

Statewide Vision: An Arizona for everyone.

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

Agency 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 wildfire 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 various Department programs; collaborating in forest restoration projects; and ensuring fire and life safety through permitting, plan reviews and building inspections.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General Fund (GF), other Appropriated Funds (AF), Non-Appropriated Funds (NAF), and Federal Funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	235.5	\$129,473,400	\$0	\$6,092,875.84	\$59,960,623.31	\$195,526,899.15	
24	235.5	\$57,605,200	\$0	\$7,590,034.74	\$56,622,879.98	\$121,818,114.72	
25	235.5	\$48,605,200	\$0	\$10,000,000	\$90,766,800	\$149,372,000	

* Total reflects GF + AF + NAF. FED funding shown is broken out from NAF

Executive Summary: DFFM identified three strategic outcomes to reach its vision.

Forestry - Increase Wildfire Mitigation Efforts: Increase and sustain the number of acres treated to improve forest and watershed health and reduce wildfire risk in Arizona. Utilize State appropriated funding to leverage Good Neighbor Authority (GNA) opportunities with federal partners to increase pace and scale of wildfire risk reduction projects.

Office of the State Fire Marshal - Increase School Safety: Increase the number of annual fire inspections at schools by the Office of the State Fire Marshal (OSFM) and in coordination with partners as required by the State Fire Code in order to increase the safety of students and school staff.

Fire - Increase Wildfire Community Education and Protection: Increase education and protection of Arizona communities from wildfire.

Summary of 5-Year Agency Outcomes
 (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	<p>Forestry - Increase Wildfire Mitigation Efforts</p> <p>Treat 40,000 acres annually in FY 2026 and sustain a 40,000 acre annual target through June 2029.</p>	FY25	<p>Resilience, Water and the Environment</p> <p>Healthy Forests and Grasslands to Prevent Fire</p>	<p>In FY24, DFFM met its annual target of 20,000 acres and is engaged in building additional capacity to meet a 40,000 acre annual target by FY 2026. Additional capacity includes: 1) implementing departmental-wide operational and procedural improvements, 2) hiring additional staff, 3) increasing the number of private contractors on state contract to perform work at increased pace and scale and at lower costs, 4) via GNA, continue working with the United States Forest Service (USFS) on increasing the number of acres to be treated by DFFM on USFS lands from over 80,000 acres currently under agreement to over 100,000 acres in order to treat landscapes at highest risk to private property and communities, 5) implementing wildfire risk mitigation projects on state trust lands to enhance watershed health and minimize fire risk while supporting private industry with sustainable wood fiber, and 6) increase the use of prescribed fire in conjunction with other mitigation methods to minimize wildfire risk and allow fire to play its natural ecological role.</p>
2	<p>Office of the State Fire Marshal - Increase School Safety</p> <p>Increase the number of annual school fire safety inspections by 20% by June 2029.</p>	FY25	<p>Resilience, Water and the Environment</p> <p>Healthy Forests and Grasslands to Prevent Fire</p>	<p>Largely as a result of a September 2023 performance audit by the Auditor General's Office, the OSFM is implementing several operational improvements intended to significantly increase the accomplishment, tracking, and reporting of fire safety inspections for state and county-owned buildings and schools statutorily required by the OSFM. Improvements include: 1) population of building data, inspection status and scheduling information for jurisdictional buildings into a departmental-wide database, 2) completion of a program assessment in accordance with the National Fire Protection Association (NFPA) 1730 which will inform required staffing levels to allow increased capacity to meet outcomes, 3) Review and update of all existing policy/protocols that govern the OSFM, and 4) Increase LOA (Letter of Approval) partners. Together, these improvements will allow the OSFM to compel increased funding for additional staffing to meet expected outcomes.</p>
3	<p>Fire - Increase Wildfire Community Education and Protection</p> <p>Increase the number of communities prepared for wildfire by enrollment in the Firewise Program by 5% each year through June 2029.</p>	FY25	<p>Resilience, Water and the Environment</p> <p>Healthy Forests and Grasslands to Prevent Fire</p>	<p>Our Fire Prevention Division has increased its staffing and operational capacity to provide increased outreach, education, and protection to Arizona Communities by training and enrollment in the NFPA Firewise Community Program. The continuing education and targeted public events are most beneficial and contribute to the overall Firewise Program success to spur action by private homeowners and community leaders to proactively reduce wildfire risk in their communities.</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>Forestry - Increase Wildfire Mitigation Efforts</p> <p>40,000 acres treated annually in FY 2026 and sustained through June 2029.</p>	<p>Breakthrough Increase the number of acres treated (for wildfire risk reduction and forest and watershed restoration) from 20,000 acres annually to 30,000 acres annually in FY 2025.</p>	<p># of Acres Treated for Wildfire Mitigation *</p> <p># of Acres Treated for Wildfire Mitigation in Priority Firesheds</p>	<p>Implement FY25 Annual Program of Work through leveraging Federal and State funds to maximize acres treated.</p> <p>Hire and train remaining forestry staff required to plan and implement projects.</p> <p>Maximize awards to private industry via DFFM's new Wildland Fuels Reduction, Forestry Management and Timber Sale Preparation Contract for logging, mastication, hand thinning, watershed restoration, and other wildfire mitigation activities.</p>
<p>OSFM - Increase School Safety</p> <p>Increase the number of Fire Safety Inspections for Schools by 20% by June 2029.</p>	<p>Increase the current number of Fire Safety School Inspections currently being conducted to 2,381 in FY 2025.</p>	<p># of School Inspections by OSFM</p> <p># of School Inspections by LOA Partners</p> <p># of State and County Owned Building Inspected</p>	<p>Continued deployment of OSFM Salesforce database platform to increase efficiency and productivity.</p> <p>Continued utilization of OSFM analysis results as the benchmark for critical staffing increases, required to meet both the National Fire Protection Association Standards and International Fire Code.</p>
<p>Fire - Increase Wildfire Community Education and Protection</p> <p>Increase the number of communities prepared for fire by enrollment in the Firewise Program by 5% each Fiscal year through June 2029.</p>	<p>Increase the number of communities enrolled in NFPA Firewise Program from 160 to 168 in FY25.</p>	<p># of Communities Enrolled in the Firewise Program</p>	<p>Educate communities to organize, find direction and take action to reduce wildfire risks.</p> <p>Monitor existing communities that have completed the renewal process.</p> <p>Target new communities in the Planning and Development phase that have completed recognition process.</p>

