

## STAFF SUMMARY FOR DECEMBER 12-13, 2018

**20. 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 is focused on potentially adopting a new mission statement, vision statement and core values.

**Summary of Previous/Future Actions**

- |   |                                   |
|---|-----------------------------------|
| • First FGC strategic planning meeting  | Feb 22, 2018; Sacramento          |
| • Discussions of mission, vision, core values   | Jun - Oct, 2018                   |
| • <b>Today's discussion and potential adoption of mission, vision and core values</b> | <b>Dec 12-13, 2018; Oceanside</b> |
| • Strategic planning update   | Feb 6, 2019; Sacramento           |

**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, 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 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.

Today's meeting marks the fourth focused on potential changes to FGC's mission and vision established in 1998 (Exhibit 1) and a potential statement of core values. In Jun 2018, FGC held its initial discussion and between Jun and Oct 2018 held discussions with stakeholders specifically about draft core values and mission and vision statements that were prepared and revised with FGC, public and staff input. After discussion at the Oct 2018 FGC meeting, staff incorporated additional ideas and comments into a new set of draft documents, resulting in a final proposal (Exhibit 2). Given the evolving nature of strategic planning processes, staff suggests that the core values and mission and vision statements be reevaluated when we reach the start of the third, and final, planning phase.

Additionally, as we near the end of this first phase of the process, staff is seeking the assistance of a contractor with strategic planning expertise, in part to help ensure that the process stays on track for a complete and valuable product by FGC's 150-year anniversary. Staff has not yet been successful in obtaining outside funding for a contractor.

**Significant Public Comments**

Inyo County Fish and Wildlife Commission strongly supports the comments provided to the Commission in Oct 2018 by a group of over 20 hunting and fishing organizations (Exhibit 3).

Three sportmen's organizations provide a critique of the draft core values and vision and mission statements and make recommendations for additional changes. In general, they state that:

## STAFF SUMMARY FOR DECEMBER 12-13, 2018

- the draft core values and mission and vision statements unduly favor social and political policy values over sound scientific wildlife management and conservation, and that they also appear to favor the values of non-consumptive users over the values of consumptive users, such as hunters, anglers, and commercial fishermen;
- an outside contractor is not necessary and that Fish and Game Preservation Fund money should not be used to hire a strategic planning contractor;
- clarification is needed on what the term “bold” means in the context of FGC’s mission; and
- a new core value, *scientific objectivity*, be added as the primary underlying value and basis for all FGC’s actions: We recognize the value of and will pursue informed decision-making based on the principles of sound scientific wildlife management and conservation. For purposes of this core value, conservation means the wise use and management of the state’s wildlife and habitat resources (Exhibit 4)

**Recommendation**

**FGC staff:** Adopt the proposed core values and mission and vision statements, and acknowledge that they may need revision before the strategic planning process is complete.

**Exhibits**

1. Current FGC mission and vision statements, adopted in 1998
2. Proposed core values, mission statement and vision statement, dated Nov 30, 2018
3. Email from Inyo County Fish and Wildlife Commission, received Oct 29, 2018
4. Email from Kathy Lynch, Lynch and Associates, conveying three letters from Safari Club International California Coalition, Outdoor Sportsmen’s Coalition of California, and California Sportsmen’s Lobby, received Nov 9, 2018

**Motion/Direction**

Moved by \_\_\_\_\_ and seconded by \_\_\_\_\_ that the Commission adopts the core values, a revised vision statement, and a revised mission statement as discussed and amended today, and commits to revisiting all three during the third phase of the strategic planning process.

**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. "

# **California Fish and Game Commission**

## **Proposed Commission Mission and Vision Statements and Core Values**

*November 30, 2018*

The California Fish and Game Commission (Commission) is considering potential changes to its mission and vision statements.<sup>1</sup> The Commission has embarked on this process in the context of thinking about and discussing what the Commission does, why it does what it does and for whom, how the work of the Commission is different from other organizations, and to what end does that work contribute. While the Commission's statutory authorities largely dictate the answers to the questions, those authorities do not provide a succinct and defining "story" that describes the work of the Commission and how it contributes to a vision.

Along with the mission and vision, core values are a governance tool that forms a framework for establishing policies, goals, objectives, strategies and procedures. As the foundation for all organizational activities, choices, decisions and actions, core values create a statement of priorities for how the Commission and its staff carry out their responsibilities, remaining fixed even as practices change in response to the changing world. Decision-making challenges are most significant at those times when the Commission and its staff must weigh one core value against another.

To support the Commission's strategic planning effort, discussions have been held within the context of asking what the Commission's core values are and whether the current mission and vision statements should change. This document identifies potential mission and vision statements and core values, all developed with commissioner and stakeholder input between June and November 2018.

