

## California Fish and Wildlife Strategic Vision Project BRCC-SAG Governance Discussion Notes and Worksheet

*Revised January 11, 2012*

KEY: ■ DFG Recommendation (Jan. 5, 2012)

■ Potential Action from BRCC/SAG Survey (Dec. 2011); high/low priority responses in parentheses

BRCC = California Fish and Wildlife Strategic Vision Blue Ribbon Citizen Commission

SAG = California Fish and Wildlife Strategic Vision Stakeholder Advisory Group

DFG = California Department of Fish and Game

F&GC = California Fish and Game Commission

### General Discussion

Some of the issues the former working group highlighted and wanted to address: Alignment of mandates and mission statement, support of the general public and perception of what is DFG/F&GC. Newer information that may be helpful is information coming from a barriers to implementation report

Name of DFG and public perception. Name change necessary? There are costs involved to making a name change. The people who matter (legislature) know who DFG is and what it does. Is the real issue communication? If not for the cost, suggested that the name change is not really an issue. If money comes with the name change, perhaps there is support? DFG mandates and mission are broader than the name. Concern about losing traditional funding base – trust might be lost if change name and traditional constituency sees movement from support of hunting and fishing.

Words matter – this is why corporations spend billions of dollars on advertising. Trying to connect to the general public made difficult with the current name; average person does not identify with “game.” Is this a high priority given everything that needs to happen? Urge caution that this could cause hostility in the project discussions. Why did the California Resources Agency change its name to California Natural Resources Agency? Would others provide greater support to DFG if there was a name change?

Rather than a name change, perhaps change the mission statement? Concern was raised about using word “conserve” with certain constituencies; for some the word “manage” incorporates all aspects of management, including conservation where needed.

*Homework Recommendation: Ask DFG director to explore the implications of a name change, including a cost-benefit analysis.*

*Homework Volunteers: Bob Bertelli, Jennifer Fearing, Kaitilin Gaffney, Steven Ingram Kirsten Macintyre*

Mandates: DFG is over-mandated and under-funded. Problem is much larger than this process; need legislative participation and commitment to a solution. Use Law Revision Commission? Perhaps a future group that includes both DFG staff and stakeholders working with the legislature. Ask for a moratorium while this work is being done. Some mandates that should be shifted to another agency? Request for presentation from DFG about funded/under-funded mandates. How do we go about identifying and assessing what are the mandates that may need to be changed or funding levels changed?

There are constituencies unhappy with the strategic vision process that plan to go directly to the legislature for solutions.

DFG masters of “duct tape” budgeting. Often no monies provided with legislative mandates. DFG becoming more transparent in recent years in the budgeting process; “be careful what you ask for” as it also means that some things come to light that perhaps were not previously known or fully understood.

Broad recommendations need to have greater specificity when going to the executive committee.

*Homework Recommendation: Mandates – Recommend a process for how to prioritize mandates. Perhaps pick one or two examples of specific fixes and then offer a suggested process approach.*

*Homework Volunteers: Debbie Byrne, Becky Ota, Sonke Mastrup, Eileen Reynolds, Deb Self, April Wakeman*

Other potential recommendations: Cease any new mandates without funding and don’t use any general fund monies for funding DFG (find other sources). Related to J-5, which is define new mandates and their cost.

Organizational Structure: DFG staff provided some background information on the two items DFG recommended under this category. Suggestion as potential recommendation is F-12 (delegation of authority between F&GC and legislature).

Question asked about OSPR staying in DFG and what DFG staff thinks of that idea. Staff provided rationale for keeping OSPR in DFG rather than moving to CalEPA. Also provided background information on this history of how OSPR was created.

