

# **California Fish and Wildlife Strategic Vision**

## **Background Information and Progress Report to Accompany the Proposed Interim Strategic Vision: Suggested Recommendations for the California Department of Fish and Game and the California Fish and Game Commission**

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California Fish and Wildlife Strategic Vision Project  
California Natural Resources Agency  
1416 Ninth Street, Suite 1311  
Sacramento, CA 95814  
<http://www.vision.ca.gov/>  
[StrategicVision@resources.ca.gov](mailto:StrategicVision@resources.ca.gov)

## How to Use this Document

This document has three purposes:

1. To provide an update, as of late February, 2012, on the progress of the California Fish and Wildlife Strategic Vision (CFWSV) Project.
2. To provide background materials to help readers understand the reasons for the CFWSV Project and the steps that have occurred in phases I and II of the project.
3. To provide to the CFWSV Executive Committee and public the preliminary findings of the Barriers to Implementation study, with the aim of providing, along with the final Strategic Vision, an understanding of how to maximize the likelihood of success in implementing the vision.

This document is a supplement to the Proposed Interim Strategic Vision itself, which is a separate document.

While this document may be read from cover to cover, it serves as a reference document as well, allowing readers to research various aspects of the background and process of the CFWSV Project.

## How This Document Compares with the Draft Interim Strategic Vision

In November, 2011, the CFWSV Project published the *Draft Interim Strategic Vision*, which then served as the basis for public comment and continued discussion within the CFWSV Project. That was a single document, having at its core the ideas and preliminary recommendations of the groups responsible for developing a strategic vision in Chapter 3..

The material from Chapter 3, in addition to having been updated, has been moved to its own document, and the remaining portions of the *Draft Interim Strategic Vision*, with their updates, make up this document.



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# Chapter 1. Status of the Visioning Process

## 1.1 The Goal

The goal of the California Fish and Wildlife Strategic Vision (CFWSV) Project is to fulfill the mandate of Assembly Bill 2376 (Huffman, 2010) (AB 2376). AB 2376 calls for creating a strategic vision for the California Department of Fish and Game (DFG) and the Fish and Game Commission (F&GC). In fulfilling this mandate, several principles have guided the project: Transparency, a highly participatory process, and thoroughness of execution. To date the project has successfully engaged a diversity of viewpoints, and created the opportunity to discuss, understand, and address those viewpoints, starting with a diverse stakeholder advisory group. Contributing to those multiple voices and perspectives has been a blue ribbon citizen commission, which brings decades of policy-making experience to help guide the robust discussions. Importantly, the very organizations being discussed, DFG and F&GC, have also contributed to the ideas being generated and the ensuing discussions to help ensure real and lasting improvements.

The current result is the “Interim Strategic Vision,” which is expected to be the last published draft of the strategic vision before the final version is submitted to the governor and legislature no later than July 1, 2012.

### 1.1.1 The Mandate of AB 2376

In response to reviews of past and current activities of DFG and F&GC, and in recognition of changing contexts within which the agencies are now acting, California State Assemblymember Huffman introduced AB 2376, which was signed by the governor on September 28, 2010. It is this bill that mandates development of a strategic vision.

AB 2376 requires the California Natural Resources Agency to convene a cabinet-level committee to develop a California Fish and Wildlife Strategic Vision (strategic vision) for DFG and F&GC, and submit it to the governor and Legislature before July 1, 2012. This legislation is intended to establish a strategic vision for DFG and F&GC that addresses, among other things, improving and enhancing their capacity and effectiveness in fulfilling public trust responsibilities for protecting and managing the state’s fish and wildlife

The strategic vision is also intended to address the breadth of issues and mandates that constitute the purview of DFG and F&GC. AB 2376 requires that it address the following subject areas:

1. Improving and enhancing capacity of the DFG and F&GC to fulfill their public trust responsibilities to protect and manage the state’s fish and wildlife for their ecological values and for the use and benefit of the people of the state.
2. Comprehensive biodiversity management, including conservation planning and monitoring.
3. Sustainable ecosystem functions, including terrestrial, freshwater, and marine habitat.
4. Opportunities for sustainable recreational and commercial harvest of fish and wildlife.

5. Permitting, regulatory, and enforcement functions.
6. Science capacity and academic relationships, including strategies to protect and enhance the independence and integrity of the science that forms the basis for department and commission policies and decisions.
7. Education, communication, and relations with the public, landowners, nonprofit entities, and land management agencies.
8. Reforms necessary to take on the challenges of the 21st century, including, but not necessarily limited to:
  - A. Climate change and adaptation.
  - B. Meeting California’s future renewable energy needs while protecting sensitive habitat.
  - C. The restoration of the state’s native fish species.
  - D. Implementing and updating the state’s Wildlife Action Plan.
9. The development and deployment of technology to meet DFG’s mission, including data modeling, collection, and online reporting.
10. Budget and fiscal development, accounting, and management.
11. Coordination among state agencies.
12. Recommendations for institutional or governance changes, including clarification of the roles of F&GC and DFG.
13. Strategies for identifying stable funding options to fulfill the mission of DFG while reducing dependency on the General Fund.
14. Other recommendations deemed desirable by the committee.

The bill requires that the California Fish and Wildlife Strategic Vision Executive Committee (Executive Committee) seek input from elected officials, governmental agencies, and interested parties, and to review existing reports and studies on the functioning of DFG and other state models for fish and wildlife governance.

AB 2376 also requires the governor or Executive Committee to appoint a “blue ribbon” citizen commission or task force, a stakeholder advisory group, and any other group the governor or Executive Committee deem necessary or desirable to support the Executive Committee in developing the strategic vision.

Historical background on the state of California’s provisions for the care of fish and wildlife are provided in Appendix A of this document. The full text of AB 2376 is provided in Appendix B.

The timeline for the CFWSV Project is:

Date (approximate)	Responsible Parties	Deliverable or Event
November 2011	BRCC, SAG	Preliminary findings and potential recommendations to the Executive Committee for consideration and potential inclusion in a draft interim strategic vision
November 2011	Executive Committee	Approves a draft interim strategic vision for initiating a public dialogue
January 2012	Project Staff	Draft barriers to implementation report
February 2012	BRCC, SAG	Findings and recommendations to the Executive Committee for consideration and potential inclusion in the interim strategic vision
February 2012	Executive Committee	Interim strategic vision to the governor and legislature
March 2012	Project Staff	Final barriers to implementation report
June 2012	BRCC, SAG	Final findings and recommendations to the Executive Committee for consideration and potential inclusion in the strategic vision
July 1, 2012	Executive Committee	Strategic vision to the governor and legislature

## 1.2 What Has Been Accomplished to Date

In response to AB 2376, Secretary for Natural Resources John Laird in 2011 began the effort to develop the CFWSV. The first stages of the project involved developing the groups that would do the work: the Executive Committee, CFWSV Blue Ribbon Citizen Commission (BRCC), and CFWSV Stakeholder Advisory Group (SAG). These groups were supported by staff drawn from DFG and the California Natural Resources Agency (CNRA) and a small group of contractors.

In November 2011 the *Draft Interim Strategic Vision*<sup>1</sup> was published and served as the basis for public dialogue through early January. (Portions of the *Draft Interim Strategic Vision* detail the work done on the project up to the time of its publication; that material appears in Appendix A of the present document.)

Since the Draft Interim Strategic Vision was published, efforts undertaken by staff and the appointed groups have followed two courses: (1) developing recommendations for the content of the strategic vision, based on the public dialogue, and (2) data-gathering toward developing a report identifying barriers to successfully implementing past recommendations that could also be potential barriers to implementing a new strategic vision.

Toward the development of recommendations for an interim strategic vision, the following efforts have been undertaken:

**November 22:** The executive committee released the draft interim strategic vision for public review. The document included the current missions and visions for DFG and F&GC, as well as potential core values, underlying principles, goals, objectives, and example actions for achieving the goals and objectives. The draft interim strategic vision document can be viewed on the project website.

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<sup>1</sup> The full title is *Draft Interim Strategic Vision: Potential Recommendations for the California Department of Fish and Game and the California Fish and Game Commission*

**November–December:** A barriers-to-implementation assessment was conducted to examine past reports related to DFG and F&GC, and the degree to which past recommendations were implemented. Interviews were conducted with 18 former and current state officials, and an online survey was completed by 22 additional individuals. An initial summary of common themes in the barriers to implementation assessment can be viewed on the project website. A supplement to the interviews and surveys is a literature survey that looks at barriers to implementing change in other fish and wildlife agencies in the United States and government agencies in general, to help assess whether the past barriers identified through the interviews and surveys are unique to California or more broadly encountered.

**November–December:** DFG employees continued to participate in an intranet survey that addressed the strategic vision; comments were distributed to SAG, BRCC and executive committee members. Several staff meetings were also held with DFG employees throughout the state to discuss the project and listen to ideas and feedback.

Heidi – I moved these up since it seemed to fit more chronologically here...

**December 5–8:** Public meetings were held in four regional locations (San Diego, Ontario, Fresno and Redding). Participants were invited to review project information and the draft interim strategic vision document, speak one-on-one with project staff and BRCC/SAG members in attendance, and participate in roundtable discussions. A summary report of the public meetings can be viewed on the project website at <http://goo.gl/BOLsR>.

**December–January:** Members of the public submitted comments related to the draft interim strategic vision document. Comments could be provided by completing an online comment form located on the project website, submitting comments via the project email address, sending written correspondence via U.S. mail, or writing and submitting comments at one of the four public meetings.

**December 2011:** BRCC and SAG members were invited to participate in an online survey that addressed key elements of the draft interim strategic vision document. A total of 24 BRCC and SAG members responded to the survey, and a summary of the survey and comments received was presented to the BRCC and SAG on January 5.

**January 5:** The BRCC and SAG met jointly on January 5 in Sacramento, and via teleconference and WebEx, to review input received on the draft strategic vision, receive an initial summary of the barriers to implementation report, and begin to identify potential recommendations to focus on for the February interim strategic vision. DFG shared a series of suggested actions for consideration during the strategic vision process. Staff also announced that a group of DFG and F&GC employees would join BRCC and SAG members at the following week's discussion topic meetings to participate in the dialogue and help develop potential actions.

**January 10–12:** The BRCC and SAG jointly held five discussion topic meetings the week of January 9. The meetings focused on science, compliance (including permitting), statutes and regulations, governance, and funding. The BRCC and SAG members were joined by DFG and F&GC staff from various programs and regions across the state to help provide context and develop mutual understanding about the ideas being discussed in the strategic vision planning process. Homework

volunteers developed text for discussion at additional BRCC/SAG discussion topic meetings held the week of January 17–19.

**January 12:** The CFWSV Executive Committee held a public meeting on Jan. 12 in Sacramento to discuss progress of the BRCC and SAG discussions, receive a preliminary report on barriers that have prevented past recommendations from being implemented, and provide direction to the BRCC and SAG in developing recommendations for the interim strategic vision. Committee members provided general direction to the BRCC and SAG in moving forward with the discussions and encouraged continued positive dialogue.

**January 17–19:** The BRCC and SAG held six discussion topic meetings the week of January 16. All meetings were very productive and focused on potential recommendations for the interim strategic vision. During these meetings, members of the SAG discussed science, compliance/stewardship, statutes and regulations, governance, funding and common themes, with guidance from BRCC members and continued input from DFG employees. The outcomes of the discussion topic meetings were used as a starting point of discussion for the January 20 BRCC and SAG meeting.

**January 20:** The BRCC and SAG met in Sacramento and via teleconference and WebEx, for three purposes: (1) to discuss the outcomes of the Jan. 10–12 and 17–19 discussion topic meetings; (2) to identify those potential recommendations that were ready to be refined for possible inclusion in a suite of recommendations in February; and (3) to discuss other potential recommendations that had not yet been discussed in detail. The meeting was very productive, and members volunteered to do additional refinement work as homework through Jan. 27, after which staff compiled the suggestions and made them available on the strategic vision website prior to the Feb. 3 BRCC and SAG meeting. As a result of this progress, meetings previously scheduled for Jan. 24–26 were cancelled.

**February 3:** The BRCC and SAG met in Sacramento and via teleconference and WebEx to identify those recommendations that were ready for possible inclusion in the interim strategic vision. The SAG members in attendance agreed they could “live with” forwarding a number of recommendations for consideration; as the group ran out of time, staff indicated that the remaining recommendations could be considered during the next phase.

**February 6:** The BRCC met in Sacramento and via teleconference and WebEx to identify and discuss recommendations it would support for possible inclusion in the interim strategic vision. The BRCC adopted all but two of the recommendations SAG members in attendance on February 3 said they could “live with” forwarding for consideration. The BRCC also adopted six additional recommendations to forward for consideration by the Executive Committee.

### **1.3 Next Steps**

The CFWSV Project remains on course to deliver by July 1, 2012 a strategic vision and series of recommendations for suggested ways to implement that vision. If approved by the CFWSV Executive Committee, an interim strategic vision and this document will be made public with an invitation for public feedback during the month of March.

In the next phase of the project, using direction from the executive committee and public feedback, BRCC and SAG discussions will continue to refine the core components of the strategic vision (i.e., mission, vision, core values, foundational strategies, and goals and objectives) and develop a final suite of recommendations for implementation approaches.

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## **Chapter 2. Helping Ensure a Successful Outcome**

### **2.1 *Barriers to Implementation Study***

Project staff is undertaking a study aimed at understanding the potential barriers to implementing a strategic vision. The plan of the study calls for the following areas of effort:

- a literature survey on the general topic of challenges to implementing change and achieving goals in government organizations, especially fish and wildlife agencies
- a study of reports related to strategic-level issues in the history of CNRA, DFG and F&GC
- interviews with and surveys of selected past and present employees and officers of CNRA, DFG, F&GC, the California State Legislature and others having related experience and insight
- a synthesis of the interview and survey results, identifying common themes, special insights, and potential solutions to implementation challenges
- writing a Barriers to Implementation report

#### **2.1.1 Literature Survey**

The plan for the barriers report calls for a search beyond California for challenges in implementing change and achieving goals by government entities and fish and wildlife agencies in other states. It is hoped that a literature search will uncover work of a general theoretical nature on the topic of strategy and organization excellence in government, the challenges in implementing strategies, and potentially how those challenges have been successfully addressed.

#### **2.1.2 Study of Reports Related to Strategic-Level Issues in CNRA, DFG, and F&GC**

Project staff has identified a large number of studies and reports by and about the entities responsible for wildlife stewardship in California. A list of those documents is included in an appendix to this document. Also in the appendices is a preliminary set of summaries of some of these documents.

It is worth noting that this area of research overlaps with the more general literature survey, in that the “Treanor Report” on DFG and F&GC, which appears in the list of documents for this research, included a study of wildlife-responsible agencies outside California, as does a Legislative Analysts’ Office report.

#### **2.1.3 Interviews, Synthesis and Report Writing**

Project staff has conducted a series of interviews and online surveys related to DFG’s and F&GC’s historic efforts at strategic planning and policy implementation. Staff has developed an initial summary of common themes from the interviews and surveys (see next section), which will be combined with the results of the literature and history research to fashion the *Barriers to Implementation* report.

## **2.2 Draft Initial Summary of Common Themes in the Barriers to Implementation Assessment**

As part of developing the California Fish and Wildlife Strategic Vision (CFWSV), an assessment was conducted by neutral third parties, examining past reports and the degree to which past recommendations were implemented by the California Department of Fish and Game (DFG) and the California Fish and Game Commission (F&GC). The purpose of the assessment is to provide feedback to the CFWSV process on how effective DFG and F&GC have been in the past in implementing recommendations for improvement, and to identify any barriers that have constrained or prohibited the implementation of such recommendations. Interviews were conducted with 18 individuals who had direct interaction with and/or participated in decisions affecting DFG and F&GC. In addition, 22 individuals contributed to a supplementary online survey. Interviewees and respondents represented past and present leadership of DFG and F&GC, administration representatives and legislative staff.

This draft summary is an initial synthesis of most, but not all, interview and survey results. It was prepared specifically to inform the January and February CFWSV Executive Committee, Blue Ribbon Citizen Commission (BRCC), and Stakeholder Advisory Group (SAG) meetings. Therefore, this summary should be considered draft and potentially subject to change. The purpose of this summary is to identify initial common themes and trends as well as unique, “outlier” input to inform reader understanding of past conditions that have led to DFG and F&GC action or inaction on previous recommendations. Comments have not been attributed to any participant or organization. The final version of this report will be a more robust report of the assessment process and will include input from all interviews and surveys.

### **Summary of Findings**

None of the individuals interviewed recalled specific reports and recommendations; those responding to the survey had a much higher recall rate. Regardless, the consensus view was that, in general, reports were not addressed due to one or more of the following main reasons:

- Funding – either lack of funding to implement or adequate funding negating any sense of urgency to address change
- Recommendations were not politically acceptable (e.g. recommendations to increase fees).
- Lack of political will - there is no legislative interest in fighting for change if there are no supporting constituencies
- No commitment to change within DFG

Interviewees and survey respondents also offered insights into DFG and F&GC and discussed barriers to organizational change. Several common themes emerged and are summarized in this document. Each section includes comments from the interviewees and respondents on barriers to change as well as their recommendations for overcoming those barriers. The themes include:

- Funding
- Expanded DFG Mission

- Organizational Culture
- Priorities
- Legislative Relationships
- Enforcement
- Fish and Game Commission Structure
- Staff Training
- Science
- Implementing Change

## **Funding**

The overarching barrier to change identified by all interviewees and respondents was funding. Interestingly, it was not lack of funding (though most acknowledged this as a major problem) but rather the tension between consumptive users and those who support non-consumptive uses. That tension has resulted in creating dedicated funding sources. Not trusting DFG to fulfill its mission to support traditional hunting and fishing, respondents stated that past legislative efforts have tied funding sources to management of specific species. Currently there are in excess of 40 dedicated funds. Instead of managing habitats for the benefit of resident species and all uses, DFG is legislatively constrained to expend efforts to manage specific species.

Instead of funding dedicated to managing individual species for consumptive use, there was a general recommendation that all wildlife would be better served by managing habitats to promote both consumptive and non-consumptive uses. While consumptive users will likely not initially support license and tag funds being spent on habitat management, both species and users would benefit in the long-term from a diverse and sustainable ecosystem. All agreed that a stable funding source would be ideal. However, recognizing that limited resources are likely a fact of life for the foreseeable future, respondents indicated that combining dedicated funds would allow DFG to leverage resources and achieve economies of scale.

## **Expanded DFG Mission**

Initially a “hook and bullet” organization with a goal of sustainable hunting and fishing, DFG’s trustee role has grown to include habitat protection, stewardship and additional regulatory responsibilities. Constituencies have expanded to include preservationists, recreationalists and other non-consumptive users. Interviewees and survey respondents believe the organization has not evolved quickly enough to meet the expectations of all users, which has fostered mistrust of DFG. Many respondents indicated that there is frequently tension between biologists who manage a species for take (ex. those who see wild pigs as a hunting resource and a source of funding) and ecologists who support bio-diversity (ex. those who see wild pigs as a pest.) Constrained by dedicated funds and further compounded by inadequate resources, DFG is inherently conflicted in meeting its mission of “managing California’s diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.” This conflict has become a polarizing factor and a barrier to change.

The CFWSV is seen as a good effort to map out a sustainable future for DFG and F&GC by collaboratively creating a shared vision. A suggestion was made to continue the Stakeholder Advisory Group (SAG), albeit a smaller group of stakeholders that includes greater employee representation, to collaboratively advise on priorities and better manage stakeholder expectations. Other suggestions included leveraging partnerships with non-profit organizations and public departments and agencies with overlapping responsibilities. One example for consideration includes partnering with California State Parks, State Lands Commission and local conservancies to manage and preserve open space,

## **Organizational Culture**

DFG and F&GC are perceived as a conservative, closed organization with little history of involving outsiders. For the most part, DFG is seen as a traditional hunting and fishing organization with an institutional culture not conducive to change. Furthermore, staff is typically perceived as “problem finders” not “problem solvers.” Several interviewees opined that staff members see themselves as interacting with just 5% of the state’s population instead of seeing themselves as trustees of fish and wildlife resources benefitting 100% of the population. Also, while acknowledging the diverse habitat in each of the seven regions, interviewees and survey respondents commented that DFG policy is not implemented consistently across the regions.

All interviewees and respondents agreed that strong leadership committed to change will be required to transform DFG and F&GC into more open and responsive organizations. A culture of teamwork needs to be fostered to maximize resources and improve fulfillment of DFG’s mission to wildlife and users alike. Also, several interviewees recommended DFG recognize non-consumptive users and instead of creating one-size-fits-all policies, tailor policies and procedures to appropriately serve diverse constituencies. One example cited is the recent change to purchase a day-use permit to visit Grey Lodge Wildlife Area. Daily visitors such as birdwatchers are said to now be subjected to the same onerous permit application process as seasonal hunting permits. Non-consumptive users can no longer simply arrive at Grey Lodge and gain admission; a DFG Lands Pass is required – which can only be purchased in advance from any of DFG’s 1,400 license agents or from a DFG license sales office.

## **Priorities**

Many interviewees observed that DFG is a conservative organization that is more reactive than proactive. Priorities are said to be currently based on legislative mandates first, judicial directives second and other mission critical discretionary activities third. Not all respondents agreed that these criteria for setting priorities served DFG well. Budget constraints and underfunded and unfunded mandates exacerbate the problem of setting priorities. The prioritization process is further compounded by the politics of competing constituencies. Several respondents indicated that it was difficult to set and stand by priorities and as such, is a significant barrier to change.

There was general agreement that the establishment of short and long-term priorities are necessary to manage change. Several interviewees commented on the need for more departmental discretion in setting DFG priorities and a more open and inclusive process. Utilizing an on-going stakeholder

group, recommended in the *Expanded Mission* section above, could assist with balancing budgets with priorities.

## **Legislative Relationships**

Any long-term change to DFG and F&GC will require legislative support. DFG is not seen as having a strong relationship with the legislature or legislative staff. A few interviewees mentioned that DFG staff have missed opportunities to strengthen those relationships. It was pointed out that California State Senate and California State Assembly staff members do not enjoy free access to DFG employees, unlike they do with other departments and agencies. Also, unlike DWR and the water contractors, it was pointed out that DFG does not enjoy a single, large stakeholder group to assist with lobbying the legislature. Instead, DFG has many diverse stakeholder groups that lobby on behalf of a variety of interests and issues.

A majority of interviewees and respondents recommended DFG strengthen relationships with legislative staffers. The DFG director needs to prioritize building a strong relationship with the legislature and legislative staff. An on-going stakeholder group, recommended in the *Expanded Mission* section above, could assist with lobbying the legislature.

## **Enforcement**

Most interviewees opined that environmental laws were not being adequately enforced by either DFG staff or wardens – to the detriment of fish, wildlife and plant resources. As the most visible enforcement arm, all agreed that wardens were understaffed, underpaid and handicapped by outdated technology. The interviewees were split on the role of wardens. Some thought the wardens should first and foremost be DFG employees and law enforcement personnel second. Wardens should focus on enforcing environmental laws, reporting to the regions. Others saw the warden's current role and reporting structure as appropriate. This dichotomy is a barrier to change.

There was near unanimous support for increasing the number of wardens, paying them commensurate with other law enforcement agencies, and providing effective technology to assist them in performance of their duties. Several interviewees suggested that to maximize resources, oversight of wardens should be returned to the regions. This would allow wardens to support regional priorities. Their role could be expanded to issue permits that they would then enforce. Others felt expanding the number of wardens within the current structure would improve enforcement. All agreed this is a vital area to address.

## **Fish and Game Commission Structure**

The current F&GC structure is seen as a less than effective. Most thought the role of F&GC is important, but the structure is inadequate. The F&GC makes 40 – 50 rules a year – thought to be second in number only to the California Department of Food and Agriculture. Part-time commissioners don't always have or take the time to research issues. Several interviewees commented that F&GC is supposed to provide guidance to DFG on policy priorities but lacks the legislative authority to require DFG to follow that guidance. Conversely, some policies promulgated by F&GC either conflict with existing statutes or lack the resources for DFG to implement. Of equal

importance, several interviewees opined that there is no formal way for the director of DFG and F&GC members to communicate.

While the interviewees were split on the proper number of F&GC members (recommendations varied from the current number of 5 to as high as 9), almost all thought members should be required to dedicate more time to the job – and be paid accordingly. Several interviewees and respondents commented on the need for F&GC members with more diverse backgrounds. Few supported the idea of a professional F&GC. Several commented that F&GC should be a good forum for debate.

### **Staff Training**

Inadequate staff training was cited as a barrier to change. Several interviewees commented that wardens initially receive 22 weeks of training; biologists and other staff receive one week of training a year – if they are lucky. Yet both wardens and biologists are expected to know the California Fish and Game Code.

While training is costly, the benefits are seen to outweigh the expenditures. Group trainings would provide an opportunity to communicate department policies and, at the same time, provide cross-pollination of ideas across regions.

### **Science**

Several interviewees suggested that while science is not a barrier to change, proper use of science provides confidence in and credibility to DFG. Several interviewees observed that DFG staff have become contract managers rather than scientists. Once known for its research capacity, DFG is thought to outsource most all of its scientific research.

Several suggestions were made to create independent scientific expertise similar to the State of Florida. Others suggested creating an independent science board, similar to the Delta Stewardship Council, which would appoint panels of scientists with pertinent expertise to provide independent peer review of various research.

### **Implementing Change**

In general, interviewees saw the transformation of DFG and F&GC as daunting but necessary. They provided the following suggestions to successfully implement change:

- Create a shared vision where all stakeholders can see something in it for them. You can't get there from here if you don't know where you're going.
- The true, underlying problem must be adequately identified before appropriate solutions can be developed and implemented.
- Recognize that any lasting and effective change is a long-term process that involves DFG leadership, legislative support, DFG cultural changes, and stakeholder involvement.
- Create short-term, medium-term and long-term recommendations. Incremental change is still change.

- Any reorganization should be undertaken collaboratively. Bring everyone (DFG leadership, staff, legislators and stakeholders including the general public) together to see commonalities of purpose through education and discussion. Then jointly figure out how to leverage resources to achieve DFG's mission, setting realistic expectations of stakeholders, staff, legislature, administration etc.
- Absent strong leadership by the director and commitment from the administration and legislature, it is highly unlikely DFG will change.
- Any change must involve DFG and F&GC staff. Success can only be achieved when internal forces buy-in to the process.
- Creating a strategic plan must include DFG staff from all levels of the organization. The leadership doesn't have a corner on creative thinking. Field and office staff often has insights that would facilitate change.
- Any reorganization must incorporate an adaptive management component. This is not a one-time fix-all process. Organizations are dynamic and create a mechanism to react to changing circumstances.
- DFG would benefit from an advocate for change. The proposed on-going stakeholder advisory group could fill that position. However, the advisory group must recognize the difference between "change" and "doing things the way I want you to do them."
- A critical question to be answered is: What is the problem and what are you willing to pay for? Change requires funding.
- DFG needs to develop people, relationships and partnerships.
- Treat all stakeholders fairly.
- DFG and F&GC need to be transparent and accountable.



## **Appendix A      Background to the California Fish and Wildlife Strategic Vision**

### **A.1              *Framework for the State’s Care of Fish and Wildlife Resources***

In 1927 California’s governor established the Division of Fish and Game within the Department of Natural Resources, to be administered by the Fish and Game Commission (F&GC). In 1951, the division was elevated to department status and became the Department of Fish and Game (DFG). Since that time, the Department of Natural Resources has been renamed the California Natural Resources Agency (CNRA), and remains the parent organization overseeing DFG. These three entities – CNRA, DFG and FGC – bear various responsibilities for stewardship of fish and wildlife at the state level.

While DFG continues to administer the policies and regulations set by the F&GC, the California State Legislature (Legislature) has also mandated other policies and program responsibilities to DFG. Over the years, DFG’s responsibilities have been expanded from traditional fish and game management to now include such diverse areas as oil spill prevention and response, endangered and threatened species regulation, management of marine resources and ecological reserves, and natural community conservation planning. DFG also has lead, responsible, and trustee agency roles pursuant to the California Environmental Quality Act (CEQA).

