

Fish and Game Commission

Meeting Binder



February 22, 2018

Strategic Planning Meeting

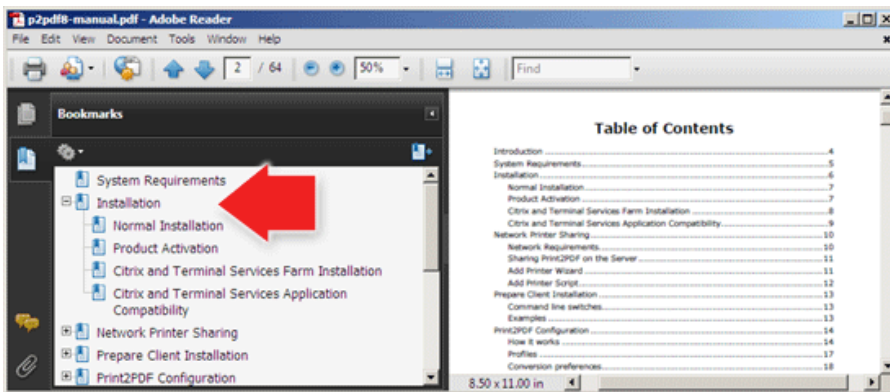
Sacramento

EASY GUIDE TO USING THE BINDER

1. Download and open the binder document using your Adobe Acrobat program/app.
2. If a bookmark panel does not automatically appear on either the top or left side of the screen, click/tap on the “bookmark symbol” located near the top left-hand corner.



3. To make adjustments to the view, use the Page Display option in the View tab. You should see something like:



4. We suggest leaving open the bookmark panel to help you move efficiently among the staff summaries and numerous supporting documents in the binder. It's helpful to think of these bookmarks as a table of contents that allows you to go to specific points in the binder without having to scroll through hundreds of pages.
5. You can resize the two panels by placing your cursor in the dark, vertical line located between the panels and using a long click /tap to move in either direction. ←|→
6. You may also adjust the sizing of the documents by adjusting the sizing preferences located on the Page Display icons found in the top toolbar or in the View tab.
7. Upon locating a staff summary for an agenda item, notice that you can obtain more information by clicking/tapping on any item underlined in blue.
8. Return to the staff summary by simply clicking/tapping on the item in the bookmark panel.
9. Do not hesitate to contact staff if you have any questions or would like assistance.

OVERVIEW OF FISH AND GAME COMMISSION BUSINESS MEETINGS

- This is the 148th year of continuous operation of the California Fish and Game Commission in partnership with the California Department of Fish and Wildlife. Our goal is the preservation of our heritage and conservation of our natural resources through informed decision making. These meetings are vital in achieving that goal. In that spirit, we provide the following information to be as effective and efficient toward that end. Welcome and please let us know if you have any questions.
- We are operating under Bagley-Keene Open Meeting Act and these proceedings are being recorded and broadcast via Cal-Span.
- In the unlikely event of an emergency, please note the location of the nearest emergency exits. Additionally, the restrooms are located _____.
- Items may be heard in any order pursuant to the determination of the Commission President.
- The amount of time for each agenda item may be adjusted based on time available and the number of speakers.
- Speaker cards need to be filled out **legibly** and turned in to the staff **before** we start the agenda item. Please make sure to list the agenda items you wish to speak to on the speaker card.
- We will be calling the names of several speakers at a time so please line up behind the speakers' podium when your name is called. If you are not in the room when your name is called you may forfeit your opportunity to speak on the item.
- When you speak, please state your name and any affiliation. Please be respectful. Disruptions from the audience will not be tolerated. Time is precious so please be concise.
- To receive meeting agendas and regulatory notices about those subjects of interest to you, please visit the Commission's website, www.fgc.ca.gov, and sign up for our electronic mailing lists.
- All petitions for regulation change must be submitted in writing on the authorized petition form, FGC 1, Petition to the California Fish and Game Commission for Regulation Change, available at <http://www.fgc.ca.gov/public/information/petitionforregulatorychange.aspx>.
- **Reminder!** Please silence your mobile devices and computers to avoid interruptions.
- **Warning!** The use of a laser pointer by someone other than a speaker doing a presentation may result in arrest.

INTRODUCTIONS FOR FISH AND GAME COMMISSION MEETINGS

Fish and Game Commission

Eric Sklar	President (Saint Helena)
Anthony Williams	Vice President (Huntington Beach)
Jacque Hostler-Carmesin	Member (McKinleyville)
Russell Burns	Member (Napa)
Peter Silva	Member (Jamul)

Commission Staff

Valerie Termini	Executive Director
Melissa Miller-Henson	Deputy Executive Director
Mike Yaun	Legal Counsel
Susan Ashcraft	Marine Advisor
David Thesell	Program Manager
Sherrie Fonbuena	Analyst
Rick Pimentel	Analyst
Sergey Kinchak	Analyst

California Department of Fish and Wildlife

Chuck Bonham	Director
Wendy Bogdan	General Counsel
David Bess	Deputy Director and Chief, Law Enforcement Division
Stafford Lehr	Deputy Director, Wildlife and Fisheries Division
Jordan Traverso	Deputy Director, Communications, Education and Outreach
Kari Lewis	Wildlife Branch Chief
Kevin Shaffer	Fisheries Branch Chief
Craig Shuman	Marine Region Manager

I would also like to acknowledge special guests who are present:

(i.e., elected officials, tribal chairpersons, other special guests)

Commissioners
Eric Sklar, President
Saint Helena

Anthony C. Williams, Vice President
Huntington Beach

Jacque Hostler-Carmesin, Member
McKinleyville

Russell E. Burns, Member
Napa

Peter S. Silva, Member
Jamul

STATE OF CALIFORNIA
Edmund G. Brown Jr., Governor

Valerie Termini, Executive Director
1416 Ninth Street, Room 1320
Sacramento, CA 95814
(916) 653-4899
fgc@fgc.ca.gov
www.fgc.ca.gov

Fish and Game Commission



Wildlife Heritage and Conservation
Since 1870

MEETING AGENDA AND DOCUMENTS

February 22, 2018 at 1:30 p.m.

Resources Building, Auditorium, First Floor
1416 Ninth Street, Sacramento, CA 95814

Call to order/roll call to establish quorum

1. Approve agenda and order of items
2. Goal of today's meeting
3. The unique role of the Commission in natural resource management
 - Exhibit 3.1: "Authorities of the California Fish and Game Commission"
 - Exhibit 3.2: "Mission and Vision Statements of Select State of California Natural Resource Management Agencies" (February 2018)
4. Strategic planning
 - (A) Changes since 1998 strategic plan
 - (B) Goal of future strategic plan
 - (C) What kind of strategic planning process does the Commission envision?
 - Exhibit 4.1: "The California Fish and Game Commission Strategic Plan, An Agenda for California's Fish and Wildlife Resources" (December 1998)
 - Exhibit 4.2: "California Fish and Wildlife Strategic Vision, Recommendations for Enhancing the State's Fish and Wildlife Management Agencies" (December 2012)
 - Exhibit 4.3: "Progress on Achieving the Fish and Wildlife Strategic Vision Goals" (October 2017)
 - Exhibit 4.4: "Questions to Consider in Developing a Strategic Plan and Planning Process" (February 16, 2018)
5. Public forum
6. Next steps

Adjourn

California Fish and Game Commission 2018 Meeting Schedule

Note: As meeting dates and locations can change, please visit www.fgc.ca.gov for the most current list of meeting dates and locations.

Meeting Date	Commission Meeting	Committee Meeting	Other Meetings
March 6		Marine Resources Justice A. Rattigan State Building 50 D Street Conf. Room 410 (4th Floor) Santa Rosa, CA 95404	
April 12	Teleconference — Arcata, Napa, Sacramento, Los Alamitos and San Diego		
April 18-19	Four Points by Sheraton Ventura Harbor Resort 1050 Schooner Drive Ventura, CA 93001		
May 17		Wildlife Resources WestEd Building- Edwin C. Myers Classroom 4665 Lampson Ave. Los Alamitos, CA 90720	
June 19		Tribal Resources Building Auditorium, First Floor 1416 Ninth Street Sacramento, CA 95814	
June 20-21	Resources Building Auditorium, First Floor 1416 Ninth Street Sacramento, CA 95814		
July 17		Marine Resources California Department of Parks and Recreation Orange Coast District Office Training Room 3030 Avenida del Presidente San Clemente, CA 92672	
August 22-23	River Lodge Conference Center 1800 Riverwalk Drive Fortuna, CA 95540		
September 20		Wildlife Resources Resources Building Auditorium, First Floor 1416 Ninth Street Sacramento, CA 95814	

Meeting Date	Commission Meeting	Committee Meeting	Other Meetings
October 16		Tribal Radisson Fresno Conference Center 1055 Van Ness Avenue Fresno, CA 93721	
October 17-18	Radisson Fresno Conference Center 1055 Van Ness Avenue Fresno, CA 93721		
November 14		Marine Resources Resources Building Auditorium, First Floor 1416 Ninth Street Sacramento, CA 95814	
December 12-13	QLN Conference Center 1938 Avenida del Oro Oceanside, CA 92056		

OTHER 2018 MEETINGS OF INTEREST

Association of Fish and Wildlife Agencies

- September 9-12, Tampa, FL

Pacific Fishery Management Council

- March 8-14, Rohnert Park, CA
- April 5-11, Portland, OR
- June 6-14, Spokane, WA
- September 5-12, Seattle, WA
- November 1-8, San Diego, CA

Pacific Flyway Council

- March 27, Norfolk, VA
- September, TBD

Western Association of Fish and Wildlife Agencies

- July 12-17, Eugene, OR

Wildlife Conservation Board

- February 22, Sacramento, CA
- March 22, Sacramento, CA (special meeting)
- May 24, Sacramento, CA
- August 30, Sacramento, CA
- November 15, Sacramento, CA

IMPORTANT COMMISSION MEETING PROCEDURES INFORMATION

WELCOME TO A MEETING OF THE CALIFORNIA FISH AND GAME COMMISSION

This is the 148th year of operation of the Commission in partnership with the California Department of Fish and Wildlife. Our goal is the preservation of our heritage and conservation of our natural resources through informed decision making; Commission meetings are vital in achieving that goal. In that spirit, we provide the following information to be as effective and efficient toward that end. Welcome and please let us know if you have any questions.

PERSONS WITH DISABILITIES

Persons with disabilities needing reasonable accommodation to participate in public meetings or other Commission activities are invited to contact the Reasonable Accommodation Coordinator at (916) 651-1214. Requests for facility and/or meeting accessibility must be received prior to the meeting to ensure the request can be accommodated.

STAY INFORMED

To receive meeting agendas and regulatory notices about those subjects of interest to you, please visit the Commission's website, www.fgc.ca.gov, and sign up on our electronic mailing lists.

SUBMITTING WRITTEN COMMENTS

The public is encouraged to comment on any agenda item. Submit written comments by one of the following methods: **E-mail** to fgc@fgc.ca.gov; **delivery** to Fish and Game Commission, 1416 Ninth Street, Room 1320, Sacramento, CA 95814; or **hand-deliver to a Commission meeting**. Materials provided to the Commission may be made available to the general public.

COMMENT DEADLINES

The **Written Comment Deadline** for this meeting is **12:00 p.m. on February 20, 2018**. Written comments received at the Commission office by this deadline will be made available to Commissioners prior to the meeting.

After the deadline, written comments may be delivered in person to the meeting – Please bring ten (10) copies of written comments to the meeting.

NON-REGULATORY REQUESTS

All non-regulatory requests will follow a two-meeting cycle to ensure proper review and thorough consideration of each item. All requests submitted by the **Written Comment Deadline** (or heard during public forum at the meeting) will be scheduled for receipt at this meeting, and scheduled for consideration at the next business meeting.

PETITIONS FOR REGULATION CHANGE

Any person requesting that the Commission adopt, amend, or repeal a regulation must complete and submit form FGC 1, titled, "Petition to the California Fish and Game Commission for Regulation Change" (as required by Section 662, Title 14, CCR). The form is available at <http://www.fgc.ca.gov/public/information/petitionforregulatorychange.aspx>. To be received by the Commission at this meeting, petition forms must have been delivered by the **Written Comment Deadline** (or delivered during public forum at the meeting) and will be scheduled for consideration at the next business meeting, unless the petition is rejected under staff review pursuant to subsection 662(b), Title 14, CCR.

VISUAL PRESENTATIONS/MATERIALS

All electronic presentations must be submitted by the **Written Comment Deadline** and approved by the Commission executive director before the meeting.

1. Electronic presentations must be provided by email to fgc@fgc.ca.gov.
2. All electronic formats must be Windows PC compatible.
3. It is recommended that a print copy of any electronic presentation be submitted in case of technical difficulties.
4. A data projector, laptop and presentation mouse will be available for use at the meeting.

LASER POINTERS may only be used by a speaker during a presentation; use at any other time may result in arrest.

SPEAKING AT THE MEETING

To speak on an agenda item, please complete a "Speaker Card" and give it to the designated staff member before the agenda item is announced. Cards will be available near the entrance of the meeting room. Only one speaker card is necessary for speaking to multiple items.

1. Speakers will be called in groups; please line up when your name is called.
2. When addressing the Commission, give your name and the name of any organization you represent, and provide your comments on the item under consideration.
3. If there are several speakers with the same concerns, please appoint a spokesperson and avoid repetitive testimony.
4. The presiding commissioner will allot between one and three minutes per speaker per agenda item, subject to the following exceptions:
 - a. The presiding commissioner may allow up to five minutes to an individual speaker if a minimum of three individuals who are present when the agenda item is called have ceded their time to the designated spokesperson, and the individuals ceding time forfeit their right to speak to the agenda item.
 - b. Individuals may receive advance approval for additional time to speak if requests for additional time to speak are received by email or delivery to the Commission office by the **Written Comment Deadline**. The president or designee will approve or deny the request no later than 5:00 p.m. two days prior to the meeting.
 - c. An individual requiring an interpreter is entitled to at least twice the allotted time pursuant to Government Code Section 11125.7(c).
 - d. An individual may receive additional time to speak to an agenda item at the request of any commissioner.
5. If you are presenting handouts/written material to the Commission at the meeting, please provide ten (10) copies to the designated staff member just prior to speaking.

Authorities of the California Fish and Game Commission

Prepared by Commission Legal Counsel

February 2018

This document highlights the legal responsibilities that specifically apply to the California Fish and Game Commission (Commission). Unless otherwise specified, "Department" refers to the California Department of Fish and Wildlife.

California Constitution

The California Constitution, in Article IV, Section 20 (b), created the Commission. The Commission will be made up of five members appointed by the Governor and approved by the California State Senate for staggered six-year terms. The powers of the Commission are referred to in the following sentence, "The Legislature may delegate to the Commission such powers relating to the protection and propagation of fish and game as the Legislature sees fit".

Public Resources Code

Sections 36600 through 36900 codify the Marine Managed Areas Improvement Act and gives the Commission the responsibility to designate, delete, or modify state marine recreational management areas established by the commission for hunting purposes, state marine reserves, and state marine conservation areas.

Fish and Game Code

The Fish and Game Code (Code) embodies the statutes passed by the California State Legislature that primarily deal with managing fish and wildlife in California.

Division 1 of the Code deals specifically with the organization and regulatory authorities of the Commission. Other powers and duties of the Commission are found throughout the Code in sections that deal with various subjects or species.

Chapter 1 of Division 1 specifies that the Commission is in the Resources Agency (as compared to the Wildlife Conservation Board, which is in the Department - see Section 1320), commissioners shall receive compensation for carrying out their duties (and that this compensation and related expenses shall be paid out of the Fish and Game Preservation Fund), and that the Commission may employ a staff, including an executive director (but that "...neither the Commission nor its staff shall have or be given any powers in relation to the administration of the Department").

Section 105 states, "The Commission shall form a marine resources committee from its membership consisting of at least one commissioner. The committee shall report to the Commission from time to time on its activities and shall make recommendations on all marine resource matters considered by the Commission."

Section 106 states, "The Commission shall form a wildlife resources committee from its membership consisting of at least one commissioner. The committee shall report to the

Commission from time to time on its activities and shall make recommendations on all nonmarine resource matters considered by the Commission."

Section 106.5 states, "The Commission shall form a tribal committee from its membership consisting of at least one commissioner. The committee shall report to the Commission from time to time on its activities and shall make recommendations on all tribal matters considered by the Commission."

Section 107 states, "The Commission shall adopt and approve a Conflict of Interest Code pursuant to Article 3 of Chapter 7 of Title 9 of the Government Code."

Section 108 requires the Commission adopt "rules to govern the business practices and processes of the commission."

Section 110 requires the Commission "hold no fewer than eight regular meetings per calendar year" subject to available funding.

Chapter 2 of Division 1 specifies the commission's powers to regulate the recreational take or possession of birds, mammals, fish, amphibia and reptiles. Seasons, bag and size limits, area or territorial designations, and the manner and means of taking are all within the regulatory authority of the Commission. The Commission is expressly prohibited from enacting any regulations relating to the commercial take or use of fish or wildlife unless specifically authorized (statutorily) by the California State Legislature.

Chapter 3 of Division 1 provides some general regulatory powers to the Commission and some powers modifying or addressing more specifically those found in Chapter 2. For example, there are additional provisions relating to accidental take of birds and mammals; black bear hunting seasons; falconry; permits to take game as part of survival training or exercises; and the ability to conform State regulations and restrictions with those adopted by neighboring states, federal agencies, or international commissions. One power of note in Section 309 reads, "The Commission shall adopt regulations which afford procedural and substantive due process to any person whose license or permit is subject to revocation or suspension".

Chapter 4 states that the Department, with Commission approval, will participate in federal aid programs (wildlife and sport fish) to improve habitat or fishing and hunting. Chapter 5 specifies provisions for the Department and the Commission in managing California's wild deer populations. Chapter 6 gives the Commission authority to adopt guidelines to assist the Department in developing civil penalties for violations relating to the illegal take of fish and wildlife.

Division 2 of the Code relates specifically to the organization and function of the Department. However, in Section 703, it is stated that "General policies for the conduct of the Department shall be formulated by the Commission. The director shall be guided by those policies and shall be responsible to the Commission for the administration of the department in accordance with those policies". The Commission has adopted about fifty policies pursuant to Section 703. Some of the policies are related to some of the mandates found in the Code. For example, there is a policy (actually closer to a set of procedures) addressing criteria for considering appeals of permanent revocations of commercial licenses or permits.

Section 1120 states, "The Commission shall establish fish hatcheries for stocking waters of this State with fish. The department shall maintain and operate such hatcheries".

The Commission is given authority in Section 1170 et seq. to issue a permit to nonprofit organizations to construct and operate anadromous fish hatcheries.

In Section 1500, the Commission is delegated the authority to approve land or property rules or exchanges pertaining to specified (in the section) wildlife areas. In sections 1525 and 1526, the Commission is given authority to approve the Department's acceptance of donations of money or fish and wildlife, and to approve the acquisition and regulate the use of land for "game farms, wildlife management areas, or public shooting grounds". Sections 1580 has essentially the same provision but for the purpose of establishing and using ecological reserves.

Section 1590 states, "The Commission may designate, delete or modify state marine recreational management areas established by the Commission for hunting purposes, state marine reserves, and state marine conservation areas, as delineated in subdivision (a) of Section 36725 of the Public Resources Code."

Section 1725 et seq. describes the Department's Wild Trout Program. The Commission has the authority to add or subtract waters from the Wild Trout Program as specified in Section 1727, which also requires the Commission to submit a report to the legislature annually in January regarding progress in implementing the Wild Trout Program.

Section 1750 et seq. defines the Native Species Conservation and Enhancement program. In Section 1762, the Commission is given the authority to approve the form or content of a token of appreciation given by the Department to donors who contribute to the program.

Section 1900 et seq. comprises Chapter 10 (of Division 2) of the Code, entitled Native Plant Protection. In Section 1904, the Commission is given the authority to designate endangered and rare plants and, in Section 1907, is given the authority to regulate the take or use of such plants.

Sections 2050 to 2085 comprise Articles 1 to 3 of the California Endangered Species Act. The sections describe the Commissions' authorities relating to the process of petitioning to list a species, listing, and authorizing the take of a candidate or listed species.

Section 2118 contains a list of specified wild animals that are unlawful to import, transport, possess, or release alive in the state. The Commission is authorized to add or delete species or larger taxonomic categories to the list. In Section 2120, the Department's authority to issue a permit pursuant to those exceptions is described, and the Commission is given the authority to revoke or deny such a permit under specific conditions. The Commission may also define what "proper care" is for animals obtained under the Department's permit.

Section 2271 states that, with some specific exceptions, no live aquatic plant or animal shall be imported into the state without prior written approval by the Department, and that the related regulations and procedures shall be adopted and established by the Commission.

Sections 2345 through 2401 specify the statutes that relate to the importation of dead birds, mammals, fish, reptiles, and amphibia. Sections 2361 through 2369 define the Commission's regulatory authority dealing with the importation of domestically reared salmon; yellowtail, barracuda and white seabass; striped bass, sturgeon and shad; crabmeat; spiny lobsters; and pismo clams.

Sections 2535 through 2546 are statutes relating to fishing and hunting guides. Sections 2542, 2543, 2545 and 2546 define the Commission's authority to adopt regulations pertaining to the conduct and qualifications of guides, hear appeals from persons who have been denied a guide license by the Department, require guides to maintain and submit records, and revoke a guide license or the privilege to guide, respectively.

Section 2855 states, "The Commission shall adopt a master plan that guides the adoption and implementation of the Marine Life Protection Program adopted pursuant to Section 2853 and decisions regarding the siting of new MPAs and major modifications of existing MPAs."

Sections 3400 through 3409 define the private wildlife enhancement and management program. The Commission can authorize the Department to issue licenses to private land owners to operate and manage areas to improve wildlife habitat and allow special hunting conditions (Section 3401), set fees for and approve license applications (Section 3402), require participants to post boundaries of their land (Section 3403), adopt regulations to administer the program and revoke licenses (Section 3404), and annually review activities related to the plans prepared by each licensee.

Sections 3450 through 3453 define the Department and Commission roles relating to a cooperative program with the U.S. Department of Defense to manage fish and wildlife resources on military lands. The Commission has the responsibility to review annually with the Department the activities under this program.

Sections 3700 to 3705 contain provisions of law related to the state duck stamp. The Commission is given authority to determine the form of the stamp (Section 3700 (d)) and to approve the projects for which funds are deposited in the State Duck Stamp Account (Sections 3702, 3704, and 3705).

Section 4181.5 authorizes the Department to issue a permit to take depredating deer. It also specifies that the Commission will promulgate regulations relating to this, including specifying the type of weapons to be used.

The Department is required by Section 4807 to necropsy any mountain lion received by it from a landowner who killed the lion as the lion was pursuing or taking domestic livestock or pets. The Department will report the findings to the Commission, and the Commission is required to compile all such findings into an annual report to the legislature every year no later than January 15.

