

STAFF SUMMARY FOR FEBRUARY 21, 2020

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

This is a standing agenda item as FGC develops a new strategic plan. Staff will provide an update on current progress and request input from commissioners.

Summary of Previous/Future Actions

- | | |
|--|---------------------------------|
| • Adopted mission, vision, and core values | Dec 12-13, 2018; Oceanside |
| • Received updates on second phase | Feb, Apr, Jun 2019; various |
| • Discussed seven key survey questions with stakeholders during workshop | Aug 7-8, 2019; Sacramento |
| • Discussed feedback from surveys and interviews | Dec 11-12, 2019; Sacramento |
| • Consider potential goals and provide direction on draft plan | Feb 21, 2020; Sacramento |

Background

In anticipation of FGC's upcoming 150-year anniversary in 2020, a strategic planning process was initiated in early 2018 (Exhibit 1 provides additional 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 summer 2019, staff initiated the second phase of the planning process, consisting primarily of data gathering and synthesis with staff, stakeholders and commissioners. An Aug 2019 FGC discussion was held in a workshop format so that commissioners, staff, and stakeholders could have a direct dialogue about several key questions related to FGC's performance and priorities (Exhibit 3). After the Aug discussion, approximately 14% of a randomly selected subset of FGC's mailing list members participated in an online survey designed to solicit broader input on key questions; compiled survey results are in Exhibit 4. As a more in-depth companion to the online survey, staff conducted interviews with 17 individuals, including commissioners and leadership from DFW, other agencies, non-governmental organizations and legislative staff. Questions were similar to those of the online survey, but also included questions about the new mission and vision statements. In Dec 2019, FGC discussed feedback received in the public survey and stakeholder interview results.

Staff has used the information gathered during the second phase to help guide development of draft goals to be considered by FGC as part of a strategic plan. Today, staff will introduce for FGC consideration input on potential goals and a refinement to the mission statement.

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

STAFF SUMMARY FOR FEBRUARY 21, 2020

Exhibits

1. [Staff summary from Aug 22-23, 2018 FGC meeting, Agenda Item 17, Strategic Planning \(for background only\)](#)
2. [FGC mission, vision and core values, adopted Dec 13, 2018](#)
3. [Staff summary from Aug 7-8, 2019 FGC meeting, Agenda Item 15, Strategic Planning \(for background only\)](#)
4. [Staff summary of key themes and public survey responses](#) are found in the meeting materials for Agenda Item 11 of the Dec 11-12, 2019 meeting
5. [Examples of potential revised mission statement](#) (*Exhibit added Feb 21, 2020*)
6. [Draft proposed strategic plan outline](#) (*Exhibit added Feb 21, 2020*)

Motion/Direction (N/A)

STAFF SUMMARY FOR AUGUST 22-23, 2018*For background only***17. 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.

Summary of Previous/Future Actions

- | | |
|--|---------------------------------|
| • First FGC strategic planning meeting | Feb 22, 2018; Sacramento |
| • Discussion held over to Jun meeting | Apr 18-19, 2018; Ventura |
| • Discussion of mission, vision, core values | Jun 20-21, 2018; Sacramento |
| • Today's discussion of potential mission, vision and core values | Aug 22-23, 2018; Fortuna |
| • Consider adopting mission, vision and core values | Oct 17-18, 2018; Fresno |

Background

FGC created its current strategic plan in 1998, which includes a mission statement and a vision statement. Over the ensuing 20 years, much has changed, not the least of which is a commission with broader authorities and a more ecosystem-based approach to addressing fish and wildlife issues. With the upcoming 150-year anniversary of FGC, the time is right to reassess its mission and vision statements, and to potentially adopt a set of core values or a core values statement.

At its Feb 22, 2018 strategic planning kickoff meeting, FGC discussed the overall goals of a new strategic plan and the type of strategic planning process in which to engage. FGC determined that it is seeking a streamlined planning process, given that there is significant information and input on which to build a new strategic plan, including the 2012 "California Fish and Wildlife Strategic Vision: Recommendations for Enhancing the State's Fish and Wildlife Management Agencies."

Today's meeting marks the second focused on potential changes to FGC's mission and vision (Exhibit 6) and a potential statement of core values. As requested during the Jun 2018 FGC meeting, staff has prepared a document that provides samples of mission and vision statements for other fish and game commissions in the United States as well as the U.S. Fish and Wildlife Service; in some cases, there is not a separate fish and game commission from the state's wildlife management agency (Exhibit 1).