The mission of F&GC is, on behalf of California citizens, to ensure the long-term sustainability of California’s fish and wildlife resources. While F&GC may be considered by some members of the general public as synonymous with DFG, F&GC is a separate entity that has been involved in the management and wise use of California’s fish and wildlife resources since 1870. Between 1870 and 1940, individual commissioners served at the pleasure of the Governor; however, in 1940 the California electorate added a constitutional amendment that provides for a five-member F&GC, where members have six-year staggered terms, are appointed by the governor, and are subject to confirmation by the California State Senate. The constitutional amendment also empowered the Legislature to delegate to F&GC powers related to protecting, propagating and preserving fish and game.

The Legislature has delegated to F&GC a variety of powers, some general in nature and some very specific. A major responsibility of F&GC is the formulation of general policies for the conduct of DFG, while the director of DFG is responsible for administering DFG’s activities in accordance with these policies. F&GC’s policies concern fisheries and wildlife management, introduction of exotics, use of DFG-administered land, and a variety of other subjects.

### **A.2              *History of Strategy Relative to Stewardship of Fish and Wildlife***

Historically, CNRA, DFG and F&GC have been concerned, as have outside entities, with their strategy, that is, with how they might structure their organizations, set priorities, and align their resources in order to best fulfill their missions. Over the years, a number of documents have put forward visions or recommendations for these agencies at the level that could be called strategic. As

long ago as 1958, a report mandated by Senate Concurrent Resolution (SCR) Number 126 included among its recommendations for DFG the following:

Clarify F&GC role as a policy-formulating body for DFG; improve DFG planning activities; revise departmental organization for further improvements; improve teamwork among DFG personnel; and establish better management controls. (Legislative Budget Committee, 1958)

Since then a number of studies, both internal and external, have made additional observations or recommendations for DFG and/or F&GC at the strategic level. Some examples include:

**A Department of Finance Review of Nongame Activities (1976)**<sup>2</sup> identified the continuing struggle of identifying and funding activities between “game” and “nongame.”

**The “Little Hoover Commission” report (1990)**<sup>3</sup> was a review of F&GC and DFG, undertaken by request of then-Assemblyman Stan Statham (R-Oak Run) because he was concerned about the efficiency of DFG (LA Times June 24, 1989). The report made a number of observations at the strategic level. For example, it stated, “F&GC has not, and as presently structured, cannot adequately exercise its statutory authority over DFG.” It also noted that F&GC did not work in a vacuum, but “...has difficulty meeting its mandate because of external pressures and factors outside of its control...” and noted the important relationships among the F&GC, CNRA, Legislature, and governor’s office.

**The Legislative Analyst’s Office’s “A Review of the Department of Fish and Game” (1991)** noted such structural and strategic issues as “lack of clarity of DFG’s mission”, “organizational problems”, and fiscal concerns.

**A Vision for the Future (1993)** was an internal study undertaken by DFG to review its organizational structure and begin the process of developing and articulating the future direction of DFG<sup>4</sup>. The major conclusion of the organization committee that conducted the study was that DFG needed a more effective system for anticipating and responding to change and carrying out its mission. The organization committee’s consensus was that DFG had been “more reacting instead of acting. DFG lacked an effective and systematic method of anticipating change or for reworking program and budgets as priorities change.”

**DFG Strategic Plan: Where Do We Want To Be? (1995)** was the culmination of the process begun by the organization committee that had produced “A Vision for the Future.” The strategic plan for DFG stated that for successful implementation DFG “must: 1) align the structure of DFG’s budget and the strategic plan so that it can evaluate the cost implications of modifying efforts in various areas; 2)

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<sup>2</sup> Full title of report: *Department of Finance: A Review of Nongame Activities The Department of Fish and Game: A Staff Reference Report (1976)*

<sup>3</sup> Full title of report: *Commission on California State Government Organization and Economy: Report on California’s Fish and Game Commission and the Department of Fish and Game (1990)*

<sup>4</sup> Full title of report: *Department of Fish and Game: Department of Fish and Game, 1990’s and Beyond: A Vision for the Future: the Department of Fish and Game, Its Mission, Values, and Goals to Meet the Challenge of the Future (1993)*

formalize and implement the budgetary and planning cycles so that strategic and operational decisions affect the budget, and not vice-versa; and 3) begin the steps leading to action plans (for the budget year) to implement identified strategies.”

**Fish and Game Commission Strategic Plan (1998)** was the result of F&GC’s own strategic planning effort, begun in 1997. The plan was “strongly influenced” by public input solicited during focus groups and workshops held throughout California. The plan focused on California’s diminishing fish and wildlife resources, their importance to California, their management, and the role of F&GC in meeting this challenge. The plan includes a strategic agenda – vision, mission, critical initial strategic challenges, goals, and implementation strategies – and a commitment to ensure the future sustainability of the state’s fish and wildlife resources. This plan continues to be relevant to F&GC’s activities.

**Department of Fish and Game: Seven Strategic Initiatives (2006)** was the most recent effort by DFG to develop its own strategy. The DFG director assembled a team of staff, middle managers, and executive team members to participate in a structured process to solicit, capture and assemble ideas – ultimately initiatives – that represented a direction for DFG. The group was challenged to look beyond day-to-day activities, however vital, and consider what legacy they would leave for wildlife, the public and DFG employees. They were tasked with determining how to maximize existing resources and capitalize on new funding sources to best insure this inheritance and to identify where organizationally the responsibility for these efforts would reside.

From this effort emerged the Seven Strategic Initiatives, each identifying current pertinent issues and goals/objectives/desired outcomes:

15. Enhance communications, education and outreach
16. Develop statewide land stewardship based upon resource needs
17. Develop strong water resource management program
18. Develop/enhance partnerships
19. Improve regulatory programs
20. Enhance organizational vitality by focusing on employees and internal systems
21. Expand scientific capacity

**The Treanor Report (2009)** was a study funded by a private foundation which surveyed wildlife stewardship organizations in other states as potential models for considering modifications to California’s wildlife management structures and processes. The study focused primarily on the relationship between DFG and F&GC, noting that

California has a tri-furcated system of wildlife management that is divided among the Commission, the Department, and the Legislature. Theoretically, the Fish and Game Commission sets policy and the Department of Fish and Game implements it. The Commission

makes regulations and the Department enforces those regulations. In reality things are much more complicated.

The report went on to make a number of specific recommendations concerning both agencies.

**Other studies and reports** on DFG and F&GC have not been as explicitly strategic in their focus, but nevertheless highlight strategic issues. For example, two reports from the Bureau of State Audits have strategic implications: First, an audit of DFG's Office of Spill Prevention and Response, in its response to the 2007 Cosco Busan oil spill in San Francisco Bay, made recommendations touching on interactions with local governments, staff training, and funds management. Another, an audit of DFG's management of programs related to fish stamps required for sportfishing in the San Francisco Bay and delta, touched on such matters as DFG's ability to "identify, approve, and fund viable projects" for which fish stamp revenues were earmarked.

Similarly, the Legislative Analyst's Office has studied DFG on numerous occasions, on topics ranging so broadly as to include departmental reorganization, funding and fiscal management, and CEQA review processes.

A number of assessments and recommendations in these and other reports suggest the need for F&GC and DFG to develop and implement updated strategies to optimize their organizational capabilities and effectiveness. In addition, the legislation mandating the CFWSV notes that reforms may be necessary "to take on the challenges of the 21st century," including climate change and adaptation, and renewable energy needs.

### **A.3        *The Natural Resources Agency's Response to the Mandate—First Phase Summary***

This section (from this paragraph to the end of Appendix A) is largely a verbatim copy of Chapter 2 of the Draft Interim Strategic Vision, and thus it contains language that was current as of November 22, 2011. In other words, it contains forward-looking statements concerning things which are now in the past. The only difference between the former text and this section is that a calendar of key dates has been removed, updated, and placed in Chapter 1 of the present document.

#### **Group Formation and Initial Meetings**

In 2011 in response to AB 2376, Secretary for Natural Resources John Laird began the effort to develop the CFWSV. At the first meeting of the Executive Committee whose membership is established by AB 2376, the secretary issued a charge to each of the three groups mandated by the bill: the Executive Committee, CFWSV Blue Ribbon Citizen Commission (BRCC), and CFWSV Stakeholder Advisory Group (SAG). Both CNRA and DFG assigned staff to work on the project, including a project director, to support the work of the Executive Committee.

## Guiding Principles

In establishing the process for developing the strategic vision, the secretary laid down several principles intended to guide the actions of the Executive Committee, BRCC and SAG: Transparency, a highly participatory process, and thoroughness of execution.

### Transparency

Process transparency was deemed to be a high priority for ensuring that all Californians can follow and understand how the strategic vision is being developed. A project website ([www.vision.ca.gov](http://www.vision.ca.gov)) is easy to navigate for all users and is compliant with the Americans with Disabilities Act (ADA), making process information accessible. The website hosts video recordings and written summaries of project meetings, as well as materials developed for those meetings and public comments provided about the process. The project director and other associated staff are accessible through publicly available contact information.

Regarding stakeholder and decision-maker discussions, the entire project takes place within the requirements of the Bagley-Keene Open Meeting Act. All meetings are publicly noticed with a draft agenda ten days in advance, and the various iterations of meeting materials are available on the project website. Held in publicly accessible and ADA compliant facilities, meetings are designed and facilitated to foster maximum interaction between participating appointed members, and to provide opportunities for public input.

### Participatory Process

The strategic visioning process represents a milestone opportunity for a diverse set of interests to influence a mutually beneficial future for DFG and F&GC. Recognizing that this diversity can only be capitalized on if a reasonable cross-section of interests have equal voices, the author of the enabling legislation requires that the SAG be created. Beyond that mandate are the specific steps taken to ensure that these CFWSV groups function in a transparent and participatory process. The process to develop the strategic vision is therefore based in consistent opportunities for the members of the Executive Committee, BRCC and SAG and the public to meet and discuss, review, revise, and resolve diverse perspectives.

### Thoroughness of Execution

The aim of the secretary is to develop a strategic vision that includes the seeds of its own success. Understanding that there may be numerous barriers to successful implementation of a strategic vision, the vision itself will be accompanied by a review of such potential barriers and a set of recommended implementation actions aimed at allowing the stakeholder-guided vision to make a real and positive difference. Thus, as part of the strategic visioning process, a report with the working title, *Barriers to Implementation*, will be developed, with the intent of addressing or avoiding those barriers in the recommendations from the strategic visioning process.

## **The Plan for Developing the Strategic Vision**

Beginning with the initial meeting of the Executive Committee, and bearing in mind the three guiding principles, the CFWSV process got underway in the summer of 2011. Project staff and the Executive Committee developed a plan that includes several iterations of effort and feedback leading to the strategic vision.

### **Developing Groups and Dividing Labor**

The Executive Committee having been effectively formed by AB 2376, the plan called for forming two other two bodies named in the statute: the BRCC and SAG. The Executive Committee and project staff determined that the work of the SAG could best be achieved by breaking it into six working groups which would bear much of the effort of developing potential recommendations which form the core of this document.

The plan also calls for a carefully-developed process for gathering public input, and another process for permitting DFG employees to provide their own suggestions.

### **Efforts to Date**

#### **Work of the BRCC**

Currently, the BRCC consists of seven members of the public, including two members from the scientific community. The members represent a diverse range of experience and perspectives, and include strategic problem solvers with expertise in policy, management and fiscal issues. The Executive Committee sought members who are visionary but also pragmatic. So as not to overlap directly with the SAG, it was determined best to appoint BRCC members who are not affiliated with a specific fish and wildlife organization, but who deeply care about the state's fish and wildlife resources. Members of the BRCC are approved by the Executive Committee.

The BRCC provides policy, management and fiscal expertise, and strategic problem solving skills to help the Executive Committee develop the strategic vision. The BRCC works directly with the SAG to develop findings and recommendations for the strategic vision. The BRCC reviews and provides input on draft work products from the SAG working groups; related, each BRCC member was asked to track and advise one SAG working group. The BRCC assists the Executive Committee to achieve the various levels of document development and public meeting milestones.

BRCC members seek a high level of agreement in their potential recommendations. When unanimous agreement is not possible, the BRCC makes decisions by a simple majority vote of a quorum. If disagreements occur on particular issues informing development of the strategic vision, this information will be presented to the Executive Committee in the BRCC's findings and recommendations. The BRCC may provide to the Executive Committee a separate report from the SAG on proposed recommendations and content for the strategic vision. The list of BRCC members is provided in an appendix.

## Formation of Stakeholder Advisory Group

Currently the SAG consists of 51 members. Interested parties were asked to submit an application consisting of 22 questions related to 1) experiences/values regarding fish and wildlife, 2) interest group dynamics, and 3) decision making challenges. The application was designed to capture two levels of desired characteristics. For overall group characteristics, the Executive Committee was looking for, among other things, 1) balanced representation, 2) collaborative problem solving, 3) diversity, 4) geographic coverage, and 5) a manageable size. For individual member characteristics, the Executive Committee was seeking, among other things, individuals who 1) are operational and pragmatic, 2) could engage constructively among others who may have differing views, 3) are open to fresh, new ideas, approaches and/or solutions, 4) are committed to active communication with their constituencies to bring those interests and concerns to the process, and 5) could work actively to ensure potential agreements emerging from the SAG deliberations were understood and supported by their constituents. Approximately 130 applications were received.

- To help ensure to the extent possible that all stakeholder interests are included in the deliberations, 17 categories of interests were identified and filled by multiple individuals (7 identified in AB 2376 plus 10 others) Sport Fishing
- Commercial Fishing
- Hunting
- Nonprofit Conservation Organizations
- Non-consumptive Recreational Users
- Landowners
- Scientific and Educational
- Agricultural
- Business and Industry
- Tribal and Environmental Justice
- Labor
- Marine Resources
- Water
- Local Government
- State Government
- Federal Government
- Other

The SAG members were approved by the Executive Committee; vacancies may be filled by the chair of the Executive Committee. The list of SAG members is provided in the appendices.

The SAG works directly with the BRCC to provide advice, support and recommendations to the Executive Committee for the strategic vision. In particular, SAG members consider and identify issues and problems concerning the subject areas, and will offer potential recommendations about how these issues and problems can be addressed. SAG members coordinate the input of individuals

and organizations beyond their own organization, but that share similar interests and objectives. Similar to the BRCC, the SAG supports the Executive Committee to reach the various document development and public meeting milestones.

## **Working Group Formation**

The SAG working groups were developed based first on the issue areas identified in the enabling legislation, and then supplemented to reflect input from previous DFG and F&GC planning efforts, suggestions from a coalition of non-governmental organizations, input from the Legislative Analyst's Office, and presentations from a variety of regulated entities and other interest groups. What resulted was a list of common themes from each of these sources that were then "assigned" to working groups, with those that were logically related residing in the same group. The resulting working groups are Communication, Education and Outreach; Natural Resource Stewardship; Regulatory and Permitting; Governance and Mission; Science; and Sustainable Financing. An appendix lists all the themes that were identified and shows how clusters of themes were assigned to the working groups.

## **Work of the SAG**

SAG members seek a high level of agreement in their potential recommendations, with the intent to develop recommendations that earn broad-based, cross-interest support. The SAG does not function as a representative voting body and no single SAG member can prevent recommendations from moving forward. After appropriate discussion takes place, SAG members indicate their level of support for an item under discussion. Support is defined as equal to or better than "I can live with it." If an item receives a high level of disagreement, the SAG continues working to reach agreement or until it appears a resolution is not timely, necessary, or attainable. At that time, the SAG memorializes the differences in their perspectives. This input is used to describe the extent to which there is shared perspective about items being considered.

## **Overview of CFWSV Process**

The process to develop the draft interim strategic vision has been characterized by intense stakeholder participation and numerous meetings. Since the project's inception in June 2011, the Executive Committee has met four times (once jointly with the BRCC), the BRCC and SAG have met five times jointly and separately two additional times each, and the SAG working groups have each met at least five times. In addition to the publically-noticed Executive Committee, BRCC, SAG, and SAG working group meetings, some BRCC and SAG members have also met informally in "homework teams" (see description below). All told, Executive Committee, BRCC, and SAG members have put in thousands of collective hours to develop potential recommendations for the draft Interim strategic vision.

The focus of the early meetings in the summer months was on providing Executive Committee, BRCC, and SAG members with a comprehensive background of their roles in the CFWSV project and on the mission, mandates, accomplishments, and challenges faced by DFG and FGC. In September 2011, SAG members began developing draft content for potential recommendations and worked

closely with the BRCC during October to refine this content to be presented to the Executive Committee for consideration at its November 10, 2011 meeting.

Members of the public were invited to provide input throughout the process by providing comments at meetings or by submitting comments in writing. Members of the public will also have an opportunity to participate in four public meetings in December 2011, to learn more about the strategic vision process and provide additional feedback on potential recommendations and the draft Interim strategic vision.

### **Developing Potential Strategic Vision Recommendations**

The SAG working groups met regularly in August, September and October to begin identifying potential recommendations for the strategic vision. To support this process, project staff prepared a standardized table to capture working group feedback about issues related to their topics. Titled “issues framework,” the working groups worked on these tables with guidance from neutral facilitators to identify issues and associated problem statements, related goals and objectives, and examples of potential actions that could help achieve these goals; the primary focus of this work was on developing and refining problem statements and potential goals.

The working group members self-nominated small “homework teams” that further prepared ongoing iterations of the issues framework documents for their respective working groups. As these documents were revised, they were periodically presented to the full SAG and BRCC for review and discussion. Public work sessions were held by the BRCC and SAG as a means to combine the efforts of the working groups and to identify common themes that were emerging among the groups. The purpose of these sessions was to compare and discuss themes that were similar and potentially worthwhile to combine as more unified recommendations for Executive Committee and public consideration these ideas are presented in Chapter 5.

The BRCC and SAG also discussed items identified by the working groups that may not be characterized as common but are nonetheless important to consider and potentially advance for public review. Lastly, the BRCC and SAG discussed ideas that reflected diverse and potentially conflicting perspectives among the stakeholder working group members.

### **Preparations for Additional Public Input**

Efforts began in October 2011, to develop communication and outreach plans for further engaging the public in the strategic visioning process; these plans are nearly complete. One communication tool that is already in use is hosting public meetings via teleconference and WebEx, which allows members of the public to participate from anywhere in the world where they have telephone or Internet access. Another tool to be used is adding to the strategic vision website an interface by which the public may easily comment on the draft interim strategic vision, as well as the overall process. Project staff expects this interface to be functioning by late November. Other tools will be utilized in the coming months to maximize opportunities for public input and participation,

## **Preparations for Employee Input and Engagement**

Project staff, consistent with the secretary's guidance that successfully implementing the strategic vision will depend on organizational elements within DFG and F&GC, has begun to work with staff to consider how to optimize the internal communication processes within DFG and F&GC. The aim here is twofold: to facilitate the process by which DFG and F&GC employees can give input to developing the strategic vision, and to begin constructing a suite of expectations, processes, and tools designed to prepare for a future guided by the strategic vision.

An online survey of employees has already been conducted, and further steps to enhance communication and participation are being planned.

## Appendix B Full Text of AB 2376

Assembly Bill No. 2376

### CHAPTER 424

An act to add Section 12805.3 to the Government Code, relating to fish and wildlife.

[Approved by Governor September 28, 2010. Filed with Secretary of State September 28, 2010.]

Legislative Counsel's digest

AB 2376, Huffman. Fish and wildlife: strategic vision.

The California Constitution establishes the Fish and Game Commission and provides for the delegation to F&GC of powers relating to the protection and propagation of fish and game. Existing statutory law delegates to F&GC the power to regulate the taking or possession of birds, mammals, fish, amphibians, and reptiles in accordance with prescribed laws. Existing law establishes the Department of Fish and Game in the Natural Resources Agency, and generally charges DFG with the administration and enforcement of the Fish and Game Code.

This bill would require the Secretary of the Natural Resources Agency to convene a committee, with membership as prescribed, to develop and submit to the Governor and Legislature, before July 1, 2012, a strategic vision for DFG and F&GC that addresses specified matters relating to state fish and wildlife resource management.

The people of the State of California do enact as follows:

SECTION 1. Section 12805.3 is added to the Government Code, to read:

12805.3. (a) The Secretary of the Natural Resources Agency shall convene a committee to develop and submit to the Governor and the Legislature, before July 1, 2012, a strategic vision for the Department of Fish and Game and the Fish and Game Commission.

(b) The committee members shall include all of the following:

- (1) The Secretary of the Natural Resources Agency.
- (2) The Director of Fish and Game.
- (3) The president of the Fish and Game Commission.
- (4) The chair of the State Energy Resources Conservation and Development Commission.
- (5) A representative of the University of California.
- (6) Representatives of the United States Fish and Wildlife Service and the National Marine Fisheries Service, if they choose to participate.

(c) The strategic vision shall address all of the following matters:

- (1) Improving and enhancing capacity of the department and F&GC to fulfill their public trust responsibilities to protect and manage the state's fish and wildlife for their ecological values and for the use and benefit of the people of the state.
- (2) Comprehensive biodiversity management, including conservation planning and monitoring.
- (3) Sustainable ecosystem functions, including terrestrial, freshwater, and marine habitat.
- (4) Opportunities for sustainable recreational and commercial harvest of fish and wildlife.
- (5) Permitting, regulatory, and enforcement functions.
- (6) Science capacity and academic relationships, including strategies to protect and enhance the independence and integrity of the science that forms the basis for department and commission policies and decisions.
- (7) Education, communication, and relations with the public, landowners, nonprofit entities, and land management agencies.
- (8) Reforms necessary to take on the challenges of the 21st century, including, but not necessarily limited to:
  - (A) Climate change and adaptation.
  - (B) Meeting California's future renewable energy needs while protecting sensitive habitat.
  - (C) The restoration of the state's native fish species.
  - (D) Implementing and updating the state's Wildlife Action Plan.
- (9) The development and deployment of technology to meet the department's mission, including data modeling, collection, and online reporting.
- (10) Budget and fiscal development, accounting, and management.
- (11) Coordination among state agencies.
- (12) Recommendations for institutional or governance changes, including clarification of the roles of F&GC and the department.
- (13) Strategies for identifying stable funding options to fulfill the mission of the department while reducing dependency on the General Fund.
- (14) Other recommendations deemed desirable by the committee.

(d) The committee shall seek input from elected officials, governmental agencies, and interested parties, and shall review existing reports and studies on the functioning of the department and other state models for fish and wildlife governance.

(e) For the purposes of carrying out this section, the committee may also seek input from other policy and resource leaders.

(f) (1) The committee, its members, and state agencies represented on the committee may contract for consultants to assist in the preparation of the strategic vision.

(2) Contracts entered into pursuant to paragraph (1) shall terminate no later than December 31, 2011.

(3) Contracts entered into pursuant to paragraph (1) shall be exempt from Part 2 (commencing with Section 10100) of Division 2 of the Public Contract Code.

(g) The Governor or the committee shall appoint a "blue ribbon" citizen commission or task force, a stakeholder advisory group, and any other group that the Governor or the committee deems necessary or desirable to assist in carrying out this section. A stakeholder advisory group appointed pursuant to this section shall be broadly constructed to represent a diverse range of interests affected by state policies that govern fish and wildlife, including, but not necessarily limited to, persons representing fishing and hunting interests, nonprofit conservation organizations, nonconsumptive recreational users, landowners, scientific and educational interests, and other interests or entities dedicated to habitat conservation and protection of public trust resources. The committee convened pursuant to subdivision (a), in developing the strategic vision, shall take into account the recommendations of any group appointed pursuant to this subdivision.

(h) (1) The requirement for submitting the strategic vision imposed under subdivision (a) is inoperative on January 1, 2015, pursuant to Section 10231.5 of the Government Code, or on the date that the strategic vision is submitted, whichever date is later.

(2) The strategic vision shall be submitted in compliance with Section 9795 of the Government Code.



## Appendix C Tables of Preliminary Common Themes and Tools

### California Fish and Wildlife Strategic Vision Project Blue Ribbon Citizen Commission and Stakeholder Advisory Group: DRAFT Preliminary Common Themes and Tools

Revised November 15, 2011 DRAFT

On October 26, 2011 the California Fish and Wildlife Strategic Vision (CFWSV) Blue Ribbon Citizen Commission (BRCC) and Stakeholder Advisory Group (SAG) met to further discussions regarding potential recommendations to forward to the CFWSV Executive Committee for consideration as part of a draft interim strategic vision. The materials for the October 26 meeting resulted from two joint BRCC / SAG meetings on October 18 and 19, as well as the work of homework teams, where six emerging common themes were identified from the working group issues framework documents. A preliminary synthesis of those documents led many to believe that the BRCC and SAG were not yet prepared to forward materials to the CFWSV Executive Committee; another meeting was scheduled for November 8, 2011

To prepare for the November 8 meeting, staff was asked to use best professional judgment to categorize and refine the information presented into a cohesive statement of draft potential interim recommendations. A summary was prepared that includes potential value statements that may reflect the beliefs and cultures of the DFG and F&GC envisioned for the future, modified versions of the “common themes” that were affirmed on October 26, and potential goals and objectives. In developing that summary (posted to the strategic vision website at [vision.ca.gov](http://vision.ca.gov)) staff melded the various working group issues frameworks into this emerging common themes document, which now also includes tools for achieving goals and objectives. Over 20 BRCC and SAG members provided suggestions for changes to goals and problem statements, offered ideas for objectives, and proposed additional example actions to exemplify the many ways in which potential goals and objectives could be achieved.

The result is this document. While staff made an effort to eliminate redundancies, suggest new problem statements, meld goals and objectives, and generally improve the flow of information, ***THIS DOCUMENT IS NOT COMPLETE, REMAINS A WORK IN PROGRESS, AND WILL SIGNIFICANTLY BENEFIT FROM A PUBLIC DIALOGUE AND CONVERSATIONS AMONG BRCC AND SAG MEMBERS.***

The acronyms DFG and F&GC are used in these tables to represent the California Department of Fish and Game and the California Fish and Game Commission, respectively.

Staff notes in this document are in brackets, bold and italics, while comments from BRCC or SAG members are in parentheses.

Where there are references that state “Goal” or “Objective” with a number immediately following, the reference is to the goal and/or objective number from the draft interim framework in Chapter 3.

Some references are to potential goals, objectives or example actions that were incorporated from the draft working group issues frameworks, and are notated with the acronym for the working group name and the goal number in the October 24 version of that working group’s issues framework (i.e., CEO 6). Acronyms for each of the working groups are:

Communication, Education and Outreach	CEO
Governance and Mission	GM
Natural Resource Stewardship	NRS
Regulatory and Permitting	RP
Science	Sci
Sustainable Financing	SF

A future version of these tables will include at least three additional columns for implementation criteria. The three implementation criteria are intended to be used as a quick reference for the anticipated implementation scale, the amount of time potentially required to implement, and the amount of resources that might be required.

This document contains ten common themes and tools tables, each preceded by a summary statement. Four of the themes have been incorporated into the interim draft framework in Chapter 3 as representing the underlying principles and practices with which leadership and staff will do their work:

1. **Engage in clear and compelling communication, education and outreach:** Engage in clear and compelling communication, education and outreach, internally and externally. In all aspects of DFG/F&GC work, engaging in transferring ideas and information to achieve common understanding or to create new or improved awareness with our colleagues, our partners and the public.
2. **Commit to formal and informal partnerships and collaboration:** Consistent and unified delivery of quality services and products by DFG, F&GC, and other organizations through formal and informal relationships.
3. **Use ecosystem-based management (multi-media, multi-species, multi-habitat), informed by best available science:** An approach that recognizes the full array of interactions in a system, including humans, rather than single issues, species or services in isolation. [ELEMENTS OF THIS ARE IN THE IRM TABLE AND NEED TO BE PULLED INTO A NEW TABLE 3.]
4. **Engage in broadly-informed and transparent decision-making:** Transparent decision-making procedures and outcomes that inspire public confidence and trust through the use of diverse, best available and credible information.

The remaining themes and tools represent...

5. **Integrated resource management (interdisciplinary and interagency):** Coordinated, timely and appropriate multi-organizational management of California’s fish and wildlife, and the habitats upon which they depend.
6. **Defining and Supporting Success:** Effective management of California’s fish and wildlife, and habitats upon which they depend through the use of multi-stakeholder

communication and prioritized activities, as measured with unified metrics for success.

