

California Fish and Game Commission

Draft Potential Commission Core Values

September 23, 2018 Draft

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

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

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

Integrity

We hold ourselves to the highest ethical and professional standards, pledging to transparently fulfill our duties and deliver on our commitments, to ensure holistic consistency of expectations and outcomes. We hold ourselves accountable to act in accordance with our values, even when it is difficult. Our actions reflect honesty, truthfulness and accuracy.

Transparency

We recognize the important and wide-ranging impacts the Commission's decisions have on California's wildlife, wildlife habitat and residents, and that these decisions should be made based on a variety of inputs in an open, inclusive and public process. We strive to communicate with our partners, our stakeholders and the public responsively and openly about how and why decisions are made. We use adaptive processes and consistently gather as much information as possible to ensure the Commission is best informed for thoughtful decision-making.

Innovation

We respond to the ever-changing natural and human environments by evaluating the efficiency and effectiveness of our decisions and processes, identifying new ideas that challenge conventional wisdom and opportunities for innovation. We recognize that innovation always involves some element of risk, and that creative problem-solving and implementing forward-thinking solutions where value is added is key to meeting the constantly evolving needs of our

stakeholders and California's fish and wildlife. We take time to frame challenges, adapt and execute new and useful ideas, including applying science in new ways.

Collaboration

We value collaboration, including teamwork and partnerships, in problem-solving and in developing policies and regulations. Teamwork is actively fostered and is one of the main ways we function. Collaborative efforts extend beyond the Commission and its staff to empower a diversity of stakeholders, other agencies, non-governmental organizations, and the people of California to participate in our problem-solving and decision-making processes.

We pursue productive and compassionate partnerships, rather than relationships solely based on a formal legal agreement, and celebrate one another's successes as we take them to the next level together. A partnership is a mutually beneficial arrangement that leverages resources to achieve shared goals between the partners, based on mutual respect, open-mindedness, trust, and genuine appreciation of one others' contribution.

Excellence

We pursue quality, proactively assessing performance and striving to continuously improve the delivery of fair and accessible services, work products and decisions, as well as the efficiency and cost-effectiveness with which these are delivered. We encourage novelty, creativity and flexibility as we proactively meet challenges and problem-solve in a constantly-changing world.

Stewardship

We hold the state's wildlife and their habitats in trust for the public, respecting that they have intrinsic value and are essential to the well-being of all California residents. We give attention to the environmental and human stressors that affect the resilience of our wildlife and their habitats. We use credible science to evaluate programs, policies and regulations that will help achieve our stewardship goals. We recognize the dynamic nature of science, and that it should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation and peer review of information as appropriate.

California Fish and Game Commission

Draft Potential Commission Vision Statement

September 23, 2018 Draft

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

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

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

Current Vision Statement

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

Potential Vision Statement

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

Concepts Discussed for a Vision Statement

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

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

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

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

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

California Fish and Game Commission

Draft Potential Commission Mission Statement

September 23, 2018 Draft

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

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

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

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

Current Mission Statement

"On behalf of California citizens, to ensure the long term sustainability of California's fish and wildlife resources by:

- Guiding the ongoing scientific evaluation and assessment of California's fish and wildlife resources,
- Setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Wildlife,
- Establishing appropriate fish and wildlife resource management rules and regulations, and
- Building active fish and wildlife resource management partnerships with individual landowners, the public and interest groups, and federal, state and local resource management agencies."

Proposed Mission Statement

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

We recognize our public trust responsibilities as well as the cultural value of our fish and wildlife and, therefore, work collaboratively with other government agencies, non-

governmental organizations and the people of California to establish scientifically-sound policies and regulations that support the restoration, conservation and sustainability of California's fish and wildlife in their natural habitats, securing a rich outdoor heritage for all generations to experience and enjoy.

Concepts Considered in Developing the Mission Statement

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

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

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

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