*Homework Recommendation: Group to explore potential changes related to OSPR and present idea(s) on Jan. 18.*

*Homework Volunteers: Mike Anderson, Dennis DeAnda, Ryan Todd, Deb Self*

Managing priorities: Issue is not whether DFG staff support the mandates, all good. However, how to prioritize and decide which to pursue and which cannot be accomplished given current resources. Why have previous priority-setting activities failed? Core functions outstrip the capacity of the organization, so can never get beyond trying to accomplish those core functions. Statutes are presented equally, without any indication of which are most important. If provided with sufficient funding for all mandates, then don't have issue with prioritizing. When prioritizing functions, constituencies question why their activity is not a priority. One DFG unit is having this conversation now, what will the unit not do if there are trigger cuts. Funding and positions are usually linked but not always. Can sometimes receive funding, but if no positions are available then cannot use those monies.

*Homework Recommendation: Identify a potential recommendation under the category of measuring success.*

*Homework Volunteers: Debbie Byrne*

California Fish and Game Commission: Guidance or criteria for how commissioners are selected? Responsibilities of F&GC have significantly expanded over the years, and now asking five volunteers to make decisions every month based on volumes of information. Perhaps offer a set of suggestions to the governor's office and senate about a set of qualifications for commissioners. Selecting commissioners who have expertise in a relevant area helps facilitate discussions and gives them a head start.

*Homework Recommendation: D-9 (qualifications for F&GC members)*

*Homework Volunteers: Bob Bertelli, Jennifer Fearing, Kaitilin Gaffney, Sonke Mastrup, Eileen Reynolds, April Wakeman*

Staff Development: I-9, I-13, I-14 could be combined. Most staff members already have work plans, though they are not available to the public. Annual performance reviews are supposed to happen as well. Seems like most everything on the list under staff development is already being done by DFG.

California Wildlife Foundation (CFW) advocates for the resources and those who care for those resources (i.e., DFG). SB 436 has precluded working with CWF in some instances.

TOPIC	POTENTIAL RECOMMENDATION(S) TO ACHIEVE GOAL(S)	GOAL AND OBJECTIVE
<b>Mission</b>	<p>8F:2 Refine mission statement to include “protect” or “protect and enhance” and not just sustain/manage language (5 – 9)</p> <p>8A:22 Change the names of DFG and F&amp;GC to reflect their mandates. (3 – 9)</p> <p>8A:23 Rename DFG to the Department of Wildlife Conservation and Management, which more broadly and succinctly describes its mission. (2 – 7)</p>	
<b>Strategic Planning / Measures of Success</b>	<p>8I:24 Identify goals and measurable objectives for each area of management and programs (4 – 0)</p> <p>8I:25 Link the DFG/F&amp;GC budgets to identified goals and objectives (5 – 2)</p> <p>8I:26 Annually evaluate programmatic goals and objectives (1 – 0)</p> <p>8F: 5 Improve transparency and accountability of programs and budgets (10 – 7)</p> <p>8F:3 Better articulate programmatic deliverables and define measures of success in advance (7 – 1)</p> <p>8I:18 Document, review and update policies and procedures, ensuring adequacy and consistency (2 – 1)</p> <p>8F:26 Create and use a standing stakeholder advisory group to help DFG and F&amp;GC develop and implement a strategic plan (1 – 3)</p> <p>8F:27 Adopt the DFG Seven Strategic Initiatives as priorities for a new strategic plan (3 – 1)</p> <p>8F:4 Implement effective and efficient actions (0 – 0)</p>	<p><b>Goal 3: An Effective organization</b></p> <p><b>Objective: 4: Define and support success (measurable outcomes, work plans, etc.)</b></p>
<b>DFG Organizational Structure</b>	<p><b>(No. 12 - bullet 1) Evaluate a structural realignment to emphasize marine policy and management activities at the division level.</b></p> <p><b>(No. 14 - bullet 8) Evaluate administrative support roles and functions throughout the Department to ensure sufficient support for functions.</b></p> <p>8F:6 “Flatten” DFG (reduce the hierarchy) (5 – 0)</p>	

