

California Department of Forestry and Fire Protection

2012 Strategic Plan

Mission ♦ Vision ♦ Values

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STATE OF CALIFORNIA
THE CALIFORNIA NATURAL RESOURCES AGENCY
CALIFORNIA DEPARTMENT OF FORESTRY
AND FIRE PROTECTION



STRATEGIC PLAN
2012

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JULY 18, 2012

Date

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7/18/12

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MESSAGE FROM THE DIRECTOR



I am pleased to present the 2012 Strategic Plan for the California Department of Forestry and Fire Protection (CAL FIRE). This Plan focuses on identifying and communicating the Department's specific strategic goals and objectives through 2017 to best position us to meet our mission of serving and safeguarding the people and protecting the property and resources of California.

In the midst of continued challenges, it is critical that we firmly establish our vision and embrace our core values in order to develop a plan that will ensure our continued progress. As a leader in fire prevention and protection, emergency response, and natural resource protection, we must provide the example to the public, our partners, and our employees.

This Plan will recognize and scale to changing budgetary, fiscal, and regulatory conditions and guide us toward improving operational efficiency and effectiveness. It is critical to continue to cultivate and strengthen our relationships with stakeholders, governing bodies, cooperators, and the public, as well as effectively communicate the Department's mission and vision. Finally, it is important to foster a culture that emphasizes employee health and safety as well as promotes a highly motivated and well-trained workforce.

As we continue to face difficult fiscal problems and other issues confronting the Department and the State in general, it would be very easy for us to maintain a reactionary posture and not plan for the future. However, in the face of these challenges, it is more important than ever for us to take a proactive approach to planning.

The 2012 Strategic Plan is the road map that will help the Department to focus on our mission, vision, core values, and primary goals and objectives, and seek ways to continue to meet that mission in the most efficient and effective manner possible. It encompasses our total force concept, wherein an employee, regardless of title, works in concert to help the Department achieve its mission and strategic objectives. A living document, the Strategic Plan will be adaptable and responsive to change during the next five years.

In addition, the Strategic Plan is the core document which will drive all of the Department's programmatic planning. Supporting plans, such as the 2010 California Fire Plan, the Forest Assessment, Budget Change Proposals, and individual unit plans should be reflective of the vision, values, goals, and objectives described herein. This relationship is outlined graphically in Appendix A.

The Strategic Plan establishes the framework for our continued success. It will be up to all of us to get there. I look forward to working with all CAL FIRE employees and our cooperators as we implement this Plan.

A handwritten signature in blue ink that reads "Ken Pimlott". The signature is written in a cursive, flowing style.

Ken Pimlott
CAL FIRE Director

BACKGROUND



From the appointment of the first State Board of Forestry in 1885, to the creation of the first State Forester position in 1905, and the organization of the original California Division of Forestry in 1927, CAL FIRE has protected the people, property, and natural resources of California. The Department's varied programs work together to plan protection strategies for over 31 million acres of privately-

owned wildlands, and to provide emergency services of all kinds throughout California.

CAL FIRE's jurisdiction extends the length and breadth of the State, and the heart of its emergency response and resource protection capability is a force of nearly 4,700 full-time fire professionals, foresters, and administrative employees; 2,400 seasonal firefighters; 5,600 local government volunteer firefighters; 2,600 Volunteers In Prevention; and 4,300 inmates and wards.¹

The Department responds to more than 5,600 wildland fires that burn over 172,000 acres each year. Through cooperative agreements, mutual aid, and the State's emergency plan, CAL FIRE personnel respond to more than 350,000 incidents annually, including structure fires, automobile accidents, medical emergencies, swift water rescues, civil disturbances, search and rescues, hazardous material spills, train wrecks, floods, and earthquakes.¹



In addition, CAL FIRE is responsible for the management and protection of California's rich and diverse natural resources. Of the 85 million acres classified as wildlands in the State, 33 million acres are forest lands, with 38 percent privately-owned and 62 percent government-owned or tribal. The State's 20 million acres of commercial forest lands grows 8.3 billion board feet yearly. The five-year average timber harvest volume and value is approximately 1.3 billion board feet, and \$326 million, respectively. In addition to timber, the State's wildlands also provide valuable watershed, wildlife habitat, and recreation resources.

¹ Figures are current as of June 1, 2012.



CAL FIRE's Resource Management Program plays an integral role in the management and protection of California's natural resources through its Forest Practice, Urban Forestry, Fuel Reduction, Demonstration State Forest, Pest Management, Landowner Assistance, Environmental Protection and Regulation, Archaeology, and Nursery programs.²

Since 1995, the Office of the State Fire Marshal (OSFM) has supported the mission of CAL FIRE by focusing on fire prevention. Through major program elements that include engineering, education, enforcement, and support from the State Board of Fire Services, OSFM has a wide variety of fire safety responsibilities

including regulating buildings in which people live, congregate, or are confined; controlling substances and products which may, in and of themselves, or by their misuse, cause injuries, death and destruction by providing fire and resource assessment data, mapping, and tools; providing statewide direction for fire prevention within wildland areas; providing fire and resource assessment data, mapping, and tools; regulating hazardous liquid pipelines; developing and reviewing regulations and building standards; and providing training and education in fire protection methods and responsibilities.



Finally, CAL FIRE management staff provide policy direction essential to the successful completion of the Department's mission, including working directly with statewide control agencies to implement Administration and Legislative requirements. Administrative staff assigned to locations throughout the organization perform the day-to-day functions in support of the of the Department's mission, such as accounting, budgeting, business services, legal, human resources, labor relations, auditing, capital outlay and facility maintenance, and information technology services.

² Source: 2001-2005 USFS Forest Inventory and Analysis Report; State Board of Equalization timber harvest statistics; CAL FIRE's Fire and Resource Assessment Programs, California's Forests and Rangelands: 2010 Assessment.



MISSION

CAL FIRE's mission statement lays out the Department's purpose and provides the framework within which it will formulate strategies moving forward. The mission statement guides the Department's actions, spells out its overall goals, provides a path, and shapes decision-making.

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

VISION

CAL FIRE's vision statement outlines what the Department wants to be, or how it wants the world in which it operates to be. It is the long-term view and concentrates on the future.

To be a leader in providing fire prevention and protection, emergency response, and natural resource protection services.



VALUES

CAL FIRE's values represent beliefs that are shared among the stakeholders of the Department. Values drive the culture and priorities and provide a framework in which decisions are made. CAL FIRE's organizational culture is built upon a total force concept, in which every employee in the Department, regardless of assigned role, plays an integral part in emergency response, public safety, resource management, watershed protection, and meeting the Department's mission and goals. To this end, the following values are highlighted as expected roles of every employee within the Department.

