

2024 Strategic Plan Accomplishments as of April 2023

The strategic plan development process has been organized by four distinct phases:

- **Summer/Fall 2022:** The first phase included pre-planning, creating an Executive Steering Committee, hiring a project manager and diving into what's been accomplished since the 2019 Strategic Plan.
- **Fall/Winter 2022-23:** The second phase included bringing internal staff around the table to create structure and tools for drafting the strategic plan. This included creating a governance structure, engaging the Executive Team, soliciting internal feedback, and packaging this feedback into actionable items.
- **Winter/Spring/Summer 2023:** The third phase includes external engagement and standing up online tools for both staff and the public to follow along. This will also include an external survey to further hear from our partners.
- **Fall 2023-Spring 2024:** The fourth and final phase includes drafting the strategic plan, leadership review and sending the plan department-wide for all staff to incorporate into their work plans and daily life.

More specifically, a lot has happened and is currently underway:

- ✓ Beginning in November 2022 the Director and Retired Annuitant Banducci presented a plan for the development of the 2024 Strategic Plan to several workshops and meetings.
- ✓ Data was analyzed from the department wide Strategic Plan Survey (1300 responses), JDLT Meeting notes (December 2022), and Leadership Training/Meetings.
- ✓ Strategic Planning E-Team meetings (3 meetings) where we focused on candid conversations about the key concepts identified so far and how to address them. With the feedback from the survey the Executive Team reviewed and validated the Mission and is recommending edits to the Vision and Values.
 - No change to Mission.
 - Slight modification to Vision
 - Values and Value behaviors to begin development April 12
- ✓ Top five issues identified, because of Strategic Plan feedback, to date for further exploration include:
 1. Hiring and retaining CAL FIRE's next generation
 2. Embracing and Understanding all aspects of a Complex Organization
 3. Reflecting California's Population, Demographics and Diverse Perspectives
 4. Supporting our People and the Basic Employee Services they need to be successful
 5. Strengthening Critical Department Infrastructure and Core Services
 6. Further discussion on what goals/objectives/priorities look like for CAL FIRE's mission, beyond what is included in the 2019 Strategic Plan
- ✓ A Strategic Plan Working Group was initiated, it is made up of members of the Department Leadership Team, members include:

John Messina, Jackie Williams, Myra Romero, Ben Rogers, Andrew Henning, Matt Sully, Christy White, John Melvin and Jake Hess.

Next steps: April-June

Create internal and external facing 2024 Strategic Plan webpage

Draft memo accompanied by video to provide an update to the Department on accomplishments of 2019 SP, Survey results and next steps for the 2024 Strategic Plan.

Create survey for external stakeholders

Create public survey, utilize social media or other distribute.

Ongoing meetings with each CAL FIRE program lead to develop program specific external stakeholder contact, confirm key stakeholders and identify existing Committees that can facilitate external outreach

Utilize CAL FIRE Program Leads to distribute external survey

Hold external stakeholder meetings beginning May.

External stakeholder contacts established to date:

Wildfire Mitigation Advisory Committee – April 18 (Banducci)

LGAC - April 19 – (Gouvea or Sully)

Contract Counties -May 31 (Banducci)

Centennial Anniversary May 23 (ALL)

State Board of Fire Service May 18, and August 17 (Director)

Board of Forestry and Fire Protection - May 9-11 (Director)

Wildfire and Forest Resilience Task Force – May 11-12 (Director)

FIRESCOPE -July 12 or 13 (Director)

Talking Points

- CAL FIRE is planning for its future and mapping what the coming years should look like and prioritize. To do this, the department is in the process of developing a new Strategic Plan, building on the previous strategic plan iteration from 2019. The new plan has a target completion date of July 2024.
- Director Tylor wrote, “Your voice is one of the most important building blocks for drafting a plan that includes a range of perspectives, experiences, and inputs. Our goal is to create a lasting document that outlines both the realistic hurdles in front of us while introducing—and putting in motion—the many solutions that you bring to the table.”
- We have distributed a department-wide internal survey, the results identified 5 key areas that need addressing from an internal perspective:

1. Hiring and retaining CAL FIRE's next generation
 2. Embracing and Understanding all aspects of a Complex Organization
 3. Reflecting California's Population, Demographics and Diverse Perspectives
 4. Supporting our People and the Basic Employee Services they need to be successful
 5. Strengthening Critical Department Infrastructure and Core Services
- After analyzing the department-wide survey feedback the Mission is likely to remain unchanged; the Vision needs slight modifications and Values with behavioral descriptors are being developed.
 - The Department is seeking input from key stakeholders, and the public and would like to hear from **you**- our collaborators, partners, stakeholders, and many others who help us protect California's people, property and natural resources each and every day. Engagement and transparency is critical to ensuring CAL FIRE's Strategic Plan incorporates issues important to you and your organization and we want to capture your feedback to help inform this process.
 - A CAL FIRE internal and public facing web page will be available for information and feedback by April 30.
 - Once internal and external input is received and fully analyzed, (most likely in July-October 2023) the Strategic Plan Working Group will complete development of Strategic goals and objectives.