

California Fish and Wildlife Strategic Vision Project
Governance and Mission Working Group Issues Framework
Revised October 25, 2011

All items highlighted in grey have been moved to the California Fish and Wildlife Strategic Vision Blue Ribbon Citizen Commission and Stakeholder Advisory Group (SAG) common themes document dated October 24, 2011; the highlighted items remain in this document to help provide a record of from where information was gathered and the context within which it was developed. For the draft interim strategic vision, staff recommends that highlighted goals be removed from this document and retained only in the common themes document. A previous version of the table is included (see Table 3) to allow comparison to the last version released to the public, dated October 17, 2011.

In Table 1, underline and strikeout text represent suggested changes (additions and deletions, respectively) made during the October 25, 2011 SAG Governance and Mission Working Group meeting. Note that some of the suggested changes are to text that has been moved to the October 24, 2011 common themes document; these suggested changes are not reflected in the October 24 version of the common themes document.

Table 1: Revised Governance and Mission Working Group Issues Framework							
ISSUE	PROBLEM	GOAL(S) (Preceded by GM #)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
Organizational Vitality/Focus <i>Moved goal 1 to Common Themes Table 5: Staff Development</i> <i>Moved goal 1 to Common Themes Table 7: Defining and Supporting Success</i>	The California department of Fish and Game (DFG) doesn't appear to have a way to measure performance to determine whether it is reaching its goals and/or accomplishing its mission	1. A unified department fulfilling its mission with <u>well-defined measures of success measurable goals that are periodically evaluated</u>	<ul style="list-style-type: none"> - Document and update policies - Require work plans, timelines, etc. and conduct periodic performance evaluations - Long-term strategy: Consider requiring the California Fish and Game Commission (F&GC) to set DFG priorities and give the F&GC budget authority to ensure proper implementation of priorities by DFG - F&GC determines direction/priorities of DFG - <u>Measurable goals that are periodically evaluated</u> 				
Organizational Vitality/Focus <i>Moved goal 2 to Common Themes Table 7: Defining</i>	Loss of organizational focus resulting from multiplicity of responsibilities coupled with inherent tension among those responsibilities	2. <u>Prioritized DFG activities, and/or development of criteria for prioritizing activities, Increase organizational and</u>	<ul style="list-style-type: none"> - <u>Establish a set of criteria for prioritizing activities (budget process is current proxy)</u> - Review <u>and prioritize</u> under- and un-funded mandates to determine which provide the most benefits and should be continued, <u>and</u> which should be discontinued or removed as 				

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<i>and Supporting Success</i>	<u>DFG priorities set by funding results in conflicting responsibilities (e.g. use of resources and conservation)</u>	<u>programmatic focus,</u> concentrating on those <u>activities</u> that provide the most significant benefits to the citizens of California	<ul style="list-style-type: none"> mandates, <u>and which should be provided with greater funding</u> (compare the multiple mandates to the DFG mission) - Explore whether DFG should continue to acquire and own lands without adequate long-term resources for management - Explore whether certain responsibilities belong in DFG (i.e. OSPR, etc.) - <u>F&GC determining the direction/priorities of DFG to achieve a unified department fulfilling its mission with measurable goals that are periodically evaluated</u> - <u>Priorities established by objective with resources allocated accordingly</u> - <u>Review responsibilities and mandates (see goal #2)</u> - <u>Establish policies and/or criteria which allow for prioritization</u> 				
Organizational Vitality/Focus <i>Moved goal 3 to Common Themes Table 1: Partnerships</i>	DFG is not effectively pursuing partnerships to help fulfill its priorities/mandates	3 Improved use of partnerships	<ul style="list-style-type: none"> - Pursue partnership opportunities with other state agencies, local agencies, stakeholder groups, etc. - See additional recommendations from other WGs 				
<u>Organizational Vitality/Focus</u>	<u>Mistrust by some that the F&GC and DFG are making informed decisions.</u>	<u>Open, transparent and timely decision-making by F&GC and DFG using best available information</u>	<ul style="list-style-type: none"> - <u>Expand F&GC committee system to include a science committee to advise F&GC</u> - <u>Establish science advisory panel from multiple disciplines to advise director on major issues</u> - <u>Review and recommend commissioner qualifications: Term, term limit, number, representation, citizen commission or full-time, (this may need a constitutional amendment)</u> - <u>Required orientation and training for new F&GC members similar to that required of NOAA's fishery management</u> 				