The Department has the authority to manage bighorn sheep. Sections 4900 to 4904 direct the Department to develop management plans for bighorn sheep populations. The Commission is authorized to allow sport hunting, but it is specifically directed to direct the Department to authorize not more than three license tags each year to raise funds (usually through auctions) for programs and projects to protect bighorn sheep.

Section 5061 states, "the Commission shall establish rules and regulations for the commercial take, sale, transport, export, or import of native reptiles".

Sections 5700 to 5702 refer to the taking of native and non-native mollusks from two districts in central California and moving them to other areas for purification. The Commission is authorized in Section 5700 to establish rules and regulations for these activities.

Sections 5930 to 5947 include provisions of law relating to the Department and the Commission on dams. The Commission has the authority to render an opinion that there's not free passage around a dam, to order the Department to prepare plans for a fishway, and order the dam owner to provide a fishway (Section 5931). The Commission may also decide later that, if additional structures are desirable, the Department may cause such structures to be built with its own funds (Section 5932). The Commission also has authority, after review of an application to build a new dam, to find that the applicant must construct a fishway over the dam (Section 5933). If the Commission finds that a fishway for a new dam is impracticable, it may order the applicant to build a hatchery for the Department to operate (Section 5938) or to plant young fish that would naturally exist there (Section 5942).

The Commission has various authorities related to kelp harvesting. It may make regulations to insure "proper" harvesting (Section 6653), find that harvesting of certain kelp beds may be harmful to the kelp or related fish and cause the Department to serve notice on the harvester to cease operations (Section 6654), hear an appeal to such closure if requested (Section 6655), revoke or prohibit reissuance of a kelp harvesting license because of regulation violations (Section 6656), and provide for exclusive leases of kelp harvesting privileges if it is in the public interest (Sec 6700 et seq.).

Section 6896 gives the Commission authority to regulate the commercial take, sale, transport, export, or import of native amphibians.

Section 7051 states, "The policies in this part shall apply only to fishery management plans and regulations adopted by the Commission on or after January 1, 1999. No power is delegated to the commission or the department by this part to regulate fisheries other than the nearshore fishery, the white sea bass fishery, emerging fisheries, and fisheries for which the commission or department had regulatory authority prior to January 1, 1999. (Added in 1998.)

Sections 7058 refers to marine fisheries and states "Any fishery management regulation adopted by the Commission shall to the extent practicable conform to the policies of Sections 7055 and 7056". (Added in 1998 and amended in 2002.)

Section 7065 states, "The Director shall report annually in writing to the Commission on the status of sport and commercial marine fisheries managed by the state. The date of the report shall be chosen by the Commission with the advice of the Department. Each annual report shall cover at least one-fourth of the marine fisheries managed by the state so that every fishery will be reported on at least once every four years. (Added in 1998 and amended in 1999.)

Section 7071 et seq. defines statutory provisions for fishery management plans. (Added in 1998 and amended in 1999.)

The Commission is required by Section 7380 to adopt regulations to implement the steelhead trout restoration report card program.

Sections 7700 through 7706 refer to several permissive authorities of the Commission pertaining to wholesome and sanitary conditions relating to the taking and delivery of fish and fishery products and to the prevention of the deterioration and wastage of those items. Based upon a written complaint of a violation, the Commission may revoke a license to take, buy, sell, can, or preserve fish for up to 90 days. The Commission is required to conduct its hearing and decision at a regularly scheduled meeting.

Section 7857 (b) gives the Commission authority to suspend, revoke, or cancel commercial fishing privileges for a period of time for specified reasons. Section 7858 specifies that the Director decides on appeals for the denial of a late renewal application or a waiver of landings requirements for any limited entry fishery, but that the decision of the Director may be appealed to the Commission.

Section 8075 et seq. defines the Commission's role in granting permits, including prescribing regulations, to take and use fish for reduction or extraction - e.g., to make fish meal. The Commission is required to hold a hearing in such cases and to make specific findings. The Commission may also limit the number of permits granted.

Section 8150.5 pertains to the commercial sardine fishery. The Commission regulates taking or possession of sardines.

Sections 8230 through 8248 pertain to commercial salmon vessel permits - a limited entry system for commercial salmon fishing. The Commission (and the Department) are given authority to make and enforce regulations relating to this system (Section 8246.8). The Commission, after notice, an opportunity for hearing, and upon review with the salmon limited entry review board, may revoke commercial salmon vessel permits if they were obtained through fraudulent means (Section 8246.4). The Commission, under specified procedures, can compromise or dismiss a revocation or suspension of commercial salmon fishing privileges by reaching an agreement with the person subject to the action that may include payment of civil damages (Section 8246). The Commission is designated as the body of appeal for any refusal or denial by the Commission (Sec 8246.6). Conditions for reversals of revocation are found in Section 8246.7.

Sections 8250 through 8259 pertain to the commercial spiny lobster fishery. Permits are required for this fishery subject to regulations adopted by the Commission (Section 3254). The Commission is the appeal body when permits are suspended by the Department (Section 8254.7).

Section 8280 et seq. establishes a limited entry fishery for Dungeness crab. Section 8280.5 specifies that the Commission shall hear all appeals of denials of Dungeness crab vessel permits.

Section 8389 relates to the commercial take of herring eggs. The Commission may prescribe regulations pertaining to the permit to fish, the royalty (dollars per ton), the number of permits, and the amount of herring eggs taken under those permits.

Section 8405 et seq. refers to the sea cucumber fishery. The Commission is the hearing body for denial of a sea cucumber permit (Section 8405), it has the authority to revoke the permit under specified conditions, and can adjust the fee for issuance or transfer of a permit (Section 8405.3).

Sections 8410 et seq. refers to the market squid fishery.

Section 8475 directs the Commission to regulate the taking of freshwater clams for commercial purposes.

Section 8491 refers to the taking of crayfish shall be subject to such regulations as the Commission may prescribe.

Section 8550 et seq. describes the Commission's authorities to regulate the limited entry commercial herring fishery. Section 8553 gives the Commission broad authority to make and enforce such regulations as may be necessary... "to carry out its responsibilities related to the fishery." More specific authorities deal with the number of permits to be issued and the amount of herring to be taken under the permits (Section 8550), conditions for issuing permits (Section 8550.5), transfers of permits (Section 3552.2), revocation of permits (Section 8552.5), temporary substitutions for permittees (Section 8554), the kinds of nets and mesh sizes of the nets (Section 8556), and experience requirements for new entrants into the fishery (Section 8559).

In the limited-entry drift gill net shark and swordfish fishery, regulated in Section 8561 et seq. the Commission has some limited authorities. Specifically, it may hear an appeal for denial of an application for a substitute for the permittee on his vessel (Section 8563), and it may hear appeals for denials of permits for specified reasons (Section 8569).

Section 8587.1 et seq. directs the Commission to adopt regulations as it determines necessary to regulate nearshore stocks and fisheries.

Section 8591 directs the Commission to regulate the taking of prawns or shrimp for commercial purposes.

Section 8597 requires the Commission to adopt regulations to clarify the requirements for a marine aquaria collector's permit compared to requirements for kelp harvesting permits, general trap permits, or tidal invertebrate permits.

Section 8599.4 gives the Commission the authority to adopt regulations to manage basking sharks.

Section 8606 directs the Commission to encourage the development of new types and methods of commercial fishing gear by approving experimental gear permits subject to specified conditions and limitations.

A gill net restriction initiative was passed in the 1990 general election, and was codified in Sections 8610.1 through 8610.16. A funding mechanism created an account to compensate persons who surrendered gill and trammel net permits, and the Commission was given the authority to establish four new marine ecological reserves (Section 8610.14) and to grant any

available funds from the compensation account to research groups to carry out research in those reserves (Section 8610.9).

Sections 8680 through 8700 define the requirements for gill and trammel net permits. The Commission is directed to establish regulations for the issuance of the permits (Section 8682). The Commission is also empowered to act as the appeal body for denial of renewal of a permit (Section 8681.7).

Section 8780.1 authorizes the Commission to adopt regulations governing the use of bait nets.

Section 8841 et. seq. gives the Commission implied power to prescribe the design of trawl nets to take shrimp or prawns, and also refers to the Commission's authority to prescribe regulations for the fishery (Section 8591).

Section 9054 defines the commercial sea urchin fishery, and gives implied power to the Commission to establish regulations for the fishery, including limiting the number of sea urchin diving permits.

Section 10501 prescribes the conditions and procedures that must be followed before the Commission can open any game refuge to deer hunting. Other permissive powers of the Commission relating to game or fish refuges are defined in Sections 10502 and 10503.

Section 10711 describes the procedures that the Commission must follow to establish or change location of a pismo clam refuge in San Luis Obispo County.

Sections 12002 through 12002.8 specify the terms of suspension or revocations of commercial boat registrations or fishing licenses the Commission may impose relating to specific violations.

Sections 12154, 12155, and 12156 specify the conditions under which the Commission may revoke sport fishing, hunting or trapping licenses, respectively. Section 12155.5 establishes the Commission as the appeal body for those revocations.

One subdivision of Section 13220 specifies that part of the money in the Fish and Game Preservation Account is appropriated "To the Commission for expenditure in accordance with law for the payment of the compensation and expenses of the commissioners and employees of the Commission."

The Commission has certain authorities it may exercise with respect to aquaculture products; it may regulate transportation, purchase, possession, and sale of such products (Section 15005), and it may regulate the placement of such products into the waters of the State (Sections 15200 and 15202). The Commission may also lease State water bottoms to any person for aquaculture and adopt regulations governing lease terms (Section 15400). Sections 15400 through 15415 specify the leasing process and the possible specific activities related to it.

Section 15500 et seq. defines the Commission's role relating to aquaculture disease control. With specified input, the Commission is required to establish a list of diseases and parasites and the animals or plants they are known to infect or parasitize (Section 15500). The Commission may adopt regulations to safeguard wild and cultured organisms from the list of

harmful organisms (Section 15504), and it may also restrict or prohibit the importation of aquatic plants from other states where disease or parasites are known to exist in the imported species (Section 15510). The Commission may adopt regulations for the importation into the state of any live aquatic plants or animals (Section 15600).

Section 16000 et seq. describes a process whereby the state and the Covelo Indian Community of Round Valley Indian Reservation could reach a mutual agreement on Indian subsistence fishing in the boundary streams of the reservation. The Commission is required to review any agreement or contract entered into with Covelo Indian Community of Round Valley Indian Reservation (Section 16007).

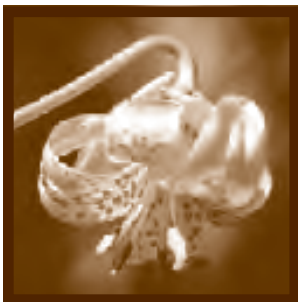
**Mission and Vision Statements of Select
State of California Natural Resource Management Agencies**

February 2018

Agency	Mission Statement	Vision Statement
California Fish and Game Commission	<p>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:</p> <ul style="list-style-type: none"> • 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 Game; • 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. 	<p>The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to assure California has "Sustainable Fish and Wildlife Resources."</p>
California Department of Fish and Wildlife	<p>The Mission of the Department of Fish and Wildlife is to manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.</p>	<p>We seek to create a California Department of Fish and Wildlife that:</p> <ul style="list-style-type: none"> • acts to anticipate the future, • approaches management of our wildlife resources on an ecosystem basis, • bases its resource management decisions on sound biological information and a clear understanding of the desires of the public, • is based on teamwork and an open and honest internal communication, • empowers its employees to make most of the "how" decisions, • is committed to extensive external communication and education programs, and • creates and promotes partnerships; coalitions of agencies, groups, or individuals; and any other collaborative efforts to meet the needs and management of wildlife resources.
Wildlife Conservation Board	<p>The Wildlife Conservation Board protects, restores and enhances California's spectacular natural resources for wildlife and for the public's use and enjoyment in partnership with conservation groups, government agencies and the people of California.</p>	<p>WCB envisions a future in which California's wildlife, biodiversity and wild places are effectively conserved for the benefit of present and future generations. WCB projects and programs maximize return on taxpayer investment in conservation and wildlife-oriented recreation, and empower and inspire current and future generations to protect California's precious habitat and wildlife resources.</p>

Agency	Mission Statement	Vision Statement
California Coastal Commission	The Commission is committed to protecting and enhancing California's coast and ocean for present and future generations. It does so through careful planning and regulation of environmentally-sustainable development, rigorous use of science, strong public participation, education, and effective intergovernmental coordination.	N/A
California State Lands Commission	The California State Lands Commission provides the people of California with effective stewardship of the lands, waterways, and resources entrusted to its care through preservation, restoration, enhancement, responsible economic development, and the promotion of public access.	The California State Lands Commission is a recognized leader that champions environmentally sustainable public land management and balanced resource protection for the benefit and enjoyment of all current and future generations of Californians.
California State Water Resources Control Board	To preserve, enhance, and restore the quality of California's water resources and drinking water for the protection of the environment, public health, and all beneficial uses, and to ensure proper water resource allocation and efficient use, for the benefit of present and future generations.	A sustainable California made possible by clean water and water availability for both human uses and environmental resource protection.
California Department of Conservation	The Department of Conservation balances today's needs with tomorrow's challenges and fosters intelligent, sustainable, and efficient use of California's energy, land, and mineral resources.	A safe, sustainable environment for all Californians.
California Department of Parks and Recreation	To provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high-quality outdoor recreation.	California State Parks will strive for a future in which Californians are healthier in mind, body and spirit through discovering, enjoying and learning about California's extraordinary parklands and diverse heritages. California State Parks makes these treasured natural and cultural resources and wide-ranging recreational opportunities available to all. Californians protect and expand this State Parks legacy for future generations.
California Department of Water Resources	To manage the water resources of California in cooperation with other agencies, to benefit the State's people and to protect, restore and enhance the natural and human environments.	N/A
Office of Environmental Health Hazard Assessment	The mission of the Office of Environmental Health Hazard Assessment (OEHHA) is to protect and enhance public health and the environment by scientific evaluation of risks posed by hazardous substances.	To be California's leading scientific organization for evaluating risks to human and ecological health.
California Department of Pesticide Regulation	Our mission is to protect human health and the environment by regulating pesticide sales and use, and by fostering reduced-risk pest management.	A California where pest management is fundamental to a healthy environment. Two beliefs underlie this vision statement: <ul style="list-style-type: none"> • Pest management is essential to a modern society to protect public health, the food supply, and enable effective resource management. • The people of California are best served by a continuous effort to minimize risks associated with pest management.
California Department of Food and Agriculture	To serve the citizens of California by promoting and protecting a safe, healthy food supply, and enhancing local and global agricultural trade, through efficient management, innovation and sound science, with a commitment to environmental stewardship.	To be recognized as the most highly respected agricultural agency in the world by leading and excelling in the programs and services delivered to meet the needs for the growing local and global food and agricultural system.

Agency	Mission Statement	Vision Statement
California Department of Resources Recycling and Recovery (CalRecycle)	CalRecycle protects the environment and preserves resources by empowering Californians to reduce, reuse, and recycle.	To inspire and challenge Californians to achieve the highest waste reduction, recycling, and reuse goals in the nation through innovation and creativity, sound advancements in science and technology, and efficient programs that improve economic vitality and environmental sustainability.
California Department of Toxic Substances Control	The mission of DTSC is to protect California's people and environment from harmful effects of toxic substances by restoring contaminated resources, enforcing hazardous waste laws, reducing hazardous waste generation, and encouraging the manufacture of chemically safer products.	<p>Californians enjoy a clean and healthy environment, and as a result of our efforts:</p> <ul style="list-style-type: none"> • Communities are confident that we protect them from toxic harm • Businesses are confident that we engage them with consistency and integrity • Consumers are confident that we stimulate innovation in the development of safer products



*The California
Fish and Game Commission*



*Strategic Plan
An Agenda For California's
Fish & Wildlife Resources*

DECEMBER 4, 1998



Governor

Pete Wilson

Fish & Game Commissioners

Richard T. Thieriot, President

Ted Weggeland, Vice President

Douglas B. McGeoghegan

Frank D. Boren

Michael Chrisman

Department of Fish & Game

Jacqueline E. Schafer, Director

Fish & Game Commission Executives

Robert R. Treanor, Executive Director

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A Message From Your Fish & Game Commission

The California Fish and Game Commission is pleased to present its Strategic Plan. This Plan focuses on California's diminishing fish and wildlife resources, their importance to California, their management and the role of the Commission in meeting this challenge.

The Plan includes a strategic agenda (mission, vision, critical initial strategic goals) and a commitment to ensure the future sustainability of California's fish and wildlife resources through proactive and creative approaches and meeting constitutionally and statutorily mandated responsibilities.

California's fish and wildlife resources are at a critical crossroad. From the early 1980s to 1998 our State's population grew from 22 million people to over 32 million people. This growth has resulted in an increased pressure and demand on limited fish and wildlife resources. Loss of critical resource habitats due to competing uses have accompanied this growth.

Since the Commission was formed in 1870 to protect California's fish and wildlife resources, there has been a change in emphasis from resource utilization to resource sustainability. The Commission's greatest challenge today is finding the right resource management approaches given complex, competing resource uses. Setting proper management policies is critical to present and future resource needs.

We Commissioners are rethinking the roles and responsibilities of the Commission. As the stewards of California's fish and wildlife resources, the Commission must not only provide for hunting and fishing opportunities, but act as the trustee of these same resources. The Commission will be examining its existing policies and developing new policies for the Department of Fish and Game to better meet these joint resource challenges.

The Commission recognizes the unique interdependencies between individual fish and wildlife resources, their habitats and man. This has led to a shift toward policies aimed at managing resources on an ecosystem basis rather than on a species by species basis.

The Commission has also found that it needs better processes to involve the public and key interest groups, in policy development and implementation. Education efforts and outreach to both consumptive and non-consumptive users of fish and wildlife resources are critical pathways to this end.

Public input received during our workshops and focus groups held around California, strongly influenced the strategic direction of the Plan. Our sincere thanks to all who gave time and expertise to this effort. This strategic plan is a dynamic document subject to periodic review, evaluation, and updating. We must work together to develop partnerships to implement its important priorities and to achieve the critical "Vision" that we all share for California's fish and wildlife resources.

We, the undersigned Commissioners, commit to doing the above in a manner that provides for public access to the Commission, ensures accountability of our actions, and is anticipatory rather than reactive.

Richard T. Thieriot, President

Ted Weggeland, Vice President

Douglas B. McGeoghegan, Member

Frank D. Boren, Member

Michael Chrisman, Member

Richard T. Thieriot, President



Mr. Thieriot has served as chairman of the Parrott Investment Company since 1985. From 1977 to 1993, he served as president and chief executive officer of The Chronicle Publishing Company, as well as publisher and editor of the San Francisco Chronicle. Mr. Thieriot was instrumental in creating the 15,000-acre "Llano Seco Wildlife Area" outside Chico, California in 1990. This project involved an unprecedented joint effort by federal, state and non-profit agencies along with private landowners to create a unique wildlife- and- wetland complex in the Sacramento Valley. He also served as chairman of "Farms and Wetlands, Inc.," a pioneer wetlands project which later was developed into The Nature Conservancy's "Cosumnes Wildlife Area."

Ted Weggeland, Vice President



Mr. Weggeland served in the California Legislature representing the 64th Assembly District from 1992 to 1996. While in the Assembly, he served as the Republican Whip and Chairman of the Banking and Finance Committee. He authored numerous bills signed into law including measures to deter frivolous lawsuits, reform California's Greater Avenues for Independence program, and redevelop March Air Force Base. He also authored AB 2060 which created the nation's first certification program for environmental technologies which was selected as a winner for the 1996 Innovations in American Government Award selected by the Ford Foundation and the John F. Kennedy School of Government at Harvard University.

Douglas B. McGeoghegan, Member



Mr. McGeoghegan is a general partner in C-5 Leasing, an equipment leasing, land grading and wildlife habitat restoration firm; Vice President and General Manager of Gunnersfield Enterprises, Inc., specializing in rice and other crop production and related agribusiness including land and resource management, wildlife habitat restoration and consulting; and a partner in McGeoghegan Farming Venture, a rice production agribusiness firm. In 1989 he received a citation from the United States Fish and Wildlife Service for "Appreciation for Outstanding Contributions to America's Natural and Cultural Resources." In 1990, he received the "Distinguished Service to Agriculture" award from the United States Department of Agriculture. He received national conservation honors in 1994 from the National Rice Foundation for his work with the conservation community in developing farming practices beneficial to wildlife and the environment.

Mr. Boren's primary interest is in defining the role that private business should play in solving our environmental problems. To that end he is involved in a number of public/private ventures. He is president of Sustainable Conservation, a project of Tides Center, a private non-profit organization dedicated to enhancing the environment through business and the private sector. Since 1980, he has been a partner in McNeill Enterprises, a real estate development company in Sherman Oaks, California. In addition, he is a director of the Atlantic Richfield Corporation and chairman of the Board's Committee on the Environment, Health and Safety. He is a member of the Yosemite Concession Services Advisory Committee.

Frank D. Boren, Member



Mr. Chrisman is the owner/partner of Chrisman Ranches, a Visalia-based family ranching and farming operation in Tulare County. Mr. Chrisman is currently the Regional Manager for Southern California Edison Company managing all phases of company/customer business, political and civic activities in Edison's San Joaquin Valley service area. Previously, he served as Undersecretary of the California Department of Food and Agriculture from 1994 to 1996 where he developed and implemented agricultural policy for the state's industry and consumers. Mr. Chrisman served as the Deputy Secretary for Operations/ Legislation in The Resources Agency from 1991 to 1994. He served as Staff Director of the Assembly Republican Caucus and Chief of Staff for former Assemblyman Bill Jones specializing in agriculture, water and environmental issues. Mr. Chrisman serves on the California Conservation Council of the National Fish and Wildlife Foundation and the boards of directors of the Great Valley Center, Sequoia Kings Canyon National Parks Foundation, and Self Help Enterprises. He is affiliated with The Nature Conservancy, California Waterfowl Association, Ducks Unlimited, and the California Farm Bureau Federation.

