

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

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; provide leadership and oversight of wildlife response resources; ensure fire safety in public buildings through enforcement of the State Fire Code; and encourage fire-adapted communities.

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

Executive Summary: DFFM identified five strategic priorities to reach our vision.

Improve the Natural Environment: Promote and assist in landscape scale and high priority forest restoration throughout Arizona. Implement the Healthy Forest Initiative (HFI) Program and increase effectiveness of the Invasive Plant Program.

Promote 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 Arizona Management System (AMS) into Agency practices and retrain Leadership to integrate AMS elements.

Hire, Develop and Retain an Informed and Engaged Workforce: Leverage recruiting strategies by participating in more inter-Agency Job Fairs and offering ongoing training and development to all staff.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improve the Natural Environment	2019	The Healthy Forest Initiative (HFI) Program was implemented in 2021 and has successfully treated more than 10,000 acres. A Master Good Neighbor Authority (GNA) Agreement was signed with the United States Forest Service (USFS) allowing DFFM to implement projects on National Forest System lands. A Memorandum of Understanding (MOU) was signed with Coconino and Tonto National Forests to treat an additional 3000-5000 acres in high priority watersheds and communities.
2	Promote Public Safety	2016 Updated 2023	The Office of the State Fire Marshal (OSFM) will be transitioning to and implementing a Salesforce database platform. The technology upgrade will increase overall efficiency and productivity for streamlined administration of Fire Prevention and Life Safety programs in the state of Arizona.
3	Increase Fire Management Program Effectiveness and Efficiency	2018	Basic cost share training for Fire Staff personnel was completed. Negotiations with the Federal government allowed for more frequent invoicing. Ongoing training is being held to improve overall reporting quality.
4	Maximize Agency Effectiveness and Efficiency	2016 Updated 2022	Worked with Government Transformation Office (GTO) to successfully establish a regular meeting cadence and conduct AMS Refresh trainings. Integrated AMS elements and utilized Leader Standard Work. Appointed a new AMS Liaison.
5	Hire, Develop and Retain an Informed and Engaged Workforce	2019	Successfully implemented Agency wide teleworking in 2020. Increased Employee Engagement Survey responses and was above State Agency average for second consecutive year. Created Human Resources Flow Board for visual performance management.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1a	Increase the number of acres treated using the Healthy Forest Initiative (HFI) Program. (Breakthrough)	<ul style="list-style-type: none"> Dollars Encumbered Under Grant Program Number of Acres Treated Number of Projects Accomplished in the Wildlife Urban Interface (WUI) % of HFI Milestones Completed 	Expand HFI Program through leveraging Federal and State funds to maximize acres treated. Continue to utilize the SRP funding partnership to accomplish additional Forest and Watershed restoration on USFS Land. <ul style="list-style-type: none"> Year 2: HFI Rolled out at 100% Distribute Hazardous Fuels Reduction Report to present Annual Accomplishments (Acres Planned, Treated, Project Benefits, etc.)
#1b	Increase the number of acres treated in priority areas for Invasive Plant Treatment.	<ul style="list-style-type: none"> Dollars Encumbered Under Grant Program Number of Acres Under Agreement/Plan in Priority Areas Dollars of Federal Funding Leveraged 	Enhance the multi-year State funded Invasive Plant Species Eradication Program. <ul style="list-style-type: none"> Implement Year 1 of Invasive Plant Program Strategic Plan created in 2021 Conduct outreach to partners and stakeholders
#1c	Increase acres treated under the USFS Good Neighbor Authority (GNA).	<ul style="list-style-type: none"> Number of Acres Under GNA Agreements Number of GNA Acres Treated 	A master GNA Agreement was signed with the USFS Region 3 and MOUs have been signed with Coconino and Tonto National Forests. <ul style="list-style-type: none"> Develop and execute Supplemental Project Agreements with USFS to specify GNA Projects to be implemented Year 1
#2	Identify availability of inspection results by Letters of Appointment (LOA) partners. Increase the % of On Time Inspections.	<ul style="list-style-type: none"> % of Fire Safety Inspections Resulting in Fire Code Compliance % of On Time Inspections per NFPA Guidelines 	Implement Salesforce database platform to increase efficiency and productivity. <ul style="list-style-type: none"> Utilize additional staff to increase the % of Fire Safety Inspections Resulting in Fire Code Compliance Increase the % of On Time Inspections per NFPA Guidelines
#3	Track local cooperators cost share obligations. Improve cost share negotiations and outcomes. Continue to develop a Return-On-Investment model for values at-risk protected vs fire suppression dollars spent.	<ul style="list-style-type: none"> Cooperator's Cost Share on 100% of Fires Within Cooperator's Jurisdiction Cost Comparison Between FEMA Eligible vs FEMA Ineligible Fires 	Continuous training for mid-management Fire staff. <ul style="list-style-type: none"> Develop a common cost share program between cooperators and Federal partners Develop cost share methodology focusing on FEMA Eligible vs FEMA Ineligible Fires
#4	Increase the number of staff trained in AMS tools throughout the Agency. Increase AMS Assessment Score.	<ul style="list-style-type: none"> % of Staff Trained In AMS Tools AMS Assessment Score Average Time to Reimburse Cooperators for a State Fire 	Retrain Leadership via sequence of AMS Refresh Sessions and involve End Users on new processes and problem solving. <ul style="list-style-type: none"> Integrate AMS elements into Agency practices and utilize Leader Standard Work Increase Visual Performance Management elements with Flow Boards and 5S Signage
#5	Fill new positions authorized in FY23 Executive Budget Review.	<ul style="list-style-type: none"> % of Authorized New Positions Filled % of Job Classifications Reviewed 	Develop, implement and maximize new recruiting strategies. <ul style="list-style-type: none"> Year 2: Review and align DFFM job classifications