7. **Laws and regulations:** Enforceable and up-to-date statutory and regulatory codes that inform and influence stakeholder compliance and legislative decision-making.
8. **Compliance:** Consistent and publicly visible enforcement and compliance, supported by highly trained personnel and extensive public awareness of statewide rules, regulations, and associated public trust benefits.
9. **Staff Development:** Employees that are assigned to responsibilities for which they are highly trained, and through which they effectively communicate and implement the mission, goals, and responsibilities of DFG and F&GC.
10. **Adequate, stable and sustainable funding:** Adequate funding that remains relatively stable in the long-term for meeting the mission and achieving goals and objectives.

## FORMAL AND INFORMAL PARTNERSHIPS AND COLLABORATION

**Summary Statement:** Consistent and unified delivery of quality services and products by DFG, F&GC, and other organizations through formal and informal relationships.

Table 2. Common Theme or Tool: Partnerships				
ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVE(S)	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
CEO – Inter-governmental Communication	<ul style="list-style-type: none"> <li>• Lack of coordination with other state, federal, tribal &amp; local government agencies and scientific research institutions</li> <li>• State and federal agencies have overlapping responsibilities that when not aligned contribute to redundancy, confusion and/or policy &amp; regulatory conflicts</li> </ul>	<p>CE04. Improve alignment of resource planning, policies &amp; regulations for the betterment of fish, wildlife and plant resources and their habitats</p> <p>CE05a. Foster partnerships emphasizing science</p> <p>I.2. Enhance the scientific capacity of DFG.</p> <p>(Alternative goal: Expand DFG's capacity to acquire and utilize scientific information)</p>		<ul style="list-style-type: none"> <li>• Develop &amp; improve relationships &amp; info-sharing</li> <li>• Leverage existing networks, relationships, and multi-agency venues (See Integrated Resource Management section of NRS recommendations for details)</li> <li>• Participate in local and regional natural resource planning venues like IRWMs, LCCs, watershed efforts, etc.</li> <li>• Potential partners list</li> <li>• Increase use of consultants for scientific research</li> <li>• Specifically partner with organizations that have scientific capacity (in order to expand ability to make decisions based on best readily available science)</li> <li>• I.2.D. Develop mechanisms to allow and facilitate collaborative partnerships between DFG personnel and scientists from other state and federal agencies, academic institutions, and other appropriate third party scientific organizations.</li> <li>• I.2.E. Establish methods, guidelines, and policies for collecting, analyzing, archiving, and serving data and other information generated by research, monitoring, and modeling efforts by DFG personnel.</li> <li>• I.2.E.i. Coordinate/integrate methods, guidelines, and policies with other scientific</li> </ul>

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				data collection and archiving efforts to the extent possible
CEO – External Communication & Outreach	<ul style="list-style-type: none"> <li>Public lacks sufficient understanding of DFG and F&amp;GC mission -- challenge for fostering public support for programs &amp; partnerships</li> <li>Public does not sufficiently know about DFG and F&amp;GC activities &amp; accomplishments</li> <li>Wasted time and money on the part of the public and DFG in getting information</li> <li>Some public &amp; partners have experienced negative/frustrating interactions with DFG staff -- made numerous contacts to find information</li> <li>Some communities have been marginalized (e.g. rural &amp; minority communities)</li> <li>External partners may not be aware of DFG programs, likewise DFG may not aware of what external partners are doing.</li> <li>The regulated community does not always understand new regulations or when and where they are effective</li> </ul> <p><i>[Reduce redundancy in problem statements]</i></p>	<p>CEO5b. Improve public awareness, perception, and understanding of the DFG and F&amp;GC mission and accomplishments <i>[Why? Organizational effectiveness]</i></p> <p>CEO6. Be involved with local communities (Whys? Strong Relations with Stakeholders and Public)</p> <p>CEO7. Creating a DFG that is open, responsive and transparent to the public. (Whys? Strong Relations with Stakeholders and Public)</p>		<ul style="list-style-type: none"> <li>Have a point of contact in each Region Office who can respond to inquiries about DFG and F&amp;GC efforts</li> <li>Utilize efforts by partners to promote DFG mission (i.e. The Humane Society enforcement efforts, resource conservation district land owner outreach) with proper firewalls and consideration of public perception of partners</li> <li>Increase DFG presence in the local community including public outreach events and local and regional resource management efforts.</li> <li>Provide information on regulations and events online and by phone -- with limited written materials</li> <li>Make information available in a regionally and culturally appropriate methodology, utilizing written materials in areas with limited Internet access</li> <li>Allow more regional control in providing information to and interacting with the local public.</li> <li>Hire staff regionally that match the regional make up.</li> <li>Simplify regulations in order to communicate them more effectively</li> <li>Have an online tracking process for permits so an applicant can follow their application through the process</li> <li>Offer more workshops to help in the preparation of permit applications</li> <li>More responses to stakeholder requests should be YES; when projects or requests are denied, indicate how to solve the issues or concerns, not just offer a NO</li> </ul>
CEO - Public Education  Conservation needs to	<ul style="list-style-type: none"> <li>Not enough classroom and outdoor conservation</li> </ul>	<i>[Goal 1. Strong Relationships with Other Agencies, Organizations and</i>	CEO12. Increase and enhance educational opportunities for	<ul style="list-style-type: none"> <li>Partner w/ educational institutions from elementary thru university levels</li> <li>Provide more interpreters to educate the</li> </ul>

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be supported by present and future generations.	<p>education</p> <ul style="list-style-type: none"> <li>• Not utilizing education to capture a revenue stream from non consumptive users</li> <li>• Not utilizing an opportunity to foster a sense of stewardship and wonder in the public</li> <li>• Recruitment and retention of consumptive users as a tool for resource management lacking</li> <li>• General public lacks an understanding of how science is developed and used in conservation and resource management</li> </ul>	<i>the Public?]</i>	<p>natural resource stewardship (classroom and field)</p> <p><i>[Objective1. Increase stewardship awareness and participation by the public?]</i></p>	<p>public about California's resources</p> <ul style="list-style-type: none"> <li>• Partner with existing environmental education programs like the California Envirothon</li> <li>• Partner with USFWS on school habitat projects</li> <li>• Partner with California State Parks to communicate integrated public education efforts related to California wildlife and habitats</li> <li>• Expand community outreach and training to reduce human conflicts with wildlife</li> <li>• Use public education specialists to help educate and inform the public about how DFG uses science                             <ul style="list-style-type: none"> <li>• Focus on on incorporating information about ongoing research as well as research findings to help educate</li> </ul> </li> <li>• Bring innovation to the classroom to attract students to the study of science</li> </ul>
GM - Organizational Vitality/Focus	DFG is not effectively pursuing partnerships to help fulfill its priorities/mandates		GM3. Improved use of partnerships	<p>Pursue partnership opportunities with other state agencies, local agencies, stakeholder groups, tribal governments, private landowners, etc.</p> <p>Need to also capture increased collaboration, increased coordination</p> <p>All levels of government (federal, tribal, state, local)</p> <p>Other stakeholders, including private landowners</p> <p>Increase coordination with local and tribal governments, and other governmental agencies (admin; short; mid-high)</p>
<p>NRS - Integrated Resource Management recognizes that no one agency (including DFG or F&amp;GC) has sufficient responsibility, authority, expertise, or resources to ensure natural resource stewardship throughout California</p> <p><b>[Seems to overlap with CEO 4 and associated problem statement;</b></p>	<ul style="list-style-type: none"> <li>• Uncoordinated resource governance and responsibilities among numerous federal, tribal, state &amp; local agencies and organizations</li> <li>• Unaligned patchwork of resource planning, policies &amp; regulations</li> <li>• Inadequate sharing of data, information &amp; knowledge (silos)</li> </ul>	<p>NRS4. Use existing organizational structures among resource management agencies and organizations to <b><i>[to follow is what we want to accomplish with this tool]:</i></b></p> <ul style="list-style-type: none"> <li>• Improve communication, coordination &amp; collaboration</li> </ul>		<p>Opportunities that can be leveraged:</p> <ul style="list-style-type: none"> <li>• Growing acceptance of IRM approach</li> <li>• Collaborative planning efforts are having successful outcomes</li> <li>• Greater efficiencies are being realized by sharing information, expertise &amp; resources across organizations</li> <li>• Numerous emerging multi-agency collaboratives/venues are acting as integrators</li> </ul> <p><b>Support and participate in multi-agency collaboratives:</b></p> <ul style="list-style-type: none"> <li>• Strategic Growth Council</li> <li>• California Biodiversity Council</li> </ul>

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combine?]	<ul style="list-style-type: none"> <li>• Duplication of effort, expertise &amp; resources</li> <li>• Unintended consequences from mismatching or conflicting policies or regulations</li> <li>• Focus on single purpose or single species projects</li> <li>• Inadequate partnerships among federal, tribal, state, local, private &amp; non-profit organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Align resource planning, policies &amp; regulations for aquatic, terrestrial &amp; marine ecosystems (and associated land, watershed &amp; coastal management)</li> <li>• Share processes, tools, data, information, knowledge &amp; expertise</li> <li>• Find collaborative, place-based solutions based on best available science and traditional knowledge</li> <li>• Focus on ecosystem-scale, multi-benefit resource stewardship programs to solve multiple resource issues</li> <li>• Promote, encourage and support public-private partnerships to advance all aspects of natural resource stewardship (planning, project implementation, financing, monitoring, data collection &amp; exchange, analytical methods &amp; tools, research, technology, and science)</li> </ul> <p>1.1. Identify and assess the current scientific capacity and capability of DFG.</p>		<ul style="list-style-type: none"> <li>• Ocean Protection Council</li> <li>• CA Landscape Conservation Cooperative</li> <li>• Delta Stewardship Council</li> <li>• Water Plan State Agency Steering Committee</li> <li>• Conservancies</li> <li>• Resource conservation districts</li> <li>• Integrated regional water management groups</li> <li>• Regional blueprint planning groups</li> <li>• Others</li> </ul> <p><b>A next step to Integrate the Integrators, (with DFG and F&amp;GC participation):</b></p> <ul style="list-style-type: none"> <li>• Conduct intensive workshop(s) to describe existing challenges, lessons learned, common ground, overlaps, conflicts, drivers &amp; trends, and potential responses/solutions</li> <li>• Develop joint IRM action plan describing ways to align resource planning, policies &amp; regulations; to share people, processes &amp; tools; and if needed to make minor organizational improvements.</li> <li>• Execute IRM memorandum of agreement among integrators to implement the joint IRM action plan</li> </ul> <p><b>Other actions to promote IRM:</b></p> <ul style="list-style-type: none"> <li>• In partnership, DFG and F&amp;GC lead preparation and periodic updates of a strategic "California Biodiversity Plan" or "California Natural Resource Plan" [similar to the California Water Plan]. Plan could incorporate other DFG and F&amp;GC plans (like the Wildlife Action Plan), and would be informed by related state, federal, tribal and local companion resource plans. As a strategic plan, it would include findings and recommendations in the form of a vision, goals, guiding principles, objectives, actions, and an implementation/finance plan.</li> <li>• DFG and F&amp;GC are active participants in future updates of the Environmental Goals &amp; Policy Report (EGPR)</li> <li>• DFG regional offices set regional resource management priorities and implement actions in concert with local/regional resource professionals and landowners</li> <li>• DFG and F&amp;GC partner with tribal governments and utilize and support their written integrated resource management plans and documents</li> <li>• DFG and F&amp;GC partner with resource users, including industry in both field research and resource management</li> <li>• DFG and F&amp;GC support and expand</li> </ul>

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				<p>"advanced mitigation" programs at state and local levels in support of IRM projects</p> <ul style="list-style-type: none"> <li>• I.1.B. Establish a matrix that describes the interactive hierarchical structure of California agencies and extant offices within DFG that use guidance from science in their oversight of, obligations for, and authorities for conservation and management of California's natural resources, and identify potential to coordinate with other agencies.</li> <li>• I.1.C. Prioritize research needs.</li> <li>• Prioritize research, monitoring and evaluation needs for species and habitat trends analysis</li> <li>• I.2.C.iv.b Ensure that the review of efforts are coordinated with other federal and state review capacities. (This is not clear. First you have an independent panel, then you coordinate with other agencies? How about timeliness?)</li> <li>• I.2.D. Develop mechanisms to allow and facilitate collaborative partnerships between DFG personnel and scientists from other state and federal agencies, academic institutions, and other appropriate third party scientific organizations.</li> <li>• I.2.F. Enhance and re-establish partnerships with academic institutions and other credible scientific organizations and stakeholders.</li> </ul>
NRS: Partnerships	Limited staff to build community partnerships.	<i>[New goal: ?]</i>	<p>NRS5. Facilitate collaboration amongst co-managers and partners</p> <p>Use partnerships extensively to maximize program development and delivery</p>	<ul style="list-style-type: none"> <li>• Designate staff to participate in regional planning efforts like IRWMS</li> <li>• Increase use of natural resources agreements (e.g., Klamath Basin Restoration Agreement)</li> <li>• Ensure internal capacity to manage cooperative agreements. Positive example is the Condor Program.</li> <li>• External/peripheral areas – use cooperative agreements or contracts with UCs and CSUs or MOUs with other agencies and tribes</li> <li>• NRS6. Continue working with consumptive users in their support via purchasing licenses and stamps, as well as fundraising <i>[Needs more clarity]</i></li> <li>• Expand community outreach and trainings to reduce human conflicts with wildlife <b>[DOESN'T SEEM TO FIT HERE – MOVE WHERE?]</b></li> </ul>
NRS- Partnerships	<p>There currently are obstacles to implementing conservation projects on private land:</p> <ul style="list-style-type: none"> <li>• Lack of clear species/area priorities</li> </ul>	<p><i>[Goal 2. Highly Valued Programs and Quality Services?]</i></p> <p><i>[Potential example]</i></p>	<p><i>[Objective 1?]</i> Help protect, <i>[manage]</i> enhance and restore wildlife resources (using partnerships and collaboration)</p> <p><i>[Objective 2:</i></p>	<p>NRS7. Collaborative processes that combine the regulatory agencies with landowners and conservation organizations (e.g., Lower Butte Creek Project) <i>[Why?]</i></p> <p>NRS8. Partners in Restoration Program (Sustainable Conservation and Resource Conservation Districts) needs to be implemented on a larger level (statewide)</p>

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	<ul style="list-style-type: none"> <li>• Cumbersome and expensive permits</li> <li>• Insufficient staff</li> <li>• Insufficient community outreach</li> </ul>	<p><i>actions also suggests Goal 1, Strong Relationships with Other Agencies, Organizations and the zpublic]</i></p>	<p><i>Proactively engage other agencies, organizations and stakeholders as partners and collaborators?]</i></p>	<p>NRS9.Working landscapes concept {What does this mean?]</p> <p>Fund restoration and/or enhancement coordinators at resource conservation districts (similar to watershed coordinators) to help identify potential restoration/ enhancement projects and help obtain permits</p> <p>Create an ecosystem services policy for California to create incentives for landowners to generate environmental services</p> <p>Create programmatic 1600 for restoration/ enhancement projects</p> <p>Adjust 1600 program fee schedule to make 1600 agreements affordable for restoration/ enhancement projects</p> <p>Simplify permitting system for restoration projects to expand partnership with private landowners on habitat improvement projects</p> <p>Clarify what is needed to benefit species (DFG doesn't always have concrete recommendations – adversity to risk?)</p> <p>Consider creating program like USFWS's Partners for Fish and Wildlife Program to work with landowners on restoration/ enhancement projects</p>
<p>RP - Partnership/ Collaboration</p> <p>(All WGs)</p>	<p>DFG is limited in its ability and drive to coordinate with other governmental and non governmental entities, therefore missing opportunities to achieve goals and complete projects</p>	<p>RP13. Increase partnerships [tool]to leverage DFG resources [Enhance capacity for highly valued programs and services? Increase effectiveness?]</p> <p>RP14. Increase partnerships to leverage DFG fulfill its statutory obligation [ Enhance capacity for highly valued programs and services? Increase effectiveness?]. Combine with GM3?]</p>		<p>Work with land owners, both private and those who may operate on leased state-owned ground, to build positive, trusting relationships which are mutually beneficial Goal 14</p> <p>Work with organizations that outreach to landowners (to help create stronger relationships with private landowners) – i.e., California Farm Bureau, California cattlemen's Association, resource conservation districts</p> <p>Coordination with other natural resources agencies, at tribal, local, state and federal levels Goals 13 and 14</p> <p>Improve coordination with the University of California for increased science/ data assistance Goals 13 and 14</p> <p>I.2.B. Promote active involvement of DFG and their employees in the larger scientific community. Provide for the continuing education of technical staff (including attendance of appropriate scientific conferences)</p> <p>I.2.D. Develop mechanisms to allow and facilitate collaborative partnerships between DFG personnel and scientists from other state and federal agencies, academic institutions, and other appropriate third party scientific organizations. <b>[Duplicate in first row]</b></p> <p>I.2.F.i. Identify needed capacity of partners (e.g., waterfowl endowment at UCD). <b>[Repeated]</b></p> <p>I.2.F. Encourage and strengthen partnerships</p>

<b>Table 2. Common Theme or Tool: Partnerships</b>				
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				<p>between DFG and other scientific organizations.</p> <p>I.2.F.i. Identify needed capacity of partners (e.g., waterfowl endowment at UCD). (Table 2, Goal 8) (What does this mean?)</p> <p>I.2.F.ii. Collaborate with University of California and California State University systems to facilitate modification and development of University curricula to help with DFG research, monitoring and evaluation needs.</p> <p>I.2.F.iii. Encourage and facilitate partnerships with stakeholders (e.g., consumptive and non-consumptive resource users) to participate in data collection.</p> <p>I.2.G. Streamline MOU and scientific collection permitting processes.</p>
<p>[Tools – Incentives. Lost conservation opportunities]</p>	<p>Need to build trust</p> <p>Barriers to conservation easements presented by DFG [or is it the legislature?] policies (contracting and wage and labor requirements and overall expense of compliance requirements)</p> <p>Prompt payment issues; sometimes reimbursements take over a year</p> <p>Need for a functioning Safe Harbor Program, which is currently not well used</p> <p>Improvements are needed to the FRGP (Fisheries Restoration Grant Program):</p> <p>Awards under take too long to for effective implementation; there is a lack of clear project prioritization, and a lack of funding for monitoring.</p>	<p><b><i>[Goal1. Strong Relationships with Other Organizations and the Public]</i></b></p>	<p><b><i>[Objective 2. Proactively engage other organizations and stakeholders as partners and collaborators]</i></b></p> <p><b><i>[Objective 3. Understand stakeholder challenges and expectations]</i></b></p>	<p>For barriers: Ecosystem services markets promise to provide restoration projects up and down the state, fulfilling DFG’s mission</p> <p>For FRGP: Large FRGP projects need to be factored in to receive some funding to move the planning process forward and start gathering needed monetary support to actually move projects into implementation. Dedicated funding needs to be established for monitoring.</p>

## BROADLY-INFORMED AND TRANSPARENT DECISION-MAKING

**Summary Statement:** Transparent decision-making procedures and outcomes that inspire public confidence and trust through the use of diverse, best available and credible information.

Table 4. Common Theme or Tool: Broadly-Informed and Transparent Decision-Making				
ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVE(S)	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
Public mistrust of science used to make decisions	<p>Perception by some that factors other than biological science may be disproportionately relied upon to make decisions, causing lack of “buy-in” by stakeholders</p> <p>Mistrust by some that the F&amp;GC and DFG are making informed decisions.</p> <p><b>[Mistrust by the public in the “science” used to make decisions]</b></p>	<i>[New goal: ?]</i>		<p>Expand F&amp;GC committee system to include a science committee to advise F&amp;GC</p> <p>Establish science advisory panel from multiple disciplines to advise director on major issues</p> <p>Expand F&amp;GC committee system to include a science committee to advise F&amp;GC</p> <p>Establish professional wildlife management guided by science to report to an elected body <b>[Suggestion that commissioners be elected by public?]</b></p> <p>See additional recommendations from the SAG Science Working Group</p>
GM - Management Approaches and Organizational Structures	The public doesn't trust that the decisions made by the FG C are the product of careful deliberation by qualified and representative commissioners who are balancing the tensions inherent in the mission	GM6. Qualified commissioners' with expertise, and sufficient resources to make the best decisions for the people of California	–	<p>Define qualifications for the governor to consider in making appointments and the legislature to consider when approving appointments</p> <p>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)</p> <p>Review and recommend commissioner qualifications: Term, term limit, number, representation, citizen commission or full-time, (this may need a constitutional amendment)</p> <p>Required orientation and training for new F&amp;GC members similar to that required of NOAA's fishery management council members</p> <p>Suggested attendance at semi-annual meetings of Western Association of Fish and Wildlife Agencies (F&amp;GC)</p> <p>Consider increasing the number of commissioners or going to professional commissioners</p>
RP – California Endangered Species Act	<p>Problems managing/mitigating for species</p> <p>Inconsistency in determining listing which often leads to costly and time-intensive litigation</p>	<p>RP6. Apply CESA permitting process in a consistent manner</p> <p>Make CESA permitting process more efficient and less burdensome</p>		<p>Work jointly with USFWS/NOAA to improve issuance of permits under ESA/CESA. Goal 6 (admin, short, low cost)</p> <p>Coordinate federal and state mitigation policies and permitting (start with admin – may be all levels; mid; high) Goal 6 (admin, short, low-mid)</p> <p>Use consistent applications of science and be transparent in the determination of listing a species and the areas of potential habitat Mitigation needs to have a positive outcome.</p>

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				(admin; immediate and ongoing;) Goal 6 Having species mitigated in a consistent way between CESA and FESA (admin initially; stat after; mid) Goal 6 Change law to allow FESA requirements to be sufficient for meeting CESA requirements Change law to allow an arbitration process under CESA that would allow DFG and an applicant to mediate when there is a dispute on conditions and related matters (see Section 1602 Lake and streambed Alteration Program) Mandate CESA training across staff to avoid different staff from making inconsistent interpretations of the law
		Increase capacity so that decision-making is adequately informed by science in a timely manner <i>[Combine with GM4]</i>		Use consistent applications of science and be transparent in the determination of listing a species and the areas of potential habitat Mitigation needs to have a positive outcome. (admin; immediate and ongoing;)
Insufficient focus on long-term research needs	DFG lacks scientific expertise for modeling population assessment and other scientific disciplines  Transparency and accessibility  DFG lags in its ability to address increasingly complex resource issues through the application of scientific research, evaluation and monitoring. DFG lacks scientific capacity in certain areas, (e.g. modeling expertise, resource population assessment, monitoring)	Ensure access to sound scientific information and the expertise to apply it Restore and enhance the scientific capacity of DFG <i>[Goal 2. Highly Valued Programs and Quality Services]</i>	Identify and assess the current scientific capacity and capability of DFG  Expand DFG's capacity to acquire and utilize scientific information  <i>[Objective 4. Provide consistent and unified delivery of quality services and products]</i>	Establish appropriate scientific program offices and entities, including: 1. An <i>Office of Resource and Population Assessment</i> (in support of scientifically rigorous modeling efforts). 2. A <i>Research Branch</i> (to promote scientifically rigorous studies and other data collection efforts). 3. A <i>Monitoring Branch</i> as either stand alone entity with direct integration with the <i>Research Branch</i> or as a sub-group of the <i>Research Branch</i> . 4. An independent multidisciplinary <i>Science Advisory Panel (i.e., SAP; or a Science and Biostatistics Committee)</i> to provide independent scientific review and guidance on DFG planning products, management plans, monitoring designs, and focused studies (see 2.ii). a. Ensure that the SAP adopts multidisciplinary approaches that include contributions from appropriate disciplines of population biology, oceanography, ecology, economics, statistics, modeling, and social sciences. b. Ensure that the SPS coordinates the review of efforts with other federal and state review capacities.  Develop a science and biostatistical model for DFG Establish separate 'research unit' within DFG Establish clearer connections between science and agency decisions (e.g. establish an independent science & biostatistical committee to review and advise on 'best available science')

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				<p>Improve scientific support of harvest programs, ocean conservation, and measuring climate change effects</p> <p>Improve and increase field research</p> <p><b>SOME OF THIS ALSO IN TABLE 5 STAFF DEVELOPMENT</b></p>
[To be replaced with new Sci framework text]	<p>Disagreements/ disputes within science sometimes leads to public distrust of management decisions</p>			
<p>II. Integrity and trustworthiness of the use of results of research, monitoring and evaluation studies used to develop policies to manage natural resources</p>	<p>II. The scientific credibility of resource management decisions does not have the confidence of the public.</p> <p>This loss of scientific capacity has led to the perception that development and implementation of policy in resource management processes have not been based on sound science nor on all relevant science, or that scientific methods, results and interpretations have been manipulated to achieved desired ends.</p>	<p>DFG is committed to using sound science to transparently inform its decision-making.</p> <p>Restore and enhance scientific credibility of DFG and the Fish and Game Commission</p> <p>II.1. Develop a functional paradigm for conducting sound scientific studies by DFG personnel <b>[Not a goal; objective perhaps or action. Will help improve and maintain credibility]</b></p>		<p>II.1.A.integrate the scientific method into research, monitoring and evaluation of management actions of DFG The can include rigorous design and testing of null hypotheses, as well as, incorporation of other sources of scientific information as appropriate (e.g., descriptive studies, traditional ecological knowledge, strong inference, social science). (Table 2, Goal 10)</p> <p>II.1.B.Require a procedural step of effects analysis or risk assessment in all agency determinations that rely on the use of information derived from scientific studies or use other sources of reliable knowledge (i.e., peer review). (Table 2, Goal 10)</p> <p>II.1.C. Define <i>Best Available Science</i>, <i>Best Available Scientific Methods</i>, and standards for applying them that conform to appropriate California and Federal standards (statutory and common law). (Table 2, Goal 10) {Best available is a moving target. Who decides?}</p> <p>II.5. Establish mechanisms to promote rigorous, thorough, independent scientific review of DFG resource management, scientific studies and reports, and monitoring programs and the methods and results of scientific studies conducted by third parties and adopted by DFG...</p>
<p>II. Integrity and trustworthiness of the use of results of research, monitoring and evaluation studies used to develop policies to manage natural resources</p> <p><b>[Integrity and trustworthiness of use of science]</b></p>	<p>II. The scientific credibility of resource management decisions does not have the confidence of the public.</p> <p>The scientific credibility of resource management decisions does not have the confidence of the public.</p>	<p>II. Restore and enhance scientific credibility of DFG and the Fish and Game Commission</p> <p>DFG is committed to using sound science to transparently inform its decision-making.</p>		<p>II.2. Develop Science and Biostatistics Committee Model for DFG.</p> <p>A. Consult extant models in operation in other states and federal agencies</p> <p>B Coordinate scientific determinations with other state and federal scientific bodies (i.e. PFMC SSC)</p> <p><b>{Examples II.2.A and II.2.B do not match objective II.2}</b></p> <p>Develop scientific integrity policy to ensure quality and credibility of information and procedures for investigating and disciplining misconduct.</p>

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ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVE(S)	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
				Integrate the scientific method into research, monitoring and evaluation management actions.
III. The ability of DFG scientists, partners, and contracted third parties to conduct and interpret scientific studies free from political influence	<p>There is a concern that political influence and pressure on DFG scientists, partners, and contracted third parties have produced agenda-driven outcomes and have influenced the decision-making process.</p> <p>Political implications – Ensure that science conclusions are not “dictated” by policy-makers</p> <p>Perception that scientists have to be concerned about what science they pursue or say in public in order to continue to receive private funding</p>	<p>III. Integrate science (as defined as best available science and best available scientific methods) from all relevant biological and physical scientific disciplines directly into development of policy without political influence by policymakers on the conduct and interpretation of scientific studies, while promoting appropriate dialogue between scientists and policymakers.</p> <p><i>(This goal does not address the problem, as stated. Need to establish a “chain of custody” type process for reporting science from staff to director to legislature.)</i></p>	<p>Establish mechanism to separate science findings from policy decisions</p>	<p>III.1. Modify decision-making processes to facilitate integration across biological and physical scientific disciplines while promoting interactions between scientists and policy makers (i.e., balancing test for sufficient time versus efficiency; e.g. one-year status review under CES) but ensuring independence of scientific programs from political influence.</p> <p>III.2. Consult adopted state and federal agency standards and appropriate codes of ethical conduct to develop guidelines and formal rules to develop DFG codes to buffer DFG scientists, partners, and contracted third parties from political influence while promoting dialogue between scientists and policy makers.</p>
Multi-disciplinary approach to decision-making	<p>Need to integrate multi-disciplinary approach to science-based resource management – integrate multiple forms of science</p>	<p>Develop a science &amp; biostatistical committee, including population biology, ecology, oceanography economics and social sciences to review and advise DFG and Commission on ‘best available science’</p> <p>[Developing an advisory group is only one way to achieve a specific goal of including sound, independent science in informing management decisions. HOW this body is used is critical - forming the body is not the end point. a problem statement. Should this be “Many outside parties see DFG’s use of science as difficult to understand.” The goal would then be</p>		<p>Science advisers to DFG, F&amp;GC, must include independent experts in economics and the social sciences as well as ecology and population biology, etc.</p> <p><b>(workgroup should focus on DFG and F&amp;GC)</b></p> <p>Fix institutional impediments between good science and outcomes (e.g. establish an independent science &amp; biostatistical committee to peer review and advise on ‘best available science’)</p>

Table 4. Common Theme or Tool: Broadly-Informed and Transparent Decision-Making				
ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVE(S)	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
		<p>"promote transparency and accessibility with respect to DFG's requests for and use of science to inform management decisions"]</p> <p>Establish mechanism to separate science findings from policy decisions</p>		
SF - Trust and Transparency	Lack of trust between stakeholders and DFG (and within DFG)		<p>SF6. Better articulate/define DFG and F&amp;GC programmatic outcomes</p> <p>Identify any deliverables and define measures of success</p>	<p>Improve accountability and transparency of programs and budgets</p> <p><b><i>[Two objectives and then what to do to (1) improve accountability and (2) improve transparency?]</i></b></p>
Data processing and sharing	Data collected in scientific studies by DFG are often not available for use by DFG and others.	<b><i>[G1. Strong Relationships with Other Organizations and the Public]</i></b>	<p>Make data collected in scientific investigations sponsored by DFG broadly available for future use</p> <p><b><i>[Objective 6. Share data and information]</i></b></p>	<p>Establish a standard procedure for data sharing</p> <p>Require that all data collected in sponsored scientific investigations be entered into BIOS or another appropriate accessible database</p> <p>Link to or post online at the DFG website all reports and publications from sponsored projects.</p>

## INTEGRATED RESOURCE MANAGEMENT

**Summary Statement:** Coordinated, timely and appropriate multi-organizational management of California’s fish and wildlife, and the habitats upon which they depend.