Given the evolutionary nature of strategic planning processes, it is not uncommon for organizations to make modifications to their core values and mission and vision statements as the planning process proceeds; the Commission may want to re-evaluate its mission, vision and core values as the Commission reaches the third and final phase in developing a strategic plan for 2020.

### **Proposed Vision Statement**

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

### **Proposed Mission Statement**

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

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<sup>1</sup> The Commission's current mission and vision statements are listed at the end of this document.

dynamic ecosystems, managed with public confidence and participation, through actions that are thoughtful, bold, and visionary in an ever-changing environment.

We embrace 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 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.

## **Proposed Core Values**

Six values have been identified during this planning process as important for framing the Commission's and its staff's work: (1) integrity, (2) transparency, (3) innovation, (4) collaboration, (5) excellence and (6) stewardship.

### *Integrity*

We hold ourselves to the highest ethical and professional standards, pledging to 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 that 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 thoroughly informed for thoughtful decision-making, while acknowledging that decisions are most often made with incomplete information and uncertainties.

### *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 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 advance them 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 our 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 they 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 and stay abreast of changes in science, which should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation and peer review of information as appropriate.

## **Current Mission and Vision Statements**

The current mission and vision statements were adopted in 1998 and have not since been revised.

### ***Mission***

"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 resources,

- Setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Wildlife,
- 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."

### ***Vision***

The vision of the Fish and Game Commission, in partnership with the Department of Fish and Wildlife and the public, is to assure California has sustainable fish and wildlife resources.



## INYO COUNTY FISH AND WILDLIFE COMMISSION

COMMISSION MEMBERS  
DOUGLAS BROWN  
JOE PECSI  
LARRY MCINTOSH  
GARRETT MCMURTRIE  
STEVE IVEY

ALTERNATE  
JOHN FREDERICKSON

REPLY TO:  
Pat Gunsolley, Secretary  
4801 Alison Lane  
Bishop, CA 93514  
pgunsolley@gmail.com

October 18, 2018

Commissioner Eric Sklar  
President, California Fish and Game Commission  
1416 Ninth Street, Suite 1320  
Sacramento, CA 95815

Dear Commissioner Sklar:

The Inyo County Fish and Wildlife Commission strongly supports the inclusions identified in the attached letter from a coalition of fishing and wildlife organizations and urges you to adopt those changes reflected in the attached marked version of the Commission's Recommended Commission Core Values statement, Recommended Commission Mission Statement, and Recommended Commission Vision Statement.

Inyo County is a county dependent in large part to our tourist-based economy. Fishing and hunting play a major role in bringing tourists to our area. We believe the Fish and Game Commission should always remember the importance of our sportsmen and women when policies are being developed.

The Commission's recognition of the importance of the sportsmen and women's contribution to the success of the Commission's values, mission and vision for California fish and wildlife resources should not be excluded or unrecognized by the Commission. Their contributions have played a crucial role in funding conservation efforts while acting as faithful stewards of our State's wildlife resources.

Your consideration of the proposed changes is gratefully appreciated.

Sincerely,

Doug Brown, Chairperson  
Inyo County Fish and Wildlife Commission

cc: Board of Supervisors





October 4, 2018

Commissioner Eric Sklar  
 President, California Fish and Game Commission  
 1416 Ninth Street, Suite 1320  
 Sacramento, CA 95814

Dear President Sklar and Commissioners:

California's sportsmen and women have been the Commission's primary supporters and constituents since the Commission's creation nearly 150 years ago. The Commission has been a faithful steward of our wildlife resources, and our organizations have been proud partners in that endeavor. It is for that reason that we were both surprised and disappointed to find that the core values and revised vision and mission statement currently being considered by the Commission contains no reference to the hunting or fishing traditions that have defined the Commission's mission for over a century.

For over 80 years, sportsmen and women have played a crucial role in funding conservation efforts throughout the United States through the American System of Conservation Funding (ASCF). The American System is a "user-pays, public-benefits" structure, unique to the rest of the world, in which those that consumptively use public resources pay for the privilege, and in some cases have the right, to do so. This funding system has allowed the North American Model of Wildlife Conservation to become recognized as the most successful conservation framework in history. As America's original conservationists, sportsmen and sportswomen have a long and proud tradition of serving as stewards of our wildlife and natural land.

Nowhere is this truer than California. No other constituency contributes more money to the Department of Fish and Wildlife – and by extension the Commission – than sportsmen and

women. In 2017 alone, hunting and fishing license sales, in addition to monies generated through the Pittman-Robertson and Dingell-Johnson Acts was responsible for over \$125 million dollars in revenue to the Department. Hunting and fishing are an important part of California's heritage – so much so that Californians have enshrined the right to fish in our Constitution.

