 Chief's Messages	516
 Emails/Postmasters/E-news	873
 Group meetings at work location	280
 Leadership (i.e., executive mana...	444
 My employee labor organization	167
 My management/supervisors	473
 Social media	217
 Word-of-Mouth	611



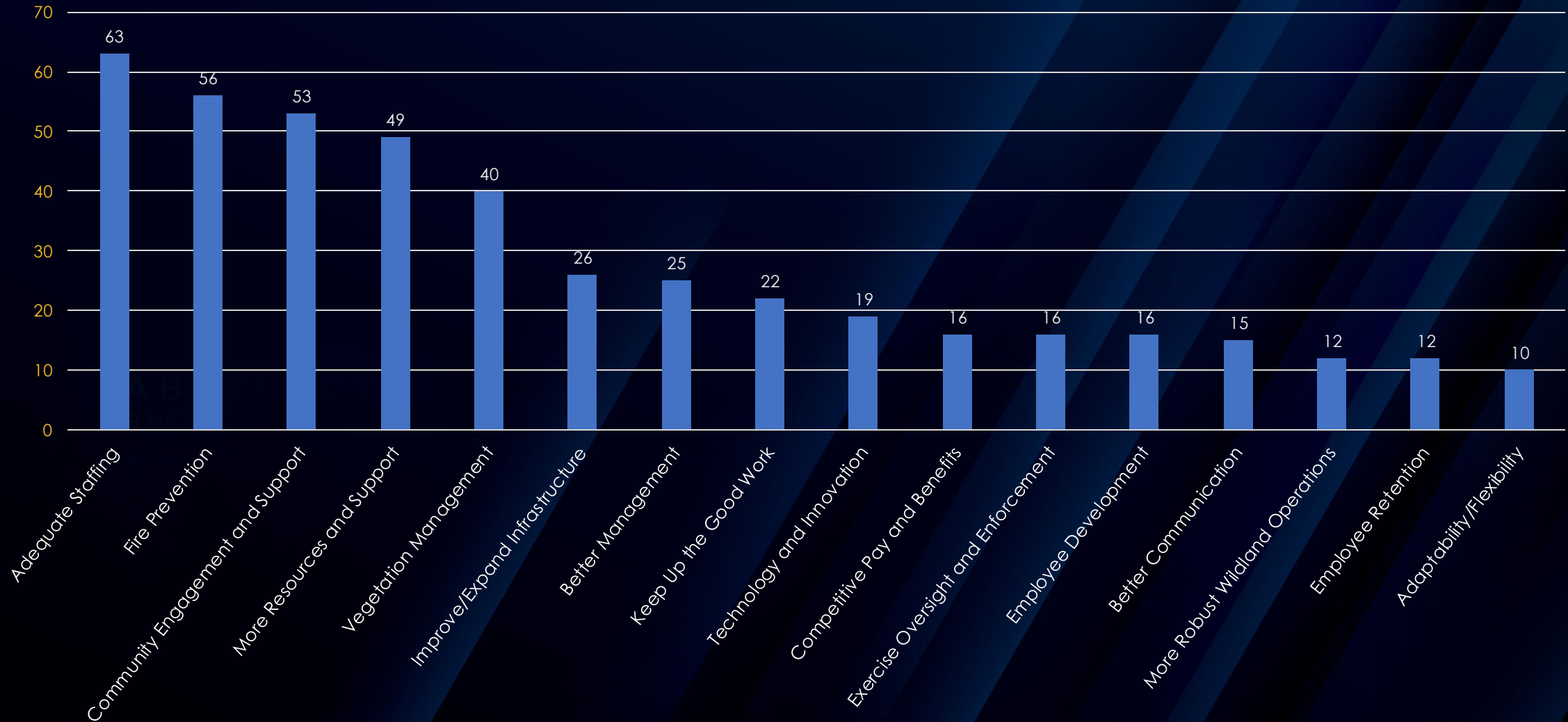
Background on External Survey



- The external survey was available on the CAL FIRE external webpage from February 2, 2023, through August 31, 2023. The Department received 619 responses.
- In addition to posting to the webpage, the external survey was sent to individuals and key stakeholders including:
 - Over 250 Native American groups and individuals
 - California Natural Resource Agency contacts
 - 18,000 local fire prevention officers and fire marshals
 - Legislative contacts including committee members, Chiefs of Staff, Legislative Directors, and District Directors
 - Local government cooperators in CAL FIRE's Cooperative Fire Protection Agreements
 - Federal Government Fire Protection Partners
 - Contract County Chiefs
 - Natural Resource Program Partners
 - FIRESCOPE Board of Director



