

## STAFF SUMMARY FOR APRIL 18-19, 2018

**39. 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.

**Summary of Previous/Future Actions**

- First FGC strategic planning meeting Feb 22, 2018; Sacramento
- **Today's discussion of mission, vision, values Apr 18-19, 2018; Ventura**

**Background**

At its Feb 22, 2018 strategic planning meeting, FGC discussed the overall goals of a new strategic plan and the type of strategic planning process in which to engage. The Commission 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*.

As part of the current strategic planning process, FGC requested an update on success in addressing the recommendations from the 2012 strategic vision (Exhibit 1). In addition, FGC requested that an outline of the planning process as described during the first planning meeting (Exhibit 2) be shared with stakeholders who participated in the strategic visioning process to solicit feedback on FGC's vision for how to move the planning process forward over the next two years.

In general, the Commission is pursuing a three-stage planning process. This meeting marks the first of three that will focus on FGC's mission and vision (Exhibit 3) and a potential statement of values. To help facilitate the values conversation, at today's meeting staff will provide examples of values from other organizations, including both businesses and government agencies.

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

1. [Progress in Achieving the 2012 Fish and Wildlife Strategic Vision Recommendations, dated Apr 12, 2018](#)
2. [Timing and Process for Developing a Strategic Plan, dated Apr 12, 2018](#)
3. [FGC mission and vision statements](#)

**Motion/Direction**

Provide staff with direction on any potential changes to the mission and vision statements, as well as drafting of a values statement.

**California Fish and Game Commission**  
**Progress in Addressing the**  
**2012 Fish and Wildlife Strategic Vision Recommendations**

*April 12, 2018*

In 2010, under the leadership of Governor Brown and pursuant to AB 2376 (Chapter 424, Statutes of 2010), the California Natural Resources Agency convened a committee to develop a strategic vision for the then California Department of Fish and Game (DFG) and the California Fish and Game Commission (Commission).

The California Fish and Wildlife Strategic Vision Project was intended to establish a strategic vision for the Commission and what is now the California Department of Fish and Wildlife (DFW) that included, among other things, improving and enhancing capacity and effectiveness in fulfilling public trust responsibilities for protecting and managing the state's fish and wildlife. As part of the project, a blue ribbon citizen commission and a stakeholder advisory group supported an executive committee in developing a 2012 report, *California Fish and Wildlife Strategic Vision: Recommendations for Enhancing the State's Fish and Wildlife Management Agencies*, that detailed 28 recommendations to help achieve the goals and objectives of the strategic vision.

At the request of the Commission in February 2018, this report has been prepared to document progress the Commission has made in achieving the goals identified in the strategic vision. The actions identified in this report were originally compiled in July 2017 to inform development of a report to the California State Legislature on progress in addressing the 2012 strategic vision recommendations, following a similar report that was prepared by DFW in 2013. The identified actions are grouped by issue areas that the stakeholders actively engaged in the strategic vision process found to be of significance for improving effectiveness in protecting and managing the state's fish and wildlife resources.

The full list of recommendations and actions are found in Table 1; where no actions are listed specific actions had not yet been taken, and where the action is "N/A" the recommendation was determined not to apply to the Commission. For context when reviewing the table, the strategic vision report defined "foundational strategies" as those themes that stood out as fundamental to the practices or strategies that DFW and Commission leadership and staff should use in their work; in other words, they represent the fundamental way in which the public should experience DFW and Commission efforts to meet their missions.

