

Topic	Appendix Page Number	Recommendation	Goals and Objectives to be Achieved	Progress on Achievement (as of November 2013)
	A2-A3	DFG should create an internal culture that supports partnerships, encourages collaboration, and promotes cooperation.		<ul style="list-style-type: none"> • CDFW is engaged with local governments, landowners, industry, NGOs, state and federal agencies and others in 23 Natural Community Conservation Plan (NCCP) planning efforts statewide covering more than 11 million acres. The Santa Clara Valley NCCP was approved this year, following years of collaboration by our Bay Delta Region, the FWS and multiple local jurisdictions. The plan will protect more than 46,000 acres of habitat in an ecologically unique area of our state, including a number of serpentine endemic plants. • Collaboration and cooperation integrated into new employer orientation. • Leadership performance metric includes relationships with internal and external stakeholders. • We are actively engaged at the executive and policy level with the State Water Resources Control Board on several policy fronts, and working to integrate our efforts to achieve a higher level of cooperation and efficiency. Examples are the small livestock pond registration program and in-stream flow objectives. • We are working in concert with the California Native Plant Society on a special issue of the Fish and Game Journal devoted to the conservation and management of native plants. • Collaboration and cooperation integrated into new employer orientation. • Leadership performance metric includes relationships with internal and external stakeholders • Bank Swallow Conservation Strategy – partnership between DWR and DFW staff. • Tribal Outreach Efforts – Designated tribal liaison, created tribal consultation policy and conducting ongoing outreach to tribes on specific projects.
	A2-A3	DFG and F&GC should create, foster and actively participate in effective partnerships/collaborations with and among other agencies and		<ul style="list-style-type: none"> • CDFW actively participates on the Water Operations Management Team, Coordinated Long Term Operations of CVP/SWP Biological Opinion Remand Processes (e.g., CSAMP, CAMT and SDSRC), and in Bay Delta Conservation Plan planning activities and working groups, all of which are collaborative and cooperative efforts that involve other agencies and

		<p>stakeholders to achieve shared goals.</p>		<p>stakeholders.</p> <ul style="list-style-type: none"> • With our new conservation and mitigation banking program, we participate monthly with the statewide interagency banking team to coordinate programs, streamline processes, and update the bank agreement template. The state and federal agency partners will solicit public input from bank stakeholders in first quarter 2014. • Our Invasive Species Program leads the Quagga Mussel Working Group which includes state and federal agencies and selected stakeholders. The Invasive Species Program developed and leads the California Aquatic Invasive Species Team, a state agency collaboration to address aquatic invasive species issues in CA. The Invasive Species Program also collaborates with stakeholders from western states by participating as a voting member in the Western Regional Panel on Aquatic Nuisance Species. The group adopts invasive species management protocols. The Invasive Species Program participates in the Western States Invasive Species Committee, consisting of invasive species scientists from 17 western states, to identify high priority projects, develop complimentary standards and consistent messaging for invasive species outreach efforts in the west. • We chair the state/federal vernal pool recovery team to set recovery priorities and assess funding opportunities for vernal pools in CA. • We participate in Bureau of Reclamation Central Valley Project Improvement Act refuge water supply policy (Directorate level) and technical (management/working level) group strategic planning efforts for long-term water acquisition south of Delta. Federal, state, and private managed wetlands, and south of Delta agricultural contract representatives, and NGO's participate. • We are participating quarterly with the State Water Resources Control Board, US Fish and Wildlife Service, and the National Marine Fisheries Service on instream flow issues. Stream priorities and agency study progress is discussed and information on modeling techniques and data analyses is shared. • Significant collaboration and partnerships with the Delta Stewardship Council, the Delta Science Program, the Independent Science Board, and the Delta Conservancy have been forged to date. Our best science is shared and incorporated into their plans and programs. • The Department has long working relationships with many partners in Joint Ventures whose shared goals center on wetland and associated habitat protection and restoration. The Department has established 2 working groups w/ public and other agencies on fishing regulations;
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	A2-A3	Following the CFWSV Project, a stakeholder group should continue as an advisory body to DFG and F&GC.		<ul style="list-style-type: none"> • The Department convenes stakeholder groups that are issue specific as needed. These groups often include members of the Strategic Vision stakeholder advisory group. • The FGC has chosen to take input on collaboration and partnerships in a more direct path from those with specific issues. In addition, the FGC has established a new format using committees to take input directly from stakeholders.