WHAT DO YOU BELIEVE CAL FIRE NEEDS TO SUCCEED AT ITS MISSION?



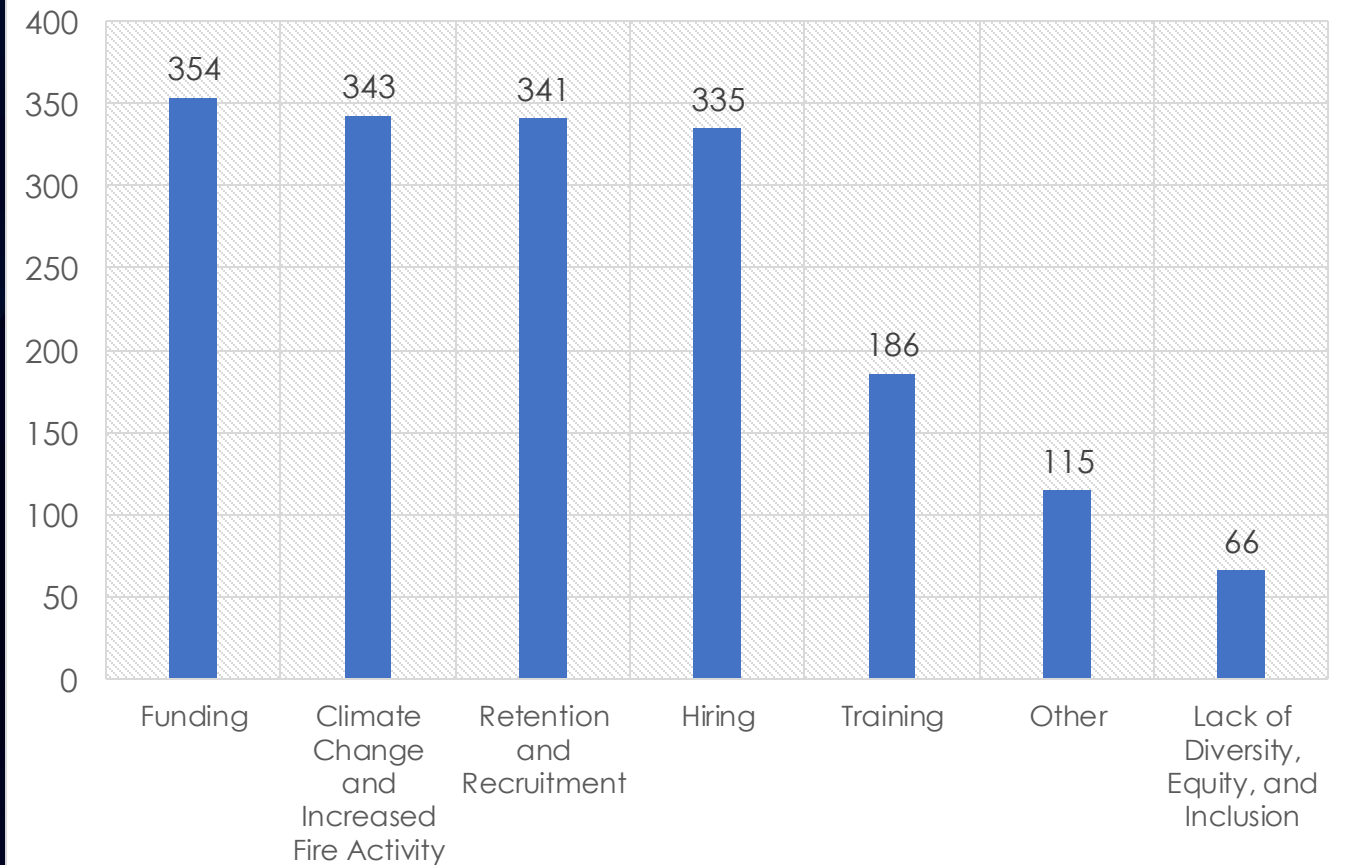
NOTE: Categories with 10 or under responses are not captured in illustration.

