

STAFF SUMMARY FOR AUGUST 22-23, 2018

17. STRATEGIC PLANNING**Today's Item**Information Action

This is a standing agenda item for 2018-19 FGC meetings as FGC develops a new strategic plan. Today's discussion and potential action will take place in a workshop format.

Summary of Previous/Future Actions

- First FGC strategic planning meeting Feb 22, 2018; Sacramento
- Discussion held over to Jun meeting Apr 18-19, 2018; Ventura
- Discussion of mission, vision, core values Jun 20-21, 2018; Sacramento
- **Today's discussion of potential mission, vision and core values** **Aug 22-23, 2018; Fortuna**
- Consider adopting mission, vision and core values Oct 17-18, 2018; Fresno

Background

FGC created its current strategic plan in 1998, which includes a mission statement and a vision statement. Over the ensuing 20 years, much has changed, not the least of which is a commission with broader authorities and a more ecosystem-based approach to addressing fish and wildlife issues. With the upcoming 150-year anniversary of FGC, the time is right to reassess its mission and vision statements, and to potentially adopt a set of core values or a core values statement.

At its Feb 22, 2018 strategic planning kickoff meeting, FGC discussed the overall goals of a new strategic plan and the type of strategic planning process in which to engage. FGC determined that it is seeking a streamlined planning process, given that there is significant information and input on which to build a new strategic plan, including the 2012 "California Fish and Wildlife Strategic Vision: Recommendations for Enhancing the State's Fish and Wildlife Management Agencies."

Today's meeting marks the second focused on potential changes to FGC's mission and vision (Exhibit 6) and a potential statement of core values. As requested during the Jun 2018 FGC meeting, staff has prepared a document that provides samples of mission and vision statements for other fish and game commissions in the United States as well as the U.S. Fish and Wildlife Service; in some cases, there is not a separate fish and game commission from the state's wildlife management agency (Exhibit 1).

After the Jun 2018 discussion, some commissioners were able to provide feedback on the current mission and vision statements, as well as potential core values (Exhibit 2) to help facilitate additional discussion during today's workshop. In addition, to complement the work of FGC, staff has reviewed and discussed potential changes to the mission and vision statements and identified potential core values (exhibits 3-5). These exhibits are meant to help facilitate an engaging discussion with commissioners to develop thoughtful and forward-thinking strategic planning documents.

STAFF SUMMARY FOR AUGUST 22-23, 2018

Today's discussion is being held in a workshop format so that commissioners, staff and stakeholders can have a direct dialogue about the ideas generated to date, to develop additional ideas, and provide guidance to staff on potential changes to the mission and vision statements and on potential core values. FGC is scheduled to consider adopting the mission, vision and core values at its Oct 17-18, 2018 meeting.

Significant Public Comments (N/A)**Recommendation (N/A)****Exhibits**

1. [Samples of mission and vision statements and core values from other states, dated Aug 10, 2018](#)
2. [Input from commissioners on potential mission, vision and core values, dated Aug 13, 2018](#)
3. [Input from FGC staff on FGC vision, dated Aug 14, 2018](#)
4. [Input from FGC staff on FCG mission, dated Aug 14, 2018](#)
5. [Input from FGC staff on FGC potential core values, dated Aug 14, 2018](#)
6. [Current FGC mission and vision statements, adopted in 1998](#)

Motion/Direction

Provide staff with direction on potential changes to the mission and vision statements, as well as core values.

California Fish and Game Commission

Mission, Vision and Values for U.S. Fish and Wildlife Service and Select "Fish and Wildlife Commissions" Outside California

August 10, 2018

Note that some states do not have a separate board or commission, in which case a department or division may be listed.