**Table 1: Strategic Vision Recommendations and Actions Taken by the Commission**

Topic	Recommendation	Commission Action
<p><b><i>Foundational Strategy: Commit to Formal and Informal Collaboration and Partnerships</i></b></p>	<p>Create an internal culture that supports partnerships, encourages collaboration, and promotes cooperation.</p>	<ul style="list-style-type: none"> <li>• The commission has convened multiple, collaborative stakeholder groups, such as the Fisheries Bycatch Workgroup and the Predator Policy Workgroup, that confer and provide recommendations related to fish and wildlife management issues.</li> <li>• Commission staff serves as a member of the Statewide Marine Protected Areas (MPA) Leadership Team convened by the Natural Resources Agency and co-administered with the department; the team fosters coordination, collaboration, and cooperation between state and federal managing agencies, stakeholders, tribes, and non-government organizations through the partnership-based MPA Management Program. The program is composed of four components: Outreach and education, research and monitoring, enforcement and compliance, and policy and permitting.</li> </ul>
	<p>Create, foster and actively participate in effective partnerships/collaborations with and among other agencies and stakeholders to achieve shared goals.</p>	<ul style="list-style-type: none"> <li>• The commission has convened multiple, collaborative stakeholder groups that confer and develop recommendations related to fish and wildlife management issues, such as the Fisheries Bycatch Workgroup and the Predator Policy Workgroup.</li> </ul>
	<p>Following the CFWSV Project, a stakeholder group should continue as an advisory body to DFG and the Commission.</p>	
	<p>Where appropriate, engage in meaningful consultation and collaboration with tribal officials of California Native American Tribes in decision making processes that affect tribal lands, cultural resources and/or issues of mutual concern.</p>	<ul style="list-style-type: none"> <li>• In 2015, the Commission adopted a tribal consultation policy.</li> <li>• The commission established the Tribal Committee to provide a forum for discussion and resolution among tribes, tribal communities, resource users, management agencies, and the commission regarding tribal concerns and issues associated with fish and wildlife resources.</li> <li>• Commission staff actively solicits tribal input and conducts formal consultations, when requested, on fish and wildlife issues.</li> <li>• Beginning in 2017, the commission will host an annual tribal planning meeting to coordinate the upcoming regulatory and policy activities before the commission. The meeting will provide a venue for education about process, identifying regulatory and policy needs, and developing collaborative interests; this will include State and federal agencies to facilitate cross-sector collaboration.</li> </ul>

Topic	Recommendation	Commission Action
<p><b>Foundational Strategy: Transparent Decision-Making</b></p>	<p>Be transparent about functions, programs and activities.</p>	<ul style="list-style-type: none"> <li>• The commission established the Wildlife Resources Committee (mirroring the well-established and statutorily authorized Marine Resources Committee) to provide a forum for discussion and resolution among resource users, management agencies, and the commission regarding wildlife resource management issues. Ultimately, the committee was authorized in statute and a science advisor position established to ensure smooth committee functioning and progress on important wildlife issues.</li> <li>• The commission established the Tribal Committee to provide a forum for discussion and resolution among tribes, tribal communities, resource users, management agencies, and the commission regarding tribal concerns and issues associated with fish and wildlife resources.</li> <li>• The commission has convened multiple, collaborative stakeholder groups, such as the Fisheries Bycatch Workgroup and the Predator Policy Workgroup, that confer and develop recommendations related to fish and wildlife issues. The commission also uses issue-specific workshops to facilitate greater understanding of fish and wildlife issues; examples include coastal fishing communities meetings and the Delta Fisheries Forum.</li> <li>• To increase public understanding and create more transparent decision-making, commission staff developed a tracking system for regulation change petitions and non-regulatory requests; in addition, the commission adopted regulations for a petition form that provides the public with guidance on information the commission needs to properly evaluate and act upon regulation change requests.</li> <li>• To support public engagement, the commission adopted meeting procedure regulations in 2016 to clarify meeting processes.</li> <li>• In 2016, the commission adopted a conflict of interest code for commissioners and employees involved in its decision-making, consistent with Government Code section 87300, including four disclosure categories that reflect the current organizational structure and duties within commission authority.</li> <li>• Regular commission meetings are video-recorded and live-streamed over the Internet, commission teleconference meetings are audio-recorded and live-streamed over the Internet, and committee meetings and workshops are audio-recorded. All recordings are available to the public through the commission's website.</li> <li>• The commission provides meeting materials to the public in advance of every meeting and regularly updates its website to increase transparency and improve public understanding of issues before the commission.</li> <li>• Commission staff provide regular updates at commission meetings regarding staffing and recent accomplishments.</li> </ul>

