

DEPARTMENT OF FISH AND WILDLIFE

WILDLIFE CONSERVATION BOARD

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WILDLIFE CONSERVATION BOARD

Minutes

January 24, 2013

1/ 1416 Ninth Street, Department of Fish and Wildlife
12th Floor, Suite 1205
Sacramento, California 95814

The Wildlife Conservation Board met on Thursday, January 24, 2013, at 1416 Ninth Street, Department of Fish and Wildlife, 12th Floor, Suite 1205 in Sacramento, California. Mr. Charlton H. Bonham, Director of the Department of Fish and Wildlife and the Chairman of the Wildlife Conservation Board, called the meeting to order at 1:00 P.M. Mr. John Donnelly, Executive Director of the Wildlife Conservation Board, performed the roll call. The following Board members/staff were present at this meeting: Chairman Charlton H. Bonham; Ms. Karen Finn, Program Budget Manager, Department of Finance; Mr. John Donnelly, Executive Director of the Wildlife Conservation Board; Ms. Natalya Kulagina, Mr. Donnelly's Executive Assistant; Senator Jean Fuller; Ms. Rachelle Caouette, Senator Fuller's representative; Ms. Katharine Moore, Senator Pavley's representative; and Mr. Jim Metropulos, Senator Wolk's representative.

1. Roll Call

WILDLIFE CONSERVATION BOARD MEMBERS

Charlton H. Bonham, Chairman
Director, Department of Fish and Wildlife

Ana Matosantos, Member
Director, Department of Finance
Vice, Karen Finn

JOINT LEGISLATIVE ADVISORY COMMITTEE

Senator Jean Fuller
Vice, Rachelle Caouette

Senator Fran Pavley
Vice, Katharine Moore

Senator Lois Wolk
Vice, Jim Metropulos

EXECUTIVE DIRECTOR

John P. Donnelly

1/ These facilities are accessible to persons with disabilities

Wildlife Conservation Board Meeting Minutes, January 24, 2013

Wildlife Conservation Board Staff Present:

John P. Donnelly, Executive Director
Dave Means, Assistant Executive Director
Peter Perrine, Assistant Executive Director

Erin Ingenthron, Office Technician
Natalya Kulagina, Executive Assistant

Others present:

Rondal Snodgrass, Sanctuary Forest
Noah Leavy, Sanctuary Forest
Diane Colborn, Legislative Office

Chris Larson, New Island Capital
Paul Mason, Pacific Forest Trust

Chairman Bonham welcomed everyone to the Board meeting and commented that about a year ago Board members began talking about setting a future metrics for success for the Wildlife Conservation Board (WCB/Board) and its funding strategies looking forward, and at that moment in time we were spending quite a bit of energy on appraisals trying to navigate through an appraisal policy which prompted us to think about a larger forward-looking vision. Chairman Bonham commented that the Board has become kind of independent funding entity and needs its own strategic plan. Over the last year we have kept the public informed by providing a brief explanation about the process at each Board meeting and, most recently, Mr. Donnelly came up with the request for contracting, which could have been done either under delegated authority or by hosting a Board meeting and inviting everyone to come in and be involved in the last kind of decision up to starting our planning process, and we concluded going the more public and transparent way, which bring us to today's meeting.

Mr. Donnelly presented the item.

2. Strategic Planning

Strategic Planning Necessity - Background

The Wildlife Conservation Board (WCB) was created by legislation in 1947 to administer a capital outlay program for wildlife conservation and related public recreation. Since that time, the WCB has administered the outlay of over 2 billion dollars in State and federal funds for habitat conservation, restoration and outdoor recreation. The programs administered by the WCB have expanded over the decades, each defined by legislative or voter intent, fund requirements, and diverse conservation goals and objectives.

The WCB recognizes the need for a Strategic Plan to document existing processes and identify new approaches to effective project selection and administration in the future. Transparency in WCB operations and project ranking and selection processes is an overarching goal of the WCB, and should be clearly articulated in the Strategic Plan. The WCB serves and works with many partners, including other State agencies, federal agencies and non-governmental organizations, including private nonprofit conservation groups. It is critical to engage these stakeholders in the development of a Strategic Plan, and staff anticipates soliciting and incorporating input from stakeholders and the public as we move forward.

It is anticipated that the Strategic Plan will assist the WCB in all current and future processes by:

- Articulating clear goals and objectives both for the organization and the individual mandated programs;
- Recognizing and identifying approaches to integrate larger landscape scale conservation efforts into its activities including climate change adaption, infrastructure mitigation, and integration with federal, local agency and non-profit conservation initiatives;
- Defining strategies that adhere to legal mandates but also ensure a transparent, integrated process for ranking and selecting projects across program areas; and
- Establishing metrics for measuring, monitoring, and reporting the activities and progress of the WCB program areas.