	A3	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.		<ul style="list-style-type: none"> • CDFW is participating in the BDCP which currently developing a plan to engage and consult with tribes of CA. • CDFW established a tribal liaison and is finalizing a tribal consultation policy. • Participated in the 2013 Tribal Water Summit. • Working with Chi Council re: Clear Lake hitch petition; working with Hoopa Valley tribe regarding operation of the Trinity River Hatchery. • The FGC has implemented this recommendation and is fully committed.
Foundational Strategy: Engage in broadly informed and transparent decision-making.	A4	DFG and F&GC will be transparent about their functions, programs and activities.		<ul style="list-style-type: none"> • In both implementing the administrations transparency policies and Department specific policies, the Department has significantly improved transparency. • Instream Flow Standard Operating Procedures have been developed and posted on the CDFW website. A new detailed Study Plan template has been developed and is being used to provide details description of current projects- these Plans will be posted on our website once completed to improve project transparency. • Training underway on TRACS – the web-based federal aid system for reporting how Federal Aid dollars were expended, expect implementation in Fall 2014. • The Department’s internal status review process for listing species pursuant to the California Endangered Species Act includes reporting back to staff about justification for ultimate policy decision. The same

				<p>justification will be reflected in the public status review recommendation to the Fish and Game Commission.</p> <ul style="list-style-type: none"> The FGC is web-casting its business meetings and continually improving the information about its activities on its web site.
<p>Foundational Strategy: Where appropriate, engage in effective Integrated Resource Management (IRM) processes.</p>	A4-A6	<p>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.</p>	<p>Strong Relationships with Other Agencies, Organizations and the Public: Proactively engage other agencies, organizations and stakeholders as partners and collaborators; Find collaborative, place-based solutions (Goal 1, Objectives 2 and 9).</p> <p>Highly Valued Programs and Quality Services: Help achieve and maintain healthy ecosystems (Goal 2, Objective 2).</p> <p>An Effective Organization: Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG (Goal 3, Objective 1).</p>	<ul style="list-style-type: none"> An Interagency Timber Harvest Data Management Working Group has been established among the California Department of Forestry and Fire Protection, the California Department of Fish and Wildlife, the State Water Resources Control Board, the California Geological Survey and the Natural Resources Agency to provide a forum to identify ways to a) simplify the collection and use of critical data to ensure consistent application of laws and regulations pertaining to forestry practices, b) identify and implement efficiencies and transparency in regulation of forest practices among agencies, c) develop and implement means for environmental data assembly and sharing through technological improvements among agencies and stakeholders to facilitate Informed and participatory decision-making. The Working Group will help establish ecological performance measures mandated by AB 1492 as a means to monitor conservation of forest values in California. We actively participate in the California Biodiversity Council and sit on the Interagency Alignment Team to promote IRM.
<p>Mandates, Efficiencies, and Funding</p>	A7	<p>Require open and transparent accounting within DFG to build public confidence in how funds are managed.</p>	<p>An Efficient Organization: Manage capacity/resources (Goal 4, Objective 3).</p>	<ul style="list-style-type: none"> Development of web-based process for dedicated account funding application and reporting, Fund Conditions already online, expect project level expenditures to reported online this year. Upgrades to computer hardware, software and communication infrastructure throughout the Department. Training and software upgrades for preparation of administrative records within the Office of the General Counsel that have resulted in significant time savings. Increased utilization of the Department’s internal and external electronic document library has increased access to Department records and decreased time and resources spent on using hard copies of the same materials.
	A7-A8	<p>As part of its strategic planning effort, DFG will evaluate and implement program efficiencies.</p>	<p>An Effective Organization: Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG (Goal 3, Objective 1).</p> <p>An Efficient Organization: Manage capacity/resources; Maximize services while minimizing costs (Goal 4, Objectives 3 and 4).</p>	<ul style="list-style-type: none"> Statewide coordination on Federal Aid funding, both wildlife and fish – training for proper projects and description in narratives, includes alignment of projects with appropriate funding. Process implemented to work on highest priority activities consistent w/ fund sources. In the process of evaluating and implementing effectiveness and efficiency of California Endangered Species Act and Streambed Alteration Agreement Process.
