

**Vision:** An Arizona whose diverse landscapes are healthy and whose people are protected from the theft of fire.

**Mission:** Foster, maintain, and enhance collaboration with partners, stakeholders, and cooperators' to: proactively promote the health and safety of Arizona' forests, woodlands, deserts and watersheds; encourage fire-adapted communities; provide leadership and oversight of resources in wildfire response; and ensure fire safety in public buildings through the enforcement of the state of fire code.

**Agency Description:** The Arizona Department of Forestry and Fire Management (DFFM), in partnership with local, county, state, and federal agencies, protects Arizona's people by: providing coordination and resource response for the suppression and management of wildland fire; delivering education to aid in the prevention of wildland fire; providing information, education, technical assistance, and integrated management strategies through forestry programs; collaborating in forest restoration; and ensuring fire and life safety through regular building inspections, permitting, and plan reviews.

**Executive Summary: The Arizona Department of Forestry and Fire Management (DFFM) identified four strategic priorities to reach our vision.**

**Improving the Natural Environment:** Promote and assist in landscape-scale and high priority forest restoration throughout Arizona. Implement the Healthy Forest Initiative program and increase effectiveness of the invasive plant program.

**Promoting Public Safety:** Increase overall compliance rates of facilities inspected by the Office of the State Fire Marshal (OSFM).

**Increase Fire Management Program Effectiveness and Efficiency:** Improve coordination and collaboration with partners for efficient response and use of resources.

**Maximizing Agency Effectiveness and Efficiency:** Integrate the Arizona Management System into agency practices and conduct a thorough analysis of DFFM activities.

### Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Improve the Natural Environment	2019	Successfully engaged with the United States Forest Service (USFS) on Four Forest Restoration Initiative(4FRI) Request for Proposal development. Hazardous Fuels Reduction (HVR) program implemented in 2016 is now the HFI program. Increased acres treated 2017-2020. Invasive Plant Eradication fund and program created in 2020.
2	Promote Public Safety	2016	Kaizen blitz of Office of the State Fire Marshal (OSFM) has been implemented. Worked with ADCRR on addressing locking and fire safety issues at state correctional facilities, including scheduling for visits and for improvements to be made, as well as a joint training initiative.
3	Increase Fire Management Program Effectiveness and Efficiency	2018	Negotiations with the feds allow for more frequent invoicing. Completed basic cost share training for fire staff personnel. New fire invoice software identified and will be implemented for FY2022.
4	Maximize Agency Effectiveness and Efficiency	2016	DFFM started implementing Arizona Management System (AMS) in 2016 under previous leadership. Agency AMS Liaison with Government Transition Office appointed. Successfully implemented teleworking agency wide. Agency full reboot in process.
5	Hire, develop and retain an informed and engaged workforce	2019	HFI positions have been identified, positions descriptions in process. Employee Engagement Survey participation and positive response results increased and was above the state agency average.

# Department of Forestry and Fire Management

Current Annual Focus

## Fiscal Year 2022 Strategic Plan

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	Implementation of 4 Forest Restoration Initiative (4FRI) contract after award to treat 30-40,000 acres per year for 20 years.	Number of acres awarded under 4FRI Contract.  Percentage of Milestones Completed	Influence the implementation and successful execution of 4FRI contract.  Year three: Vendor Negotiations and Awarding of RFP; development and deployment of plan of prioritization and effectiveness.
1	Increase number of acres treated in priority areas for invasive plant treatment.	Dollars encumbered under grant program. Acres under agreement/plan in priority areas. Values at risk protected Dollars of non-state funding leveraged	Create multi-year state-funded invasive plant species eradication program.  Year three: Implement strategic plan created in 2021.
1	Increase number of acres treated using the Healthy Forest Initiative (HFI) program.	Dollars encumbered under grant program. Acres Planned and Treated Values at risk protected. Good Neighbor Authority (GNA) Acres Treated/Planned % of HFI Milestones Completed (HFI Crews formed, Staff Hired, Vehicles Procured)	Enhance HFI program through leveraging federal and state funds to maximize acres treated. Utilize new SRP partnership to accomplish additional forest and watershed restoration on Forest Service land. Year one: HFI rolled out at 50% Develop annual action plan with ADCRR for inmate crew rollout and increase collaboration with other HFI relevant state agencies.
2	Increase the OSFM meeting the national fire code requirements relating to the organization and deployment of Code Enforcement, Plan Review, Investigation, and Public Education Operations. Implementation of 2018 Fire Code National Standards.	% of Fire Safety Inspections resulting in Fire Code Compliance on educational, public safety buildings, detention centers, healthcare, etc. % of On-time Fire Safety Inspections on educational, public safety, detention centers, healthcare facilities, etc.	Evaluation of minimum performance requirements regarding effectiveness and efficiency of the OSFM based upon an approved Community Risk Reduction (CRR) Plan. Year three: Conduct Community Risk Assessment (CRA); Establish a process to identify and analyze community risk that impact the services of the OSFM
3	Track local cooperator cost share obligations. Improve cost-share negotiations or outcomes Develop a Return-on-Investment model for values at risk protected vs Fire Suppression Dollars spent	Track cooperator's cost share on 100% of the fires within a cooperator's jurisdiction  % of Milestones Completed on Time  % of Milestones Completed on Time	Improve coordination and collaboration with partners for efficient response and use of resources. Design and implement a process for assessing the effectiveness of cost-share negotiations Establish actionable metrics. Year three: Collect data on costs share; Utilize aspects of Risk Management and Incident Business Management Practices, along with cooperation of partners
4	Increase % of staff trained in and utilizing AMS tools. Increase AMS Assessment Score	% of staff trained in and utilizing AMS tools.  AMS Assessment Score	Automate our auditing functions by investing in a fire billing software that will improve the accuracy, timing, and speed of payments to our vendors. Increase the standardization of work products.
5	Fill new positions authorized in FY22 Budget Review of all DFFM Job Classifications and realignment of positions.	% of Authorized New Positions Filled % of Job Classifications Reviewed	Develop and implement recruiting strategies. Year One: Review and align DFFM job classifications.