

California Fish and Wildlife Strategic Vision
Blue Ribbon Citizen Commission and
Stakeholder Advisory Group Draft Interim Framework
Draft Revised November 9, 2011

The California Fish and Wildlife Strategic Vision (CFWSV) is intended to address, among other things, improving and enhancing the capacity of the California Department of Fish and Game and the California Fish and Game 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.

This document captures staff’s first effort to summarize the range of products developed by the CFWSV Blue Ribbon Citizen Commission (BRCC) and CFWSV Stakeholder Advisory Group (SAG) for potential inclusion in a draft interim strategic vision. On November 8, 2011, BRCC and SAG members were asked if they could “live with” this document being distributed for the purpose of generating a public dialogue, but were not asked to indicate any level of support for the specific items contained within.

Current Missions and Visions

The California Department of Fish and Game (DFG) and the California Fish and Game Commission (F&GC) function under individual, though similar and related, mission and vision statements.

Current Missions
<p>The mission of the <i>California Department of Fish and Game</i> 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.</p> <p>The mission of the <i>California Fish and Game Commission</i> is, on behalf of California citizens, to ensure the long term sustainability of California’s fish and wildlife resources by:</p> <ul style="list-style-type: none"> • 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.

Current Visions
<p>We seek to create a <i>California Department of Fish and Game</i> that:</p> <ul style="list-style-type: none"> • 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. <p>The vision of the <i>California Fish & Game Commission</i>, in partnership with the Department of Fish and Game and the public, is to assure California has sustainable fish and wildlife resources.</p>

Potential Core Values, Common Themes, Goals and Objectives

To assist the dedicated current and future leaders and staff of these important organizations, visionary and cohesive guidance is needed. A mission and vision are an important start; they are not enough. Truly improving and enhancing the capacity and effectiveness of these organizations requires systemic characterization of who the department and commission are; what they do and what they will consistently seek to achieve; ultimately, it also requires an understanding of *how* they will do what they do to achieve their missions, visions and goals. This document presents potential recommended guidance from the BRCC and SAG to support this approach.

Potential Core Values

The highest priorities of how people within the organizations will carry out their responsibilities. These core values should define the organizational culture of the department and commission.

During discussions about the future vision of DFG and F&GC, certain values were implicitly and explicitly being suggested. The core values heard most often, with a brief sentence to describe the intent, 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 to the highest ethical and professional standards, pledging to fulfill their duties and deliver on our commitments.

Excellence: DFG/F&GC pursue quality, proactively assessing their performance and striving to continuously improve programs, services, and work products.

Teamwork: 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.

Potential Common Themes

Defined through the collective work of BRCC and SAG members in topic-specific working groups and joint meetings, the proposed common themes represent the underlying principles and practices with which leadership and staff will do their work. These themes represent the fundamental ways in which the public should experience department and commission efforts to meet their missions.

During discussions among SAG and BRCC members about the issues frameworks being developed by SAG working groups, a number of themes began to emerge that were common to all or several of the working groups. While these "themes" were common among working groups, only four appear to stand out as fundamental to everything DFG and F&GC might do in the future. Still referenced as "common" themes are:

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

Potential Overarching Goals and Objectives

A goal defines what the department and commission will achieve as they pursue their missions.

An objective is a smaller, more specific goal that helps achieve each overarching goal. Objectives should be SMART: **Specific** (concrete, step-by-step actions needed to make one or more goals succeed), **Measurable** (observable results from accomplishing the objective), **Attainable** (it is both possible and done at the right time with sufficient attention and resources), **Realistic** (the probability of success is good, given the resources and attention given), and **Time-bound** (objective is achieved within a specified period of time in a way that takes advantage of the opportunity before it passes). Achieving several objectives usually means you are achieving one or more goals.

Goals and objectives will periodically conflict and, at times, the department and commission will have to weigh the costs and benefits of pursuing one goal and objective over another. In this manner, they are different from common themes, which represent the consistent manner in which the department and commission will do their work.

The proposed goals and objectives listed in this document are not presented in any particular order and are NOT currently being proposed by the BRCC or SAG as recommendations for a strategic vision. Some of these goals and objectives may require legislative action in order to be implemented, which is beyond the authority and ability of DFG and F&GC.

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)
2. Proactively engage other agencies, organizations and stakeholders as partners and collaborators
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
9. Find collaborative, place-based solutions

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.)
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.)
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
6. Develop knowledgeable, capable and experienced employees and commissioners (retention, skills improvement, leadership development, etc.)
7. Improve and maintain credibility (scientific, decision-making, fiscal, etc.)
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. Develop adequate, stable and sustainable funding

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