Service

- *We are committed to the safety and well-being of the public and our employees.*
- *We strive for excellence and professionalism.*
- *We maintain a can-do attitude and humility in the execution of our duties.*

Cooperation

- *We care about each other and our service to others, including cooperators, governing bodies, and the public.*
- *We build and maintain cooperative relationships across the State to benefit the public we serve.*
- *We allow every member of the Department a voice within a chain-of-command structure.*

Protection

- *We integrate resource management, fire protection, and fire prevention missions on behalf of the State and local communities.*
- *We strive to ensure a high level of environmental protection in all our programs and operations.*

Organizational Excellence

- *We value the diversity among our employees and the vital functions they perform to enhance our mission.*
- *We exhibit calm resilience and performance in the face of emergencies and disasters of any scale.*
- *We recognize the importance of clear and consistent communication.*
- *We embrace and support innovation.*



STRATEGIC GOALS

Within a strategic plan are the high level initiatives (or strategic goals) necessary to meet the mission. These strategic goals relate directly back to the mission statement and describe the external direction of success, ultimate achievement, and improvement in the Department's performance.

Like most governmental agencies, CAL FIRE is performing its mission in an era of rapid change. The changes facing the Department are described in documents such as the 2010 California Fire Plan and include shrinking fiscal and

personnel resources and shifting demographics, land use, climate, science, and technology. All of these changes impact the reasonably foreseeable future within which CAL FIRE will operate.

To maintain and enhance its success as an organization, CAL FIRE must be able to anticipate and adapt to changing internal and external conditions. Typically, decision making needs to be flexible; therefore, information and feedback are vital. The following goals of the Department's Strategic Plan were selected with this in mind:

- ***Effectively communicate the Department's mission and vision to employees, partners, and stakeholders.***
- ***Recognize and scale to changing budgetary, fiscal, and regulatory conditions.***
- ***Seek to improve operational efficiency and effectiveness by shaping, enhancing, and adapting to changing circumstances.***
- ***Cultivate and strengthen relationships with stakeholders, governing bodies, cooperators, and the public.***
- ***Foster a culture that emphasizes and enhances employee health and safety.***
- ***Promote a highly motivated and well-trained workforce.***

GOAL: EFFECTIVELY COMMUNICATE THE DEPARTMENT'S MISSION AND VISION TO EMPLOYEES, PARTNERS, AND STAKEHOLDERS



Objective: Enhance internal communications and facilitate two-way communication at all levels.

To meet this objective:

- CAL FIRE's Information Technology Programs (ITS) will continue to develop and update an enhanced Intranet. This action is ongoing.
- CAL FIRE's Executive Team will establish an internal Departmental communications protocol. This protocol will define the program responsibility for internal Departmentwide communications. The Executive Team will complete this action by Fiscal Year (FY) 12/13.
- CAL FIRE's Communications Office will work with ITS to develop, publish, and maintain an annual internal calendar of events on the CAL FIRE Intranet. The Communications Office will establish criteria for what meets the threshold to post, as well as a methodology for color coding recurring events, and will authorize specific administrators in each program to post events. The Communications Office will complete this action by FY 12/13.
- CAL FIRE's Management Council (MC) will develop tools to teach all Department employees that they are part of the total force concept designed to meet the Department's mission. MC will complete this action by FY 12/13.
- CAL FIRE's MC will foster timely updates to Department personnel on relevant changes in statutory, legal, regulatory, program, and policy directives that affect standards of performance. MC will coordinate completion of this action annually or at other appropriate time intervals.



Objective: Enhance external communications.

To meet this objective:

- CAL FIRE’s Communications Office will expand strategies to educate various stakeholders about the Department and its mission by ensuring message(s) tailored to each stakeholder are up to date and readily available for leadership, programs, and employees to use as reference during their interactions with identified stakeholders. Stakeholders include but are not limited to: public, media, internal, elected officials, cooperators, control agencies, and the Administration. The Communications Office will complete this action annually or more frequently, as needed.
- CAL FIRE’s Communications Office will continue to establish a messaging and “brand monitoring” function. This function will monitor external messages and marketing materials to identify inconsistencies. This action is ongoing.
- CAL FIRE’s programs will develop strategies for interacting with stakeholders to share information and gather input on program activities. This action is ongoing. Programs will present these strategies to the Executive Team annually.
- CAL FIRE’s Communications Office will develop the guidelines for external messaging of the Department’s mission and other activities. The Communications Office will complete this action by FY 12/13.
- CAL FIRE’s Resource Management Program has implemented a coordinated pilot project to target improvement and efficiencies in the review of timber harvesting documents. The Resource Management Program will evaluate and report on the effectiveness of this pilot project to the Executive Team in FY 12/13.

GOAL: RECOGNIZE AND SCALE TO CHANGING BUDGETARY, FISCAL, AND REGULATORY CONDITIONS

Objective: Implement a systematic way to establish program budgetary baselines and deliverables and to measure the impact of change.

To meet this objective:

- CAL FIRE's programs will seek funding for shortfalls and/or establish a methodology for service cuts or program eliminations as funding dictates. This action is ongoing.
- CAL FIRE will maintain and enhance implementation of the 2010 California Fire Plan as a primary planning and reporting document to the Board of Forestry and Fire Protection and the Legislature. This includes continuing support for assessment, statistical, and analytical functions of the Department. The Executive Team, through coordination of implementation efforts of its various programs, will continue to report annually to the Board and as required to other entities. This action is ongoing.
- CAL FIRE's Management Services Advisory Committee (MSAC) will establish a methodology for budget allocation to units, regions, and programs. MSAC will complete this action by FY 13/14.
- CAL FIRE's programs will identify any base budget shortfalls for mandated and unmandated service deliveries as a follow-up to the allocations project. Programs will complete this action by FY 14/15.





Objective: Seek stable funding models to diversify funding sources.

To meet this objective:

- CAL FIRE's MC will create a working group to identify alternative funding sources. MC will initiate this action in FY 12/13, and work will be ongoing.

Objective: Continue to strengthen the grant management process.

To meet this objective:

- CAL FIRE's Executive Team will establish a Grants Management Unit. The Executive Team will complete this action by FY 12/13.
- CAL FIRE's Grants Management Unit will evaluate and develop grant initiation, review, approval, archive, reporting, and governance structures and procedures. The Grants Management Unit will complete this action by FY 13/14.