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	<p>8F:12 Review delegation of authority and place similar authorities in the legislature or F&amp;GC, but not both (i.e., fees, fishing regulations) (4 – 1)</p> <p>8F:7 Restructure DFG based on consumptive and non-consumptive uses/activities (0 – 9)</p> <p>8F:10 Alternatively, consolidate personnel working on non-consumptive issues in the Ecosystem Division, and personnel working on consumptive uses in the Wildlife Division (2 – 5)</p> <p>8F:11 Consider and make recommendations for delegating responsibilities and authorities among legislature, DFG and F&amp;GC (using stakeholder working group) (1 – 2)</p> <p>8F:9 Unite the DFG Ecosystem Division and DFG Wildlife Division into a single division (1 – 3)</p>	
<p><b>Managing Mandates</b></p>	<p><b>(No. 1 - bullet 1) Request legislative relief from outdated, unfunded and conflicting mandates.</b></p> <p><b>(No. 1 - bullet 2) Review remaining mandates and propose consolidation or modification where appropriate.</b></p> <p>8J: 3 Review and prioritize mandates to determine which provide the most benefits and should be continued, which should be discontinued or removed as mandates, and which should be provided with greater funding (compare the multiple mandates to the missions) (13 – 0)</p> <p>8J: 6 Require that any new mandates be funded as a condition for approval (8 – 0)</p> <p>8J: 2 Review and prioritize un-funded and under-funded mandates (4 – 0)</p> <p>8J:5 Define what new mandates will look like when implemented and what they will cost to implement them (0 – 3)</p> <p>8J: 7 Create a feedback loop with the legislature, such that when a mandate is created there is some feedback on what the financial impacts are and what it is taking to implement the mandate (2 - 1)</p>	<p><b>Goal 4: An Efficient Organization</b></p> <p><b>Objective 3: Manage capacity/ resources (prioritize mandates and efficiently allocate resources accordingly)</b></p>

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<b>Managing Priorities</b>	<p>8J: 1 Establish priorities based on goals and objectives, with resources allocated accordingly (3 – 0)</p> <p>8J: 8 Establish a set of criteria for prioritizing responsibilities (budget process is current proxy) (1 – 1)</p> <p>8J: 11 Have DFG prioritize its responsibilities (1 – 0)</p> <p>8J: 9 Have the F&amp;GC establish a set of priorities for how to prioritize DFG responsibilities (0 – 1)</p> <p>8J: 10 Have the F&amp;GC prioritize responsibilities for DFG (0 – 5)</p> <p>8J: 47 Ensure firewalls are in place to prevent image of undue influence (3 – 0)</p> <p>8J: 4 Create a working group of stakeholders, DFG and F&amp;GC staff, legislative staff, and governor’s office staff to examine DFG and F&amp;GC priorities and communicate regarding potential or pending legislation and funding related to fish and wildlife and their habitats (3 – 3)</p> <p>8J: 12 DFG should continue to acquire lands, even if current funding and resources are not adequate for long-term management (1 – 2)</p> <p>8J: 43 Align existing fee revenues with priorities (0 – 0)</p> <p>8J: 21 Use performance-based management (1 – 0)</p>	<p><b>Goal 4:</b> <b>An Efficient Organization</b></p> <p><b>Objective 3:</b> <b>Manage capacity/ resources (prioritize mandates and efficiently allocate resources accordingly)</b></p>
<b>Fish and Game Commission</b>	<p>8F:1 Use the same mission statement for DFG and F&amp;GC (3 – 5)</p> <p>8D:9 Define a set of qualifications for the governor to consider in making appointments and the legislature to consider when approving appointments (11 – 1)</p> <p>8D:7 Make fish and game commissioners representative by geography (divide California into equal geographies and then commissioners each represent one of those geographies) (4 – 2)</p> <p>8D:1 Expand F&amp;GC committee system to include a science committee to advise F&amp;GC (5 – 4)</p> <p>8D:8 Make fish and game commissioners representative of specific categories of interest or expertise (i.e., biology, hunting, fishing, non-consumptive users) (4 – 3)</p> <p>8D:5 Make fish and game commissioners full-time professionals (1 – 4)</p> <p>8D:6 Change the length and number of terms for fish and game commissioners (0 – 3)</p> <p>8D:4 Increase the number of fish and game commissioners (1 – 5)</p>	

