



# EMBEDDING EQUITY ACTION PLAN

Leaning Into Diversity, Equity, and Inclusion (DEI)



THE CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION (CAL FIRE)  
Equal Employment Opportunity Office  
January 2023

# Introduction to Diversity, Equity and Inclusion

A critical part of CAL FIRE's mission, core values and the Department's 2023 Strategic Plan, is to continue to integrate into a Department of diversity, equity and inclusion (DEI) and infuse Governor Newsom's Executive Order Number N-16-22, by fostering DEI - embedding a designed path to expand inclusion and participation of individuals in underserved communities, as well as within our department's culture, policies, and procedures, While also working to further strengthen, develop, and support meaningful relationships with our unrepresented communities and California Tribal Communities.

CAL FIRE is in full support and is in the process of fulfilling Government Mandated Executive Order N-16-22, fostering an inclusive environment, where we plan to infuse justice, equity, and inclusion throughout our entire department, the work we do, and the people we serve and safeguard.

**Executive Order N-16-22**

# Defining Diversity, Equity, and Inclusion

What Is Diversity, Equity and Inclusion (DEI)?

DEI stands for diversity, equity and inclusion. As a standard, DE&I is any policy or practice designed to make people of various backgrounds feel welcome and ensure they have support to perform to the fullest of their abilities in the workplace.

- ◆ **Diversity** refers to the presence of differences within a given setting; in the workplace, that may mean differences in race, ethnicity, gender, gender identity, sexual orientation, age and socioeconomic background.
- ◆ **Equity** is the act of ensuring that processes and programs are impartial, fair and provide equal possible outcomes for every individual.
- ◆ **Inclusion** is the practice of making people feel a sense of belonging at work.

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## GOAL 1: Leaning Into Diversity, Equity, and Inclusion (DEI)

### Organizational Priority for 2023

Infuse a DEI lens into the core mission of the Department by establishing and embedding a statewide multipronged—DEI training and development curriculum to include the expansion of scaffolded DEI courses aligned with various stages of an employee responsibilities and growth throughout their career. This can be accomplished through ongoing education, leadership commitment, coaching, and fostering a continued DEI allyship as well as ongoing dedication to strategically infuse a DEI lens into each and every practice/decision made throughout the Department. Equally important is removing systemic—historical barriers strategically; with a keen DEI awareness.

### Equity Gap/Opportunity

The Department has identified multiple factors to achieve successful implementation within this priority area; one that is absent of a one-size-fits-all approach. Anchored with a fully committed leadership level partnership, with the understanding that DEI education and awareness is ever-evolving, and will require a non-linear deployment at various levels and stages to meet the needs of the growing Department. This includes strategically investing in innovative, inclusive, and accessible participation for all employees, to include a unified commitment to all levels of staff, from seasonal firefighters to leaders who make global decisions on behalf of the Department.

The DEI training focus is one that will be prescriptive and tailored, to include employees whose primary day-to-day duties are outdoors and work within decentralized locations, and rural underpopulated geographic areas. Areas where demographic data reflect standing inequities, to include prominent race and gender demographic inequities within specific classifications and occupations, where current and long-standing priority demographic data roles within response staff, are that of (White/Males) within the Department.

Training topic discussions include but are not limited to, adding "courageous inclusion demonstrations" woven into Department-facilitated leadership curriculum series. Heightened DEI awareness to include Company Officer Academy Training, Firefighter Academy Training, and seasonal refresher training. Engraining additional areas of the "Four stages of advocacy, conversational capacity, leading people through change and courageous inclusion," to include:

- ◆ A full integration mindset in promoting employee awareness, based on the employees current understanding (meeting the employee where they are),
- ◆ Allowing for self understanding and surveying to better understand (self),
- ◆ Geographic DEI needs within the Department, with a leaning in approach to DEI, and
- ◆ Promoting micro learning videos, in-person training and coaching, while adopting flexible learning methodologies, from entry level topics, related to use of terms (such as privilege, understanding biases and best practices) to leading, promoting, and factoring DEI into the mission of the Department and its employees.