Regarding the Commission's September 23, 2018 draft core values and vision and mission statement, we believe these documents should include explicit support of hunting and fishing activities, as these are the traditional uses of wildlife regulated by the Commission. Additionally, these activities provide significant financial support for wildlife conservation, provide an incentive for private landowners to maintain their property as wildlife habitat, and are an important wildlife management tool in many cases. While we recognize that the Commission has a large and growing number of mandates, we also recognize that fish and wildlife conservation as it exists in California today would quite simply not be possible without the cooperation, stewardship, and funding that comes from the hunting and fishing community, and it is our strong feeling that this should be reflected in the Commission's strategic plan. To that end, we have attached some suggested language that we would like to see included in your final strategic planning documents.

The hunting and fishing communities have long enjoyed a unique and productive relationship with the Fish and Game Commission. As the Commission looks forward to its next chapter, we are eager to maintain and build upon that relationship, and are grateful for your consideration of our concerns.

Sincerely,

American Sportfishing Association  
Black Brant Group  
CAL-ORE Wetlands and Waterfowl Association  
California Bowmen Hunters  
California Deer Association  
California Houndsmen for Conservation  
California Rifle and Pistol Association  
California Sportfishing League  
California Waterfowl Association  
Coastside Fishing Club  
Congressional Sportsmen's Foundation  
The Grassland Fund  
National Open Field Coursing Association  
National Wildlife Turkey Federation - California Chapter  
Northern California Guides & Sportsmen's Association  
Rocky Mountain Elk Foundation  
Safari Club International - San Francisco Bay Area Chapter  
San Diego County Wildlife Federation  
Suisun Resource Conservation District  
Tulare Basin Wetlands Association  
Wild Sheep Foundation - California Chapter

# California Fish and Game Commission

## Recommended Commission Core Values

*October 4, 2018*

The California Fish and Game Commission (Commission) is considering adopting core values through its strategic planning process. Along with the mission and vision, core values form the foundation for all organizational activities, choices, decisions and actions. Core values are a governance tool that forms a framework for establishing policies, goals, objectives, strategies and procedures. Core values create a statement of priorities for how the Commission and its staff carry out their responsibilities, remaining fixed even as practices change in response to the changing world. Decision-making challenges are most significant at those times when the Commission and its staff must weigh one core value against another.

This document identifies potential core values as discussed during the Commission's August 22 strategic planning agenda item. While there are dozens of core values that could apply to the work of the Commission, there were six distinct "categories" of values identified as important for framing Commission and its staff's work: (1) Integrity, (2) Transparency, (3) Innovation, (4) Collaboration, (5) Excellence and (6) Stewardship.

To help inform the Commission's anticipated decision-making in October 2018 regarding potential core values and the mission and vision statements, it has requested public feedback in advance. **Comments are requested no later than Thursday, October 4, 2018 at [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov).**

### Integrity

We hold ourselves to the highest ethical and professional standards, pledging to transparently fulfill our duties and deliver on our commitments, to ensure holistic consistency of expectations and outcomes. We hold ourselves accountable to act in accordance with our values, even when it is difficult. Our actions reflect honesty, truthfulness 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 the best-available science, as well as a variety of other inputs in an open, inclusive and public process. 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.

### 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 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 science in new ways.

## **Collaboration**

We value collaboration, including teamwork and partnerships, in problem-solving and in developing policies and regulations. We understand the important heritage of hunting and angling in California and respect the significant contribution hunters and anglers make in terms of the revenues they contribute, including the on-the-ground partnership they provide to our conservation efforts. Teamwork with this stakeholder community and others 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 agencies, non-governmental organizations, and the people of California to participate in our problem-solving and decision-making processes.

We pursue productive and compassionate 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 the partners, based on mutual respect, open-mindedness, trust, and genuine appreciation of one others' contribution.

## **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 encourage novelty, creativity and flexibility as we proactively meet challenges and problem-solve in a constantly-changing world.

## **Stewardship**

We hold the state's wildlife and their habitats 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 that affect the resilience of our wildlife and their habitats. We use credible science to evaluate programs, policies and regulations that will help achieve our stewardship goals. We recognize the dynamic nature of science, and that it should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation and peer review of information as appropriate.

## **Customer Service**

We recognize that in addition to the wildlife and habitats that depend upon our thoughtful management, many Californians rely upon the Commission to efficiently and effectively provide opportunities to pursue time-honored outdoor traditions such as hunting and angling. We are committed to enthusiastically supporting traditional hunting and angling activities, as well as the many Californians who enjoy them.