Michael Chrisman, Member



Cover Photos:
Desert Pupfish (state- and federally- listed “endangered”)
Photo by Glenn Black

Northern Saw- whet Owl
File photo

California Black Bear
File photo

Pitkin Marsh Lily (state- and federally- listed “endangered”)
Photo by Stephen Rae

Opposite Page:
Rocky Mountain Elk
File photo

Back Page:
Bobcats
File photo

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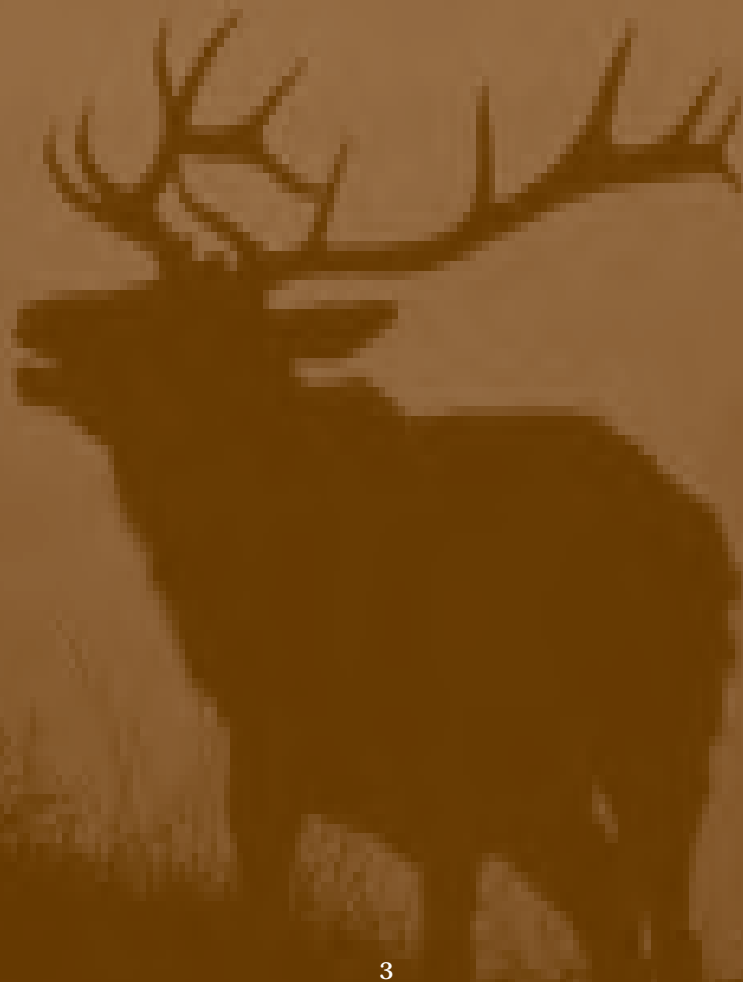
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Our Vision

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

“Sustainable Fish and Wildlife Resources.”



Our Mission

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

A sepia-toned photograph of a lake with mountains in the background and trees in the foreground. The text is overlaid on the upper portion of the image.

*Identified Strategic Challenges and Goals **

* See Implementation Strategies on page 19

Strategic Challenge Number One:

To Develop a Resource Policy Agenda for California’s Fish and Wildlife Resources That Assures Resource Sustainability.

Goal 1: Determine the current status of California’s fish and wildlife resources and the ecosystems that are needed to support them.

Goal 2: Based on an annual resource assessment, develop resource management policies that meet the mission of the Commission and assure the sustainability of California’s fish and wildlife resources.

Strategic Challenge Number Two:

To Fully Implement the Commission’s Roles and Responsibilities.

Goal 1: Develop fish and wildlife policies that focus on and prioritize resource management needs.

Goal 2: Be proactive in the protection of the state’s fish and wildlife.

Goal 3: Ensure that resource-related decisions are based primarily on the best scientific methodology and information available.

Goal 4: Review current statutory mandates, assess their current appropriateness and effectiveness, and assess all unfunded mandates.

Goal 5: Increase coordination with appropriate state and federal agencies, boards, and commissions whose responsibilities impact fish and wildlife.

Goal 6: Work more closely and cooperatively with the Department of Fish and Game.

Goal 7: Protect as much of the state’s remaining wildlife habitat as is possible.

Goal 8: Support the law enforcement activities of the Department’s wardens by taking consistent action to suspend licenses and permits when appropriate.

Strategic Challenge Number Three:

To Improve the Commission’s Organizational Effectiveness.

- Goal 1: Determine the required staffing levels to carry out the Commission’s responsibilities and mandates.
- Goal 2: Develop adequate Commission procedures, policies and materials.
- Goal 3: Establish an independent budget for the Commission based on current resource requirements and also be supportive of adequate funding for Department programs.
- Goal 4: Develop procedures for the Commission’s Budget Subcommittee to work closely with the Department in formulating its annual budget.
- Goal 5: Determine whether the Commission’s organizational structure is the most efficient and productive approach to carrying out its mission.
- Goal 6: Determine if the Commission’s organizational structure provides the adequate exercise of its authority over the Department of Fish and Game.

Strategic Challenge Number Four:

To Improve Commission Outreach.

- Goal 1: Increase public participation and representation in Commission decision- making processes and operations.

Commission Overview



Northern Pintails
File photo

Fish and Game Commission

Board of Fish Commissioners, the forerunner of the modern day Fish and Game Commission, was established “to provide for the restoration and preservation” of fish in California waters. This was the first wildlife conservation agency in the United States, predating even the U.S. Commission of Fish and Fisheries.

California’s first three “fish commissioners” were appointed by the Governor and received no compensation for their service. The Legislature appropriated \$5,000 to the Board for its first two years of operations. This same year (1870) the first fish ladder was built on a tributary of the Truckee River and a state fish “hatching house” was established at the University of California in Berkeley.

In 1909 the Board of Fish Commissioners’ name was changed to the Fish and Game Commission, which reflected the growing importance of game conservation. The complex fish and game regulation and administration of today dates from these years when the Commission was given more authority to expand and to undertake new responsibilities in the areas of conservation.

In 1927 the administrative functions of the original Commission were assumed by the newly established Division of Fish and Game, set up within the Department of Natural Resources. As compared with other divisions within the Department, Fish and Game was unique in that it was administered by the Fish and Game Commission and not under the direct control of the Department of Natural Resources. In 1927 the first deer tag (\$1.00) was issued.

In 1937 the Fish and Game Commission was increased from three to its current five members, and in 1940 a constitutional amendment provided for six-year staggered terms for the commissioners and made their appointments “by the governor subject to confirmation by the Senate.”

In 1945 the Legislature, through a constitutional amendment, delegated to the Fish and Game Commission the responsibility for making regulations for sport fishing and hunting.

To achieve its current mission the Commission must deal with many major challenges:

- A California population of 32+ million people which is growing rapidly and impacting wildlife and their habitats in many ways: from competition for resource use; to pollution; to growth pressures; to the importation of non- native species; to poaching, etc.
- A land area of some 159,000 square miles.
- Habitat and fish and wildlife diversity that is unequalled by any other state. California includes more than 1,100 miles of coastline, 30,000 miles of rivers and streams, 4,800 lakes and reservoirs, 80 major rivers, three of the four North American desert habitats, and scores of rugged high mountain peaks.
- More than 1,000 native fish and wildlife species.
- More than 5,000 native plant species.
- Nearly 350 threatened and endangered species.

The Fish and Game Commission and Department of Fish and Game are joined in many ways there is a considerable difference in the statutory powers of each. The Commission is a separate entity and has the statutory authority to formulate policies for the guidance of the Department.

The Commission has over 200 other powers and duties listed in the statutes



Osprey
File photo

of the Fish and Game Code. Principal among these are legislatively-granted powers for the regulation of the sport take and possession of birds, mammals, fish, amphibians, and reptiles. These resource protection responsibilities involve the setting of seasons, bag and size limits, and methods and areas of take.

The Commission also regulates aspects of commercial fishing including: fish reduction; shellfish cultivation; take of herring, lobster, sea urchins and abalone; kelp leases; lease of state water bottoms for oyster allotments; aquaculture operations; and other activities.

The Commission oversees the establishment of wildlife areas and ecological reserves and regulates their use. It also prescribes the terms and conditions under which permits or licenses may be issued by the Department and considers the revocation or suspension of commercial and sport licenses and permits of individuals convicted of violating Fish and Game laws and regulations.

In carrying out its responsibilities the Commission holds eleven regularly-scheduled public meetings per year around California. It hears from the public on a myriad of subjects during its decision-making process. A primary responsibility of the Commission is to afford an opportunity for full public input and participation in the decision and policy making process of adopting regulations or taking other actions related to the well-being of California's fish and wildlife resources.

The Commission also provides an appeal process for those members of the public dissatisfied with actions taken by the Department.

The relationship of the Commission and the Department has evolved over time. The Commission sets policy for the Department, while the Department is the lead state agency charged with implementing, safeguarding and regulating the uses of wildlife. The mission of the Department is to "manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public."

The Department manages more than 840,000 acres of wildlife habitat, including 107 wildlife areas and 99 ecological reserves; many areas were purchased to safeguard species at risk. Department wardens enforce laws and regulations relating to fish, wildlife, and habitat within the state and its offshore waters. Department staff also reviews timber harvest plans and a variety of environmental documents for land and water projects that may affect fish and wildlife.

Department scientists are critical to the identification of species and ecosystem status and are an important resource to the Commission in its determination of the health and resource management policy needs of specific ecosystems. While the Commission relies on the Department's biological data and scientific recommendations there is an increasing emphasis on the use of peer review and best available science.

While the Commission has many powers given to it by the California Legislature those powers not specifically given to the Commission by the California



Coyote
File photo

Legislature are retained by them. Over time the Commission’s powers have been broadened as the Legislature gives it further regulatory and management authority.

It is becoming clear that the Commission, which can rapidly and expertly deal with resource issues, is an effective means of meeting the needs of the public and the resources. This is both a major opportunity and challenge for the Commission. Any effective management of California’s fish and wildlife resources, however, will depend on an effective working partnership between the Commission, the Department and the public.

What follows is a summary of the specific authorities of the Commission.

Summary of Fish and Game Commission Authority

Powers and Duties of the Commission:

- The Fish and Game Commission is authorized by Article IV, Section 20, of the Constitution of the State of California. The Commission is to be composed of five members; two of them are elected to serve as president and vice president. The Commission is appointed by the Governor, with appointments subject to confirmation by the Senate.
- The Commission shall formulate general policies for the conduct of the Department. The Director shall be guided by these policies and is responsible to the Commission for administration of the Department therewith. (Section 703, Fish and Game Code.)
- The Commission is required to hold certain meetings each year. (Sections 206, 207 and 208, Fish and Game Code.)
- The Commission may hold other meetings or hearings on such dates, or in such locations, as may be deemed necessary or proper, and in accordance with the provisions of various sections of the Fish and Game Code.
- The Commission carries out a quasi-judicial role when it considers the revocation or suspension of licenses and permits for violation of sport and commercial laws and regulations.

General Regulatory Powers:

Under the provisions of sections 200 through 221 of the Fish and Game Code, the Commission is empowered to regulate the taking of fish and game. These statutes do not extend to the taking, processing or use of fish, mollusks, crustaceans, kelp or other aquatic plants for commercial purposes.

The general statutory powers and duties vested in the Commission related to the take of birds, mammals, fish, mollusks, crustaceans, amphibians and reptiles include the following:

1. Establish, extend, shorten or abolish open and closed seasons;



Laguna Beach Dudleya (state-listed “rare”) Photo by Reid Moran

2. Establish, change or abolish bag, possession and size limits;
3. Establish and change territorial limits for taking any or all species or varieties; and
4. Prescribe the manner and means of taking any species or variety.

Other Powers:

Other powers and duties which are vested in the Commission total approximately 200 and are found throughout the Fish and Game Code. Generally, they are as follows:

- The Commission establishes policies for the guidance of the Department and prescribes the terms and conditions under which permits or licenses may be issued by the Department;
- Regulates the following aspects of commercial fishing: fish reduction, the ocean shrimp fishery, kelp leases, oyster allotments, shellfish cultivation and abalone regulations;
- Accepts mitigation lands on behalf of the state; and
- Reviews the Department’s budget, but has no powers in relation to the administration of the Department.
- In preparing its strategic plan, the Commission reviewed its full scope of responsibilities and authorities granted to it by the Legislature. If anyone is interested in those mandates, a list can be obtained from the Commission office.



American Peregrine Falcon (state-listed “endangered”) Photo by Brian Woodbridge

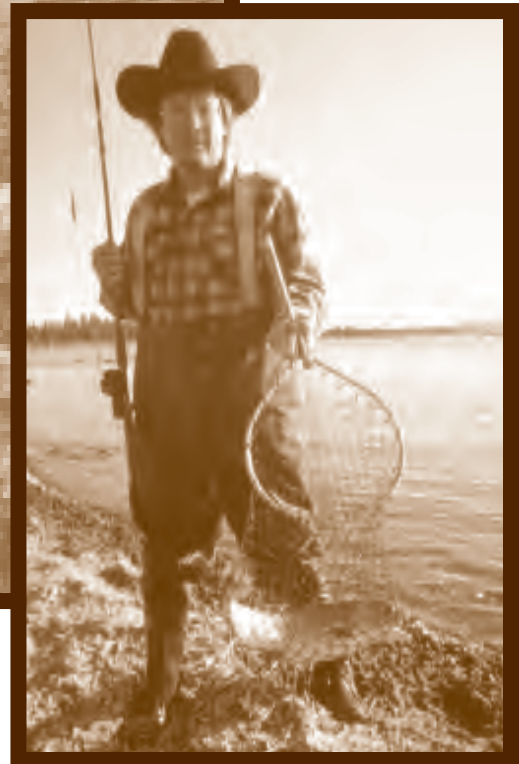
Length of Term of Office:

The Constitution places the term of office of each Commissioner at six years. A Commissioner, whose term has expired, may serve until the Governor appoints a successor.

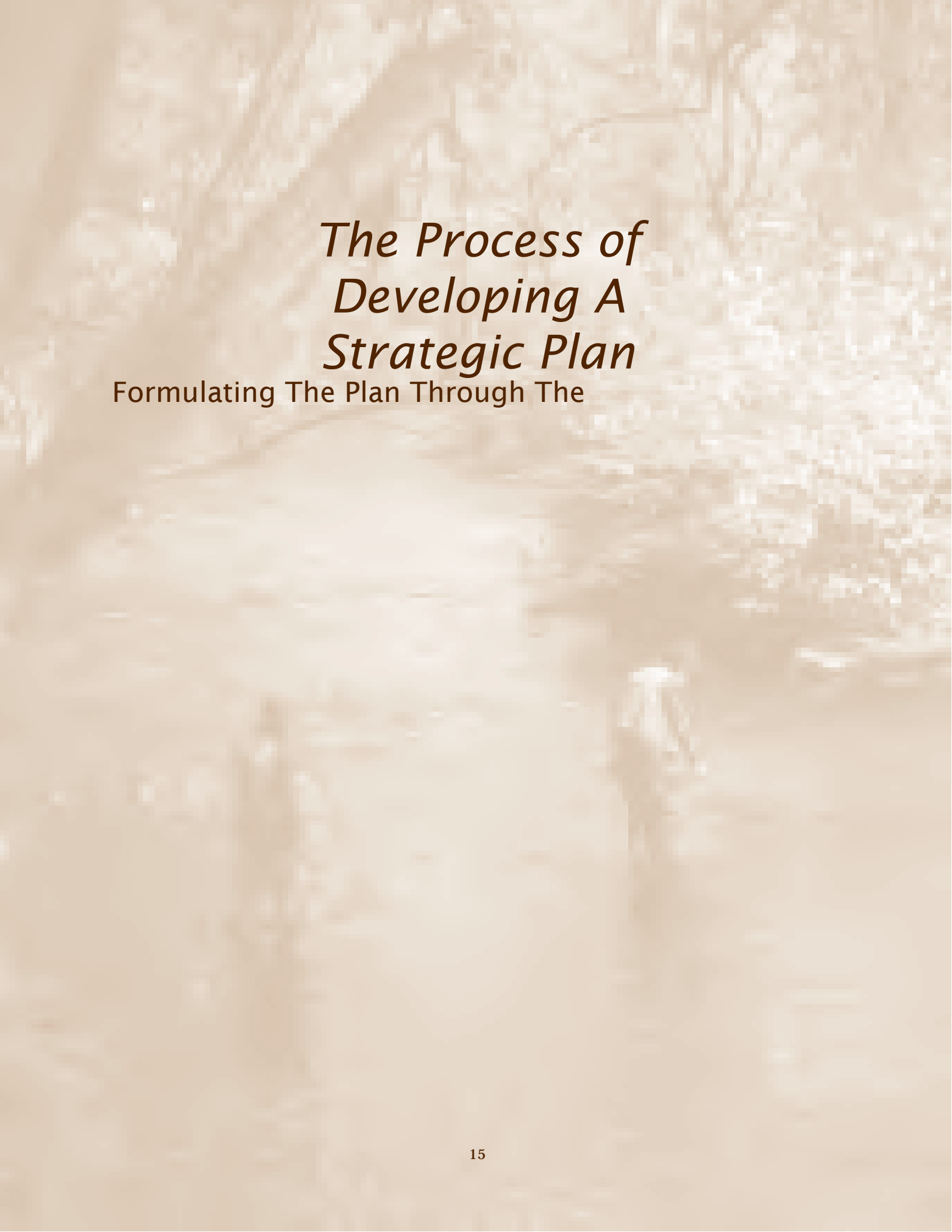
The terms of office for the Commissioners are staggered so that the term of not more than one Commissioner will expire in any one year. If, for any reason, a vacancy on the Commission occurs before the “normal” expiration of term of a member, the successor may only serve out the replaced member’s original term.

Functions of President:

The President of the Commission presides over Commission meetings, appoints Commission members to special subcommittees, signs documents on behalf of the Commission and generally represents the Commission in all matters involving it. The President is a member of the Wildlife Conservation Board (Section 1320, Fish and Game Code) and may be a member ex officio of the Migratory Bird Conservation Commission created by the Migratory Bird Act of Congress in 1929. (Section 357, Fish and Game Code.)



• Above: Fall run chinook salmon climb
• the fish ladder at Battle Creek and are
• guided into the Coleman Fish Hatch-
• ery. Right: A fisherman displays a
• 22- inch Eagle Lake rainbow trout- - a
• unique subspecies once found only in
• Eagle Lake. Through an artificial spawning program, the subspecies has been
• brought back from the brink of extinction. Eagle Lake rainbow trout are now
• planted in dozens of other lakes throughout northern California. Photos by



*The Process of
Developing A
Strategic Plan*

Formulating The Plan Through The

Public Process

Public Meetings

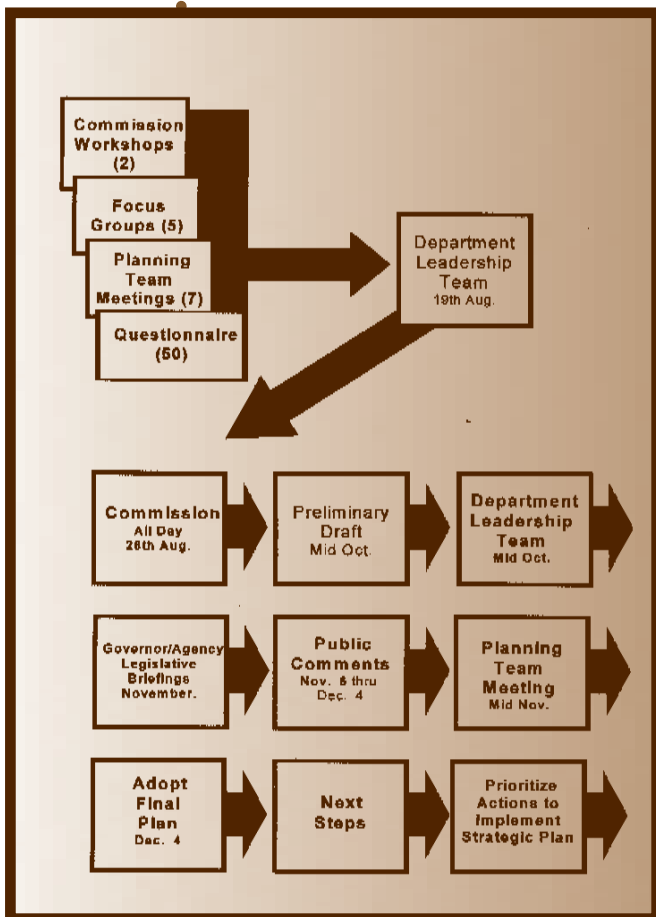
The key emphasis of the Commission’s strategic planning and policy efforts is to more effectively reach out to all of our critical constituencies—you the citizens of California. It is critical to develop effective two-way, working relationships with existing and new interest groups, to address common resource concerns, to establish working partnerships and to better understand diverse resource needs.

During our strategic planning process, five focus group meetings were held across the state in Redding, Sacramento, Fresno, Monterey and Riverside. We invited a broad cross section of individuals and interest group representatives to share their opinions and expertise. While not everyone who was invited to the focus groups was able to attend the meetings, over 80 people did attend and actively participated. (Focus Group attendees are listed in the Appendix.)

Participants were asked for their views on the most important issues facing the Commission and what the future role of the Commission should be.

Individual questionnaires were also used to obtain additional ideas and comments from Commission and Department staffs, focus group participants and those not able to attend a meeting. In addition to the five focus group meetings, two public workshops and seven work sessions were held on the strategic plan. The all day workshop in Sacramento, for example, drew over 100 participants who shared their comments and suggestions with us both verbally and in writing.

The Commission is greatly indebted to everyone who took the time to participate in this effort. Public comments and concerns helped shape and guide our thinking in developing our strategic plan and its priorities. In a real sense, this is a strategic plan and agenda for the public and its resources. We commit as a Commission to continue this important dialogue initiated between the public and Commission on fish and wildlife resource management and policy setting. This rethinking and reforming of approaches will long serve the public, the public’s resources and the Commission as it does its business.



Basic Needs Identified by the Public

From the public meetings, an important strategic agenda emerged. While many diverse interest groups and individual citizens participated, there was an overwhelming agreement on the most critical challenges facing the Commission. Four basic needs consistently surfaced:

- There is a need for the Commission to set effective management policies aimed at assuring a sustainable resource base.
- The Commission must be innovative in addressing the challenges presented by the many changes impacting fish and wildlife resources and their habitat.
- The Commission must become more effective through adequate staffing, adequate funding and a workable structure.
- The Commission must continue to build communication bridges to the public, particularly partnerships, to effectively manage resources.





“Round- ups,” such as this event at Likely Tables in Modoc County, are used to capture and relocate pronghorn antelope. The technique utilizes a helicopter to herd the animals into a corral. Blind-folds have a calming effect and are used instead of tranquilizing drugs. Once captured, the animals are loaded into horse trailers for the move. This capture and relocation program has been used to re- establish pronghorn antelope on historic range, and to augment existing herds in California. Photos by Paul Wertz.



*Action Agenda:
Strategic Challenges, Goals and
Implementation Strategies*

Strategic Challenge #1:

To Develop a Resource Policy for California's Fish and Wildlife Resources that Assures Resource Sustainability.

California's fish and wildlife resources and the habitats that they depend on, are at a critical crossroad. Increasing pressures from long- term resource use and expanding population growth have greatly impacted these finite resources. Increasing pollution and poaching are also threatening these fragile resources. Declining revenues from license sales have greatly impacted the Commission's and the Department's ability to adequately manage and preserve these funding resources. Additional funding sources have not been commensurate with new mandates given to the Department and Commission.



San Francisco Garter Snake (state-listed "endangered")
File photo

In light of these concerns the Commission needs to develop and implement resource policies and a management direction to assure sustainable California fish and wildlife resources and to meet the mission of the Commission.

