

**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 forest restoration throughout Arizona. Increase the effectiveness of our Hazardous Vegetation Removal and invasive plant treatments.

**Promoting Public Safety:** increase overall compliance rates of facilities inspected by the Office of the State Fire Marshal.

**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 on Four Forest Restoration Initiative(4FRI) Request for Proposal development. Hazardous Fuels Reduction (HVR) program implemented in 2016. 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) completed fall 2019. Assistant Director of the OSFM hired fall 2019. Kaizen recommendations implemented 2019-2020.
3	Increase Fire Management Program Effectiveness and Efficiency	2018	Reduced cooperator invoice processing time from 90 days to less than 10 days. In FY 2020 the Governor increase BSF monies available to reimburse cooperators to \$20 M. Negotiations with the feds allow for more frequent invoicing. Kaizen/analysis of fire program initiated 2020 starting with agency dispatch center.
4	Maximize Agency Effectiveness and Efficiency	2016	DFFM started implementing Arizona Management System (AMS) in 2016 under previous leadership. Agency Full reboot in process. Agency AMS Liaison with Government Transition Office appointed.
5	Hire, develop and retain an informed and engaged workforce	2019	Human resource positions created and filled in 2019.

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	The successful award of a 4 Forest Restoration Initiative (4FRI) contract to treat 30-40,000 acres per year for 20 years.	Number of acres awarded under 4FRI Contract.	Influence the implementation and successful execution of 4FRI contract.  Year two : Awarding of RFP; development and deployment of plan of prioritization and effectiveness.
1	Increase number of acres treated in priority areas for invasive plant eradication.	Dollars encumbered. Acres under agreement/plan in priority areas. Cost per acre. Values at risk protected Leverage state dollars	Create multi-year state-funded invasive plant species eradication program.  Year two: Strategic plan developed, create project inventory system, establish cooperator agreements, ensure available funding is encumbered, create tracking and monitoring system.
1	Increase number of acres treated using the Hazardous Vegetation Removal (HVR) program.	Dollars encumbered. Acres under agreement/plan. Cost per acre. Values at risk protected.	Enhance HVR program through leveraging federal and state funds to maximize acres treated.  Year two: Fully deploy Fuels Treatment Tracking tool with dashboard. Continue to develop “shelf stock” consisting of shovel ready projects. Leverage state funding with federal and local funding.
2	Increase the OSFM’s ability to meet national fire code requirements relating to the organization and	Increase the number of compliant inspections.	Initiate the evaluation of minimum performance requirements regarding effectiveness and efficiency of the OSFM based upon an approved Community Risk Reduction (CRR) Plan
3	Increase % of DFFM staff trained in resource utilization and cost-sharing negotiation.  Increase percent of cooperator agreements that have standardized equipment rates.	% of staff trained for each type of incident.  % of cooperators agreements with standardized equipment rates.  <b>Cost per acre for Cost Share and State Fires.</b>	Improve coordination and collaboration with partners for efficient response and use of resources.  Year two: Collect data on fuels treatment effectiveness and create an easy to understand database for managers; Utilize aspects of Risk Management and Incident Business Management Practices, along with cooperation of partners to effectively manage incidents strategically and financially.
4	Increase % of staff trained in and utilizing AMS tools.  Increase AMS Maturity Score.	% of staff trained in and utilizing AMS tools.  AMS Maturity 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	Increase the participation and compliance of teleworking.  Hire, develop and retain an informed and engaged workforce.	% of participation of agency employees  % of staff trained	Develop and implement the program. Develop the criteria; and develop for those who are eligible.  Create curriculum that is consistent. Standardization of practices between fire districts.