

California Fish and Wildlife Strategic Vision Project
BRCC and SAG February 3, 2012 Meeting Notes: Revisions to
Chapter 3 of the Draft Interim Strategic Vision
Revised February 4, 2012

Participants in the California Fish and Wildlife Strategic Vision (CFWSV) Project produced a *Draft Interim Strategic Vision: Potential Recommendations for the California Department of Fish and Game and the California Fish and Game Commission*, which was published in November 2011. Since then, suggestions have been submitted for both general and specific changes to the document.

The heart of the draft interim strategic vision is chapter 3, which distilled the work of the CFWSV Blue Ribbon Citizen Commission (BRCC) and Stakeholder Advisory Group (SAG) through the time of the document's publication. The content of chapter 3 is organized into four sections:

1. mission and vision statements for both the California Department of Fish and Game (DFG) and the California Fish and Game Commission (F&GC),
2. core values which should guide the work of DFG and F&GC,
3. common themes which emerged in discussions among the BRCC and SAG, including SAG working groups, and
4. goals and objectives for the future work of DFG and F&GC.

This document contains notes from the February 3, 2012 BRCC and SAG meeting where members of both bodies discussed revisions to chapter 3 of the draft interim strategic vision as the potential basis for the interim strategic vision. Important notations about changes in this document:

- All suggested edits to the chapter that were included in the January 19, 2012 version are retained in this document as blue, underlined text (like this).
- Black, italicized underlined text in brackets [*like this*] is explanatory text from staff and/or notations about where additional text is being proposed by homework volunteers or staff.
- If homework volunteers agreed with a suggestion it is noted in black, italicized, underlined text in brackets [*like this*].
- If homework volunteers did not agree with a suggestion, not only it is noted in black, italicized, underlined text in brackets [*like this*] with an explanation for why they did not agree, but also the original text is shown in blue underline and ~~strikeout~~ (~~like this~~).
- Additional suggested text from homework volunteers or staff is also in blue, underlined text (like this) and noted as such in brackets in black, italicized, underlined text.
- Additional changes to the text made during the meeting, or by staff afterwards based on suggestions made during the meeting, are in red underline or ~~strikeout~~ (~~like this~~).

Section 1: Suggested Mission and Vision Statements

[The next two paragraphs contain suggested language from homework volunteers with additional language from staff.]

The BRCC and SAG have reviewed the existing vision and mission statements and held only preliminary discussions regarding potential modifications to those statements. The BRCC and SAG recognize that DFG and F&GC might have different missions but that the overall vision for both entities should be shared, or at least very complementary. There is also recognition of the importance of internal support by DFG and F&GC employees for any potential changes to their mission and vision statements.

Since only preliminary conversations have been held among BRCC and SAG members about potential changes to the visions and missions of DFG and F&GC, specific recommended changes, if any, to the existing DFG and F&GC vision and mission statements will be addressed in the third phase of the CFWSV Project. Previous text displaying the various proposed mission and vision statements has been moved to Appendix A.

Meeting notes: Participants indicated they could live with the suggested additional text in the two paragraphs above.

Section 2: Suggested Statements of Core Values

[Project staff suggests this additional, new prefatory language]

During discussions about the future vision of DFG and F&GC, certain values were implicitly and explicitly suggested; these core values represent the highest priorities of how people within the organizations should carry out their responsibilities. Values are the core ideology of the organization and how it and its employees will conduct themselves; when combined with the vision and mission, they create a framework in which decisions are made. Core values underpin policies, objectives, strategies, and procedures because they provide an anchor or reference point for all things that happen within the organization.

The suggested DFG and F&GC core values are:

Stewardship: Consistent with their missions, DFG/F&GC are responsible for holding the state's fish and wildlife resources in trust for the public, respecting that these resources have intrinsic value and are essential to the well-being of all California's citizens.

Integrity: DFG/F&GC hold themselves, individually and collectively, to the highest ethical and professional standards, pledging to fulfill their duties and deliver on their commitments. They ensure the integrity of their policies and decisions by consistent reference to the best available science. They maintain a consistent focus on their mandated mission to promote outdoor recreation.

[Proposed changes to the integrity core value not supported by homework volunteers; language is redundant, not all work conducted by DFG and F&GC uses science as the foundation, other factors come into play when establishing policies or making decisions that include science, and both DFG and F&GC have mandates that go beyond promoting outdoor recreation so it is not appropriate to only include that one mandate.]