GOAL: SEEK TO IMPROVE OPERATIONAL EFFICIENCY AND EFFECTIVENESS BY SHAPING, ENHANCING, AND ADAPTING TO CHANGING CIRCUMSTANCES

Objective: Align resources and redesign organizational units, regions, and headquarters to better reflect operational needs.

To meet this objective:

- CAL FIRE's Fire Protection Program will evaluate staffing needs to implement the Emergency Medical Services (EMS) Program and report to the Executive Team. The Fire Protection Program will complete this action by FY 12/13.
- CAL FIRE's MC and the Master Staffing Plan Project Team will establish a working group to develop a reallocation plan for the Department. The working group will complete this action by FY 13/14.
- CAL FIRE's Office of the State Fire Marshal (OSFM) will continue to enhance its Pipeline Safety, Arson and Bomb Investigation, and Fire and Life Safety Divisions. The intent is to increase staffing and ultimately staff these programs fully by FY 14/15.

Objective: Ensure an effective and sustainable aviation program that meets the Department's mission.

To meet this objective:

- CAL FIRE's Fire Protection Program will develop and publish a specification for bid that will document current and future mission needs. The Fire Protection Program will complete this action by FY 12/13.
- CAL FIRE's Fire Protection Program will seek funding for replacement of the Department's current aging helicopter fleet. The Fire Protection Program will initiate this action in FY 13/14 for implementation by January 2015.
- CAL FIRE's Fire Protection Program will study alternatives for the next generation airtanker to replace the Department's current fleet of S-2T's. The Fire Protection Program will define the requirements for the next generation air tanker by FY 14/15.





Objective: Develop and implement a strategy to reduce CAL FIRE's \$2.4 billion Capital Outlay replacement backlog of facilities that have an average age in excess of 45 years by 40% in the next 10 years.

To meet this objective:

- CAL FIRE's Technical Services Unit will escalate the number of facility tours to educate the decision makers in the Legislature, Administration, and Legislative Analyst's Office on the Department's infrastructure program. The Technical Services Unit will implement this action in FY 12/13, and work will be ongoing.
- CAL FIRE's Capital Outlay Command (CAPCOM) and the Technical Services Unit will continue to pursue more efficient project delivery methods and alternative funding strategies. CAPCOM and the Technical Services Unit will initiate this action in FY 12/13, and work will be ongoing.
- CAL FIRE's Technical Services Unit will work towards the approval of a standard fire station plan. The Technical Services Unit will complete this action by FY 12/13.



Objective: Identify opportunities to streamline administrative processes and implement where feasible.

To meet this objective:

- CAL FIRE's Forest Practice Program will continue to evaluate watershed level timber harvest documents and/or alternatives. This action is ongoing.
- CAL FIRE's MC will develop and recommend strategies to mitigate key-person dependency within units/programs throughout the Department. MC will complete this action by FY 13/14.
- CAL FIRE's MSAC will identify overlapping and duplicative business processes and make recommendations to MC. MSAC will initiate this action in FY 13/14.
- CAL FIRE's OSFM's Pipeline Safety Division, in conjunction with CAL FIRE's ITS, will update its database structure to be part of the Department's enterprise Geographic Information Systems (GIS) framework. OSFM and ITS will complete this action by FY 13/14.
- CAL FIRE's Forest Practice Committee and Resource Management Program will implement and expand upon timber harvesting plan review process improvements statewide, as identified during the Redding Pilot Project of 2012-13. The Forest Practice Committee and the Resource Management Program will complete this action by FY 13/14.
- CAL FIRE's OSFM will research and identify technologies related to the ability to track and collect reimbursable funding and strengthen record keeping and information recall. OSFM will complete this action by FY 14/15.
- CAL FIRE's ITS will create and maintain a centralized, online document library for critical documents. ITS will complete this action by FY 15/16.



Objective: Ensure that information technology software licensing is in place.

To meet this objective:

- CAL FIRE's ITS will seek funding to enable an enterprise licensing model for information technology software, which will lower costs and improve licensing flexibility. ITS will complete this action by FY 12/13.

Objective: Improve the resiliency of Emergency Command Center (ECC) communications.

To meet this objective:

- CAL FIRE's Fire Protection Program will research and generate an executive report for non-terrestrial fault tolerant communication options, including satellite and the pending California Technology Agency (CTA) Telecommunications digital network. The Fire Protection Program will complete this action by FY 12/13.

Objective: Position the Department to accept next generation 911.

To meet this objective:

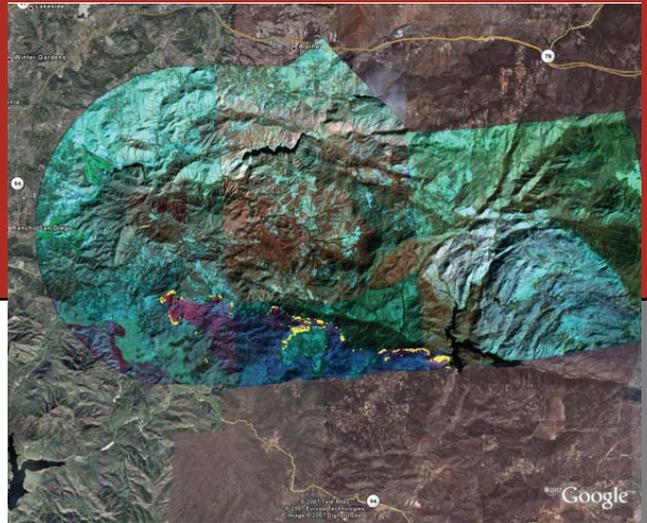
- CAL FIRE's Fire Protection Program will align the Department to accept the pending next generation 911 by working collaboratively with CTA Telecommunications and cooperators. The Fire Protection Program will initiate this action in FY 12/13, and work will be ongoing.
- CAL FIRE's Fire Protection Program will seek grants or other fund sources to incorporate next generation 911 technologies. The Fire Protection Program will complete this action by FY 12/13.
- CAL FIRE's Fire Protection Program will review and adapt operational procedures to incorporate next generation 911. The Fire Protection Program will complete this action by FY 13/14.



Objective: Improve information technology security.

To meet this objective:

- CAL FIRE's Information Security Office (ISO) will continue to review and enhance directives regarding physical security of information technology equipment. This action is ongoing.
- CAL FIRE's ITS will develop and seek funding for network access control technology. ITS will complete this action by FY 13/14.



Objective: Review research and development, and leverage the use of evolving technology.