Table 5. Common Theme or Tool: Integrated Resource Management				
ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVES	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
CEO – Intergovernmental Communications	Lack of coordination with other state, federal, tribal & local government agencies and scientific research institutions State and federal agencies have overlapping responsibilities that when not aligned contribute to redundancy, confusion and/or policy & regulatory conflicts	CEO5a. Foster partnerships with entities having scientific capacity to expand ability to make decisions based on current science  New Goal: Highly Valued Programs and Services  <i>[Goal doesn't match problem statement. Programs and services could be highly valued and still inefficiently provided. Goal is: "Efficient, effective, and highly valued..." or just combine with GM12?]</i>	New: Provide consistent and unified delivery of quality services and products CEO4. Improve alignment of natural resource planning, policies & regulations Coordinated, timely and appropriate multi-organizational management of wildlife resources?	Develop & improve relationships & info-sharing Leverage existing multi-agency venues (See Integrated Resource Management section of NRS recommendations for details) Participate in local and regional natural resource planning venues like IRWMs, LCCs, watershed efforts, etc. Establish financial partnerships Build synergies on joint efforts to achieve like goals Better integrate policies and objectives across resource management agencies
GM - Management Approaches and Organizational Structures	Sub-optimal coordination with other agencies wastes time and money, causes conflicts, misses opportunities for partnerships, and often results in non-timely policy implementation	GM12. Coordinated, timely and appropriate management of California's natural resources and wildlife		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 OSPR Administrator should have managerial authority over non-OSPR staff conducting oil spill related activities
NRS - Integrated Resource Management recognizes that no one agency (including DFG or F&GC) has sufficient responsibility, authority, expertise, or resources to ensure natural resource stewardship throughout California	Uncoordinated resource governance and responsibilities among numerous federal, tribal, state & local agencies and organizations Unaligned patchwork of resource planning, policies & regulations Inadequate sharing of data, information & knowledge (silos) Duplication of effort, expertise & resources Unintended consequences from mismatching or conflicting policies or regulations	NRS4. Use existing organizational structures among resource management agencies and organizations to: <ul style="list-style-type: none"><li>• Improve communication, coordination &amp; collaboration</li><li>• Align resource planning, policies &amp; regulations for aquatic, terrestrial &amp; marine ecosystems (and associated land, watershed &amp;</li></ul>		Opportunities that can be leveraged: <ul style="list-style-type: none"><li>• Growing acceptance of IRM approach</li><li>• Collaborative planning efforts are having successful outcomes</li><li>• Greater efficiencies are being realized by sharing information, expertise &amp; resources across organizations</li><li>• Numerous emerging multi-agency collaboratives/venues are acting as integrators</li></ul> Support and participate in multi-agency collaboratives: <ul style="list-style-type: none"><li>• Strategic Growth Council</li><li>• California Biodiversity Council</li><li>• Ocean Protection Council</li><li>• CA Landscape Conservation Cooperative</li></ul>

Table 5. Common Theme or Tool: Integrated Resource Management				
ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVES	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
	<ul style="list-style-type: none"> <li>Focus on single purpose or single species projects</li> <li>Inadequate partnerships among federal, tribal, state, local, private &amp; non-profit organizations</li> </ul>	<p>coastal management)</p> <ul style="list-style-type: none"> <li>Share processes, tools, data, information, knowledge &amp; expertise</li> <li>Find collaborative, place-based solutions based on best available science and traditional knowledge</li> <li>Focus on ecosystem-scale, multi-benefit resource stewardship programs to solve multiple resource issues</li> <li>Promote, encourage and support public-private partnerships to advance all aspects of natural resource stewardship (planning, project implementation, financing, monitoring, data collection &amp; exchange, analytical methods &amp; tools, research, technology, and science)</li> </ul>		<ul style="list-style-type: none"> <li>Delta Stewardship Council</li> <li>Water Plan State Agency Steering Committee</li> <li>Conservancies</li> <li>Resource conservation districts</li> <li>Integrated regional water management groups</li> <li>Regional blueprint planning groups</li> <li>Others</li> </ul> <p>A next step to Integrate the Integrators, (with DFG and F&amp;GC participation):</p> <ul style="list-style-type: none"> <li>Conduct intensive workshop(s) to describe existing challenges, lessons learned, common ground, overlaps, conflicts, drivers &amp; trends, and potential responses/solutions</li> <li>Develop joint IRM action plan describing ways to align resource planning, policies &amp; regulations; to share people, processes &amp; tools; and if needed to make minor organizational improvements.</li> <li>Execute IRM memorandum of agreement among integrators to implement the joint IRM action plan</li> </ul> <p>Other actions to promote IRM:</p> <ul style="list-style-type: none"> <li>In partnership, DFG and F&amp;GC lead preparation and periodic updates of a strategic “California Biodiversity Plan” or “California Natural Resource Plan” [similar to the California Water Plan]. Plan could incorporate other DFG and F&amp;GC plans (like the Wildlife Action Plan), and would be informed by related state, federal, tribal and local companion resource plans. As a strategic plan, it would include findings and recommendations in the form of a vision, goals, guiding principles, objectives, actions, and an implementation/finance plan.</li> <li>DFG and F&amp;GC are active participants in future updates of the Environmental Goals &amp; Policy Report (EGPR)</li> <li>DFG regional offices set regional resource management priorities and implement actions in concert with local/regional resource professionals and landowners</li> <li>DFG and F&amp;GC partner with tribal governments and utilize and support their written integrated resource management plans and documents</li> <li>DFG and F&amp;GC partner with resource users, including industry in both field research and resource management</li> <li>DFG and F&amp;GC support and expand “advanced mitigation” programs at state and local levels in support of IRM projects</li> </ul>
RP – California Endangered Species Act <b>[Moved from RP</b>	Problems managing/mitigating for species	RP5. CESA to provide stable and increasing populations of wildlife in a way that is coordinated		Work jointly with USFWS/NOAA to coordinate and partner on enhancement/recovery activities for listed species. Goal 5 (admin, short, low-mid cost)

<b>Table 5. Common Theme or Tool: Integrated Resource Management</b>				
<b>ISSUE</b>	<b>DRAFT PROBLEM STATEMENT(S)</b>	<b>POTENTIAL GOAL(S)</b>	<b>POTENTIAL OBJECTIVES</b>	<b>POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)</b>
<b>issues framework]</b>	Inconsistency in determining listing which often leads to costly and time-intensive litigation	with other state and federal statutes allowing for some flexibility		Actions should be taken toward recovery of endangered species (admin; short-mid; high) Goal 5

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## COMPLIANCE

**Summary Statement:** Consistent and publicly visible enforcement and compliance, supported by highly trained personnel and extensive public awareness of statewide rules, regulations, and associated public trust benefits.

<b>Table 8. Common Theme or Tool: Compliance</b>				
<b>ISSUE</b>	<b>DRAFT PROBLEM STATEMENT(S)</b>	<b>POTENTIAL GOAL(S)</b>	<b>POTENTIAL OBJECTIVES</b>	<b>POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)</b>
CEO – Intergovernmental Communication <i>[Why is this under compliance? Also under partnerships]</i>	Lack of coordination with other state, federal, tribal & local government agencies and scientific research institutions  State and federal agencies have overlapping responsibilities that when not aligned contribute to redundancy, confusion and/or policy & regulatory conflicts	CEO4. Improve alignment of resource planning, policies & regulations for the betterment of fish, wildlife and plant resources and their habitats  CEO5a. Foster partnerships with entities having scientific capacity to expand ability to make decisions based on current science  <i>{Duplicate – also under IRM}</i>		Develop & improve relationships & info-sharing Leverage existing multi-agency venues (See Integrated Resource Management section of NRS recommendations for details)  Participate in local and regional natural resource planning venues like IRWMs, LCCs, watershed efforts, etc.
CEO – External Communication & Outreach	Public lacks sufficient understanding of DFG and F&GC mission -- challenge for fostering public support for programs & partnerships  Public does not sufficiently know about DFG and F&GC activities & accomplishments  Wasted time and money on the part of the public and DFG in getting information  Some public & partners have experienced negative/frustrating interactions with DFG staff -- made numerous contacts to find information  Some communities have been marginalized (e.g. rural & minority communities)  External partners may not be aware of DFG programs, likewise DFG	CEO5. Improve public awareness, perception, and understanding of the DFG and F&GC mission and accomplishments  CEO6. Be involved with local communities  CEO8. Provide clear instructions and access to hunting, fishing & environmental regulations in multiple languages and formats  CEO9. Use regionally appropriate methods <i>[WHY?]</i>  CEO10. Improve information for the regulated community to improve compliance		Have a point of contact in each Region Office who can respond to inquiries about DFG and F&GC efforts  Utilize efforts by partners to promote DFG mission (i.e. The Humane Society enforcement efforts, resource conservation district land owner outreach), with proper firewalls and considerations of public perception of partners  Increase DFG presence in the local community including public outreach events and local and regional resource management efforts.  Provide information on regulations and events online and by phone -- with limited written materials  Make information available in a regionally and culturally appropriate methodology, including written materials in areas with limited Internet access  Allow more regional control in providing information to and interacting with the local public.  Hire staff regionally that match the regional make up.  Simplify regulations in order in order to communicate them more effectively  Provide staff time to work with applicants on pre-project planning  Have an online tracking process for permits so an applicant can follow their application through the process

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	<p>may not aware of what external partners are doing.</p> <p>The regulated community does not always understand new regulations or when and where they are effective</p>			Offer more workshops to help in the preparation of permit applications
GM Enforcement  NRS -Tools A	<p>Fish and wildlife populations and habitats are adversely impacted by illegal activities</p> <p>Staff not able to enforce regulations</p> <p>Need improvement and standardization of enforcement methods</p> <p>Lack of DFG wardens</p> <p>Lack of resources to enforce DFG laws</p> <p>Lack of coordination among agencies</p> <p>Lack of consistency in the prosecution phase</p> <p>Need to better address resource concerns and damage (e.g., chemical poisoning to wildlife, safety issues for hunters) related to the proliferation of marijuana on public lands, in partnership with other land managers.</p>	[Goal 2. <i>Highly Valued Programs and Quality Services</i> ]	<p>1. Consistent, effective enforcement of laws and regulations (RP18)</p> <p><i>[Objective 1. protect, enhance and restore wildlife resources]</i></p> <p>2. Effective education and outreach regarding laws and regulations</p> <p>3. Consistent and successful prosecutions for violations of laws and regulations (RP19)</p> <p>Create disincentives for illegal activities</p>	<p>Provide education to other law enforcement agencies about DFG laws</p> <p>Increase communication and coordination with other law enforcement agencies</p> <p>Increase the number of wardens (requires addressing collective bargaining issues)</p> <p>Increase the number of and enforcement ability of DFG wardens Goal 18 (admin, short, high)</p> <p>Increase DFG ability to gather evidence as needed to enforce laws Goal 19 [What does this mean? Lack of training, lack of time or not valued by the organization? Perhaps delete?]</p> <p>Well trained/well equipped wardens (for example, some boats inoperable, planes limited, wardens and other peace officers are using incompatible communication systems</p> <p>Coordinate internal DFG information systems (include info on ALDS on violators)</p> <p>Improve use of technology</p> <p>Give wardens access to ALDS information (including violations) in the field</p> <p>Improve consistency of law enforcement and permitting staff understanding and application of laws and regulations</p> <p>Change the way management is funded, from focus on number of marijuana plants eradicated to eradication and restoration</p> <p>More or more effective enforcement partnerships</p> <p>Increase both fines and penalties with fines used to pay resources needed to implement</p> <p>Create law enforcement specialty units within the DFG Law Enforcement Division comprised of <u>additional</u> enforcement positions (must have additional funding in place for the PY's):</p> <ol style="list-style-type: none"> <li>1. Environmental Crimes Unit specializing in investigations of Fish and Game Code sections 1600 and 5650 (water pollution and streambed habitat destruction).</li> <li>2. An overt Detective Unit to lead complex statewide and interstate poaching investigations, streamline intelligence on repeat offenders, and use of specialized surveillance equipment to effectively apprehend serious poachers.</li> <li>3. Increase the size of the Special Operations (Covert) Unit (SOU).</li> </ol> <p>Activity - make sure everyone knows the laws and the consequences of breaking them.</p>

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				<p>Advertise DFG's secret witness program: "CalTIP"                      Californians turn in poachers and polluters 1-888-DFG-CalTIP</p> <p>Increase capacity of permit staff to work with permittees to ensure understanding of the permit standards, which improves compliance</p> <p>Improve coordination with AG's Special Prosecutor</p> <p>Educate district attorneys and judicial branch about DFG laws</p> <p>Develop a cadre of experienced prosecutors to charge and try these cases [funded by fines?] (e.g. circuit DA system.). Same as create special district attorney capacity focused on F&amp;G Code violations (housed in Sacramento) to assist all county district attorneys (admin, short, high cost)?</p> <p>Assign DFG wardens to coordinate with California District Attorney's Association (CDAA) to ensure appropriate and consistent prosecution. Could ensure consistency with all 58 counties and enhance Environmental Crimes Circuit Prosecutors Project, sponsored by the CDAA (coalition of district attorneys cross-deputized in multiple counties to specialize in prosecuting poaching and other environmental crimes)</p> <p>Refine the Uniform Bail and Penalty Schedule – California Rules of Court (for the California Fish and Game Code and the Title 14 California Code of Regulations) and include additional code sections not mentioned in the Bail Schedule. Require distribution of the F&amp;G/T-14 Bail Schedule to the respective courts in all 58 counties.</p> <p>[Disincentives]</p> <p>Review types of violations to determine which should be raised from misdemeanor to felony (such as abalone violations). Work with current wardens to do this task. Goal 18 (stat, mid, mid cost)</p>
<i>[Duplicate – see Laws and Regulations]</i>				<p>(such as abalone violations) (stat; mid; high) goal 3</p> <p>Ask California Law Revision Commission to clean up code (stat; mid-high; high) Goals 1 and 2</p> <p><i>[Not sure this one fits here]</i></p>

## STAFF DEVELOPMENT

**Summary Statement:** Employees that are assigned to responsibilities for which they are highly trained, and through which they effectively communicate and implement the mission, goals, and responsibilities of DFG and F&GC.

<b>Table 9. Common Theme or Tool: Staff Development</b>				
<b>ISSUE</b>	<b>POTENTIAL PROBLEM(S)</b>	<b>POTENTIAL GOAL(S)</b>	<b>POTENTIAL OBJECTIVES</b>	<b>POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)</b>
CEO- Internal Communication & Training	Staff are unable to answer public questions outside their area of expertise because they are not familiar with the work ongoing in other DFG regional offices and/or headquarter divisions/branches DFG staff work is not sufficiently aligned DFG staff often unavailable	[Goal 1.: Strong Relationships with Other Organizations and the Public  [Goal 3: An Effective Organization]	[Objective 4. Provide excellent customer service]  [Objective 1. Increase stewardship awareness and participation]  [Objective 6. Develop knowledgeable, capable and experienced employees]	Develop a formal communications plan Develop repository of communication & outreach processes & tools like contact information, event schedules, program overviews & status, and announcements Define communication roles & responsibilities among headquarters and regional offices Provide orientation/ refresher training for all DFG staff to learn about programs, policies & regulations, and communication protocols & tools Require customer service training for staff to better interface with the public and respond to questions. Communication training for all employees Wildlife and ecological services branches should communicate more often and thoroughly CEO1. Staff are knowledgeable of DFG and F&GC programs, policies and regulations CEO2. Staff are effective communicators CEO3. Staff have better accessibility, accuracy & timelines of program/project information RP16. Develop a work force that is capable of communicating with the general public RP8. Ensure staff and processes are easily accessible for the public Implement an anonymous report card system where permit applicants can rate their experience; use the information generated to address customer service and other concerns. Internally track the amount of time required to process a permit application; review findings to determine if the timing is acceptable, if timing differs among regions, and if any parts of the program need refining
GM - Organizational Vitality/Focus	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	GM1. A unified department fulfilling its mission with well-defined measures of success		Document and update policies Require work plans, timelines, etc. for all employees, including regional managers, branch chiefs, deputy directors and program managers; identify goals and objectives for each area of management and link to the budget Make work plans publically accessible; allow public input into developing work plans; review annually and make accessible to the public Conduct periodic performance evaluations; conduct annual performance reviews for all employees. Long-term strategy: Consider requiring the California Fish and Game Commission (F&GC) to

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				<p>set DFG priorities and give the F&amp;GC budget authority to ensure proper implementation of priorities by DFG</p> <p>F&amp;GC determines direction/priorities of DFG</p> <p>Measurable goals that are periodically evaluated</p> <p>Rename DFG the Department of Wildlife Conservation and Management which more broadly and succinctly describes the mission</p>
GM - Recruitment and Retention (Non-Law Enforcement)	Turnover in department employees leading to loss of organizational knowledge, inconsistent customer service and increased training and recruitment costs	<i>[New goal: ]</i>	<p>GM13. Recruitment and retention of qualified employees (incentives)</p> <p>Develop knowledgeable, capable and experienced employees</p>	<p>Evaluate internal DFG pay equity</p> <p>Evaluate pay equity of DFG employees to other state <i>[government in general?]</i> personnel classes</p> <p>Increase or redirect funding to close the salary gap for DFG employees</p> <p>Train and educate all employees, whether new or promoted</p> <p>Review current policies and procedure manuals to be sure they are adequate and being used to their fullest extent by management and employees</p> <p>Examine the training approaches of other state agencies and departments, and implement as appropriate</p> <p>Establish financial rewards for superior work on an annual basis (require performance reviews)</p> <p>Establish job performance standards, including related to how job contributes to mission</p> <p>Establish employee recognition/awards programs for superior work, and advertise them throughout DFG to motivate others to perform superior work</p> <p>Cross-train employees so that loss of an individual doesn't mean loss of all their knowledge</p>
Recruitment and Retention (Law Enforcement)	<p>Turnover in enforcement employees leading to:</p> <ul style="list-style-type: none"> <li>• loss of organizational knowledge</li> <li>• inconsistent enforcement</li> <li>• high training and recruitment costs</li> </ul>	Knowledgeable, capable and experienced employees	GM13. Recruitment and retention of qualified employees (incentives)	<p>Place DFG's wardens in a law enforcement only bargaining unit for appropriate representation comparable to other state and local law enforcement agencies</p> <p>Close the salary gap for wardens (consistent with other law enforcement agencies for state and/or region)</p>
GM - Recruitment and Retention	Insufficient training resulting in employees providing inconsistent services (due to lack of knowledge) and less focused on organizational goals	<i>[Goal 3: An effective organization]</i>	Provide consistent and unified delivery of services and products	<p>Provide a thorough orientation to new DFG employees (similar to what volunteers receive)</p> <p>Mandate CESA and CEQA training across staff to avoid staff making inconsistent interpretation of the laws</p>
GM - Recruitment and Retention	F&GC members may not have the background knowledge sufficient to make well informed decisions	<p>GM15. Knowledgeable F&amp;GC members</p> <p><i>[Combined with other F&amp;GC member goals and objectives]</i></p> <p><b>[Goal 3: An Effective</b></p>	<b>Objective: Develop knowledgeable, capable and experienced employees and commissioners</b>	<p>Required training for new F&amp;GC members similar to that required of NOAA's fishery management council members</p> <p>Required attendance at semi-annual meetings of Western Association of Fish and Wildlife Agencies</p>

<b>Table 9. Common Theme or Tool: Staff Development</b>				
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		<b><i>Organization]</i></b>		
	Staff not able to enforce regulations; improvement and standardization of enforcement methods is needed	NRSA, maintain adequate enforcement branch (objectives, recruit and retain qualified employees) <b><i>[Goal 3: An Effective Organization]</i></b>	<b><i>Objective: Develop knowledgeable, capable and experienced employees and commissioners</i></b>	Combine with GM13 and GM14 (adequacy of enforcement branch is both recruitment and retention issue and training issue) <b>Focus of recruitment and retention on biologists and enforcement?</b>
NRS - Tools A	Need to better address resource concerns and damage (e.g., chemical poisoning to wildlife, safety issues for hunters) related to the proliferation of marijuana on public lands, in partnership with other land managers.			Change the way management is funded, from focus on number of plants eradicated to eradication and restoration
RP - Personnel (All WGs)	Staff lacks necessary training to aptly perform their jobs and lacks opportunities for continuing education  Leadership (supervisors and managers) in DFG need to be held accountable for their actions	New goal: Invest in employees <b><i>[Combined with CEO2]</i></b>  <b><i>[Goal 3: An Effective Organization]</i></b>	GM14 Knowledgeable and experienced employees  <b><i>[Objective 6: Develop knowledgeable, capable and experienced employees]</i></b>	Ensure that hiring policies are consistent with promoting those with proper management experience and training.  Provide management training/Require meaningful continuing education at the all staff level (leadership training – specifically for Supervisors and Managers) Goals 15 and 17 [Provide/encourage cross-program training, mentoring and coaching? The goes back to communication between ecological services and wildlife branches.]  Offer CESA and CEQA training  Allow and encourage for publishing of scientific documents  Increase opportunity for professional development Increased training opportunities Increased employee retention  Recruit, hire, and retain personnel with expertise in designing scientific studies, conducting rigorous data collection, understanding and developing scientific models, analyzing data obtained from research and monitoring, and reporting and interpreting scientific studies generated from DFG staff and outside collaborators.  Establish standards for personnel performance, review, and advancement that consider scientific contributions and application of science.
Scientific Capacity	I. The capability of DFG to design and perform sound scientific studies, to produce sound scientific results, and to evaluate scientific studies and results produced by third parties (i.e., scientific capacity). The science capacity of DFG has	<b><i>[Goal 4: An Effective Organization]</i></b>	<b><i>[Objective 7: Improve and maintain credibility (scientific)]</i></b>	I.1.A. Create database of current employees with procedural (e.g., permit processing and issue; coordination of issues and needs among offices and external organizations) and substantive (e.g., assess needs for directed scientific studies; develop plans for scientific studies; conduct or collaborate in directed scientific studies) scientific roles in development and implementation of department policy.  I.2.B.i. Establish basic requirements and appropriate incentives for personnel to publish in

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	been substantially eroded during the past two decades owing to multiple factors (e.g., leadership and supervisory personnel, internal and external pressures resulting in the exodus of personnel trained in scientific disciplines, inadequate financial resources).			<p>peer-reviewed scientific journals and deliver reports of similar quality</p> <p>I.2.B.ii. Establish mechanisms that enhance recruitment of personnel from University of California and California State University campuses</p> <p>I.2.B.iii. Encourage technical personnel to pursue advanced degrees.</p> <p>II.3. Develop <i>Scientific Integrity Policy</i> to define ethical rules of conduct for scientists, science program managers and other senior supervisors and procedures for investigating conflicts of interest and disciplining misconduct.</p> <p>IA. Consult extant models in operation in other states and federal agencies and by primary scientific societies.</p>
High quality science	Quality assurance and quality control lacking within DFG	<i>[Goal2. Highly Valued Programs and Quality Services]</i>	<i>[Objective 4. Provide consistent and unified delivery of quality services and products]</i>	<p>Publish guidelines for ensuring the quality, objectivity, utility and integrity of information used or disseminated by DFG.</p> <p>Develop codes of conduct to buffer dfg scientists, partners and contracted third parties from political influence.</p> <p>Modify decision-making processes to facilitate integration across biological and physical scientific disciplines while promoting interactions between scientists and policy-makers</p> <p>II.4. Develop <i>Science Quality Assurance Plan</i> to guide scientific efforts to produce timely, credible, objective results.</p> <p>A. <i>Quality Assurance</i>: Rigorous internal and external review of study proposals.</p> <p>B. <i>Quality Control</i>: Rigorous administrative and peer review of completed studies</p> <p>II.5. Establish mechanisms to promote rigorous, thorough, independent scientific review of DFG resource management, scientific studies and reports, and monitoring programs and the methods and results of scientific studies conducted by third parties and adopted by DFG.</p> <p>A. Consult mechanisms and methods used by primary scientific organizations and Federal agencies charged with promoting and advancing science.</p>

**LAWS AND REGULATIONS**

**Summary Statement:** Concise, enforceable, and up-to-date statutory and regulatory codes that inform and influence stakeholder compliance and legislative decision-making.