### Data-Driven Goals

In support of the CAL FIRE Executive Team, and in partnership with the Department's Research, Development and Innovation (RD&I) program, Equal Employment Opportunity (EEO) DEI Program, and Ken Blanchard Companies (KBC): Advanced internal technology—goals are being discussed to create and design a trusted system that is inclusive of both quantitative and qualitative data, building upon specific data collection efforts, with strategic intent to examine DEI categories and sub-categories, demographic, and geographic work location data, occupations, and classifications, employee perspective on the expectations of the employer (us), as it relates to DEI, building in continuous trusted engagement methodologies, with a focus on allowing for flexible

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## GOAL 1: Leaning Into DEI (Cont'd.)

response areas, versus “yes” and “no” (boxed answers), or areas that may hinder the ability to ascertain information in identifying shared lived experiences, employee inspired change, and identifying evolving training needs, in support of the Department’s DEI efforts.

Establish a strategic plan tracking system that will include the tracking of all DEI efforts, to include DEI training course curriculum. Analyze quarterly Departmental demographic reports and measure against previous complaints filed with the Department (statistics within EEO and the Professional Standards Program). Track diminished areas of complaint type, Unit, Program, and Regionwide, and apply transparent reports reflective of participation, progress, and areas that may be need improvement; to focused areas of program modification specific to course and geographic participation.

Utilize the California Department of Human Resources (CalHR) Demographic data tools, Department Workforce Analysis Report, State Controller’s Office Management Information Retrieval System (MIRS) Reports, and Workforce Planning tools. The development of a strategic plan tracking system and employee survey measurements tools, internal/external complaint tracking systems, Strategic Growth Council - Racial Equity Hub, creation of internal web/cloud based data tools to gauge education needs/DEI curriculum, civil rights tracking goals that align with DEI [e.g., Qualification Appraisal Panel (QAP) reports and goals], Discrimination Complaint Tracking System, and internal complaint tracking systems related to DEI, state vs. federal demographic data statistical composition reports [Equal Employment Opportunity Commission (EEOC)], as well as utilizing various mapping systems (demographic data) illustrating underserved, disadvantaged, Tribal areas, gender partnerships and grants systems and geographic makeup.

### Engagement Practices

The CAL FIRE DEI program has partnered with various resource groups and advisory councils to gather information and further strengthen our knowledge around DEI related topics. With a commitment to ensure information is easily accessible and shared with our internal and external stakeholders. This includes but is not limited to resources that provide promoting policies that improve health outcomes, opportunities targeted to increase gender diversity within the department by reaching those that identify as young women and girls to learn the profession of firefighting and beyond; and the protection of California’s most vulnerable populations during disasters (i.e., housing needs).

- ◆ California Civil Rights Council (CCROC)
- ◆ California Strategic Growth Council (SGC) - Health in all Policies (HiAP)
- ◆ California Natural Resources Agency (CNRA) Justice Equity Diversity Inclusion (JEDI) Roundtable
- ◆ CNRA Tribal Affairs Roundtable
- ◆ Civil Rights Department - Varied sub-groups/Fair Employment and Housing Act (FEHA) Council
- ◆ State Hazard Mitigation Plan (SHMP) - Equity Working Group
- ◆ Statewide Diversity, Equity, Inclusion Committee
- ◆ Camp Cinder Team - Northern and Southern Region (Girls CAL FIRE Camp)
- ◆ The California Firefighter Joint Apprenticeship Committee (Cal-JAC) Commission to Recruit Women for the Fire Service

CAL FIRE’s demographic data included to provide current information for the Department, and to serve as a benchmark for future demographic comparison.

- ◆ **(6/30/2022) Report 5102 Totals for Department: Male 87.80% Female 12.20% (58.6 % - Race White)**

### Ethnic and Multi-Lingual Media Outreach Activities

Integrating a DEI and equity lens into Department



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## GOAL 1: Leaning Into Diversity, Equity, and Inclusion (DEI)

communication plans and outreach strategy. This includes an understanding of culturally relevant communication, training for staff, an audit of underserved audiences, and how best to connect. This includes utilizing CAL FIRE's large social media following and digital engagement to amplify DEI messages and spotlight different communities. Dedicate communication resources to specifically include DEI and equity as part of a supported portfolio area and staff accordingly.

### Government-to-Government Engagement and Consultations with California Tribal Organizations

Ongoing government-to-government engagement and Tribal partnerships (see Goal 3) has aided in the initial delivery of DEI training framework, to include cultural awareness, as well as added additional pillars of training related to Tribal Affairs Consultation and partnership/acknowledgment; amid the hiring of a dedicated Deputy Director, Tribal Affairs and Tribal Affairs Program staff support, to further enhance this goal.

