



Providing resources and information from Management Services in support of the Department's mission.

CAL FIRE—Conflicts of Interest

Denise Inouye, Policy and Project Services

“And, that is how change happens— one gesture, one person, one moment at a time.”

-Libba Bray

Conflicts of interest have been a concern for decades in all facets of business, including the public sector of government, and one always on the forefront regarding integrity and transparency.

The Political Reform Act of 1974 (contained in California Government Code Sections 81000-91014) requires State and public officials, as well as specified public employees, to disclose certain personal financial holdings. An official or employee who is designated in a department's Conflict-of-Interest (COI) Code must file a Statement of Economic Interest, Fair Political Practices Commission (FPPC), Form 700.

It is important to ensure that CAL FIRE and its officials and employees abide by the rules and laws governing COI. Legislation and regulations require CAL FIRE to designate positions in its COI Code that are responsible for making high level and financial decisions in which the employee may gain a personal advantage due to the employee's interests outside of the agency. FPPC Rule 18700 states that a “public official has a conflict of interest if the decision will have a reasonably foreseeable material financial effect on one or more of his/her economic interests.”

However, not all CAL FIRE employees are required to file a Form 700 under the COI regulations. To ascertain whether it is mandatory to file the form, visit the CAL FIRE Intranet at <http://calfireweb/employeecenter/#environment>.

Each year approximately 200 employees holding positions listed in the COI regulations are required to file a Form 700 with the CAL FIRE Filing Officer (located within the Human Resources Office (HRO)). Employees required to file a Form

700 are called “designated employees” or “code filers” and are required to file one of the following types of statements:

- *Annual* – Filed by employees holding positions required to file under COI regulations. Statements cover all applicable interests within an annual period, generally for a calendar year. Form 700s for CAL FIRE employees are submitted to Policy and Project Services within the HRO each year.
- *Assuming* – This statement is completed by employees who are newly appointed to a position required to file under COI regulations. Assuming Form 700 statements must be filed within 30 days of the appointment date.
- *Leaving* – This statement is completed by employees who separate from a position required to file under the COI regulations.

(Cont'd. on Page 9)

What's Inside?

CAL FIRE—Conflicts of Interest.....	1
Dear Claire DeAir.....	2
Dates to Remember	2
Achieving Work-Life Balance.....	3
Employee Spotlight	4
Safety on the Road and In Your Home.....	5
2019 Mileage Reimbursement Rate	5
Did you (C) Dat(a).....	6
Dat(a) (Cont'd.)	7
Focus on Fitness	8
Spotlight (Cont'd.).....	9
COI (Cont'd.)	9

Dear Claire DeAir: Recycling Resources

Merced Arguello, Business Services Office (BSO)

Are your procurement, contract, grant, state and federal property, or policy needs fraught with confusion? The BSO presents Claire DeAir, who will be here every month to offer advice and to ease all of your BSO burdens.

DEAR CLAIRE DeAIR,

My station has a bunch of stuff sitting around, like an old CRT television that is broken, some used batteries, empty paint cans, etc. Even though it is of no use to us anymore, I want to make sure it does not just end up in our local landfill. As a CAL FIRE employee, are there any resources available that will help me determine what can be recycled and if so, where to recycle them at?

-CONSCIENCE CONNIE

Dear CONNIE,

Out with the old, and in with the new. Sounds like the early stages of spring cleaning to me. I am glad that your station is taking a proactive approach to diverting materials from landfills and finding more appropriate avenues for it. Recycling may seem like a bit of a chore, but with the right resources and knowledge, you will be able to develop recycling practices that are not only productive and useful, but also friendly to the environment and your local community. Luckily for you, there are many readily available resources that will help guide you in the right direction. But first – *a fun fact:*

California state government holds every State agency to very high recycling standards. Did you know there was such a thing? Currently, Assembly Bill No. 75 (Strom-Martin), [Chapter 764](#), requires State agencies and large State facilities to divert at least 50% of their solid waste from disposal facilities. However, by the 2020, this percentage will be raised to 75% to be in accordance with the requirements of Assembly Bill No. 341 (Chesbro), [Chapter 476](#). By giving your old television and paint cans a second thought, you are now being an active participant in achieving these goals. Way to go! Now, let us talk about setting a precedence and the resources that will aid in establishing good recycling habits.

