

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

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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

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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

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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