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			<ul style="list-style-type: none"> <u>council members</u> - <u>Suggested attendance at semi-annual meetings of Western Association of Fish and Wildlife Agencies (F&GC)</u> - <u>Expand F&GC committee system</u> - <u>Increase F&GC staff by hiring professionals to serve each committee (see F&GC Marine Resources Committee as example of "doing it right")</u> - <u>Consider increasing the number of commissioners or going to professional commissioners</u> 				
Organizational Vitality/Focus	Perception by some that factors other than biological science may be disproportionately relied upon to make decisions, causing lack of "buy-in" by stakeholders	4. Emphasize biological science as the basis for decisions	<ul style="list-style-type: none"> - <u>Expand F&GC committee system to include a science committee to advise F&GC</u> - <u>Establish science advisory panel from multiple disciplines to advise director on major issues</u> 				
Organizational Vitality/Focus <i>Goal 5 moved to Common Themes Table 2: Decision- Making</i>	Mistrust by the public in the "science" used to make decisions	5. Requirement that trusted, peer reviewed science is used when making decisions	<ul style="list-style-type: none"> - <u>Establish science advisory panel from multiple disciplines to advise director on major issues</u> - <u>Expand F&GC committee system to include a science committee to advise F&GC</u> - <u>Establish professional wildlife management guided by science to report to an elected body</u> <p>See additional recommendations from the SAG Science Working Group</p>				
Management Approaches and Organizational Structures <i>Moved goal 6 to Common Themes</i>	The public doesn't trust that the decisions made by the FGC are the product of careful deliberation by qualified and representative commissioners who are balancing the tensions inherent in the mission	6. Qualified commissioners' with expertise, and sufficient resources to make the best decisions	<ul style="list-style-type: none"> - <u>Define qualifications for the legislature to consider when approving appointments</u> - <u>Review and recommend commissioner qualifications: Term, term limit, representation, citizen commission or professional, required training upon appointment or through term (this may need a constitutional amendment)</u> 				

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Table 2: Decision-Making							
Management Approaches and Organizational Structures <i>Moved goal 7 to Common Themes Table 6: Fish and Game Code</i>	The legislature has only partially delegated authority to F&GC and Department which wastes public resources and damages public trust	7. A F&GC with a clear mandate and authority to set policy for DFG Consistent delegation of authority and responsibility to F&GC/DFG by the Legislature	<ul style="list-style-type: none"> - Review delegation of authority and place it in legislature or with F&GC, not both (examples: Fees, hunting regulations) - F&GC have its own budget - OSPR Administrator should have managerial authority over non-OSPR staff conducting oil spill related activities 				
Management Approaches and Organizational Structures	F&GC does not always make decisions in a timely manner	8. Timely decision making by F&GC	<ul style="list-style-type: none"> - Expand F&GC committee system - Increase F&GC staff by hiring professionals to serve each committee (see F&GC Marine Resources Committee as example of "doing it right") - Consider increasing the number of commissioners or going to professional commissioners 				
Management Approaches and Organizational Structures	F&GC members are not accessible to all interested stakeholders	9. Open, transparent decision making by the commission					
Management Approaches and Organizational Structures <i>Goal 10 moved to Common Themes Table 6: Fish and Game Code</i>	Enabling code that is unclear about the roles and responsibilities of DFG and F&GC, and their relationship to each other, results in ineffective implementation of goals/mission	10. Clear roles, responsibilities and authorities	<ul style="list-style-type: none"> - Make changes that will improve F&GC and DFG's relationship with each other. - Require DFG director (and perhaps senior management) to be hired by, and report to, F&GC - Review and align responsibilities of DFG with F&GC - F&GC review of DFG budget (comments/recommendations sent to governor/legislature?) - F&GC should be limited to wildlife management for 				