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	<p>8I:7 Require training for new F&amp;GC members similar to that required of NOAA’s fishery management council members (4 – 1)</p> <p>8I:33 Required attendance at semi-annual meetings of Western Association of Fish and Wildlife Agencies (commissioners) (0 – 8)</p>	
<b>Staff Development</b>	<p><b>(No. 14 - bullet 1) Request resources to implement the technology to provide equal access to training for remote employees as those who work in more central DFG offices.</b></p> <p><b>(No. 14 - bullet 2) Encourage cross-training between headquarters and regional staff so that policy makers are aware of specific regional issues and vice versa.</b></p> <p><b>(No. 14 - bullet 3) More fully develop capacity within the California Wildlife Foundation (CWF) to support DFG programs.</b></p> <p>8I:8 Require customer service training for staff to better interface with the public and respond to questions (7 – 0)</p> <p>8I:20 Establish and annually review work plans (including timelines, goals and objectives) for all employees, including regional managers, branch chiefs, deputy directors and program managers (6 – 0)</p> <p>8I:6 Cross-train employees so that loss of an individual doesn’t mean loss of all their knowledge (5 – 1)</p> <p>8I:14 Mandate California Endangered Species Act and California Environmental Quality Act training across relevant staff to avoid inconsistent interpretation of the laws (5 – 1)</p> <p>8I:3 Provide a thorough initial orientation with communication training (similar to what volunteers receive) and regular refresher training for all DFG/F&amp;GC staff to learn about programs, policies, regulations, communication protocols and tools, etc. (5 – 2)</p> <p>8I:28 Evaluate and ensure pay equity of DFG/F&amp;GC employees to other government personnel classes and, for wardens, consistent with other law enforcement agencies for state and/or region (5 – 2)</p> <p>8I:10 Improve consistency of law enforcement and permitting staff training, understanding and application of laws and regulations (3 – 0)</p> <p>8I:9 Mandate California Endangered Species Act training across staff to avoid different staff from making</p>	<p><b>Goal 3: An Effective organization</b></p> <p><b>Objective 6: Develop knowledgeable, capable and experienced employees and commissioners</b></p>

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	<p>inconsistent interpretations of the law (3 – 1)</p> <p>8l:30 Establish job performance standards (including related to how the job contributes to mission and, for scientific staff, that considers scientific contributions and application of science) ( 2 – 0)</p> <p>8l:2 Create database of current employees with procedural (e.g., permit processing and issue; coordination of issues and needs among offices and external organizations) and substantive (e.g., assess needs for directed scientific studies; develop plans for scientific studies; conduct or collaborate in directed scientific studies) scientific roles in developing and implementing policy (2 – 2)</p> <p>8l:4 Train promoted employees (especially leadership training for those promoted to supervisors or managers) (3 – 2)</p> <p>8l:5 Examine the training approaches of other state agencies and departments, and implement those approaches as appropriate (1 – 2)</p> <p>8l:11 Ensure that hiring policies are consistent with promoting those with applicable management experience and training (0 – 1)</p> <p>8l:36 Establish mechanisms that enhance recruitment of personnel from University of California and California State University campuses (0 – 1)</p> <p>8l:12 Require continuing education for all staff (including attendance at relevant scientific or technical conferences) (1 – 3)</p> <p>8l:13 Offer California Endangered Species Act and California Environmental Quality Act training to all staff (2 -1)</p> <p>8l:21 Make employee work plans and reviews publically accessible (1 – 6)</p> <p>8l:22 Allow public input into employee work plans (0 – 7)</p> <p>8l:23 Conduct annual performance review/evaluations of all employees (8 – 0)</p> <p>8l:27 Evaluate and ensure internal pay equity (1 – 0)</p> <p>8l:32 Establish employee recognition/awards programs for superior work (including financial), and communicate them to motivate employees to perform superior work (2 – 2)</p> <p>8l:34 Focus recruitment and retention on enforcement personnel (1 – 1)</p> <p>8l:35 Focus recruitment and retention on biologists (0 – 2)</p>	