Topic	Recommendation	Commission Action
<b>Foundational Strategy: Integrated Resource Management (IRM) processes.</b>	Support and participate in multi-agency collaboratives that will effectively promote IRM among state and federal natural resource permitting and planning agencies, and/or multi-agency/user natural resource stakeholder groups.	
<b>Mandates, Efficiencies and Funding</b>	Require open and transparent accounting to build public confidence in how funds are managed.	<ul style="list-style-type: none"> <li>• The department has begun a mission-based budget effort that will include the commission, which will bring more transparency to the department's and commission's activities, statutory mandates, and funding. The budget effort will be a collaboration with the Department of Finance, legislative staff and stakeholders.</li> <li>• In 2017-18, the department and commission will transition to Fi\$Cal, the state's new accounting and budgeting system, which will increase fiscal transparency. The department and commission have committed resources to ensure staff are trained on using the system and will be able to make the best use of the information that the new system will make available to the public.</li> <li>• In 2015, commission staff made a presentation to the commission on its budget allocations and expenditures; staff plans to make a similar presentation in 2017.</li> <li>• Every year, the department presents to the commission an update on budget allocations.</li> </ul>
	As part of a strategic planning effort, evaluate and implement program efficiencies.	<ul style="list-style-type: none"> <li>• In late 2017, the commission will undertake a process to update its strategic plan, during which priorities, efficiencies and effectiveness will be discussed and addressed.</li> <li>• Working with the department in 2012 and 2014, the commission adopted an overhaul of regulations for public use of department lands to improve clarity, consistency and efficiency.</li> <li>• Working with the department in 2016, the commission adopted regulations to expand the department Lands Pass Program to increase the number of properties requiring purchase of a Lands Pass for entry from 7 to 43, thereby helping make the program more self-sufficient.</li> <li>• Commission staff have worked closely with the department on increasing regulatory efficiency through a department Regulations Unit and through a reduction in the number of annual rulemakings and federal conformance rulemakings.</li> </ul>
	Pursue a high-level task force that reviews and makes recommendations regarding the Commission and DFG funding and efficiencies.	

Topic	Recommendation	Commission Action
	Pursue a high-level task force that reviews and makes recommendations regarding the Commission and DFG mandates.	<ul style="list-style-type: none"> <li>Annually the commission continues to accrue unfunded mandates through the legislative process.</li> </ul>
	In the future, when the legislature enacts legislation, it identifies a specific means by which the new mandate can be paid for.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Defining Success</b>	Develop performance metrics to define success, tie performance to DFG's and the Commission's mission statements, and match DFG's and the Commission's goals with funding (priorities).	<ul style="list-style-type: none"> <li>In 2015, consistent with the Statewide Leadership Accountability Act, commission staff established monitoring metrics related to regulations development, petitions for regulation change, annual and federal conformance rulemakings, and action on appeals.</li> <li>As part of the department's mission-based budget process during Fiscal Year 2017-18, the commission will develop additional performance and monitoring metrics for its functions.</li> <li>In late 2017, the commission will undertake a process to update its strategic plan, which will also inform the mission-based budget process.</li> </ul>
<b>Science</b>	Decisions made by managers and policy-makers are informed by credible science in fully transparent processes.	<ul style="list-style-type: none"> <li>The commission supports continuing professional development of its science advisors to the marine and wildlife resources committees through attendance at science meetings and conferences and other forms of continuing education, to help provide and interpret credible science in the decision-making process.</li> <li>The commission is developing a climate change policy to help ensure that climate science is incorporated into recommendations developed for the commission.</li> <li>The commission's marine and wildlife science advisors regularly communicate with state and federal agencies, including the department, on the latest research and monitoring data, to ensure integration of the best available science into the decision-making process; and to guide the commission on interpretation and application of the science relied upon.</li> </ul>
	Focus on building DFG capacity to address the complex role that science must necessarily play in adaptive management, including the use of knowledgeable science integrators.	<ul style="list-style-type: none"> <li>N/A</li> </ul>

<b>Statutes and Regulations</b>	<p>Review the California Fish and Game Code and Title 14 of the California Code of Regulations to identify and make recommendations to: (1) resolve inconsistencies; (2) eliminate redundancies; (3) eliminate unused and outdated code sections; (4) consolidate sections creating parallel systems and processes; and (5) restructure codes to group similar statutes and regulations.</p>	<ul style="list-style-type: none"> <li>• A legislative outcome of the strategic vision process was engaging the California Law Revision Commission (CLRC) to evaluate the Fish and Game Code to accomplish the goals identified under this recommendation. The CLRC has completed its work and supplied the department with recommended changes. Department and commission staff are reviewing the recommended changes and will provide comments once the review is complete. Final changes are expected to be codified in legislation in 2018; once codified, commission staff will update Title 14 of the California Code of Regulations as appropriate.</li> <li>• Commission staff agrees that an overhaul of Title 14 is warranted, but lacks the resources to conduct such an effort; in the meantime, commission staff is making small, incremental improvements as various rulemaking files are submitted to the commission.</li> <li>• Working with the department in 2012 and 2014, the commission adopted an overhaul of regulations for public use of department lands to improve clarity, consistency and efficiency.</li> <li>• Working with the department in 2015 and 2016, the commission adopted regulations to “automatically” conform state marine fishing regulations to federal regulations, which will eliminate redundancy and increase efficiency.</li> </ul>
	<p>All policies are in writing and employees are trained in the proper implementation of policies.</p>	<ul style="list-style-type: none"> <li>• To increase public understanding and create more transparent decision-making, the commission adopted regulations for a petition form that provides the public with guidance on information the commission needs to properly evaluate and act upon regulation changes.</li> <li>• To support public engagement and ensure consistent application of commission meeting procedures, the commission adopted meeting procedure regulations in 2016 to clarify meeting processes.</li> <li>• Commission staff developed and refined internal administrative procedures that are organized into a cross-referenced system for greater accessibility. The system enables more consistent application of administrative procedures, allows staff to quickly find answers to process questions, gives new or temporary staff an easy way to find and learn commission procedures, and helps the commission operate in a more consistent, open and transparent fashion.</li> <li>• New commission employees now participate in the department’s new employee orientation program and receive information on all applicable department policies and required trainings.</li> <li>• All new employees review commission policies with their supervisor shortly after being hired.</li> </ul>
	<p>Seek statutory changes to the fully protected species statutes to allow the incidental take of fully protected species under specified circumstances</p>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