Excellence: DFG/F&GC pursue quality, proactively assessing their performance and striving to continuously improve programs, services, and work products, as well as the efficiency and cost-effectiveness with which these are delivered. They employ the best available credible¹ science in their evaluations of programs and policies.

[Proposed changes to the excellence core value retained by homework volunteers.]

Meeting notes: Use of term “credible” was discussed on January 20, but does not appear here in the revisions. A homework volunteer acknowledged it was an oversight. Suggestion made again to use the term “credible” rather than “best-available.” Need to also look for use of the term “best-available” throughout this document and change to credible. Definition lives in the January 20 notes. A participant noted that the definition of “best available science” has evolved through administrative actions, litigation, legislation, etc. and voiced concern that this new term (credible) is open to interpretation. Credible is currently defined in the Jan. 31 potential recommendations document, which needs to be moved here (see footnote on page 12 of the January 31, 2012 BRCC and SAG potential recommendations document). Otherwise, participants indicated they could live with the suggested edits to excellence.

Teamwork and Partnerships: DFG/F&GC pursue productive relationships through communication, collaboration, understanding, trust and respect, engaging employees, other organizations and the public at all levels of the organizations.

[Proposed change to the teamwork core value retained by homework volunteers.]

Meeting notes: all terms need to be defined in chapter 3 via footnote (in addition to including in the glossary), including partnerships and ecosystem-based management.

Innovation: DFG/F&GC encourage creativity as they proactively meet challenges, promoting a culture of finding solutions.

~~{Suggested additional core value:}~~

~~**Science:** DFG and F&GC base their actions and policies on sound science.~~

[Proposed additional “science” core value not supported by homework volunteers; “science” is really more of a tool and more appropriately belongs in common themes – or overarching strategies - where it is identified in at least two different places.]

Meeting notes: Meeting participants agreed that they could live with this section moving forward with the suggested edits.

¹ “Credible” is used here to also represent “best-available science” also known as “best scientific information available” (BSIA), which according to the National Research Council should not be overly prescriptive due to the dynamic nature of science, but should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation, and peer review of information as appropriate.

Section 3: Suggested Statements of ~~Common Themes~~Foundational Strategies

[Project staff suggests two changes for this section, the first related to nomenclature and the second related to new prefatory language. First, “common themes” does not adequately describe the intent of these four (or five) statements; these were intended to represent the practices or strategies with which DFG and F&GC leadership and staff will conduct their work. As such, project staff suggests that “common themes” be renamed “overarching strategies” to better reflect the intent of the statements. Second, additional prefatory text would help the reader better understand these overarching strategies. Project staff suggests:]

Meeting notes: Staff described how these four common themes emerged from the original ten common themes, and reiterated the ongoing confusion with using “common themes” to describe them. A participant suggested possibly using “foundational strategies” instead? No opposition indicated. The “common themes” in Section 3 will now be referred to as “foundational strategies.”

During discussions among SAG and BRCC members during the strategic vision process, a number of themes began to emerge. While a number of “themes” were common among multiple discussions, only four stood out as fundamental to everything DFG and F&GC might do in the future; these themes represent the practices or strategies that leadership and staff should use in their work. In other words, the four ~~overarching~~foundational strategies generally impact almost everything DFG and F&GC expect to achieve and represent the fundamental ways in which the public should experience department and commission efforts to meet their missions.

1. **DFG/F&GC engage in clear and compelling communication, education and outreach, both internally and externally.** In all aspects of their work they exchange ideas and information to achieve common understanding or to create new or improved awareness with their colleagues, partners and the public. Through their focus on public and customer service, they maintain open channels of communication by which to receive feedback from citizens.

[Proposed change not supported by homework volunteers; this concept is already included in the common themes (foundational strategies) so it is redundant.]

Meeting notes: Homework volunteer recommendation supported by meeting participants with the statement that they could “live with” the original text without the additional sentence.

2. **DFG/F&GC are committed to formal and informal partnerships and collaboration.** In all aspects of their work they will seek to utilize both formal and informal partnerships and collaboration that allows them to provide consistent, unified and optimized delivery of products and services.

{Suggested major rewording of statement 2:}

- ~~2. **DFG/F&GC are committed to co-management of the environment in cooperation with other responsible entities.** In all aspects of their work they will seek to utilize both formal and informal partnerships and collaboration, with local communities and other entities (including other state~~

agencies) responsible for resource management that allows them to provide consistent, unified and optimized delivery of products and services.