Strategic Planning Process – Consulting Services Contract Selection

At the August 30, 2012, WCB Board Meeting, the Board discussed two possible options for soliciting bidders for a consulting services contract for purposes of preparing a strategic plan for the WCB. Of the two options discussed, Request for Proposal (RFP) and Invitation for Bid (IFB), the IFB was selected as the most appropriate option for the WCB's needs and the Board authorized staff to prepare an IFB.

Following the direction of the Board, staff prepared IFB number IB-1200CA, which was then made available as required to prospective bidders by advertisement on BidSync. The IFB advertisement period began on November 30, 2012, and ended on December 17, 2012, at 5:00 p.m. when all bid submissions were due to the WCB office location. The IFB document prepared by staff included agreement terms, requirements, bidder minimum qualifications, as well as the purpose for the contract and a description of services needed. The bidder minimum qualifications specified that all bidders must have successfully written, produced and delivered strategic plans for government agencies, provide the same project manager throughout the project, and submit both references and a work plan for completing the project.

The IFB Scope of Work identified the following seven tasks:

TASK 1: Complete Work Plan

Prior to undertaking the tasks described below, the Contractor will develop a comprehensive work plan and supporting documentation to cover budgets, schedules, reporting, and cost tracking. This work plan will include details on how the Contractor will work with the WCB staff, stakeholder groups and the general public. The Contractor will work with the WCB staff to develop a toolkit to include in the Work Plan including: interview protocols, draft agendas for public meetings and stakeholder interviews, specifications for website strategic plan information and online comment gathering to be displayed on the WCB website, to solicit and

integrate input from stakeholders and the general public throughout the development of the Strategic Plan. The Contractor will design, conduct and facilitate public meetings at a minimum of three venues (north, south and central California), and will also present the Strategic Plan to the WCB at a minimum of two public meetings. **Deliverables:** Work Plan and Toolkit for Stakeholder and Public Involvement

TASK 2: Complete Section (1) of Strategic Plan – Current Program

The introduction should address the need for a Strategic Plan. In addition, the Contractor will review and document existing history and background information for the WCB programs, policies and procedures in an Introduction section to the Strategic Plan. **Deliverable:** Draft Introduction

TASK 3: Complete Section (2) of Strategic Plan – Future Operations

The Contractor will work with the WCB staff and stakeholders to develop a Vision Statement, Goals and Objectives, and Strategies to guide the organization and operations of the WCB into the future together with strategies to achieve the stated goals. The goals and objectives, and strategies will focus on priorities, processes and procedures that ensure transparency and provide opportunities to integrate new and innovative resource information as it is developed. **Deliverables:** Draft Vision Statement, Goals and Objectives, and Strategies

TASK 4: Complete Section (3) of Strategic Plan – Accountability and Monitoring

This section will focus on measurement tools to quantify and record the benefits of the WCB-funded projects, accountability (Grantees and WCB), mandated and elective monitoring, and reports. **Deliverables:** Description of Measurement and Monitoring tools and reports and Strategies for Implementation

TASK 5: Assemble Sections (1-3) into a Draft Strategic Plan

The Contractor will take all the information gathered to date and sections written, and prepare a Draft Strategic Plan for public circulation, review and comment. **Deliverables:** A Draft Strategic Plan

TASK 6: Circulate the Draft Strategic Plan for Public Comment

The Contractor will circulate the Draft Strategic Plan for public review using conventional methods that will include conducting public meetings at a minimum of three venues (north, south and central California). **Deliverables:** A revised Draft Strategic Plan based on Integration of Public Comment

TASK 7: Produce and Present a Final Draft Strategic Plan

The Contractor will produce a Final Draft Strategic Plan and present it at the February 2014 WCB Board meeting. Following the meeting, the

Contractor will make any additional recommended revisions to the plan and submit a Final Strategic Plan to the WCB. **Deliverables:** A Final Strategic Plan delivered to the WCB

On December 18, 2012, at 1:00 p.m., consistent with the key action dates stated in the advertised IFB, the WCB held a Bid Opening at its current office location that was open to the public. By the final due date for bid submission, the WCB had received three (3) eligible proposals from the following companies:

- MIG, Inc.
- Kearns & West, Inc.
- BluePoint Planning, LLC

After reviewing all eligible bid proposals, the apparent lowest responsible bidder was determined to be MIG, Inc., whose total bid cost was \$99,890.00. On December 20, 2012, staff informed MIG, Inc., they were identified as the lowest responsible bidder and, pending Board approval and Department of General Services (DGS) review and approval, were the intended selected bidder for the WCB Strategic Plan consulting services contract award. On December 31, 2012, staff posted the Notice of Intent to Award, which identified MIG, Inc., as the proposed selected bidder, at its current office location, which is accessible to the public. Additionally, rejection letters were sent to the bidders not identified as the apparent lowest responsible bidder.