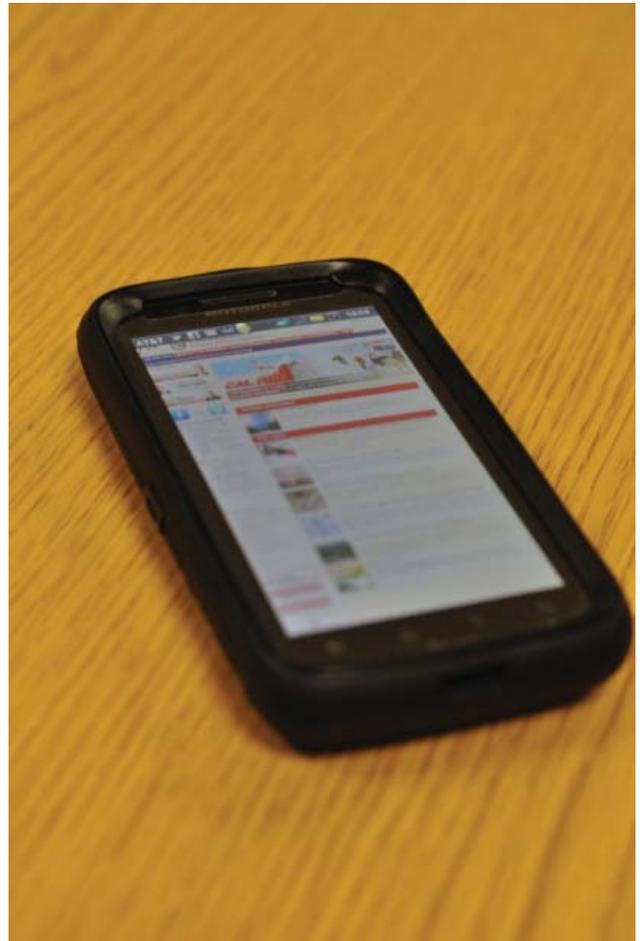
To meet this objective:

- CAL FIRE's Fire Protection Program will research and identify technologies (and potential funding) related to the following fire protection priorities: firefighter health and safety, fireline situational awareness and status (including Automatic Vehicle Location (AVL) technology and supporting software/hardware), and early surveillance (e.g., aerial cameras and drones with thermal imaging and store and record capabilities). This action is ongoing, and the Fire Protection Program will report progress to the Executive Team annually.
- CAL FIRE's ITS and OSFM Fire and Planning and Risk Analysis will continue to develop and work with other parts of the Department to create a centralized database and application suite of geographic information products that can be utilized both internally and from the Internet. Examples would include enhanced CAL Mapper, Pipeline, and other applications now under construction. This action is ongoing.
- CAL FIRE's Fire Protection Program will develop a policy to address the submittal and approval of research and development projects from all levels and across all programs of the Department. The Fire Protection Program will complete this action by FY 12/13.
- CAL FIRE's Cooperative Fire Protection, Safety, and Training Program (Cooperative Fire) will research technologies (and potential funding) to improve scenario-based training through use of a virtual training environment. Coop Fire staff will initiate this action by FY 13/14.
- CAL FIRE's Fire Protection Program will create an internal process for transitioning the following fireline safety research and development projects into operational models: Wildland Firefighting Personal Protective Ensemble, and "Next Generation Incident Command System" pilot. The Fire Protection Program will have both projects fully completed by FY 14/15.

Objective: Research and use alternative information technology methods to access, transmit, and store data for use throughout the Department and by/ with our cooperators.

To meet this objective:

- CAL FIRE's ITS will research and adopt system hosting practices that allow CAL FIRE to place its existing applications directly on the Internet in order to enable end users and cooperators to access and modify key information anywhere Internet connectivity exists without having to log into the CAL FIRE Intranet. ITS will complete this action by FY 13/14.
- CAL FIRE's ITS will research and adopt wireless and mobile applications that will enable end users to securely connect to CAL FIRE systems from mobile platforms (tablets and smartphones). ITS will complete this action by FY 13/14.
- CAL FIRE's ITS will research and adopt cloud computing products and services that enable CAL FIRE end users to exchange information with partners and cooperators in a secure manner using off-the-shelf products and subscription based services. ITS will complete this action by FY 13/14.
- CAL FIRE's ITS and the CAL FIRE Academy will collaborate to research and adopt distance learning technologies that will enable CAL FIRE to deliver training materials over the Internet to mobile devices. ITS and the Academy will complete this action by FY 14/15.





Objective: Revisit upgrades to existing CAL FIRE computing operations in order to increase capacity and provide much needed data for key command and control and decision support systems.

To meet this objective:

- CAL FIRE's ITS will review the feasibility of increasing the Wide Area Network (WAN) bandwidth capabilities and submit required studies to support funding requests for a WAN upgrade. ITS will complete this action by FY 16/17.
- CAL FIRE's ITS, working the Fire Protection Program, will review the feasibility of extending existing Automatic Vehicle Locating (AVL), Automatic Flight Following (AFF), and Mobile Data Terminal (MDT) technologies and submit required studies to support funding requests for AVL, AFF, and MDT. ITS will complete this action by FY 16/17.

GOAL: CULTIVATE AND STRENGTHEN RELATIONSHIPS WITH STAKEHOLDERS, GOVERNING BODIES, COOPERATORS, AND THE PUBLIC

Objective: Be responsive and receptive to the concerns and needs of the public, as well as local, state, and federal cooperators, the Board of Forestry and Fire Protection, and other stakeholders.

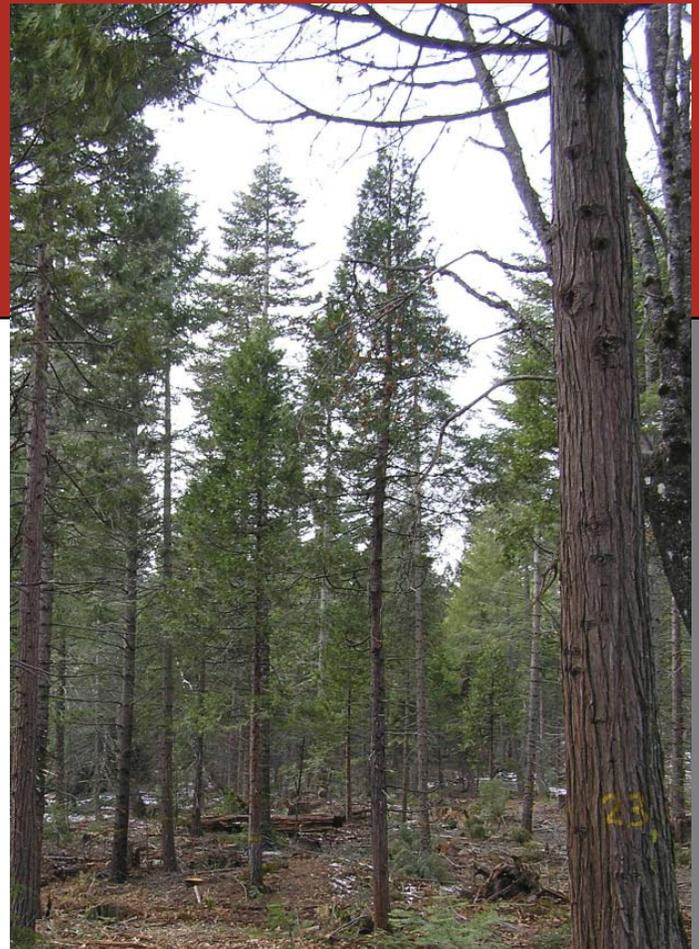
To meet this objective:

- CAL FIRE's Cooperative Fire Program will continue to ensure that cooperative agreements are mutually beneficial to CAL FIRE, our cooperators, and the public. This action is ongoing, and Coop Fire will report annually to the Executive Team.



- CAL FIRE's OSFM will continue to ensure and enhance a public process to achieve consensus on laws, regulations, and standards affecting local, state, and industry issues. This action is ongoing, and OSFM will report to the Executive Team annually on the steps it has taken.
- CAL FIRE's Executive Team will continue to establish priorities and seek to allocate funding and travel authority for participation in local, state, federal, and stakeholder interagency and interdisciplinary training, as well as participation on interagency and interstate committees affecting policies critical to the Department's mission. This action is ongoing.
- CAL FIRE's MC will develop a training curriculum to educate programs and regions on the role of control agencies, key contacts within CAL FIRE, and complex control agency requirements. MC will initiate this action in FY 12/13.
- CAL FIRE's Executive Team will continue to foster timely communication and support of the Board of Forestry and Fire Protection in monthly reports and as appropriate. The Executive Team will initiate this action in FY 12/13, and work will be ongoing.

- CAL FIRE's Office of Legislation will develop and implement the Key Contact Program to broaden Departmental outreach and ensure the coordination of information at all levels. The Office of Legislation will complete this action by FY 12/13.
- CAL FIRE's MC will create a Department expectation checklist for Unit Chiefs and program managers for developing and cultivating relationships with cooperators and the public. MC will complete this action by FY 14/15.
- CAL FIRE's Fire and Resource Assessment Program (FRAP) will coordinate agency and public participation in the development of the 2015 Forest Assessment. To facilitate these efforts, FRAP will seek information related to climate change impacts on forest and rangelands, including but not limited to, current vegetation, fuel loads relative to wildfire, land conversion, priority landscapes, and the impact of forest pests. FRAP will complete this action by FY 14/15.
- CAL FIRE's Resource Management Program will continue to work with the stewardship council, conservation easement holder designees, other collaborators, and stakeholders to complete the successful transfer of designated watershed lands to CAL FIRE for management as Demonstration State Forests. The Resource Management Program anticipates completion of transfers and conservation easements, and development and completion of management plans by FY 15/16.



GOAL: FOSTER A CULTURE THAT EMPHASIZES AND ENHANCES EMPLOYEE HEALTH AND SAFETY

Objective: Promote employee physical fitness and wellness and enhance existing health and safety programs.

To meet this objective:

- CAL FIRE's Labor and Human Resource Management (LHRM) Office will explore alternative options to promote physical fitness and wellness and implement where appropriate. This action is ongoing.



- CAL FIRE's Cooperative Fire Program will continue to evaluate staffing needs at all levels of the Department relative to the Safety Program. This action is ongoing.
- CAL FIRE's LHRM will make available to all employees resources on physical fitness and wellness via webinars, articles, the Intranet, and appropriate social media to promote the health and wellness of our workforce. LHRM will initiate this action in FY 12/13, and work will be ongoing.
- CAL FIRE's LHRM and Cooperative Fire Program will conduct quarterly meetings to strategize health, safety, physical fitness, and wellness education topics for upcoming training sessions, handbook revisions, webinars, and updates to the Intranet. LHRM and Cooperative Fire will initiate this action in FY 12/13, and work will be ongoing.
- CAL FIRE's LHRM and Cooperative Fire Program will utilize statistical data from the Injury Assessment and Prevention System (IAPS) and other Departmental data to identify the most critical health, safety, physical fitness, and wellness educational needs of our employees. LHRM and Cooperative Fire will initiate this action in FY 13/14, and work will be ongoing.



Objective: Expand safety communications across all programs.

To meet this objective:

- CAL FIRE's Statewide Safety Committee will review safety communications protocols, develop gap analyses, and recommend standards, methodologies, and procedures to address a consistent program application. The Statewide Safety Committee will initiate this action by FY 13/14 and complete it by FY 15/16.

Objective: Seek actions that maintain and enhance the safety and health of CAL FIRE employees and those of partner agencies, as well as the public.

To meet this objective:

- CAL FIRE's OSFM will continue to promote changes in building and other codes that protect firefighter and public health, safety, and general welfare. This includes updating and integrating codes. Staff will work with the Board of Forestry and Fire Protection and the Building Standards Commission to clarify and integrate material in Titles 14, 19, and 24 of the California Code of Regulations. OSFM will complete this action by FY 13/14.
- CAL FIRE's Cooperative Fire Program will seek grant funding to expedite cooperative acquisition of updated personal protective equipment for firefighting personnel. Cooperative Fire will complete this by FY 13/14 and in following years as grant funds are available.
- CAL FIRE's Cooperative Fire Program will develop a funding plan to maintain and enhance Department-wide safety. Cooperative Fire will complete this action by FY 14/15.

GOAL: PROMOTE A HIGHLY MOTIVATED AND WELL-TRAINED WORKFORCE

Objective: Attract, recruit, and retain the best people possible and empower those people at all levels of the organization.