After the Jun 2018 discussion, some commissioners were able to provide feedback on the current mission and vision statements, as well as potential core values (Exhibit 2) to help facilitate additional discussion during today's workshop. In addition, to complement the work of FGC, staff has reviewed and discussed potential changes to the mission and vision statements and identified potential core values (exhibits 3-5). These exhibits are meant to help facilitate an engaging discussion with commissioners to develop thoughtful and forward-thinking strategic planning documents.

STAFF SUMMARY FOR AUGUST 22-23, 2018*For background only*

Today's discussion is being held in a workshop format so that commissioners, staff and stakeholders can have a direct dialogue about the ideas generated to date, to develop additional ideas, and provide guidance to staff on potential changes to the mission and vision statements and on potential core values. FGC is scheduled to consider adopting the mission, vision and core values at its Oct 17-18, 2018 meeting.

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

1. Samples of mission and vision statements and core values from other states, dated Aug 10, 2018
2. Input from commissioners on potential mission, vision and core values, dated Aug 13, 2018
3. Input from FGC staff on FGC vision, dated Aug 14, 2018
4. Input from FGC staff on FCG mission, dated Aug 14, 2018
5. Input from FGC staff on FGC potential core values, dated Aug 14, 2018
6. Current FGC mission and vision statements, adopted in 1998

Motion/Direction

Provide staff with direction on potential changes to the mission and vision statements, as well as core values.

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.

STAFF SUMMARY FOR AUGUST 7-8, 2019*For background only***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

- | | |
|--|----------------------------------|
| • 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 |
| • Today's input on seven key questions | Aug 7-8, 2019; Sacramento |

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?

STAFF SUMMARY FOR AUGUST 7-8, 2019

For background only

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)

California Fish and Game Commission

A Review of the Mission within the Strategic Planning Process

February 21, 2020

Background

California Fish and Game Code Section 101.5(a), enacted by statute in 1957, set a foundation for the role of the California Fish and Game Commission in establishing that *“The members of the Commission are expected to make complex public policy and biological decisions on behalf of the people of California”* in undertaking its expanding responsibilities, given the expanding size and diversity of California’s population, and the evolving scientific knowledge of habitat conservation and ecosystem-based management needs of wildlife.

Consistent with its mandates, the California Fish and Game Commission (Commission) has undertaken a strategic planning process to chart a strategic path for fulfilling its mandate. In December 2018, the Commission adopted a new mission statement, a vision statement, and six core values. The Commission expressed interest in reviewing the mission and vision statements following public input gathered throughout the process. Specifically, based on input received during a workshop, a public survey and individual interviews, in December 2019 the Commission expressed support for considering a more focused mission statement by reviewing those aspects of the mission statement already reflected in the six adopted core values (integrity, transparency, innovation, collaboration, excellence and stewardship).

This review of the Commission mission statement relative to the vision statement and core values, and samples of a refined mission, are derived from the public input received over the last six months as well as specific individual feedback and Commission staff input.

Mission Statement as Adopted in December 2018

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 through both consumptive and non-consumptive activities for all generations to experience and enjoy.

Comparing the Mission’s Key Elements to Core Values and Vision Statement

Are key elements comprising the mission encompassed within the vision and/or one of the Commission’s core values of *Integrity, Transparency, Innovation, Collaboration, Excellence, and Stewardship*? Key elements of the mission statement are identified in Table 1 and

compared to the Commission’s core values and vision statement, showing how the ideas are already captured.

Table 1: Key Elements of Mission Compared to Core Value and Vision Statement

Key Elements of Mission	Core Value or Vision
The Mission of the California Fish and Game Commission,	N/A
in partnership with the California Department of Fish and Wildlife,	Collaboration
is to provide leadership for transparent and open dialogue where information, ideas and facts are easily available, understood and discussed	Transparency
to ensure that California will have abundant, healthy, and diverse fish and wildlife that thrive within dynamic ecosystems,	Stewardship, Vision
managed with public confidence and participation,	Integrity, Collaboration
through actions that are thoughtful, bold, and visionary in an ever-changing environment.	Innovation
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,	Stewardship
and therefore work collaboratively with other federal, tribal, state and local government agencies, non-governmental organizations and the people of California	Collaboration
to establish policies and regulations that are scientifically sound	Excellence
and to protect, enhance and restore California’s native fish and wildlife in their natural habitats	Stewardship, Vision
and to secure a rich and sustainable outdoor heritage for all generations to experience and enjoy through both consumptive and non-consumptive activities.	Stewardship, Vision

Combining Select Key Elements

Stewardship is not only a core value, but also integral to the Commission’s mandates. Staff suggests that combining phrases associated with stewardship, along with phrases not included in a core value or the vision statement, provides a solid starting point for considering a more focused “elemental” mission statement:

The Mission of the Fish and Game Commission is to hold California’s fish and wildlife and their habitats in the public trust, as well as for their cultural and intrinsic value, to establish policies and regulations that 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.