<b>Table 7. Common Theme or Tool: Laws and Regulations</b>				
<b>ISSUE</b>	<b>POTENTIAL PROBLEM(S)</b>	<b>POTENTIAL GOAL(S)</b>	<b>POTENTIAL OBJECTIVES</b>	<b>POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)</b>
GM - Management Approaches and Organizational Structures	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	GM10. Clear roles, responsibilities and authorities among DFG, F&GC and legislature		<p>Make changes that will improve F&amp;GC and DFG's relationship with each other.</p> <p>Require DFG director (and perhaps senior management) to be hired by, and report to, F&amp;GC</p> <p>Review and align responsibilities of DFG with F&amp;GC</p> <p>F&amp;GC review of DFG budget (comments/recommendations sent to governor/legislature?)</p> <p>F&amp;GC should be limited to wildlife management for consumptive uses</p> <p>Place regulation-setting for ecological issues (i.e., reserves) with DFG (the professionals)</p> <p>Two items above could be restated as Review and recommend commission authority and responsibilities, including limiting to consumptive management, moving ecological issues to DFG control, and ways to enable F&amp;GC to fulfill current responsibilities which may not be currently addressed due to lack of resources, or expand authority</p> <p>Move ESA listing decisions from F&amp;GC to DFG, consistent with making decisions based on objective, scientific expertise; couple with reforms for scientific accountability and transparency within DFG.</p>
<p>NRS - Regulations</p> <p><i>[The Regulation and Permits Tools are related to the Regulatory and Permitting WG]</i></p> <p><i>Tools - Permits</i></p> <p><i>[Moved from NRS WG]</i></p>	<p>Inter-agency Coordination is needed regarding regulations, including contradictory requirements (e.g., Water Rights Laws).</p> <p>Fully protected species status makes it nearly impossible to do conservation projects for fully protected or other protected species</p> <p>[Is the problem that "fully protected status for many species can make it difficult to prioritize when developing conservation plans or conducting conservation projects?" Or is the problem that "fully protected status for many species can introduce to conflicting</p>	<b>[Goal 3. An Effective Organization]</b>	<b><i>[Objective 3. Develop and align clear fish and wildlife statutes and regulations]</i></b>	<p>Revise the Fish &amp; Game Code and Title 14 Regulations</p> <p>Adopt DFG Strategic Plan Initiative 5 priorities NRSE. Review the DFG code and coordinate it with other entities.</p> <p>Coordinate permitting regulations with other agencies</p> <p>Create a mechanism for incidental take for fully-protected species (stat, mid, high).</p> <p>Allow incidental take for fully-protected species, but only for habitat restoration and recovery work</p> <p>Review the fully-protected species statute with CESA listing process and consider which species should be taken off the list or moved to CESA (stat and reg, mid).</p> <p>Change law to abolish fully protected species status. Instead, list species under CESA.</p>

<b>Table 7. Common Theme or Tool: Laws and Regulations</b>				
<b>ISSUE</b>	<b>POTENTIAL PROBLEM(S)</b>	<b>POTENTIAL GOAL(S)</b>	<b>POTENTIAL OBJECTIVES</b>	<b>POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)</b>
	demands or requirements on the same places and people.”] Insufficient staffing to process permits			
RP – Statute	Fish and Game has a broad and sometimes conflicting code. Legislature does not have clear understanding that unfunded mandates have consequences. Several DFG regulatory programs that are key to achieve CA’s ecological as well as economic objectives lack a necessary level of support, funding, and/or emphasis within DFG Statute and regulation language are not always consistent Current regulations lack consistency, transparency and accountability	RP21. Create a clear understanding of the regulations and associated statutes to ensure they are consistent for all to interpret <b>[Goal 3. An Effective Organization]</b>	<b>[Objective 3. Develop and align clear fish and wildlife statutes and regulations]</b>	Prioritize, clarify and coordinate mandates, starting with unfunded and underfunded Goals 3 and 4 Transfer mandates to appropriate other agencies if in better position to implement (stat; mid-long) Goals 3 and 4 [Not sure this one fits here ] [As a mechanism to create this clarity and consistency, coordinate with local and tribal governments, and other governmental agencies. ] Review types of infractions to determine if should be raised from a misdemeanor to a felony (such as abalone violations) (stat; mid; high) goal 3 Ask California Law Revision Commission to clean up code (stat; mid-high; high) Goals 1 and 2 Prohibit or avoid informal policies unsupported by law or regulation Goal RP21 Regulations are the implementation of the statute – the language used to describe the regulation needs to be clear and concise (Example: pest-control). Goal RP21
RP – Statute  <i>[Some stable and sustainable funding issues in the actions?]</i>	Several DFG regulatory programs that are key to achieve CA’s ecological as well as economic objectives lack a necessary level of support, funding, and/or emphasis within DFG Statute and regulation language are not always consistent Current regulations lack consistency, transparency and accountability	<b>[Goal 3. An Effective Organization]</b>	<b>[Objective3. Develop and align clear fish and wildlife statutes and regulations]</b>	RP20. Identify and Improve key regulatory programs that provide broad public and private benefits. Examples: <ul style="list-style-type: none"> <li>• NCCP</li> <li>• streambed alteration permitting</li> <li>• landowner incentive programs (safe harbor, etc.)</li> <li>• Timber harvest plan review process</li> </ul> Analyze opportunities for adjusting regulatory fee structures for increased sustainability of key regulatory programs Goal RP20 (admin/stat, mid, low) Prioritize DFG investments of staff time and fungible dollars in key programs Goal RP20 Identify necessary reforms to state laws that would facilitate greater public and private use of the programs (Suggest this be moved to the statutory issue) Identify gaps and overlaps in regulatory processes Goal RP20 Look for opportunities to utilize technology to enhance regulatory programs and reduce costs (Example: electronic monitoring of permitted activities to ensure goals are achieved) Goal

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				RP20

DRAFT

## DEFINING AND SUPPORTING SUCCESS

**Summary Statement:** Effective management of California’s fish and wildlife, and habitats upon which they depend through the use of multi-stakeholder communication and prioritized activities, as measured with unified metrics for success.

Table 6. Common Theme or Tool: Defining and Supporting Success				
ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVES	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
CEO vision and principles/values		<p><b>CEO Vision:</b> A DFG and F&amp;GC that are knowledgeable, responsive, efficient, transparent and adaptive in fulfilling their primary mission as stewards of California’s natural resources</p> <p>Communication Principles/ Values:</p> <ul style="list-style-type: none"> <li>• Improve customer service to create a more responsive DFG</li> <li>• Increase Efficiency and Effectiveness</li> <li>• Create a department that is proactive rather than reactive</li> </ul>		
NRS -DFG and F&GC)	Sustainable resource stewardship is challenged by escalating and at times conflicting societal needs/wants.	<p>NRS2. Sustainable (healthy and vibrant) fish and wildlife resources stewardship by maintaining and protecting current and future public benefits from California’s ecological (or natural) heritage, including:</p> <ul style="list-style-type: none"> <li>• Ensuring ecological integrity now and into the future</li> <li>• Conserving species and features of particular priority or concern</li> <li>• Ensuring adequate water &amp; stream flow of sufficient quality for state&amp; federal trust resources.</li> </ul>	•	<p>Use ecosystem based management</p> <p>Implement effective and efficient actions</p> <p>Have the same overall mission for DFG and F&amp;GC</p> <p>Refine mission statement to include “protect” or “protect and enhance” and not just sustain/manage language.</p>
NRS - What are the attributes of natural resource stewardship?	<p>Use and enjoyment versus ecological values</p> <p>Sustainable resource stewardship is</p>		<p>NRS3. Attributes</p> <ul style="list-style-type: none"> <li>• Sustain biodiversity</li> <li>• Sustain appropriate trophic levels</li> <li>• Sustain native</li> </ul>	<p>Balance development/ecosystem services with natural resources goals/stewardship.</p> <p>Natural resources when sustained provide ecological values.</p> <p>Reach out to the scientific community for</p>

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	<p>challenged by escalating and at times conflicting societal needs/wants.</p> <p>Could these attributes be converted to metrics?</p>		<p>species and their habitats and avert their extinction</p> <ul style="list-style-type: none"> <li>• Adaptively manage fish, wildlife and plant resources for their ecological values</li> <li>• Promote resilient and healthy ecosystems and the services they provide.</li> <li>• Support use and enjoyment of the resources by the public.</li> </ul>	<p>assistance in designing management plans and conducting environmental reviews</p>
<p>RP - Structure</p> <p><i>[Move to Governance and Mission WG?]</i></p>	<p>Organization of DFG often leads to unnecessary overlap of funds, employees, permitting and work load</p>	<p><b>[Goal 4. An Efficient Organization]</b></p>	<p><b>[Objective 1.A align internal governance practices, processes and structures]</b></p>	<p><b>[Moved to GM2, GM11 and SF1]</b></p> <p>Restructure based on consumptive and non consumptive use</p> <p>Reorganization that unites the Ecosystem Division and Wildlife Division</p> <p>Alternatively, consolidate personnel working on non-consumptive issues in the Ecosystem Division, and personnel working on consumptive uses in the Wildlife Division</p> <p>Wildlife and Ecological Services branches should communicate and coordinate more thoroughly so that expertise is shared</p> <p>Look at DFG organization to see if regional organization is most efficient (e.g. wildlife and ecological services divisions)</p> <p>Flatten organization</p>
<p>GM - Management Approaches and Organizational Structures</p>	<p>The legislature has only partially delegated authority to F&amp;GC and DFG which wastes public resources and damages public trust</p>	<p><b>[Goal 13. An Effective Organization]</b></p>	<p><b>Objective 1. Align external governance practices, processes and structures</b></p>	<p>Consider and make recommendations for delegation of responsibilities and authorities among legislature, DFG and F&amp;GC (using working group created under GM2 (see actions)</p> <p>Review delegation of authority and place it in legislature or with F&amp;GC, not both (examples: Fees, hunting regulations)</p> <p>F&amp;GC have its own budget</p> <p>OSPR Administrator should have managerial authority over non-OSPR staff conducting oil spill related activities</p>
<p>Permitting</p>	<p>Difficulties related to acquiring and implementing permits.</p> <p>Permitting processes are onerous, costly, sometimes inefficient and take far too long</p>	<p><b>[Goal 4. An Efficient and Sustainable Purpose]</b></p>	<p><b>[Objective 1. Align internal governance practices, processes and structures]</b></p>	<p>Develop a list of all permits issued by DFG and permits issued by other agencies/ organizations that necessitate coordination with DFG]</p> <p>RP9-12. Ensure the general public is provided with a permitting process which is transparent, consistent, efficient, and accessible</p> <p>Improve consistency of permitting by project type and between regions and offices, while recognizing local differences (admin; immed and ongoing) Goal RP10</p> <p>Improve efficiency of obtaining a science-collection permit by considering an overhaul of the</p>

Table 6. Common Theme or Tool: Defining and Supporting Success				
ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVES	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
				<p>current process (admin; short) Goal RP11 (maybe 9, 10 and 12 too?)</p> <p>Increase accessibility (provide online tools as well as staff readily available to answer questions) of permit process (admin; short-mid; high) Goal RP12</p> <p>Remove barriers to restoration related to permits—see <i>Barriers of Restoration Report, Resources Agency 2003</i>. Review criteria for categorical CEQA exemption for small scale restoration projects and explore NEPA criteria. (mostly admin/some stat; high) Fisheries Restoration Program is an example to use for other programs to follow Goals RP11 and RP12 (admin, short, low)</p> <p>Have DFG staff available for pre-project planning on a timely basis (provide online tools as well as staff readily available to answer questions) (admin; short; high cost in the short term, potential savings long term) Goal RP12</p> <p>Improve key regulatory programs, incl. but not limited to:</p> <ul style="list-style-type: none"> <li>• NCCP: changes to improve implementation timelines and local participation.</li> <li>• streambed alteration permitting</li> <li>• Timber Harvest Review process, clarity on who pays for DFG review</li> <li>• Others?</li> </ul> <p>Dept to provide a clear list of what the applicants need to provide during permit process (admin; short; medium cost) Goals RP9, RP10, RP11 and RP12</p> <p>Prohibit informal policies unsupported by law or regulation Goals RP9 and RP10</p> <p>Increase permitting coordination with U.S. Fish and Wildlife Service (USFWS) and other state and federal agencies Goals RP10 and RP11</p> <p>Allow for arbitration or mediation over permit standards (Draft Permit stage – before final) Goal RP11</p> <p>Increase coordination with local and tribal governments, and other governmental agencies. [Does this fit better in partnership/collaboration?] [In the issuance of permits? Is this to assist with using “other science” such as traditional ecological knowledge from Native Americans? OR , do we want to coordinate with other agencies in issuance of permits so we provide some consistency (e.g., Section 404 permits - COE), Although a permit not issued there is also Fish and Wildlife Coordination Act (federal project related to water development) etc? ]Coordinate with USFWS on the development of avian protection plans (this was brought up by PGE)</p>
Tools - Permits	Permits are cumbersome, expensive	An Effective Organization	Align external governance and	Simplify the scientific collecting permitting process Develop smart permitting system (e.g., the system

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[Moved from NRS WG]	and time consuming and need to be streamlined for natural resource programs.		permitting practices and processes	should know the difference between a highway project and a restoration project).
	Databases don't share standardized , integrated format – siloing issue within the dept Data are collected and filed away unused Don't always know why data is being collected Insufficient geospatial planning tools Data and technology is not accessible to the general public	<i>[Goal 1: Strong Relationships with Stakeholders and Efficient and Sustainable Purpose]</i>	<i>[Objective 6: Share Data and Information]</i>	Enhance data management systems employing new technologies (i.e. GIS databases, MarineMap)  For data/ information gaps, and filling monitoring needs. partnerships should be established to determine who will gather scientific information – avoid duplication of efforts

## CLEAR COMPELLING COMMUNICATION, EDUCATION AND OUTREACH

**Summary Statement:** Engaging in clear and compelling communication, education and outreach, internally and externally. In all aspects of DFG/F&GC work, engaging in transferring ideas and information to achieve common understanding or to create new or improved awareness with our colleagues, our partners and the public.

Table 1. Common Theme or Tool: Communication, Education and Outreach				
ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVE(S)	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
CEO – External Communication and Outreach  [Moved from Table 6, Fish and Game Code]	Public lacks sufficient understanding of DFG and F&GC mission -- challenge for fostering public support for programs & partnerships Public does not sufficiently know about DFG and F&GC activities & accomplishments Wasted time and money on the part of the public and DFG in getting information Some public & partners have experienced negative/frustrating interactions with DFG staff -- made numerous contacts to find information	CEO10. Improve information for the regulated community (in part to improve compliance)		Have a point of contact in each Region Office who can respond to inquiries about DFG and F&GC efforts  Utilize efforts by partners to promote DFG mission (i.e. The Humane Society enforcement efforts, resource conservation district land owner outreach)  Increase DFG presence in the local community including public outreach events and local and regional resource management efforts.  Provide information on regulations and events online and by phone -- with limited written materials  Make information available in a regionally and culturally appropriate method, including written materials in areas with limited Internet access  Allow more regional control in providing information to and interacting with the local public.  Hire staff regionally that match the regional make up.  Simplify regulations in order in order to communicate them more effectively

<b>Table 1. Common Theme or Tool: Communication, Education and Outreach</b>				
<b>ISSUE</b>	<b>DRAFT PROBLEM STATEMENT(S)</b>	<b>POTENTIAL GOAL(S)</b>	<b>POTENTIAL OBJECTIVE(S)</b>	<b>POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)</b>
	Some communities have been marginalized (e.g. rural & minority communities) External partners may not be aware of DFG programs, likewise DFG may not aware of what external partners are doing. The regulated community does not always understand new regulations or when and where they are effective			Have an online tracking process for permits so an applicant can follow their application through the process Offer more workshops to help in the preparation of permit applications
				Develop an internal communication plan Develop an outreach plan Develop an education plan
			Integration between headquarter and region to improve operational costs <i>[From SF Framework]</i>	Improve communication to ensure regions and headquarters are working towards the same goal and not duplicating efforts
		<i>[Goal 2. Highly Valued Programs and Quality Services]</i>	<i>[Objective 1. Protect, enhance and restore wildlife resources]</i>	<i>Outdoor California</i> magazine - publicizes "The Thin Green Line" that educates public about wildlife crime investigations and consequences of violating F&G Code.
		<i>[Goal 1. Strong Relationships with Other Organizations and the Public]</i>	<i>[Objective 1. Increase stewardship awareness and participation by the public]</i>	Enlist recognizable spokespersons (to advertise the <i>Outdoor California</i> , conduct PSA's, produce documentaries, and briefly explain that every person in state must be involved in natural resources to promote DFG and F&GC to ensure the public has a healthy, safe, and fun place to take families to enjoy California and reside in a healthy environment).  Highlight DFG's <i>Outdoor California</i> magazine to educate public about DFG and wildlife resources. Expand distribution.
				Encourage a broad-based coalition effort of environmental and conservation organizations to tap into their memberships to work with each other to focus on five significant topics: 1. combat poaching 2. combat pollution 3. combat the <u>illegal</u> sales of wildlife parts 4. promote habitat restoration 5. promote increased enforcement presence (via game wardens) to protect the natural resources
Defining and Supporting Success		<i>[Goal 3. An Effective Organization]</i>	<i>[Objective 7. Improve and maintain credibility]</i>	Create and use a standing stakeholder advisory group to help DFG and F&GC develop and implement a strategic plan.

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<b>ISSUE</b>	<b>DRAFT PROBLEM STATEMENT(S)</b>	<b>POTENTIAL GOAL(S)</b>	<b>POTENTIAL OBJECTIVE(S)</b>	<b>POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)</b>
Defining and Supporting Success		<i>[Goal 3. An Effective Organization]</i>	<i>[Objective 1. Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations]</i>	Change the names of DFG and F&GC to reflect their mandates.  Adopt missions and visions that reflect the organizational mandates

## ADEQUATE, STABLE AND SUSTAINABLE FUNDING

**Summary Statement:** Adequate funding that remains relatively stable in the long-term for meeting the mission and achieving goals and objectives.

<b>Table 10. Common Theme or Tool: Adequate, Stable and Sustainable Funding</b>				
<b>ISSUE</b>	<b>DRAFT PROBLEM STATEMENT(S)</b>	<b>POTENTIAL GOAL(S)</b>	<b>POTENTIAL OBJECTIVES</b>	<b>POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)</b>
SF - Unbudgeted obligations GM -Organizational Vitality/Focus GM - Management Approaches and Organizational Structures <i>[Could be part of Defining and Supporting Success]</i>	There is a disparity between desired and required outcomes and current funding levels - underfunded mandates  DFG operations and program management are not always efficient or as effective as possible.  Loss of organizational focus resulting from multiplicity of responsibilities coupled with inherent tension among those responsibilities  DFG priorities set by funding results in conflicting responsibilities (e.g. use of resources and conservation)  Groups lobby the legislature to secure DFG funding and budget allocations to particular projects/ initiatives. This creates an inability to change funding	<i>[Goal 4: An Efficient and Sustainable Purpose]</i>	<i>[Objective 5: Develop adequate, stable and sustainable funding]</i> Match DFG's activities with necessary funding Match activities with available funding SF1. Articulate/define desired programmatic outcomes, deliverables, and measures of success GM2. Priorities established by concentrating on those activities that provide the most significant benefits to the citizens of California GM11. Priorities established by objective with resources allocated accordingly Manage programs and available resources efficiently and effectively	Review and prioritize un or under- funded mandates. <i>How do you attempt to prioritize these?</i> Define what new mandates will look like when implemented and what they will cost to implement Feedback loop with legislature-- when a mandate is created there should be some feedback to the legislature on what the financial impacts are and what it would take to implement the mandate Establish a set of criteria for prioritizing activities (budget process is current proxy) Review and prioritize under- and un-funded mandates to determine which provide the most benefits and should be continued, which should be discontinued or removed as mandates, and which should be provided with greater funding (compare the multiple mandates to the DFG mission) Create a working group of stakeholders, DFG and F&GC staff, legislative staff, and governor's office staff to examine DFG and F&GC priorities and communicate regarding potential pending legislation related to fish and wildlife and their habitats. 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.) F&GC determining the direction/priorities of DFG to achieve a unified department fulfilling its mission with measurable goals that are periodically evaluated Priorities established by objective with resources allocated accordingly

Table 10. Common Theme or Tool: Adequate, Stable and Sustainable Funding				
ISSUE	DRAFT PROBLEM STATEMENT(S)	POTENTIAL GOAL(S)	POTENTIAL OBJECTIVES	POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)
	<p>allocations as priorities shift.</p> <p>DFG priorities set by funding results in conflicting responsibilities (e.g. use of resources and conservation)</p>			<p>Determine organizational goals and priorities (create work plans that have specific timeframes related to goals in individual projects, programs and divisions)</p> <p>Review responsibilities and mandates (see goal #2)</p> <p>Establish policies and/or criteria which allow for prioritization</p> <p>SF4. Increase/encourage fiscal flexibility where appropriate. Balance flexibility with accountability</p> <p>Create standardized policy for revenue collected for a specific use/delivery of service (e.g., level necessary to make a dedicated account cost effective)</p> <p>Improve transparency of budgets and actions to reduce pressure for dedicated accounts</p> <p>Use technology to improve efficiencies (tease out permit effectiveness and monitoring)</p> <p>Create work plans and targets for staff</p> <p>Use performance based management and/or performance based budgeting</p> <p>Adjust 1600 program staffing levels to prevent over-staffing during slow times (per DFG employee suggestion)</p>
	<p>Lack of revenue</p> <p>Existing fees do not always cover the full cost of programs <b>(Do we have any metrics on this?)</b></p> <p>Lack of sufficient funding for long-term basic management and maintenance.</p>	<p>SF2. Ensure funding that is sufficient, consistent, and long-term to achieve the stated goals and programmatic objectives (and mandates)</p> <p><b>[Stated goal from the SF framework document]</b></p>	<p>CEO13a. Capture revenue stream from non-consumptive users</p> <p>CEO13b. Offer more fee based educational opportunities (including hunting and fishing)</p> <p>Sustainable user-based fee programs</p> <p>Utilize multiple alternative revenue streams</p>	<p>Review other states' successes and failures in creating alternative revenue streams</p> <ul style="list-style-type: none"> <li>• Broad sales tax</li> <li>• Sales tax on outdoor gear</li> <li>• Real estate transfer tax</li> <li>• Environmental license plate</li> <li>• Vehicle license fee</li> <li>• Retail water user fee</li> <li>• Landing tax expansion</li> </ul> <p>Develop broad-based funding streams that include general public as well as resource users.</p> <p>California State Parks model (builds constituency, able to advocate)</p> <p>Analysis of opportunities to adjust user-based fee structures, ensuring that they are set appropriately and adjusted to keep up with inflation</p> <p>Work with legislature to set fees to cover costs of administration for each program (permit, regulation, etc.)</p> <p>Use open and transparent means to determine costs of administration (show hours charged to programs are legitimate, what makes up overhead, establish allocations in way public can see)</p> <p>Ensure tidelands funding is directed to conservation projects (at least in large part)</p> <p>Enhance Warden Stamp Program</p>

<b>Table 10. Common Theme or Tool: Adequate, Stable and Sustainable Funding</b>				
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				<p>Align existing fee revenues with DFG priorities</p> <p>Alternative revenue streams that could be substituted for commercial permits to promote sustainability (e.g. commercial fishing permits)</p> <p>Utilize volunteer administered programs</p> <p>Assessment of fees that are collected and establish an open process for determining fees, process should include:</p> <ul style="list-style-type: none"> <li>• Assessment of cost for efficient programs</li> <li>• Define benefits of programs and who receives benefits (i.e. permit applicant, broader public)</li> </ul>
<p>SF - Alternative Revenue Sources (as opposed to general fund)</p> <p><i>[More appropriate in Defining and Supporting Success?]</i></p>	Lack of revenue	<p>SF2. Ensure adequate and sustainable funding to achieve the programmatic objectives (and mandates)</p> <p><i>[Goal 4 An Efficient and Sustainable Purpose]</i></p>	<p>(adopt) Establish more financial partnerships with federal government, non-governmental organizations (NGOs), private sector and other states</p> <p><i>[Objective 5, Develop Adequate, stable and Sustainable Funding]</i></p>	<p>Establish reasonable, consistent and equitable fee structure that keeps up with inflation (this might require many existing fees under legislative oversight to be moved to F&amp;GC/DFG oversight).</p> <p>Increase effectiveness (revenue) from Warden Stamp program (requires PR campaign)</p> <p>Provide fee-for-service opportunities to non-consumptive users (broaden revenue base)</p> <p>Partner with private sector, non-profits, NGOs, to manage DFG lands (e.g. AB 42, Huffman)</p> <p>Leverage existing programs or partnerships and expand financial partnerships (such as with National Fish and Wildlife Foundation).</p> <p>Review and adjust fines for violating FGC to: (1) act as effective deterrent and (2) automatically keep up with inflation [also belongs under enforcement]</p> <p>Investigate vehicle license fee, real estate transfer tax, tax on outdoor gear, etc.</p> <p>Explore/pursue mitigation fees associated with wide range of activities that adversely impact wildlife and habitat</p> <p>Create California State Parks Foundation model of dedicated supporters</p> <p>Ensure firewalls are in place to prevent image of undue influence</p> <p>Identify additional federal matching grant funding opportunities (e.g. Fisheries Restoration Grant Program)</p> <p>Maximize in-kind contributions</p> <p>Federal loan of personnel to DFG</p> <p>[These are not all examples of alternative funding sources; some are examples of other ways to achieve highly valued programs and quality services, organizational effectiveness, efficiency, etc.]</p>
	Unfunded mandates	<i>[Goal 4. An Efficient Organization]</i>	<i>[Objective 5. Develop adequate, stable and sustainable funding]</i>	<p>Require new mandates to be funded as a condition for approval</p> <p>RP4. Legislature understands the financial consequences on state agencies for the laws and their associated enforcement</p>
Fiscal Accountability –	DFG lacks fiscal	<i>[Goal 3. An Effective</i>	<i>[Objective 7. Improve</i>	Enable accounting system to track funding income

<b>Table 10. Common Theme or Tool: Adequate, Stable and Sustainable Funding</b>				
<b>ISSUE</b>	<b>DRAFT PROBLEM STATEMENT(S)</b>	<b>POTENTIAL GOAL(S)</b>	<b>POTENTIAL OBJECTIVES</b>	<b>POTENTIAL EXAMPLE(S) OF WAYS TO ACHIEVE GOAL(S)</b>
Fees and Licenses	<p>credibility related to revenue received from resource users (e.g. licenses, landing taxes, permits etc.).</p> <p>Lake and Streambed Alteration Program fees are an issue [HOW?]</p> <p>Fiscal accountability is needed related to fees, including dedicated funding vs general fund. [UNCLEAR]</p> <p>Need more appropriate fee setting process</p>	<i>Organization]</i>	<i>and maintain credibility]</i>	<p>and outgo (e.g., by species complex) so that resource users can see how much is required and how the funding is expended</p> <p>Improve accounting system to enable it to track funding income and outgo (e.g., by species complex) so that resource users can see how much is required and how the funding is expended.</p> <p>Programmatic permits for stream rehabilitation (e.g., Marin Resource Conservation District)</p>

## Appendix D Past DFG and F&GC Strategic Plan and Study Documents

### D.1 List of Documents with call numbers

Title	Electronic	Note(s) / Call Numbers
Joint Legislative Budget Committee. <i>Report on Survey, Department of Fish and Game.</i> Sacramento. 1958	<a href="http://www.vision.ca.gov/docs/Joint_Legislative_Budget_Committee_Report_on_Survey_Department_of_Fish_and_Game_1958.pdf">http://www.vision.ca.gov/docs/Joint_Legislative_Budget_Committee_Report_on_Survey_Department_of_Fish_and_Game_1958.pdf</a>	
Department of Fish and Game. <i>Manpower and Staffing Criteria Survey of the Wildlife Protection Branch.</i> Sacramento. July 1966.	<a href="http://www.vision.ca.gov/docs/Manpower_and_Staffing_1966.pdf">http://www.vision.ca.gov/docs/Manpower_and_Staffing_1966.pdf</a>	
Legislative Audit Bureau. <i>Report On Review of the System of Internal Control, Department of Fish and Game.</i> Sacramento. December 3, 1975.		Call Number: L420.F55
Department of Fish and Game. <i>California Fish and Wildlife Plan.</i> Sacramento. October 1965.		Call Number: F650.C32
Department of Fish and Game. <i>California Fish and Wildlife Plan.</i> Sacramento. 1966.		"A contribution to the State development plan, which is being assembled by the California Department of Finance through its State Office of Planning."  Call number F650.C32
Assembly Interim Committee on Conservation and Wildlife. <i>Edited Transcript of Hearing on the Proposed California Fish and Wildlife Plan of the Department of Fish and Game.</i> Sacramento. January 24 and 25, 1966.		Call Number: L500.C661966 no. 3
Department of Navigation and Ocean Development. <i>California Comprehensive Ocean Area Plan. Fish and Wildlife in the Marine and Coastal Zone – Appendices.</i> Sacramento. 1970-72.		Call Number N540.C6p app
Advisory Commission on Marine and Coastal Resources. <i>The Review of the Comprehensive Ocean Area Plan.</i> Sacramento. 1972.		Call Number M125.P85 1971-Nov. 18 1972-May 5