	related to certain management activities as defined by DFG.	
	Evaluate potential statutory changes to the California Endangered Species Act (CESA) to improve the permitting process consistent with existing protections: Uniformity in permitting process, efficiency in permitting, consistency in the application of CESA standards, and opportunity for applicants to appeal DFG decisions.	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Permitting</b>	Establish an inter-agency coordination process to ensure consistency and efficiency in the review of multiple permits, such as CESA incidental take permit applications, streambed alteration agreements, and other appropriate permits and agreements.	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
	Make the application review and permit preparation process more consistent and transparent to applicants.	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
	Remove permitting barriers to “small-scale” restoration and other appropriate projects.	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
	Develop a set of criteria and implementation guidelines for “beneficial” projects.	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
	As part of a broader improvement to the permitting process, assist applicants with pre-project planning in advance of submitting a permit application (e.g. state incidental take permits and	<ul style="list-style-type: none"> <li>• N/A</li> </ul>



	streambed alteration agreements).	
<b>Enforcement</b>	Ensure successful recruitment and retention of California fish and game wardens.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
	Establish a state wildlife crimes prosecutorial task force (including DFG, California Attorney General's Office, California District Attorneys' Association, U.S. Attorney General's Office, etc.) to identify new approaches to shared or specialized adjudication of environmental/wildlife crimes.	<ul style="list-style-type: none"> <li>To encourage greater attention to prosecuting fish and wildlife crimes, the commission created a Prosecutor of the Year award, annually given to a district attorney or deputy district attorney who exemplifies a series of attributes related to prosecuting fish and wildlife crimes; the award is presented at the California District Attorneys Association's annual meeting. In 2016, the commission adopted a Prosecutor of the Year policy to formalize the award.</li> </ul>
	Seek statutory changes to create effective deterrents to illegal take.	<ul style="list-style-type: none"> <li>In 2012, new legislation created penalty enhancements for illegal take of several trophy class animals; the commission adopted regulations to define specific characteristics of trophy game mammals and wild turkeys, effective in 2017.</li> </ul>
<b>California Fish and Game Commission</b>	Create greater stakeholder input and exchange, and a better understanding of issues by Commission members and all involved prior to formal Commission hearings by expanding the use of committees and holding issue specific public workshops.	<ul style="list-style-type: none"> <li>The commission created the Wildlife Resources, Marine Resources, and Tribal committees and expanded their use to provide an opportunity for greater stakeholder input and exchange, and a better understanding of issues by commission members and the public regarding fish and wildlife resource issues; each committee now meets three times per year and provides a report at regularly scheduled commission meetings. Committees make recommendations to the commission on specific subjects prior to beginning formal hearings where time can be compressed and dialog is limited.</li> <li>Multiple, collaborative stakeholder groups, such as the Fisheries Bycatch Workgroup and the Predator Policy Workgroup, have been convened to confer and develop recommendations related to fish and wildlife issues.</li> <li>Issue-specific workshops and meetings are often used by the commission to facilitate greater understanding of fish and wildlife management issues; examples include coastal fishing communities meetings and the Delta Fisheries Forum.</li> <li>Commission staff are encouraged to attend events or trainings where there is opportunity to engage with or learn more about various commission constituencies (i.e., hunter education) and issues of concern to those constituencies.</li> </ul>
<b>Reporting</b>	Request a report from DFG and the Commission to the California State Legislature and governor by June 1, 2013 to identify progress in implementing	<ul style="list-style-type: none"> <li>The department submitted a report in 2013.</li> <li>The department and commission prepared this report in 2017 to identify progress in implementing the recommendations within the strategic vision.</li> </ul>