In order to accomplish this, the Commission is setting forth the following goals and strategies:

Goal 1: Determine the current status of California's fish and wildlife resources and the ecosystems that are needed to support them.

Strategies:

- Oversee the development of an annual assessment of California's fish and wildlife resources and ecosystems. Work with the Department and public and private organizations to conduct this assessment using the best available science.
- Assess the current and potential impacts on California's fish and wildlife resources from all sources (users, competing uses, population growth, pollution, policy and legislation, etc). Develop recommendations for a comprehensive resource management policy that builds on the Department's ecosystem plans and those of other agencies and organizations.

Goal 2: Based on an annual resource assessment, develop resource management policies that meet the mission of the Commission and assure the sustainability of California's fish and wildlife resources.

Strategies:

- Utilize an annual assessment of California's fish and wildlife resources and ecosystems, to develop resource management policies and

strategies for the Department and the Commission.

- Identify ways to reward good resource management and stewardship by private landowners and organizations.
- Work to assure adequate funding of fish and wildlife oriented programs and projects.
- Monitor and evaluate the effectiveness of resource policies in attaining intended objectives and outcomes.
- Monitor and evaluate the effectiveness of enforcement activities in attaining the intended objectives and outcomes.

Strategic Challenge #2:

To Fully Implement the Commission's Roles and Responsibilities.

A shift of fish and wildlife resource management and policy from resource utilization (1800s to 1950s) to resource utilization and enjoyment consistent with resource sustainability (1950s to today) has required that the Commission's historic roles and responsibilities be reevaluated. As a result, the Commission will now focus on the following goals and strategies to further clarify its contemporary roles and responsibilities as a steward of the state's fish and wildlife resources:

Goal 1: Develop fish and wildlife policies that focus on and prioritize resource management needs.

Strategies:

- Actively set fish and wildlife policy priorities with management focus.
- Concentrate Commission activities on strategic policy issues.

Goal 2: Be proactive in the protection of the state's fish and wildlife.

Strategies:

- Respond quickly to early signs of species declining in numbers and take steps toward their protection.

Goal 3: Ensure that resource-related decisions are based primarily on the best science and scientific methodology and information available.

Strategies:

- Rely on the best science, using the Department as the primary source



Adobe lily
File photo

of information, but also using peer review and outside sources of expertise.

- Use the most current resource information available.
- Produce an annual “Status of the Resources” report.
- Actively solicit public input in making best science decisions.

Goal 4: Review current statutory mandates, assess their current appropriateness and effectiveness and assess all unfunded mandates.

Strategies:

- Sponsor legislation to eliminate outdated statutory mandates and streamline those cumbersome in structure.
- Use existing authority or seek legislation to delegate licensing and permit issues to subcommittees of the Commission or administrative hearing officers.
- Eliminate unfunded mandates or obtain funding for them if they are still needed.
- Pursue legislation to ensure sufficient budgetary support from the General Fund, or other funding sources, to allow the Department to properly carry out all Commission directives and policies.

Goal 5: Increase coordination with appropriate state and federal agencies, boards, and commissions whose responsibilities impact fish and wildlife.

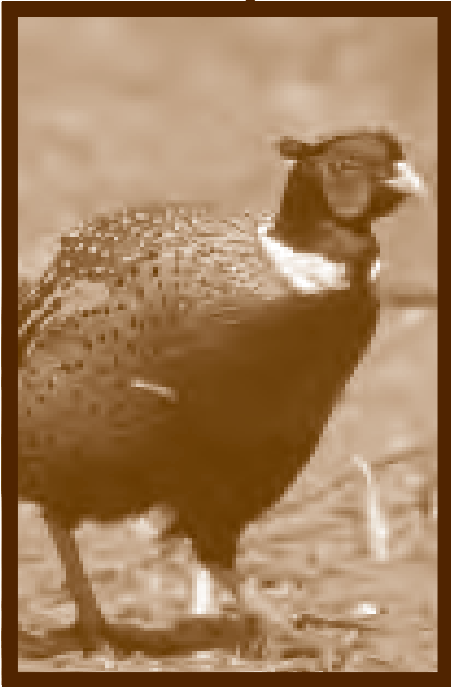
Strategies:

- Use all available measures, including legal action if necessary, to ensure that fish and wildlife agencies fulfill their responsibilities.
- Schedule joint meetings with fish and wildlife agencies on issues of importance to resources.
- Focus coordination efforts on those governmental agencies with responsibility over the state’s waters and forests.

Goal 6: Work more closely and cooperatively with the Department of Fish and Game.

Strategies:

- Provide policy direction and review the budget of the Department and assist it in meeting its mission.
- Establish regular meetings between the Commission and the Department director.
- Promote the image of the Department and its employees as credible professionals.
- Utilize subcommittees and work groups more to work with the Department to become familiar with large, complex issues.
- Sponsor, with the Department, special workshops on emerging re-



Ring-necked Pheasant
File photo

source issues.

- Utilize the Marine Subcommittee to help implement the Marine Life Management Act of 1998.

Goal 7: Protect as much of the state’s remaining wildlife habitat as possible.

Strategies:

- Encourage the Department to obtain valuable habitat through easements on private property or outright acquisition.
- Support the concept that management of acquired protected lands should be contracted out by the Department where possible and management of Department- owned lands should be fully funded.
- The Commission should support maximum funding for the Wildlife Conservation Board.
- Encourage the Department to maximize efforts to preserve and protect farmland because of its benefits to wildlife.
- Optimize habitat on lands already owned or managed by the Department for maximum benefit in the protection and enhancement of wildlife.

Strategic Challenge #3:

To Improve the Commission’s Organizational Effectiveness.

To meet its Mission, the Commission must improve its effectiveness through organizational changes involving adequate staffing, workable policies and procedures, adequate funding and sound structure. The following goals focus on those critical areas.

STAFFING

The Commission needs to assure an adequately supported, informed, efficient and available organization to carry out its Mission.

Goal 1: Determine the required staffing levels to carry out the Commission’s responsibilities and mandates.

Strategies:

- Identify all Commission mandates and related workload and seek staffing and resources needed to effectively meet them.
- Develop partnerships and communication bridges with constituencies to help gain support for adequate staffing.



Northern Saw-whet Owl
File photo

- Work with the Legislature and the Attorney General's Office to evaluate the Commission's Deputy Attorney General's duties and salary.

POLICIES

Goal 2: Develop adequate Commission procedures, policies and materials.

Strategies:

- Develop annual work plans for Commission activities.
- Develop procedure to hire independent technical staff (peer reviewers).
- Develop an orientation program for new Commissioners.
- Develop a Commissioner's Procedures Manual.

FUNDING

The Commission and the Department need adequate funding to meet their missions and statutory mandates.

Goal 3: Establish an independent budget for the Commission based on current resource requirements but also be supportive of adequate funding for Department programs.

Strategies:

- Work with the Administration, Legislature and constituents to provide for a separate Commission budget.
- Establish a level of funding sufficient to support the operations of the Commission, its staff, and programs.
- Begin a formal planning, budgeting and review process.
- Seek additional revenue through grants from private organizations, foundations and governmental agencies.
- Seek a broader funding base to include General Fund dollars.
- Determine appropriate compensation for Commissioners and introduce legislation to implement the findings.
- Work with the Department of Personnel Administration to evaluate Commission staff salaries.

Goal 4: Develop procedures for the Commission's Budget Subcommittee to work closely with the Department in formulating its annual budget.



Wild Turkey
File photo



Mountain Lion

Strategies:

- Develop a schedule of meetings to provide for early and maximum input from the Commission into the Department’s budget.
- Establish procedures to review the budget to help assure adequate funding for both the Commission and the Department.

COMMISSION STRUCTURE

The Commission must establish an effective organizational structure.

Goal 5: Determine whether the Commission’s organizational structure is the most efficient and productive in carrying out its Mission.

Strategies:

- Establish a subcommittee to review the appropriateness of the current Commission structure and make recommendations to the full Commission.
- Review the makeup of the Commission to assure adequate representation of the various interest groups.
- If necessary, develop a constitutional amendment to change the number of Commissioners, establish requirements for appointments, etc.

Goal 6: Determine if the Commission’s organizational structure provides the adequate exercise of its authority over the Department of Fish and Game.

Strategic Challenge Number Four:
To Improve Commission

Outreach.

The Commission must assure adequate public participation and representation in its decision-making processes and operations. This is critical to building understanding and support with the public and to better understand its needs.

Goal 1: Increase public participation and representation in Commission decision-making processes and operations.

Strategies:

- Keep the public informed about and involved in Commission activities and processes by:
 - a) Using effective two-way communications systems, latest technology, and web-page, etc.;
 - b) Holding local and regional meetings;
 - c) Developing key issue forums to obtain input and recommendations on key resource issues;
 - d) Determining how to obtain additional under-represented participation (Minorities, Women, Special Interest Groups, Consumptive and non-consumptive users of wildlife, etc.) in Commission activities and on the Commission; and
 - e) Establishing a public affairs position to the Commission that will establish media contacts and all media activities of the Commission.
- Foster accountable partnerships with the public, business, tribes, interest groups and other resource management organizations on common issues.
- Proactively develop education programs and materials to inform and educate the public about resource and Commission issues and activities.
- Work proactively to develop support for the resource management goals and objectives of the Commission and the Department.

Strategic Plan:

A Living Process

This strategic plan, and its agenda, is a beginning. It constitutes a first step taken by the Commission and its public partners toward ensuring the future of California's fish and wildlife resources. The implementation of this strategic plan does not signal its finality. It only signals movement toward its identified challenges, goals and implementation strategies. The strategic plan is an ever-evolving document that will be revisited at least annually to determine if it still serves the resources and the Commission in the ways intended.

Appendix:



Greater Sandhill Cranes (state-listed "threatened")
Photo by Bob Corey

FISH & GAME COMMISSION

Focus Group Attendees

April 29, 1998, Redding

Ms. Mary Belkin, concerned citizen
Ms. Virginia Bostwick, Klamath River Basin Task Force
Mr. Delbert Craig, Modoc Fish & Game Recreation Commission
Mr. Judd Hanna, Mill Creek Conservancy
Mr. William Hoy, Siskiyou County Board of Supervisors and North Coast Regional Water Quality Control Board
Ms. Lois Kliebe, Northern Sportsmen Association
Mr. John Reginato, concerned citizen
Mr. James Smith, Humboldt Fisherman's Marketing Association, Inc., and Humboldt Bay-Harbor Recreation Commission

May 29, 1998, Sacramento

Mr. Allen Barnes, California Native Plant Society
Mr. Dave Bischel, California Forestry Association
Mr. Charles Bucaria, Federation of Flyfishers Northern California Council
Mr. Emmett Burroughs, California Mule Deer Foundation
Mr. Merlin Fagan, California Farm Bureau
Mr. Bob Fox, George Steffes Inc.
Mr. Bill Gaines, California Waterfowl Association
Mr. Bill Geyer, Geyer Associates
Mr. George Gough, California Cattlemen's Association
Mr. Bob Herkert, California Rice Industry Association
Mr. Tom Martens, Mountain Lion Foundation
Mr. Jack Parriott, Sacramento District Supervisor - U.S. Department of Agriculture and Wildlife Services
Mr. Gerald Upholdt, California Rifle & Pistol Association
Mr. Bill Yeates, California Legislative Advocates for Wildlife

June 25, 1998, Fresno

Mr. John Buada, Sand & Aggregate Producers Association
Mr. Ed Channing, Yosemite Deer Herd Advisory Council
Mr. Hank Doddridge, concerned citizen
June 25, 1998, Fresno continued

Mr. Doug Federighi, Grasslands Water District
Mr. Bruce Farris, Fresno Bee
Ms. Cathy Garner, Fresno Wildlife Rescue & Rehabilitation

Mr. Steve Geddes, ARCO Western Energy
 Ms. Coke Hallowell, San Joaquin River Parkway & Conservation Trust
 Mr. Harry Huey, concerned citizen
 Mr. Dennis Keller, Kaweah Delta Water District
 Mr. Ted James, Director, Kern County Planning Department
 Mr. Ken Jensen, Merced Fly Fishing Club
 Mr. Justin Malan, Executive Director, California Aquaculture Association
 Mr. Brett Matzke, Sierra Nevada Manager, CalTrout Inc.
 Mr. Ted Ruffner, California Mule Deer
 Mr. Gary Sawyers, Friant Water Users
 Mr. Hank Urbach, Fly Fishers for Conservation

July 10, 1998, Monterey

Mr. Alan Baldrige, Elkhorn Slough Foundation
 Mr. Jim Curland, Science Director - Friends of the Sea Otter
 Ms. Virginia Handley, The Fund for Animals
 Mr. Burr Heneman, concerned citizen
 Mr. Marc Holmes, Save San Francisco Bay Association
 Mr. Dave Hope, Senior Resource Planner - Santa Cruz County
 Mr. Eric Mills, Coordinator - Action for Animals
 Mr. Steve Rebuck, concerned citizen
 Mr. Roger Thomas, President - Golden Gate Fishermen's Association
 Mr. Sal Tringali, Monterey Fish Company
 Mr. George Work, Work Ranch

July 16, 1998, Riverside

Mr. Steve Benavides, concerned citizen
 Mr. Jim Brown, City of San Diego
 Mr. Jim Conrad, Wild Turkey Federation
 Mr. Jim Edmondson, CalTrout
 Mr. John Guth, Commercial Lobster & Trap Association
 Mr. Jack Hagan, California Hawking Club
 Mr. Dick Haldeman, Quail Unlimited
 Mr. Tom Raftican, United Anglers of Southern California
 Mr. Fred Trueblood, Mule Deer Foundation



Raccoon
 File photo





CALIFORNIA FISH & WILDLIFE
Strategic Vision

RECOMMENDATIONS *for*

ENHANCING THE STATE'S FISH *and*

WILDLIFE MANAGEMENT AGENCIES



April 2012



CALIFORNIA FISH & WILDLIFE
Strategic Vision

RECOMMENDATIONS *for*

ENHANCING THE STATE'S FISH *and*

WILDLIFE MANAGEMENT AGENCIES

April 2012

“Determine that the thing can and shall be done and then we shall find the way.”

— Abraham Lincoln



Introduction to the Strategic Vision

The California Fish and Wildlife Strategic Vision (CFWSV) for the California Department of Fish and Game (DFG) and the California Fish and Game Commission (F&GC) is intended to assist the dedicated current and future leaders and staff of these important organizations with visionary and cohesive guidance. This strategic vision begins with existing vision and mission statements, and then suggests:

- core values,
- foundational strategies,
- overarching goals and objectives, and
- recommendations for helping achieve the goals and objectives.

A clear mission and vision are an important start, though they are not enough. Truly improving and enhancing the capacity and effectiveness of these organizations requires a systemic characterization of who DFG and F&GC are, what they will consistently seek to achieve, and, ultimately, how they will seek to achieve their missions, visions and goals. This document presents guidance from the CFWSV Executive Committee to support this approach, based on input from the CFWSV Blue Ribbon Citizen Commission (BRCC) and members of the CFWSV Stakeholder Advisory Group (SAG); collectively, members of these groups participated in over 50 meetings between June 2011 and April 2012. DFG and F&GC staff also participated in the meetings, providing valuable feedback, clarifications and input.

The BRCC and SAG members reviewed the existing vision and mission statements and discussed potential modifications to those statements; in general, the mission and vision statements were not viewed as fatally flawed, but rather in need of updating. The BRCC and SAG members recognize that DFG and F&GC might have different missions but that the overall vision for both entities should be shared, or at least very complementary. There is also recognition of the importance of internal support by DFG and F&GC employees for any potential changes to their mission and vision statements. Any changes to the visions and missions of DFG and F&GC will be addressed by those organizations. The current vision and mission statements are provided here for context.



“Cherish these natural wonders,
cherish the natural resources,
cherish the history and romance as a sacred heritage,
for your children and your children’s children.”

— Theodore Roosevelt

California Fish and Game Commission **Current Mission and Vision**

Mission

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 resources,
- setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Game,
- 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 California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to assure California has sustainable fish and wildlife resources.

“Conservation is a state of harmony between men and land.”

— Aldo Leopold



California Department of Fish and Game **Current Mission and Vision**

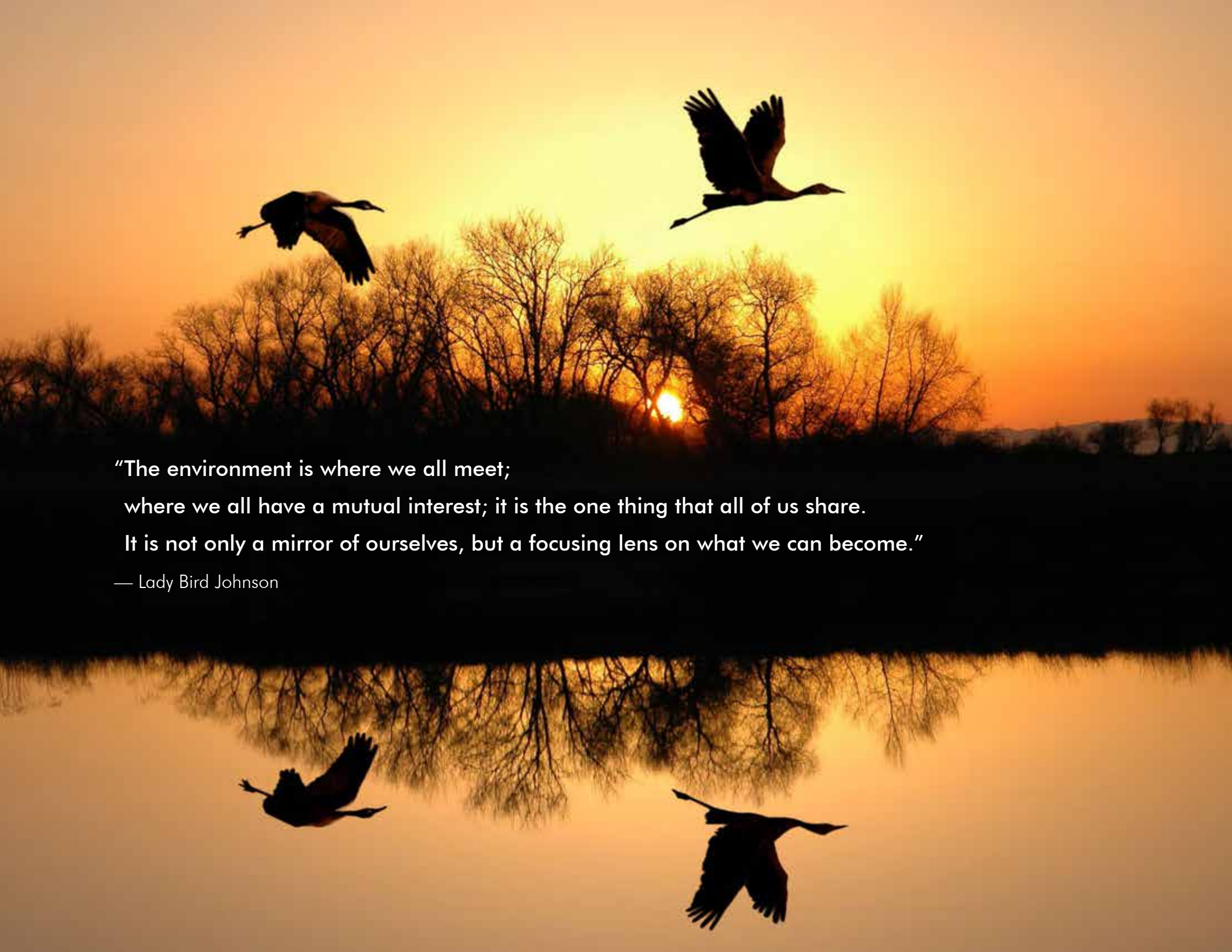
Mission

The mission of the California Department of Fish and Game is to manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.

Vision

We seek to create a California Department of Fish and Game that:

- acts to anticipate the future,
- approaches management of our wildlife resources on an ecosystem basis,
- bases its resource management decisions on sound biological information and a clear understanding of the desires of the public,
- is based on teamwork and an open and honest internal communication,
- empowers its employees to make most of the "how" decisions,
- is committed to extensive external communication and education programs, and
- creates and promotes partnerships; coalitions of agencies, groups, or individuals; and any other collaborative efforts to meet the needs and management of wildlife resources.



“The environment is where we all meet;
where we all have a mutual interest; it is the one thing that all of us share.
It is not only a mirror of ourselves, but a focusing lens on what we can become.”

— Lady Bird Johnson

Suggested Statements of Core Values

During discussions about the future vision of DFG and F&GC, certain recurring values were directly and indirectly suggested; these core values represent the highest priorities of how people within DFG and F&GC should carry out their responsibilities. Values are the core ideology of the organization and how it and its employees will conduct themselves; when combined with the vision and mission, they create a framework in which decisions are made. Core values underpin policies, objectives, strategies, and procedures because they provide an anchor or reference point for all things that happen within the organization. It is suggested that these values be considered core by DFG and F&GC:

Stewardship: Consistent with their missions, DFG/F&GC are responsible for holding the state's fish and wildlife resources in trust for the public, respecting that these resources have intrinsic value and are essential to the well-being of all California's citizens.

Integrity: DFG/F&GC hold themselves to the highest ethical and professional standards, pledging to fulfill their duties and deliver on their commitments.

Excellence: DFG/F&GC pursue quality, proactively assessing their performance and striving to continuously improve programs, services, and work products, as well as the efficiency and cost-effectiveness with which these are delivered. They employ credible¹ science in their evaluations of programs and policies.

Teamwork and Partnerships²: DFG/F&GC pursue productive relationships through communication, collaboration, understanding, trust and respect, and engaging employees, other organizations and the public at all levels of the organizations.

Innovation: DFG/F&GC encourage creativity as they proactively meet challenges, promoting a culture of finding solutions.

¹ "Credible" is used here to also represent "best-available science" also known as "best scientific information available" (BSIA), which according to the National Research Council should not be overly prescriptive due to the dynamic nature of science, but should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation, and peer review of information as appropriate.

² In this context, the term "partnerships" is a general concept rather than solely relationships based on a formal legal agreement. Rather, a partnership is a mutually beneficial arrangement that leverages resources to achieve shared goals between the partners, based on mutual respect and genuine appreciation of each partners' contribution. Partnerships are intended to include all forms of collaboration, both formal and informal.

“You’ve got to think about big things while you’re doing small things, so that all the small things go in the right direction.”

— Alvin Toffler



Suggested Statements of Foundational Strategies

During discussions in the strategic vision process, a number of themes began to emerge. While these “themes” were common among multiple discussions, only five stood out as fundamental to the practices or strategies that DFG and F&GC leadership and staff should use in their work. These five “foundational strategies” represent the fundamental ways in which the public should experience DFG and F&GC efforts to meet their missions.

DFG/F&GC engage in clear and compelling communication, education and outreach, both internally and externally. In all aspects of their work they exchange ideas and information to achieve common understanding or to create new or improved awareness with their colleagues, partners and the public.