Developing Refined Versions for Commission Discussion

To help facilitate discussion and ideas about revising the mission statement, six sample versions distill down to greater or lesser degrees the elemental mission identified in the last section to provide increasing focus.

Distilled Mission, Version 1

~~To hold California's fish and wildlife and their habitats in the public trust, as well as for their cultural and intrinsic value, by establishing policies and regulations that protect, enhance and restore California's native fish, and wildlife, and in their natural habitats and to secure a rich and sustainable outdoor heritage all generations to experience and enjoy through both consumptive and non-consumptive activities.~~

Distilled Mission, Version 2, Using Clean Version 1 as Baseline

To hold California's fish, and wildlife ~~and their habitats~~ in the public trust by establishing policies and regulations that ~~protect, enhance and restore~~ both sustain its fish, wildlife, and habitats and ~~foster to secure a rich and sustainable enduring outdoor heritage for all generations to enjoy. through both consumptive and non-consumptive activities.~~

Distilled Mission, Version 3

To hold California's fish and wildlife in the public trust through adopting policies and regulations to both sustain fish and wildlife and ecosystems and foster a rich and enduring outdoor heritage for economic, social, and ecological values across generations.

Distilled Mission, Version 4

To protect, enhance, and provide access to California's fish, wildlife and ecosystems and foster a rich and enduring outdoor heritage for the people of California through complex policy and regulatory decisions.

Alternate Mission, Version 5, Building on Section 101.5(a) Fish and Game Code Mandate

To hold California's fish and wildlife in the public trust by making complex public policy and biological decisions on behalf of the people of California to protect and enhance California's fish and wildlife and ecosystems and secure a rich and enduring outdoor heritage for the benefit of all generations.

Alternate Mission, Version 6

To hold California's wildlife and their habitats in the public trust, engage the public who care about them, make complex public policy and biological decisions to ensure long-term sustainability, and manage human use for economic, social, and ecological values.

Next Steps

Staff requests input on a potential, refined mission statement in order to bring you one or more proposals at the Commission's Apr 15-16, 2020 meeting. Staff also suggests requesting public feedback in the coming weeks on the ideas presented herein.

California Fish and Game Commission
Potential Draft Strategic Planning Goals for Discussion Only
Compiled from Workshop, Public Survey and Interviews
February 21, 2020

Over the past year, the California Fish and Game Commission (Commission) has solicited public input on potential goals in support of its mission, for inclusion in an updated strategic plan. Input received through public workshops held concurrently with Commission meetings, an online public survey, and individual interviews, has been compiled by staff, including ideas specific to potential goals; a subset of those goal concepts is provided here to help support a discussion between the Commission and public.

Goal Concepts Frequently Identified

- Increase public engagement and diversify participation, to bring a broad range of ideas and opinions to inform decision-making
- Engage new audiences, marginalized stakeholders, and next generation
- Improve organizational effectiveness
- Increase readiness to respond to changing conditions, especially related to climate change
- Build resilience and greater adaptability into policies and regulations
- Champion new fisheries management strategies that better meet California's needs on a community level
- Create greater awareness of the Commission's work

Other Potential Goal Concepts

- Provide sufficient time for decision-making and better explain decisions
- Provide economic opportunities where feasible
- Explore community-based fishing access
- Seek continual improvement in programs and quality of services
- Source and deploy sufficient resources to achieve mission
- Build stronger relationships with other agencies, tribes, non-governmental organizations and the public
- Provide strategic leadership for planning and management
- Increase capacity and reach effectiveness through strategic partnerships and collaborations
- Strengthen and broaden engagement with agencies, governments, and new/diverse stakeholders
- Focus on areas where Commission has authority and can have the biggest impact
- Champion opportunities for historical user groups
- Promote a healthy economy and healthy fish and wildlife resources

- Promote a sustainable economy through sustainable hunting, fishing, recreating and other wildlife-related activities.
- Fulfill public trust responsibilities
- Enhance (responsible) stewardship of the Commission's decision-making and public engagement process
- Engage in strategies to allow us to be more effective and increase operational performance
- Seek to balance effectiveness and efficiency
- Increase and diversify public use and enjoyment
- Increase adaptability and flexibility in management and develop implementing regulatory framework
- Increase use of science in decision-making while honoring the role of cultural values and policy objectives
- Increase wildlife and lands conservation – be more proactive