### Internal Communities of Practice/Work Group to Advance Priorities with Equity Embedded

The CAL FIRE DEI program also collaborates with various committees, external partners, and internal teams to expand around DEI related topics to include experts in operational leadership while also creating an environment that engages, inspires, and brings out the best in their people; and oversees ideas for improving the representation of state employees with disabilities.

- ◆ Statewide Disability Council (SDAC) + Led by: SDAC Chairperson and keynote guests/speakers
- ◆ Jennifer Browne Consulting + Led by: Jennifer Browne and keynote guests/speakers

- ◆ KBC + Led by: Varied keynote speakers/partnerships
- ◆ CAL FIRE DEI Program: Disability Advisory Committee (DAC), creation of Employee Resource and Affinity Groups + Led by: DEI Program staff and DEI allies
- ◆ CAL FIRE Executive Team
- ◆ CAL FIRE Uniform Advisory Committee Ad Hoc (UAC Ad Hoc) + Led by: CAL FIRE Chairperson (Leadership - Northern Region)
- ◆ CAL FIRE Department Leadership Team (DLT) + Led by: Leadership comprised of all managers at the Assistant Deputy Director, or Assistant Region Chief level throughout the Department
- ◆ Returning Veterans: Enlisting Their Skills for CAL FIRE Service (R.V.E.T.S.) program + Led by: Deputy Director, Office of Program Accountability

### Policy and Program Initiatives

| STATUS      | DESCRIPTION   |
|-------------|---|
| In progress | DEI Program Policy  |
| In progress | DEI Statement of Commitment and internal/external site/page   |
| In progress | DEI Strategic Action Plan (measured progress), templates, practices, guides, reports  |
| In progress | Demographic Mapping System (Internal)   |
| In progress | The creation/design of inclusive maternity(uniform) wear, amongst additional maternity options (vendors) for expecting persons, followed by policies, procedures, guides  |
| In progress | Gender Neutral Signage—access for all, within CAL FIRE facilities, to include fire stations, camps, shared barracks, inclusive restroom/showers use, followed by enhanced covered policies, procedures, guides, training, support and employee rights |
| Completed   | Departmental Code of Conduct and Incompatible Activities Statements   |



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# EMBEDDING EQUITY ACTION PLAN

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## GOAL 2: Embedding DEI with Recruitment, Examinations, and Hiring

### Organizational Priority for 2023

Build upon internal partnerships that will enhance and embed a statewide DEI lens into all facets of recruitment, examination, and hiring practices, through the advancement of technology. Create pliable and accessible user-friendly data tools, with the option of mobile and enhanced flexibility that will create a greater level of transparency, accountability, and fluid processes; providing long term savings to Statewide historic practices that can inadvertently diminish the ability to productively hire and retain a diverse talent pool.

### Equity Gap/Opportunity

- ◆ Automate the archaic (internal) Request for Personnel Action (PO-200) process that will ultimately contribute to a timelier/more fluid process within the hiring process. Allowing for a more fair and equitable response time for those seeking employment.
  - ◆ Analyze the exams panel process by researching exam panel requirements as it pertains to panel member makeup/composition, where diverse subject matter experts are limited within that specific exam classification; further partner with external and internal entities on innovative solutions to access a more viable pool of diverse exam panels and best practices for the future.
  - ◆ Create a web-based tracking system to productively track and assess fair and equitable employee workloads, which may contribute to the prevention of eroding employee morale and the enhancement of employee retention. Examine contributing factors in identifying barriers to those who elect not to respond/apply for available positions, where pre qualified/eligible.
  - ◆ Utilize modern online tools and programs to recruit, track, and develop employees throughout their careers within State service.
  - ◆ Create a system to allow for fair and equitable modernized tools to submit applications for which they qualify.
- ◆ Create a Department DEI statement or value statement that reflects the Department's commitment to equity in hiring. Review workforce demographics as a whole to identify disparities. Provide implicit bias and cultural competence training for staff.
  - ◆ Create an internal partnership within the decentralized organization, by formalizing annual exam plans to allow for a DEI framework; to include preparation in advertising, marketing, recruitment, hiring, and exam panel composition.
  - ◆ Update Statewide surveys to incorporate DEI factors that will assist in identifying gaps illustrated within the CalHR demographic reports, with the goal to identify barriers and develop ways to promote and provide solutions.