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			<ul style="list-style-type: none"> consumptive uses Ecological issues should be addressed by professionals. 				
<p>Management Approaches and Organizational Structures</p> <p><i>Moved goal 11 to Common Themes Table 5: Staff Development</i></p>	<p>DFG priorities set by funding results in conflicting responsibilities (e.g. use of resources and conservation)</p>	<p>11. Priorities established by objective with resources allocated accordingly <i>[Moved up to potential actions under GM2]</i></p>	<ul style="list-style-type: none"> Review responsibilities and mandates (see goal #2) Establish policies and/or criteria which allow for prioritization 				
<p>Management Approaches and Organizational Structures</p> <p><i>Moved goal 12 to Common Themes Table 3: Integrated Resource Management</i></p>	<p>Sub-optimal coordination with other agencies wastes time and money, causes conflicts, misses opportunities for partnerships, and often results in non-timely policy implementation</p>	<p>12. Coordinated, timely and appropriate management of California's natural resources and wildlife</p>	<ul style="list-style-type: none"> Provide DFG with resources to fully participate in cross cutting agency activities that leverage resources and existing processes Provide top-down encouragement to coordinate and partner with other agencies 				
<p>Recruitment and Retention</p> <p><i>Moved goal 13 to Common Themes Table 4: Compliance</i></p> <p><i>Moved goal 13 to Common Theme Table 5: Staff Development</i></p>	<p>Turnover in department employees leading to loss of organizational knowledge, inconsistent customer service and increased training and recruitment costs</p>	<p>13. Retention of qualified employees</p> <p><i>[Perhaps not a goal, but objective to help achieve goal; during 10/26 meeting look at Common Themes Table 5 for more appropriate goal under which this can be added]</i></p>	<ul style="list-style-type: none"> Evaluate internal DFG pay equity and pay equity of DFG employees to other state personnel classes Increase or redirect funding to close the salary gap for DFG employees Train and educate all employees, new and promoted Review current policies and procedure manuals to be sure they are adequate and being used to their fullest extent by management and employees Examine the training approaches of other state agencies and 				

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		<u>as objective]</u>	departments – Establish performance reviews and financial rewards for superior work on an annual basis – Establish employee recognition/awards programs for superior work, and advertise them throughout DFG to motivate others to perform superior work				
Recruitment and Retention Moved goal 14 to Common Themes Table 5: Staff Development	Insufficient training resulting in employees providing inconsistent services (due to lack of knowledge) and less focused on organizational goals	14. Trained and knowledgeable employees <u>[Perhaps not a goal, but objective to help achieve goal; during 10/26 meeting look at Common Themes Table 5 for more appropriate goal under which this can be added as objective]</u>	– Provide a thorough orientation to new DFG employees				
Recruitment and Retention Moved goal 15 to Common Themes Table 5: Staff Development	F&GC members may not have the background knowledge sufficient to make well-informed decisions	15. Knowledgeable F&GC members	– Required training for new F&GC members similar to that required of NOAA’s fishery management council members Required attendance at semi-annual meetings of Western Association of Fish and Wildlife Agencies				
Enforcement Moved goal 16 to Common Themes Table 4: Compliance	Fish and wildlife populations and habitats are adversely impacted by illegal activities	16. High compliance with Fish and Game Code (and other laws impacting habitats and wildlife)	1. Increase effectiveness of enforcement <ul style="list-style-type: none"> • More wardens (requires funding more warden positions and addressing collective bargaining issues) • Well trained/well equipped wardens (for example, some boats inoperable, planes limited, wardens and other 				

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			peace officers are using incompatible communication systems <ul style="list-style-type: none"> • Coordinate internal DFG information systems (include info on ALDS on violators) • More or more effective enforcement partnerships • Increase both fines and penalties with fines used to pay resources needed to implement 2. Increase effectiveness of education and outreach activity - make sure everyone knows the laws and the consequences of breaking them. 3. Increase successful prosecutions <ul style="list-style-type: none"> • Educate district attorneys and Judges • Develop a cadre of experienced prosecutors to charge and try these cases [funded by fines?] (e.g. circuit DA system.) (additional examples to be added in the future)				

Table 2: Items to Potentially Move to Other Working Group(s)							
ISSUE	PROBLEM	GOAL(S)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL				
Management Approaches and Organizational Structures <i>Refer to NRS Working Group</i>	DFG does not participate in integrated resource management	1. DFG commitment to broad-based integrated resource management.	<ul style="list-style-type: none"> - Look at DFG organization to see if regional organization is most efficient (e.g. wildlife and ecological services divisions) - Establish science advisory panel to advise director on major issues - Flatten organization 				

