FISCAL YEAR 2026-2027 ANNUAL ACTION PLAN



Our efforts this year reaffirm that improving CAL FIRE from within is essential to delivering our mission to the public with excellence, efficiency, and integrity.

The Fiscal Year 2026–2027 Annual Action Plan is a continued extension of CAL FIRE's 2024 Strategic Plan, Transforming Tomorrow, and serves as the annual reporting mechanism that documents our progress and priorities for the upcoming fiscal year. As a living strategic document, the Annual Action Plan translates long-term goals into actionable, measurable steps that advance the Department's commitment to modernization, workforce development, operational resilience, and equity.

Building on the accomplishments highlighted in the FY 2025–26 Progress Report— where CAL FIRE completed four objectives and made significant progress on an additional 6 objectives.—the Department continues to demonstrate momentum in implementing the six strategic goals and 29 objectives identified in Transforming Tomorrow. In total eight objectives have been completed since 2024. The engagement of Objective Leads, departmental programs, and contributions from employees statewide remain central to this progress. The Transforming Tomorrow Application and Dashboard have further strengthened Department-wide participation, transparency, and alignment.

The FY 2026–2027 Annual Action Plan reflects analysis of key inputs that guide priority setting, including the State Leadership Accountability Act Report, workforce data, technology modernization needs, multi-year budget proposals, implementation of the 66-Hour Workweek, resource assessments, and CAL FIRE's ongoing commitment to embedding equity in all services we provide.

As CAL FIRE enters the next phase of strategic plan implementation, this Action Plan outlines targeted annual objectives designed to strengthen internal processes, improve employee experience, modernize infrastructure, enhance community engagement, and ensure the Department is well positioned to meet evolving operational and legal demands. Our efforts this year reaffirm that improving CAL FIRE from within is essential to delivering our mission to the public with excellence, efficiency, and integrity.

Completed Objectives (2024-2026)

- **GOAL 1: 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.

- **GOAL 1: OBJECTIVE 1.2**
  Review, evaluate, and modify job class specification requirements, working cooperatively with applicable control agencies, to ensure qualified applicants are being reached.

- **GOAL 1: 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.

- **GOAL 1: OBJECTIVE 1.5**
  Develop and implement a marketing strategy utilizing industry-specific resources to recruit and retain a diverse workforce.

- **GOAL 3: 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.

- **GOAL 4: 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.

- **GOAL 4: OBJECTIVE 4.6**
  Expand and enhance the internal Supervisor's Toolbox to serve as a one-stop shop for basic personnel information and comprehensive online resource for information.

- **GOAL 5: OBJECTIVE 5.1**
  Review and assess core digital infrastructure across all levels of the Department to identify prioritized areas for improvement.



Work continues on the following objectives with some near completion

- **GOAL 1: OBJECTIVE 1.3** — 95% COMPLETE
  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.

- **GOAL 2: 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: OBJECTIVE 3.2** — 95% COMPLETE
  Develop and implement a geographic information mapping system that will present demographic census data aimed to orient and improve outreach, education, and assist with meaningful engagement of communities and diverse populations served.

- **GOAL 3: 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: OBJECTIVE 4.1** — 75% COMPLETE
  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.

- **GOAL 4: OBJECTIVE 4.2** — 80% COMPLETE
  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.

- **GOAL 4: OBJECTIVE 4.5** — 95% COMPLETE
  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.



The following fiscal years represent the projected completion dates for the objectives listed.

FY 2026/2027

- **GOAL 3: OBJECTIVE 3.2**
  Develop and implement a geographic information mapping system that will present demographic census data aimed to orient and improve outreach, education, and assist with meaningful engagement of communities and diverse populations served.
- **GOAL 4: 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.
- **GOAL 5: OBJECTIVE 5.2**
  Review and assess physical infrastructure across all levels of the Department to identify prioritized areas for improvement.
- **GOAL 5: OBJECTIVE 5.3**
  Develop and implement a technology awareness and training program to optimize processes through departmental tools and services, including artificial intelligence.
- **GOAL 5: OBJECTIVE 5.5**
  Identify opportunities and develop and implement solutions to simplify, streamline, and automate Technical Services program-related business processes.
- **GOAL 6: OBJECTIVE 6.1**
  Ensure the Department has the resources and infrastructure to adapt to evolving operational demands and legal frameworks.

FY 2027/2028

- **GOAL 1: 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: 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.
- **GOAL 2: OBJECTIVE 2.2**
  Develop and implement cross-training opportunities to help employees explore the various programs and their functions within the Department.

FY 2028/2029

- **GOAL 3: OBJECTIVE 3.3**
  Develop and implement a geographic information mapping system that will present demographic census data aimed to orient and improve outreach, education, and assist with meaningful engagement of communities and diverse populations served.

- **GOAL 5: OBJECTIVE 5.4**
  Consolidate existing data and technology systems to improve Departmental efficiency and modernize employee and public experiences.

- **GOAL 6: OBJECTIVE 6.2**
  Apply emerging technology to strengthen core operations.

- **GOAL 6: 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.

- **GOAL 6: 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