# California Fish and Game Commission

## Recommended Commission Vision Statement

*October 4, 2018*

The California Fish and Game Commission (Commission) is considering potential changes to its vision statement, which is intended to describe how the future would look if the Commission achieves its mission. As a future-oriented declaration of the Commission's purpose and aspirations, the vision statement complements the mission statement to guide the Commission's work and inform goals and objectives. In short, the vision statement is an effort to bridge the present with the future.

During the Commission's strategic planning effort, discussions have been held within the context of asking what are the Commission's core values, and should the current mission and vision statements change. This document identifies the Commission's current vision statement as well as a suggested vision statement based on comments received to date and commission direction during its August 22-23, 2018 meeting.

To help inform the Commission's anticipated decision-making in October 2018 regarding potential core values and the mission and vision statements, it has requested public feedback in advance. **Comments are requested no later than Thursday, October 4, 2018 at [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov).**

### Current Vision Statement

The vision of the Fish and Game Commission, in partnership with the Department of Fish and Wildlife and the public, is to assure California has sustainable fish and wildlife resources.

### Potential Vision Statement

The California Fish and Game Commission envisions creating a platform for transparency and open dialog where information, ideas and facts can be easily available, understood and discussed to support a biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems, ~~supports diverse needs and uses,~~ supports angling, hunting, consumptive as well as non-consumptive uses, and inspires human interaction and enjoyment.

### Concepts Discussed for a Vision Statement

In considering how the current vision statement might be revised to better reflect a description of the world as it would exist if the Commission were to achieve its grandest aspirations, discussions evolved around six essential questions:

- What is the simple, powerful picture that the mission helps to create?
- What about the outcome is inspiring, engaging and memorable?
- What are the relatable, human, real-world aspects that help create inspiration and engagement?

- Is it possible to quantify the outcome with minimal interpretation?
- Can we think big and compelling without overselling?
- Does the vision align with our values?

Key concepts discussed over time that attempt to address the essential questions included:

- Ecological integrity and resiliency. Dynamic ecosystems that are adaptable to continuous change that is not yet fully understood.
- Endurance. To foster resilient ecosystems and populations. Because we are investing in the persistence of healthy populations, support restoration and enhancement of those populations.
- Abundance in a natural environment. Abundant terrestrial, aquatic and marine wildlife, and the habitats upon which they depend, in a natural state (in other words, not aquariums and zoos).
- Biodiversity. Protecting and conserving a diversity of aquatic and terrestrial wildlife, and their habitats, in California.
- People. Supporting diverse human uses and enjoyment, including hunting and angling. The Commission represents all Californians and can consider the needs of society and individuals within that broader context.
- Long-term sustainability. Ensuring that the people of California—all Californians—will be able to enjoy our fish and wildlife in perpetuity.
- Intrinsic value. To acknowledge the intrinsic value of wildlife and the habitat upon which it depends.
- Balance. Finding a middle-ground that supports both the living natural systems as well as human access to and use of the resources.
- Decision-making. As an independent decision-making body, to create a platform of transparency and open dialog where information, ideas and facts can be easily available, understood and discussed.
- Inspiration. An environment that inspires the human spirit, to be appreciated and revered.



# California Fish and Game Commission

## Recommended Commission Mission Statement

October 4, 2018

The California Fish and Game Commission (Commission) is considering potential changes to its mission statement in the context of thinking about and discussing what the Commission does, why it does what it does and for whom, and how the work of the Commission is different from other organizations. While the Commission's statutory authorities largely dictate the answers to the questions, those authorities do not provide a succinct and defining "story" that describes how the work of the Commission contributes to its vision.

To support the Commission's strategic planning effort, discussions have been held within the context of asking what are the Commission's core values and should the current mission and vision statements change.

This document identifies the Commission's current mission statement, a potential mission statement, and key concepts considered in developing the mission statement.

To help inform the Commission's anticipated decision-making in October 2018 regarding potential core values and the mission and vision statements, it has requested public feedback in advance. **Comments are requested no later than Thursday, October 4, 2018 at [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov).**

### Current Mission Statement

"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 resources,
- Setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Wildlife,
- 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."

### Proposed Mission Statement

The California Fish and Game Commission provides leadership to ensure that California will have abundant, healthy, and diverse fish and wildlife, managed with public confidence and participation, through actions founded on the best-available science that are thoughtful, bold, and visionary in an ever-changing environment.