Organization	Mission	Vision	Values Statement
U.S. Fish and Wildlife Service	Working with others to conserve, protect and enhance fish, wildlife and plants and their habitats for the continuing benefit of the American people.	We envision a future which fulfills America's passion for opportunities to enjoy landscapes and waterways that provide homes for diverse and sustainable populations of fish, wildlife, and plants.	The U.S. Fish and Wildlife Service values strong conservation partnerships focus on restoring, connecting and conserving landscapes that sustain both wildlife populations and people. We are a learning organization, fostering and rewarding innovation and calculated risk-taking. Our workforce is valued for their opinions and expertise and is recognized for our engagement in decision-making that is critical to the long-term success of the Service. We are driven to improve, using the latest advancements in science, technology and wildlife management to achieve the greatest possible benefit for wild things and wild places. We have the courage to make hard decisions and focus our work on explicit objectives, the discipline to assess our progress, and the integrity to change course when needed. These values are embedded in the culture of our organization and expressed in everything we do.
Arkansas Game and Fish Commission	To conserve and enhance Arkansas's fish and wildlife and their habitats while promoting sustainable use, public understanding and support.	-	-
Florida Fish and Wildlife Conservation Commission	Managing fish and wildlife resources for their long-term well-being and the benefit of people.	-	-
Idaho Fish and Game Commission (and department)	All wildlife, including all wild animals, wild birds, and fish, within the state of Idaho, is hereby declared to be the property of the state of Idaho. It shall be preserved, protected, perpetuated, and managed. It shall be only captured or taken at such times or places, under such conditions, or by such means, or in such manner, as will preserve, protect, and perpetuate such wildlife, and provide for the citizens of this state and, as by law permitted to others, continued supplies of such wildlife for hunting, fishing and trapping (Idaho Code 36-103a).	The Idaho Department of Fish and Game shall work with hunters, anglers, trappers and other Idahoans to provide abundant fish and wildlife that enables their right to hunt, fish and trap, and provides the foundation for the rich wildlife heritage they value, which is enshrined in the Fish and Game mission.	<p>Public Service – We believe in having open, two way communication with the public, facilitating understanding and participation in management decisions and providing diverse hunting, fishing, trapping and viewing opportunities and educational experiences.</p> <p>Science – We believe that scientifically developed knowledge and information are the foundation of fish and wildlife management, and that we are obligated to develop, use and share such knowledge and information.</p> <p>Sustainability – We believe our management responsibility is to foster stewardship of Idaho's fish and wildlife in a manner ecologically viable, economically feasible, and socially acceptable.</p> <p>Ecosystem Management – We believe productive habitats and healthy ecosystems are essential in sustaining diverse fish and wildlife and Idaho's communities and economies.</p> <p>Credibility – We believe that we maintain credibility by achieving the highest level of employee and agency objectivity, expertise, professionalism and effectiveness.</p>

Organization	Mission	Vision	Values Statement
New Jersey Department of Environmental Protection, Division of Fish and Wildlife	The mission of the New Jersey Division of Fish and Wildlife is to protect and manage the State's fish and wildlife to maximize their long-term biological, recreational and economic values for all New Jerseyans.	-	-
North Carolina Wildlife Resources Commission	To conserve North Carolina's wildlife resources and their habitats and provide programs and opportunities that allow hunters, anglers, boaters and other outdoor enthusiasts to enjoy wildlife-associated recreation.	The North Carolina Wildlife Resources Commission is providing safe, comprehensive, effective and efficient fisheries, wildlife and boating programs that conserve the diversity and abundance of the state's wildlife; provide diverse opportunities for all citizens regardless of age or physical abilities to access and enjoy hunting, angling and boating, and other wildlife-associated experiences; demonstrate to the citizens of North Carolina through education and communication the critical role of wildlife management in sustaining the quality of our wildlife resources and their habitats; sustain working lands and their associated wildlife habitats; etc.	-
Ohio Department of Natural Resources, Division of Wildlife	To conserve and improve fish and wildlife resources and their habitats for sustainable use and appreciation by all.	Healthy ecosystems that support thriving fish and wildlife populations for all to enjoy. Recognition as the authority on all fish and wildlife-related issues in Ohio through science-based management with strong support from sportsmen and women, fish and wildlife enthusiasts, and conservation partners. Stable funding through multiple sources representing all who value fish and wildlife conservation. A highly qualified, well trained, and dedicated staff that understands and respects Ohio's fish and wildlife heritage and seeks to build upon it to create a better future.	<p>The Division of Wildlife believes that:</p> <ul style="list-style-type: none"> - Input from constituents and open lines of communication with the public are essential. - Fish and wildlife recreational is socially and economically important to Ohio. - Sustainable consumptive use of fish and wildlife through hunting, fishing, and trapping is at the heart of effective conservation. - Fish and wildlife management must be based on the best available science. - Partnerships are necessary for effective fish and wildlife conservation. - Conservation is our priority when managing lands and waters. - The right to own and use firearms is essential to continue our hunting and shooting sports tradition. - A dedicated and professional workforce is key to achieving long-term success. - Effective fish and wildlife conservation requires integration of a unified wildlife agency. - Diverse fish and wildlife populations benefit everyone. - Providing quality customer service is critical to achieving our mission. - Diverse and dedicated funding is necessary for fish and wildlife conservation. - Fiscal responsibility is crucial to the future of Ohio's fish and wildlife management.