California's recycling agency, CalRecycle, has made many resources easily accessible through its

website (<https://www.calrecycle.ca.gov/>). The resources available through the website are ones that your station and all CAL FIRE personnel should be using to learn about proper disposal of waste and recyclable material. The website has an entire section dedicated to State agencies and outlines all the information you need to satisfy all regulations, policies, and laws related to California's recycling requirements. In addition to information regarding policy and law, CalRecycle's website also has beneficial learning material that includes videos and publications that can be used to teach or train personnel at your station who may have waste removal duties. One *very* useful feature available on the website is an interactive map that you can use to locate recycling centers that process the four major recyclable material categories: CRV (e.g., bottles, cans), electronics, tires, and used oil. This would be a great place to start for the items you currently have sitting around at your station.

Another useful resource that has an extensive recycling center database is compiled by Earth911. On its website (<https://earth911.com/>) you can find locations near your station that accept and recycle over 350 products and materials. This can be done by typing in a specific recyclable material keyword (e.g., concrete, batteries, aerosol cans) and the zip code where the waste is located into the search field. The website will then list the nearest locations that recycle the specific waste product entered in relation to the zip code provided. If you prefer to search for locations over the phone, Earth911 allows for this option by simply dialing 1-800-CLEANUP.

We want CAL FIRE to set an example by going beyond the State's required goals. The first step in doing this is learning about what can be recycled and where to recycle it. The resources provided in this article should help aid in our efforts to become a leader in recycling. Another great resource for recycling here at CAL FIRE is our very own Recycling Coordinator, Merced Arguello. Merced is always available to help! You can contact him with your questions by emailing HQRecycleCoordinators@fire.ca.gov or merced.arguello@fire.ca.gov. Thanks for administering and being an advocate for the mantra, "Reduce, Reuse, Recycle!"

Dates to Remember

Examination Final
Filing Date(s):

Arson & Bomb
Investigator
Until Filled

Achieving Better Work-Life Balance

Wilaya Trotter, Workforce and Succession Planning (WFSP) Unit

Work-life balance is an important aspect of a healthy work environment, but there are times when it seems like an impossible feat. Family responsibilities, educational pursuits, recreation, and unforeseen occurrences are a few things that can make it difficult to achieve balance. Achieving and maintaining a healthy work-life balance is an attainable goal that can result in reduction of stress, increased productivity, motivation, and job satisfaction, all of which is linked to lower turnover. The definitions and explanations of work-life balance vary, but by applying specific tips and strategies you can strike the balance that is right for you.

One of the first steps to effectively manage personal and professional responsibilities is to identify your priorities. Ask yourself, “What are the most important things at work and at home that need attention, and what things can be set aside?” You have the ability to prioritize your efforts and decide which ones merit the most attention. By clarifying your priorities, you can reflect on what is really important and make a conscious decision to move in a positive direction. Creating task lists has helped me to put things in the order of importance and set manageable goals for myself each day. When you complete those tasks, you feel less stressed and have a sense of accomplishment and control. Time management is also an important part of finding balance in the workplace. When you procrastinate, the task often grows in your mind until it seems insurmountable. Whether you are facing a big project at work or at home, it is helpful to break it down into smaller tasks. The less time you spend procrastinating, the more time you can spend productively.