Stakeholder Involvement: *Provide a summary of what stakeholders were involved and how.*

Internal: DFFM's Executive Leadership Team (ELT) includes leaders from all of our divisions, Administration, Human Resources, Finance, Forestry, Wildland Fire, and the Office of the State Fire Marshal. The ELT meets on a weekly basis to discuss DFFM's program of work, directives from the Governor's Office, and the general direction and business of DFFM. This same group scheduled additional meetings to discuss, workshop and draft our FY 2025-2029 Strategic Plan.

External: DFFM's external stakeholders include the Governor's Office, US Forest Service, The Arizona State Land Department, the Division of Emergency Management, Arizona State Parks, the Ecological Research Institute, the Salt River Project, the White Mountain Apache Tribe, the San Carlos Apache Tribe, Arizona Public Service, Arizona Counties, the Arizona Fire District Association, the Arizona Fire Chiefs Association, The Arizona Fire Marshals Association and numerous citizens groups that work to improve the health of Arizona's landscapes and ecosystems. The ELT considered input from these groups and others in developing DFFM's Strategic Plan and Program of Work. The nature of DFFM's work and responsibilities requires collaboration with many different stakeholders in order to get our work completed.

Communication Plan: *Provide a summary of how this strategic plan will be communicated to stakeholders.*

Internal: DFFM's State Forester and Director provides updates to staff through emails and at times, agency-wide 'all hands' meetings. Internal strategic plan communication can also be delivered through the Human Resources monthly updates.

External: DFFM routinely provides Agency wins to Governor's Office as part of Hobbs Highlights, "Arizona for Everyone." Detail 'wins' on our social media channels, including Facebook and X along with media releases, if and when applicable.