DFG/F&GC are committed to formal and informal partnerships and collaboration. In all aspects of their work they will seek to utilize both formal and informal partnerships and collaboration that allows them to provide consistent, unified and optimized delivery of products and services.

DFG/F&GC use “ecosystem-based” management³ informed by credible science. When scientific or technological information is considered in decisions, the information should be subject to well-established scientific protocols, including peer review where appropriate.

DFG/F&GC engage in broadly-informed and transparent decision-making. In all aspects of their work they engage in transparent decision-making procedures and outcomes that inspire public confidence. When decisions rely on scientific or technical findings or conclusions, that information should be made available during public decision-making processes.

DFG/F&GC engage in effective integrated resource management (IRM)⁴ processes. Where appropriate, they support and participate in multi-agency collaboratives that will effectively promote IRM.

³ Ecosystem-based management is an environmental management approach that recognizes the full array of interactions within an ecosystem, including humans, rather than considering single issues, species, or ecosystem services in isolation (Christensen et al. 1996, McLeod et al. 2005).

⁴ For these purposes IRM is defined as “A planning and decision making process that coordinates resource use so that the long-term sustainable benefits are optimized and conflicts among users are minimized. IRM brings together all resource groups rather than each working in isolation to balance the economic, environmental, and social requirements of society.” [Nova Scotia, Canada, Department of Natural Resources, from California Natural Resources Agency, “The Future of Natural Resource Management”, December 2010].

“Efforts and courage are not enough without
purpose and direction.”

— John F. Kennedy



Suggested Statements of Overarching Goals and Objectives

An overarching goal defines what DFG and F&GC will achieve as they pursue their missions, while an objective is a smaller, more specific goal that helps achieve each overarching goal. Goals and objectives will periodically conflict and, at times, DFG and F&GC will have to weigh the costs and benefits of pursuing one goal or objective over another. In this manner, goals are different from foundational strategies, which represent the consistent manner in which DFG and F&GC are suggested to do their work. Four overarching goals are suggested as part of this strategic vision, each with a number of objectives.

Goal 1: Strong Relationships with Other Agencies, Governments, Organizations and the Public

DFG/F&GC will build strong relationships with other agencies and governments (federal, state, local and tribal), other organizations and the public, and specifically will:

1. Increase stewardship awareness and participation by the public
2. Proactively engage other agencies, government, organizations and stakeholders as partners and collaborators
3. Understand stakeholder challenges and expectations
4. Provide excellent customer service
5. Embrace and support diversity among stakeholders and the public
6. Share data, processes, tools, knowledge, expertise and information
7. Engage in timely and transparent decision-making
8. Exhibit fiscal transparency and accountability
9. Find collaborative, place-based solutions

Goal 2: Highly Valued Programs and Quality Services

DFG/F&GC will deliver programs that are valued by the public and services of the highest quality, and specifically will:

1. Protect, manage, enhance and restore wildlife resources
2. Help achieve and maintain healthy ecosystems
3. Promote and support public outdoor recreation, hunting and fishing
4. Provide consistent and unified delivery of quality services and products
5. Practice adaptive management
6. Pursue local, regional and statewide recognition of successes
7. Engage in broadly-informed and transparent decision-making

“A goal without a plan is just a wish.”

— Antoine de Saint-Exupéry



Suggested Statements of Overarching Goals and Objectives (continued)

Goal 3: An Effective Organization

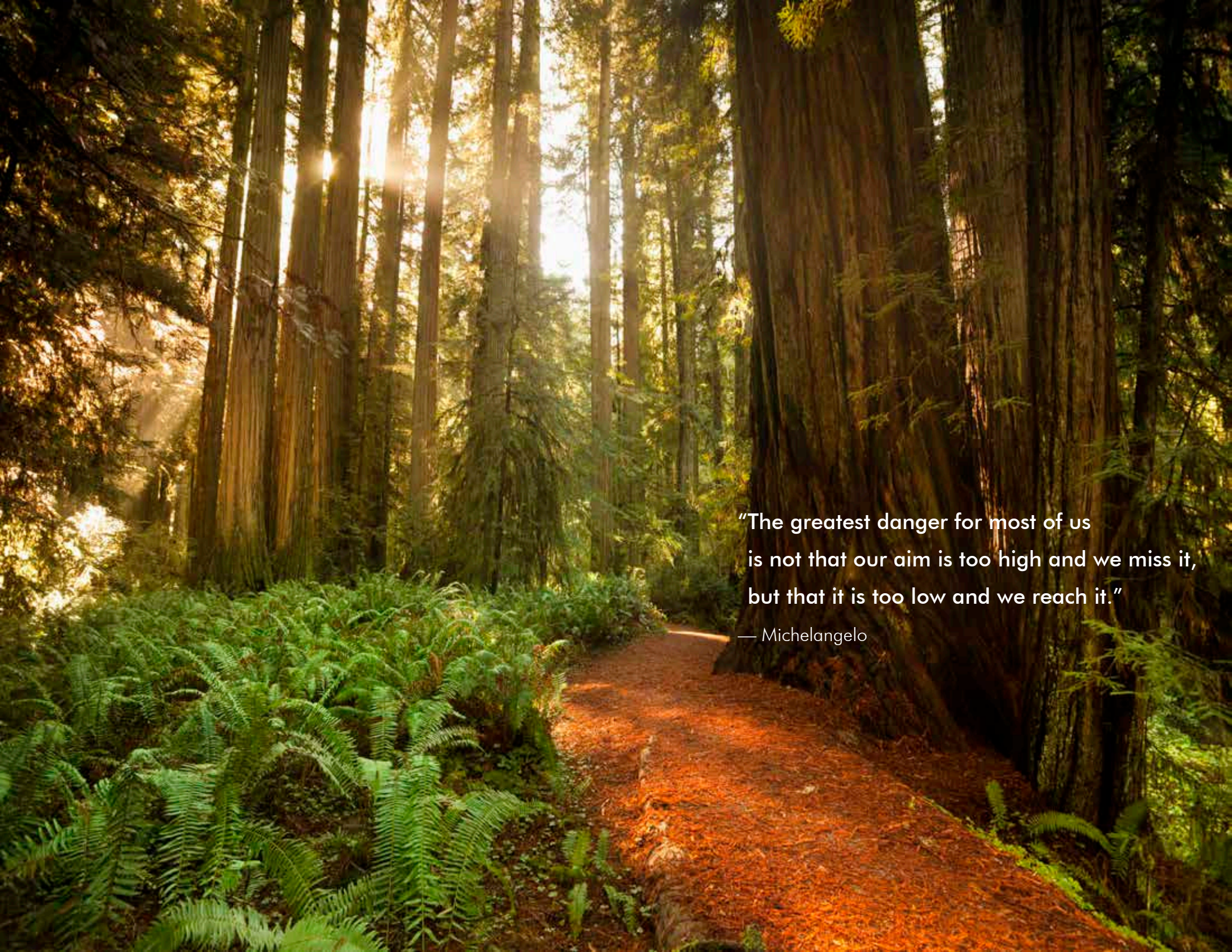
DFG/F&GC will achieve outcomes consistent with their missions, and specifically will:

1. Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG
2. Encourage and support strong internal, external and interagency communications and collaboration
3. Develop, align and inform clear fish and wildlife statutes, regulations and governance
4. Define and support success
5. Encourage creative problem solving and foresight into emerging challenges and issues
6. Develop knowledgeable, capable and experienced employees and commissioners
7. Demonstrate credibility
8. Delegate authority commensurate with responsibilities
9. Embrace and support diversity in employees

Goal 4: An Efficient Organization

DFG/F&GC will efficiently utilize their resources, and specifically will:

1. Align internal governance practices, processes and structures
2. Develop simple, clear and consistent governance and permitting practices and processes
3. Manage capacity/resources
4. Maximize services while minimizing costs
5. Develop and implement equitable funding mechanisms that ensure funding is directed to program priorities to the maximum extent possible



"The greatest danger for most of us
is not that our aim is too high and we miss it,
but that it is too low and we reach it."

— Michelangelo

Recommendations to Help Achieve the Goals and Objectives of the Strategic Vision

The recommendations presented in the following table (and Appendix A) were adopted by the CFWSV Executive Committee in April and February 2012 to accompany this strategic vision.

Topic	Appendix Page No.	Recommendation	Goals and Objectives to be Achieved ⁵
Foundational Strategy: Commit to Formal and Informal Collaboration and Partnerships	A2-A3	DFG should create an internal culture that supports partnerships, encourages collaboration, and promotes cooperation.	
	A2-A3	DFG and F&GC should create, foster and actively participate in effective partnerships/collaborations with and among other agencies and stakeholders to achieve shared goals.	
	A2-A3	Following the CFWSV Project, a stakeholder group should continue as an advisory body to DFG and F&GC.	
	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.	

⁵ Some recommendations do not have goals and objectives identified, in which case that entry will be blank in the table.

Recommendations to Help Achieve the Goals and Objectives of the Strategic Vision (continued)

Topic	Appendix Page No.	Recommendation	Goals and Objectives to be Achieved ⁵
Foundational Strategy: Engage in broadly-informed and transparent decision-making.	A4	DFG and F&GC will be transparent about their functions, programs and activities.	
Foundational Strategy: Where appropriate, engage in effective Integrated Resource Management (IRM) processes.	A4-A6	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>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>
Mandates, Efficiencies and Funding	A7	Require open and transparent accounting within DFG to build public confidence in how funds are managed.	An Efficient Organization: Manage capacity/resources (Goal 4, Objective 3).

Recommendations to Help Achieve the Goals and Objectives of the Strategic Vision (continued)

Topic	Appendix Page No.	Recommendation	Goals and Objectives to be Achieved ⁵
Mandates, Efficiencies and Funding (continued)	A7-A8	As part of its strategic planning effort, DFG will evaluate and implement program efficiencies.	<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>
	A8	Pursue a high-level task force that reviews and makes recommendations regarding F&GC and DFG funding and efficiencies.	<p>Highly Valued Programs and Quality Services: Help achieve and maintain healthy ecosystems; Provide consistent and unified delivery of quality services and products; Practice adaptive management; Engage in broadly-informed and transparent decision-making (Goal 2, Objectives 2, 4, 5 and 7).</p> <p>An Efficient Organization: Maximize services while minimizing costs (Goal 4, Objective 5).</p>
	A8-A9	Pursue a high-level task force that reviews and makes recommendations regarding F&GC and DFG mandates.	
	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).
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).	

Recommendations to Help Achieve the Goals and Objectives of the Strategic Vision (continued)

Topic	Appendix Page No.	Recommendation	Goals and Objectives to be Achieved ⁵
Science	A11	Decisions made by managers and policy-makers are informed by credible science in fully transparent processes.	<p>Strong Relationships with Other Agencies, Organizations and the Public: Share data, processes, tools, knowledge, expertise and information (Goal 1, Objectives 6).</p> <p>Highly Valued Programs and Quality Services: Engage in broadly informed and transparent decision-making (Goal 2, Objective 7).</p>
	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.	<p>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).</p> <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>

Recommendations to Help Achieve the Goals and Objectives of the Strategic Vision (continued)

Topic	Appendix Page No.	Recommendation	Goals and Objectives to be Achieved ⁵
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>
	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>
	A14-A15	Seek statutory changes to the fully protected species statutes to allow the incidental take of fully protected species under specified circumstances related to certain management activities as defined by DFG.	<p>An Effective Organization: Develop, align and inform clear fish and wildlife statutes, regulations and governance (Goal 3, Objective 3)</p> <p>An Efficient Organization: Develop simple, clear and consistent governance and permitting practices and processes (Goal 4, Objective 2).</p>

Recommendations to Help Achieve the Goals and Objectives of the Strategic Vision (continued)

Topic	Appendix Page No.	Recommendation	Goals and Objectives to be Achieved ⁵
Statutes and Regulations (continued)	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.	<p>Highly Valued Programs and Quality Services: Provide consistent and unified delivery of quality services and products (Goal 2, Objective 4).</p> <p>An Effective Organization: Develop, align and inform clear fish and wildlife statutes, regulations and governance (Goal 3, Objective 3).</p> <p>An Efficient Organization: Develop simple, clear and consistent governance and permitting practices and processes (Goal 4, Objective 2).</p>
	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.	<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: Develop simple, clear and consistent governance and permitting practices and processes (Goal 4, Objective 2).</p>
	A16-A17	Make the application review and permit preparation process more consistent and transparent to applicants.	
Permitting	A17-A18	Remove permitting barriers to “small-scale” restoration and other appropriate projects.	<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>

Recommendations to Help Achieve the Goals and Objectives of the Strategic Vision (continued)

Topic	Appendix Page No.	Recommendation	Goals and Objectives to be Achieved ⁵
Permitting (continued)	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 alteration agreements).	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).
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).
	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.	
	A22	Seek statutory changes to create effective deterrents to illegal take.	

Recommendations to Help Achieve the Goals and Objectives of the Strategic Vision (continued)

Topic	Appendix Page No.	Recommendation	Goals and Objectives to be Achieved ⁵
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.	<p>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, Objectives 2, 3 and 6).</p> <p>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).</p>
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. Recommend that the chairs of those legislative committees with jurisdiction over fish and wildlife hold a joint hearing following the release of the report.	

““Every great work, every great accomplishment, has been brought into manifestation through holding to the vision, and often just before the big achievement, comes apparent failure and discouragement.”

— Florence Scovel Shinn



“When one tugs at a single thing in nature, he finds it attached to the rest of the world.”

— John Muir



Appendix A: Recommendations to Accompany the Interim Strategic Vision

Recommendations to accompany the strategic vision fall under nine categories:

- foundational strategies
- mandates, efficiencies and funding
- defining success
- science
- statutes and regulations
- permitting
- enforcement
- California Fish and Game Commission
- reporting

Recommendations within each category include different types and amounts of supporting information, such as a general description, potential implementing actions, and ties to the goals and objectives of the strategic vision.

Foundational Strategies Recommendations

Foundational Strategy #1: Engage in clear and compelling communication, education and outreach, both internally and externally.

This foundational strategy does not have a specific recommendation, though implementation actions include:

- Develop a communications plan (internal, external and identify high-level branding and recognition strategies to enhance recognition of DFG by the general public).
- Designate a communications person in each region. Not only would this person be responsible for generating media stories and answering media calls, but he/she would also be an “expert” of sorts in the region and know all about projects, programs, etc. This person would communicate regularly with headquarters.
- Enhance education and outreach. Develop an outreach and education plan that includes using partnerships.
- Improve community relations with the help of organizations such as the Natural Resource Volunteer Program to educate the public on issues such as Keep Me Wild, Conservation Education, marine protected area boundaries, enforcement information, regulation clarification, etc.

Foundational Strategy #2: Commit to Formal and Informal Collaboration and Partnerships

Throughout discussions during the strategic vision process, there was a consistent emphasis on the value of partnerships and collaboration; these concepts are included in the strategic vision as a proposed core value, as a foundational strategy, and under goals 1 and 3. DFG would significantly benefit from improving both its internal culture of collaboration and external forms of collaboration with a wide range of partners.

A partnership is defined as a mutually beneficial arrangement (whether formal or informal) that leverages DFG resources to achieve shared goals between the partners. Partnerships should be based on mutual respect and genuine appreciation of each partner’s contribution. DFG staff members have noted that partnerships require staff time and resources, that labor contracts may preclude the use of ‘volunteer’ labor in some instances, and that insurance and liability issues may create further barriers to some types of partnerships. Nonetheless, improved collaboration and increased use of partnerships is critical to the long-term success of DFG.

Collaboration and Partnerships Recommendation #1: DFG should create an internal culture that supports partnerships, encourages collaboration, and promotes cooperation.

Collaboration and Partnerships Recommendation #2: DFG and F&GC should create, foster and actively participate in effective partnerships/collaborations with and among other agencies and stakeholders to achieve shared goals.

Collaboration and Partnerships Recommendation #3: Following the CFWSV Project, a stakeholder group should continue as an advisory body to DFG and F&GC.

Description: Membership of a stakeholder advisory body would potentially include existing SAG members and others with an interest in DFG and F&GC activities. The purpose of the group would be to:

- facilitate enhanced communication among DFG, F&GC and the diverse stakeholder community;
- provide guidance and recommendations on issues of mutual interest and importance, including the DFG strategic planning effort; and
- serve as an advocate for DFG and F&GC to the California State Legislature and other decision-making bodies.

The group could meet once or twice a year to discuss issues of importance, and to be convened as needed to present and discuss information on critical issues.

Collaboration and Partnerships Recommendation #4: 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.

Description: Tribes are unique from other government agencies or organizations due to their status as dependent sovereign nations. Many tribes rely on what is commonly referred to as traditional or cultural resources that the United States is obligated to protect and maintain; these resources may include but are not limited to fish, water, burial sites, specific plants and ceremonial sites (historic and contemporary).

A well-crafted tribal consultation process would enable DFG to 1) identify tribes whose traditional and/or cultural resources would be impacted by a given action, 2) work with the affected tribe(s) to mitigate or avoid impacts to those traditional and/or cultural resources, and 3) better understand how local ecosystems work and the consequences and impacts of a particular action.

Foundational Strategy #3: Use “ecosystem-based” management⁵ informed by credible⁶ science.

This foundational strategy does not have a specific recommendation, though implementation actions include:

- DFG and F&GC use ecosystem-based management to inform resource management decisions. Examples include: Manage ecosystems as a whole rather than as individual species; when dealing with endangered species take into account the effect on other species.

Foundational Strategy #4: Engage in Broadly-Informed and Transparent Decision-Making

Decision-Making Recommendation #1: DFG and F&GC will be transparent about their functions, programs and activities.

Implementation actions include:

- Identify the science and information used throughout the decision-making process (and communicate that information used to inform those decisions).
- DFG and F&GC provide timely public access to data collected or used by DFG and F&GC.

Foundational Strategy #5: Where Appropriate, Engage in Effective Integrated Resource Management (IRM) Processes

IRM recognizes that no one agency (including DFG or F&GC) has sufficient responsibility, authority, expertise or resources to ensure natural resource stewardship throughout California. Current processes fall short and result in inefficient or unsatisfactory results. Multi-agency collaboratives, whether formally established or ad hoc “task forces”, have structural and functional characteristics that make them more effective in furthering the mandates and missions of each participating agency and employing integrated resource management in achieving natural resource stewardship. Some of the selected characteristics include the following:

⁵ Ecosystem-based management is an environmental management approach that recognizes the full array of interactions within an ecosystem, including humans, rather than considering single issues, species, or ecosystem services in isolation (Christensen et al. 1996, McLeod et al. 2005).

⁶ “Credible” is used here to also represent “best-available science” also known as “best scientific information available” (BSIA), which according to the National Research Council should not be overly prescriptive due to the dynamic nature of science, but should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation, and peer review of information as appropriate.

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- a clear statement of purpose and development of short- and long-term goals and objectives, action plan and specific strategies, ongoing evaluation of work and attainment of goals, and continual review of progress and new opportunities
 - a shared recognition of the benefits accrued through joint action(s), especially when faced with limits on individual organizational resources
 - sufficient alignment, information sharing, and mutual understanding of core values, resource planning, policies, and regulations of the collaborating agencies
 - clear, strong and sustained political support and direction from leadership at the federal, state, and local levels (e.g., executive orders that articulate policy direction largely common to all participating agencies and/or legislation)
 - agreements, such as memoranda of understanding or agreements reflecting policy direction that clearly describe mutually agreed on commitments, roles and responsibilities, dispute resolution, objectives, and statements of mutual support and collaboration
 - a stable cadre of professionals from each agency that is dedicated to multi-agency collaboratives, which receives sustained and adequate support, even in the face of budget cycles and leadership changes, to achieve objectives stated in multi-agency agreements such as MOU/MOAs
 - a “targeted” or focused resource or use sector (e.g., wildlands, agriculture, water, oil and mineral development, urban growth, transportation, energy) that is geographically focused (e.g., ecoregion, coastal areas, Central Valley, Sacramento-San Joaquin Delta, urban areas, desert region) in which the collaborating agencies engage
 - a designated lead agency while shared leadership is maintained, an executive committee, and interagency/inter-disciplinary structure that helps collaboratives move forward toward attainment of group goals
 - internally aligned agency hierarchical structures, including policy/leadership, management and planning, and technical levels, with clear demarcations of roles and responsibilities
 - sufficiently frequent meetings of agency representatives at various levels to provide forums for identifying problems and barriers, monitoring progress, and documenting success

Integrated Resource Management Recommendation #1: 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.

Description: The benefits of IRM include increased coordination with all levels of governments and agencies (federal, tribal, state, local), stakeholder groups, private landowners, and others; increased effectiveness through leveraging of existing networks, relationships, and multi-agency venues; improved sharing of data, information, tools and science among governments and agencies; better alignment of planning, policies and regulations across governments and agencies; and coordinated and streamlined permitting to increase regulatory certainty.

IRM opportunities that were presented during CFWSV meetings and discussions, but were not deliberated upon, include:

- a leadership role on the steering committee for the National Fish, Wildlife and Plants Climate Adaption Plan;
- participation on the Invasive Species Council of California;
- a leadership role in Western Association of Fish and Wildlife Agencies (WAFWA) committees;
- participation on the California Department of Water Resources' Water Plan State Agency Steering Committee for preparing California Water Plan Updates; and
- participation in the Renewable Energy Policy Group established by the Office of the Secretary of the Interior, the California Governor's Office and the California Natural Resources Agency as well as under its aegis, the Renewable Energy Action Team, comprised of the U.S. Fish and Wildlife Service, U.S. Bureau of Land Management, California Energy Commission, DFG and California Natural Resources Agency, among others.

Ties to Strategic Vision: Goal 1 (Strong Relationships with Other Agencies, Organizations and the Public), Objectives 2 (Proactively engage other agencies, organizations and stakeholders as partners and collaborators) and 9 (Find collaborative, place-based solutions); Goal 2 (Highly Valued Programs and Quality Services), Objective 2 (Help achieve and maintain healthy ecosystems); Goal 3 (An Effective Organization), Objective 1 (Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG).

Mandates, Funding and Efficiencies Recommendations

Vision: Successful natural resource stewardship depends upon stable, adequate funding.

Mandates, Efficiencies and Funding Recommendation #1: Require open and transparent accounting within DFG to build public confidence in how funds are managed.

Description: As noted in the Treanor Report (page 26-27), the California State Legislature realizes that DFG has been underfunded for at least the last three decades. (See Fish and Game Code Sections 710, 710.5, 710.7). Fish and Game Code Section 711 states “It is the intent of the legislature to ensure adequate funding from appropriate sources for the department.” Unfortunately, while there appears to be near universal recognition that DFG and F&GC do not have the resources they need, increasing funding is politically challenging. There is a need to both review the adequacy and appropriateness of existing funding streams and broaden the base of funding for DFG to include additional funding sources from all who benefit from DFG’s programs.