[Proposed second version of common theme (foundational strategy) #2 not supported by homework volunteers; recognizing that the language could still be improved, the homework volunteers do not want to limit partnerships and collaboration to "responsible" entities only and if example organizations are listed it should be more inclusive.]

Meeting notes: Homework volunteer recommendation supported by meeting participants with the statement that they could "live with" the original wording of foundational strategy #2.

3. **DFG/F&GC use "ecosystem-based" management² (multi-media, multi-species, multi-habitat), informed by credible best available biological science and aimed at preservation and restoration of ecosystems.** ~~In all aspects of their work they use an approach that recognizes the full array of interactions in a system, including humans, rather than single issues, species or services in isolation. In evaluating policy options, where consensus exists in the relevant scientific community, as expressed in peer reviewed journals, that consensus will be decisive. When scientific or technological information is considered in policy decisions, the information should be subject to well-established scientific protocols processes, including peer review where appropriate. The scientific or technological findings or conclusions considered or relied on in policy decisions should be made available to the public.~~

[Proposed changes in underline and strikethrough not supported by homework volunteers; additional change suggested by volunteers in blue underlined text, including the footnote. This has been a difficult concept to put in writing, although the homework volunteers are in agreement on the proposed text and are requesting input from SAG and BRCC members.]

[DFG staff note: It's not appropriate to limit the science to only biological. Often a solution to a resource problem has repeatedly not worked (sometimes causing the owner or the public millions of dollars) because the physical context was not understood (e.g. geology at St. Paula fish ladders). When the DFG physical scientists were eventually brought in they provided the skill set to correctly address the problem. Other examples of sometimes needed sciences include physical oceanography and hydrology.]

Meeting notes: The final sentence in the recommendation is deleted but then added to foundational strategy #4. Homework volunteer recommendation supported by meeting participants with the statement that they could "live with" the proposed text with the additional changes.

² Ecosystem-based management is an environmental management approach that recognizes the full array of interactions within an ecosystem, including humans, rather than considering single issues, species, or ecosystem services in isolation (Christensen et al. 1996, McLeod et al. 2005). Meeting notes: See page 11 from the potential recommendations document for notes about this discussion. The definition in this footnote will remain for now and be discussed again in third phase.

4. **DFG/F&GC engage in broadly-informed and transparent decision-making.** In all aspects of their work they engage in transparent decision-making procedures and outcomes that inspire public confidence and trust ~~through the inclusion of best available science and other relevant information.~~ When decisions rely on scientific or technical findings or conclusions, that information should be made available during public decision-making processes.

Meeting notes: Meeting participants stated that they could “live with” foundational strategy #4 with the additional changes.

~~{Suggested additional common theme:}~~

5. ~~**DFG/FG&C actively advocate for their joint mission.** They actively communicate to the legislature and the public the need for appropriate resources and funding to fulfill the mandates they are given. They are careful to communicate honest justifications for their costs and the efficiency and effectiveness with which they use the resources given them.~~

[Proposed changes not supported by homework volunteers; promoting or advocating the work of DFG and F&GC is not an overarching practice or strategy that should be employed by DFG and F&GC employees in all aspects of their work, but it is about clear and compelling communication which is addressed in common theme (foundational strategy) #1.]

Meeting notes: Homework volunteer recommendation supported by meeting participants with the statement that they could “live with” the proposed text being removed from the foundational strategies.

Section 4: Suggested Statements of Goals and Objectives

[Staff note: When originally developing this section of the chapter, staff used parenthetical examples after some of the objectives to highlight where certain ideas were being captured. It was not staff intent to suggest retaining the parenthetical examples in the final strategic vision.]

Meeting notes: A suggestion was made to eliminate all parenthetical examples for the objectives in goals 1 through 4. Meeting participants indicated that they could “live with” eliminating the examples.

Goal 1. Strong Relationships with Other Agencies, Organizations and the Public

DFG/F&GC will build strong relationships with other organizations and the public, and specifically will:

1. Increase stewardship awareness and participation by the public (~~“Build a citizenry that understands and supports California’s fish, wildlife, and plant resources and their habitats”, which includes communication, outreach and education~~), coordinating, to the extent possible, with the state university systems to design programs for professional training

[Proposed change in objective 1 not supported by homework volunteers; increased stewardship awareness and participation can be achieved in many ways, and coordinating with the university system for professional training is just one example.]