Technology now keeps us in constant contact with our jobs, potentially blurring the lines between work and private life. It is important to set boundaries on your availability outside of work to take calls and emails and how often. Recognize the need for personal time to participate in family life, a favorite hobby, or even a community activity. Taking this time is what recharges and rejuvenates you to be the best version of yourself in all aspects of life. A challenge I have personally faced is

leaving work at work. I feel a lack of closure when tasks are unfinished and have a hard time letting things go both physically and mentally for the day. While this is something I am still working on, what has helped me in this area is letting go of perfection. There is always going to be something you wish you could have done better and spent more time on. No one is perfect! Allow yourself to be human and do the best you can. Developing this perspective has eliminated extra pressure I put on myself at work and at home.

Establishing an open line of communication and honesty with colleagues and managers is key in helping find balance. Effectively communicating professional and personal struggles puts your team in a better position to assist you and offer practical suggestions. Looking at a situation from someone else’s viewpoint can also motivate you and reduce stress. Another resource that I encourage all to utilize and take advantage of is the [Employee Assistance Program](#) (EAP) offered through the California Department of Human Resources. Employees have access to articles, webinars, and various other resources that can provide guidance in achieving work-life balance. The EAP has helped me personally see the benefits of finding work-life balance and how our work and home lives can enrich each other.

Work-life balance is not about having a perfect routine or set schedule, it is about expending energy to various parts of life: work, family, friends, health, and personal growth. Our lives are dynamic and full of changing situations, so perfect balance is never achieved—it is an ongoing process. It is important to be aware of the different demands upon you both personally and professionally to find a balance that is right for you. This awareness will enable you to evaluate what you are currently doing and introduce new ideas to become more balanced.

If you have any thoughts, comments, or ideas that you would like to share with the WFSP Unit, please connect with us at WorkforcePlanningandSuccession@fire.ca.gov.

“I alone cannot change the world, but I can cast a stone across the waters to create many ripples.”

-Mother Theresa

Employee Spotlight: Caryn Petty, Deputy State Fire Marshal

Isaiah Matthews, WFSP Unit

To recognize and showcase CAL FIRE's outstanding workforce, the WFSP Unit debuted the "Employee Spotlight" series. The goal of the series is to highlight and connect Departmental employees with one another and share our accomplishments, work duties, interests, and hobbies with the CAL FIRE workforce across California.

The Office of the State Fire Marshal (OSFM) is a diverse program within CAL FIRE with different divisions like Fire and Life Safety, Code Development and Analysis, Fire Engineering and Investigations, Pipeline Safety, and State Fire Training (SFT), to name a few. There are plenty of unique employment opportunities within OSFM. One of the employees we met from OSFM while working at a job fair at our 1300 U Street Headquarters building in August 2018 was Caryn Petty. Caryn was extremely helpful and welcoming to all those she spoke to at the event, and her exemplary work and great attitude make her an ideal employee to highlight for the Employee Spotlight article this month.

Caryn is a Deputy State Fire Marshal (DSFM) who works as the Regional Coordinator for the SFT Division within the OSFM. SFT is very diverse, but focuses on the fire service education system throughout California, which includes accreditations for local academies, aligning curriculum with national standards, and verifying the compliance requirements for specialized programs. As a field deputy, Caryn creates and maintains relationships between stakeholders and the SFT program, providing feedback, direction, and suggestions for program improvement and course curriculum. She also serves as a Damage Inspection Specialist, working with teams of colleagues within the OSFM who inspect, document, and photograph inside an incident perimeter to identify damage and record data. This work allows for a clear understanding of the impact a disaster may have on a community and provides accurate information for loss analysis to cooperators and agencies. Caryn enjoys the opportunity to be a part of a team that has “an

active hand in the future of fire training in California. I get to see first-hand that we are establishing a high standard in fire safety and training.” As previously mentioned, in speaking with Caryn at the August job fair and seeing her interact with job seekers who attended the event, it was easy to tell that she enjoyed helping those in their search for a career with CAL FIRE. Part of that positive attitude comes from the work environment at OSFM. She loves how her division is “forward thinking,” and notes that she enjoys being “surrounded by people in our office and, statewide, fire fighters, and instructors that are actively trying to better themselves. It is an awesome environment to be working in.”