Specific funding streams each have their own limitations: general funds can vary from year-to-year, bonds are also variable and can only be spent on capital costs, and fees are typically constrained to very specific uses and can result in very high administrative costs. DFG staff identified the burden of administering multiple, highly specialized accounts and noted that it would be preferable to consolidate fees into relatively fewer accounts with more flexibility in terms of how monies can be spent. Public support for continued (or increased) DFG funding depends on both transparent accounting and the sense that funds are being used efficiently. It is important that the stable funding and efficiencies recommendations work in concert and be advanced together.

Ties to Strategic Vision: Goal 4 (An Efficient Organization), Objective 3 (Manage capacity/resources).

Mandates, Efficiencies and Funding Recommendation #2: As part of its strategic planning effort, DFG will evaluate and implement program efficiencies.

Description: DFG’s broad mandates have, at times, prevented it from reviewing programs with the intent of improving efficiencies. It is necessary to review DFG’s programs to improve efficiencies. Such an analysis should include identification of DFG/F&GC capabilities given current resources, including staff and funding. These efficiencies could be found both through internal changes and through improved coordination with other agencies and departments.

Implementation actions include:

- Create workgroup of DFG/F&GC staff and stakeholders to evaluate program efficiencies.
- Implement new, innovative ways to improve program efficiencies.
- Work with other state and federal agencies to investigate coordination of programs to improve program efficiencies.

Ties to Strategic Vision: Goal 3 (An Effective Organization), Objective 1 (Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG); Goal 4 (An Efficient Organization), Objective 3 (Manage capacity/resources) and Objective 4 (Maximize services while minimizing costs).

Mandates, Efficiencies and Funding Recommendation #3: Pursue a high-level task force that reviews and makes recommendations regarding F&GC and DFG funding and efficiencies.

Description: See description for Mandates, Efficiencies and Funding Recommendation #4.

Mandates, Efficiencies and Funding Recommendation#4: Pursue a high-level task force that reviews and makes recommendations regarding F&GC and DFG mandates.

Description (for mandates, efficiencies and funding recommendations #3 and #4): While sufficient time was not available to address the issues surrounding mandates, efficiencies and funding in the strategic visioning process, their evaluation is critical to successfully implementing the California Fish and Wildlife Strategic Vision. There is widespread agreement that the interrelated issues of mandates, operating efficiencies and funding are the most in need of change and reform, but the current, time-limited process and strategic vision-level expectations were not conducive to delving into “the weeds” of what really needs to be accomplished in these areas. Thus, rather than be

silent and leave the biggest “elephant in the room” without resolution, it is recommended that a future process be established that can take the necessary time to focus on these extremely important issues.

The funding and efficiencies task force recommended here must include experts on public finance, and include a focus on special funds in particular. As was noted in a February 27, 2012 letter from three former secretaries for resources and a former president of F&GC:

“The proliferation of special funds creates significant administrative burdens and limits the effective use of available resources. (See, for example, Legislative Analyst’s Office: A Review of the Department of Fish and Game (1991). There are now approximately 40 special funds imposing significant limitations on the Department’s ability to manage its fiscal resources. Many of these funds are single-focus programs often contrary to sound, state of the art, ecosystem based management practices.

“To remedy these problems, the number of special funds must be substantially reduced through elimination of particular accounts or consolidation of accounts. In this way, for example, special funds meant for management of game species and hunting and fishing programs could be consolidated into one fund, thereby protecting the integrity of the funds, affording a measure of flexibility, and achieving substantial administrative efficiencies.”

Ties to Strategic Vision: Goal 2 (Highly Valued Programs and Quality Services), Objective 2 (Help achieve and maintain healthy ecosystems), Objective 4 (Provide consistent and unified delivery of quality services and products), Objective 5 (Practice adaptive management) and Objective 7 (Engage in broadly-informed and transparent decision-making); Goal 4 (An Efficient Organization), Objective 5 (Maximize services while minimizing costs).

Mandates, Efficiencies and Funding Recommendation #5: In the future, when the California State Legislature enacts legislation, it identifies a specific means by which the new mandate can be paid for.

Description: This recommendation is needed to help reinforce the importance of providing sufficient resources for new mandates in order to support effective implementation.

Ties to Strategic Vision: Goal 4 (An Effective Organization), Objective 3 (Manage capacity/resources).

Defining Success Recommendation

Defining Success Recommendation #1: 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).

Description: Measuring success is not just a matter of staff development, such as job descriptions, work plans and performance evaluations, although staff development is important for enabling employees to have a sense of purpose and to ensure that the employees are pursuing departmental goals, not individual goals.

In the big picture, defining how to measure success by developing high quality performance measures that are relevant, specific, consistent and timely will enable DFG to provide information that will assist in determining the extent to which DFG's many statutory responsibilities are being fulfilled and what resources it is using to do so.

From the Legislative Analyst's Office report dated July 21, 2011 - *Department of Fish and Game: Budget and Policy Overview* (page 10)
"Planning and Evaluation of DFG's Activities"

"The Issue: The department issued a strategic plan in 1995 and has issued updates periodically. The plan identifies goals and strategies to meet those goals, but the plan's impact on the activities of the department is unclear. In addition, prior LAO analyses have identified a lack of evaluation of the effectiveness of those strategies and of the department's activities generally. The department has historically had difficulty providing information to the Legislature on the workload it is accomplishing, making it difficult to determine the extent to which the department's many statutory responsibilities are being fulfilled and what resources it is using to do so."

From the Legislative Analyst's Office report dated September 14, 2011 - *Fish and Wildlife Agency Structures and Best Practices: A Study of Florida, Texas, Washington and New York* (page 10)

"Program Evaluation Requires High-Quality Performance Measures"

"Criteria for high quality performance measures are relevance, specific, consistency and timeliness. Identifying measures that are unambiguous and relevant to the desired outcomes can be particularly challenging for fish and wildlife agencies... Current performance measures do not often meet the criteria that they be relevant and specific. Using multiple measures to track a single objective can mitigate the negative effects of poor measures."

Science Recommendations

Science Recommendation #1: Decisions made by managers and policy-makers are informed by credible science in fully transparent processes.

Implementation actions include:

- Managers and policy-makers use science that employs the standard protocols of the profession (peer review, publication, science review panel, etc.).
- Decision-making incorporates adaptive management to the extent possible (i.e., outcomes are tracked and new knowledge permits course corrections).
- Where the body of credible science informing the topic is in disagreement or is incomplete, those uncertainties or differences of opinion are identified, and an explanation is provided for the science selected.
- Scientific professionals in DFG are held to and protected by a DFG Science Quality Assurance and Integrity Policy.

Ties to Strategic Vision: Goal 1 (Strong Relationships with Other Agencies, Organizations and the Public), Objective 6 (Share data, processes, tools, knowledge, expertise and information); Goal 2 (Highly Valued Programs and Quality Services), Objective 7 (Engage in broadly-informed and transparent decision-making).

Science Recommendation #2: 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.

Description: As natural resource issues expand in their complexity and consequence, so too does the landscape of scientific inquiry with direct relevance to those issues. To manage resources in this context goes beyond creating new data — the effective use of science in policy and management brings with it the unique and challenging task of accessing, interpreting, and intelligently using science from a vast range of disciplinary perspectives, including science necessarily generated externally from the organization.

Therefore, DFG should focus on building this capacity to address -- with both care and agility -- the complex role that science must necessarily play in adaptive management. A more sophisticated approach to the role that science plays in adaptive management will lead to (1) better resource management outcomes, (2) an increase in the public trust in DFG, and (3) a stronger relationship and accountability with the academic community.

To assemble the full range of relevant scientific expertise within DFG would be impractical, duplicative and expensive. *More than narrow disciplinary expertise, DFG will need experienced and knowledgeable **science integrators**, professionals who can synthesize the knowledge of others produced around the world, who can seize abstract ideas and make them accessible to managers for application.* California in particular is home to a world-class, thriving scientific community in its University of California and California State University systems, among others. DFG needs to build internal expertise in a way that mobilizes that considerable investment and capacity. DFG staff must become expert in the challenge of delineating a constructive role for science in a transparent, legitimate, and credible process, a process that guarantees robustness and integrity from ‘data-to-decision.’ Further, DFG must engage in outreach and dialogue that encourages the scientific community to address salient, timely management issues, while at the same time becoming more responsive and open to new ideas and emerging tools that could improve practice within DFG. Both scientists and managers must become more adaptive, and more interactive, seeking long-term science partnerships that promote mutual understanding and trust.

Ties to Strategic Vision: Goal 1 (Strong Relationships with Other Agencies, Organizations and the Public), Objective 2 (Proactively engage other agencies, organizations and stakeholders as partners and collaborators) and Objective 6 (Share data, processes, tools, knowledge, expertise and information); Goal 2 (Highly Valued Programs and Quality Services), Objective 2 (Help achieve and maintain healthy ecosystems) and Objective 5 (Practice adaptive management); Goal 3 (An Effective Organization), Objective 7 (Demonstrate credibility); Goal 4 (An Efficient Organization), Objective 4 (Maximize services while minimizing costs).

Statutes and Regulations Recommendations

Statutes and Regulations Recommendation #1: 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.

Description: The California Fish and Game Code and Title 14 of the California Code of Regulations both need to be reviewed to reduce redundancy and improve consistency and clarity. The director of DFG should create a work group to review the DFG/F&GC portions of Title 14 of the California Code of Regulations and the California Fish and Game Code.

At the outset of this process and periodically throughout, the work group would meet with stakeholders to ascertain their opinions and suggestions for “clean-up” of the Fish and Game Code and Title 14 pursuant to this recommendation amending, repealing, consolidating, and simplifying the codes. The work group would also consult, where appropriate, with representatives of state and federal agencies with parallel or overlapping jurisdiction. The work group would work with the California Law Revision Commission (CLRC) to inform its efforts and determine the best approach to clean-up the Fish and Game Code pursuant to this recommendation.

Finally this recommendation only addresses review of existing code and regulations. Because this recommendation is limited to clean-up of the code and regulations, and does not address the prioritization, consolidation or elimination of mandates, whether funded, underfunded, or unfunded, it may be necessary to create a future complementary process to address the tougher issues of substantively reforming the codes and regulations.

Implementation steps include:

- Make legislative request to the California Law Revision Commission to review and recommend, in cooperation with the work group, “clean-up” of the Fish and Game Code.
- Establish a work group made up of DFG staff, which will work with stakeholders.
- Obtain priorities for regulatory and statutory review from stakeholders.
- Review California Fish and Game Code.
- Review Title 14 of California Code of Regulations.

Ties to Strategic Vision: Goal 3 (An Effective Organization), Objective 1 (Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG); Goal 3 (An Effective Organization), Objective 3 (Develop, align and inform clear fish and wildlife statutes, regulations and governance).

Statutes and Regulations Recommendation #2: All DFG policies are in writing and employees are trained in the proper implementation of policies.

Description: Currently there seems to be significant differences between regions on permitting standards. There are also instances of policies changing seemingly overnight when employees change. This is concerning to stakeholders and diminishes trust in DFG and its decisions. Ensuring all policies are in writing will improve transparency and improve the permitting process by allowing regulated entities to understand what will be asked of them when they apply for a permit.

Implementation actions include:

- Identify all unwritten policies.
- Formalize all policies in writing.
- Make written policies accessible to the public, including posting to the Internet and allowing for public comment during policy development.

Ties to Strategic Vision: Goal 2 (Highly Valued Programs and Quality Services), Objective 7 (Engage in broadly-informed and transparent decision-making); Goal 4 (An Efficient Organization), Objective 2 (Develop simple, clear and consistent governance and permitting practices and processes).

Statutes and Regulations Recommendation #3: Seek statutory changes to the fully protected species statutes to allow the incidental take of fully protected species under specified circumstances related to certain management activities as defined by DFG.

Description: The fully protected species statute is outdated and needs addressing. Until the statutory change made in 2011, there was no way to allow for take of fully protected species. This caused challenges for projects throughout California and deterred habitat improvement projects that could benefit fully protected species because of the risk of take during the restoration project. While some would support abolishing the fully protected species statutes completely, broader support could be gained by moving species needing protection to CESA and eliminating it for those that don't warrant protection.

Ties to Strategic Vision: Goal 3 (An Effective Organization), Objective 3 (Develop, align and inform clear fish and wildlife statutes, regulations and governance); Goal 4 (An Efficient Organization), Objective 2 (Develop simple, clear and consistent governance and permitting practices and processes).

Statutes and Regulations Recommendation #4: 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.

Implementation actions include:

- Convene a task force of CESA experts (those who deal with CESA on a daily basis) to advise and inform implementation of the recommendation.
- Provide the ability for DFG to allow incidental take for threatened species through regulations (as opposed to individual permits), similar to federal 4(d) rule and incidental take for candidates.
- Pursue amendments to Title 14 of the California Code of Regulations and DFG policy to ensure consistency of application of standards and encourage consultation for permits issued under CESA.

Ties to Strategic Vision: Goal 2 (Highly Valued Programs and Quality Services), Objective 4 (Provide consistent and unified delivery of quality services and products); Goal 3 (An Effective Organization), Objective 3 (Develop, align and inform clear fish and wildlife statutes, regulations and governance); Goal 4 (An Efficient Organization), Objective 2 (Develop simple, clear and consistent governance and permitting practices and processes).

Permitting Recommendations

Permitting Recommendation #1: 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.

Implementation actions include:

- Use or create where necessary joint state, federal, and local review teams that bring all the permitting agencies to the table at the same time to review a proposed project and any associated permit applications.
- Develop mechanisms that encourage the formation and use of such joint review teams that either offer incentives or require agencies to come to the table, including legislation if appropriate.

Ties to Strategic Vision: Goal 3 (An Effective Organization), Objective 1 (Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG); Goal 4 (An Efficient Organization), Objective 2 (Develop simple, clear and consistent governance and permitting practices and processes).

Permitting Recommendation #2: Make the application review and permit preparation process more consistent and transparent to applicants.

Description: Review of permit applications and preparation of permits such as state incidental take permits and streambed alteration agreements (for DFG) consumes the time of the agency project lead, leaving little time for advanced coordination. In addition, applicants find it difficult to plan projects that meet the needs of all permitting agencies (state, federal and local) given that staff from different agencies often give conflicting requirements, in part due to differences between the various applicable laws. Improving the coordination between the various permitting agencies, allowing the applicant to engage with all of the permitting agencies simultaneously, and making the permit requirements more transparent to the permittee would realize great efficiency. One model of a multi-agency review group that has proven successful is dredging permits in the San Francisco Bay where permit applications are reviewed by all permitting agencies at one time through the Dredged Materials Management Office. There is a perception that DFG staff handles the permitting process inconsistently; having a training program in place would aid in consistency and would give applicants more confidence in staff determinations.

Constraints: Agencies are often unwilling or unable to come to the table, and setting up a joint review process may take several years and may require formal encouragement. The state is not able to force the federal agencies to participate and may not be able to force local agencies to participate in a joint review process. Instituting and maintaining an online tracking system would require funding, staffing and time. Ongoing training requires staff time and some expense. Established timelines under statute may limit ability to convene joint review teams.

Implementation actions include:

- Have DFG develop and maintain an online permit tracking system so that applicants are able to follow their DFG permit through the review process.
- Provide CESA and permit issuance training for DFG staff to ensure consistent review of permits.

Ties to Strategic Vision: Goal 3 (An Effective Organization), Objective 1 (Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG); Goal 4 (An Efficient Organization), Objective 2 (Develop simple, clear and consistent governance and permitting practices and processes).

Permitting Recommendation #3: Remove permitting barriers to “small-scale” restoration and other appropriate projects.

Description: Proponents of small scale restoration projects often have difficulty in obtaining the necessary permits despite the environmental benefits associated with such projects; this is due in part to the timelines and expense of the CEQA process and associated document preparation. While there is an existing categorical exemption (CE) under CEQA for small-scale (<5 acres) restoration projects, a CE cannot be used if there is a potential for significant environmental impacts, including but not limited to potential impacts to special status species. Since issuing a streambed alteration agreement pursuant to Fish and Game Code Section 1600 et seq. is a discretionary action under CEQA, a CEQA analysis and associated document preparation either by DFG as a lead agency or as a responsible agency is necessary. There is currently not a Programmatic Streambed Alteration Agreement under Fish and Game Code Section 1600 et seq., and master streambed alteration agreements are cost prohibitive to entities like resource conservation districts who often are trying to obtain programmatic type permits to facilitate small landowner restoration projects on private property.

Discussion: The fee for programmatic agreements needs to be low and DFG needs to keep its costs low on these agreements. The costs of the programmatic agreements should not be passed onto other users. There is currently a categorical exclusion under CEQA for small-scale habitat improvement projects. However the exclusion is not useable in areas in or near the habitat of listed species. Many of these improvement projects are designed to improve habitat for listed species rendering the categorical exclusion useless. The statutory exemption would need to include a much wider range of improvement projects to make it worthwhile. There are other projects permitted by DFG where discussion would be valuable regarding agreement on other targeted statutory CEQA exemptions.

Constraints: Legislative process and associated timelines. There may be environmental group opposition to such an approach because of the inability to participate in the environmental review (CEQA) process.

Implementation actions include:

- Create a statutory exemption under the California Environmental Quality Act (CEQA) for small-scale restoration projects.
- Create a Programmatic Streambed Alteration Agreement and associated process under Fish and Game Code Section 1600 et seq.
- Create an affordable fee structure for restoration projects pursuant to Fish and Game Code Section 1600 et seq.
- Investigate other projects where a targeted CEQA exemption would be valuable.

Ties to Strategic Vision: Goal 2 (Highly Valued Programs and Quality Services), Objective 2 (Help achieve and maintain healthy ecosystems); Goal 3 (An Effective Organization), Objective 1 (Coordinate resource planning, policies, practices, processes and regulations with other agencies and organizations and statewide within DFG).

Permitting Recommendation #4: Develop a set of criteria and implementation guidelines for “beneficial” projects.

Description: DFG projects on DFG properties are often restoration, habitat enhancement, maintaining or protecting species or habitat and can fall under a general descriptor of “beneficial projects.” Beneficial projects are also often proposed by private landowners in conjunction with grants received, and where not part of a compensation or mitigation effort, should be considered differently than a project that is impacting a species or habitat and causing a loss or a take. Methods, timing of projects, best management practices and a post-project greater value should be considered during the permitting stage of the project.

Implementation action includes:

- DFG to work with the California Coastal Commission on those projects in the California Coastal Zone that meet criteria for beneficial project so that permitting timelines and permit conditions are not so onerous that the projects cannot be accomplished.

Permitting Recommendation #5: 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 alteration agreements).

Description: Efficiencies are captured when DFG and project proponents communicate about projects often and well in advance of preparing and submitting a permit application (e.g. state incidental take permits and streambed alteration agreements). During such early consultations, DFG staff is able to visit proposed project sites and clearly communicate project features necessary to meet statutory requirements and permit issuance criteria; project proponents are better able to submit successful applications. Both DFG and applicants spend less time and resources during application preparation, submittal and review, and during the permit preparation process.

Constraints: At current staffing levels DFG staff does not have adequate time to spend with project proponents engaging in such proactive and desirable actions. This is because of the statutory time limits for permit review; available staff must focus on permit issuance to satisfy permitting deadlines as opposed to pre-project planning. In addition, for state incidental take permits issued to satisfy the California Endangered Species Act (CESA), there is insufficient funding of staff for review or issuance of these permits (with the exception of some renewable energy projects); the number of staff funded by General Fund (GF) or Environmental License Plate Fund (ELPF) have dwindled due to past cuts. These GF and ELPF funded positions have multiple responsibilities and time for the above potential actions is limited. Additional staffing and/or alternate allocation of staff time are needed to realize the strategic goals of better communication, efficiency, collaboration, and transparent decision making.

Implementation actions include:

- DFG staff holds regular workshops for members of the public to inform project planning and permit applications.
- Dedicate staff time for pre-project planning.
- DFG permitting staff holds “office hours” to allow dedicated time to interface with project proponents.
- Create a user-friendly manual and or on-line information that helps guide project applicants through the planning and permitting process including information on when best to engage with DFG staff.
- Update and maintain appropriate DFG contact information on the DFG website.

Ties to Strategic Vision: Goal 4 (An Efficient Organization), Objective 1 (Align internal governance practices, processes and structures) and Objective 2 (Develop simple, clear and consistent governance and permitting practices and processes).

Enforcement Recommendations

Overarching desired outcome: Effective Enforcement

Enforcement Recommendation #1: Ensure successful recruitment and retention of California fish and game wardens.

Description: The current pay structure for game wardens is significantly lower than that of other California law enforcement agencies of similar size. This discrepancy is further exacerbated by the fact that DFG’s sworn officers are required to have a college education and have greater level of independent responsibility in completing their duties. An example of this discrepancy is illustrated by the fact that the DFG chief of enforcement, who has responsibility for managing almost 400 sworn officers annually earns less than a first-line supervisor (sergeant) in the California Highway Patrol (CHP); to further illustrate, an assistant chief at DFG earns less than a rank and file traffic officer with CHP.

Justification for pay parity and benefits include but are not limited to:

- Allow for more commutative recruitment of highly qualified applicants.
- Attract and recruit highly qualified law enforcement professionals for employment.
- Retain highly qualified and trained officers.
- Minimize the migration and improve retention of officers leaving high cost living areas.
- Allow new officers who gain experience in high cost coastal areas dealing with complicated marine regulations to remain in the area and provide for consistent and knowledgeable service to the public.
- Improve and enhance the recruitment of a diversified workforce.
- Minimize the need for secondary employment of existing officers.
- Improve and enhance interest in upward mobility of highly qualified personnel.
- Motivate enforcement personnel to maintain and improve their educational skills and abilities for the benefit of DFG.

Implementation actions include:

- Move California fish and game wardens into a peace officer only labor union.
- Develop equitable pay and benefit formulas.

Ties to Strategic Vision: Goal 2 (Highly Valued Programs and Quality Services), Objective 1 (Protect and manage, enhance and restore wildlife resources).

Enforcement Recommendation #2: 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.

Description: There is a tremendous disparity across California in the adjudication of environmental/wildlife crimes, with some jurisdictions either incapable (due to workload or lack of familiarity with the codes) or unwilling to process California Fish and Game Code violations to the level desired by Californians. The California District Attorneys Association's circuit prosecutor project functions to support district attorneys

(DA) in a number of counties for such crimes, but its staff is limited both by the short supply of prosecutors and by the necessity for invitation by a DA. The task force would be convened to review and evaluate the existing situation and to propose and implement improvements in prosecutions. The task force should include public participation and targeted outreach.

Ties to Strategic Vision: Goal 2 (Highly Valued Programs and Quality Services), Objective 1 (Protect and manage, enhance and restore wildlife resources).

Enforcement Recommendation #3: Seek statutory changes to create effective deterrents to illegal take.

Description: Current criminal penalties are not sufficient to deter illegal wildlife crimes, particularly when the resource has a high commercial value. In many cases, the illegal take penalty is far less expensive than a legal means to take a species. Some traffic fines are more expensive than fines for bear poaching. While a felony statute is the priority, given the California State Legislature's past resistance to creating new crimes leading to state prison, other ideas are included here to create additional deterrents and to assure our laws and their enforcement are improved to allow for adequate protection of the resources. A serious wildlife poacher would rather pay a fine than lose his or her privilege to hunt or a prized firearm.