Table 3: This is the unchanged table from October 12, 2011; some content is included in Table 1.							
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Organizational Vitality/Focus	Some employees at DFG seem to be pursuing their own agenda instead of striving toward a common goal/mission	A unified California Department of Fish and Game (DFG) with all DFG employees striving toward a common goal/mission	<ul style="list-style-type: none"> – Provide thorough management, training, communication and mentoring about striving toward a common goal/mission at DFG, which includes getting to “Yes” and not just saying “No.” 				
Organizational Vitality/Focus	DFG has too many priorities and is over-mandated, so it is not able to effectively meet the expectations of all stakeholders	Prioritized DFG activities, and/or development of criteria for prioritizing activities, concentrating on those that provide the most significant benefits to the citizens of California.	<ul style="list-style-type: none"> – Review under-funded and un-funded mandates to determine which provide the most benefits and should be continued and which should be discontinued or removed as mandates (compare the multiple mandates to the DFG mission) – Explore whether DFG should continue to acquire and own lands without adequate long-term resources for management. – Explore whether certain responsibilities belong in DFG (i.e. OSPR, etc.) – Long-term Strategy: Consider requiring the California Fish and Game Commission (F&GC) to set DFG priorities and give the F&GC budget authority to ensure proper implementation of priorities by DFG 				
Organizational Vitality/Focus	Internal communication is poor at DFG and employee morale is low	Improved internal communication among employees to foster improved morale.	<ul style="list-style-type: none"> – Establish an employee intranet – Provide regular internal newsletters – Establish regular conference calls – See additional recommendations from the SAG Communications, Education and Outreach Working Group (CEO WG) 				
Organizational Vitality/Focus	DFG is not effectively pursuing partnerships to help fulfill its	Improved use of partnerships.	<ul style="list-style-type: none"> – Pursue partnership opportunities with other state agencies, local agencies, stakeholder groups, etc. 				

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	priorities/mandates.		– See additional recommendations from CEO WG				
Organizational Vitality/Focus	There is often a disconnect between DFG Sacramento Headquarters and the regional offices when implementing policies	Commitment to DFG’s goala/mission and its policies at all levels	<ul style="list-style-type: none"> – Document and update policies. – Draw ideas for reorganizing from the Treanor and/or Legislative Analyst’s Office reports – Flatten the organization (four deputies to report to director) – Examine balance in numbers of managers versus rank and file employees. 				
Organizational Vitality/Focus	Science may not be the basis for decisions when it should be - and some stakeholders mistrust whether politics or proper science is driving decisions.	Requirement that trusted, peer reviewed science is used when making decisions.	<ul style="list-style-type: none"> – Establish a science panel of senior DFG scientists from multiple disciplines to advise the director and inform decisions – Establish professional wildlife management guided by science to report to an elected body – See additional recommendations from Science WG 				
Organizational Vitality/Focus	Technology is outdated and results in poor internal and external communication	State-of-the-art technology for use by DFG and F&GC	<ul style="list-style-type: none"> – ALDS—online licensing system – Improve state computer system – Put permitting status reports online 				
Management Approaches and Organizational Structures	The F&GC does not have “qualified” commissioners who are given adequate authority	‘Qualified commissioners’ with sufficient time and resources to do job	– Review and recommend commissioner qualifications: Term, term limit, representation, citizen commission or professional, required training upon appointment or through term (this may need a constitutional amendment)				
Management Approaches and Organizational Structures	Legislature has only partially delegated authority to F&GC	An F&GC with authority to fully address issues	<ul style="list-style-type: none"> – Review delegation of authority and place it in legislature or with F&GC, not both (examples: Fees, hunting regulations) – F&GC have its own budget 				
Management Approaches and Organizational	F&GC sometimes appears to act on behalf of special interests rather than the people of	An F&GC less susceptible to political influence	– Review appointment procedure [by governor, by legislature, elected, governor appoints from candidates approved by legislature] – May/will require constitutional amendment.				