	A8	<p>Pursue a high-level task force</p>	<p>Highly Valued Programs and Quality Services: Help</p>	<ul style="list-style-type: none"> In order to evaluate efficiencies and needs, the FGC has embarked on a

		that reviews and makes recommendations regarding F&GC and DFG funding and efficiencies.	achieve and maintain healthy ecosystems; Provide consistent and unified delivery of quality services and products; Practice adaptive management; Engage in broadly-informed	programmatic work plan review. Once completed in early 2014, the FGC will be able to clearly identify how it is using funds and its work products. Part of this process will be looking for efficiencies.
	A8-A9	Pursue a high-level task force that reviews and makes recommendations regarding F&GC and DFG mandates.	and transparent decision-making (Goal 2, Objectives 2, 4, 5 and 7). An Efficient Organization: Maximize services while minimizing costs (Goal 4, Objective 5).	<ul style="list-style-type: none"> The FGC will initiate a mandate review once current priorities and capacity are updated in the programmatic work plan review. Department recently completed a more detailed assessment of unfunded mandates. (Attached)
	A9	In the future, when the legislature enacts legislation, it identifies a specific means by which the new mandate can be paid for.	An Effective Organization: Manage capacity/resources (Goal 4, Objective 3).	<ul style="list-style-type: none"> SB 1148 identified a specific fee structure for funding our review, approval, and ongoing monitoring of conservation and mitigation banks. In 2012, the legislature passed AB 2443, creating a special permit to establish a local assistance grant program for preventing quagga mussel introduction to CA reservoirs. CDFW is responsible for assisting with the program and will receive funds from a new fee on registered boats to fund Invasive Species Program and DFW Regional workload. The FGC can't dictate how the legislature performs its duties.
Defining Success	A10	Develop performance metrics to define success, tie performance to DFG's and F&GC's mission statements, and match DFG's and F&GC's goals with funding (priorities).		<ul style="list-style-type: none"> Federal Aid grant narratives for FY 14-15 will have specific metrics of deliverables, in many cases tied directly to metrics of fish and wildlife populations. The FGC expects to be able to develop these as part of the programmatic work plan review.
Science	A11	Decisions made by managers and policy-makers are informed by credible science in fully transparent processes.	Strong Relationships with Other Agencies, Organizations and the Public: Share data, processes, tools, knowledge, expertise and information (Goal 1, Objectives 6). Highly Valued Programs and Quality Services: Engage in broadly informed and transparent decision-making (Goal 2, Objective 7).	<ul style="list-style-type: none"> CDFW actively participates on the Water Operations Management Team, Coordinated Long Term Operations of CVP/SWP Biological Opinion Remand Processes (e.g., CSAMP, CAMT and SDSRC), and in Bay Delta Conservation Plan planning activities and working groups, all of which use the best available scientific information including ecosystems processes, species life cycle models and peer reviewed scientific literature. Development of Scientific Integrity Policy, Peer Review Policy, Adaptive Management Policy and Science Symposium are all tools the Department uses to ensure use of Best Available Science in all of its resources management efforts and decisions. Competition of the State Wildlife Action Plan next year will provide a platform for better alignment of priorities and funding. This is a standing objective of the FGC decision making process.