Growing up in Chula Vista, California, Caryn knew by age eight that she would eventually become a fire fighter. “I was a Brownie, (Girl Scout) and went to a fire station in Chula Vista,” she remembers. “I met a female fire fighter who let me put on her gear and use the firehose. She showed me that I could do this job, too.” It was that experience that inspired Caryn to pursue a career in the fire service. She became an explorer, pursued her emergency medical technician and eventually became a paramedic. She also pursued higher education, earning her Associate of Science from Southwestern College in San Diego, Bachelor of Science in Fire Administration from California State University, Los Angeles, and recently attaining her Master of Arts in Emergency Management and Homeland Security from Arizona State University. Through her experience and education, Caryn has developed a deep appreciation for patient care. After paramedic school, Caryn worked for the City of San Diego as an ambulance paramedic, where she enjoyed the community interaction and had the opportunity to “make someone’s worst day a little better.” Caryn began her career with CAL FIRE in the San Diego and Riverside (RRU) Units, with her last assignment being a Fire Fighter II (Paramedic) in RRU. Now in her 13th year with CAL FIRE, Caryn has enjoyed



Caryn Petty, OSFM DSFM

(Cont'd. on Page 9)

Safety on the Road and in Your Home!

Lynnette Round, Communications Office

With the recent storms that rolled through California this past month, now is a good time to go over a few safety precautions while driving on the wet, slick roads. For most drivers, driving in the rain may not seem like the most pressing safety concern. However, the United States Department of Transportation states that wet pavement contributes to nearly 950,000 automobile crashes each year. Based on these statistics, it is clear that driving in the rain can significantly increase the risk of a dangerous situation for you and your family.

Driving in the rain, especially at night, can pose some serious challenges. Rain reduces the effectiveness of your headlights, causes poor visibility, and leads to less traction. Turn your headlights on immediately when it starts to rain. By turning your headlights on, you are improving your visibility and letting others on the road know where you are.

Do not get in too deep. If water is covering the markings on the road, it is too deep to drive through; you can lose control with as little as three inches of water on the road. Even if you manage to stay in control, a larger vehicle could push some of that water underneath your car, causing your engine to stall.

Slowing down while driving in rainy condition is the best way to reduce your chance of skidding or sliding. With less than 1/12 inch of water on the road's surface, tires must displace 3.79 liters of water per second to keep the rubber in contact with the road's surface. It does not take much for you to lose control of your vehicle. If you are going too fast and end up hydroplaning, turn the wheel in the direction you want to go—and do not be afraid if you do not steer out of the skid on the first try. It may take three to five adjustments to get back on course.

While safe driving is important, so is your home safety. February is a good time to check on your carbon monoxide alarms. Your home should have a carbon monoxide alarm on every level, especially near sleeping areas, and you should keep them at least 15-feet away from fuel-burning appliances. Because carbon monoxide is odorless, you will not know that you have a leak without a working alarm. So, test alarms regularly and replace them every five to seven years, depending on the

manufacturer's label. Remember, carbon monoxide alarms are not substitutes for smoke alarms, and vice versa.

Do not use a grill, generator, or camping stove inside your home, garage, or near a window.

If you need to warm a vehicle, take it out of the garage and then start it. Do not leave a car, SUV, or motorcycle engine running inside a garage, even if the doors are open. Never use your oven or stovetop to heat your home. On the outside of your home, make sure vents for the dryer, furnace, stove, and fireplace are clear of snow and other debris.