Title	Electronic	Note(s) / Call Numbers
Assembly Committee on Ways and Means, Subcommittee on Natural Resources and Transportation. <i>Funding of the Department of Fish and Game: Transcript of Proceedings.</i> Sacramento. August 1974.		Call Number: L500.W351974 no.1
Department of Fish and Game. <i>Fish and Wildlife for the Future of the National Forests of California: A Comprehensive Statewide Fisheries and wildlife Management Plan.</i> Sacramento. 1975.		Prepared in cooperation with the U.S. Forest Service. Call Number: F650.F495
Department of Finance. Program Evaluation Unit. <i>A Review of Nongame Activities of the Department of Fish and Game.</i> Sacramento. 1976.	<a href="http://nrm.dfg.ca.gov/FileHandler.ashx?DocumentID=36072">http://nrm.dfg.ca.gov/FileHandler.ashx?DocumentID=36072</a>	Call Number F455.F56
Assembly Committee on Water, Parks, and Wildlife. <i>Conclusions and Recommendations Regarding the Department of Fish and Game: How Should It Be Funded? Joint Hearing, Assembly Committee on Water, Parks, and Wildlife and Assembly Committee on Ways and Means, Subcommittee No. 3.</i> Sacramento. April 19, 1977.		Call Number L500.W3 1977 no. 1
VTN Consolidated, Inc. <i>An Evaluation of the California Department of Fish and Game Environmental Review Process.</i> Sacramento. 1977.		Call Number F650.E93
State Auditor. <i>Financial Audit Report, Department of Fish and Game, Year Ended June 30, 1978: Report of the Office of the Auditor General to the Joint Legislative Audit Committee.</i> Sacramento. 1979.		Call Number: L420.F55f
Department of Finance. Program Evaluation Unit. <i>California Fiscal Information System (CFIS) Performance Measures Manual for the Department of Fish and Game.</i> Sacramento. June 1983.		Call Number: F455.F556 no. 360
Department of Finance. Financial and Performance Accountability. <i>Department of Fish and Game, Review of the System of Internal Accounting Control and Fiscal Procedures and Federal Financial Reports.</i> Sacramento. 1985.		Call Number: F377.A8 85-04-12
Department of Finance. Program Evaluation Unit. <i>A Review of the Department of Fish and Game's Cost Allocation Methodology.</i> Sacramento. 1985.		Call Number: F455.F565
State Auditor. <i>The Department of Fish and Game Is Not Collecting All Revenues Owed to the State: Report by the Office of the Auditor General.</i> Sacramento. 1985.		Call Number: L420.F551
State Auditor. <i>A Review of the Department of Fish and Game.</i> Sacramento. April 1987.		Call Number: L420.F55r

Title	Electronic	Note(s) / Call Numbers
<p>Helvey, Mark. <i>Progress Report on the Development of a Long-Range Plan for California's Marine Recreational Fishery</i>. Sacramento. National Marine Fisheries Service and California Department of Fish and Game Joint Technical Task Force for Marine Recreational Fisheries Program Planning. April 1987.</p>		<p>"This report describes the results of a series of workshops held in 1986 by the National Marine Fisheries Service (NMFS) and the California Department of Fish and Game (CDFG)..." Call Number: C 55.337: SWR-87-2</p>
<p>Assembly Committee on Water, Parks, and Wildlife and the Assembly Committee on Governmental Organization. <i>Joint Informational Hearing on the Department of Fish and Game</i>. Sacramento. October 27-28, 1987.</p>		<p>Call Number: L500.W31987 no. 2</p>
<p>Department of Finance. Program Evaluation Unit. <i>A Status Report on Department of Fish and Game's Implementation of Prior Study Recommendations</i>. Sacramento. November 1987.</p>		<p>Call Number: F455.F569</p>
<p>Department of Fish and Game. <i>Personnel Allocation Study and Technical Application of Criteria</i>. Sacramento. January-November 1988.</p>	<p><a href="http://www.vision.ca.gov/docs/PASATAC_1988.pdf">http://www.vision.ca.gov/docs/PASATAC_1988.pdf</a></p>	
<p>State Auditor. <i>A Review of the Department of Fish and Game's Private Lands Wildlife Management Area Program</i>. Sacramento. May 1988.</p>		<p>Call Number: L420.F55p</p>
<p>State Auditor. <i>Department of Fish and Game Is Generally In Compliance With Specific California Fish And Game Code Requirements</i>. Sacramento. June 1988.</p>		<p>Call Number: L420.F55c</p>
<p>Commission on California State Government Organization and Economy. <i>Report on California's Fish and Game Commission and the Department of Fish and Game / Little Hoover Commission</i>. Sacramento. January 1990.</p>	<p><a href="http://www.vision.ca.gov/docs/Little_Hoover_Commission_1990.pdf">http://www.vision.ca.gov/docs/Little_Hoover_Commission_1990.pdf</a></p>	<p>Call Number: G250.F57</p>
<p>Department of Fish and Game. <i>Operation and Management Plan For Lands Managed By the Department of Fish and Game</i>. January 1991.</p>		<p>Call Number: F650.L36</p>
<p>Coleman, Ruth. Legislative Analyst Office. <i>A Review of the Department of Fish and Game: Issues and Options for Improving Its Performance</i>. Sacramento. September 1991.</p>	<p><a href="http://www.vision.ca.gov/docs/LAO_Review_of_DFG_1991.pdf">http://www.vision.ca.gov/docs/LAO_Review_of_DFG_1991.pdf</a></p>	<p>Call Number: L425.F58</p>
<p>Department of Fish and Game. <i>Department of Fish and Game, the 1990's and Beyond: A Vision for the Future: the Department of Fish and Game, Its Mission, Values, and Goals to Meet the Challenge of the Future</i>. Sacramento. January 1993.</p>	<p><a href="http://www.vision.ca.gov/docs/Vision_for_the_Future_1993.pdf">http://www.vision.ca.gov/docs/Vision_for_the_Future_1993.pdf</a></p>	

Title	Electronic	Note(s) / Call Numbers
Department of Fish and Game. <i>Strategic Plan Review Draft</i> . Sacramento. December 1994.		Call Number: F650.S77 draft
Department of Fish and Game. <i>Strategic Plan: Where Do We Want To Be?</i> Sacramento. May 1995.	<a href="http://www.vision.ca.gov/docs/Strategic_Plan_1995.pdf">http://www.vision.ca.gov/docs/Strategic_Plan_1995.pdf</a>	
State Auditor. <i>Department of Fish and Game: Administrative Processes Need Improvement</i> . Sacramento. October 1995.	<a href="http://www.bsa.ca.gov/zips/94106.zip">http://www.bsa.ca.gov/zips/94106.zip</a>	Call Number: A1620.F57
Department of Fish and Game. <i>Department of Fish and Game: Administrative Processes Need Improvement: Department of Fish and Game Report to the State Legislature</i> . Sacramento. 1996.		Call Number: F650.A34
Department of Fish and Game. <i>Strategic Focus Item Projects: Progress Report</i> . Sacramento. August 1997.	<a href="http://www.vision.ca.gov/docs/Strategic_Focus_1997.pdf">http://www.vision.ca.gov/docs/Strategic_Focus_1997.pdf</a>	
California Fish and Game Commission. <i>Strategic Plan: An Agenda for California's Fish and Wildlife Resources</i> . Sacramento. December 1998.	<a href="http://www.vision.ca.gov/docs/Fish_and_Game_Commission_Strategic_Plan_.pdf">http://www.vision.ca.gov/docs/Fish_and_Game_Commission_Strategic_Plan_.pdf</a>	
Department of Fish and Game. <i>The First 130 Years of Fish and Game History</i> . Sacramento. 1999.	<a href="http://www.dfg.ca.gov/publications/docs/history.pdf">http://www.dfg.ca.gov/publications/docs/history.pdf</a>	Call Number: F650.H57
State Auditor. <i>California's Wildlife Habitat and Ecosystem: The State Needs to Improve Its Land Acquisition Planning and Oversight</i> . Sacramento. June 2000.	<a href="http://www.bsa.ca.gov/pdfs/reports/2000-101.pdf">http://www.bsa.ca.gov/pdfs/reports/2000-101.pdf</a>	Call Number A1620.F57
Department of Fish and Game. <i>Five Year Strategic Plan Review</i> . Sacramento. September 2000.	<a href="http://www.dfg.ca.gov/about/strategy/docs/SP_Governor_Review_2000.pdf">http://www.dfg.ca.gov/about/strategy/docs/SP_Governor_Review_2000.pdf</a>	Review performed by the Office of Program Management
Legislative Analyst Office. <i>Improving Fish and Game's CEQA Review</i> . Sacramento. April 2002.	<a href="http://www.lao.ca.gov/2002/ceqa/CEQA_043002.pdf">http://www.lao.ca.gov/2002/ceqa/CEQA_043002.pdf</a>	
Legislative Analyst Office. <i>A Framework for Financing Natural Community Conservation Planning</i> . Sacramento. February 2003.	<a href="http://www.lao.ca.gov/handouts/resources/2003/022503_dfg_HO.pdf">http://www.lao.ca.gov/handouts/resources/2003/022503_dfg_HO.pdf</a>	Presented to the Assembly Water, Parks, and Wildlife Committee
California Performance Review-Audits Team. <i>Survey – Strategic Plans, Performance Measure, &amp; Performance Based Budgeting</i> . Sacramento. May 2004.	<a href="http://www.dfg.ca.gov/about/strategy/docs/SP_CPR_2004_Survey.pdf">http://www.dfg.ca.gov/about/strategy/docs/SP_CPR_2004_Survey.pdf</a>	
State Auditor. <i>Department of Fish and Game: The Preservation Fund Comprises a Greater Share of Department Spending Due to Reduction in Other Revenues</i> . Sacramento. June 2005.	<a href="http://www.bsa.ca.gov/pdfs/reports/2004-122R.pdf">http://www.bsa.ca.gov/pdfs/reports/2004-122R.pdf</a>	BSA Number: 2004-122R
Legislative Analyst Office. <i>Department of Fish and Game Funding Issues</i> . Sacramento. April 2005	<a href="http://www.lao.ca.gov/handouts/resources/2005/DFG_Funding_Issues_041105.pdf">http://www.lao.ca.gov/handouts/resources/2005/DFG_Funding_Issues_041105.pdf</a>	Presented to Senate Budget and Fiscal Review Subcommittee No. 2.

Title	Electronic	Note(s) / Call Numbers
The International Association of Chiefs of Police. <i>Florida Fish and Wildlife Conservation Commission: Staffing Requirements of the Field Operation Section</i> . Florida. June 2006.	<a href="http://www.vision.ca.gov/docs/Florida_Staffing_Requirements_2006.pdf">http://www.vision.ca.gov/docs/Florida_Staffing_Requirements_2006.pdf</a>	
Department of Fish and Game. <i>July 2006 Strategic Plan Final Update &amp; Addendum Per the October 2005 Five Year Review of Strategic Goals and Strategies</i> . Sacramento. July 2006.	<a href="http://www.dfg.ca.gov/about/strategy/docs/SP_2005_Review_Update_Addendum.pdf">http://www.dfg.ca.gov/about/strategy/docs/SP_2005_Review_Update_Addendum.pdf</a>	
Legislative Analyst Office. <i>Fish and Game Warden Staffing and Compensation</i> . Sacramento. May 2007.	<a href="http://www.lao.ca.gov/handouts/state_admin/2007/FG_Warden_Staffing_05_08_07.pdf">http://www.lao.ca.gov/handouts/state_admin/2007/FG_Warden_Staffing_05_08_07.pdf</a>	Presented to Assembly and Senate Budget Committees
Department of Fish and Game. <i>Supplemental Report on "Progress Report on Tasks Associated with Correction Action Plan."</i> Sacramento. January 2008.	Budget Information - California Department of Fish and Game First 2 links under Supplemental Reports	
Legislative Analyst Office. <i>Department of Fish and Game: Funding Regulatory Programs With Increased Fees</i> . Sacramento. April 2008.	<a href="http://www.lao.ca.gov/handouts/resources/2008/Funding_Regulatory_Programs_With_Increased_Fees_040708.pdf">http://www.lao.ca.gov/handouts/resources/2008/Funding_Regulatory_Programs_With_Increased_Fees_040708.pdf</a>	Presented to Senate Budget and Fiscal Review Subcommittee No. 2
Legislative Analyst Office. <i>Funding Timber Harvest Plan Review and Enforcement</i> . Sacramento. April 2008.	<a href="http://www.lao.ca.gov/handouts/resources/2008/Funding_Timber_Harvest_Plan_Review_and_Enforcement_040708.pdf">http://www.lao.ca.gov/handouts/resources/2008/Funding_Timber_Harvest_Plan_Review_and_Enforcement_040708.pdf</a>	Presented to Senate Budget and Fiscal Review Subcommittee No. 2
State Auditor. <i>Office of Spill Prevention and Response: It Has Met Many of Its Oversight and Response Duties, but Interaction With Local Government, the Media, and Volunteers Needs Improvement</i> . Sacramento. August 2008.	<a href="http://www.bsa.ca.gov/pdfs/reports/2008-102.pdf">http://www.bsa.ca.gov/pdfs/reports/2008-102.pdf</a>	BSA Number: 2008-102
State Auditor. <i>Department of Fish and Game: Its Limited Success in Identifying Viable Projects and Its Weak Controls Reduce The Benefit of Revenues From Sales Of The Bay Delta Sport Fishing Enhancement Stamp</i> . Sacramento. October 2008.	<a href="http://www.bsa.ca.gov/pdfs/reports/2008-115.pdf">http://www.bsa.ca.gov/pdfs/reports/2008-115.pdf</a>	Call Number: A1620.F572
Legislative Analyst Office. <i>2009-10 Budget Analysis: A Funding Framework for Natural Resources and Environmental Protection Programs</i> . Sacramento. February 2009.	<a href="http://www.lao.ca.gov/analysis_2009/resources/res_anl09004009.aspx#zxee_link_1_1233594473">http://www.lao.ca.gov/analysis_2009/resources/res_anl09004009.aspx#zxee_link_1_1233594473</a>	
Treanor, Robert. <i>The Treanor Report: A Look at the California Department of Fish and Game and Fish and Game Commission</i> . Sacramento. August 2009.	<a href="http://www.vision.ca.gov/docs/DFG_Study.pdf">http://www.vision.ca.gov/docs/DFG_Study.pdf</a>	
State Auditor. <i>Recommendations Not Fully Implemented After One Year: The Omnibus Audit Accountability Act of 2006</i> . Sacramento. January 2010.	<a href="http://www.bsa.ca.gov/pdfs/reports/2009-041.pdf">http://www.bsa.ca.gov/pdfs/reports/2009-041.pdf</a>	BSA Report Number: 2009-041 p. 135

Title	Electronic	Note(s) / Call Numbers
Legislative Analyst Office. <i>Department of Fish and Game: 2010-11 Budget and Policy Overview</i> . Sacramento. February 2010.	<a href="http://www.lao.ca.gov/handouts/resources/2010/Department_of_Fish_and_Game_2010_11_Budget_and_Policy_Overview_20910.pdf">http://www.lao.ca.gov/handouts/resources/2010/Department_of_Fish_and_Game_2010_11_Budget_and_Policy_Overview_20910.pdf</a>	
McCamman, John. "Designing DFG's Legacy," <i>Outdoor California</i> , Vol. 71 No. 2, p6-7 (Mar/April 2010).		Not archived online
Department of Fish and Game. <i>Fall 2010 Updates on DFG's Seven Strategic Initiatives (2006)</i> . Sacramento. Fall 2010.	<a href="http://www.vision.ca.gov/docs/Seven_Strategic_Initiatives_2011.pdf">http://www.vision.ca.gov/docs/Seven_Strategic_Initiatives_2011.pdf</a>	
Legislative Analyst Office. Compilation of annual budget analysis of the Department of Fish and Game. Sacramento. Various years.		

## **Appendix E     Summaries of Selected Historical Documents**

This appendix summarizes some of the past strategic planning efforts and studies that have evaluated the programs, management, organization, and fiscal affairs of DFG and F&GC.

### ***E.1            Report on Survey of DFG, 1958***

This report<sup>5</sup> was mandated by Senate Concurrent Resolution (SCR) Number 126. SCR 126 states that the survey should include but not be limited to studies of five defined subjects. Primary conclusions as noted in the Executive Summary are as follows:

1. Determination of relative levels of department effort for artificial propagation and improvement of natural habitats: 1) Increase the emphasis and attention given to improvement of habitat and natural conditions but hold artificial propagation programs at present levels; 2) improve the habitat of present land available and acquire more land for hunting; 3) take steps to enlarge the fish-producing capacity of reservoirs, lakes and streams; 4) improve ability to handle water projects and pollution; 5) reduce artificial propagation program costs; and 6) improve salmon and steelhead programs.
2. Appraisal of departmental administration: 1) clarify F&GC role as a policy-formulating body for DFG; 2) improve DFG planning activities; 3) revise departmental organization for further improvements; 5) improve teamwork among DFG personnel; and 5) establish better management controls.
3. Evaluation of departmental conservation education programs: 1) improve departmental in-service training; 2) enlarge the information staff within DFG; 3) strengthen the conservation education program; and 4) increase the information program on the opportunities for hunting and fishing given to the public.
4. Consideration of the effectiveness of Federal Aid expenditures.
5. Survey of predatory animal control.

### ***E.2            Department of Finance Review of Nongame Activities (1976)***

This report<sup>6</sup> was a review of the “nongame” program of DFG. Initiated at the request of the Governor, the objective of the study was to determine the appropriateness of General Fund

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<sup>5</sup> Full title: *Report on Survey, Department of Fish and Game: Report of Booz, Allen and Hamilton to the Joint Legislative Budget Committee (1958)*

<sup>6</sup> Full title *Department of Finance: A Review of Nongame Activities The Department of Fish and Game: A Staff Reference Report (1976)*

expenditures for nongame activities. The report did not examine to any depth either strictly game programs or environmental activities which encompass both game and nongame. Essential to this study was an investigation into the distinction between “game” and “nongame” activities, the methodology by which such program costs were charged, and a determination of the beneficiaries of such programs.

Given the different program and fiscal conditions that existed in 1976 as compared to the present, it is unclear how much relevancy remains in this report. But in principle, the report symbolizes the continuing struggle of identifying and funding activities between “game” and “nongame.”

### **E.3 Commission on California State Government Organization and Economy Report (1990)**

The Commission on California State Government Organization and Economy's<sup>7</sup> [Little Hoover Commission (LHC)] purpose is “to speak to the effectiveness and efficiency of California State public agencies. More specifically, the LHC mandate aims toward maximizing the effectiveness and efficiency of State agencies through independent analysis of State agency policies, practices and operations.” (p. 1 LHC report) The LHC consists of 13 members from all walks of life and from diverse appointment authorities. Five are appointed by the Governor, two by the Speaker of the Assembly and two by the Senate Rules Committee. Rounding out the membership are two sitting Senators and two sitting Assembly members. By statute no more than five of the nine public members may be from the same party, and legislators from each body must be from different parties.

The request to have the LHC review F&GC and DFG was made by then-Assemblyman Stan Statham (R-Oak Run) because he was concerned about the efficiency of DFG (LA Time June 24, 1989). In order to prepare its 1990 “Report on California’s Fish and Game Commission and Department of Fish and Game”, LHC conducted a 10 month investigation, two public hearings with constituent groups and interviews with Department of Fish and Game and Fish and Game Fish and Game Commission officials. (For full descriptions of the LHC’s finding and recommendations, please see its 1990 report.)

The LHC findings and recommendations were as follows:

1. Composition of the Commission: There are no clear or publicly understood criteria for selection and appointment of Fish and Game Commissioners. With the assistance and advice of the Legislature, the Governors Office and representatives of the appropriate State control agencies, the Resources Agency should convene a special task force to develop criteria for membership on the F&GC.

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<sup>7</sup> Full title of report: *Commission on California State Government Organization and Economy: Report on California’s Fish and Game Commission and the Department of Fish and Game (1990)*

2. **Commission Viability:** F&GC has not, and as presently structured, cannot adequately exercise its statutory authority over DFG. F&GC should become part of a formal Resources Agency Oversight Task Force, composed of one executive member from each of the major resource-related commissions and departments within the agency.
3. **Commission Operations and Decisions:** F&GC Operations and Decisions: F&GC has difficulty meeting its mandate because of external pressures and factors outside of its control. The Resources Agency, Legislature and the Governor's Office should assess the F&GC's future performance in light of its recent stated rededication to fulfilling its mandate.
4. **Departmental Negotiations with Related Agencies:** DFG has exercised inappropriate bargaining tactics with respect to habitat mitigation. DFG should create a separate staff unit, to provide timely and consistent identification of issues and practices related to mitigation actions involving external agencies.
5. **Departmental Acquisition and Stewardship of Land:** DFG has been inconsistent in its acquisition and maintenance of State refuge lands. 1) State acquisition of property should be made dependent on public notice of the intent to purchase the land; 2) DFG should require at least two appraisals of land value; and 3) legislative and executive branch budgetary policies should be modified to provide for a direct tie between land acquisition funds and maintenance funds in the year the land is purchased.
6. **Departmental Internal Administrative Capacities:** DFG has not comprehensive management information system (MIS). 1) DFG management and fiscal information needs should be analyzed and a plan formulated to improve DFG's MIS; 2) the Resources Agency should reconcile expenditures to dedicated fund sources for BY 1990-91 and report to the Legislature on the results on the future viability of the present system of dedicated fund sources; and 3) DFG should be directed to set up empirically defined, consistent systems for measuring legal and illegal taking of game and fish by both sporting and commercial agents.
7. **Departmental Internal Allocation of Resources:** DFG is not capable of appropriately allocating resources. The Resources Agency should push for greater resources for DFG, especially in DFG's Environmental Services Division, and should promote better relationships between its own commissions and departments.
8. **Departmental Oversight and Authority Over Fish and Game Regional Administrators:** DFG does not have adequate oversight and authority over Fish and Game Regional administrators. DFG should tighten its control over the regional operations and continue its recent commitment to systematic training of field staff.

**E.4            *Legislative Analyst's Office: A Review of the Department of Fish and Game (1991)***

The Legislature directed the Legislative Analyst's Office (LAO) in the Supplemental Report of the 1990 Budget Act to conduct a study that would provide background and guidance to solve DFG's

fiscal and other problems. This document, "A Review of the Department of Fish and Game; Issues and Options for Improving its Performance," was the result of that direction.

The LAO focused on three key issues that they found hampered DFG's performance. These issues included:

1. Lack of clarity of DFG's mission: DFG's mission statement reflect a dual and sometimes conflicting roles between the traditional (hunters and fishers) and general habitat protection and endangered species protection.
2. Organizational problems: DFG's organizational structure has drifted gradually away from its original, decentralized form to a more centralized organization. Communication problems pervade the organization, as staff struggle with balancing directives from headquarters and those from regional managers, thus hampering effectiveness of staff to implement programs.
3. Fiscal concerns: DFG's fiscal problems include short-term difficulties in accurately estimating revenues, and a longer-term problem in that anticipated future revenues will be insufficient to keep pace with projected program demands. Additionally, complex statutory funds serve to distort the budgeting process and obstruct effective policy implementation.

To address these issues, the LAO recommended that:

1. The Legislature should reconcile the dual missions.
2. DFG should re-evaluate how it structures its organization and allocates staff.
3. DFG should continue to make improvements in its revenue-estimating methodologies.
4. The Legislature should, when appropriating funds for support of DFG's programs, establish a policy of 1) considering the level of uncertainty in DFG's revenue estimates and 2) establishing prudent reserves which reflect the level of uncertainty.
5. The Legislature should consider a number of options to address DFG's long running fiscal problem of program demands exceeding available resources.
6. DFG should institute a planning process to determine long-term objectives and set annual program priorities.
7. The Legislature should 1) continue to support departmental operations primarily from special funds and 2) repeal various overly narrow statutory and constitutional constraints currently placed on the use of these funds.

## **E.5 DFG, 1990's and Beyond (1993)**

In 1990 a DFG organization committee, consisting of 14 upper level managers, was formed to review DFG's organizational structure and begin the process of developing and articulating the future direction of DFG<sup>8</sup>. In addition, a 12 member advisory committee of DFG employees provided ideas and suggestions to the organization committee. The organization committee met 11 times over three months to develop a draft that was then circulated for broader employee input and input from interested individuals and groups. The organization committee considered all comments and created a final version based on consensus between all members.

The major conclusion of the organization committee was that DFG needed a more effective system for anticipating and responding to change and carrying out its mission. The organization committee's consensus was that DFG had been more reacting instead of acting. DFG lacked an effective and systematic method of anticipating change or for reworking program and budgets as priorities change. The organization committee determined that DFG needed to generate a number of strategies to resolve a myriad of issues that it would be facing at the start of that decade." Thus began DFG's strategic vision process.

In 1993, DFG published its strategic vision, *A Vision for the Future*." The major recommendation out of that effort was that "the department adopt a comprehensive, formal planning system to include both strategic (long-term) planning and operational (short-range) planning" – to improve DFG and better prepare it for the future. The vision included statements of its mission, value and goals with recommendations for action in seven subject areas. (To review the recommendations for action by subject area, please refer to the 1993 DFG strategic vision document.)

The seven subject areas were:

1. Implement a comprehensive management system
2. Establish a task force to examine all spending priorities, funding alternative, and needs as related to strategic plans
3. Conduct an audit of internal communications
4. Develop an external communication plan
5. Improve its stewardship/public trust responsibilities
6. Improve training opportunities
7. Determine if the organization is structured effectively to carry out its responsibilities

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<sup>8</sup> Full title of report: *Department of Fish and Game: Department of Fish and Game, 1990's and Beyond: A Vision for the Future: the Department of Fish and Game, Its Mission, Values, and Goals to Meet the Challenge of the Future (1993)*

## **E.6 DFG Strategic Plan: Where Do We Want To Be? (1995)**

As a follow up to the 1993 “Vision for the Future” document, in late 1993, the director of DFG appointed a Strategic Planning Team (SPT) to develop a strategic plan<sup>9</sup> based on DFG’s newly created strategic vision and previous input from employees about DFG priorities. The process included statewide focus group meetings with external stakeholders. Based on input from both DFG employee and stakeholders, four major themes emerged. (To review the recommended strategies to achieve each of the goals, please refer to DFG’s 1995 strategic plan.)

The four major themes were:

1. Public Service, Outreach, and Education: DFG must work to improve communication with and inform the public about fish and wildlife and their value to the State, and provide better service.
2. Cooperative Approaches to Resource Stewardship and Use: DFG needs assistance from the public, other agencies, landowners, project proponents, and volunteers to help better manage the State’s fish and wildlife and their habitats.
3. Manage Wildlife From a Broad Habitat Perspective: DFG must ensure the future existence of viable habitats for a variety of species.
4. Organizational Vitality: DFG recognizes that its employees are its most important asset. DFG will examine its organizational structure to determine the most effective way to implement its strategic plan, improve understanding among employees about DFG operates and makes decisions, and give employees the support and freedom to meet challenges without stifling initiative.

In order to begin implementing the plan, the team determined that DFG “must: 1) align the structure of DFG’s budget and the strategic plan so that it can evaluate the coast implications of modifying efforts in various areas; 2) formalize and implement the budgetary and planning cycles so that strategic and operational decisions affect the budget, and not vice-versa; and 3) begin the steps leading to action plans (for the budget year) to implement identified strategies.”

This strategic plan will guide DFG the better part of the next 10 years.

Since its release, DFG’s strategic plan has had four progress reports:

1. August 1997, Strategic Focus Item Projects Progress Report
2. September 2000, Five Year Strategic Plan Review Office of Program Management (part of a Governor’s Office review)
3. May 2004, Review by the California Performance Review Audits Team

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<sup>9</sup> Full title: *Department of Fish and Game: Strategic Plan: Where Do We Want To Be? (1995)*

4. July 2006, Strategic Plan Final Update and Addendum Per October 2005 Five Year Review of Strategic Goals and Strategies

### **E.7 Fish and Game Commission Strategic Plan (1998)**

The F&GC Strategic Plan was “strongly influenced” by public input solicited during focus groups and workshops held around California.

In 1997, F&GC embarked on its strategic planning efforts. After five focus group meetings with the public, four basic needs arose:

1. There is a need for F&GC to set effective management policies aimed at assuring a sustainable resource base
2. F&GC must be innovative in addressing the challenges presented by the many changes impacting fish and wildlife resources and their habitat
3. F&GC must become more effective through adequate staffing, adequate funding and a workable structure
4. F&GC must continue to build communication bridges to the public, particularly partnerships, to effectively manage resources”

With this as the primary basis, F&GC identified four major strategic challenges. Nested within each of these challenges are identified goals and strategies to implement those goals. Since its release in 1998, this is the strategic plan that informs the F&GC’s actions. (To review the recommended strategies to achieve each of the goals, please refer to F&GC’s 1998 strategic plan.)