2. Proactively engage other agencies, organizations and stakeholders as partners and collaborators; and actively advocate with the legislature and the office of the governor for the support and resources necessary to fulfill their mission

[Proposed change in objective 2 not supported by homework volunteers; promoting the work of DFG and F&GC is not so much about building strong relationships with others as it is about clear and compelling communication, which is addressed in common theme (foundational strategy) #1.]

3. Understand stakeholder challenges and expectations
4. Provide excellent customer service
5. Embrace and support diversity among stakeholders and the public
6. Share data, processes, tools, knowledge, expertise and information
7. Engage in timely and transparent decision-making
8. Exhibit fiscal transparency and accountability by enhanced use of internal and external information technology; and maintain strong relationships with those responsible for funding: stakeholders, the legislature, and the office of the governor.

[Proposed change in objective 8 not supported by homework volunteers; everything after “by” provides two examples of how to potentially achieve the objective.]

9. Find collaborative, place-based solutions involving local publics and indigenous peoples, and promote volunteer opportunities that will further the mission

[Proposed change in objective 9 not supported by homework volunteers; involving local publics and indigenous peoples are inherently part of the goal – strong relationships with other agencies, organizations and the public – while creating volunteer opportunities is a specific method for potentially achieving multiple objectives.]

Meeting notes: All homework volunteer recommendations under Goal 1 supported by meeting participants with the statement that they could “live with” the proposed text with the additional changes.

Goal 2. Highly Valued Programs and Quality Services

DFG/F&GC will deliver programs that are valued by the public and services of the highest quality, and specifically will:

1. Protect, and manage, ~~enhance and restore~~ wildlife resources ~~(regulations, compliance, science, etc.)~~ [Retain the “enhance and restore” text.]

[Changes here proposed by homework volunteers; eliminates language that creates heartburn for many stakeholders and acknowledges the legislative mandate to not only “manage,” but also “protect” resources.]

Meeting notes: Discussion ensued. Some SAG members cannot live with striking the “enhance and restore” language. The suggestion was made to strikeout the “enhance and restore” text as

recommended by the homework volunteers, per a majority of those present. Those opposed to striking out “enhance and restore” had the following concerns: many of the recommendations make reference to enhancing and restoring, yet not including the language in the goals or objectives. Managing is not necessarily the same as enhancing and restoring. Some of the potential actions identified in the recommendations are “lost” by excluding this language. Want to acknowledge that both non-consumptive and consumptive members are uncomfortable with this change. Enhance and restore suggests that there are resources not in a desirable condition that need work, which is not captured with only protect and manage. DFG has been very active in both enhancing and restoring resources (examples given were Tule Elk and wetlands). These two words are part of what the department does and what it should do in the future.

Second discussion. After the further discussion, the majority of those present indicated that they could live with retaining the “enhance and restore” language. Debbie Byrne cannot live with the “enhance and restore” language. Restore to what? Need most of 38 million people to leave the state in order to truly restore habitats and species. Restore to conditions during what time frame? 1800s, 1700s, etc. Not comfortable with these words since they are open to interpretation with regard to desired condition and what time frame to be used as reference.

2. Help achieve and maintain healthy ecosystems ~~(IRM, partnerships, science, etc.)~~
3. Promote and support public outdoor recreation, hunting and fishing
4. Provide consistent and unified delivery of quality services and products
5. Practice adaptive management ~~(monitoring, science, etc.)~~ [it was suggested that this requires clarification.]

[Proposed additional clarification in objective 5 not supported here by homework volunteers; adaptive management is defined in the California Fish and Game Code.]

Meeting notes: The homework volunteer recommendation was supported by meeting participants with the statement that they could “live with” not including the proposed text for objective 5.

6. Pursue local, regional and statewide recognition of successes
7. Engage in broadly-informed and transparent decision-making ~~(multiple sciences, public attitudes, traditional knowledge, etc.)~~

Goal 3. An Effective Organization

DFG/F&GC will achieve outcomes consistent with their missions, and specifically will:

1. Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations ~~(permitting, planning, etc.)~~ and statewide within DFG.

[Proposed objective 1 change retained by homework volunteers.]

Meeting notes: The homework volunteer recommendation was supported by meeting participants with the statement that they could “live with” including the proposed text for objective 1.

2. Encourage and support strong internal, external and interagency communications and collaboration
3. Develop, align and inform clear fish and wildlife statutes, regulations and governance
4. Define and support success ~~(measurable outcomes, work plans, etc.)~~
5. Encourage creative problem solving and foresight into emerging challenges and issues.