To meet this objective:

- CAL FIRE's LHRM and Equal Employment Opportunity (EEO) Office will work jointly on innovative recruitment strategies to draw in qualified applicants. This action is ongoing.
- CAL FIRE's LHRM will continue to collaborate with control agencies on developing and revising civil service examination methodologies to meet future staffing needs. This action is ongoing.
- CAL FIRE's Executive Team will develop management and leadership mentoring programs to address anticipated succession planning needs. The Executive Team will emphasize cross program experience as requirements to promote and reestablish leadership courses such as Supervision 5. The Executive Team will initiate this action in FY 12/13, and work will be ongoing.
- CAL FIRE's Executive Team will continue to sponsor a fire fighter reclassification working group tasked with consolidating the existing Fire Fighter I and Fire Fighter II classifications into one Department-specific testing classification of "Fire Fighter." The working group will complete its internal review process and submit the Department's proposal to the Executive Team through LHRM by FY 12/13.
- CAL FIRE's MC will develop and implement methods to communicate Department-wide committee processes to employees at all levels within the Department. MC will initiate this action in FY 12/13, and work will be ongoing.
- CAL FIRE's LHRM will leverage technology to streamline hiring processes to eliminate statewide hiring redundancies. LHRM will initiate this action in FY 12/13, and work will be ongoing.



- CAL FIRE's MSAC will review existing policy and recommend additional low cost methods of recognizing, rewarding, and reinforcing positive behavior. MSAC will complete this action by FY 14/15.
- CAL FIRE's LHRM and EEO Office will plan and develop a cross-training program designed to help future leadership candidates prepare better for integrated Department management roles. This program will contribute to a formal leadership training system. LHRM and EEO will phase this project in with a target to complete the action by FY 16/17.

Objective: Utilize existing tools to assess employees and ensure performance accountability.

To meet this objective:

- CAL FIRE's LHRM will enhance, publish, maintain, and market new employee orientation materials. LHRM will initiate this action in FY 12/13, and work will be ongoing.
- CAL FIRE's LHRM will communicate timeframes and expectations to managers and supervisors concerning annual review of duty statements, expectation memos, and Individual Development Plans. LHRM will initiate this action in FY 12/13, and work will be ongoing.





Objective: Develop a comprehensive training tracking and needs assessment system to reflect currency in certifications and qualifications, as well as statewide training needs.

To meet this objective:

- CAL FIRE's Cooperative Fire Program will develop or procure a training database to be used for staff within all program areas. Coop Fire will complete this action by FY 14/15.
- CAL FIRE's Cooperative Fire Program will update the Department's training needs assessment process and incorporate it into the new training database. Coop Fire will complete this action by FY 15/16.
- CAL FIRE's Cooperative Fire Program and the OSFM Training Division will maintain and enhance training to facilitate currency in certifications and qualifications, as well as related subject matter. Coop Fire and OSFM will complete this action annually.
- CAL FIRE's OSFM will improve the California Fire Service Training and Education System (CFSTES) by developing an online Learning Management System that stores individual training records and communicates critical changes in certification standards, testing requirements, and course planning to promote consistency in the development and delivery of training and education. OSFM will complete this action by FY 15/16.

CONCLUSION - MOVING FORWARD

The 2012 CAL FIRE Strategic Plan lays out the Department's specific strategic goals and objectives to best position us to meet our mission of serving and safeguarding the people and protecting the property and resources of California.

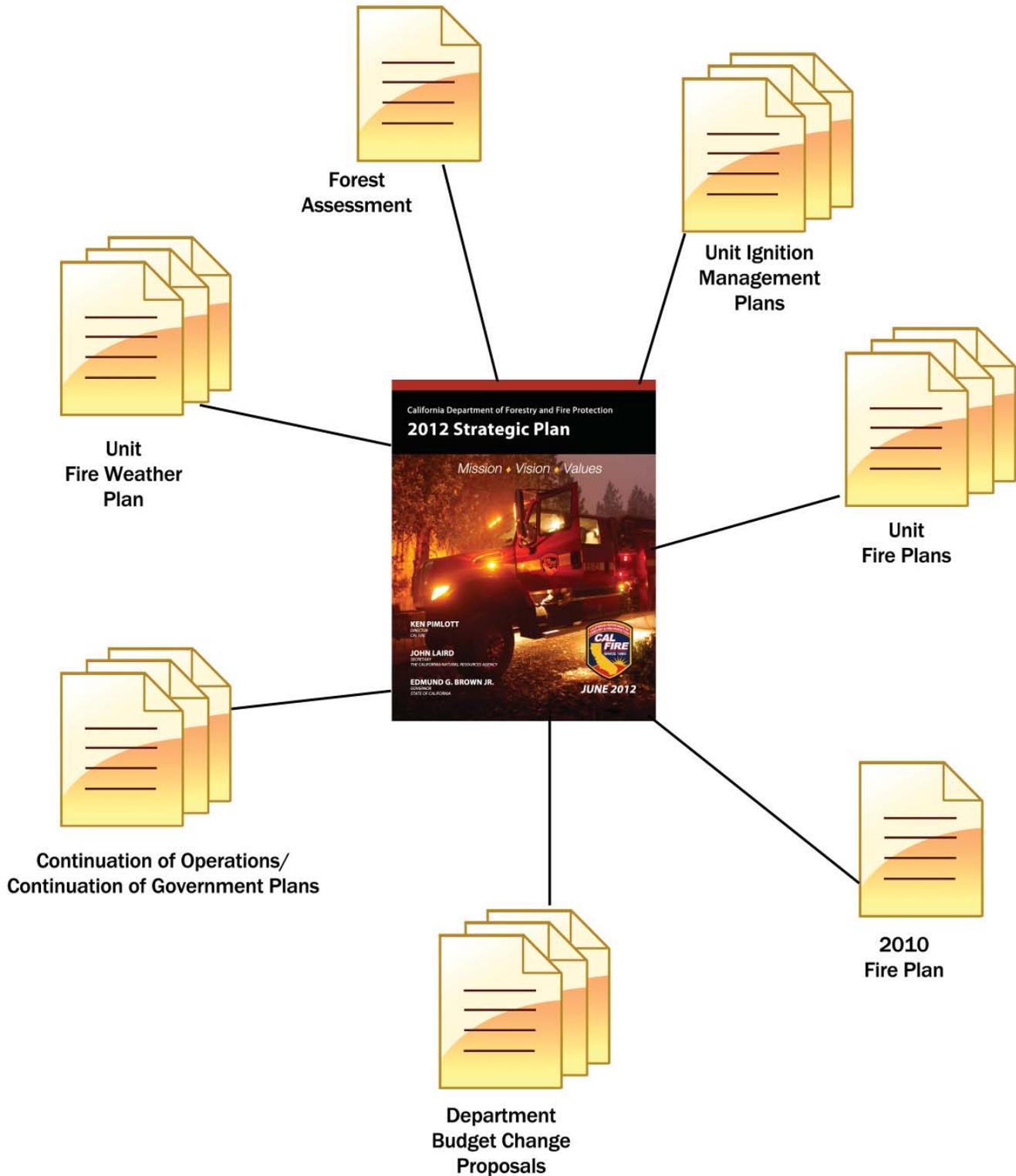
As we continue to face challenges, the Strategic Plan documents our vision and the core values upon which we will rely to ensure our continued progress. We are a leader in fire prevention and protection, emergency response, and natural resource protection, and we must continue to provide the example to the public, our partners, and our employees.