Organization	Mission	Vision	Values Statement
Oregon Department of Fish and Wildlife	Our mission is to protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.	-	-
Pennsylvania Game Commission	To manage Pennsylvania's wild birds, wild mammals, and their habitats for current and future generations.	To be the leader among wildlife agencies, and champion of all wildlife resources and Pennsylvania's hunting and trapping heritage.	<ul style="list-style-type: none"> - Place wildlife first in all decision-making - Respect the views of our various stakeholders and citizens of the Commonwealth - Be open, honest, forthright, and ethical in all matters - Provide quality service both internally and externally - Carry out responsibilities in a polite, professional, and considerate manner - Encourage the professional development of all employees - Recognize the value of a diverse staff to accomplish the wildlife management mission - Recognize the value of the North American model of wildlife management - Have pride in our management heritage - Reflect on our success and lead for the future
South Dakota Game, Fish and Parks Department	Our mission is to provide sustainable outdoor recreational opportunities through responsible management of our state's parks, fisheries and wildlife by fostering partnerships, cultivating stewardship and safely connecting people with the outdoors.	Our vision is to conserve our state's outdoor heritage to enhance the quality of life for current and future generations.	<p>Excellence: We believe in a culture of professionalism and accountability to meet the expectations of our customers and empower staff to succeed.</p> <p>Stewardship: We believe in applying biological and social sciences to conserve and respectfully manage our state's outdoor resources for current and future generations.</p> <p>Integrity: We believe in being transparent and honest by promoting high ethical standards.</p> <p>Compassion: We believe in the dignity of each person and genuinely care for the people we serve.</p>
Washington Department of Fish and Wildlife	To preserve, protect and perpetuate fish, wildlife and ecosystems while providing sustainable fish and wildlife recreational and commercial opportunities.	Conservation of Washington's fish and wildlife resources and ecosystems.	-

Organization	Mission	Vision	Values Statement
Wisconsin Department of Natural Resources	<p>To protect and enhance our natural resources: our air, land and water; our wildlife, fish and forests and the ecosystems that sustain all life.</p> <p>To provide a healthy, sustainable environment and a full range of outdoor opportunities.</p> <p>To ensure the right of all people to use and enjoy these resources in their work and leisure.</p> <p>To work with people to understand each other's views and to carry out the public will.</p> <p>And in this partnership consider the future and generations to follow.</p>	<p>We excel at protecting and managing natural resources while supporting the economy and the well-being of our citizenry.</p>	<p>Integrity Professionalism Collaboration Respect Customer Service</p>
Wyoming Game and Fish Commission	<p>Conserving Wildlife – Serving People</p>	<p>–</p>	<p>–</p>

California Fish and Game Commission

Commissioner Input on the Commission's Vision, Mission and Core Values

August 13, 2018

The California Fish and Game Commission (Commission) began discussions about revising what is now a 20-year-old strategic plan in February 2018. As part of the strategic planning process, the Commission is reflecting on its current mission and vision statements, and considering potential core values; the first conversation about these three items was held on June 20, 2018.

Both during and after the Commission's June 2018 conversation about mission, vision and core values, commissioners provided input to staff for additional consideration during a workshop to be held on August 22, 2018 at the Commission's meeting in Fortuna. Staff compiled this document, which is divided into three sections, one for each subject, with general comments and specific suggestions from commissioners. These ideas are intended to help facilitate conversation at the August workshop.

Vision Statement

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

Comments and Suggestions

Our vision should reflect the future, tell a story about how it looks.

Need a vision statement that works for all Californians, appeals to all Californians, has a human touch.

I want to know that California's fish and wildlife resources will continue to be present in perpetuity.

Part of what makes the Commission unique is that we create an opportunity for diverse groups to work together and solve problems.

To provide habitat free of pollution, increase fish and wildlife populations, and protect the environment, whether for hunting, fishing, taking pictures, etc.

Relying on scientific assessments is an important part of our work.

Including traditional knowledge in decision-making is a unique twist for the Commission.

"To preserve an abundant and biodiverse natural environment for future generations."

"To ensure an abundant and biodiverse natural environment for future generations, while setting a positive example for the rest of the county and world."

“In partnership with all Californians, find solutions to protect and provide biodiversity and sustainable populations of all species.”

Mission Statement

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.

Comments and Suggestions

Our mission should say what we do to create our vision.

Want to somehow capture that this team of commissioners and staff cares enough about the state’s fish and wildlife resources to invest ourselves personally in the work of the Commission.

Highlight partnerships and collaboration.

The Commission establishes fish and wildlife regulations, but we are as inclusive as possible in the process.

Using science as well as traditional knowledge in decision-making.