We recognize our public trust responsibilities as well as the including cultural values of our fish and wildlife and, therefore, work collaboratively with other government

agencies, non-governmental organizations and the people of California to establish scientifically sound supported policies and regulations that support ~~the~~ restoration, conservation, utilization and sustainable life use of California's fish and wildlife in their natural habitats, securing a rich outdoor heritage of hunting, angling and other recreational consumptive and non-consumptive activities for all generations to experience and enjoy.

## Concepts Considered in Developing the Mission Statement

In considering how the current mission statement might be revised to better inspire action, staff discussed key concepts that are important to capture in a revised statement. The key concepts are intended to answer four essential questions:

- What does the commission do and why?
- How does the Commission do its work?
- For whom does the Commission do the work?
- What value does the Commission add that makes it unique?

Key concepts that answer the four questions and were considered in developing a revised mission statement include:

- Distinguishing the Commission from other fish and wildlife organizations as a policy- and regulation-setting body that protects and builds upon our conservation heritage.
- Using the Commission's authorities to reach out to other agencies to coordinate approaches and influence long-term ecosystem health.
- As a statewide agency, valuing the relationships we continue to build with our neighbors, partners, stakeholders, other agencies and visitors, and actively engaging the people of California in the work we do every day. Being committed to developing and maintaining strong partnerships with researchers, industry, communities, and other organizations.
- Stewarding California's fish and wildlife resources, shepherding them into the future through today's actions by making decisions that foster resilient and adaptive natural ecosystems which support an abundant, persistent and diverse array of healthy wildlife and their habitats.
- Recognizing that the Commission is primarily responsible for regulating the take and possession of fish and wildlife in the state, and that California's sportsmen and women are our primary constituency and are vital to wildlife conservation in this state.
- Using a transparent, inclusive, adaptive and precautionary approach that relies upon best readily-available science and public input to support informed and thoughtful decision-making that is responsive but also proactive.
- Creating opportunities for public use and enjoyment now and in perpetuity, which means balancing human benefits and enjoyment with the needs of the natural



environment and facilitating public involvement in and appreciation for the natural environment.

- Doing its work for the people of California, the fish and wildlife resources themselves, and non-Californians who benefit from California's fish and wildlife resources.

DRAFT

**From:** kathy Lynch <[lynch@lynchlobby.com](mailto:lynch@lynchlobby.com)>

**Sent:** Friday, November 9, 2018 7:59 AM

**To:** FGC <[FGC@fgc.ca.gov](mailto:FGC@fgc.ca.gov)>

**Cc:** kathy Lynch <[lynch@lynchlobby.com](mailto:lynch@lynchlobby.com)>

**Subject:** Letters on FGC Strategic Planning Draft Document for the Commission Meeting, December 12-13

Attached please find three letters, one letter each from the SCI CA Coalition, Outdoor Sportsmen's Coalition of California and the California Sportsman's Lobby, on the Fish and Game Commission Strategic Planning Draft Document, to be discussed at the Fish and Game Commission Meeting, December 12-13, 2018.

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# Safari Club International

A NON-PROFIT ORGANIZATION ♦ DEDICATED TO CONSERVING WILDLIFE AND PRESERVING HUNTING



## SCI CA Coalition

November 9, 2019

### VIA E-Mail

Ms. Melissa Miller-Henson, Acting Executive Director  
Fish and Game Commissioners  
California Fish and Game Commission  
1416 Ninth Street, Room 1320  
Sacramento, CA 95814  
E-Mail: [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov)

### **Re: Fish and Game Commission Strategic Planning Draft Document, Fish and Game Commission Meeting, December 12-13, 2018**

Dear Ms. Miller-Henson and Commissioners:

Safari Club International and Safari Club International Foundation (SCI) is a worldwide Non-Profit organization with the mission to protect the freedom to hunt and to promote wildlife conservation. SCI recognizes hunting as a valuable management tool. SCI currently has over 45,000 members and approximately 4,000 members in California. SCI also has 30,000 California Affiliates, 950,000 U.S. Affiliates and over 7,000,000 International Affiliates. SCI spends millions annually for Wildlife Conservation, Research and Education.

The Strategic Planning draft document overall appears to SCI to be heavily weighted towards social and political policy values rather than on the credible principles of sound scientific wildlife management and conservation.

It emphasizes the “values” of the non-consumptive segment of California’s diverse population, and those located out of state, but it fails to focus adequately on those of consumptive users (hunters, anglers, commercial fishermen, etc.) of the state’s resources. It is thus viewed as showing a bias towards de-emphasizing consideration of the latter segment of California’s population.

Conversely, however, twenty-two states have now acted to constitutionally protect the right to hunt, fish and harvest wildlife. Others are considering it. California should take similar action and not act to de-emphasize the importance of consumptive user values.