If you store gasoline, make sure to keep it away from any source of heat, spark, or flame. Even common household appliances such as water heaters and clothes dryers can start a gasoline fire. Be sure to store your gasoline away from anything

2019 Mileage Reimbursement Rate

California Department of Human Resources (CalHR)

Effective January 1, 2019, CAL FIRE employees may claim mileage reimbursement at the rate of \$0.58 per mile when using their personal vehicle for authorized State business. In addition, new-hire CAL FIRE employees and current CAL FIRE employees who incur mileage expenses associated with a State-approved relocation will be reimbursed at \$0.20 cents per mile.

Any questions related to Mileage Reimbursement can be reviewed on the CalHR website HR Manual Policy 2202-Mileage Reimbursement. Future increases/decreases to the State reimbursement rates will be directly tied to any subsequent changes to the rates published by the Internal Revenue Service. CalHR will notify Departments as federal rates are revised.

If you have questions or need additional information, please contact CAL FIRE's Departmental Accounting Office at (916) 653-7764.

"The sole meaning of life is to serve humanity."

-Leo Tolstoy

Did you (C) Dat(a) - Information and Communication

Reynaldo Saclolo, Office of Program Accountability

In this month's issue of *Connections*, we are going to look at the fourth of the five components of the United States Government Accountability Office's (GAO's) [Standards for Internal Control in the Federal Government](#), Information and Communication, and its three principles:

- Principle 1 – Management should use quality information to achieve the agency's objectives;
- Principle 2 – Management should internally communicate the necessary quality information to achieve the agency's objectives; and
- Principle 3 – Management should externally communicate the necessary quality information to achieve the agency's objectives.

Principle 1 focuses on the Identification of Information Requirements, Relevant Data from Reliable Sources, and Data Processed into Quality Information. Management will assess the information requirements to meet the objectives of the agency and address the risks. It will consider both internal and external user expectations. Parameters will be set for the information requirements for all levels of the agency by management. The information is constantly reviewed for breaches in the internal control systems. As the control systems evolve through periodic monitoring and technological advancements, management updates its information requirements to ensure that the internal controls are modernized.

For management to ensure that the information requirements are met, it must receive relevant data from reliable sources. The data may come from internal and external sources, and only the most up to date information will be utilized. Relevant data must have a logical connection to the information requirement. The data that is received must be reliable, which means that it must be free from erroneous information as well as free from biases. The data must be a true and valid representation of what was requested. Management will then assess the data for trustworthiness. Data can come from a myriad of sources, such as financial, operational, or

compliance based. For effective monitoring to be in place, the data received by management must be timely.

The data that is received is then processed into quality information that will support the internal control systems. Quality information meets the identified information requirements when data from reliable sources is obtained and utilized. Only the most up-to-date information that has been vetted for accuracy will be considered as quality information. The quality information assists management in making informed decisions. It uses the information to evaluate and address any performance/risk exposures that the agency may have.

Principle 2 focuses on communication throughout the department and what are the appropriate methods of communication. The quality information that management receives is communicated throughout the agency's reporting lines. It is essential that communication is clear and that it is received by all personnel, especially those who have key roles in the agency's risk management. It is not just managements' responsibility to ensure that communication is clear. Rank-and-file personnel have a duty to make sure that information provided up the chain of command is unambiguous. Communication flow is necessary to have an effective oversight of the internal control system. There are instances when communication is not always best to go in an upward/downward flow (management to rank-and-file and vice versa). When lines of communication may have been compromised there should be a go around system in place. These new routes can be in the form of hotlines for whistleblowers, and management should inform staff how the hotlines can be used. It must be emphasized that all information disclosed will remain confidential.

When determining how information will be relayed internally, management must consider many factors. It needs to assess the audience, the nature of the

(Cont'd. on Page 7)

Dat(a) (Cont'd.)

information, cost, legal or regulatory requirements, and availability. Management will determine the best way to disseminate information throughout the agency. Vital information can be distributed through email, newsletters, memorandums, or face-to-face. Periodically, the method of communication is evaluated to determine that the appropriate tools are available to present quality information throughout the agency.