[Proposed objective 5 change retained by homework volunteers.]

Meeting notes: The homework volunteer recommendation was supported by meeting participants with the statement that they could “live with” including the proposed text for objective 5.

6. Develop knowledgeable, capable and experienced employees and commissioners ~~(retention, skills improvement, leadership development, appointment procedures, etc.)~~

[Proposed objective 6 change retained by homework volunteers.]

Meeting notes: The parenthetical examples were removed, making the question about the additional text moot.

7. ~~Improve and maintain~~Demonstrate credibility ~~(scientific, decision-making, fiscal, etc.)~~. This includes enforcement personnel and others having direct contact with the public.

[Proposed objective 7 change retained by homework volunteers.]

Meeting notes: The homework volunteer recommendation was not supported by meeting participants for objective 7.

8. Delegate authority commensurate with responsibilities
9. Embrace and support diversity in employees

Meeting notes: For Goal 3, the homework volunteer recommendations were supported with additional changes, except objective 7 which was not retained.

Goal 4: An Efficient Organization

DFG/F&GC will efficiently utilize their resources, and specifically will:

1. Align internal governance practices, processes and structures ~~(permitting, planning, organizational structure, etc.)~~
2. Develop simple, clear and consistent governance and permitting practices and processes
3. Manage capacity/resources ~~(prioritize mandates and efficiently allocate resources accordingly)~~
4. Maximize services while minimizing costs ~~(improved technologies, volunteers, etc.)~~
5. [Suggested revised language from homework volunteers] Develop and implement equitable funding mechanisms that ensure funding is directed to program priorities to the maximum extent possible ~~(Based on suggestions, the matter of funding (point 5) might be moved to Goal 1, where it~~

~~is framed as a matter of relating to the entities—stakeholders, legislature, governor’s office—which bear responsibility for funding DFG and F&GC. However, if that is done, funding might still be mentioned here inasmuch as DFG does in fact partially fund its operations through fees.) Develop adequate, stable and sustainable funding. Self fund, to the extent feasible, through diverse fee structures which do not unfairly burden particular segments of the resource using public.~~

Meeting notes: Homework volunteer recommendation for objective 5 supported with statement from meeting participants that they could “live with” the revised text.

APPENDIX A

To capture and display the feedback received on chapter 3 of the draft interim strategic vision, staff prepared a document on January 19, 2012 that compiled suggestions for rewording text. The text in this appendix was originally found at the beginning of the January 19 document and under Section 1: Suggested Mission and Vision Statements.

Since only preliminary conversations have been held among BRCC and SAG members about potential changes to the visions and missions of DFG and F&GC, specific recommended changes, if any, to the existing DFG and F&GC vision and mission statements will be addressed in the third phase of the CFWSV Project.

The heart of the draft interim strategic vision is chapter 3, which distilled the work of the CFWSV Blue Ribbon Citizen Commission (BRCC) and Stakeholder Advisory Group (SAG) through the time of the document's publication. The content of chapter 3 is organized into four sections:

1. mission and vision statements for both the California Department of Fish and Game (DFG) and the California Fish and Game Commission (F&GC),
2. core values which should guide the work of DFG and F&GC,
3. common themes which emerged in discussions among the BRCC and SAG, including SAG working groups, and
4. goals and objectives for the future work of DFG and F&GC.

To capture and display the feedback received on chapter 3 of the draft interim strategic vision, staff prepared a document that compiled suggestions for rewording the four sections. The mission and vision statement suggestions are presented in succession, each version having an identifying number.

In one instance, a suggested change can only be manifested in multiple locations: One suggestion for rewording the mission statements of DFG and F&GC is that the two agencies should have the same mission statement. Thus, an explanatory note is placed in the list of DFG mission statements, referring to the suggested joint mission statement which occurs among the F&GC statements. Such explanatory notes are set off in {curly brackets} to prevent their being mistaken for suggested wordings.

It is worth noting that for this visions and missions portion of chapter 3, at least one comment called for no changes to the text. It was not clear whether such a response represented (a) a belief that the existing wording was the best possible, (b) merely the absence of an idea for superior wording, or (c) no opinion on the matter. For example, if a survey respondent answered "no change" regarding the current DFG mission statement, this may mean the respondent actively supports the current wording, does not have a suggestion for better language, or simply has no opinion on the matter.