What do you believe are the top internal and external challenges that CAL FIRE will face in the next five years?

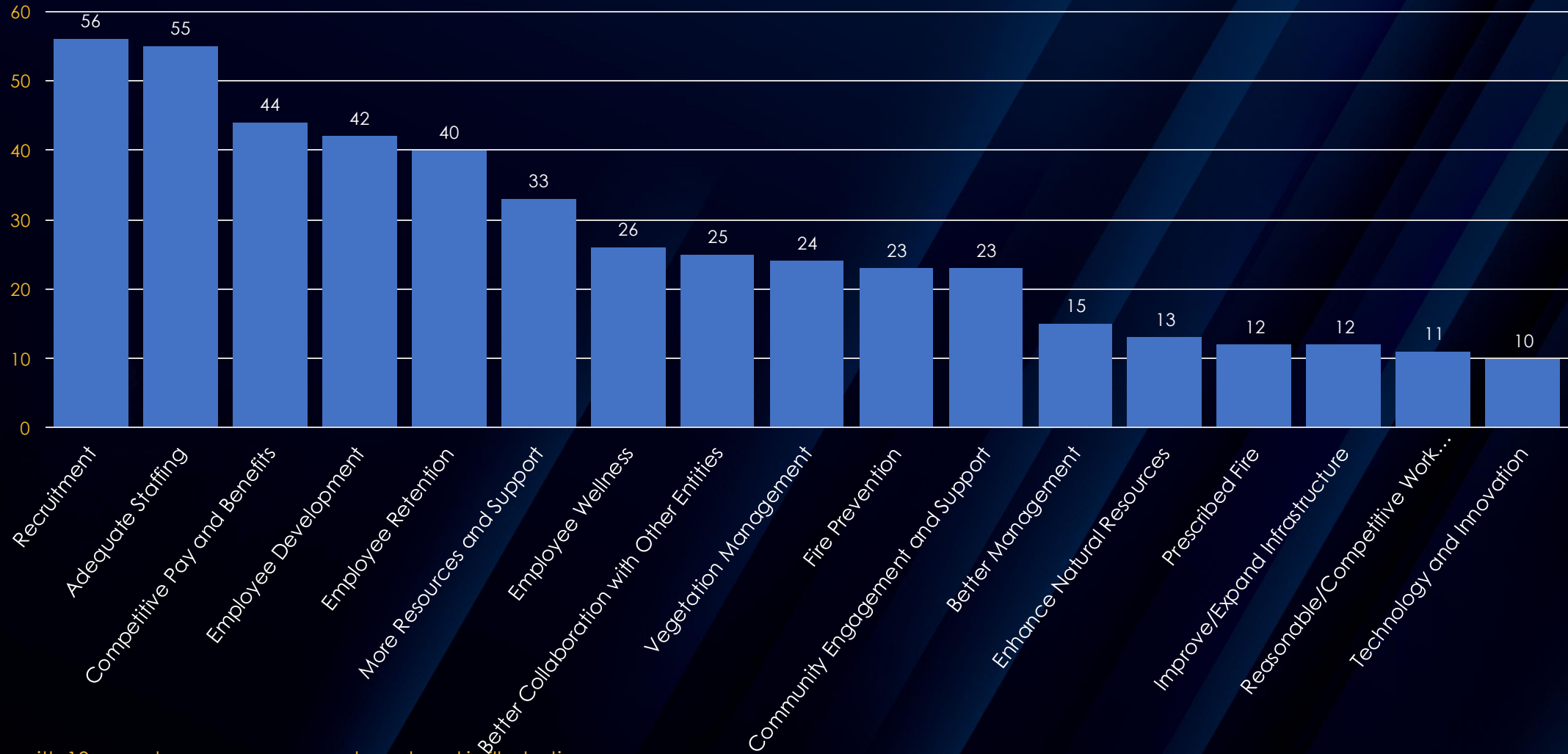


Other:

- 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



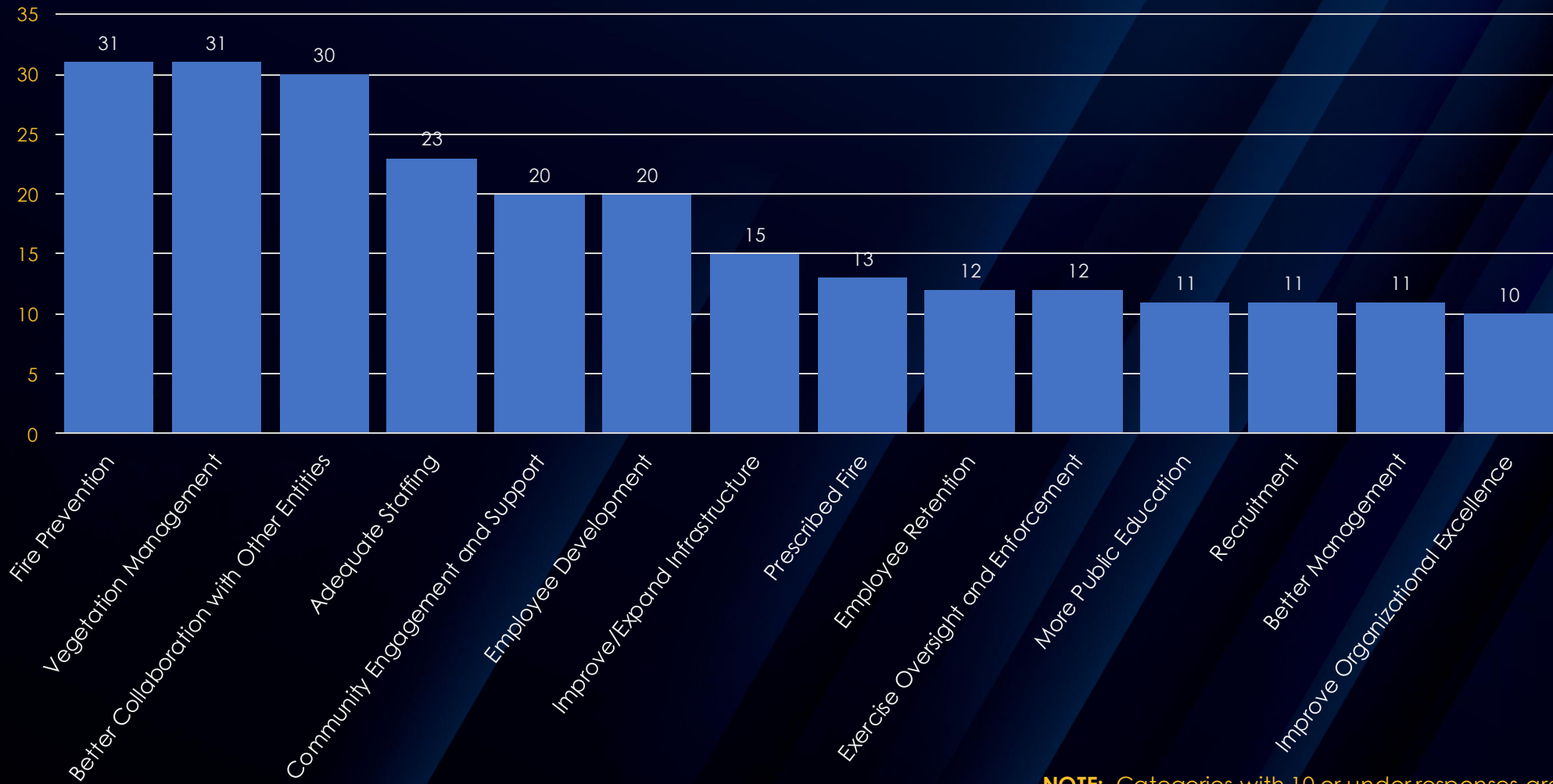
WHAT PRIORITIES DO YOU BELIEVE THE DEPARTMENT SHOULD LAUNCH TO ADDRESS THE IDENTIFIED CHALLENGES?