Upon Board approval and authorization to proceed, the WCB anticipates completing the contract development and submission to DGS for review and approval by January 31, 2013. DGS is allowed 10 business days to process the contract and once approved, the contract will be considered fully executed. The WCB anticipates the estimated start date of the contract to be February 15, 2013. The anticipated agreement term is February 15, 2013 through February 28, 2014.

Below is a chart that summarizes Tasks 1-7 previously identified in the IFB Scope of Work and the scheduled completion dates:

**ESTIMATED START DATE:
February 15, 2013**

Scope of Work: Tasks 1-7	Timeline for Task Completion:	
1: Complete Strategic Planning Work Plan	March 15, 2013	30 days
2: Complete Section (1) of Strategic Plan - Current Program	April 15, 2013	30 days
3: Complete Section (2) of Strategic Plan - Future Operations	July 1, 2013	75 days
4: Complete Section (3) of Strategic Plan - Accountability and Monitoring	September 1, 2013	60 days
5: Assemble Sections (1-3) Into Draft Strategic Plan	October 1, 2013	30 days
6: Circulate the Draft Strategic Plan for Public Comment	December 1, 2013	60 days
7: Produce and Present a Final Draft Strategic Plan	February 2014 Board Meeting	-

STAFF RECOMMENDATION

Staff recommends that the Wildlife Conservation Board support the expenditure of approximately \$99,890.00 from the FY 2012-13 appropriation identified for State operations and funded by the Wildlife Restoration Fund (0447) for the purposes of entering into a consulting services contract with MIG, Inc., to develop and complete a Final Draft Strategic Plan for the Wildlife Conservation Board.

Chairman Bonham asked Mr. Donnelly to define the timeline and deliverables we are going to get over that timeline. Mr. Donnelly responded that timeline begins upon execution of the contract and final approval from the Department of General Services. Mr. Donnelly said that we expect the contract to be in place starting February 15, 2013. Mr. Donnelly went on to explain that by March 15, 2013, we will get together with the contractor to develop list of questions; identify our stakeholders; lay out the timelines for any public meetings we might have; and create a work plan going forward. In the second part of this process which begins after April 15, 2013, the contractor is required to document

WCB current programs, all of the funding sources that we use, funding requirements, programs that we are currently working under, as well as start meeting with staff. As part of that process, we will be meeting with WCB staff and select California Department of Fish and Wildlife staff throughout the State to be a part of the WCB team to begin envisioning the goals and objectives of the plan. Mr. Donnelly commented that all these activities will be rolled into the first section.

The third section of the plan will start by July 1, 2013 and we will evaluate, based on the outcome of the workshops that would have occurred over that time, how we envision future operations of the Board, how we integrate current planning ongoing around the State, such as regional advance mitigation planning, NCCP, etc., and how we are going forward and evaluate projects in the future.

Mr. Donnelly commented that one of the important components of the original discussions of moving forward the strategic plan is how you gauge the success of the plan, in our case, the Board success over time.

Mr. Donnelly stated that at phase four of the process, the contractor will help us develop matrixes for accountability and monitoring going forward, and this step will hopefully occur by September 1, 2013.

The fifth step will synthesize all the notes, comments, workshop results – all the information that has been gathered over that course of several months – into strategic plan, which at that point we expect to bring back to the Board for public review and then, hopefully by December 1, 2013, we will receive and incorporate all the input in a final plan.

Mr. Donnelly added that over the course of these several months we anticipate, and the contract provides for holding three workshops throughout the State – one in Central California, which we anticipate to be in Sacramento area; one in Northern California; and one in Southern California to solicit input. Mr. Donnelly went on to explain that he anticipates having at a minimum five public venues for people to participate, with at least two Board meetings in Sacramento, and three public meetings throughout the State.

Ms. Finn asked how this strategic plan will ensure that we are not going off in different direction than the California Department of Fish and Wildlife (CDFW), as WCB is a part of CDFW's strategic plan. Mr. Donnelly responded that the CDFW's strategic plan is not finalized yet, and he sees WCB's strategic plan being a component of CDFW's overall strategic plan.