	A11-A12	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.	Strong Relationships with Other Agencies, Organizations and the Public: Proactively engage other agencies, organizations and stakeholders as partners and collaborators; Share data, processes, tools, knowledge, expertise and information (Goal 1, Objectives 2 and 6).	<ul style="list-style-type: none"> Science Institute now the umbrellas for the Scientific Community Development program; has four main goals: The program rests on four pillars: <ol style="list-style-type: none"> Consistent, Centralized, and Logical Delivery of Standardized Protocols Building relationships and fostering Networking among the Scientific Staff Creating opportunities for Intradepartmental Collaboration

			<p>Highly Valued Programs and Quality Services: Help achieve and maintain healthy ecosystems; Practice adaptive management (Goal 2, Objectives 2 and 5).</p> <p>An Effective Organization: Demonstrate credibility (Goal 3, Objective 7).</p> <p>An Efficient Organization: Maximize services while minimizing costs (Goal 4, Objective 4).</p>	<p>4. Collaboration with our Resources Agency partners and Federal counterparts</p> <ul style="list-style-type: none"> Major improvement through Science Institute to provide more access to scientific literature through a contract; deliver of Dept.'s first Science symposium. Recent Department-wide technology upgrade improves Department's ability to access and utilize scientific literature and other tools that contribute to adaptive management efforts. Development of Adaptive Management and other policies will contribute to the Department's ability to adaptively manage resources using the best available science.
Statutes and Regulations	A13-A14	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>An Effective Organization: Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG (Goal 3, Objective 1).</p> <p>An Effective Organization: Develop, align and inform clear fish and wildlife statutes, regulations and governance (Goal 3, Objective 3).</p>	<ul style="list-style-type: none"> Establishment of a regulations unit to improve new rule-making processes to reduce inconsistencies and redundancies in new rule-makings and eventually to improve Title 14 in terms of organization and consistency. The California Law Revision Commission (CLRC) is working through the Fish and Game Code systematically making recommendations to amend the Code to improve organization, consistency and clarity. To date, the CLRC has addressed sections related to finance, licensing, law enforcement, inter-jurisdictional compacts, administration and other general provisions of the Code. The CLRC has presented its work in approximately 20 memos available on their website (www.clrc.ca.gov). The Department responds to the memos in public comment letters that are posted on the CLRC website and discussed the CLRC public meetings. It has been a very cooperative, positive process that will extend into 2014. The exact date of completion is unknown. The minutes from each of the 4 meetings at which the CLRC has discussed the Fish and Game Code are also available on the website. The Fish and Game Commission is hiring a full time attorney, an addition that will help facilitate a Title 14 review, though much of that process will await completion of the CLRC's work. The FGC does not currently have the capacity for this effort. However, it is hoped that a plan to address this issue can be formulated in the work planning effort currently underway.
	A14	All DFG policies are in writing and employees are trained in the proper implementation of policies.	<p>Highly Valued Programs and Quality Services: Engage in broadly-informed and transparent decision-making (Goal 2, Objective 7).</p> <p>An Efficient Organization: Develop simple, clear and consistent governance and permitting practices and processes (Goal 4, Objective 2).</p>	<ul style="list-style-type: none"> Refresh of Department Operations Manual largely completed; Director's Bulletins compiled and more accessible.
	A14-A15	Seek statutory changes to the fully protected species statutes	An Effective Organization: Develop, align and inform clear fish and wildlife statutes, regulations and	<ul style="list-style-type: none"> We are seeking a regulatory change to allow for an option for take of Rare plants listed under the Native Plant Protection Act. Currently there is not

		to allow the incidental take of fully protected species under specified circumstances related to certain management activities as defined by DFG.	governance (Goal 3, Objective 3) An Efficient Organization: Develop simple, clear and consistent governance and permitting practices and processes (Goal 4, Objective 2).	an option for take of Rare plants, making them similar to fully protected animal species. <ul style="list-style-type: none"> Department may not unilaterally pursue or support legislation.
	A15	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.	Highly Valued Programs and Quality Services: Provide consistent and unified delivery of quality services and products (Goal 2, Objective 4). An Effective Organization: Develop, align and inform clear fish and wildlife statutes, regulations and governance (Goal 3, Objective 3). An Efficient Organization: Develop simple, clear and consistent governance and permitting practices and processes (Goal 4, Objective 2).	<ul style="list-style-type: none"> The California Law Revision Commission has not yet reached the sections of the Fish and Game Code related to the California Endangered Species Act. Any non-substantive, process related recommendations that stakeholders may have should be forwarded to the CLRC for consideration.
Permitting	A16	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.	An Effective Organization: Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG. (Goal 3, Objective 1). An Efficient Organization: Develop simple, clear and consistent governance and permitting practices and processes (Goal 4, Objective 2).	<ul style="list-style-type: none"> The Department continues to work with other agencies (i.e., Caltrans, DWR, High Speed Rail Authority) and utilities (PG&E, PUC) through reimbursable contracts that fund staff to review and permit projects efficiently and consistently. Working closely with the NGO community and others to identify and address barriers in a rigorous and un-biased manner.