	<p>recommendations within the strategic vision Recommend that the chairs of those legislative committees with jurisdiction over fish and wildlife hold a joint hearing following the release of the report.</p>	
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# California Fish and Game Commission

## Timing and Process for Developing a Strategic Plan

*April 12, 2018*

The California Fish and Game Commission's strategic plan is 20 years old and, since it was developed, much has changed with California's fish and wildlife resources, and the responsibilities of the Commission. In addition, the Commission's 150th anniversary is in 2020, a good time to reflect on the Commission's history, mandates and future, and to bring its strategic plan into the 21st Century.

The Commission held its first strategic planning meeting on February 22, 2018, where staff provided information and context about the unique role of the Commission in natural resource management, and many environmental and social changes that have occurred since the 1998 strategic plan was developed. The Commission discussed the overall goals of a new strategic plan and the type of strategic planning process in which to engage. Members of the public also provided input on a planning process, and some reflected on their experiences with the 1998 process.

The Commission determined that it is seeking a streamlined strategic 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*. In 2010, under the leadership of Governor Brown and pursuant to AB 2376 (Chapter 424, Statutes of 2010), the California Natural Resources Agency convened an executive committee to develop a strategic vision for the then California Department of Fish and Game (DFG) and the California Fish and Game Commission. The intent was to establish a strategic vision that included, among other things, improving and enhancing capacity and effectiveness in fulfilling public trust responsibilities for protecting and managing the state's fish and wildlife. While many of the strategic vision objectives have been achieved, there remains significant work and the tenets remain applicable to the Commission's strategic planning process.

At its first planning meeting, the Commission discussed the strategic visioning process and products, and progress in achieving the identified strategic vision goals. As part of the current strategic planning process, the Commission has requested an update on success in addressing the recommendations from the 2012 strategic vision. In addition, the Commission requested that an outline of the planning process (this document) be shared with stakeholders who participated in the strategic visioning process to solicit feedback on the Commission's vision for how to move the planning process forward over the next two years. In general, the Commission is pursuing a three-stage planning process.

### **Stage 1: Commission Mission, Vision and Values**

Working with staff, the Commission will begin the strategic planning process by looking more closely at the current mission and vision statements, and to develop a values statement, during the regular in-person Commission meetings scheduled for April, June and August 2018, with the goal of having the statements adopted at the August 2018 meeting.

## **Stage 2: Data Gathering**

Staff will gather the necessary data and information for the Commission to be able to conduct an analysis of strengths, weaknesses, opportunities and threats (SWOT), to identify key issues affecting the work of the Commission and how the organization's strengths can be better utilized to address those issues. Because a SWOT analysis will necessarily involve reaching out to stakeholders and other agencies, many of whom many not be able to attend Commission meetings in person, a facilitator will be retained to assist in the information-gathering process. The Commission plans to complete the SWOT analysis during the October and December 2018 Commission meetings.

## **Stage 3: Building a New Strategic Plan**

To begin building a new strategic plan in 2019, the Commission will seek a contractor to assist staff in the third stage of the planning process, during which the Commission will evaluate the findings of the SWOT analysis to develop goals and the objectives for achieving those goals, and to identify priorities in the coming years. The intent is to complete and adopt a new strategic plan by the Commission's sesquicentennial anniversary of April 2, 2020.

## **Next Steps**

The Commission will have its first Stage 1 strategic planning discussion at its April 18-19, 2018 meeting in Ventura. Commissioners and the public will have an opportunity to review the current mission and vision statements that will serve as a strong foundation for a strategic planning framework, and to discuss current and future values that could be reflected in a values statement. The first stage work will be essential to planning how the Commission stewards its role into the future.

# **California Fish and Game Commission**

## **Commission Mission and Vision Statements**

*From 1998 Strategic Plan*

### **Mission Statement**

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 resource
- Setting California's fish and wildlife resource management policies and ensuring these are implemented by DFW
- Establishing appropriate fish and wildlife resource management rules and regulations
- Building active fish and wildlife resource management partnerships with individual landowners, the public and interests groups, and federal, State and local resource management agencies

### **Vision Statement**

The vision of the California Fish and Game Commission, in partnership with the Department of Fish and Game and the public, is to assure California has... "Sustainable Fish and Wildlife Resources."