### Data-Driven Goals

- ◆ Create a recruitment strategy index sharing, best practices in applying inclusive memberships tools and subscription services, Partnering with other organizations on additional marketing strategies that promote a DEI lens.
- ◆ Create a statewide school system database, to include underrepresented communities - K-12 and within each CAL FIRE geographic locations, inclusive of all classifications.
- ◆ Continue to further partner with fellow departments [such as expanded partnerships with the California Conservation Corps (CCC)] programs, county/city, and non profit groups. Revisit internal program apprenticeship groups, such as Camp Cinder, for applicable engagement and opportunities with the Department.
- ◆ Partner with Bilingual Certified Employees and utilize their cultural diversity to include lived experiences and backgrounds. To include their participation in recruitment/hiring events.
- ◆ Utilize sources for advertisement (coalitions and other diverse partnerships), while vetting and ensuring vendor marketing accessibility is in line with diversity, equity, and inclusion.

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## GOAL 2: Embedding DEI (Cont'd.)

- ◆ Strengthen the commitment to develop and implement practices and tools that will support the Department in evolving practices to achieve increased DEI Statewide by addressing discrepancies in recruitment, hiring, and retention efforts.
- ◆ Develop and implement a data analytics tool that collects employee data and demographic information. This can potentially inform and create more effective efforts to recruit and retain diverse talent.
- ◆ Provide DEI training for all employees (especially those in positions of leadership), to ensure a consistent and firm foundation in support of DEI in recruitment, examination, and hiring practices.
- ◆ Utilize Automated Intelligence (AI) enabled technology to boost DEI initiatives in hiring and to gather data on whether the Department is meeting DEI goals.
- ◆ CalHR Demographic (Departmental) data, Department Workforce Analysis Report, SCO MIRS and other SCO Reports, CalHR DEI Pulse Survey template and DEI toolkit.

### Engagement Practices

Build upon current trusted resources (e.g., Veteran/military community, Assembly/District events, internal recruitment partnerships). Collaborate with job workforce centers to reach groups serving diverse populations. Partner with high schools and colleges to recruit people from communities across California. Partner with disability advocacy groups to gain insight into experience of disabled individuals and develop greater awareness of barriers to employment.

CAL FIRE's demographic data included to provide current information for the Department, and to serve as a benchmark for future demographic comparison.

◆ (6/30/2022) Report 5102 Totals for Department: Male 87.80% Female 12.20% (58.6 % - Race White)

◆ (6/30/2022) Report 5112 Advancement Totals: Male 84.1% Female 15.9%

### Ethnic and Multi-Lingual Media Outreach Activities

In collaboration with Human Resources (HR) and other Departments, assess recruitment outreach opportunities statewide. Invest campaign funding for targeted outreach and find intersections between other issues areas/campaigns and recruitment opportunities. Specifically zero in on underserved communities and provide translated recruitment materials. Invest in culturally-specific media outlets for recruitment efforts, and leverage community liaisons in Black, Indigenous, and People of Color (BIPOC) communities to distribute information. Utilize job boards, websites, social media accounts, and in-person job or community events hosted by organizations that serve communities of color. Celebrate cultural events and recruit in partnership with Departments under the CNRA umbrella.

### Government to Government Engagement and Consultations with California Tribal Organizations

Explore and implement new methods to reach Tribal groups through recruitment/outreach, partnering with new Deputy Director, Tribal Affairs on methods to infuse relationship, accessible methods to learn current process for exams, recruitment, and hiring; as well as events within their communities. Increase outreach and partnerships with organizations representing BIPOC communities.

### Internal Communities of Practice/Work Group to Advance Priorities with Equity Embedded

The CAL FIRE DEI program participates with various

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## GOAL 2: Embedding DEI (Cont'd.)

internal committees and state-wide councils to come together and share our expertise around leadership and DEI related topics to include:

- ◆ Statewide Reasonable Accommodation Roundtable Council + Led by: CalHR Civil Rights Office
- ◆ Statewide Recruitment Roundtable Council + Led by: CalHR
- ◆ CAL FIRE Executive Team
- ◆ CAL FIRE DLT

### Policy and Program Initiatives

| STATUS      | DESCRIPTION   |
|-------------|---|
| In progress | Creation of a DEI Workgroup   |
| In progress | Develop a DEI Employee Resource page on the CAL FIRE intranet             |
| In progress | Create a DEI template with tools and resources to assist with DEI efforts |
| In progress | Form Employee Resource (Affinity) Groups                                  |

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## GOAL 3: Enhanced DEI with Tribal Inclusion

### Organizational Priority for 2023

The Department (in partnership with the Governor's Office) is working on hiring a Deputy Director, Tribal Affairs who will serve as a member of the Executive Team, and will develop and support a statewide Tribal Affairs Program responsible for leading a Program that is dedicated to the cultivation and implementation of effective and inclusive relationships between the Department and California Tribal communities, CNRA, and Governor's Office.