In view of the growing differences between the goals and objectives of animal rights advocates and the consumptive users of the state’s resources, and the resulting ideological conflicts in both the legislative and the regulatory processes, it is imperative that the commission act in accordance with credible, rather than “best available,” wildlife management science in its decision-making process, and that it strive to achieve fair, non-emotional and non-political regulatory decisions.

The draft Strategic Planning document does not focus on this objective as being an important need. But, in fact, it is.

SCI considers it unnecessary to spend Fish and Game Preservation Fund money that has been allocated to the commission to hire an outside contractor with “strategic planning expertise.” It would likely be very difficult to find such a contractor who is knowledgeable of the subject matter that is addressed by the commission and which is the focus of the strategic planning process. There is also concern that it would be difficult to find a contractor who would not inadvertently introduce some level of bias towards one segment or another of stakeholders.

The current draft document, though viewed at this time as deficient due to its orientation away from consumptive users, is steadily progressing, and it should be possible to complete it to the satisfaction of all stakeholders without spending scarce budget funds on an outside contractor.

It is a positive step that the staff who is preparing the draft strategic planning document is seeking additional guidance from the commission to help fine tune the document going forward.

Additional public input is also clearly needed to assure development of a final document that will best serve the needs of the state’s wildlife resources and the diverse spectrum of stakeholders, both consumptive and non-consumptive.

The draft potential core values, vision statement, and mission statement, while in need of further work, appear to be moving towards an acceptable conclusion without the need for spending funds on an outside contractor.

The commission’s existing Mission statement from the [1998 Strategic Plan](#), although recognizing the importance of “. . . ongoing scientific evaluation and assessment of California’s fish and wildlife resource,” does not mandate that the commission actually utilize such information as the basis for its decision-making process. Instead, it allows the adoption of management policies that can be based on emotional or political considerations instead of wildlife management science.

It is considered imperative that the new mission statement include a mandate that the commission rely primarily on actual and credible, not just the best available, wildlife management science. If further scientific information is needed, the commission should seek it before taking action.

SCI has historically funded wildlife research and management programs in California, other states, and in numerous foreign countries. It will continue to do so and will be available to assist with such projects in California and other places where needed. SCI strives to achieve conclusive, credible wildlife management research, sound science-based wildlife management, and conservation of the habitat upon which wildlife is dependent.

#### **Draft Potential Commission Core Values**

The six Draft Potential Commission Core Values listed in the September 23, 2018 [document](#) appear to be largely socially oriented rather than addressing the scientifically based management needs of the wildlife resource.

It is requested, therefore, that a seventh draft core value be added as follows:

#### **Scientific Objectivity**

“We recognize the value of and will pursue informed decision-making based on the principles of sound scientific wildlife management and conservation. For purposes of this value, conservation means the wise use and management of the state’s wildlife and habitat resources.”

This, after all, should be the commission’s primary underlying value and it should be the basis for all of its actions.

### **Draft Potential Commission Vision Statement**

The September 23, 2018, Draft Potential Commission Vision Statement is generally acceptable for purposes of a draft document.

However, its provision pertaining to an “. . . open dialog where information, ideas and facts can be easily available . . .” has no specification that such dialog must be based on credible scientific wildlife management principles and practices. It should, otherwise future readers may believe it applies to social, emotional and/or political considerations.

The draft section “Concepts Discussed for a Vision Statement” could also easily lead one to such a conclusion. Presumably, the reference to “. . . diverse needs and uses . . .” applies to both consumptive and non-consumptive users. It is requested that the meaning of this phrase be clarified in the statement so as to avoid any confusion on the part of future readers.

### **Draft Potential Commission Mission Statement**

The September 23, 2018, Draft Potential Commission Mission Statement needs clarification that the phrase “. . . securing a rich outdoor heritage for all generations to experience and enjoy” applies to both consumptive and non-consumptive users.

Also, the term “bold” is used in the first paragraph without any definition as to what this term means within the context of the potential mission statement as currently drafted. What does it mean for purposes of the mission statement? If this term is to remain in the document, it needs clarification so as to avoid misunderstanding by future readers.

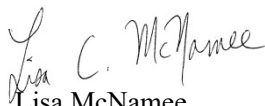
The inclusion of “. . . scientifically-sound policies and regulations. . .” in the draft is appreciated. However, it is requested that language be added to strengthen this provision by requiring the principles of sound scientific wildlife management to be the primary basis for the commission’s decision-making process.

In summary, the drafting of the updated “new” Strategic Plan for the State Fish and Game Commission is viewed as progressing well, but it is in need of further revisions as described above to make it fair and balanced for both consumptive and non-consumptive stakeholders, and to serve the best interests of effective and credible scientific wildlife and habitat management.