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Structures	California						
Management Approaches and Organizational Structures	As public participation increases, so does the cost and time for F&GC to address issues	Open, transparent <u>and</u> timely decision making by F&GC	<ul style="list-style-type: none"> – Expand F&GC committee system – Increase F&GC staff by hiring professionals to serve each committee (see F&GC Marine Resources Committee as example of doing it right) – Consider increasing the number of commissioners or going to professional commissioners 				
Management Approaches and Organizational Structures	DFG does not participate in integrated resource management	DFG commitment to broad-based integrated resource management.	<ul style="list-style-type: none"> – Look at DFG organization to see if regional organization is most efficient (e.g. wildlife and ecological services divisions) – Establish science advisory panel to advise director on major issues – Flatten organization 				
Management Approaches and Organizational Structures	DFG priorities set by funding results in conflicting responsibilities (e.g. use of resources and conservation)	Established priorities which allow for efficient and reasonable allocation of resources	<ul style="list-style-type: none"> – Review responsibilities and mandates (see #1) – Establish policies and/or criteria which allow for prioritization 				
Management Approaches and Organizational Structures	Sub-optimal coordination with other local, state and federal agencies.	Coordinated management of California’s natural resources and wildlife	<ul style="list-style-type: none"> – Provide DFG with resources to fully participate in cross cutting agency activities that “leverage resources and existing processes” [i.e. Strategic Growth Council, California Biodiversity Council, landscape conservation cooperatives, integrated regional water networks.] 				
Management Approaches and Organizational Structures	F&GC / DFG structures and relationship to each other outdated, resulting in ineffective implementation of goals/mission. Result includes mistrust by stakeholders about whether decisions are based on science	Enhanced structures of F&GC and DFG that improve their relationship to each other for effective implementation of the goals/mission	<ul style="list-style-type: none"> – Make changes that will improve F&GC and DFG’s relationship with each other. – Require DFG director (and perhaps senior management) to be hired by, and report to, F&GC – Review and align responsibilities of DFG with F&GC – F&GC review of DFG budget (comments/recommendations sent to governor/legislature?) 				

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	and adequate expertise.						
Recruitment and Retention	DFG employees are not well paid for the services they provide, so it is difficult to recruit and retain good people. They will often leave for higher-paying jobs with other state agencies and departments that have more funding and better pay scales. And, the state hiring freezes have resulted in little or no new hires, resulting in gaps in service and no opportunity to capture talent.	Recruitment and retention of qualified and hard-working employees	<ul style="list-style-type: none"> – Evaluate internal DFG pay equity – Evaluate pay equity of DFG employees to other state personnel classes – Increase or redirect funding to close the salary gap for DFG employees 				
Recruitment and Retention	Some DFG employees are promoted, but they do not have the proper training and skills to perform management roles, which adversely impacts service and employee morale	Training program(s) to ensure that when good employees are promoted, they are trained in management, human resources, the mission, customer service, etc.	<ul style="list-style-type: none"> – Train and educate all employees, whether new or promoted – Review current policies and procedure manuals to be sure they are adequate and being used to their fullest extent by management and employees – Examine the training approaches of other state agencies and departments 				
Recruitment and Retention	New employees and new F&GC members do not have proper knowledge and training when they start job	Trained and knowledgeable employees and F&GC members	<ul style="list-style-type: none"> – Provide a thorough orientation to new DFG employees and F&GC members 				
Recruitment and Retention	DFG employees are not being motivated to perform well, work harder or be more efficient on an annual basis	Motivated employees who will work hard and perform to their maximum capabilities	<ul style="list-style-type: none"> – Require annual goals and objectives, work plans and performance reviews for every employee—both management and non-management 				

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Recruitment and Retention	Employees are not being recognized or compensated for superior work	Recognize and reward superior work	<ul style="list-style-type: none"> – Establish performance reviews and financial rewards for superior work on an annual basis – Establish employee recognition/awards programs for superior work, and advertise them throughout DFG to motivate others to perform superior work 				
Enforcement	Failure of judicial system to prosecute wildlife crimes or recognize seriousness of violations	Proper and strong enforcement of laws and regulations to protect wildlife and resources	<ul style="list-style-type: none"> – Adequately fund enforcement activities – Develop a cadre of experienced prosecutors to charge and try these cases [funded by fines?] (e.g. circuit DA system.) – Educate district attorneys and Judges – Increase public awareness and participation of laws and regulations – and the consequences of non-enforcement – Increase both fines and penalties with fines used to pay resources needed to implement 				
Enforcement	Insufficient number of wardens to effectively enforce fish and game laws and regulations.	Adequate warden staff	<ul style="list-style-type: none"> – Legislative fix? 				
Enforcement	Low pay doesn't attract sufficient number of wardens	Appropriately compensated wardens					
Enforcement	Wardens and other peace officers are using incompatible communication systems	True interoperability with other enforcement agencies/peace officers	<ul style="list-style-type: none"> – Expedite and encourage communication between law enforcement agencies/ peace officers to achieve cooperation and interoperability (our wardens need backup) – Invest in appropriate technology 				