### Equity Gap/Opportunity

The Deputy Director, Tribal Affairs position will serve as a subject matter expert in providing ongoing Tribal education and awareness to varied levels of leadership, to include the Department's Executive Team.

Represent the Department by leading Tribal engagement initiatives and actively participating in respectfully seeking, discussing, and considering the views of California Indian Tribes and Tribal communities. Ensuring CAL FIRE programs and initiatives integrate Tribal needs and underlying obstacles. R

Responsible for forecasting gaps between internal programs and policies, often requiring deliberate program planning to encompass a framework of Tribal inclusivity, as well as delivering trusted recommendations to the highest level of leadership.

### Data-Driven Goals

This position will continuously advance internal programs and will serve as coordinator for Tribal affairs across the Department, with CNRA, the Governor's Office, and external organizations; with the aim to improve Tribal relationships. The Deputy Director, Tribal Affairs will collaborate closely with the Director, Chief Deputy Director, Assistant Secretary for Tribal Affairs, the CAL FIRE Executive Team, and CAL FIRE Program management, Unit Chiefs, and Region Chiefs to incorporate full integration of Tribal engagement and

interests in CAL FIRE's decision-making on natural, historic, and cultural resources.

### Engagement Practices

The Deputy Director, Tribal Affairs will coordinate with state and federal Tribal programs and partners, obtaining information on best management practices and procedures, as well as manage collaborations and partnership opportunities with tribes. This position will regularly share CAL FIRE's progress on Tribal Affairs by shaping and executing regular communication within and beyond the Department in conjunction with the Department's Strategic Communications, Education and Outreach Program and various social media platforms, and will ensure CAL FIRE's public materials reflect Tribal priorities.

CAL FIRE's demographic data included to provide current information for the Department and to serve as a benchmark for future demographic comparison.

- ◆ [\(6/30/2022\) Report 5102 Totals for Department: Native American or Alaskan Native 0.9%](#)

### Ethnic and Multi-Lingual Media Outreach Activities

Develop strong and productive connections between Communications program and Deputy Director, Tribal Affairs. Elevate Tribal success stories and continue to share strong partnership between Tribal communities and CAL FIRE. Actively seek out engagement opportunities and provide engagement opportunities for Tribal partners and community. Provide information and outreach materials in culturally relevant ways for Tribal partners.

### Government to Government Engagement and Consultations with California Tribal Organizations

The Deputy Director, Tribal Affairs will encourage government-to-government consultations and will

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## GOAL 3: Enhanced DEI (Cont'd.)

facilitate effective communication to support the development and modification of inclusive policies and practices that may have an impact to Tribal communities, as well as identifying ongoing solutions in removing internal barriers that negatively affect tribes, and their ability to achieve equitable access and participation to CAL FIRE resources.

### Internal Communities of Practice/Work Group to Advance Priorities with Equity Embedded

The CAL FIRE DEI program also participates in roundtable groups and leadership teams for discussions on bringing forward initiatives for meaningful engagement with indigenous communities and strengthening government-to-government relationships between the State and California Native American Tribes.

- ◆ CNRA Tribal Affairs Roundtable + Led by: subgroup members and CNRA Tribal Affairs Undersecretary: Geneva Thompson
- ◆ TBD upon hire of Tribal Affairs Appointment
- ◆ CAL FIRE Executive Team

### Policy and Program Initiatives

The CAL FIRE DEI program continues to prepare for the future by increasing critical thinking and strategic insights to improve the way policy and program initiatives are created to make the best choices possible during a period of unprecedented change and evolving times. With increasing positive change and initiatives, the DEI program will continue to strive to create and support other CAL FIRE programs' policy and program initiatives, which remains to be confirmed.