Principle 3 focuses on the communication with external parties and the appropriate methods of communication with those parties. External parties consist of suppliers, contractors, regulators, external auditors, government entities, and the public at large. Management will make certain that it receives quality information from these entities as well as supply them with quality information regarding the agency's events and activities that may impact the internal controls. The important aspect of this type of communication is that it is a two-way, open line of communication so that all parties can be up to date with the most current objectives and risks of the department. All quality information received from external parties will help aid in mitigating the department's risk. This is an essential aspect of the overall effectiveness of the agency's control system. As with possible compromised internal communications, compromised external communications will also promote the whistleblower hotlines. Management will also provide to the external parties steps on how to navigate the hotlines and attest to the confidentiality of the service.

When determining how information will be transmitted externally, management needs to consider many factors. It needs to assess the audience, the nature of the information, cost, legal

or regulatory requirements, and availability. Management will determine the course of how communication is circulated throughout a broader audience. Vital information can be distributed through US Postal (mail), electronic mail (email), or face-to-face. In the case of a government agency such as CAL FIRE, management not only needs to communicate with the department heads (i.e., Chiefs); it also must remember to address the public.

The information that we receive in our daily lives will help us formulate our own objectives and personal risk assessment. We then communicate what we have processed by verbalizing or demonstrating through our actions to everyone. Since we are at the beginning of a new year a prime example would be the New Year's Resolution, moreover the promise to get healthier, for the vast majority. Where does one start to get information; friends, family, or just websites? You can get inundated with tons of how tos and shoulds, but what is important is how you process that information into who or what you believe to be credible sources. You will then determine how you communicate that data to your audience, either yourself or to broader viewers (e.g., Facebook). Whatever path one chooses, it must be iterated that garbage in is garbage out. Just make sure that the information that you obtain comes from a reliable source and that the information that you communicate out is trustworthy, otherwise you could be left with misguided information.

For more information on the components of internal control or other business tools, please visit the Office of Program Accountability's [Articles](#), [Presentations](#), and [Publications](#) page on the CAL FIRE Intranet.

"Only a life lived in the service to others is worth living."

-Albert Einstein

- Principle 1: *Demonstrate Commitment to Integrity and Ethical Values*
- Principle 2: *Exercise Oversight Responsibility*
- Principle 3: *Establish Structure, Responsibility, and Authority*
- Principle 4: *Demonstrate Commitment to Competence*
- Principle 5: *Enforce Accountability*

Control Environment



- Principle 1: *Define Objectives and Risk Tolerances*
- Principle 2: *Identify, Analyze, and Respond to Risk*
- Principle 3: *Assess Fraud Risk*
- Principle 4: *Identify, Analyze, and Respond to Change*

Risk Assessment



- Principle 1: **Design Control Activities**
- Principle 2: **Design Activities for the Information System**
- Principle 3: **Implement Control Activities**

Control Activities



CAL FIRE's Focus on Fitness

Ryan Burns, Wellness Unit

CAL FIRE's Strategic Plan is focused on the fitness and overall health of all CAL FIRE employees. The Wellness Unit is here to help fulfill that vision and, in turn, reduce commonly occurring injuries by providing information and education on safe and effective exercise methods.

Over the past four years the Wellness Unit has compiled a list of 100 Unit Physical Fitness Coordinators (UPFCs), all of whom were nominated by their respective units. These individuals were selected based on their previous fitness training and devotion to the health and wellness of CAL FIRE's firefighters. In March and April of 2019, the Wellness Unit will offer a Tactical Fitness for Firefighters training course and TRX Functional Training course to CAL FIRE's UPFCs. The courses were made possible through funding from the California Fire Assistance Agreement State Fire Assistance Grant. Both courses are designed to teach CAL FIRE UPFCs how to instruct fellow staff in safe physical fitness movements (workouts). The Wellness Unit has also teamed up with the CAL FIRE Training Center (CFTC) North to offer a Yoga class for First Responders training in April 2019.

