

STAFF SUMMARY FOR OCTOBER 9-10, 2019

11. 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. Staff will provide an update on current progress.

Summary of Previous/Future Actions (N/A)

- | | |
|--|--------------------------------------|
| • Adopted mission, vision, and core values | Dec 12-13, 2018; Oceanside |
| • Received updates on second phase | Feb, Apr, Jun 2019; various |
| • Discussed seven key questions | Aug 7-8, 2019; Sacramento |
| • Today's update | Oct 9-10, 2019; Valley Center |
| • Discuss potential goals and objectives | Dec 11-12, 2019; 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 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. The 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, staff finalized an online survey designed to solicit broader input on key questions, which will be sent to a randomly selected subset of FGC's mailing lists; the survey commences Oct 4 and will be available through Oct 20. Staff is currently scheduling in-depth interviews with individual commissioners, leadership from DFW and other sister agencies, and non-governmental organization representatives.

The information gathered during this phase will be analyzed and used to help guide development of draft goals and objectives for FGC consideration. In anticipation of this process, staff has prepared a document that provides samples of goals and objectives from strategic plans of 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 4). FGC is scheduled to review and discuss possible goals and objectives at its Dec 2019 meeting.

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

STAFF SUMMARY FOR OCTOBER 9-10, 2019

Exhibits

1. [Staff summary from Agenda Item 17, Strategic Planning, Aug 22-23, 2018](#) (for background only)
2. [FGC mission, vision and core values, adopted Dec 13, 2018](#)
3. [Staff summary from Agenda Item 15, Strategic Planning, Aug 7-8, 2019](#) (for background only)
4. Samples of strategic plan goals and objectives from other states (to be presented during meeting)

Motion/Direction (N/A)

STAFF SUMMARY FOR **AUGUST 22-23, 2018****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**

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 FGC 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

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?

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7. What is your level of trust that FGC leaders are responsible stewards of the resources under their authority?

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)