The F&GC’s strategic challenges are as follows:

Strategic Challenge 1: To develop a resource policy agenda for California’s fish and wildlife resources that assures resources sustainability

Strategic Challenge 2: To fully implement F&GC’s roles and responsibilities

Strategic Challenge 3: To improve F&GC’s organizational effectiveness

Strategic Challenge 4: Improve commission outreach

### **E.8 Bureau of State Audits: California’s Wildlife Habitat and Ecosystem (2000)**

While the scope of this audit was larger than DFG, it nonetheless included it as it is a major holder of state land for restoring the ecosystem and preserving wildlife habitat. As such, the bureau noted that DFG had not completed management plans for many of its properties. Management plans, the essential first step of proper land management, identifies the natural resources present and the goals or strategies for maintaining each property for the purpose it was intended.

To ensure that DFG adequately manages its lands, the key recommendations were:

1. Prepare management plans for all properties, update older plans, and then follow them.
2. Continue to request additional funding so that land acquired for ecosystem restoration and wildlife habitat preservation is kept in its desired condition.

### **E.9 Bureau of State Audits Report on DFG (2005)**

The focus of the bureau's study<sup>10</sup> was on the administration of the Fish and Game Preservation Fund (FGPF). The FGPF accounts for about one-third of DFG's revenues and is spent for the protection and management of birds, mammals, fish, reptiles and amphibians. The FGPF's major source of revenues is from the sale of hunting and fishing licenses. Of the amount deposited in the fund, about 15 percent goes into dedicated accounts and can only be spent for specific programs according to statutes. DFG may use the remaining funds to support other FGPF programs.

The key recommendations were as follows:

1. To mitigate against the effects of budget reductions and fluctuations in program revenues, DFG should take a more strategic approach to evaluating its financial needs. It should update its strategic plan and develop annual operational plans with specific measurable goals and objectives.
2. To reduce the reliance on fund reserves and borrowing from dedicated resources, DFG should take measures to ensure that revenue streams are sufficient to fund each of its programs.
3. To ensure that dedicated resources are being used for their intended purposes, DFG should avoid borrowing from these accounts to fund expenditures of other accounts.
4. DFG should identify those dedicated accounts that have been used to pay for expenditures from other accounts, and pay them back.
5. To make the resources available for FGPF programs and to properly account for its fund balance and liabilities, DFG should seek resolution for the advance from the FGPF to the Native Species Conservation and Enhancement Account through administrative or legislative means.
6. To prevent inequitable distributions of indirect costs and administrative expenses, DFG should review and update the percentages used in its allocation method annually.

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<sup>10</sup> Full title: *Bureau of State Audits: Department of Fish and Game: The Preservation Fund Comprises a Greater Share of Department Spending Due to Reduction in Other Revenues (2005)*

### **E.10 Department of Fish and Game: Seven Strategic Initiatives (2006)**

In early 2006, DFG leadership took a collective pause to envision DFG five, 10 and 15 years into the future. The director assembled a team of program staff, middle managers, and executive team members to participate in a structured process to solicit, capture, and assemble ideas – ultimately initiatives – that represented a direction for DFG. The team was challenged to look beyond day-to-day activities, however vital, and consider what legacy they would leave for wildlife, the public and DFG employees. They were tasked with determining how to maximize existing resources and capitalize on the new funding sources to best insure this inheritance and to identify where organizationally the responsibility for these efforts would reside.

From this effort emerged the Seven Strategic Initiatives. Each initiative identifies the current pertinent issues and goals/objectives/desired outcomes. The seven initiatives are:

1. Enhance communications, education and outreach
2. Develop statewide land stewardship based upon resource needs
3. Develop strong water resource management program
4. Develop/enhance partnerships
5. Improve regulatory programs
6. Enhance organizational vitality by focusing on employees and internal systems
7. Expand scientific capacity

### **E.11 Bureau of State Audits Report on Office of Oil Spill Prevention and Response (2008).**

The Bureau of State Audits prepared a report<sup>11</sup> in response to the November 2007 oil spill which resulted when an outbound container ship, the Cosco Busan, hit a support on the San Francisco–Oakland Bay Bridge and released 53,600 gallons of oil into the bay. Such spills are multijurisdictional events and typically require a coordinated response by federal, state, and private entities. DFG’s Office of Spill Prevention and Response (OSPR) along with contingency plans it oversees, fits into a national framework for preventing and responding to oil spills, with entities at every level of government, as well as private entities, handling some aspect of the planning effort. Thus, a three-part unified command consisting of representatives from the spill office, the party responsible for the spill, and the U.S. Coast Guard responded to the Cosco Busan oil spill.

While numerous recommendations were made, the key ones were:

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<sup>11</sup> Full title: *Bureau of State Audits: Office of Oil Spill Prevention and Response: It Has Met Many of Its Oversight and Response Duties, but Interaction With Local Government, the Media, and Volunteers Needs Improvement (2008)*

1. The OSPR update the state plan and incorporate references to the regional and area contingency plans.
2. The OSPR work with local governments to improve participation and better integrate local plans with the response activities on an up-to-date basis.
3. The OSPR should ensure it has adequate procedures and a sufficient number of trained staff for all activities including performing liaison duties, spill volume calculations, and other recovery activities.
4. Additionally, the OSPR should ensure the proper use of its funds earmarked for oil spill prevention activities.

### **E.12 Bureau of State Audits Report on DFG (2008)**

The Bureau of State Audits prepared this report<sup>12</sup> in response to concerns about DFG's management of fish stamps. The background of the report is as follows: Since January 2004, a person must first purchase a fish stamp—the Bay-Delta Sport Fishing Enhancement Stamp (fish stamp)—to sportfish in the San Francisco Bay and Delta. Fees collected from fish stamp sales are deposited in a restricted account within the preservation fund, which is administered by DFG, and can only be used for activities that promote sportfishing opportunities or that provide long-term, sustainable benefits either to the primary sportfishing population or to anglers in the areas defined as bay-delta regulated waters. A fish stamp advisory committee (committee) identifies and recommends projects, while DFG administers all the fees, recommends and approves projects for funding, and funds and monitors the projects.

Key recommendations were:

1. DFG should work with the committee in developing a spending plan to identify, approve, and fund viable projects. We also recommended that Fish and Game adequately track and report project costs within its accounting system and ensure that its project managers reconcile their files to the accounting records.
2. DFG should provide the committee with accurate financial and project information, such as actual project costs, detailed information on project status, and administrative expenditures.
3. DFG should ensure only appropriate activities are paid with fish stamp revenue, and it should correct inappropriate charges it previously made.

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<sup>12</sup> Full title: *Bureau of State Audits: Department of Fish and Game: Its Limited Success in Identifying Viable Projects and Its Weak Controls Reduce the Benefit of Revenues From Sales of the Bay Delta Sport Fishing Enhancement Stamp (2008)*

### **E.13      *The Treanor Report (2009)***

The authors of “The Treanor Report”<sup>13</sup> reviewed the form of other wildlife agencies, previous reports on DFG and F&GC, and interviewed Directors, Commissioners and stakeholders in California and other states.

For F&GC, the report’s recommendations include

1. Increase the number of Commissioners from five to seven.
2. Establish a separate budget for the F&GC.
3. Increase the staff for F&GC itself.
4. Mandate F&GC appoint the director of DFG.
5. Give F&GC oversight/approval of DFG’s budget.
6. Change the name of F&GC to the Fish and Wildlife Commission.

For DFG, the report’s discussion items include:

1. appointment of the director of DFG by the FG&C,
2. the scope of responsibilities of DFG,
3. when F&GC should either review or approve DFG’s budget prior to submission to the Governor,
4. alignment of funding sources with responsibilities and providing adequate funding, and
5. changing the name to the Department of Fish and Wildlife.

### **E.14      *Bureau of State Audits Report of January, 2010***

This report<sup>14</sup> is a follow-up to the Bureau of State Audits reports of 2008 mentioned above.

The Bureau of State Audits’ (bureau) mission is to promote the efficient management of public funds and programs by providing citizens and government independent, objective, accurate, and timely evaluations of state and local governments’ activities. The bureau fulfills its mission by

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<sup>13</sup> Full title: *The Treanor Report: A Look at the California Department of Fish and Game and Fish and Game Commission* (Treanor, Robert. 2009)

<sup>14</sup> Full title: *Bureau of State Audits: Recommendations Not Fully Implemented After One Year: The Omnibus Audit Accountability Act of 2006* (January, 2010)

conducting audits and making recommendations to state and local agencies. The bureau's efforts bring the greatest returns when agencies act upon its recommendations.

The Omnibus Audit Accountability Act of 2006 (Accountability Act) requires state agencies to report annually to the bureau on the status of their implementation of the bureau's recommendations. Using state agencies' responses, the bureau has created this report on recommendations that are not fully implemented, as required by the Accountability Act.

In August 2008 the bureau conducted an audit of DFG's Office of Spill Prevention and Response in its response to the oil spill resulting from the 2007 Cosco Busan oil spill in San Francisco Bay. That audit was entitled: *Office of Spill Prevention and Response: It Has Met Many of Its Oversight and Response Duties, but Interaction With Local Government, the Media, and Volunteers Needs Improvement*. Based on the auditee's most recent response and at the time of the release of this 2010 audit, of the 15 recommendations made in the audit, eight recommendations were not fully implemented and 5 remained outstanding.

In October 2008 the bureau conducted an audit of DFG's Bay-Delta Sport Fishing Enhancement Stamp (fish stamp) program. The Joint Legislative Audit Committee asked the bureau to independently develop and verify information related to the fish stamp program. Based on the auditee's most recent response and at the time of the release of this 2010 audit, of the 8 recommendations, one recommendation was not fully implemented and one remained outstanding.

### **E.15            *Compilation of Analysis From the Legislative Analyst's Office***

**Analysis of the 1998-99 Budget Bill: Reorganization in Progress: An Overview (1998).** DFG is undergoing a reorganization designed to 1) eliminate duplication of work performed by different divisions and regions; 2) address policy inconsistencies; 3) eliminate fragmentation; and 4) change a deficient reporting system. While the LAO believes that reorganization to achieve these ends has merit, the details of the reorganization plan remained unclear. Consequently, the LAO recommends that DFG provide the Legislature, prior to budget hearings, details about the elements of this reorganization and when the department expects it to be completed.

**Analysis of the 1999-2000 Budget Bill: Department's Reorganization Plan: An Update (1999).** The LAO recommends DFG report at budget hearings on whether it plans to continue the reorganization under the new administration. To the extent the reorganization effort continued, DFG should present an update of its progress to date and the expected time line for full implementation. The LAO further recommends that DFG advise the Legislature at budget hearings what it plans to accomplish in the budget year given its reorganization efforts to date.

**Better Protection of Fish and Wildlife: Improving Fish and Game's CEQA Review (2002).** This report: 1) directs DFG to establish a prioritization matrix for project review and comment; 2) directs DFG to standardize the type of information provided in its comments on proposed projects; 3) directs DFG to improve data management by ensuring that its data tracking system, currently under development, tracks specific information necessary for legislative oversight and program management; 4) requires DFG to assess the effectiveness of a sampling of widely used mitigation

measures; 5) reexamines the current fee structure; and 6) recommends that DFG submit the annual report that is currently required by statute.

**A Framework for Financing Natural Community Conservation Planning (NCCP) (2003, Presented to Assembly Water, Parks and Wildlife Committee).** Key issues examined include: 1) NCCP State expenditures are not specifically identified in the Governor's budget display; 2) future costs and funding sources are unspecified; and 3) funding is not provided from all beneficiaries. Key recommendations include: 1) require crosscut budget display of NCCP expenditures; 2) require DFG and the other state agencies implementing the NCCP program to develop a long-term funding plan for acquisitions and support costs of NCCPs; 3) evaluate appropriate funding allocation between general purpose funds and fees; and 4) evaluate fee mechanism to raise the fee revenues.

**Analysis of the 2003-04 Budget Bill: Resource Assessments: Improving Effectiveness and Creating Savings (2003).** A number of departments within the Resources Agency engage in resource assessment activities intended to determine the condition of natural resources in the State. The LAO reviews the resource assessment activities of DFG and the Department of Forestry and Fire Protection, as well as the Secretary for Resources, and identifies opportunities for funding shifts and program reductions, some of which will create General Fund and Environmental License Plate Fund savings. The LAO also discusses opportunities to increase the value of the information collected.

**Department of Fish and Game: Funding Issues (2005, Presented to Senate Budget and Fiscal Review Subcommittee No. 2).** Key issues examined include: 1) There are existing fee collection issues related to the Lake and Streambed Alteration Agreement Program and AB 3158 CEQA fees; 2) DFG has been overspending certain accounts within the FGPF; 2) DFG has borrowed about \$11 million from dedicated accounts; 3) without corrective action, the FGPF will be out of balance beginning in 2006-07; and 4) borrowing from dedicated accounts could be due to the difficulties resulting from funding restrictions. Key recommendations include: 1) DFG should resubmit its budget proposal for the Fish and Game Preservation Fund (FGPF) – consistent with existing statutory direction or include proposals to amend the statutory restrictions on the use of the FGPF, and 2) the enactment of legislation requiring that the annual fund condition displayed in the Governor's budget for the FGPF should include a breakout of both the dedicated and nondedicated sources.

**Analysis of the 2006-07 Budget Bill: Fiscal Problems Abound at Fish and Game (2006).** The LAO discusses a number of issues related to DFG's budget proposal. The LAO reviews DFG's proposal to balance the Fish and Game Preservation Fund and its funding plan to implement recent legislation (Chapter 689, Statutes of 2005, AB 7, Cogdill). The LAO also identifies technical errors in the display of the budget bill and recommends DFG's federal fund expenditure authority be reduced due to over-budgeting.

**Analysis of the 2007-08 Budget Bill: Department's Fiscal Management Improving; Budget Transparency Still Needs Work (2007).** DFG has a history of fiscal management problems, particularly with respect to the Fish and Game Preservation Fund (FGPF). While DFG has made progress in complying with legislative requirements for improved fiscal management and budget transparency, the LAO identifies opportunities to further improve the clarity and the accuracy of FGPF fund condition statements. The LAO also recommends a reduction in the expenditure

authority of one FGPF account, to better align revenues and expenditures and create a prudent fund reserve.

**Fish and Game Warden Staff and Compensation (2007, Presented to the Assembly and Senate Budget Committees).** Key comments in this report include: 1) Pay increases alone are not likely to solve vacancy problem; 2) substantial changes to hiring process are needed; 3) increasing warden staffing substantially requires more funding; 3) what is the right amount of warden staffing?; 4) substantial hikes in warden pay may have a labor market effect; and 5) LAO recommends ending all automatic pay formulas. Recommendations to reduce warden vacancies or increase staffing include: 1) expand the size and frequency of cadet classes; 2) expand recruitment staff, primarily with non-uniformed personnel; 3) expand staff to process applications and speed hiring process, especially background checks; 4) Legislature should ensure that DFG has sufficient budget resources to fill currently authorized positions; and 5) these efforts should be attempted before considering pay increases or other departmental budget augmentations for warden staffing.

**Analysis of the 2008-09 Budget Bill: LAO Recommended Fee Proposals Can Partially Offset Budget-Balancing Reductions and Generate Additional Savings (2008).** As part of its budget-balancing reduction proposal, the administration proposes to reduce DFG's General Fund budget by \$1.7 million in the current year and \$8.4 million in the budget year. The LAO recommends the Legislature increase fee or create new fees for regulatory programs and shift funding for law enforcement activities to a special fund to offset the Governor's General Fund reductions for these activities and create additional General Fund savings. The LAO also recommends that the Legislature partially reject the proposed General Fund reduction for administrative activities. The net effect of its recommendations would be an additional \$6.1 million.

**Analysis of the 2008-09 Budget Bill: Funding Timber Harvest Plan Review and Enforcement (2008).** The LAO recommends the enactment of legislation to create a fee on timber operators to fully fund the review and enforcement of timber harvest plans by several state agencies. This would result in additional General Fund savings of \$21.2 million beyond the Governor's proposed General Fund budget-balancing reductions, with no reduction in program activity.

**Department of Fish and Game: Funding Regulatory Programs With Increased Fees (2008, Presented to Senate Budget and Fiscal Review Subcommittee No. 2).** 1) Recommends the Legislature increase of establish new fees to offset the proposed General Fund reductions that concern regulatory program activities and general additional savings (California Endangered Species review, NCCP review, Timber Harvest Plan review), and 2) recommends that the Legislature shift funding for the game warden positions proposed for reduction to an available special fund balance.

**Funding Timber Harvest Plan Review and Enforcement (2008, Presented to Senate Budget and Fiscal Review Subcommittee No. 2).** Recommends the State move towards simpler and more flexible funding: 1) where appropriate, consolidate funds; 2) tie fee revenues to the Budget Act; and 3) rely less on bond funding, particularly constrained bond funds.

**Department of Fish and Game: 2010-11 Budget and Policy Overview (2010, Presented to Assembly Water, Parks and Wildlife Committee).** Legislative issues for consideration: 1) disconnect between funding structure and funding priorities; 2) land acquisition management staff adequacy; 3) voluntary process is driving protection of the Bay-Delta ecosystem; 4) funding the Marine Life

Protection Act over time; 5) DFG's renewable energy activity; and 6) is performance-based budgeting appropriate for DFG? Funding recommendations include: 1) consolidate fee-based funds to provide more funding flexibility, and 2) pursue opportunities to shift funding from General Fund to fees (LAO's 2009-10 Budget Analysis Series: Resources and Environmental Protection).

**Department of Fish and Game: Budget and Policy Overview (2011, Presented to the CFWSV BRCC).**

Issues for consideration: 1) multitude of mandates and responsibilities with no clear priorities; 2) disconnect between funding structure and funding priorities; 3) funding the Marine Life Protection Act over time; 4) planning and evaluation activities; and 5) DFG's renewable energy activities. Funding recommendations include: 1) consolidate fee-based funds to provide more funding flexibility, and 2) pursue opportunities to shift funding from General Fund to fees.

DRAFT



## Appendix F Assignment of Themes to Working Groups

This appendix shows the result of the analysis of themes and their assignments to working groups for the first phase of the project. Working groups were not used during the second phase of the CFWSV Project (January – February 2012).

Color coding on the first page of all themes is indicative of from where the themes were identified.

Light blue =

Green =

Orange =

Brown =

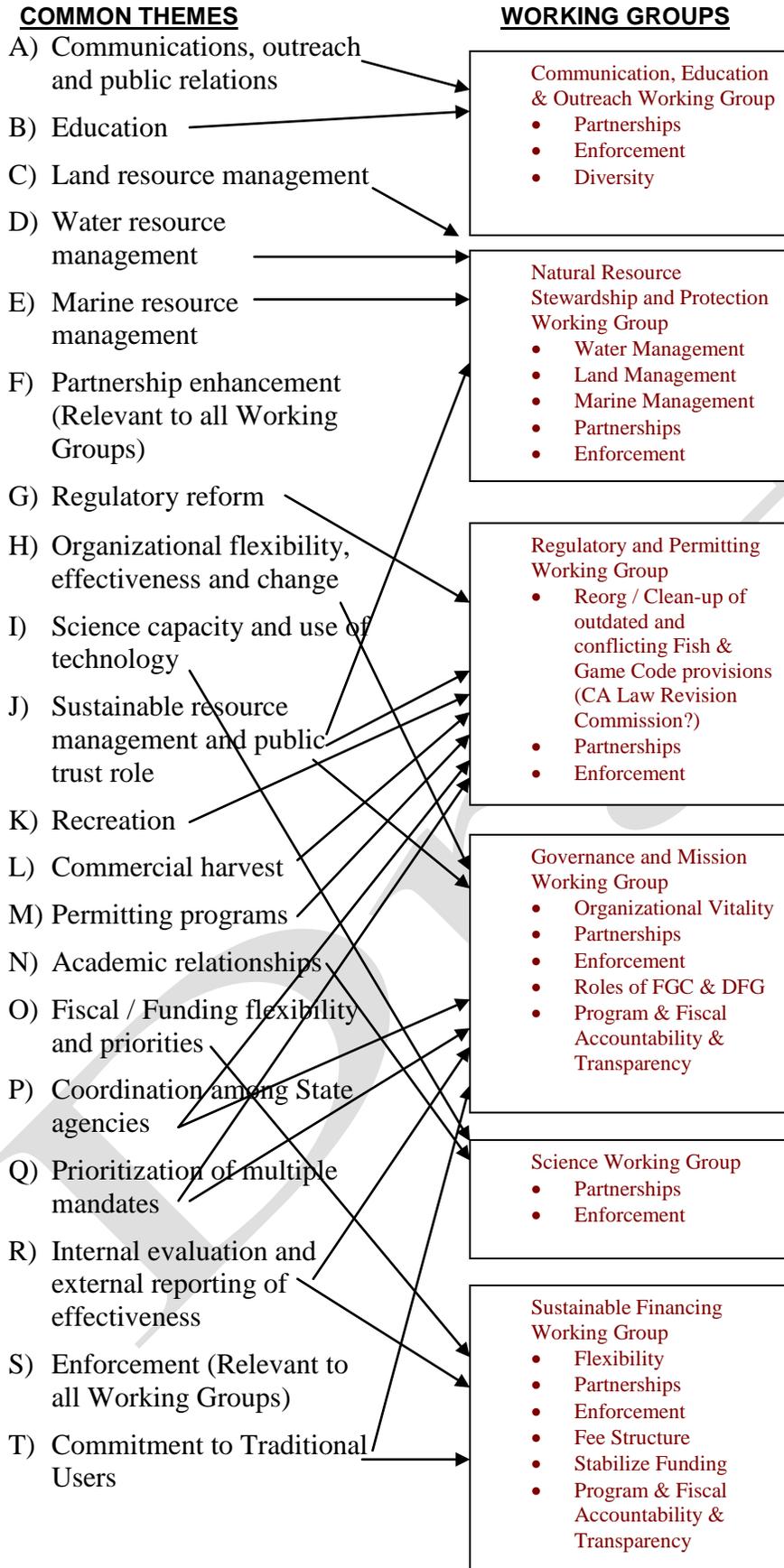
Pink =

Dark blue =

The letters at the end of each theme on the first page indicate the common theme(s) that emerged and are shown, lettered, on the second page.

**ALL THEMES**

- Enhance communications, education and outreach. A
- Develop statewide land stewardship based upon resource needs. C
- Develop strong water resource management program. D
- Develop / enhance partnerships. F
- Improve regulatory programs. G
- Enhance organizational vitality by focusing on employees and internal systems. H
- Expand scientific capacity. I
- Develop a resource policy for California's fish and wildlife resources that assures resource sustainability. J
- Fully implement F&GC's roles and responsibilities. H, J
- Improve the Commission's organizational effectiveness. H
- Improve Commission outreach. A
- Improving and enhancing capacity of the department and the commission to fulfill their public trust responsibilities to protect and manage the state's fish and wildlife for their ecological values and for the use and benefit of the people of the state. J
- Comprehensive biodiversity management, including conservation planning and monitoring. J
- Sustainable ecosystem functions, including terrestrial, freshwater, and marine habitat. J
- Opportunities for sustainable recreational and commercial harvest of fish and wildlife. K, L
- Permitting, regulatory and enforcement functions. G, M, S
- Science capacity and academic relationships, including strategies to protect and enhance the independence and integrity of the science that forms the basis for department and commission policies and decisions. I
- Education, communication, and relations with the public, landowners, nonprofit entities, and land management agencies. A, F
- Reforms necessary to take on the challenges of the 21<sup>st</sup> century, including, but not necessarily limited to climate change and adaptation, meeting California's future renewable energy needs while protecting sensitive habitat, the restoration of the state's native fish species and implementing and updating the state's Wildlife Action Plan. J
- The development and deployment of technology to meet the department's mission, including data modeling, collection, and online reporting. I
- Budget and fiscal development, accounting, and management. O
- Coordination among state agencies. P
- Recommendations for institutional or governance changes, including clarification of the roles of the commission and the department. H
- Strategies for identifying stable funding options to fulfill the mission of the department while reducing the dependency on the GF O
- Scientific expertise on the Blue Ribbon Citizen Commission. I
- Independent scientific review panel for AB 2376 process. I
- *Stakeholder protocols and procedures.*
- *Establish process for including review and advice from DFG and Fish and Game Commission Employees.*
- *Blue Ribbon Citizen Commission should clearly articulate goals of process rooted in AB 2376.*
- *Blue Ribbon Citizen Commission should hold meetings around CA – one in each region.*
- *Multitude of mandates and responsibilities, with no clear priorities. Q*
- *Disconnect between funding structure and funding priorities. O*
- *Adequacy of land management staffing and funding. C*
- *Multiple processes affect DFG's activities in the Bay-Delta ecosystem. D*
- *Funding the Marine Life Protection Act over time. E, O*
- *Planning and evaluation of DFG's activities. R*
- *DFG's renewable energy activity. J*
- *Multiple fee-based funding sources make DFG's funding unnecessarily complex and inflexible. O*
- *Opportunities to shift funding from the General Fund to fees (e.g. CESA and NCCP.) O*
- Coordination and collaboration between regulatory agencies to reduce cross-regulation. G, P
- Staffing and funding flexibility to be innovative. O
- State leadership (actionable planning; advance mitigation). G, H, P
- Future funding. O
- Overlapping responsibilities with other agencies. G, P
- Reactive, project by project. G, H
- Lack of actionable planning. G, H
- Lack of permitting ability for "fully protected". G
- Level of CEQA document. J
- Resources to respond. O
- Recognize the financial benefits of hunting and fishing. O
- Recognize the conservation benefits of hunting and fishing. A, C, D
- Maintain commitment to traditional users. T
- Promote greater hunting and fishing opportunities. A, T
- Increase funding from non-hunting and non-fishing interests. O
- Promote partnerships with non-hunting and non-fishing interests. F
- Improving scientific capacity both human capacity and procuring better information I
- Improving regulatory structures while not undermining underlying protections C, D, E, G, M
- Ensuring a sustainable and transparent financing structure O, R
- Improving landscape-scale stewardship and resource protection C, D, E
- Improving communication and partnerships A, F





## **Appendix G Members of CFWSV groups**

### ***G.1 Executive Committee***

**John Laird**, Chair

Secretary, Natural Resources Agency

**Charlton “Chuck” Bonham**

Director, Department of Fish and Game

**Dan Dooley**

Senior Vice President, External Relations, University of California

**Jim Kellogg**

President, California Fish and Game Commission

**Ren Lohofener**

Regional Director, U.S. Fish and Wildlife Service

**Rod McInnis**

Regional Administrator, Southwest Region, National Oceanic and Atmospheric Administration

**Robert Weisenmiller**

Chair, California Energy Commission

### ***G.2 Blue Ribbon Citizen Commission***

**Carol Baker**, Chair

Former Senior Policy Consultant /Deputy Budget Director, California State Assembly Speaker’s Office

**Richard Frank**, Director, California Environmental Law and Policy Center, UC Davis School of Law

**David M. Graber, PhD**, Chief Scientist, Pacific West Region, National Park Service

**Dennis Hollingsworth**, Member, Unemployment Insurance Appeals Board and former State Senator, 36th District

**Skyli McAfee**, Executive Director, California Ocean Science Trust

**Pedro Nava**, former Assemblymember, 35th District

**Mary Salas**, former Assemblymember, 79th District

### **G.3 Stakeholder Advisory Group**

#### **Sport Fishing**

Robert Gallia, *Golden Gate Fisherman's Association*  
Curtis Knight, *California Trout*  
April Wakeman, *The Sportfishing Conservancy*

#### **Commercial Fishing**

Zeke Grader, *Institute for Fisheries Resources*  
Aaron Newman, *Humboldt Fishermen's Marketing Association*  
Diane Pleschner-Steele, *California Wetfish Producers*

#### **Hunting**

John Carlson, Jr., *California Waterfowl Association*  
Rick Copeland, *Wilderness Unlimited*  
Jason Rhine, *California Outdoor Heritage Alliance*

#### **Nonprofit Conservation Organizations**

Chris Unkel, *Ducks Unlimited*  
Kathy Wood, *Tulare Basin Wildlife Partners*  
Jay Ziegler, *The Nature Conservancy*

#### **Non-Consumptive Recreational Users**

Kim Delfino, *Defenders of Wildlife*  
Jennifer Fearing, *The Humane Society of the United States*  
Daniel Taylor, *Audubon California*

#### **Landowners**

Steven Brink, *California Forestry Association*  
Eileen Reynolds, *Tejon Ranch Company*  
Nita Vail, *California Rangeland Trust*

#### **Science/Education**

Walter Duffy, *Humboldt State University*  
Dennis Murphy, *University of Nevada, Reno*  
Brent Stewart, *Hubbs-Seaworld Research Institute*

#### **Local Government**

Deborah Byrne, *Yuba County Fish and Game Commission*  
Marty Fortney, *Inyo County Board of Supervisors*  
Mark Marshall, *Colusa County Board of Supervisors*

#### **Water**

Brenda Burman, *State Water Contractors*  
Tim Quinn, *Association of California Water Agencies*  
Mark Rentz, *Northern California Water Association*

#### **Agriculture**

Noelle Cremers, *California Farm Bureau Federation*  
Karen Buhr, *California Association of Resource Conservation Districts*  
Margo Parks, *California Cattlemen's Association*

#### **Business & Industry**

Cliff Moriyama, *California Building Industry*  
Diane Ross-Leech, *Pacific Gas & Electric Company*

#### **Tribal/Environmental Justice**

Jesse Gonzalez, *Scotts Valley Band of Pomo Indians*  
Craig Tucker, *Karuk Tribe*  
Thomas O'Rourke, *Yurok Tribe*

#### **Labor**

Christopher Voight, *California Association of Professional Scientists*  
Jerry Karnow, Jr., *California Fish and Game Wardens' Association*  
Brad Willis, *Service Employees International Union Local 1000*

#### **Marine Resources**

Bob Bertelli, *California Sea Urchin Commission/California Fisheries Coalition*  
Kaitlin Gaffney, *Ocean Conservancy*  
Deborah Self, *San Francisco Baykeeper*

#### **Federal Government**

Patrick Christman, *U.S. Marine Corps, Marine Corps Installations West*  
Diana Craig, *U.S. Forest Service*  
David Fuller, *U.S. Bureau of Land Management*

#### **State Government**

Kamyar Guivetchi, *California Department of Water Resources*  
Annette Whiteford, *California Department of Food and Agriculture*

#### **Other**

John Finger, *Hog Island Oyster Company*  
Dan Silver, *Endangered Habitats League*  
Darla Guenzler, *California Council of Land Trusts*

## Appendix H Summary of Public Comments

On November 22, 2011, the California Fish and Wildlife Strategic Vision (CFWSV) project published its *Draft Interim Strategic Vision: Potential Recommendations for the California Department of Fish and Game and the California Fish and Game Commission*. After the publication of that document, public comment was received through the following four channels:

- submitted online through the CFWSV website, where a form was created for this purpose
- emailed to CFWSV staff at [strategicvision@resources.ca.gov](mailto:strategicvision@resources.ca.gov).
- mailed in hard copy to the CFWSV office
- hand-written and submitted at one of the four public meetings held between December 5 and December 8, 2011 in San Diego, Ontario, Fresno, and Redding.