- ◆ TBD

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## GOAL 4: Statewide Community Outreach

### Organizational Priority for 2023

Partner with the Department's RD&I to build an innovative mapping system and user friendly tools, to create a data map that illustrates all CAL FIRE Units, Northern and Southern Regions and program areas that reflect each community's demographic makeup, to include underserved populations, Tribal groups, Tribal liaisons and key demographic information.

### Equity Gap/Opportunity

Formally create a statewide process in developing DEI plans, that will achieve an internal reflection of specific DEI initiatives within our place of work, facility makeup, equal access, gender inclusion, and specific training needs, by gaining a cultural understanding of the diverse communities we serve and establishing a trusted partnership.

Practice what we teach, by creating equitable facility access that is reflective of our mission, vision, and goals, as well as the Department's commitment to DEI. Ensuring that facilities are given attention by analyzing gender and social accommodations (i.e., gender neutral restroom signage/privacy enhancements to showers and barracks) to provide equitable access for all genders. Additionally establish equitable gender uniform attire (i.e., maternity wear).

Reflect our commitment to DEI by practicing and weaving it into daily routine will generating community trust and engagement. Equality for expecting persons (i.e., maternity wear), gender pronoun usage, and historical facility inequities, expanding language access, translative service accessibility and generated public resource.

Identifying historical inequities within the communities we serve, to include artificial barriers. Leverage technology to assist with virtual outreach needs and integration, navigate methods to utilize language and translative services for uncommon languages

(indigenous languages), tracking, and building upon services needed.

### Data-Driven Goals

Identify best practices for collecting necessary (sensitive) disaggregated data and demographic indicators (such as evolving seasonal community needs). Educate Units on demographics data through standardized template (data tools, mapping systems, integrated system measurements), as well as utilizing innovative methods to track demographic needs through story telling, surveys, and diminished and/or unreliable data use, and identifying and amplifying best practices for improving outreach and engagement of diverse populations.

The CAL FIRE DEI program utilizes various demographic tracking and reporting resources in order to gain a better understanding and identifying equity gaps with a focus on improving upon underrepresented groups.

- ◆ CalHR Demographic (Departmental) data
- ◆ Department Workforce Analysis Report
- ◆ SCO MIRS Report
- ◆ Workforce Planning tools
- ◆ Strategic Plan Tracking System and Employee Survey measurements tools
- ◆ Internal/external complaint tracking systems
- ◆ Racial Equity Hub

### Engagement Practices

The CAL FIRE DEI programs continued involvement with these various resource groups and advisory councils continues to articulate employee and department-wide objectives and inspire our team with meaningful work to develop human connections to cultivate diversity with the goal of building employee strengths to adapt to evolving times.

- ◆ CCROC
- ◆ SGC - HiAP
- ◆ CNRA JEDI Roundtable



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## GOAL 4: Statewide Community Outreach (Cont'd.)

- ◆ CNRA Tribal Affairs Roundtable
- ◆ Civil Rights Department - varied sub groups/ FEHA Council
- ◆ SHMP - Equity Working Group
- ◆ Statewide DEI Committee

### Ethnic and Multi-Lingual Media Outreach Activities

Continue to increase translation and media partnership opportunities. As part of Communication program strategic planning process; identify underserved audiences and BIPOC audiences to increase engagement and strategic communication efforts.

- ◆ Create a statewide outreach plan for recruitment, fire information, and forestry/natural resource issues.
- ◆ Explore new events such as forums, panels, or digital activities such as a podcast where BIPOC communities are featured.
- ◆ Serve as trusted source of information for emergency response and incident information for BIPOC communities.
- ◆ Amplify various culturally relevant events and messages via CAL FIRE communication channels. Increase official CAL FIRE attendance at various equity and DEI events.

### Government to Government Engagement and Consultations with California Tribal Organizations

The Deputy Director, Tribal Affairs will encourage government-to-government consultations and will facilitate effective communication to support the development and modification of inclusive policies and practices that may have an impact to Tribal communities, as well as identifying ongoing solutions in removing internal barriers that negatively affect tribes, and their ability to achieve equitable access and participation to CAL FIRE resources. In addition, the created mapping system is intended to reflect Tribal mapping locations, point of contacts, as well as Tribal

liaisons throughout the State.

### Internal Communities of Practice/Work Group to Advance Priorities with Equity Embedded

The CAL FIRE DEI program's continued alignment with these teams and resource groups, furthers our effort in aligning our work with the Department's core values and can help employees feel more included in the workplace.