In the opinion of SCI, the draft strategic planning document is too heavily oriented towards social and political concerns that, while it would likely satisfy some human constituencies, would not properly serve the commission’s objective of credible, sound, and effective scientific wildlife management.

SCI looks forward to continuing to work with the commission and planning staff to develop a revised Strategic Plan that will effectively serve the best interests of scientific wildlife and habitat management as well as addressing, to the extent possible without conflicting with such scientific wildlife management, the concerns of the of the diverse spectrum of stakeholders.

Sincerely,



Lisa McNamee  
Co-Legislative Coordinator  
California Chapters



Don Giottonini  
Co-Legislative Coordinator  
California Chapters

cc: SCI CA Coalition



## **Dedicated to Preserving Your Rights To Hunt and Fish In the State of California**

November 9, 2019

**VIA E-Mail**

Ms. Melissa Miller-Henson, Acting Executive Director  
Fish and Game Commissioners  
California Fish and Game Commission  
1416 Ninth Street, Room 1320  
Sacramento, CA 95814  
E-Mail: [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov)

**Re: Fish and Game Commission Strategic Planning Draft Document, Fish and Game  
Commission Meeting, December 12-13, 2018**

Dear Ms. Miller-Henson and Commissioners:

The Outdoor Sportsmen's Coalition of California is a nonprofit organization of sportsman's clubs and individuals dedicated to preserving outdoor recreation in California. Our principal activities are to monitor legislation that might negatively impact hunting, fishing and other recreation, and to oppose unwise changes in laws and regulations relating to these activities.

The Outdoor Sportsmen's Coalition of California (OSCC) promotes the conservation enhancement, scientific management, and wise use of all our natural resources; OSCC seeks to end activities needlessly destructive to natural resources; OSCC endeavors to educate and encourage the public generally, and the youth specifically, to an understanding of the advantages and importance of the conservation and enhancement of our natural resources.

OSCC works to enhance outdoor opportunities for all citizens. With several thousand members located throughout California, we stay in contact with our membership via newsletters and the internet so they can be involved as they see fit.

OSCC believes the draft strategic planning document unduly favors social and political policy values over the more credible principles of sound scientific wildlife management and conservation.

It also appears to be drafted to favor the values of the non-consumptive segment of California's diverse population, and those outside of the state, over the values of consumptive users (hunters, anglers, commercial fishermen, etc.). It is thus viewed as showing a bias towards de-emphasizing consideration of the latter segment of the population.

Conversely, however, twenty-two states have now acted to constitutionally protect the right to hunt, fish and harvest wildlife. Others are contemplating it. California should take similar action and not act to de-emphasize the importance of consumptive user values.

In view of the increasing differences in both the legislative and the regulatory processes between the goals and objectives of animal rights advocates and the consumptive users of the state's resources, it is imperative that the commission act in accordance with credible, rather than just "best available," wildlife management science in its decision-making process.

It must strive to achieve fair, non-emotional, and non-political regulatory decisions.

The draft Strategic Planning document does not focus adequately on this important objective.

The current draft document, though in need of revision to give equal consideration to both consumptive and non-consumptive users, is steadily progressing and it should be possible to complete it to the satisfaction of all stakeholders.

The staff proposal to bring in an outside contractor is considered unnecessary.

It is a positive step that the staff who is preparing the draft strategic planning document is seeking additional guidance from the commission to help fine tune the document going forward.

Additional public input is also clearly needed to assure development of a final document that will best serve the needs of the state's wildlife resources and the diverse spectrum of stakeholders, both consumptive and non-consumptive.

#### **Draft Potential Commission Core Values**

The six Draft Potential Commission Core Values listed in the September 23, 2018 [document](#) appear to be largely socially oriented rather than addressing the scientifically based management needs of the wildlife resource.

It is requested that a seventh draft core value be added as follows:

#### **Scientific Objectivity**

"We recognize the value of and will pursue informed decision-making based on the principles of sound scientific wildlife management and conservation. For purposes of this value, conservation means the wise use and management of the state's wildlife and habitat resources."

This, after all, should be the commission's primary underlying value and it should be the basis for all of its actions.

#### **Draft Potential Commission Vision Statement**

The September 23, 2018, Draft Potential Commission Vision Statement is generally acceptable for purposes of a draft document.

However, its provision pertaining to an “. . . open dialog where information, ideas and facts can be easily available. . .” has no specification that such dialog must be based on credible scientific wildlife management principles and practices. It should, otherwise future readers may believe it applies to social, emotional, and/or political considerations.