The 2012 Strategic Plan is a living document that is responsive to change and will adapt as we face new challenges in the coming years. The Department's Management Council will be responsible for reviewing the Plan on an annual basis, assessing the progress of the Department's various programs in completing the action items included herein, and making recommendations to the Executive Team on modifications to the plan as appropriate.

The Strategic Plan establishes the framework for our continued success. It will be the guiding document for all of CAL FIRE's activities over the next five years, and it will lay the foundation for the Department's activities in the years that follow. It is up to all of us to move CAL FIRE forward.



APPENDIX A: RELATIONSHIP TO SUPPORTING PLANS



APPENDIX B: ACTION ITEMS MATRIX

Ongoing

Action	Responsible Program
Develop strategies for interacting with stakeholders to share information and gather input on program activities.	All Programs
Seek funding for shortfalls and/or establish a methodology for service cuts or program eliminations as funding dictates.	All Programs
Expand strategies to educate various stakeholders about the Department and our mission by ensuring message(s) tailored to each stakeholder are up to date and readily available for leadership, programs, and employees to use as reference during their interactions with identified stakeholders. Stakeholders include but are not limited to: public, media, internal, elected officials, cooperators, control agencies, and the Administration.	Communications
Continue to establish a messaging and "brand monitoring" function. This function will monitor external messages and marketing materials to identify inconsistencies.	Communications
Continue to ensure that cooperative agreements are mutually beneficial to CAL FIRE, our cooperators, and the public.	Cooperative Fire Protection
Maintain and enhance implementation of the 2010 California Fire Plan as a primary planning and reporting document to the Board of Forestry and Fire Protection and the Legislature. Continue support for assessment, statistical, and analytical functions of the Department. Report annually to the Board and as required to other entities.	Executive Team
Continue to establish priorities and seek to allocate funding and travel authority for participation in local, state, federal, and stakeholder interagency and interdisciplinary training, as well as participation on interagency and interstate committees affecting policies critical to the Department's mission.	Executive Team
Research and identify technologies (and potential funding) related to the following fire protection priorities: firefighter health and safety, fireline situational awareness and status (including Automatic Vehicle Location (AVL) technology and supporting software/hardware), and early surveillance (e.g., aerial cameras and drones with thermal imaging and store and record capabilities).	Fire Protection
Continue to evaluate watershed level timber harvest documents and/or alternatives.	Forest Practice
Continue to review and enhance directives regarding physical security of information technology equipment.	Information Security Office
Continue to develop and update an enhanced Intranet.	Information Technology
Continue to develop and work with other parts of the Department to create a centralized database and application suite of geographic information products that can be utilized both internally and from the Internet.	Information Technology and State Fire Marshal
Explore alternative options to promote physical fitness and wellness and implement where appropriate.	Labor and Human Resources
Work jointly on innovative recruitment strategies to draw in qualified applicants.	Labor and Human Resources and Equal Employment Opportunity
Continue to collaborate with control agencies on developing and revising civil service examination methodologies to meet future staffing needs.	Labor and Human Resources
Foster timely updates to Department personnel on relevant changes in statutory, legal, regulatory, program, and policy directives that affect standards of performance.	Management Council
Continue to evaluate staffing needs at all levels of the Department relative to the Safety Program.	Cooperative Fire Protection
Continue to ensure and enhance a public process to achieve consensus on laws, regulations, and standards affecting local, state, and industry issues.	State Fire Marshal
Maintain and enhance training to facilitate currency in certifications and qualifications, as well as related subject matter.	State Fire Marshal/Cooperative Fire Protection

APPENDIX B: ACTION ITEMS MATRIX

FY 12/13

Action	Responsible Program
Develop the guidelines for external messaging of the Department's mission and other activities.	Communications
Develop, publish, and maintain an annual internal calendar of events on the CAL FIRE Intranet. Establish criteria for what meets the threshold to post, as well as a methodology for color coding recurring events, and authorize specific administrators in each program to post events.	Communications/Information Technology
Establish an internal Departmental communications protocol. This protocol will define the program responsibility for internal Department-wide communications.	Executive Team
Establish a Grants Management Unit.	Executive Team
Continue to foster timely communication and support of the Board of Forestry and Fire Protection in monthly reports and as appropriate.	Executive Team
Develop management and leadership mentoring programs to address anticipated succession planning needs. Emphasize cross program experience as requirements to promote and reestablish leadership courses such as Supervision 5.	Executive Team
Continue to sponsor a fire fighter reclassification working group tasked with consolidating the existing Fire Fighter I and Fire Fighter II classifications into one Department-specific testing classification of "Fire Fighter."	Executive Team
Evaluate staffing needs to implement the Emergency Medical Services (EMS) Program and report to the Executive Team.	Fire Protection
Research and generate an executive report for non-terrestrial fault tolerant communication options, including satellite and the pending California Technology Agency (CTA) Telecommunications digital network.	Fire Protection
Develop and publish a specification for bid that will document current and future mission needs.	Fire Protection
Align the Department to accept the pending next generation 911 by working collaboratively with CTA Telecommunications and cooperators.	Fire Protection
Seek grants or other fund sources to incorporate next generation 911 technologies.	Fire Protection
Develop a policy to address the submittal and approval of research and development projects from all levels and across all programs of the Department.	Fire Protection
Seek funding to enable an enterprise licensing model for information technology software, which will lower costs and improve licensing flexibility.	Information Technology
Make available to all employees resources on physical fitness and wellness via webinars, articles, the Intranet, and appropriate social media to promote the health and wellness of our workforce.	Labor and Human Resources
Conduct quarterly meetings to strategizing health, safety, physical fitness, and wellness education topics for upcoming training sessions, handbook revisions, webinars, and updates to the Intranet.	Labor and Human Resources and Cooperative Fire
Leverage technology to streamline hiring processes to eliminate statewide hiring redundancies.	Labor and Human Resources
Enhance, publish, maintain, and market new employee orientation materials.	Labor and Human Resources
Establish a process to more effectively communicate timeframes and expectations to managers and supervisors concerning annual review of duty statements, expectation memos, and Individual Development Plans.	Labor and Human Resources
Develop and implement the Key Contact Program to broaden Departmental outreach and ensure the coordination of information at all levels.	Legislation
Develop tools to teach all Departmental employees that they are part of the total force concept designed to meet the Departments' mission.	Management Council
Develop a training curriculum to educate programs and regions on the role of control agencies, key contacts within CAL FIRE, and complex control agency requirements.	Management Council