The option of diversion is practiced in many counties. When a prosecutor sends a person caught violating wildlife laws to diversion, they pay a small fee to the DA's office, pay a nominal fee to take an ethics course (like "traffic school") and avoid a conviction for a wildlife crime. The violation therefore does not count toward a possible loss of privileges if caught in subsequent years.

Some ideas discussed as ways to deter illegal take include:

- establish egregious and illegal commercialization cases as felony statutes;
- increase penalties for certain misdemeanors up to and include lifetime privilege revocation;
- include California Fish and Game Code violations in criminal histories; and
- limit diversion to once per 18 months per violator.

Ties to Strategic Vision: Goal 2 (Highly Valued Programs and Quality Services), Objective 1 (Protect and manage, enhance and restore wildlife resources).

California Fish and Game Commission Recommendation

Vision: Successful natural resource stewardship will depend upon a capable and representative California Fish and Game Commission

California Fish and Game Commission Recommendation #1: 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.

Description: The five volunteer members of the F&GC are expected to make complex public policy decisions on numerous and diverse issues at their meetings that occur only once per month. Because so much must be accomplished in such a short time at these meetings, there is limited opportunity for stakeholders and the public to be heard, and the potential for constructive interaction between F&GC members and the public is severely constrained.

Currently, two committees at F&GC have proven successful—marine resources, which is focused on marine issues and is mandated by law, and Al Taucher Preserving Hunting and Fishing Opportunities, which was created administratively by F&GC to address the concerns of hunters and fishermen. Each of these committees has one or two assigned F&GC members, allowing them to build a better understanding and expertise in the area of the committee. In addition, stakeholders are appeased by participating in a process where all can be heard outside of a formal public hearing where time is compressed. These outcomes also could be accomplished with focused, issue-specific public workshops on controversial issues that are coming before F&GC if an ongoing committee process is infeasible or unnecessary.

Ties to Strategic Vision: Goal 1 (Strong Relationships with Other Agencies, Organizations and the Public), Objectives 2 (Proactively engage other agencies, organizations and stakeholders as partners and collaborators), Objective 3 (Understand stakeholder challenges and expectations), and Objective 6 (Share data, processes, tools, knowledge, expertise and information); Goal 3 (An Effective Organization), Objective 2 (Encourage and support strong internal, external and interagency communications and collaboration), Objective 5 (Encourage creative problem solving and foresight into emerging challenges and issues), Objective 6 (Develop knowledgeable, capable and experienced employees and commissioners) and Objective 7 (Demonstrate credibility).

Reporting Recommendation

Reporting Recommendation #1: 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. Recommend that the chairs of those legislative committees with jurisdiction over fish and wildlife hold a joint hearing following the release of the report.

Description: This recommendation helps to ensure continued communication with participants in the strategic visioning process and shows the California State Legislature, governor and members of the public how the recommendations of the strategic vision are being implemented.



Appendix B: Additional California Fish and Game Commission Recommendations Presented to the Executive Committee

Several additional recommendations regarding F&GC were forwarded by the CFWSV Blue Ribbon Citizen Commission (BRCC) and/or the CFWSV Stakeholder Advisory Group (SAG) to the CFWSV Executive Committee for consideration. These recommendations include changing the name of F&GC, increasing the number of F&GC members, and calling for F&GC members to meet specific requirements for appointment. While these recommendations are presented here as a record of what was suggested by the BRCC and SAG, they are not included in the strategic vision.

California Fish and Game Commission Recommendation #1: The titles of both the California Department of Fish and Game (DFG) and the California Fish and Game Commission (F&GC) should be changed to the California Department of Fish and Wildlife and the California Fish and Wildlife Commission, respectively, in a manner that minimizes cost.

Description: The BRCC reiterates its previous recommendation that a name change to DFG and F&GC is necessary to more accurately reflect the scope of both entities' jurisdiction in the 21st century.

Ties to Strategic Vision: Goal 1 (Strong Relationships with Other Agencies, Organizations and the Public), Objective 1 (Increase stewardship awareness and participation by the public); Goal 3 (An Effective Organization), Objective 2 (Encourage and support strong internal, external and interagency communications and collaboration).

California Fish and Game Commission Recommendation #2: Keep the name of the California Fish and Game Commission consistent with any changes made to the name of DFG; the SAG's preference is the "fish and wildlife" nomenclature.

Description: The SAG recognizes that there is existing legislation in the works to change the name of DFG and is not offering a position on that name change; however, consistent with the recommendation to maintain the current powers and authorities of F&GC, any name change to DFG should be mirrored in the F&GC name.

Ties to Strategic Vision: Goal 1 (Strong Relationships with Other Agencies, Organizations and the Public), Objective 1 (Increase stewardship awareness and participation by the public); Goal 3 (An Effective Organization), Objective 2 (Encourage and support strong internal, external and interagency communications and collaboration).

California Fish and Game Commission Recommendation #3: Increase the number of California Fish and Game Commission members from five to seven.

Description: Supported by both the BRCC and SAG members, this recommendation is proposed to address existing and future workload for the F&GC members, including committee responsibilities. Implementing this recommendation also increases the ability to meet the need to reflect the diversity of the people of California.

Ties to Strategic Vision: Goal 1 (Strong Relationships with Other Agencies, Organizations and the Public), Objective 7 (Engage in timely and transparent decision-making); Goal 2 (Highly Valued Programs and Quality Services), Objective 7 (Engage in broadly-informed and transparent decision-making).

California Fish and Game Commission Recommendation #4: Drawing upon the successful experience of other state agencies whose decision-makers are required to reflect diverse and specific areas of expertise, the BRCC recommends making statutory changes to require that individual commissioners reflect particular, diverse professional qualifications, be reflective of California's diverse population, and provide balanced representation.

Description: The California State Constitution decrees the existence of FG&C, its size (five members), terms (six years), and appointment authority (governor with California State Senate approval). [See California State Constitution, Article 4(b) below.] The California State Constitution and state law are silent, however, regarding the qualifications of the appointed members; currently, the five members of F&GC are required by law to have no particular professional backgrounds or qualifications.

The scope and responsibilities of F&GC have significantly expanded over the years as the size and diversity of California's population has grown. The five volunteer F&GC members are expected to make complex public policy and biological decisions on behalf of all Californians based on volumes of often very technical information. The BRCC members believe that creating a new statute to help guide the governor's

selection of appointees and the senate's confirmation process could enhance commission membership and result in decisions that improve the public's and California State Legislature's confidence.

The State Water Resources Control Board and the California Energy Commission are examples of other boards and commissions with specific requirements that have to be met for appointments; the BRCC recommends that a similar approach be taken for F&GC appointments. The goal is to create some balance of representation as well as provide some depth of understanding of issues being addressed ("wise and efficient decision-making"). Appointees need to be qualified for the role that they will be asked to play and provide balanced representation.

F&GC members should represent a broad perspective of Californians. Having no criteria at all for F&GC members is unacceptable. We need a commission that more accurately reflects the values and perspectives of the people of California.

Ties to Strategic Vision: Goal 1 (Strong Relationships with Other Agencies, Organizations and the Public), Objective 5 (Embrace and support diversity among stakeholders and the public); Goal 3 (An Effective Organization), Objective 6 (Develop knowledgeable, capable and experienced employees and commissioners) and Objective 7 (Demonstrate credibility).

California Fish and Game Commission Recommendation #5: [SAG members deliberated the merits of requiring that individual commissioners reflect particular qualifications and decided against that approach in favor of the following]: Amend California Fish and Game Code Section 101 et seq. to require the governor when making appointments and California State Senate when confirming said appointments to consider these criteria for potential members to the California Fish and Game Commission:

- A. The degree to which the appointee will enhance the diversity of background and geographic representation of the Commission.
- B. The appointee's demonstrated interest and background in wildlife and natural resources.
- C. The appointee's previous experience in public policy decision making.
- D. Potential conflicts of interest of the appointee with subject matter under the jurisdiction of the F&CG.
- E. A commitment by the appointee to both prepare for and attend meetings and subcommittee meetings of the F&GC.
- F. The diversity of knowledge of natural resource issues and related scientific disciplines, including wildlife-dependent recreational activities, whether consumptive or non-consumptive.

Description: The California State Constitution decrees the existence of FG&C, its size (five members), terms (six years), and appointment authority (governor with California State Senate approval). [See California State Constitution, Article 4(b) below.] The California State Constitution and state law are silent, however, regarding the qualifications of the appointed members. The scope and responsibilities of F&GC have significantly expanded over the years as the size and diversity of California's population has grown.

The five volunteer F&GC members are expected to make complex public policy and biological decisions on behalf of all Californians based on volumes of often very technical information. Although SAG members considered creating a defined set of qualifications including education, expertise, geographic origin, and experience, they determined that such a prescriptive approach would require a constitutional amendment and could stifle the governor's ability to find qualified people for appointment to the designated positions. However, creating a new statute to help guide the governor's selection of appointees and the senate's confirmation process could enhance commission membership and result in decisions that improve the public's and California State Legislature's confidence. A Little Hoover Commission report [1990] specifically noted this lack in that there was "no clear publicly understood criteria for selection and appointment of Fish and Game Commissioners."

"CALIFORNIA CONSTITUTION, ARTICLE 4 (b) There is a Fish and Game Commission of 5 members appointed by the Governor and approved by the Senate, a majority of the membership concurring, for 6-year terms and until their successors are appointed and qualified. Appointment to fill a vacancy is for the unexpired portion of the term. The Legislature may delegate to the commission such powers relating to the protection and propagation of fish and game as the Legislature sees fit. A member of the commission may be removed by concurrent resolution adopted by each house, a majority of the membership concurring."

FISH AND GAME CODE Section 101 et seq. address items affecting the commission that are not constitutional, such as: It is in the Resources Agency; it shall elect one member as president and one as vice president; its members shall be paid per diem compensation; it shall form a marine resources subcommittee, etc.

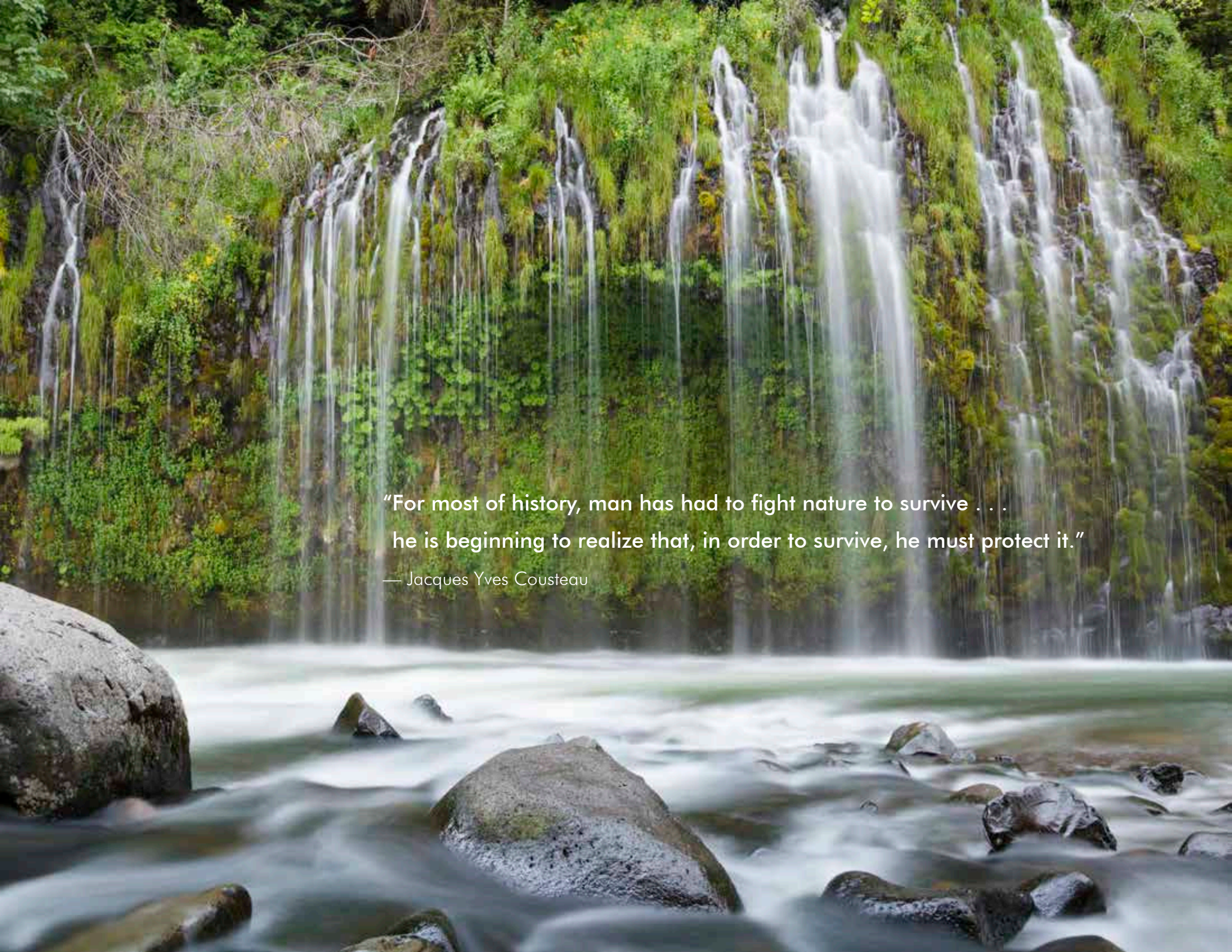
New statutory language that suggests what the governor and Senate Rules Committee should "consider" when making and confirming appointments would reside appropriately in this area of law as guidance for the future appointment of F&GC members. The new language requires consideration but does not require that the criteria be used.

Ties to Strategic Vision: Goal 1 (Strong Relationships with Other Agencies, Organizations and the Public), Objective 5 (Embrace and support diversity among stakeholders and the public); Goal 3 (An Effective Organization), Objective 6 (Develop knowledgeable, capable and experienced employees and commissioners) and Objective 7 (Demonstrate credibility).

California Fish and Game Commission Recommendation #6: No change to the powers and duties of the DFG and F&GC.

Description: SAG members deliberated the merits of realigning the power and duties of the F&GC and determined that a citizen's commission with today's powers and duties is preferable to changing those powers and duties at this time. Implementing the F&GC committee/workshop process recommended in the strategic vision (see California Fish and Game Commission Recommendation #1, page A23) will allow for greater public input during the deliberative process and enhance informed decision-making by F&GC. At a time when SAG members are recommending improved transparency and improved management of all wildlife and habitats, it seems questionable to recommend narrowing the management oversight of F&GC.





“For most of history, man has had to fight nature to survive . . .
he is beginning to realize that, in order to survive, he must protect it.”

— Jacques Yves Cousteau



CALIFORNIA FISH & WILDLIFE
Strategic Vision

Recommendations for Enhancing the State's
Fish and Wildlife Management Agencies

California Fish and Wildlife Strategic Vision Project
Sacramento, CA

April 2012



PROGRESS ON ACHIEVING THE FISH AND WILDLIFE STRATEGIC VISION GOALS

Department of Fish and Wildlife, October 2017



FOREWORD

In 2010, under the leadership of Governor Brown and pursuant to AB 2376 (Huffman), 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.

The California Fish and Wildlife Strategic Vision project was intended to establish a strategic vision for DFG and the commission 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 entitled, [*Recommendations for Enhancing the State's Fish and Wildlife Management Agencies*](#).

Department and commission stakeholders were actively engaged in the original vision process. Public meetings were held around the state, online resources were made available, stakeholders acted as conduits for their constituencies and direct email access gave the public multiple opportunities to weigh-in on the process. The 2012 report detailed 28 recommendations to help achieve the goals and objectives of the vision. In the seven years since 2010, and the five years since the report, the department has made much progress on these recommendations.

The Budget Act of 2017 required the department to reconvene the stakeholder group and provide a report to the Legislature regarding the status of implementation of the strategic vision recommendations.

The following document is a report on the progress made by the renamed California Department of Fish and Wildlife (CDFW) toward implementing the recommendations set forth in the strategic vision.

Serving as director of the department has been an incredible honor and one of the most rewarding experiences of my life. The accomplishments described in this document would not have happened without the leadership of Governor Brown, Secretary for Natural Resources John Laird and Commission President Eric Sklar. Furthermore, none of these successes would have been possible without the dedication of the department's outstanding employees. For that, I am very grateful.

The department has addressed the vast majority of the strategic vision recommendations head-on. CDFW increased the number of wildlife officers in the field to the highest number in the history of the department. The department created a Science Institute to promote the greater use of science in decision-making. We created clear principles to evaluate new partnership requests and existing partnerships. The department also streamlined permitting processes and increased transparency of decision-making processes. The commission took on and made great progress in accomplishing its recommendations as well. We have come a long way and hope to continue the pace of change and improvement going forward. There is always more to do, however.

Even though reports going back to the 1950s have consistently identified this problem, we still have not found a secure, long-term funding source for the department charged with safeguarding the fish, wildlife and plants of one of the most biodiverse regions in the world. With all of the progress we have made to date, the most significant issue facing the department remains unaddressed. We are now turning our focus, along with the stakeholder group, to zeroing-in on a sustainable source of sustainable funding.

Please direct questions about this report to CDFW Assistant Deputy Director Clark Blanchard at (916) 651-7824 or clark.blanchard@wildlife.ca.gov.

Charlton H. Bonham
*Director, California Department of
Fish and Wildlife*

PREFACE

This report is a brief overview of progress made on the goals set forth by the Fish and Wildlife Strategic Vision process and examples that illustrate CDFW's efforts to improve capacity and effectiveness in fulfilling our public trust responsibilities of protecting and managing the state's fish and wildlife.

CDFW has broad trustee responsibility over California's wildlife resources. This responsibility covers such a large swath of program work in a state of immense biological wealth and a growing population projected to reach 50 million in the not too distant future.

In this report, you will find a list of issue areas

the Fish and Wildlife Strategic Vision Stakeholder Advisory Group found to be of great importance and several examples of the progress made by the department to accomplish the strategic vision's recommendations in those areas. This report also includes notable examples of actions taken at the Fish and Game Commission.

In an effort to keep this summary succinct, we only included a fraction of the progress we've made in response to the strategic vision recommendations. Much has been achieved; more remains to be done. With an eye on our vision and mandate to manage and protect the state's natural resources, we welcome stakeholder engagement to chart this next chapter of our work on behalf of all Californians.



BARRIERS TO IMPLEMENTATION

As part of developing the California Fish and Wildlife Strategic Vision, an [assessment](#) was conducted examining past evaluations of CDFW and the Fish and Game Commission – and the degree to which recommendations from those evaluations were implemented. The purpose of the assessment was to provide feedback on how effective the department and the commission have been in implementing past recommendations for improvement and identify any barriers that have constrained or prohibited implementation of past recommendations.

In concert with the assessment, a literature review was conducted to identify and describe commonalities and differences in the barriers that government agencies (particularly those with public trust roles for protecting natural resources) encounter in their efforts to fulfill their responsibilities.

As part of the process of assembling the Barriers to Implementation Report, interviewees were asked to make recommendations to ensure that future planning like the Fish and Wildlife Strategic Vision would be implemented. The report noted that the overarching barrier to change identified by all interviewees and respondents was limited funding.





The interviewee recommendations included:

- Strong leadership and a commitment to change by the CDFW director and the executive director of the commission will be required.
- Recognize that any lasting and effective change is a long term process that involves CDFW and commission leadership, staff, internal cultural changes, external stakeholders and legislative support.
- Engage CDFW employees at all levels as well as external stakeholders in shaping CDFW's strategic plan.
- Seek legislative relief from unfunded and underfunded mandates.
- Encourage partnerships with non profit organizations and other public departments and agencies to leverage limited funding.
- Brand and market CDFW as a protector of California's wildlife for the benefit of all citizens.
- Strengthen relationships with legislators and legislative staff.
- Hire more wardens.
- Continue the Strategic Vision Stakeholder Advisory Group or some set of stakeholders that also includes employee representation.

Our evaluation of progress on the strategic vision goals and objectives included consideration of these barriers to implementation. In many if not most cases, the department's response to achieving the strategic vision goals, except funding, considered and addressed these barriers. For example, the department substantially engaged its middle managers during 2015 and 2016 in planning to address funding shortfalls.

PARTNERSHIPS

(Recommendations A2-A3)

The first recommendation that came out of the strategic vision process was for the department to create an internal culture that supports partnerships, encourages collaboration and promotes cooperation. Partnerships are essential to planning and delivering CDFW's wildlife and fisheries conservation programs. The department has a long history of successful partnerships and they are considered a guiding principle in program development and conservation delivery.

The importance of focusing time and resources on partnerships, coupled with an outpouring of offers to partner on a broad array of programs, prompted CDFW to develop partnership principles that describe a set of characteristics common to all successful partnerships and criteria that may be used by CDFW staff and management on a case by case basis to evaluate new partnership requests as well as existing partnerships.

The following is a brief overview of how and where partnerships operate within CDFW with some examples that illustrate the breadth and depth of interactions between CDFW and partners.

California State University (CSU) and University of California (UC):

The scientific and research arm of the California state government system is a critical partner in providing applied research to wildlife management, cooperating in the management of wildlife, fisheries and natural resource data, and providing analytical support to CDFW's management programs. CDFW interacts with the CSU and UC systems on topics ranging from forest species management to human-wildlife conflict man-

agement. For example, does the Western pond turtle, a freshwater species native to the Pacific Coast, hold secrets to survive climate change and adapt to rising sea levels? CDFW biologists want to know and have partnered with UC Davis and the Department of Water Resources to conduct a long-term study in Solano County's Suisun Marsh to better understand the aquatic reptiles.

Tribal:

Out of respect for tribal sovereignty and the unique and separate governmental status of tribes, CDFW seeks and encourages collaborative relationships with tribes. In 2014, CDFW adopted their first-ever Tribal Communication and Consultation Policy and appointed a tribal liaison to help establish and foster these relationships. As an example, in 2013, CDFW's North Central Region collaborated with a collective of nine organizations of Maidu Indians, the Pacific Gas & Electric Company and the Pacific Forest and Watersheds Stewardship Council to return ownership of Humbug Valley, an important piece of Maidu ancestral lands, to the tribes.

Conservation Implementation Teams, Working Groups and Technical Committees:

Department participation in working groups, technical committees and implementation teams have proven to be effective collaborations especially for local conservation and recreation efforts. CDFW is involved in over 50 of these programs statewide. For example, the department participates on the management board and technical advisory committees of the Central Valley Joint Venture for the conservation of wetlands.



Blue Creek Acquisition

In 2014, the Wildlife Conservation Board partnered with the Western Rivers Conservancy, the State Coastal Conservancy, the Wyss Foundation and the Yurok Tribe to fund the acquisition of 6,479 acres of land known as Blue Creek Phase 2B for the protection of a mixed conifer forest property, including riparian corridors, salmonid streams, coastal watershed and habitat linkages.

