

CAL FIRE STRATEGIC PLAN 2024 TRANSFORMING TOMORROW

FISCAL YEAR 2024/2025 ANNUAL PROGRESS REPORT



CAL FIRE has embraced achieving the 6 goals and 29 objectives that will transform tomorrow for our employees and those we serve.

[Transforming Tomorrow](#), the CAL FIRE 2024 five-year strategic plan was unveiled department-wide and to external audiences in September of 2024. To inform Transforming Tomorrow, a robust strategic planning survey was distributed to all CAL FIRE employees from December of 2022 through May of 2023. In addition, 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 CAL FIRE's forward-facing webpage dedicated to strategic planning efforts as well as specifically targeted outreach. Survey results can be found within Transforming Tomorrow as linked above. Some major takeaways from both surveys were that CAL FIRE's Mission and Vision were still relevant and meaningful. The survey results also resulted in a very inwardly focused plan. As the results were studied, they suggested that an improved CAL FIRE organization and culture will lead to continued improvement of CAL FIRE service to the public and our partners.

Prior to the Strategic Plan Transforming Tomorrow being fully approved and published, the CAL FIRE Executive Team established a committee of leaders to help ensure implementation of the plan was tracked and progress reported consistently across the department and to external partners. These 13 leaders are broadly representative of many different functions within CAL FIRE and were selected from the Department Leadership Team (DLT) which is a committee comprised of individuals from all program areas at the Assistant Deputy Director, Assistant Region Chief, or equivalent leadership level. This committee became known as the Strategic Plan Action Committee (SPAC).

Strategic Plan Action Committee

Transforming Tomorrow Work Plan

Upon forming, the Strategic Plan Action Committee (SPAC) immediately began prioritizing the 29 objectives in the plan so they could be fully accomplished by the end of the 5-year period. In addition, the committee was charged with figuring out how progress on the objectives would be tracked and how to get all CAL FIRE employees actively engaged in Transforming Tomorrow.

Annual Action Plan and Quarterly Progress Reports

Once the objectives were prioritized, an Annual Action Plan was developed and distributed statewide for all staff to see and to encourage them to get involved in plan implementation.

SPAC assigned a department program (or programs) to be responsible for achieving each objective. Those programs then provided a single point of contact to be the Objective Lead. Objectives Leads are responsible for coordinating work on the objective and reporting progress. They are individuals that do the type of work in the objective every day.

Employee Engagement

To get more involvement, SPAC determined that Transforming Tomorrow implementation should be crowdsourced. The tool chosen to do this was to create a Transforming Tomorrow Application and Dashboard. This would allow all employees to contribute work towards the goals and objectives and see the progress. The Objective Leads then would gather all the submitted information and report on it. This would all be shown on the dashboard. This ability to actively engage was felt to be crucial to Department-wide buy-in. This strategy has proved to be successful. There have been several hundred contributions to objectives to date.

Another important strategy that the Department employed for employee engagement was to integrate Transforming Tomorrow into two leadership training classes that all supervisors and managers take so that these leaders can learn more about the goals and objectives and provide insight on how to get strong participation in implementation. The hope is that they also then will engage their employees about Transforming Tomorrow and help build up the culture around it. This too has been successful, and further integration into the leadership series class curriculum is in development and expected to be implemented in fall of 2025.



TRANSFORMING TOMORROW

Year One Progress on Goals & Objectives



In Fiscal Year 2024/2025 the SPAC identified 3 objectives to be completed, and many others to begin work. Those objectives were:

■ **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.

NOTE: Please see pg.5 "Spotlight On A Transforming Tomorrow Success Story" for additional information.

■ **GOAL 1: OBJECTIVE 1.5**

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

■ **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.

All 3 of the above objectives were completed as planned. CAL FIRE is very proud that 1 additional objective was also completed, exceeding expectations:

■ **GOAL 3: OBJECTIVE 3.1**

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



It is important to note that only Objective 1.1 has a focus that is external to CAL FIRE. The other three completed objectives are all focused on improving CAL FIRE's employee experience and making more resources available to employees. This is in line with the overall focus of "Transforming Tomorrow" as a plan. An improved CAL FIRE will more effectively deliver its mission.

In addition to completing the 4 objectives above, work was started on many other objectives in the 2024/2025 fiscal year, and progress reported on them. CAL FIRE will report on these publicly as the work on each objective concludes. There was work started on additional objectives in year one implementation as well. Below are some examples of work in progress:

■ **GOAL 1: 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.

- A Microsoft platform survey was developed to capture satisfaction levels for employees utilizing post-trauma retreats. The survey is given to all employees who attend/attended a State-sponsored retreat for work related stress/mental injury.



■ **GOAL 3: 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.

- CAL FIRE began implementing Equimap. This mapping tool (internal to CAL FIRE) allows outreach and education efforts to be more effectively tailored using localized demographic insights. Staff can better aim messaging and outreach methods to the cultural and linguistic needs of specific communities that we serve.



■ **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 a comprehensive online resource for information.

- The “Supervisors Toolbox” is a one stop shop for supervisors (internal to CAL FIRE) for their employee supervision and human resources needs. Existing content was updated and is being kept up to date. Additional content for this important resource is in development.



THE FUTURE: YEAR TWO IMPLEMENTATION

In the next fiscal year (2025/2026) more objectives will have work begin, and work will conclude on several objectives as well. CAL FIRE aspires to complete 13 additional objectives in this fiscal year. CAL FIRE is very excited by the progress made to date, and by the momentum that is gathering because of Transforming Tomorrow implementation.

Spotlight On A Transforming Tomorrow Success Story

THE COMPLETION OF OBJECTIVE 1.1: [JOINCALFIRE.COM](https://joincalfire.com)

CAL FIRE successfully launched the *JoinCALFIRE.com* website in May of 2025, marking a significant step toward improving public access to career resources and enhancing the candidate experience. The website ensures full integration with CAL FIRE’s public-facing platforms and broad visibility.

KEY ACOMPLISHMENTS

STREAMLINED CAREER INFORMATION

Consolidated examination announcements, job postings, and hiring resources into a single, user-friendly hub, eliminating the need for candidates to navigate multiple platforms.

APPLICATION PROCESS SUPPORT

Integrated clear, step-by-step guidance on how to navigate the State’s electronic application process, reducing barriers for first-time applicants.

COMPREHENSIVE CAREER PATHWAYS

Developed dedicated content that highlights the breadth of CAL FIRE careers, from emergency response and fire prevention to administration, information technology, and support services.

ENHANCED USER ENGAGEMENT

Designed site features to encourage longer visit durations and deeper exploration of CAL FIRE’s career resources.

MULTIMEDIA INTEGRATION

Incorporated videos, employee testimonials, and FAQs to provide a more interactive and informative candidate experience.

ONGOING MAINTENANCE AND UPDATES

Established a content management workflow to regularly update examinations, job postings, and recruitment events, ensuring accuracy and timeliness.

IMPACT

The Join CAL FIRE website has become a cornerstone of the department’s recruitment and outreach strategy. By simplifying access to career information, highlighting diverse opportunities, and guiding candidates through the State hiring process, CAL FIRE has positioned itself to attract, educate, and retain a highly qualified workforce that reflects California’s communities.

For more information on how
CAL FIRE is Transforming Tomorrow,
scan the QR code or visit the website at:
fire.ca.gov/about/cal-fire-strategic-plan-2024

