

# CAL FIRE 2024 STRATEGIC PLAN – Update February 2024

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

**2024 Vision:** At CAL FIRE we lead a dedicated, diverse, and inclusive workforce through partnerships to create a safer and more resilient California.

**2024 Values:** Integrity, Service, Community, and Diversity

## Background

Since January of 2023, the department gathered Strategic Plan input through a variety of means, including a department-wide employee survey, an external public and stakeholder survey, and in-person and virtual meetings 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, and identified and defined values. The five goals identified, for further objective development include:

- 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.

The Strategic Plan organizational structure includes the Steering Committee consisting of: Chief Tyler, Chief Fulcher, Deputy Director Scott Gregory, Deputy Director Nick Schuler, State Fire Marshal Daniel Berlant, Deputy Director Serena Ortega and Deputy Director Windy Bouldin. The facilitator/organizer is Retired Annuitant Phyllis Banducci. There are two working groups: the Department Leadership Team (DLT) represented by Program Managers and Chiefs, and Assistant Deputy Directors; and the Front-Line Working Group made up of representatives from each CALFIRE Unit and Region at the Battalion Chief, Fire Captain, FPS, SSM1 and Forester II levels.

## Update as of January 31, 2024

- ✓ On January 24-25, an in-person meeting was held with the DLT (Department Leadership Team) and Front-Line Strategic Plan Working Groups. On first day, the Working Groups finalized values and behavior definitions.
- ✓ On January 25<sup>th</sup> the Working Groups along with the E-Team sponsors revised the goal statements (see above) and developed objectives for each of the five goals. The Working Groups' dedication to the development of the Strategic Plan is critical to making this plan the Departments' Plan!
- ✓ Many of the Front-Line Working Group members commented on how the in-person meeting interactions gave them an in-depth awareness and understanding of CAL FIRE processes and programs.
- ✓ The values and behaviors, along with goals and objectives will be reviewed and finalized by the E-Team on February 23.
- ✓ Components of the Strategic Plan are being compiled, a draft is targeted for May 1, 2024.