A total of 109 comment documents were received through January 31, 2012. This does not, however, indicate the number of persons who have commented; a small number of persons submitted multiple documents, and several documents were submitted by organizations representing varying numbers of stakeholders. The comments are available in full at <http://goo.gl/ujwVE>.

This appendix provides a summary of the public comments received. An earlier version was created as a free-standing document on January 1, 2012, based on comments received before that date. The earlier summary was intended to support CFWSV Executive Committee, Blue Ribbon Citizen Commission (BRCC), and Stakeholder Advisory Group (SAG) deliberations at their January and February meetings.

In reviewing the comment documents, CFWSV staff has discerned a number of themes. The criteria for identifying these themes were as follows: either (1) a theme recurred enough times to become salient simply by virtue of repetition, or (2) a theme was represented by at least one statement that was relevant to the core work of the CFWSV project, was clear and specific, and was based on and responsive to the draft interim strategic vision document.

The themes in this summary have been organized into the following four main groups:

- 1) Core Values and Core Mission
- 2) Ecosystem Specifics
- 3) Efficiency and Fulfillment of Mission
- 4) Visioning Process

### A Note on Acronyms and Editorial Marks

Staff has done minimal editing of the comments included as examples here. However, the acronyms used for the California Department of Fish and Game and the Fish and Game Commission have been changed to conform to the following:

California Department of Fish and Game	DFG
Fish and Game Commission	F&GC

Most other editorial changes to comments are designated by [square brackets] for insertions, and ellipses (...) for deletions. In a few cases, spelling has been corrected without being called out.

Quotations taken directly from comments are enclosed in double quotation marks.

## **Theme Group 1: Core Values and Core Mission**

The most common themes in the comments related to the core values and to the mission of DFG and F&GC.

### **Theme: Legislative Mandates**

Comments received during January included a letter from two members of the legislature to the California Law Revision Commission, asking the commission to review and recommend changes to update, clarify and improve the California Fish and Game Code and, in particular, make suggestions for clarifying the scopes of responsibility for DFG and F&GC. This letter, over the signatures of the chairs of the Senate Natural Resources and Water Committee and the Assembly Water, Parks and Wildlife Committee, includes the following statement: “

“As part of the Law Revision Commission's review, it would also be particularly helpful if the Commission could provide a list of all of the mandates and responsibilities of the Department and the Fish and Game Commission, identify areas where particular mandates and responsibilities may overlap with the mandates and responsibilities of other agencies, and identify programs that lack identified funding sources.”

This request is similar to a potential recommendation being considered through the strategic vision process. The legislative clarity that may result from such a review is germane to the context within which the strategic vision will be implemented.

### **Theme: “Game” versus “Wildlife”**

A large number of comments weighed in on the question of whether, or to what degree, DFG and F&GC should focus on issues other than those related to the consumptive use of wildlife. In particular, many of these comments were directed toward whether these entities should focus on “game” or on “wildlife”. The matter was stated in a number of ways. For example, several comments mentioned the name of DFG, suggesting either that its keyword “game” should be changed to “wildlife”, or, on the other hand, that it should not be changed, and that DFG’s mandate should remain as it has been, with a focus on wildlife used for consumptive purposes. Other comments focused on the mission statement rather than the name, but with a similar intent, and also in fairly large numbers.

### **Favoring inclusion of a non-consumptive focus:**

In favor of a focus on non-consumptive issues, comments suggested that since certain work unrelated to consumptive uses has already fallen to DFG, the mission statement should acknowledge this and further entrench this focus. It was also suggested that the twin consumptive and non-consumptive focus of DFG should be balanced in line with the percentages of Californians who hunt and fish as

opposed to those who don't. It should be noted that few if any comments clearly suggested that the consumptive focus of DFG should be eliminated entirely.

Within this theme of consumptive versus non-consumptive focus, many of the comments are represented by these examples:

- a) "The core values need to recognize that a fundamental mandate is to support both non-consumptive and consumptive public uses."
- b) "...acknowledge the huge legislative requirements for DFG to perform environmental reviews (as trustee and responsible agency under CEQA), conduct and administer endangered species assessments and permitting, and lead natural community conservation planning for the state..."
- c) "We urge a Strategic Vision (SV) outcome to include changing the name of DFG to 'Department of Fish and Wildlife' or 'Natural Resources Stewardship Department'".
- d) "Why don't you re-state the mission to protect species from extinction and maintain healthy viable wildlife populations."

### **Opposing (or favoring limited) non-consumptive focus:**

Just as few commenters suggested that consumptive focus should be eliminated, few comments suggested that consumptive uses should be the exclusive focus of DFG and F&GC. A large number of comments did suggest, though, that the consumptive focus should be kept primary. In many cases such statements conveyed a fear that fishing and hunting were on the way to being eliminated in California, and the commenters felt strongly that DFG should be mandated to keep hunting and fishing as a core value. Some examples of comments favoring a consumptive focus are:

- a) "The advocacy and support of hunting and sport fishing should be a core value of the DFG."
- b) "I think the Department of Fish and Game should focus much less on environmental issues."
- c) "Please support and promote more hunting and fishing areas in California."
- d) "I find important that the strategic vision promotes sport hunting as a recreational opportunity, as well as a wildlife management tool in California."
- e) "...I recommend that these mission and visions statements, as well as the rest of the document, be revised to specifically include hunting and fishing in a way to ensure their retention in our state."

### **Theme: Specific Comments on Language in Mission and Vision Statements**

A number of comments focused on language, especially on the importance of clear and specific language in statements of mission, vision, and core values. These comments suggested that the language of the mission statement should be concrete, and also that the mission statement should be brief enough to keep DFG and F&GC employees mindful of their focus. Examples of comments along these lines are:

- a) "The missions of the DFG and F&GC as stated are not specific and too long to be of use to any person in the department from top to bottom. You need a concise mission that everyone can repeat in 15 seconds or less. This is why they come to work every day!"

- b) “The current mission statements are way too generic and could lead to anything... Again an example: ‘a clear understanding of the desires of the public’ could allow the desire for a complete reversal of past policies, precluding hunting and fishing.”

Within this theme, there were a substantial number of comments expressing that there are differing views on the meanings of key terms, and taking stands on whether certain terms should even be used in vision and mission statements. In particular, terms related to *ecology* were mentioned frequently, and commenters differed as to whether humans should legitimately be regarded as part of ecosystems. (Few commenters opined that humans are not part of ecosystems.) It should be noted that the position that humans are not part of ecosystems is distinctly a minority opinion. Examples of comments related to this issue are:

- a) “...mission statements [should] make clear that the shared core mission of the two entities is to ‘protect, restore and manage California’s diverse fish, wildlife and plant resources and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.’”
- b) “In the DFG mission statement the words ‘ecological values’ are vague and should be replaced by the phrase ‘for their sustainability to the global natural ecosystem’.”

While there have been some voices within the SAG calling for a single mission statement for DFG and F&GC, one comment explicitly argued against this, and in fact called for a clear division of responsibility between the two agencies. This comment stated, in effect, that the professional training of DFG employees equips them to perform functions for which commissioners may lack the needed expertise:

“Limiting the Commission’s role to consumptive use matters is realistic and manageable. Relieving it of non-consumptive management would undoubtedly improve its functioning ... the decision whether to list or not list a species under CESA... rests wholly on the law and the assembled scientific data. It is a technical decision that should be made objectively and professionally by the Department. It is not a policy decision, as is more typically within the Commission’s purview.”

## **Theme Group 2: Ecosystem Specifics**

A number of comments suggested specific goals as to how ecosystems should be managed. This group of themes really boils down to a single issue: non-native flora and fauna.

### **Theme: Non-Native Species**

Perhaps the most common single message in the comments was that DFG should take responsibility for containing or eliminating non-native and invasive species. However, there were a smaller but still substantial number of comments directly opposing this view, and there was a minor correlation between the latter position and support for consumptive uses. Most comments concerning non-native species, however, were largely independent of any particular stand on other issues. Examples of comments related to non-native species are:

- a) "Invasive weeds are important to control. Large infestations can destroy the biodiversity of places we love and cost California hundreds of millions of dollars in control costs and lost productivity annually. [We] strongly encourage the DFG and Natural Resources Agency to... take a lead role in addressing invasive plants in California wildlands..."
- b) "The DFG needs to abide by the decisions of the F&GC, especially with regards to the importation of non-native frogs and turtles. This importation must stop immediately."
- c) "Provide incentives for landowners to tackle invasive species."
- d) "The preference for native plants is based on the fallacy that they provide preferred habitat for native animals, despite evidence to the contrary. Native birds are seen using non-native "weeds" for food, cover, and nesting areas; Himalayan blackberry, for instance, is a valuable habitat species for songbirds."

### **Theme Group 3: Efficiency and Fulfillment of Mission**

#### **Theme: DFG's Performance**

A number of commenters noted, in varying ways, the past performance of DFG in fulfilling its existing mission. These comments may be divided into two classes: those that simply note the performance, and those that make specific suggestions for improved or enhanced performance in the future.

Among comments noting past performance, the matters that were commented on include land use and the performance of DFG staff. Regarding land use, some comments noted that too little land has been made available for hunting, or that fishing access is too restricted, or on the other hand, that DFG has fallen short on its responsibility to preserve land and ecosystems. Regarding DFG staff performance, the primary focus of comments was on enforcement personnel; although such comments are few, they cover a wide spectrum, from stating that personnel misuse their authority to stating that they are "very professional."

Examples of comments noting past performance are:

- a) "DFG has acquired considerable land over the past several years but has not opened enough of it to public hunting to increase the 'market base' and help to increase revenue."
- b) "... local enforcement officers carry guns, intimidate individuals and landowners and otherwise use their authority to carry out what often appears to be personal agendas and philosophies!"
- c) "In my interaction with DFG personnel I have found them to be very professional."
- d) "The F&GC is to 'ensure the long term sustainability'. I do not believe the commission is fulfilling this part of its mission. Habitat is rapidly being lost..."

Comments providing specific suggestions for future performance improvement mentioned a variety of issues and areas of effort. These included:

- increased and improved use of information technology, especially to educate and inform the public
- overlapping with the above, improved accounting systems to track costs and funding

- prioritization of needs and projects, and advocacy to ensure that high-priority needs receive continued funding and other resources.

## Funding

A key sub-theme under DFG performance is the matter of funding. A number of comments dealt with how fees are set and how revenues from fees are spent.

As noted in the section on Vision and Mission in this appendix, commenters favoring a strong focus on consumptive uses seldom suggest that this focus should be exclusive. But they do suggest, in a number of cases, that fees for non-consumptive uses of public lands should be instituted or increased as a source of funding. Like the last comment above, several comments concerned funding and accounting for funds. A single example gives the flavor of these comments:

- a) "I think fees should be established/increased for non Hunting and Fishing stakeholders. They seem to have a large amount of influence for contributing little or nothing towards resources managed by fees collected from hunters and fisherman."

Another comment concerned the lack of a mandate for DFG to exercise control over the spending of funds it takes in. This comment noted that a DFG audit of CEQA fees, owed to DFG by counties, was suspended after collecting over \$100,000, although there was more that could have been collected. The reason, this commenter noted, was that

"...there didn't seem to be an incentive to make this a continuing priority... because collecting the unpaid fees did not translate to any spending authority. In other words [collecting the fees] didn't mean DFG was able to use the money to meet needs in relevant programs."

## Statewide Coordination

A recurring theme in the comments was that regulation is too complex, largely because it is not approached in a statewide manner aimed at consistency and simplicity. Most comments dealing with this theme suggest that hunting and fishing regulations are a patchwork. One commenter, for example, stated that it is challenging to fish when an activity may be legal in one place and illegal very nearby: "...you can have different regulations on one river and step across a line in that river and be out of compliance." A related but somewhat distinct theme was that there seems, at times, to be little coordination between Sacramento and the regions in terms of program priorities and staffing.

## Personnel, Personnel Practices, and Staff Quality

Many comments focused on how to improve the personnel practices of DFG and F&GC. These ranged from the very high-level matter of how commissioners are appointed, to more commonplace matters such as the training of DFG employees. Comments included specific recommendations as to possible new staff functions. Suggestions include:

- The director of DFG should be appointed by F&GC without input from the governor or legislators, perhaps borrowing models of appointment procedures from other states.
- There should be more legal staff, providing for legal advocacy for DFG's mission.

- Add a “new issues” responsibility within F&GC and/or DFG tasked with annually projecting strategic shifts based on changing needs foreseen on 10- and 20-year horizons.
- Ensure that staff and management have a least a minimal understanding of the role of agriculture in California.

### **Coordination and Interaction with Other Entities**

Another common theme was that performance can be improved through coordination with other entities. Specifically, the following suggestions were made:

- Charge and require F&GC and DFG to work closely with the state legislature, actively advocating for their mission.
- Partner with non-governmental organizations (NGOs) as a means of mitigating funding constraints, including the fostering of educational programs carried out by NGOs (such as hunters’ and fishers’ organizations).
- Work with the state’s university systems so that they will teach skills needed for DFG personnel.
- Work with Indian Nations, “not only for education of treaty rights, but also cultural concerns that a warden or fish and game biologist might not understand.” Additionally, “When describing partnerships or collaboration the [draft interim strategic vision] commonly refers to ‘other agencies, organizations, and stakeholders’... I ask the group to consider always including ‘tribes’ in the list explicitly.” (This commenter states a number of ways in which tribes are unique among stakeholders.)
- Increase volunteer programs.

### **Theme Group 4: The Strategic Visioning Process**

#### **Theme: Strategic Versus Tactical**

Several commenters believed that the content of the draft interim strategic vision focused too much at the level of individual actions to be taken, rather than at the more appropriate level of bigger-picture principles and objectives. One commenter referred to this by recommending that the strategic vision focus less on “tactics” and more on “strategic” matters, which he sees to be the fundamental focus of the vision project:

“Focusing on the Strategic: The matters which the Project has undertaken to address are numerous and their interaction is complex. To optimize the potential for success from the Project, I encourage the members to step-back at this time to review the list of draft problem statements in Appendix B. The purpose of this review is specifically to consider whether matters are “strategic”, rising to the level of mission and challenges of the 21st century, or are “tactical”. Those matters which are tactical are likely good thoughts and important work, but should be removed from the report to the Governor and the Legislature and provided by the project to DFG and F&GC for their handling.”

Although few other commenters explicitly mentioned the distinction between strategic and tactical matters, a similar type of thinking may be represented by comments noting the complexity, abundance, and lack of specificity of the potential recommendations given in the report. Comments included:

- a) “As the strategic visioning process advances it will be necessary to narrow and prioritize this long list of potential actions into a more strategic set of achievable activities.”
- b) “We believe narrowing the brainstormed list down to achievable objectives is the difference between another bookshelf plan and success.”

### **Theme: Concerns about Outreach and Transparency**

Some commenters suggested that, despite the efforts made to publicize the CFWSV Project, there may be stakeholders who have not been made aware of it, and may thus not have had the opportunity to provide input. Suggestions along these lines ranged from the general, such as one that noted that quite a few biologists and sportspersons were unaware of the process, to specific suggestions such as that the CFWSV Project be given a more prominent place on the DFG website, or that the CFWSV Project provide longer notice of public meetings than the state-mandated ten days.

Another comment concerning DFG’s public interface was meant to apply not only to the visioning process, but to the department’s ongoing work; this was the observation that public education and outreach are much more challenging in the new era of fragmented audiences using a variety of media, than in the passing era of mass media and mass audiences.

### **Theme: Concerns about Stakeholder Representation**

A large number of comments were focused on the composition and representation of the SAG. Some argued that not all appropriate stakeholders were represented, others stated that certain constituencies were not represented as they should be, and still others questioned the legitimacy of some stakeholder representatives.

There was, of course, no consensus as to which groups ought to be included or excluded, or for what reasons. Many comments suggested that groups with any anti-hunting bias should be excluded from consideration, the Humane Society of the United States being most often named.

Many of these commenters were concerned that the representation by groups they regarded as illegitimate would lead to poor outcomes. It was also suggested, without naming any groups, that the effort to provide representation to all stakeholders has resulted in the SAG being too large and diverse to offer hope of arriving at consensus on a clear and concise strategic vision. On the other hand, others applauded the diversity of views represented in the project. Another comment was that trying to please all constituencies is not only a problem for the visioning process, but is incompatible with DFG’s and F&GC’s work on an ongoing basis. The work of actively managing resources, this commenter states, will necessarily require decisions in matters on which there is contention.

## Other Comments

This summary is staff's effort to bring forward those themes that are salient due to their frequency in comments, or due to their relevance, specificity, and responsiveness to the draft interim strategic vision; it does not pretend to represent all the comments received. The entire body of public comments has been provided to the CFWSV Executive Committee, BRCC and SAG.

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## **Appendix I      Input from Management and Employees of DFG and F&GC**

Early in the CFWSV Project, Assemblymember Jared Huffman's office indicated a strong interest in DFG and F&GC input into the strategic vision, and particularly stressed the importance of hearing from DFG and F&GC employees. A similar sentiment was expressed by members of the CFWSV Executive Committee, BRCC and SAG.

The CFWSV Project has benefited in a number of ways from DFG and F&GC input. As BRCC and SAG members have crafted their recommendations, they have received various forms of input from DFG and F&GC; this input in some cases has confirmed SAG and/or BRCC members' ideas for future change and in other cases has been a factor in adjusting or abandoning draft recommendations. DFG and F&GC participation in the project has also contributed to greater understanding within DFG and F&GC about the strategic vision process and what their constituencies are seeking; that increased understanding may ultimately contribute to increased support for the resulting recommendations.

DFG and F&GC management and employees have contributed to and heard about the CFWSV project in a variety of ways over the past year. These are described in the sections below.

### **Survey**

DFG and F&GC administered a survey to their employees to invite comment on the CFWSV process. The survey included 20 different topics as identified in the legislation mandating the strategic vision, each followed by an open-ended comment area. Employees could comment on as few or as many of the topics they wished, and many chose to make their contributions anonymously. Staff forwarded the comments to members of the executive committee, BRCC and SAG so that the input could help shape the strategic vision recommendations. The survey concluded in January 2012, but the results of the survey continue to help shape the outcomes of the project and to inform DFG management.

### **Employee Meetings**

In early December 2011, after release of the draft interim strategic vision, DFG conducted five meetings throughout California to educate and hear from DFG staff on the subject of the CFWSV Project. The main purpose of the meetings was to receive employee feedback on the draft interim strategic vision, and related potential recommendations to accompany the strategic vision. Another purpose was to answer questions about the process and substance of what the various CFWSV advisory bodies were addressing. DFG worked with a consultant specializing in organizational change management to organize the meetings and capture DFG staff input. Staff input that was captured was then distributed to the CFWSV advisory bodies for their consideration; the comments also continue to serve as a resource for DFG management.

### **DFG and F&GC Employee Direct Participation in BRCC and SAG Meetings**

Early in the process, upper-level management from both DFG and the F&GC attended meetings of the BRCC and SAG. Over time, participation by staff changed in two ways: First, staff attending meetings came to include more employees from various branches, regions and locations. Second, whereas in the

early stages it was typical that agency staff gave input only when explicitly asked, later the process became more interactive, with DFG freely offering input whenever it seemed helpful.

In mid-January approximately 30 DFG and F&GC employees, representing various classifications and locations throughout the state, participated directly in BRCC and SAG discussion topic meetings related to draft potential recommendations. BRCC and SAG members welcomed DFG and F&GC participation in the meetings. The DFG employees who participated provided important information on current procedures, practices and improvements already underway as well as challenges faced in day-to-day operations. Many of the employees said they gained valuable insight into stakeholder perceptions and the rationale behind the content of the draft interim strategic vision. Similarly, many stakeholders expressed appreciation for the insight they gained into DFG and F&GC operations and challenges.

### **Communication Tools**

DFG management has communicated with its employees throughout the CFWSV Project to provide updates and perspective on the process. The DFG executive office has used email, face-to-face meetings, conference calls, and podcasts to keep all levels of management and staff informed about events related to the CFWSV Project, DFG's input into the process, and methods for DFG staff to participate. The DFG executive office will continue to use these tools to communicate with and receive feedback from staff regarding recommendations being developed through the CFWSV Project.

### **Conclusion**

The benefits of DFG and F&GC input and participation in the CFWSV Project are twofold. Their contributions, grounded in the realities they face in their work, have been valuable in enhancing the recommendations that will emerge from the CFWSV Project. Also, it's likely that their input and participation will result in increased acceptance of those recommendations by DFG and F&GC staff who will ultimately be responsible for helping ensure successful implementation of many of the recommendations.

## Appendix J Calendar of Key Dates in Project to Date

The meetings and milestones referenced here are from June through December 2011. Please visit the California Fish and Wildlife Strategic Vision Project website ([www.vision.ca.gov](http://www.vision.ca.gov)) for the most current information, including meeting times, agendas and materials.

### June 2011

28 Executive Committee meeting

### July 2011

21 Blue Ribbon Citizen Commission meeting

### August 2011

10 Executive Committee meeting

18 Blue Ribbon Citizen Commission meeting

19 Stakeholder Advisory Group meeting

23-25 SAG Working Groups meetings

30-31 SAG Working Groups meetings

### September 2011

1 SAG Working Groups meetings

2 Stakeholder Advisory Group meeting

6-8 SAG Working Groups meetings

14 Joint Executive Committee and Blue Ribbon Citizen Committee meeting

20-22 SAG Working Groups

### October 2011

6 Joint Blue Ribbon Citizen Commission and Stakeholder Advisory Group meeting

11-13 SAG Working Groups meetings

12 SAG Governance and Mission Working Group meeting

18-19 Joint Blue Ribbon Citizen Commission and Stakeholder Advisory Group meetings

25 SAG Governance and Mission Working Group meeting

26 Joint Blue Ribbon Citizen Commission and Stakeholder Advisory Group meeting

### November 2011

8 Joint Blue Ribbon Citizen Commission and Stakeholder Advisory Group meeting

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- 10** Executive Committee meeting
- 18** Draft interim strategic vision released for public review
- 29** Virtual office hour for public to ask questions and provide input on draft interim strategic vision

**December 2011**

- 2** Virtual office hour for public to ask questions and provide input on draft interim strategic vision
- 5-8** Public meetings to provide input on draft interim strategic vision
- 13** Virtual office hour for public to ask questions and provide input on draft interim strategic vision
- 14** Requested deadline for receiving comments on draft interim strategic vision

**January 2012**

- 5** Joint Blue Ribbon Citizen Commission and Stakeholder Advisory Group meeting
- 10-12** Blue Ribbon Citizen Commission and Stakeholder Advisory Group discussion topic meetings
- 12** Executive Committee meeting
- 17-19** Blue Ribbon Citizen Commission and Stakeholder Advisory Group discussion topic meetings
- 20** Joint Blue Ribbon Citizen Commission and Stakeholder Advisory Group meeting

**February 2012**

- 3** Blue Ribbon Citizen Commission and Stakeholder Advisory Group meeting
- 6** Blue Ribbon Citizen Commission meeting
- 16** Executive Committee meeting
- 24** Interim strategic vision expected to be released

## Commonly Used Acronyms and Abbreviated Terms

APA	Administrative Procedure Act
Bay-Delta`	San Francisco Bay/Sacramento-San Joaquin Delta Estuary
BCDC	San Francisco Bay Conservation and Development Commission
BLM	U.S. Bureau of Land Management
BRCC	CFWSV Blue Ribbon Citizen Commission
Cal/EPA	California Environmental Protection Agency
CCNM	California Coastal National Monument
CCR	California Code of Regulations
CDF	California Department of Forestry and Fire Protection
CDFA	California Department of Food and Agriculture
CEQA	California Environmental Quality Act
CERES	California Environmental Resources Evaluation System
CNRA	California Natural Resources Agency
CSU	California State University
CFWSV	California Fish and Wildlife Strategic Vision
DFG	California Department of Fish and Game
DOC	California Department of Conservation
DPR	California Department of Parks and Recreation, also known as California State Parks
DWR	California Department of Water Resources
EC	CFWSV Executive Committee
EIR	environmental impact report
EIS	environmental impact statement
ELPF	Environmental License Plate Fund
ESA	Endangered Species Act (CESA = California, FESA = federal)
FGC	California Fish and Game Code
F&GC	California Fish and Game Commission
FMP	fishery management plan
FRGP	Fisheries Restoration Grant Program
GIS	geographic information system

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IRM	integrated resource management
IRWMP	integrated resource watershed management plan
LCC	landscape conservation cooperatives
Marine Region	Marine Region of the California Department of Fish and Game
MLMA	Marine Life Management Act
MMA	marine managed area
MOU	memorandum of understanding
MPA	marine protected area
NEPA	National Environmental Policy Act
NMFS	National Marine Fisheries Service (also known as NOAA Fisheries)
NMSP	National Marine Sanctuary Program
NOAA	National Oceanic and Atmospheric Administration
OPC	California Ocean Protection Council
OSPR	Office of Spill Prevention and Response of the California Department of Fish and Game
OST	California Ocean Science Trust
PFMC	Pacific Fishery Management Council
PRC	California Public Resources Code
PSFMC	Pacific States Fishery Management Commission
P-Team	CFWSV Project Planning Team
RWQCB	regional water quality control board
SAG	CFWSV Stakeholder Advisory Group
SLC	California State Lands Commission
SWRCB	State Water Resources Control Board
Title 14	Title 14 of the California Code of Regulations
UC	University of California
U.S.C.	United States Code
U.S.C.A.	United States Code Annotated
USDA	U.S. Department of Agriculture
USEPA	U.S. Environmental Protection Agency
USFS	U.S. Forest Service
USFWS	U.S. Fish and Wildlife Service
USGS	U.S. Geological Survey