

California Fish and Wildlife Strategic Vision Project
Suggested Revisions to Chapter 3 of the Draft Interim Strategic Vision
Based on BRCC/SAG Suggestions and Public Comments
January 19, 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.

To capture and display the feedback received on chapter 3 of the draft interim strategic vision, staff has prepared this document that compiles suggestions for rewording the four sections. The suggestions are presented in one of three ways:

1. Separate full versions of an element (such as a mission statement for DFG) are given in succession, each version having an identifying number.
2. Where an element is rather lengthy, and the variations between versions small, the suggested changes are set off by using track-changes. Suggested additions are underlined and suggested deletions struck through; both types of changes are shown in red.
3. Where a number of suggestions have been made for the same small part of an element, the suggested wordings of that part have been presented in a series, with each suggestion set off by brackets. Thus, for example, within a suggested version, the text

[a] [another] [a different]

represents three mutually exclusive suggested wordings.

In a few instances, a suggested change can only be manifested in multiple locations. For example, 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 nearly every portion of chapter 3, at least one comment called for no changes to the text. It was not always 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.

Section 1: 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 CDFG 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 ~~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.
- 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.

Section 2: Suggested Statements of Core Values

Of the five core values listed in chapter 3, no one suggested deleting or changing the descriptive keyword (in bold at the start of each statement) except in the case of "Teamwork". It was suggested, though, that there be an additional core value (science) added.

There were a number of suggestions as to the meaning of stewardship, but most of those suggestions have been incorporated into the suggested wordings of mission and vision statements, in section 1 of this document.

The core value statements, with suggested changes tracked, 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 our 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.

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 science in their evaluations of programs and policies.

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.

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.

Section 3: Suggested Statements of Common Themes

Suggestions for rewording the four statements of common themes can mostly be presented in tracked changes to the originals. In the case of statement 2, though, the rewording is major and the reworded statement is presented here in full.

A fifth common theme was suggested, added below.

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.
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.
3. **DFG/F&GC use “ecosystem-based” management (multi-media, multi-species, multi-habitat), informed by 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.

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.

{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.***

Section 4: Suggested Statements of Goals and Objectives

No suggestions were received that suggested changes to the basic structure of the four goal headings. Thus, the same headings as in the original chapter 3 are used here.

A common comment, both from the public and from BRCC and SAG members, was that the language of these goals and objectives is somewhat vague, and that many of them are thus not “SMART” (specific, measurable, attainable, realistic and time-bound). Unlike several more specific responses to these goals and objectives, the suggestion to make them more specific and SMART is not easy to convert to suggested language revisions.

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

CDFG/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
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
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.](#)
9. Find collaborative, place-based solutions [involving local publics and indigenous peoples, and promote volunteer opportunities that will further the mission](#)

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, manage, enhance and restore wildlife resources (regulations, compliance, science, etc.)
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.) [\[it was suggested that this requires clarification.\]](#)
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.](#)
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.](#)
6. Develop knowledgeable, capable and experienced employees and commissioners (retention, skills improvement, leadership development, [appointment procedures,](#) etc.)

7. Improve and maintain credibility (scientific, decision-making, fiscal, etc.). This includes enforcement personnel and others having direct contact with the public.
8. Delegate authority commensurate with responsibilities
9. Embrace and support diversity in employees

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. {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.