Create regulations and policies that allow adaptive management.

Encourage all Californians to participate.

“On behalf of California citizens, to ensure the long-term conservation and sustainability of California’s fish, wildlife and ecosystems by:

- Guiding the ongoing scientific evaluation and assessment of California’s fish, wildlife and ecosystems;
- Setting California’s fish, wildlife and ecosystem policies and ensuring these are implemented by the California Department of Fish and Wildlife;
- Establishing appropriate fish, wildlife and ecosystem management rules and regulations; and
- Building active fish and wildlife partnerships with individuals, the public and interest groups, and federal, State and local agencies.”

“To preserve and promote the long-term sustainability of California fish and wildlife resources through scientific evaluations, traditional knowledge, strategic planning, adaptive management, and partnerships with individual landowners, resource management agencies and all public and private stakeholders.”

Core Values

Strategic Vision Recommendation for Core Values

Stewardship: Hold 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: Hold themselves to the highest ethical and professional standards, pledging to fulfill their duties and deliver on their commitments.

Excellence: Pursue quality, proactively assessing performance and striving to continuously improve programs, services, and work products, as well as the efficiency and cost-effectiveness with which these are delivered. Employ credible science in evaluations of programs and policies.

Teamwork and Partnerships: 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: Encourage creativity as they proactively meet challenges, promoting a culture of finding solutions.

Comments and Suggestions

Potential core values identified by commissioners are:

- Accountability
- Collaboration
- Competency
- Courage
- Diversity
- Effectiveness
- Excellence
- Integrity
- Innovation
- Open-mindedness
- Resilience/flexibility
- Respect
- Stewardship
- Tolerance
- Transparency

California Fish and Game Commission

Staff Input on the Commission Vision

August 14, 2018

As the California Fish and Game Commission (Commission) considers potential changes to its vision statement, Commission staff has also been thinking about and discussing 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.

To support the Commission's strategic planning effort, staff's 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, staff thoughts on the current statement, staff suggestions for key concepts to include in the vision statement, and examples of different ways in which the concepts could be combined into a revised vision statement.

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

After reflecting on the Commission's current vision statement, staff discussed where and how the statement is deficient:

- The statement is too similar to the Commission's mission.
- It's mostly to the point, but not very inspirational or engaging.
- How can the Commission speak on behalf of the department and public in stating a vision of sustainable fish and wildlife resources? It could be that the authors really intended to say "...to assure California has sustainable fish and wildlife resources, in partnership with the department and the public."
- "Sustainable" alone is a low bar to set, since a minimal number of fish or wildlife, and maybe some of their habitat, in a zoo or wild animal park could be sustainable.
- "Fish and wildlife resources" implies that fish and wildlife are only important as a resource for humans, ignoring their intrinsic value.
- Important elements are missing (i.e., dynamic and diverse ecosystems or biodynamic and biodiverse natural systems, the citizens of California embracing and appreciating all fish and wildlife, intrinsic value).

Concepts Staff Recommend including in the 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, staff discussed key concepts that are important to capture in a revised statement. The key concepts are intended to capture six essential components:

- 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 that attempt to capture the essential components and that staff recommends including in a revised vision statement are:

- Ecological integrity. 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.
- Natural environment. 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 intrinsic value of aquatic and terrestrial wildlife and the habitat upon which they depend.
- 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.

Sample Potential Vision Statements

After sharing initial thoughts about the current vision statement and delving into key concepts that staff believes are important to include in any changes to the vision, individual staff identified a number of ideas about how the concepts could be combined. Some examples are, the California Fish and Game Commission envisions:

- A diverse, natural California, with sustainable fish and wildlife populations, for the benefit and enjoyment of the public and future generations.
- An environment that naturally supports and sustains the diversity of California's native wildlife in a capacity that may be shared by all.
- A restored natural environment that supports a rich array of native plants and animals and provides for human needs.
- Healthy and sustainable fish and wildlife populations in a natural environment, with the capacity to thrive in a rapidly changing world.
- A future where, through the Commission's leadership, a well-stewarded natural system supports diverse uses, interaction, and enjoyment.
- A future where the Commission provides leadership to achieve conservation and enhancement of fish and wildlife, and the natural systems that support them statewide, so that California offers the opportunity for all people to enjoy a unique diversity of fish and wildlife resources (finding synergies between conservation and sustainable use/harvest).
- A biodiverse California with dynamic and sustainable wildlife for the benefit and enjoyment of the public and future generations.

California Fish and Game Commission

Staff Input on the Commission's Mission Statement

August 14, 2018

As the California Fish and Game Commission (Commission) considers potential changes to its mission statement, Commission staff has also been 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 legislative authorities (Exhibit 2) 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.