The Tactical Fitness for Firefighters course focuses on topics which include anatomy/physiology/biomechanics, strength training, principles of training, coaching, speed and agility, recovery, program design, circuit training, testing, mobility and stability, energy systems, core training, suspension training, and teach back/learning activities. The class also provides students with a good foundation in practical firefighter nutrition. The goal of the course is to give new instructors the ability to design a program that caters to the needs of their training group, teach, demonstrate, and evaluate physical performance, and do it in a safe but effective manner.

The TRX Functional Training course provides UPFCs with the knowledge, skills, and abilities to safely and effectively perform the seven foundational movements (plank, pull, hinge, push, squat, rotate, and lunge) on the TRX Suspension Trainer and other modalities: rip trainer, kettlebells,

medicine balls, sandbags, battling ropes, and barbell training. The course focuses on utilizing low-cost, basic equipment that requires minimal space and fiscal investment. Also, the movements taught are specifically focused on the job of firefighting and, when done correctly, provide a safe and effective method of physical training which can reduce the frequency of injury.

The new Yoga class for First Responders will provide proactive training tools for processing stress, building resilience, and enhancing performance. The methodology taught is job-specific and culturally informed to ensure safe and sustainable training with effective results.

The attendees are expected to take what is learned and implement the training across their units as they deem appropriate, encourage use of existing physical fitness logs to track personal progress, then provide the Wellness Unit feedback on successes and challenges. This will allow the Wellness Unit to tailor future courses most effectively. The Wellness Unit is excited for the opportunity to offer these valuable training courses, and we look forward to continuing to receive feedback on how the principles are working in the field.

If you have any questions or comments relating to CAL FIRE's Physical Fitness program please contact Ryan Burns, Wellness Unit Manager, at ryan.burns@fire.ca.gov or (916) 445-7984.



Spotlight (*Cont'd.*)

her journey and the flexibility of her career. “You can go anywhere in the state, there are numerous opportunities for growth. It is a respected public agency to work for,” she says.

In her free time, Caryn enjoys the outdoors, going hiking, visiting national parks, camping, and the like. She enjoys watching sports, is an avid Chargers fan (and being from the San Diego area, emphasizes that they are the *San Diego* Chargers, not the Los Angeles Chargers), likes the Women’s National Soccer Team, likes to cook, exercise, and spend time with her friends and family. Moving from southern California to northern California away from family and friends was difficult, but the journey was made easier with the companionship of her friend Pippin, a rescue kitten she brought with her from San Diego. As we concluded our interview, Caryn talked about how much she enjoys working as a DSFM for CAL FIRE: “Working with the officers and staff here is rad, I could not have asked for a better place to land.” With all her knowledge, experience, and the motivation that she brings to OSFM, Caryn is a great asset to the Department, and CAL FIRE is fortunate to have such a positive member on our team.

The WFSP Unit would like to thank Caryn for her participation in the article and for her long-time service with CAL FIRE. We would also like to thank Caryn’s supervisor Chris Fowler for her assistance and accommodation with the article.

If you would like to nominate someone for the Employee Spotlight article, please send us an email at WorkforcePlanningandSuccession@fire.ca.gov with the employee’s name, position and title, and a brief description on why you think they should be featured in the article.

COI (*Cont'd.*)

Leaving form 700 statements must be filed no later than 30 days after an employee separates from the position.

- *Amendments* – If errors or omissions are discovered on any Form 700, an amendment will need to be filed as soon as possible.

Form 700 statements are public record to ensure accountability and provide transparency. Further information, amendment schedules, forms, instructions, examples, reference pamphlets, and frequently asked questions can be found on the FPPC website at www.fppc.ca.gov.

“Education is the most powerful weapon which you can use to change the world.”

-Nelson Mandela

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contributors!*



Congratulations *Connections!*

Who says 13 is unlucky? For 13 years, *Connections* has been going strong—thank you to all its contributors and the readership!