

## STAFF SUMMARY FOR AUGUST 7-8, 2019

**15. STRATEGIC PLANNING****Today's Item****Information** **Action** 

This is a standing agenda item for 2018-19 FGC meetings as FGC develops a new strategic plan. Today's discussion and potential action will take place in a workshop format, to receive input on a series of strategic planning questions that will help guide development of draft goals.

**Summary of Previous/Future Actions**

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|--|----------------------------------|
| • First FGC strategic planning meeting             | Feb 22, 2018; Sacramento         |
| • Discussion of draft mission, vision, core values | Jun, Aug, Oct 2018; various      |
| • Adopted mission, vision, and core values         | Dec 12-13, 2018; Oceanside       |
| • Received updates                                 | Feb, Apr, Jun 2019; various      |
| • <b>Today's input on seven key questions</b>      | <b>Aug 7-8, 2019; Sacramento</b> |

**Background**

In anticipation of FGC's upcoming 150-year anniversary in 2020, a strategic planning process was initiated in early 2018 (see Exhibit 1 for background). In the first of a three-phase process, FGC reassessed its mission and vision, and developed a set of core values, in concert with staff and stakeholders. Adopted in Dec 2018, the revised mission, vision, and new core values (Exhibit 2) are serving to guide a forward-thinking update to the strategic plan.

In Jun 2019, staff reported that the second phase of the planning process was ramping up, to consist primarily of data gathering and synthesis with staff, stakeholders and commissioners. Staff has been reviewing strategic plans developed by other wildlife-focused organizations, assessing surveys conducted through other strategic planning processes, developing a series of questions for an online survey as well as in-person and phone interviews, and creating lists of participants for the survey and interviews. The information gathered during this phase will be analyzed and used to help guide development of draft goals for FGC consideration.

This agenda item will be held in a workshop format, where commissioners can receive input from members of the public on seven key questions:

1. Briefly describe, in a few words or sentences, how you and/or your organization perceive FGC.
2. What do you believe are FGC's three greatest strengths?
3. What are FGC's three areas in greatest need of improvement?
4. What are the three greatest opportunities available to FGC as it moves forward over the next five years?
5. What are the three greatest obstacles FGC is facing in the next five years?
6. In the next five years, what goals do you believe should be the highest priority for FGC?
7. What is your level of trust that FGC leaders are responsible stewards of the resources under their authority?

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This item will begin at 3:00 p.m. or 30 minutes after the last agenda item heard today, whichever is later.

**Significant Public Comments (N/A)**

**Recommendation**

**Exhibits**

1. [Staff summary from Agenda Item 23, Strategic Planning, June 12-13, 2019](#) (for background only)
2. [FGC mission, vision and core values](#), adopted Dec 13, 2018

**Motion/Direction (N/A)**

**STAFF SUMMARY FOR JUNE 12-13, 2019****23. STRATEGIC PLANNING****Today's Item****Information** **Action** 

This is a standing agenda item for 2018-19 FGC meetings as FGC develops a new strategic plan. Today FGC will receive an update on the next steps in the strategic planning process.

**Summary of Previous/Future Actions**

- First FGC strategic planning meeting Feb 22, 2018; Sacramento
- Adopted mission, vision and core values Dec 12-13, 2018; Oceanside
- **Today's update Jun 12-13, 2019; Redding**

**Background**

FGC created its current strategic plan in 1998. Over the ensuing 20 years much has changed, among them a commission with broader authorities, a more ecosystem-based approach to addressing fish and wildlife issues, and new challenges facing wildlife populations. With its upcoming 150-year anniversary, FGC determined that the time is right to reassess its mission, vision, and to develop a set of core values to guide a forward-thinking update to the strategic plan.

During the first phase of its strategic planning process, FGC held several public discussions and a workshop with stakeholders about draft core values and mission and vision statements. At its Dec 2018 meeting, FGC brought the first phase of planning to a close by adopting the core values and revised mission and vision statements that had been developed in concert with staff and stakeholders (Exhibit 1). FGC also indicated that the core values and mission and vision statements would be re-evaluated during the third, and final, planning phase.

The second phase of the planning process is underway, to consist primarily of data gathering and synthesis with staff, stakeholders and commissioners. With the various staffing transitions mostly settled, this next phase of the strategic planning effort has begun again in earnest. Staff is evaluating strategic plans developed by other wildlife-focused organizations, assessing surveys conducted through other strategic planning processes, developing a series of questions for an online survey as well as in-person and phone interviews, and creating lists of participants for the survey and interviews. Staff is working to ensure that the process stays on track for a complete and valuable product by FGC's 150-year anniversary while striving to provide objectivity during the data gathering and synthesis without the assistance of a neutral third party.

Staff is constructing the framework for a two-hour public workshop with commissioners at FGC's Aug 2019 meeting for the purposes of reviewing initial survey and interview results and discussing potential draft goals and objectives. The results of the workshop and subsequent discussion at FGC's Oct 2019 meeting will be the initial development of a draft strategic plan for public review.