NOTE: Categories with 10 or under responses are not captured in illustration.



WHAT ADDITIONAL GOALS AND/OR OBJECTIVES SHOULD THE DEPARTMENT CONSIDER OR PRIORITIZE IN THE COMING YEARS?



NOTE: Categories with 10 or under responses are not captured in illustration.

Issues from the surveys drive the goals



1. Hiring and retaining CAL FIRE's next generation.
2. Reflecting California's Population, Demographics and Diverse Perspectives.
3. Embracing and Understanding all aspects of a Complex Organization.
4. Supporting our People and the Basic Employee Services they need to be successful.
5. Strengthening Critical Department Infrastructure and Core Services.

Goal Statements



Goal 1: Retain, attract, and hire quality employees.

Goal 2: Communicate how the Department's various programs and job duties contribute towards efficiently achieving the Mission.

Goal 3: Generate a culture that values Diversity, Equity, and Inclusion.

Goal 4: CAL FIRE will improve the employee health and wellness by leveraging technology to modernize internal HR processes, creating efficient and effective innovative solutions, while continuing to promote, support, and enhance the employee experience.

Goal 5: Serve and support the department with optimized processes and modern and reliable physical and digital infrastructure.

Values and Value Behaviors



After several in person meetings with the E- Team and the DLT Strategic plan working group, six values were identified for the 2024 Strategic Plan; integrity, service, excellence, diversity, cooperation (Partnering or Partnerships) and community.

These six values were then assigned to groups made up of members from the E-Team and DLT working group these groups developed definitions for all six of the values.

After reviewing the definitions, it became apparent many of the values had similar definitions enabling the group to combine definitions and eliminate two values, (cooperation and excellence) landing on the final values and definitions list below.

Values:

Integrity

Service

Community

Diversity

Values and Behaviors



Integrity-Demonstrating our values and intentions through words and actions by doing the right thing, even when no one is watching.

Honest: Being 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!

Accountable: 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 the Department's mission, and we must be responsible for our role in this effort.

Reliable: Deliver consistent and trustworthy service to the public, our partners, and our colleagues.

Service: Providing selfless care for all through dedication, professionalism, and preparation.

Humble: Confident in oneself and receptive to other perspectives.

Selfless: Putting the care of others above individual gain and treating all with respect and empathy.

Dedicated: Devotion to the mission and professional growth.

Value and Behaviors continued



Community: Fostering inclusive relationships with a diverse group of colleagues, cooperators, and the communities we serve to further partnerships, collective goals, and interests.

Collaboration: The act of working together through unbiased communication and understanding to achieve a common goal.

Trustworthy: The act of being reliable, honest, and dependable through transparent communication, ethical behavior, and consistent actions.

Engaging: To actively participate, interact, and contribute to shared interests, discussions, or activities. It involves fostering connections, collaboration, teamwork, and a sense of involvement to create a vibrant and connected community.

Diversity: Cultivating an environment of supporting and respecting individuals with differing backgrounds, experiences, and perspectives.

Understanding: Being mindful of varying perspectives while demonstrating empathy and compassion.

Inclusive: Ensuring 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.

Respectful: Creating a positive and supportive environment to provide one another with the confidence and ability to safely share opinions and perspectives.



Next Steps:

- ✓ **Accept values and behaviors**
- ✓ **Review goal statements**
- ✓ **Review and write SMART objectives**
(specific, measurable, achievable, realistic, and time-bound)
- ✓ ***Write the Plan!***



The 2024 Plan will be – the Department's Plan !



DLT and Front-Line Strategic Plan Working Groups and their E-Team sponsors. January 25, 2024