	A16-A17	Make the application review and permit preparation process more consistent and transparent to applicants.		
	A17-A18	Remove permitting barriers to “small-scale” restoration and other appropriate projects.	Highly Valued Programs and Quality Services: Help achieve and maintain healthy ecosystems (Goal 2, Objective 2). An Effective Organization: Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG (Goal 3, Objective 1).	<ul style="list-style-type: none"> Coho Help Act, AB-1961, chaptered in 2012, intended to remove “permitting barriers.”
	A18	Develop a set of criteria and implementation guidelines for “beneficial” projects.		
	A19-A20	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 streambed	An Efficient Organization: Align internal governance practices, processes and structures; Develop simple, clear and consistent governance and permitting practices and processes (Goal 4, Objectives 1 and 2).	<ul style="list-style-type: none"> Standard practice for Regional permitting staff continues to include early consultation, site visits with applicant, measures to minimize or impacts and, negotiations for compensatory mitigation. The Department is also providing unsolicited assistance to applicants via the CEQA commenting period in advance of applying for an ITP or LSA agreement.

		alteration agreements).		
Enforcement	A20-A21	Ensure successful recruitment and retention of California fish and game wardens.	Highly Valued Programs and Quality Services: Protect and manage, enhance and restore wildlife resources (Goal 2, Objective 1).	<ul style="list-style-type: none"> Increased personnel attending recruitment fairs and continued commitment to events like the ISE and Fred Hall shows.
	A21-A22	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"> LED has been very involved with the CDDA and has had an increased attendance at their meetings. We have presented at two of their largest conferences and continue to be involved with education and exposure to our resource issues. Our OGC represented by Wendy Johnson made a presentation regarding DFW resource laws and AC Farrell covered prosecution concerns in the MLPA areas. OGC has been working with LED on ideas for continued education and exposure to the CDDA for increased awareness and has requested time on all future CDAA agendas to encourage and ongoing exchange of information. FGC president, Michael Sutton, will be recognizing the DA's and their staffs who have been most involved with resource protection issues in the state in hopes of stimulating additional support. In 2014 the Department will coordinate with the the California District Attorneys' Association, the Judicial Council, the Attorney General's office, and the University of California to establish an environmental crimes task force to provide training, education and outreach to prosecutors and courts to encourage the effective and efficient prosecution of violations of the Fish and Game Code and other environmental crimes.
	A22	Seek statutory changes to create effective deterrents to illegal take.		<ul style="list-style-type: none"> LED will continue to seek enhanced penalties to address chronic violators of the resources. We are looking at FGC 12000 to make infraction violations on certain sections to allow better flexibility for prosecution and enhanced enforcement of crimes where the ability to have a jury trial often prevents cases from being filed in the court system.
California Fish and Game Commission	A23	Create greater stakeholder input and exchange, and a better understanding of issues by F&GC members and all involved prior to formal F&GC hearings by expanding the use of committees and holding issue-specific public workshops.		<ul style="list-style-type: none"> The FGC has implemented this recommendation when they adopted the new meeting schedule and structure for 2014.
Reporting	A24	Request a report from DFG and F&GC to the California State Legislature and governor by June 1, 2013 to identify progress in implementing recommendations within the strategic vision.	Strong Relationships with Other Agencies, Organizations and the Public: Proactively engage other agencies, organizations and stakeholders as partners and collaborators; Understand stakeholder challenges and expectations; Share data, processes, tools, knowledge, expertise and information (Goal 1,	

		Recommend that the chairs of those legislative committees with jurisdiction over fish and wildlife hold a joint hearing following the release of the report.	Objectives 2, 3 and 6). An Effective Organization: Encourage and support strong internal, external and interagency communications and collaboration; Encourage creative problem solving and foresight into emerging challenges and issues; Develop knowledgeable, capable and experienced employees and commissioners; Demonstrate credibility (Goal 3, Objectives 2, 5, 6 and 7).	