Chairman Bonham said that based on values and core objectives, he sees the CDFW strategic plan, which is being pursued this year, could take more time, and the current plan that CDFW has in place is fifteen years

old. Chairman Bonham stated that he does not see any inconsistency in what the Board may pursue, and the involvement of staff from both CDFW and WCB will ensure that there is no conflict there. Chairman Bonham went on to explain that when CDFW completes its effort, it would plug in what the Board has done. Chairman Bonham commented that the WCB is a stand-alone entity and needs to define its own identity in the future mostly because it serves as a clear funding agent that needs smart strategies, goals and objectives and monitoring relative to its funding actions. Chairman Bonham said that we fund really good individual projects, but he is struggling to see how they fit with where we are trying to go in the future timeframe.

Ms. Finn commented that she has the same thoughts and she is very excited about WCB developing a strategic plan and fully supports this action.

Senator Fuller asked about highlights and qualifications we are looking for in a contractor for the Board's strategic plan. Mr. Donnelly responded that the minimum qualification for the bid was if the contractor had successfully written strategic plans for governmental agencies and experience in meeting facilitation. Mr. Donnelly also specified that we needed a consistent responsive project manager and the contractor guaranteed that their project manager would be the same person through the life of the project. Mr. Donnelly went on to explain that contractor's work plan and references were among other qualifications considered; in addition, there are also contracting bid requirements that every contract needs to go through.

Senator Fuller asked what the rejected contract lacked. Mr. Donnelly responded that it lacked producing the final strategic plan for a governmental agency. Senator Fuller asked if IMG, Inc. has worked for a governmental agency producing that kind of document. Mr. Donnelly responded that IMG, Inc. has worked with many governmental agencies, including CA State Parks and Recreation, Department of Water Resources, CALTRANS, and the Public Utilities Commission, so they have a lot of experience at State and federal levels.

Chairman Bonham asked how much lower the actual lowest bid was. Mr. Donnelly responded that the lowest bid was about \$20,000.00 lower, and the highest bid was about \$20,000.00 above.

Mr. Metropulos asked if there is a timeline associated with the strategic plan, for example if it is going to be a 5-year or 10-year plan. Mr. Donnelly responded that we are looking from 3 to 5 years.

Chairman Bonham commented that one of the things that the Board does is leverage matching funds, and our ability to leverage funds in the future will only increase if we can show how serious we are about investment strategy and our portfolio.

Ms. Moore commented that she had the same thoughts as Chairman Bonham, and asked if leveraging funds is a part of the scope of work, and will examine declining bond funds and plan accordingly overtime? Mr. Donnelly responded that declining bond resources will be addressed in the plan.

Ms. Finn commented that matching funds are an important issue, and asked if we can focus on non-State matches. Ms. Finn stated that with most State agencies facing the same limited resources, we need to be focusing on outside funding.

Senator Fuller commented that it is good that this plan has a 3 to 5 years window, as it is important to have such milestones in the plan to measure its success.

Ms. Diane Colborn thanked the WCB for taking on the strategic plan process. Ms. Colborn stated that it is going to take almost a year to complete this process, with the final plan covering only 3 to 5 years and commented that it seems like a lot of work to go through to get a plan covering such a short period of time, and asked if we will be redoing it again 3 years from now. Mr. Donnelly responded that it would be his goal to look at the objectives of this plan annually and assess it to find out if it needs updating, and if the plan lasts longer than 5 years, we can point that out at that particular time to confirm we are still consistent with the plan.

Chairman Bonham commented that while tasks and actions of a strategic plan could be measured on a short timeframe of 3 to 5 years, the core objective of the same plan might take more time to test its durability.

Mr. Donnelly acknowledged that we received a letter from Friends of the Northern San Jacinto Valley expressing their support for WCB strategic plan, and asking to keep them engaged in the process. Mr. Donnelly went on to explain that we, at WCB, have a standard e-mail list and mailing list, and for every Board meeting, we send out a notification, and we intend to follow the same process for the strategic plan.

Chairman Bonham asked if there were any additional questions and comments about this item. There were none.

It was moved by Ms. Finn that that the Wildlife Conservation Board support the expenditure of approximately \$99,890.00 from the FY

2012-13 appropriation identified for State operations and funded by the Wildlife Restoration Fund (0447) for the purposes of entering into a consulting services contract with MIG, Inc., to develop and complete a Final Draft Strategic Plan for the Wildlife Conservation Board.

Motion carried.

Mr. Donnelly also reported that the Wildlife Conservation Board has received a Conservationist of the Year award from the Wildlife Society Western Section, and we will be accepting this award next week on behalf of the Board. Board members congratulated Mr. Donnelly and WCB and commented that this award is a great way to recognize the excellent work the WCB staff has been doing.

With no further business to discuss, the meeting was adjourned at 1:30 P.M.

Respectfully submitted,

John Donnelly
Executive Director