In addition to recovery of coho salmon, other species likely to benefit from protection of the property include fall-run Chinook salmon, winter-run steelhead, coastal cutthroat trout and Pacific lamprey as well as small numbers of spring-run Chinook, summer steelhead and chum salmon. The project area is also important for several terrestrial species including federally and state listed species such as the northern spotted owl and marbled murrelet and for several other species of conservation concern, such as the Humboldt marten and Pacific fisher.

The Yurok Tribe now manages the property to enhance its tremendous fisheries values and safeguard this gateway to the cultural heart of the Yurok people.





California Waterfowl Association and Ducks Unlimited:

These non-profit organizations are integral to the successful delivery of on-the-ground habitat restoration and creation projects focusing on waterfowl but benefitting a wide spectrum of wetland-associated wildlife species. CDFW interacts with both California Waterfowl Association and Ducks Unlimited on dozens of projects each year. For example, these groups are working on the McNabney Marsh Enhancement Project, the Chelsea Wetland Restoration Project and wetland and water delivery enhancements at several CDFW wildlife areas.

California Trout and Trout Unlimited:

These highly respected and effective non-profit organizations work closely with CDFW on a variety of restoration and conservation programs including salmonid restoration on the north coast, Sierra Nevada native trout programs and program development support across the state. For example, these groups are working on the Sequoia National Forest Prioritized Meadows Restoration Project, the Modoc Plateau Meadows Assessment and Restoration Design Project and the Central Valley Salmon Partnership, just to name a few.

Land Trust Community:

California is home to more than 100 land trusts that share a common mission and interest in land-based conservation with CDFW. They contribute to identification of land acquisition opportunities and priorities, function as land managers on behalf of CDFW and are partners in developing lands policy and practice. For example, the California Rangeland Trust, in partnership with the Wildlife Conservation Board and the Rocky Mountain Elk Foundation, conserved the historic 12,284-acre Avenales Ranch ensuring an important tule elk wildlife corridor and breeding area will be preserved and protected forever.

Humane Society of the United States:

The CDFW Law Enforcement Division has collaborated with the Humane Society on wildlife trafficking efforts across the state and the department's K-9 program. In addition, the Humane Society often offers rewards via CalTIP to help CDFW apprehend wildlife poaching suspects.

Resource Conservation Districts:

These quasi-governmental organizations bring local expertise and knowledge of land management practices to CDFW through partnerships emphasizing land stewardship, grazing and other management techniques important to targeted management efforts and serve to extend CDFW's labor force for achieving wildlife area and ecological reserve goals. For example, the department recently improved leasing and management protocols with resource conservation districts to increase efficiency and land management collaboration.

Partners of the Bay Area Classroom Aquarium Education Program (CAEP):

CDFW partners with 23 local organizations in order to present the Bay Area CAEP program, which allows teachers to hatch fish in their classrooms and release the fish under permit into local bodies of water. CDFW staff and the partner agencies train each teacher. Each teacher is assigned a community partner that provides financial and volunteer support in the classroom. Due to the effectiveness of the program and generosity of the partners, we are able to serve approximately 400 classrooms in the Bay Area (43 percent of the total number of classrooms served by this program statewide).

Natural Community Conservation Planning:

Every Natural Community Conservation Plan (NCCP) in preparation or being implemented in

California is a proactive long-term partnership among diverse stakeholders. Each plan involves local jurisdictions, stakeholders such as housing developers, agricultural and environmental communities, as well as state and federal regulatory agencies. The department recently joined forces with the U.S. Fish and Wildlife Service to identify the top plans for completion as a means to prioritize up to a dozen plans across California.

Timberland Management Program:

The management and conservation of California's timberlands has moved away from a more typical regulatory model into one of increased collaboration. Besides reviewing and approving timber harvest plans, the program has committed to extensive outreach with many of California's private timberland owners. The collaboration ranges from joint applied research activities (e.g., owl recovery) to joint management programs and extends further into proactive conservation like developing and implementing safe harbor agreements. Engaging directly with timber companies and legislation in 2012 created an ability to rebuild the department's timber program, which had shrunk to less than five positions, and has increased processing on regulatory approvals.

Marine Fisheries Management Efficiency Collaboration:

Efficient and robust data collection are central to monitoring the health of our marine fisheries. The essential data provided by fishermen and others working in the marine environment provide for management of our fisheries in a sustainable way that supports local and regional economies. In 2016, the department partnered with the Sportfishing Association of California to develop a program that allows for electronic (and wireless) submission of CPFV logbook data, increasing the efficiency of data collection. CDFW will

introduce an electronic commercial fishing landings system shortly that will also improve efficiency, accountability and our ability to sustainability manage fisheries.

Oiled Wildlife Care Network (OWCN):

The OWCN is the world's only oiled wildlife response organization boasting more than 30 different member organizations comprising world-class aquaria, universities, scientific organizations and rehabilitation groups. OWCN conducts training of facilities and personnel and provides key supplies as necessary for giving care to oil-affected wildlife. In parallel to this world-renowned partnership, the Office of Spill Prevention and Response within the department formed an interdisciplinary geographic response plan steering committee that includes local, state and federal

government, NGOs and industry representatives to identify priority waters at higher risk of oil spills and develop plans for emergency spill response.

Big Game Management Advisory Committee:

CDFW convenes a public advisory committee composed of interested non-profit organizations that have goals and objectives directly related to the management and conservation of big game species. In recent years, the department has breathed new life into this group as it serves in an advisory capacity to review proposals and budgets for external projects that will be funded through grants from the Big Game Management Account and for providing recommendations regarding these and other issues of relevance to CDFW's big game executive leadership team.



TRANSPARENT DECISION MAKING

(Recommendations A4, A7)

The stakeholder recommendations and vision statement included a number of objectives for department management, including several goals related to open communication and transparency. The stakeholders wanted the department better positioned to understand public concerns and to ensure the public would better understand department decisions. The ultimate goal of improving the interface between the department and the public was to inspire greater confidence in the job the department does for all its stakeholders. CDFW made a number of changes to respond to these concerns, including:

CDFW developed web-based processes for dedicated account funding application and reporting. Fund conditions for each dedicated fund are now online. 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 in 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.

The Fish and Game Commission employs a Marine Resources Committee as a forum to address marine resource issues. The commission has also advanced a Tribal Committee and bolstered its long-running commitment to a Wildlife Resources Committee.

CDFW's Marine Region maintains a blog and marine project websites to inform stakeholders.

The Marine Region also leads California's engagement at the Pacific Fisheries Management Council through extensive engagement with stakeholders.

The department created a Watershed Restoration Grants Branch to manage diverse public granting programs in a way that works closely with conservation partners.

The department's Wildlife Branch and regions conduct outreach for development of public use programs and regulations on CDFW lands. CDFW regions conduct annual workshops for stakeholders to highlight wildlife and habitat management, public use and to receive stakeholder input.

CDFW engaged environmental and stakeholder groups during its evaluation and decision to establish the California Endangered Species Act permit fee and increase the fee schedule for the Lake and Streambed Alteration Program.

CDFW is developing several strategic plans (e.g., native trout and trout hatcheries) and will involve the public and stakeholders in the review and finalization of these plans.

CDFW has conducted town hall meetings for impacted communities during major oil spill responses, and with the leadership of the Office of Spill Prevention and Response has taken this input and launched a broader process to update and revise spill contingency and harbor safety partnerships coast-wide.

FISCal

One state. One system.

FISCAL

CDFW and the commission are currently transitioning to the state's new accounting and budgeting system, FISCal, which will greatly improve fiscal transparency for both entities. Both the department and the commission have committed resources to ensure staff are trained in using the system, including making the information it provides available to the public.

CDFW held scoping sessions and regulations workshops for industry and other stakeholders throughout the state to discuss the oil spill program's statewide expansion.

The department and commission employ the commission's public meeting processes to ensure an opportunity for the public to engage and provide input. In recent years, the commission has solidified and published procedures defining improved engagement opportunities.

CDFW employees expressed concerns about their own understanding and role in policy decisions. Employees asked for better communication and a greater role in making those policy decisions. CDFW management made a number of changes to respond to their concerns:

The department director holds regular town halls, maintains a suggestion box and produces podcasts to keep staff regularly informed. As of today, the director is working on podcast #49.

CDFW reorganized branches to improve communications between staff and management to increase internal transparency.

CDFW implemented new internal guidance to promote transparency and clear, unambiguous communications between department functions.

CDFW also conducted its first-ever, structured employee engagement survey, asking a set of 34 questions and took action on key areas of improvement based on input from the survey.





SCIENCE

(Recommendations A11-A12)

The Fish and Wildlife Strategic Vision recommended that decisions made by CDFW managers and policy makers be informed by credible science in fully transparent processes. Since the completion of the strategic vision process, the department has put much focus on scientific capacity. The list of accomplishments on the science front are too numerous to list here. Below is a summary of some of the major milestones.

External peer review of scientific and policy documents is now routine and CDFW is actively sharing information about its science programs with the public through the Science Institute webpage, news releases and social media. To advance this goal, the department published its first-ever Scientific Integrity Policy.

The department supports continuing professional development of its technical staff through attendance at scientific meetings, support for professional society memberships and by providing online access to scientific literature. In fact, since the 2012 report, the department was able to secure online scientific journal access for all its employees at relatively low cost, and in response to immense internal demand.

The Fish and Game 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.

Since 2012, the Fish and Game Journal published its 100th anniversary edition, making it the longest-running journal specific to California's wildlife. The department acted on an internal recommendation made before 2010, and finally has made all journal editions available online.

The department is establishing new science-based programs in human dimensions of wildlife, wildlife genetics, biostatistics, mountain lion conservation and wolf conservation. In fact, the department has created its first-ever institutional capacity dedicated to the critical and emerging discipline of human dimensions, following the lead of other western states.

In 2017, CDFW published a scientific integrity policy that guides the appropriate use of science in department programs, sets specific standards for publication and use of science and sets criteria for how science is incorporated into project funding proposals.

Science will continue to be a guiding force behind everything we do at the department. Significant work has gone into increasing our capacity and displaying that capacity, and we will continue to strive to improve and uphold our place as the state's premier fish and wildlife scientific entity.



Science Institute

In 2013, CDFW created the [Science Institute](#) to ensure quality, visibility and integrity of the science conducted and used within CDFW.

The Science Institute is a virtual office of internal scientists who set scientific standards, act as a peer review body, convene over key issues and promote the use of science in decision-making.

The Science Institute has grown steadily each year and staff has participated in numerous peer-review efforts such as listing petitions, management plans, etc.

PERMITTING

(Recommendations A16-A20)

The subject of permitting was particularly important to the strategic vision stakeholders because permitting is often the setting for the department's interactions with the public. Whether it is a discussion about a pending permit or simply a preliminary inquiry related to whether a project may trigger the department's jurisdiction, the department is working toward enhancing the level of communication, predictability and mutual understanding of relevant issues. CDFW has made a number of changes over the last several years to improve the experience for the regulated community, including:

The CDFW Office of the General Counsel implemented California Environmental Quality Act and Regulatory Caucuses to work internally to provide consistent counsel on the scope and limits of department jurisdiction.

CDFW now employs permitting and environmental review staff funded by other departments (e.g., DWR, Caltrans, High Speed Rail, etc.) to provide dedicated permitting services.

CDFW meets regularly with other state and federal agencies to identify and resolve impediments to project delivery, including permitting.

CDFW and the U.S. Fish and Wildlife Service created an executive level team to review and act on Natural Community Conservation Plan (NCCP) completion impediments.

CDFW and CAL FIRE have a dedicated team of staff and managers that continuously monitor and improve the Timber Harvest Plan (THP) review and approval process.

CDFW established an interagency review team to coordinate THP review with CESA permitting, LSAs, NCCPs and Safe Harbor Agreements. The department also institutionalized a regular check-in process with the timber industry for permitting efficiencies.

The Marine Region's Scientific Collecting Permit Program has in place mechanisms for coordinating permitting consistency with other permitting agencies such as NOAA's National Marine Sanctuary and National Marine Fisheries Service.

In the San Francisco Bay Area, CDFW is participating in a multi-agency permit coordination process for projects to address sea level rise, climate change and restoration around San Francisco Bay.

Legislation from the current session - AB 1133, promotes efficiency in CESA permitting by eliminating redundancy when the U.S. Fish and Wildlife Service or the National Marine Fisheries Service designates a species as an experimental population under the federal Endangered Species Act.

In 2017, CDFW will conclude a revision to Scientific Collecting Permit regulations with input from permittees and the public to provide more clarity and improve consistency.



Permitting

In 2013, the Coho Salmon Habitat Enhancement Leading to Preservation Act, or Coho HELP Act, went into effect, removing permitting barriers for restoration projects. This five-year program allows persons, public agencies and nonprofit organizations to request approval from CDFW for small coho salmon habitat enhancement projects. If CDFW approves a project under the Coho HELP Act, the project proponent does not need to obtain any additional CDFW permit, license or approval.

In 2014, using the Coho HELP Act, a culvert/flashboard dam was removed and the streambed restored in Parks Creek, a tributary to the Shasta River. This passage improvement project opened an additional four miles of stream to adult and juvenile salmon and steelhead.

CDFW is working with CAL FIRE on a new program called “CALTREES” so that applicants can submit THPs electronically.

CDFW’s Data and Technology Division is working with the Habitat Conservation Planning Branch on updating a project-tracking database that will include further automation and future online application ability.

The CDFW Automated License Data System (ALDS) is now used regularly for permit fees.

CDFW’s Wildlife Incident Reporting public website allows citizens to report incidents or request depredation permits. The system does internal workflow routing to assign wildlife officers and regional biologists to each request.

The Coho Help Act (2012) removed permitting barriers for restoration projects.

In 2014, the Habitat Restoration Enhancement Act established a simplified permitting process with CDFW for landowners, state and local government agencies, and conservation organizations wanting to implement small-scale, voluntary habitat restoration projects.

CDFW consults with landowners on storm damaged watercourse crossings to expedite large and small-scale standard and emergency LSA notifications.

CDFW participates in the multi-partner Wood For Salmon Working Group that focuses on increasing efficiency of permitting and environmental review for stream restoration projects.





ENFORCEMENT

(Recommendations A20-A22)

The strategic vision document called for the department to ensure successful recruitment and retention of wildlife officers. Below is a summary of some of the steps CDFW has taken to tackle these challenges:

CDFW has increased the number of wildlife officers in the field to the highest level in the history of the department. There are now 429 wildlife officers out in the field providing the public with hunting and fishing information and protecting California's diverse resources from poaching and overuse.

In 2017, CDFW is transitioning from an open application period for warden positions to a year-round application period with a final application closure date, which is intended to increase the number of qualified applicants the department receives when recruiting for wildlife officer positions.

The department utilizes social media, the Automated License Data System, the vast network of hunter education instructors and many other outreach tools to help with recruiting efforts.

The CDFW Law Enforcement Division is currently creating a diversity work plan detailing recruitment efforts to target a broader and more diverse workforce.

The department regularly attends job fairs and presents at a variety of public venues to recruit wildlife officers.

The Fish and Wildlife Strategic Vision stakeholders also wisely recommended working to increase prosecution of wildlife crimes as well as increase deterrents to illegal take of wildlife. Great effort has gone into addressing these issues. The following is a summary of actions taken by CDFW and the commission:

CDFW has worked with the Fish and Game Commission to identify counties that lack successful prosecution of environmental crimes and coordinates with these counties to provide solutions to ensure successful prosecution of natural resource related crimes.

The department and commission recently launched an annual award to acknowledge the district attorney offices around the state making progress in enforcing against wildlife crimes. CDFW continues to work closely with the California District Attorneys Association, which funds multiple circuit prosecutors who prosecute environmental crimes in 16 of the 58 counties in California.

Recent legislation has provided a much-needed mechanism for the department to prosecute certain crimes under administrative and civil penalties. These efforts have led to the hiring of attorneys that specialize in prosecuting administrative penalty cases such as cannabis cultivation causing resource damage and wildlife trafficking violations. These new laws also substantially increase the consequences for those that poach this state's wildlife.



Fine Increases for Trophy Wildlife Poaching

In 2012, legislation passed approving enhancements of penalties for illegal take of trophy animals. The legislation required the Fish and Game Commission to develop regulations to define specific characteristics of trophy game mammals and wild turkeys. In 2017, the process was completed.

Any person convicted of a poaching offense related to the take of a trophy animal is subject to significant increases in penalties. For example, an out-of-state deer poacher convicted in July 2017 was assessed a \$1,500 fine in Superior Court. The same poacher, caught now, would have faced fines of \$80,000.

FISH AND GAME COMMISSION

(Recommendation A23)

The Fish and Wildlife Strategic Vision made one clear recommendation to the Fish and Game Commission – create greater stakeholder input by expanding the use of committees and holding public workshops. Since the vision process ended, the commission has taken great strides toward this end. A summary of accomplishments follows:

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.

The commission has held several issue-specific workshops and meetings to facilitate greater understanding of fish and wildlife management issues. Examples include coastal fishing community meetings and the Delta Fisheries Forum.

As noted, the commission is now employing three formal committees – tribal, wildlife and marine. The commission has also published its own tribal consultation policy.





New Committees

In an effort to increase stakeholder participation in the decision-making process, the Fish and Game Commission created the Wildlife Resources Committee, Marine Resources Committee and Tribal Committee to expand opportunities for stakeholder input and exchange.

Each committee now meets three times per year and provides a report at regularly scheduled commission meetings. The committees make recommendations to the commission on specific subjects prior to beginning formal hearings.

STATUTES AND REGULATIONS

(Recommendations A13-A15)

The department regularly works with stakeholders and the Legislature on amendments to improve the Fish and Game Code. However, several changes in statute immediately followed the strategic vision process and implemented stakeholder proposals requiring the use of ecosystem-based management informed by credible science, incorporating adaptive management principles, establishing the department's Science Institute and improving the department's ability to adjust certain fees.

Based on strategic vision recommendations, the Legislature passed Assembly Concurrent Resolution 98 directing the California Law Revision Commission to address:

Whether the Fish and Game Code and related statutory law should be revised to improve its organization, clarify its meaning, resolve inconsistencies, eliminate unnecessary or obsolete provisions, standardize terminology, clarify program authority and funding sources, and make other minor improvements, without making any significant substantive change to the effect of the law.

The department has worked with the California Law Revision Commission for the past five years on their proposals to reorganize the Fish and Game Code with the goal of improving the clarity of the code for those who use it. This effort has resulted in two bills to improve the clarity and consistency of portions of the code with a more comprehensive bill expected in the near future.





Statutes and Regulations

In 2015, the legislature amended Fish and Game Code section 12025 to allow the department to impose administrative penalties on cannabis growers violating select Fish and Game Code sections in conjunction with cultivation on public and private land. The department has since utilized this authority to help prevent environmental destruction from cannabis cultivation. In 2016 and 2017, the department filed multiple administrative complaints against growers, resulting in over \$500,000 in penalties and the full remediation of each affected site.

FUNDING AND MANDATES

(Recommendations A7-A9)

One of the most visited, but ultimately unresolved issues, the strategic vision stakeholders considered was how to provide the department with sustainable financing. The stakeholders spent many hours researching and learning about the department's diverse mandates and funding challenges. In an effort to better understand these challenges and build confidence in how the department manages its funds, there was a recommendation for CDFW to engage in open and transparent accounting. The department has responded to this recommendation in a number of ways.

Most recently, the department and commission have begun a mission-based budgeting effort that will bring even more transparency to the department's and commission's current activities, statutory mandates and funding. The budget effort will be a collaboration with the Department of Finance, legislative staff and stakeholders. Concurrently, the California Law Revision Commission will pause its work to reorganize the Fish and Game Code, and instead, focus on its legislative direction to address CDFW mandates and funding.

The department continues to accumulate roughly \$250,000 in unfunded mandates annually through both the legislative and budget processes.

Since at least the 1950s, countless reports identify funding as the most important problem to solve. The 2012 strategic vision report concluded there





appears to be near universal recognition that the department and commission do not have the resources they need. The Legislature has spoken too. The California Fish and Game Code states that, “The Legislature finds and declares that the department has in the past not been adequately funded to meet its mandates. The principal causes have been the fixed nature of the department’s revenues in contrast with the rising costs resulting from inflation, the increased burden on the department to carry out its public trust responsibilities, and additional responsibilities placed on the department by the Legislature. This lack of funding has prevented proper planning and manpower allocation. The lack of funding has required the department to restrict warden enforcement and to defer essential management of lands acquired for wildlife conservation. The lack of funding for fish and wildlife conservation activities other than sport and commercial fishing and hunting activities has resulted in inadequate wildlife and habitat conservation and wildlife protection programs.”

The Fish and Wildlife Strategic Vision process provided helpful feedback and direction for the department from our valued stakeholders, the Legislature and others. The department and commission took the recommendations seriously, working to implement programs and other changes to address each Fish and Wildlife Strategic Vision recommendation. We have come a long way and hope to continue the pace of change and improvement going forward. The most significant issue still to address is identifying a secure, long-term funding source. It is our goal to turn our focus, along with the natural resources stakeholder community, on a path forward toward sustainable funding for the department.



Progress on Achieving the Fish and Wildlife Strategic Vision Goals

Department of Fish and Wildlife
October 2017

California Fish and Game Commission

Questions to Consider in Developing a Strategic Plan and Planning Process

February 16, 2018

What is the Commission's unique role in the state? What is the Commission's role especially as compared to the California Ocean Protection Council, California Environmental Protection Agency, California Department of Fish and Wildlife, etc.

What is a strategic planning intended to achieve? Prioritization and where to focus Commission and staff effort?

What are Commissioners looking for from a big picture perspective? Strategic plan, strategic business plan, strategic work plan, etc

What is the goal of the final product(s)?

What kind of strategic planning effort are you envisioning?

To what time frame should the final product(s) apply? Three years, five years, 20 years?

In what time frame will the process be completed? Six months, one year, two years?

Does the current vision statement reflect the world Commissioners see in the future?

Does the current mission statement reflect how the Commission will contribute to the vision?

What are the core values (those distinctive and enduring core beliefs) that are most important for the organization? Customer service excellence, collaboration, inclusiveness, responsiveness, integrity, accessibility, respect, diversity, responsibility, etc.

Strategic planning requires a lot of effort and work, so there are tradeoffs to be made. What will be put on hold while we undertake this effort?

Past planning processes - what worked well for you? What didn't?

What is the preferred process and the mechanics of completing the desired products?

- Facilitation
- Audio recording
- How often and where to meet? Should future meetings be incorporated into future commission meetings?
- How to involve the public?
- California Department of Fish and Wildlife involvement?
- How best to illicit information and content from Commissioners

There are some current gaps:

- Policies that have been adopted in an ad hoc basis over time. How should we prioritize which policies we review and address them using what kind of process?
- Tribal advisor
- Aquaculture
- Staff vacancies (wildlife advisor, seasonal clerk)