In an effort to support the Commission's strategic planning effort, staff's 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, staff thoughts on the current statement, staff suggestions for key concepts to include in the mission statement, and examples of different ways in which the concepts could be combined into a mission statement.

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."

After examining and reflecting on the Commission's current mission statement, staff discussed where and how the statement is deficient:

- The statement is too long, making it difficult to fully absorb.
- The first sentence reads nearly the same as the current vision statement, clouding the difference between the mission and the vision.
- What does "guiding the ongoing scientific evaluation and assessment" mean?
- How does the Commission know when a regulation is "appropriate" and for whom?
- The California Department of Fish and Wildlife restores, conserves and manages fish and wildlife resources, while the Commission supports those activities through its policy-

setting and rulemaking authorities. The resource management partnership language seems more appropriate for the department.

- Important concepts are missing from the statement (i.e., the Commission as a leader in supporting conservation and management, fish and wildlife health, habitats upon which fish and wildlife depend, biodiversity, abundance).

Concepts Staff Recommend including in 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 that staff recommends including in a revised mission statement are:

- 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.

Sample Potential Mission Statements

After sharing initial thoughts about the current mission statement and delving into key concepts that staff believes are important to include in any revisions to the mission statement, individual staff identified a number of ideas about how the concepts could be combined. Some examples are, the California Fish and Game Commission:

- Works with other agencies, stakeholders, staff and the people of California to establish policy and regulations, informed by science, for the management and enjoyment of California's fish and wildlife. We seek to ensure that California meets its public trust obligations to protect, restore, and enhance the shared wildlife resources of the state.
- Works with Californians in providing abundant, diverse fish and wildlife and ensuring a rich outdoor heritage for all generations.
- Supports the restoration, conservation and inheritance of sustainable and healthy fish and wildlife resources in their natural environment.
- Provides leadership to ensure that California will have abundant, healthy, and diverse wildlife and aquatic resources for the enjoyment of all, managed with public confidence and involvement, through actions that are at once thoughtful and bold, engaging science and a future vision.
- Provides leadership to achieve conservation and enhancement of fish and wildlife and the natural systems that support them statewide so that California offers the opportunity for all people to enjoy a unique diversity of fish and wildlife resources.
- Protects and builds upon its conservation heritage for fish and wildlife and the people of California, now and in the future.
- Works collaboratively with other government agencies, non-governmental organizations, staff and the people of California to establish policies and regulations that support the long-term health and sustainability of California's fish and wildlife and their habitats.

California Fish and Game Commission

Staff Input on Potential Commission Core Values

August 14, 2018

As the California Fish and Game Commission (Commission) considers adopting core values through its strategic planning process, Commission staff has also been thinking about and discussing potential core values for the organization. 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.

To support the Commission's strategic planning effort, staff's 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 potential core values that staff recommends the Commission consider during its strategic planning effort. While there are dozens of core values that could apply to the work of the Commission, there are five distinct "categories" of values staff has identified as important for framing our collective work: (1) Transparency, (2) Collaboration, (3) Integrity, (4) Service and (5) Stewardship.

Transparency

The Commission recognizes the important and wide-ranging impacts its 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.

Collaboration

We value collaboration, including teamwork and partnerships, in problem-solving and in developing policies and regulations. Collaborative efforts extend beyond the Commission and its staff members 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.

Teamwork is actively fostered and is one of the main ways we function. We pursue productive and compassionate partnerships, a general concept rather than relationships solely based on a formal legal agreement. A partnership is a mutually beneficial arrangement that leverages resources to achieve shared goals between the partners, based on mutual respect, open-mindedness, trust, respect, and genuine appreciation of each partners' contribution.

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 will hold one another accountable to act in accordance with our values, even when it is difficult. Our actions will reflect honesty, truthfulness and accuracy.

Excellence

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

Stewardship

We hold 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 of California's residents. We use credible science to evaluate programs, policies and regulations that will help achieve our stewardship goals. "Credible" is used here to also represent "best-available science," which is also known as "best scientific information available" (BSIA). The National Research Council suggests that BSIA 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.

California Fish and Game Commission

Commission Mission and Vision Statements

From 1998 Strategic Plan

Mission Statement

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 resource
- Setting California's fish and wildlife resource management policies and ensuring these are implemented by DFW
- Establishing appropriate fish and wildlife resource management rules and regulations
- Building active fish and wildlife resource management partnerships with individual landowners, the public and interests groups, and federal, State and local resource management agencies

Vision Statement

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