APPENDIX B: ACTION ITEMS MATRIX

FY 12/13 (continued)

Develop and implement methods to communicate Department-wide committee processes to employees at all levels within the Department.	Management Council
Create a working group to identify alternative funding sources.	Management Council
Evaluate and report on the effectiveness of a coordinated pilot project to target improvement and efficiencies in the review of timber harvesting documents.	Resource Management
Escalate the number of facility tours to educate the decision makers in the Legislature, Administration, and Legislative Analyst's Office on the Department's infrastructure program.	Technical Services
Work towards the approval of a standard fire station plan.	Technical Services

APPENDIX B: ACTION ITEMS MATRIX

FY 13/14

Action	Responsible Party
Evaluate and develop grant initiation, review, approval, archive, reporting, and governance structures and procedures.	Executive Team/Grant Management Unit
Seek funding for replacement of the Department's current aging helicopter fleet.	Fire Protection
Review and adapt operational procedures to incorporate next generation 911.	Fire Protection Program
Research technologies (and potential funding) to improve scenario-based training through use of a virtual training environment.	Cooperative Fire Protection
Seek grant funding to expedite acquisition of updated personnel protective equipment for firefighting personnel.	Cooperative Fire Protection
Implement and expand upon timber harvesting plan review process improvements statewide, as identified during the Redding Pilot Project of 2012-13.	Forest Practice/ Resource Management
Develop and seek funding for network access control technology.	Information Technology
Research and adopt system hosting practices that allow CAL FIRE to place its existing applications directly on the Internet in order to enable end users and cooperators to access and modify key information anywhere Internet connectivity exists without having to log into the CAL FIRE Intranet.	Information Technology
Research and adopt wireless and mobile applications that will enable end users to securely connect to CAL FIRE systems from mobile platforms (tablets and smartphones).	Information Technology
Research and adopt cloud computing products and services that enable CAL FIRE end users to exchange information with partners and cooperators in a secure manner using off-the-shelf products and subscription based services.	Information Technology
Utilize statistical data from the Injury Assessment and Prevention System (IAPS) and other Departmental data to identify the most critical health, safety, physical fitness, and wellness educational needs of our employees.	Labor and Human Resources/ Cooperative Fire Protection
Develop and recommend strategies to mitigate key-person dependency within units/ programs throughout the Department.	Management Council
Establish a working group to develop a reallocation plan for the Department.	Management Council/Master Staffing Plan Project Team
Identify overlapping and duplicative business processes and make recommendations to MC.	Management Services Advisory Committee
Continue to promote changes in building and other codes that protect firefighter and public health, safety, and general welfare. This includes updating and integrating codes. Work with the Board of Forestry and Fire Protection and the Building Standards Commission to clarify and integrate material in Titles 14, 19, and 24 of the California Code of Regulations.	State Fire Marshal
Update database structure to be part of the Department's enterprise GIS framework.	State Fire Marshal/ Information Technology
Establish a methodology for budget allocation to units, regions, and programs.	Management Services Advisory Committee

APPENDIX B: ACTION ITEMS MATRIX

FY 14/15

Action	Responsible Program
Identify any base budget shortfalls for mandated and unmandated service deliveries as a follow-up to the allocations project.	All Programs
Develop or procure a training database to be used for staff within all program areas.	Cooperative Fire Protection
Develop a funding plan to maintain and enhance Department wide safety.	Cooperative Fire Protection
Create an internal process for transitioning the following fireline safety research and development projects into operational models: Wildland Firefighting Personal Protective Ensemble, and "Next Generation Incident Command System" pilot.	Fire Protection
Study alternatives for the next generation air tanker to replace the Department's current fleet of S-2T's.	Fire Protection
Research and adopt distance learning technologies that will enable CAL FIRE to deliver training materials over the Internet to mobile devices.	Information Technology/ Academy
Create a Department expectation checklist for Unit Chiefs and program managers for developing and cultivating relationships with cooperators and the public.	Management Council
Review existing policy and recommend additional low cost methods of recognizing, rewarding, and reinforcing positive behavior.	Management Services Advisory Committee
Continue to enhance Pipeline Safety, Arson and Bomb Investigation, and Fire and Life Safety Divisions.	State Fire Marshal
Research and identify technologies related to the ability to track and collect reimbursable funding and strengthen record keeping and information recall.	State Fire Marshal
Coordinate agency and public participation in the development of the 2010 Forest Assessment. To facilitate these efforts, FRAP will seek information related to climate change impacts on forest and rangelands, including but not limited to, current vegetation, fuel loads relative to wildfire, land conversion, priority landscapes, and the impact of forest pests.	State Fire Marshal

APPENDIX B: ACTION ITEMS MATRIX

FY 15/16

Action	Responsible Program
Update the Department's training needs assessment process and incorporate it into the new training database.	Cooperative Fire Protection
Create and maintain a centralized, online document library for critical documents.	Information Technology
Continue to work with the watershed stewardship councils, conservation easement holder designees, other collaborators, and stakeholders to complete the successful transfer of designated watershed lands to CAL FIRE for management as Demonstration State Forests.	Resource Management
Review safety communications protocols, develop gap analyses, and recommend standards, methodologies, and procedures to address a consistent program application.	Statewide Safety Committee
Improve the California Fire Service Training and Education System (CFSTES) by developing an online Learning Management System that stores individual training record and communicates critical changes in certification standards, testing requirements, and course planning to promote consistency in the development and delivery of training and education.	State Fire Marshal

FY 16/17

Action	Responsible Program
Review the feasibility of increasing the Wide Area Network (WAN) bandwidth capabilities and submit required studies to support funding requests for a WAN upgrade.	Information Technology
Review the feasibility of extending existing AVL, Automatic Flight Following (AFF), and Mobile Data Terminal (MDT) technologies and submit required studies to support funding requests for AVL/AFF/MDT.	Information Technology/Fire Protection
Plan and develop a cross-training program designed to help future leadership candidates prepare better for integrated Department management roles. This program will contribute to a formal leadership training system.	Labor and Human Resources/Equal Employment Opportunity