Suggested Mission and Vision Statements

Suggested DFG Mission Statement

Current DFG Mission Statement:

The mission of the California Department of Fish and Game is to 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.

DFG Mission Suggestion 1:

The mission of the [Department of Wildlife] [Department of Fish and Wildlife] is, in partnership with other resource agencies and organizations, to protect, restore, and manage California's environment, with focus on its diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their sustainable use and enjoyment by the public.

DFG Mission Suggestion 2:

The mission of the *California Department of Fish and Game* is to manage California's wildlife resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.

DFG Mission Suggestion 3:

The mission of the *California Department of Fish and Game* is to manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their sustainability to the global natural ecosystem.

DFG Mission Suggestion 4:

{See F&GC Mission Suggestion 2, below, which incorporates a suggestion that DFG and F&GC have a single mission statement.}

Suggested F&GC Mission Statement

Current F&GC Mission:

The mission of the *California Fish and Game Commission* is, on behalf of California citizens, to ensure the long term sustainability of California's fish and wildlife resources by:

- Guiding the ongoing scientific evaluation and assessment of California's fish and wildlife resources;
- Setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Game;
- Establishing appropriate fish and wildlife resource management rules and regulations; and
- Building active fish and wildlife resource management partnerships with individual landowners, the public and interest groups, and federal, state and local resource management agencies.

F&GC Suggestion 1 {all “by” bullet points removed, to be moved to the vision}:

The mission of the California Fish and Game Commission is, on behalf of California citizens, to ensure the long term sustainability of California’s fish and wildlife resources by overseeing and setting policy for the California Department of [Fish and] Wildlife.

F&GC Suggestion 2 {DFG and F&GC share a single mission}:

The California Department of Fish and Game and the California Fish and Game Commission share a single mission: to 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.

Suggested DFG Vision Statement

Current DFG Vision:

We seek to create a California Department of Fish and Game that:

- acts to anticipate the future.
- approaches management of our wildlife resources on an ecosystem basis.
- bases its resource management decisions on sound biological information and a clear understanding of the desires of the public.
- is based on teamwork and an open and honest internal communication.
- empowers its employees to make most of the "how" decisions.
- is committed to extensive external communication and education programs.
- creates and promotes partnerships; coalitions of agencies, groups, or individuals; and any other collaborative efforts to meet the needs and management of wildlife resources.

DFG Vision Suggestion 1:

We seek to create a California Department of Fish and Game that:

- acts to anticipate the future.
- approaches management of our fish, wildlife and habitat resources on an ecosystem basis.
- acts to protect and restore ecosystems.
- bases its resource management decisions on sound biological information
- is based on teamwork and an open and honest internal communication.
- empowers its employees to make most of the "how" decisions.
- is committed to extensive external communication and education programs.
- supports staff involvement in field research and the publication of scientific papers
- creates and promotes partnerships; coalitions of agencies, groups, or individuals; and any other collaborative efforts to meet the needs and management of wildlife resources.
- makes its policy and management decisions openly and transparently.

Suggested F&GC Vision Statement

Current F&GC Vision:

The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to assure California has sustainable fish and wildlife resources.

F&GC Vision Suggestion 1:

The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to ensure California has sustainable native and desired non-native fish and wildlife resources.

F&GC Vision Suggestion 2:

The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game, other resources agencies and organizations, and the public, is to assure California has sustainable, healthy and resilient fish and wildlife.

F&GC Vision Suggestion 3:

The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to assure California has healthy functioning native ecosystems.

F&GC Vision Suggestion 4:

The vision of the California Fish & Game Commission is, through its oversight and direction of the Department of Fish and Game, to ensure California has sustainable plant and wildlife resources, by the maintenance of healthy habitats.

F&GC Vision Suggestion 5:

The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to ensure that California's citizens will have continued use and enjoyment of sustainable fish and wildlife resources.

F&GC Vision Suggestion 6:

The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to conserve California's wildlife resources for future generations.

F&GC Vision Suggestion 7:

The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to protect, enhance, and ensure the sustainability of California's fish and wildlife resources.

F&GC Vision Suggestion 8:

The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to fulfill its mission by:

- Guiding the ongoing scientific evaluation and assessment of California's fish and wildlife resources;
- Setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Game;
- Establishing appropriate fish and wildlife resource management rules and regulations; and
- Building active fish and wildlife resource management partnerships with individual landowners, the public and interest groups, and federal, state and local resource management agencies.