<b>TOPIC</b>	<b>POTENTIAL RECOMMENDATION(S) TO ACHIEVE GOAL(S)</b>	<b>GOAL AND OBJECTIVE</b>
	8I:38 Encourage technical personnel to pursue advanced degrees (0 – 4)	
<b>REQUESTED TO MOVE FROM STATUTES AND REGULATIONS</b>	<p>8A: 8. Implement an online permit tracking system so that an applicant can follow an application from beginning to end (10-0)</p> <p>8B: 24. Simplify the permitting system for habitat restoration projects to expand partnership with private landowners (9-0)</p> <p>8C: 13. Improve implementation timelines and local participation in Natural Communities Conservation Planning Program (6-0)</p> <p>8E: 18. Work jointly with the U.S. Fish and Wildlife Service and the National Marine Fisheries Service to improve the processes for issuing permits under the federal Endangered Species Act and the California Endangered Species Act (8-1)</p> <p>8E: 19. Work jointly with the U.S. Fish and Wildlife Service and National Marine Fisheries Service to coordinate and partner on enhancement/recovery activities for listed species (6-0)</p> <p>8F: 8. Increase permitting coordination with U.S. Fish and Wildlife Service and other state and federal agencies (to provide more consistency to permit applicants and improve ease of compliance)</p> <p>8F: 17. Develop a programmatic 1600 streambed alteration permitting process for restoration, enhancement and rehabilitation projects (e.g., Marin Resource Conservation District) (5-0)</p> <p>8F: 21. Use the Fish and Wildlife Coordination Act (federal project related to water development) as model for better permit coordination (0-1)</p> <p>8F: 20. Have DFG develop a clear list of what an applicant needs to provide during a permit process (3-0)</p> <p>8G: 2. Review criteria for categorical California Environmental Quality Act exemptions for small-scale restoration projects and explore National Environmental Protection Act criteria (Fisheries Restoration Program is an example to use)</p> <p>8G: 13. Develop a list of all permits issued by DFG and permits issued by other agencies/ organizations that necessitate coordination with DFG (1-2)</p> <p>8H: 9. Offer an online permit tracking system so that an applicant can follow an application from beginning to end</p>	

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	<p>(3-0)</p> <p>8H: 11. Educate other law enforcement agencies about fish and game code and regulations (1-0)</p> <p>8H: 29. Educate district attorneys and judicial branch about fish and game laws and regulations (1-0)</p> <p>8A: 3. Provide information on regulations and events online and by phone -- with limited written materials (3-1)</p> <p>8A: 9. Offer more workshops to help in preparing permit applications (2-2)</p> <p>8F: 15. Remove barriers to restoration related to permits—see Barriers of Restoration Report, Resources Agency 2003 (7-0)</p> <p>8F: 13. Improve consistency of permitting by project type and between regions and offices, while recognizing local differences (6-0)</p> <p>8F: 18. Develop a smart permitting system (e.g., the system should know the difference between a highway project and a restoration project) (4-0)</p> <p>8G: 14. Ensure the general public is provided with a permitting process that is transparent, consistent, efficient, and accessible (4-0)</p> <p>8H: 4. Provide automated information on regulations, permits, etc. online and by phone (4-0)</p> <p>8I: 13. Offer California Endangered Species Act and California Environmental Quality Act training to all staff (2-1)</p>	