- ◆ CAL FIRE Executive Team
- ◆ Region Leadership Teams + Led by: CAL FIRE Leadership North and CAL FIRE Leadership South
- ◆ Statewide Coalitions [e.g., Association of California State Employees with Disabilities (ACSED), League of United Latin American Citizens (LULAC)] + Led by: Various State employees
- ◆ R.V.E.T.S. program (Veteran and Military Service Members + Led by: Deputy Director, Office of Program Accountability
- ◆ SDAC + Led by: SDAC Chairperson and keynote guests/speakers
- ◆ Camp Cinder Camp Team + Led by: CAL FIRE Regions
- ◆ KBC + Led by: Varied keynote speakers/partnerships
- ◆ CAL FIRE DEI Program: DAC, creation of Employee Resource and Affinity Groups + Led by: DEI Program staff and DEI allies

### Policy and Program Initiatives

The CAL FIRE DEI program will continue to collaborate with these resource groups and committees to further express transformative diversity, equity, and inclusion aspirations and prepare for the future by embracing DEI in the evolving workplace in order to make a difference withing our Department and within the communities we serve.

- ◆ TBD



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## GOAL 5: Improve Upon Grant Program Processes

### Organizational Priority for 2023

Identify and develop best practices to work with communities to ensure grant program guidelines are fluid, easily understood and transparent. Improve engagement of diverse partners and entities to co-create and guide the development of State grant programs and contracts.

### Equity Gap/Opportunity

Analyze funding programs to meet community needs and capacity, as well as sunset dates to advanced grant payments, and continued methods to support internal program tracking. Explore external practices to create more points of entry with smaller pots of funding to build momentum and capacity, including planning grants and pilots.

Partner with grant writers who are skilled and understand how to translate community language to agency language and vice versa. Host one on one or intimate workshops and trainings that go beyond regional webinars, or broad question and answer series to provide technical assistance directly to communities and eligible awardees. Build relationships with locally trusted messengers and community members to reach diverse communities.

### Data-Driven Goals

Identify best practices for collecting necessary (sensitive) disaggregated data and demographic indicators to better understand our external stakeholders and community members; bridging the gap between the grant application process. Helping amplify best practices for improving outreach and engagement of diverse, underrepresented populations and Tribal programs and partners.

Explore grant portal tracking through use of technology and innovative tools, to enhance grant management, diverse workshops, rating practices, and measured demographic deliverables.

### Engagement Practices

The CAL FIRE DEI program's partnership with these roundtable groups supports its continued efforts in developing and strengthening our knowledge, capacity, and skills necessary to understand and address how policies and practices can support more equitable outcomes.

- ◆ SGC- HiAP
- ◆ CNRA JEDI Roundtable
- ◆ CNRA Tribal Affairs Roundtable, amongst additional venues post establishment of position(s)

### Ethnic and Multi-Lingual Media Outreach Activities

Find promotional and marketing opportunities (targeting grant opportunities for underserved communities), with programs and other departments to create baselines and metrics for current outreach and increase targeted outreach over a two year period. Highlight success stories and collaborations via traditional media and non-traditional, digital media. Attend and host events.

### Government to Government Engagement and Consultations with California Tribal Organizations

The Tribal Affairs Program will encourage improvement and understanding to be more anticipatory, reflective of, and responsive to the needs and challenges faced by Tribal governments, including Tribes of the California Native American Heritage Commission, in accessing and implementing state funding (i.e., Tribal burning during certain times). Identify Tribal obstacles/barriers that may require the Department to refine policies and come to mutually agreeable solutions for those that require Waivers of Sovereign Immunity.

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# EMBEDDING EQUITY ACTION PLAN

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## **GOAL 5:** Improve Upon Grant Program Processes *(Cont'd.)*

### Internal Communities of Practice/Work Group to Advance Priorities with Equity Embedded

The CAL FIRE DEI program's continued participation in decision making committees increases the support in a unique position to influence organizational culture in line with strategic direction. Executive leadership is always an essential component of advancing the efforts through their networks of influence.

- ◆ CAL FIRE Executive Team
- ◆ CAL FIRE DLT

### Policy and Program Initiatives

The CAL FIRE DEI program will continue to work with executive leadership teams to implement policy and program initiatives throughout the Department to strive for evolving and evolutionary changes and thrive to be the leaders in DEI efforts.

- ◆ TBD