**Significant Public Comments (N/A)**

**STAFF SUMMARY FOR JUNE 12-13, 2019**

**Recommendation (N/A)**

**Exhibits**

1. FGC mission, vision and core values, adopted Dec 12, 2018

**Motion/Direction (N/A)**

# **California Fish and Game Commission**

## **Commission Mission, Vision and Core Values**

*Adopted December 13, 2018*

### **Mission**

The mission of the California Fish and Game Commission, in partnership with the California Department of Fish and Wildlife, is to provide leadership for transparent and open dialogue where information, ideas and facts are easily available, understood and discussed to ensure that California will have abundant, healthy, and diverse fish and wildlife that thrive within dynamic ecosystems, managed with public confidence and participation, through actions that are thoughtful, bold, and visionary in an ever-changing environment.

We recognize our responsibility to hold California's fish and wildlife and their habitats in the public trust, as well as their cultural and intrinsic value, and therefore work collaboratively with other federal, tribal, state and local government agencies, non-governmental organizations and the people of California to establish scientifically-sound policies and regulations to protect, enhance and restore California's native fish and wildlife in their natural habitats, and to secure a rich and sustainable outdoor heritage for all generations to experience and enjoy through both consumptive and non-consumptive activities.

### **Vision**

The vision of the California Fish and Game Commission is a healthy and biodiverse, natural California in which an array of native fish and wildlife thrive within dynamic ecosystems and inspire human interaction and enjoyment.

### **Core Values**

#### ***Integrity***

We hold ourselves to the highest ethical and professional standards, pledging to transparently fulfill our duties and deliver on our commitments to protect and hold California's fish and wildlife and their ecosystems in the public trust, to ensure consistency of expectations and outcomes. We ensure that our choice or order of decision-making does not arbitrarily prioritize one interest group over others. We hold ourselves accountable to act in accordance with our values and code of ethics, even when it is difficult. Our actions reflect honesty, truthfulness, respect and accuracy.

#### ***Transparency***

We recognize the important and wide-ranging impacts the Commission's decisions have on California's wildlife, wildlife habitat and residents, and that these decisions should be made based on a variety of inputs in an open, inclusive and public process that solicits a diverse set of perspectives. We strive to communicate with our partners, our stakeholders and the public responsively and openly about how and why decisions are made. We use adaptive processes and consistently gather as much information as possible to ensure the Commission is best informed for thoughtful decision-making, while acknowledging that decisions are most often made with incomplete information.

## ***Innovation***

We respond to the ever-changing natural and human environments by evaluating the efficiency and effectiveness of our decisions and processes, identifying new ideas that challenge conventional wisdom and historical biases, and seeking opportunities for innovation. We recognize that innovation always involves some element of risk, and that creative problem-solving and implementing forward-thinking solutions where value is added is key to meeting the constantly evolving needs of our stakeholders and California's fish and wildlife. We take time to frame challenges, adapt, and execute new and useful ideas, including applying advances in sound science, evolving concepts of wildlife management, and public values toward wildlife in new and bold ways. We encourage novelty, creativity and flexibility as we proactively meet challenges and problem-solve.

## ***Collaboration***

We value collaboration, including teamwork and partnerships, in problem-solving and in developing policies and regulations. Teamwork is actively fostered and is one of the main ways we function. Collaborative efforts extend beyond the Commission and its staff to empower a diversity of stakeholders, other federal, tribal, state and local agencies, non-governmental organizations, and the people of California to participate in our problem-solving and decision-making processes and, where appropriate, engage in working groups that are inclusive and transparent.

We pursue productive and considerate partnerships, rather than relationships solely based on a formal legal agreement, and celebrate one another's successes as we take them to the next level together. A partnership is a mutually beneficial arrangement that leverages resources to achieve shared goals between and among the partners, based on mutual respect, open-mindedness, trust, and genuine appreciation of one another's contribution. Our primary partner is our sister agency, the California Department of Fish and Wildlife.

## ***Excellence***

We pursue quality, proactively assessing performance and striving to continuously improve the delivery of fair and accessible services, work products and decisions, as well as the efficiency and cost-effectiveness with which these are delivered. We are committed to being and delivering the best, and are diligent about creating better ways of doing what we do. We take pride in our efforts and what we make possible. We approach every challenge with an expectation and determination to succeed.

## ***Stewardship***

We hold the state's wildlife and their habitats and ecosystems in trust for the public, respecting that they have intrinsic value and are essential to the well-being of all California residents. We give attention to the environmental and human stressors, including climate change, development and other threats, that affect the resilience and health of our wildlife and their habitats and ecosystems. We use credible science, evolving concepts of wildlife management, and public values toward wildlife to evaluate programs, policies and regulations that will help achieve our stewardship goals. We recognize the dynamic nature of and stay abreast of changes in science, and that it should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation and peer review of information as appropriate.