The draft section “Concepts Discussed for a Vision Statement” could also easily lead one to such a conclusion. Presumably, the reference to “. . . diverse needs and uses. . .” applies to both consumptive and non-consumptive users. It is requested that the meaning of this phrase be clarified in the statement so as to avoid any confusion on the part of future readers.

#### **Draft Potential Commission Mission Statement**

The September 23, 2018, Draft Potential Commission Mission Statement needs clarification that the phrase “. . . securing a rich outdoor heritage for all generations to experience and enjoy” applies to both consumptive and non-consumptive users.

In summary, the drafting of the “new” Strategic Plan for the State Fish and Game Commission is viewed as progressing well, but it is in need of further revisions as described above to make it fair and balanced for both consumptive and non-consumptive stakeholders, and to serve the best interests of effective and credible scientific wildlife and habitat management.

OSCC looks forward to continuing to work with the commission and planning staff to develop a revised Strategic Plan that will effectively serve the best interests of scientific wildlife and habitat management.

Sincerely,

A handwritten signature in dark ink, appearing to read "Randall S. Walker". The signature is fluid and cursive, with the first name being the most prominent.

Randall S. Walker, President  
President, Outdoor Sportsmen's Coalition

cc: Outdoor Sportsmen's Coalition of California





The California  
Sportsman's Lobby, Inc.

November 9, 2019

**VIA E-Mail**

Ms. Melissa Miller-Henson, Acting Executive Director  
Fish and Game Commissioners  
California Fish and Game Commission  
1416 Ninth Street, Room 1320  
Sacramento, CA 95814  
E-Mail: [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov)

**Re: Fish and Game Commission Strategic Planning Draft Document, Fish and Game  
Commission Meeting, December 12-13, 2018**

Dear Ms. Miller-Henson and Commissioners:

The California Sportsman's Lobby views the draft strategic planning document as unduly favoring social and political policy values over the more credible principles of sound scientific wildlife management and conservation.

It also appears to be drafted to favor the values of the non-consumptive segment of California's diverse population, and those outside of the state, over the values of California's consumptive users (hunters, anglers, commercial fishermen, etc.).

Conversely, however, twenty-two states have now acted to constitutionally protect the right to hunt, fish and harvest wildlife. California should take similar action and not act to de-emphasize the importance of consumptive user values.

The current draft document, though in need of revision to give equal consideration to both consumptive and non-consumptive users, is steadily progressing and it should be possible to complete it to the satisfaction of all stakeholders.

Additional input from both the commission and the public is clearly needed to assure development of a final document that will best serve the needs of the state's wildlife resources and the diverse spectrum of stakeholders, both consumptive and non-consumptive.

**Draft Potential Commission Core Values**

The Draft Potential Commission Core Values listed in the September 23, 2018 [document](#) appear to be largely socially oriented rather than addressing the scientifically based management needs of the wildlife resource.

It is requested that an additional draft core value be added as follows:

## **Scientific Objectivity**

“We recognize the value of and will pursue informed objective decision-making based on the principles of sound scientific wildlife management and conservation. For purposes of this value, conservation means the wise use and management of the state’s wildlife and habitat resources.”

## **Draft Potential Commission Vision Statement**

The September 23, 2018, Draft Potential Commission Vision Statement is in need of revision. Its provision pertaining to an “. . . open dialog where information, ideas and facts can be easily available. . .” has no specification that such dialog must be based on credible scientific wildlife management principles and practices. It should, otherwise future readers may believe it applies to social, emotional, and/or political considerations.

The draft section, “Concepts Discussed for a Vision Statement,” could also easily lead one to such a conclusion. Presumably, the reference to “. . . diverse needs and uses. . .” applies to both consumptive and non-consumptive users. It is requested that the meaning of this phrase be clarified in the statement so as to avoid any confusion on the part of future readers.

## **Draft Potential Commission Mission Statement**

The September 23, 2018, Draft Potential Commission Mission Statement needs clarification that the phrase “. . . securing a rich outdoor heritage for all generations to experience and enjoy” applies to both consumptive and non-consumptive users.

In summary, the drafting of the “new” Strategic Plan for the State Fish and Game Commission is viewed as progressing well, but it is in need of further revisions as described above to make it fair and balanced for both consumptive and non-consumptive stakeholders, and to serve the best interests of effective and credible scientific wildlife and habitat management.

CSL looks forward to continuing to work with the commission and planning staff to develop a revised Strategic Plan that will effectively serve the best interests of scientific wildlife and habitat management.

Sincerely,



Randall S. Walker  
President, California Sportsman's Lobby

cc: California Sportsman’s Lobby